



**VANCOUVER POLICE DEPARTMENT
2019 STRATEGIC BUSINESS PLAN REPORT-BACK**

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

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GLOSSARY OF ABBREVIATIONS/ACRONYMS

AAC – Access and Assessment Centre
ACCESS – Aboriginal Community Career Employment Services Society
AFT – Asset Forfeiture Team (VPD)
ALPR – Automatic Licence Plate Reader
ARC – Access, Recreation & Cultural program
ASD – Approved Screening Device

BCACP – British Columbia Association of Chiefs of Police
BET – Beat Enforcement Team (VPD)
BRO – Being Respectful of Others program

CAPSU – Civilian & Auxiliary Police Services Unit (VPD)
CCW – Citizens Crime Watch
CFO – Civil Forfeiture Office
COMET – Chronic Offender Management Enforcement Team
COU – Chronic Offender Unit (VPD)
CoV – City of Vancouver
CPA – Citizens Police Academy
CPC – Community Policing Centre
CSS – Community Services Section (VPD)
CVSE – Commercial Vehicle Safety Enforcement Unit
CVU – Commercial Vehicle Unit (VPD)

DCC – Downtown Community Court
DIIRS – Diversity, Inclusion & Indigenous Relations Section (VPD)
DOAP – Drug Overdose and Alert Partnership
DRE – Drug Recognition Expert
DTES – Downtown Eastside
DYS – Directions Youth Services
DVACH – Domestic Violence and Criminal Harassment Unit (VPD)

EAU – Elder Abuse Unit (VPD)
EIP – Early Intervention Program

FCU – Financial Crime Unit (VPD)
FIU – Forensic Identification Unit (VPD)

GCU – Gang Crime Unit (VPD)
GED – Granville Entertainment District
GIS – General Investigations section (VPD)

HR – Human Resources Section (VPD)

ICBC – Insurance Corporation of British Columbia
IRP – Immediate Roadside Prohibition
ISA – Information Sharing Agreement
ISSofBC – Immigrant Services Society of British Columbia

JIBC – Justice Institute of BC

LGBTQ2S+ – Lesbian, Gay, Bisexual, Transgender, Queer, and Two-Spirit+

MCS – Major Crime Section (VPD)
MHA – Mental Health Act
MHU – Mental Health Unit (VPD)
MOSAIC – an interpretation and translation agency
MTI – Municipal Ticket Information
MVA – Motor Vehicle Act

NCO – Non-Commissioned Officer (VPD)
NPO – Neighbourhood Police Officer (VPD)

OCS – Organized Crime Section (VPD)

PAC – Parent Advisory Council
PAL – Police Athletic League
PCU – Property Crime Unit (VPD)
PEAT – Psychiatric Emergency Assessment and Triage program
PIA – Privacy Impact Assessment
PNE – Pacific National Exhibition
PSS – Professional Standards Section (VPD)

RADAR – Real-time Drug Alert & Response System
RCMP – Royal Canadian Mounted Police
RFID – Radio-Frequency Identification
RFP – Request for Proposal
RV – Recreational vehicle

S.A.F.E. – Safety Awareness for Elders Program
SEP – Sergeant Education Program (VPD)
SFST – Standardized Field Sobriety Test
SIS – Special Investigation Section (VPD)
SLO – School Liaison Officer (VPD)
SMT – Senior Management Team (VPD)
SPH – St. Paul's Hospital
SRO – Single Room Occupancy
SSH – Social & Supportive Housing
SSPT – School Safety Patrol Team (VPD)

TROO – Total Respect of Ourselves & Others Program

UNYA – Urban Native Youth Association

VAFC – Vancouver Aboriginal Friendship Centre
VCH – Vancouver Coastal Health
VFRS – Vancouver Fire Rescue Services
VGH – Vancouver General Hospital
VPF – Vancouver Police Foundation
VPD – Vancouver Police Department
VSB – Vancouver School Board

YSS – Youth Services Section (VPD)

SUMMARY OF 2019 PROGRESS

2019 marked the third year of the business planning process flowing from the VPD's 2017-2021 Strategic Plan. Overall the strategic planning process 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 2017-2021 Strategic Plan consists of a eight overarching Strategic Goals embedded within four Strategic Priorities (*Engage the Community, Fight Crime, Enhance Public Safety, and Support our People*).

The 2019 Strategic Business Plan outlined the Strategies to be undertaken by the VPD throughout 2019 in working towards achieving the eight overarching Goals identified in the 2017-2021 Strategic Plan. Thirty-four Strategies were identified for 2019 with 169 Activities associated to the Strategies.

Significant strides were made as cross-functional work teams completed the majority of Activities and achieved numerous outcomes and targets, while significant progress was made on the majority of the remaining Activities that were not fully completed. Notably, sophisticated analytical tools and targeted enforcement efforts resulted in a 10.5% reduction in residential break-ins. Total sexual assaults decreased by 11% that includes a 22% decrease in attacks by strangers, while bank robbery incidents saw a considerable 33% decrease. Collaborative investigative and enforcement action disrupted a violent drug conflict in the Downtown Eastside with numerous gang members facing several charges. Among other tactics to address neighbourhood concerns, the visible presence of VPD officers throughout the city, notably in the entertainment districts and on the beaches in the summer, resulted in a 7% decrease in total incidents of street disorder, including a 7% decrease in the total number of fights reported. On the road safety front, Patrol members conducted 14% more road safety projects in 2019 compared to 2018 thereby helping Traffic Section members decrease the total number of police reported motor vehicle collisions by 2%.

The following table is a summary of the progress made for each Strategy. The table below lists the Strategies attached to each Strategic Goal along with the number of Activities identified, initiated, or completed in relation to each Strategy. Progress was made on 98% of all Activities (all but four Activities) with 89% of Activities completed. Following this summary table is a compilation of the detailed Report-Back templates complete with performance results for the 34 Strategies and 169 associated Activities undertaken in 2019.

Strategic Plan Goals and associated 2019 Strategies	Activities Identified	Activities Not Initiated	Activities Initiated, but not completed	Activities Completed
<i>Engage our Community</i>				
(Strategic Goal 1): Foster relationships, understanding, and trust with our diverse community	43	0	7	36
1.1 Continue to engage and support vulnerable and marginalized individuals, specifically marginalized women.	7	0	0	7
1.2 Ensure the safety of the elderly population through ongoing education and awareness efforts.	5	0	1	4
1.3 Sustain and foster existing positive relationships with Indigenous communities.	7	0	1	6
1.4 Sustain and foster existing positive relationships with new immigrants and multicultural communities.	7	0	1	6
1.5 Continue to develop trust and relationships with youth through outreach, education, and empowerment activities	9	0	2	7
1.6 Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2S+ issues relative to policing.	8	0	2	6

Strategic Plan Goals and associated 2019 Strategies	Activities Identified	Activities Not Initiated	Activities Initiated, but not completed	Activities Completed
(Strategic Goal 2): Strengthen mental health programs and processes	11	1	1	9
2.1 Continue to develop and implement a youth mental wellness program by working upstream and focusing on youth in school.	3	0	0	3
2.2 Continue to collaborate with Vancouver General Hospital (VGH) and Saint Paul's Hospital (SPH) to reduce mental health apprehensions and hospital wait-times.	2	0	0	2
2.3 Collaborate with the VGH's Access and Assessment Centre (AAC) to develop efficiencies for the VPD's Car 87/88 and Patrol Teams.	3	0	0	3
2.4 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).	3	1	1	1
<i>Fight Crime</i>				
(Strategic Goal 3): Fight violent crime and its causes	11	0	0	11
3.1 Continue increasing public awareness and engagement to prevent sexual offences, including highlighting concerning trends and behaviours.	4	0	0	4
3.2 Continue to increase the number of businesses enrolled in Barwatch and Restaurant Watch.	1	0	0	1
3.3 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.	2	0	0	2
3.4 Continue to strategically target high-risk violent offenders utilizing a proactive inter-divisional, inter-agency, and regional approach.	4	0	0	4
(Strategic Goal 4): Combat property crime and its drivers	29	3	4	22
4.1 Continue to enhance the process for referring chronic property crime offenders to the Downtown Community Court (DCC).	7	1	1	5
4.2 Proactively use criminal intelligence to combat both residential and commercial break and enters.	8	0	2	6
4.3 Launch investigative and support capacities for the Cybercrime Unit.	7	1	1	5
4.4 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.	7	1	0	6
<i>Enhance Public Safety</i>				
(Strategic Goal 5): Address community concerns that affect public safety	22	0	1	21
5.1 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.	7	0	0	7
5.2 Continue to work with the City of Vancouver (CoV) and local non-profit organizations to manage the negative impacts of illegal street vending.	6	0	0	6

Strategic Plan Goals and associated 2019 Strategies	Activities Identified	Activities Not Initiated	Activities Initiated, but not completed	Activities Completed
5.3 Continue to assist the CoV with its efforts to end homelessness.	3	0	0	3
5.4 Continue working with partner agencies to minimize the harm caused by the opioid crisis.	6	0	1	5
(Strategic Goal 6): Improve road safety for everyone	26	0	1	25
6.1 Continued participation in coordinated Provincial road safety campaigns.	8	0	1	7
6.2 Ongoing road safety initiatives and enforcement by Patrol members.	3	0	0	3
6.3 Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.	10	0	0	10
6.4 Continue to leverage technology to address current and anticipated road safety challenges.	5	0	0	5
Support our People				
(Strategic Goal 7): Foster a culture of employee engagement and effective communication	8	0	0	8
7.1 Continue to improve communication between VPD Executive members and front-line sworn and civilian members.	5	0	0	5
7.2 Continue to improve communication between VPD Divisions.	3	0	0	3
(Strategic Goal 8): Promote a healthy work environment	19	0	1	18
8.1 Continue to support and foster employee wellness.	6	0	0	6
8.2 Continue to enhance the professional development of VPD members.	4	0	1	3
8.3 Continue to enhance the employee management processes.	3	0	0	3
8.4 Continue to foster a respectful work environment throughout the VPD.	3	0	0	3
8.5 Continue to enhance employee safety and security at VPD facilities.	2	0	0	2
8.6 Implement recommendations from the comprehensive Operational Review of the VPD's staffing requirements.	1	0	0	1
TOTAL	169	4	15	150

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

Champion – Inspector Suzanne Muir

2019 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Building on the success of previous years, the VPD continues to undertake innovative projects and community policing-based crime prevention initiatives to further develop and maintain positive working relationships, trust, and understanding with the diverse community.
- Overall, the VPD continues to see increases in positive communication with Downtown Eastside (DTES) community support organizations and with staff at Single Room Occupancy Buildings (SROs). This positive communication ultimately increases the safety and security of the most vulnerable community members, particularly Indigenous women in the DTES.
- The Sex Industry Liaison Officer continues to work in partnership with various support service agencies to increase safety and promote positive relationships with vulnerable women and individuals involved in sex trade work.
- Ongoing quarterly SisterWatch meetings were held in 2019 with a committee comprising of 16 community members and representatives from VPD Executive and senior management.
- As in 2017 and 2018, approximately 80 community members attended each quarterly Lunch with the Chief event held in the DTES in 2019. Participants also included members from the VPD's Beat Enforcement Team (BET), Patrol District 2, the Senior Management Team (SMT), and the Executive along with members of the Vancouver Police Foundation (VPF) and Vancouver Police Board.
- The VPD's Indigenous Advisory Committee and an Indigenous Protocol Officer position were both created in 2019. The VPD Executive and SMT participated in Indigenous educational training through completion of the Kairos Blanket Exercise.
- Members of the VPD Executive, the Diversity, Inclusion & Indigenous Relations Section (DIIRS), and VPD Cadets participated in the annual Waking of the Canoe Ceremony, National Indigenous Day, Aboriginal Veterans Remembrance Day, and the annual Women's Memorial March.
- The 19th annual Pulling Together Journey included participation of over 400 individuals, including 25 VPD members in over 20 canoe families. Thirteen VPD youth Cadets, three VPD Indigenous youth cadets, and 10 youth from the Musqueam Nation participated.
- In 2019, three new Indigenous youth completed the Indigenous Cadet Program and eight Indigenous youth completed the Access, Recreation, and Culture Program (ARC).
- The Financial Crime Unit (FCU) worked to educate elders and the general public regarding elder abuse scams through multiple media avenues including bi-weekly Tweets, website fraud alerts, and Facebook updates.
- Cybercrime prevention advice was added to the VPD's website (vpd.ca) and cybercrime prevention pamphlets were created and distributed through Vancouver's Community Policing Centres (CPCs).
- The FCU has assigned a detective to a financial elder abuse portfolio, which includes being a member of the Provincial Counsel to reduce Elder Abuse.
- The CPCs conducted a combined 112 presentations and/or safety sessions regarding elder safety and elder abuse.
- DIIRS provided 35 safety presentations at the Immigrant Services Society of British Columbia (ISSofBC) to approximately 400 new immigrants and refugees in 2019.
- Sixty-two cadets were sworn into the Cadet Program in September 2019. Twenty-four cadet graduates and over 50 volunteer cadets continue to participate in the program.
- The VPF once again funded the NewKids Program, which ran its 10th cohort in the fall of 2019. A total of 150 new immigrant and refugee youth have graduated from the program over the last 10 years.
- The Citizens Police Academy (CPA) was held in the fall of 2019 with 15 people from diverse community backgrounds participating, including members of the LGBTQ2S+ community.
- Ongoing collaboration with national and international law enforcement agencies and community organizations engaged in LGBTQ2S+ training, education, and awareness. Twenty-one workshops and presentations were held in 2019.
- As of December 2019, a total of 479 businesses and organizations participated in the Safe Place program.

The following presents a status report and measurable performance results pertaining to the **six Strategies** identified for 2019 in working towards achieving the overall Strategic Goal of fostering relationships, understanding, and trust with our diverse community.

2019 Strategy 1: Continue to engage and support vulnerable and marginalized individuals, specifically marginalized women.

