



VANCOUVER POLICE DEPARTMENT 2020 STRATEGIC BUSINESS PLAN REPORT-BACK

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

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GLOSSARY OF ABBREVIATIONS/ACRONYMS

ACU – Auto Crime Unit (VPD)
AFU – Anti-Fencing Unit (VPD)
ALPR - Automatic Licence Plate Reader
AMSSA - Affiliation of Multicultural Societies and Services Agencies of BC
AOT – Assertive Outreach Team

BCACP - British Columbia Association of Chiefs of Police
BCMUP - British Columbia Municipal Undercover Program
BCWLE – British Columbia Women in Law Enforcement Association
BET - Beat Enforcement Team (VPD)
BRO - Being Respectful of Others Program (VPD)

CACP – Canadian Association of Chiefs of Police
CAPSU - Civilian & Auxiliary Police Services Unit
Car 87 & Car 88 - partnership between VPD and VCH for on-site mental health assessments and intervention (car 87 – day, car 88 – night)
CBSA - Canada Border Services Agency
CDSS – Court and Detention Services Section (VPD)
CERB – Canada Emergency Response Benefit
CEU – Counter Exploitation Unit (VPD)
CFO - Civil Forfeiture Office
CFSEU-BC – British Columbia Combined Forces Special Enforcement Unit
CN - Canadian National Railway
COU - Chronic Offender Unit (VPD)
CoV - City of Vancouver
CoV ACCS – City of Vancouver Arts, Culture, and Community Services
CPA - Citizen’s Police Academy (VPD)
CPC - Community Policing Centre
CPKN – Canadian Police Knowledge Network (CPKN)
CSP - Community Safety Personnel (VPD)
CVU - Commercial Vehicle Unit (VPD)

DCC - Downtown Community Court
DIIRS – Diversity, Inclusion & Indigenous Relations Section (VPD)
DOC – Department Operations Centre
DOAP - Drug Overdose and Alert Partnership
DRE - Drug Recognition Expert
DSO – Departmental Security Office (VPD)
DTES - Downtown Eastside
DVACH – Domestic Violence and Criminal Harassment Unit (VPD)

E-COMM – Emergency Communications Operations for British Columbia
EHS – Emergency Health Service
EIP - Early Intervention Program (VPD)
EOPS - Emergency & Operational Planning Section (VPD)

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

GCU - Gang Crime Unit (VPD)

HR - Human Resources Section (VPD)

IAC - Indigenous Advisory Committee
ICBC - Insurance Corporation of British Columbia

ICT – Information & Technology Section (VPD)
ISSofBC - Immigration Services Society of British Columbia
ITU – Identity Theft Unit (VPD)

JIBC - Justice Institute of British Columbia

LCRB - Liquor and Cannabis Regulation Branch
2SLGBTQ+- Lesbian, Gay, Bisexual, Transgender, Queer, and Two-Spirited

MCP - MedicAlert Connect Protect Program (VPD)
MCS - Major Crime Section (VPD)
MHA – Mental Health Act
MHU - Mental Health Unit (VPD)
MOSAIC - an interpretation and translation agency
MVA – Motor Vehicle Act

NCO – Non-Commissioned Officer
NPO - Neighbourhood Police Officer (VPD)
NVIT - Nicola Valley Institute of Technology
NWEST – National Weapons Enforcement Team

OAT - Opiate Agonist Therapy
OCS - Organized Crime Section (VPD)
OOT – Opiate Outreach Team (VCH)

PAC - Parent Advisory Council
PAL - Police Athletic League
PCU - Property Crime Unit (VPD)
PHC - Providence Health Care
PNE - Pacific National Exhibition
POPS – Peace Officers Pride Society
PTEP - Provincial Tactical Enforcement Priorities Group
PWG - Pandemic Working Group (VPD)

RADAR - Real-time Drug Alert & Response system
RCMP - Royal Canadian Mounted Police
R2MR – Road to Mental Readiness Program
RPAS – Remotely Piloted Aircraft Systems
RV – Recreational Vehicle

S.A.F.E. - Safety Awareness for Elders (VPD)
SCU – Sex Crimes Unit (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 Building
SSH - Social & Supportive Housing Site
SSPT - School Safety Patrol Team (VPD)

TEU - Traffic Enforcement Unit (VPD)

TROO - Total Respect of Ourselves & Others Program (VPD)

UBC - University of British Columbia
UNYA - Urban Native Youth Association

VAFCS – Vancouver Aboriginal Friendship Centre Society
VCH - Vancouver Coastal Health
VFRS - Vancouver Fire Rescue Services
VGH - Vancouver General Hospital
VGH AAC - Vancouver General Hospital Access and Assessment Centre
VPB - Vancouver Police Board
VPF - Vancouver Police Foundation
VPD - Vancouver Police Department
VPU - Vancouver Police Union
VSB - Vancouver School Board

WPST – Women’s Personal Safety Team (VPD)

YSS – Youth Services Section (VPD)

SUMMARY OF 2020 PROGRESS

2020 marked the fourth 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 eight overarching Strategic Goals embedded within four Strategic Priorities (*Engage the Community, Fight Crime, Enhance Public Safety, and Support our People*).

The 2020 Strategic Business Plan outlined the Strategies that the VPD would undertake throughout 2020 in working towards achieving the eight overarching Goals identified in the 2017-2021 Strategic Plan. Thirty-two Strategies were identified with 156 Activities associated to the Strategies. It should be noted that 2020 marked a historical anomaly due to the global pandemic, and crime metrics (i.e., volume and trends) have been affected as a result. COVID-19 has resulted in less overall people working and driving to work, more people working from home, less businesses open and for shorter hours, and less general activity by people.

Though there was less overall activity in the city, VPD operations, investigations, and administrative processes were significantly impacted throughout 2020 by the COVID-19 pandemic as well as by global movements and local protests. Unlike many businesses or organizations that were forced to close or limit operations for a large part of 2020, frontline VPD officers continued to provide 24/7 service to ensure public safety under heightened unsafe conditions due to the health risks posed by the pandemic. In addition, 2020 saw a significant rise in the most concerning crime categories, notably considerable increases in the most serious forms of violent crime. There were 19 incidents of culpable homicide in 2020 compared to 11 in 2019, while the most serious types of assaults increased by 16.8%. Seventeen (17) of Vancouver's 24 neighbourhoods experienced an increase in serious assaults, while 15 neighbourhoods saw an increase in offensive weapons incidents. Serious assaults against police officers increased by 54.2%. Hate crime incidents rose profoundly by 97% with 280 total incidents reported in 2020 compared to 142 in 2019, with a dramatic 717% increase in hate crimes targeting Asians (from 12 in 2019 to 98 in 2020). Furthermore, intimate partner violence is at an all-time high, 2.4% higher than last year. As with violent crime, the most serious types of property crime saw increases in 2020. The closure of many business for prolonged periods of time during the pandemic contributed to a 12.3% increase in commercial break and enters. Arson incidents increased by 23.6% while mischief and fraud incidents increased by 4% and 1.2% respectively.

Despite the challenges encountered in 2020, the VPD made significant strides in relation to many strategic priorities as cross-functional work teams completed the majority of Activities and achieved numerous outcomes and targets. Furthermore, considerable progress was made on the majority of the remaining Activities that were not fully completed. Notably, there was a 1.7% decrease in the rate of violent crime which includes an 18.7% decrease in reported sexual assaults and a 4.2% reduction in robberies. Other successes included collaborative investigative and enforcement action which disrupted several violent drug and firearms traffickers operating in Vancouver, resulting in various criminal charges and numerous drug and asset seizures. Property crime decreased significantly with an overall 25% reduction in total incidents, which includes 39% decreases in both theft of vehicle and theft from auto, as well as a 9% decrease in residential break and enters. Among the various types of neighbourhood concerns that affect public safety, there was a 47% decrease in panhandler calls, a 34% decrease in fights, a 27% decrease in breach of peace calls, a 22% decrease in annoying person calls, and a 12% decrease in public intoxication calls. On the road safety front, traffic-related fatalities decreased by 43% and police reported vehicle collisions decreased by 24%.

It should be noted that many of the decreases noted above may be primarily attributed to the COVID-19 pandemic which has greatly restricted the overall volume of activity occurring in the city. For instance, the closure of night clubs and the restrictions on other licenced premises has resulted in fewer sexual assault incidents such as 'groping' cases. Further, increased access to such social supports as the Canada Emergency Response Benefit (CERB) are believed to have reduced low-level property crimes, which are frequently committed to support untreated addiction. The overall decrease in crime in Vancouver in 2020 is a direct result of a significant decrease in the high frequency, low-level types of property crime, namely thefts from auto and other thefts. These two categories comprise a combined 56.9% of all property crime and a combined 41.9% of all crime. Essentially, the pandemic culminated in a decrease in less serious and higher frequency crimes while more serious crimes increased in 2020.

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 96% of all Activities with 65% of Activities being fully completed. Only six Activities were not initiated, and this was mostly due to COVID-19. Following the summary table is a compilation of the detailed Report-Back templates complete with performance results for the 32 Strategies and 156 associated Activities undertaken in 2020.

Strategic Plan Goals and associated 2020 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	33	1	12	20
1.1 Continue to engage and support vulnerable and marginalized individuals, specifically marginalized women.	6	0	0	6
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.	5	0	1	4
1.4 Sustain and foster existing positive relationships with new immigrants and multicultural communities.	7	1	2	4
1.5 Continue to develop trust and relationships with youth through outreach, education, and empowerment activities	4	0	4	0
1.6 Improve on existing relationships with the 2SLGBTQ+ community and expand on the understanding of 2SLGBTQ+ issues relative to policing.	6	0	4	2
(Strategic Goal 2): Strengthen mental health programs and processes	12	0	3	9
2.1 Target total youth wellness through a variety of programs.	5	0	0	5
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.	4	0	2	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	1	2
<i>Fight Crime</i>				
(Strategic Goal 3): Fight violent crime and its causes	12	1	2	9
3.1 Strategically align enforcement projects across the Department through increased sharing of intelligence.	3	0	1	2
3.2 Continue to expand the BarWatch and Restaurant Watch programs.	2	0	0	2
3.3 Enhance public awareness of sexual offences, particularly those impacting youth and marginalized communities.	5	1	1	3
3.4 Enhance enforcement of firearms and other weapons.	2	0	0	2
(Strategic Goal 4): Combat property crime and its drivers	18	2	4	12
4.1 Enhance the process for referring property crime offenders to the Downtown Community Court (DCC).	3	0	2	1
4.2 Leverage intelligence to proactively combat both residential and commercial break and enters.	8	0	1	7

Strategic Plan Goals and associated 2020 Strategies	Activities Identified	Activities Not Initiated	Activities Initiated, but not completed	Activities Completed
4.3 Continue to expand the capacity and capability of the Cybercrime and Financial Crime Units.	7	2	1	4
Enhance Public Safety				
(Strategic Goal 5): Address community concerns that affect public safety	22	2	7	13
5.1 Ongoing prioritization of liquor enforcement in the Granville and Gastown Entertainment Districts as well as on public beaches.	7	1	0	6
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	1	3	2
5.3 Continue to assist the CoV with its efforts to end homelessness.	5	0	1	4
5.4 Address gaps in service for those with substance use disorders who are detained at the VPD Jail.	4	0	3	1
(Strategic Goal 6): Improve road safety for everyone	26	0	4	22
6.1 Ongoing participation in coordinated Provincial road safety campaigns.	9	0	1	8
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.	9	0	2	7
6.4 Continue to leverage technology to address current and anticipated road safety challenges.	6	0	1	5
Support our People				
(Strategic Goal 7): Foster a culture of employee engagement and effective communication	7	0	0	7
7.1 Continue to improve communication between the VPD Executive members and all members.	4	0	0	4
7.2 Continue to improve communication between the VPD's three Divisions.	3	0	0	3
(Strategic Goal 8): Promote a healthy work environment	25	0	16	9
8.1 Continue to support and foster employee wellness.	7	0	4	3
8.2 Continue to enhance the professional development of VPD members.	6	0	5	1
8.3 Continue to enhance employee administrative and management processes.	4	0	3	1
8.4 Continue to enhance respectful work environments throughout the VPD.	5	0	3	2
8.5 Continue to enhance employee safety and security at VPD facilities.	2	0	1	1
8.6 Implement recommendations from the comprehensive Operational Review of the VPD's staffing requirements.	1	0	0	1
TOTAL	156	6	48	102

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

Champion – Inspector Suzanne Muir

2020 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. However, it is important to note that the ongoing pandemic and related restrictions has presented significant challenges for program delivery and outreach efforts.
- The SisterWatch Committee and the Indigenous Advisory Committee continued to hold quarterly meetings in 2020.
- A total of 116 calls were made to the SisterWatch Tip Line in 2020, a 49% increase from the 59 calls in 2019.
- In the absence of the quarterly Lunch with the Chief events in 2020 due to the ongoing pandemic, the VPD and the Vancouver Police Foundation (VPF) partnered with five community agencies to distribute packaged meals every quarter to residents of the Downtown Eastside (DTES).
- The Financial Crime Unit (FCU) website, which continues to provide important anti-fraud updates, fraud prevention materials, and related elder safety information saw a 14% increase in public views in 2020 compared to 2019.
- Vancouver’s Community Policing Centres (CPCs) delivered over 200 online elder safety activities and informational sessions, along with a specialized session on resiliency to over 80 participants.
- The Women’s Personal Safety Team (WPST) delivered 12 online personal safety workshops to a total of 471 participants.
- Ongoing bi-monthly publication of an internal diversity and educational newsletter distributed to all VPD personnel.
- Various VPD frontline members, managers, and the Executive participated in over 80 total cultural events held throughout the city during 2020 such as the Chinese New Year Parade, Hoobiyee Nisga’a New Year, National Indigenous Peoples Day, Women’s Memorial March, and National Aboriginal Veterans Remembrance Day.
- Established in 2014, the renowned VPD Cadet Program has graduated 227 total cadets, with 42 participants graduating in 2020.
- The NewKids program graduated 18 newcomer youth in 2020, for a current total of 168 newcomer youth having graduated since its inception in 2015.
- Attributed largely to the COVID-19 pandemic, hate crime incidents totalled 280 in 2020, a 97% increase compared to 142 incidents in 2019.
- The washrooms in all VPD facilities have been equipped with gender-diverse signage.
- There was a 5.5% increase in views on YouTube for the VPD’s *Walk With Me* transgender educational video, and 720 additional views of the Safe Place video.
- Funded by the Vancouver Police Foundation (VPF), approximately 1,300 alarms have been distributed to social support organizations in the Downtown Eastside (900 to the Vancouver Second Mile Society, 200 to the Downtown Eastside Women’s Center, and 200 to the Chinese Christian Mission of Canada).

