



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: March 31, 2022
BOARD MEETING DATE: April 21, 2022
BOARD REPORT # 2204V05

Regular

TO: Vancouver Police Board
FROM: Drazen Manojlovic, Director, Planning, Research and Audit Section
SUBJECT: 2021 Strategic Business Plan Report-Back

RECOMMENDATION:

THAT the Vancouver Police Board (VPB) receives this report for information.

SUMMARY:

2021 marked the final year of the business planning process flowing from the VPD's 2017-2021 Strategic Plan. Over the course of the 2017-2021 Strategic Plan, the VPD has demonstrated its commitment to achieving its Strategic Goals by identifying and carrying out annual strategies and by reporting-back on the progress and outcomes of these strategies.

The 2021 Strategic Business Plan Report-Back provides strategic highlights, along with a full status review and measurable performance results, pertaining to the final Strategies and associated Activities undertaken in 2021 to work towards achieving the VPD's Strategic Goals. Significant progress has been made on 98% of Activities, with 82% all Activities being fully completed, and only four Activities were not initiated. Three out of those four activities were not initiated due to the ongoing COVID-19 pandemic.

As in 2020, 2021 was another challenging year for the VPD and the entire community it serves due to COVID-19. As an essential and core service, the VPD has remained fully operational throughout most of 2021 and has not seen a decline in workload despite varying COVID-19 restrictions and hence varying levels of activity in the city. Rather, overall public safety issues and related workload pressures facing the VPD have continued to significantly increase. The VPD has continued to see significant increases in protests and demonstrations, serious violent crimes including random stranger assaults, incidents related to the current gang conflict, wait-times for ambulance support, anti-Asian hate crimes, aggressive and brazen acts of shoplifting, and other social issues that have placed unprecedented pressures on police resources. These increases are further compounded by more stringent and resource intensive requirements imposed by legislative changes and new case law (e.g. disclosure of evidence, crown requirements).

BACKGROUND:

The VPD regularly provides the Board with Strategic and Business Planning updates. The VPD's annual Strategic Business Plan is typically submitted to the Board for approval in the first quarter of each year. A mid-year progress report is annually provided in July and the year-end report is provided at the beginning of the second quarter of the following year.

DISCUSSION:

The VPD's 2017-2021 Strategic Plan has eight Strategic Goals. The attached Report-Back presents performance results of the Strategies and Activities identified for 2021, which support the achievement of the Strategic Goals. The 2021 Strategic Business Plan consisted of 33 Strategies that included 182 Activities and a three-check rating system evaluates the progress of each Activity:

- A three-check rating indicates that the Activity has been completed.
- A two-check rating signals that the Activity is well underway but not yet complete.
- A one-check rating shows that the Activity was initiated, but most of the related work is still yet to be completed.
- No check-marks indicate that the Activity has not yet been initiated.

The following is a tally of the progress made for the 182 Activities for 2021:

- 3 Checks = 150 Activities (82.4%)
- 2 Checks = 22 Activities (12.1%)
- 1 Check = 6 Activities (3.3%)
- 0 Checks = 4 Activities (2.2%)

The following definitions are used to indicate the specific priority of each Activity in relation to the success of its corresponding Strategy:

CRITICAL: The Strategy will not be successful, or will have very little chance for success, if the Activity is not completed.

IMPORTANT: The Strategy will have little-to-moderate chance for success if the Activity is not completed.

VALUE ADDED: Although the Activity provides much added value, the Strategy can still be successful or fulfilled if the Activity is not completed.

The table below categorizes the number of Activities deemed Critical, Important, and Value Added, and identifies how many Activities in each of those categories are Completed, Well Underway, Initiated, or Not Initiated:

	Completed	Well Underway	Initiated	Not Initiated	Total Activities
CRITICAL	42	6	0	0	48
IMPORTANT	87	16	2	4	109
VALUE ADDED	21	0	4	0	25
TOTAL	150	22	6	4	182

Forty-eight (48) out of the 182 total Activities (26%) have been deemed *Critical* to the success of their corresponding Strategy; 42 of these 48 *Critical* Activities having been fully completed (91%) while the remaining six are well underway.

Out of the 182 total Activities for 2021, 150 (82%) were fully completed while only four Activities were not initiated. Three out of those four Activities were not at all initiated due to COVID-19. Of the remaining 28 Activities, significant progress has been achieved on 22 of them while the other six have considerable work remaining to be completed. Three out of those six Activities with considerable work remaining were impacted by COVID-19.

Aside from delaying or impacting progress on a total of six Activities in 2021, COVID-19 has continued to pose challenges with regards to several other strategic priorities, particular in terms of preventing many in-person meetings/presentations or preventing the in-person delivery of much programming. In addition, the pandemic has continued to culminate in considerable increases in protests and demonstrations, serious violent crimes including random stranger assaults, incidents related to the current gang conflict, wait-times for ambulance support, anti-Asian hate crimes, aggressive and brazen acts of shoplifting, and other social issues that have placed unprecedented pressures on police resources. For example, in 2021, protests/demonstrations assessed by the VPD increased by 42% while those events directly overseen by VPD officers increased by 99%. Reported sexual assaults increased by 8.5% with total assaults increasing by 1.6% and total incidents of violent crime increasing by 1.5%. Bank robbery incidents increased by 29%, arson incidents increased by 13%, and suspected illicit drug toxicity deaths increased by 25%.

