



**VANCOUVER POLICE DEPARTMENT
2011 ANNUAL BUSINESS PLAN
YEAR-END REPORT-BACK**

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



TABLE OF CONTENTS

TABLE OF CONTENTS	1
INTRODUCTION AND BACKGROUND	2
2011 OVERVIEW	3
SUMMARY OF PROGRESS.....	5
Goal – To reduce property crime by 20% by 2012.....	9
Goal – To reduce violent crime by 10% by 2012	18
Goal – To suppress violent gang activity	24
Goal – To reduce traffic-related injuries and deaths	27
Goal – To improve liveability by reducing street disorder	29
Goal – To ensure best practices for consequence management and emergency preparedness	33
Goal – To enhance proactive and visible policing	35
Goal – To leverage technology to deliver effective and efficient policing services	41
Goal – To improve communication and public engagement in crime prevention and VPD services.....	44
Goal – To support and develop our staff to their full potential	52
Goal – To continue to implement best practices in police services	59
Goal – To identify and acquire the necessary personnel and infrastructure to adequately support operational and administrative needs	62
Goal – To deliver financial processes to support the organization.....	65
Goal – To improve the VPD’s environmental sustainability and contribute to a greener community..	67

INTRODUCTION AND BACKGROUND

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

Like previous business plans since 2008, the 2011 Annual Business Plan flowed from the Strategic Plan and comprised the key strategies and subsequent activities or action plans identified for 2011. Champions assigned representatives/leads to be accountable for the initiation and completion of the activities. They were also responsible for the achievement of the performance outcomes and targets linked to each strategy. Over the past year, in consultation with their leads, Champions closely monitored the progress of each strategy in working towards achieving the Strategic Plan goal they were assigned. A mid-year report was prepared to give the VPD Executive and the VPB a high-level update on the progress of the activities associated with each strategy. This year-end report-back presents measurable performance results, provides an evaluation of the progress each strategy has made in working towards achieving its overall strategic goal, and outlines any challenges that impeded progress in the past year. In addition, Key Performance Indicators (KPIs) have been compiled and reported on quarterly, providing a macro measurement of organizational performance.

The resulting successes and challenges of the 2011 strategies outlined in this report allowed each Champion to determine the most appropriate and feasible strategies for 2012. It also continued to provide them with the opportunity to maintain supporting the achievement of their principal strategic goals, some of which remain in the new 2012-2016 Strategic Plan. As the strategic planning process is dynamic, the results of the 2011 Report-Back helps the VPD Executive and the VPB determine if the overall priorities of the Strategic Plan need to be adjusted to meet changing operational, investigative, or administrative priorities. Ultimately, the Strategic Plan maintains its vitality through the annual business planning process – a process that reports back on the Strategic Plan's progress in maintaining its commitment to make Vancouver the safest major city in Canada.

2011 OVERVIEW

In total, 63 strategies and 211 activities were identified in the VPD's 2011 Annual Business Plan. Cross-functional work teams completed many of the activities and accomplished numerous outcomes and targets associated with each key strategy while progress has begun on many more. As a result, during the past year, the VPD has continued to make significant progress towards fulfilling the 14 principal goals of its 2008-2012 Strategic Plan.

2011 highlights include a further 4.3% city-wide reduction on property crime; when factoring in population growth this represents a property crime rate decrease of 5.5%. Likewise, incidents of violent crime decreased by a modest 0.1%; once again, when factoring in population growth this represents a violent crime rate reduction of 1.4%. This reduction in property crime significantly exceeded the 2008-2012 Strategic Plan goal of reducing property crime by 20% by the end of 2012. Violent crime has continued to decrease with a modest 0.1% decrease in violent crime from 2010 to 2011, representing a 1.4% reduction in the violent crime rate. Of 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 the end of 2012, and has achieved an 11.8% reduction to-date since 2008. Street disorder has seen an overall city-wide decrease of 7.5% in 2011 as compared to 2010.

In addition, the VPD has continued to increase pressure on gang members. This undertaking has further reduced gang-related activity and violence within Vancouver's boundaries. This is evidenced by a continued decline in documented gang related incidents in the city. In collaboration with global law enforcement agencies, the VPD has also made significant progress in combating fraud and scams perpetrated by foreign criminals. 2011 saw the Traffic Section focus on pedestrian safety, increasing pedestrian enforcement by 25%. The VPD implemented several initiatives aimed at enhancing the proactive policing time and the visibility of frontline officers. These initiatives included successfully reducing crime around SkyTrain stations and associated transit corridors.

The VPD's strategic operational goals were once again supported by successes in other areas of the organization. In 2011, the VPD completed its move to the Graveley and Kootenay Street facilities. 2011 also marked the opening of the new state-of-the-art property office located on Glen Drive, which will meet the VPD's needs for years to come. Gains in environmental sustainability were continued in 2011. Teleconference and video conferencing equipment has been installed at the new facilities thereby facilitating further decreases in the VPD's carbon footprint by reducing the number of in-person meetings involving staff from multiple buildings. The Information Technology Section has also furthered the Department's green strategies through implementing solutions which reduce paper use.

Social media was once again brought to the forefront of the VPD's media strategy. Twitter and other forms of social media assisted the Department in reaching the public during the 2011 Stanley Cup Riot and afterwards to assist in the investigation. Further steps have been taken to support and develop VPD staff by providing training on changes to the Police Act, crisis intervention and the creation of an employee wellness plan. Finally, despite unplanned large-scale events which consumed considerable police resources, the VPD was able to remain within budget for a seventh consecutive year.

While significant successes were realized in 2011, the VPD also faced several noteworthy challenges that have impeded progress in accomplishing some strategic priorities. Accordingly, some 2011 strategies have not met performance targets or their progress is not yet known, as related activities have not been completed. On June 15, 2011, the city was the scene of a riot following the Vancouver Canucks loss in Game 7 of the Stanley Cup Playoffs. While this event had an immediate and significant impact on the

city, the riot investigation which followed continues to have an impact as resources throughout the Department have been pulled into the Integrated Riot Investigation Team. Furthermore, the Occupy Vancouver protest diverted both on-duty and off-duty resources for more than a month. To further exacerbate the impact of these events, the Department was forced to cope with significant vacancies for another year. Even though these challenges have impacted some areas more so than others, the Strategic Plan 'Champions' have seen a measurable level of success in 2011.

Since 2008 significant progress was made on almost all strategic goals. As such, the Department has enacted a new five year plan one year ahead of schedule. While some goals of the 2008-2012 Strategic Plan are not included in the 2012-2016 Strategic Plan, Champions are committed to building on the successes and progress of the strategies over the past four years.

SUMMARY OF PROGRESS

The following is a summary of the progress and current status of the strategies identified in the 2011 Annual Business Plan. This period covers activities from January through December, 2011. The table below shows the key strategies attached to each Strategic Plan goal along with the number of activities identified, initiated, and completed in relation to each strategy. Progress has been made on 88% of the activities identified for 2011 with just over half (54%) of all activities having been fully completed. Of the 211 activities planned for in 2011, 26 were not started, which is 12% of the total.

Strategic Plan Goals and associated 2010 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
1. To Reduce Property Crime by 20% by 2012	34	22	11
1.1 Leverage technology that will allow the tracking of stolen property and property offenders that utilize pawn stores.	3	3	0
1.2 Develop a process to enhance the strategic utilization of VPD resources in combating property crime.	4	1	3
1.3 Continue to expand the scope of proactive projects and investigations undertaken by the Property Crime Unit (PCU).	5	1	4
1.4 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.	2	2	0
1.5 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.	4	3	0
1.6 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.	5	1	4
1.7 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.	5	5	0
1.8 Develop and refine VPD forensic examination processes to increase efficiencies which will thereby lead to an increase in support provided to other investigative Sections.	3	3	0
1.9 Enhance the Technological Crime Unit's (TCU) case intake processes to better prioritize cases in accordance with Departmental strategic goals.	2	2	0
1.10 Improve member awareness of the TCU's internet investigative capabilities	1	1	0
2. To Reduce Violent Crime by 10% by 2012	21	7	12
2.1 Continue to implement a court order compliance system for chronic violent offenders.	4	0	4
2.2 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.	4	3	1
2.3 Educate Patrol officers on interviewing and interrogation techniques.	1	0	1
2.4 Target and educate students at accredited ESL institutions in sexual assault prevention and personal safety.	3	1	0
2.5 Execute and follow-up on all arrest warrants to ensure that police	5	3	2

Strategic Plan Goals and associated 2010 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
obligations to maintain public interests and safety are met.			
2.6 Reduce crime against women in the DTES through the “Sister Watch” program.	4	0	4
3. To Suppress Violent Gang Activity	9	0	9
3.1 Continue intelligence-led, proactive investigations targeting individuals whose organized criminal activities have the greatest impact on the city of Vancouver.	2	0	2
3.2 Attack the profit generated from illegal businesses associated to gangs and organized crime.	3	0	3
3.3 Continue making organized crime and gang members feel unwelcome in the city of Vancouver.	4	0	4
4. To Reduce Traffic-Related Injuries and Deaths	6	1	3
4.1 Intelligence-led deployment related to high risk behaviours of all road users.	1	0	1
4.2 Delivery of a pedestrian safety initiative.	2	1	1
4.3 Continue with traffic enforcement training and Patrol mentorship.	3	0	1
5. To Improve Livability by Reducing Street Disorder	12	3	9
5.1 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 ensure street closures and monitor activities within the area.	5	1	4
5.2 Continue assisting the CoV in achieving the goal to end homelessness in Vancouver.	4	0	4
5.3 Reduce illegal street vending by working with the CoV in establishing sanctioned vending locations.	3	2	1
6. To Ensure Best Practices for Consequence Management and Emergency Preparedness	5	2	0
6.1 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.	1	1	0
6.2 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.	4	1	0
7. To Enhance Proactive and Visible policing	24	7	10
7.1 Deliver high-visibility policing in the Granville Entertainment District (GED) during major events.	7	2	4
7.2 Continue to increase proactive and visible policing around SkyTrain stations and nearby transit corridors.	4	2	2
7.3 Further develop the Patrol Activity Report (PAR) by tracking case clearances.	4	2	1
7.4 Increase proactive project-based policing outputs by Patrol officers.	5	1	3
7.5 Implement Metro Teams to reduce response times and increase proactive policing times.	4	0	0
8. To Leverage Technology to Deliver Effective and Efficient Policing Services	8	5	1
8.1 Continue working towards creating, publishing, and measuring online IT key performance indicators.	4	3	0
8.2 Continue creating a new IT Policy Site.	2	1	0
8.3 Continue creating a ‘Green’ IT Plan.	2	1	1

Strategic Plan Goals and associated 2010 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
9. To Improve Communication and Public Engagement in Crime Prevention and VPD Services	26	5	20
9.1 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.	3	0	3
9.2 Continue to build community confidence in, and dispel misconceptions about, the VPD through a steady growth in the number of positive media stories.	4	1	3
9.3 Continue to enhance the VPD's crime prevention initiatives and reduce crime, primarily in property crime.	4	0	4
9.4 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.	4	1	3
9.5 Increase awareness, both within and outside the Aboriginal community, of the VPD's Aboriginal partnership programming.	4	0	4
9.6 Outreach to the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial.	4	2	1
9.7 Improve the VPD's outreach to Vancouver's diverse communities, including multicultural communities, the homeless, and sex trade workers.	3	1	2
10. To Support and Develop Our Staff to their Full Potential	25	8	17
10.1 Increase the number of in-house training opportunities delivered by external institutions such as the Canadian Police College.	3	3	0
10.2 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.	3	0	3
10.3 Develop a new electronic file management system for McNeil disclosure tracking.	3	0	3
10.4 Continue providing training to PSS and VPD members regarding the implementation of the amended Police Act.	3	1	2
10.5 Develop relevant Human Resources (HR) initiatives and programs, encompassing labour relations and wellness, to be effectively used by VPD managers and supervisors.	4	0	4
10.6 Explore the viability of an integrated municipal professional standards model.	3	3	0
10.7 Study the factors involved in complaints against the Department.	3	0	3
10.8 Continue Crisis Intervention Training for all Patrol members.	3	1	2
11. To Continue to Implement Best Practices in Police Services	14	4	4
11.1 Applying CompStat principles to measure efficiencies and effectiveness to all aspects of the VPD.	3	2	0
11.2 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.	6	1	0
11.3 Conduct a study to identify current inefficiencies in the administrative workload of Patrol.	5	1	4
12. To identify and acquire the necessary personnel and infrastructure to adequately support operational and administrative needs	6	1	5
12.1 Develop a training management system.	1	1	0
12.2 Complete the VPD's transition to its new police facilities.	2	0	2

Strategic Plan Goals and associated 2010 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
12.3 Continue planning for the VPD's long-term facility needs.	3	0	3
13. To Deliver Financial Processes to Support the Organization	3	0	3
13.1 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.	2	0	2
13.2 Provide the Manager of the Facilities Section with monthly financial reports customized to his or her budget responsibilities.	1	0	1
14. To improve the VPD's environmental sustainability and contribute to a greener community	18	5	11
14.1 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.	3	1	2
14.2 Reduce overall energy consumption at the VPD.	3	1	1
14.3 Reduce waste in the VPD.	3	2	1
14.4 Promote a 'Green' culture and ecological health within the VPD.	4	0	3
14.5 Reduce vehicle emissions in the VPD.	5	1	4
TOTAL	211	70	115



Goal – To reduce property crime by 20% by 2012
Champion – Inspector Les Yeo

2011 Strategy 1: Leverage technology that will allow the tracking of stolen property and property offenders that utilize pawn stores.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Les Yeo Sergeant John Rennie

Activities (Action Plans)	Completion Status
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.	☒☐☐

2011 Performance Projections	2011 Performance Results
Outcome: 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.	A potential replacement for the current program has been identified. Pending approval, this program will be assessed to determine if it will meet Departmental needs.
Measure: Progress made in the selection, development, and implementation of an updated property tracking program.	While a program has not yet been selected, a potential solution has been identified and progress is being made.
Target: The successful identification, development, and implementation of an updated property tracking program.	

Overall Strategic Progress

A potential program has been identified and it is being evaluated. To determine how well it meets the Department's needs. Once the appropriate software is selected it will allow the Department to better track stolen property that is being fenced through pawn stores, thereby assisting in removing this avenue of resale for stolen goods. This strategy will be forwarded to the 2012 Business Plan.

2011 Strategy 2: Develop a process to enhance the strategic utilization of VPD resources in combating property crime.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Les Yeo Sergeant Mark Tonner

Activities (Action Plans)	Completion Status
---------------------------	-------------------

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.	☒☐☐

2011 Performance Projections	2011 Performance Results
Outcome: A detailed property crime report will allow for the strategic utilization of resources within both the Operation and Investigation Divisions.	The format for this report has been completed and approved by the Executive and will be regularly disseminated to key stakeholders within the Department.
Measure: Progress made in the development of a new property crime report.	The new report will be disseminated semi-annually. Feedback will then be elicited to determine what if any improvements can be made.
Target: The full development of a new property crime report.	

Overall Strategic Progress
It is expected that the report will be in use in 2012. Once it is distributed, feedback from key users will be elicited to determine how the report can be improved. This will entail the addition or removal of information as necessary. It is expected that this report will provide management with valuable information to ensure that resources are used as effectively as possible to combat street crime. In the current form, the report contains information regarding all forms of crime, and not just street crime.

2011 Strategy 3: Continue to expand the scope of proactive projects and investigations undertaken by the Property Crime Unit (PCU).

