



VANCOUVER POLICE DEPARTMENT 2016 ANNUAL BUSINESS PLAN REPORT

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

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INTRODUCTION AND BACKGROUND

To build on the successes of the 2008-2012 Strategic Plan, the Vancouver Police Department's (VPD) 2012-2016 Strategic Plan was approved by the Vancouver Police Board (VPB) in the fall of 2011. The 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.

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's commitment and vision.

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.

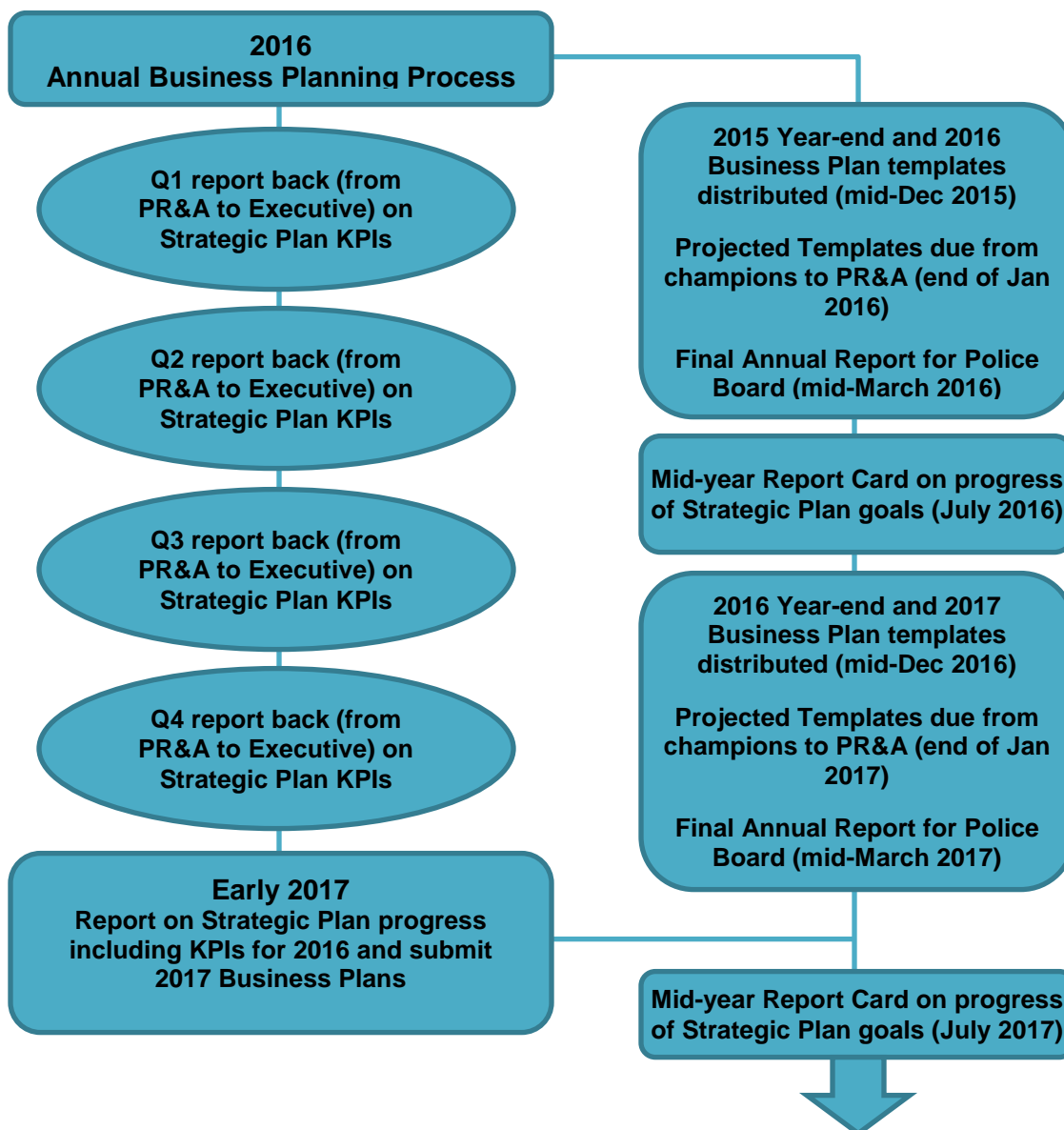
An annual business planning process flows from the Strategic Plan to provide a one-year 'snapshot' of organizational priorities and targets for achieving long-term strategic goals. As part of this process, the VPD Executive has identified senior sworn and civilian managers to 'champion' each of the five strategic crime reduction goals, four community focused goals, and five organizational development goals. Champions are responsible for developing annual strategies, each with their own set of specific objectives, activities, and performance measurements that work toward achieving their overarching long-term strategic goal.

The 2015 Annual Business Plans comprised the key strategies and subsequent activities or action plans identified for 2015. Champions assigned representatives/leads to be accountable for the initiation and completion of the activities. They were also responsible for the achievement of the performance outcomes and targets linked to each strategy. Over the past year, in consultation with their leads, Champions closely monitored the progress of each strategy in working towards achieving the Strategic

Plan goal they were assigned. A 2015 Mid-year Report was prepared to give the VPD Executive and the VPB a high-level update on the progress of the activities associated with each strategy. In addition, quarterly reports with Key Performance Indicators (KPIs) have been compiled throughout to provide a macro-measurement of organizational performance.

This 2016 Annual Business Plan Report also includes an addendum which is the 2015 Business Plan Report-back. This Report-back is a full status report on the measurable performance results pertaining to the strategies identified for and undertaken throughout 2015. This includes an overall evaluation by each Champion of how their 2015 strategies and associated activities have worked towards achieving their assigned Strategic Goal. As the strategic planning process is dynamic, 2015 Report-back results help the VPD Executive and the VPB determine if the overarching priorities of the Strategic Plan need to be adjusted in the 2016 Business Plans to meet changing operational, investigative, or administrative priorities. The successes and challenges of the 2015 strategies outlined in this report allowed each Champion to determine the most appropriate and feasible strategies for 2016 to continue to work towards accomplishing their principal strategic goal. Accordingly, the detailed 2015 Report-back also includes a brief overview of the strategies proposed for 2016. The detailed tasks and measures associated with each 2016 strategy are presented in the *2016 Business Plan* templates compiled by each Champion, and are found in **Appendix A**.

Ultimately, the Strategic Plan maintains its vitality through the business planning process – a process that annually reports back on the Strategic Plan’s progress in maintaining its commitment to make Vancouver the safest major city in Canada.



OVERVIEW

In total, 57 strategies and 212 activities were identified in the VPD's 2015 Annual Business Plan. Cross-functional work teams completed many of the activities and achieved numerous outcomes and targets associated with each key strategy while progress has begun on many more. As a result, during the past year, the VPD has continued to make significant strides towards fulfilling the 14 principal goals of its 2012-2016 Strategic Plan. Concurrently, throughout 2015, the VPD has embarked on an extensive planning process in developing its 2016-2020 Strategic Plan.

2015 highlights include a considerable 20% reduction (from 2014) in sexual assault incidents in Patrol District 4, complementing the significant 22% city-wide reduction in overall incidents of violent crime since 2011. This reduction significantly exceeds the strategic five-year target of a 12.5% reduction. Total incidents of violent crime decreased by 3% in 2015 compared to 2014. The VPD also continued to focus considerable energy and resources to combat property crime. Four new strategies were initiated in 2015 with each focusing on a unique aspect of property crime and its offenders, and each included tactical deployment options to prevent crime. All of these strategies were essentially completed by the end of the year with the majority of the associated targets and outcomes being met. Of particular note, the VPD's participation in the bicycle registry program (*Project 529*) aimed at combatting bicycle theft was launched in November of 2015 and was exceptionally well-received by the public as highlighted by the 2,717 total bicycles registered in under two months, considerably exceeding the set annual or 12-month target of 2,000 registrations. Similarly, in under two months, the registry received a staggering 19,744 online hits through the iOS App and a further 1,000 hits on the Android App, thereby shattering the set 12-month target of 5,000 on-line hits.

Similarly, to combat low-level crimes and problems that impact perceptions of neighbourhood safety, Patrol Commanders oversaw over a total of 100 District projects specifically targeting low level crimes such as parking meter thefts, thefts from vehicles, drug activity, public liquor consumption, and stolen goods related to street vending. Of note, the VPD wrote a city-wide total of 2,477 liquor enforcement tickets in 2015 in addition to 5,395 liquor pour-outs conducted by Beach Patrol. Incidentally, the total number of reported fights that occurred in the Granville and Gastown Entertainment Districts decreased by 2% in 2015 compared to 2014.

Ongoing efforts to further disrupt violent gang activity were highlighted by the seizure of a total of 35 firearms from gang members and a significant 39% decrease in gang-related assaults in 2015 compared to 2014. Meanwhile, the VPD utilized asset forfeiture in 2015 to effectively disrupt the ability of organized crime groups to conduct their illegal operations. The VPD referred a total of \$13 million in organized crime assets to the Civil Forfeiture Office (CFO) with some of these funds being redistributed back to the VPD to support ongoing initiatives such as actively diverting at-risk youth from joining gangs or engaging in other criminal activity.

On the traffic safety front, high levels of targeted enforcement action combatting risky behaviours by all road users (particularly at notorious high collision locations), combined with ongoing public awareness campaigns and other education efforts, have resulted in a 7% reduction in overall motor vehicle related fatalities in 2015 compared to 2014.