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
1.1 - 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).		Critical	None	☒☒☒
1.2 - Enhance transportation options for vulnerable persons to better access social services, transition housing, detox, and important familial activities.		Important	None	☒☒☒
1.3 - Ongoing proactive communication between the VPD and the staff of women's support residences, Single Room Occupancy (SRO) buildings, and modular housing units.		Important	None	☒☒☒
1.4 - Distribute cell phones and notebooks to vulnerable individuals.		Important	None	☒☒☒
1.5 - 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.		Value Added	None	☒☒☒
1.6 - Ongoing participation in SisterWatch.		Critical	None	☒☒☒
1.7 - Continue to facilitate the Lunch with the Chief event in the Downtown Eastside (DTES).		Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Strengthening of trusting and positive relationships with vulnerable and marginalized individuals, specifically women. ○ Increased reporting of violent victimization. ○ Improved health and wellness for vulnerable and marginalized individuals, specifically women. ○ Reconnection of vulnerable and marginalized women with their friends and family. ○ Increased ability for vulnerable individuals (specifically sex industry workers) to keep track of information regarding their safety and experiences. ○ Continued building and establishment of new relationships with modular housing staff and residents. 		<ul style="list-style-type: none"> ○ Assist 150 vulnerable individuals (who live in and frequent the city of Vancouver) in obtaining official provincial identification. ○ Operate at least one group workshop per month in relation to acquiring identification. ○ Distribute 40 cell phones and chargers equipped to call 911. ○ Distribute 400 adhesive blackboards for installation in SROs, modular housing units, supervised consumption sites, and shelters. ○ Distribute 700-800 notebooks to individuals in the DTES to utilize for personal recording purposes. ○ Continue to attend four SisterWatch meetings a year as well as important functions attached to this committee. ○ Host another four Lunch with the Chief events in the DTES. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> ○ Ongoing VPD participation in significant DTES community events included the Missing Women's Memorial March and SisterWatch program meetings. 30 VPD members participated in the 2019 Women's Memorial March which was an increase from 20 in 2018. ○ Another four SisterWatch meetings were held in 2019 with a committee comprising of 16 community members and representatives from the VPD's Executive, SMT, the Beat Enforcement Team (BET), the Domestic Violence and Criminal Harassment Unit (DVACH), and the Special Investigation Section (SIS). ○ A total of 295 calls were made from two phones situated in the DTES labelled with the SisterWatch emblem, an increase from the 242 calls made in 2018 and the 53 calls made in 2017. A total of 66 police files resulted from the 295 calls placed in 2019. ○ A total of 59 calls were made to the SisterWatch Tip Line in 2019, fewer than the 126 calls made in 2018 and the 116 in 2017. 		<ul style="list-style-type: none"> ○ It continues to be difficult to deliver programming to vulnerable persons and groups due to commitment issues stemming from multiple personal obstacles (e.g., addictions, homelessness, etc.). 		

<ul style="list-style-type: none"> ○ The VPD continues to host its popular Lunch with the Chief event every quarter. These events are attended by over 80 community members along with several VPD senior management and frontline members in an effort to further build healthy working relationships and understanding in the DTES. ○ The VPD's Sex Industry Liaison Officer continues to regularly provide one-on-one guidance to multiple members of the DTES community. This guidance occurs in person, over the phone, by email, and via text message. ○ In 2019, the Sex Industry Liaison Officer assisted 100 vulnerable women and men in obtaining provincial identification under the ID4Me program. ○ The Sex Industry Liaison Officer installed a total of 200 adhesive blackboards throughout several SROs in the DTES. These blackboards help keep vulnerable DTES women organized as it prompts them to create and follow through with goals, remember appointments and important phone numbers, and so forth. ○ Decommissioned VPD notebooks, now featuring Indigenous artwork on the front cover, continue to be distributed by the Sex Industry Liaison Officer at workshops or events taking place in the DTES. The notebooks have also been included in gift baskets as part of the raffle for the Lunch with the Chief events. Approximately 200 notebooks have been distributed in 2019. ○ The Sex Industry Liaison Officer continues to attend weekly drop-in programs at WISH and at The Corner (formerly Boys'R'Us) in order to further engage with sex trade workers. ○ The Sex Industry Liaison Officer has also increased connections with various women support organizations in Vancouver including SisterSpace, Fir Square at BC Women's Hospital, Indigenous Health Clinics, SheWay, STOP Team, and AIDS Vancouver. ○ VPD officers continue to develop relationships with the staff and residents of modular housing units as well as at overdose prevention sites and shelters throughout Vancouver. ○ There has been a decrease in the number of 911 Emergency phones given to vulnerable individuals due to the lack of supply from VPD Telecommunications. 	<ul style="list-style-type: none"> ○ The 911 cell phone initiative is dependent on decommissioned Departmental cell phones. There have been challenges in removing existing data from publicly donated cell phones.
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2019 Strategy 2: Ensure the safety of the elderly population through ongoing education and awareness efforts.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - Launch a second mass awareness campaign for the Safety and Awareness for Elders program (S.A.F.E.) in conjunction with World Elder Abuse Day on June 15, 2019.	Important	None	☒☐☐
2.2 - The VPD Women's Safety Team to participate in safety workshops for vulnerable populations, including seniors.	Value Added	None	☒☒☒
2.3 - Deliver a VPD Seniors' Fair as well as elder focused presentations on all areas of elder abuse as well as pedestrian and online safety.	Important	None	☒☒☒
2.4 - Foster community relationships through ongoing elder specific initiatives and activities such as neighborhood circles, seniors' lunches, seniors' graffiti paint-outs, scooting seniors, and seniors' fairs.	Value Added	None	☒☒☒
2.5 - 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.	Value Added	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ Increased public awareness of elder abuse. ○ Increased confidence and understanding among the elderly regarding their personal safety, while improving on community partnerships. ○ Decreased likelihood of fraud and financial scams targeting elders, through education and awareness. 	<ul style="list-style-type: none"> ○ Regularly distribute S.A.F.E. magnets and brochures through the CPCs and at the public service counters of each VPD headquarters. ○ Deliver 12 elderly safety presentations and/or informational sessions. ○ Regularly communicate updated anti-fraud and other personal safety awareness messaging through the internet and social media.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ The DVACH continues to regularly distribute S.A.F.E. magnets and brochures through the CPCs and the Public Information Counter at both VPD buildings. 800 S.A.F.E brochures and 2,100 magnets were made available for distribution. ○ S.A.F.E program continues to be highlighted on the front page of the VPD website, receiving 544 page views in 2019, up from 401 in 2018. ○ In 2018, DVACH partnered with the Major Crime Section (MCS), other VPD units, and various community organizations (Vancouver Coastal Health, MedicAlert and the Alzheimer's Society) to launch the inaugural Seniors Health & Safety Fair held at the Roundhouse Community Centre, which saw 370 participants. A second Seniors Health & Safety Fair will be held in 2020 followed by a third in 2022 with the support of the VPF. ○ The CPCs conducted a combined 112 presentations and/or safety sessions regarding elder safety and elder abuse (compared to 52 total presentations/sessions in 2018 and 40 in 2017). These presentations/workshops included neighbourhood circles, a wellness forum, pedestrian safety, movie nights, graffiti paint-outs, community safety panels, coffee with cops, elder abuse discussions, and safety in Canada sessions for new immigrants. Some of these activities were delivered in Cantonese due to large numbers of Chinese senior participants. ○ The Chinese CPC conducted 29 scam and online fraud awareness workshops, 15 of which were specifically geared for seniors. The Chinese CPC also conducted 70 senior safety/abuse workshops and events. Information from the VPD FCU and Elder Abuse Unit (EAU) was also highlighted on the Chinese CPC's social media channels. ○ The VPD Financial Crime Unit (FCU) and Public Affairs collaborated on a large scale media release in March 2019 concerning a specific telephone scam that was targeting seniors. A resulting 'tip line' was set up to deal with inquiries from citizens regarding this scam. ○ FCU worked to educate elders and the general public regarding elder abuse scams through multiple media avenues including bi-weekly Tweets, website fraud alerts, and Facebook updates. ○ The FCU has seen 3,984 hits to its website in 2019 compared to 3,026 hits in 2018. ○ Cybercrime prevention advice was recently added to the VPD's website (vpd.ca) and cybercrime prevention pamphlets were created and distributed through the CPCs. ○ The FCU has assigned a detective to a financial elder abuse portfolio, which includes being a member of the Provincial Counsel to reduce elder abuse. ○ FCU hosted a two-day conference in 2019 focusing on reducing financial elder abuse. Presenters included financial institutions, the British Columbia Securities Commission, and the Public Guardian and Trustee of British Columbia. ○ The VPD Women's Personal Safety Team delivered 25 workshops to various vulnerable groups throughout Vancouver in 2019, an increase from the 12 workshops delivered in 2018. A minimum of 30 participants attended each workshop. 	<ul style="list-style-type: none"> ○ Due to resource constraints, funding was not acquired to launch another mass S.A.F.E. promotional campaign. ○ \$5,000 in funding has been requested through the Civil Forfeiture Office (CFO) and the VPF for the development of S.A.F.E. braille cards to be distributed in 2020. ○ Though multiple media avenues continue to be leveraged, the FCU has been challenged in reaching all audiences with its financial fraud prevention information. The elderly and non-English speaking populations are particularly difficult to reach as many of them are not technologically inclined. As a result, financial scams are able to continue at quite a high rate, specifically victimizing those vulnerable populations. ○ The Chinese community, and particularly Chinese seniors, are highly targeted by fraud scams. Language barriers also put them at particularly higher risk for elder abuse.

2019 Strategy 3: Sustain and foster existing positive relationships with Indigenous communities.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
3.1 - Continue participating in Indigenous cultural and community events such as the annual Pulling Together 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.	Critical	None	☒☒☒
3.2 - 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.	Critical	None	☒☒☐
3.3 - Continue supporting Indigenous youth through the Indigenous Cadet Program, the Connect-a-Cop program, and the VPD Musqueam Basketball camp.	Important	None	☒☒☒

3.4 - Attend the <i>Gathering Our Voices</i> youth forum, Broadway Commercial Youth meetings, and the Musqueam Youth Club.	Important	None	☒☒☒
3.5 - Provide ongoing outreach services and other programming with partner agencies such as Direction Youth Services (DYS) and Urban Native Youth Association (UNYA).	Important	None	☒☒☒
3.6 - Establish an Indigenous Advisory Committee.	Critical	None	☒☒☒
3.7 - Deliver Indigenous focused Women's Safety seminars with community partners.	Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> ○ Ongoing strengthening of existing relationships with the Indigenous population and associated community partners. ○ Demonstrated commitment from the VPD in honouring marginalized groups. ○ Increased understanding of cultural ceremonies and events through ongoing participation. ○ Increased number of community contacts. ○ Greater overall knowledge and understanding of Indigenous culture among VPD members. ○ Increased engagement of and safety for at-risk Indigenous populations (including Indigenous youth) through existing programs. ○ Enhanced personal safety and resilience while reducing vulnerability for Indigenous females. 	<ul style="list-style-type: none"> ○ Continue to attend a minimum of four cultural events per month. ○ Provide ongoing outreach to community agencies twice per week. ○ Increase the total number of Indigenous youth involved in the Indigenous Cadet Program. ○ Ongoing recruitment and identification of Indigenous Cadet Program candidates that may become future VPD employees. ○ 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. ○ Continue engaging 20-25 kids in the Musqueam Breakfast Club and 12-15 youth in the DTES <i>Walks</i> initiative. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> ○ Members of the VPD Executive and DIIRS participated in the annual Waking of the Canoe Ceremony alongside 100 VPD cadets and 60 Indigenous community members. The Indigenous Liaison Protocol Officer also takes part in the annual Squamish Nation Tribal Journey Canoe Pull. ○ The annual Pulling Together Journey included participation of 25 VPD members in 2019. 10 VPD youth cadets also participated along with four VPD Indigenous cadets and 10 youth from the Musqueam Indigenous Band. ○ VPD members from DIIRS, the Recruiting Unit, Traffic Enforcement, and Patrol participated in the National Indigenous People's Day event, which was attended by upwards of 3,000 people. Four VPD Indigenous cadets also assisted in making this day a success. ○ VPD members were again given the honour in 2019 to march alongside Indigenous Veterans from the Carnegie Centre to the Cenotaph as part of National Aboriginal Veterans Remembrance Day ceremonies. ○ The Indigenous Liaison Officer continued weekly visits to the Aboriginal Mothers Center while furthering contact and positive relationships with the Vancouver Aboriginal Friendship Centre (VAFC) and Aboriginal Community Career Employment Services Society (ACCESS). ○ The VPD Cadet Program continues to actively recruit Indigenous youth (6% of the Cadets are of Indigenous background). Participation in Indigenous cultural events and Indigenous cultural awareness and education will continue to be part of the program's evolving curriculum. ○ In 2019, three new Indigenous youth completed the Indigenous Cadet Program. 40 Indigenous youth have completed the program since its inception in 2007. Over half of the program graduates work in the field of criminal justice, with 15 working for the VPD in either a sworn or civilian capacity, up from the 11 Indigenous youth graduates working for the VPD in 2017. ○ ARC continues to deliver programming to Indigenous youth (ages 14-19) in order to streamline them into the Indigenous Cadet Program. These youth are engaged in meaningful seminars designed to introduce them to cultural practices while participating in workshops that focus on key aspects of policing. Eight youth registered for the 2019 program. 		<ul style="list-style-type: none"> ○ Ensuring operational priorities are met while supporting ongoing relationships and fostering new relationships with Indigenous communities remains a challenge. 	

<ul style="list-style-type: none"> o The VPD's Indigenous Advisory Committee and an Indigenous Liaison Protocol Officer position were both created in 2019. The VPD Executive and members of the SMT participated in Indigenous educational training through completion of the Kairos Blanket Exercise. o Cultural training entitled "Indigenous Peoples & the Modern Impact of Colonization" was delivered throughout the VPD and to external agencies by the Indigenous Protocol Officer. All VPD Jail staff and 50 Non-Commissioned Officers (NCOs) have been trained while 104 Justice Institute of British Columbia (JIBC) Block 3 recruits also received the training throughout 2019. Funding is being sought from the CFO to deliver additional Indigenous cultural competency training. o The <i>Gathering Our Voices</i> youth forum was attended by two VPD police officers from March 19-22, 2019. The forum involved Indigenous youth from all around British Columbia participating in dynamic workshops focusing on a variety of Indigenous topics such as arts, careers, culture, leadership, physical activities, wellness, and the environment. o Broadway/Commercial Street youth safety meetings were held once a month in 2019 consisting of up to 30 stakeholders which included members from the VPD's Youth Services Section (YSS). o Through the Musqueam Youth Club, the Musqueam Liaison Officer continues to engage Musqueam youth who are not engaged in structured school programs. As in 2018, a total of 20-25 youth participated in Musqueam Youth Club activities during the day while also attending breakfast and after school activities. o The Musqueam Liaison Officer continued to engage 12-15 Musqueam youth to participate in addictions awareness workshops throughout 2019, which included multiple presentations by the Odd Squad Productions Society. o Throughout 2019, the Musqueam Liaison Officer was involved with the Vancouver School Board (VSB) Counsellor assigned to Chief Maquinna, Crosstown, and Southland elementary schools. Over 100 children were educated through a restorative justice approach which included internet safety presentations. o The Musqueam Liaison Officer was also heavily involved with the VPF-sponsored Musqueam Basketball Team called the Warriors. This team contains 10 Musqueam youth who practice twice a week. o The 16th annual University of British Columbia (UBC)/Musqueam Soccer Tournament occurred in 2019. Upwards of 400 Indigenous youth participated with ages ranging from 5-16 years old. 	
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2019 Strategy 4: Sustain and foster existing positive relationships with new immigrants and multicultural communities.