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Les Yeo Sergeant Joanne Wild

Activities (Action Plans)	Completion Status
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 that it gets to PCU in a timely manner.	☒☒☒



Provide guidance and training to members who fail to contribute to the flow of property crime intelligence.	☒☒☐
---	-----

2011 Performance Projections	2011 Performance Results
<p>Outcome: 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>	<p>The Property Crime Unit has become a highly effective and skilled unit, producing exceptional results, as evident from decreases in the city's property crime rate.</p> <p>Numerous projects have concluded with success and several high value and chronic property crime offenders have been removed from the streets.</p> <p>While there has been a dramatic change in relation to the intelligence flowing from patrol to investigators, there is still room for improvement. Front-line members, supervisors, and managers are still working together to remedy this gap.</p>
<p>Measure: 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>Target: 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>	

Overall Strategic Progress
<p>The exchange of intelligence and information between the PCU, COU, and Patrol has improved greatly over the past several years. While there is still room for improvement, overall the exchange of information has proven successful. There have been a significant number of projects that culminated successfully with the apprehension of high value targets and chronic offenders. The success of this strategy has likely had a significant impact on the property crime reductions seen in the city. Moving forward this strategy will not be included in the 2012 Business Plan; however, improving information flow between patrol and investigators will still remain a priority as it has been demonstrated to be a successful strategy.</p>

2011 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.		
Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Les Yeo Sergeant Mark Tonner
Activities (Action Plans)		Completion Status
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.		☒☒☐

2011 Performance Projections		2011 Performance Results
Outcome: The expansion of the Neighbourhood Crime Alert Service to businesses and other community groups to help combat property crime.	The process and infrastructure has been put in place and CAU will continue to work with the BIAs make the transition.	
Measure: The number of community members, groups, and businesses subscribing to the service.	The subscribership has increased by approximately 16% in 2011.	
Target: Measurable increases in community members, groups, and businesses subscribing to the service.		
Overall Strategic Progress		
<p>The Neighbourhood Crime Alert Service continues to provide the community with up to date information regarding crime in their neighbourhood. Expanding this program to include businesses will further increase the ability of the public to take precautionary measures in the event of criminal activity at stores, hotels, restaurants, etc. In 2012, CAU will move this strategy forward to ensure that all BIAs are, or have the opportunity to become, involved in the Service.</p>		

2011 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.		
Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Les Yeo Staff Sergeant Keith Hammond
Activities (Action Plans)		Completion Status
Management to review investigative strategies of external law enforcement agencies to ensure that best practices relating to property crime projects and investigations are utilized.		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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.		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Formalization of a report for high value property crime targets similar to the 'Lower Mainland Robbery Report'.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Implementation of quarterly meetings for all Lower Mainland investigators involved in property crime investigations (similar to those held by Lower Mainland robbery units).		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2011 Performance Projections		2011 Performance Results
<p>Outcome: 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>		This strategy is still in progress and has temporarily been put on hold due to resource issues resulting from 2011 Stanley Cup riot investigation

<p>Measure: 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>The targets of this strategy have not been met due to resources being diverted to deal with the 2011 Stanley Cup Riot. This strategy will continue in 2012.</p>
<p>Target: 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>	

Overall Strategic Progress

In the wake of the 2011 Stanley Cup Riot, significant resources were diverted to investigating those who participated in the riot. The Integrated Riot Investigation Team (IRIT) was created and although it is an integrated team, significant resources from the VPD were contributed. As such, OIS was not able to focus on this strategy and it has been put on hold but will continue to be included in the 2012 Business Plan.

2011 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.

Initiation Date	Target Date	Lead
January 1, 2011	Ongoing	Staff Sergeant Keith Hammond

Activities (Action Plans)	Completion Status
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.	☒☒☒

2011 Performance Projections	2011 Performance Results
<p>Outcome: Greater protection of the public through improved success surrounding the remand and sentencing of chronic offenders and other high profile offenders.</p>	<p>At the request of the VPD, Provincial Crown Prosecutors have been pushing for firmer sentences. This proceeding has been assisted with the elimination of the "two for one sentencing" regarding time spent in custody awaiting trial.</p>
<p>Measure: 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.</p>	<p>The targets for this strategy have been met as Crown appears to be asking for tougher sentencing for chronic and high profile offenders.</p>

<p>The progress made in reviewing previously established initiatives to determine which should continue and which require adaptation.</p>	<p>This strategy will be adapted for 2012 to include new activities.</p>
<p>Target: Successful identification and development of at least 1 new strategy to “raise the bar” with respect to sentencing.</p> <p>Permanent oversight of all previously implemented initiatives and activities to entrench those that are effective, and to review or eliminate those that are not.</p>	

Overall Strategic Progress

2011 saw Provincial Crown Prosecutors ask for tougher sentences for chronic offenders and prolific criminals. Moreover, two for one sentencing in the case of time served prior to conviction has ceased. This has impacted the sentences handed down to chronic and high profile offenders, resulting in less opportunities for these offenders to commit crime at the expense of the citizens and visitors to Vancouver. The success of this has been assisted by many factors from all Criminal Justice agencies. Overall, this cooperation is a resounding success.

Moving forward, the 2012 Business Plan will contain an adapted version of this strategy to further capitalize on the cooperation between Provincial Crown Prosecutors and the VPD.

2011 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.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Jim McCardell

Activities (Action Plans)	Completion Status
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.	☒☒☐

2011 Performance Projections	2011 Performance Results
<p>Outcome: Reduced victimization from fraud and technological crime originating both locally and globally.</p> <p>Increased ability to assist in the prosecution of out-of-jurisdiction suspects for local victims.</p> <p>Improved VPD investigative abilities through exposure to tools and techniques used by other global agencies.</p>	<p>The VPD has made headway combating cybercrime by educating citizens about scams perpetrated by foreign criminals residing outside of Canada. To further combat these crimes, the VPD has liaised with foreign agencies and has had success in shutting down the accounts used to perpetrate these frauds.</p>

<p>Measure: The number of files with local victims and out-of-jurisdiction suspects.</p> <p>The number of files with local suspects and out-of-jurisdiction victims.</p> <p>The amount of effective tools and techniques available to deploy in investigations.</p>	<p>The number of cases forwarded to outside agencies was not tracked, thus it is not possible to comment on whether this target was met or not. Moving forward these stats will be tracked.</p> <p>Due to limitations within the current record management system it is not possible to track the length of investigations; however the strategy lead believes that investigative times must have decreased as a result of the new investigative equipment that the Financial Crime Unit acquired in 2011.</p>
<p>Target: Increase in number of files successfully referred to outside agencies for investigation and prosecution.</p> <p>Improvement in investigative times given the availability and use of new tools and techniques.</p>	

Overall Strategic Progress

2011 witnessed successes in combating cybercrime. The Financial Crime Unit (FCU) and Technological Crime Unit used a series of media campaigns to raise awareness of scams perpetrated by foreign criminals. Moreover, success was furthered by working with international agencies, and as a result the accounts used to perpetrate international fraud targeting residents of Vancouver were shut down. A number of arrests were made and charges were laid when suspects came to Vancouver to commit fraud. As a result of these actions, Vancouver is not seen as an easy target for fraud.

In order to improve the speed and quality of investigations conducted by the FCU. The FCU Sergeants attended the Society for the Policing of Cyberspace (POLCYB) conference and the FCU acquired new equipment.

2011 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.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Sergeant Wayne Dore

Activities (Action Plans)	Completion Status
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.	☒☒☐

2011 Performance Projections	2011 Performance Results
<p>Outcome: Forensic processes that enhance efficiency through increased capacity will be implemented.</p>	<p>Examinations continue to be enhanced as the administrative processes have been streamlined. As a result more hours in each shift can be devoted to conducting more forensic examinations.</p>
<p>Measure: The number of exhibits processed that are associated to files submitted from other investigative Units.</p>	<p>This target was achieved. The caseload of the Forensic Services Section (FSS) has increased by 20% in 2011. The total number of exhibits being examined has more than doubled, with a total of more than 500.</p>
<p>Target: An ongoing 5 % increase in demand for service from other investigative Units.</p>	

Overall Strategic Progress

The changes in the Forensic Services Section have resulted in significant increases in caseload and in the number of exhibits being handled by the Section. Due to these increases, it is likely that future gains will not be on the same magnitude as the Section is nearing capacity.

2011 Strategy 9: Enhance the Technological Crime Unit's (TCU) case intake processes to better prioritize cases in accordance with Departmental strategic goals.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Sergeant Wayne Dore
Activities (Action Plans)		Completion Status
Research processes in other jurisdictions for advancements and policy changes that enhance performance.		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Review current intake process to determine inefficiencies.		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2011 Performance Projections	2011 Performance Results
Outcome: Business processes are developed to assist in enhancing case assignment while also reflecting organizational priorities.	The implementation of best practices in an ongoing process. Currently the unit is focusing on how to decrease the intake process and prioritize requests based on
Measure: Progress in identifying inefficiencies with the current case intake process.	Progress has been made on identifying inefficiencies within the current case intake process.
Target: The identification of inefficiencies with the current case intake process.	

Overall Strategic Progress

The business processes in the TCU continue to be among the standard in policing. Training and resources allow the Unit to function and perform at a high level. While the Unit always strives to improve its processes, it has faced challenges in assessing processes by way of heavy workload.

2011 Strategy 10: Improve member awareness of the TCU's internet investigative capabilities

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Detective Constable Mark Fenton
Activities (Action Plans)		Completion Status
Training program for investigators and other police officers on the use of the internet in police investigations.		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2011 Performance Projections	2011 Performance Results
Outcome: A better understanding of the relevance of the internet and network-based services to police investigations by	The VPD currently offers a course on internet investigative skills



all VPD members.	using a provincially recognized in-house instructor.
<p>Measure: 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>	This target has been achieved as the TCU is receiving more requests for assistance in internet investigations.
<p>Target: Increase in case referrals and in internet-based questions forwarded to the TCU.</p>	

Overall Strategic Progress

As the number of members receiving courses on internet investigative skills increase, the awareness of the internet as a tool will increase as well. To further members' awareness of what can be done using the internet, more training is required. The challenge to achieving the goal is the limitation of the size and equipment in the current training facilities.



Goal – To reduce violent crime by 10% by 2012
Champions – Inspector Scott Thompson and Inspector Cita Airth

2011 Strategy 1: Continue to implement a court order compliance system for chronic violent offenders.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Staff Sergeant Ross Jackson Sergeant Doug Bain

Activities (Action Plans)	Completion Status
Domestic Violence and Criminal Harassment Unit (DVACH) Analyst to provide targets for Level II and III 'K' file court order compliance by Patrol across all Districts.	☒☒☒
High Risk Offender Unit (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.	☒☒☒

2011 Performance Projections	2011 Performance Results
Outcome: Ongoing reduction of violent crime committed by chronic violent offenders.	Court order compliance checks of chronic violent offenders began in District 2 in 2008 and have been fully implemented across all Districts in 2010. In 2010, the VPD also implemented a basic city-wide tracking process for members in each District to report on the results of their court compliance checks and interactions in relation to chronic violent offenders.
Measure: The amount of enforcement action against chronic violent offenders.	As of the end of November 2010, there was a 68% reduction in the number of violent offenses committed by the 25 chronic violent offenders monitored in District 2 since 2009. These 25 chronic offenders committed a total of 9 offenses from January to November 2010 as compared to a total of 28 over the same time period in 2009.
Target: A further 20% increase in enforcement action against chronic violent offenders across all Districts.	In 2011, year to date, this same group of 25 chronic offenders committed the same number of violent offences as in 2010 (9 offences). Therefore, there was not a reduction in violent offences amongst this cohort of offenders.

Overall Strategic Progress

The four District Analysts continue to provide information to Patrol officers regarding 'K' file breach cases resulting in enforcement action. Compliance checks for 'K' files have not been limited to Level II and Level III assaults. DVACH also assesses and requests checks for domestic violence, elder abuse, and criminal harassment files based on the offender's predisposition for breaching court orders and the safety needs of the victim.

In addition, the four District Analysts also distribute analysis received from Chronic Offenders Unit on a weekly basis. The reports include information regarding interdiction projects that focus on the arrest of chronic offenders committing property crime and other offences in the Districts. Further projects are identified and initiated based on the analysis of weekly crime trends, identified MOs and whether given chronic offenders are in jail or not.

With respect to the HROU, the Districts routinely receive notifications regarding high risk offenders and probation orders. The HROU is actively engaged in working with the Patrol Districts in managing the high risk offenders' compliance with court orders. However, throughout 2011, maintaining staffing levels in the HROU has been a challenge.

2011 Strategy 2: Maintain and further develop the operational information repository where strategies/tactics used to address violent crime throughout the city are available to all Patrol members and investigators.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Staff Sergeant Ross Jackson
Activities (Action Plans)		Completion Status
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.		☒☐☐
2011 Performance Projections		2011 Performance Results
<p>Outcome: 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.</p>		Projects are actively being created and initiated in the districts. However, the process of collating these and identifying strategies and tactics across all districts through a central repository is still in progress.
<p>Measure: The number of Patrol-based violent crime projects that are based on or guided by intelligence/strategies/ tactics used in the past.</p>		The database designed to track the number of patrol based violent crime projects has yet to be created. As such, it is not possible to comment on whether the target has been met.
<p>Target: 10% increase in the number of Patrol-based violent crime projects.</p>		
Overall Strategic Progress		
All Districts maintain regular communication with the Robbery Squad to ensure serial bank robbery suspects are apprehended in a timely fashion. Communication with the Special Investigation Section (SIS) and Operations Investigation Section occurs daily with respect to sexual offences and other violent offences.		

The CCOs in each District have documented the relevant strategies and tactics from Patrol-based projects into their own District folders; however, this information has yet to be centralized into a single database. Once the database has been created, Patrol members and investigators will be informed and will be able to use this information to inform future projects.

The process to track the number of Patrol-based violent crime projects that are based on or guided by intelligence, strategies and tactics used in the past still needs to be developed beyond the District level.

2011 Strategy 3: Educate Patrol officers on interviewing and interrogation techniques.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Sergeant Shaun Deans Sergeant Geoff Gabriel
Activities (Action Plans)		Completion Status
Deliver training to Patrol members during Cycle III training.		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
2011 Performance Projections		2011 Performance Results
Outcome: Officers will be equipped with the general knowledge, skills, and abilities to successfully conduct Patrol-based investigations.		Patrol officers have received training regarding interview techniques in during their cycle 4 training and are now expected to conduct preliminary interviews during arrests.
Measure: The number of Patrol members to have received this training.		This was completed during cycle 4, where roughly 450 Patrol members received the training.
Target: All Patrol members have received training on general interviewing techniques.		
Overall Strategic Progress		
All Patrol members were taught basic interview techniques. Moving forward, all members are expected to conduct preliminary interviews with suspects when operationally feasible. These interviews should lead to both an increase in confessions as well as a stronger foundation for further investigations. Moreover, ongoing interviewing will further develop the skills of our front-line Patrol officers.		

