



**VANCOUVER POLICE DEPARTMENT
2013 ANNUAL BUSINESS PLAN**

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

TABLE OF CONTENTS

TABLE OF CONTENTS	1
LETTER FROM THE CHIEF	2
VANCOUVER POLICE DEPARTMENT'S 2012-2016 STRATEGIC PLAN	4
VPD BUSINESS PLAN MODEL AND FRAMEWORK	6
CHAMPIONS TOOL AND PERFORMANCE MONITORING	8
SEMI-ANNUAL REPORTING PROCESS.....	9
VANCOUVER POLICE DEPARTMENT 2013 ANNUAL BUSINESS PLAN	10
Goal: Reduce violent crime by 2.5% a year for a total reduction of 12.5% over the next five years	10
Goal: Reduce property crime by 5% a year for a total reduction of 25% over the next five years	12
Goal: Disrupt organized crime groups	14
Goal: Combat low-level crimes and problems that impact perceptions of neighbourhood safety	15
Goal: Reduce motor vehicle collisions that result in injury or death by 12.5% over the next five years	16
Goal: Develop and maintain positive working relationships, including sharing information, within the VPD and with stakeholder agencies within the community	17
Goal: To improve communication and public engagement in crime prevention and VPD services	19
Goal: Provide socially responsible programs and initiatives that benefit youth	21
Goal: Manage resources in an environmentally sustainable manner	22
Goal: Encourage and support career development and succession planning.....	23
Goal: Ensure that the VPD has the human resources and training needed to meet objectives	24
Goal: Support and foster employee wellness.....	25
Goal: Develop and implement initiatives that streamline administrative processes.....	26
Goal: Research, acquire and utilize the best technology and infrastructure to assist officers in the investigation and enforcement of crime	27
APPENDIX A: CHAMPIONS TOOL TEMPLATES.....	28
Goal – Reduce violent crime by 2.5% a year for a total reduction of 12.5% over the next five years	29
Goal – Reduce property crime by 5% a year for a total reduction of 25% over the next five years	32
Goal – Disrupt organized crime groups	34
Goal – Combat low-level crimes and problems that impact perceptions of neighbourhood safety	36
Goal – Reduce motor vehicle collisions that result in injury or death by 12.5% over the next five years	38
Goal – Develop and maintain positive working relationships, including sharing information, within the VPD and with stakeholder agencies within the community	40
Goal – Provide public educational outreach on policing and police related issues	43
Goal – Provide socially responsible programs and initiatives that benefit youth	46
Goal – Manage resources in an environmentally sustainable manner	49
Goal – Encourage and support career development and succession planning for all staff	51
Goal – Ensure that the VPD has the human resources and training needed to meet objectives	52
Goal – Support and foster employee wellness.....	53
Goal – Develop and implement initiatives that streamline administrative processes.....	55
Goal – Research, acquire and utilize the best technology and infrastructure to assist officers in the investigation and enforcement of crime	56

Letter from the Chief

Building on the successes of the 2008-2012 Strategic Plan, the Vancouver Police Department's (VPD's) 2012-2016 Strategic Plan reflects the VPD's ongoing commitment to be a leader in policing, to provide excellent service to the community, and to make Vancouver the safest major city in Canada. This commitment continues to be a major challenge. Despite the VPD exceeding its main strategic targets to reduce property crime and violent crime by 20% and 10% respectively over the period of the last strategic plan, property crime and violent crime continue to be significant issues. As well, organized crime, street disorder, and road safety continue to be significant concerns despite departmental successes in these areas over the past five years.

Overall, 2012 was a successful first year in working towards achieving the VPD's 2012-2016 Strategic Goals. For example, all incidents of violent crime were reduced by 5.3%; when factoring in population growth this represents a violent crime reduction of 7.4%. The VPD's work to combat low-level crimes and problems that impact perceptions of neighbourhood safety has also resulted in considerable reductions in most types of street disorder across all Patrol Districts. Similarly, the VPD's ongoing efforts to disrupt organized crime through intelligence-led proactive investigations have resulted in further reduction in violent activity in Vancouver. Furthermore, the 2011 Stanley Cup Riot Investigation continued into 2012 and through methodical and thorough investigations, a record total of 872 criminal charges were laid against 275 suspected rioters. Incidentally, the ongoing riot investigation consumed significant VPD resources in 2012 posing considerable challenges for other areas of the organization.

Despite ongoing efforts to further combat property crime, all incidents of property crime increased by 3.7% in 2012 over 2011. However, when factoring in population growth, the increase was more modest at 1.4%. In response to this recent rise in property crime, the VPD has re-assessed its current property crime strategies to ensure that reducing property crime is again highlighted as an organizational priority in 2013 and beyond. The development of a comprehensive and documented crime strategy for 2013 will ensure that approaches to both property crime investigations and prevention are unified across all divisions of the VPD.

The VPD also faces on-going challenges in the areas of education, outreach, and partnerships with marginalized youths and community groups. To meet these challenges, the VPD continued to deliver a host of innovative and successful community-focused initiatives and programs in 2012 such as *Sister Watch*, *BarWatch*, the *Police Athletic League* (PAL), and the *Women's Safety Fair*. Also, the VPD enhanced its conventional and social media efforts, attended numerous diverse community events, and delivered several public safety presentations. The VPD will continue to bolster these "behind the scene" efforts in 2013 to further engage and build trusting relationships with the public. Moreover, the VPD will continue to work with external partners and all levels of government to prevent and reduce the systemic and societal "up-stream drivers" that contribute to crime and disorder, with a specific focus on mental health and homelessness issues. Collectively, this work is critical in helping the VPD prevent and fight crime.

Police contacts with mentally ill persons continue to consume significant police resources. To reduce these contacts, the VPD will create an early warning system and will intervene and collaborate with mental health service practitioners to prevent incidents of violence. The VPD will also work more closely with Vancouver Coastal Health (VCH) on various committees, projects, and teams to further improve mental health services. To that end, the Assertive Community Treatment (ACT) model will be expanded in 2013. The VPD will advocate for more mental health resources at the national level, to both the Federal Government and police leaders across Canada.

From an organizational development standpoint, further measures were taken in 2012 to support and develop staff through comprehensive training and education plans including police-specific leadership training. Wellness activities and information have also been expanded along with other initiatives to help reduce absenteeism. Work is also underway to streamline administrative processes at the VPD, particularly Patrol-related administrative processes.

Patrol activities will be further enhanced in 2013 through the introduction of the Community Safety Program. Community Safety Personnel will assist Patrol members by attending lower priority and lower complexity calls for service thereby allowing Patrol members to more effectively respond to higher priority calls and engage in proactive policing duties. As a result, the Community Safety Program is expected to improve the VPD's crime fighting efforts along with its overall levels of customer service.

2013 represents the second year of the business planning process that flows from the 2012-2016 Strategic Plan. The first year demonstrated the VPD's ongoing commitment to achieving its updated long-term strategic priorities. Throughout the coming year, the Strategic Plan "Champions" will maintain strategies that have been successful in addition to developing new strategies to supplement the efforts of previous years. The Plan continues to ensure that Departmental decisions are guided by the VPD's Strategic Goals.

The VPD's Strategic initiatives also continue to align prominently with the City of Vancouver's (CoV's) Corporate Strategic Business Plan's goals to reduce and prevent crime and to enhance environmental sustainability. Incidentally, the VPD continues to be a leader in environmental sustainability through its *Zero Waste* program along with its systematic efforts to reduce vehicle emissions and paper use.

To augment the VPD's business planning process throughout the year, the Champions will continue to present their progress to Senior Management and the Vancouver Police Board (VPB) on a regular basis. A 'Mid-year Report Card' will be published to give a high-level overview of the progress of each strategy, while the Strategic Plan Sustainment Committee will continue to meet regularly to ensure the messages of the Strategic Plan flow consistently to all VPD employees.

Vancouver Police Department's 2012-2016 Strategic Plan

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

The Strategic Plan articulates how the VPD is going to achieve its mandate and vision. The VPD has five crime reduction goals, four community focused goals, and five organizational development goals that speak to achieving the VPD vision of being the safest major city in Canada.

The five crime reduction goals are:

- To reduce violent crime by 2.5% a year for a total reduction of 12.5% over the next five years;
- To reduce property crime by 5% a year for a total reduction of 25% over the next five years;
- To disrupt organized crime groups;
- To combat low-level crimes and problems that impact perceptions of neighbourhood safety; and
- To reduce motor vehicle collisions that result in injury or death by 12.5% over the next five years.

The four community focused goals are:

- To develop and maintain positive working relationships, including sharing information, within the VPD and with stakeholder agencies in the community;
- To provide public educational outreach on policing and police related issues;
- To provide socially responsible programs and initiatives that benefit youth; and
- To manage resources in an environmentally sustainable manner.

The five organizational development goals which will support our crime reduction and community focused goals are:

- To encourage and support career development and succession planning for all staff;
- To ensure that the VPD has the human resources and training needed to meet objectives;
- To support and foster employee wellness;
- To develop and implement initiatives that streamline administrative processes; and
- To research, acquire and utilize the best technology and infrastructure to assist officers in the investigation and enforcement of crime.

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

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

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

VPD Business Plan Model and Framework

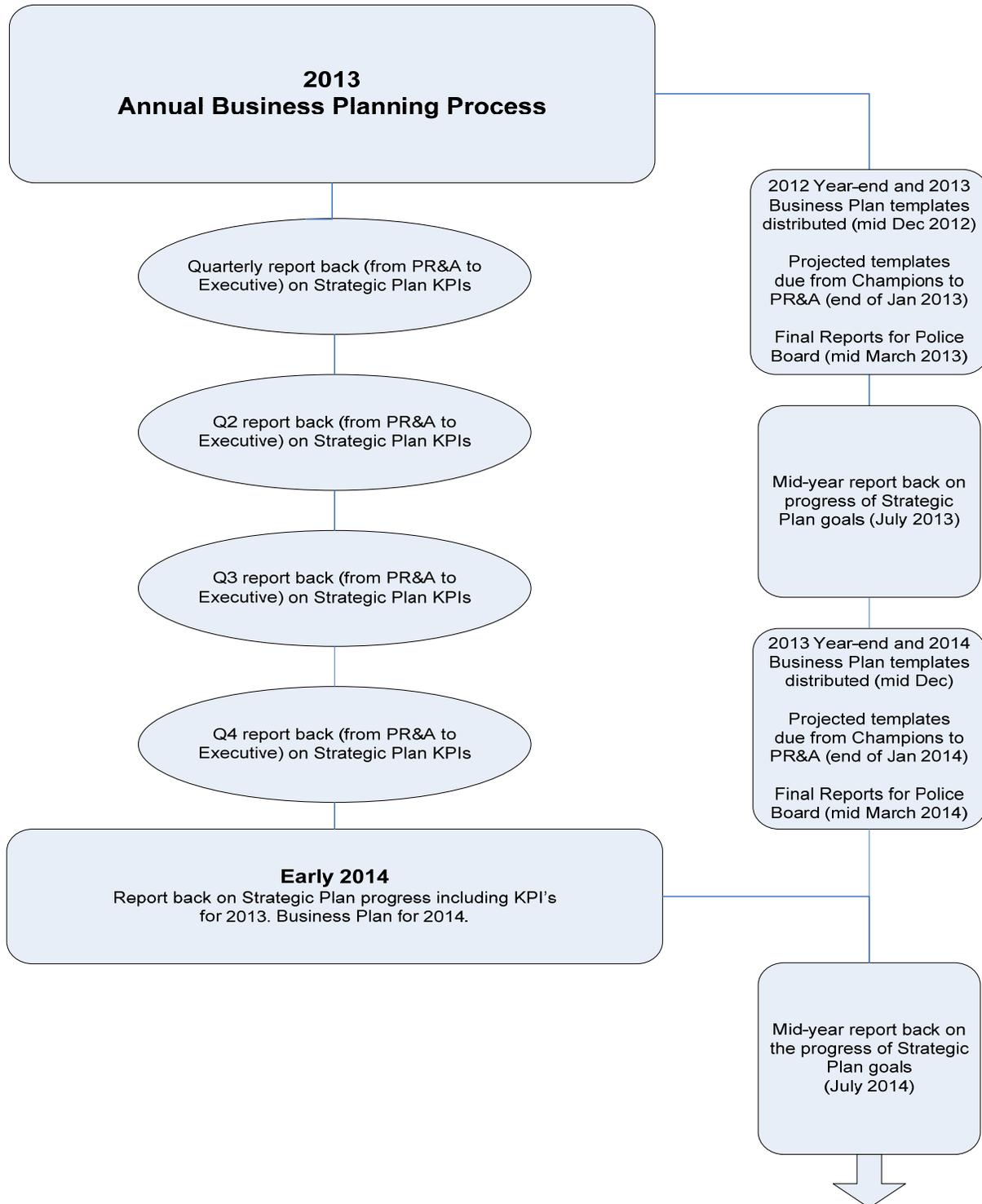
The conditions and actions needed to achieve the desired long-term results of the Strategic Plan are grounded in the VPD Annual Business Plan. Annual business planning is fundamental to achieving and measuring organizational goals. The process is proactive and results-based, thereby leveraging the organization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

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

- an Annual Business Plan;
- quarterly reporting on Key Performance Indicators (KPIs);
- a Mid-year Report Card on the progress of the current Business Plan;
- a Year-end Report-back on the results of the previous year's Business Plan and corresponding re-assessment of the 2012-2016 Strategic Plan; and
- a revision of the five-year Strategic Plan every four to five years.

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

Figure 1 - 2013 Annual Business Planning Process



Champions Tool and Performance Monitoring

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

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

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

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

Each Champion completes the electronic template which identifies their annual main strategies and associated activities in support of the long-term strategic goal they are assigned. The template will also record the outcomes and target measures relating to each annual strategy. In addition, each Champion produces a one-page overview/summary outlining their long-term strategic goal as well as the key annual strategies that will be used to achieve the goal. This information is compiled to create the Annual Business Plan, which outlines how the VPD intends to move forward with its long-term goals over the coming year.