The following presents a status report and measurable performance results pertaining to the 6 Strategies identified for 2020 in working towards achieving the overall Strategic Goal of fostering relationships, understanding, and trust with our diverse community.

2020 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.	Important	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 - Distribute safety equipment and daily assistance materials to vulnerable individuals including those residing in different housing models.	Important	None	☒☒☒

1.4 - Maintain ongoing communication with the staff overseeing social support housing units.	Value Added	None	☒☒☒	
1.5 - Continue to facilitate Lunch with the Chief events in the Downtown Eastside (DTES).	Important	1.6	☒☒☒	
1.6 - Ongoing participation in SisterWatch including engaging in a joint initiative to establish a house pole in remembrance of missing and murdered Indigenous women and girls.	Critical	1.1 & 1.5	☒☒☒	
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> Strengthening of trusting and positive relationships with vulnerable and marginalized women. Reconnection of vulnerable and marginalized women with their friends and family. Increased ability for vulnerable individuals to record personal information regarding their safety and experiences. Increased reporting of violent victimization. 	<ul style="list-style-type: none"> Assist 150 vulnerable individuals in obtaining official provincial identification Distributed 40 cell phones equipped to call 911, 400 blackboards, and 800 notebooks. Update VPD Homelessness Awareness Course to include impact of homelessness on marginalized individuals, with a focus on women. Host quarterly Lunch with the Chief events in the DTES. Involvement in quarterly SisterWatch meetings, as well as important functions attached to this committee. 			
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> The Sex Industry Liaison Officer facilitated 2-4 online sessions per week to support marginalized women in obtaining access and transitioning to social housing. The Sex Industry Liaison Officer conducted 1-2 online support sessions per week to provide guidance to equity seeking persons on accessing essential services, including assisting them with transportation to these services. Through the ID4Me program, the Sex Industry Liaison Officer assisted equity seeking persons in obtaining a total of 67 pieces of provincial identification. Another community agency also assists equity seeking persons with acquiring identification. The Sex Industry Liaison Officer distributed 80 cell phones (equipped to call 911) to equity seeking persons, which doubled the total distributed in 2019. 40 adhesive blackboards were installed throughout several Single Room Occupancy Buildings (SROs) in the DTES, to be used by equity seeking persons for the posting of important reminders. 65 notebooks featuring Indigenous artwork on the cover were also distributed to equity seeking persons to record appointments and other reminders. As part of their <i>Warm Winter Wishes</i> program, the CPCs distributed 450 gift bags to four community agencies servicing the DTES. As a substitute for the quarterly Lunch with the Chief events in 2020, the VPD and the VPF partnered with five community agencies to distribute packaged meals every quarter to residents of the Downtown Eastside (DTES). Due to the ongoing pandemic, the quarterly SisterWatch meetings were held virtually in 2020. The two SisterWatch community phones located in the DTES were utilized 311 times in 2020, a 5% increase from 2019. A total of 89 police files resulted from these calls, an increase of 25% from the 66 resulting incident files in 2019. A total of 116 calls were made to the SisterWatch Tip Line in 2020, a 49% increase from the 59 calls in 2019. 		<ul style="list-style-type: none"> In response to pandemic related restrictions, the adaption of programs and outreach efforts to an online environment has posed considerable service accessibility challenges for equity seeking participants. 		
2020 Strategy 2: Ensure the safety of the elderly population through ongoing education and awareness efforts.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
2.1 - Deliver ongoing education and awareness for the Safety and Awareness for Elders (S.A.F.E.) program and the World Elder Abuse Awareness Day through social media and community partnerships.		Important	None	☒☒☒

2.2 - Hold another VPD Seniors Safety Fair as well as smaller workshops with participation by the Women's Personal Safety Team (WPST).	Important	None	☒☒☐	
2.3 - Community Police Centres (CPCs) to continue to deliver elder specific initiatives and activities.	Value Added	None	☒☒☒	
2.4 - Continue to educate the elderly on common financial scams and provide anti-fraud awareness through the VPD's Financial Crime Unit (FCU) website and various other forms of media.	Value Added	None	☒☒☒	
2.5 - FCU participation on the Provincial Council to Reduce Elder Abuse.	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 and online safety, while improving on community partnerships. ○ Decreased likelihood of fraud and financial scams targeting elders, through education and awareness. ○ Increased elder abuse information sharing between the VPD and provincial partners. 	<ul style="list-style-type: none"> ○ Distribute S.A.F.E. informational magnets and brochures through the Public Service Unit and the CPCs. ○ Deliver a minimum of two personal safety workshops by the WPST to seniors' groups. ○ CPCs to deliver 12 elder safety activities or informational sessions. ○ Host a 2-day conference in 2020 with 11 external agencies focusing on reducing financial elder abuse. ○ Regularly communicate anti-fraud updates and other personal safety awareness messaging through the internet and social media. 			
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> ○ 900 S.A.F.E. informational magnets and brochures were distributed via the public service counters at each VPD headquarters. ○ The CPC transitioned to online messaging of S.A.F.E. during 2020 to ensure ongoing awareness of the program throughout the ongoing pandemic. ○ The WPST delivered 12 online personal safety workshops to a total of 471 participants, which included numerous seniors. ○ The MedicAlert Connect Protect Program (MCP) continues to provide the VPD will 24-hour direct access to MedicAlert voluntary subscriber's electronic medical profiles which assists police in locating high-risk missing elders. ○ The CPCs delivered over 200 online elder safety activities and informational sessions, along with a specialized session on resiliency to over 80 participants. ○ In partnership with two local businesses, over 300 packages containing food and necessities were distributed by CPC volunteers to various families and elders throughout Vancouver during the pandemic. ○ The FCU continued to provide anti-fraud updates, fraud prevention tips, and related elder safety awareness via multiple media platforms. The website saw 4,534 public views in 2020, a 14% increase from 3,984 views in 2019. ○ In partnership with the CPCs and other community partners, the FCU continued to disseminate information to the Chinese community regarding kidnapping scams. ○ The Elder Abuse Unit (EAU) held two communication sessions with the Provincial Council to Reduce Elder Abuse to discuss safety issues and crime prevention strategies. ○ The FCU consulted on a number of fraud investigations involving seniors conducted by the Council to Reduce Elder Abuse. ○ Funded by the VPF, 900 alarms have been distributed to the Vancouver Second Mile Society which exists to address the social, recreational, nutritional and informational needs of low-income seniors in Downtown Vancouver. These alarms will bolster the security of the homes of vulnerable seniors. 		<ul style="list-style-type: none"> ○ In response to pandemic related restrictions, the adaption of programs and outreach efforts to an online environment has posed considerable service accessibility challenges for elderly participants. ○ The two-day in-person Seniors Safety Fair was postponed until 2021 due to COVID-19, while funding for another Safety Fair in 2023 has been secured. ○ Public access to the CPCs has been restricted due to the ongoing pandemic. 		
2020 Strategy 3: Sustain and foster existing positive relationships with Indigenous communities.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status

3.1 - Ongoing participation in Indigenous cultural and community events.	Important	None	☒☒☒	
3.2 - Update and deliver additional Indigenous cultural competency training to VPD personnel, CPC volunteers, and other partner agencies.	Critical	None	☒☒☐	
3.3 - Continue to support and engage Indigenous youth through programming and outreach.	Important	None	☒☒☒	
3.4 - Ongoing quarterly meetings with the VPD Indigenous Advisory Committee (IAC).	Critical	None	☒☒☒	
3.5 - Continue to 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 community. Increased understanding of Indigenous history, culture, events, and ceremonies. Enhanced discussions regarding Indigenous peoples and how to support them. Increased engagement, safety, and resilience of at-risk Indigenous populations, namely women and youth. 	<ul style="list-style-type: none"> Attend four cultural events per month. Organization and involvement in the Pulling Together Canoe Journey. Provide ongoing outreach to Indigenous community agencies twice per week. Identify and recruit Indigenous youth to the Indigenous Cadet Program. Continue engaging 20-25 youth in the Musqueam Breakfast Club and 12-15 youth in the DTES Walks initiative. Act on the key recommendations put forward by the IAC. 			
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> Various VPD frontline members, managers, and the Executive participated in a number of Indigenous cultural events such as the Hoobiyee Nisga'a New Year, National Indigenous Peoples Day, National Aboriginal Veterans Remembrance Day, and the Women's Memorial March. Outreach programs for at-risk Indigenous youth were adapted to meet COVID-19 public health order guidelines, focusing on gang involvement prevention and internet safety, as well as partnering with external agencies to assist these youth in obtaining drivers licences. Ongoing outreach with Indigenous community agencies occurred twice per week, either in-person or online. Nearly all frontline VPD members completed trauma informed policing practices Cycle 3 Training in September 2020. In December 2020, over 700 frontline VPD members completed Indigenous awareness Cycle 4 Training regarding the promotion of culturally safe practices. Frontline member Cycle 4 Training in 2021 will include an Indigenous anti-racism component. A \$10,000 grant has been provided by the Civil Forfeiture Office (CFO) to support additional Indigenous cultural awareness training. However, delivery of this training has been put on hold due to COVID-19 restrictions. The VPD is also working with the provincial government to develop an Indigenous Cultural Competency E-learning course. All Police Academy training incorporates anti-racism, bias-free policing foundation, including scenarios on topic of vulnerable/marginalized persons; teaches active listening, cultural sensitivity awareness. Quarterly meetings occurred with the IAC, with the last three hosted via conference call due to the ongoing pandemic. Five Indigenous focused women's safety seminars with a total of 27 participants were hosted (two in-person in early 2020 and three online). Other safety information and training was provided virtually or distributed through the Pacific Association of First Nations Women. 		<ul style="list-style-type: none"> Due to public health restrictions related to COVID-19, the Canoe Waking Ceremony, Pulling Together Canoe Journey, and the Indigenous Cadet Program were cancelled in 2020. In response to pandemic related restrictions, the adaption of programs and outreach efforts to an online environment has posed considerable service accessibility challenges for Indigenous participants. 		
2020 Strategy 4: Sustain and foster existing relationships with new immigrants and multicultural communities.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status

4.1 - Attend the Immigrant Services Society of British Columbia (ISSofBC) Welcome House to provide safety training and to educate new immigrants on the role of police in Canada.	Important	None	☒☒☒
4.2 - Develop a personal safety video and toolkit in multiple languages to provide to new immigrants.	Important	None	☒☒☐
4.3 - Engage with Vancouver's Black community to build dialogue and expand positive relationships.	Important	None	☒☒☐
4.4 - Participate in annual multicultural community events including attending education sessions and events at Mosques and other religious centres.	Value Added	None	☒☒☒
4.5 - Continue to engage multicultural communities through programs like the Citizen's Police Academy (CPA).	Value Added	None	☐☐☐
4.6 - Continue to engage new immigrant youth through the NewKids Program.	Important	None	☒☒☒
4.7 - Ongoing internal publication of a VPD Diversity Newsletter.	Value Added	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> Strengthening of existing relationships with multicultural populations and increase understanding of cultural customs. VPD members have greater knowledge and understanding of multicultural backgrounds and experiences. Enhanced safety and engagement of at-risk multicultural populations. 		<ul style="list-style-type: none"> Deliver full-day safety workshops at ISSofBC every two months. Deliver smaller safety workshops and newcomer packages at ISSofBC once a week. Production of a monthly hate crimes report. DIIRS members to attend a minimum of four cultural events. Engage new participants in each session of the CPA and the NewKids programs. Publication of a monthly internal diversity newsletter. 	
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> The Diversity Liaison Officer continued to attend ISSofBC weekly when public health order restrictions have allowed throughout 2020. Programming for full-day safety workshops varied at ISSofBC due to COVID-19 related closures. 20 in-person workshops occurring in the first quarter of 2020, followed by 12 on-line sessions over the next three quarters. The script for the new immigrant's safety video has been created, reviewed, and edited by stakeholders. Work to translate and animate the video is pending. The development of the supporting toolkit is also in progress. The Hate Crime Unit produced a monthly Hate Crime Report. Hate incidents totalled 280 for the year, a 97% increase compared to the 142 incidents in 2019. VPD representatives attended over 80 cultural events throughout 2020 (some in-person and some on-line) including an event hosted by the African Friendship Society of BC, Taiwan Fest, Lunar Fest, and the Chinese New Year parade. In February 2020, VPD representatives attended City Hall for the CoV's proclamation of Black History Month. In June 2020, the VPD held a conference call with representatives from nine African and Caribbean community associations. Sudan and Burundi Independence Days were attended by the Diversity Liaison Officer. The Diversity Liaison Officer engages in ongoing dialogue with 15 other African community associations. The NewKids Program engaged 18 newcomer youth in two, five-week workshops, which were conducted both online and in-person. A bi-monthly VPD Diversity Newsletter continues to be disseminated department-wide to create greater staff awareness around organizational events and activities taking place that promote diversity and inclusion. 		<ul style="list-style-type: none"> In response to pandemic related restrictions, the adaption of programs and outreach efforts to an online environment has posed considerable service accessibility challenges for newcomer and multicultural participants. Many cultural and community events such as the annual Vaisakhi Parade were cancelled because of COVID-19. Due to ongoing pandemic restrictions, the CPA was postponed in 2020 to allow for the transition of the program onto an online platform for 2021. 	
2020 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 (within schools and through external programming).	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
5.2 - Continue to encourage leadership and skills development and ongoing wellness promotion through sports and fitness.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
5.3 - Continue to encourage dialogue on topics such as mental health, gender violence, and online safety.	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
5.4 - Continue to host the annual Youth Connect event along with delivering educational workshops to youth on respectful relationships, including personal safety and 2SLGBTQ+ issues.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> Improved behaviour from at-risk youth, including increased connectivity to the community and positive relationships with police. Youth will be deterred from engaging in criminal and other negative activities. Fostered growth, confidence, independence, and leadership in youth as well as increased civic engagement and healthy lifestyles. Educated and empowered youth in relation to sexual health and online safety. 	<ul style="list-style-type: none"> Provide engagement opportunities to over 1,000 at-risk youth populations through ongoing anti-gang programming (e.g., Her Time, End Gang Life, Turning Point, etc.). Deliver safety workshops to over 200 youth through music, culture, and arts programming. Engage over 400 youth to participate in sporting, leadership, and scholastic programming. Engage up to 400 youth in respectful relationships workshops/sessions. Involvement of over 200 youth in the VPD Cadet Program. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> Gang education presentations were provided to 18 NewKids program participants and to 60 Cadet Program youth. The Streetfront Marathon Group had seven youth participate in virtual marathons. The Windermere Running Club continued to engage 12-14 youth in leadership programming. Project ReMake completed the construction of its music trailer with various youth assisting in the design process. The VPD Cadet Program was adapted to an online platform with 42 youth graduating in 2020. To-date, 227 Grade 12 students have graduated from the program. The <i>Here4Peers</i> youth mental health support program also shifted to virtual-based program delivery. It continues to be successful under this modified virtual platform providing online tools and experiences such as the Virtual Mental Health Tool Box, Meditation Challenge, bursary application submissions, and graduation ceremonies. <i>Here4Peers</i> is currently training 70 youth facilitators for its new virtual workshop, which is in the final stages of beta-testing. 	<ul style="list-style-type: none"> Many in-person youth program initiatives were postponed due to public health order restrictions. The Student Challenge, Gang Tackle, Project Turning Point, End Gang Life, TROO, BRO, YoBro, and Youth Connect were all postponed due to COVID-19. In lieu of these programs, over 200 select youth continue were directly supported by the VPD's Youth Services Section (YSS) throughout 2020. 		
2020 Strategy 6: Improve on existing relationships with the 2SLGBTQ+ community and expand on the understanding of 2SLGBTQ+ issues relative to policing.			
ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
6.1 - Ongoing VPD participation on the CoV's 2SLGBTQ+ advisory committee.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
6.2 - Develop an engagement program for 2SLGBTQ+ seniors.	Value Added	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
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.	Value Added	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
6.4 - Meet with 2SLGBTQ+ community service providers on how to increase victimization reporting and further relationship building.	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