2011 Strategy 4: Target and educate students at accredited ESL institutions in sexual assault prevention and personal safety.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Detective Constable Denise Foster
Activities (Action Plans)		Completion Status
Continue to develop a seminar package on the prevention of sexual assaults and safety awareness for ESL students.		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Work with outside agencies such as the Vancouver Lower Mainland Multicultural Society (VLMMS) to develop and deliver presentations.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Deliver ongoing presentations to accredited ESL institutions.	□□□
---	-----

2011 Performance Projections	2011 Performance Results
<p>Outcome: ESL students will be better aware of how to keep themselves safe from sexual predators.</p>	<p>This strategy was initially envisioned as an extension of the Drug Facilitated Sex Assault (DFSA) presentations given to 10th graders by the Sex Crimes Unit and School Liaison Unit. The plan was to deliver the presentations to ESL students on a proactive basis.</p>
<p>Measure: The number of seminars and/or presentations delivered to ESL students.</p> <p>Feedback from ESL students in relation to the presentations.</p> <p>The number of sexual assault incidents involving ESL students.</p>	<p>As stated above, the presentations were planned to be delivered to the ESL students; however, this was not operationally possible due to the fact that there are more than 240 accredited ESL classes in a year.</p>
<p>Target: Deliver presentations to all accredited ESL institutions in Vancouver.</p> <p>Overall positive feedback from ESL student participants.</p> <p>10 % decrease in the number of sexual assault incidents involving ESL students.</p>	<p>Staff further examined to what extent this is an issue within the ESL student community. In 2011 and there were 10 sexual assaults reported against people who were ESL (not just ESL students). This represents 3% of the sex assaults that occurred in 2011. Based on this relatively low amount of victims and the large amount of ESL classes, it was decided not to deliver the presentation.</p>

Overall Strategic Progress
<p>Despite not delivering the presentation to ESL classes, the VPD is still committed to ensuring the safety of foreign students. The VPD website currently has detailed information for foreign students electronically as well as a link to the PDFs "Safety Tips for Personal Safety" and "Student Exercises." This is also a resource for teachers. The website has a link to a Chinese translation of the information. Funding has been provided to translate a handout translated into ten languages; however, this has not yet occurred. Instead of handouts, an electronic PDF will be made available and distributed to ESL and VSB schools, community associations, CPCs and NPOs as well as through the VPD's website.</p>

2011 Strategy 5: Execute and follow-up on all arrest warrants to ensure that police obligations to maintain public interests and safety are met.		
Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Sergant Doug Bain
Activities (Action Plans)		Completion Status
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.	☒☒☒
--	-----

2011 Performance Projections	2011 Performance Results
<p>Outcome: Improved execution of arrest warrants as they come onto the VPD system.</p>	<p>The overall process of handling warrants has improved. While obtaining timely access is still a work in progress, the VPD has created new avenues of making this information available to Patrol members. Moreover, the Fugitive Team handles warrants that require execution after patrol has exhausted follow-up attempts.</p>
<p>Measure: Timely access to arrest warrants by Patrol.</p> <p>The number of existing backlogged warrants.</p>	<p>The Patrol Call Board is not currently being used effectively to make members aware of warrants. However ongoing discussion is in the works to develop a process to do so.</p>
<p>Target: Patrol officers will be informed of the need to execute all arrest warrants in a timely manner.</p> <p>Reduction in the number of existing backlogged warrants.</p>	

Overall Strategic Progress

Progress has been made in improving the manner in which warrants are handled. District analysts alert members of outstanding warrants via weekly updates. Patrol members acting upon this information are expected to document all attempts. Once Patrol exhausts all follow-ups, the warrants are sent to the Fugitive Team whose mandate is to track down suspects and execute their outstanding warrants.

While warrants are not placed on the call board immediately upon their issuance, the Crime Control Officer reviews unexecuted warrants and, if they are still valid, creates calls on the RMS System. Moving forward, the VPD will continue working with E-COMM to develop a process to place warrants on the Patrol Call Board as soon as practicable.

2011 Strategy 6: Reduce crime against women in the DTES through the "Sister Watch" program.		
Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Dean Robinson
Activities (Action Plans)		Completion Status
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.		☒☒☐



<p>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.</p>	<p>☒☐☐</p>
---	------------

2011 Performance Projections	2011 Performance Results
<p>Outcome: Violence against vulnerable women in the DTES will be reduced through the combined efforts of the VPD and the community.</p>	<p>Reducing violence against vulnerable women in the DTES will continue to be a challenge. 2011 saw much progress despite the fact some resources needed to be temporarily re-allocated to support the 2011 Stanley Cup Riot investigation.</p>
<p>Measure: 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>The violence against women tip line received 511 calls between January and October. An average of 51 calls per month. This information was passed on to the relevant investigative section.</p> <p>A baseline regarding violence against women in the DTES has been established. In 2011 there were 83 serious assaults in the DTES. In addition, there were 35 robberies and 24 sexual assaults.</p>
<p>Target: 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>	

Overall Strategic Progress

In 2011, nine formal Sister Watch meetings were held in addition to numerous other meetings which resulted from incidents of note and investigations. Moreover, the tip line set up as part of Sister Watch has received an average of roughly 50 calls per month, providing the VPD with information regarding violent crime targeted against vulnerable women in the DTES.

Subject matter experts in DVACH and the Sex Crimes Unit have been identified to act as liaisons. Personnel changes and the temporary re-allocation of some resources to support the Integrated Riot Investigation Team (IRIT) have made it more challenging to quickly build relationships with the community; however, these challenges will be overcome. For example, although on the surface it may seem like a small initiative, spreadsheets are being developed to capture which resources are dedicated to Sister Watch and this will assist in maintaining continuity.



Goal – To suppress violent gang activity
Champion – Inspector Mike Cumberworth

2011 Strategy 1: Continue intelligence-led, proactive investigations targeting individuals whose organized criminal activities have the greatest impact on the city of Vancouver.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Brad Desmarais
Activities (Action Plans)		Completion Status
Continued formal and informal liaison with outside agencies.		☒☒☒
Intelligence led-enforcement supported by VPD Criminal Intelligence Section (CIS).		☒☒☒
2011 Performance Projections		2011 Performance Results
<p>Outcome: 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.</p>		Information obtained from specific investigative techniques has revealed crime groups and gangs are reluctant to conduct business in Vancouver given the level of police attention they attract.
<p>Measure: Level of organized and gang-related crime.</p> <p>Confirmation from intelligence sources regarding the inability of gang members to engage in criminal activity in the city of Vancouver.</p>		Although the exact level of gang-related crime is not determinable, incidents documented in the VPD's record management system can be used as an indicator as to the direction of change. There were 34% fewer reported gang-related incidents in 2011 than 2010 which indicates that gang-related crimes are decreasing.
<p>Target: Maintain the current low levels of gang-related violent activity.</p>		
Overall Strategic Progress		
<p>Project HOMIE and other investigations have been initiated by the VPD CIS. The intelligence gathered from these investigations was referred to the Gangs and Drugs Section for enforcement. However, while information flow within the Department has been successful, contact with outside agencies with regard to gang activity continues to be piece-meal and reliant on personal relationships. This reflects the need for a regional on-going forum where intelligence and target priorities are shared in real time.</p>		

2011 Strategy 2: Attack the profit generated from illegal businesses associated to gangs and organized crime.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Brad Desmarais
Activities (Action Plans)		Completion Status
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.	☒☒☒

2011 Performance Projections	2011 Performance Results
<p>Outcome: Organized crime groups and gangs will be less likely to engage in crimes for profit within the city.</p>	Information obtained from specific investigative techniques has revealed crime groups and gangs are reluctant to conduct business in Vancouver given the level of police attention they attract.
<p>Measure: The number of referrals to the BC Civil Forfeiture Office (BCCFO).</p> <p>The number of cases reported to the Canada Revenue Agency.</p> <p>The number of cases where criminal assets are removed or taxed.</p>	In 2011, 18 cases were forwarded to the BCCFO. Additionally, roughly \$200,000 in cash was seized was by investigative and Patrol members over the course of the year.
<p>Target: Criminal assets seized or taxed whenever possible.</p>	

Overall Strategic Progress
An aggressive training program and online support tool for investigators has been developed which targets offence related property. Asset seizures are now common place in most gang and organized crime related investigations. The VPD continues to be a leader in referring property used in connection with crime as evident by the Director of Civil Forfeiture citing the VPD as the “gold standard” in terms of the completeness of referral packages and the quality and quantity of referrals. Moreover, processes are in place to ensure that criminals who possess assets and unexplained income (that are not subject to criminal or civil forfeiture) are referred to CRA for tax assessments.

2011 Strategy 3: Continue making organized crime and gang members feel unwelcome in the city of Vancouver.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Brad Desmarais

Activities (Action Plans)	Completion Status
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 BarWatch programs.	☒☒☒
Advocate for increased membership in Restaurant and BarWatch.	☒☒☒
Continued support of Gang/Drug Unit and LIMA members.	☒☒☒

2011 Performance Projections	2011 Performance Results
<p>Outcome: Organized crime groups and gangs will be deterred from operating and congregating in Vancouver.</p>	<p>The number of gang related incidents reported to the VPD has decreased over the past year. This is an indication that there are fewer instances of gang activity and violence in the city.</p>
<p>Measure: The number of reported gang-related incidents.</p>	<p>Based on a comparison of PRIME statistics, there were 34% fewer reported gang-related incidents in 2011 than 2010. While this does not account for all gang related activity, it is an indication that organized and gang-related crime is on the downturn.</p>
<p>Target: Reduction in the number of reported gang-related incidents.</p>	

Overall Strategic Progress

Gang Crime Unit (GCU) members continue to address Patrol NCO and Team meetings with regard to gang crime issues. The GCU has partnered with the VPD CIS to ensure timely intelligence bulletins are published. Awareness in Patrol appears to be on the increase. Moreover, BarWatch, Restaurant Watch and the use of special agreements continue to be an effective tool, allowing police to eject gang members and other violent criminals from bars, nightclubs, and restaurants. As gang members frequently leave an area at the sight of GCU members entering a bar, Gang Quick Response Teams are deployed for events that traditionally draw gang members. This mobile “quick response” team is comprised of Emergency Response Team and gang subject matter experts.

Overall, GCU members have been instrumental in securing additional Restaurant Watch and BarWatch participants; however, their success in utilizing special agreements, with bars that for one reason or another do not qualify or decline to participate in BarWatch, has yielded the most success. These bars are often the most common locations where gang members congregate and using this tool to restrict or eliminate violent criminals’ presence significantly increases public safety.

Proactively targeting both street and high level gangs continues with increased awareness and cooperation between first responders, particularly LIMA teams and the Gangs and Drugs Section as a whole. When GCU members are not available LIMA teams respond to gang related calls in the Granville Entertainment District. It is now common-place for LIMA teams to identify and check gang members based on a greater awareness of individual gang members.



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

2011 Strategy 1: Intelligence-led deployment related to high risk behaviours of all road users.		
Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Ted Schinbein
Activities (Action Plans)		Completion Status
Directed enforcement and ongoing review.		☒☒☒
2011 Performance Projections		2011 Performance Results
Outcome: A greater awareness of road safety and compliance of traffic rules by all road users (motorists, cyclists, and pedestrians).		There has been a significant increase in awareness around vulnerable road users, especially cyclists and pedestrians. In 2010 and 2011, radio, print and television media have covered issues around pedestrian collisions and cycling in general.
Measure: Number of tickets written to each road user group.		Due to staffing issues, the total number of Provincial Violation Tickets (VTs) has decreased in 2011. However, funding from Police Services for directed pedestrian safety enforcement has resulted in a 25% increase in pedestrian enforcement VTs and bylaws.
Target: Increased tickets written to each group of road user.		
Overall Strategic Progress		
<p>In 2011, there have been 15 fatalities (two are pending autopsy to confirm whether the death was caused by a motor vehicle accident or a medical event) compared to nine in 2010. Of the 13 confirmed traffic fatalities, nine have been pedestrians. Available ICBC data for the end of September of 2011 shows a 3% reduction in traffic collisions resulting in injury (compared to the same time period in 2010).</p> <p>Significant staffing reductions in both the Traffic Section and Operations Division as a whole, resulting from budget pressures and the Stanley Cup riot investigations, equate to less available traffic enforcement hours. In addition, traffic control duties related to Occupy Vancouver and the Missing Women Commission of Inquiry has further reduced available traffic enforcement hours. Road changes and traffic restrictions associated to pedestrian and cyclist traffic have resulted in an increased demand for enforcement and an increase in traffic complaints.</p>		

2011 Strategy 2: Delivery of a pedestrian safety initiative.		
Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Ted Schinbein
Activities (Action Plans)		Completion Status
Complete a pedestrian safety educational video.		☒☒☒

Direct enforcement of pedestrian-related offences to high volume and risk areas.		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2011 Performance Projections		2011 Performance Results
Outcome: A reduction in pedestrian injuries and fatalities.		There has been an increase in pedestrian fatalities. In 2010 there were 5 pedestrian fatalities and in 2011 there are 9. The numbers for pedestrian injury collisions is not yet known.
Measure: The number of pedestrian-related violation tickets (VTs) and bylaw enforcement tickets.		The goal of increased pedestrian related violation tickets and bylaws was not met due to reduced staffing levels and competing Departmental priorities. However, due to funding from Police Services, there was an increase in violation tickets and bylaws written to pedestrians of 25%.
Target: 10% increase in both VT and bylaw enforcement tickets for pedestrian-related offences.		
Overall Strategic Progress		
Factors which resulted in fewer hours available for traffic enforcement have frustrated the progress of the pedestrian safety initiative. However, the CoV is currently working on a pedestrian safety education campaign to be delivered in 2012.		

2011 Strategy 3: Continue with traffic enforcement training and Patrol mentorship.		
Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Ted Schinbein
Activities (Action Plans)		Completion Status
Create an enforcement training package for Patrol.		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Traffic Section to deliver training and mentorship to Patrol.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Traffic Section to provide Patrol with access to enforcement equipment.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2011 Performance Projections		2011 Performance Results
Outcome: Patrol members will further contribute to road safety for all road users in the city of Vancouver.		The training package for Patrol members has been completed; however, as a result of competing demands and other Departmental priorities, the training has not been delivered and mentorship for Patrol members has not occurred.
Measure: Increased traffic enforcement by Patrol members.		This target has not been met. This is due to staffing issues and competing Departmental priorities.
Target: 5% increase in traffic-related VTs written by Patrol members.		
Overall Strategic Progress		
This strategy was not completed due to a lack of staffing resources as a result of Departmental wide vacancies and events such as the Missing Women's Inquiry. Moreover, as a result of the 2011 Stanley Cup Riot, a number of traffic officers were transferred to the Integrated Riot Investigation Team. Although the training package has been completed, the Traffic Enforcement Section was not able to deliver the training.		



Goal – To improve liveability by reducing street disorder

Champion – Inspector Dean Robinson

2011 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.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Adua Porteous

Activities (Action Plans)	Completion Status
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.	☒☒☒

2011 Performance Projections	2011 Performance Results
<p>Outcome: The Granville Entertainment District (GED) is a safe and enjoyable entertainment destination and work environment.</p>	<p>The GED is a safe and enjoyable entertainment and work destination and has seen steady improvement in this area over the years up to and through 2011. The rate of violence is declining and that which is still prevailing is largely influenced by the liquor service industry. In general, assaults and weapons calls are down and typically the risk of violence is most prevalent near to, at, and after the closing time of bars and restaurants.</p> <p>Effective measures such as LIMA patrols and in particular enhanced LIMA in the summer months, mall closures, special attention given by Patrol, and BarWatch/Restaurant Watch have all contributed to influencing the reduction in violence and the improvement in safety.</p>
<p>Measure: Levels of street disorder in the GED as measured by CompStat and through citizen and business surveys.</p> <p>BIA statistics and comments as well as Community Policing Centre (CPC) statistics and comments that assess changes in attitudes and perceptions of safety.</p>	<p>There was a 10% decrease in calls for service related to Street disorder in the GED in 2011.</p> <p>It was noted by that the Occupy Vancouver protest may have influenced the reduction in calls as it siphoned off many of the people that would normally have been found in the GED lending to this problem.</p>
<p>Target: Decreases in the various measures of street disorder.</p> <p>5% reduction in overall street disorder for the Entertainment District based on CAD data.</p>	<p>The BIA's analysis confirms the observations of the District 2 Analyst with regards to success in the area.</p>

Overall Strategic Progress

This strategy have proven to be very effective in reducing street disorder in the GED, especially the activities designed around deployment and enforcement such as: LIMA patrols and in particular enhanced LIMA in the summer months, mall closures, special attention given by patrol, and BarWatch/Restaurant Watch.