Semi-Annual Reporting Process

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

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

- Property Crime Rates;
- Violent Crime Rates;
- Clearance Rates for Criminal Investigations;
- Priority 1 Response Times;
- Traffic Related Injuries and Deaths;
- Budget Variance; and
- Annual Citizen Satisfaction Levels.

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

Vancouver Police Department 2013 Annual Business Plan

This section contains an overview of the mandate for each of the Strategic Goals developed for 2012-2016, as well as an overview of the key strategies identified in pursuit of those goals for 2013. The detailed tasks and measures associated with each strategy are presented in the templates compiled by each Champion, and are found in Appendix A.

GOAL: REDUCE VIOLENT CRIME BY 2.5% A YEAR FOR A TOTAL REDUCTION OF 12.5% OVER THE NEXT FIVE YEARS

CHAMPIONS – INSPECTOR SCOTT THOMPSON AND INSPECTOR CITA AIRTH

The VPD continues to reduce violent crime through aggressive and proactive policing efforts. These efforts resulted in a 5% reduction in total incidents of violent crime in 2012 compared to 2011. When factoring in population growth, this represents a violent crime rate reduction of 7.4%.

Vancouver's violent crime statistics are largely driven by violence in the Downtown Eastside (DTES) as well as in District 1, particularly the Granville Entertainment District (GED). These crimes are often fueled by drugs and alcohol and several initiatives have been introduced over the years to address these issues. Examples of such initiatives include Liquor Enforcement (Lima) and Firearms Interdiction Team call-outs as well as *Bar Watch* and *Restaurant Watch*. In the last quarter of 2012, the Beat Enforcement Team (BET) piloted a deployment model that increased police presence and visibility in the DTES in key locations and during specific time frames.

The VPD's Special Investigation Section (SIS) worked collaboratively in 2012 with partner agencies from the community to host a Women's Safety Fair at Trout Lake Community Centre. This event provided safety messaging for women who are living with domestic violence, sexual abuse, or elder abuse, and assisted them with accessing information and assistance from police and/or community resources. The event was extremely successful and the VPD has received several requests to deliver additional safety fairs to specific communities and to educational institutes. In early 2013, SIS hosted a second Women's Safety Fair at Langara College and intends on tailoring an event for the DTES in the fall. Moving forward, all key 2012 strategies used to reduce violent crime will be carried over and enhanced in 2013.

The court order compliance system for chronic and high risk violent offenders will continue to be refined and improved. With increased capacity in Patrol, the High Risk Offender Unit (HROU) and the Domestic Violence & Criminal Harassment Unit (DVACH) will assign more files to Patrol members to monitor the conditions of high risk offenders. In addition, the development and execution of street level enforcement projects that target problem premises and areas and/or persons responsible for violent crime will continue. These projects will be supported by the new BET deployment model for the DTES as well as by the new beat deployment model being developed for Patrol District 1.

Investigation Division resources will also be used on a project-by-project basis to assist Patrol with these targeted enforcement projects. Moreover, Patrol will continue to execute and follow-up on all arrest warrants to ensure that police obligations to maintain public interests and safety are met. Specific attention will be given to implement fugitive projects in collaboration with the Fugitive Unit to ensure arrest warrants are executed for the most violent offenders. Finally, the Operations Division will continue working in 2013 to further develop an operational information repository where strategies and tactics used to address violent crime throughout the city are available to all Patrol members and Investigators.

Sister Watch will continue as a key program in 2013 to supplement Patrol-based efforts in the DTES. This program has helped the VPD gather intelligence regarding violence against vulnerable women in the DTES and has strengthened relationships between the VPD and these women. The VPD will also continue to educate the public,

particularly women, with respect to domestic violence, elder abuse and/or sexual abuse and sexual assault awareness, prevention and personal safety. This will be achieved through popular initiatives such as the aforementioned Women's Safety Fairs and through the re-launch of the "Don't Be That Guy Campaign" in the GED.

KEY STRATEGIES FOR 2013

- *Continue to implement a court order compliance system and interdiction projects to target chronic and high risk violent offenders*
- *Maintain and further develop the operational information repository where strategies/tactics used to address violent crime throughout the city are available to all Patrol members and Investigators*
- *Target and educate the public, particularly women, with respect to domestic violence, sexual abuse, and sexual assault awareness, prevention, and personal safety*
- *Continue to reduce crime against women in the DTES through the Sister Watch program*
- *Execute and follow-up on all arrest warrants to ensure that police obligations to maintain public interests and safety are met*
- *Through the use of joint Operations and Investigation Division resources, develop and execute street level enforcement projects that target problem premises and areas and/or persons responsible for violent crime*

GOAL: REDUCE PROPERTY CRIME BY 5% PER YEAR FOR A TOTAL REDUCTION OF 25% OVER THE NEXT FIVE YEARS

CHAMPION: SUPERINTENDENT DEAN ROBINSON

The VPD had achieved significant reductions in property crime over the period of the last strategic plan. A number of innovative and proactive strategies to combat property crime have evolved over time resulting in a total reduction of 29% in the property crime rate since the start of 2008 to the end of 2011, exceeding the strategic target of 20%. In spite of the significant progress that has been made, all incidents of property crime has risen by 3.7% in the past year. When factoring in population growth, this represents a 1.4% increase in the property crime rate in 2012 from 2011. In response to this recent rise in property crime, the VPD has re-assessed its current property crime strategies to ensure that reducing property crime is re-emphasized as an organizational priority in 2013 and beyond. The development of a comprehensive and documented crime strategy for 2013 will ensure that approaches to both property crime investigations and prevention are unified across all divisions of the VPD.

The efficient use of VPD analytical resources in combating property crime was significantly enhanced in 2012. These enhancements resulted in improved lines of communication and formalized intelligence sharing between the Operations and Investigation Divisions. The successful conclusion in 2012 of a number of intelligence-led projects of both chronic offenders and organized property crime groups is representative of the successful efforts anticipated for 2013. The Property Crime Support Unit (PCSU) has successfully completed *Project Lunchmeat* - an intelligence led project focusing on Downtown Eastside (DTES) businesses that purchase stolen property. The PCSU will continue to leverage current stolen property tracking technology with enhanced Xtract software that will be implemented in 2013. In addition, with the assistance of the Public Affairs Section, the mandate of the *Neighborhood Crime Alert* program has expanded to include media releases for person's offences and the program has realized a 9% increase in membership during 2012. The VPD will continue in 2013 to ensure that internal and external resources are directed at property crime priorities with input from the General Investigation Section (GIS), the Operations Division, and relevant community partners.

Successful collaboration and intelligence sharing with property crime units from other Metro Vancouver police agencies was launched in 2012. The success of this integrated working relationship has been realized through *Project Luau* - a VPD Property Crime Unit led investigation. VPD Investigators worked with members of the Richmond RCMP resulting in the arrest of members of a Metro Vancouver wide organized crime group involved in break-ins, home invasions, and jewellery store robberies. These successes are also further representative of VPD operational and investigative resources working collaboratively to identify, prioritize, and investigate property crime offenders.

In the past year, success has also been achieved in securing federal sentences for chronic offenders. Incarceration in federal institutions will provide those offenders with opportunities to participate in rehabilitation and life skills programs which will facilitate their path to recovery. The VPD Sentencing Committee's efforts to establish electronic monitoring of chronic offenders will be realized in 2013. Standardized bail and area restriction processes for use by VPD members has been achieved and will assist in the enhancement of chronic offender management practices. These efforts will enable the Chronic Offenders Unit (COU) to revise the current criteria used to identify and target active property offenders going forward. Moreover, efficiencies will be gained in the COU as well as in other GIS units in 2013 through the implementation of investigative practices and formalized business rules.

KEY STRATEGIES FOR 2013

- *Leverage the implementation of innovative technology that will enhance the tracking of stolen property and property offenders that utilize pawn stores*
- *Identify and implement initiatives, led by the Chronic Offenders Unit , with regards to prolific chronic offenders*

- *The General Investigation Section will continue to enhance best practices with the adoption of Major Case Management best practices and work collaboratively with Metro Vancouver police agencies with the common goal of reducing property crime*
- *Ensure that internal and external resources are directed at property crime priorities established with input from all areas within the VPD and relevant community partners. This will include the development of a comprehensive/documented property crime strategy for 2013.*

GOAL: DISRUPT ORGANIZED CRIME GROUPS

CHAMPIONS: INSPECTOR MIKE SERR AND INSPECTOR LAURENCE RANKIN

Disruption of organized criminal activity remains a priority of the VPD. In 2012, the Organized Crime Section (OCS) conducted successful intelligence-led, proactive investigations that targeted individuals whose criminal activities had the greatest impact on community safety. For example, *Project Typhoon* resulted in the seizure of two kilograms of cocaine and \$80,000 cash from a Hells Angels associate and *Project Texas* resulted in the seizure of six kilograms of cocaine and \$154,000 cash from another individual associated to organized crime. *Project Talon* resulted in the dismantling of a drug trafficking network and the arrest of a violent drug trafficker with gang affiliations whose group preys upon the marginalized in the Downtown Eastside (DTES). Other initiatives such as *BarWatch* and *Restaurant Watch* continue to be effective tools in preventing gang members from socializing in Vancouver's entertainment venues or establishments. To-date, over 55 establishments participate in these two programs. The Gang Crime Unit (GCU) and front-line patrol officers also regularly engage in street checks of gang members to further disrupt their activities and discourage them from operating in Vancouver.

On the outreach front, GCU members regularly delivered presentations to various community-based groups focusing on gang education and prevention. These groups included Strathcona *Block Watch* participants, *Citizens Crime Watch*, and security-focused organizations. 2012 highlights include GCU participation in two youth-oriented productions. The first production was a documentary about former gang member who now works with youth to teach them how to avoid making the same mistakes he did. The second documentary focused on the life of the same gang member and is part of a prevention-based program focused on helping youth say "no" and to make safe and healthy choices for the benefit of themselves, their families, and the community.

In 2013, the VPD will utilize several strategies to continue disrupting organized crime activity in Vancouver. Through proactive intelligence-led investigations, the VPD will continue to deny organized crime members access to entertainment venues and will prioritize drug operations towards known gang suspects. The VPD will also increase proactive efforts to share information with external agencies targeting organized crime in Vancouver. Increasing the solve rate of gang-related homicides in Vancouver will also be a priority in order to permanently take violent gang members off the streets by bringing them to justice.

Community-based education, initiatives, and exit strategies to divert youth from gang activity will be further developed and implemented in 2013. To those ends, a comprehensive anti-gang program platform will be identified and the number of youth-based presentations delivered by GCU will be increased.

Overall, 2013 strategies to disrupt organized crime will be continue to be supported and enhanced by the VPD's close working relationships with partners such as *BarWatch* and *Restaurant Watch* and with external policing agencies and integrated policing groups such as the Combined Forces Special Enforcement Unit (CFSEU) and the RCMP Integrated Homicide Investigation Team (IHIT).

KEY STRATEGIES FOR 2013

- *Divert youth from gangs through the development of community-based education initiatives and of comprehensive exit strategies for those involved in gangs*
- *Continue to engage in intelligence-led, proactive investigations targeting individuals whose organized criminal activities have the greatest impact on community safety*
- *Proactively share information obtained from OCS and Major Crime Section (MCS) investigations with external agencies targeting organized crime impacting Vancouver*
- *Increase the solve rate of gang-related homicides in Vancouver*

GOAL: COMBAT LOW-LEVEL CRIMES AND PROBLEMS THAT IMPACT PERCEPTIONS OF NEIGHBOURHOOD SAFETY

CHAMPION: SUPERINTENDENT ANDY HOBBS

Street disorder and low level crime affect the quality of life for all who live and/or work in, or come to Vancouver for entertainment. If left unmonitored, low level crime can diminish quality of life and can lead to an increase in disorder and more serious crime. Continuing on the successful efforts of previous years, the VPD remains committed to reducing street disorder and low level crime. These efforts will continue throughout the entire city as all neighbourhoods have experienced some level of disorder and crime. Moreover, the VPD will continue to focus on protest management. As seen with the 2011 Occupy Vancouver protest, the VPD continually kept local Business Improvement Associations (BIAs) informed while balancing the rights of business owners with the democratic right of groups to protest.

Liquor enforcement (LIMA) will continue year round; however, specific attention will be directed at designated entertainment districts and venues where there is a relatively high alcohol presence. To this end, LIMA deployments in the city's entertainment districts will continue and the VPD will continue to strengthen its partnerships with *BarWatch* and *Restaurant Watch*. Additionally, the VPD will maintain a close working relationship with the BC Liquor Control and Licensing Branch (LCLB) while ensuring that all liquor license conditions are adhered to.

In addition to targeting liquor violations, Patrol members will be encouraged to use the *Safe Streets Act* when applicable to target all incidents of street disorder and low level crime. Other initiatives will target specific problem issues and areas, such as the use of Beach Patrol along Vancouver's False Creek area in addition to their regular beach routes. Special attention will also be given to large scale gatherings to ensure that large public events, such as the NHL playoffs and Celebration of Light, are safe environments for all members of the public to attend.

Furthermore, the VPD will continue to work with the City of Vancouver (CoV) to reduce illegal street vending activity. It is hoped that the CoV will formally establish a legal street vending site in the Downtown Eastside (DTES) by the end of 2013. Once established, in conjunction with CoV by-law officers, the VPD will enforce municipal by-laws regarding street vending outside of the established site.

Continuing from previous years, the VPD also stands as a partner with the CoV in eliminating street homelessness. The VPD's Homelessness Coordinator will continue collaborating with various levels of government and the private sector to implement homelessness reduction initiatives. To that end, the VPD will work to ensure that single room occupancy buildings (SROs) throughout the city are safe places for vulnerable people to reside in. This cannot be achieved by the VPD alone; therefore, BC Housing will be a key partner in this endeavor.

