



**VANCOUVER POLICE DEPARTMENT
2019 STRATEGIC BUSINESS PLAN**

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

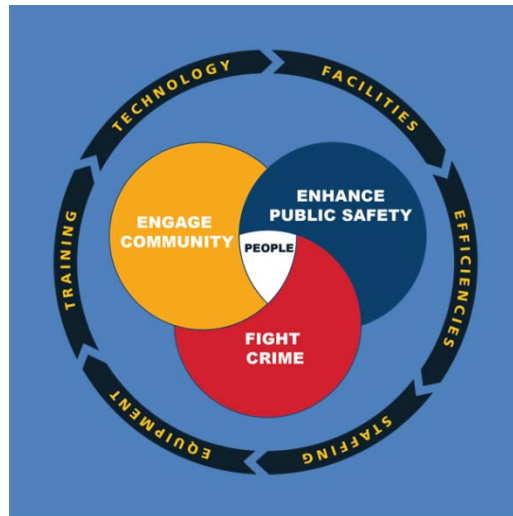
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Vancouver Police Department (VPD) 2017-2021 Strategic Plan

Building on the success of the 2012-2016 Strategic Plan, the VPD 2017-2021 Strategic Plan was approved by the Vancouver Police Board (VPB) in June 2016. The 2017-2021 Strategic Plan represents an organizational evolution, accounting for progress on many of the VPD's past goals and objectives while incorporating emerging trends and current policing priorities affecting the city of Vancouver. It serves to provide direction to the VPD as it moves forward in achieving its mission and vision while delivering high-quality service to the public.

Overall, 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. To continue meeting this commitment, the VPD has identified eight overarching Strategic Goals for 2017 to 2021, which are embedded within four Strategic Priorities (*Engage the Community, Fight Crime, Enhance Public Safety, and Support our People*):



As the diagram illustrates, all VPD members (sworn and civilian) are at the core of the Strategic Plan; their professional development and welfare is crucial for the Strategic Plan's success. Concurrently, the three community-focused Strategic Priorities are interdependent; for example, it is through community engagement that the VPD is able to effectively fight crime and address public safety issues. The outer ring of the diagram highlights the essential support functions that are required for the VPD to effectively operate. Each of the four Strategic Priorities contains two **Strategic Goals**:

Engage our Community

Strategic Goal 1: **Foster relationships, understanding, and trust with our diverse community**

Strategic Goal 2: **Strengthen mental health programs and processes**

Fight Crime

Strategic Goal 1: **Fight violent crime and its causes**

Strategic Goal 2: **Combat property crime and its drivers**

Enhance Public Safety

Strategic Goal 1: **Address community concerns that affect public safety**

Strategic Goal 2: **Improve road safety for everyone**

Support our People

Strategic Goal 1: **Foster a culture of employee engagement and effective communication**

Strategic Goal 2: **Promote a healthy work environment**

VPD Strategic Business Planning Model and Framework

The Strategic Plan is a fluid document that can be adapted to meet the emerging needs of the VPD and the community. Accordingly, the VPD's annual strategic business planning process flows from the VPD Strategic Plan. This process includes:

- an annual **Strategic Business Plan**;
- quarterly macro level reporting on **Key Performance Indicators (KPIs)**;
- a mid-year **Strategic Business Plan Report Card** on the progress of the current Strategic Business Plan; and
- a year-end **Strategic Business Plan Report-back** detailing performance results on achieving the past year's Strategic Business Plan.

The annual strategic business planning process is fundamental to achieving and measuring the success of the VPD's eight Strategic Goals. The process is proactive and results-based, thereby elevating the organization to a desired future state and allowing for accurate planning in relation to the most pressing concerns for the VPD.

VPD Annual Strategic Business Plans

Annual Strategic Business Plans articulate how the VPD is going to work towards achieving each of the eight Strategic Goals. The VPD Executive has identified 'Champions' for each Strategic Goal who are tasked with forming a working group consisting of subject-matter experts within the VPD. In the fall of each year, these working groups collaboratively develop a Strategic Business Plan for the following year in support of their assigned Strategic Plan Goal.

Annual Strategic Business Plans identify a series of Strategies designed to routinely guide the VPD's commitment to achieving its Strategic Goals. Subsequent Activities and measures are identified in conjunction with each individual Strategy to elaborate on how Strategic Goals will be achieved. Each Strategy contains the following key elements:

- **activities** are listed as the specific actions, tasks, or work that will be undertaken by the VPD in relation to each Strategy;
- **outcomes** are identified as the expected impacts or changes resulting from the successful completion of each Strategy;
- **target measures** are established as desired outputs or performance levels as a measure of a Strategies success by year's end;
- **leads** are identified as the VPD members accountable for each Strategy;
- **linkages/stakeholders** are identified as other internal business areas or external partners that are involved or need to be consulted in relation to achieving each Strategy; and
- **budget implications** are identified for each Strategy.

Champions monitor the progress of each Strategy and provide evaluation reports at mid-year and year-end. Report-back results enable the VPD Executive and the VPB to regularly determine if any organizational priorities need to be adjusted to meet changing operational, investigative, administrative, or community needs. Overall, the annual Strategic Business Plan is important because it:

- sets strategies with associated activities and targets towards achieving long-term Strategic Goals and other organizational priorities;
- provides a basis for budgeting;
- promotes accountability;
- inspires innovation and action;
- assists in the efficient allocation of resources;
- communicates the VPD's priorities to stakeholders; and
- helps employees understand how they are being supported and how their work contributes to the success of the Strategic Plan.

Glossary of Abbreviations/Acronyms

AAC - Access and Assessment Centre
ACCESS - Aboriginal Community Career Employment Services Society
ALPR - Automatic Licence Plate Reader
ARC - Aboriginal Recreation and Cultural Program

BCACP - BC Association of Chiefs of Police
BCAMCP - BC Association of Municipal Chiefs of Police
BET - Beat Enforcement Team
BLO - Business Liaison Officer
BRO - Being Respectful of Others program

CAPSU - Civilian and Auxiliary Police Services Unit
CAU - Crime Analysis Unit
CCW - Citizens Crime Watch
CFO - Civil Forfeiture Office
CFSEU-BC - Combined Forces Special Enforcement Unit - BC
CIF - Criminal Investigation Fund
CMHA - Canadian Mental Health Association
COMET - Chronic Offender Management Team
COSS – Centralized Operations Services Section
COU - Chronic Offender Unit
CoV - City of Vancouver
CPC - Community Police Centre
CVU - Commercial Vehicle Unit

DCC - Downtown Community Court
DIRS – Diversity & Indigenous Relations Section
DRE - Drug Recognition Expert
DSO - Department Security Office
DTES - Downtown Eastside
DYS - Direction Youth Services

EIP - Early Intervention Program

FIU - Forensic Identification Unit

GCU - Gang Crime Unit
GIS – General Investigation Section
GO - General Occurrence report

HR - Human Resources

ICBC - Insurance Corporation of BC
IMS - Information Management Section
ISA - Information Sharing Agreement
ISSofBC - Immigrant Services Society of British Columbia

LGBTQ2S+ - Lesbian, Gay, Bisexual, Transgender, Queer, and Two-Spirited

MCS - Major Crime Section

MHA - Mental Health Act

MHSU - Mental Health and Substance Use

MHU – Mental Health Unit

MMHA - Ministry of Mental Health and Addictions

NPO - Neighbourhood Police Officer

OCS - Organized Crime Section

PAC - Parent Advisory Council

PAL - Police Athletic League

PCU - Property Crime Unit

PEAT - Psychiatric Emergency Assessment and Triage

PIA - Privacy Impact Assessment

PSS - Professional Standards Section

ReMake - Restoration through the Mobile Arts for Kids Exchange

RFID - Radio Frequency Identification

RFP - Request for Proposal

S.A.F.E. - Safety Awareness for Elders program,

SAIL - Seniors Abuse and Information Line

SEP - Sergeant Education Program

SFST - Standardized Field Sobriety Testing

SIS – Special Investigation Section

SLO - School Liaison Officer

SMT - Senior Management Team

SPH - St. Paul's Hospital

SRO - Single Room Occupancy

SSH - Social & Supportive Housing

TROO - Total Respect of Ourselves & Others program

TRT - Telephone Response Team

TSU – Traffic Services Unit

UNYA - Urban Native Youth Association

VCH - Vancouver Coastal Health

VPB - Vancouver Police Board

VPF - Vancouver Police Foundation

VPOA – Vancouver Police Officers' Association

VPU - Vancouver Police Union

VSU - Vancouver School Board

YSS - Youth Services Section

Vancouver Police Department 2019 Strategic Business Plan

The 2019 Strategic Business Plan outlines the key Strategies that will be undertaken throughout 2019 to continue working towards achieving the VPD's eight overarching Strategic Goals. Thirty-four (34) Strategies are identified with a total of 170 Activities associated to these Strategies.