6.5 - Increase engagement with 2SLGBTQ+ youth through anti-bullying programming and the #LoveWhoYouWant campaign.	Important	None	☒☒☐
6.6 - Ongoing collaboration with other law enforcement agencies and community organizations regarding 2SLGBTQ+ issues.	Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> ○ Improved best practices when serving the 2SLGBTQ+ community and increased understanding of transgender issues within policing. ○ Greater awareness of 2SLGBTQ+ issues while promoting understanding and education across different populations. ○ Decreased risk factors for 2SLGBTQ+ youth minimizing negative outcomes such as suicide and other self-harming behaviours. ○ Engagement of other police agencies and community organizations involved in 2SLGBTQ+ training, education, and relationship building. 	<ul style="list-style-type: none"> ○ Translate the Walk With Me video into Mandarin and Punjabi. ○ 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 agencies trained in the 2SLGBTQ+ education program. ○ Continue to deliver at least 10 2SLGBTQ+ training presentations with local and national law enforcement organizations. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> ○ The 2SLGBTQ+ Liaison Officer continued to represent the VPD at the CoV 2SLGBTQ+ Advisory Committee's monthly meetings, which were primarily hosted via conference call in 2020 due to the ongoing pandemic. ○ The washrooms in all VPD facilities have been equipped with gender-diverse signage. ○ 19 new business joined the Safe Place program in 2020, bringing the total number of business registered to over 500. ○ To-date, there have been 5,718 views of the SafePlace video. There were 4,998 total to-date views as of the end of 2019 and 4,180 total to-date views as of the end of 2018. ○ The VPD's <i>Walk With Me</i> transgender educational video has been translated into five languages. A final review is underway to ensure accuracy for adaptation into a video format. ○ The 2SLGBTQ+Liaison continues to conduct online meetings and group sessions with the Prime Timers of Vancouver and Rainbow Roundtable organizations that support and engage 2SLGBTQ+elders. ○ Partnerships also continue between the 2SLGBTQ+Liaison Officer and the University of British Columbia (UBC) Department of Gerontology focused on 2SLGBTQ+elder safety. ○ Prior to the pandemic in early 2020, the 2SLGBTQ+Liaison Officer attended two schools to present on anti-bullying programming including the #LoveWhoYouWant campaign. 60 youth participated in these presentations. ○ Ongoing community outreach by the 2SLGBTQ+Liaison Officer, in partnership with the <i>You Can Play</i> organization, continues to provide education and awareness opportunities around 2SLGBTQ+safety and inclusion in sport. ○ A group of VPD officers have launched the Out-on-Patrol initiative to promote outreach and interaction with the 2SLGBTQ+community. ○ The 2SLGBTQ+Liaison Officer delivered 11 training presentations to VPD staff and to local and national law enforcement agencies in 2020. ○ The 2SLGBTQ+Liaison Officer travelled to Toronto, Ontario to assist the Legal Network with the creation of a module to reduce stigma for people living with HIV/AIDS. ○ The 2SLGBTQ+Liaison Officer participated in monthly meetings of the Canadian Association Chiefs of Police's (CACP's) National Training Committee, and was awarded with the CACP's Equity, Diversity & Inclusion Leadership Award. ○ The 2SLGBTQ+Liaison Officer provided expertise and support to the Canadian Police Knowledge Network (CPKN) during the development of a national 2SLGBTQ+training course. 		<ul style="list-style-type: none"> ○ Global events that occurred in 2020 have impacted trust in relation to police. ○ Project Elder Pride - a new interactive program to support and engage 2SLGBTQ+seniors - has been delayed due to the pandemic. ○ The CPKN national 2SLGBTQ+course was scheduled to roll-out in June 2020, but has been delayed by the COVID-19 pandemic. 	

Strategic Goal: Strengthen mental health programs and processes

Champion – Inspector Colleen Yee

2020 STRATEGIC GOAL OVERALL HIGHLIGHTS

- The VPD continues to be a leader in Canada and North America in working with community health and housing partners to address mental health issues.
- Hospital wait-times for Mental Health Act (MHA) Section 28 apprehensions decreased 13 minutes from an average of one hour and 22 minutes in 2019 to one hour and 9 minutes in 2020.
- MHA Section 28 apprehensions decreased by 4%, from 2,929 in 2019 to 2,817 in 2020.
- Hospital wait-times for apprehensions of Form 21 clients decreased by approximately 8 minutes, from an average of 59 minutes in 2019 to an average of 51 minutes in 2020.
- Due to a demonstrated need, a second car was added to the Car 87 & Car 88 partnership. Two cars are now deployed every day and night to conduct on-site mental health assessments and interventions. There are approximately 200 requests every month for this service.
- It is Important to note that the ongoing COVID-19 has had a significant impact on a number of the mental health related activities planned for 2020. However, VPD programs and processes have been adapted, wherever possible, to deliver these activities among other essential services.

*The following presents a status report and measurable performance results pertaining to the **three Strategies** identified for 2020 in working towards achieving the overall Strategic Goal of strengthening mental health programs and processes.*

2020 Strategy 1: Target total youth wellness through a variety of programs.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Continue to facilitate the training of high school students to deliver <i>Here4Peers</i> mental wellness to grade 6 and 7 elementary students.	Important	None	☒☒☒
1.2 - Work with the Vancouver School Board (VSB) to facilitate End Gang Life and Her Time presentations.	Important	None	☒☒☒
1.3 - Work with VSB and Odd Squad Productions to deliver presentations on the dangers of fentanyl.	Important	None	☒☒☒
1.4 - Deliver Total Respect for Ourselves and Others (TROO) and Being Respectful of Others (BRO) presentations.	Important	None	☒☒☒
1.5 - Continue to run the VPD Cadet Program.	Important	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ Increased awareness of mental wellness and mental illness de-stigmatization among School Liaison Officers (SLOs), VSB staff, and students. ○ Increased access by students and staff to mental health services. ○ Youth are educated on the risks and consequences of gang involvement. ○ Greater youth awareness of the dangers of fentanyl. ○ Youth are educated on anti-bullying, anti-harassment, and anti-racism. ○ Collaborative and cooperative school environments through greater cultural and ethnic diversity. 	<ul style="list-style-type: none"> ○ Further increase the number of <i>Here4Peers</i> high school mentors. ○ Provide <i>Here4Peers</i> workshops to over 1,800 grade 6 and 7 elementary students. ○ Deliver End Gang Life, Her Time, TROO, BRO, and fentanyl presentations to grade 8 students in all 18 VSB high schools. ○ Survey VPD cadets to determine what presenters and/or events contributed to their support for and celebration of cultural and ethnic diversity.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ <i>Here4Peers</i> developed and presented virtual workshops to help support the mental health of students and their families during the ongoing COVID-19 pandemic. 	<ul style="list-style-type: none"> ○ Despite the challenges of the ongoing pandemic, <i>Here4Peers</i> was able to maintain four out of the six

<ul style="list-style-type: none"> ○ <i>Here4Peers</i> is currently training 70 youth facilitators for its new virtual workshop, which is in the final stages of beta-testing. ○ <i>Here4Peers</i> will continue with increased social media presence and virtual delivery of materials. ○ The VPD completed production of a “Let’s Talk Mental Health for Kids and Teens” video and shared it publicly on YouTube. ○ The VPD also created a virtual Youth Steering Committee, a virtual workshop Curriculum Manual, and a “Wellness Wednesday” Instagram Takeaway series to promote wellness resources and activities over social media. ○ Odd Squad Productions developed a presentation on fentanyl awareness which was offered at no cost to all VSB schools in a video/module format. SLOs will work with Odd Squad Productions to use their new broadcast studio to deliver online fentanyl presentations to Vancouver schools in 2021. ○ VPD Deputy Chief Howard Chow presented to the Cadets and fielded questions in a two-hour session to address concerns related to the current climate of policing in the United States and to discuss VPD interactions with the diverse communities in Vancouver. ○ The Windermere High School Running Club resumed in 2020 to continue to provide wellness support to participating students through physical fitness. The club operates in small groups, four times per week. ○ The Youth Services Section (YSS) continues to work to outfit the ReMake program’s music trailer. This initiative leverages the benefits of music to support the overall mental health of students and strengthen relationships with the VPD. 	<p>facilitator sites. <i>Here4Peers</i> workshops were adapted and delivered to approximately 500 grade 6/7 students and 500 grade 8 students.</p> <ul style="list-style-type: none"> ○ Due to the pandemic, in-person fentanyl awareness presentations have only been delivered to two VSB schools and two Vancouver private schools thus far. ○ TROO and BRO presentations have continued in a reduced format due to pandemic accessibility restrictions in schools. ○ The Cadet Program also continued in a reduced format with 43 returning students from grades 11 and 12. No new students were added. All instructional and outdoor activities have been limited due to ongoing pandemic restrictions. ○ Adapting the Student Challenge to a virtual format while supporting the spirit of team building and innovation has been challenging. ○ The VPD will examine the need for a Youth Mental Health Car.
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2020 Strategy 2: Continue to collaborate with Vancouver General Hospital (VGH) and St. 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, SPH, and contracted hospital security (Integrated Protection Services) to further improve the admission of Form 21 clients.	Important	None	☒☒☒
2.2 - Explore reasons for the lengthy hospital and Emergency Health Service (EHS) wait-times and develop strategies to reduce them.	Important	None	☒☒☐
2.3 - Work with doctors to modernize the Mental Health Act (MHA) to allow police to deliver patients to a designated facility rather than to a physician.	Important	None	☒☒☐
2.4 - Work with Community Care services to increase mental health outreach.	Important	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ Further streamlined hand-off procedures between VPD officers and VGH staff. ○ Improved quality of care for patients. 	<ul style="list-style-type: none"> ○ Reduce Section 28 apprehensions. ○ Reduce overall average hospital wait-times. ○ Reduce hospital wait-times for Form 21 clients.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ The VPD worked with Vancouver Coastal Health (VCH) and Providence Health Care (PHC) to have Integrated Protective Security representatives attend quarterly collaborative meetings. ○ Form 21 protocol is ongoing to ensure all opportunities are exhausted prior to involving police to recall patients from extended leave in the community. ○ Due to initial collaborative efforts between the VPD and its healthcare partners, the MHA is in the process of being updated to allow police to deliver patients to the “nearest” facility rather than to a physician. 	<ul style="list-style-type: none"> ○ Further efforts to modernize the MHA have been hampered by the planning for the massive COVID-19 vaccination roll-out. ○ Reducing hospital wait-times continues to be a significant challenge. ○ Integrated Protective Security resource issues continue to be the largest obstacle with Form 21 handovers.

<ul style="list-style-type: none"> VPD and EHS recently engaged in a working group to explore ideas to reduce wait-times. 				
2020 Strategy 3: Continue to 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 - Ongoing VPD participation with VGH on Car 87/88 working groups.		Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
3.2 - Continue to work to expand Patrol officer awareness of the capacity and capability of the AAC.		Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
3.3 - Work with the AAC to maximize the Car 87/88 partnership efforts.		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 Car 87/88 member utilization of AAC clinicians. 		<ul style="list-style-type: none"> Create a Car 87/88 dashboard for Project Link. 20% increase in 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"> Based on a review of mental health outreach metrics, the Car 87 & Car 88 partnership was expanded to include a second car. Two cars are now deployed every day and night to conduct on-site mental health assessments and interventions. There are approximately 200 requests every month for this service. Health care partners have developed a feedback survey to reflect the quality of service by Car 87 & Car 88. VPD, VCH, PHC, BC Housing, EHS, and other stakeholders continued with bi-weekly, monthly, and quarterly meetings to continually reassess the efficiency and effectiveness of mental health services. Meetings were mostly held virtually throughout 2020. The VPD developed a draft procedure to consistently manage "File Reviews" whenever a concern is raised by a partner or community member regarding VPD mental health service delivery. This procedure is currently being reviewed and is pending VCH approval. The VPD is finalizing a PowerPoint presentation to educate patrol members on the capabilities and expectations of the VPD's Mental Health Unit (MHU) as well as to inform them on the roles of Car 87 & Car 88 and the VGH AAC. In recognizing a need for specialized service and staff, the VPD and VCH removed Car 87/88 from the VGH AAC office. To create a more specialized and appropriate team, Car 87 & Car 88 has been relocated to the Assertive Outreach Team (AOT) office located at the VPD's Graveley Street Headquarters. 		<ul style="list-style-type: none"> The Car 87 & Car 88 Team currently lacks appropriate office space. The potential for adding a third car to the Car 87 & Car 88 partnership will be explored. 		