KEY STRATEGIES FOR 2013

- *Liquor enforcement to continue year round throughout the city, with a specific focus on the entertainment districts and events or areas that sponsor alcohol use*
- *Continue assisting the CoV in achieving the goal to end homelessness in Vancouver*
- *Reduce illegal street vending by working with the CoV to establish and enforce sanctioned vending locations*
- *Through order maintenance, reduce street disorder city-wide that exists in different forms including matters such as aggressive panhandling, squeegeeing for money, fighting in public, disorderly overnight loitering, etc.*

GOAL: REDUCE MOTOR VEHICLE COLLISIONS THAT RESULT IN INJURY OR DEATH BY 12.5% OVER THE NEXT FIVE YEARS

CHAMPION: INSPECTOR LES YEO

The VPD will continue to work towards reducing motor vehicle collisions that result in injury or death. Police and all other road safety stakeholders have the responsibility of working together to improve road safety. Despite significant efforts to prevent injury and death, fatal collisions increased in the city of Vancouver from 13 in 2011 to 19 in 2012, a 46% increase. However, it should be noted that there were no fatalities in the last 4 months of 2011 – a highly unusual circumstance. 11 of the 19 fatalities in 2012 were pedestrians, representing a 22% increase in pedestrian fatalities over the previous year. Though the 19 fatalities recorded in 2012 are the highest numbers since 2008, the general long-term trend continues to decline steadily over the past several decades. The increase in pedestrian fatalities in 2012 is a significant concern and will be a priority focus for 2013. Moreover, in 2012, revised impaired driving legislation came into effect and assisted the VPD by removing high-risk drivers from the road. Provincially funded *Counter Attacks* also continued to be a key asset in that endeavor, with the same percentage of impaired drivers being removed from the road per dollar invested.

The VPD will continue to use education and enforcement strategies in 2013 towards achieving its overall strategic goal to reduce traffic related injuries and deaths. Intelligence-led enforcement will be enhanced in 2013 with a concentration on high crash locations. Last year's efforts were successful with the majority of enforcement action taking place at the top 10 collision injury locations. With vulnerable road users, especially pedestrians, being particularly susceptible to injury or death, 2013 will see continue enhanced enforcement against high risk road behaviour.

Furthermore, new steps will be taken in 2013 to evaluate and assess the production of violation tickets by Patrol. Working closely with Patrol District Analysts, Patrol Commanders will be provided with detailed accountability reports on individual officer's ticket activity. This will be combined with greater traffic enforcement education efforts during Patrol parade briefings along with continued road safety training and mentorship of Patrol members.

The Traffic Section will increase enforcement action against those high-risk drivers (unlicensed, prohibited and uninsured drivers) who continually flaunt sanctions that have been imposed on them. Removing these high risk drivers from the road is an important step towards making Vancouver's roads safer.

The reduction of fatalities and injuries must be a concerted team effort. It requires a commitment by not only the VPD and its road safety stakeholders, but also by the community at large. The Traffic Section will increase public awareness on traffic safety through community education initiatives as well as through mainstream and social media campaigns. A baseline will be established for traffic safety related media stories and other tactics for future reference. The Traffic Section will continue to work closely and collaboratively with the Insurance Cooperation of British Columbia (ICBC), Office of the Superintendent of Motor Vehicle (OSMV), and the City of Vancouver (CoV) to deliver a unified message to prevent motor vehicle related injuries and death.

KEY STRATEGIES FOR 2013

- *Directed enforcement based on ICBC collision data and VPD traffic statistics*
- *Focus on enforcing the Motor Vehicle Act to ensure the safety of the most vulnerable road users, particularly pedestrians*
- *Increase the amount of enforcement by Patrol officers*
- *Increase enforcement action on unlicensed, uninsured, and prohibited drivers*
- *Increase public awareness of traffic safety through community education campaigns and the use of mainstream and social media*

GOAL: DEVELOP AND MAINTAIN POSITIVE WORKING RELATIONSHIPS, INCLUDING SHARING INFORMATION, WITHIN THE VPD AND WITH STAKEHOLDER AGENCIES WITHIN THE COMMUNITY

CHAMPION – INSPECTOR MARIO GIARDINI

Positive working relationships within the VPD and with community stakeholders are essential to ensuring the successful completion of the VPD's crime reduction and public safety goals and to ultimately bring the VPD's vision of being the safest major city in Canada to fruition. Communication with diverse cultural groups is especially important to ensure that trust is built between the VPD and these communities. In recent years, the *Project Link*, *SisterWatch*, and *EASY* programs are excellent examples of how communication with internal and external stakeholders can lead to the successful implementation of public safety strategies.

Building on the success of 2012, current outreach programs and projects will continue in 2013. Based on comprehensive responses from the community and the VPD, public safety has increased within the city of Vancouver. As such, the focus of 2013 will be to build stronger and more trusting relationships with grassroots community organizations and to identify crime priorities for the neighbourhoods they represent. This includes assisting frontline agencies in building the internal capacity to better address issues within their own communities in order to reduce reliance on emergency police services. For example, *Project Link* has increased support for the mentally ill while decreasing associated calls for police service. Accordingly, in 2013, the VPD will target continued reductions in *Mental Health Act* (MHA) calls for service as well reduced hospital wait times in relation to MHA apprehensions.

To reduce police contacts with high risk mentally ill persons, the VPD will create an early warning system and will intervene and collaborate with mental health service practitioners to prevent incidents of violence. The VPD will also work with Vancouver Coastal Health (VCH) to build on the success of the Assertive Community Treatment (ACT) team in 2013. The ACT client group will be expanded and supported through new facilities and increased staffing at Vancouver Hospitals. The VPD will regularly participate in a VCH-lead committee on mental illness. Additionally, a joint VPD/Vancouver Coastal Health (VCH) study, facilitated by the University of British Columbia (UBC), will be conducted in 2013 to examine how mental health services can be further improved. Finally, the VPD will advocate for more mental health resources at the national level, to both the Federal Government and police leaders across Canada.

The Aboriginal Liaison Officer and the Sex Trade Worker Liaison Officer have been successful in reaching out to key aboriginal stakeholder groups and organizations. The efforts of these officers will continue to be supported through strategies to decrease crime and victimization. With the success of programs such as *SisterWatch* and *EASY*, the VPD has proven that partnering with communities not only increases communication but leads to supportive programming that works. Incidentally, *SisterWatch* was awarded the 2012 Crime Prevention and Community Safety Award by the Ministry of Justice.

Throughout 2013, the Domestic Violence and Criminal Harassment (DVACH) Unit will continue outreach to community partners such as social worker agencies and the Chinese Community Policing Centre in order to educate them in recognizing and reporting domestic violence and elder abuse. Presentations and information sharing has increased the capacity of these organizations to work within their own communities to combat and prevent violence. In addition, the VPD will continue to build on training and education workshops delivered to front line officers in 2012 with the goal of educating members on the sensitivities related to domestic violence within vulnerable populations.

Moreover, the VPD will further strengthen internal departmental relationships by continuing to seek participation from front-line members in relation to strategic decision-making. This will further enhance information flow between management and front-line officers.

Overall, the community development strategies proposed for 2013 will allow the VPD to continue to create trusting relationships, positive perceptions of the police, and empowerment within Vancouver communities to deal with crime and safety issues.

KEY STRATEGIES FOR 2013

- *Continue fostering trust between the VPD and Downtown (DTES) women's groups*
- *Increase buy-in from frontline members by continuing to include them in internal strategic communications*
- *Continue to work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill*
- *Continue to improve awareness and access to support services for vulnerable victims of crime*
- *Continue to increase awareness, both within and outside the Aboriginal Community, of the VPD's partnerships in developing new crime prevention programming*

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

CHAMPION: SENIOR DIRECTOR PAUL PATTERSON

The VPD's Community and Public Affairs Section (C&PA) serves as a communication line and outreach hub between the Department and the public. The C&PA ensures the public is aware of crime prevention efforts undertaken to improve and maintain public safety. The C&PA also maintains a strong relationship with the media and administers many public outreach programs to foster a positive perception and greater understanding of the VPD. The method of delivering the VPD's message to the public takes on traditional forms such as press conferences and print media but has also increasingly relied on the use of social media. C&PA further educates, engages, and supports the community through the Victim Services Unit (VSU) and the Community Policing Centres (CPCs) as well as through programs such as *Block Watch*, *Citizen's Crime Watch* (CCW), and *Business Liaison*. C&PA also assists other departmental sections in efforts to communicate their crime prevention or public safety messages to the public. For example, the Traffic Section's *PedWatch* campaign was supported by graphics and media communication provided by C&PA.

C&PA continues to expand the use of social media. For example, the number of Twitter followers increased by almost 30% to nearly 30,000 followers in 2012. The VPD's use of YouTube shifted from a predominantly recruiting-focused tool to a general information dissemination tool complete with crime prevention tips and riot investigation updates, bringing viewership into the thousands. The highlight of this shift has been the creation of the *Krenz on Krime* crime prevention series which has become the most popular and most watched video series on the VPD website. In 2013, the C&PA will continue and expand these efforts by updating online content and utilizing present social media tools in new and innovative ways. C&PA will also strive to increase the number of VPD members following the Department's Twitter account through training videos and parade presentations.

C&PA will leverage CCW, *Block Watch*, and the CPCs in 2013 to further public awareness of the VPD's crime prevention campaigns. The C&PA will assist the Traffic Section to increase the effectiveness of road safety campaigns through the dissemination of messages across multiple media types. Likewise, C&PA will offer its services to VPD investigative sections to primarily aid in property crime prevention campaigns. All major crime alerts will automatically be disseminated through the Department's Neighbourhood Crime Alert system to subscribers across the city. In addition, the VPD will continue to collaborate with the CPCs to ensure that community-specific crime prevention programs are delivered while ensuring a core level of service is provided across all CPCs. This will be accomplished through the efforts of the CPC Sergeant who will provide ongoing training and assistance to CPC Coordinators and the Neighbourhood Policing Officers (NPOs) attached to each CPC.

Community surveys consistently rank the Victim Services Unit (VSU) as one of the most important services provided by the VPD. To this end, the VPD will continue to support and expand the VSU. In 2012, the VSU was faced with numerous staffing challenges including the vacancy of the manager position. The unit is expected to reach new levels of success in 2013 once this position is filled.

Moreover, the C&PA's mandate includes promoting diversity through initiatives that enhance relationships with various community groups in Vancouver including Aboriginal youth, the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community, and various ethnic groups. As in 2012, through partnership programming awareness, the VPD aims to reach out to these diverse communities of Vancouver in 2013. The Department will participate in numerous cultural, ethnic, and community events to foster strong relationships. Furthermore, the VPD will continue its efforts to combat hate crime and victimization by developing new programs to engage the LGBTQ and various ethnic communities.

KEY STRATEGIES FOR 2013

- *Continue to enhance the public's awareness of programs and services provided by the VPD by increasing traffic to the VPD website and increasing the use of social media*
- *Continue to enhance the reputation of the VPD through a steady growth in the number of positive media articles*
- *Continue to enhance the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories. This encompasses campaigns to increase personal safety and road safety*
- *Continue to enhance the services provided by the Department to victims of crime and increase awareness of these services among the public and within the Department*
- *Outreach to the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial*
- *Improve the VPD's outreach to Vancouver's diverse cultural communities*

GOAL: PROVIDE SOCIALLY RESPONSIBLE PROGRAMS AND INITIATIVES THAT BENEFIT YOUTH

CHAMPION: INSPECTOR RALPH PAUW

For a number of years, the VPD has been involved in crime prevention through the use of youth programs and partnerships with community groups. Youth programs such as the Police Athletic League (PAL) are both educational for youth as well as provide opportunities for police officers to interact with youth as positive role models. The success of these programs is based on the belief that youth will be deterred from becoming involved in criminal activity by building self-esteem and positive relationships with VPD officers.

In 2012, five strategies were developed by the VPD to provide socially responsible programs and initiatives that benefit youth. One of these key strategies was to maintain the VPD Youth Referral program. The targets set for the number of referrals from School Liaison Officers (SLOs) and from other VPD units were exceeded, though there is still room for improvement. For this reason, this strategy will continue in 2013 with an additional focus on increasing Patrol-based referrals. The VPD will also seek an increased number of partnerships with community-based organizations that accept referrals from the VPD Youth Referral Coordinator.

The Retail Theft Circle (RTC) initiative was designed to use restorative justice measures to provide offenders an opportunity to learn about the impacts of shoplifting from those most impacted by the crime. However, this program relies on referrals from Patrol and none were made to the program in 2012. As a result, the RTC initiative will be replaced in 2013 with a new strategy to identify and target the top 20 at-risk youth in Vancouver. Once identified, these youth will be connected to services delivered by community partners and VPD officers. This new strategy will include many concepts of the RTC in its overall goal to improve the lives of at-risk youth while reducing youth-related crime.

PAL events continue to be very successful with numerous VPD officers volunteering to coach and mentor over 900 students at 44 separate events. The VPD will work to further increase PAL events in 2013. Another successful initiative was the *Student Challenge*, a program which puts 48 students through a youth police academy where they are challenged with realistic police duties and provided the opportunity to work as a team. The VPD will continue working to secure ongoing funding for this program. For instance, meetings with community service groups have been held in an effort to achieve sustained funding.

Finally, the Youth Car (Y10) will continue to conduct compliance checks on youth with court-imposed conditions. In 2012, Y10 met its 2012 targets by regularly monitoring between 70 to 80 youth. In 2013, the goal is to increase the number of youth being monitored to roughly 120; however, this is contingent upon increased staffing levels as the Youth Services Unit (YSU) is currently at full capacity.

KEY STRATEGIES FOR 2013

- *Proactively target the top 20 most at-risk youth as identified by their history with police*
- *Continue to maintain the VPD Youth Referral program to remain consistent with provisions of the Youth Criminal Justice Act (YCJA) and consider extra-judicial measures for youth who commit less serious offences*
- *Y10 to continue conducting checks on youth with court-imposed conditions to ensure that their conditions are abided by*
- *Continue to develop and maintain the success of the PAL program*
- *Continue to run the VPD Student Challenge in 2013, and secure long-term funding to ensure the ongoing success of the program*

GOAL: MANAGE RESOURCES IN AN ENVIRONMENTALLY SUSTAINABLE MANNER

CHAMPION: SENIOR DIRECTOR DAWNA MARSHALL-COPE

The City of Vancouver (COV) formed the Greenest City Action Team in 2009, whose mandate was to determine what Vancouver needed to achieve the goal of becoming the greenest city in the world by 2020. To that end, City Council adopted ten long-term strategic sustainability goals and much work has been underway since then to accomplish these goals. The VPD shares this commitment to environmental sustainability and has identified it as a major strategic goal of the organization. The Code Green program was launched in 2010 under the stewardship of the Code Green Steering Committee with representation from across the organization.