The following table lists the eight Strategic Goals along with the 2019 Strategies that pertain to them:

<p>Strategic Goal: Foster relationships, understanding, and trust with our diverse community</p> <p><i>2019 Strategy 1:</i> Continue to engage and support vulnerable and marginalized individuals, specifically marginalized women.</p> <p><i>2019 Strategy 2:</i> Ensure the safety of the elderly population through ongoing education and awareness efforts.</p> <p><i>2019 Strategy 3:</i> Sustain and foster existing positive relationships with Indigenous communities.</p> <p><i>2019 Strategy 4:</i> Sustain and foster existing positive relationships with new immigrants and multicultural communities.</p> <p><i>2019 Strategy 5:</i> Continue to develop trust and relationships with youth through outreach, education, and empowerment activities.</p> <p><i>2019 Strategy 6:</i> Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2s+ issues relative to policing.</p>
<p>Strategic Goal: Strengthen mental health programs and processes</p> <p><i>2019 Strategy 1:</i> Continue to develop and implement a youth mental wellness program by working upstream and focusing on youth in school.</p> <p><i>2019 Strategy 2:</i> Continue to collaborate with Vancouver General Hospital (VGH) and Saint Paul's Hospital (SPH) to reduce mental health apprehensions and hospital wait-times.</p> <p><i>2019 Strategy 3:</i> Collaborate with the VGH's Access and Assessment Centre (AAC) to develop efficiencies for the VPD's Car 87/88 and Patrol Teams.</p> <p><i>2019 Strategy 4:</i> Collaborate with New Westminister, Burnaby, and Surrey to improve services for clients most at-risk and living with severe mental health and substance use (MHSU).</p>
<p>Strategic Goal: Fight violent crime and its causes</p> <p><i>2019 Strategy 1:</i> Continue increasing public awareness and engagement to prevent sexual offences, including highlighting concerning trends and behaviours.</p> <p><i>2019 Strategy 2:</i> Continue to increase the number of businesses enrolled in Barwatch and Restaurant Watch.</p> <p><i>2019 Strategy 3:</i> Continue to enhance information sharing between the VPD's Major Crime Section (MCS), Organized Crime Section (OCS), and Patrol, as well as with other police agencies and partners.</p> <p><i>2019 Strategy 4:</i> Continue to strategically target high-risk violent offenders utilizing a proactive inter-divisional, inter-agency, and regional approach.</p>
<p>Strategic Goal: Combat property crime and its drivers</p> <p><i>2019 Strategy 1:</i> Continue to enhance the process for referring chronic property crime offenders to the Downtown Community Court (DCC).</p> <p><i>2019 Strategy 2:</i> Proactively use intelligence to combat both residential and commercial break and enters.</p> <p><i>2019 Strategy 3:</i> Launch investigative and support capacities for the Cybercrime Unit.</p> <p><i>2019 Strategy 4:</i> With over 12,000 theft from auto incidents reported per year, the VPD will continue to focus on reducing these crimes through targeted enforcement projects and innovative education campaigns.</p>

Strategic Goal: Address community concerns that affect public safety

- 2019 Strategy 1:* Ongoing prioritization of liquor enforcement in the Granville and Gastown Entertainment Districts as well as on the beaches. Enforcement will focus on issues such as public drinking, intoxication, and liquor establishment inspections.
- 2019 Strategy 2:* Continue to work with the City of Vancouver (CoV) and local non-profit organizations to manage the negative impacts of illegal street vending.
- 2019 Strategy 3:* Continue to assist the CoV with its efforts to end homelessness.
- 2019 Strategy 4:* Continue working with partner agencies to minimize the harm caused by the opioid crisis.

Strategic Goal: Improve road safety for everyone

- 2019 Strategy 1:* Continued participation in coordinated Provincial road safety campaigns.
- 2019 Strategy 2:* Ongoing road safety initiatives and enforcement by Patrol members.
- 2019 Strategy 3:* Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.
- 2019 Strategy 4:* Continue to leverage technology to address current and anticipated road safety challenges.

Strategic Goal: Foster a culture of employee engagement and effective communication

- 2019 Strategy 1:* Continue to improve communication between VPD Executive members and front-line sworn and civilian members.
- 2019 Strategy 2:* Continue to improve communication between VPD Divisions.

Strategic Goal: Promote a healthy work environment

- 2019 Strategy 1:* Continue to support and foster employee wellness.
- 2019 Strategy 2:* Continue to enhance the professional development of VPD members.
- 2019 Strategy 3:* Continue to enhance the employee management processes.
- 2019 Strategy 4:* Continue to foster a respectful work environment throughout the VPD.
- 2019 Strategy 5:* Continue to enhance employee safety and security at VPD facilities.
- 2019 Strategy 6:* Implement recommendations from the comprehensive Operational Review of the VPD's staffing requirements.

The remainder of this report contains the Strategic Business Plan templates completed by each Champion detailing the various Activities, outcomes, measures, and other key elements associated with each of their Strategies for 2019.

Vancouver Police Department Annual Business Plan (2019)