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
4.1 - Attend the ISSofBC Welcome House.	Important	None	☒☒☒	
4.2 - Participate in annual community events such as the Vaisakhi and Chinese New Year parades.	Critical	None	☒☒☒	
4.3 - Attend education sessions and events at Mosques and other religious centres.	Value Added	None	☒☒☒	
4.4 - Continue to engage multicultural communities in the Citizen's Police Academy (CPA).	Value Added	None	☒☒☒	
4.5 - Continue to engage new immigrant youth through the NewKids Program.	Important	None	☒☒☒	
4.6 - 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.	Critical	None	☒☒☐	
4.7 - Ongoing publication of an internal Diversity Newsletter.	Important	None	☒☒☒	
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> o Strengthening of existing relationships with multicultural populations. o Increase understanding of cultural customs. 	<ul style="list-style-type: none"> o Deliver full-day safety workshops to new immigrants at the ISSofBC every 2 months. 			

<ul style="list-style-type: none"> o Greater officer knowledge and understanding of multicultural backgrounds and experiences. o Enhanced safety and engagement of at-risk multicultural populations. o Increased public awareness in relation to hate and bias motivated incidents. o Greater support to groups susceptible to hate crime. 	<ul style="list-style-type: none"> o Deliver smaller safety workshops and newcomer packages once a week to new immigrants serviced by ISSofBC. o Attend a minimum of four cultural events. o Increase the VPD's total number of community partners and contacts. o Enroll 20 new immigrants in the CPA. o Enroll 15 to 20 new immigrant youth in the NewKids program. o Increase reporting of potential hate crime incidents. o Dispense Diversity Newsletter bi-monthly.
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PERFORMANCE RESULTS	CHALLENGES
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<ul style="list-style-type: none"> o The Diversity Constable continued to attend ISSofBC on a weekly basis to deliver workshops and to provide onsite consultations. o DIIRS provided 35 general safety presentations at ISSofBC to upwards of 400 new immigrants and refugees in 2019. This is an increase from 15 presentations delivered in 2018 to 150 new immigrants and refugees. o The Diversity Constable attended over 75 diverse community events throughout 2019, specifically partnering with African descent communities. This included supporting the Pan-African Festival celebrating the Resolution made by the United Nations recognising the Decade of African Descent, which commenced in 2015. o The 2019 Vaisakhi Parade was attended by over 300,000 people including the VPD's Executive and SMT, 30 frontline VPD members, 63 VPD cadets, and 10 volunteer cadets. o The 2019 Chinese New Year Parade celebrating the Year of the Pig was attended by over 100,000 people and included over 3,000 participants from various community and cultural groups. The VPD's Executive and several frontline members participated along with 56 VPD cadets and 10 volunteer cadets. o Due to huge demand, in 2019, the VPD's Major Crime Section (MCS) handed over to the Chinese CPC the responsibility of delivering virtual kidnapping scam presentations to English language teachers at S.U.C.C.E.S.S through their Immigrant Settlement and Integration Program. These presentations were created in 2018 in response to the rise in cold call kidnapping threat scams targeting Chinese families and students. The presentations are designed to educate and promote awareness among Chinese community members who may not have access to media streams that cover information on these scams. o The Chinese CPC also conducted 29 scam and online fraud awareness workshops in 2019, as aforementioned above under <i>Strategy 2</i>. o As part of ongoing outreach to the British Columbia Muslim Association, the Diversity Constable toured seven Mosques in Vancouver, two in Surrey, and one in Burnaby in 2019. o Two meetings have taken place between the VPD and the provincial government's Hate Crimes Team. Discussions evolved around desired and expected outcomes, how the campaign will roll out, titles of the campaign, and who the campaign should target. o A monthly Hate Crimes Report was distributed by DIIRS in 2019. o Ongoing publication of an internal bi-monthly DIIRS diversity newsletter. o The CPA was initiated in the fall of 2019 with 15 people from diverse community backgrounds participating, which included participation from nine communities of African descent. The program has been restructured and reformatted to a three-day program. Two CPA sessions will once again be provided in 2020 with a funding request made to the VPF for further program support. o The VPF once again funded the NewKids Program, which ran its 9th and 10th cohorts in 2019. A total of 150 new immigrant and refugee youth have participated and completed this program since its inception in 2015. Members from eight different VPD sections participate and contribute to NewKids. 	<ul style="list-style-type: none"> o Ensuring operational priorities are met while supporting ongoing relationships and fostering new relationships with new immigrants and multicultural communities remains a challenge.
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2019 Strategy 5: Continue to develop trust and relationships with youth through outreach, education, and empowerment activities.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
5.1 - 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).	Important	None	☒☒☐
5.2 - Implement the Choices program under the <i>YoBro</i> and <i>YoGirl</i> initiatives.	Important	None	☒☒☐
5.3 - Continue to implement Gang Tackle program annually in partnership with the BC Lions.	Important	5.3	☒☒☒
5.4 - Deliver a 1-day sports-based anti-gang involvement workshop to youth.	Important	None	☒☒☒
5.5 - Continue to encourage leadership and skills development through the VPD Student Challenge, VPD Cadet Program, and Vancouver School Board (VSB) Summer Program.	Important	None	☒☒☒
5.6 - 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).	Important	None	☒☒☒
5.7 - 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 <i>Know Means No</i> , <i>Total Respect of Ourselves & Others</i> (TROO), <i>Here4Peers</i> , and <i>Being Respectful of Others</i> (BRO) initiatives.	Critical	None	☒☒☒
5.8 - Continue to host the annual Youth Connect event.	Important	None	☒☒☒
5.9 - Deliver a 1-day educational workshop to youth on respectful relationships, including personal safety and LGBTQ2S+ issues.	Important	5.8	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ 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. 	<ul style="list-style-type: none"> ○ 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 <i>ReMake</i> Program. ○ Deliver two to four <i>End Gang Life</i> sessions. ○ Engage six youth in RestART program. ○ Implement 20 sessions for 30 kids in the <i>Choices</i> program at Britannia. ○ Deliver at least 12 <i>YoBro</i> presentations. ○ Hold 30-40 TROO sessions and two BRO sessions. ○ Engage 50 at-risk youth with the full-day sports anti-gang involvement workshop. ○ Engage 40 youth to participate in the eight-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 three 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 four-day summer program.
- Engage in weekly PAL activities throughout various Vancouver schools.
- Engage 140 youth through the full-day respectful relationships workshop.

PERFORMANCE RESULTS

CHALLENGES

- The VPD Soccer Club continued to partner with the Vancouver Whitecaps in the four-day summer soccer program. This program engages 250 inner city young kids annually and remains a huge success. The VPD Soccer Club also held its annual Paul Sanghera Memorial Soccer Tournament which involved nine high school soccer teams over two days.
- The End Gang Life program engaged 3,167 students in 17 Vancouver area schools in 2019. This is a comprehensive anti-gang education, prevention, and awareness initiative facilitated by VPD Gang Crime Unit (GCU) members and former gang members.
- YSS continues to work with VSB to facilitate production of the arts engagement trailer as part of the ReMake program. Curriculum development and trailer production are underway.
- The RestART program was not delivered in 2019 as the Grandview Woodlands CPC did not successfully obtain the required grant.
- The *Yo Bro* initiatives delivered five presentations to over 150 students while the East End Boys Club participated in 11 presentations reaching over 400 students.
- Gang Tackle, in partnership with the BC Lions Football Club, engaged 65 at-risk youth in May of 2019, and has engaged over 300 since its inception five years ago. This popular initiative builds important relations between police and at-risk youth, encouraging these youth to make important life choices.
- Project Turning Point was created to supplement the Gang Tackle program; it engaged 35 at-risk youth in three sessions throughout 2019.
- The VPD Cadet Program saw 62 new cadets start in on September 2019. 24 cadet graduates and over 50 volunteer cadets continue to participate in the program. Each year, program leads make concerted efforts to attract culturally diverse youth, including Indigenous youth, to join the program. The 2019 Cadet Class consisted of 82% visible minorities. A total of 490 youth have participated in the program since its inception in 2014.
- Since its inception 22 years ago, the VPD Student Challenge has graduated upwards of 1,000 young people from diverse and multicultural backgrounds. The program would have been delivered over the 2020 Spring Break, but was cancelled due to COVID-19 pandemic.
- YSS continues to build positive relationships and support youth through sports. In 2019, 25 PAL events were conducted where VPD officers competed against youth in friendly noon-hour volleyball, basketball, soccer, and tug-of-war matches.
- In 2019, TROO and BRO presentations were attended by 951 youth and 125 industry professionals including VSB teachers, youth and family workers, and other administrative staff.
- Funded by the VPF, the *Here4Peers* program has trained 172 grade 10-12 students in seven Vancouver high schools to provide mental health education and support resources to grade 6-7 students throughout Vancouver. A total of 97 sessions have been delivered in 2019, reaching over 2,500 grade 6-7 students.
- The Streetfront Marathon Running Group trained three times a week and participated in six marathons in 2019. This program engaged over 100 at-risk youth from Britannia Secondary School and the DTES.
- Over 46 students participated in the Windermere High School Running Club in 2019, which promotes health, leadership, community, commitment, and self-accomplishments. Running Club members have participated in notable events such as the Granville Island Turkey Trot (a 10 km race) and the UBC Fall Classic (a 5 km race).
- Women's Personal Safety Team SLOs have facilitated six workshops in various high schools throughout Vancouver, educating 750 teenage girls and their parents on personal safety and crime prevention.
- The General Investigation Section (GIS) once again teamed up with DIIRS to implement a one-day Youth-in-Action program in 2019, which saw 15-20 autistic youth visit VPD headquarters to participate in fun and engaging activities with VPD members, including meeting with VPD Executive. The program partnered with the Pacific Autism Centre and will be executed again in 2020.

- Other operational priorities limit VPD member participation in further youth outreach activities.
- Sustained funding for youth programming remains an ongoing challenge.

2019 Strategy 6: Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2S+ issues relative to policing.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
6.1 - Ongoing VPD participation on the City of Vancouver's (CoV's) LGBTQ2S+ advisory committee.	Important	None	☒☒☒
6.2 - Continue expanding the Safe Place program on a local, provincial, and national level with businesses and schools.	Important	None	☒☒☒
6.3 - 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.	Critical	None	☒☒☐
6.4 - 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.	Critical	None	☒☒☒
6.5 - Increase engagement with LGBTQ2S+ youth through anti-bullying programming and the <i>#Love Who You Want</i> campaign.	Important	None	☒☒☒
6.6 - Create an engagement program for LGBTQ2S+ youth similar to the NewKids program.	Value Added	None	☒☐☐
6.7 - Meet with LGBTQ2S+ community service providers on how to increase victimization reporting and to further build relationships with the community.	Important	None	☒☒☒
6.8 - Ongoing collaboration with national and international law enforcement agencies and community organizations regarding LGBTQ2S+ issues.	Important	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> Improved best practices when serving the LGBTQ2S+ community and increased understanding of transgender issues within policing. Increased awareness of the Safe Place program including the number of participating organizations. Greater awareness of LGBTQ2S+ issues while promoting understanding and education across different populations. Increased acceptance of LGBTQ2S+ youth among all youth. Decrease in risk factors for LGBTQ2S+ youth which can lead to serious negative outcomes such as suicide and self harm. Local and national police agencies and community organizations are engaged in LGBTQ2S+ training, education, and relationship building. 	<ul style="list-style-type: none"> Attract upwards of 70 additional businesses to participate in the Safe Place program. Continue to increase the number of corporate businesses as well as police departments trained in the LGBTQ2S+ education program. Translate the <i>Walk with Me</i> video into Mandarin and Punjabi. Continue to deliver at least 10 LGBTQ2S+ training presentations with local and national law enforcement organizations.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> The VPD's LGBTQ2S+ Liaison Officer attends the CoV's LGBTQ2S+ Advisory Committee meetings. 15 people sit on this committee from different CoV departments. The VPD participated in 21 LGBTQ2S+ training, education, and awareness workshops and presentations in 2019 in collaboration with national and international law enforcement agencies and external community organizations. Subtitles for the <i>Walk with Me Video</i> have been translated into Mandarin, Hindi, Arabic, Spanish, and French; however, these translations require verification from the external agency MOSAIC prior to public release. To-date, there have been 82,525 views on YouTube for the <i>Walk with Me</i> video. There were 68,640 views as of the end of 2018 and approximately 57,000 as of the end of 2017. 	<ul style="list-style-type: none"> The VPD continues to seek funding in order to procure the services of MOSAIC to verify the language translations of the <i>Walk with Me</i> video. The VPD is also still actively seeking a funding source to

<ul style="list-style-type: none"> ○ The Trans Focus and Equity Labs Groups have completed a consultation process with the VPD and all CoV Departments resulting in four recommendations. The LGBTQ2S+ Liaison Officer continues to work to implement these recommendations at the VPD. ○ 38 new businesses and organizations joined the Safe Place program in 2019 bringing the total number of participants to 479. ○ To-date, there have been 4,998 views of the Safe Place video, up from the 4,180 in 2018. ○ Since October 2018, the RCMP has been actively working to roll-out the Safe Place program nationally. In 2020, the Toronto Transit Police are planning to create their own version of the program called Safe Journey. ○ With the support of the VPF, <i>the Love Who You Want, Play What You Want</i> public education and awareness campaign was launched in 2019 to promote safety and inclusion in sport participation. A video release will occur in the spring of 2020. 	<p>create a LGBTQ2S+ program similar to NewKids.</p>
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Strategic Goal: Strengthen mental health programs and processes

Champion – Inspector Colleen Yee

2019 STRATEGIC GOAL OVERALL HIGHLIGHTS

- The VPD continues to be a leader in police response to mental health issues in Canada and North America.
- Through Project Link, the VPD’s Mental Health Unit (MHU) is working with the Vancouver Coastal Health (VCH) Deputy Medical Director and an Ombudsman to update the provincial Mental Health Act (MHA) to reflect and meet current needs.
- The VPD and VCH are also collaborating on and working towards a different resource model to address challenges in housing those living with mental illness. To that end, housing providers have identified client issues and service gaps.
- VCH public health nurses were invited to *Here4Peers* training sessions in 2019, and two nurses became adult program mentors at two Vancouver high schools.
- The VPD MHU facilitated a meeting between the Vancouver School Board and Dr. Haley Watson, Clinical Psychologist and CEO of the Open Parachute program. This program promises to complement the positive changes and momentum created by the *Here4Peers* program at the high school level.
- Hospital wait-times for MHA Section 28 apprehensions increased by approximately one minute from an average of one hour and 21 minutes per client in 2018 to an average of one hour and 22 minutes in 2019.
- MHA Section 28 apprehensions increased slightly by 1%, from 2,883 in 2018 to 2,906 in 2019.