Throughout 2012, the Code Green committee remained focused on reducing waste and carbon emissions in the VPD. Four specific strategies to further the VPD's environmental sustainability included:

- *Participation in a waste reduction program to divert waste in the VPD*
- *Reduction in vehicle emissions by the VPD*
- *Replace paper-intensive processes with paperless systems where possible and cost effective*
- *Assessing the feasibility of a dedicated sustainability coordinator role within the VPD*

Over the past year, good progress has been made in achieving the overall mandate of Code Green, including the introduction of the Zero Waste Program at the two main VPD facilities as well as a battery recycling program referred to as Call2Recycle. The goal of reducing vehicle emissions is achievable both through technology and changes in behaviour. To that end, anti-idling technology will be installed in all new patrol vehicles and work is underway on an educational video. Further, an analysis of current fuelling processes has determined that significant savings may be realized by offering additional fuelling sites. All this work will continue into 2013 and beyond.

The fourth 2012 strategy of obtaining a dedicated sustainability coordinator with the VPD has not been pursued due to competing interests for resources and the CoV's directive on staffing increases. Instead, the committee will continue to work with the CoV's Sustainability Group while leveraging internal resources.

With five guiding strategies, green initiatives will continue to be a priority for the VPD moving forward through 2013. In addition, submissions will be made to the CoV's Sustainability Group's Greenest City Scholars program. If one of the VPD proposals is chosen, a UBC masters or PhD student will engage in a sustainability research project with the VPD. At the time of this report, the area of study has not been confirmed. Overall, the VPD will continue to identify activities that further the reduction of waste within the organization along with vehicle emissions reductions.

KEY STRATEGIES FOR 2013

- *Implementation of policy and practices consistent with the City's Sustainability framework and initiatives.*
- *Reduction of overall energy consumption within the organization*
- *Reduction of the amount of waste sent to the landfill*
- *Promotion of a green culture within the organization*
- *Reduction of vehicle emissions at the VPD*

GOAL: ENCOURAGE AND SUPPORT CAREER DEVELOPMENT AND SUCCESSION PLANNING

CHAMPION: INSPECTOR LARRY COPE

In 2012, the Human Resources (HR) Section worked towards improving and enhancing career development opportunities for all VPD staff. Succession planning and career development remains crucial to ensure that the VPD has the required resources and plans in place to replace key critical staff. Through succession planning, mentoring, and training regimes, VPD staff will be better prepared to seamlessly transfer between specialized and regular positions.

On top of the 2013 agenda for the Career Development Unit (CDU) is the review and update of the existing position profile library. In some cases, HR has not entered profiles into the library in relation to newly created positions at the VPD. In addition, some pre-existing position profiles no longer accurately depict the true scope of the respective position as these profiles have not been maintained. In order to ensure the integrity of HR's records, all profiles have to be up-to-date, meaningful, and accurate.

Also high the CDU's agenda for 2013 is determining, with certainty, which positions in the VPD should be considered specialized positions. Specialized positions require a high level of training and expertise. Once HR has a better grasp on which positions are specialized, steps will be taken to update position profiles, determine training needs and associated costs, and assist VPD managers with their succession plans where necessary.

Another priority for HR is to acquire a survey sampling of members from the constable, sergeant, staff sergeant and inspector rank regarding their thoughts on the effectiveness of the CDU. Based on the survey results and other feedback, HR will determine an accurate mandate and purpose for the CDU and determine how it can better serve VPD staff members. Clarity of purpose and expectations will create a higher degree of satisfaction among members.

Moreover, other 2013 HR career development-related priority items include creating quarterly five year forecasted attrition reports for all ranks along with a battery of coaching and mentoring videos tailored to suit the needs of the VPD.

KEY STRATEGIES FOR 2013

- *Review and update all sworn position profiles*
- *Develop succession planning strategies for specialized positions*
- *Survey various ranks regarding the effectiveness of the Career Development Unit*
- *Determine the attrition rate for all sworn ranks*
- *Create coaching and mentoring videos for the Career Development website*

GOAL: ENSURE THAT THE VPD HAS THE HUMAN RESOURCES AND TRAINING NEEDED TO MEET OBJECTIVES

CHAMPION: SUPERINTENDENT DARYL WIEBE

In 2012, the VPD continued its commitment to developing and supporting staff through sound Human Resources (HR) management. The ongoing monitoring of staffing levels and organizational attrition, combined with productive recruitment of new personnel, has enabled the VPD to end the year with staffing to full budgeted levels. Also of significance in 2012 was the identification of a comprehensive leadership development program for sworn and civilian personnel. This 'police specific' program will be rolled out in early 2013 and will pave the way for ongoing leadership development across the organization.

The strategic goal to "ensure that the VPD has the human resources and training needed to meet objectives" is the foundation for three key strategies in 2013. One strategy is the implementation of a training plan for all sworn personnel to ensure they all receive a consistent base-line for operational police training. The focus of this plan targets the first five years of a constable's career and will help develop them into well-rounded police investigators.

The second strategy involves the implementation of the Leadership in Policing Organizations (LPO) program at the VPD. The program will first run in the spring of 2013, followed by a train-the-trainer session that will ensure ongoing and self-sustaining delivery of this program across the organization in the years to come.

Finally, the VPD Recruiting Unit will continue its outreach initiatives in order to attract new sworn police officers and it will proactively reach out to the community to hire the first wave of Community Safety personnel. These new employees will be unarmed peace officers whose duties are to assist frontline police officers with many necessary, but low-risk duties. In many ways, this Community Safety program reflects the future of the VPD, and will serve as a developmental opportunity or framework for future police officers.

KEY STRATEGIES FOR 2013

- *Implement a five year training plan for constables to ensure a consistent base-line for the development of sworn personnel*
- *Implement the Leadership in Policing Organizations (LPO) program at the VPD*
- *Recruit proactively to hire sworn police officers and new Community Safety personnel*

GOAL: SUPPORT AND FOSTER EMPLOYEE WELLNESS

CHAMPION: INSPECTOR LARRY COPE

The importance of work-life balance cannot be overstated in a policing environment due to the nature and demands of police work. Stress on the job not only negatively affects work performance but also the personal lives of VPD employees. By assisting employees to manage their work-life balance, costs to the Department will be offset through higher retention and productivity, and reduced health benefit costs due to injury and stress. Furthermore, these outcomes are consistent with the VPD's commitment to be an inclusive and welcoming work environment.

In 2012, the VPD's HR Section made significant progress with its dedicated strategies to foster employee wellness. For example, HR launched a successful VPD wellness program and website as a resource used to convey useful information to all VPD staff. It features links to health related information including video clips from medical practitioners and other experts, and features updates on new wellness initiatives at the VPD such as Yoga as well as the Flu Shot and Healthy Hearts clinics.

Given the high number of wellness website hits, it is clear that VPD staff members are interested in information about health and wellness. To supplement the website, wellness lectures were provided in 2012 to VPD staff on team training days. New recruits also learned about wellness as it relates to policing. The high stress debriefing program also became more robust, with more debriefs given to police officers in high stress positions.

A Wellness Committee has been created and has met several times to discuss next steps. HR intends on expanding the Wellness Committee in 2013 to include a broader base of VPD stakeholders. In addition, research will be conducted to determine what other leading police agencies provide by way of wellness to their employees.

Moreover, VPD HR personnel will continue to work closely in 2013 with their counterparts at the CoV and Worksafe BC to forge stronger ties with these partner agencies. Discussions have already occurred around strategies to bring staff members back to work sooner and healthier after sustaining workplace injuries. These collaborative discussions will help the VPD work to reduce absenteeism going forward. The establishment of quarterly attendance reports in 2013 for managers will also help the VPD reduce absenteeism.

KEY STRATEGIES FOR 2013

- *Continue increasing awareness about the VPD wellness program*
- *Increase the VPD stakeholder base in the wellness committee*
- *Incorporate respectful workplace training into the VPD wellness program*
- *Establish quarterly attendance reports for managers with corresponding department standards of attendance*

GOAL: DEVELOP AND IMPLEMENT INITIATIVES THAT STREAMLINE ADMINISTRATIVE PROCESSES

CHAMPION: DIRECTOR DRAZEN MANOJLOVIC

Policing is an increasingly complex and dynamic profession with continuously evolving demands and requirements. More often than not, these changes are of a legal nature stemming from the judiciary and government policy. As a result, the policing profession involves a significant amount of administrative work in order to ensure accountability, preserve evidentiary continuity, and contribute to the proper administration of justice. While administrative work is a required part of policing, it is nonetheless worthwhile for the VPD to review administrative tasks and determine if any efficiency can be achieved through their reduction, re-configuration, or removal.

The Strategic Goal to streamline administrative processes is the result of internal consultation that helped develop the VPD's current Strategic Plan. Internal focus groups of VPD employees revealed that the amount or degree of administrative tasks is significant and should be reviewed. Over the past ten years, the VPD has dedicated considerable resources to improving organizational efficiency (i.e. the Operational Review) and this investment has resulted in decreased crime and increased community satisfaction. Through a further review and reduction of administrative work, additional gains may be realized through increased officer productivity and proactive time for general patrol and investigative officers. Moreover, increases in pro-active policing time will allow for greater community contact and police visibility throughout Vancouver's diverse neighbourhoods.

In 2012, the Planning, Research & Audit Section (PR&A) analyzed data received from two sources: 1) feedback obtained through the internal Strategic Planning processes of late 2010, and 2) a Patrol Administrative Study that was done in 2012. In both of these data sources, many suggestions were received on how to reduce administrative burdens for members. Many of these suggestions require a business case analysis to justify the stated need to invest in additional IT resources or in a significant change to a facility, or to justify a change in a process that requires a re-allocation of tasks to another set of staff. There have been a few successes where a redundant administrative task was removed (such as removing the requirement to complete the VPD's internal use of force report now that the Provincial Government requires the completion of their Subject Behaviour Officer Response Report), while another success came as a result of streamlining a process by having a form readily available in the member's in-vehicle computer (the K-File 9-1-1 Audio Request template, which is required for all domestic violence incidents).

An important Strategy for 2013 is the collection of information from front-line members. This is an important principle that acknowledges direct input from also increases the likelihood that implemented changes will be accepted. A process needs to be developed whereby front-line members can submit suggestions; these suggestions will be reviewed for their operational viability; and viable suggestions will be proposed, approved, implemented, and evaluated.

During the 2010 internal Strategic Planning sessions, Patrol members repeatedly raised the issue of how much of their time was consumed by attending lower priority and lower complexity calls for service. Now that the Vancouver Police Board has approved the Community Safety Program Pilot, and Vancouver City Council has approved the Pilot's funding, the Community Safety Program may very well reduce the time Patrol members devote to such calls for service. Accordingly, evaluating the Community Safety Programs' effect on Patrol comprises the second Strategic for 2013.

KEY STRATEGIES FOR 2013

- *Develop, promote, and institutionalize a process where members can submit ideas and suggestions to reduce administrative burdens*
- *As part of the Evaluation Framework for the Community Safety Project, assess the possible reduction in lower priority and lower complexity calls for service attended by Patrol members*

GOAL: RESEARCH, ACQUIRE AND UTILIZE THE BEST TECHNOLOGY AND INFRASTRUCTURE TO ASSIST OFFICERS IN THE INVESTIGATION AND ENFORCEMENT OF CRIME

CHAMPION: SENIOR DIRECTOR DAWNA MARSHALL-COPE

Technology is an integral part of daily life for the vast majority of Canadians. It is prevalent at all levels of illegal activity, from unorganized street level crimes to highly sophisticated crimes. Virtually every major investigation has a technology aspect to it, ranging from computer based crimes and internet savvy criminals to other crimes involving, or investigations informed by, the use of personal electronic devices. To address this need, policing must stay ahead of the curve with technology. The VPD remains committed to delivering the best technology and infrastructure to its officers, to enable them to keep up with criminals, and to further their investigative and enforcement actions. Equally important is the existence of a comprehensive information management infrastructure that ensures VPD data is created, identified, retained, managed and disclosed to the highest standards.

Fundamental to the success of these goals is the need for the VPD to secure adequate technological resources. In 2013, the VPD's Planning, Research & Audit Section (PR&A) will work on a workload and staffing assessment of the Information Technology (IT) Section. It is anticipated that these findings will provide the foundation for a business case supporting the commission of a consultant to conduct a comprehensive external review. To address the operational needs of the organization, the Technical Steering Committee is committed to researching, acquiring and utilizing the best technology and infrastructure so that VPD officers are well equipped to conduct comprehensive investigations and engage in efficient enforcement activities. For this reason, the VPD will continue to explore new fleet technology and will research and support initiatives that increase the accuracy and timeliness of the information provided to front-line officers. A working group has been struck to identify what technology will be procured to replace the VPD's mobile work environments (i.e., laptops). The implementation of crime mapping into the mobile environment is well underway and will be available to front-line officers in 2013. Furthermore, the VPD will participate in the evaluation of electronic ticketing technology and will work collaboratively with its partners in identifying the business requirements associated to this project. Electronic ticketing is expected to create significant efficiencies for both operational and administrative personnel.

Beyond delivering and support technology, the VPD has consistently maintained a leadership role in the development and advancement of PRIME-BC, the provincial police records management system. Additionally, the Department is represented on the IT subcommittee of both the Canadian Association of Chiefs of Police (CACCP) and the National Police Service Advisory Board. The VPD remains committed to the creation of a 'Real-Time Crime Centre', in partnership with other Metro Vancouver police departments and the RCMP. Such a centre will consolidate police information across multiple Metro Vancouver jurisdictions and will provide accurate timely intelligence to front-line investigators. This approach will enable crime analysts to leverage intelligence available within the region, and stream it to VPD personnel who combat crime at the local level. Overall, the key strategies for the upcoming year remain largely the same as they were in 2012; however the related activities have been updated.