Goal – Foster relationships, understanding, and trust with our diverse community

Champion – Inspector Suzanne Muir

Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	<p>Continue to engage and support vulnerable and marginalized individuals, specifically marginalized women.</p> <ul style="list-style-type: none"> • Continue to provide one-on-one and group guidance to vulnerable and marginalized women on utilizing essential community and social services, including obtaining new or replacement identification (i.e. BCID, BC Services, Status Cards). • Enhance transportation options for vulnerable persons to better access social services, transition housing, detox, and important familial activities. • Ongoing proactive communication between the VPD and the staff of women’s support residences, Single Room Occupancy (SRO) buildings, and modular housing units. • Distribute cell phones and notebooks to vulnerable individuals. • Distribute cost-effective adhesive blackboards to be installed at supervised consumption sites, shelters, and in individual SROs and modular housing suites for the posting of important reminders. • Ongoing participation in <i>SisterWatch</i>. • Continue to facilitate <i>Lunches with the Chief</i> in the Downtown Eastside (DTES). 	<p>Strengthening of trusting and positive relationships with vulnerable and marginalized women.</p> <p>Increased reporting of violent victimization.</p> <p>Improved health and wellness for vulnerable and marginalized women.</p> <p>Reconnection of vulnerable and marginalized women with their friends and family.</p> <p>Increased ability for vulnerable individuals (specifically sex industry workers) to keep track of information regarding their safety and experiences.</p> <p>Establishment of new relationships with modular housing staff and residents.</p>	<p>Assist 150 vulnerable individuals (who live in and frequent the city of Vancouver) in obtaining official provincial identification.</p> <p>Operate at least 1 group workshop per month in relation to acquiring identification.</p> <p>Distribute 40 cell phones and chargers equipped to call 911.</p> <p>Distribute 400 adhesive blackboards for installation in SROs, modular housing units, supervised consumption sites, and shelters.</p> <p>Distribute 700-800 notebooks to individuals in the DTES to utilize for personal recording purposes.</p> <p>Continue to attend 4 <i>SisterWatch</i> meetings a year as well as important functions attached to this committee (i.e. pop-up freezie and hot chocolate events).</p> <p>Host another 4 <i>Lunch with the Chief</i> events in the DTES.</p>	<p>Sex Industry Liaison Officer</p> <p>Inspector of Centralized Operations Services Section (COSS)</p> <p>Sergeant of Diversity & Indigenous Relations Section (DIRS)</p>	<p>Vancouver Police Foundation (VPF)</p> <p>SRO operators</p> <p>Modular housing staff and residents</p> <p>Downtown Eastside (DTES) community and women’s support organizations</p> <p>CoV</p> <p><i>SisterWatch</i> Committee</p>	<p>VPF provides funding to support these initiatives including <i>SisterWatch</i>.</p> <p>Counter Exploitation Unit – <i>Project Connect</i> Federal grant.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 2	Ensure the safety of the elderly population through ongoing education and awareness efforts.	<ul style="list-style-type: none"> Launch a second mass awareness campaign for the S.A.F.E program in conjunction with World Elder Abuse Day on June 15, 2019. The VPD Women's Safety Team to participate in World Elder Abuse Day activities. Deliver a VPD Seniors Fair as well as elder focused presentations on all areas of elder abuse as well as pedestrian and online safety. Foster community relationships through ongoing elder specific initiatives and activities such as neighbourhood circles, seniors' lunches, seniors' graffiti paint-outs, scooting seniors, and seniors' fairs. Continue to educate the elderly on common financial scams and provide anti-fraud awareness through social media, the VPD's Financial Crime website, and the CPCs. 	<p>Increased public awareness of elder abuse.</p> <p>Increased confidence and understanding among the elderly regarding their personal safety, while improving on community partnerships.</p> <p>Decreased likelihood of fraud and financial scams targeting elders, through education and awareness.</p>	<p>Regularly distribute S.A.F.E. magnets and brochures through the CPCs and at the public service counters of each VPD headquarters.</p> <p>Deliver 12 elderly safety presentations and/or informational sessions.</p> <p>Regularly communicate updated anti-fraud and other personal safety awareness messaging through the internet and social media.</p>	<p>Sergeant of Domestic Violence & Criminal Harassment Unit</p> <p>Sergeant of Financial Crime Unit</p>	<p>COSS</p> <p>Various senior support and housing agencies</p> <p>CPCs</p> <p>Vancouver Coastal Health (VCH)</p> <p>Seniors Abuse and Information Line (SAIL)</p> <p>MOSAIC</p>	<p>VPF grant for the S.A.F.E. program.</p>
Strategy 3	Sustain and foster existing positive relationships with Indigenous communities.	<ul style="list-style-type: none"> Continue participating in Indigenous cultural and community events such as the annual <i>Pulling Together</i> canoe journey, traditional canoe waking ceremony, the National Indigenous People's Day event, the National Aboriginal Veterans Day events, and the Women's Memorial March. Deliver additional Indigenous Cultural Competency training to VPD personnel, Community Police Centre (CPC) volunteers, and to staff of partner agencies such as the Justice Institute in order to promote greater cultural knowledge and awareness. Continue supporting Indigenous youth through the Indigenous Cadet Program, the Connect-a-Cop program, and the VPD Musqueam Basketball camp. Attend the <i>Gathering Our Voices</i> youth forum, Broadway Commercial Youth meetings, and the Musqueam Youth Club. Provide ongoing outreach services and other programming with partner agencies such as Direction Youth Services (DYS) and Urban Native Youth Association (UNYA). Establish an Indigenous Advisory Committee. Deliver Indigenous focused Women's Safety seminars with community partners. 	<p>Ongoing strengthening of existing relationships with the Indigenous population and associated community partners.</p> <p>Demonstrated commitment from the VPD in honouring marginalized groups.</p> <p>Increased understanding of cultural ceremonies and events through ongoing participation.</p> <p>Increased number of community contacts.</p> <p>Greater overall knowledge and understanding of Indigenous culture among VPD members.</p> <p>Increased engagement of and safety for at-risk Indigenous populations (including Indigenous youth) through existing programs.</p> <p>Enhanced personal safety and resilience while reducing vulnerability for Indigenous females.</p>	<p>Continue to attend a minimum of 4 cultural events per month.</p> <p>Provide ongoing outreach to community agencies twice per week.</p> <p>Increase the total number of Indigenous youth involved in the Indigenous Cadet Program.</p> <p>Ongoing recruitment and identification of Indigenous Cadet Program candidates that may qualify as future suitable VPD officer applicants.</p> <p>Deliver a second 10-week revised Aboriginal Recreation and Cultural (ARC) programming for 8-10 Indigenous youth, which will assist them with being streamlined into the Indigenous Cadet Program.</p> <p>Continue engaging 20-25 kids in the Musqueam Breakfast Club and 12-15 youth in the DTES <i>Walks</i> initiative.</p>	<p>Indigenous Liaison Officer</p> <p>Musqueam Nation Liaison Officer</p> <p>Indigenous Neighborhood Police Officer (NPO)</p> <p>Diversity Program Coordinator</p> <p>Indigenous Protocol Officer</p>	<p>UNYA</p> <p>Circle of Eagles Lodge</p> <p>Indigenous CPC</p> <p>Vancouver Indigenous Friendship Centre</p> <p>DYS</p> <p>ACCESS</p> <p>Aboriginal Mothers Centre</p> <p>WISH</p> <p>Agape Ministries</p> <p>Aboriginal Front Door Society</p> <p>Saa-Ust Centre</p>	<p>VPF funding for the <i>Pulling Together</i> canoe journey.</p> <p>VPF and Civil Forfeiture Office (CFO) funding for the Aboriginal Recreation and Cultural Program (ARC).</p> <p>ACCESS funding for the Indigenous Cadet Program.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Sustain and foster existing positive relationships with new immigrants and multicultural communities.	<ul style="list-style-type: none"> Attend the Immigrant Services Society of British Columbia (ISSofBC) Welcome House. Participate in annual community events such as the Vaisakhi and Chinese New Year parades. Attend education sessions and events at Mosques and other religious centres. Continue to engage multicultural communities in the Citizen's Police Academy. Continue to engage new immigrant youth through the NewKids Program. A Hate Crime campaign to be introduced in conjunction with the British Columbia Hate Crime Team in order to increase safety, education, and reporting of hate crime incidents. Ongoing publication of a Diversity Newsletter. 	<p>Strengthening of existing relationships with multicultural populations.</p> <p>Increase understanding of cultural customs.</p> <p>Greater officer knowledge and understanding of multicultural backgrounds and experiences.</p> <p>Enhanced safety and engagement of at-risk multicultural populations.</p> <p>Increased public awareness in relation to hate and bias motivated incidents.</p> <p>Greater support to groups susceptible to hate crime.</p>	<p>Deliver full-day safety workshops to new immigrants at the ISSofBC every 2 months.</p> <p>Deliver smaller safety workshops and newcomer packages once a week to new immigrants serviced by ISSofBC.</p> <p>Attend a minimum of 4 cultural events.</p> <p>Increase the VPD's total number of community partners and contacts.</p> <p>Enroll 20 new immigrants in the Citizen's Police Academy.</p> <p>Enroll 15 to 20 new immigrant youth in the NewKids program.</p> <p>Increase reporting of potential hate crime incidents.</p> <p>Dispense Diversity Newsletter monthly.</p>	<p>DIRS Inspector</p> <p>Hate Crimes Detective</p> <p>LGBTQ2S+ Liaison Officer</p> <p>Diversity Constable</p> <p>Diversity Programming Coordinator</p>	<p>ISSofBC</p> <p>Metro Vancouver Mosques and other religious centres</p> <p>MOSAIC</p> <p>Jewish Federation</p> <p>BC Hate Crimes Team</p> <p>RCMP</p>	<p>VPF grant to cover some new immigrant activities.</p> <p>CFO and VPF funding for the NewKids.</p>

Continue to develop trust and relationships with youth through outreach, education, and empowerment activities.

- Continue to deter gang involvement through initiatives for at-risk youth which combine community, arts, and/or culture (e.g., *RestART*, *ReMake*, and *End Gang Life*).
- Implement the *Choices* program under the *YoBro* and *YoGirl* initiatives.
- Continue to implement Gang Tackle program annually in partnership with the BC Lions.
- Deliver a 1-day sports-based anti-gang involvement workshop to youth.
- Continue to encourage leadership and skills development through the VPD Student Challenge, VPD Cadet Program, *YoBro*, and Vancouver School Board (VSB) Summer Program.
- Ongoing wellness promotion through sports and fitness with initiatives such as Streetfront marathon run group, Windermere Running Club, VPD Soccer, KidSport, the Student Challenge, and the Police Athletic League (PAL).
- Continue to encourage dialogue on topics such as mental health, gender violence, and technology misuse through the VPD Mental Wellness Peer-to-Peer Club and through the *Know Means No*, *Total Respect of Ourselves & Others* (TROO), *Here4Peers*, *FUNdaMENTALS*, and *Being Respectful of Others* (BRO) initiatives.
- Continue to host the annual Youth Connect event.
- Deliver a 1-day educational workshop to youth on respectful relationships, including personal safety and LGBTQ2S+ issues.

Increased connectivity to the community and enhanced positive relationships between police and at-risk youth.

High school aged youth will be deterred from engaging in the lifestyle of drugs, negative behaviours, criminal activities, and gang involvement.

Increased positive relationships between police and youth leading to increased engagement among youth in pro-social activities.

Fostered growth, confidence, independence, and leadership in youth.

Increased civic engagement and healthy lifestyles through active participation in sports.

Educated and empowered youth by providing information and safe space for discussion.

Increased education and awareness for Vancouver school youth around sexual health, making smart choices, and online safety.

Provide weekly engagement opportunities to various at-risk youth populations through ongoing programming.

Deliver public safety workshops to 200 elementary school youth through music and arts programming.

Engage 40 female participants (grades 8–12) for phase 1 of *ReMake* Program.

Deliver 2-4 *End Gang Life* sessions.

Engage 6 youth in RestART program.

Implement 20 sessions for 30 kids in the *Choices* program at Britannia.

Deliver at least 12 *YoBro* presentations.

Hold 30 to 40 TROO sessions and 2 BRO sessions.

Engage 50 at-risk youth with the 1-day sports anti-gang involvement workshop.

Engage 40 youth to participate in the 8-day Student Challenge.

Engage 200 youth through the VPD Cadet Program.

Continue to have 15 School Liaison Officers (SLOs) supporting a mix of academically challenged youth through the VSB Summer Program.

Streetfront marathon to continue meeting 3 times weekly, and to participate in 4 marathons per year.

Windermere Running Club to continue to engage 20 kids in bi-weekly activities with goal to participate in numerous half marathons held throughout the city.

VPD Soccer Club to partner with the Vancouver Whitecaps to engage 250 inner city youth in a 4-day summer program.

Engage in weekly PAL activities throughout various Vancouver schools.