2022-2026 Strategic Plan

2021 marked the final year of the business planning process flowing from the VPD's 2017-2021 Strategic Plan. Over the course of the 2017-2021 Strategic Plan, the VPD has demonstrated its commitment to achieving its Strategic Goals by identifying and carrying out annual strategies and by reporting-back on the progress and outcomes of these strategies. After comprehensive external and internal consultation, while respecting the challenge of COVID-19 restrictions, a 2022-2026 Strategic Plan has been drafted for approval by the Board at their upcoming April meeting. The Board has played a significant role throughout the entire development of the new Strategic Plan. The Draft 2022-2026 Strategic Plan consists of four overarching Strategic Goals which are supported by four Strategic Considerations. To begin achieving these Goals, it is anticipated that a 2022 Strategic Business Plan will be drafted and presented to the Board for approval at their upcoming July 2022 meeting.

CONCLUSION:

2021 marked the fifth and final year of the business planning process flowing from the VPD's 2017-2021 Strategic Plan. Throughout 2021, despite the ongoing challenges posed by COVID-19, the VPD made significant final strides towards fulfilling the eight Strategic Goals of the 2017-2021 Strategic Plan. Significant progress was made on 98% of all Activities, with 82% of all Activities being fully completed. Only four Activities were not initiated, and this was largely due to COVID-19.

The VPD has achieved considerable successes over the five-year course of the 2017-2021 Strategic Plan, but has been particularly challenged since the start of the pandemic in early 2020. Although the pandemic has seen less overall activity in the city, there has been a significant increase in the most serious types of crime as well as in the number of protests or demonstrations.

To build upon the success of the previous Plan, a new 2022-2026 Strategic Plan has been drafted for approval by the Board at their April 2022 meeting.

Author: Nelson Teixeira Telephone: 604-717-2691 Date: March 31, 2022

Submitting Executive Member:

Deputy Chief Steve Rai Date: April 7, 2022



VANCOUVER POLICE DEPARTMENT 2021 STRATEGIC BUSINESS PLAN REPORT-BACK

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

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GLOSSARY OF ABBREVIATIONS/ACRONYMS

2SLGBTQ+ - Two-Spirited, Lesbian, Gay, Bisexual, Transgender, and Queer
AAC - Access and Assessment Centre
ACU - Auto Crime Unit (VPD)
AFU - Anti-Fencing Unit (VPD)
ALPR - Automatic Licence Plate Reader
AOT - Assertive (Mental Health) Outreach Team
ARC - Access, Recreation, and Culture Program
ASD - Approved Screening Device

BCACP - British Columbia Association of Chiefs of Police
BCEHS - British Columbia Emergency Health Services
BCMUP - British Columbia Municipal Undercover Program
BET - Beat Enforcement Team (VPD)
BIPOC - Black, Indigenous, and People of Colour
BRO - Being Respectful of Others Program (VPD)

CACP - Canadian Association of Chiefs of Police
CAPSU - Civilian and Auxiliary Police Services Unit (VPD)
CBSA - Canada Border Services Agency
C-CISM - Civilian Critical Incident Stress Management Team (VPD)
CDSS - Court & Detention Services Section (VPD)
CERB - Canada Emergency Response Benefit
CEU - Counter Exploitation Unit
CFO - Civil Forfeiture Office
CFSEU - Combined Forces Special Enforcement Unit
CHT - Community Health Team
CIU - Collision Investigation Unit (VPD)
CMHA - Canadian Mental Health Association
CNIB - Canadian National Institute for the Blind
CNPS - Canadian National Railway Police Service
COMET - Chronic Offender Management Enforcement Team
COU - Chronic Offender Unit (VPD)
CoV - City of Vancouver
CPA - Citizens' Police Academy (VPD)
CPC - Community Policing Centre
CPKN - Canadian Police Knowledge Network
CREST - Community Road Education Safety Team (VPD)
CSC - Correctional Services of Canada
CSP - Community Safety Personnel (VPD)
CVT - Commercial Vehicle Team (VPD)
CYAC - Child and Youth Advocacy Centre

DCC - Downtown Community Court
DIIRS - Diversity, Inclusion & Indigenous Relations Section (VPD)
DTES - Downtown Eastside
DVACH - Domestic Violence and Criminal Harassment Unit (VPD)
DVCT - Domestic Violence Coordination Table

E-Comm - Metro Vancouver Emergency Communications Centre
EDI - Equity, Diversity & Inclusion
EHS - Emergency Health Services
EIP - Early Intervention Program (VPD)

ETU - Education & Training Unit (VPD)
EWU - Employee Wellness Unit (VPD)

FCU - Financial Crime Unit (VPD)
FSGV - Family Services of Greater Vancouver

GCU - Gang Crime Unit (VPD)
GIAEP - Gang Intervention and Exiting Program
GO - General Occurrence report