Challenges that impeded progress include the over-service of patrons by some establishments, or establishments allowing already intoxicated patrons in and then serving them. This was further compounded by the lack of taxis or the reluctance of taxi drivers to ferry people out of the GED who want to go longer distances. For the sake of more frequent fares drivers often would refuse them.

2011 Strategy 2: Continue assisting the CoV in achieving the goal to end homelessness in Vancouver.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Constable Jodyne Keller
Activities (Action Plans)		Completion Status
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.		☒☒☒
2011 Performance Projections		2011 Performance Results
<p>Outcome: VPD is supportive of collaborative initiatives to secure safe shelter for all residents.</p> <p>Single Room Occupancy buildings (SROs) in the DTES are a safe place for vulnerable peoples to live.</p>		<p>The VPD continues to support all collaborative initiatives with respect to securing safe shelters for all residents requiring them.</p> <p>Through the Homeless Outreach Coordinator, members in all Districts and especially in District 2 and the DTES, continue to work at, around, and within the SROs to increase the level of safety for occupants.</p>
<p>Measure: The number of homeless people in Vancouver.</p>		<p>The number of homeless people is monitored very closely by the VPD Homeless Outreach Coordinator who sustains ongoing interaction with those needing homes as she deals weekly with the homeless in all districts.</p> <p>From 2011 to 2010, the number of homeless identified through the annual homeless count decreased by roughly 6.4%, from 1,715 in 2010 to 1,605 in 2011. Furthermore, there has been a substantial decrease in the number of unsheltered homeless. This figure decreased by 66%, from 421 in 2010 to 145 in 2011.</p>
<p>Target: Reduction in homeless count in 2011 over 2010.</p>		

Overall Strategic Progress

Moving forward, the VPD's role in ensuring safety within temporary housing options will become more important as the proportion of homeless who have found shelter is increasing. For this reason, initiatives to keep Single Room Occupancies (SRO) and shelters safe for occupants will be of greater importance.

Despite the reduction in homelessness in Vancouver, the VPD has faced some challenges. Obtaining buy-in from SRO management firms has been difficult at times. However, while in the early part of 2011, there was friction with some SROs, it appears a balance has been struck and the relationships are improving.

The VPD also faced issues at First United Church. The church sheltered people claiming all were homeless or had inadequate housing. This resulted in overcrowding and thus led to safety issues evident from the increase in the number of calls for service at First United Church. However, a change to the Church's board occurred. Those with views drastically polarized from that of the police and other shelter and housing providers left the church's management team. It is expected that this will signal an end to many of the issues members experienced with the First United Church, thus leading to increased safety for those seeking temporary shelter.

2011 Strategy 3: Reduce illegal street vending by working with the CoV in establishing sanctioned vending locations.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Dean Robinson

Activities (Action Plans)	Completion Status
The establishment of legal vending sites.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
B.E.T. to actively monitor vending activity in the DTES.	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Work with the CoV to enforce by-laws for illegal vending in order to ensure consistency of action and messaging.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2011 Performance Projections	2011 Performance Results
<p>Outcome: Street vending to be limited to locations which are approved and established by CoV.</p>	<p>This remains a work in progress between the CoV and the VPD. There is great will between the two to locate and then provide a secure and permanent site for permitted vending but that has yet to be realized.</p> <p>A pilot for an "open air" permitted vending site ran periodically through the year with mixed reviews from the police and the CoV, but strong support for it from the DTES vending community.</p>
<p>Measure: The number of illegal street vending sites in the DTES.</p>	<p>The elimination of all illegal vending sites has not been achieved because of the practice of not ticketing in every instance. The current practice and protocol sees officers of the VPD approach and warn/caution vendors regarding enforcement prior to issuing tickets. Ticketing in the first and/or every instance creates tremendous backlash from the advocates of the marginalized population in the DTES and as a result of this the practice and protocol is leniency and warnings rather than adopting a strict enforcement posture.</p>
<p>Target: Elimination of illegal street vending in the DTES.</p>	

Overall Strategic Progress

Street vending and illegal vending is seen as a chronic issue that ticketing alone will not cure. Illegal vending sites are fluid, in that many are open air and spontaneously set up in alcoves and on sidewalks. They are then subsequently moved or disassembled on approach of the VPD. As such, the number of sites cannot be determined with absolute confidence and therefore it is not possible to comment as to whether or not there has been a decrease in the number of illegal vending sites. The fluid and recurring nature of these sites is the impetus for the CoV and the VPD to try to find an approved site to allow vending. After a permanent site is located, which will allow marginalized people a place to vend, a justifiable, enforcement-oriented approach to eliminate illegal vending from non-approved locations can be considered.

This strategy hinges on locating an appropriate vending site. Then the VPD and CoV bylaw will be able to use enforcement to compel compliance thus reducing illegal vending at most common locations.



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

Champions – Inspector Bob Stewart and Inspector Dave Nelmes

2011 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.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Bob Stewart

Activities (Action Plans)	Completion Status
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.	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2011 Performance Projections	2011 Performance Results
<p>Outcome: Better informed business community and enhanced communication between businesses of concern and the VPD. In addition, Patrol members will have an increased ability to recognize terrorism indicators, react to possible terrorist events, and provide a visible deterrent to terrorist activity.</p>	<p>Patrol members are kept apprised of terrorism related issues via bulletins posted on the CIS Bulletin Board. In 2011, there were approximately 45 bulletins posted.</p> <p>Members of CIS also conduct presentations on OPERATION SECURUS at Project Griffin training sessions. This keeps the business community informed about terrorism concerns and encourages suspicious activities to be reported. A total of 12 presentations were delivered in 2011.</p>
<p>Measure: The number of businesses visited and signed into the program will be the overall measure. Several secondary measurements exist including: how many suspicious incidents are reported that likely would not have been received before the program initiation; how much training is completed with the store owners and merchants; and how many reported incidents led to investigations or analysis.</p>	<p>Due to underfunding and a lack of resources, there were no additional businesses signed up during 2011.</p>
<p>Target: Registration of all of the approximately 300 businesses identified for selling products that could be used by a terrorist.</p>	

Overall Strategic Progress

This was an underfunded and under resourced initiative in 2011. However, OPERATION SECURUS will partner with RCMP E-Division INSET and CSIS to widen the scope of the program to the lower mainland. The program will operate under the same principles. Businesses which supply products or services that could be used to facilitate a terrorist plot will be visited and will receive information on what could constitute terrorist activity and will be encouraged to report suspicious behaviour. The information received from these businesses will be shared amongst partner agencies for follow-up as required. OPERATION SECURUS will continue to educate members of the partner agencies on potential terrorist threats through specific bulletins and roll call training. For these reasons, we expect better results in 2012.

2011 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.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Gale McMahon
Activities (Action Plans)		Completion Status
Complete operational plans to supplement the 'All Hazard' Emergency Plan.		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Continue testing the 'All Hazard' Emergency Plan and complementary operational plans.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Review and update the Business Impact Analysis.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Once facility moves are complete, conduct a full Hazard, Risk, and Vulnerability (HRVA) assessment.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2011 Performance Projections		2011 Performance Results
Outcome: All VPD Sections will have fully functional Business Continuity Plans (operational plans) in place.		A Business Impact Analysis was conducted in 2009. A Business Continuity Plan was formulated for the Jail and the Department Operations Centre (DOC). Ongoing continuity planning has been discontinued due to the loss of the continuity planner in March 2010. The position remains vacant and is not expected to be filled until well into 2012.
Measure: The exercises that are conducted to determine the effective and finalize the 'All Hazard' Emergency Plan and complementary operational plans.		Although some of the plans have been completed, to implement the 'All Hazard' model, significant testing and practice scenarios are required. Due to resource limitations within the Department and EOPS, the plans have not tested and the target has not been met.
Target: The 'All Hazard' emergency plan and complementary Business Continuity Plans have been tested, exercised, and found to be effective.		
Overall Strategic Progress		
<p>An 'All Hazard' emergency plan was completed in 2009, but has not been fully implemented. To implement the All Hazard model, significant testing and practice scenarios are required. Since completing the Plan, EPU has been working on developing its policies, procedures, and training protocols. EPU has conducted some Departmental Operations Centre Activation training as well as Duty Officer and NCO Emergency Response to Disasters training, but, overall, All Hazard training has been limited. To advance the implementation of the All Hazard emergency plan, significantly more training resources are required. This will be a priority going forward as an Inspector in a newly created position has been assigned exclusively to emergency preparedness. The position's mandate is to accelerate the VPD's emergency preparations so that all members of the VPD know exactly what their role is in a disaster such as an earthquake, and will make recommendations to ensure this occurs expeditiously.</p>		



Goal – To enhance proactive and visible policing
Champion – Inspector Vince Forsberg

2011 Strategy 1: Deliver high-visibility policing in the Granville Entertainment District (GED) during major events.

Initiation Date	Target Date	Lead
January 1, 2011	June 31, 2011	Inspector Vince Forsberg Sergeant Randy Regush

Activities (Action Plans)	Completion Status
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.	☒☒☐

2011 Performance Projections	2011 Performance Results
<p>Outcome: Reducing incidents of street disorder, particularly assaults and disturbances, during major events in and near the GED.</p>	<p>District Managers continues to strategize on how to provide an effective police presence in order to ensure a reduction of street disorder issues. Weekly crime meetings place emphasis on deployment on identified problem areas thus reducing the disorder.</p>
<p>Measure: The number of street disorder calls for service in the GED during major events.</p> <p>Business and citizen perceptions of safety in the GED.</p>	<p>From 2010 to 2011, there has been a 16.2% reduction in street disorder calls for service in the GED during major events.</p> <p>From anecdotal accounts, the perception that businesses and citizens have is that there is an increased level of safety. Programs such as Operation Cooperation and BarWatch provide a feeling of greater security to those working in and frequenting the GED. Beat Best Practices Training prompted more beat officers and increased visible police presence in the GED.</p>
<p>Target: A 5% reduction in street disorder calls for service in the GED during major events.</p> <p>Increased levels of satisfaction from businesses and citizens relating to perceptions of safety in the GED.</p>	



Overall Strategic Progress

LIMA Deployment, GED weekend closures, Beat Best Practices Project, BarWatch, Operation Cooperation, and coordinated weekly crime reduction strategy meetings have provided a solid strategic direction for District 1 management. They are better able to direct the necessary police resources to identified hot spots. District 1's priority to maintain visible policing has been engrained in many operational members. In District 1, visible policing is an effective tool to maintain order in the GED and reduce crime on our beat areas, including beaches during the summer.

Furthermore, success has also been realized through ensuring that our liaison with District 1 SROs is strong and that communication and coordination with them is maintained to keep individuals who contribute to street disorder living in-doors rather than on the street.

Progress was impeded due to unforeseeable incidents, such as the 2011 Stanley Cup Riot and the Occupy Vancouver protest, which occurred in and around the GED. However, even combined with staffing shortages, District 1 was able to meet its goal in reducing street disorder in the GED during major events.

2011 Strategy 2: Continue to increase proactive and visible policing around SkyTrain stations and nearby transit corridors.

Initiation Date	Target Date	Lead
January 1, 2011	June 31, 2011	Inspector Dean Robinson Inspector Vince Forsberg Staff Sergeant Lee Patterson

Activities (Action Plans)	Completion Status
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.	☐☒☒

2011 Performance Projections	2011 Performance Results
Outcome: Reduced incidents of violent and property crime around SkyTrain stations and nearby transit corridors.	Continual analysis of reported crimes near transit areas has revealed trends which allow District Management to adjust patrol response and focus proactive projects accordingly. Information on identified problem areas is disseminated to the Patrol teams via the District Crime Analyst and Crime Control Officer. This has resulted in the identification of probable targets and increased police presence to reduce criminal activity.
Measure: The number of robbery and assault offences in close proximity to SkyTrain stations.	From 2010 to 2011, there has been no change in the number of robberies and assaults near SkyTrain stations.

<p>The number of theft from auto (TFA) and residential break and enter (B&Es) offences in close proximity to SkyTrain stations.</p> <p>Crime trends or patterns around SkyTrain stations.</p>	<p>TFAs and residential B&Es near SkyTrain stations decreased by 4.5% in 2011 compared to 2010.</p> <p>Despite not meeting the targets, there are no new emerging crime trends near SkyTrain stations, suggesting that crime problems are not expanding.</p>
<p>Target: 5% reduction in robberies and assaults around SkyTrain stations.</p> <p>10% reduction in TFA and residential B&Es around SkyTrain stations.</p> <p>No new emerging crime trends or patterns around SkyTrain stations.</p>	<p>District Crime Analysts determine the peak times for incidents of violent crime. This information is shared with South Coast British Columbia Transportation Authority Police Service (SCBCTAPS). This allows for a focus of police presence in conjunction with the VPD. In the fall of 2011 a joint project was initiated with specific focus on the Broadway and Commercial Sky Train station. The project will see dedicated beat officers from both organizations working together to provide visible presence and enforcement during peak hours.</p>

Overall Strategic Progress

Coordinated weekly Crime Control meetings have provided a solid strategic direction for District 3 Management to direct a visible police presence to identified problem areas at SkyTrain stations and along transit corridors.

A focus on property crime trends and specific criminal targets has enjoyed success in the area of the Joyce Street SkyTrain station. Utilizing the proactive efforts of the Community Policing Centre Officer and their team of volunteers combined with Patrol-based crime control projects has resulted in a significant reduction of reported thefts from automobiles in the surrounding neighbourhoods.

To deal with crime problems surrounding the Commercial and Broadway SkyTrain station, A joint VPD-SCBCTAPS project has been initiated. Several meetings have already taken place and an operational plan is in the process of being developed. However, progress and implementation has been impeded due to staffing shortages resulting from unforeseeable demands on the Operations Division, such as providing officers for the Integrated Riot Investigation Team and the resources required for Occupy Vancouver protest. To deal with these challenges, beat officers will be re-assigned from the Kingsway corridor to liaise with the Transit Police at the Commercial and Broadway area as time and call load permit.