*The following presents a status report and measurable performance results pertaining to the **four Strategies** identified for 2019 in working towards achieving the overall Strategic Goal of strengthening mental health programs and processes.*

2019 Strategy 1: Continue to develop and implement a youth mental wellness program by working upstream and focusing on youth in school.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Continue to facilitate ‘train-the-trainers’ workshops to high school students within the <i>Here4Peers</i> mental wellness program.	Important	None	☒☒☒
1.2 - Continue to deliver the <i>Here4Peers</i> program to grade 6 and 7 elementary students.	Important	1.3	☒☒☒
1.3 - Work with the VSB to increase resources to support <i>Here4Peers</i> .	Critical	None	☒☒☒
STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Increased awareness of mental wellness among SLOs, VSB staff, and students. ○ Increased access by students and staff to mental health services. ○ De-stigmatization of mental illness amongst students and staff. 	<ul style="list-style-type: none"> ○ Increase the number of high school peer mentors be trained through <i>Here4Peers</i> from 120 to 160. ○ Deliver <i>Here4Peers</i> mentor training to seven Vancouver high schools: David Thompson, Vancouver Technical, Killarney, Eric Hamber, Prince of Wales, King George, and John Oliver. ○ <i>Here4Peers</i> high school mentors to provide workshops to over 2,000 grade 6 and 7 elementary students. 		
PERFORMANCE RESULTS	CHALLENGES		
<ul style="list-style-type: none"> ○ The City of Vancouver (CoV) funded a one-year evaluation of the <i>Here4Peers</i> program, completed in June 2019. The evaluation found that <i>Here4Peers</i> had an “impressive reach” with 172 trained workshop facilitators consisting of grade 10-12 students. These peer facilitators delivered 97 workshops in 32 elementary schools in 2019 reaching over 2,500 students. 	<ul style="list-style-type: none"> ○ Ensuring funding to maintain and expand <i>Here4Peers</i> programming remains an ongoing challenge. 		

<ul style="list-style-type: none"> o In addition to <i>Here4Peers</i> workshops, 25 other youth-focused events/activities took place in 2019 to raise mental health awareness. o 1,529 youth provided evaluative feedback regarding the mental health programming that was delivered, with results suggesting that knowledge of mental health and related support resources increased as a result. The feedback also suggested that shifting perceptions have helped reduce stigma related to mental illness. o Youth facilitators have contributed to the development of strategies used to help all youth cope with stress. Most notably, reaching out and connecting with others, and talking about their stressors, was a primary strategy that was identified. 	
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2019 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.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - Work with VGH to fully operationalize the Psychiatric Emergency Assessment and Triage (PEAT) program to maximise efficiencies between VPD officers and VGH staff.	Important	None	☒☒☒
2.2 - Work with VGH, SPH, and contracted hospital security (Integrated Protection Services) to improve VPD Patrol member hand-off of Form 21 clients.	Important	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> o Streamlined hand-off procedures between VPD officers and VGH staff. o Reduced MHA Section 28 mental health apprehensions. o Reduced hospital wait-times. o Improved quality of care for patients. 	<ul style="list-style-type: none"> o Reduce hospital wait-times to 30 minutes for Form 21 clients (measured from time of registration). o Reduce MHA Section 28 apprehensions by 5%. o Reduce average hospital wait-times to 56 minutes (Project Link goal set in 2011).

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> o A working group that comprises the VCH’s Deputy Medical Director, an Ombudsman, and the VPD’s MHU are working to modernize the MHA to allow police to deliver mental health patients directly to a designated facility rather than to a physician. o A working group was also formed between the VPD’s MHU and the provincial Community Care program to increase outreach in order to help reduce instances of mental health crises. o SPH hired additional security personnel in 2019 to streamline Form 21 hand-offs from VPD Patrol members. o Hospital wait-times for Form 21 clients increased by approximately one minute (from an average of 56 minutes per client in 2018 to an average of 57 minutes in 2019). o Hospital wait-times for all MHA Section 28 apprehensions also increased by approximately one minute (from an average of one hour and 21 minutes per client in 2018 to an average of one hour and 22 minutes in 2019). o MHA Section 28 apprehensions increased slightly by 1%, from 2,883 in 2018 to 2,906 in 2019. 	<ul style="list-style-type: none"> o A provincial wide shortage of physicians and psychologists has been reported. o There is also an ongoing shortage of hospital security personnel. o Factors contributing to the lengthy wait-times are external resource challenges that fall under different funding sources and models.

2019 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.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
3.1 - VPD to participate with VGH on Car 87/88 Working Groups.	Important	None	☒☒☒
3.2 - Expand Patrol officer awareness of the capacity and capability of the AAC.	Important	None	☒☒☒

3.3 - Work with the AAC to improve after-hours services.		Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> Improved operational efficiencies between VPD and VGH. Improved 'outreach' services for AAC patients. Increased number of AAC clinicians partnering with VPD on Car 87/88. 		<ul style="list-style-type: none"> Create a Car 87/88 dashboard for Project Link. Increase by 20% the number of outreach visits/assessments conducted by Car 87/88. Complete a feedback loop to Patrol on VPD referrals to the AAC. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> The assessment and prioritization of Car 87/88 workload continues to be directed by VCH through the AAC, with requests for support submitted by the VPD. Building on the success and structure of the Assertive Community Team (ACT) and the Assertive Outreach Team (AOT), the Car 87/88 partnership sees value in continuing to connect mental health clients with care, and increasing the opportunity for the management of clients on an ongoing basis. By improving outreach and engagement from crisis/emergent response through to urgent response within a 72 hour period, health providers and police stand a better chance of reducing police contacts and providing better quality care. In 2019, Car 87/88 has been formally placed within the AOT program. Based on this model, the VPD has increased capacity to assign policing resources to support outreach work, while increasing safety and security of outreach workers, including health care staff attached to Car 87/88, ACT, and AOT. This model also allows VCH to provide increased clinical support in a variety of situations, and assess the need for police involvement. 		<ul style="list-style-type: none"> Developing a deployment model that is agreeable by all stakeholders and community partners has been a challenge. Developing administrative process to monitor and prioritize Car 87/88 calls for service has also been a challenge. 		
2019 Strategy 4: 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).				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
4.1 - Continue with Working Groups to develop an Information Sharing Agreement (ISA) and Privacy Impact Assessment (PIA) between police and Fraser Health.		Value Added	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
4.2 - Work with the Ministry of Health and Ministry of Mental Health and Addictions (MMHA) to identify a coordinator to expand initiatives province-wide.		Value Added	4.1	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4.3 - Share best practices and updates with Police Mental Health Liaison group.		Value Added	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> Improved sharing of information resulting in optimal client care. Improved quality of life and more consistent application of services for MHSU patients across Metro Vancouver. 		<ul style="list-style-type: none"> Complete an ISA and PIA for police agencies and health authorities by Fraser Health Authority. Identify and engage a provincial lead for this strategy. Reduce negative police contacts, Mental Health Act (MHA) apprehensions, emergency department visits, and acute bed days for mutual clients. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> An ISA and PIA have been developed, but have not yet been reviewed and signed. As a result of the hold on the ISA and PIA, VPD MHU resources are focussed on creating efficiencies in the Vancouver continuum of care, working directly with VCH and Providence Healthcare. The MHU continues to attend quarterly meetings with the Police Mental Health Liaison group to collaborate on mental health initiatives and outreach. 		<ul style="list-style-type: none"> Due to resource challenges, Fraser Health has announced a hold on the ISA and PIA. 		

Strategic Goal: Fight violent crime and its causes

Champion – Superintendent Cita Airth

2019 STRATEGIC GOAL OVERALL HIGHLIGHTS

- The violent crime rate increased by 7.2% in 2019, compared to 2018. However, there has been a general declining trend in violent crime over the last decade. For instance, the 2019 violent crime rate is 13.9% lower than the rate in 2010.
- There were 450 total sexual assaults reported in 2019 compared to 508 in 2018, an 11% decrease. Within the sexual assault category, there were 108 stranger attacks in 2019 compared to 138 in 2018, a 22% decrease.
- There was 4,515 reported assaults related to domestic violence in 2019, a decrease of 0.8% compared to 2018, while charge approval for reported domestic violence assaults increased by 3%.
- There were 29 shots fired incidents in 2019 compared to 19 in 2018, a 53% increase.
- There were 10 incidents of culpable homicide in 2019 compared to 15 in 2018, a 33% decrease.
- There were 23 bank robbery incidents in 2019 compared to 39 in 2018, a 41% decrease.
- The Organized Crime Section (OCS), the Major Crime Section (MCS), and Patrol District 2 conducted collaborative investigative and enforcement action to disrupt a violent drug conflict in the Downtown Eastside (DTES). The arrests aided in a 40% reduction in violent incidents in the DTES during the following reporting period.
- Intelligence gathered during a targeted OCS enforcement project led to conspiracy to commit murder charges against three gang members who were involved in a violent gang conflict in a bid to take over drug territory.

*The following presents a status report and measurable performance results pertaining to the **four Strategies** identified for 2019 in working towards achieving the overall Strategic Goal of fighting violent crime and its causes.*

2019 Strategy 1: Continue increasing public awareness and engagement to prevent sexual offences, including highlighting concerning trends and behaviours.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Continue gathering information on current trends and issues affecting youth safety.	Important	None	☒☒☒☒
1.2 - Hold a third Youth Connect Symposium for youth education based awareness.	Important	1.1	☒☒☒☒
1.3 - Create a website to provide information about reporting a sexual assault and explaining the process of an investigation.	Important	None	☒☒☒☒
1.4 - Enact an anti-groping <i>No Touching</i> education campaign in partnership with Barwatch.	Important	None	☒☒☒☒
STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Greater collaboration with community groups to educate and provide foundational awareness of safety risks to youth. ○ Community sexual assault concerns and trends will continue to be identified and targeted. ○ The public will have a better understanding of sexual assault investigations. ○ Bar patrons and bystanders will be encouraged to watch for and intervene against predators of vulnerable individuals in situations involving alcohol consumption. 	<ul style="list-style-type: none"> ○ 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. ○ Attendance of over 100 youth, parents, and counsellors at the 2019 Youth Connect Symposium. ○ <i>No Touching</i> posters will be placed in all Barwatch establishments. 		

<ul style="list-style-type: none"> o Increased reporting of incidents of sexual abuse occurring in licenced establishments. o Reduction in sexual assaults that occur in licenced establishments. 				
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> o The third Youth Connect Symposium was held in October of 2019 as an important youth important tool. This event was developed for high school students to educate them on physical and sexual assaults in schools, healthy personal relationships, safe social media use, and on the repercussions of distributing personal and intimate images. o A <i>Hands Off</i> anti-groping campaign has been launched in partnership with Barwatch and the Metro Vancouver Transit Police in an effort to prevent sexual assaults in licenced establishments and on public transit. Campaign posters and other media educates potential predators on the legal consequences of groping behaviour and encourages bystanders to intervene when a predator is targeting a vulnerable individual. 	<ul style="list-style-type: none"> o None noted. 			
2019 Strategy 2: Continue to increase the number of businesses enrolled in Barwatch and Restaurant Watch.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
2.1 - 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'.		Critical	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> o Enhanced communication between police and bar/restaurant owners. o The criminal element will have fewer venues to gather in the city of Vancouver, thereby enhancing community safety. 		<ul style="list-style-type: none"> o Increase the total number of businesses signed onto Barwatch and Restaurant Watch. o Increase the total number of businesses that have entered into a 'special agreement' with the VPD. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> o The VPD continues to actively promote inadmissible patron programs such as Barwatch, Restaurant Watch, and 'Special Agreements' with Rogers Arena, the Pacific National Exhibition (PNE), and the Vancouver Convention Centre as anti-violence initiatives. As a result of these programs, 477 persons were prohibited or ejected from registered licenced establishments in 2019, an 11% increase compared to 2018. o One additional licensed establishment signed onto Barwatch and one additional licensed restaurant signed onto Restaurant Watch in 2019. Currently, a total of 26 bars participate in Barwatch while 85 restaurants participate in Restaurant Watch. No additional businesses entered into a 'special agreement' with the VPD in 2019. o The OCS Inspector, Staff Sergeant, and Barwatch Coordinators attended all three Barwatch membership meetings in 2019 to liaise with member representatives and to speak to the general association. 	<ul style="list-style-type: none"> o A provincial statute is not in place to lawfully support inadmissible patron programs. 			
2019 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.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
3.1 - Continue to expand the information-sharing platform/protocol between MCS, OCS, Patrol, as well as with other agencies across the region, province, and country.		Critical	None	☒☒☒
3.2 - Based on the ongoing sharing of intelligence, continue to initiate short-term enforcement projects against targeted violent drug traffickers/organized crime and gang members.		Critical	3.1	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ 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. ○ The unlawful activities of organized crime groups will be disrupted through drug or other criminal investigations, before violent crimes are committed. ○ 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. ○ Reduced crime involving firearms, along with reduced overall violent crime. 	<ul style="list-style-type: none"> ○ 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. ○ 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 and Patrol. ○ Overall decrease in acts of violent crime committed by organized crime members.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ MCS, OCS, and Patrol collaborated throughout 2019 to decrease violent activity occurring in the DTES, including within the encampment at Oppenheimer Park. Leveraging intelligence reports, the VPD mobilized project teams on several occasions to investigate and disrupt violence in the DTES, including attempted murders and shootings in and around Oppenheimer Park. ○ Intelligence gathered from enforcement action taken during a violent drug conflict in the DTES sparked an OCS investigation resulting in conspiracy to commit murder charges against three gang members. ○ Collaboration between OCS and MCS during Project Hoodie resulted in firearms charges against a violent gang enforcer involved in the DTES drug conflict. 	<ul style="list-style-type: none"> ○ High vacancy rates in MCS, increased case load, and demanding evidence disclosure requirements continue to cause pressures within the Section. ○ Social issues out of police control have led to a concentration of violence and other criminal activity at Oppenheimer Park.