KEY STRATEGIES FOR 2013

- *Complete an information technology review to determine optimal staffing levels for the VPD IT Section*
- *Utilize technology to maximize the effectiveness of front-line officers*
- *Develop a regional 'Real-Time Crime Centre' to provide front-line officers and investigators in the field with real time information*
- *Develop a Department-wide Information Management Plan*

Appendix A: Champions Tool Templates

Vancouver Police Department Annual Business Plan (2013)

Goal – Reduce violent crime by 2.5% a year for a total reduction of 12.5% over the next five years

Champions – Inspector Scott Thompson and Inspector Cita Airth

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to implement a court order compliance system and interdiction projects to target chronic and high risk violent offenders.	<ul style="list-style-type: none"> The 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 Records Management System (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. 	Increased amount of enforcement action against chronic and high risk violent offenders.	<p>HROU to maintain baseline of enforcement activity against high risk violent offenders (i.e. monitor 150 offenders, conduct 640 interviews, and issue 5 public notifications.</p> <p>A 20% increase in Patrol interdiction projects targeting chronic violent/property crime offenders across all Districts (35 projects undertaken in 2012).</p>	Ongoing	To be determined due to pending staffing changes.	<p>Chronic Offender Unit</p> <p>DVACH</p> <p>HROU</p> <p>Patrol District Analysts</p> <p>District CCO's</p>	Nil
Strategy 2	Maintain and further develop the operational information repository where strategies/tactics used to address violent crime throughout the city are available to all Patrol members and Investigators.	<ul style="list-style-type: none"> District CCOs to continue compiling strategies/tactics used to address violent crime in their District. Utilize a database and search engine that will allow members to readily search for and access operational plans. Follow-up with CCOs to ensure that all relevant strategies and tactics are added to the database. Inform Patrol members and Investigators on the availability and accessibility of this repository. Add a mandatory field to the operational plan template to indicate whether the tactics and strategies database was reviewed. 	The knowledge base of proven strategies/tactics for combating violent crime will remain relevant and recent. This will provide ongoing relevant information and save time when officers are developing new operational plans.	10% increase in the number of Patrol-based violent crime projects that incorporate proven tactics and strategies.	Ongoing	To be determined due to pending staffing changes.	<p>District CCO's</p> <p>VPD IT Section</p>	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Target and educate the public, particularly women, with respect to domestic violence, sexual abuse, and sexual assault awareness, prevention, and personal safety.	<ul style="list-style-type: none"> Continue to conduct Women’s Safety Fair events. Re-Launch the “Don’t Be That Guy Campaign” in the Granville Entertainment District. 	Women and other vulnerable people will be better aware of how to keep themselves safe from domestic violence, sexual abuse, as well as from predators and other offenders.	<p>An increase in the number of “Safety Fair” events at targeted locations.</p> <p>An increase in the number of people participating in the hands-on component of the Safety Fair (150 participants in 2012).</p> <p>A reduction of alcohol/drug facilitated sexual assaults.</p>	Ongoing	Inspector Airth Inspector Thompson	<p>Special Investigation Section</p> <p>Patrol District 1</p> <p>Bar Watch</p>	Nil
Strategy 4	Continue to reduce crime against women in the Downtown Eastside (DTES) through the <i>Sister Watch</i> program.	<ul style="list-style-type: none"> Conduct regular meetings 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. Maintain the commitment of the VPD to have subject matter experts in the Domestic Violence and Sex Crimes units continue to liaise with <i>Sister Watch</i>. Continue to analyze data and intelligence regarding violence directed towards women in the DTES. This data will inform various methods of enforcement action, which will be documented. Patrol and Investigation resources will prioritize joint projects that target violence directed toward women in the DTES. 	Violence against vulnerable women in the DTES will be reduced through the combined efforts of the VPD and the community.	<p>To act upon all credible information received through the tip line.</p> <p>Maintain the high level of call volume received by the “violence against women” tip line (229 calls in 2012).</p> <p>Maintain ongoing meetings with the community regarding issues of violence in the DTES.</p> <p>To establish a baseline for tracking violence against women in the DTES.</p>	Ongoing	Inspector Cita Airth, Inspector Mario Giardini, Inspector Michelle Davey	<p>VPD Aboriginal and Diversity Unit</p> <p>Sister Watch</p> <p>Patrol District 2</p> <p>Special Investigation Section</p>	Nil
Strategy 5	Execute and follow-up on all arrest warrants to ensure that police obligations to maintain public interests and safety are met.	<ul style="list-style-type: none"> 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 when practicable. The revised procedure of assigning warrants to the original Investigator will continue. Patrol will work with the Fugitive Unit to implement fugitive projects that will execute arrest warrants for violent offenders. 	Improved execution of arrest warrants as they come onto the VPD system.	<p>Patrol will have timely and prioritized access to arrest warrants.</p> <p>Reduction in the number of existing backlogged warrants.</p>	Ongoing	Inspector Thompson Staff Sergeant Athans Sergeant Thomas	<p>Information Management Section</p> <p>E-Comm</p> <p>VPD Fugitive Unit</p>	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 6	Through the use of joint Operations and Investigation Division resources, develop and execute street level enforcement projects that target problem premises and areas and/or persons responsible for violent crime.	<ul style="list-style-type: none"> Identify geographical areas and/or premises that directly or indirectly contribute to or generate violent crime. Continue with re-deployment model of the Beat Enforcement Unit (BET) in the DTES to increase police presence and visibility. Implement the new beat deployment model in District 1. 	Violent offences will be reduced through Patrol-based beat practices and projects assisted when possible by Investigation Division resources to target geographical areas and problem premises and specific offenders that contribute to and/or generate violent crime.	<p>To regularly target those persons, premises, and areas that directly or indirectly contribute to and generate violent crime in Districts 1 and 2.</p> <p>Increase the number of joint Operations and Investigation Division projects.</p> <p>Maintain high levels of liquor license and business license reviews and suspensions.</p> <p>An overall reduction in violent crime.</p>	Ongoing	<p>Inspector Thompson</p> <p>Inspector Davey</p>	<p>Patrol Districts 1 and 2</p> <p>Beat Enforcement Team</p> <p>VPD Liquor Coordinator</p> <p>BC Liquor Branch</p> <p>Bar Watch</p> <p>Problem Oriented Policing Coordinator</p> <p>CoV Permits and Licences</p> <p>Special Investigation Section</p> <p>Organized Crime Section</p>	To be determined on a project-by-project basis.

Vancouver Police Department Annual Business Plan (2013)

Goal – Reduce property crime by 5% a year for a total reduction of 25% over the next five years

Champion – Superintendent Dean Robinson

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Leverage the implementation of innovative technology that will enhance the tracking of stolen property and property offenders that utilize pawn stores.	<ul style="list-style-type: none"> Complete the tender process to obtain and implement the new Xtract software. Explore the development of an in-house software program to search Internet sites to identify central property crime figures. Train members on the new Xtract software and on other potential in-house software programs. 	The VPD's ability to locate stolen property and identify offenders will be enhanced.	<p>The successful implementation of new Xtract program.</p> <p>All Property Crime Support Unit (PCSU) members to receive training on new programs.</p> <p>The full implementation of an in-house internet searching software program.</p>	Year-end	<p>Inspector Cumberworth</p> <p>Sergeant Bieg</p>	General investigation Section	Xtract funding has already been provided through previously approved budget.
Strategy 2	Led by the Chronic Offenders Unit (COU), identify and implement initiatives targeting prolific chronic offenders.	<ul style="list-style-type: none"> An external academic expert to audit/review the COU to determine efficiencies and opportunities for improvement. Beat Enforcement Team (BET)/Patrol members to improve chronic offender accountability and conduct by conducting targeted conditions checks based on intelligence-led RMS data analysis. Crime Analysis Unit (CAU) to identify risk criteria by which high value chronic offenders are identified. COU investigators to maintain and enhance contact with high risk chronic offenders. This includes a pilot project to increase prison visits by COU officers prior to a chronic offender's release. 	<p>Increased court ordered condition compliance through enforcement.</p> <p>The identification of best practices for chronic offender type units.</p> <p>CAU to provide enhanced intelligence to the COU to support evidence-led initiatives regarding prolific property crime offenders.</p> <p>Increased enforcement action against the most prolific chronic property offenders.</p>	<p>Formal completion of external audit of the COU.</p> <p>Implementation of recommended changes and best practices with regards to the COU.</p> <p>Establish baseline for chronic offender contacts and compliance.</p> <p>10% increase in condition checks on targeted chronic offenders.</p>	Year-end	<p>Inspector Cumberworth</p> <p>Sergeant Pake</p> <p>Inspector Eely</p>	<p>COU</p> <p>University of the Fraser Valley (UFV) or Simon Fraser University (SFU)</p> <p>BET/Patrol</p> <p>CAU</p>	Minimal budget impact.

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Incorporate investigative best practices among all units within the General Investigation Section (GIS).	<ul style="list-style-type: none"> • Further implement Major Case Management (MGM) practices, where appropriate. • Complete the establishment of business rules for investigative units within GIS. • Utilize civilian staff for appropriate administrative tasks thereby improving efficiency for investigative tasks. 	Efficiencies will be gained and proven best practices will be adopted throughout GIS.	The adoption by GIS of investigative strategies used within the Major Crime Section (MCS), Special Investigation Section (SIS), and Organized Crime Section (OCS). 15% increase in clerical tasks performed by civilians to support investigations.	Year-end	Inspector Cumberworth Staff Sergeant Hammond.	GIS	This strategy will have some impact on the clerical budget.
Strategy 4	Ensure that internal and external resources are directed at property crime priorities with input from all areas of the VPD and relevant community partners.	<ul style="list-style-type: none"> • Develop a comprehensive/documented property crime strategy for 2013. • Incorporate input from GIS and the Operations Division to identify priority targeting of offenders. • Ongoing identification of current crime trends/hotspots through analysis and crime control meetings. • Work with community partners to address property crime concerns. • Conduct public education campaigns to improve target hardening. 	Greater focus on key property crime hot spots and offenders. Reduction of victims of property crime.	5% reduction in property crime. Establish baseline for joint Investigations and Operations Division projects.	Year-end	Superintendent Robinson Patrol District Inspectors Inspector Cumberworth. Public Affairs Section Planning, Research & Audit Section	GIS Operations Division CAU Public Affairs Section Key community stakeholders CPC volunteers	Nil

Vancouver Police Department Annual Business Plan (2013)

Goal – Disrupt organized crime groups

Champions – Inspector Mike Serr and Inspector Laurence Rankin

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Divert youth from gangs through the development of community-based education initiatives and of comprehensive exit strategies for those involved in gangs.	<ul style="list-style-type: none"> Conduct a literature review aimed at researching current anti-gang programs and initiatives. 	A program platform to divert youth from gang activity will be identified and recommended.	<p>Production of a comprehensive report on current best practices.</p> <p>Increased Gang Crime Unit (GCU) presentations to youth in the community.</p>	Year-end	<p>Inspector Serr</p> <p>Sergeant McConnell</p>	<p>VPD Youth Services Unit</p> <p>Vancouver School Board</p> <p>University practicum students</p>	No impact anticipated.
Strategy 2	Continue to engage in intelligence-led, proactive investigations targeting individuals whose organized criminal activities have the greatest impact on community safety.	<ul style="list-style-type: none"> Organized Crime Section (OCS) to conduct Major Case Management (MCM)-type investigations on targets identified by VPD threat assessment. 	Organized crime groups will continue to be disrupted, and Vancouver will continue to be a difficult place to conduct organized crime activity.	Confirmation, through statistical analysis, of a reduction in organized crime activity in Vancouver.	Year-end	Inspector Serr		Funds to be drawn from the Criminal Investigation Fund (CIF).
Strategy 3	Proactively share information obtained from OCS and Major Crime Section (MCS) investigations with external agencies targeting organized crime impacting Vancouver.	<ul style="list-style-type: none"> On a national level, continue to contribute to the National Tactical Enforcement Priorities (NTEP) on a weekly basis. On a Metro Vancouver level, continue to share information through the Provincial Intelligence Centre British Columbia (PICBC), Criminal Intelligence Service British Columbia (CISBC), and other agencies. MCS supervisors will confirm that Investigators have disseminated information as appropriate throughout an investigation. Train more MCS Investigators in human source development, to take advantage of opportunities that arise during an MCS investigation. 	<p>External agencies will have more information to use in their investigations. Some of these investigations inevitably involve non-Vancouver residents with criminal operations affecting Vancouver.</p> <p>More information will be obtained from human sources and available to support investigations.</p>	<p>An increase in the number of external investigations making use of VPD generated information and a corresponding reduction in organized crime activity in Vancouver.</p> <p>An increase in the number of VPD confidential sources recruited by MCS Investigators or identified by MCS, and recruited by other VPD members.</p>	Year-end	Inspector Rankin	<p>VPD OCS</p> <p>CISBC</p> <p>Combined Forces Special Enforcement Unit (CFSEU)</p> <p>RCMP Integrated Homicide Investigation Team (IHIT)</p>	Minimal, comprised primarily of a potential increase in human source payments.

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Increase the solve rate of gang-related homicides in Vancouver.	<ul style="list-style-type: none"> Continue to liaise closely and work cooperatively with IHIT, CFSEU, and other related agencies to ensure information and resources are most effectively deployed and are shared where appropriate. Continue to use and enhance MCM principles in project based investigations. Contribute resources to joint force operations targeting organized crime in Vancouver. 	A safer community through the successful prosecution of violent offenders.	An increased homicide solve rate.	Year-end	Inspector Rankin	VPD OCS RCMP IHIT CFSEU	CIF supports most homicide investigations.