Strategic Goal: Fight violent crime and its causes

Champion – Superintendent Lisa Byrne

2020 STRATEGIC GOAL OVERALL HIGHLIGHTS

- The violent crime rate decreased by 1.7% in 2020 compared to 2019. There has been a general declining trend in violent crime over the last decade.
- Sexual offences have historically been under-reported, due to the often traumatic and personal nature of these offences. Increased education efforts continue to be made to raise awareness of the importance of reporting sexual offences, no matter how long ago the offence was committed. As a result of these efforts, 23.8% of the sexual offences reported to the VPD in 2020 were actually committed in previous years, thereby reflecting a statistical difference between the reported date and the occurred date. Accordingly, there were 583 total sexual offences reported in 2020, with 460 of those having actually occurred in 2020. Compared to 2019, the number of sexual offences reported in 2020 decreased by 7.2%, while the number of sexual offences that occurred in 2020 decreased by 13.7%. These decreases are believed to be attributed to fewer licenced premises being open due to public health order restrictions, resulting in fewer sexual assault incidents such as ‘groping’ cases.
- There were 392 total sexual assaults reported in 2020 compared to 482 in 2019, an 18.7% decrease.
- Robberies decreased by 4.2% in 2020 compared to 2019.
- There were 28 shots fired incidents in 2020 compared to 29 in 2019, a 3% decrease.
- Despite an overall decrease in violent crime, there were considerable increases in some of the more serious forms of violent crime. Notably, there were 19 incidents of culpable homicide in 2020 compared to 11 in 2019.
- Total assaults have increased by 0.3%, despite the fact that many bars in the Granville Entertainment District were closed or have had reduced hours.
- The most serious types of assaults (i.e., “assault with a weapon or cause bodily harm” and “aggravated assault”) increased by 16.8%. Serious assaults against police officers have increased by 54.2%.
- Every VPD Patrol District experienced an increase in serious assaults, and 17 of Vancouver’s 24 neighbourhoods experienced an increase in serious assaults. Fifteen of the 24 neighbourhoods saw an increase in offensive weapons incidents.
- Intimate partner violence is at an all-time high, 2.4% higher than last year.
- Hate crimes incidents increased 97% from 142 incidents in 2019 to 280 in 2020. Anti-Asian hate crime incidents rose by 717% from 12 incidents in 2019 to 98 incidents in 2020.
- There was a 50% increase in seized firearms in 2020 compared to 2019.
- An online human trafficking public engagement strategy was launched to highlight the realities of human trafficking. VPD anti-trafficking ads were activated on multiple social media platforms. These ads were accessed by numerous people, surpassing industry averages for ad visits.
- A social media campaign for youth has been created highlighting online predators and the dangers of social media.
- The Organized Crime Section (OCS) conducted several investigations in 2020 targeting violent drug and firearms traffickers operating in Vancouver. These investigations resulted in various criminal charges to several suspects along with numerous drug and asset seizures.

*The following presents a status report and measurable performance results pertaining to the **four Strategies** identified for 2020 in working towards achieving the overall Strategic Goal of fighting violent crime and its causes.*

2020 Strategy 1: Strategically align enforcement projects across the Department through increased sharing of intelligence.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Attach the VPD’s special constable Strategic Crime Analyst position to the Office of the Superintendent of Investigative Services.	Important	None	☒☒☒☒
1.2 - Convene bi-weekly meetings for all the VPD’s crime analysts to share intelligence.	Value Added	None	☒☒☐☐

1.3 - Target violent offenders based on analysis of intelligence and trends.		Critical	None	☒☒☒
<ul style="list-style-type: none"> STATED OUTCOMES 		<ul style="list-style-type: none"> PROJECTED PERFORMANCE TARGETS 		
<ul style="list-style-type: none"> Greater management awareness of current trends, allowing for greater allocation of investigative resources in targeting violent crimes. Enhanced collaboration, information-sharing, and consistency of all analytical practices amongst the crime analysts. Enhanced collaboration between the Investigation and Operations Divisions leading to greater disruption of organized crime groups at all levels. 		<ul style="list-style-type: none"> Establish a regular crime analyst meeting schedule. Ensure that one or more significant joint Investigation/Operations Division violent crime projects are active each month. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> Regular crime analyst meetings were initiated in February 2020. A total of 8 meetings were held over 2020. The VPD continues to participate in the Provincial Tactical Enforcement Priorities Group (PTEP) coordinated by the British Columbia Combined Forces Special Enforcement Unit (CFSEU-BC) to identify and target the most violent gang/organized crime groups in the region. VPD member participation in PTEP is coordinated through the Strategic Crime Analyst. VPD participation in the PTEP also includes input from OCS and the Major Crime Section (MCS). A weekly investigative services snapshot is shared with the VPD's Operation Division which highlights the most recent incidents of note related to the VPD's efforts to address the Metro Vancouver Gang conflict. Deconfliction continues to occur between analysts in the VPD's Operations and Investigation Divisions. 		<ul style="list-style-type: none"> There has been dwindling participation in the violent crime intelligence sharing forum held between VPD crime analysts. Various reasons for this have been noted, including several analysts stating that they already provide regular updates to management, and that their daily work is typically not violent crime related. 		
2020 Strategy 2: Continue to expand the BarWatch and Restaurant Watch programs.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
2.1 - The Gang Crime Unit (GCU) to continue to work to increase BarWatch and Restaurant Watch enrolment.		Critical	None	☒☒☒
2.2 - GCU to continue to work to increase the number of businesses participating in 'special agreements'.		Critical	None	☒☒☒
<ul style="list-style-type: none"> STATED OUTCOMES 		<ul style="list-style-type: none"> PROJECTED PERFORMANCE TARGETS 		
<ul style="list-style-type: none"> Improved communication between bar and restaurant owners and police. More establishments committed to preventing violent criminal activity in and around their business. 		<ul style="list-style-type: none"> Increase the total number of businesses participating in the BarWatch and Restaurant Watch programs. Increase the number of businesses participating in 'special agreements'. Number of inadmissible patrons removed by police from bars and restaurants due to their association to gang or violent crime. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> 12 additional licensed establishments signed onto the BarWatch and Restaurant Watch programs in 2020 for a current total of 168. The number of licenced businesses attended by the GCU to eject inadmissible patrons increased by 12% in 2020 compared to 2019. The number of inadmissible patrons removed due to their association to violent crime and gang affiliation increased by 16%. The Operations Division delivered presentations with bar and restaurant owners to maximize staff and customer safety. GCU consulted with bar and restaurant owners on a one-on-one basis to address safety concerns. 		<ul style="list-style-type: none"> Many establishments remain closed or are operating with limited hours and/or seating capacity due to the pandemic. This has posed a challenge for further expansion of the BarWatch and Restaurant Watch programs. 		

2020 Strategy 3: Enhance public awareness of sexual offences, particularly those impacting youth and marginalized communities.

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
3.1 - Conduct outreach with immigrant, refugee, and Indigenous communities to help prevent domestic violence and sexual offences.		Critical	None	☒☒☒
3.2 - Update the VPD's Domestic Violence and Criminal Harassment Unit's (DVACH) webpage.		Important	None	☒☒☐
3.3 - Conduct sexual offence education and awareness outreach with Vancouver hotels.		Value Added	None	☐☐☐
3.4 - Participate in an inter-agency working group to exchange intelligence to combat human trafficking.		Critical	None	☒☒☒
3.5 - Assess youth sexual violence trends and develop education strategies.		Critical	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> Improved relationships and trust between the police and immigrant, refugee, and Indigenous communities. Improved inter-agency communication and collaboration in relation to human trafficking. Greater understanding of the impact of human trafficking. Greater ability to protect youth against and educate them on sexual violence. 		<ul style="list-style-type: none"> An increase in reporting of domestic violence. An increase in the number of site visits to the DVACH webpage. Initiate combined forces projects targeting human trafficking. Initiate several youth sexual offence prevention presentations and other events. Hold a fourth Youth Connect Symposium with attendance of over 100 youth, parents, and counsellors. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> The Special Investigation Section (SIS) continues to participate in SisterWatch. SIS is also represented on the Community Coordination for Women's Safety Steering Committee, the Domestic Violence Collaborative Table Steering Committee, and the RCMP's Domestic Violence Unit Network Steering Committee. Reporting of domestic violence incidents increased by 3.4% in 2020 compared to 2019. Updated policy regarding both domestic violence and criminal harassment is pending final approval. Once the policy is approved, updated information will be added to the DVACH webpage. VPD SIS established an inter-agency Human Trafficking Working Group with Surrey RCMP, Burnaby RCMP, and the Metro Vancouver Transit Police. This has led to better sharing of intelligence and coordination of enforcement projects. An online human trafficking public engagement strategy was launched to highlight the realities of human trafficking. VPD anti-trafficking ads were activated on multiple social media platforms. These ads were accessed by numerous people, surpassing industry averages for ad visits. Counsellors embedded within the VPD's DVACH, Counter Exploitation Unit (CEU), and Sex Crimes Unit (SCU) provide ongoing guidance to victims of domestic violence, human trafficking, sexual assault, and other related sexual offences. Monthly meetings are held with Indigenous groups to discuss ongoing violence and racism within the sex trade. The VPD is working with community groups to educate new immigrants and visitors regarding labour related and/or sexual exploitation. Meetings have been held with the Ending Violence Association (EVA) and with Battered Women's Support Services (BWSS) to discuss issues and trends. MCS and the Youth Services Section (YSS) are actively coordinating strategies in efforts to address youth sexual violence. A social media campaign for youth has been created highlighting online predators and the dangers of social media. The VPD has developed an online presentation outlining internet safety tips for youth and parents. 		<ul style="list-style-type: none"> COVID-19 related physical distancing restrictions have hampered all community outreach and educational awareness activities, including working with Vancouver hotels. The Youth Connect Symposium could not be held due to public health orders related to Covid-19. Eight members of SIS were temporarily re-deployed to the Operations Division due to operational challenges posed by COVID-19. 		

2020 Strategy 4: Enhance enforcement of firearms and other weapons.

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
4.1 - Work collaboratively with the National Weapons Enforcement Support Team (NWEST) and the CFSEU-BC Firearms Team to identify firearm traffickers.		Critical	None	☒☒☒
4.2 - Allocate VPD investigative resources to more efficiently and effectively assist Patrol District 2's Beat Enforcement Team (BET) with weapons and violence investigations.		Critical	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> Improved public safety through the successful targeting of firearm traffickers. Enhanced collaboration between the VPD Investigation and Operations Divisions leading to greater disruption of organized crime groups at all levels. 		<ul style="list-style-type: none"> Initiate combined forces projects to target firearm traffickers. Explore a potential pilot project that would embed VPD investigators within the BET. An increase in the number of successful charges and convictions related to firearms and other weapons. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> VPD Investigative Services continues to share firearms intelligence with outside partner agencies including NWEST, CFSEU-BC, and the Canada Border Services Agency (CBSA). OCS worked with NWEST to seize seven 'polymer 80' functioning firearms, which are often colloquially referred to as "ghost guns". The investigation remains ongoing as investigators seek to identify the source of these seven firearms. OCS conducted an operation targeting a violent organized crime group operating in the DTES and in the West End. Criminal charges of firearm possession and drug trafficking were recommended against a person found in possession of a loaded firearm and a significant amount of methamphetamine and fentanyl. Over \$125,000 in cash and a vehicle were seized during this investigation. OCS targeted another gang member who was involved in significant acts of violence in the DTES. As a result of the investigation, criminal charges are being sought against two individuals for firearms offences. OCS targeted a suspected fentanyl and firearms trafficker involved in many acts of violence in Vancouver. From this investigation, numerous criminal charges were recommended against two persons for drug trafficking and weapons offences. The resulting seizure was one of the largest in recent history, with eight prohibited firearms, 25 kilograms of fentanyl and methamphetamine, four kilograms of cocaine and heroin, and 300 kilograms of cannabis seized. OCS worked collaboratively with frontline patrol members in the BET to target a drug trafficker working in the Downtown (DTES). The investigation resulted in two arrests and the seizure of four firearms, an explosive device, approximately \$500,000 worth of fentanyl and methamphetamine, approximately \$115,000 in currency, four vehicles, and approximately \$200,000 in valuables. Numerous criminal charges have been recommended to Crown Counsel. The VPD partnered with CFSEU-BC to interdict the manufacturing of fentanyl that was being supplied to various criminal organizations operating in the DTES. Investigators were able to locate a large, well organized, and sophisticated fentanyl lab. Two handguns, a pill press, over 1,000 litres of precursor chemicals, and six kilograms of fentanyl were seized. Criminal charges are being pursued in this investigation. In response to the ongoing prevalence of fentanyl being sold on the streets, the VPD continues to raise awareness on the opioid crisis and on the overall dangers of drug use, and connects high-risk users to the VCH Overdose Team. The VPD continues to participate on multi-disciplinary committees dealing with the overdose crisis including the Mayor's Opioid Task Force, the Vancouver Community Action Team, and the Drug Overdose and Alert Partnership (DOAP). 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"> Weapons enforcement projects have been challenged by the ongoing pandemic. A number of detectives from all VPD investigation sections were temporarily assigned to the Operations Division in mid-2020 to provide coverage and relief to Patrol Teams due to COVID-19. Pandemic challenges has also resulted in communication delays between the VPD and key partner agencies in relation to various organized crime investigations. 		