2011 Strategy 3: Further develop the Patrol Activity Report (PAR) by tracking case clearances.		
Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Vince Forsberg
Activities (Action Plans)		Completion Status
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.		☐☐☐

2011 Performance Projections	2011 Performance Results
<p>Outcome: Improved data capture to measure the activities of Patrol officers.</p>	<p>Meetings to determine the history of and issues regarding the PAR have been taking place since February 2011. Stakeholders including, but not limited to, the Planning, Research, and Audit Section, all four Patrol District Inspectors, and all sergeants in command of Patrol teams. The result of these meetings is a better understanding of what data is required to accurately measure the activities of Patrol officers.</p>
<p>Measure: An improved periodical report that reflects the true scope of Patrol activities.</p>	<p>A PAR sub-committee was formed in September 2011 and is close to finalizing the requirements for an online electronic PAR.</p>
<p>Target: The inclusion of case clearance data in the PAR.</p>	<p>The committee will continue to look at all aspects of the PAR matrix and will evaluate each reporting component.</p>

Overall Strategic Progress

Although the target was not met, the progress made on this strategy was a resounding success given the impact of the 2011 Stanley Cup Riot, the proceeding investigation, and the Occupy Vancouver protest on resources within the Department. In September, the PAR sub-committee, comprised of staff sergeants from the Operations Division, the Information Management Section, and other relevant stakeholders within the VPD, began meeting to determine what the electronic report should look like, who should obtain the report, and what information would be required.

2011 Strategy 4: Increase proactive project-based policing outputs by Patrol officers.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Vince Forsberg
Activities (Action Plans)		Completion Status
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.		☒☐☐

2011 Performance Projections	2011 Performance Results
<p>Outcome: 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</p>	<p>Each Patrol District has tailored projects to combat emerging crime and disorder trends specific to the area with more than 100 projects being completed in 2011. These projects have ranged dealing with street disorder issues in District 1 to the open air drug market in District 2. District 3 had numerous</p>

officers through self-initiated strategies targeting street-level drug, sex-trade, property crime, and serious traffic offenses.	projects combating dial-a-dope operations, while District 4 targeted an ongoing arson issue.
Measure: The number of Patrol-based projects targeting street-level drug, sex-trade, property crime, and serious traffic offenses.	With more than 100 Patrol projects completed, the 46 Patrol Teams (including BET) have averaged more than two projects each, thereby achieving the target.
Target: Minimum of 2 Patrol-based projects per Patrol team per year relating to highly visible offences.	

Overall Strategic Progress

As the VPD's Operations Division is relatively junior, exposing Patrol Officers to project work builds skills and increases confidence and morale. As a result of the more than 100 projects completed in 2011, there have been significant arrests and increased police visibility within the target areas. This has undoubtedly assisted in decreasing overall crime rates and increasing the public's satisfaction with the VPD.

In September 2011, the Training Board approved a proposed two-day Laser and Radar Operators Course specifically tailored for Patrol members. The objective is to provide Patrol members with the requisite skills and equipment necessary to conduct effective traffic enforcement. In October 2011, the funding request to purchase the equipment required for the course was approved. As such, specific training dates have been built into the 2012 training schedule and it is expected that the enhanced traffic enforcement training program will increase traffic enforcement outputs by Patrol officers.

Not unlike most other strategies, the challenges faced in completing this strategy were the result of resource reallocation due to the 2011 Stanley Cup Riot and the Occupy Vancouver protest. As a result, the traffic course was not fully implemented in 2011. Additionally, the dial-a-dope projects were completed without the assistance of the Gangs and Drugs Section.

2011 Strategy 5: Implement Metro Teams to reduce response times and increase proactive policing times.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Director Drazen Manojlovic
Activities (Action Plans)		Completion Status
Two Metro Teams would be created, each comprised of 14 Constables and one Sergeant following a 4-on-4-off schedule.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
These Teams would not be formally assigned to any particular Patrol District but would instead have the ability to patrol anywhere in the city.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
The Metro Teams would fill service gaps that occur during activity spikes and compensate for daily fluctuations in the activity level by District.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2011 Performance Projections		2011 Performance Results
Outcome: 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		Due to the budgetary constraints, Metro Teams have yet to be implemented. In order to contribute to the CoV's budgetary

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

Champion – Director Kathy Wunder

2011 Strategy 1: Continue working towards creating, publishing, and measuring online IT key performance indicators.

Initiation Date	Target Date	Lead
January 1, 2011	September 30, 2011	Database Administrator Jason Cheung

Activities (Action Plans)	Completion Status
Determine method(s) of collecting and displaying IT performance information.	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Establish staff member responsible for each performance indicator.	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Publish reports onto the intranet.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Timely review of performance indicators.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2011 Performance Projections	2011 Performance Results
<p>Outcome: A collection of online reports of IT specific key performance indicators and statistics will be available on the intranet.</p> <p>The metrics will allow IT to have more tangible measurements for goal-setting and provide the opportunity for improved proactive planning.</p>	<p>Due to redirection of resources to other higher priority projects, not all objectives were met. Although not all KPIs are currently being calculated, IT is keeping track of a number of KPIs as well as the KPIs being published by Service Desk Express (SDE).</p> <p>The publication of the KPIs is not available however with the advent of the simplification of producing KPI reports with Business Intelligence (BI) tools, this specific outcome will be part of our BI strategy.</p>
<p>Measure: Decrease in unplanned downtime.</p> <p>Increased Executive input in operational goals.</p> <p>Improved project goals and strategies.</p>	<p>Utilizing the internal KPIs, we have been able to redirect calls and service to lower our response times for calls that took longer than usual and to prevent any issues that would cause downtime if not acted upon</p>
<p>Target: 100% reporting rate on all desired indicators.</p> <p>Ability to measure availability against targets created in specific Service Level Agreements (SLAs).</p>	<p>By utilizing our database KPIs, we have been able to proactively scale our database systems and to reprioritize these projects to ensure that they are running efficiently.</p>

Overall Strategic Progress

Due to resource demands and other high priority projects, this strategy has not been fully implemented. However, progress has been made in the initial phases of the project. The process of identifying and

selecting methods of collecting and displaying the information found in the report is well underway. Also, most of the key stakeholders for each performance indicator have been identified. When completed this initiative will assist in decision making and resource allocation for IT to achieve our main strategic goal. However, due to the demand of resources on other higher priority projects, not all objectives were met.

2011 Strategy 2: Continue creating a new IT Policy Site.

Initiation Date	Target Date	Lead
January 1, 2011	June 30, 2011	Systems Analyst Wai Ting Tang
Activities (Action Plans)		Completion Status
Seek staff participation to update policies.		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Review and seek management approval.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2011 Performance Projections		2011 Performance Results
Outcome: An IT policy site outlining current policies surrounding IT services, resources, and facilities.		The process of updating policies is still in progress. Once completed, the website will be created.
Measure: The number of invalid requests. Compliance with IT policies.		The target has not been met as the policies have yet to be finalized and posted online.
Target: An increase in compliance with IT policy and a decrease in helpdesk requests that are denied.		
Overall Strategic Progress		
This strategy has not been completed as there were competing higher priority projects in 2011. However, once the policies have been finalized and placed online, this project will ease the workload of the IT helpdesk.		

2011 Strategy 3: Continue creating a 'Green' IT Plan.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	IT Security Specialist Mike Marlay
Activities (Action Plans)		Completion Status
The COV has included VPD in the licensing of Verdiem desktop power management software. VPD will be implementing this product in spring of 2012 to management power consumption of desktop computers during off hours		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Complete electronic overtime (OT) slip strategy to reduce paper use.		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
2011 Performance Projections		2011 Performance Results
Outcome: At least 2/3 of workstations in standby mode at night and reduced consumption of paper, thereby reducing the		The Electronic Overtime project is completed and all



<p>ecological footprint of the VPD's IT systems and lowering the costs of operation.</p>	<p>participating VPD departments are now able to submit OT slips electronically, reducing paper consumption</p>
<p>Measure: Consumption of electricity and paper.</p>	<p>There has been a reduction in paper use as a result of the Electronic Overtime and other initiatives, however, the reduction is not quantifiable as a percentage of overall paper use due to changes in paper consumption in other areas.</p>
<p>Target: Annual power savings of \$32K. 15% reduction in paper use.</p>	

Overall Strategic Progress

The IT Section is in the process of testing Verdiem software on a limited number of computers. The next phase of the deployment is to have the software installed on all computers in a "monitor" mode to obtain baseline information on power usage. Once this information is obtained Verdiem software can be utilized to put computers into sleep mode when not in use and in a manner which will not be disruptive to users.

The implementation of Verdiem is proceeding slower than expected due to a hardware refresh. Computers at the VPD are currently being replaced and a switch to Windows 7 is taking place. This project has generated a considerable amount work for IT User Support staff and some frustration for users; therefore, IT is proceeding cautiously with the Verdiem deployment to avoid introducing more complexities and issues.



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

2011 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.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Senior Director Paul Patterson

Activities (Action Plans)	Completion Status
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.	☒☒☒

2011 Performance Projections	2011 Performance Results
Outcome: 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.	Facebook and Twitter were used to deliver information to the public during the 2011 Stanley Cup Riot and Celebration of Light with great success. This system of communication will now be used for all large public events.
Measure: 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.	Visits to our web site have gone up by 52% from 1,247,684 in 2010 to 1,901,524 in 2011. Followers to our Twitter account have gone from 20 to more than 20,000 in less than a year. VPD YouTube content continues to receive significant views, with more than 28,000 views of the VPD’s YouTube channel and more than 265,000 views of individual videos.
Target: An increase of 5% in visits to vpd.ca over last year.	

Overall Strategic Progress

The use of social media as a method of communication, interaction, and engagement with the community has been very successful. During 2011, the VPD’s presence on Social Media (Twitter and Facebook) has grown substantially. The @VancouverPD Twitter account now has 20,000 followers, the largest of any police agency in Canada. The Stanley Cup playoffs and subsequent riot showcased the value of VPD’s use of social media, and it is now used during all major events in the city.

VPD is often asked to provide information to other police agencies regarding social media and was asked to speak at two US Conferences in the fall 2011 (Social Media, Internet, and Law Enforcement and the International Association of Chiefs of Police). In the space of one year, the VPD has become regarded as one of the leading Canadian police agencies with regards to the use of social media.

The VPD's Facebook page was revamped and is no longer just used for recruiting purposes. As a result, there has been a 62% increase in new 'likes' compared to February 2010 and the page now has a total of 5,573 likes.

2011 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.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Senior Director Paul Patterson VPD Media Relations Officers

Activities (Action Plans)	Completion Status
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 Beyond the Call and Annual Report publications.	☒☒☒
Create a Police Women's Speakers Bureau.	☒☐☐

2011 Performance Projections	2011 Performance Results
<p>Outcome: The VPD will become better known as an innovative and effective police department that provides "Beyond the Call" service to its citizens.</p> <p>Increased support from the media, public, and other stakeholders for the VPD's initiatives and actions.</p>	<p>2011 saw the usual high number of positive stories generated by our media unit as well as the publication of Beyond the Call and the Annual Report; however, the VPD faced new challenges in the wake of the Stanley Cup riot and the Occupy Vancouver protest.</p>
<p>Measure: The number of positive media stories.</p> <p>Feedback on the annual citizen satisfaction survey.</p>	<p>The number of positive media stories has jumped by about 25% from roughly 100 to roughly 125, averaging two or more positive stories a week. Media officers are constantly answering media questions and giving interviews. In 2011, Media officers have handled more than 20,000 phone calls and more than 50,000 emails from the media.</p> <p>According to the latest survey conducted by NRG Research, residential satisfaction rates have increased by 6%, from 81% in 2010 to 87% in 2011. Satisfaction rates for businesses have remained consistent, decreasing by 1% from 91% in 2010 to 90% in 2011.</p>
<p>Target: 5% increase in positive media stories.</p> <p>5% increase in overall citizen satisfaction with the VPD.</p>	

Overall Strategic Progress

The 2011 Stanley Cup riot and the Occupy Vancouver protest sparked numerous press releases and provided opportunities for the VPD to use new techniques to enhance the Department's image. The Public Affairs Unit was the first in North America to generate a live webcast called "Tweet the Chief", where members of the public could ask the Chief and the senior riot investigator questions by Twitter and see their response broadcast live on the internet. This event had a studio audience of about 20 people, a web audience of more than 200, and more than a quarter of a million followers on Twitter.

The use of a live “Tweet-a-Long” was a new tactic used to peak public interest in the Department. This was done twice in 2011, with members tweeting all of their calls during a shift. Twitter was also used for a live “Tweetathon”, where every call coming into E-Comm was tweeted. The Riot Roundup poster was a tactic used to raise public awareness of the riot investigation. More than 30,000 posters, containing the photos of 104 rioters, were hand distributed in Vancouver.

One initiative was not completed. The women’s speaker bureau did not come to fruition in 2011 due to staffing changes and the impact of the riot on the workload of the Section. However, a speaker’s bureau was set up as part of the Sister Watch program, which focused on Women’s Groups in the DTES.

2011 Strategy 3: Continue to enhance the department’s crime prevention initiatives and reduce crime, primarily in property crime.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Sergeant Ken Athans Block Watch CCW Constables Business Liaison Officer
Activities (Action Plans)		Completion Status
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.		☒☒☒
2011 Performance Projections		2011 Performance Results
<p>Outcome: The public will gain greater awareness of the measures they can take to help protect themselves and their property from crime.</p>		Those involved in Block Watch, Sister Watch, and Project Griffin have been very active in attending public forums, trade shows, and delivering speeches and classes to inform the public about how they can be safer.
<p>Measure: 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>Blocks registered for the Block Watch program have increased by 1.6%, from 594 in 2010 to 604 in 2011. While, there were 30 new blocks signed up in 2011, 20 have since left the program.</p> <p>CCW increased its membership by 80% by signing up 50 new members in 2011. This brings the total CCW strength to 135.</p>
<p>Target: 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>		<p>Minimum operating standards have now been applied to all CPCs, and the results of their performance will be assessed through a standardized reporting template. This has allowed the VPD to compare the program and service delivery of the CPCs in Vancouver to ensure a consistent minimum level of service while still giving CPCs the flexibility to address the concerns of the communities they serve.</p> <p>The property crime rate in the city of Vancouver has decreased by 7.2% in 2011.</p>



Overall Strategic Progress
<p>The number of stolen vehicles recovered by the CCW has decreased again. This is likely a result of overall decreases in property crime, initiatives such as the bait car program, and continual improvements in anti-theft devices for vehicles. CCW has also checked more than 225,000 vehicles in the course of their patrols in 2011.</p> <p>Due to the decrease in theft of auto, the CCW program has begun to be incorporated into other functions. CCW volunteers assisted officers in various investigations ranging from school vandalism to sexual offences. CCW volunteers also assisted the VPD during the Celebration of Light and the Riot Roundup poster campaign. Moreover, CCW continues to be a source of high quality candidates for police departments. In 2011, five CCW volunteers were hired by the VPD, and three by other police departments in Canada.</p> <p>Also this year, minimum operating standards were put in place for Community Policing Centres. In order to obtain their yearly funding they must submit an annual report summarizing their activities and if they failed to meet any of the minimum standards an explanation was required. This system will ensure that CPC's still have the flexibility to serve their communities with custom programs but at the same time ensures the same basic service is consistently delivered throughout the city.</p> <p>The Community Services Policing Unit has been involved in Project Griffin, which trains security and hotel personnel as well as CPC volunteers in crime prevention techniques. In 2011, 250 people took this training, bringing the overall total to 870 since 2009. The Unit has also been involved in disseminating weekly crime stats, in addition to the publication Commercial Crime Prevention Quarterly, to business improvement organizations, CPCs, and NPOs. Finally, the Unit delivers presentations to businesses as requested throughout the year on a variety of topics from fraud to personal safety & avoiding scams.</p>

2011 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.		
Initiation Date	Target Date	Lead
Ongoing	Ongoing	Senior Director Paul Patterson Victim Services Manager
Activities (Action Plans)		Completion Status
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.		☒☒☒
2011 Performance Projections		2011 Performance Results
Outcome: More victims of crime will receive assistance from the VPD; more people will become aware of the assistance the		Results from the latest public survey are still pending; however,

VPD provides to victims; and the Department's reputation of providing 'Beyond the Call' service will be enhanced.	despite staffing challenges in 2011, the VPD's Victim Services Unit took on 171 (10%) more cases in 2011 than 2010.
Measure: The number of victims having received assistance from the VPD along with their satisfaction levels. The number of visits to the VPD Victim Services web page.	The VSU increased the number of victims assisted by 10%, exceeding its goal of 5%. As of November 30, 2011, the VSU had taken on 1,828 cases, compared to 1,657 in all of 2010.
Target: 5% increase in victims assisted. 5% increase in victim satisfaction with the VPD. 5% increase in visits to the Victim Services webpage.	88% of business owners and 92% of residents who responded to the 2011 Community Service, stated that they felt that Victim Services is an important service provided by the VPD. The VSU website was viewed roughly 9,000 times in 2011, an increase of approximately 62% from 2010. This target was exceeded by a significant amount.