Vancouver Police Department Annual Business Plan (2013)

Goal – Combat low-level crimes and problems that impact perceptions of neighbourhood safety

Champion – Superintendent Andy Hobbs

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Liquor enforcement (LIMA) to continue year round throughout the city, with a specific focus on the entertainment districts and events or areas that sponsor alcohol use.	<ul style="list-style-type: none"> Continued partnership with <i>BarWatch</i> and <i>Restaurant Watch</i>. Continued discussions with the City of Vancouver (CoV) concerning the implementation of entertainment and other non-alcohol related activities in entertainment districts and elsewhere in the city. Continued LIMA deployments, Beach Patrol, and Special Attention to events and areas as required. Monitor initiatives that impact liquor licensing and seating throughout the city. Continue to work with the Liquor Board. 	The entertainment districts and other venues, events, and areas within the city that experience alcohol presence are safe and enjoyable as work sites or entertainment and recreational destinations.	<p>Decreases in various measures of street disorder. Levels of disorder that affect safety and perceptions of safety are measured by COMSTAT and through citizen and business surveys. Business Improvement Association (BIA) and Community Policing Centre (CPC) statistics also help assess attitudes in perceptions of safety.</p> <p>A 5% decrease in overall street disorder city-wide based on CAD data.</p>	Year-end	Patrol District Inspectors	<p>Patrol Districts</p> <p>CoV</p> <p>BC Liquor Board</p> <p>Vancouver Entertainment District Bars and Restaurants</p>	None outside of LIMA budgeting.
Strategy 2	Continue assisting the CoV in achieving the goal to end homelessness in Vancouver.	<ul style="list-style-type: none"> VPD Homeless Coordinator to continue working with the 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 Single Residence Occupancy (SRO) buildings safe and secure. Homelessness Coordinator to liaise with Crime Control Officers (CCOs) and Neighbourhood Police Officers (NPOs) from all Districts to address homelessness issues across the city. 	<p>The VPD is supportive of the collaborative initiatives to secure safe shelter for all residents.</p> <p>SROs anywhere in the city are a safe place for vulnerable people to live.</p>	<p>Reduction in the number of homeless people in Vancouver.</p> <p>Reduction in the homeless count in Vancouver in 2013 over 2012 figures.</p>	Year-end	<p>Patrol District Inspectors</p> <p>VPD Homeless Coordinator</p>	<p>Patrol Districts</p> <p>CoV</p> <p>BC Housing</p> <p>Various Non-profit Organizations</p>	Nil
Strategy 3	Reduce illegal street vending by working with the CoV to establish and enforce sanctioned vending locations.	<ul style="list-style-type: none"> Work with CoV to establish legal vending sites. Patrol members, and particularly BET members, to monitor vending activities. Work with the CoV to enforce by-laws for illegal vending in order to ensure consistency of action and messaging. 	Street vending will be limited to locations which are approved and established by the CoV.	<p>The establishment of legal vending sites.</p> <p>The elimination of illegal street vending sites in the DTES and elsewhere in the city.</p>	Year-end	<p>Patrol District Inspectors</p> <p>VPD Homeless Coordinator</p>	<p>Patrol Districts</p> <p>CoV</p>	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Through order maintenance, reduce street disorder city-wide that exists in different forms including matters such as aggressive panhandling, squeegeeing for money, fighting in public, disorderly overnight loitering, etc.	<ul style="list-style-type: none"> Patrol Staff Sergeants to educate officers as to the utility and the standards of the application of the <i>Safe Streets Act</i> and the relevant CoV bylaws to address disorder issues. District CCOs to work with analysts, NPOs, and Patrol officers to direct enforcement. 	Street disorder will decrease in areas of the city commonly afflicted with such occurrences and incidents.	<p>Reductions in incidents of all types of street disorder across the city.</p> <p>A 5% increase in the ticketing specific to street disorder.</p>	Year-end	Patrol District Inspectors	Patrol Districts	Nil

Vancouver Police Department Annual Business Plan (2013)

Goal – Reduce motor vehicle collisions that result in injury or death by 12.5% over the next five years

Champion – Inspector Les Yeo

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Directed enforcement based on ICBC collision data and VPD traffic statistics.	<ul style="list-style-type: none"> High visibility enforcement during peak hours. Project work at high crash locations. Increase awareness and engage Patrol members on high crash locations in their respective Districts. 	Focusing on high collision locations will result in reduced traffic incidents at those locations as well as a reduction in overall collision rates.	3 % reduction in the number of collisions at high crash locations, measured semi - annually.	Year-end	Inspector Yeo	ICBC Traffic Analyst	Nil
Strategy 2	Focus on enforcing the <i>Motor Vehicle Act</i> to ensure the safety of the most vulnerable road users, particularly pedestrians.	<ul style="list-style-type: none"> Increased enforcement for identified offences and offenders. Enforcement at high collision locations that involve vulnerable road users. Continued Police Services, ICBC and CoV funding for vulnerable road user safety campaigns. 	Increased road safety for the most vulnerable road users through enforcement action of all road users.	15 % increase in traffic tickets for motorists, pedestrians, and cyclists for the following offences: <ul style="list-style-type: none"> Distracted driving Speeding Fail to yield to pedestrians Fail to yield to vehicle Disobey traffic control device Riding on sidewalk 	Year-end	Inspector Yeo	Police Services ICBC CoV Traffic Analyst	Nil
Strategy 3	Increase the amount of traffic enforcement by Patrol officers.	<ul style="list-style-type: none"> More detailed evaluation and assessment of ticket production by Patrol members. Management to emphasize road safety enforcement to Patrol members during select parade briefings throughout the year. Continued training of Patrol members and recruits on road safety. 	<p>Higher level of service to the community in relation to traffic enforcement by all operational members.</p> <p>A safer environment for all road users.</p>	30% increase in production of violation tickets by Patrol members	Year-end	Inspector Yeo Staff Sergeant Chow	VPD Training Section Patrol District Inspectors District Analysts	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Increase enforcement action on unlicensed, uninsured, and prohibited drivers.	<ul style="list-style-type: none"> • Increase in use of Automatic License Plate Readers (ALPRs). • Maximum deployment of ALPR vehicles. • Target known prohibited drivers. 	High risk unauthorized drivers that pose a risk to the safety of all road users will be taken off the road.	15% increase in charges relating to: <ul style="list-style-type: none"> ○ Driving while prohibited ○ No driver's license ○ No insurance 	Year-end	Inspector Yeo Sergeant Fox	VPD Planning, Research & Audit Section Auto Crime Enforcement Unit ICBC Police Services RCMP	Nil
Strategy 5	Increase public awareness of traffic safety through community education campaigns and the use of mainstream and social media.	<ul style="list-style-type: none"> • Increase the number of Community Road Education Safety Team (CREST) presentations. • Work with Public Affairs in developing a media strategy. • Increase traffic safety awareness through social media. 	Enhanced understanding and awareness of traffic safety concerns by all road users.	10% increase in community presentations. Establish a baseline for traffic safety related media stories.	Year-end	Inspector Yeo Staff Sergeant Chow CREST	Public Affairs Vancouver School Board CREST	Nil

Vancouver Police Department Annual Business Plan (2013)

Goal – Develop and maintain positive working relationships, including sharing information, within the VPD and with stakeholder agencies within the community

Champion – Inspector Mario Giardini

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue fostering trust between the VPD and Downtown (DTES) women's groups.	<ul style="list-style-type: none"> Deliver training which informs stakeholders how to engage marginalized women and sex trade workers. Continue delivering training to frontline community stakeholders that have direct contact with sex trade workers who are victims of violent crime. Continue to regularly attend <i>SisterWatch</i> meetings. Continue to regularly participate in community events such as marches, movie nights, and gift drives. Continue to assist survival sex trade workers in accessing already available resources such as detox, treatment, and family reconnections. 	<p>Increased communication between DTES women's groups and the VPD.</p> <p>Increase co-operation between victims of violent crime and the VPD.</p> <p>Increased clearance rates for violent crime targeted against at-risk women in the DTES.</p>	<p>Maintain similar level of training as 2012 baseline, with at least one Justice Institute of British Columbia (JIBC) recruit class and 10 frontline workers to receive relevant training.</p> <p>Act upon all agenda items tabled at <i>SisterWatch</i> meetings.</p> <p>Participate in one community event per month.</p> <p>Regular contact with as many sex trade workers as operationally feasible.</p>	Year-end	<p>Constable Malcolm</p> <p>Inspector Flamand</p> <p>Inspector Giardini</p>	<p>Aboriginal Front Door Society</p> <p>Women's Memorial March Committee</p> <p>Battered Women's Support Services</p> <p>DTES community groups</p>	Nil
Strategy 2	Increase buy-in from front-line members by continuing to include them in internal strategic communications with Senior Management.	<ul style="list-style-type: none"> Continue to seek participation from front-line officers in attending crime control and Compstat meetings. Through District Commanders, garner general feedback from frontline members that have attended the meetings. Enhance notification of meetings in order to increase attendance of front-line members. 	Better circulation of information between management and front-line officers.	Have at least 2 front-line members from each District attend Compstat and crime control meetings.	Year-end	Patrol Inspectors	VPD Operations Division	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Continue to work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill.	<ul style="list-style-type: none"> • Create an action log to formally document and coordinate the VPD's efforts regarding the delivery of health services to the mentally ill. • Attend regular meetings with VCH and stakeholders regarding <i>Project Link</i> and the Assertive Community Treatment (ACT) model. • Expand the VPD and VCH ACT Team. • Monitor and analyze the progress of the ACT client group. • Participate in a joint VPD and VCH study, facilitated by UBC, on how to improve mental health services. • Create an early warning system to identify high risk emotionally disturbed persons (EDPs) and intervene to prevent incidents of violence. • Advocate for better mental health services at the national level with the Federal Government and other police leaders in Canada. • Train Patrol members in the resources available when dealing with the mentally ill and how to document such incidents. 	<p>By partnering with VCH on <i>Project Link</i>, the number of contacts with the mentally ill will be reduced.</p> <p>Members will spend less time waiting at hospitals with <i>Mental Health Act</i> (MHA) apprehensions.</p>	<p>Meet or exceed the 2012 baseline as to the number of MHA and EDP calls handled.</p> <p>Meet or exceed the 2012 baseline as to the current hospital wait times following MHA apprehensions</p>	Year-end	Sergeant Tran	<p>VPD Car 88 and 87</p> <p>Patrol District 2</p> <p>Beat Enforcement Team</p> <p>VCH Mental Health Emergency Services</p> <p>Downtown Community Court</p>	Nil
Strategy 4	Continue to improve awareness and access to support services for vulnerable victims of crime and for seniors.	<ul style="list-style-type: none"> • Identify cultural groups which require and lack an existing connection to the VPD Domestic Violence and Criminal Harassment (DVACH) Unit. • Provide greater accessibility to resources for at-risk groups via the VPD website. • Determine the feasibility of a victim's written consent form to share personal information with community support agencies. • Create a DTES community services card for vulnerable women and seniors. 	<p>Continued increased communication and trust between vulnerable groups and the VPD.</p> <p>Increased reporting of domestic violence, criminal harassment, and elder abuse.</p>	<p>Connect with at least two identified community organizations.</p> <p>Provide two elder abuse training sessions to social workers and medical professionals over the course of the year.</p>	Year-end	Sergeant Fawcett	<p>VPD Freedom of Information and Protection of Privacy Unit</p> <p>VPD IT Section</p> <p>VPD DVACH Unit</p> <p>Family Services of Greater Vancouver</p>	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 5	Continue to increase awareness, both within and outside the Aboriginal Community, of the VPD's partnerships in developing new crime prevention programming.	<ul style="list-style-type: none"> • Attain sustainable funding for new crime prevention programming. • Cultural awareness training. • Participate in the <i>Paddling Together</i> canoe journey. 	<p>Continued improved relationships between the VPD, the Aboriginal community, and Aboriginal Service Providers.</p> <p>Aboriginal youth will be discouraged from committing crimes through new crime prevention programming.</p>	<p>VPD attendance in at least one Aboriginal event per month</p> <p>Aim to attend 75 or more total events.</p>	Year-end	<p>Inspector Giardini</p> <p>Diversity Program Coordinator Lori Beckstead</p>	A variety of Aboriginal service agencies including but not limited to the Friendship Centre, the Aboriginal Community Policing Centre, Circle of Eagles Lodge Society, etc.	Nil

Vancouver Police Department Annual Business Plan (2013)