The VPD's strategic crime reduction or operational goals were once again supported by successes in other areas of the organization. In 2015, the VPD continued to regularly participate in *Sister Watch* meetings and other community events in the Downtown Eastside (DTES) in order to effectively forge trust and relationships with marginalized groups. Notably, approximately 100 community members attended each of the five '*Lunch with the Chief*' events held at Carnegie Hall in 2015. To better support other vulnerable groups, the VPD continues to deliver numerous presentations to various community organizations and to initiate new and innovative programs to keep these groups safe such as the *Safety Awareness for Elders (SAFE)* program which commenced in 2015. Furthermore, over 500 women were informed about personal safety and received direct hands-on risk prevention training through 17 separate women's safety presentations and campaigns throughout the city, and an additional 400 people attended the annual Women's Safety Fair.

Project Link and the Assertive Community Treatment (ACT) model continue to build information-sharing and working relationships between the VPD and Vancouver Coastal Health (VCH) thereby enhancing service delivery to those suffering from mental illness and dealing with substance use issues. As a result, there was a city-wide 21% decrease in violent offences with a mental health component in 2015 compared to 2014. In relation to the ACT program study cohort, there has been a 50% reduction in overall mental health apprehensions; 38% reduction in negative police contacts; 30% reduction in criminal justice involvement (charges, conditions); and a 35% reduction in violent offences.

Opportunities for VPD members to build strong relationships with and act as positive roles models for youth continued in 2015 through the continuation of the VPD *Cadet Program*. The program continued for its second year with an increase in size in 2015. In 2015, 22 students graduated and another 59 were accepted into the program bringing the total number of students currently enrolled to 98. This is near the program's maximum size of 100 students, due to facility limitations. These youth come from throughout the city and have varying socio-economic backgrounds. They are being taught teamwork, leadership, excellence, discipline, and a variety of basic law enforcement skills that will be applied to their everyday lives with the global aim of reducing negative behaviours, crime, and victimization. In 2016 the VPD *Cadet Program* will continue along with *NewKids Vancouver Youth Police Academy*, a program designed to create positive relationships with new immigrant youth.

In terms of overall public outreach, the VPD continues to cement its leadership status among police departments for its use of social media as a valuable tool in promoting public safety programs and providing information such as crime alerts. This status is once again exemplified by the VPD's ongoing high social media "Klout" score of 79, well above the average score in the 40s for most organizations. Specifically, the Department's Twitter account added another estimated 40,000 followers in 2015 taking its current total to over 115,000, ensuring that the VPD remains one of the most followed police departments in North America. The VPD's Facebook account received another estimated 5,000 'likes' for a current running total of over 18,000, while the VPD's use of YouTube and live streaming continues to increase.

The *Community Safety Program* has also continued to further the VPD's service delivery to the public. 2015 marked the second full year of deployment of Community Safety Personnel (CSPs) since their implementation in mid-2013. In 2015, CSPs attended 7,077 calls for service thereby allowing police officers to attend to other higher priority matters including responding to a total of 9,347 other concurrent calls. CSPs also guarded 131 people who were apprehended under s.28 of the *Mental Health Act* and were involved in 30% of all video canvasses. In addition to responding to crime scenes or calls for service, the CSPs were included in 260 Patrol-based projects in 2015 targeting property and violent crimes as well as low level crimes such as thefts from vehicles.

As with its public outreach efforts, the VPD continues to be a leader in environmental sustainability through its *Zero Waste* diversion program along with its ongoing systematic efforts to reduce vehicle emissions, power use, and printed paper consumption. The VPD accomplished a number of activities in 2015 which resulting in a noteworthy 22% Departmental increase in fuel economy.

Organizationally, further measures have been taken to support and develop staff through the development of comprehensive training and education plans. This has included the ongoing development of an *Investigative Development Program* (IDP) delivered to 32 constables in 2015. In addition, training for *Immediate Rapid Deployment* (IRD) was enhanced in 2015 with all VPD officers being recertified. An additional 50 VPD officers were provided with *Taser* operator training in 2015. Wellness activities continue to be expanded and their steadily increasing popularity is evidenced through the approximately 113,000 visits by staff to the wellness webpage in 2015. Both employee mental and physical health were greatly advanced through the Department-wide delivery of the *Road to Mental Readiness* (R2MR) program and by increasing voluntary attendance of periodic medical examinations. Similarly, a program was delivered in 2015 to reintegrate police officers who have absent from duty for extended periods of time for a variety of reasons. Moreover, the VPD continues to work at streamlining its internal administrative processes, particularly Patrol-related administrative processes. To that end, 139 suggestions were submitted by VPD staff in 2015 on how to reduce administrative burdens throughout the organization, and all suggestions were reviewed for their operational viability.

While significant successes were realized in 2015, the VPD once again faced several noteworthy challenges that have impeded progress in accomplishing some strategic priorities. Accordingly, some 2015 strategies have not met performance targets or their progress is not yet known, as related activities have not been completed. In some cases, as in previous years, staffing shortages hindered the initiation of action plans, while organizational restructuring and shifting organizational priorities had the same effect on others. Still other outcomes were not realized or completed due to unexpected complexities or because they were not intended to be completed within one year. Total incidence of property crime increased city-wide by 3% in 2015 from 2014, including a 4% increase in residential break and enters and a 7% increase in commercial break and enters. An overall 4% increase was also seen in total incidents of street disorder city-wide. On the road safety front, although overall fatalities decreased, pedestrian-related fatalities increased by 38%. Also, traffic violation tickets issued by Patrol members decreased by 18%. Despite these setbacks, 2015 saw a 3% reduction in violent crime when compared with 2014.

Organizationally, feedback gained through the internal 2016-2020 Strategic Plan Development Plan Development focus groups indicated that activities geared at fostering internal communication and relationships have not been fully realised. In addition, feedback from members over the past year has also indicated that the VPD's tenure policy has been ineffective at adhering to the Strategic Goal of encouraging and supporting career development and succession planning for all staff.

Overall, due to increasing budgetary pressures, the Department has had to carry additional sworn and civilian vacancies from 2014 onwards. To minimize the impact of these additional vacancies, recommendations from the comprehensive 2014 Resource Allocation Review completed were implemented throughout 2015. Moving forward in 2016, the Department will work with external independent consultants to conduct a review of the VPD's staffing needs. This review will provide insight on the staffing levels required to continue providing a high level of service to the public. Internally, this review will be led by the Deputy Chief Constable of Support Services.

Even though challenges have impacted some areas of the Department more than others, every Strategic Plan Champion has seen a measurable level of success in 2015. Although not all targets and expected outcomes were fully achieved in 2015, efforts will be re-focused in these areas in 2016, and the VPD will continue to confront challenges and re-adjust in moving forward into the final year of the 2012-2016 Strategic Plan. To that end, proven strategies and activities from 2015 will be continued; others will be revised; and new and innovative measures will be adopted. In total, 61 strategies and 204 activities have been identified in the VPD's 2016 Annual Business Plans.

Despite an unprecedented focus on developing activities and tactics to prevent and investigate violent and property crime across all VPD Divisions as well as to combat street disorder city-wide, total incidents of property crime, and street disorder nevertheless increased over the past year. In response to these increases, the VPD will maintain its focus on property crime and street disorder, in addition to violent crime, as organizational priorities in 2016 in a concerted effort to minimize the occurrence of these crimes and to achieve overall reductions. The CSPs will be further integrated into Patrol-based projects to target crime 'hot spots' of all sorts.

The VPD will expand its intelligence-led policing capacity through an evaluative pilot project that utilizes predictive policing technology. As of March 31st, the VPD has incorporated crime forecasting into its GeoDash platform. GeoDash is an advanced crime analysis tool designed to work on laptop computers in police cars. This technology provides patrol officers with instant access to up-to-date information on crime and public safety issues within the community. The predictive policing model that is integrated into GeoDash was developed by an academic research team of experts in the field of mathematics and forecast modelling. Initial tests have shown that the system is able to predict the approximate location and time of certain types of crime with a high degree of confidence. Over the course of six months in 2016, the VPD will pilot the model to determine its accuracy and the effect of multiple operational models to determine how to best take advantage of this cutting-edge technology.

In addition to helping to predict crime patterns, technology will be further leveraged to better monitor, track, and share information regarding chronic and high risk offenders. Given the recent opening of three

legal street vending sites in the DTES, the VPD will specifically monitoring these sites and the surrounding neighbourhood in 2016 to ensure that these sites operate as intended with no associated criminal activity.

To further combat organized crime and its associated violence, the VPD will seek to further utilize asset forfeiture as a key tool in crippling the ability of organized crime groups to conduct their operations. Organized crime groups will once again be proactively targeted, with an emphasis on those who distribute fentanyl.

On the road safety front, the VPD remains committed to reducing fatalities and casualties through ongoing targeted intelligence-led enforcement of high collision areas and dangerous driving behaviours. The VPD will apply a renewed focus in 2016 in leveraging technology to target prohibited drivers who pose a high risk to public safety.

To further improve its public service delivery, the VPD will continue its comprehensive education and outreach campaigns to further strengthen its relationships and partnerships with marginalized youth and community groups. To that end, effective community-focused initiatives and programs such as *Sister Watch*, *Bar Watch*, the *Women's Safety Fair*, the *Cadet Program*, and the PAL among many others will continue in 2016 and beyond. Moreover, the VPD will continue to work and enhance information-sharing 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 an ongoing specific focus on mental health and homelessness issues. Both community engagement and working partnerships are critical in continuing to help the VPD prevent and fight crime and ensure public safety. Notably, the VPD will continue to advocate for more mental health resources at the national level, to both the Federal Government and police leaders across Canada. Similarly, the VPD will continue to work with the City of Vancouver (CoV) in 2015 to reduce homelessness and to prevent crime in the various neighbourhoods surrounding relatively new supportive housing buildings.

From an organizational development standpoint, further measures will be taken in 2016 to support and develop staff through ongoing comprehensive training and education plans including police-specific leadership training, mentoring, and orientation packages. Concurrently, leadership skills will be further developed in 2016 by increasing the number of 360 degree review coaches to leverage confidential peer feedback in guiding individual members on what steps can be taken to further improve their leadership skills. The HR Section will work to review and revise the Department's tenure policy in order to better satisfy the issues raised by sworn members while concurrently suiting operational requirements. Wellness and respectful workplace activities will continue to be expanded with the primary ongoing focus of promoting sworn member mental health and resilience as well as physical well-being in order to achieve a balanced living platform for all employees.