HR - Human Resources Section (VPD)
HROU - High Risk Offender Unit (VPD)

IAC - Indigenous Advisory Committee (VPD)
IBIS - Integrated Ballistic Identification System
ICBC - Insurance Corporation of British Columbia
ICE - Internet Child Exploitation Unit (VPD)
ICP - Indigenous Cadet Program (VPD)
ICT - Information & Communication Technology Section (VPD)
IDET - Impaired Driving Enforcement Team (VPD)
IRP - Immediate Roadside Prohibitions
ISSofBC - Immigrant Services Society of British Columbia
ITU - Identity Theft Unit (VPD)

JIBC - Justice Institute of British Columbia

LDU - Learning & Development Unit (VPD)
LIMA - Liquor Enforcement Team (VPD)
LPO - Leadership in Police Organizations Course

MCFD - Ministry of Children and Family Development
MCS - Major Crime Section (VPD)
MHA - Mental Health Act
MHU - Mental Health Unit (VPD)
MMIWG - Missing and Murdered Indigenous Women and Girls
MOSAIC - Multilingual non-profit organization

NC3 - National Cybercrime Coordination Unit
NEVAAN - North East Vancouver Active Aging Network
NPO - Neighbourhood Police Officer (VPD)
NPT - Neighbourhood Policing Team (VPD)
NWEST - National Weapons Enforcement Support Team

OCS - Organized Crime Section (VPD)
OOT - Overdose Outreach Team

PAC - Parent Advisory Council
PAL - Police Athletic League
PCU - Property Crime Unit (VPD)
PHC - Providence Health Care
PHSA - Provincial Health Services Authority
PSC - Public Service Counter (VPD)
PPE - Personal Protective Equipment
PR&A - Planning, Research & Audit Section (VPD)

PRIME - Police Records Information Management Environment
PTEP - Provincial Tactical Enforcement Priority
PWG – Pandemic Working Group (VPD)

R2MR - Road to Mental Readiness Program
RCMP - Royal Canadian Mounted Police
RFP - Request for Proposal
RPAS - Remotely Piloted Aerial System
RPM - Regulation & Procedures Manual (VPD)
RWRS - Restricted Weapons Registration System

S.A.F.E. - Safety Awareness for Elders Program (VPD)
SCU - Sex Crimes Unit
SFST - Standardized Field Sobriety Test
SHU - Source Handling Unit (VPD)
SIS - Special Investigation Section (VPD)
SLO - School Liaison Officer (VPD)
SMT - Senior Management Team (VPD)
SPH - St. Paul's Hospital
SRO - Single Room Occupancy Housing
SUCCESS - United Chinese Community Enrichment Services Society

TROO - Total Respect for Ourselves and Others Program (VPD)
TTC - Tactical Training Centre
TRT - Trauma Resiliency Training

UBC - University of British Columbia

VACPC - Vancouver Aboriginal Community Policing Centre
VACFSS - Vancouver Aboriginal Child and Family Services Society
VCH - Vancouver Coastal Health
VGH - Vancouver General Hospital
VPF - Vancouver Police Foundation
VPU - Vancouver Police Union
VSB - Vancouver School Board

WAVVES - Women Against Violence Video Education Series
WorkSafeBC - Worker's Compensation Company of British Columbia
WPST - Women's Personal Safety Team (VPD)
WVP - West Vancouver Police

SUMMARY OF 2021 PROGRESS

2021 marked the final 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 our Community, Fight Crime, Enhance Public Safety, and Support our People*). Over the course of the 2017-2021 Strategic Plan, the VPD has demonstrated its commitment to achieving its Strategic Goals by identifying and carrying out annual strategies and by reporting-back on the progress and outcomes of these strategies.

The 2021 Strategic Business Plan outlined the final Strategies that the VPD has undertaken in working towards achieving the eight overarching Goals of the 2017-2021 Strategic Plan. Thirty-three Strategies were identified for 2021 with 182 Activities associated to the Strategies. As in 2020, due to the ongoing pandemic, 2021 was another challenging year for the VPD and the entire community it serves. As an essential and core service, the VPD has remained fully operational and has not seen a decline in workload despite varying COVID-19 restrictions throughout most of 2021. Rather, overall public safety issues and related workload pressures facing the VPD have continued to significantly increase.

Starting in 2020 and continuing throughout 2021, the VPD has seen significant increases in protests and demonstrations, serious violent crimes including random stranger assaults, incidents related to the current gang conflict, wait-times for ambulance support, anti-Asian hate crimes, aggressive and brazen acts of shoplifting, and other social issues that have placed unprecedented pressures on police resources. For example, compared to 2020, reported sexual assaults increased by 8.5% in 2021 with total assaults increasing by 1.6% and total incidents of violent crime increasing by 1.5%. The 2021 violent crime total is 7.1% higher than the three-year average of violent crime incidents from 2017 to 2019. A total of 18 culpable homicides occurred in 2021 while suspected illicit drug toxicity deaths in Vancouver increased by 25%. A total of 18 bank robbery incidents occurred (29% increase) while incidents of arson increased by 13%. Compared to the 2019 pre-COVID period, hate based incidents have increased by 51%, including a 425% in anti-Asian hate based incidents. Furthermore, there have been 801 protests/demonstrations assessed by the VPD in 2021 (42% increase), with 319 of those events having been directly overseen by VPD officers (99% increase). These above mentioned increases are further compounded by more stringent and resource intensive requirements imposed by legislative changes and new case law (e.g. disclosure of evidence, Crown requirements).