Engage 140 youth through the 1-day respectful relationships workshop.

Inspector of Youth Services Section (YSS)

Youth Referral Coordinator

SLOs

PAL

VPD Soccer Club

Vancouver School Board (VSB)

Sport BC
VPD Cadet Program

Canadian Mental Health Association (CMHA)

Grandview Woodlands Community Policing Centre

Transit Police

VPF funds various youth initiatives.

CoV funds *RestART*.

CFO funding

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 6	Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2S+ issues relative to policing.	<ul style="list-style-type: none"> • Ongoing VPD participation on the CoV's LGBTQ2S+ advisory committee. • Continue expanding the Safe Place program on a local, provincial, and national level with businesses and schools. • Translate the VPD's <i>Walk with Me</i> transgender educational video into other languages to increase accessibility amongst the diverse populations of Metro Vancouver. • Continue to assist the CoV with the implementation of the "<i>Trans-Gender Variant and Two-Spirit Inclusion</i>" document to ensure inclusive and equitable treatment of transgender individuals in the day-to-day operations of the Police and all other City Departments. • Increase engagement with LGBTQ2S+ youth through anti-bullying programming and the <i>#Love Who You Want</i> campaign. • Create an engagement program for LGBTQ2S+ youth similar to the NewKids program. • Meet with LGBTQ2S+ community service providers on how to increase victimization reporting and to further build relationships with the community. • Ongoing collaboration with national and international law enforcement agencies and community organizations regarding LGBTQ2S+ issues. 	<p>Improved best practices when serving the LGBTQ2S+ community and increased understanding of transgender issues within policing.</p> <p>Increased awareness of the Safe Place program including the number of participating organizations.</p> <p>Greater awareness of LGBTQ2S+ issues while promoting understanding and education across different populations.</p> <p>Increased acceptance of LGBTQ2S+ youth among all youth.</p> <p>Decrease in risk factors for LGBTQ2S+ youth which can lead to serious negative outcomes such as suicide and self harm.</p> <p>Local and national police agencies and community organizations are engaged in LGBTQ2S+ training, education, and relationship building.</p>	<p>Attract upwards of 70 additional businesses to participate in the Safe Place program.</p> <p>Continue to increase the number of corporate businesses as well as police departments trained in the LGBTQ2S+ education program.</p> <p>Translate the <i>Walk with Me</i> video into Mandarin and Punjabi.</p> <p>Continue to deliver at least 10 LGBTQ2S+ training presentations with local and national law enforcement organizations.</p>	<p>LGBTQ2S+ Liaison Officer</p> <p>Diversity Program Coordinator</p>	<p>TransAlliance Society</p> <p>Qmunity</p> <p>CoV LGBTQ2S+ Advisory Committee</p> <p>Independent transgender advocates</p>	<p>Safe Place decals are covered under the VPD media budget.</p> <p>Funding grants to be submitted for translation of the <i>Walk with Me</i> video and creation of the new LGBTQ2S+ education video.</p> <p>A funding request has been made to the VPF regarding the LGBTQ2S+ youth engagement program.</p>

Vancouver Police Department Annual Business Plan (2019)

Goal – Strengthen mental health programs and processes

Champion – Inspector Lynn Nofle

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to develop and implement a youth mental wellness program by working upstream and focusing on youth in school.	<ul style="list-style-type: none"> Continue to facilitate ‘train-the-trainers’ workshops to high school students within the <i>Here4Peers</i> mental wellness program. Continue to deliver the <i>Here4Peers</i> program to grade 6 and 7 elementary students. Work with the VSB to increase resources to support <i>Here4Peers</i>. 	<p>Increased awareness of mental wellness among SLOs, VSB staff, and students.</p> <p>Increased access by students and staff to mental health services.</p> <p>De-stigmatization of mental illness amongst students and staff.</p>	<p>Increase the number of high school peer mentors be trained through <i>Here4Peers</i> from 120 to 160.</p> <p><i>Deliver Here4Peers</i> mentor training to seven Vancouver high schools: David Thompson, Vancouver Technical, Killarney, Eric Hamber, Prince of Wales, King George, and John Oliver.</p> <p><i>Here4Peers</i> high school mentors to provide workshops to over 2,000 grade 6 and 7 elementary students.</p>	Mental Health Unit (MHU) Sergeant	<p>VPD Cadets</p> <p>SLOs</p> <p>VPF</p> <p>VSB</p> <p>VCH</p> <p>CMHA</p> <p>CoV</p>	\$150,000 over 5 years from VPF to fund <i>Here4Peers</i> . Year 3 of the program commences at start of 2019/2020 school year.
Strategy 2	Continue to collaborate with Vancouver General Hospital (VGH) and Saint Paul’s Hospital (SPH) to reduce mental health apprehensions and hospital wait-times.	<ul style="list-style-type: none"> Work with VGH to fully operationalize the Psychiatric Emergency Assessment and Triage (PEAT) program to maximise efficiencies between VPD officers and VGH staff. Work with VGH, SPH, and contracted hospital security (Integrated Protection Services) to improve VPD Patrol member hand-off of Form 21 clients. 	<p>Streamlined hand-off procedures between VPD officers and VGH staff.</p> <p>Reduced Section 28 metal health apprehensions.</p> <p>Reduced hospital wait-times.</p> <p>Improved quality of care for patients.</p>	<p>Reduce hospital wait-times to 30 minutes for Form 21 clients (measured from time of registration).</p> <p>Reduce Section 28 apprehensions by 5%.</p> <p>Reduce average hospital wait-times to 56 minutes (Project Link goal set in 2011).</p>	YSS Staff Sergeant	<p>VPD Patrol</p> <p>VGH</p> <p>SPH’s Integrated Protection Services</p>	Existing budget
Strategy 3	Collaborate with the VGH’s Access and Assessment Centre (AAC) to develop efficiencies for the VPD’s Car 87/88 and Patrol Teams.	<ul style="list-style-type: none"> VPD to participate with VGH on Car 87/88 Working Groups. Expand Patrol officer awareness of the capacity and capability of the AAC. Work with the AAC to improve after-hours services. 	<p>Improved operational efficiencies between VPD and VGH.</p> <p>Improved ‘outreach’ services for AAC patients.</p> <p>Increased number of AAC clinicians partnering with VPD on Car 87/88.</p>	<p>Create a Car 87/88 dashboard for Project Link.</p> <p>Increase by 20% the number of outreach visits/assessments conducted by Car 87/88.</p> <p>Complete a feedback loop to Patrol on VPD referrals to the AAC.</p>	MHU Sergeant	<p>VPD Patrol</p> <p>VGH</p>	Existing budget
Strategy 4	Collaborate with New Westminster, Burnaby, and Surrey to improve services for clients most at-risk and living with severe mental health and substance use (MHSU).	<ul style="list-style-type: none"> Continue with Working Groups to develop an Information Sharing Agreement (ISA) and Privacy Impact Assessment (PIA) between police and Fraser Health. Work with the Ministry of Health and Ministry of Mental Health and Addictions (MMHA) to identify a coordinator to expand initiatives province-wide. Share best practices and updates with Police Mental Health Liaison group. 	<p>Improved sharing of information resulting in optimal client care.</p> <p>Improved quality of life and more consistent application of services for MHSU patients across Metro Vancouver.</p>	<p>Complete an ISA and PIA for police agencies and health authorities by Fraser Health Authority.</p> <p>Identify and engage a provincial lead for this strategy.</p> <p>Reduce negative police contacts, Mental Health Act (MHA) apprehensions, emergency department visits, and acute bed days for mutual clients.</p>	<p>Supt. Davey</p> <p>YSS Sergeant Fincham</p>	<p>VCH</p> <p>Fraser Health</p> <p>Metro Vancouver police agencies</p> <p>RCMP</p> <p>MMHA</p>	Existing budget

Vancouver Police Department Annual Business Plan (2019)