2019 Strategy 4: Continue to strategically target high-risk violent offenders utilizing a proactive inter-divisional, inter-agency, and regional approach.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
4.1 - Continue to utilize dedicated project teams to monitor the activity of and to proactively target (when strategically appropriate) identified organized crime group members.	Critical	4.2	☒☒☒
4.2 - 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.	Critical	4.1	☒☒☒
4.3 - Continue to make asset referrals to the CFO from investigations that have been concluded by the VPD.	Critical	4.1, 4.2 & 4.4	☒☒☒
4.4 - Ongoing OCS guidance to other VPD members on civil forfeiture processes and related investigations.	Critical	4.3	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ 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. ○ The seizure of drugs, weapons, currency, and vehicles from targeted organized crime groups will further hinder their ability to operate. ○ 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. ○ Success of large-scale projects leads to increased job satisfaction, performance, and morale. 	<ul style="list-style-type: none"> ○ Continue to target and incarcerate identified violent groups at regular intervals or as required to quell violent crime cycles. ○ Continue to run projects on targeted organized crime groups upon receipt of credible human source information. ○ Continue to utilize forfeiture on all organized crime investigations. ○ Further increases in the value of assets referred to the CFO.

<ul style="list-style-type: none"> ○ Ongoing development of Patrol members through involvement in investigative projects. ○ Overall reduced gang violence and enhanced public safety. 	
PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ OCS utilized a dedicated project team to successfully target and incarcerate an organized crime group responsible for perpetuating considerable violence in the DTES. A number of individuals are charged with offences that include conspiracy to commit murder, conspiracy to commit an indictable offence, break and enter into a dwelling with the intent to commit murder, possession of stolen property, using an imitation firearm, conspiracy to transfer a firearm, and weapons trafficking. ○ Throughout 2019, several members of the Operations Division were utilized on both a full-time and part-time basis to assist with significant OCS investigations, providing these members with valuable investigative experience as they were exposed to larger and more complex investigative projects. ○ Intelligence and evidence gained from a murder investigation resulted in the identification of suspects and their associates as well as drug trafficking networks operating across British Columbia and into Ontario. Intelligence from this case was shared locally, provincially, and nationally. ○ In 2019, the OCS Asset Forfeiture Team recommended a total of \$3.4 million worth of assets to the BC Civil Forfeiture Office from 219 VPD files. This included 48 repossessed vehicles. The work performed by the Asset Forfeiture Team (AFT) continues to have immediate repercussions for those engaged in criminal activities. Asset forfeiture removes or limits the tools and resources available to those involved in organized crime. 	<ul style="list-style-type: none"> ○ The VPD is working with Provincial partners to secure more resources to effectively target high-risk violent offenders.

Strategic Goal: Combat property crime and its drivers

Champion – Superintendent Michelle Davey

2019 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Compared to 2018, total incidents of property crime increased by 6.6% driven primarily by increases in theft from auto reports as well as break-ins to commercial premises.
- Though significant public awareness initiatives were undertaken to help safeguard vehicles among various enforcement efforts, theft from auto incidents nevertheless increased by 12.9%. Drug addiction is one of the main drivers of this crime.
- Commercial break-ins increased by 21%, largely due to break-ins to and thefts from mailboxes and storage rooms in apartment buildings.
- A 10.5% reduction was seen in residential break-ins in 2019. Combatting residential break-ins remains a primary focus of the VPD's property crime fighting efforts as these offences cause the greatest harm and sense of violation to the citizens of Vancouver. Since 2010, there has been a 46% drop in residential break-ins due in large part to key strategies employed by the VPD, including a sophisticated target selection matrix used to target the most active and prolific property criminals through surveillance.
- Discussions with the Downtown Community Court (DCC) continue with regards to expanding the DCC's jurisdiction or catchment area and to facilitate an enhanced offender-based approach model, which includes more effectively connecting offenders with services in order to move them off their crime cycles.
- Created in late 2018, the Cybercrime Unit worked throughout 2019 to hire and train staff and to establish workflow and other administrative processes, highlighted by the development of an online resource to assist VPD members in investigating cyber-related crimes. The Cybercrime Unit has also briefed all Investigation Division members on the investigative support services that they provide. Additionally, the Cybercrime Unit expanded training on software that used to capture social media information, and established its own Twitter handle (@VPDCyberCrime) which has been proactively tweeting messages to help prevent cybercrime.
- The Cybercrime Unit has assisted other VPD sections with online investigations involving threats, hate-related crimes, counter-exploitation work, major crime investigations, and drug investigations.

*The following presents a status report and measurable performance results pertaining to the **four Strategies** identified for 2019 in working towards achieving the overall Strategic Goal to combat property crime and its drivers.*

2019 Strategy 1: Continue to enhance the process for referring chronic property crime offenders to the Downtown Community Court (DCC).

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Align the VPD's and DCC's goals in relation to the targeting of chronic offenders.	Important	None	☒☒☒
1.2 - Identify the most prolific property crime offenders and ensure they are held accountable through surveillance, compliance checks, and investigative strategies.	Important	None	☒☒☒
1.3 - Create an effective model for the Chronic Offender Management Team (COMET) at the DCC with established criteria, tracking mechanisms, and measurement parameters.	Important	None	☒☒☒
1.4 - Work with the DCC to change geographic parameters for offender admission to the DCC.	Critical	1.5	☒☐☐
1.5 - Run a pilot project that refers prolific offenders to the DCC who have been arrested outside the DCC catchment area.	Important	1.4	☐☐☐
1.6 - Work to reduce the number of outstanding arrest warrants issued by the Courts for VPD files.	Value Added	None	☒☒☒
1.7 - Patrol teams to actively seek and arrest those wanted on warrants to return them to court.	Value Added	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ COMET will be able to better target the most prolific chronic property crime offenders. ○ Gathering data to support admission to the DCC will depend on the offender in question rather than on geographic considerations. ○ Enhanced support for chronic offenders who require treatment and other support. ○ Reduced recidivism of chronic offenders who have been provided with support. ○ Reduced need for chronic offenders to commit property crime due to addiction, poverty, homelessness, and mental health drivers. ○ Increased number of arrest warrants executed. 	<ul style="list-style-type: none"> ○ Increase number of chronic offenders who receive support and alter their crime patterns (i.e., reduced number of arrests). ○ Overall crime reduction in categories such as thefts from auto, commercial break and enters, and residential break and enters. ○ Increase number of prolific offenders who remain in custody as a result of enhanced enforcement strategies. ○ Develop measurement and evaluation criteria to assess the progress of the DCC pilot project.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ Discussions between the VPD and the DCC Executive and Steering Committee are ongoing over the prospective expansion of the DCC catchment area and the facilitation of an enhanced offender-based approach, which includes more effectively connecting offenders with services that may help curb their offending patterns. ○ By the end of 2019, there were 36 persons on the active chronic offender list, while an additional 42 persons were also closely monitored by the Chronic Offender Unit (COU). ○ COU members conducted 90 compliance checks on active chronic offenders. This includes curfew and condition checks for bail and probation orders. ○ COU members performed 44 lifestyle interviews to determine pathways to a crime-free lifestyle. ○ Offenders on the active chronic offender list were arrested on 76 occasions during 2019. ○ The VPD Detective assigned to DCC conducted over 600 interactions with offenders who are monitored by COMET. ○ The Fugitive Unit is working with Patrol Teams during Charlie shift to assist with the execution of offender arrest warrants. ○ In 2019, the Fugitive Unit arrested 564 individuals on warrants in Vancouver. 	<ul style="list-style-type: none"> ○ The DCC is challenged by capacity issues to service additional high need clients.

2019 Strategy 2: Proactively use criminal intelligence to combat both residential and commercial break and enters.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - Refresh awareness campaigns to educate owners on how to better secure their homes.	Value Added	None	☒☒☒
2.2 - Use of a target selection matrix for selecting the most prolific break and enter offenders.	Critical	None	☒☒☒
2.3 - Ongoing use of surveillance to target the most prolific offenders.	Important	2.2	☒☒☒
2.4 - 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.	Important	None	☒☒☒
2.5 - Property Crime Unit (PCU) Sergeant to attend weekly Crime Control meetings for each Patrol District.	Value Added	None	☒☒☒
2.6 - The Operations Support Unit and FIU to launch a residential break and enter pilot project for three months in Patrol District 3.	Value Added	None	☒☒☒
2.7 - Work to increase officer capacity to target persons selling stolen property online.	Value Added	None	☒☒☐

2.8 - Develop initiatives to educate the public to protect their mail and packages.		Value Added	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Reduced residential break and enter crime rates. ○ Prolific break and enter offenders will be deterred from committing further offences. ○ Patrol will be provided with the latest investigative requirements from Crown Counsel via parade briefings. ○ Increased identification of suspects through forensic evidence during the residential break and enter pilot project in District 3. 		<ul style="list-style-type: none"> ○ Reduce the number of break and enters into unoccupied homes. ○ Increase number of arrests of prolific break and enter targets. ○ Improved break and enter modus operandi detail in police General Occurrence (GO) reports. ○ Evaluate the results of the pilot project in District 3. ○ Increased number and dollar value of stolen goods recovered from pawn shops across Metro Vancouver. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> ○ Residential break-ins decreased by 10.5%. ○ Commercial break-ins increased by 21%, largely due to break-ins to and thefts from mailboxes and storage rooms in apartment buildings. ○ Patrol Teams continue to respond to calls from the public to recover stolen items that are being sold online. Several items have been successfully recovered. ○ The Anti-Fencing Unit seized just under \$750,000 as part of five investigations. Some of this merchandise was returned to its identifiable owner, while the merchandise with an unidentifiable owner was turned over to the Civil Forfeiture Office (CFO) of British Columbia. ○ A sophisticated target selection matrix is used by VPD surveillance units to target the most active and prolific property criminals. Forensic Video analysts are able to download, analyse, and identify criminals using various camera systems. DNA is used to identify criminals post-offence, and VPD detectives have been actively preparing warrants and requesting charges once identifications have been made. 		<ul style="list-style-type: none"> ○ The workload capacity of the Anti-Fencing Unit has been challenged by proliferation of potentially stolen goods being sold online as well as by the increase of online vending platforms/sites. ○ Many online platforms selling potentially stolen goods are private sites and are therefore difficult to monitor. 		
2019 Strategy 3: Launch investigative and support capacities for the Cybercrime Unit.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
3.1 - Develop a cybercrime toolkit for front-line VPD members and post it on the intranet.		Critical	3.2 & 3.3	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
3.2 - Instruct front-line officers, Neighbourhood Police Officers (NPOs), and the Business Liaison Officer (BLO) on how to deliver messaging around cyber safety.		Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
3.3 - Brief investigative units on the role of new Cybercrime Unit.		Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
3.4 - Establish policies relating to undercover cybercrime investigations.		Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
3.5 - Identify critical infrastructure in Vancouver to protect against cyber threats, develop contingency plans, and participate in table top exercises with representatives from both the private and public sector.		Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
3.6 - Develop a cybercrime website link on vpd.ca.		Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
3.7 - Host a large-scale networking meeting with key private sector businesses that are most vulnerable to cybercrimes.		Value Added	None	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ The Cybercrime Unit will be available to advise all VPD units investigating crimes with a cyber-component. 		<ul style="list-style-type: none"> ○ Conduct a qualitative assessment of improved understanding among Patrol members and detectives on cybercrime types and prevention strategies. 		

<ul style="list-style-type: none"> o The Cybercrime Unit will be responsible for investigating high profile cybercrimes. o Patrol and Investigative officers will be educated on cybercrime and will be equipped to provide advice to victims. o Proactive enforcement strategies to prevent cybercrime will be shared with businesses. o Ongoing collaboration will occur with local cybercrime subject matter experts in order to remain current on trends and best practices. 	<ul style="list-style-type: none"> o Establish baselines for the number of files the Cybercrime Unit can investigate and support.
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PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> o The Cybercrime Unit was formed at the end of 2018, and worked throughout 2019 to hire and train staff and to establish workflow and other administrative processes. o Cybercrime Unit members developed and posted an online tool to assist frontline officers with cyber-related crime. This tool was advertised to all members of the Operations Division. o Cybercrime Unit members also met with all Investigation Division teams to explain the investigative support services they provide. o A new online policy was created to streamline online investigations by VPD members. o Cybercrime Unit members trained civilian analysts and administrative assistants on how to use leading edge software to assist investigators with extracting important information from social media platforms for use in their investigations. o The Cybercrime Unit has its own Twitter handle (@VPDCyberCrime) and is regularly disseminating educational tweets to help prevent cybercrime. o Due to increasing requests for cyber-related assistance, the Cybercrime Unit has been not yet able to host a large-scale networking meeting with key private sector businesses. 	<ul style="list-style-type: none"> o Cybercrime Unit members have been challenged on keeping pace with increasing requests for assistance from frontline and investigative officers.

2019 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.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
4.1 - Patrol to continue to conduct theft from auto projects in high crime areas.	Important	None	☒☒☒
4.2 - COU will continue to identify and target theft from auto offenders using the DCC's prolific offender list.	Important	None	☒☒☒
4.3 - Ongoing use of Radio-Frequency Identification (RFID) and Bait projects in high crime areas to supplement Patrol projects.	Value Added	None	☒☒☒
4.4 - Leverage the CoV's pay-by-phone App throughout the year to raise public awareness to not leave valuables in a parked vehicle.	Value Added	None	☐☐☐
4.5 - Conduct a scooter lock education campaign in the summer of 2019.	Important	None	☒☒☒
4.6 - Continue to use Community Policing Centre (CPC) and Citizens Crime Watch (CCW) volunteers to target 'hot spot' theft from auto locations throughout the city.	Value Added	None	☒☒☒
4.7 - Leverage the Block Watch program to deliver key 'hot spot' messaging to neighbourhoods across Vancouver.	Value Added	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> o Reduced theft from auto crime rates. 	<ul style="list-style-type: none"> o A minimum of four patrol-based theft from auto projects in high crime areas.