The VPD will continue to work with the CoV to increase the deployment of electric vehicles in the VPD's Investigative/Administrative Fleet for a target total of 60 electric vehicles by 2020, which would equate to roughly 50% of all non-Patrol vehicles. The VPD's *Code Green* Team will also continue to determine the most effective solution for decommissioning police uniforms in the most sustainable manner. Similarly, the VPD remains committed to delivering the latest tools, equipment, technology, and infrastructure to best support the operational, investigative, and administrative needs of the Department. To that end, various system upgrade and enhancements are scheduled for 2016 in addition to other IT-related projects such as one that will assess the feasibility to using different types of smart phones within the VPD to support operations, investigations, and administrative work.

2016 represents the final year of the business planning process that flows from the 2012-2016 Strategic Plan. The first four years have continually demonstrated the VPD's ongoing commitment to achieving its updated long-term strategic priorities. Throughout 2015 and into 2016, the VPD has engaged in extensive internal staff and external public consultation in working to develop its new 2016-2020 Strategic Plan. The Draft Plan will be presented to the Police Board for approval and adoption by mid-2016. The VPD's Strategic initiatives will continue to align with the CoV's Corporate Strategic Business Plan's goals to reduce and prevent crime and to enhance environmental sustainability.

Appendix A: 2016 Business Plan

Vancouver Police Department Annual Business Plan (2016)

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

Champions – Inspector Howard Chow and Inspector Suzanne Muir

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to proactively target violent offenders who prey on the vulnerable.	<ul style="list-style-type: none"> The Domestic Violence and Criminal Harassment Unit (DVACH) will continue to request that Patrol conduct compliance checks of high risk domestic violence offenders. High Risk Offender Unit (HROU) will continue to monitor, and completes public notifications when required for high risk offenders. Patrol will enforce probation orders and conduct curfew checks. Patrol District Analysts will continue to provide information on high risk violent offenders Major Crime Section (MCS) will review cold homicide cases. Develop and maintain background and intelligence package on DTES 'Top Ten' violent crime offenders. Continue projects through Organized Crime Section (OCS) to disrupt drug trafficking and associated violence. 	<p>High levels of compliance checks of violent offenders to ensure offender accountability and enhanced public safety.</p> <p>Intelligence led analysis will enable continued targeting of high risk violent offenders.</p> <p>Arrest and disruption of gang violence and drug activity in the DTES, through intelligence-led targeted enforcement (project based).</p>	<p>HROU continues to monitor 50 offenders; conduct over 400 interviews; and issue 5-10 public notifications and media alerts.</p> <p>Patrol to complete 100% of the requests for compliance checks.</p> <p>The continued development of a formal process for cold case reviews.</p>	Ongoing	<p>Inspector Airth</p> <p>Inspector Muir</p> <p>Inspector Chow</p> <p>Sergeant Linde</p> <p>Sergeant Buckoll</p>	<p>Major Crime Section (MCS)</p> <p>Special Investigation Section (SIS)</p> <p>Operations Division</p> <p>Organized Crime Section (OCS)</p>	Some work may require funding from the Criminal Investigation Fund (CIF) as needed
Strategy 2	Leverage technology to better assist in the monitoring, tracking and, intelligence-sharing of violent offenders (GeoDash, Predictive Policing, etc.).	<ul style="list-style-type: none"> Continue targeting violent offenders and known crime 'hot spots' through practical utilization and education efforts. Continue to expand the capacity of technology. 	<p>Utilization of technology and intelligence to reduce violent crimes in targeted areas.</p> <p>Adaptation to District Crime priorities as established by Crime Control Officers (CCOs) and District Analysts.</p>	<p>Record and track successful applications and arrests in targeted high crime rate areas.</p> <p>Encourage increased utilization through education of the valuable predictive analysis tool.</p>	Ongoing	<p>Ryan Prox</p> <p>Inspector Chow</p> <p>Inspector Stevens</p>	<p>CAU</p> <p>District 2</p> <p>District 3</p>	None
Strategy 3	Ongoing community outreach to increase public awareness of violent crime prevention initiatives.	<ul style="list-style-type: none"> SIS to continue to conduct women's safety events including the annual <i>Women's Safety Fair</i> Continue to launch educational campaigns raising awareness surrounding drug facilitated sexual assaults. Develop public awareness campaign on safety precautions surrounding online dating. Initiate a campaign to develop Safety Awareness for Elders (SAFE) – an educational project providing elders with safety advice and referrals. 	<p>Enhanced public awareness of personal safety issues.</p> <p>Young males learn and practice respectful interactions with females.</p> <p>Future decreases in violent crime against women by educating the younger generation.</p> <p>Providing an improved degree of awareness and education on personal safety related to online dating.</p>	<p>Continue to hold the annual <i>Women's Safety Fair</i> strategically located in an area where violent crimes against women are trending.</p> <p>Continue to coordinate and conduct a minimum of 10 smaller safety workshops.</p>	Ongoing	<p>Inspector Muir</p> <p>S/Sergeant Yee</p> <p>Sergeant Rabinovitch</p> <p>Sergeant Wilkinson</p>	SIS	Minimal (secure grant funding)

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Continue to reduce violent crime against women in the Downtown Eastside (DTES) through the <i>Sister Watch</i> program.	<ul style="list-style-type: none"> Continue to hold regular meetings with the <i>Sister Watch</i> committee. Continue the 'violence against women' tip-line. Continue and encourage engagement of sex trade workers (STW) through the Sex Trade Liaison Officer. Continued distribution of intelligence to STW community. 	<p>Reduced violence against women in the DTES by continuing to build trust and break down barriers to reporting.</p> <p>Develop relationships and network amongst law enforcement agencies to share intel and strategies.</p>	<p>To act upon all credible information received through the 'tip-line'.</p> <p>Increased reporting of incidents of violence to STWs to police.</p>	Ongoing	<p>Inspector Muir</p> <p>Inspector Flamand</p> <p>Inspector Chow</p> <p>Inspector Cumberworth</p>	<p>SIS</p> <p>Diversity Unit</p> <p>District 2</p> <p>Centralized Operational Support Section</p>	None
Strategy 5	Develop a process to identify, disseminate, and track active violent crime trends to be addressed by the Patrol districts.	<ul style="list-style-type: none"> Define and develop criteria for Patrol- based interdiction projects. District CCOs to continue to compile strategies to combat violent crime via project based targeting. 	Consistent tracking of projects to better evaluate success.	<p>Continue to undertake over 100 Patrol interdiction projects with a specific focus on violent crime.</p> <p>100% compliance in the tracking of projects.</p>	Ongoing	Inspector Chow	All Patrol District CCOs	None

Vancouver Police Department Annual Business Plan (2016)

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

Champion – Superintendent Daryl Wiebe

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Implement the Predictive Policing pilot program in Patrol District 3.	<ul style="list-style-type: none"> Complete system and network changes to ensure predictive policing application and data are available to members in the field. Refine business processes for the dissemination and collection of data to support the ongoing study. Ensure sufficient Patrol District 3 resources are available to target identified 'hot spots' and prevent predicted crime. Evaluate whether Patrol deployments, based on a predictive model, have had a measurable effect in reducing crime. Based on the evaluation, determine if the model should be expanded to the other Districts beyond the pilot project area in Patrol District 3. 	Improved delivery of predictive crime information to front-line members, in real time, enabling them to predict where crime is most likely to occur, and take proactive measures to prevent it.	5% reduction in residential and commercial <i>break and enter</i> incidents across the pilot project area in Patrol District 3, by the end of the 6-month pilot program.	March 2016	Inspector Stevens Special Constable Prox	Patrol District 3 Information Technology Crime Analysis Unit	Up to \$10,000 in potential overtime associated to Patrol backfill to meet staffing needs.
Strategy 2	Develop a targeted approach to reduce bicycle theft and other property crime committed by thieves on bicycles, while leveraging the capabilities of the <i>Project 529</i> bicycle registry.	<ul style="list-style-type: none"> Expand the rollout of <i>Project 529</i>, including partnerships with other groups to increase registration and engagement in the program. Deploy a uniformed bicycle detail during months of peak bicycle activity, focusing on bicycle theft, and crime committed by those on bicycles. Increase the use of Global Positioning System (GPS) and Radio-frequency Identification (RFID) technology to target bicycle theft. Expanded public awareness, and a dedicated crime prevention advertising campaign, focused on reducing bicycle theft. 	<p>Increased community awareness about bicycle theft.</p> <p>Improved ability to return stolen and recovered bicycles to their rightful owners.</p>	<p>The registration of an additional 4,000 bicycles onto the <i>Project 529</i> registry.</p> <p>10% reduction in the incidents of bicycle theft.</p> <p>15% increase in the number of recovered stolen bicycles returned to owners.</p>	August 2016	Inspector Wrathall Inspector Anderson	Patrol Districts Property Crime Support Unit Property Office <i>Project 529</i> Team Public Affairs	<p>\$10,000 potential for investigative overtime, depending on investigative needs.</p> <p>\$5,000 in advertising costs.</p>
Strategy 3	Explore changes to construction bylaws and work with City of Vancouver (CoV) building departments to better regulate the installation of crime prevention devices during residential construction and renovation.	<ul style="list-style-type: none"> Work with CoV staff to amend building permits and licensing requirements, to target-harden new construction from the outset. In collaboration with CoV staff, amend building permits and licensing requirements to require additional security measures be put in place for all residential and commercial construction sites. 	<p>Amendments to building bylaws requiring improved security measures at all residential and commercial construction sites.</p> <p>Amendments to construction codes requiring improved anti-theft/break-in measures in all new residential and commercial construction.</p>	15% reduction in theft incidents from construction sites.	December 2016	Inspector Forsberg	Operations Division CoV Permits and Licensing	None