Despite the ongoing challenges and concerning trends encountered throughout 2021, the VPD was successful in relation to many strategic priorities as cross-functional work teams completed the majority of Activities and achieved numerous outcomes and targets. Significant progress was also made on the majority of the remaining Activities that were not fully completed. Notably, targeted enforcement action directed towards known prolific offenders contributed to significant decreases to both commercial and residential break and enters (27% and 28% decreases respectively). Collaborative investigative and operational enforcement action has disrupted violent gang activity in 2021 resulting in several arrests and criminal charges, firearm and drug seizures, and record values of asset forfeiture, as well as the interdiction of numerous gang murder and kidnapping conspiracies. Additionally, special deployments, community policing initiatives, Patrol-based projects, and other proactive Patrol activities have continued to be effective at addressing many street disorder issues in neighbourhoods and parks throughout the city. Integrated teams consisting of police and health care workers have worked effectively to address community mental health issues, highlighted by a 14% decrease in mental health occurrences involving violence.

Concurrent to operational and investigative achievements, the VPD has taken further steps in strengthening relationships and trust with Vancouver's diverse and equity-deserving groups, which now includes collaborative efforts facilitated by dedicated VPD Indigenous and African Descent advisory committees. Other significant community outreach and engagement activities in 2021 included the delivery of over a dozen personal safety workshops to over 600 women and older adults, as well as the development of gender-based violence prevention videos aimed at supporting adolescent females and those involved in the sex industry. Moreover, the VPD introduced an Inclusive Workplace Committee (IWC) in 2021 to work

to develop an organisational culture that is inclusive, diverse and equitable, where all employees can reach their full potential to excel in their service to the public.

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. Significant progress was made on 98% of all Activities, with 82% of all Activities being fully completed. Only four 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 33 Strategies and 182 associated Activities undertaken in 2021.

Strategic Plan Goals and associated 2021 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	36	2	5	29
1.1 Engage and support equity-deserving groups.	9	0	2	7
1.2 Ensure the safety of the older adult populations through ongoing education and awareness efforts.	5	1	0	4
1.3 Support and expand on existing relationships with Indigenous Peoples.	7	0	0	7
1.4 Support and expand existing relationships with newcomer, diverse, and racialized communities.	7	0	2	5
1.5 Develop and enhance relationships with youth through outreach, education, and empowerment activities.	3	0	1	2
1.6 Enhance cultural safety for 2SLGBTQ+ communities interfacing with police.	5	1	0	4
(Strategic Goal 2): Strengthen mental health programs and processes	14	0	6	8
2.1 Target youth wellness through a variety of programs.	6	0	1	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.	6	0	5	1
2.3 Collaborate with VCH staff and the Assertive Outreach Team (AOT) to develop efficiencies for the VPD's Car 87/88 and Patrol Teams.	2	0	0	2
<i>Fight Crime</i>				
(Strategic Goal 3): Fight violent crime and its causes	33	0	4	29
3.1 Strategically target high-risk violent offenders through the gathering and sharing of intelligence.	5	0	1	4
3.2 Continue to target high-risk violent offenders through inadmissible patron programs and asset forfeiture.	4	0	0	4
3.3 Enhance enforcement of firearms and other weapons.	5	0	1	4
3.4 Leverage technology and analytics to enhance gangs and guns investigations and court disclosure.	4	0	0	4
3.5 Combat domestic violence and sexually based crimes by providing support to all victims, and by actively targeting offenders, particularly those who prey upon vulnerable and marginalized communities.	5	0	1	4
3.6 Target human trafficking and exploitation.	10	0	1	9