<ul style="list-style-type: none"> ○ A larger audience will be reached through expanded auto theft prevention public awareness campaigns. ○ Increased public awareness to not leave valuables visible in parked vehicles. ○ Fewer scooter thefts due to an increased supply of scooter locks. 	<ul style="list-style-type: none"> ○ Increased arrests for theft from auto. ○ A reduction in theft from autos in high crime areas. ○ A reduction in scooter thefts. 	
PERFORMANCE RESULTS		
<ul style="list-style-type: none"> ○ Theft from auto incidents increased by 12.9% in 2019 compared to 2018. These crimes are primarily occurring in the downtown core's central business district. ○ Several media awareness campaigns were launched throughout 2019 to remind people to lock their vehicles and to leave no visible personal belongings. ○ The scooter lock campaign, including its media blitz, occurred in the summer months of 2019. Auto Crime officers delivered scooter locks to all CPC offices to be handed out to Vancouver residents. ○ Traffic Boards were used during the Christmas season to remind people to not leave any valuables visible in their vehicles. ○ CPCs were also once again instrumental in spreading public safety messaging regarding auto crimes in the city. ○ The VPD's Auto Crime officers continue to liaise with Patrol officers on a daily basis to deploy bait cars for targeted theft from auto projects. ○ The COU identifies the top ten theft from auto offenders operating in the city of Vancouver and regularly shares this information with the Patrol District analysts. Patrol Teams have been monitoring these targets during their proactive time when operationally feasible. ○ The VPD continues to work in close collaboration with health care partners to increase access to treatment-on-demand and to advocate at local, provincial, and federal levels of government for safe drug supply policies to be adopted in order to combat the upstream drivers of property crime, particularly thefts from auto. 	<th data-bbox="1495 230 1959 263" style="background-color: #000080; color: white; text-align: center;">CHALLENGES</th> <ul style="list-style-type: none"> ○ Theft from auto is a crime driven primarily by drug addiction. Until a solution is found for addiction, we will continue to see this crime of opportunity occur in Vancouver. 	CHALLENGES

Strategic Goal: Address community concerns that affect public safety

Champion – Superintendent Marcie Flamand

2019 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Throughout 2019, the VPD continued to employ a number of tactics to combat crimes and issues impacting public safety and people’s perceptions of safety in their neighbourhoods.
- According to the 2019 Citizen Satisfaction Survey, 79% of those residents polled perceived their neighbourhood to be safe relative to other neighbourhoods in the city, up from the 76% noted in 2018 and the 74% noted in 2017.
- According to the 2019 Business Satisfaction Survey, 55% of those surveyed who work in Vancouver perceived that they work in a safe neighbourhood, down from the 67% noted in 2018 and the 66% noted in 2017.
- Total incidents of street disorder across the city of Vancouver decreased by 7%, with 36,936 incidents reported in 2019 compared to 39,906 in 2018.
- The total number of reported fights in public decreased by 7%, with 1,440 reported in 2019 compared to 1,547 in 2018.
- Though there were overall decreases in street disorder in 2019, Patrol District 2 experienced some considerable increases in street level violence and property crime offences.
- Patrol District 2 experienced a 12% increase in reported street level violent crime: 1,153 reports in 2019 compared to 1,027 reports in 2018. This increase was driven by a 15% increase in street level violent crime in the Downtown Eastside (DTES): 479 reports in 2019 compared to 417 reports in 2018.
- Patrol District 2 experienced a 13% increase in reported property crime: 10,578 reports in 2019 compared to 9,363 reports in 2018. The DTES specifically experienced a 19% increase in reported property crime: 2,817 reports in 2019 compared to 2,361 reports in 2018.
- The Oppenheimer Park encampment emerged in October 2018 and continued throughout 2019. There were 899 police calls for service relating to Oppenheimer Park in 2019 compared to 593 in 2018. These calls for service peaked in August (148 calls) due to a corresponding peak tent count of approximately 120.
- Once again, the VPD engaged in significant proactive patrolling of beaches during the summer months of 2019. These Beach Patrol shifts continued to build on the exceptional work done in previous years by establishing a strong visible police presence. Beach Patrol Officers regularly communicated expectations to beach patrons from the outset regarding acceptable behaviour.
- Beach Patrol conducted 5,082 liquor pour-outs in 2019, up from the 4,915 in 2018.
- Beach Patrol wrote a total of 123 liquor violation tickets in 2019, compared to 63 in 2018.
- Beach Patrol issued a total of 158 Motor Vehicle Act (MVA) violation tickets in 2019, compared to 45 in 2018.
- A number of enforcement projects were again undertaken to target organized crime groups involved in the distribution of fentanyl, resulting in significant weapon and drug seizures as well as charges approved against a number of individuals.

*The following presents a status report and measurable performance results pertaining to the **four Strategies** identified for 2019 in working towards achieving the overall Strategic Goal of addressing 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.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Ongoing deployment of Lima shifts in the Granville and Gastown Entertainment Districts every weekend.	Important	None	☒☒☒
1.2 - VPD Lima shifts will focus on using existing bylaws and the Criminal Code of Canada to combat violence in the entertainment districts.	Important	1.1	☒☒☒
1.3 - Continue to support the <i>Good Night Out</i> program (in its second year).	Important	None	☒☒☒
1.4 - Implementation of the TransLink Nightbus District program.	Important	None	☒☒☒

1.5 - Lima will continue to partner with Liquor Inspectors and the City of Vancouver (CoV) to inspect liquor premises.	Important	1.1	☒☒☒
1.6 - 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.	Important	None	☒☒☒
1.7 - Ongoing usage of a variety of education and enforcement strategies to deter drinking in public.	Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> ○ Public drinking and intoxication will be deterred. ○ Greater compliance with liquor regulations pertaining to capacity and service. ○ Enhanced public safety in the entertainment districts specifically for more vulnerable populations such as women and LGBTQ2S+ individuals. ○ Reduction in incidents of disturbances and disorder on beaches. ○ Greater access to safe travel out of the Granville Entertainment District after last SkyTrain departs nightly. 	<ul style="list-style-type: none"> ○ Overall reductions in the number of fights, breaches of the peace, and disturbances in the entertainment districts. ○ Conduct a minimum of 18 liquor licence inspections and/or business licence reviews. ○ Increased access to information and support for higher victimized populations. ○ The Nightbus program provides safe and sufficient public transportation at regular intervals in and out of Granville Entertainment District until after 4am. ○ Reduction of disorder incidents on the beaches. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> ○ There have been overall reductions in fights (down 7%), breaches of the peace (down 14%), and disturbances (down 5%) throughout the city in 2019 compared to 2018. ○ On December 10th, 2019, the Municipal Ticket Information (MTI) by-law fine was increased from \$500 to \$1,000. In addition, graduated, defined consequences for unpaid fines were introduced. ○ From January to April 2019, the <i>Good Night Out</i> program made contact with a total of 828 nightlife patrons. This initiative deploys trained nurses in pairs of two on Friday and Saturday nights to assist vulnerable people (i.e., intoxicated females and members of LGBTQ2S+ community). ○ In 2019, there were 120 Lima shifts deployed in the Granville Entertainment District (GED) involving 1,000 officers including 13 Non-Commissioned Officers (NCOs). ○ Rideshare programs Lyft and Uber were introduced in January 2020 thereby increasing options for safe travel out of the GED after the final SkyTrain departs downtown Vancouver. ○ Routine inspections of liquor premises by the VPD and provincial Liquor Inspectors were conducted twice a month. Over a dozen compliance meetings over contraventions were held with GED licensees in 2019. ○ The VPD continued to provide visible, accessible, and proactive patrolling of Vancouver's beaches through the summer of 2019, spanning the Victoria Day long weekend to Labour Day long weekend. ○ Beach Patrol provided high visibility presence at major events such as the Celebration of Light, Canada Day celebrations, Kitsilano Days, and other smaller events such as the weekly Drum Circle. ○ Beach Patrol members established relationships with beach goers, stakeholder organizations, and with the local community to ensure safe, respectful, and enjoyable use of the beaches for everyone. ○ Beach Patrol's mandate for 2019 focused on early intervention with persons consuming liquor on the beaches, issuing warnings, and conducting liquor pour-outs when appropriate. <ul style="list-style-type: none"> ○ 5,082 pour-outs in 2019 were conducted compared to 4,915 in 2018. ○ 123 liquor violation tickets were issued compared to 63 in 2018. ○ 158 MVA violation tickets were issued in 2019 compared to 45 in 2018. ○ There appeared to be a visible increase in numbers of homeless persons camping on beaches and adjacent areas in 2019. Beach Patrol worked with the VPD's Homeless Outreach Coordinator, Rapid Response Housing applications, and the CoV to divert homeless persons to shelters rather than allowing them to become entrenched in and around beach areas. 		<ul style="list-style-type: none"> ○ Overnight parking issues at Jericho Beach and Spanish Banks persisted throughout 2019. The VPD is involved in ongoing discussions with the CoV to manage these issues. 	

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.

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
2.1 - Maintain the VPD's Street Vending Liaison Officer position.		Important	None	☒☒☒
2.2 - Maintain ongoing enforcement against illegal vending activity, and continue monitoring legal vending sites for protocol compliance.		Important	2.1	☒☒☒
2.3 - Continue to work with the CoV to ban stolen and prohibited items from the DTES Street Market.		Important	None	☒☒☒
2.4 - Continue to assist CoV Street Cleaning staff in the removal of hazardous materials in the DTES.		Value Added	None	☒☒☒
2.5 - Community Services Section (CSS) 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.		Critical	2.1	☒☒☒
2.6 - Patrol District 2 to assign an officer to support the Street Disorder Coordinator.		Critical	2.1	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> o Better coordination with the CoV Engineering Department and non-profit organizations, in dealing with street vending issues. o Reduction in complaints by citizens regarding illegal street vending through coordinated responses to decrease this activity. o Reduction in street level violence in the DTES associated with illegal street vending. o Increased coordination with the DTES Street Market. o 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. 		<ul style="list-style-type: none"> o Continue to patrol and ticket illegal street vending where appropriate. o Reduced number of citizen complaints regarding illegal street vending. o Decrease in street level violent crime reports in the DTES. o Reduction in the amounts of illegal merchandise being sold in the sanctioned DTES Street Market. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> o Despite ongoing collaboration between the VPD and the CoV, illegal street vending persists in the DTES and other areas of the city. o As in 2017 and 2018, BET addressed illegal street vending occurring outside of the sanctioned street market in the DTES throughout 2019. BET was supported by the VPD's designated Street Disorder Officer as well as by the VPD's Community Services Section (CSS). o BET continued to support the CoV manager of the sanctioned DTES street market in order to address illegal vending issues, including the sale of stolen property and prohibited weapons. o BET continues to assist the CoV with daily garbage collection and street vending education. o BET and other VPD officers on callout provided support to CoV Engineering in relation to the removal of hazardous materials from DTES streets and parks. o Patrol District 2 experienced a 12% increase in reported street level violent crime: 1,153 reports in 2019 compared to 1,027 reports in 2018. This increase was driven by a 15% increase in street level violent crime in the DTES: 479 reports in 2019 compared to 417 reports in 2018. o Patrol District 2 experienced a 13% increase in reported property crime: 10,578 reports in 2019 compared to 9,363 reports in 2018. The DTES specifically experienced a 19% increase in reported property crime: 2,817 reports in 2019 compared to 2,361 reports in 2018. 		<ul style="list-style-type: none"> o The lack of a permanent location for the sanctioned DTES street market is an ongoing challenge. The market moved from the unit block East Hastings to the unit block West Hastings in November 2019. The market will relocate once again in February 2020 to a yet-to-be-determined location. o Overcrowding at the sanctioned vending market continues to lead to overflow of vending activities onto surrounding sidewalks and streets. 		

<ul style="list-style-type: none"> o A workflow system has been designed to better track illegal vending and other street disorder activity throughout the city. o Interactions with various DTES stakeholders continue in an attempt to limit the amount of stolen goods (i.e., bicycles, clothing, and power tools) entering the sanctioned DTES street market. 	
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2019 Strategy 3: Continue to assist the CoV with its efforts to end homelessness.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
3.1 - 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).	Important	None	☑☑☑
3.2 - 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.	Important	None	☑☑☑
3.3 - Continue working with BC Housing and non-profit organizations to help keep Single Room Occupancy (SRO) buildings and Social & Supportive Housing (SSH) sites safe and secure.	Important	None	☑☑☑

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> o Patrol officers will continue to be educated and equipped to deal with rough sleepers and have a clear understanding of laws regarding encampments. o 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). o Overall, the VPD continues to collaborate with the CoV to secure safe shelter for all residents. 	<ul style="list-style-type: none"> o Reduced pop-up encampments. o Overall increases in the number of homeless people placed into shelters and permanent housing. o Ongoing regular inspections of all SROs and SSHs.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> o The Oppenheimer Park encampment emerged in October 2018 and continued throughout 2019. There were 899 police calls for service relating to Oppenheimer Park in 2019 compared to 593 in 2018. These calls for service peaked in August (148 calls) due to a corresponding peak tent count of approximately 120. Subsequently, 130 persons from the park were provided with housing due to a Park Board General Manager's Order. The Park Board agreed to move forward with a third party assessment of the Oppenheimer encampment. A submission for an injunction is anticipated for the first quarter of 2020. o On over 20 occasions, the VPD's Homeless Liaison Officer and Patrol District 2 Neighbourhood Policing Officers (NPOs) attended and assisted with considerable clean-up efforts at the Oppenheimer Park encampment. These site visits were conducted in partnership with Vancouver Fire Rescue Services (VFRS), CoV Engineering, and Park Rangers. o City-wide, the number of tents erected in parks continues to increase. BET street vending officers have been dealing with this issue in the DTES while NPOs have been dealing with it in other parts of the city. Other officers have also been called out on weekends to assist BET and the NPOs with this issue. o Concerns persist regarding recreational vehicles (RVs) illegally parked overnight. Enforcement action is limited and tends to create displacement. Rather than calling for police to deal with this issue, the CoV requests that complainants call 311 instead in order for CoV staff to contact housing support. o The CoV's Final 2019 Homeless Report counted 2,223 homeless people in the city, up 2% from 2,181 counted last year. 72% of those reported homeless were sheltered with the remaining 28% unsheltered. Homelessness numbers are at their highest since the count began in 2005. o The Homeless Liaison Officer continued to educate patrol members about homelessness camping and RV issues through operational bulletins posted to VPD's intranet website. 	<ul style="list-style-type: none"> o The Park Board's decision to not seek an injunction to reclaim the public space at Oppenheimer Park has led to challenging circumstances throughout 2019 for police, CoV staff, and other clean-up crews. o There are increasing weapons and other crime concerns in the Oppenheimer Park area, and clean-up efforts are not sustainable as garbage and discarded tents are increasingly piling up. Subsequent rodent infestation is widespread, creating a legitimate health concern. o Demand for housing and shelter space continues to increase throughout the city of Vancouver despite actions by both the province and the CoV to address this issue. 62% of the unsheltered persons identified by the homeless count were located in the DTES.