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Develop a targeted approach to focus on the increasing problem of <i>theft from auto</i> crime.	<ul style="list-style-type: none"> Expand the <i>Safer Parking</i> initiative to other areas of the City, and consider transitioning the administration of this program to the Centralized Operational Support Section (COSS), and under the <i>Community Safety Personnel (CSP)</i> program. Increase the use of GPS and RFID technology to target <i>theft from auto</i> crime. Identify the most prolific offenders who specialize in <i>theft from auto</i> crime, and develop enforcement and sentencing packages that enable proactive targeting of offenders and effective sentencing when they attend Court. Expanded public awareness through Neighbourhood Policing Officers, and a dedicated crime prevention advertising campaign through the Public Affairs Section, focused on reducing <i>theft from auto</i>. 	<p>Improved business processes within the VPD to manage and administer the <i>Safer Parking</i> program.</p> <p>Reduced incidents of <i>theft from auto</i>, including improved arrest and bail processes for the most prolific offenders who resort to committing <i>theft from autos</i>.</p>	<p>15% reduction in the number of <i>thefts from auto</i> in parking lots where the <i>Safer Parking</i> program has been deployed.</p> <p>5% reduction in the number of <i>thefts from auto</i> in Patrol District 1 alone.</p> <p>100% increase in the number of parking lots participating in <i>Safer Parking</i> program.</p>	December 2016	<p>Inspector Wrathall</p> <p>Inspector Cumberworth</p>	<p>Patrol Districts</p> <p>COSS</p> <p>Public Affairs</p> <p>Downtown Business Improvement Association</p>	Estimated \$5,000 in advertising.

Vancouver Police Department Annual Business Plan (2016)

Goal – Disrupt organized crime groups

Champions – Inspector Martin Bruce

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Proactively target organized crime groups, with an emphasis on those that distribute fentanyl.	<ul style="list-style-type: none"> Conduct project-based investigations on provincial priority target suspects and others of opportunity. Utilize human source information to make related arrests and seizures. 	<p>Reduce overdose deaths, particularly in marginalized communities.</p> <p>Disrupt the ability of organized crime groups to operate.</p> <p>Enhanced public safety through the disruption of organized crime activity.</p>	<p>Complete a report on the effectiveness of the organized crime investigations undertaken by the VPD.</p> <p>5% increase in the number of criminal charges recommended against those trafficking in fentanyl.</p>	Year-end	<p>Sergeant Spearn</p> <p>Sergeant Bertolo</p> <p>Sergeant Clarke</p>	<p>Organized Crime Unit</p> <p>Gang Crime Unit</p> <p>Drug Unit</p> <p>HSHU</p> <p>Crime Stoppers</p> <p>Civil Forfeiture Office</p> <p>Public Affairs</p>	Criminal Investigation Fund (CIF) project funding will typically be required.
Strategy 2	Divert youth from the gang lifestyle and seize weapons from those actively engaged in it.	<ul style="list-style-type: none"> Continue the <i>Gang Tackle</i> program. Conduct investigations and utilize human source information to facilitate weapon seizures. Maintain social media contact with youth through the Gang Crime Unit (GCU) Twitter account. 	<p>Reduction in youth entering gangs.</p> <p>Weapons will be seized from gang suspects through targeted checks and investigations.</p> <p>Reduced gang violence and enhanced public safety.</p> <p>A <i>Gang Tackle</i> report will measure the effectiveness of the initiative by assessing the number of youth impacted.</p>	<p>2.5% reduction in gang-related assaults, attempted homicides, and homicides</p> <p>5% increase in the number of GCU Twitter followers.</p>	Year-end	<p>Sergeant McConnell</p> <p>Sergeant Tutkaluke</p>	<p>Gang Crime Unit</p> <p>Youth Services</p> <p>HSHU</p> <p>Crime Stoppers</p> <p>IHIT / FSOC / CFSEU</p> <p>Public affairs</p>	Potential for human source payments.
Strategy 3	Continue to utilize asset forfeiture as a means of disrupting organized crime groups.	<ul style="list-style-type: none"> Make asset referrals to the Civil Forfeiture Office (CFO) from investigations that have been conducted across the VPD. Provide guidance to members on civil forfeiture processes and related investigations. Complete the annual report that measures the negative impact of civil forfeiture on organized crime groups and individuals. 	<p>Assets derived from organized crime investigations will be seized and liquidated.</p> <p>Criminal business operations and morale will be negatively impacted.</p> <p>The proceeds generated from forfeiture will be used for community development via CFO grants.</p>	<p>Continue to utilize forfeiture on all organized crime investigations.</p> <p>5% increase in the value of assets referred to the CFO.</p>	Year-end	Sergeant Spearn	<p>Organized Crime Unit</p> <p>Drug Unit</p> <p>Gang Crime Unit</p> <p>Operations Div.</p> <p>Crime Stoppers</p> <p>CFO</p>	None Anticipated
Strategy 4	Enhance <i>Witness Protection</i> program training for VPD members and create awareness around its protocols.	<ul style="list-style-type: none"> Obtain a CFO grant to train members in Occupational First Aid (OFA) Level 1 to meet provincial standards and obtain advanced driver training. Present program protocols at a Car 10 Training Day. 	<p>VPD <i>Witness Projection</i> officers meet provincial training standards.</p> <p>Enhance the driving skills of <i>Witness Protection</i> officers in the event of a targeted incident.</p> <p>Duty Officers will be familiar with <i>Witness Projection</i> protocols.</p>	<p>Train 4 members to the OFA Level 1 standard.</p> <p>Provide advanced driver training to 12 members.</p> <p>Delivery of a presentation to the Duty Officers.</p>	Year-end	Sergeant Richards	<p>HSHU</p> <p>CFSEU</p> <p>CFO</p>	<p>No VPD budget implications.</p> <p>Targeted training is contingent on the CFO grant.</p>

Vancouver Police Department Annual Business Plan (2016)

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

Champion – Superintendent Michelle Davey

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Liquor enforcement to continue year round throughout the city, with a specific focus on the entertainment districts and over-consumption in public as well as over-service at liquor premises.	<ul style="list-style-type: none"> Continued partnership with <i>Bar Watch</i> and <i>Restaurant Watch</i> for the purpose of combatting organized crime and dealing with liquor-related complaints such as over-service. Continued Liquor Enforcement Team (LIMA) deployments, Beach Patrol, and other special attention as required for events and areas with high liquor use. 	<p>Better communication between police and bar/restaurant owners.</p> <p>The entertainment districts and other events and areas within the city that experience alcohol presence are safe and enjoyable.</p> <p>Ensured adherence to liquor legislation, in particular regarding over-service.</p>	<p>Increased membership in <i>Bar Watch</i> and <i>Restaurant Watch</i>.</p> <p>Maintain high ratings of overall perceptions of safety from the public and businesses, as measured by the annual Community Satisfaction Survey.</p> <p>An overall reduction in fights in the GED and Gastown.</p> <p>Maintain levels of Beach Patrol enforcement in Patrol District 4 measured by tickets and pour outs (5,395 liquor pour outs and 335 tickets issued in 2015).</p> <p>Maintain baseline of liquor enforcement tickets issued city-wide (2,500 per year)</p>	Ongoing	<p>District Commanders</p> <p>Detective Constable Clarke</p> <p>Detective Constable Lott</p>	<p>Bar Watch</p> <p>Restaurant Watch</p> <p>CoV</p> <p>BC Liquor Branch</p> <p>VPD Emergency & Operational Planning Section</p>	None
Strategy 2	Continue assisting the CoV in achieving the goal to end homelessness in Vancouver.	<ul style="list-style-type: none"> VPD Homeless Outreach Officer 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. Continue working with BC Housing and non-profit organizations to help keep Single Room Occupancy (SRO) buildings and the new Social & Supportive Housing (SSH) sites safe and secure. Homelessness Officer to continue liaising with Crime Control Officers (CCOs) and Neighbourhood Police Officers (NPOs) from all Districts to address homelessness issues across the city. 	<p>Homeless Officer will identify all locations in the city that contain homeless persons.</p> <p>Structurally safe SRO buildings will be in place to ensure the safety of residents.</p> <p>Enhanced information-sharing between the VPD and external homelessness support groups.</p> <p>All homeless people with mental health issues will be continue to be regularly referred to Vancouver Coastal Health or to Assertive Community Treatment (ACT).</p>	<p>All street homeless areas are identified and have been attended to by VPD's Homeless Outreach Officer.</p> <p>VPD will be present at all collaborative meetings addressing issues in SROs.</p> <p>Regular inspections of all SROs.</p> <p>Overall increases in the number of homeless people placed into shelters and permanent housing.</p>	Ongoing	<p>VPD Homeless Outreach Officer</p> <p>VPD Problem Premises Officer</p> <p>Patrol District Commanders</p>	<p>CoV SROs</p> <p>BC Housing</p> <p>BC Welfare</p> <p>CoV Carnegie Outreach Team</p> <p>VPD Mental Health Unit</p>	None