Strategic Goal: Combat property crime and its drivers

Champion – Superintendent Fiona Wilson

2020 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Compared to 2019, total incidents of property crime decreased by 25% in 2020. This significant decrease may be primarily attributed to the COVID-19 pandemic which has greatly restricted the overall volume of activity occurring in the city. Further, increased access to such social supports as the Canada Emergency Response Benefit (CERB) are believed to have reduced low-level property crimes, which are frequently committed to support untreated addiction. The overall decrease in property crime is a result of a significant decrease in the high frequency, low-level types of property crime, namely thefts from auto and other thefts. These two categories comprise a combined 56.9% of all property crime, and a combined 41.9% of all crime.
- Residential break and enters decreased by 9% in 2020 when compared to 2019. Again, this decrease is likely driven by the pandemic as more people have been staying home more often.
- Theft of vehicle decreased by 39% in 2020 when compared to 2019. Approximately 63% of stolen vehicles were 2011 or older models. Electric bicycles and scooters accounted for about 11% of stolen vehicles. Motorcycles accounted for about 9% of stolen vehicles.
- Theft from auto decreased by 39% in 2020 when compared to 2019, and ‘other’ thefts decreased by 28% in 2020 when compared to 2019.
- Though overall property crime decreased, the three most serious types of property crime – total break and enters, arson, and fraud – have all increased.
- Commercial break and enters increased by 12.3% in 2020 when compared to 2019, resulting in an overall 2.2% in total break and enters. This increase can attributed in part to the pandemic which resulted in many commercial businesses being empty for prolonged periods of time.
- Arson incidents increased by 23.6% while mischief and fraud incidents increased by 4% and 1.2% respectively.
- Created in late 2018 and operationalized throughout 2020, the Cybercrime Unit completed 209 requests in 2020, a 38% increase from the previous year. The majority of the requests came from the VPD Operations Divisions. A total of 75 requests of the complete requests came from the Operations Division while 33 of the requests came from the Major Crime Section (MCS).
- Cybercrime Unit investigators successfully located 14 suicidal people in 2020, after all conventional investigative steps had been exhausted.
- The Cybercrime Unit acquired two additional temporary members - one as the social media/crime prevention officer (to optimize social media engagement and outreach to community partners) and the other as a cybercrime investigator (to increase the unit’s investigative capacity by 25%).
- The Cybercrime Unit also successfully advocated for an Online Undercover Coordinator; this new position who will coordinate online undercover investigations between VPD investigative units (e.g. the Sex Crime and Homicide Units) and the British Columbia Municipal Undercover Program (BCMUP).
- The Fugitive Unit arrested 312 people with Vancouver-based warrants and made 1,268 warrant attempts.
- 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.

*The following presents a status report and measurable performance results pertaining to the **three Strategies** identified for 2020 in working towards achieving the overall Strategic Goal of combatting property crime and its drivers.*

2020 Strategy 1: Enhance the process for referring property crime offenders to the Downtown Community Court (DCC).

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Continue to work with the DCC to change geographic parameters for offender admission to the DCC.	Important	None	☑☑☐
1.2 - Identify the most prolific property crime offenders and ensure they are held accountable through surveillance, compliance checks, and other investigative strategies.	Critical	None	☑☑☑
1.3 - Initiate a pilot project to refer prolific offenders to the DCC who have been arrested outside the DCC catchment area.	Important	1.1	☑☑☐

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ The Chronic Offender Management Team (COMET) can 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 services. ○ 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 and substance use disorder. 	<ul style="list-style-type: none"> ○ Develop measurement criteria to test and evaluate the pilot project. ○ Overall crime reduction in categories such as thefts from auto, commercial break and enters, and residential break and enters. ○ Reduce the number of offenders wanted on outstanding warrants. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> ○ Throughout 2020, discussions were undertaken regarding the status of the DCC catchment area. This matter remains unresolved as members of the DCC Steering Committee remain undecided on jurisdiction modification or boundary expansion. ○ Discussions are also ongoing concerning prolific offenders referrals to the DCC. Any arrests of prolific offenders made outside the DCC catchment area are currently sent to the court at 222 Main Street. However, a few prolific offenders caught outside the catchment area have been accepted by the DCC on a trial basis. ○ The VPD Chronic Offender Unit (COU) conducted 26 compliance checks on active chronic offenders and conducted five lifestyle interviews in 2020. Offenders on the active chronic offender list were arrested on 63 occasions and the COU worked collaboratively with the Property Crime Unit (PCU) when it came to requesting surveillance on active chronic offenders. 		<ul style="list-style-type: none"> ○ The DCC is challenged by capacity issues to service additional high need clients. 	
2020 Strategy 2: Leverage intelligence to proactively combat both residential and commercial break and enters.			
ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - Refresh public education campaigns to help owners better secure their homes.	Important	None	☒☒☒
2.2 - Use of a target selection matrix for identifying the most prolific break and enter offenders.	Critical	None	☒☒☒
2.3 - Ongoing surveillance to target the most prolific offenders.	Important	2.2	☒☒☒
2.4 - The Forensic Identification Unit (FIU) to attend parade briefings to educate 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.	Value Added	None	☒☒☒
2.5 - The PCU Sergeant to attend weekly Patrol District Crime Control meetings.	Important	None	☒☒☒
2.6 - Develop initiatives to educate the public to protect their mail and package deliveries.	Value added	None	☒☒☒
2.7 - The Anti-Fencing Unit (AFU) to monitor and regulate the second hand property industry.	Important	None	☒☒☐
2.8 - The VPD Identity Theft Unit (ITU) to work with financial institutions and automotive dealers to reduce the number of fraudulent purchases of luxury vehicles with the use of stolen identities.	Value added	None	☒☒☒
STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Reduced break and enter offences. ○ 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. 	<ul style="list-style-type: none"> ○ Reduce in the number of break and enters into residences and businesses. ○ Increase the number of arrests of prolific break and enter targets. ○ Increase the number and total dollar value of stolen goods recovered. ○ Improved investigative techniques and greater break and enter details in General Occurrence (GO) reports. 		

<ul style="list-style-type: none"> Greater investigative support for Patrol to conduct follow-up investigations of stolen property. Greater community collaboration regarding loss prevention and the identification and recovery of stolen goods. Improved fraud reporting to police. 	<ul style="list-style-type: none"> Enhance relationships between the VPD, bank investigators, British Columbia Vehicle Sales Authority investigators, and Metro Vancouver auto dealers.
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PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> Public education campaigns occurred at regular intervals throughout 2020 to educate home owners on how to better secure their property. A target selection matrix is used daily to select the most prolific property crime targets. On a weekly basis, the PCU identifies property crime targets and works collaboratively with COU to target the most prolific property crime offenders. FIU delivered presentations to Patrol Teams in early 2020 to inform them on forensic investigative services and strategies. Based on workflow, the use of FIU appears to have improved at the patrol level. Video canvassing has improved and Patrol members are regularly reminded to always process video regardless of quality. Social media posts were issued in 2020 regarding mail and package safety through Project Letterbox initiated by the Identity Theft Unit (ITU). The ITU has also been investigating the fraudulent purchases of luxury vehicles made with the use of stolen identities. These fraudulent purchases have also been occurring throughout Alberta, Ontario, and Quebec, and it is believed that the same group based in Eastern Canada is responsible for this crime. To-date, VPD ITU has issued multiple charges on a number of individuals in relation to 14 different files, with an average dollar amount of approximately \$100,000 associated to each file. The AFU regularly monitors the second hand pawn industry, though second hand stores and pawn shops were closed for a large portion of 2020 due to COVID-19. Ongoing pandemic restrictions continue to limit the second hand property industry. 	<ul style="list-style-type: none"> For three months in 2020, the entire AFU and Auto Crime Unit (ACU) were redeployed to provide additional coverage to the Operations Division due to COVID-19. Many online platforms selling potentially stolen goods are private sites, and are therefore difficult to monitor.

2020 Strategy 3: Continue to expand the capacity and capability of the Cybercrime and Financial Crime Units.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
3.1 - Identify critical infrastructure in Vancouver to protect against cyber threats, develop contingency plans, and participate in tabletop exercises with representatives from both the private and public sector.	Value added	None	□□□
3.2 - Design and implement a transition plan with respect to the VPD's new online investigation policy, which includes department-wide messaging through PowerDMS.	Important	None	☒☒☒
3.3 - The Cybercrime Unit to conduct a proactive dark web drug project in partnership with the Organized Crime Section (OCS).	Value added	None	□□□
3.4 - Leverage Chainalysis software and explore other proactive strategies in consultation with academic and law enforcement partners to combat cryptocurrency facilitated money laundering.	Important	None	☒☒□
3.5 - Continue to develop the Cybercrime Unit's social media presence to enhance public education regarding cyber threats.	Important	None	☒☒☒
3.6 - Enhance public awareness of the Financial Crime Unit's (FCU's) anti-fraud education programs.	Important	None	☒☒☒
3.7 - Continue to enhance the FCU's relationships with federal and provincial financial regulatory agencies.	Important	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> The Cybercrime Unit will centralize the investigation of high profile cybercrimes. 	<ul style="list-style-type: none"> Ensure compliance with the new investigation policy, and collapse redundant internet accounts.

<ul style="list-style-type: none"> ○ Ongoing collaboration will occur with cybercrime subject matter experts in order to remain current on trends and best practices. ○ Enhanced public awareness regarding cybercrime and cyber threats. ○ The VPD will develop expertise regarding cryptocurrency investigations. ○ Enhanced relationships with various private and public sector partners. 	<ul style="list-style-type: none"> ○ Establish a central registry pursuant to the online investigation policy to catalogue all discreet and covert online profiles for use across the Department. ○ Establish baselines for the number of files, online investigations, and dark web projects the Cybercrime Unit has undertaken or supported. ○ Number of social media posts that educate the public about cyber threat prevention. ○ FCU to participate in collaborative meetings with federal and provincial financial regulatory agencies.
PERFORMANCE RESULTS	
<ul style="list-style-type: none"> ○ All VPD members were advised of the new Online Investigation Policy via PowerDMS and through presentations to specialty units. Compliance is being accomplished through ongoing education and assistance. Insecure covert terminals were de-commissioned after a virtual infrastructure was put in place and associated internet accounts were collapsed. ○ The Cybercrime Unit successfully advocated for an Online Undercover Coordinator; this new position who will coordinate online undercover investigations between VPD investigative units (e.g. the Sex Crime and Homicide Units) and the BCMUP. ○ Once the Online Undercover Coordinator position is filled, a central registry will be created to catalogue all discreet and covert online profiles for use across the department. ○ The project to leverage Chainalysis software among other tactics to combat cryptocurrency facilitated money laundering is well underway. ○ The VPD's Social Media Officer has developed a Cybercrime social media presence. Cyber threat information is periodically included in the crime prevention information that is posted on social media multiple times per week. Considerable cybercrime information was leveraged from trusted national partners and posted in October 2020 during Cybersecurity month. ○ FCU is actively working on social media to enhance public awareness of anti-fraud education programs and efforts. ○ FCU efforts to enhance relationships with federal and provincial financial regulatory agencies are ongoing, though discussions were hampered in 2020 by the COVID-19 pandemic. ○ The VPD Investigation Division is cooperating with the Cullen Commission of Inquiry into money laundering in British Columbia. 	CHALLENGES
<ul style="list-style-type: none"> ○ Cybercrime Unit members have been challenged on keeping pace with increasing requests for assistance from frontline and investigative officers. ○ Identifying critical infrastructure in Vancouver to protect against cyber threats has been hampered by COVID-19. ○ A dark web drug project has not been possible due to competing priorities in the Organized Crime Section (OCS). ○ A number of detectives from all VPD investigation sections were temporarily assigned to the Operations Division in mid-2020 to provide coverage and relief to Patrol Teams due to COVID-19. 	

Strategic Goal: Address community concerns that affect public safety

Champion – Superintendent Howard Tran

2020 STRATEGIC GOAL OVERALL HIGHLIGHTS

- The ongoing COVID-19 pandemic has had a considerable impact on community concerns as well as on police efforts to ensure public safety amid these concerns.
- Pandemic restrictions have effectively closed down the night clubs in the Granville and Gastown Entertainment Districts while also reducing the number of people frequenting public beaches and parks. As a result, the number of liquor related issues encountered by VPD members considerably decreased in 2020 compared to 2019.
- The VPD continues to be challenged by issues related to the Strathcona Park encampment. Decampment plans are scheduled for the spring of 2021.
- There were a total of 40,082 reported street disorder incidents in the city of Vancouver in 2020, which are comprised of nine street disorder types: annoying circumstances, breach of peace calls, disturbances, drug calls, fights, panhandler calls, prostitution calls, public intoxication calls, and unwanted persons.
- Total incidents of street disorder increased by approximately 6% in 2020 compared to 2019, largely driven by a 23% increase in unwanted person calls, a 3% increase in disturbances, and a 5% increase in drug calls. Incidentally, unwanted persons, disturbances, and drug calls comprise the bulk of the street disorder incidents that occur in the city of Vancouver.
- Out of the total 40,082 reported street disorder incidents in 2020, there were 15,732 unwanted person calls, 18,693 disturbances, and 2,076 drug calls. Consequently, these three street disorder types accounted for approximately 91% of all reported street disorder in 2020. The remaining 3,581 (9%) of the total 40,082 street disorder incidents that occurred in 2020 is comprised of the six other street disorder types: annoying circumstances (1,639), fights (970), breach of peace calls (574), public intoxication calls (211), panhandler calls (162), and sex work related calls (25).
- Compared to 2019, sex work related calls decreased by 60%, panhandler calls decreased by 47%, fights decreased by 34%, breach of peace calls decreased by 27%, annoying person calls decreased by 22% and public intoxication calls decreased by 12%.
- Beach Patrol issued 17 liquor violation tickets in 2020 compared to 123 in 2019 (86% decrease), 8,829 liquor pour-outs in 2020 compared to 5,082 in 2019 (83% increase), and 79 Motor Vehicle Act (MVA) violation tickets in 2020 compared to 158 in 2019 (50% decrease).
- VPD and CoV representatives meet regularly to coordinate respective approaches and responses to work to ensure the safe and lawful operation of the sanctioned street market in the DTES, and to address concerns or issues arising from illegal street vending.
- The City of Vancouver's (CoV's) Final 2020 Homeless Report indicated a total of 2,095 homeless people in the city, down 6% from the 2,223 reported in 2019.
- The University of British Columbia (UBC) did not provide Ethics Approval for the proposed five year study on detainees released from the VPD Jail. Subsequently, there are no further plans to pursue this research.
- The VPD Jail faced additional challenges throughout 2020 in keeping staff and detainees healthy during the COVID-19 pandemic.