<ul style="list-style-type: none"> o The Homeless Liaison Officer assisted the CoV and community partners in managing encampments while checking in on the well-being of the inhabitants. o The Homeless Liaison Officer attends monthly meetings with the CoV and community outreach partners including Carnegie, Heatley Clinic, Welfare Services, and BC Housing to remain updated on the needs of known homeless persons. o Twice a week, the Homeless Liaison Officer partnered with a welfare/social worker or a nurse from Vancouver Coastal Health (VCH) to ensure financial assistance was being offered to the homeless and that their medical needs were being addressed, and to assist them with the submission of housing applications as needed. o As in 2017 and 2018, approximately 40 SRO inspections were conducted in collaboration with CoV Building Inspectors and VFRS. Each inspection took approximately three hours. 	
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2019 Strategy 4: Continue working with partner agencies to minimize the harm caused by the opioid crisis.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
4.1 - Proactively target individuals or groups manufacturing and/or distributing fentanyl in the city of Vancouver.	Important	None	☒☒☒☒
4.2 - 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.	Important	None	☒☒☒☒
4.3 - Convey information to the public in a timely manner, especially to those groups most at-risk from accidental exposure and overdose.	Important	None	☒☒☒☒
4.4 - Supplement public awareness campaigns by developing additional awareness initiatives (i.e., youth presentations and other programs).	Important	None	☒☒☒☒
4.5 - Continue raising awareness on the need for treatment-on-demand for opioid users.	Important	None	☒☒☒☒
4.6 - Implement new module curriculum and workshops on fentanyl, including an Odd Squad Productions Film.	Important	None	☒☒☐☐

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> o Disruption of the groups involved in the trafficking of fentanyl and a reduction of the supply to the street level. o Increased public awareness around the dangers of fentanyl and its analogs. o Youth will be better informed on the risks associated with fentanyl and other drug use. 	<ul style="list-style-type: none"> o Increase in the number of arrests made, charges recommended, and the quantity of fentanyl-laced drugs seized. o Overall reduction in overdose deaths occurring in the city. o Expand the scope of fentanyl public awareness campaigns. o Further create and deliver presentations to youth regarding fentanyl.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> o A number of enforcement projects were again undertaken to target organized crime groups involved in the distribution of fentanyl, resulting in significant weapon and drug seizures. Charges have been approved against a number of individuals for various offences including firearm possession and trafficking, drug trafficking, and conspiracy to commit murder. o The VPD continues to participate on a number of committees dealing with the overdose crisis including representation on the Mayor’s Opioid Task Force, the Vancouver Community Action Team, the Drug Overdose and Alert Partnership (DOAP), and the Oral Hydromorphone Pilot Project Working Group in relation to opioid dispensing machines o The VPD continues to work closely with healthcare partners and share timely information to prevent and reduce the harms associated with substance use. The VPD provides information alerts to VCH that can be quickly disseminated via text message fan-out to subscribers of the Real-time Drug Alert & Response system (RADAR). 	<ul style="list-style-type: none"> o Identifying quantifiable metrics to capture the effectiveness of joint projects between the VPD and health care partners remains a challenge.

- VPD continues to raise awareness about the dangers of drug use through media interviews, speaking engagements, contributing to documentaries, and by studying drug policy in other countries like Portugal.
- The VPD released “*A Journey to Hope*”- an updated discussion paper on the opioid crisis detailing collective actions among the VPD and its partners over the last two years.
- The VPD continues to connect high risk drug users to the VCH Overdose Outreach Team and other community addiction services.
- The VPD's Mental Health Unit (MHU) has now completed seven mental health safety and security sessions with clinical staff and outreach teams at community-based treatment facilities, reaching over 200 people.
- The VPD's MHU Staff Sergeant now sits on the VCH Safety Advisory Committee to address safety in the DTES and surrounding areas.
- The VPD's MHU Staff Sergeant is also part of the VCH emergency fan-out procedure, should a serious incident impact outreach efforts. This was developed in September 2019 following three shootings in the DTES.
- The VPD MHU Staff Sergeant presented on mental health violence issues and training opportunities to the VCH Employee Safety Department, consisting of a group of 20 health and safety representatives from across British Columbia.
- MHU has facilitated meetings and is actively working with VCH to coordinate mental health outreach support resources, leveraging available clinical outreach staff to better serve clients in need of emergent care.
- Odd Squad Productions was contracted to produce a series of videos on fentanyl awareness aimed at youth. The series has been completed and has been provided to the Vancouver School Board (VSB) for their use.

Strategic Goal: Improve road safety for everyone

Champion – Superintendent Steve Eely

2019 STRATEGIC GOAL OVERALL HIGHLIGHTS

- 14 traffic-related fatalities occurred in 2019 compared to 13 in 2018.
- The number of police reported motor vehicle collisions with injuries was 1,119 in 2019, down 2% from 1,142 in 2018.
- A total of 41,356 traffic violation tickets were issued by VPD's Traffic Section, a 9% decrease from the 45,499 tickets in 2018.
- VPD Patrol members issued a total of 11,356 violation tickets in 2019 compared to 16,395 violation tickets, a 31% decrease.
- 19 VPD members have now been qualified as Standard Field Sobriety Testing (SFST) instructors. The VPD has increased the total number of officers qualified in SFST to 169 members as of the end of 2019.
- The School Safety Patrol Team (SSPT) delivered 205 community safety presentations in 2019. The SSPT continues to focus on delivering occupant restraint clinics at community centres with 15 clinics delivered in 2019.
- The Commercial Vehicle Unit (CVU) worked with partner agencies such as the Provincial Commercial Vehicle Safety Enforcement Unit (CVSE) to conduct 1,143 commercial vehicle inspections in 2019 (compared to 852 in 2018, a 34% increase).
- The Taxi Unit continued to work with the Province of British Columbia and other regulatory agencies on ride-hailing initiatives. In January 2020, ride-hailing was implemented in the city of Vancouver and across British Columbia.
- E-Ticketing was expanded throughout the province in 2019, and all VPD Patrol and Traffic officers have been trained in how to use the technology. A total of 7,834 E-Tickets were issued by VPD members in 2019.

*The following presents a status report and measurable performance results pertaining to the **four Strategies** identified for 2019 in working towards achieving the overall Strategic Goal to improve road safety for everyone.*

2019 Strategy 1: Continued participation in coordinated Provincial road safety campaigns.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - 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.	Critical	None	☒☒☒
1.2 - Participate in a <i>High Risk Driving</i> campaign (Spring).	Critical	1.1	☒☒☒
1.3 - Participate in a <i>Railway Safety</i> campaign (Fall).	Important	1.1	☒☒☐
1.4 - Participate in an ICBC sponsored <i>Pedestrian & Cycling Safety</i> campaign (Spring, Summer, and Fall).	Important	1.1	☒☒☒
1.5 - Participate in a <i>Distracted Driving</i> campaign (Spring and Fall).	Critical	1.1	☒☒☒
1.6 - Participate in an <i>Occupant Restraint</i> campaign (Spring and Fall).	Important	1.1	☒☒☒
1.7 - Undertake a <i>Speed Relative-to-Conditions</i> campaign (Fall).	Critical	1.1	☒☒☒
1.8 - Implement <i>CounterAttack</i> roadblock deployments (Summer and Winter).	Critical	1.1	☒☒☒
STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Coordination of traffic enforcement efforts across multiple police agencies and jurisdictions. ○ Continued positive partnerships with relevant stakeholders. 	<ul style="list-style-type: none"> ○ Ongoing VPD participation in all Provincial road safety campaigns. ○ Continue to conduct a minimum of 30 <i>CounterAttack</i> roadblock deployments. 		

<ul style="list-style-type: none"> Overall improved road safety. 	
PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> The High Risk Driving campaign (Spring 2019) resulted in 2,812 violation tickets issued, 2,231 of which were issued for speeding/stunting offences and 417 for distracted driving offences. The VPD's Traffic Section participated in provincial Distracted Driving campaigns in March and September 2019. A total of 3,128 related violation tickets were issued, a 2% increase compared to 2018. The Occupant Restraint campaigns were conducted in March and September 2019. A total of 262 violation tickets were issued, a 37% increase compared to 2018. The speed Relative-to-Conditions campaign was conducted in October 2019. A total of 1,318 violation tickets were issued, a 50% decrease from 2018. The ICBC sponsored Pedestrian & Cycling Safety campaigns occurred in November 2019 with the assistance of many Community Policing Centre (CPC) volunteers. Approximately 11,000 safety reflectors and 75 cycling bells were distributed during these campaigns. The summer and winter CounterAttack campaigns were conducted in July and December 2019 yielding the following results: 39 roadblocks, 3,650 Approved Screening Device (ASD) roadside tests conducted, 1,358 violation tickets issued, 120 24hr prohibitions issued, 371 Immediate Roadside Prohibitions (IRP's) issued, and 352 vehicles impounded. Compared to the previous year, there was a 30% increase in the number of roadblocks deployed, a 56% increase in the number of ASD roadside tests conducted, a 19% increase in the number of violation tickets issued, and a 12% increase in the number of IRP's issued. 	<ul style="list-style-type: none"> The Railway Safety campaign (Fall 2019) was scheduled to occur with the Canadian National Railway Police on September 23-27, 2019. However, Traffic Section members were occupied with providing policing support to the global climate change protests that were occurring at that time. This campaign will be rescheduled in 2020.

2019 Strategy 2: Ongoing road safety initiatives and enforcement by Patrol members.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - Ongoing Patrol based enforcement projects at high collision locations, with support from the Traffic Section.	Critical	None	☒☒☒☒
2.2 - Ongoing monthly meetings to review patrol-based road safety enforcement progress and approach.	Critical	2.1	☒☒☒☒
2.3 - Training of front-line members in traffic enforcement, including Standardized Field Sobriety Testing (SFST) and Drug Recognition Expert (DRE) testing.	Important	None	☒☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> Increased road safety enforcement awareness, ability, and engagement by Patrol members. Improved road safety. 	<ul style="list-style-type: none"> Increased traffic enforcement numbers across all Patrol Districts. Minimum of 50 patrol-based road safety projects undertaken. A minimum of 150 members certified in SFST. A minimum of 15 members certified as DREs.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> Monthly road safety meetings between the Traffic Section and Patrol District Commanders were conducted to review road safety results and direct resources to target high collision locations. Patrol members conducted 325 targeted road safety enforcement projects at a number of high risk locations/intersections, exceeding the target of 50 projects. Traffic Section officers provided support to Patrol officers as needed. Though 41 more Patrol-based road safety projects were conducted in 2019 compared to 2018, there was a 17% decrease in the number of violation tickets issued during these projects (7,234 in 2019 vs. 8,733 in 2018). Overall, Patrol members issued a total of 11,356 violation tickets in 2019 compared to 16,395 violation tickets, a 31% decrease. 	<ul style="list-style-type: none"> Other operational priorities such as responding to protests and proactive patrol-based investigations have limited Patrol's ability to conduct unplanned proactive road safety enforcement.

<ul style="list-style-type: none"> o A total of 41 VPD officers received SFST training in 2019, for a current total of 169 SFST trained VPD officers. o There were nine VPD officers trained as DREs in 2019 bringing the Department total up to 19 DREs. 				
2019 Strategy 3: Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
3.1 - Ongoing monthly Traffic Section meetings to review relevant data and ticket production within each Traffic enforcement squad.		Critical	None	☒☒☒
3.2 - Ongoing targeted enforcement to improve pedestrian and cyclist safety.		Important	None	☒☒☒
3.3 - 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, the 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); and - <i>Noisy Muffler</i> campaign (Summer) and the <i>Back-to-School</i> campaign (September). 		Important	1.1, 2.2, 3.1 & 3.2	☒☒☒
3.4 - Ongoing delivery of occupant restraint clinics throughout the city.		Important	None	☒☒☒
3.5 - Undertake education and enforcement initiatives during <i>Bike-to-Work</i> week (1st week of June).		Important	3.2	☒☒☒
3.6 - Focus on targeting the big four road safety violations (Speed, Distracted Driving, Impaired Driving, and Seatbelt use) during the May and Thanksgiving long weekends.		Critical	3.1 & 3.2	☒☒☒
3.7 - Ongoing VPD Commercial Vehicle Unit (CVU) commercial vehicle inspections.		Critical	None	☒☒☒
3.8 - Delivery of road safety presentations to elementary school children, Parent Advisory Councils (PACs), and seniors through the School Safety Patrol Team.		Important	None	☒☒☒
3.9 - Complete and deliver a Code 3 safety driving video for Patrol members.		Important	None	☒☒☒
3.10 - Regular meetings with the CoV, ICBC, and other stakeholders to address road safety matters of mutual concern.		Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> o Timely road safety enforcement at key locations, based on seasonal demands. o Enhanced understanding and awareness of traffic safety concerns by all road users. o Enhanced overall road safety for the most vulnerable road users through education and enforcement action. 		<ul style="list-style-type: none"> o Increases in ticket production within all Traffic squads. o A minimum of 75 total road safety presentations delivered to youth, PACs, and seniors by the School Safety Patrol Team. o Four occupant restraint clinics delivered. o Total of 500 Level 1 & 2 commercial vehicle inspections conducted by the VPD CVU. o The Code 3 safety driving video to be delivered to all Patrol members. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> o Traffic Section members issued a total of 41,377 road safety violation tickets in 2019, a 9% decrease over 2018. o The SSPT delivered a total of 205 road safety presentations in 2019, exceeding the target of 75 road safety presentations. 		<ul style="list-style-type: none"> o Personnel issues in the Traffic Section significantly impacted overall road safety enforcement efforts. 		

<ul style="list-style-type: none"> o SSPT conducted a total of 15 Occupant Restraint clinics at local community centres, exceeding the target of four clinics. o The CVU conducted 1,143 commercial vehicle inspections in 2019, far exceeding the target of 500 inspections. 43% of all inspected commercial vehicles were taken Out-of-Service for various deficiencies. o The Code 3 safety driving video was distributed internally through PowerDMS software on April 19, 2019. This included a Regulations & Procedures Manual (RPM) update and policy training bulletin. o Monthly Traffic Section meetings were held in 2019 to review violation ticket results and direct enforcement strategies/priorities. o The Noisy Muffler campaign yielded a total of 143 violation tickets in 2019. 	
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2019 Strategy 4: Continue to leverage technology to address current and anticipated road safety challenges.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
4.1 - Ongoing deployment of Automatic Licence Plate Reader (ALPR) technology within the VPD Traffic fleet.	Important	None	☒☒☒
4.2 - Continue to use social media to increase community engagement and awareness regarding road safety.	Important	None	☒☒☒
4.3 - Implementation of the E-Ticketing initiative pending approval by the Treasury Board.	Critical	3.1	☒☒☒
4.4 - Review and implementation of new technology related to the detection of impairment by drug.	Important	3.1	☒☒☒
4.5 - Implementation of automated speed enforcement cameras in cooperation with ICBC and BC Police Services.	Important	1.1	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> o Increased enforcement on high risk and unauthorized drivers. o Improved community engagement on road safety issues. o Improved efficiencies in ticket distribution and corresponding processes. o Enhanced police ability to respond to 'impaired by drug' offences. 	<ul style="list-style-type: none"> o Minimum of four ALPR deployments per month. o Implementation of E-Ticketing across front-line operations. o Increased automated enforcement of high collision locations.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> o ALPR vehicles were deployed for 130.9 hrs in 2019 yielding 1,013 hits and 48 enforcement actions taken. The VPD is in the process of updating ALPR equipment with the transition scheduled to be completed in 2020. o The number of Traffic Section Twitter followers increased by 24% in 2019 for a running total of 2,339. o The VPD Traffic and Public Affairs Sections worked with local media outlets to improve public messaging regarding road safety, highlighted by the production of 12 video clips to promote the Pedestrian Safety Campaign. o E-Ticketing was expanded throughout the province in 2019. All VPD Patrol and Traffic officers have been trained in how to use the technology. o The VPD Traffic Section continues to acquire and test new technology as it is approved and released for operational use. o The VPD received and is currently testing the SoToxa Mobile Test System: an official drug-screening device approved by the Federal Government of Canada. o Although it was not a specific Activity for 2019, the Traffic Section has been utilizing the Remotely Piloted Aerial System to assist in collision reconstruction. 	<ul style="list-style-type: none"> o Three ALPR units are nearing the end of their life cycle and are in need of replacement. Three replacement units were purchased and received in late 2019. These units will be installed in new Traffic vehicles in 2020.