Strategic Plan Goals and associated 2021 Strategies	Activities Identified	Activities Not Initiated	Activities Initiated, but not completed	Activities Completed
(Strategic Goal 4): Combat property crime and its drivers	20	0	4	16
4.1 Enhance the process for referring property crime offenders to the Downtown Community Court (DCC).	4	0	1	3
4.2 Leverage intelligence to proactively combat both residential and commercial break and enters.	8	0	0	8
4.3 Continue to expand the capacity and capability of the Cybercrime and Financial Crime Units.	8	0	3	5
Enhance Public Safety				
(Strategic Goal 5): Address community concerns that affect public safety	16	0	2	14
5.1 Continue special deployments and community policing initiatives to deter street disorder across the city.	6	0	0	6
5.2 Continue to work with the City of Vancouver (CoV) and local non-profit organizations to manage the negative impact of street vending.	3	0	0	3
5.3 Continue to assist the CoV with efforts to address homelessness, including encampments.	4	0	0	4
5.4 Address gaps in service for those with substance use disorders detained at the VPD Jail.	3	0	2	1
(Strategic Goal 6): Improve road safety for everyone	31	2	2	27
6.1 Coordinated participation in provincial road safety campaigns.	10	1	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.	11	1	1	9
6.4 Continue to leverage technology to address current and anticipated road safety challenges.	7	0	0	7
Support our People				
(Strategic Goal 7): Foster a culture of employee engagement and effective communication	5	0	0	5
7.1 Continue to improve communication between the VPD Executive and front-line sworn and civilian members.	3	0	0	3
7.2 Continue to improve communication between the VPD's three Divisions.	2	0	0	2
(Strategic Goal 8): Promote a healthy work environment	27	0	5	22
8.1 Continue to support and foster employee wellness.	11	0	2	9
8.2 Continue to enhance the professional development of VPD members.	6	0	2	4
8.3 Continue to enhance the employee management processes.	2	0	1	1
8.4 Continue to enhance respectful work environments throughout the VPD.	2	0	0	2

Strategic Plan Goals and associated 2021 Strategies	Activities Identified	Activities Not Initiated	Activities Initiated, but not completed	Activities Completed
8.5 Continue to support VPD members throughout the ongoing COVID-19 Pandemic.	6	0	0	6
TOTAL	182	4	28	150

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

Champion – Inspector Terry Yung

2021 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Building on the success of previous years, the VPD continues to undertake numerous programs and initiatives to engage with and further develop positive working relationships, trust, and understanding with the diverse community.
- Since 2019, approximately 185 cell phones have been provided to vulnerable and marginalized individuals for emergency purposes, with 85 of these phones distributed in 2021 and 75 more to be distributed in 2022.
- Four SisterWatch meetings were held in 2021, in addition to a separate ceremony hosted by the Committee to honour the 215 Children whose remains were found at the former residential school in Kamloops.
- The Women's Personal Safety Team (WPST) launched four personal safety videos in 2021. The first video titled "*Find your Voice*" was launched in January and has had over 450 views; "*Be a Hard Target*" launched in April was the second video and has had over 750 views; the third video titled "*Not like in the Movies*" was launched in August and has had over 1,350 views; and, the fourth video titled "*Find your Fight*" was launched in October and has had over 650 views.
- In 2021, another 5,000 Safety and Awareness for Elders (S.A.F.E) information cards were distributed to all ten Community Policing Centres (CPCs) as well as to community organizations such as SUCCESS and the Immigrant Services Society of British Columbia (ISSofBC). These cards were printed in five of the most commonly spoken languages throughout Vancouver (Traditional and Simplified Chinese, Punjabi, Spanish, and Tagalog).
- A total of 2,696 frauds were reported to police in 2021. A total of 311 victims that reported fraud are over the age of 65, while 90 of those victims over the age of 75 and 25 of them are over 85. The Financial Crime Unit (FCU) consulted on 61 of these cases, with charges being laid in 13 cases involving older adult victims.
- The VPD Indigenous Protocol Officer supported the Vancouver Aboriginal Community Policing Centre's (VACPC) Neighbourhood Policing Officer (NPO) in hosting the annual Canoe Waking Ceremony. Due to COVID-19 restrictions, this event was limited to 50 participants which included ten members from VPD's Patrol District 2. Participants engaged in two canoe paddling adventures exposing them first-hand to traditional canoe experiences and Indigenous culture.
- The VPD's Indigenous Advisory Committee (IAC) consists of ten Indigenous community members and six VPD representatives who continue to meet quarterly to work to identify ways to eliminate barriers between police and Indigenous communities.
- All police members have completed the Indigenous Cultural Training Module as well as Anti-Racism Training.
- Resulting from ongoing community consultation, the African Descent VPD Advisory Committee was launched in 2021. This Committee consists of eight members of African Descent, along with the Chief Constable and other VPD Executive members, and VPD members of African Descent.
- In partnership with the Wavefront Centre for Communication Accessibility, an awareness campaign video was created for and 2,000 visual aid cards were distributed to both police officers and members of the Deaf and/or Hard of Hearing community. Wavefront will continue to work with the VPD moving forward to increase accessibility between the police and members of the community with diverse abilities.
- The VPD conducted two safety sessions (one online session and one in-person) with the Limitless Possibilities Program which works to support individuals with developmental disabilities.
- In partnership with the Canadian National Institute for the Blind (CNIB), a personal safety presentation was delivered to over 25 elderly individuals who are legally blind.
- Hate crimes have spiked considerably since prior to the pandemic, with a 51% increase in all hate crime incidents and a 425% increase in anti-Asian hate based incidents. There were 142 hate crime incidents in 2019 compared to 278 incidents in 2020 and 215 in 2021.
- Forty diverse community members participated in two online sessions of the Citizen's Police Academy Program (CPA). Each session was delivered over a six-week period and included a meeting with the Chief, activities at the Tactical Training Centre (TTC), and ride-alongs with police members.
- In the spring of 2021, the NewKids program engaged eight newcomer youth through online programming. In the fall, NewKids programming was delivered in-person to 13 youth over a 10-week period. Since its inception in 2015, 150 youth have graduated from the program.