*The following presents a status report and measurable performance results pertaining to the **four Strategies** identified for 2020 in working towards achieving the overall Strategic Goal of addressing community concerns that affect public safety.*

2020 Strategy 1: Ongoing prioritization of liquor enforcement in the Granville and Gastown Entertainment Districts as well as on public beaches.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - VPD Liquor Enforcement Team (Lima) shifts will utilize bylaws and the Criminal Code of Canada to combat violence in the entertainment districts.	Important	None	☒☒☒☒
1.2 - Ongoing deployment of Lima shifts in the Granville and Gastown Entertainment Districts every weekend.	Important	1.1	☒☒☒☒
1.3 - Continue to support the Good Night Out program (in its second year).	Important	None	☐☐☐☐
1.4 - Continue to partner with Liquor Inspectors and the City of Vancouver (CoV) to inspect licensed establishments.	Important	None	☒☒☒☒

1.5 - Deploy on-duty resources designated to Patrol District 1 and District 4 Beach Patrol Teams during the summer months to minimize liquor-related issues on Vancouver's beaches.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
1.6 - Continue to use a variety of education and enforcement strategies to deter liquor consumption in public spaces.	Important	1.5	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
1.7 - Identify alternative ways for bar patrons to safely return home after bar closing hours (i.e., ride share).	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"> 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 vulnerable populations such as women and 2SLGBTQ+ individuals. Increased public safety at public beaches. Greater access to safe travel out of the Granville Entertainment District after SkyTrain service hours. 	<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. Reduction of disorder incidents on the beaches. 			
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> VPD officers continue to issue Municipal Ticket Information (MTI) by-law fines for fighting where applicable. Many tickets have also been issued under the Emergency Program Act for COVID-19 related public health order violations. Lima shifts have been adjusted in the entertainment districts throughout 2020 as per public health order restrictions related to the operation of liquor serving establishments. Vancouver nightclubs remain closed down due to COVID-19 while bars and restaurants operate until 2300 hours. A new VPD Liquor Coordinator was identified in July 2020. Together with the Liquor and Cannabis Regulation Branch (LCRB), the Liquor Coordinator conducted 13 liquor licence inspection shifts with focus on public health orders education and enforcement. The Beach Patrol Team in 2020 was comprised of patrol resources from both Patrol Districts 1 and 4. Beach Patrol issued: <ul style="list-style-type: none"> 17 liquor violation tickets in 2020 compared to 123 in 2019 (86% decrease); 8,829 liquor pour-outs in 2020 compared to 5,082 in 2019 (83% increase); and 79 MVA violation tickets in 2020 compared to 158 in 2019 (50% decrease). The CoV ran a pilot project in 2020 for designated public drinking sites. There were no police-related issues at these sites. Police continue to monitor other problem locations related to public drinking such as the Jim Deva Plaza. January 2020 saw the introduction of the ride-hailing programs Lyft and Uber, which has increased access to safe travel out of the entertainment districts. These ride-hailing services are anticipated to have a real positive impact in the early morning hours once liquor serving establishments in the entertainment districts return to normal operations. 2020 saw a considerable increase in protests in the city. The Beach Patrol Team provided traffic control, security, and watched over the large crowds that gathered in response to such causes as Black Lives Matter and the street preacher protest. 	<ul style="list-style-type: none"> Enforcing compliance of public health orders has been a challenging and controversial process throughout the ongoing pandemic. The Good Night Out Program was suspended due to COVID-19 and a lack of funding. 			
2020 Strategy 2: Continue to work with the CoV and local non-profit organizations to manage the negative impacts of illegal street vending.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
2.1 - Work with CoV Arts, Culture, and Community Services (ACCS) to support and establish a suitable, safe, and interim location for the Downtown Eastside (DTES) Street Market.		Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2.2 - Work with the CoV to support the Women's Summer Fair and Flea Market and the Street Vendors' Collective.		Important	None	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2.3 - Work with the CoV in the development of the unpermitted vending policy changes.	Important	None	☒☒☐
2.4 - The Community Service Section's (CSS) Street Disorder Officer to create a street vending portfolio, which includes assisting the Beat Enforcement Team (BET) and focusing efforts on city-wide parks to consistently address unpermitted vending and disorder.	Critical	None	☒☒☐
2.5 - Patrol District 2 to assign an officer to support the Street Disorder Coordinator.	Important	2.4	☒☒☒
2.6 - Continue to assist CoV Engineering and Sanitation with regular street cleaning efforts.	Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> ○ Coordinated response to unpermitted street vending. ○ Reduction in street level violence in the DTES associated with street vending. ○ Coordinated response to street cleaning. ○ Reduction in the number of seizures of illegal items sold by street vendors. 	<ul style="list-style-type: none"> ○ Interim location established for the DTES Street Market. ○ Creation of a Vending Task Force. ○ Decrease in number of complaints for unpermitted vending received by the CoV's 311 service centre. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> ○ VPD and CoV representatives meet regularly to coordinate respective approaches and responses to work to ensure the safe and lawful operation of the sanctioned street market in the DTES, and to address concerns or issues arising from illegal street vending. ○ Regular meetings with community stakeholders are held in efforts to work to limit the amount of stolen goods entering the sanctioned street market. ○ The street market is scheduled to be relocated from 53 West Hastings Street to an interim location at 26 East Hastings Street in the second quarter of 2021. It is anticipated that the market will continue to operate at the new 26 East Hastings interim location until it is moved to its permanent location at 501 Powell Street. ○ Much of the city's illegal street vending activity continues to occur in Patrol District 2, and particularly in the DTES. Ongoing illegal street vending activity continues to be a contributing factor to levels of street violence and property crimes in the DTES and the rest of Patrol District 2. ○ Patrol District 2 experienced an 8% increase in reported violent crime (1,162 reports in 2019 compared to 1,254 reports in 2020). Much of this increase is driven by a 7% increase in reported violent crime in the DTES (481 reports in 2019 compared to 515 reports in 2020). ○ Patrol District 2 experienced a 30% decrease in reported property crime (10,624 reports in 2019 compared to 7,399 reports in 2020). The DTES specifically experienced a 44% decrease in reported property crime (2,821 reports in 2019 compared to 1,575 reports in 2020). ○ BET continues to deploy a Street Vending Team to support daily garbage pick-up seven days a week in the DTES. ○ The Street Disorder Coordinator responded to a total of 38 public complaints related to street vending in the DTES. ○ VPD officers regularly accompany CoV engineering and sanitation crews during clean-up efforts in parks within or near the DTES. 		<ul style="list-style-type: none"> ○ The COVID-19 pandemic has created additional public health and safety concerns inside the sanctioned street market for staff, vendors, buyers, the general public, and police. ○ Due to COVID-19, the Women's Summer Fair and Flea Market and the Street Vendors' Collective were cancelled. ○ Public health order directions and protocol related to the market are unclear. ○ Meetings with the CoV to discuss unpermitted vending policy changes have been postponed due to COVID-19. ○ Overcrowding on sidewalks as result of illegal street vending continues to be a significant concern during the ongoing pandemic. ○ The volume of stolen items, weapons, and other prohibited products being sold in the sanctioned street market continues to be problematic. A significant number of shoplifted and stolen items from all over the city end up in the market for sale. ○ The overall lack of compliance to market rules remains a concern for VPD and the CoV. 	
2020 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 respond to complaints regarding pop-up encampments and people sleeping outdoors in public areas.	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 Resident Occupancy buildings (SROs) and Social & Supportive Housing sites (SSHs) safe for all tenants.	Important	None	☒☒☒
3.4 - Homeless Outreach Coordinator to notify District Neighbourhood Police Officers (NPOs) of CoV inspections of all SROs and SSHs.	Value Added	None	☒☒☒
3.5 - Explore the viability of creating a second Homeless Liaison Officer position.	Critical	None	☒☐☐
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> ○ Patrol officers will continue to be educated and equipped on how to respond to citizen complaints regarding homelessness. ○ Reduced citizen complaints regarding pop-up encampments. ○ 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). ○ Safer conditions in SROs and SSHs. ○ Overall, the VPD continues to collaborate with the CoV to secure safe shelter for all residents. 	<ul style="list-style-type: none"> ○ Create an Intranet link regarding pop-up encampments. ○ Increase the number of homeless people supported into shelters and permanent housing. ○ Ongoing regular inspections of all SROs and SSHs. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> ○ The CoV's Final 2020 Homeless Report counted 2,095 homeless people in the city, down 6% from 2,223 in 2019. Of these 2,095, 547 people are living on the street and 1,548 are living in shelter locations. ○ The Strathcona Park encampment emerged in June 2020 and persists into 2021. Police have been met with significant resistance and hostility by those occupying the camp. Estimated numbers of tents in the camp peaked in the summer at about 360 and is currently estimated to be 120. The actual number of people sheltering overnight is estimated to be 75 by the CoV Carnegie Outreach Team. ○ Homeless camps outside of Strathcona Park along with other city-wide problem areas have been located and addressed by the VPD's Street Disorder Coordinator and the Homeless Liaison Officer. Examples include encampments under the Burrard Street Bridge and adjacent to the Broadway SkyTrain Station. ○ The number of tents erected in parks and public spaces city-wide continues to increase. Additional officers are called-out on weekends to and support and supplement BET street vending officers and NPOs in dealing with these issues. ○ Concerns continue regarding RVs illegally parked overnight. Prior to any enforcement action to be taken, the CoV requests that complainants call the CoV's public service line so that CoV staff may contact for housing support. ○ The Homeless Liaison Officer continued to educate patrol members about homelessness camping and RV issues through operational bulletins posted to VPD's Intranet website. ○ SRO inspections continue to be undertaken in collaboration with CoV Building Inspectors and Vancouver Fire Rescue Services (VFRS). ○ Twice a week in the second half of 2020, 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, that their medical needs were being addressed, and to assist them with the submission of housing applications as needed. ○ The Homeless Liaison Officer continues to work with the VPD Mounted Unit and Vancouver Park Rangers to connect with campers in Stanley Park. Outreach to resources is regularly offered and fire prevention is encouraged. 	<ul style="list-style-type: none"> ○ Demand for housing and shelter space continues to increase throughout the CoV despite actions by both the province and the CoV to address need. ○ Enforcement action against RVs illegally parked overnight has often led to displacement. The CoV has declined to process bylaw tickets for RV camping on city streets. ○ VPD officers have faced many challenging circumstances with regards to campers in Strathcona Park, which falls under the jurisdiction of the Vancouver Park Board. ○ Crime has increased in the Strathcona Park area along with public frustration. Clean-up efforts are not sustainable as garbage, discarded tents, and debris are increasingly piling up. Subsequent rodent infestation is widespread, creating a legitimate health concern. ○ Due to budgetary constraints, there is no funding available to create a second Homeless Liaison position. 		

2020 Strategy 4: Address gaps in service for those with substance use disorders who are detained at the VPD Jail.

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
4.1 - Court & Detention Services Section (CDSS) to formulate a comprehensive plan to address gaps in service for detainees with substance use disorders at the VPD Jail as per the recommendations of the Mayor's Emergency Overdose Taskforce.		Critical	No	☒☒☒
4.2 - Partner with the University of British Columbia (UBC) and Providence Healthcare (PHC) to conduct a five-year study on detainees with substance use disorders who are released from the VPD Jail (the study is currently awaiting Ethics Approval).		Important	No	☒☐☐
4.3 - The CDSS Research Assistant to track and report on addiction related services provided at the VPD Jail.		Important	No	☒☒☐
4.4 - Partner with VCH to have an overdose outreach worker dedicated to the Jail.		Important	No	☒☐☐
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> Enhanced support for those with substance use disorders. Enhanced community partnerships and referral services throughout Metro Vancouver and other parts of British Columbia. Decreased recidivism from those with substance use disorders who are engaged with treatment and supported by an overdose outreach worker. The development of best practices to work towards reducing the cumulative negative effects of substance use. 		<ul style="list-style-type: none"> Identify service gaps in assisting those with substance use disorders. Track detainees after they are released and determine if any correlation exists between enhanced access to treatment (via a dedicated case worker) and a reduction in future criminality. Educate VPD members on ways to assist those with substance use disorders. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> VPD Jail medical staff completed a 15-day study to examine the demographics and substance use patterns of 210 detainees at the Vancouver Jail, and to identify any gaps in treatment protocols for substance use disorders. The study concluded that substance use withdrawal and Opiate Agonist Therapy (OAT) are currently being well managed at the VPD Jail. Based on the study, Jail medical protocols were adjusted to allow for an even greater proportion of OAT participants to receive suboxone during their time at the Jail. The study identified that the Jail is an ideal locus to identify appropriate referrals to the VCH Opiate Outreach Team (OOT). It also highlighted the need for partnerships to enhance the quality of these referrals given the transient nature of the detainee's time in the Jail and the challenges of follow-up contact with this population. Collaborative efforts are underway with the VPD medical staff, OOT, BC Corrections, Downtown Community Court (DCC), and the Provincial Courts to identify referrals at the Jail, and to facilitate secure access and interview rooms for OOT staff as these clients are processed through the Justice system during regular business hours. Since completion of the study, VPD Jail medical staff have continued to offer OOT services to appropriate detainees. They have referred 60 additional individuals to OOT for outreach support after release. A partial analysis was conducted regarding the criminal history of participants. In total, 267 total participants were linked to 6,214 prior criminal convictions with theft and robbery composing 45% of these convictions while non-compliance with court orders composed 31.4% of these convictions. There were an additional 3,512 other criminal charges laid for which there was no conviction. This provides an additional sense of the amount of police and court time involved. BET officers have received OOT business cards to distribute to potential clients that they encounter in the course of their duties. 		<ul style="list-style-type: none"> The Jail Study and CDSS Research Assistant position were cut short due to the outbreak of COVID-19, though valid findings were still achieved. COVID-19 had a dramatic impact on crime trends and court functions which precluded a full assessment of the impact of the OOT program on recidivism rates. The majority of detainees on methadone or Kadian OAT are not eligible to receive any doses during their duration of stay in the Jail due to strict safety protocols designed to prevent overdoses (i.e., from double-dosing). UBC did not provide Ethics Approval for the proposed five year study on detainees released from the VPD Jail. There are no further plans to pursue this research. VCH was consulted in early 2020 regarding the potential Overdose Outreach Worker position dedicated to the Jail, but no formal meetings have been initiated due to the COVID-19. 		