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Monitor newly established sanctioned street vending sites and surrounding neighbourhood.	<ul style="list-style-type: none"> Continue to work with CoV to finalize plans on the remaining sanctioned vending site (501 Powell St). A VPD officer will regularly support and assist the service providers at the sanctioned vending sites. Patrol members, and particularly BET members, to continue monitoring vending activities in the Downtown Eastside and Strathcona neighbourhoods. 	<p>Street vending will be limited to locations which are approved and established by the CoV.</p> <p>Illegal vending activity will immediately be interrupted by police.</p>	<p>The establishment of the final permanent sanctioned vending site at 501 Powell Street.</p> <p>Visible reduction in illegal vending sites due to compliance with selling at sanction sites.</p>	Ongoing	<p>Superintendent Davey</p> <p>Inspector Chow</p> <p>Staff Sergeant Athans</p>	<p>CoV</p> <p>DTES Street Market Society</p> <p>PIVOT</p>	Overtime used to monitor previous illegal vending sites to prevent recurrence
Strategy 4	Reduce city-wide street disorder by working with community partners in neighbourhoods in close proximity to supportive housing buildings.	<ul style="list-style-type: none"> NPOs to continue to work with community partners, operators of transitional supportive housing buildings, and CoV staff to mitigate the gathering of people in neighbourhoods in close proximity to supportive housing buildings. Implement additional VPD Patrols in neighbourhoods in close proximity to supportive housing buildings. (e.g. Granville beat) Continue to utilize Community Safety Personnel (CSPs) to target street disorder 'hot spots' in these neighbourhoods. Continue to utilize Community Police Centre (CPC) volunteer patrols in these neighbourhoods. Continue to expand the <i>Block Watch</i> program in these neighbourhoods. Educate the public to call 311 in certain circumstances as opposed to 911. 	<p>SRO building operators will be aware of their expectations to closely monitor their clientele.</p> <p>Additional patrols by VPD officers, CSPs, and CPC volunteers will ensure the safety of residents in neighbourhoods in close proximity to supportive housing buildings.</p> <p>Better understanding by the public of what warrants a call to police when people are loitering.</p>	<p>NPOs to regularly attend Community Advisory Committee (CAC) meetings.</p> <p>City-wide increase in the number of <i>Block Watch</i> groups.</p> <p>CPCs to regularly allocate volunteers to conduct citizen patrols in neighbourhoods in close proximity to supportive housing buildings.</p> <p>The delivery of a media campaign on the proper use of 911 calls.</p>	Ongoing	<p>Patrol District Commanders</p> <p>VPD Homeless Outreach Officer</p> <p>Sergeant Bernardin</p>	<p>NPOs</p> <p>CSPs</p> <p>CPCs</p>	None

Vancouver Police Department Annual Business Plan (2016)

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

Champion – Inspector Loris Zuccato

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Targeted enforcement based on ICBC collision data and VPD Traffic statistics.	<ul style="list-style-type: none"> Increase awareness, engage, and update Patrol on high collision locations in their respective Districts. Conduct project work on high collision locations. Continue high visibility enforcement during peak hours. 	<p>Focusing on high collision locations will considerably help to reduce overall collision rates.</p> <p>Incidents at high crash locations will decrease.</p>	3% reduction in the number of collisions at high collision locations	December 2016	<p>Inspector Zuccato</p> <p>Staff Sergeant Eng</p>	<p>VPD Traffic Analyst</p> <p>ICBC</p> <p>Speedwatch</p>	None
Strategy 2	Continue to direct enforcement of the Motor Vehicle Act and Regulations to ensure the well-being of the most vulnerable road users with a focus on pedestrians.	<ul style="list-style-type: none"> Enforcement at high collision locations that involve vulnerable road users. Increased enforcement for identified offences and offenders. Continued enforcement on all <i>Motor Vehicle Act</i> offences. Increased enforcement on drivers impaired by alcohol or drugs. Collaborate and partner with senior centres and elementary and high schools on pedestrian safety. Work with external stakeholders on education through <i>Pedestrian Safety</i> campaigns. Work with ICBC, BC Police Services, private corporations, and the CoV for funding of road safety campaigns relating to vulnerable road users. Continue training members on the use of the new Field Sobriety Testing (FST) roadside device. Utilize a Targeted Enforcement Team to address dangerous cyclist and pedestrian behaviour 	<p>Collaborating and working with external stakeholders will provide better attention to the risks faced by vulnerable road users and the consequences drivers will face</p> <p>External funding provides the police the ability to enhance road safety</p> <p>Increased road safety for the most vulnerable road users through enforcement action</p>	<p>3% increase in traffic related violation tickets for motorists, pedestrians and cyclists for the following offences:</p> <ul style="list-style-type: none"> Distracted Driving Speeding Fail to Yield to Pedestrian Fail to Yield to Vehicle Disobey Traffic Control Device Riding on Sidewalk <p>Though enforcement efforts will focus on the specific offences noted above, increases to global enforcement numbers are also expected.</p> <p>3% increase in removing impaired drivers off the road.</p> <p>3% decrease in collisions resulting in injury or fatalities.</p>	December 2016	<p>Inspector Zuccato</p> <p>Staff Sergeant Eng</p>	<p>Traffic Enforcement members</p> <p>Patrol</p> <p>School Safety Patrol Team</p> <p>VPD Traffic Analyst</p> <p>VPD Public Affairs</p> <p>ICBC</p> <p>COV</p> <p>Transit Police</p> <p>Coastal Health</p> <p>Private Corporations</p> <p>Speedwatch</p>	None
Strategy 3	Escalate the amount of traffic enforcement by Patrol members.	<ul style="list-style-type: none"> Traffic Section to work with the Training Section on enhancing traffic education by providing the Traffic Skills Education Program (TSEP) to all Patrol members. Traffic Section to continue road safety mentorships for Patrol members. Continue to educate Patrol on traffic management during parade briefings. Traffic members will continue to be highly accessible for traffic related enquiries, issues, and patrol based traffic projects. 	<p>Greater level of service in the city in relation to traffic enforcement creating a safer environment for all road users.</p> <p>Improved traffic enforcement productivity is expected with enhanced education to Patrol members in the field of traffic management.</p>	3% increase in traffic-related violation tickets by Patrol members.	December 2016	<p>Inspector Zuccato</p> <p>Staff Sergeant Eng</p>	<p>District Commanders</p> <p>Training Section</p> <p>Traffic Analyst</p> <p>District Analysts</p> <p>Patrol members</p>	None

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Increased traffic enforcement on prohibited, unlicensed and uninsured drivers.	<ul style="list-style-type: none"> To maximize the deployment of the three ALPR vehicles. Ensure all Traffic Section members are trained on the ALPR system. 	ALPR facilitates the removal of high-risk unauthorized drivers that pose a risk to the safety of all road users.	5% increase in traffic violation offences in relation to: <ul style="list-style-type: none"> No Insurance Driving While Prohibited No Drivers Licence 	December 2016	Inspector Zuccato Staff Sergeant Eng	Sergeant Fox Sergeant Christoffersen Constable Thring RCMP	None
Strategy 5	Enhanced public awareness of road safety utilizing community education campaigns as well as using social media and mainstream media.	<ul style="list-style-type: none"> Continued partnership with Ford Motor Company, TELUS Wise and partner with other corporations on road safety Increased road safety awareness through social media. School Safety Patrol Team, Traffic Enforcement members, and Collision Investigation Unit members to deliver road safety presentations to the community. Traffic Section to continue working with VPD Public Affairs using earned media to highlight and promote road safety campaigns. Continue to implement the <i>Traffic Training</i> program for elementary aged children and expand the School Safety Patrol program. 	Enhanced understanding and awareness of traffic safety concerns by all road users.	5% increase in community presentations. Deliver several road safety media pieces in partnership with notable media outlets.	December 2016	Inspector Loris Zuccato Staff Sergeant Ken Eng Sgt Jim Fiddler	School Safety Patrol Team Traffic Enforcement members Collision Investigation Unit members VPD Public Affairs ICBC Vancouver School Board Ford Motor Company TELUS Wise External Mainstream Media Reporters	None

Vancouver Police Department Annual Business Plan (2016)

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

Champion – Inspector Marcie Flamand

	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, specifically through <i>SisterWatch</i> initiatives.	<ul style="list-style-type: none"> Continue to regularly attend <i>SisterWatch</i> meetings. Continue to regularly participate in community events such as marches, movie nights, etc. 	<p>Ongoing communication between DTES women's groups and the VPD.</p> <p>Increased trust and positive relationships between VPD and DTES women's groups.</p>	<p>Act upon all agenda items tabled at <i>SisterWatch</i> meetings.</p> <p>Participate in one community event per month.</p>	Ongoing	Inspector Flamand Priscilla Lam	<p>Various DTES community groups</p> <p>Patrol District 2</p> <p>Beat Enforcement Team (BET)</p>	None
Strategy 2	Continue to work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill.	<ul style="list-style-type: none"> Continue to attend regular monthly meetings with VCH and stakeholders regarding <i>Project Link</i>: the Assertive Community Treatment (ACT) model and the Assertive Outreach Team (AOT). Continue to collect data for the Integrated VPD and VCH ACT Teams and AOT and implement services based on data. Continue to monitor and analyze the progress of ACT and AOT client groups. Continue to work with partner agencies to implement the objectives of the ACT and AOT. Work with partner agencies to establish a Forensic ACT team and a Youth Intensive Case Management Team. 	<p>By continuing to partner 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 2015 baseline as to the number of section 28 MHA and EDP calls.</p> <p>Meet or exceed the 2015 baseline as to the current hospital wait times following MHA apprehensions.</p>	Ongoing	Sergeant Nofhle	<p>Car 88 and 87</p> <p>Patrol District 2</p> <p>Beat Enforcement team</p> <p>VCH</p> <p>Downtown Community Court</p>	None