- A total of 41 girls and adolescent females within two age groups (8-12 and 13-17 years) were engaged over a 12-week period through an enhanced Her Time program. The program is delivered by educators, counsellors, VPD members, and volunteers and the curriculum encompasses empowerment exercises, life skills, and physical literacy.
- The Her Time program also ran a test launch of its *Help-line* initiative, which is operated by professional counsellors. This help-line is designed to assist those who identify as girls or adolescent females with personal safety matters and mental health or addiction issues.
- The Here4Peers program was conducted online in 2021 with 80 youth facilitators delivering workshops through four secondary schools.
- Here4Peers facilitators also delivered workshops to elementary schools in four different catchment areas.
- The VPD completed a “*Let’s Talk Mental Health for Kids and Teens*” video to supplement other online mental health learning initiatives. Video production was funded by the Vancouver Canucks.
- The Walk with Me video that promotes awareness of transgender issues has been viewed over 90,000 times.
- Since 2016, over 500 businesses, agencies, and organizations throughout Greater Vancouver have participated and supported the Safe Place Program, with 17 new organizations signing-on in 2021.

*The following presents a status report and measurable performance results pertaining to the **six Strategies** identified for 2021 in working towards achieving the overall Strategic Goal of fostering relationships, understanding, and trust with our diverse community.*

2021 Strategy 1: Engage and support equity-deserving groups.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Continue to provide individual and group guidance for equity-deserving groups regarding essential community and social services, including obtaining new or replacement identification, 911 phones, and aiding with transportation options to better access services.	Important	None	☒☒☒
1.2 - Ongoing communication with the staff overseeing women’s support residences and other social support housing units.	Value Added	None	☒☒☒
1.3 - Ongoing outreach with community groups representing sex workers.	Important	None	☒☒☒
1.4 - Continue to facilitate quarterly Lunch with the Chief events in the Downtown Eastside (DTES).	Important	1.5	☒☒☒
1.5 - 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 (MMIWG).	Critical	1.1, 1.3 &1.4	☒☒☐
1.6 - Distribute phones with data to persons who have experienced intimate partner violence and who are already connected to VPD and related support systems.	Important	None	☒☒☒
1.7 - Creation and implementation of gender-based violence prevention videos by the Women’s Personal Safety Team (WPST).	Important	None	☒☒☒
1.8 - WPST to continue delivery of general safety workshops.	Value Added	None	☒☒☒
1.9 - Engage persons with diverse abilities in safety programming.	Important	None	☒☒☐
STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Improved mechanisms to assist equity-deserving groups. ○ Enhanced access to housing. ○ Increased dialogue between DTES community members and the VPD. ○ Improved relationships between police and sex workers. 	<ul style="list-style-type: none"> ○ Conduct 1–2 online support sessions per week regarding accessing essential services, including assisting with transportation to these services. ○ Assist 75-100 individuals in obtaining official provincial identification. ○ Distribute 50-75 cell phones with 911 capability to equity-deserving individuals. 		

<ul style="list-style-type: none"> ○ Increased support for Indigenous women and girls experiencing or at risk of experiencing violent victimization. ○ Improved access to support services for victims to mitigate incidents of violence. ○ Enhanced situational awareness among women and girls to mitigate incidents of violence. ○ Stronger relationships are created between people with developmental disabilities and the police. ○ Overall enhanced positive relationships between equity-deserving groups and police. ○ Overall increased feelings of safety by equity-deserving groups and increased likelihood of positive interaction with police, either during emergencies or on a day-to-day basis. 	<ul style="list-style-type: none"> ○ Conduct 2-4 online WebEx sessions with social support housing staff. ○ Conduct four SisterWatch Zoom meetings. ○ Engage in 2-3 gatherings with Indigenous individuals involved in creating the House Pole. ○ Distribute 20 cell phones with data capability to victims of intimate partner violence. ○ Create four videos as part of the Women Against Violence Video Educational Series (WAVVES). ○ WPST to conduct two online workshops a month with approximately 50 female participants. ○ Conduct 2-4 presentations on personal safety and other topics for persons with developmental disabilities through the Victoria Drive and Limitless Possibilities programs.
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PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ The Sex Industry Liaison Officer continues to attend scheduled weekly meetings at local women support organizations in order to directly engage with equity-deserving women as well as to maintain strong relationships with staff and support workers. The Liaison Officer assists equity-deserving women with vacating arrest warrants and varying court-ordered conditions. The Officer also assists them with accessing educational opportunities and accompanies or transports them to services such as detox, recovery, and transition housing. ○ The Sex Industry Liaison Officer once again partnered with the Kettle Friendship Society through the ID4Me program to assist 80 persons in obtaining provincial identification. ○ A total of 85 cell phones were distributed in 2021 to equity-deserving persons for emergency purposes. Since 2019, 185 phones have been distributed. The VPD plans to distribute at least 75 more phones in 2022. ○ Four SisterWatch meetings were held in 2021, in addition to a separate ceremony hosted by the Committee to honour the 215 Children whose remains were found at the former residential school in Kamloops. ○ There is ongoing dialogue between the SisterWatch Committee, the Musqueam and Squamish Nations, and the Kwikwe`xwelhyp Healing Village on the creation of a House Pole in remembrance of MMIWG. ○ Funded by the Vancouver Police Foundation (VPF), 25 handheld devices have been distributed by the Domestic Violence and Criminal Harassment Unit (DVACH) to persons who have experienced intimate partner violence. ○ The WPST delivered 11 online workshops to over 600 participants in 2021. ○ The WPST launched four personal safety videos in 2021. The first video titled "<i>Find your Voice</i>" was launched in January and has had over 450 views; "<i>Be a Hard Target</i>" launched in April was the second video and has had over 750 views; the third video titled "<i>Not like in the Movies</i>" was launched in August and has had over 1,350 views; and, the fourth video titled "<i>Find your Fight</i>" was launched in October and has had over 650 views. ○ The Patrol District 3 NPO conducted two safety sessions (one online session and one in-person) with the Limitless Possibilities Program which works to support individuals with developmental disabilities. ○ In partnership with the Canadian National Institute for the Blind (CNIB), a personal safety presentation was delivered to over 25 elderly individuals who are legally blind. 	<ul style="list-style-type: none"> ○ COVID-19 continued to restrict program implementation and access to equity-deserving groups in need of support and assistance. ○ COVID-19 restrictions significantly impacted program delivery for diverse abilities communities, particularly in relation to individuals with autism and other developmental disabilities. Online programming is not a viable option for this audience.