Strategic Goal: Improve road safety for everyone

Champion – Superintendent Steve Eely

2020 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Eight traffic-related fatalities occurred in 2020 compared to 14 in 2019, a 43% decrease.
- The number of police reported motor vehicle collisions with injuries was 850 in 2020, down 24% from 1,119 in 2019.
- A total of 30,095 traffic violation tickets were issued by the VPD's Traffic Section, a 27% decrease from 41,356 violation tickets issued in 2019.
- VPD Patrol members issued a total of 8,336 violation tickets in 2020 compared to 11,356 violation tickets in 2019, a 27% decrease.
- A total of 11,963 E-Tickets were issued department-wide in 2020, a 53% increase from 7,841 E-Tickets in 2019.
- Five additional VPD officers became qualified in Standard Field Sobriety Testing (SFST) in 2020, bringing the current total to 174 qualified members.
- The Community Road Education Safety Team (CREST) delivered a total of 108 road safety presentations in 2020, exceeding the target of 75 presentations. CREST continues to develop innovative ways to deliver road safety education which has included partnering with Emily Carr University students in 2020 to produce short videos on pedestrian safety for presentation to elementary school students.
- The Commercial Vehicle Unit (CVU) conducted 385 commercial vehicle inspections in 2020 resulting in 44% of all inspected commercial vehicles taken out of service due to various deficiencies.
- Automatic Licence Plate Reader (ALPR) equipped vehicles were deployed for 158.5 hours in 2020. A total of 272,941 ALPR vehicle recognitions yielded 10,073 hits and 85 enforcement actions taken. The VPD updated its ALPR technology in 2020, fitting four operational fleet vehicles with this new equipment (two Traffic Section vehicles and two Patrol vehicles). A total of 28 Traffic Section officers and 53 Patrol officers were trained to use the new ALPR technology equipment.

*The following presents a status report and measurable performance results pertaining to the **four Strategies** identified for 2020 in working towards achieving the overall Strategic Goal to improve road safety for everyone.*

2020 Strategy 1: Ongoing 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 High Risk Driving campaign (Spring).	Critical	1.1	☒☒☒☒
1.3 - Participate in a Railway Safety campaign (Fall).	Important	1.1	☒☒☒☒
1.4 - Participate in ICBC sponsored Cycling Safety campaigns (Spring and Summer).	Important	1.1	☒☒☒☐
1.5 - ICBC / Provincial Pedestrian Safety campaign (Fall).	Important	1.1	☒☒☒☒
1.6 - Participate in a Distracted Driving campaign (Spring and Fall).	Critical	1.1	☒☒☒☒
1.7 - Participate in Occupant Restraint campaigns (Spring and Fall).	Important	1.1	☒☒☒☒
1.8 - Undertake a Speed Relative-to-Conditions campaign (Fall).	Critical	1.1	☒☒☒☒
1.9 - Implement CounterAttack roadblock deployments (Summer and Winter).	Critical	1.1	☒☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> Ongoing coordination of traffic enforcement efforts across multiple Police agencies and jurisdictions. Continued positive partnerships with relevant stakeholders. Overall improved road safety. 	<ul style="list-style-type: none"> Ongoing VPD participation in all Provincial road safety campaigns. Conduct a minimum of 30 CounterAttack roadblocks deployments. 	
PERFORMANCE RESULTS	CHALLENGES	
<ul style="list-style-type: none"> The High Risk Driving campaign (Spring 2020) resulted in 1,877 violation tickets issued, 1,777 of which were issued for speeding offences and 47 for distracted driving offences. The VPD Traffic Section supported the Canadian National Railway (CN) Police on September 22, 2020 in educating road users during the Railway Safety Week campaign (September 21-27, 2020). Additionally, a joint enforcement operation with the CN Police was conducted at the Kaslo Street and Grandview Highway railway crossing on June 27, 2020. The VPD Traffic Section participated in provincial Distracted Driving campaigns in March and September 2020. A total of 1,462 related violation tickets were issued, a 53% decrease compared to 2019. Occupant Restraint campaigns were conducted in March and September 2020. A total of 146 violation tickets were issued, a 44% decrease compared to 2019. The ICBC/Provincial sponsored Pedestrian campaign occurred on October 22 and October 28, 2020 with the assistance of Community Policing Centre (CPC) volunteers. Approximately 8,000 safety reflectors were distributed to the public. The summer and winter CounterAttack campaigns were conducted in July, August, and December 2020 yielding the following results: 25 roadblocks, 2,273 Approved Screening Device (ASD) roadside tests conducted, 776 violation tickets issued, 52 24hr prohibitions issued, 167 Immediate Roadside Prohibitions (IRPs) issued, and 170 vehicles impounded. 	<ul style="list-style-type: none"> ICBC sponsored Cycling Safety campaigns (Spring and Summer) were cancelled due to COVID-19 restrictions. Traffic Section officers have been redeployed to assist Patrol Districts throughout the ongoing COVID-19 pandemic. Overall road safety enforcement activity has been reduced due to COVID-19 restrictions. Winter Counterattack deployments were reduced as a result of decreased funding and early closures in the food/beverage service industry due to COVID-19 restrictions. 	

2020 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 Test (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, engagement, and action 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. Minimum of 175 total officers certified in SFST. Minimum of 20 officers certified as DREs. 	
PERFORMANCE RESULTS	CHALLENGES	
<ul style="list-style-type: none"> Traffic Section and Patrol District Commanders continue to conduct monthly road safety meetings to review road safety results and direct resources to target high collision locations. 	<ul style="list-style-type: none"> Patrol members spent considerable hours monitoring protests/escorting protestors in 2020 thereby impacting their ability to engage in road safety enforcement activity. 	

<ul style="list-style-type: none"> o Patrol members conducted 141 targeted road safety enforcement projects at a number of high risk locations/intersections, exceeding the target of 50 projects. Traffic Section members provided support to Patrol members as needed. o Patrol members issued a total of 8,336 violation tickets in 2020 compared to 11,356 violation tickets in 2019, a 27% decrease. o Five additional VPD members received SFST training in 2020, for a current total of 174 SFST trained VPD members. o Three VPD members received DRE training in 2020, for a current total of 19 DREs in the Department. 	<ul style="list-style-type: none"> o COVID-19 restrictions also significantly limited the road safety enforcement activity of Patrol members. o SFST training was suspended for the majority of 2020 due to COVID-19 restrictions.
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2020 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"> – Operation Hang-Up with ICBC (March and September) – Project Swoop with ICBC (May) – Pedestrian Safety and Education in cooperation with ICBC, Community Policing Centres (CPCs), and Transit Police (Spring and Fall) – Cycling Awareness and Education in cooperation with Public Affairs, ICBC, and the media (Spring and Summer) – Cone Zone campaign in cooperation with the Workers Compensation Board (WCB) (Spring and Summer) – Noisy Muffler campaign (Summer) – Back-to-School 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 Bike-to-Work week (4 th week of May).	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 commercial vehicle inspections by the Commercial Vehicle Unit (CVU).	Critical	None	☒☒☒
3.8 - Delivery of road safety presentations to elementary school children, Parent Advisory Councils (PACs), and seniors through the Community Road Education Safety Team (CREST).	Important	None	☒☒☒
3.9 - 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 Teams. o Minimum of 75 total road safety presentations delivered to youth, PACs, and seniors by the CREST. o Four occupant restraint clinics delivered. o Total of 500 Level 1 & 2 commercial vehicle inspections conducted by the CVU.

PERFORMANCE RESULTS	CHALLENGES
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- Monthly Traffic Section meetings were held in 2020 to review road safety enforcement results and to direct enforcement strategies/priorities.
- Traffic Section members issued a total of 30,095 violation tickets, a 27% decrease from 41,356 violation tickets issued in 2019.
- The ICBC/Provincial sponsored Pedestrian campaign occurred on October 22 and 28, 2020 with the assistance of Community Policing Centre (CPC) volunteers. Approximately 8,000 safety reflectors were distributed to the public.
- Operation Hang-Up coincides with the Distracted Driving provincial campaigns undertaken in March and September 2020. A total of 1,462 distracted driving violation tickets were issued, a 53% decrease compared to 2019.
- Enforcement efforts targeting the big four road safety violations (speed, distracted driving, impaired driving, and seatbelt use) during the May long weekend yielded a total of 277 violation tickets.
- The Back-to-School campaign was launched in September to increase road safety enforcement in and around schools, as well as to remind drivers to be cautious and drive with care.
- The CVU conducted 385 commercial vehicle inspections in 2020 resulting in 44% of all inspected commercial vehicles taken out of service for various deficiencies. In partnership with the Provincial Commercial Vehicle Safety and Enforcement Team (CVSE), the VPD's CVU conducted a larger-scale commercial vehicle road check in Chilliwack on March 10, 2020. The CVU also assisted in conducting commercial vehicle inspection projects throughout 2020 in other jurisdictions including Burnaby, Coquitlam, and New Westminster.
- Despite COVID-19 restrictions throughout 2020, CREST delivered a total of 108 road safety presentations, exceeding the target of 75 road safety presentations. These included presentations on cycling safety.
- CREST continues to develop innovative ways to deliver road safety education. This included partnering with Emily Carr University students in 2020 to produce short videos on pedestrian safety for presentation to elementary school students.
- CREST also lobbied for traffic safety courses to be included within the City of Vancouver's (CoV) Recreation Guide and for road safety education efforts dedicated to seniors to be expanded at local community centres.
- CREST conducted a total of two Occupant Restraint clinics at local Community Centres.
- Staffing issues in the Traffic Section and the redeployment of Traffic Section officers to assist Patrol Districts during the ongoing COVID-19 pandemic has significantly impacted road safety enforcement activity.
- Road safety projects including Project Swoop (May), Cycling Awareness and Education (Spring and Summer), Cone Zone (Spring and Summer) and the Noisy Muffler campaign (Summer) were cancelled due to COVID-19 restrictions.
- CoV Bike-to-Work Week campaign (set for May 25-31, 2020) and was cancelled due to COVID-19 restrictions. Instead, cycling safety education was delivered during 2020 through CREST presentations.
- The delivery of CREST road safety presentations and Occupant Restraint clinics were limited due to closures of schools and community centres, as a result of COVID-19 restrictions.
- Due to COVID-19 restrictions, the VPD did not participate in a planned three day commercial vehicle inspection in October 2020 with other municipal police departments.

2020 Strategy 4: Continue to leverage technology to address current and anticipated road safety enforcement 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 of road safety.	Important	None	☒☒☒
4.3 - Complete roll-out of E-Ticketing.	Critical	3.1	☒☒☒
4.4 - Review and implementation of new technology related to the detection of impairment by drug.	Important	3.1	☒☒☐
4.5 - Expansion of automated speed enforcement cameras at high collision locations in cooperation with ICBC and provincial Police Services.	Important	1.1	☒☒☒
4.6 - The Collision Investigation Unit (CIU) to implement use of Remotely Piloted Aerial System (RPAS) for collision scene mapping.	Important	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ Increased enforcement on high risk and unauthorized drivers. ○ Improved community engagement on road safety issues. 	<ul style="list-style-type: none"> ○ Minimum of four ALPR deployments per month.

<ul style="list-style-type: none"> ○ Improved efficiencies in ticket distribution and corresponding processes. ○ Enhanced police ability to respond to 'impaired by drug' offences. ○ Decreased road closure time at vehicle collision scenes. 	<ul style="list-style-type: none"> ○ Full implementation of E-Ticketing across front-line operations, including outfitting of remaining operational vehicles and motorcycles. ○ Increase automated enforcement of high collision locations.
PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ Automatic Licence Plate Reader (ALPR) equipped vehicles were deployed for 158.5 hours in 2020 with positive results. A total of 272,941 ALPR vehicle recognitions yielded 10,073 hits and 85 enforcement actions taken. The VPD updated its ALPR technology in 2020, fitting four operational fleet vehicles with this new equipment (two Traffic Section vehicles and two Patrol vehicles). A total of 28 Traffic Section officers and 53 Patrol officers were trained to use the new ALPR technology equipment. ○ The number of followers on the VPD Traffic Section's Twitter account increased by 21% in 2020 for a current total of 2,831 followers. In addition, two VPD Traffic Section officers have separate Twitter accounts dedicated to improving community engagement on road safety issues. ○ Full implementation of E-Ticketing across front-line Patrol operations was completed in 2020, including outfitting all remaining operational vehicles. A total of 11,963 E-Tickets were issued department-wide in 2020, a 53% increase from 7,841 E-Tickets in 2019. ○ While the VPD Traffic Section does possess the SoToxa Mobile Test System - an official drug screening device approved by the Federal Government of Canada – it has not been utilized. Rather, the Department considers DRE trained officers to be a more reliable method of detecting impairment. ○ A proposal was submitted and approved in late 2020 to create an Impaired Driving Enforcement Team (IDET) in order to enhance the department's ability to detect and enforce impaired driving. A six-month pilot project will run from January to June 2021, with initial findings already proving to be highly promising. ○ A total of 13 Remotely Piloted Aerial System (RPAS) deployments were conducted by the Collision Investigation Unit (CIU) 2020 to improve the efficiency and accuracy of collision scene documentation. 	<ul style="list-style-type: none"> ○ The installation of E-Ticketing hardware on remaining operational motorcycles was initially delayed pending the replacement of the motorcycle fleet. This replacement did not occur however; and as such, E-Ticketing hardware installations started in December 2020 with the remaining installation work to be completed by early 2021.

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

Champion – Chief Adam Palmer

2020 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Employee communication and engagement continued throughout the VPD in 2020 despite the COVID-19 pandemic.
- The Chief and Executive continue to personally engage staff who are exposed to traumatic or significant events by reaching out with a personal phone call.
- The VPD's Pandemic Working Group (PWG) was created to deliver timely messaging and support to staff in all matters related to the pandemic.
- The COVID-19 pandemic has served to increase communication between the VPD's three organizational divisions, as the pandemic required an integrated approach.
- The use of on-loan assignments and mentorships continues to improve communication and organizational knowledge across the VPD.