Overall Strategic Progress

2011 proved challenging for the VSU due to staffing issues. Roughly half of the staff was on maternity leave and the Unit supervisor was on administrative leave for approximately one quarter of the year. However, despite these challenges, the VSU rose to the challenge and was able to fill rotating gaps and provided service to a greater number of victims in 2011 compared to 2010.

The VSU was able to participate in a number of events and initiatives to bolster trust and develop links within specific communities. Over the summer, VSU members partook in the "Pulling Together" canoe trip with aboriginal youth and law enforcement officers from around BC. This multi-day canoe trip provides an opportunity for members of law enforcement agencies to learn about aboriginal culture first hand. The VSU was also involved with the Sister Watch program. This developed and strengthened relationships with its clients from the DTES. The VSU also provided support for the victim businesses of the 2011 Stanley Cup Riot as well as to neighbourhoods that had been impacted by two separate gang related shootings. Finally, the VSU has also been networking with other community agencies such as the Transit Police, Crown Counsel Victim Services, and other police departments and the victim services units.

While, the VPD does not currently issue a survey which explicitly asks victims of crime whether they were satisfied with the Victim Services function of the VPD, the annual Community Satisfaction Survey does ask respondents how important they feel the VPD's various programs are. The results from the 2011 survey show that 88% of business owners and 92% of residents feel that the Victim Services program is important, which indicates that the program is valued and well respected by the community.

2011 Strategy 5: Increase awareness, both within and outside the Aboriginal community, of the VPD's Aboriginal partnership programming.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Diversity Program Planner Lori Beckstead
Activities (Action Plans)		Completion Status
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.	☒☒☒
---	-----

2011 Performance Projections	2011 Performance Results
<p>Outcome: Improved relationship between the VPD, Aboriginal youth, and the Aboriginal community as a whole.</p> <p>Aboriginal youth will be discouraged from joining gangs and committing crimes.</p>	<p>Program evaluations are on-going. There is continued improvement in relationships between the Aboriginal community and the VPD and programming has not only decreased crime involvement of Aboriginal youth and discouraged youth from joining gangs.</p>
<p>Measure: The number of Aboriginals participating in partnership programming with the VPD.</p> <p>The number of incidents involving Aboriginals.</p>	<p>There has been an increase in partnerships between Aboriginal organizations and the VPD, resulting in an increase in the number of youth participating in programming.</p>
<p>Target: An increase in aboriginals participating in VPD-partnered programs.</p> <p>A reduction in incidents involving Aboriginal crime and victimization.</p>	<p>The Unit's next quarterly report will contain data to assess the success of the program in reducing criminal incidents perpetrated by at risk Aboriginal youth.</p>

Overall Strategic Progress

The key to the success of these programs is that they work in partnership with communities impacted by crime and violence. These programs are consistent with the VPD's overall efforts towards crime reduction as well as community focused initiatives.

Evaluations of the ongoing programs thus far indicate a 25% reduction in specific risk factors that lead to criminal and negative behaviours amongst Aboriginal youth, specifically the use and abuse of alcohol and drugs. The programs have fostered ideas for new partnerships and programming that will decrease victimization of this population in the long run (i.e. Sister Watch).

However, hindrances to success continue to come in the form of funding shortages and support from outside institutions such as the City and Provincial bodies. Their financial support is required in order to sustain programs that have been a proven success in reducing crime and violence.

Additionally, there are challenges in addressing violence perpetrated by and against Aboriginal girls. This is an on going issue and an area where progress is slow. Further partnership and, more importantly, funding is required to address this complex issue.

2011 Strategy 6: Outreach to the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Mario Giardini Detective Constable Cheryl Leggett

Activities (Action Plans)	Completion Status
Work to develop crime prevention programs designed for the LGBTQ community.	☒☐☐

Acquire funding for the establishment of an LGBTQ community Case Worker.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Track the number of referrals to service providers.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Track the number of notifications to the VPD in relation to hate crimes.	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

2011 Performance Projections	2011 Performance Results
<p>Outcome: Increased safety and support for the LGBTQ community.</p> <p>Improved relationship between the VPD and the LGBTQ community.</p>	<p>This initiative did not occur. After several meetings with the Ministry of the Solicitor General our joint proposal was rejected by the Ministry. We are looking at alternative funding for this initiative.</p>
<p>Measure: The number of referrals to service providers (once funding is approved for the establishment of a Case Worker position).</p>	<p>Due to funding issues, this initiative has not begun and thus the target has not been met.</p>
<p>Target: A significant number of referrals to service providers are expected once this program is implemented.</p>	

Overall Strategic Progress
<p>Although this strategy was not completed it remains a viable strategy for the future. The Hate Crimes Unit will continue to work with the LGBTQ community in their efforts to establish a victim case worker by means of seeking an alternative funding source.</p> <p>While most of the specific activities of this strategy were not completed, headway was still made in establishing processes to better allow the VPD to track trends in hate crime. In 2011, the Hate Crimes Unit delivered training to all patrol members through patrol parade briefings. The training covered hate crimes targeted at the LGBTQ community and the sensitivities surrounding handling these crimes (e.g. the notion of unknowingly “outing” someone). This training not only provided members with the skills and tools required to build trust with the LGBTQ community, but it also increased awareness among members with regards to how to document crimes involving this community. Additionally, the Hate Crimes Unit has begun to track all instance of reported Hate Crime and thus has a baseline and has begun reporting these stats monthly.</p>

2011 Strategy 7: Improve the VPD’s outreach to Vancouver’s diverse communities, including multicultural communities, the homeless, and sex trade workers.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Mario Giardini Diversity Program Planner Lori Beckstead

Activities (Action Plans)	Completion Status
The Diversity Advisory Committee to develop action plans to reach out to the various or diverse communities in Vancouver.	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
To coordinate or participate in diverse community events such as an ‘Anti Bullying forum’ or a ‘Hate Crime Dialogue Session’.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
To continue to conduct meetings with heads of multicultural communities.	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>



2011 Performance Projections	2011 Performance Results
<p>Outcome: Greater VPD representation at various community events.</p> <p>Improved relationship between the VPD and Vancouver's diverse communities.</p> <p>Decreased victimization of vulnerable people.</p>	<p>In 2011, the VPD participated in a wide variety of community events ranging from uniformed participation in parades to participating in fundraisers for community groups (aboriginals, ethnic minorities, women, youth, LGBTQ, etc.).</p>
<p>Measure: The number of diverse community events coordinated and/or attended by the VPD.</p> <p>The number of contacts between the VPD and diverse/vulnerable groups.</p>	<p>The VPD participated in more than 23 different community events. As mentioned, these events include a number of at risk and vulnerable communities. By participating in these events, the VPD has increased its contact and communication with the organizations representing these communities.</p>
<p>Target: Increase in VPD outreach to and contact with diverse and vulnerable communities.</p>	<p>These 23 events do not include meetings, working groups, or other boards that the VPD is involved with nor does it include the day to day contact that the VPD has with various groups in the community. It also does not include the VPD's commitment to the Sister Watch program.</p>

Overall Strategic Progress

The development of relationships with community leaders and groups is an ongoing strategy. Overall, there was great success in maintaining the relationships that were developed and nurtured over the years; however, true diversity and relationship building should be a cornerstone initiative of every member of the Department.

Challenges in pushing this initiative include the small size of the Section. Moreover, earlier in 2011, a constable was transferred out of the Section and this resulted in the cancellation of the fall Citizens Police Academy. This position was finally filled in December and it is hoped that the next Citizens Police Academy will occur in the spring of 2012.



Goal – To support and develop our staff to their full potential
Champion – Superintendent Jeff Sim

2011 Strategy 1: Increase the number of in-house training opportunities delivered by external institutions such as the Canadian Police College.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Rick Smitas

Activities (Action Plans)	Completion Status
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.	☒☐☐

2011 Performance Projections	2011 Performance Results
<p>Outcome: More VPD members receive training.</p>	<p>The transformation of NCO Module One training to a blended format is at the story board stage, with an expected completion of April 2012.</p> <p>Major Crime Investigation Techniques training continues to be brought to the VPD from the Canadian Police College (CPC). Several CityLearn courses have also been hosted at VPD facilities to provide increasing accessibility to VPD members.</p>
<p>Measure: The number of courses delivered in-house by external institutions.</p> <p>The number of members qualified or certified in courses by year-end within the allotted budget.</p>	<p>Three City Learn Courses were audited by a cross section of the organization with positive feedback and may be delivered at the VPD in 2012. Search and seizure was offered twice in 2011 with four offerings scheduled for 2012.</p>
<p>Target: 2 major courses delivered in-house by external institutions. In addition, 2 offerings of the Search & Seizure course for operational members.</p> <p>An increase in qualified and certified members.</p>	<p>The number of members who took either Search and Seizure or Major Case Investigative Technique training increases from 37 in 2010 to 77 in 2011.</p>

Overall Strategic Progress

By hosting courses at the VPD, costs are reduced in terms of travel and training, and opportunities to take courses are increased. This would address the challenges of shift work, as there is greater flexibility to adjust class hours to meet the needs of our members. Moreover, studies have indicated that increasing the member training has been shown to have a positive impact on member job satisfaction.

2011 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.

Initiation Date	Target Date	Lead
January 1, 2011	June 30, 2011	Inspector Mike Serr
Activities (Action Plans)		Completion Status
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> .		☒☒☒
2011 Performance Projections		2011 Performance Results
<p>Outcome: Accurate service record of discipline for all VPD members.</p> <p>A searchable file management system that captures all aspects of PSS investigations.</p>		IPDMA is the new file management system and it has been fully implemented in PSS. This management system is performing up to our expectations and allows PSS to accurately capture and recall files. The "Service Record of Discipline" tab has also been added and populated.
<p>Measure: Progress in implementing the file management system.</p>		We have met our target and moved beyond. New tabs such as "McNeil" and "Reportable Injuries" have also been added to this management system.
<p>Target: Full implementation of the file management system.</p> <p>Compliance with the BC <i>Police Act</i> on timelines and discipline record.</p>		System is tracking report due dates and assisting investigators in adhering to Police Act imposed timelines.
Overall Strategic Progress		
<p>IPDMA has greatly assisted PSS ability to review and research trends and patterns of complaints. It has been used to produce Police Board reports, Early Intervention reports and Comp Stat reports. Further it has improved the sections accountability.</p> <p>PSS did have some challenges with IT as they were overwhelmed with other projects. Additionally, the software developer changed twice during the project, but this issue has now been resolved.</p>		

2011 Strategy 3: Develop a new electronic file management system for McNeil disclosure tracking.

Initiation Date	Target Date	Lead
January 1, 2011	March 31, 2011	Inspector Mike Serr
Activities (Action Plans)		Completion Status
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.	☒☒☒
---	-----

2011 Performance Projections	2011 Performance Results
<p>Outcome: All McNeil disclosures will be searchable, accountable, and electronically recorded.</p>	PSS is now able to more efficiently track and monitor McNeil disclosures. System is fully searchable and it generates McNeil reports saving investigators time.
<p>Measure: Progress in developing and implementing the new file management system.</p> <p>The tracking of disclosures.</p>	The target has been met as disclosures have been integrated into the current PSS file management software.
<p>Target: The new file management system is in place.</p> <p>100 % of disclosures are tracked.</p>	

Overall Strategic Progress
<p>PSS is more accountable to our members and the courts as a result of the inclusion of McNeil disclosures in the PSS record management software. We are able to capture records that have been expunged so that non relevant information is not unnecessarily disclosed. This method of organizing files is vast improvement over the previous system and is less prone to errors. Thus members' privacy is better protected from accidental disclosure. Moreover, there is less of a chance that cases will be dismissed due to not complying with disclosure rules in the event relevant information is accidentally not disclosed. The only challenge was finding the time to implement this new system as several priority files stalled the progress of this project. However, the strategy was still completed within the initial timeframe.</p>

2011 Strategy 4: Continue providing training to PSS and VPD members regarding the implementation of the amended Police Act.

Initiation Date	Target Date	Lead
January 1, 2011	March 31, 2011	Inspector Mike Serr

Activities (Action Plans)	Completion Status
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 Police Act, OPCC bulletins, and samples of reports and forms.	☒☒☒
PSS investigators to provide an informative presentation on the Police Act to all VPD members.	☒☒☐

2011 Performance Projections	2011 Performance Results
<p>Outcome: All PSS members to be fully trained in relation to the amended <i>Police Act</i> and all of the legislated requirements.</p> <p>Information sessions to be provided to all VPD members in relation to the amended <i>Police Act</i>.</p>	All members receive this training. Additionally, new investigators are being sent to the OPCC for a one day orientation to compliment this training.
<p>Measure: Number of PSS officers trained.</p> <p>Number of information sessions provided to VPD members.</p>	Three new PSS investigators require this training. The JIBC offers the course bi-annually so they are scheduled to attend early in the New Year.

<p>Number of VPD members conversant with the amended <i>Police Act</i>.</p>	<p>PSS provided information sessions at all Cycle 4 training days in 2011. All frontline members have received this training. Speciality Units did not receive this training.</p>
<p>Target: All PSS investigators are fully trained on, and all VPD members are conversant with, the amended <i>Police Act</i>.</p>	

Overall Strategic Progress

There were no major issues in the implementation of this strategy. Ninety percent of PSS complaints are lodged against patrol and traffic members, as such; the focus of this initiative was directed towards them. This was a two part process; early in the year they receive training on the Police Act. At the end of the year they received additional training related to informal resolution. It is believed that this training has partially contributed to the downward trend of complaints.