Goal – Fight violent crime and its causes

Champion – Superintendent Mike Porteous

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue increasing public awareness and engagement to prevent sexual offences, including highlighting concerning trends and behaviours.	<ul style="list-style-type: none"> Continue gathering information on current trends and issues affecting youth safety. Hold a third Youth Connect Symposium for youth education based awareness. Create a website to provide information about reporting a sexual assault and explaining the process of an investigation. Enact an anti-groping <i>No Touching</i> education campaign in partnership with Barwatch. 	<p>Greater collaboration with community groups to educate and provide foundational awareness of safety risks to youth.</p> <p>Community sexual assault concerns and trends will continue to be identified and targeted.</p> <p>The public will have a better understanding of sexual assault investigations.</p> <p>Bar patrons and bystanders will be encouraged to watch for and intervene against predators of vulnerable individuals in situations involving alcohol consumption.</p> <p>Increased reporting of incidents of sexual abuse occurring in licenced establishments.</p> <p>Reduction in sexual assaults that occur in licenced establishments.</p>	<p>Continue to provide youth safety tools to at-risk youth and peer mentors in grades 8 through 10, as well as to teachers and counsellors.</p> <p>Attendance of over 100 youth, parents, and counsellors at the 2019 Youth Connect Symposium.</p> <p><i>No Touching</i> posters will be placed in all Barwatch establishments.</p>	<p>Inspector of Special Invest Section (SIS)</p> <p>SIS Staff Sergeant</p> <p>Sex Crimes Unit Sergeant</p>	<p>Public Affairs</p> <p>Youth Services Unit</p> <p>SLOs</p> <p>Diversity Unit</p> <p>Child and Youth Advocacy Centres</p> <p>VSU</p> <p>Barwatch</p> <p>VCH</p>	<p>Civil Forfeiture grants</p> <p>VPF grants</p>
Strategy 2	Continue to increase the number of businesses enrolled in Barwatch and Restaurant Watch.	<ul style="list-style-type: none"> The Gang Crime Unit (GCU) will continue to conduct outreach to expand the Barwatch and Restaurant Watch programs as well as to increase the number of businesses participating in 'special agreements'. 	<p>Enhanced communication between police and bar/restaurant owners.</p> <p>The criminal element will have fewer venues to gather in the city of Vancouver, thereby enhancing community safety.</p>	<p>Increase the total number of businesses signed onto Barwatch and Restaurant Watch.</p> <p>Increase the total number of businesses that have entered into a 'special agreement' with the VPD.</p>	<p>OCS Inspector</p> <p>Organized Crime Unit Sergeant</p>	<p>Operations Division</p> <p>Organized Crime Section</p> <p>Barwatch</p>	<p>Existing budget</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Continue to enhance information sharing between the VPD's Major Crime Section (MCS), Organized Crime Section (OCS), and Patrol, as well as with other police agencies and partners.	<ul style="list-style-type: none"> Continue to expand the information-sharing platform/protocol between MCS, OCS, Patrol, as well as with other agencies across the region, province, and country. Based on the ongoing sharing of intelligence, continue to initiate short-term enforcement projects against targeted violent drug traffickers/organized crime and gang members. 	<p>The enhanced sharing of information will increase the real-time intelligence available to OCS investigators to help target violent criminals associated to the drug trade.</p> <p>The unlawful activities of organized crime groups will be disrupted through drug or other criminal investigations, before violent crimes are committed.</p> <p>Violent drug traffickers and organized crime members will be targeted and arrested through increased cooperation between MCS, OCS, and Patrol, as well as with external partners.</p> <p>Reduced crime involving a firearm, along with reduced overall violent crime.</p>	<p>During the course of a major crime investigation, MCS investigators are to continue to gather and share all relevant organized crime intelligence with OCS investigators, and with Patrol if applicable.</p> <p>During the course of an organized crime investigation, OCS investigators are to continue to gather and share any intelligence that may be of interest to MCS.</p> <p>Overall decrease in acts of violent crime committed by organized crime members.</p>	<p>OCS Inspector</p> <p>MCS Inspector</p> <p>OCS Staff Sergeant</p> <p>MCS Staff Sergeant</p> <p>Sergeant of Source Handling Unit</p>	<p>MCS</p> <p>OCS</p> <p>Patrol</p> <p>Combined Forces Special Enforcement Unit – BC (CFSEU-BC)</p> <p>RCMP</p> <p>Real-Time Intelligence Centre</p>	<p>Criminal Investigation Fund (CIF)</p> <p>Alternative external funding.</p> <p>Some potential cost recovery from external partners.</p>
Strategy 4	Continue to strategically target high-risk violent offenders utilizing a proactive inter-divisional, inter-agency, and regional approach.	<ul style="list-style-type: none"> Continue to utilize dedicated project teams to monitor the activity of and to proactively target (when strategically appropriate) identified organized crime group members. Continue to gather and use real-time intelligence to interdict and prevent violent offences such as shootings, assaults, drug robberies, arsons, conspiracies, home invasions, kidnappings, and murders. Continue to make asset referrals to the CFO from investigations that have been concluded by the VPD. Ongoing OCS guidance to other VPD members on civil forfeiture processes and related investigations. 	<p>Incarceration of key members of targeted organized crime groups will disrupt their unlawful activities, including their ability to use violence as a means of resolving internal and external conflicts.</p> <p>The seizure of drugs, weapons, currency, and vehicles from targeted organized crime groups will further hinder their ability to operate.</p> <p>Dedicated project team officers will continue to gain valuable experience/skills that will ensure succession as senior investigators get promoted or retire. Those members who wish to achieve Team Commander accreditation will gain experience in advanced investigative techniques.</p> <p>Success of large-scale projects leads to increased job satisfaction, performance, and morale.</p> <p>Ongoing development of Patrol members through exposure to investigative projects.</p> <p>Overall reduced gang violence and enhanced public safety.</p>	<p>Continue to target and incarcerate identified violent groups at regular intervals or as required to quell violent crime cycles.</p> <p>Continue to run projects on targeted organized crime groups upon receipt of credible human source information.</p> <p>Continue to utilize forfeiture on all organized crime investigations.</p> <p>Further increases in the value of assets referred to the CFO.</p>	<p>OCS Inspector</p> <p>MCS Inspector</p> <p>OCS Staff Sergeant</p> <p>Sergeant of Criminal Intelligence Unit</p> <p>Accredited Team Commanders</p>	<p>MCS</p> <p>OCS</p> <p>Patrol Districts</p> <p>CFO</p> <p>CFSEU-BC</p> <p>RCMP</p> <p>Municipal Police Agencies</p>	<p>CIF</p> <p>Alternative external funding.</p> <p>Budget implications are anticipated, but will continue to be mitigated through the leveraging of partnerships and alternative funding means.</p>

Vancouver Police Department Annual Business Plan (2019)

Goal – Combat property crime and its drivers

Champion – Superintendent Michelle Davey

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to enhance the process for referring chronic property crime offenders to the Downtown Community Court (DCC).	<ul style="list-style-type: none"> Align the VPD's and DCC's goals in relation to the targeting of chronic offenders. Identify the most prolific property crime offenders and ensure they are held accountable through surveillance, compliance checks, and investigative strategies. Create an effective model for the Chronic Offender Management Team (COMET) at the DCC with established criteria, tracking mechanisms, and measurement parameters. Work with the DCC to change geographic parameters for offender admission to the DCC. Run a pilot project that refers prolific offenders to the DCC who have been arrested outside the DCC catchment area. Work to reduce the number of outstanding arrest warrants issued by the Courts for VPD files. Patrol teams to actively seek and arrest those wanted on warrants to return them to court. 	<p>COMET will be able to better target the most prolific chronic property crime offenders.</p> <p>Gathering data to support admission to the DCC will depend on the offender in question rather than on geographic considerations.</p> <p>Enhanced support for chronic offenders who require treatment and other support.</p> <p>Reduced recidivism of chronic offenders who have been provided with support.</p> <p>Reduced need for chronic offenders to commit property crime due to addiction, poverty, homelessness, and mental health drivers.</p> <p>Increased number of arrest warrants executed.</p>	<p>Increase number of chronic offenders who receive support and alter their crime patterns (i.e., reduced number of arrests).</p> <p>Overall crime reduction in categories such as thefts from auto, commercial break and enters, and residential break and enters.</p> <p>Increase number of prolific offenders who remain in custody as a result of enhanced enforcement strategies.</p> <p>Develop measurement and evaluation criteria to assess the progress of the DCC pilot project.</p>	<p>Inspector of the General Invest Section (GIS)</p> <p>Chronic Offender Unit (COU) Sergeant</p>	<p>COU</p> <p>DCC</p> <p>Drug Court</p>	Existing budget
Strategy 2	Proactively use intelligence to combat both residential and commercial break and enters.	<ul style="list-style-type: none"> Refresh awareness campaigns to educate owners on how to better secure their homes. Use of a target selection matrix for selecting the most prolific break and enter offenders. Ongoing use of surveillance to target the most prolific offenders. Forensic Identification Unit (FIU) to attend parade briefings to update Patrol members on investigative strategies, to inform them of available forensic services, and to remind them to conduct video canvasses at all break and enters. Property Crime Unit (PCU) Sergeant to attend weekly Crime Control meetings for each Patrol District. The Telephone Response Team (TRT) and FIU to launch a residential break and enter pilot project for three months in Patrol District 3. Work to increase officer capacity to target persons selling stolen property online. Develop initiatives to educate the public to protect their mail and packages. 	<p>Reduced residential break and enter crime rates.</p> <p>Prolific break and enter offenders will be deterred from committing further offences.</p> <p>Patrol will be provided with the latest investigative requirements from Crown Counsel via parade briefings.</p> <p>Increased identification of suspects through forensic evidence during the residential break and enter pilot project in District 3.</p>	<p>Reduce the number of break and enters into unoccupied homes.</p> <p>Increase number of arrests of prolific break and enter targets.</p> <p>Improved break and enter modus operandi detail in police General Occurrence (GO) reports.</p> <p>Evaluate the results of the pilot project in District 3.</p> <p>Increased number and dollar value of stolen goods recovered from pawn shops across Metro Vancouver.</p>	<p>GIS Inspector</p> <p>PCU Sergeants</p> <p>Sergeant of Anti-fencing & Auto Crime Unit</p>	<p>COU</p> <p>Crime Analysis Unit (CAU)</p> <p>Public Affairs</p> <p>DCC</p>	Possible CIF funding applications