*The following presents a status report and measurable performance results pertaining to the **two Strategies** identified for 2020 in working towards achieving the overall Strategic Goal to foster a culture of employee engagement and effective communication.*

2020 Strategy 1: Continue to improve communication between the VPD Executive and all members.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Executive to maximize engagement with VPD members via multiple communication channels.	Critical	None	☒☒☒
1.2 - Executive members will continue to participate in operational shifts.	Important	None	☒☒☒
1.3 - Chief will continue to attend Patrol parade briefings.	Important	None	☒☒☒
1.4 - Chief and Executive Team will personally engage staff exposed to traumatic or significant incidents.	Important	None	☒☒☒
STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Greater communication between the Executive and all VPD members. ○ Greater Executive understanding of front-line challenges and concerns. ○ Opportunities for direct face-time with the Chief for front-line members. ○ Front-line members will directly hear, and know, that they have the support of the Executive. 	<ul style="list-style-type: none"> ○ Leverage a variety of communication methods to provide organizational updates to all members, including personal contact, speaking opportunities, e-mail, and video. ○ Executive to engage with VPD members in a variety of settings including training sessions, team and section briefings, as well as at public events, social gatherings and Department events. ○ Overall positive employee satisfaction survey results. 		
PERFORMANCE RESULTS	CHALLENGES		
<ul style="list-style-type: none"> ○ Despite COVID-19 challenges, communication channels remained open between the Executive and front-line members through WebEx and recorded video messages. ○ Executive members attended parade briefings in-person prior to COVID-19 restrictions. ○ The VPD's Pandemic Working Group (PWG) was created to deliver timely messaging and support to staff in all matters related to the pandemic. ○ The Chief and Executive continue to personally engage staff who are exposed to traumatic or significant events by reaching out with a personal phone call. ○ The 2020 Employee Satisfaction Survey was deferred to 2021, to be leveraged as an internal environmental scanning tool as part of the planning efforts to develop the VPD's new 2022-2026 Strategic Plan. 	<ul style="list-style-type: none"> ○ COVID-19 restrictions have prevented non-critical group meetings and gatherings from occurring. 		

2020 Strategy 2: Continue to improve communication between the VPD's three Divisions.

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
2.1 - Enhance collaboration between the Operations, Investigation, and Support Services Divisions in the handling of files.		Important	None	☒☒☒☒
2.2 - All members from VPD specialty units to continue to attend Patrol parades, training days, and supervisor meetings.		Value Added	None	☒☒☒☒
2.3 - Utilize mentorships as well as 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"> ○ Better communication, enhanced information flow, and better sharing of experience across divisions ○ Enhanced knowledge amongst members of the services and functions of specialty units. ○ Greater overall communication and information flow across the three Divisions. 		<ul style="list-style-type: none"> ○ Support the development of new cross-division committees to better facilitate the systematic flow of information. ○ Specialty unit subject matter experts to present to front-line members in a variety of settings. ○ Continue to facilitate several mentorships and on-loan assignments across divisions throughout 2020. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> ○ All three divisions meet daily during business hours via conference call to discuss overnight reports. ○ Monthly CompSTAT meetings occur to maximize investigative and crime prevention efforts. ○ Members from specialty units primarily connected with Patrol Teams through virtual platforms in 2020. ○ Mentorships were able to continue in a restricted capacity in compliance with COVID-19 guidelines. ○ Weekly Executive Committee meetings continued in 2020 through teleconference. ○ Weekly Personnel Services meetings with the Executive continued in 2020 through teleconference. ○ The COVID-19 pandemic has served to increase communication between the VPD's three organizational divisions, as the pandemic required an integrated approach. This included the activation of the Department Operations Centre (DOC) which involved systematic coordination across all three divisions as well as the redeployment of resources to further support frontline operations. 		<ul style="list-style-type: none"> ○ COVID-19 limited in-person meetings in 2020. ○ The VPD is looking to improve video conference capabilities in meeting rooms. ○ Various shifting schedules across the Department continue to remain an ongoing challenge in fostering regular and systematic communication. ○ The VPD continues to support the development of one centralized police headquarters facility to contain all three organizational divisions. 		

Strategic Goal: Promote a healthy work environment

Champion – Superintendent Martin Bruce

2020 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Respectful Workplace training has been integrated into Cycle 4 training to continue to support the importance of building healthy and respectful work environments throughout the organization.
- In partnership with the departmental Pandemic Working Group (PWG), the Human Resources Section (HR) increased security during the ongoing pandemic by creating visitor protocols specific to COVID-19.
- The inaugural civilian retirement dinner was a sold out event that took place on February 13, 2020 where 11 retirees were honoured. The event's success showcased the interest for future events; as such, the event will continue to take place every two years.
- The VPD's Tenure Policy has been revised to ensure equality in the workplace based on recommendations from a recent review.
- The VPD continues to support its employees' physical and mental health by understanding the unique nature of policing and its effects on our workforce.
- It is important to note that multiple organizational development strategies and associated activities have been impacted by the COVID-19 pandemic.

*The following presents a status report and measurable performance results pertaining to the **six Strategies** identified for 2020 in working towards achieving the overall Strategic Goal to promote a healthy work environment.*

2020 Strategy 1: Continue to support and foster employee wellness.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Facilitate focus group meetings with VPD members to discuss current and future wellness programming.	Important	None	☒☒☐
1.2 - Develop a comprehensive employee wellness model.	Important	None	☒☐☐
1.3 - Facilitate the inaugural Civilian Retirement Dinner.	Value Added	None	☒☒☒
1.4 - Create medical fact sheets for VPD members categorized by age and gender.	Important	None	☒☒☐
1.5 - Ongoing collaboration with the Vancouver Police Union (VPU) on the British Columbia First Responders Resiliency program.	Important	None	☒☒☒
1.6 - Host another seminar on resiliency with Dr. Gilmartin for the Senior Management Team (SMT).	Important	None	☒☒☐
1.7 - Work to enhance employee mental resiliency.	Important	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ The Human Resource Section (HR) will gain an understanding of staff wellness needs. ○ Enhanced mental and physical supports delivered specific to each member's needs. ○ Enhanced feeling of appreciation amongst long serving civilian employees. ○ Improved health awareness by staff. ○ Improved resiliency awareness and support for VPD members and their families. 	<ul style="list-style-type: none"> ○ Identify staff preferences and key ideas to improve engagement and participation in wellness activities. ○ Identify targeted member support strategies based on career stages and individual experiences. ○ Identify common member ailments necessitating improved proactive medical screening and follow-up. ○ Facilitate initial Road to Mental Readiness (R2MR) training for new members and in-service training for existing members. ○ Facilitate a Trauma Resiliency Training Program.

- Host a resiliency in law enforcement conference.

PERFORMANCE RESULTS

- Several focus group meetings were conducted in early 2020 to gain information on how to improve engagement in employee wellness activities. Wellness support strategies were discussed for members in specific career stages.
- A viable draft version of the comprehensive employee wellness model is available; however, more discussion is required on how this model will integrate with new dashboard plans.
- The inaugural civilian retirement dinner was a successful sold out event that took place on February 13, 2020 where 11 retirees were honoured.
- Collaboration with the VPU on the British Columbia First Responders Resiliency program is ongoing, with HR continuing to deliver the program as needed for identified members.
- A meeting with Dr. Tim Black was held on June 18, 2020 to discuss how his Trauma Resiliency Program (TRP) can be incorporated into VPD wellness initiatives.
- HR has 10 R2MR trainers scheduled to train members during Cycle 4 training in 2021.

CHALLENGES

- Additional wellness programming focus groups have been delayed due to COVID-19.
- Medical fact sheets have been created, but follow-up with Medisys is required. Follow-up will occur in 2021.
- The Dr. Gilmartin resiliency seminar for SMT was cancelled due to COVID-19.

2020 Strategy 2: Continue to enhance the professional development of VPD members.

ACTIVITIES (ACTION PLANS)

	Priority	Dependency	Completion Status
2.1 - Embed wellness awareness activities within the sergeant education and civilian supervisor training programs.	Important	2.3	☒☒☐
2.2 - Increase number of HR staff trained to conduct labour process investigations.	Critical	3.1	☒☒☐
2.3 - Create a civilian supervisor training module.	Important	None	☒☒☐
2.4 - Provide advanced training for exempt civilian managers.	Important	None	☒☐☐
2.5 - Implement necessary amendments to the departmental Tenure Policy as per the recommendations of the review conducted in 2019.	Important	None	☒☒☒
2.6 - Support the British Columbia Women in Law Enforcement Association (BCWLE) conference.	Important	None	☒☐☐

STATED OUTCOMES

- Increased supervisor ability and capacity to support their teams while ensuring appropriate communication with stakeholders.
- Greater capacity in HR for conducting labour process investigations and imparting process knowledge to VPD staff.
- Enhanced fairness and transparency provided by existing Tenure Policy.
- Enhanced empowerment and career development opportunities for women in law enforcement.

PROJECTED PERFORMANCE TARGETS

- Several sergeants and civilian supervisors will be trained in new staff wellness protocols.
- Train two additional HR members in labour investigations.
- All civilian exempt managers to receive advanced training.
- Implement identified necessary revisions to the current Tenure Policy.
- Facilitate BCWLE meetings, socials, and training sessions.

PERFORMANCE RESULTS

- Wellness awareness activities have been embedded in the training program for newly promoted sergeants, and wellness awareness training will also be incorporated into the ongoing training received by all sergeants.
- Development of a civilian supervisor training module will continue into 2021. This initiative is being restructured as a leadership program for all VPD employees.
- Funding was acquired to provide annual *Police Act* and labour process training to additional HR staff.
- The VPD's Tenure Policy has been revised to ensure equality in the workplace based on recommendations from a recent review.

CHALLENGES

- Advanced training for exempt civilian managers was postponed due to COVID-19. Remote learning options are currently being explored.
- The BCWLE in-person conference was cancelled due to COVID-19.

o The VPD continues to support online platforms related to the BCWLE.			
2020 Strategy 3: Continue to enhance employee administrative and management processes.			
o ACTIVITIES (ACTION PLANS)		Priority	Dependency
3.1 - Continue to develop new protocols for the integration of new employees (on-boarding).		Important	None
3.2 - Explore the development of a reliable resiliency test to be administered by the Recruiting Unit to police member applicants.		Important	None
3.3 - Implement phase 1 of the employee database and the Early Intervention Program's (EIP) dashboard project.		Critical	None
3.4 - Explore phase 2 of the employee database and EIP dashboard project.		Important	3.3
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> o Increased support and engagement for new members. o Enhanced screening tools for recruit selection and hiring. o Automated dashboard and file managements processes in HR. 		<ul style="list-style-type: none"> o New on-boarding protocols are implemented. o Evaluation of reliable resiliency measures and implementation of a suitable program to be used by the Recruiting Unit in screening new recruits. o Creation of a new employee dashboard for HR use. 	
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> o Several meetings have been held between HR and the Information & Communications Technology Section (ICT) to discuss the development of new on-boarding protocols. Further work is required to narrow the scope of this initiative and streamline the process for future implementation. o The Recruiting Unit is working with Dr. Mackoff to develop a reliable resiliency test for new police applicants. Notwithstanding, new psychological testing and other improvements to the current applicant selection process are pending. o Phase 1 of the employee database and the EIP dashboard project have been completed. Discussions with an external consultant on potential options for phase 2 are underway. 		<ul style="list-style-type: none"> o The development of new protocols for on-boarding was postponed due to COVID-19. o Budget restraints may prevent phase 2 of the employee database and EIP dashboard project from moving forward. Alternative solutions are being explored to bridge the funding gap. 	
2020 Strategy 4: Continue to enhance respectful work environments throughout the VPD.			
ACTIVITIES (ACTION PLANS)		Priority	Dependency
4.1 - Deliver an updated SMT presentation on Respectful Workplace legislation/case law changes.		Critical	None
4.2 - Develop and deliver Respectful Workplace cycle training and parade briefing sessions.		Critical	None
4.3 - Update labour process guidelines.		Important	None
4.4 - Formulate departmental Respectful Workplace working groups.		Important	None
4.5 - Support the creation of the Peace Officers Pride Society (POPS).		Important	None
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> o Increased employee knowledge and understanding of Respectful Workplace protocols and impacts. o Increased labour process understanding, compliance, and transparency. o Greater understanding of respectful workplace issues. o Enhanced community outreach and internal peer support for 2SLGBTQ+ officers. 		<ul style="list-style-type: none"> o All front-line officers to receive Respectful Workplace awareness training. o Disseminated updated labour process guidelines to all employees. o Ensure that respectful workplace working groups are comprised of a diverse group of employees. o Facilitate POPS meetings and socials. 	

PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> ○ Roper Greyell LLP has completed a review of the VPD's Respectful Workplace training program and their recommended updates have been integrated into Cycle 4 training. ○ Respectful workplace working groups were formulated and meetings were held virtually throughout 2020 to discuss areas of improvement. ○ Labour process guidelines were revised and have been sent to the VPU and other internal stakeholders for review. ○ A group of VPD officers have launched the Out-on-Patrol initiative to promote outreach and interaction with the 2SLGBTQ+community. 		<ul style="list-style-type: none"> ○ Presentation to SMT of updated Respectful Workplace legislation/case law changes has been delayed due to COVID-19. This will be rescheduled for 2021. 		
2020 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 - Further 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"> ○ PWG and HR worked to increase security during the ongoing pandemic by creating visitor protocols specific to COVID-19. ○ DSO continues to reinforce requirements that all visitors into VPD facilities are to be escorted by a sworn member, or vetted and issued a temporary pass in rare circumstances. 		<ul style="list-style-type: none"> ○ Fire and evacuation drills have been scheduled for 2021. They did not take place in 2020 due to staffing issues and COVID-19. 		
2020 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 2020 staffing/resource additions and preparation for 2021 planned additions. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> ○ 2020 staffing allocations were implemented based on the VPD Operational Review Project. 		<ul style="list-style-type: none"> ○ Though staffing allocations were implemented in 2018, 2019 and 2020, planned staffing allocations for 2021 have been deferred due to CoV budget reductions. 		