2011 Strategy 5: Develop relevant Human Resources (HR) initiatives and programs, encompassing labour relations and wellness, to be effectively used by VPD managers and supervisors.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Steve Rai

Activities (Action Plans)	Completion Status
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.	☒☒☒

2011 Performance Projections	2011 Performance Results
<p>Outcome: Alleviation of HR involvement in, and mediation of, preventable personnel issues.</p> <p>Increased prevention of personnel issues that result in medical referral.</p>	<p>HR has engaged and supported members in the reduction of preventable workplace issues for both sworn and non-sworn employees by creating an understanding and knowledge base of awareness and process regarding HR decision-making practices and procedures. Engaging to answer employee queries through transparency has alleviated further drain on resources.</p> <p>Awareness of employee wellness does in the short-term increase personnel health referrals. But, the ability to identify and conduct early referrals in the health and medical process has alleviated in the long term, resource drain due to mental and physical health issues. This is a natural occurrence with employee wellness programs.</p>
<p>Measure: The volume of personnel incidents requiring HR intervention.</p> <p>The number of incidents requiring VPU involvement.</p>	<p>Aside from the many unpredictable incidents of 2011, the actions that managers, supervisors and senior leaders within the Department took to intervene and engaged members and staff</p>

<p>Costs to the Department in relation to mental and physical health benefits (i.e. counseling referrals).</p>	<p>sooner before issues develop has proven successful. This preventative intervention has alleviated the drain on resources and increased VPU engagement. Early health referrals have allowed people to return to work in a timelier manner. This proactive action creates a positive morale boost.</p> <p>The relationship with the Teamster has improved as evident by an increase in collective and non-partisan solutions. Similarly, the same can be said for the relationship with the VPU as more issues have been resolved at the ground stage with more transparency and member awareness.</p>
<p>Target: Reduced incidents requiring HR intervention.</p> <p>Reduced incidents requiring VPU involvement.</p> <p>Reduced costs to the Department through a measurable reduction in member usage of mental and physical health benefits.</p>	

Overall Strategic Progress

Wellness awareness alleviates long-term healthcare costs for the employer when chronic diseases, both mental and physical, can be prevented or delayed through an organizational cultural awareness and change program. The benefits may not be readily observable in the short-term, but appear in the middle to long-term measurement indicators. The extraordinary occurrences of 2011 have created a strong interest in our wellness program options; naturally, this should alleviate a greater drain in the future.

Delivering education and knowledge on our Labour Processes for sworn and civilian at all supervisor modules, team training dates, and for senior management has created the confidence for organizational leaders to be proactive. The actions taken in regard to behaviour change and intervention, prior to having the issue become an HR matter, minimizes organizational resource drain. This training will be an ongoing training and awareness campaign as new people are promoted and accept new roles.

Challenges that will need to be met include financial and human resources and capacity. The retention of a full-time wellness coordinator is paramount for long-term viability of a healthy workplace.

2011 Strategy 6: Explore the viability of an integrated municipal professional standards model.		
Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Mike Serr
Activities (Action Plans)		Completion Status
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.		☒☐☐
2011 Performance Projections		2011 Performance Results
Outcome: A more efficient and effective model for professional standards.		This has been put on hold pending other initiatives. However, in November, 2011, an integrated municipal professional

Increased public confidence in police internal investigations.	standards model was discussed with Inspectors from other municipal Professional Standards Sections. Further discussions are scheduled for 2012.
Measure: The development of report outlining recommendations for a proposed model for an integrated municipal professional standards entity. The determination of an appropriate model.	The targets have not been met; however, this strategy will be revisited in 2012. Other changes are required such as moving to a new facility and re-organizing the current rank structure in PSS prior to moving forward on this initiative.
Target: Completion of the report. A model is agreed upon by all stakeholders.	

Overall Strategic Progress

As noted other priorities are being initiated prior to moving forward on this goal. Constables are projected to replace sergeants in PSS and discussions are ongoing regarding moving to 3585 Graveley Street. Once these issues have been resolved, integration will be the next priority.

In November 2011, the VPD's PSS Inspector met with the Inspectors for all PSSs in the Lower Mainland to discuss implementing shared services such as legal representation. Further discussions on integrating the PSS functions of departments across the Lower Mainland have been scheduled for 2012.

The challenge with this target was two-fold: 1) re-organizing the current rank structure in PSS was the first priority of the Section. This process involved a transition from sergeants to constables and; 2) the current location at PSS is unable to accommodate additional resources. It is anticipated that PSS will move to the Graveley building in 2012 where there will be ample space for more investigators. Once these two issues have been resolved steps can be taken to re-visit integration.

2011 Strategy 7: Study the factors involved in complaints against the Department.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Mike Serr
Activities (Action Plans)		Completion Status
Assess complaints for commonalities.		☒☒☒
Identify areas for improvement in officer behaviour.		☒☒☒
Implement appropriate training or interventions as identified by the analysis.		☒☒☒
2011 Performance Projections		2011 Performance Results
Outcome: A reduction in the number of complaints received by the VPD. Increased satisfaction with the VPD among citizens.		Complaints were significantly lower in the first two quarters of the year and slightly lower in the third quarter. Additionally, the VPD leads the province in resolving complaints via informal resolution. This process has increased the satisfaction for both the public and VPD members.
Measure: Number of complaints received by the VPD in 2011		PSS received 318 complaints in 2011 compared to 453 in 2010, which is a 29.8% decrease. This is a significant reduction which

Citizen satisfaction rates.	in part can be contributed to the education of our members.
<p>Target: Reduced number of complaints against the VPD.</p> <p>Increased satisfaction rates in the 2011 citizen satisfaction survey from 2010.</p>	Citizen satisfaction rates remain high and despite incidents such as the 2011 Stanley Cup Riot, complaints against VPD members remain lower than previous years.

Overall Strategic Progress

PSS has proactively provided conflict resolution training to sworn members. This has resulted in members and supervisors resolving more complaints informally at the scene of the incident rather than referring the individual through the formal complaint process. Moreover, PSS has utilized new software and is proactively notifying members and the Vancouver Police Union (VPU) of complaint trends. Training sessions and materials were produced to help reduce the number of complaints against our members based on trends. For example, when complaints related to how members handle property increased, a video message detailing the issue and proper procedures was produced and distributed to all members. However, while complaints have decreased, the investigations are still very complex and time consuming and as a result the Section has faced challenges in distributing information to members in a timely manner.

2011 Strategy 8: Continue Crisis Intervention Training for all Patrol members.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Rick Smitas

Activities (Action Plans)	Completion Status
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).	☒☒☒

2011 Performance Projections	2011 Performance Results
<p>Outcome: The improvement of the skills and abilities of members when they are responding to individuals in crisis.</p>	Post course feedback assessments from members highlight that they have a greater understanding of people in crisis
<p>Measure: To-date the VPD has trained 449 front-line, operational members in crisis intervention and 120 more are scheduled to be trained in 2011.</p>	As of the end of 2011, 90% of operational members have received Crisis Intervention Training. The remaining members are those who transferred from investigative or administrative units and missed the initial round of training sessions. Future training will include these members.
<p>Target: 100% of members scheduled in 2011.</p>	

Overall Strategic Progress

A study of calls for service has revealed that roughly two thirds involve a person in crisis. Therefore, training our members to be cognisant of the signs or crisis and how to intervene in these situations not only increases the likelihood of resolving the matter safely, but also increases the overall satisfaction of all parties involved. More recently, Police Services has begun to develop a crisis intervention course that will be mandatory for all police officers in British Columbia. This course has not been approved for use province wide, but the VPD will participate in the pilot implementation.



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

2011 Strategy 1: Applying CompStat principles to measure efficiencies and effectiveness to all aspects of the VPD.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	PR&A Director Drazen Manojlovic

Activities (Action Plans)	Completion Status
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.	□□□

2011 Performance Projections	2011 Performance Results
<p>Outcome: 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>	<p>Although the Audit Unit has determined processes used by other agencies, work has not yet begun on this activity due to other high priority projects in 2011.</p>
<p>Measure: 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.</p>	<p>Once the methodologies for specified Sections have been developed and implemented, associated measures and targets will be set and monitored</p>
<p>Target: Full implementation of the methodology. Once implemented, the targets would be very specific to the Section and the program/ service being assessed.</p>	

Overall Strategic Progress

The Audit Unit was tasked to champion this project in 2011 due to its knowledge of the various methods and processes used in other organizations. However, the Audit Unit was occupied with completing a comprehensive review of the Transit Police until August 2011. Moreover, beginning in July, the Audit Unit also assisted the VPD in completing its internal review of the 2011 Stanley Cup Riot and then began

working with the Emergency and Operations Section (EOPS) to improve information collection in the briefing and de-briefing stages for events.

2011 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.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	PR&A Director Drazen Manojlovic
Activities (Action Plans)		Completion Status
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.		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Assigned staff would be required, and time granted, to begin their research.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Identified best practices would be presented to the Director of PR&A for approval.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Approved best practices would be part of a simple database using existing software.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
A brief report describing the best practice would be provided to the relevant Section for their consideration.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
The relevant Section would make the final determination with regard to the best practice's applicability to the VPD.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2011 Performance Projections	2011 Performance Results
<p>Outcome: 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.</p>	<p>The successful advancement of this strategy was dependent on PR&A staff having complete access to the internet. Due to IT security considerations, for more than half the year staff did not have direct internet access. However, for the majority of staff, this internet issue was resolved as a result of being tasked with the Riot Review.</p>
<p>Measure: The number of best practices identified and its information forwarded to relevant Sections.</p>	<p>Due to high priority projects and the lack of internet access for a considerable part of the year, this target has not been met.</p>
<p>Target: During the course of 2011, a minimum of 18 identified best practices.</p>	

Overall Strategic Progress

Most PR&A staff was provided with full internet access as a result of being assigned to the VPD's Riot Review. Following the review, members within the Section were also devoted to a project to improve information collection in the briefing and de-briefing stages for events planned by EOPS and other members were dedicated to Riot Review Recommendation Implementation. Now that internet access issues have largely been resolved, PR&A will endeavour to advance the strategy going forward. Although 'Best Practices' is not a Strategic Goal in the 2012-2016 Strategic Plan, the concept of researching best practices is an entrenched philosophy that is an expectation throughout the Department.

2011 Strategy 3: Conduct a study to identify current inefficiencies in the administrative workload of Patrol.

Initiation Date	Target Date	Lead
January 1, 2011	June 30, 2011	PR&A Director Drazen Manojlovic

Activities (Action Plans)	Completion Status
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.	☒☒☐

2011 Performance Projections	2011 Performance Results
Outcome: 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 report will present current administrative inefficiencies along with associated remedies that can be included in future annual business plans to aid in achieving the strategic goal of streamlining administrative processes.
Measure: The number of tasks identified and recommendations made.	The final report is near completion.
Target: The completion of this study.	

Overall Strategic Progress

This study was aimed at examining administrative and tasks that patrol members consider burdensome inefficient and to propose solutions aimed at streamlining these processes. A literature review regarding increases in administrative-related tasks in policing was conducted. However, the administrative methods used in other agencies have been deemed inapplicable to this study.

Notwithstanding, the review of the RCMP's administrative workload provided an overview of the resource strains faced by police officers. Constables and Sergeants were asked to identify administrative burdens and potential remedies, without compromising legislative and evidentiary requirements. To ensure engagement from front line officers, open-ended questionnaires were distributed for discussion among Patrol Teams at their parade briefings. For continuous engagement and operational input, focus groups with volunteers were held with both Patrol Constables and Sergeants.

The findings of this report will likely identify specific priority areas that should constitute strategies for the 2012-2016 Strategic Goal of developing and implementing initiatives that streamline administrative processes.

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

Champion – Deputy Chief Constable Adam Palmer

2011 Strategy 1: Develop a training management system.		
Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Superintendent Jeff Sim Inspector Rick Smitas IT Director. Kathy Wunder
Activities (Action Plans)		Completion Status
Develop a Training Management and Planning Information System.		☒☒☐
2011 Performance Projections		2011 Performance Results
<p>Outcome: Streamlined and automated electronic training planning and management system.</p> <p>A reduction in the time spent by Training Section staff in manually managing training records.</p>		Completion of the project will greatly assist in identifying mandatory training needs and the associated budget requirements.
<p>Measure: Progress made in developing a training management system.</p>		The project will be completed in early 2012. The final SAP data is being extracted.
<p>Target: Completion of the training management system.</p> <p>An interface between SAP and the new training management system is developed.</p>		
Overall Strategic Progress		
<p>Completion was delayed due to workload issues at the City of Vancouver's IT department. This resulted in the project being worked on part time. The final SAP and IT issues will be resolved in 2012, allowing the Training Section will be able to easily identify members who require requalification, thus reducing the attrition rates for specialty functions within the Department.</p>		

2011 Strategy 2: Complete the VPD's transition to its new police facilities.		
Initiation Date	Target Date	Lead
January 1, 2011	April 30, 2011	Inspector Michelle Davey
Activities (Action Plans)		Completion Status
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.	☒☒☒
--	-----

2011 Performance Projections	2011 Performance Results
<p>Outcome: Investigative and administrative staff members are fully operational at the new Graveley/ Kootenay Street facilities.</p> <p>The new Property Office & Forensic Storage Facility is fully operational (including archive storage).</p>	All construction work is completed and all units and sections have moved into their respective locations at Graveley St, Kootenay St, and the Property Office.
<p>Measure: Progress with the renovations and the subsequent move to 3585 Graveley Street and 1570 Kootenay Street.</p> <p>Progress with construction and the subsequent move to 2010 Glen Drive.</p>	The Property Office and Graveley St and Kootenay St buildings are now occupied. Deficiency work is ongoing at these facilities.
<p>Target: Movement of all staff and infrastructure to the new VPD facilities are completed.</p>	

Overall Strategic Progress
<p>The facilities at both 2010 Glen Dr (Property Office) and 3585 Graveley St (Graveley Facility) are a vast improvement over the quality and size of the facilities at 312 Main St. As the VPD staff has grown in strength over the years it was clear that it had outgrown its space at both 312 Main St and at 5 E 8th Ave. The new facilities are larger and provide a great medium-term solution for the Department. Also, as the complexity of investigations has increased over the years, specialized spaces such as project rooms, interview rooms, and specialized forensic lab space are now required to more thoroughly investigate crimes. These new facilities have allowed for this shift in workload and will sustain the VPD for years to come.</p>

2011 Strategy 3: Continue planning for the VPD's long-term facility needs.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Deputy Chief Constable Adam Palmer PR&A Director Drazen Manojlovic

Activities (Action Plans)	Completion Status
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.	☒☒☒

2011 Performance Projections	2011 Performance Results
<p>Outcome: A position regarding new long-term purpose-built police facilities is secured in the CoV's 10 year Capital Strategy.</p>	The City of Vancouver's 10-year Capital Strategy includes identifying and acquiring land that would be suitable for construction of a purpose-built VPD facility. No definitive site has been identified and the City will take an opportunistic approach as possible sites become available.



<p>Measure: Progress with the VPD's long-term Facilities Report.</p> <p>CoV City Management Team (CMT) support in adding long-term purpose built police facilities to the CoV's 10 year Capital Strategy.</p>	<p>The joint VPD/CoV Facilities Steering Committee has met often over the past several years and has been successful in addressing many facilities issues over the short and medium terms.</p> <p>The Committee has also completed the VPD's long-term Facilities Report. As mentioned above, the City's 10-year Capital Strategy includes land acquisition for a VPD facility.</p>
<p>Target: The VPD long-term Facilities Report is completed to the satisfaction of the Police Board and the joint VPD/CoV Facilities Steering Committee.</p> <p>Secure position for VPD long-term facilities in the CoV's 10 year Capital Strategy.</p>	

Overall Strategic Progress

As mentioned in Strategy 2, there have been significant successes with the facilities at both 2010 Glen Dr (Property Office) and 3585 Graveley St (Graveley Facility). At the moment, work is underway to relocate the Beat Enforcement Team, the Crown Liaison Unit, the Station NCOs and other units who require close proximity to the courts, the VPD Jail and the Downtown Eastside to the "Annex" building (adjacent to 312 Main St). Discussions are also underway to determine the best use of the remaining space on the 6th floor at the Graveley Facility (which is mostly vacant and sits in the heart of a secure police facility).