2021 Strategy 2: Ensure the safety of the older adult populations 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 program (S.A.F.E) through World Elder Abuse Day, social media, and community partnerships with the Seniors Advocate of British Columbia.	Important	None	☒☒☒

2.2 - Hold a second VPD Seniors Safety Fair with participation from the WPST.	Important	None	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2.3 - Community Policing Centres (CPCs) to continue to deliver specific initiatives and activities to support older adults.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
2.4 - Continue to educate older adults on common financial scams and provide anti-fraud awareness through the VPD Financial Crime Unit (FCU) website, the Cybercrime Unit's social media posts, and various other forms of media.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
2.5 - FCU participation on the Provincial Council to Reduce Elder Abuse.	Value Added	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> ○ Increased public awareness of elder abuse. ○ Expanded health and safety information and increased access to support services for the older adult community. ○ Decreased likelihood of fraud and financial scams targeting older adults, through education and awareness initiatives. ○ Enhanced police knowledge and understanding of elder abuse. 	<ul style="list-style-type: none"> ○ Distribute S.A.F.E. informational magnets and brochures through the VPD's Public Service Counter (PSC) and the CPCs. ○ Conduct 1-2 presentations at Elder Law Conferences concerning S.A.F.E. ○ Engage over 350 older adults and 15-20 service providers with the Seniors Safety Fair. ○ WPST to deliver a minimum of two personal safety workshops to older adult populations. ○ CPCs to deliver 15 online zoom sessions on older adult safety, including a scheduled road safety workshop. ○ Host a 2-day conference in 2021 with 11 external agencies focusing on reducing financial elder abuse. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> ○ In 2021, another 5,000 Safety and Awareness for Elders (S.A.F.E) information cards were distributed to all ten Community Policing Centres (CPCs) as well as to community organizations such as SUCCESS and ISSofBC. These cards were printed in five of the most commonly spoken languages throughout Vancouver (Traditional and Simplified Chinese, Punjabi, Spanish, and Tagalog). ○ VPD Public Affairs identifies new frauds every month, and has developed a booklet of practical tips to help prevent eight of the most common types of fraud. This book has been translated into Simplified and Traditional Chinese, Punjabi and Tagalog. ○ The WPST delivered two personal safety workshops, one specifically for the Indigenous community and one for the Chinese community (delivered in Mandarin). Each of these workshops included several older adult participants. ○ The CPCs partnered with the North East Vancouver Active Aging Network (NEVAAN) to deliver workshops on senior safety. A total of six workshops were delivered to an audience of seniors supported by 32 different organizations. Seven volunteers were recruited to assist with further delivery of this programming. ○ All CPCs continue to engage in weekly phone calls and e-mails to check-in with local seniors who may be in need of support. ○ The Chinese CPC hosted 18 educational webinars focused specifically senior safety in the Chinese community. ○ The South Vancouver CPC has partnered with the Khalsa Diwan Society and the South Vancouver Seniors Hub to provide various community supports to older adults throughout South Vancouver. ○ The West End Coal Harbour CPC hosted four online safety sessions. ○ The Strathcona CPC has recruited eight volunteers to provide programming and supports for seniors, which includes going for walks with seniors who are concerned for their safety. ○ The Strathcona CPC also delivered an online course to 30 Strathcona residents outlining how to safely respond to and manage various safety threat scenarios that seniors and other community members may face. ○ The VPD continues to educate older adults on common financial scams and provide anti-fraud awareness through the FCU website, the Cybercrime Unit's social media posts, and various other forms of media. ○ FCU continues to participate on the Provincial Council to Reduce Elder Abuse. 		<ul style="list-style-type: none"> ○ COVID-19 restrictions has limited the delivery of in-person outreach activities intended for older adults, particularly considering this audience is of higher risk of contracting the virus. ○ As in 2020, the VPD did not host the Seniors Safety Fair in 2021 due to ongoing COVID-19 concerns. ○ The Elder Law Conference also did not occur in 2021 due to COVID-19. ○ The FCU had planned to host a conference on financial elder abuse, but it has been postponed due to ongoing COVID-10 concerns. 	