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Continue to increase awareness and partnerships with multicultural, new immigrant, and refugee peoples. This includes LGBTQ and Aboriginal communities in developing new programming.	<ul style="list-style-type: none"> Continue to work to attain sustainable funding for new and ongoing programming. Ongoing awareness training, with the new inclusion of Transgender training and video creation. Continue to participate in the <i>Pulling Together</i> canoe journey. Identify and partner with new external agencies from diverse cultural communities and faith based groups (i.e. Jewish; Muslim; Syrian). Create a VPD LGBTQ Advisory Committee incorporating representatives from the LGBTQ community and other relevant partners. Continue to operate the <i>NewKids Vancouver Youth Police Academy</i> program to create positive relationships with immigrant youth 	<p>Ongoing improved relationships and increased trust between the VPD, Aboriginals, new immigrants, multicultural communities, and service providers.</p> <p>Diverse populations will be discouraged from committing crimes through new programming.</p> <p>Increase interest from diverse populations to consider career opportunities at the VPD.</p> <p>Increase in reporting of Hate Crimes;</p> <p>Increased recognition of LGBTQ issues in police policies and procedures.</p>	<p>VPD attendance in at least one diverse cultural and Aboriginal event per month.</p> <p>Aim to attend as many community events as possible.</p> <p>Attain further funding for 2016 for multicultural and aboriginal programming as well as for various diverse and marginalized groups.</p> <p>Run two eight-week <i>NewKids Vancouver Youth Police Academy</i> sessions</p>	Ongoing	Inspector Flamand Lori Hemm	<p>Various Aboriginal service agencies</p> <p>Vancouver School Board</p> <p>Mosaic</p> <p>Civil Forfeiture Office</p> <p>Vancouver Police Foundation</p>	None
Strategy 4	Identify and develop key strategies to improve internal communications and increase employee engagement.	<ul style="list-style-type: none"> Recruit and hire Public Affairs Director with significant internal and external communications experience. Identify and develop innovative ways to engage and communicate with VPD staff. 	<p>Increase in employee engagement.</p> <p>Increase in sworn and civilian employee satisfaction.</p>	<p>Increased engagement rate for employee satisfaction survey.</p> <p>Increased response rate for employee satisfaction survey.</p>	Ongoing	A/Insp. Fincham	VPD Executive and staff.	Projects to be funded within existing budget.

Vancouver Police Department Annual Business Plan (2016)
Goal – Provide public educational outreach on policing and police related issues

Champion – A/Inspector Randy Fincham

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Increase community engagement and outreach.	<ul style="list-style-type: none"> Public Affairs to work with other VPD sections to develop and promote crime prevention initiatives targeting key crime trends. Develop and deliver innovative social media campaigns to reach a wide public audience. Utilize targeted social media advertising to reach key interest groups. Enhance the public's awareness of VPD programs and services. 	<p>Increased social media audience on Facebook, Twitter, and Instagram.</p> <p>Increased visits to VPD website and VPD TV.</p> <p>Increased community engagement in crime prevention.</p> <p>Greater public awareness will help lead to crime reduction.</p>	<p>10% increase in VPD TV viewership and visits to the VPD website.</p> <p>Increased public satisfaction rates as measured by the Community Satisfaction Survey.</p>	Ongoing	Sergeant Fincham	Various other VPD units	Projects to be funded within existing budget.
Strategy 2	Leverage technology to modernize engagement tools.	<ul style="list-style-type: none"> Finance upgrade to the VPD's website infrastructure through Capital Plan funding. Develop Facetime capabilities within the Public Affairs Section. 	<p>Website infrastructure will be capable of managing advances in technology and mobile devices.</p> <p>Enhanced public access to the VPD website.</p>	<p>Website infrastructure will be upgraded.</p> <p>Increased visits to the VPD's website via mobile devices.</p>	At discretion of funding model.	Sergeant Fincham	Communications Section IT Section	Significant financial outlay to modernize website infrastructure.
Strategy 3	Continue to improve awareness and access to support services for vulnerable persons and victims of crime.	<ul style="list-style-type: none"> Continue to identify cultural groups which require but lack an existing connection to the VPD Domestic Violence and Criminal Harassment Unit (DVACH). Continue to provide greater accessibility to resources for at-risk groups via the VPD website. Continue to enhance seniors through the <i>Safety for Elders</i> (SAFE) Program. Create a Downtown Eastside (DTES) community services card for vulnerable women and seniors. VPD Victim Services Unit (VSU) to continue to liaise with Patrol and investigative units to identify those victims who may be particularly vulnerable. This includes the use of the new VSU Trauma dog Lucca. VSU to continue to proactively review police files which may identify vulnerable victims in order to contact them and offer support and referrals. 	<p>Continued increased communication and trust between vulnerable groups and the VPD.</p> <p>Increased reporting and tracking of domestic violence, criminal harassment, and elder abuse.</p>	<p>Connect with at least two identified community organizations.</p> <p>Conduct neighbourhood or community forums/outreach in at-risk areas.</p> <p>Continue to provide two elder abuse training sessions to social workers and medical professionals over the course of the year.</p> <p>Continue to provide stats on the numbers of clients served.</p>	Ongoing	Sergeant Wilkinson Sergeant McGuinness Linda Thorpe	VPD Media Officers DVACH Vancouver Community family and victims service organizations	None

Vancouver Police Department Annual Business Plan (2016)

Goal – Provide socially responsible programs and initiatives that benefit youth

Champion – Inspector Howard Tran

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Focus on youth mental health in schools and in the community with awareness campaigns.	<ul style="list-style-type: none"> Work with the Vancouver School Board (VSB) to develop and deliver youth mental health awareness material and tools. Develop a 'peer-to-peer' mental wellness pilot project at David Thompson Secondary School aimed at de-stigmatizing mental illness and providing students with tools to seek help. Facilitate external subject matter experts to present on anxiety, depression, and eating disorder to VSB students. 	<p>Greater awareness of mental illness among School Liaison Officers (SLOs), staff, and students at VSB schools.</p> <p>Youth, staff, and parents more likely to seek help for mental illness.</p> <p>De-stigmatization of mental illness in students, staff, and parents of school-aged youth.</p>	<p>Provide mental health awareness tools to all Vancouver high schools.</p> <p>15 students sign up for – peer-to-peer project and deliver 6 presentations to their peers and elementary school students.</p>	2016	Sergeant Chan	VSB VCH Kelty Mental Health Resource Centre	\$5,000 (Community and Public Affairs print budget)
Strategy 2	Establish a joint-collaboration with Inner City Youth Mental Health Program (ICYMHP) and the Ministry of Children and Family Development (MCFD) to assist with outreach to the most marginalized and vulnerable youth living with mental illness and addiction.	<ul style="list-style-type: none"> Engage and partners to collaborate on a Youth Assertive Community Treatment (YACT) or Intensive Case Management Team. Draft a Memorandum of Understanding (MOU). 	Street entrenched and marginalized youth in the community living with mental illness and addiction will receive appropriate care and services.	<p>20% reduction in Mental Health Act (MHA) apprehensions of at-risk youth.</p> <p>20% reduction in reported incidents of youth mental health related calls for service.</p>	2017	Inspector Tran Sergeant McDonald	VCH MCFD Providence Health Care (Inner City Mental Health Program)	1 full time equivalent position. YSS actively reviewing current resources for potential opportunities for staffing reallocation.
Strategy 3	Continue with the sexting awareness campaign and associated diversion program.	<ul style="list-style-type: none"> Work with VSB and the Canadian Centre for Child Protection (CCCP) to deliver awareness material consistent with current practice. VPS SLOs to deliver age appropriate presentations to VSB schools, with focus on elementary and middle school students. 	<p>Greater awareness of the negative consequences associated with sexting for affected youth and their parents.</p> <p>Reduction in sexting among youth.</p> <p>Greater internet safety awareness for youth and parents.</p>	<p>Deliver 3 diversion program sessions, anticipated to reach 30 youth and 30 caregivers.</p> <p>Deliver sexting awareness and education programs to all 25 VSB high schools by the end of 2017.</p>	2016	Sergeant Chan VPS YSS Youth Referral Coordinator Amy Powter	VSB and the Canadian Centre for Child Protection	None
Strategy 4	Expand the online and social media profile of the School Liaison Unit (SLU) and the School Liaison Officers (SLOs).	<ul style="list-style-type: none"> Obtain cellular data for all SLOs. Provide training on how to create and manage a social media profile consistent with VPD's values and policies. SLOs create and manage their VPD sanctioned Twitter, Facebook, and Instagram profiles. 	<p>Increase VPD profile on social media.</p> <p>Greater engagement with students and youth.</p> <p>Greater situational awareness of school and student activity, including crime and disorder trends.</p> <p>Improved ability for the VPD to deliver messaging to youth.</p>	200 followers per member.	2016	Sergeant Stevens	Telecom Services Unit	\$500 (data plans)

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 5	Initiate a youth health and lifestyle awareness campaign relative to marihuana use.	<ul style="list-style-type: none"> Collaborate with Canadian Centre on Substance Abuse and use their 2015 document "The Effects of Cannabis Use During Adolescence" as a guide. Consult with VCH and VPD Organized Crime Section (OCS) on messaging and mediums. Partner with VSB to prepare for the impacts of legalization. SLOs to deliver presentations to schools. Partner with Odd Squad Productions and their Vancouver Giants 'Peer-to-Peer' Education Program to deliver this message. 	<p>Increase youth awareness of the risks of marijuana.</p> <p>Provide vital and accurate information to youth to allow them to make informed decisions on marijuana.</p> <p>Lessen the potential negative impacts of legalization including increased marijuana use among students, absenteeism, school expulsions, and lack of engagement.</p>	<p>Present and provide awareness to all VSB secondary schools.</p> <p>Reduction in marijuana related youth incidents.</p>	2016/2017	Sergeant Bellia	<p>VPD OCS</p> <p>Odd Squad Productions</p> <p>VSB</p> <p>CCSA</p> <p>VCH</p>	\$5,000 for print material and additional \$3,000 to send SLU Sergeants to Colorado to glean lessons learned by their police agencies and schools.
Strategy 6	Expand the VPD's youth focused athletic outreach programs.	<ul style="list-style-type: none"> Formalize and leverage the partnership with <i>KidSport</i> BC to benefit at-risk youth. Explore opportunities to expand <i>Project Breakaway</i> – afterschool floor hockey program targeting at-risk youth in South Vancouver, beyond David Thompson Secondary. Continue to deliver the Police Athletic League (PAL) program. Continue with the annual <i>Student Challenge</i>. 	<p>Provide much needed funding stream for at-risk youth to participate in organized sports.</p> <p>Provide positive outlets for at-risk youth after school.</p> <p>Improved relationship between police officers and at-risk youth in the community.</p>	<p>10 referrals to <i>KidSport</i>.</p> <p>15 youth attend <i>Project Breakaway</i> per session.</p> <p>Expand <i>Project Breakaway</i> to John Oliver Secondary.</p>	2016	<p>Inspector Tran</p> <p>Sergeant Chan</p>	<p>KidSport</p> <p>VSB</p>	\$5,000 (VPF and PAL) plus adjusted work hours for YSS members