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Launch investigative and support capacities for the Cybercrime Unit.	<ul style="list-style-type: none"> Develop a cybercrime toolkit for front-line VPD members and post it on the intranet. Instruct front-line officers, Neighbourhood Police Officers (NPOs), and the Business Liaison Officer (BLO) on how to deliver messaging around cyber safety. Brief investigative units on the role of new Cybercrime Unit. Establish policies relating to undercover cybercrime investigations. Identify critical infrastructure in Vancouver to protect against cyber threats, develop contingency plans, and participate in tabletop exercises with representatives from both the private and public sector. Develop a cybercrime website link on vpd.ca. Host a large-scale networking meeting with key private sector businesses that are most vulnerable to cybercrimes. 	<p>The Cybercrime Unit will be available to advise all VPD units investigating crimes with a cyber-component.</p> <p>The Cybercrime Unit will be responsible for investigating high profile cybercrimes.</p> <p>Patrol and Investigative officers will be educated on cybercrime and will be equipped to provide advice to victims.</p> <p>Proactive enforcement strategies to prevent cybercrime will be shared with businesses.</p> <p>Ongoing collaboration will occur with local cybercrime subject matter experts in order to remain current on trends and best practices.</p>	<p>Conduct a qualitative assessment of improved understanding among Patrol members and detectives on cybercrime types and prevention strategies.</p> <p>Establish baselines for the number of files the Cybercrime Unit can investigate and support.</p>	<p>GIS Inspector</p> <p>Sergeant of the Cybercrime Unit</p>	<p>Patrol</p> <p>Investigation Division</p> <p>COSS</p>	Existing budget
Strategy 4	With over 12,000 theft from auto incidents reported per year, the VPD will continue to focus on reducing these crimes through targeted enforcement projects and innovative education campaigns.	<ul style="list-style-type: none"> Patrol to continue to conduct theft from auto projects in high crime areas. COU will continue to identify and target theft from auto offenders using the DCC's prolific offender list. Ongoing use of Radio-Frequency Identification (RFID) and Bait projects in high crime areas to supplement Patrol projects. Leverage the CoV's pay-by-phone App throughout the year to raise public awareness to not leave valuables in a parked vehicle. Conduct a scooter lock education campaign in the summer of 2019. Continue to use CPC and Citizens Crime Watch (CCW) volunteers to target 'hot spot' theft from auto locations throughout the city. Leverage the Block Watch program to deliver key 'hot spot' messaging to neighbourhoods across Vancouver. 	<p>Reduced theft from auto crime rates.</p> <p>A larger audience will be reached through expanded auto theft prevention public awareness campaigns.</p> <p>Increased public awareness to not leave valuables visible in parked vehicles.</p> <p>Fewer scooter thefts due to an increased supply of scooter locks.</p>	<p>A minimum of 4 patrol-based theft from auto projects in high crime areas.</p> <p>Increased arrests for theft from auto.</p> <p>A reduction in theft from autos in high crime areas.</p> <p>A reduction in scooter thefts.</p>	<p>GIS Inspector</p> <p>Patrol District Inspectors</p> <p>COU Sergeant</p> <p>Sergeant of Anti-fencing & Auto Crime Unit</p> <p>Director of Public Affairs</p>	<p>COU</p> <p>CAU</p> <p>District Analysts</p> <p>DCC</p>	VPF funding has been requested to support the pay-by-phone App messaging.

Vancouver Police Department Annual Business Plan (2019)

Goal – Address community concerns that affect public safety

Champion – Superintendent Marcie Flamand

	Strategy	Activities	Outcome	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Ongoing prioritization of liquor enforcement in the Granville and Gastown Entertainment Districts as well as on the beaches. Enforcement will focus on issues such as public drinking, intoxication, and liquor establishment inspections.	<ul style="list-style-type: none"> Ongoing deployment of Lima shifts in the Granville and Gastown Entertainment Districts every weekend. VPD Lima shifts will focus on using existing bylaws and the Criminal Code of Canada to combat violence in the entertainment districts. Continue to support the <i>Good Night Out</i> program (in its second year). Implementation of the TransLink Nightbus District program. Lima will continue to partner with Liquor Inspectors and the CoV to inspect liquor premises. VPD will deploy on-duty resources designated to Beach Patrol in District 1 and District 4) during the summer months to minimize liquor-related issues on Vancouver's beaches. Ongoing usage of a variety of education and enforcement strategies to deter drinking in public spaces. 	<p>Public drinking and intoxication will be deterred.</p> <p>Greater compliance with liquor regulations pertaining to capacity and service.</p> <p>Enhanced public safety in the entertainment districts specifically for more vulnerable populations such as women and LGBTQ2S+ individuals.</p> <p>Reduction in incidents of disturbances and disorder on beaches.</p> <p>Greater access to safe travel out of the Granville Entertainment District after last SkyTrain departs nightly.</p>	<p>Overall reductions in the number of fights, breaches of the peace, and disturbances in the entertainment districts.</p> <p>Conduct a minimum of 18 liquor licence inspections and/or business licence reviews.</p> <p>Increased access to information and support for higher victimized populations.</p> <p>The Nightbus program provides safe and sufficient public transportation at regular intervals in and out of Granville Entertainment District until after 4am.</p> <p>Reduction of disorder incidents on the beaches.</p>	<p>Supt. Flamand</p> <p>District 1 Inspector</p> <p>District 4 Inspector</p> <p>District 1 Staff Sergeant</p> <p>Liquor Coordinator</p>	<p>Barwatch</p> <p>Park Board</p> <p>Provincial Liquor Inspectors</p> <p>CoV</p> <p>Granville Entertainment District Business Improvement Association</p> <p>TransLink</p>	<p>Funding extended by the VPF and CoV for the <i>Good Night Out</i> program.</p>
Strategy 2	Continue to work with the City of Vancouver (CoV) and local non-profit organizations to manage the negative impacts of illegal street vending.	<ul style="list-style-type: none"> Maintain the VPD's Street Vending Liaison Officer position. Maintain ongoing enforcement against illegal vending activity, and continue monitoring legal vending sites for protocol compliance. Continue to work with the CoV to ban stolen and prohibited items from the DTES Street Market. Continue to assist CoV Street Cleaning staff in the removal of hazardous materials in the DTES. COSS to assign a designated Street Disorder Coordinator to help the Beat Enforcement Team (BET) combat illegal street vending in the DTES among other disorder issues. Patrol District 2 to assign an officer to support the Street Disorder Coordinator. 	<p>Better coordination with the CoV Engineering Department and non-profit organizations, in dealing with street vending issues.</p> <p>Reduction in complaints by citizens regarding illegal street vending through coordinated responses to decrease this activity.</p> <p>Reduction in street level violence in the DTES associated with illegal street vending.</p> <p>Increased coordination with the DTES Street Market.</p> <p>Increased assistance to Patrol District 2 officers and the Street Vending Liaison Officer in responding to illegal street vending and disorder calls for service in the DTES.</p>	<p>Continue to patrol and ticket illegal street vending where appropriate.</p> <p>Reduced number of citizen complaints regarding illegal street vending.</p> <p>Decrease in street level violent crime reports in the DTES.</p> <p>Reduction in the amounts of illegal merchandise being sold in the sanctioned DTES Street Market.</p>	<p>District 2 Inspector</p> <p>COSS Inspector</p> <p>BET Staff Sergeant</p>	<p>BET</p> <p>CoV</p> <p>Non-profit organizations</p>	<p>The Street Vending Liaison Officer Position is partially funded within the existing VPD budget.</p>