Goal – Provide public educational outreach on policing and police related issues

Champion – Senior Director Paul Patterson

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to enhance the public's awareness of programs and services provided by the VPD by increasing traffic to the VPD website and increasing the use of social media.	<ul style="list-style-type: none"> Update the VPD website or create a new one depending on whether the COV's content management program is adopted. Update website content by contacting all VPD sections to revise outdated information. Brand VPD media releases to embedded links on VPD social media sites. Launch a new blog showcasing the accomplishments of the people working behind the scenes at the VPD. Launch a new webpage called VPD TV with containing all departmental video links. 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 use special events and blogs to drive up visits to VPD social media sites. 	The public will see vpd.ca and the Department's Facebook, Twitter, and Flickr accounts as useful tools for obtaining public safety information as well as for interacting with VPD members.	<p>An increase of 5% in visits to vpd.ca over last year.</p> <p>Increased visitors to or followers of VPD social media sites.</p>	This will be an ongoing initiative that will be measured year over year.	<p>Senior Director Paul Patterson</p> <p>Communication Coordinator Laurel Kennedy</p> <p>IT Graphic designer</p> <p>Constable Longley</p>	<p>Public Affairs</p> <p>IT</p> <p>This strategy also involves improvements to the web pages of all VPD Sections.</p>	Nil
Strategy 2	Continue to enhance the reputation of the VPD through a steady growth in the number of positive media articles.	<ul style="list-style-type: none"> Raise the profile of departmental live-streaming media conferences to increase awareness and viewership. Increase production of video news releases to further influence the control of public messaging. 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. Produce online versions of the above mentioned publications as well as an online video of the Commendation Ceremony. 	<p>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>5% increase in positive media stories.</p> <p>5% increase in overall citizen satisfaction with the VPD.</p>	This will be an ongoing initiative that will be measured year over year.	<p>Senior Director Paul Patterson</p> <p>VPD Media Relations Officers</p>	Media outlets	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Continue to enhance the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories. This encompasses campaigns to increase personal safety and road safety.	<ul style="list-style-type: none"> Citizen Crime Watch (CCW) to focus on the next generation of computer related upgrades such as the implementation of a GPS system to assist the volunteers. Work to promote and increase memberships in the Block Watch and CCW programs. Leverage existing crime prevention campaigns such as <i>Sister Watch</i> 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 Business Liaison Officer will initiate and deliver crime prevention communication and programs to business organizations and will be a liaison for the Neighbourhood Police Officers (NPOs) regarding business related crime trends. Seek to create a new position dedicated to solely act in the capacity of a Business Liaison. 	<p>The public will gain greater awareness of the measures they can take to help protect themselves and their property from crime.</p> <p>Enhanced Community Policing Centre (CPC) program and service delivery.</p>	<p>5% increases 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 decrease in property crime statistics.</p>	This will be an ongoing initiative that will be measured year over year.	<p>Sergeant Bernardin</p> <p>Block Watch CCW Constables</p> <p>Business Liaison Officer Constable Longley</p>	<p>All VPD Sections</p> <p>CPCs</p> <p>Various government, community, and business groups.</p>	Public Affairs will work within the current budget to achieve the bulk of this strategy. However, additional external funds and partnerships will be sought to help achieve the goals connected to major campaigns.
Strategy 4	Continue to enhance the services provided by the Department to victims of crime and increase awareness of these services among the public and within the Department.	<ul style="list-style-type: none"> Work to fully staff the Victim Services Unit (VSU). 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 member's notebooks to raise their awareness and utilization of the VSU. Hire a new VSU manager. 	More victims of crime will receive assistance from the VPD, more people will become aware of the assistance the VPD provides to victims, and the Department's reputation of providing 'Beyond the Call' service will be enhanced.	<p>5% increase in victims assisted.</p> <p>5% increase in visits to the Victim Services webpage.</p>	This will be an ongoing initiative that will be measured year over year.	<p>Victim Services Manager</p> <p>Senior Director Paul Patterson</p>	Ministry of the Solicitor General	This strategy will be achieved within budget with additional funding from the provincial government.
Strategy 5	Outreach to the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial.	<ul style="list-style-type: none"> Work to develop crime prevention programs designed for the LGBTQ community. Track the number of referrals to service providers. Track the number of notifications to the VPD in relation to hate crimes. 	<p>Increased safety and support for the LGBTQ community.</p> <p>Improved relationships between the VPD and the LGBTQ community.</p>	Increase in the number of referrals to service providers.	This will be an ongoing strategy with measurements occurring on a monthly and yearly basis	<p>Inspector Giardini</p> <p>Diversity Program Planner Lori Beckstead</p>	<p>LGBTQ community</p> <p>District 1 Neighbourhood Police Officer</p>	No direct budget implications. Funding from the Office of the Solicitor General of BC has been requested for the establishment of the Case Worker position.

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 6	Improve the VPD's outreach to Vancouver's diverse cultural communities.	<ul style="list-style-type: none"> The Diversity Advisory Committee (DAC) to continue to develop action plans to reach out to the various or diverse communities in Vancouver. To coordinate or participate in diverse community events such as an 'Anti Bullying forum' or a 'Hate Crime Dialogue Session'. 	<p>Greater VPD representation at various community events.</p> <p>Improved relationships between the VPD and Vancouver's diverse communities.</p>	Continued increase in the VPD's outreach to diverse communities.	Ongoing	Diversity Program Planner Lori Beckstead	Diversity Advisory Committee	Nil

Vancouver Police Department Annual Business Plan (2013)

Goal – Provide socially responsible programs and initiatives that benefit youth

Champion – Inspector Ralph Pauw

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Proactively target the top 20 most at-risk youth as identified by their police history.	<ul style="list-style-type: none"> • Identify the “top 20” at risk youth. • Identify and engage stakeholders to participate in providing programming. • Active collaboration with both various VPD sections and outside agencies will be required to ensure resources are being utilized effectively. • Schedule regular “case conference” style meetings with the stakeholders that focus on the root causes of delinquency. • Continually monitor and assess the progress of the cohort. 	<p>By addressing the root causes of their delinquency, police contact with this cohort of youth will be reduced</p> <p>If successful, this strategy will result in a reduction in the number of recorded PRIME incidents for the cohort. This will in turn improve the quality of life of both offenders and potential victims.</p>	<p>All targeted youth enroll and complete at least one educational or social program through this strategy.</p> <p>20% reduction in PRIME incidents for the “top 20” cohort.</p> <p>A reduction in Missing Persons reports for the “top 20” cohort.</p>	Ongoing	Sergeant McDonald	<p>Youths Services Unit</p> <p>Youth Referral Coordinator</p> <p>School Liaison Unit</p> <p>Ministry of Child and Family Development</p> <p>Missing Person Unit</p> <p>Vancouver School Board</p> <p>Pacific Regional Training Centre</p> <p>Various outside agencies</p>	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 2	Continue to maintain the VPD Youth Referral program to remain consistent with provisions of the Youth Criminal Justice Act (YCJA) and consider extra-judicial measures for all youth who commit less serious offences.	<ul style="list-style-type: none"> Have the Youth Service Unit (YSU) Sergeant contact individual VPD members to advise them of the availability of the Youth Referral Coordinator for files involving youth, where applicable. Train recruits at the Justice Institute during their YCJA module. Regularly post bulletins regarding the Youth Referral program on E-parade. Liaise and build partnerships with community agencies and organizations to provide the highest quality program referrals. 	<p>By increasing the number of referrals from Patrol, more youth will be reached thereby increasing the benefits of this program.</p> <p>Referring at-risk youth to community programs rather than incarcerating them will assist in addressing the underlying issues behind their criminal behavior.</p> <p>Agencies involved in extra judicial measures work with youth to help them gain the skills and knowledge to make better choices and develop into socially responsible citizens.</p>	<p>A total of at least three referrals per month from School Liaison Officers (SLOs) and Investigators.</p> <p>A total of at least one referral per month from Patrol members.</p>	Ongoing	VPD Youth Referral Coordinator	<p>Patrol Districts</p> <p>Various community agencies</p> <p>Vancouver School Board</p>	Nil
Strategy 3	Y10 (the Youth Car) to continue conducting checks on youth with court-imposed conditions to ensure that their conditions are abided by.	<ul style="list-style-type: none"> Work with Patrol, School Liaison Unit, and YSU officers and with Youth Probation in order to proactively monitor young offenders; enforce the law when a breach occurs; and pursue fresh charges when appropriate. Conduct street checks and develop Intel on, and establish rapport with, at-risk youth. Receive daily updates of the latest court-imposed conditions through the Justice Information network (JUSTIN) and through related court documents at the Hornby Street probation office. Y10 officers to frequent locations and facilities occupied by youth and to familiarize themselves with not only the youth but also with the staff who operate these facilities. 	Monitoring adherence to court-imposed conditions will assist in preventing at-risk youth from becoming involved in situations which, according to the courts, may increase the likelihood of recidivism.	Monitor 120 youth with court-imposed conditions.	Ongoing	Sergeant Humayun	Patrol Districts	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Continue to develop and maintain the success of the Police Athletic League (PAL) program.	<ul style="list-style-type: none"> Explore fundraising opportunities in order to increase the number of events sponsored by the PAL. Create more awareness of the PAL program by posting in-house bulletins on a regular basis throughout the year. Liaise with the Youth Referral Coordinator for referrals on which youth would benefit from participating in sporting events promoted by the PAL program. Approach the VPD's Finance Section to secure funding for 2013 PAL Initiatives such as the purchasing of t-shirts. 	<p>Through PAL, a positive rapport and mutual trust between youth and police officers will be established.</p> <p>PAL provides a safe and supervised environment for youth, giving them the opportunity to work with positive role models and encouraging them to become involved in community sports and activities. This subsequently helps to enhance their self-esteem and motivation to develop a positive self-image.</p> <p>Overall, PAL will help reduce youth crime.</p>	Host at least 11 tournaments/ league events throughout 2013.	Ongoing	Youth Services Section (YSS) Inspector YSS Sergeants	Patrol Districts Beat Enforcement Team YSS Traffic Section Diversity & Aboriginal Policing Section Vancouver Police Foundation Vancouver Police Community Fund	PAL is a federally registered charity and is solely dependent upon cash donations. This program does not affect the budget for YSS.
Strategy 5	Continue to run the VPD <i>Student Challenge</i> in 2013, and secure long-term funding to ensure the ongoing success of the program.	<ul style="list-style-type: none"> Identify a team of SLOs who will administer and coordinate the 2013 Student Challenge. Identify a lead SLO coordinator for this program. Solicit and secure sufficient funds to successfully run this program. Market the Student Challenge to Vancouver School Board (VSB) students and children of VPD members. 	Through participation in this program, youth self-esteem is enhanced and positive relationships with police are developed. This helps reduce the likelihood of these youth becoming involved in crime.	Obtain full enrollment of 48 students in the 2013 VPD <i>Student Challenge</i> . Secure approximately \$22,000 for 2013 and identify long-term funding to offset the operating costs of the program in future years.	Ongoing	Sergeant Haines	All VPD members Vancouver School Board	Nil. The Student Challenge is funded by external donations.

Vancouver Police Department Annual Business Plan (2013)

Goal – Manage resources in an environmentally sustainable manner

Champion – Senior Director Dawna Marshall-Cope

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	To implement policies and practices consistent with the City of Vancouver's (CoV's) sustainability framework and initiatives.	<ul style="list-style-type: none"> Continued partnership with the CoV Sustainability Group in future joint initiatives. The Code Green Steering Committee will be responsible for taking the lead on new initiatives and will continue to meet on a regular basis. Participation in the <i>Greenest City Scholars</i> program. 	<p>New initiatives will be identified to further environmental sustainability within the organization.</p> <p>Submission for research topics will be submitted from the Code Green committee.</p>	<p>The implementation of three programs in 2013 to further support the management of resources in an environmentally sustainable manner.</p> <p>A research topic submitted by the Code Green Committee will be chosen by the CoV Sustainment Group.</p>	Year-end	Senior Director Dawna Marshall-Cope	<p>All VPD employees</p> <p>CoV Sustainability Group</p> <p>Public Affairs</p> <p>Fleet Section</p> <p>Facilities Section</p> <p>IT Section</p>	No budget implications anticipated.
Strategy 2	Reduce overall energy consumption at the VPD.	<ul style="list-style-type: none"> Improve awareness of energy use within the organization through the Code Green website, signage, and posting of energy usage metrics. Share energy consumption data with the Senior Leadership Team. 	Overall improved awareness of energy use within the organization resulting in change to current behaviors and business practices.	A 5% reduction in energy consumption.	Year-end	Inspector Schinbein	<p>All VPD employees</p> <p>CoV Sustainability Group</p> <p>Facilities Section</p>	No budget implications anticipated.
Strategy 3	Reduction in the amount of waste sent to the landfill.	<ul style="list-style-type: none"> Implementation of the <i>Zero Waste</i> program in all VPD buildings or sites. Employee engagement through formal information sessions, signage, and the posting of metrics on the Code Green website. Identifying Code Green champions (at least one per site). Expansion of the <i>Zero Waste</i> program to include packing materials, writing instruments, and small appliances. Introduction of a formal up-cycling program within the organization. Implementation of an informal up-cycling program in partnership with Operations. 	<p>All VPD sites owned by the CoV will have Zero Waste stations.</p> <p>All personal garbage receptacles to be replaced by a blue recycle bin, with the contents of that bin managed by staff.</p> <p>Significant amount of waste will be diverted from a landfill site.</p> <p>Staff will donate personal items that they no longer require and that may otherwise end up in a landfill site.</p>	A 60% reduction in VPD landfill site waste.	Year-end	Senior Director Dawna Marshall-Cope	<p>All VPD employees</p> <p>Facilities Section</p> <p>CoV Sustainability Group</p> <p>Public Affairs</p>	No budget implications anticipated.

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	To promote a 'green culture' within the VPD.	<ul style="list-style-type: none"> • Increase employee awareness through messaging and presentations. • Continued refreshing of the Code Green website. • Implementation of the VPD Cycling Club. • Creating incentives to carpool by offering incentives for staff to participate and contribute to the program. • Continued support of the Green IT initiative. 	<p>Increased employee engagement in environmental sustainability.</p> <p>Increased number of staff members using bicycles to commute.</p> <p>Increased number of staff submitting suggestions to the Code Green website.</p> <p>Reduce the amount of paper used by the organization.</p>	<p>5% reduction in paper use.</p> <p>5% increase in the number of double-sided printing.</p> <p>The VPD Cycling Club is formed.</p>	Year-end	<p>Director Kathy Wunder</p> <p>Constable Miller</p> <p>Sergeant Linde</p>	<p>IT Section</p> <p>Public Affairs Section</p>	\$500 to offer participation incentives.
Strategy 5	To reduce vehicle emissions produced by the VPD.	<ul style="list-style-type: none"> • Adopt more fuel efficient practices. • Increase consumer awareness through training and information tools (signage, blogs, and video). • Continue working with CoV Equipment Services (EQS) to secure electric powered fleet vehicles. 	<p>Reduction in the idling time of VPD fleet vehicles.</p> <p>The VPD will have alternative fueling station options.</p> <p>All new fleet vehicles will be installed with anti-idling technology.</p> <p>The VPD will acquire electric powered vehicles.</p> <p>Reduction in staff hours spent traveling to fueling locations.</p> <p>Reduction in fuel consumption (and therefore GHG emissions).</p>	<p>The addition of 70 Dodge Chargers to the VPD fleet.</p> <p>Addition of two electric powered vehicles to the VPD fleet.</p> <p>A 10% reduction in fuel consumption.</p>	Year-end	<p>Manager Robert Rothwell</p>	<p>VPD Operations</p> <p>VPD Fleet</p> <p>CoV Equipment Services</p>	<p>The costs associated to the fleet renewal are planned for in the 2013/2014 budget.</p> <p>The logistics relating to a new fueling station has not been fully explored; however the CoV Sustainment Group supports the concept as the implementation costs will be offset by savings in fuel.</p>

Vancouver Police Department Annual Business Plan (2013)

Goal – Encourage and support career development and succession planning for all staff