Vancouver Police Department Annual Business Plan (2016)

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	Seek opportunities to further reduce the volume of Greenhouse Gas (GHG) emitted by the VPD's fleet.	<ul style="list-style-type: none"> The VPD will work with the City of Vancouver (CoV) Equipment Services (EQS) Branch to achieve a commitment to transition 50% of the non-patrol fleet to electric vehicles. Secure funding through EQS for additional electric vehicle charging stations at the Graveley Street facility. Engage EQS in discussion around alternate fuelling options, such as establishing above-ground fuelling stations at both the Spyglass and Graveley Street compounds. 	<p>For 2016, we will increase the number of electric vehicles by two. Our long term goal is to have 60 vehicles by the year 2020.</p> <p>Having a charging station for each of the electric vehicles allows the vehicles to be charged quickly, meaning that they will be deployable on a regular basis.</p> <p>The distance required to refuel a fleet vehicle will be reduced.</p>	<p>The existing VPD fleet of electric vehicles will be doubled in 2016 from two to four vehicles.</p> <p>There will be a charging station for each of the electric vehicles in the VPD fleet.</p> <p>An alternate fueling location or fueling process will be established for fleet vehicles.</p>	Q4 2016	VPD Fleet Manager, Rob Rothwell	CoV Equipment Services Branch VPD Fleet Services	<p>Vehicle cost is covered under the budget for the current vehicle replacement schedule.</p> <p>Charging stations are believed to cost a maximum of \$1,500 per vehicle.</p> <p>This cost would be borne by EQS.</p>
Strategy 2	Seek opportunities to create a more fuel efficient fleet.	<ul style="list-style-type: none"> Replacement of older V8-powered patrol vehicles with more efficient V6-powered vehicles equipped with idle-management technology will continue. Partner with other municipalities, led by the City of Seattle, to lobby for pursuit-rated alternative fuelled vehicles. 	<p>50 more V8-powered patrol-related vehicles will be replaced with V6-powered vehicle equipped with idle-management technology.</p> <p>Police agencies will present a unified position on this topic to the automotive industry.</p>	<p>A 23% reduction in the consumption of fuel and a related reduction in GHG emissions by the patrol fleet.</p> <p>A working group will be formed and functionality requirements will be documented in a formal report.</p>	Q4 2016	VPD Fleet Manger, Rob Rothwell	CoV Equipment Services Branch	None
Strategy 3	Determine the best method of managing decommissioned police uniforms.	<ul style="list-style-type: none"> Engage a <i>Green City Scholar</i> to conduct this work. Submit proposal to the CoV. Hire a Student. Identify a Mentor. The completion of a report on decommissioning uniforms. 	The VPD will be able to make a decision on how best to manage decommissioned uniforms.	The VPD will have a policy in place on the management of decommissioned uniforms that is based on environmental sustainability, public safety, and officer safety.	Q3 2016	Senior Budget Analyst, Kimberly Jang	CoV Stores VPD Stores	None

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Continue to promote a 'Green Culture' at the VPD.	<ul style="list-style-type: none"> Promote ride-sharing at the Graveley/Kootenay Street sites. Host a <i>Code Green</i> booth at the 2016 VPD Family Day in September. Post diversion information. Promotion of commuting to work on a bicycle: <ul style="list-style-type: none"> Renew the payroll deduction <i>Bicycle Purchasing Program</i> in partnership with the VP Credit Union. Host mobile bicycle repair services at VPD facilities in partnership with the CoV's rebate program. Seek opportunities to reduce use of paper, including a review of the current process for managing Law Enforcement Notification Subpoena (LENS) documents. 	<p>Staff will know where to locate potential ride-share partners.</p> <p>There will be fewer lone occupant vehicles in the VPD parking lot.</p> <p>Reduce the number of parking stalls required for staff.</p> <p>VPD staff members and their families will be able to learn more about waste diversion, fleet initiatives, and how to find carpooling partners.</p> <p>Staff will have the opportunity to make suggestions on how to reduce waste in the VPD.</p> <p>Staff will see the amount of garbage diverted from the landfill.</p> <p>Staff members will be aware of the program.</p> <p>More staff members will purchase a bicycle through the <i>Bicycle Purchasing Program</i>.</p> <p>Maximize the use of use of existing electronic notification processes (PRIME workflow).</p> <p>Officers will be electronically notified of court commitments through the records management system (PRIME).</p>	<p>All four ride-share parking stall will be used on a regular basis.</p> <p>To have 12 staff members sharing a ride with two or more staff members, thereby reducing the demand for parking stalls by eight.</p> <p>A booth will be set up that provides learning and information activities.</p> <p>Increase diversion rates in all facilities by 5%.</p> <p>Increase the number of participants by 20.</p> <p>Mobile bicycle repair services will be provided on three separate days in 2016.</p> <p>5 % reduction in paper usage.</p> <p>The elimination of paper LENS notices.</p>	2016	<p>Senior Director Dawna Marshall-Cope</p> <p>Kimberly Jang, <i>Greenest Scholar</i> mentor</p> <p>Staff Sergeant Taylor</p> <p>Sergeant Thacker</p>	<p>CoV Sustainability Group</p> <p>CoV Building Services</p> <p>Vancouver Police Credit Union</p> <p>Court Registry</p>	<p>Potential loss of parking revenue (max of \$2,900)</p> <p>\$400 for the <i>Code Green</i> booth.</p> <p>City of Vancouver offers a rebate of \$35 to staff who utilize bicycle repair service in May.</p>

Vancouver Police Department Annual Business Plan (2016)

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	Increase the number of 360 degree review coaches.	<ul style="list-style-type: none"> Locate funding to deliver 360 degree review coach training. Identify suitable candidates for new 360 degree review coach training. 	<p>Provide more available coaches to 360 degree review process participants.</p> <p>Increase effectiveness of the 360 review process.</p>	Revise the 360 degree review coach list to include newly trained coaches.	Year-end	Sergeant Yung	All VPD employees	None
Strategy 2	Review and revise the Tenure Plan as necessary to better suit the VPD's organizational needs.	<ul style="list-style-type: none"> The Tenure Committee to hold regular meetings. Create a focus group to discuss the Tenure Plan. Revise the Tenure Plan as necessary. 	<p>Perennial staffing issues, such as Patrol shortages, will be address.</p> <p>An interim stop gap amendment to the tenure plan if appropriate.</p>	Create an effective and flexible updated Tenure Plan to better suit organizational needs.	Year-end	Supt. Rankin	<p>VPD sworn members</p> <p>Vancouver Police Union</p>	None
Strategy 3	Improve Performance Appraisal (PA) compliance for the VPD.	<ul style="list-style-type: none"> Deliver ongoing PA training to supervisors. Produce quarterly electronic PA compliance reports for managers of individual sections. Provide support to appraisers experiencing technical difficulties. 	Better organizational awareness of PA.	Increased PA compliance rate for the VPD.	Year-end	<p>Sandy Lidder</p> <p>Sergeant Yung</p>	All VPD employees	None

Vancouver Police Department Annual Business Plan (2016)

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

Champion – Superintendent Laurence Rankin

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue with the development of an online course for Professional Standards Section (PSS) Investigators.	<ul style="list-style-type: none"> VPD to complete work already started in the development of course content. Work with the Canadian Police Knowledge network to storyboard and launch the online course. Deliver training to all new PSS Investigators and offer training to external agencies. 	The e-learning course will supplement or replace the current process of in-house PSS orientation and mentoring.	New PSS investigators will begin receiving e-learning online training and in-house mentoring by the summer of 2016.	September 2016	Inspector Purdy	PSS VPD Training Section IT CPKN	\$30,000
Strategy 2	Implement and enhance the VPD website to robustly explain and educate the public on the Department's ability to informally resolve <i>Police Act</i> complaints.	<ul style="list-style-type: none"> PSS Alternate Resolution Team to develop an education package for the website that explains the process of informal resolution. Work with Public Affairs to create a professional website. Work with IT to implement the online process. 	Education regarding the 'informal resolution' option will enhance public satisfaction with the police complaints process and will reduce the number of formal investigations.	<p>Creation of webpage with consultation from the Vancouver Police Union (VPU) and the Office of the Police Complaints Commissioner (OPCC).</p> <p>Track the number of hits and the number of referrals made to the Alternate Resolution website.</p> <p>Track the number of Informal resolutions conducted.</p> <p>Decrease in the number of 'formal investigations' conducted regarding public complaints over a VPD officer's conduct.</p>	Year-End	Sergeant Sorbara	IT Public Affairs VPU OPCC	None
Strategy 3	Ongoing development of a comprehensive training and education package for constables.	<ul style="list-style-type: none"> Offer Advanced Driver Training courses to members identified through the Collision Review Board. Research and Develop a <i>Traffic Skills Education Program</i>. Provide ongoing boxing and pinning courses to all operational members. Provide additional police legal training workshops. 	<p>Current and relevant competency-based training will be provided for all sworn members within the first five years on the job.</p> <p>More operational members will be equipped with enhanced driving skills.</p> <p>Members will have greater traffic enforcement skills including providing court testimony and conducting basic impaired driving and collision investigations.</p> <p>Operational members will remain physically fit and adept at non-lethal take-down tactics.</p>	<p>Develop a competency-based curriculum for the "First Five" Educational Program.</p> <p>A decrease in collisions involving VPD members.</p> <p>Offer 6 additional courses in boxing and pinning.</p> <p>Offer 2 legal training workshops.</p>	Year-end	Sergeant Tarnowsky	VPD Tactical Surveillance Section CPKN Training board	To-be-determined