	Strategy	Activities	Outcome	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Continue to assist the CoV with its efforts to end homelessness.	<ul style="list-style-type: none"> The VPD Homeless Outreach Coordinator will continue to brief Patrol on how to manage pop-up encampments and people sleeping outdoors in public areas (rough sleepers). 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 SRO buildings and Social & Supportive Housing (SSH) sites safe and secure. 	<p>Patrol officers will continue to be educated and equipped to deal with rough sleepers and have a clear understanding of laws regarding encampments.</p> <p>Reduction in the number of citizen complaints of people bedded down in open areas not designed for habitation (e.g., doorways, parks, or bus shelters).</p> <p>Overall, the VPD continues to collaborate with the CoV to secure safe shelter for all residents.</p>	<p>Reduced pop-up encampments.</p> <p>Overall increases in the number of homeless people placed into shelters and permanent housing.</p> <p>Ongoing regular inspections of all SROs and SSHs.</p>	<p>Homeless Outreach Officer</p> <p>Street Disorder Officer</p>	<p>CoV</p> <p>SRO operators</p> <p>BC Housing</p> <p>Modular Housing Committee (managers and residents)</p>	Existing budget
Strategy 4	Continue working with partner agencies to minimize the harm caused by the opioid crisis.	<ul style="list-style-type: none"> Proactively target individuals or groups manufacturing and/or distributing fentanyl in the city of Vancouver. VPD participation in Vancouver's Community Action Team, the Mayor's Opioid Task Force, and other similar committees composed of stakeholders from the Province and community. Convey information to the public in a timely manner, especially to those groups most at-risk from accidental exposure and overdose. Supplement public awareness campaigns by developing additional awareness initiatives (i.e., youth presentations and other programs). Continue raising awareness on the need for treatment-on-demand for opioid users. Implement new module curriculum and workshops on fentanyl, including an Odd Squad Productions Film. 	<p>Disruption of the groups involved in the trafficking of fentanyl and a reduction of the supply to the street level.</p> <p>Increased public awareness around the dangers of fentanyl and its analogs.</p> <p>Youth will be better informed on the risks associated with fentanyl and other drug use.</p>	<p>Increase in the number of arrests made, charges recommended, and the quantity of fentanyl-laced drugs seized.</p> <p>Overall reduction in overdose deaths occurring in the city.</p> <p>Further the scope of fentanyl public awareness campaigns.</p> <p>Further create and deliver presentations to youth regarding fentanyl.</p>	<p>OCS Inspector</p> <p>District 2 Inspector</p> <p>YSS Inspector</p>	<p>VPD Public Affairs</p> <p>Operations Division</p> <p>Organized Crime Section</p> <p>YSS</p> <p>Odd Squad Productions</p>	<p>VPF</p> <p>CIF</p> <p>Other grant funding</p>

Vancouver Police Department Annual Business Plan (2019)

Goal – Improve road safety for everyone

Champion – Superintendent Steve Eely

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continued participation in coordinated Provincial road safety campaigns.	<ul style="list-style-type: none"> Ongoing coordination of road safety enforcement efforts between the BC Association of Chiefs of Police (BCACP) Traffic Safety Committee, the Insurance Corporation of British Columbia (ICBC), and the media. Participate in a <i>High Risk Driving</i> campaign (Spring). Participate in a <i>Railway Safety</i> campaign (Spring). Participate in an ICBC sponsored <i>Pedestrian & Cycling Safety</i> campaign (Spring, Summer, and Fall). Participate in a <i>Distracted Driving</i> campaign (Spring and Fall). Participate in an <i>Occupant Restraint</i> campaign (Spring and Fall). Undertake a <i>Speed Relative-to-Conditions</i> campaign (Fall). Implement <i>CounterAttack</i> roadblock deployments (Summer and Winter). 	<p>Coordination of traffic enforcement efforts across multiple police agencies and jurisdictions.</p> <p>Continued positive partnerships with relevant stakeholders.</p> <p>Overall improved road safety.</p>	<p>Ongoing VPD participation in all Provincial road safety campaigns.</p> <p>Continue to conduct a minimum of 30 <i>CounterAttack</i> roadblock deployments.</p>	<p>Inspector of the Traffic Section</p> <p>Traffic Section Staff Sergeant</p>	<p>VPD Traffic Analyst</p> <p>VPD District Commanders</p> <p>VPD Public Affairs</p> <p>BCACP Traffic Safety Committee</p> <p>ICBC</p> <p>Media</p>	Existing budget - assuming required funding is secured for <i>Counter Attack</i> campaign.
Strategy 2	Ongoing road safety initiatives and enforcement by Patrol members.	<ul style="list-style-type: none"> Ongoing Patrol based enforcement projects at high collision locations, with support from the Traffic Section. Ongoing monthly meetings to review patrol-based road safety enforcement progress and approach. Training of front-line members in traffic enforcement, including Standardized Field Sobriety Testing (SFST) and Drug Recognition Expert (DRE) testing. 	<p>Increased road safety enforcement awareness, ability, and engagement by Patrol members.</p> <p>Improved road safety.</p>	<p>Increased traffic enforcement numbers across all Patrol Districts.</p> <p>Minimum of 50 patrol-based road safety projects undertaken.</p> <p>A minimum of 150 members certified in SFST.</p> <p>A minimum of 15 members certified as DREs.</p>	<p>Patrol District Commanders</p> <p>Traffic Section Inspector</p> <p>Traffic Section Staff Sergeant</p>	<p>Traffic Section</p> <p>Patrol District Staff Sergeants</p> <p>Crime Control Sergeants</p> <p>Patrol members</p>	TBD - pending decision regarding DRE training model.

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.	<ul style="list-style-type: none"> • Ongoing monthly Traffic Section meetings to review relevant data and ticket production within each Traffic enforcement squad. • Ongoing targeted enforcement to improve pedestrian and cyclist safety. • Continue to undertake numerous road safety projects throughout the year including: <ul style="list-style-type: none"> – <i>Operation Hang-up</i> with ICBC (March and September); – <i>Project Swoop</i> with ICBC (May); – <i>Pedestrian Safety and Education</i> in cooperation with ICBC, Community Policing Centres (CPCs), and Transit Police (Spring and Fall); – <i>Cycling Awareness and Education</i> in cooperation with Public Affairs, ICBC, and the media (Spring and Summer); – <i>Cone Zone</i> campaign in cooperation with the WorkSafeBC (Spring and Summer); – <i>Noisy Muffler</i> campaign (Summer); and, – <i>Back-to-School</i> campaign (September). • Ongoing delivery of occupant restraint clinics throughout the city. • Undertake education and enforcement initiatives during <i>Bike-to-Work</i> week (1st week of June). • Focus on targeting the big four road safety violations (Speed, Distracted Driving, Impaired Driving, and Seatbelt use) during the May and Thanksgiving long weekends. • Ongoing VPD Commercial Vehicle Unit (CVU) commercial vehicle inspections. • Delivery of road safety presentations to elementary school children, Parent Advisory Councils (PACs), and seniors through the School Safety Patrol Team. • Complete and deliver a Code3 safety driving video for Patrol members. • Regular meetings with the CoV, ICBC, and other stakeholders to address road safety matters of mutual concern. 	<p>Timely road safety enforcement at key locations, based on seasonal demands.</p> <p>Enhanced understanding and awareness of traffic safety concerns by all road users.</p> <p>Enhanced overall road safety for the most vulnerable road users through education and enforcement action.</p>	<p>Increases in ticket production within all Traffic squads.</p> <p>A minimum of 75 total road safety presentations delivered to youth, PACs, and seniors by the School Safety Patrol Team.</p> <p>4 occupant restraint clinics delivered.</p> <p>Total of 500 Level 1 & 2 commercial vehicle inspections conducted by the VPD CVU.</p> <p>The Code 3 safety driving video to be delivered to all Patrol members.</p>	<p>Traffic Section Inspector</p> <p>Traffic Section Staff Sergeant</p> <p>Sergeant of Traffic Services Unit (TSU)</p> <p>Traffic Support Team</p> <p>School Safety Patrol Team</p>	<p>VPD Traffic Services</p> <p>VPD Traffic Analyst</p> <p>VPD Public Affairs</p> <p>Patrol Districts</p> <p>Neighbourhood Policing Team</p> <p>School Liaison Officers</p> <p>CPC volunteers</p> <p>CCW</p> <p>CoV</p> <p>HUB Cycling</p> <p>Outside agency Commercial Vehicle Units</p> <p>Media</p> <p>ICBC</p> <p>Pacific Region Training Centre</p> <p>Transit Police</p> <p>BCACP</p> <p>BC Association of Municipal Chiefs of Police (BCAMCP)</p>	Existing budget

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Continue to leverage technology to address current and anticipated road safety challenges.	<ul style="list-style-type: none"> • Ongoing deployment of Automatic Licence Plate Reader (ALPR) technology within the VPD Traffic fleet. • Continue to use social media to increase community engagement and awareness regarding road safety. • Implementation of the E-Ticketing initiative pending approval by the Treasury Board. • Review and implementation of new technology related to the detection of impairment by drug. • Implementation of automated speed enforcement cameras in cooperation with ICBC and BC Police Services. 	<p>Increased enforcement on high risk and unauthorized drivers.</p> <p>Improved community engagement on road safety issues.</p> <p>Improved efficiencies in ticket distribution and corresponding processes.</p> <p>Enhanced police ability to respond to 'impaired by drug' offences.</p>	<p>Minimum of 4 ALPR deployments per month.</p> <p>Implementation of E-Ticketing across front-line operations.</p> <p>Increased automated enforcement of high collision locations.</p>	<p>Traffic Section Inspector</p> <p>Traffic Section Staff Sergeant</p> <p>TSU Sergeant</p>	<p>Traffic Section</p> <p>Fleet Services</p> <p>Public Affairs</p> <p>Information Management Section (IMS)</p> <p>Information & Communications Technology (ICT) Section</p> <p>Equipment Committee</p> <p>Training Section</p> <p>BC Police Services</p> <p>BCACP</p> <p>BCAMCP</p> <p>PRIME</p> <p>Road Safety BC</p>	TBD