In 2011, another five year lease was signed for 2120 Cambie St which means that the VPD is well-positioned in adequate facilities in the medium-term. For the long-term, land acquisition for a purpose-built VPD facility is included in the City's 10-year Capital Strategy. VPD facilities have improved significantly over the past five years and the VPD appreciates its cooperative working relationship with the City of Vancouver.

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

2011 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.

Initiation Date	Target Date	Lead
January 1, 2011	Ongoing	Financial Analysis Manager Jason Rude
Activities (Action Plans)		Completion Status
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.		☒☒☒
2011 Performance Projections		2011 Performance Results
Outcome: The Executive will be aware of variances from budget in time to take corrective action.		Financial and overtime reports have been issued each month, thus providing managers with the tools required to more adequately manage their budgets.
Measure: The VPD's adherence to the 2011 budget.		The financial information provided to management has allowed the financial affairs of the VPD to be well managed. The books for 2011 have yet to be closed, but it would appear that the VPD will remain within budget for the fiscal year.
Target: 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.		
Overall Strategic Progress		
The timely information issued by Finance Section has allowed management to control the finances of the Department such that the VPD was within budget for the year. Several large and expensive events (specifically the 2011 Stanley Cup Riot and the Occupy Vancouver Protest) that have tested management's ability to remain within budget; however, the VPD has remained within budget and was not required to access the City's contingency fund to avoid reporting a deficit.		

2011 Strategy 2: Provide the Manager of the Facilities Section with monthly financial reports customized to his or her budget responsibilities.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Financial Analysis Manager Jason Rude
Activities (Action Plans)		Completion Status
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		☒☒☒



Goal – To improve the VPD’s environmental sustainability and contribute to a greener community
Champion – Superintendent Daryl Wiebe and Senior Director Paul Patterson

2011 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.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Superintendent Daryl Wiebe

Activities (Action Plans)	Completion Status
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.	☒☐☐

2011 Performance Projections	2011 Performance Results
<p>Outcome: Ongoing partnership with the CoV Sustainability Group, to further joint initiatives.</p>	<p>The VPD partnered with, or participated in, a number of different corporate committees through 2011. These included the Corporate Waste Diversion committee and the Sustainable Commuting committee. In addition, the VPD partnered with the City of Vancouver Sustainability Group, and sponsored an academic partnership to further sustainability research in the VPD.</p> <p>While we have yet to see the implementation of a recycling program within the VPD, we have worked closely with CoV Facilities, and the two main police facilities have both been identified as primary sites for the implementation of a broad corporate recycling program. We remain optimistic this will be in place in Q2 of 2012.</p> <p>The VPD continues to work closely with CoV representatives overseeing corporate sustainability initiatives, ensuring active VPD participation and leadership in these areas.</p>
<p>Measure: The number of new VPD initiatives to further environmental sustainability at a corporate level.</p>	<p>This target was exceeded as the VPD participated in five new initiatives in 2011:</p>
<p>Target: 3 new programs within the VPD to further environmental sustainability.</p>	<ul style="list-style-type: none"> • A partnership in the new Corporate Waste Diversion program • A new battery recycling program within the VPD • A partnership with the Green Scholars program from UBC • Promotion of 'Earth Hour' on March 26, 2011 • The delivery of two bicycle repair programs, targeted to promote bicycle use for commuting too and from work

Overall Strategic Progress

The VPD has been a proactive organization over the past two years, furthering our own in-house sustainability objectives. The “Code Green” program continues to operate, overseeing the rollout and coordination of different initiatives designed to reduce our environmental footprint on the community. The City of Vancouver continues to be a leader in advancing environmental sustainability programs, and the VPD is an active participant within the broader corporate perspective. Both the VPD and CoV have partnered on a number of committees to further joint initiatives, and we will continue to work together through the coming years to achieve mutual goals and successes.

While some of the tasks and programs are new for 2011, most will continue on, well into the future, as sustainability initiatives and considerations become a part of ongoing business considerations.

Our ongoing challenge to further new programs within the VPD remains the absence of a comprehensive recycling program. Basic recycling continues to be the one main area where our employees want action, and by moving to a broad corporate approach to the problem, we have delayed a shorter-term departmental initiative in this area. We remain confident it will be implemented in early 2012.

2011 Strategy 2: Reduce overall energy consumption at the VPD.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Inspector Michelle Davey
Activities (Action Plans)		Completion Status
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.		☐☐☐
2011 Performance Projections		2011 Performance Results
<p>Outcome: Increased awareness of energy use in VPD facilities by all VPD staff.</p>		<p>Energy consumption and awareness has been promoted throughout the VPD via the Code Green web site, and through specific programs such as our participation in Earth Hour in March, 2011. Generally speaking, employees are cognizant of power use in their work space, and will turn off lights when they leave. The nature of police work, however, often precludes the VPD from keeping many areas in darkness during traditional night-time hours.</p>
<p>Measure: A reduction in overall energy use for heating and lighting, within all of the VPD facilities.</p>		<p>2011 saw an increase in the electrical use (74%, or 4,430,151 kWh) compared to 2010, largely because of the addition of the Graveley Street site. Likely because of a lack of data for Graveley Street site for natural gas, there was a decrease in natural gas use (-11% or 1,183 GJ), The other sites saw decreases in their consumption of both gas and electricity.</p> <p>At 2120 Cambie Street, electricity use is down by 236,120 kWh in 2011 from 2010. Natural gas use is up by 203 GJ.</p>
<p>Target: A 5% reduction in energy consumption.</p>		

	<p>At 312 Main Street, electricity use is down by 1,071,600 kWh in 2011 from 2010. Natural gas use is down by 1,126 GJ.</p> <p>At 5 E8th, electricity use is down by 302,929 kWh in 2011 over 2010. Natural gas use is down by 260 GJ.</p> <p>At the Graveley site, electricity use was 6,040,800 kWh for January to November 2011. There is no natural gas data for 2011. This is a baseline year for this site.</p>
--	---

Overall Strategic Progress

When the VPD first moved into the facilities at Graveley and Kootenay, a number of energy reduction strategies were attempted (i.e. lights on timers and motion sensors). While these attempts were admirable, they became increasingly difficult to manage as most of the operations in the two buildings continued outside of the normal hours configured into the timers. Access to manual lighting over-ride became complicated, as employees could not get the lights back on when they needed them, after they had shut off. As a result, lights are no longer connected to motion sensors, but are controlled by timers.

The VPD saw an increase of 11% in overall square feet of workspace in 2011. At the beginning of 2010, the VPD occupied 297,000 square feet of office space while at the end of 2011, the VPD occupied 331,000 square feet of office space (not including smaller facilities housing individual units such as the Dog Squad, and the new Property Office). Because of the staged move, VPD staff occupied both old facilities as well as the new facilities at Graveley St., resulting in even more square footage being occupied during the move.

The addition of the Graveley and Kootenay buildings dramatically impacted the electrical usage by the VPD. This is likely due to the fact that all sites were still fully operational for several months during the staged move of various Sections of the Department. Further, the Graveley and Kootenay sites require the HVAC system to run 24 hours a day, seven days a week due to the heating and cooling requirements of the buildings. This has significantly impacted the energy used at these facilities. Next year will be a more indicative year for electrical usage as all moves are complete and several buildings are no longer in use or only have small sections of the building in use.

Success, however, was seen at the 2120 Cambie St. facility which has been a fully occupied building for all of 2011 and yet saw a decrease in electrical usage (almost 12%), suggesting that the energy reduction efforts have been fruitful.

2011 Strategy 3: Reduce waste in the VPD.

Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Superintendent Daryl Wiebe
Activities (Action Plans)		Completion Status
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.		☒☒☒

2011 Performance Projections	2011 Performance Results
<p>Outcome: A full understanding of the amount of waste generated within VPD facilities.</p> <p>Implementation of a comprehensive recycling program in all VPD facilities.</p>	<p>Waste metrics are unknown in the VPD, and the deployment of an in-house recycling program has been put on hold pending the roll-out of a broader corporate initiative in 2012.</p> <p>Battery recycling was implemented at the very end of 2011, providing employees with a drop site to dispose of used batteries, thereby diverting them from the landfill. Through January 2012, we will be increasing the availability of this service by expanding the number of disposal location across our facilities.</p>
<p>Measure: The amount of waste generated within VPD facilities.</p>	<p>No achievement has been measured in waste reduction in 2011, and the battery recycling started in December. Gains in this area will be experienced through 2012.</p>
<p>Target: A 10% reduction in waste.</p>	

Overall Strategic Progress
<p>Waste reduction programs have been expanded to a broader corporate approach, encompassing most facilities for the City of Vancouver. The two main VPD facilities are part of the first phase of this broader waste diversion program, and we are planning to implement a full-scale program in Q2 of 2012. As a deliverable, this new program will include waste metrics allowing us to measure the gains experienced through waste diversion.</p> <p>The only challenges delaying progress have been linked to the planning and procurement processes for the broader corporate waste reduction program. The RFP closed on December 3, 2011, and the selection of a supplier for corporate waste management will occur in early 2012.</p>

2011 Strategy 4: Promote a 'Green' culture and ecological health within the VPD.		
Initiation Date	Target Date	Lead
January 1, 2011	December 31, 2011	Senior Director Paul Patterson
Activities (Action Plans)		Completion Status
Reduce the printing of documents being distributed to external partners		☒☒☒
Ongoing development of the Green Team 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.		☒☒☒
2011 Performance Projections	2011 Performance Results	
<p>Outcome: Reduction in paper generated within the VPD.</p> <p>Promote the use of alternate transportation, reducing the number of single-occupancy vehicle trips to and from work, and for administrative functions.</p>	<p>The VPD had previously implemented default double-sided printing from network computers, and provided desktop tools to increase awareness of paper usage by employees. Through 2011 we saw a greater acceptance of that process, as employees became accustomed to working from double-sided</p>	



	<p>print copy.</p> <p>The implementation of a new telephone system within the VPD has enabled greater use of teleconferencing. In addition, new video-conferencing equipment became available with the move to the Graveley Street facility and this equipment has been used consistently for management team meetings.</p> <p>While carpooling in VPD vehicles is coordinated at the office level, the location of the new Graveley facility relative to transit access, has limited the viability of transit use as an alternative.</p>
<p>Measure: Amount of paper used by the VPD.</p> <p>Volume of printing within the VPD.</p> <p>Employee survey on commuting trends.</p>	<p>While the VPD does not track the volume of paper used, the amount of pages printed on VPD networks is tracked. In 2010, the VPD printed 3,439,548 pieces of paper. In 2011, that number was reduced to 3,158,400 – an 8.17% reduction. This reduction was attributable to two factors; an increase in the amount of duplex (double-sided) printing combined with an overall reduction in the amount of printing done across the Department.</p>
<p>Target: A 5% reduction in paper usage.</p> <p>A 5% increase in sustainable commuting, through the use of car pools, bicycles, walking and transit.</p>	<p>An employee survey on commuting trends at the VPD was not completed. As such, there is no comparison to measure sustainable commuting initiatives. Anecdotally, it is known that the increased use of teleconferencing and video-conferencing has decreased the number of commuter trips between VPD facilities made in police vehicles. Three out of every four weekly management meetings each month are now done by video conference, reducing approximately 20 vehicle trips between the buildings each week. In addition, daily Executive meetings are now done exclusively by teleconference, thereby eliminating three vehicle trips between the buildings every weekday.</p>

Overall Strategic Progress

An increased use of communications tools has enabled the VPD to advance the concepts of a ‘Green Culture’ within the VPD. Further development of the ‘Code Green’ web site, including links to external resources for TransLink, and City programs such as Fit City, has also improved environmental awareness within the VPD.

Effective mid-December, the VPD has joined other City departments and transitioned our paper used for printing and photocopying to 100% post-consumer waste product. This is an improvement from the 30% post consumer waste product used previously. While the volume of paper has been reduced, the VPD still generates a substantial amount of paper; however, moving into 2012, the impact of the VPD’s paper waste will be substantially lower.

The VPD has been unable to leverage the incentives available to employees through the City’s Sustainable Commuting Program for VPD employees, as the City has restricted these incentives to employees working at the City Hall campus only.

An ongoing challenge within the VPD is the absence of a dedicated program coordinator for sustainability initiatives. Research from police agencies across North America has shown that a dedicated sustainability coordinator, working within the police department, is the best way to further programs of this nature. Currently, this work is done on an ad hoc basis, off the side of the desk of a few employees. This limits the effectiveness and coordination of efforts across the organization, and restricts the ability to generate a major cultural shift within the Department.

2011 Strategy 5: Reduce vehicle emissions in the VPD.

Initiation Date	Target Date	Lead
January 1, 2011	October 31, 2012	A/S/Sgt. Cam Lawson

Activities (Action Plans)	Completion Status
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.	☑☑☐

2011 Performance Projections	2011 Performance Results
<p>Outcome: Implementation of more fuel efficient vehicles within the VPD fleet.</p> <p>Reduction in idling time for VPD vehicles.</p>	<p>The VPD has added eight hybrid vehicles into its operational fleet, and also replaced large prisoner trucks with fuel efficient Sprinter vans.</p> <p>Idle stop technology was tested in four Patrol vehicles in 2011, and a full-scale pilot will be attempted in Q1 2012.</p>
<p>Measure: The number of hybrid and/or alternate fuel source vehicles in the fleet.</p> <p>Improved metrics for vehicle emissions, from operational police vehicles.</p>	<p>Seven hybrid Ford Fusions have been deployed in the fleet, and a hybrid pick-up truck will be delivered at the end of the year. While the hybrid Fusions have only been in use for six weeks, early indications from fuel usage show there is a 38% savings in fuel consumption with a hybrid Fusion over a conventional gas-powered Fusion.</p>
<p>Target: The addition of 10 hybrid vehicles to the fleet.</p> <p>A 5% reduction in fuel consumption for operational police vehicles.</p>	<p>The Sprinter prisoner vans have been in use for two months, and preliminary fuel usage data shows there is a 35% reduction in fuel use when compared to the old prisoner trucks.</p> <p>In 2010, the VPD used 1,344,987 litres of fuel. In 2011, the annualized total is 1,320,081 litres (December is only an estimate) – a 1.9% decrease. Of note, the fleet grew in size, with 13 fleet additions, while the work force reduced in numbers, with staffing levels decreasing throughout the year.</p> <p>There has been no further change to the Patrol fleet, and no marked change in the fuel consumption for operational police vehicles</p>

Overall Strategic Progress

A comprehensive review of vehicle usage was completed within the VPD Fleet. This has resulted in the pooling of 29 vehicles, previously assigned to dedicated units, and increased the availability of vehicles to other units that required them.

As the VPD moves forward to replace its Patrol vehicle fleet in 2012, new technological advancements in Patrol cars will result in the delivery of more fuel efficient vehicles, delivering equal or better performance over the existing Ford Crown Victoria Patrol cars. The CoV Equipment Service Branch works closely with VPD Fleet to ensure that all vehicle acquisitions minimize environment impacts while ensuring that the operational needs of the Department are fulfilled.

The prisoner vans have been replaced with new 3-cylinder Mercedes Sprinter vans. As of February 9, 2012, two of these units are operational. The remaining seven are on order with Mercedes Benz and expected to be fully out fitted and operational by early May 2012. Eight Hybrid vehicles have been added to the police fleet, and these vehicles have been deployed in traditionally high-usage areas to reduce overall fuel consumption.

A faster roll-out of Hybrid technology to further 'green' the fleet is only limited by the replacement cycle of the vehicles already in the fleet. The majority of the vehicles used by both administrative and investigative sections is less that four years old and, given their seven-year life cycle, are not due for replacement until 2015.