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Further increase the capacity of Patrol to respond to critical incidents such as active shooters and terrorist threats.	<ul style="list-style-type: none"> Select Patrol members that are best suited to become carbine operators. Facilitate two carbine operator courses in 2016. 	<p>Increased number of carbine operators in Patrol.</p> <p>Enhanced VPD capacity to respond to critical incidents thereby better ensuring public safety.</p>	<p>Achieve a 5% increase in the number of Carbine Operators in the Operations Division.</p> <p>Ensure that Patrol Teams in all four districts has a least one carbine operator.</p>	End of June 2016	<p>A/Inspector Danroth</p> <p>Sergeant Ranallo</p>	<p>VPD Tactical Training Centre</p> <p>Canadian Forces</p>	No increase in the established budget. This will be achieved within the allocated budget for the year.
Strategy 5	Increase recruiting outreach in communities currently under-represented in the VPD membership.	<ul style="list-style-type: none"> Recruiting drives at specifically targeted community events. Recruiting Unit to partner with the VPD Diversity Unit and various community stakeholders to identify appropriate venues, events, and forums to attend. Develop cohesive strategies to attract all demographics to apply to the VPD. Use of appropriately targeted social media and media outreach to increase diverse officer applications. 	<p>Increased applications from target communities for all uniformed VPD positions.</p> <p>The VPD membership will be more representative of the diverse community that it serves.</p> <p>New diverse recruits will be used as recruiting ambassadors during recruiting events.</p>	<p>Attend a minimum of nine community events in the three identified communities where the VPD is under represented.</p> <p>10-25% increase in hires from targeted under-represented communities.</p>	End of August 2016	A/Inspector Danroth	<p>Recruiting Unit</p> <p>Diversity Unit</p>	\$5,000
Strategy 6	Conduct a review of the VPD staffing requirements with assistance from external independent consultants.	<ul style="list-style-type: none"> Contract external independent consultants to conduct a review of the VPD's staffing requirements conduct analysis for the review complete the review 	The VPD will have an in independent review of the Department's staffing requirements	Completion of the staffing requirement review	TBD	<p>Deputy Chief Constable Rai</p>	<p>VPU</p> <p>VPOA</p> <p>Teamsters</p>	No increase in the budget is required. Review will be funded from DCC budget

Vancouver Police Department Annual Business Plan (2016)

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	Implement a stress monitoring and adaptation program to achieve balanced living.	<ul style="list-style-type: none"> Collect data on shift work's effect on heart rate and the autonomic nervous system. Analyse data to compliment current VPD R2MR and CISM programs. 	<p>Educate members about stress.</p> <p>Identify daily activities that contribute to chronic stress.</p> <p>Identify daily activities that improve stress levels.</p>	<p>Enable members to recognize their own stress triggers.</p> <p>Formulate individual effective coping mechanisms.</p>	Year end	Rebecca Swan	All VPD employees	None
Strategy 2	Hold flu clinics to minimize flu outbreak and sick time.	<ul style="list-style-type: none"> Identify a pharmacy to provide vaccinations to VPD employees. Identify optimal clinic dates. 	Vaccinate as many VPD employees as possible.	Minimize flu outbreak and sick time within the VPD.	Year end	Tracy Matthews	All VPD employees	None
Strategy 3	Conduct evacuation drills for all VPD facilities.	<ul style="list-style-type: none"> Develop and revise floor warden training information. Identify dates for evacuation drills. Hold evacuation drills. 	To familiarize VPD employees with evacuation procedures.	Increase employees' awareness of emergency evacuation protocol.	Year end	Tracy Matthews	All VPD employees	None
Strategy 4	Review the feasibility of creating a peer support group for members with addictions.	<ul style="list-style-type: none"> Create a committee to explore the possibility of forming a peer support group for addictions. Solicit inputs for terms of reference for the peer support group. 	<p>Provide confidential organizational support to aid employees with addictions.</p> <p>Establish privacy guidelines for participants.</p>	Assist employees with addictions to overcome challenges facing their recovery.	Year end	Inspector Cope Staff Sergeant Harty	<p>VPD employees</p> <p>Vancouver Police Union</p> <p>Teamsters</p>	None
Strategy 5	Assess VPD building security and evacuation protocols.	<ul style="list-style-type: none"> Identify evacuation routes for different emergencies. Develop written evacuation procedures. 	Provide evacuation information to all VPD employees.	Improve employee safety during emergency evacuations.	June 2016	Sergeant Van Patten	All VPD employees	None

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 6	Increase and maintain awareness about mental health for VPD and outside agencies using the Road to Mental Readiness (R2MR) program.	<ul style="list-style-type: none"> Attend patrol parade and district NCO meetings to maintain awareness of R2MR program to front-line employees. Assist outside agencies with implementing and educating their R2MR program. 	<p>Increase outreach to members who can benefit from the R2MR program.</p> <p>More outside agencies implementing their own R2MR program.</p>	<p>Deliver R2MR training to all VPD sworn members.</p> <p>Increased awareness of R2MR program for outside agencies.</p>	June 2016	<p>Constable Hyde</p> <p>Constable MacDonald</p>	VPD and outside agency employees	None
Strategy 7	To implement best practice for attendance and disability management.	<ul style="list-style-type: none"> Use Parklane Systems software to replace current sick line reporting, and provide attendance and disability management software. Conduct an audit of our existing attendance and disability management processes. 	Identify gaps between existing processes and best practices.	<p>Implement industry best practices to develop formal attendance and disability management processes and procedures.</p> <p>Provide best practice reporting and file management abilities.</p>	Year-end	Sergeant Murdock	<p>VPD sworn members</p> <p>Vancouver Police Union</p>	None

Vancouver Police Department Annual Business Plan (2016)
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	Continue to promote the suggestion box where members can submit ideas and suggestions to reduce administrative burdens.	<ul style="list-style-type: none"> Identify and propose viable suggestions. Implement options with emphasis on regular communication with members who make submissions. 	<p>An easy process is 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> <p>Metrics on the number of suggestions and their status will be kept.</p>	Year-end 2016	Sergeant Tran	This is dependent on the specific nature of the suggestion. Other stakeholders will be consulted before any change occurs.	This is dependent on the specific nature of the suggestion. We are hopeful that suggestions to reduce administrative burdens can be implemented using existing VPD resources and minimal cost (if any).
Strategy 2	Review ideas or suggestions received during the 2015 internal Strategic Planning sessions that may reduce administrative burdens.	<ul style="list-style-type: none"> Identify and propose viable ideas or suggestions. Implement options with emphasis on communication with the Section that the idea or suggestion originated from. 	Ideas or suggestions will be analyzed to determine the viability of the ideas and suggestions, and approved changes will be made.	<p>As many operationally viable ideas or suggestions as possible.</p> <p>If an idea or suggestion is implemented, assess the improvement in productivity.</p> <p>Metrics on the number of ideas or suggestions and their status will be kept.</p>	Year-end 2016	Sergeant Tran	This is dependent on the specific nature of the idea or suggestion. Other stakeholders will be consulted before any change occurs.	This is dependent on the specific nature of the idea or suggestion. We are hopeful that ideas or suggestions to reduce administrative burdens can be implemented using existing VPD resources and minimal cost (if any).

Vancouver Police Department Annual Business Plan (2016)

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	Completion of a new Arrest & Booking System.	<ul style="list-style-type: none"> Produce an electronic C216 form. Replace the end of life booking system. Transition to new photo line-ups. 	For each activity, the outcome will be a successful transition to the new business process, ultimately resulting in the use of a new Arrest and Booking System that processes all data digitally.	Once transition is complete, national repository response times will be significantly reduced and end of life system can be decommissioned.	Q4 2016	VPD IT	Canadian Criminal Real Time Identification Services (CCRTIS) PRIME-BC VPD Project Team	Capital Budget is in place.
Strategy 2	Upgrade the Consolidated Records Intelligence Mining Environment (CRIME) System to the Enterprise Insight Analytics (EIA) platform.	<ul style="list-style-type: none"> Secure capital for the upgrade. Provision licences and services. Create upgrade plan. Complete transition to EIA. 	Once funding has been secured and the product purchased, a transition to EIA will be completed, operations will see improved response times and end of life system will be decommissioned.	A successful upgrade to the EIA platform for all CRIME users.	Q4 2016	VPD IT	Product Vendor Other agencies using the VPD CRIME System	Capital funding is required.
Strategy 3	Assess the feasibility of using different types of smart phones to support VPD business operations.	<ul style="list-style-type: none"> Provision of equipment and services. Establish assessment criteria. Create implementation plan. Launch trial. 	An evidence based assessment will outline the operational benefits and support resources required to offer multiple smart phone operating systems and models within the VPD.	The completion of a detailed report summarizing the findings and recommendations of the assessment following the 12 month trial period.	Trial will be 75% completed by end of 2016, report to follow in Q1 of 2017.	VPD IT	VPD IT Various VPD staff participants in the assessment.	Funding from the current operating budget.
Strategy 4	Enhance digital evidence management.	<ul style="list-style-type: none"> Compile Requirements. Initiate Procurement. Begin Implementation. Operational Transition. 	Centralized business process for operationally storing, tracking, and auditing all digital evidence collected by the department.	A product will be identified, purchased, and installed to allow for continuity of data collection, processing, and disclosure.	Complete requirements by Q2 2016. Post a Request-For-Proposals (RFP) by Q3. Prepare for contract signing by Q4.	VPD IT	VPD IT Forensic Video Unit Technological Crime Unit	Capital budget is in place.