Vancouver Police Department Annual Business Plan (2019)

Goal – Foster a culture of employee engagement and effective communication

Champion – Chief Adam Palmer

	Strategy	Activities	Outcome	Target Measures	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to improve communication between VPD Executive members and front-line sworn and civilian members.	<ul style="list-style-type: none"> Executive to continue to provide timely updates to sworn and civilian staff on major organizational matters. Executive to continue to engage with all VPD members as much as possible. Executive members will continue to participate in Patrol 'ride-alongs' throughout 2019. Chief to continue to attend Patrol parade briefings. Chief and Executive Team to personally engage staff exposed to traumatic or significant incidents. 	<p>Staff will be regularly informed regarding important organization matters.</p> <p>Greater communication between Executive and front-line staff.</p> <p>Opportunities for direct face-time with the Chief to share organizational feedback.</p> <p>Front-line members will feel encouraged to further communicate with the Executive.</p> <p>Greater Executive understanding of front-line challenges and concerns.</p> <p>Greater support and comfort provided to staff exposed to traumatic or significant incidents.</p>	<p>Leverage a variety of communication methods to provide organizational updates to all staff including e-mail, video, and personal contact.</p> <p>Executive to engage with VPD staff in a variety of settings including training sessions and Section meetings as well as at public events, social gatherings and other Departmental events.</p> <p>Patrol parade briefings to be routinely attended to by the Chief.</p> <p>Overall positive employee satisfaction survey results.</p>	<p>VPD Executive Team</p> <p>VPD Senior Management Team</p>	<p>All VPD members</p> <p>Vancouver Police Officers Association (VPOA)</p> <p>Vancouver Police Union (VPU)</p> <p>Teamsters</p>	Existing budget
Strategy 2	Continue to improve communication between VPD Divisions.	<ul style="list-style-type: none"> Enhance collaboration between the Operations and Investigation Divisions in the handling of files. Sworn and civilian members from various specialty units to attend Patrol parades and Patrol supervisor meetings. Utilize mentorships, short-term or on-loan assignments to enhance communication and organizational knowledge across divisions. 	<p>Enhanced connections, better communication, and greater sharing of experience across divisions.</p> <p>Enhanced Patrol member knowledge of the services and workload of specialty units.</p> <p>Greater overall communication between the Operations and Investigation Divisions.</p>	<p>Establish a committee of representatives from the Operations and Investigation Divisions to enhance communication and to better coordinate the handling of files across divisions.</p> <p>Select specialty units to continue to present their services and work to Patrol members.</p> <p>Track the total number of mentorships and on-loan assignments that occur between the Divisions throughout 2019.</p>	<p>VPD Executive Team</p> <p>VPD Senior Management Team</p>	All VPD staff	Existing budget

Vancouver Police Department Annual Business Plan (2019)

Goal – Promote a healthy work environment

Champion – Superintendent Martin Bruce

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to support and foster employee wellness.	<ul style="list-style-type: none"> Conduct a staff survey on current and potential future wellness programing. Review and improve the function of Wellness Committee. Facilitate an inaugural Civilian Retirement Dinner event. Collaborate in the CoV-Led Request-for-Proposal (RFP) process for a new VPD medical provider. Implement the BC First Responders program to improve trauma resilience training and programming for VPD members. Host a seminar on resiliency. 	<p>VPD Human Resources Section (HR) will gain a greater understanding of the wellness needs of VPD staff.</p> <p>Increased member participation in wellness programing.</p> <p>Greater staff access to information detailing health and wellness services and programs.</p> <p>Long serving civilian employees will feel a greater sense of appreciation.</p> <p>Overall improved resiliency support for VPD members and their families.</p>	<p>Identify staff preferences and strategies to improve engagement and participation in wellness activities.</p> <p>Create a tracking mechanism to capture metrics on wellness initiatives including participation rates.</p> <p>Selection and implementation of a new medical provider while updating relevant communications and literature.</p> <p>First ever Civilian Retirement Dinner is held.</p> <p>Host one resiliency seminar.</p>	<p>HR Staff Sergeant</p> <p>HR Sergeants</p> <p>HR Manager</p> <p>HR Consultant</p> <p>Fitness Coordinator</p>	<p>Planning, Research & Audit Unit</p>	<p>All activities funded within the existing HR/wellness budget.</p>
Strategy 2	Continue to enhance the professional development of VPD members.	<ul style="list-style-type: none"> Embed wellness awareness exercises into the Sergeant Education Program (SEP) and civilian supervisor training. Increase the number of HR staff trained to conduct labour process investigations. Create a civilian supervisor training module. Conduct a 1-year review of the VPD's current Tenure Policy to ensure any necessary amendments are recommended. 	<p>Increased capacity among supervisors to support their teams.</p> <p>Overall improved supervisor capabilities and awareness of their roles and responsibilities.</p> <p>Greater capacity in HR for conducting labour process investigations and imparting process knowledge to VPD staff.</p> <p>Enhanced fairness and transparency with the current Tenure Policy.</p>	<p>A number of Sergeants and civilian supervisors will be trained in new staff wellness protocols.</p> <p>Train 2 additional HR members in labour investigations.</p> <p>Implement any necessary revisions to the current Tenure Policy once the review has been completely.</p>	<p>HR Staff Sergeant</p> <p>HR Manager</p>	<p>Civilian and Auxiliary Police Services Unit (CAPSU)</p> <p>IMS</p> <p>Training Section</p>	<p>All activities are included within the mandatory 2019 HR training budget.</p>
Strategy 3	Continue to enhance the employee management processes.	<ul style="list-style-type: none"> Create protocols for the integration of new employees (on-boarding). Continue to work to ensure long-term sick and injured members provide feedback on levels of HR service. HR to initiate review of Early Intervention Program (EIP) software options with the Professional Standards Section (PSS), for eventual transition to HR. 	<p>Increased support and engagement for new members.</p> <p>Increased response to and accountability for members who are off sick or injured.</p> <p>Greater efficiencies with the EIP.</p>	<p>New on-boarding protocols are implemented.</p> <p>Complete a bi-annual survey of members who have been off long-term sick or injured.</p> <p>New EIP software options are identified.</p>	<p>HR Services Coordinator</p> <p>Payroll Supervisor</p> <p>Disability Case Manager</p>	<p>HR ICT</p> <p>Department Security Office (DSO)</p> <p>Payroll Unit</p> <p>PSS</p>	<p>Potential capital funding for some initiatives.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Continue to foster a respectful work environment throughout the VPD.	<ul style="list-style-type: none"> Deliver another Senior Management Team (SMT) presentation on <i>Respectful Workplace</i> legislation/case law changes. Develop and deliver <i>Respectful Workplace</i> cycle training and parade briefing sessions. Increase member awareness of updated labour process guidelines. 	<p>Increased staff knowledge and understanding of <i>Respectful Workplace</i> protocols and impacts.</p> <p>Increased labour process understanding, compliance, and transparency.</p>	<p><i>Respectful Workplace</i> training sessions delivered to Patrol Supervisors and a number of Patrol members.</p> <p>Updated labour process guidelines to be available to all members.</p>	HR Staff Sergeant	<p>HR</p> <p>SMT</p> <p>Training Section</p> <p>VPU</p>	Existing budget
Strategy 5	Continue to enhance employee safety and security at VPD facilities.	<ul style="list-style-type: none"> Conduct regularly scheduled fire and evacuation drills in all VPD facilities. Update security protocols for visitor access at all VPD buildings. 	<p>Increased emergency evacuation knowledge and safety of VPD members.</p> <p>Increased security for staff and the public at VPD facilities.</p>	<p>1 scheduled evacuation drill for each VPD facility.</p> <p>Participate in the <i>Great British Columbia Shakeout</i> earthquake preparedness drill.</p> <p>New security protocols to be implemented at all facilities.</p>	<p>Health & Safety Coordinator</p> <p>DSO Sergeant</p> <p>Emergency Planner</p>	<p>Facilities Section</p> <p>DSO</p> <p>Public Service Unit</p> <p>Emergency & Operational Planning Section</p>	Existing budget
Strategy 6	Implement recommendations from the comprehensive Operational Review of the VPD's staffing requirements.	<ul style="list-style-type: none"> VPD Operational Review Project Implementation Team to coordinate ongoing implementation of recommendations. 	Updated Departmental staffing needs will be implemented based on comprehensive consultations, research, and analysis.	<p>Development of implementation timelines and tiers.</p> <p>Implementation of 2019 staffing/resource additions and preparation for 2020 additions.</p>	<p>Deputy Chief Rai</p> <p>Staff Sergeant Heard</p>	<p>All VPD staff</p> <p>VPU</p> <p>Vancouver Police Officers Association</p> <p>Teamsters</p>	Annual VPD Operating Budget process working with the City of Vancouver.