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

Champion – Chief Adam Palmer

2019 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Employee communication and engagement was enhanced throughout the VPD in 2019.
- The VPD Executive regularly engages with sworn and civilian staff in a variety of settings including briefings, training sessions, major deployments, and at public and departmental events.
- The VPD Executive managed numerous significant events throughout 2019 and personally contacted staff members impacted by these events.
- In 2019, several new efforts to further cross-division communication were launched including the creation of a crime analyst working group and the formation of a workflow committee. Both of these new initiatives have improved the quality and timing of information flow across VPD divisions.

*The following presents a status report and measurable performance results pertaining to the **two Strategies** identified for 2019 in working towards achieving the overall Strategic Goal of fostering a culture of employee engagement and effective communication.*

2019 Strategy 1: Continue to improve communication between VPD Executive members and frontline sworn and civilian members.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Executive to continue to provide timely updates to sworn and civilian staff on major organizational matters.	Important	None	☒☒☒☒
1.2 - Executive to continue to engage with all VPD members as much as possible.	Important	None	☒☒☒☒
1.3 - Executive members will continue to participate in Patrol 'ride-alongs' throughout 2019.	Important	None	☒☒☒☒
1.4 - Chief to continue to attend Patrol parade briefings.	Important	None	☒☒☒☒
1.5 - Chief and Executive Team to personally engage staff exposed to traumatic or significant incidents.	Important	None	☒☒☒☒
STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Staff will be regularly informed regarding important organization matters. ○ Greater communication between Executive and frontline staff. ○ Opportunities for direct face-time with the Chief to share organizational feedback. ○ Frontline members will feel encouraged to further communicate with the Executive. ○ Greater Executive understanding of frontline challenges and concerns. ○ Greater support and comfort provided to staff exposed to traumatic or significant incidents. 	<ul style="list-style-type: none"> ○ Leverage a variety of communication methods to provide organizational updates to all staff including e-mail, video, and personal contact. ○ 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. ○ Patrol parade briefings to be routinely attended to by the Chief. ○ Overall positive employee satisfaction survey results. 		
PERFORMANCE RESULTS	CHALLENGES		
<ul style="list-style-type: none"> ○ The VPD Executive Team provided organizational updates to all staff through numerous methods including staff briefings, e-mail, and social media. ○ The VPD Executive engaged with frontline staff at major deployments, briefings, training sessions, and at public and departmental events. ○ The Chief once again consistently scheduled time to attend individual Patrol Team parade briefings throughout 2019. 	<ul style="list-style-type: none"> ○ The unpredictable timing of significant events has posed communication challenges. ○ The Executive is continually challenged with maximizing employee communication while simultaneously managing organizational demands that require their attention and leadership. 		

<ul style="list-style-type: none"> o The VPD Executive managed numerous significant events throughout the year, and personally contacted staff members impacted by these events. 				
2019 Strategy 2: Continue to improve communication between VPD Divisions.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
2.1 - Enhance collaboration between the Operations and Investigation Divisions in the handling of files.		Important	None	☒☒☒
2.2 - Sworn and civilian members from various specialty units to attend Patrol parades and Patrol supervisor meetings.		Value Added	None	☒☒☒
2.3 - Utilize mentorships, short-term or on-loan assignments to enhance communication and organizational knowledge across divisions.		Value Added	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> o Enhanced connections, better communication, and greater sharing of experience across divisions. o Enhanced Patrol member knowledge of the services and workload of specialty units. o Greater overall communication between the Operations and Investigation Divisions. 		<ul style="list-style-type: none"> o Establish a committee of representatives from the Operations and Investigation Divisions to enhance communication and to better coordinate the handling of files across divisions. o Select specialty units to continue to present their services and work to Patrol members. o Track the total number of mentorships and on-loan assignments that occur between the Divisions throughout 2019. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> o Communication between the Operations and Investigation divisions was enhanced in 2019 through the creation of two new working groups. <ul style="list-style-type: none"> o The crime analyst working group brings together analysts from the Operations and Investigation Divisions to share strategies and other information. o The formation of a workflow committee ensures more timely completion of follow-up investigations. o Members from specialty units continued to attend Patrol parades and supervisor meetings in 2019 to enhance inter-division collaboration. o Mentorships as well as short-term and on-loan assignments continued in 2019 to further increase communication, knowledge, and experience across VPD divisions. 		<ul style="list-style-type: none"> o Operational priorities and various shifting schedules are an ongoing challenge to fostering regular and systematic communication. o The physical separation of staff at different facilities across the city is a barrier to communication. In the long-term, the VPD supports the development of one centralized police headquarters facility to contain all three VPD divisions. This will foster greater divisional communication and information flow. 		

Strategic Goal: Promote a healthy work environment

Champion – Superintendent Martin Bruce

2019 STRATEGIC GOAL OVERALL HIGHLIGHTS

- The VPD continued to develop its employee's physical, emotional, and mental health throughout 2019, providing numerous health initiatives, resiliency sessions, and career support activities.
- The VPD hosted a full day resiliency session facilitated by Dr. Gilmartin at the Justice Institute of British Columbia (JIBC). 200 VPD sworn and civilian members and their families were in attendance.
- The Civilian & Auxiliary Police Services Unit (CAPSU) and the Training Unit formed a working committee in 2019 to identify desired key learnings for civilian supervisors.
- The VPD has continued to provide updated training and supports to ensure respectful workplaces for all employees and managers.
- Phase 2 Recommendations stemming from the VPD's comprehensive 2017 Operational Review have been implemented throughout 2019.

*The following presents a status report and measurable performance results pertaining to the **six Strategies** identified for 2019 in working towards achieving the overall Strategic Goal to promote a healthy work environment.*

2019 Strategy 1: Continue to support and foster employee wellness.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Conduct a staff survey on current and potential future wellness programming.	Important	None	☒☒☒☒
1.2 - Review and improve the function of Wellness Committee.	Important	None	☒☒☒☒
1.3 - Facilitate an inaugural Civilian Retirement Dinner event.	Important	None	☒☒☒☒
1.4 - Collaborate in the CoV-led Request-for-Proposal (RFP) process for a new VPD medical provider.	Important	None	☒☒☒☒
1.5 - Implement the BC First Responders program to improve trauma resilience training and programming for VPD members.	Important	None	☒☒☒☒
1.6 - Host a seminar on resiliency.	Important	None	☒☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ VPD Human Resources Section (HR) will gain a greater understanding of the wellness needs of VPD staff. ○ Increased member participation in wellness programming. ○ Greater staff access to information detailing health and wellness services and programs. ○ Long serving civilian employees will feel a greater sense of appreciation. ○ Overall improved resiliency support for VPD members and their families. 	<ul style="list-style-type: none"> ○ Identify staff preferences and strategies to improve engagement and participation in wellness activities. ○ Create a tracking mechanism to capture metrics on wellness initiatives including participation rates. ○ Selection and implementation of a new medical provider while updating relevant communications and literature. ○ First ever Civilian Retirement Dinner is held. ○ Host one resiliency seminar.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ Rather than an electronic survey, staff focus group sessions were held to garner feedback on current and potential future wellness programming. Two focus group sessions were held in 2019 and additional sessions are scheduled for 2020. 	<ul style="list-style-type: none"> ○ None noted.

<ul style="list-style-type: none"> o Wellness Committee membership has been adjusted to ensure an equal representation of sworn and civilian staff from all divisions. Regular meetings were held throughout 2019. o Planning for the inaugural Civilian Retirement Dinner took place in 2019, and the event took place in February 2020 with 130 members from across the VPD in attendance. o VPD members attended two BC First Responder Resiliency programs in 2019. Three dates have been confirmed for 2020. o 200 VPD sworn and civilian members and their families attended the full day resiliency session held by the VPD at the JIBC and facilitated by Dr. Gilmartin. 	
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2019 Strategy 2: Continue to enhance the professional development of VPD members.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - Embed wellness awareness exercises into the Sergeant Education Program (SEP) and civilian supervisor training.	Important	None	☒☒☒
2.2 - Increase the number of HR staff trained to conduct labour process investigations.	Important	None	☒☒☒
2.3 - Create a civilian supervisor training module.	Critical	None	☒☒☐
2.4 - Conduct a 1-year review of the VPD's current Tenure Policy to ensure any necessary amendments are recommended.	Critical	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> o Increased capacity among supervisors to support their teams. o Overall improved supervisor capabilities and awareness of their roles and responsibilities. o Greater capacity in HR for conducting labour process investigations and imparting process knowledge to VPD staff. o Enhanced fairness and transparency with the current Tenure Policy. 	<ul style="list-style-type: none"> o A number of sergeants and civilian supervisors will be trained in new staff wellness protocols. o Train two additional HR members in labour investigations. o Implement any necessary revisions to the current Tenure Policy once the review has been completed.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> o Additional scenarios/discussion points and PowerPoint slides on wellness were incorporated into SEP training sessions. o Members of HR participated in ongoing training with labour law industry professionals. o Two additional HR members were trained to conduct labour specific investigations. Further funding was secured to train new sworn and civilian HR staff transferring into the section. o CAPSU and the Training Unit formed a working committee in 2019 to identify desired key learnings for civilian supervisors. Additional supervisors will be identified as committee members to provide input on gaps in supervision training. o The Tenure Policy was reviewed in 2019 and was updated in June with minor adjustments. A further review of the policy and lengths is ongoing. 	<ul style="list-style-type: none"> o Completion of the civilian specific supervisor training program has been impacted by other departmental training priorities.

2019 Strategy 3: Continue to enhance the employee management processes.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
3.1 - Create protocols for the integration of new employees (on-boarding).	Value Added	None	☒☒☒

3.2 - Continue to work to ensure long-term sick and injured members provide feedback on levels of HR service.	Important	None	☒☒☒
3.3 - HR to initiate review of Early Intervention Program (EIP) software options with the Professional Standards Section (PSS), for eventual transition to HR.	Critical	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> ○ Increased support and engagement for new members. ○ Increased response to and accountability for members who are off sick or injured. ○ Greater efficiencies with the EIP. 	<ul style="list-style-type: none"> ○ New on-boarding protocols are implemented. ○ Complete a bi-annual survey of members who have been off long-term sick or injured. ○ New EIP software options are identified. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> ○ HR has been involved with Information and Communications Technology Section's technical lean process review intended to improve the orientation of new employees. CAPSU and Payroll developed and implemented a revised new employee documentation and sign-up process in order to expedite employee number generation and system activations. ○ HR has been surveying all long-term sick and injured employees every six months to provide better care and support to these members. ○ An Integrated Member Information System needs assessment is being conducted by external consultants. A roadmap was created for the next steps of an EIP revamp and other integrated databases. The project is currently in phase 1 stage of the creation of a new Employee Dashboard. 		<ul style="list-style-type: none"> ○ None noted. 	
2019 Strategy 4: Continue to foster a respectful work environment throughout the VPD.			
ACTIVITIES (ACTION PLANS)		Priority	Dependency
4.1 - Deliver another Senior Management Team (SMT) presentation on Respectful Workplace legislation/case law changes.		Important	None
4.2 - Develop and deliver Respectful Workplace cycle training and parade briefing sessions.		Important	None
4.3 - Increase member awareness of updated labour process guidelines.		Important	None
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> ○ Increased staff knowledge and understanding of Respectful Workplace protocols and impacts. ○ Increased labour process understanding, compliance, and transparency. 	<ul style="list-style-type: none"> ○ <i>Respectful Workplace</i> training sessions delivered to Patrol Supervisors and a number of Patrol members. ○ Updated labour process guidelines to be available to all members. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> ○ An SMT update on 2019 respectful workplace initiatives and training plans occurred on June 12, 2019. ○ Gavin Marshall from Roper Greyell LLP presented to the SMT in October 16, 2019 on Respectful Workplace legislation/case law changes. ○ HR and PSS members conducted four parade briefings on Respectful Workplaces to 600 frontline members. ○ 17 Cycle 4 Respectful Workplace training sessions were delivered. ○ 14 mandatory sworn and civilian supervisor training sessions were completed, facilitated by HR, PSS, and labour lawyers. ○ All civilian staff were required to attend one of ten respectful workplace training sessions put on by HR. 		<ul style="list-style-type: none"> ○ None noted. 	

2019 Strategy 5: Continue to enhance employee safety and security at VPD facilities.

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
5.1 - Conduct regularly scheduled fire and evacuation drills in all VPD facilities.		Important	None	☒☒☒
5.2 - Update security protocols for visitor access at all VPD buildings.		Critical	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Increased emergency evacuation knowledge and safety of VPD members. ○ Increased security for staff and the public at VPD facilities. 		<ul style="list-style-type: none"> ○ One scheduled evacuation drill for each VPD facility. ○ Participate in the Great British Columbia Shakeout earthquake preparedness drill. ○ New security protocols to be implemented at all facilities. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> ○ Fire and evacuation drills were conducted at all VPD buildings. ○ The VPD participated in Exercise VanSlam 2019 with CoV partners to test capabilities and prepare protocols in the event of a major earthquake. ○ New enhanced security protocols have been implemented at all facilities for visitors and contractors. 		<ul style="list-style-type: none"> ○ None noted. 		

2019 Strategy 6: Implement recommendations from the comprehensive Operational Review of the VPD's staffing requirements.

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
6.1 - VPD Operational Review Project Implementation Team to coordinate ongoing implementation of recommendations.		Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Updated Departmental staffing needs will be implemented based on comprehensive consultations, research, and analysis. 		<ul style="list-style-type: none"> ○ Development of implementation timelines and tiers. ○ Implementation of 2019 staffing/resource additions and preparation for 2020 additions. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> ○ Ongoing assessment and implementation of new positions and resources resulting from the 2017 Operational Review. ○ 25 new officers and 12 new civilians were hired in 2019. 		<ul style="list-style-type: none"> ○ None noted. 		