Champion – Inspector Larry Cope

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Review and update all sworn position profiles.	<ul style="list-style-type: none"> Obtain position description updates from all VPD Sections. 	All VPD position profiles will be current.	Accurate position profiles for potential applicants.	June 2013	Sergeant Yung	Senior managers	Nil
Strategy 2	Develop succession planning strategies for specialized positions.	<ul style="list-style-type: none"> Review inventory of specialized positions. Identify training gaps. 	Succession planning for specialized positions will be formulated.	The identification of training needs and costs in relation to succession planning for specialized positions.	June 2013	Sergeant Lisa James	All VPD managers	Nil
Strategy 3	Survey various ranks regarding the effectiveness of the Career Development Unit (CDU).	<ul style="list-style-type: none"> Compile a survey to sample members from various VPD sworn ranks. Garner other informal feedback from members. 	<p>The survey will provide a snapshot assessment of the effectiveness of the CDU.</p> <p>The CDU will better serve staff.</p>	<p>Identify areas for improving the effectiveness of the CDU.</p> <p>To clarify the mandate and purpose of the CDU.</p>	June 2013	Sergeant Yung	All VPD managers	Nil
Strategy 4	Determine the attrition rate for all sworn ranks.	<ul style="list-style-type: none"> Compile a list to reflect members who are eligible for retirement. 	An Attrition Rate report will be generated every four months.	Determine the VPD's projected attrition rate.	March 2013	Sergeant Yung	All VPD managers	Nil
Strategy 5	Create coaching videos for the VPD's intranet.	<ul style="list-style-type: none"> Liaise with accredited coaches. Produce coaching videos on 360 coaching and wellness. Conduct a sample survey to determine how many staff members have worked with coaches. 	<p>A coaching environment will be created at the VPD.</p> <p>There will be an increased interest and awareness of 360 coaching and mentoring.</p>	Increase the number of staff members who use work coaches.	June 2013	Sergeant Yung	All VPD managers	Nil

Vancouver Police Department Annual Business Plan (2013)

Goal – Ensure that the VPD has the human resources and training needed to meet objectives

Champion – Superintendent Daryl Wiebe

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Implement a five year training plan for constables to ensure a consistent base-line for the development of sworn personnel.	<ul style="list-style-type: none"> Complete a review of required learning modules with content in the Training Management and Planning Information System (TMPIS), and determine gaps. Acquire necessary technology to facilitate a blended learning model of on-line and classroom curriculum. Deliver training to junior Constables. 	<p>The implementation of comprehensive curriculum pertaining to the first five years of a police officer's career.</p> <p>Junior police officers will develop into well-rounded investigators.</p>	The focused delivery of training to front-line personnel, and a schedule to ensure the continuation of this training for the coming years.	June 2014	Inspector Yee	<p>Training Unit</p> <p>Facilities Section</p> <p>Information Technology Section</p>	\$75,000 for potential IT hardware, software, and network needs.
Strategy 2	Implement the Leadership in Policing Organizations (LPO) program at the VPD.	<ul style="list-style-type: none"> Secure contract for services with the International Association of Chiefs of Police (IACP) for training and materials. Identify the first group of 36 candidates, representative of the organization. Deliver the first LPO program. Identify and train future trainers. Develop group of in-house trainers for program sustainability. 	The ongoing delivery of a robust leadership program within the VPD.	The completion of two LPO courses and one FDW (train-the-trainer) program, and a schedule for the ongoing delivery of the program into the coming years.	June 2014	<p>Inspector Yee</p> <p>Superintendent Wiebe</p>	<p>Training Unit</p> <p>Leadership Development Committee</p>	<p>None in 2013</p> <p>\$5,000/year projected for 2014 and beyond.</p>
Strategy 3	Recruit proactively to hire sworn police officers and new Community Safety personnel.	<ul style="list-style-type: none"> Utilize social media to reach out to potential applicants. Recruit and hire the first 40 Community Safety personnel. Procure all start-up equipment to implement the Community Safety program. Develop training curriculum for Community Safety personnel. Train and deploy Community Safety personnel. 	<p>Ongoing sworn member staffing that meets budget funding.</p> <p>The deployment of new Community Safety personnel to assist front-line police officers.</p>	<p>All funded police officer positions are filled.</p> <p>All 40 new Community Safety personnel are hired, trained, and deployed.</p>	Year-end	<p>Superintendent Wiebe</p> <p>Inspector Yee</p> <p>Staff Sergeant Thordarson</p>	<p>Training and Recruiting Section</p> <p>Human Resources Section</p> <p>Operations Division</p> <p>Vancouver Police Union</p>	<p>None</p> <p>An additional \$2.0 m was included in the 2013 budget for the new Community Safety personnel.</p>

Vancouver Police Department Annual Business Plan (2013)

Goal – Support and foster employee wellness

Champion – Inspector Larry Cope

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue increasing awareness about the VPD wellness program.	<ul style="list-style-type: none"> • Create promotional bulletins. • Post bulletins on the VPD Intranet. • Meet with Public Affairs regarding the creation of posters featuring VPD staff and wellness information. • Place framed VPD wellness posters in strategic locations throughout the VPD. • Use new wellness initiatives in the VPD bulletins to drive staff to the wellness website. 	<p>Increased awareness of the VPD wellness website and wellness program.</p> <p>New interest will spawn new ideas thereby making the website more VPD consumer orientated.</p>	Increase in visits to the VPD wellness website.	Year-end	<p>Inspector Cope</p> <p>Staff Sergeant Jackson</p>	<p>IT Section</p> <p>Public Affairs Section</p>	Nil
Strategy 2	Increase the VPD stakeholder base in the wellness committee.	<ul style="list-style-type: none"> • Develop a common purpose for the Wellness Committee. • Seek out additional stakeholders from within the VPD to be committee members. • Conduct research into the wellness initiatives of other police agencies. 	Broader input from the VPD on what components of wellness are most important to the organization.	Increase current committee size from 6 members to 12 or more members.	June 15, 2013	<p>Staff Sergeant Jackson</p> <p>Inspector Cope</p>	All VPD members	Nil
Strategy 3	Incorporate respectful workplace training into the VPD wellness program.	<ul style="list-style-type: none"> • Creation of framed respectful workplace posters. • Develop and deliver respectful workplace e-learning for sworn members. • Deliver respectful workplace training for civilian staff members. • Update VPD policy to include workplace bullying. 	Greater and/or broader understanding of what makes a respectful workplace.	<p>Less workplace harassment complaints.</p> <p>75 % of civilian staff to have received respectful workplace training.</p> <p>Respectful workplace e-learning is developed and is delivered in 2013.</p>	Year-end	<p>Inspector Cope</p> <p>Christine Maclean</p> <p>Staff Sergeant Jackson</p>	VPD Training Curriculum Designer	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Establish quarterly attendance reports for managers with corresponding department standards of attendance.	<ul style="list-style-type: none"> Introduce attendance management training for managers. 	<p>Reduced days away from work due to Work safe-related injuries.</p> <p>Injured staff members return to work sooner.</p> <p>Staff members are healthier and more productive at work.</p>	<p>Quarterly attendance reports for Managers are established.</p> <p>Decreased number of staff sick days taken.</p> <p>Decreased absenteeism due to Work safe-related injuries.</p>	Year-end	<p>Louis Odendaal</p> <p>Inspector Cope</p> <p>Staff Sergeant Jackson</p> <p>Christine Maclean</p>	<p>City of Vancouver</p> <p>Work Safe BC</p>	Nil

Vancouver Police Department Annual Business Plan (2013)

Goal – Develop and implement initiatives that streamline administrative processes

Champion – Director Drazen Manojlovic

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Develop, promote, and institutionalize a process where members can submit ideas and suggestions to reduce administrative burdens.	<ul style="list-style-type: none"> Develop options to regularly obtain feedback from members. Identify and propose viable suggestions. Seek Executive approval on recommended options. Implement options with emphasis on regular communication with members who make submissions. Report annually on progress. 	<p>An easy process will be in place for members to submit suggestions to a central repository.</p> <p>This repository is monitored regularly and suggestions are analyzed, and the analysis is communicated back to the submitting member.</p> <p>Analysis will determine the viability of the suggestion and, if viable, approved changes will be made.</p>	<p>As many operationally viable suggestions as possible.</p> <p>If a suggestion is implemented, assess the improvement in productivity.</p>	June 30, 2013 to establish an approved suggestion process.	Drazen Manojlovic, Director, Planning, Research, and Audit Section	IT	<p>Likely none. Most issues tackled should be geared towards identifying a solution within the current budget.</p> <p>Any impact on budget would require a compelling business case to show the value that the solution should provide.</p>
Strategy 2	As part of the Evaluation Framework for the Community Safety Project, assess the possible reduction in lower priority and lower complexity calls for service attended by Patrol members.	<ul style="list-style-type: none"> Develop a detailed and specific evaluation plan on how to assess the change to lower priority and lower complexity calls for service. Report annually on the results. 	Annual evaluation reports that assess if the implementation of the Community Safety Program has had a positive effect on Patrol. This should include the assessment of metrics such as response time and officer availability (utilization rate).	<p>An improvement in response times to lower priority and lower complexity calls for service.</p> <p>An improvement in officer utilization rates.</p>	<p>Evaluation plan by April 30, 2013.</p> <p>Evaluation reports annually.</p>	Dr. Jennie Gill, Strategic Research & Policy Advisor, Planning, Research & Audit Section.	Community Safety Project Steering Committee.	Nil

Vancouver Police Department Annual Business Plan (2013)

Goal – Research, acquire and utilize the best technology and infrastructure to assist officers in the investigation and enforcement of crime

Champion – Senior Director Dawna Marshall-Cope

Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	<p>Complete an information technology review to determine optimal staffing levels for the VPD IT Section.</p> <ul style="list-style-type: none"> • Request a workload review from the VPD’s Planning, Research and Audit Unit (PR&A). • Based on the results of the PR&A report, a steering committee will determine if there are sufficient grounds to commission an external audit. • Secure consultation funding if moving forward. • Determine scope of the project in preparation of hiring a consultant. • Identify and hire consultant to complete a comprehensive evaluation. 	<p>An internal workload and staffing review will provide an overview of workload trends in the VPD IT Section, including corresponding staffing level information. The report will also provide a comparison of this information with similar sized police organizations in North America.</p> <p>A comprehensive external evaluation of IT workload and staffing levels will ultimately inform future staffing levels.</p>	<p>An IT workload and staffing assessment will be completed by PR&A.</p> <p>The steering committee will gain an understanding of what the optimal staffing levels in IT should be.</p> <p>Adequate financial resources will be secured to proceed with the external audit.</p> <p>Steering committee will have a document detailing the nature and scope of the external review.</p> <p>An evaluation process, identifying a consulting firm best qualified and available to conduct the external review will be identified.</p> <p>An external consultant will be hired.</p>	Year-end	Senior Director Dawna Marshall Cope	IT Section Planning Research DCC Lemcke	The ability to complete the final product is contingent upon securing funds to hire an external consultant.

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 2	Utilize technology to maximize the effectiveness of front-line patrol officers.	<ul style="list-style-type: none"> Strike a working group to lead the mobile work stations (laptops) refresh. Identify a team lead. Conduct a market scan of technical options. Conduct a review of research conducted by other agencies to determine technology they have deployed. Develop an evaluation matrix based on the research results. Pilot options with end users, and document findings. Create an electronic resource for front-line officers, identifying critical activities for specific investigative situations and crime types. Install Crime Mapping on the mobile work environment. Participate in the initial phase of the Provincial e-ticketing project. 	All VPD Patrol vehicles will be ultimately equipped with refreshed mobile work stations which will include Crime Mapping and an electronic investigation resource.	<p>A working group consisting of specific members from each VPD stakeholder group will be formed.</p> <p>The business ness needs of the VPD will be identified in relation to the mobile station refresh.</p> <p>The working group will have an understanding of the technology available in the marketplace</p> <p>All companies who produce a laptop designed for emergency vehicle use will be evaluated. A minimum of ten agencies will be consulted.</p> <p>The working group will understand how technology was evaluated and implemented in other jurisdictions.</p> <p>The VPD will have a comprehensive understanding of the options available in the mobile environment which will support the next phase of the project.</p> <p>M-Port will be installed on the mobile work environment.</p> <p>Geo-Dash will be installed on the mobile work environment.</p>	Year-end	Director Kathy Wunder	IT Section Communications Section Fleet Section Operations Division	The evaluation of the laptop refresh will have no budget implications.
Strategy 3	Develop a regional 'Real-Time Crime Centre' (RTCC) to provide front-line officers and investigators in the field with real time intelligence.	<ul style="list-style-type: none"> Identify what technical support and information the VPD will be contributing to this project. 	The technical requirements of the RTCC will be explored and formally agreed upon.	A Memorandum of Understanding (MOU) will be in place that includes cost sharing as well as technical and resource agreements.	Year-end	Inspector McCardell Staff Sergeant Anderson	Criminal Intelligence Section	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Develop a Department-wide Information Management Plan	<ul style="list-style-type: none"> Define retention policies for operational and administrative files. Develop an E-Mail Charter. Host an information session – for a consulting firm to provide the Information Management Steering Committee with a better understanding of the value an information management strategy provides organizations. Determine what scope of work can be conducted internally and whether or not funding should be sought to outsource the work. Refresh the VPD Security Policy (2003). Review major case management solutions. 	VPD business processes will ultimately be streamlined and both electronic and paper based information will be stored in a consistent manner increasing efficiency and minimizing the loss of information due to non-standardized naming conventions.	<p>The VPD will have an Executive approved retention policy.</p> <p>Through an E-mail Charter, the Department will have a standard on e-mail communications, including e-mail etiquette.</p> <p>The committee will be able to better determine if this project is one that can be conducted internally.</p> <p>A decision will be made as to what work the Department is capable of conducting with existing resources.</p> <p>The VPD security document will be refreshed and will reflect current information.</p> <p>The VPD will have completed a business case to purchase major case management software.</p> <p>Investigative Units and IT experts will access investigative requirements and technical solutions.</p>	Year-end	Senior Director Dawna Marshall-Cope	<p>Information Management Section</p> <p>Information Technology Section</p> <p>Investigation Division</p>	The initial work on this process will not have any budgetary implications.