2021 Strategy 3: Support and expand on existing relationships with Indigenous Peoples.

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
3.1 - Ongoing participation in Indigenous cultural and community events while expanding related programming through collaboration with other police, government agencies, and Indigenous elders.		Important	None	☒☒☒
3.2 - Ongoing educational awareness for all VPD members around Indigenous traditions, culture, and history.		Important	None	☒☒☒
3.3 - Develop a “Healing Path” awareness program within the VPD to foster dialogue on Indigenous relationships with police.		Value Added	None	☒☒☒
3.4 - Continue to support and engage Indigenous youth through various re-envisioned programming and outreach.		Important	None	☒☒☒
3.5 - Ongoing online meetings with the VPD Indigenous Advisory Committee (IAC).		Important	None	☒☒☒
3.6 - Build mechanisms to increase reporting from Indigenous people and provide further trauma-informed services.		Important	None	☒☒☒
3.7 - Work to develop culturally sensitive investigative protocols.		Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> Improved relationships between police and Indigenous Peoples. Creation of new relationships with Indigenous policing units and other agencies. Enhanced dialogue with Indigenous elders. Improved understanding of cultural safety for Indigenous Peoples. Increased engagement, safety and, resilience of at-risk Indigenous youth. Improved understanding of cultural safety for Indigenous victims and witnesses during investigative process. 		<ul style="list-style-type: none"> Engage in a minimum of four cultural events. Create a VPD Drum Circle/Cultural Activities Group. Organization and involvement in the Pulling Together Canoe Journey. Up to 2,000 VPD members to complete an online Indigenous culture training module. Implement the Blue Eagle Junior Rangers Project, engaging 30 youth in 2-hour weekly programming. Identify and recruit Indigenous youth to participate in the re-envisioned Indigenous Cadet Program (ICP). Act on the key recommendations put forward by the IAC. Track reporting of domestic violence, sexual assault, and/or human trafficking involving Indigenous Peoples. Fill the victim services position within the Sex Crimes Unit (SCU). Develop culturally sensitive investigative tool kits. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> The VACPC NPO attended quarterly Indigenous community awareness training sessions for police and sheriff recruits at the Justice Institute of British Columbia (JIBC) titled “Circles of Understanding”. The VACPC NPO participated in gatherings at the Vancouver Aboriginal Child and Family Services Society (VACFSS) and met with clients who wished to disclose historical abuse. The VACPC NPO is leading the “Healing Path” initiative which involves the creation and distribution of “healing kits” throughout the VPD. The VACPC NPO has also led the promotion of the Moose Hide Campaign which aims to raise awareness of violence against Indigenous women and children. The VPD Indigenous Protocol Officer supported the Vancouver Aboriginal Community Policing Centre’s (VACPC) Neighbourhood Policing Officer (NPO) in hosting the annual Canoe Waking Ceremony. Due to COVID-19 restrictions, this event was limited to 50 participants which included ten members from VPD’s Patrol District 2. 		<ul style="list-style-type: none"> Relationship-building between the VPD and the Indigenous community continues to be a work in progress. This process has been impacted by negative events occurring in other policing jurisdictions as well as by the continued discovery of unmarked graves at residential schools around British Columbia and Canada. 		

- Six VPD officers and three civilian members participated in the 2021 edition of the Pulling Together Canoe Journey, which entailed two, one-day canoe paddling adventures exposing them first-hand to traditional canoe experiences and Indigenous culture. They were joined by members from the Royal Canadian Mounted Police (RCMP), West Vancouver Police (WVP), and the Squamish Nation. Following this journey, VPD members were enlisted to participate in monthly local canoe pulls in order to gain further knowledge and awareness of Indigenous culture and traditions.
 - The Protocol Officer continues to chair the VPD's Indigenous Advisory Committee (consisting of ten Indigenous community members and six VPD representatives) who meet quarterly to work to identify ways to eliminate barriers between police and Indigenous communities.
 - All police employees have completed the Indigenous Cultural Training Module.
 - The Blue Eagle Junior Rangers Project has been implemented with great success. Thirty youth have graduated from the first cohort, while 30 more youth will be participating in the second cohort taking place in the spring of 2022.
 - In 2021, three Indigenous youth participated in Indigenous Cadet Program (ICP), which was delivered through an online format. Forty-five Indigenous youth graduated from this program since its inception in 2007. Over half of these graduates currently work in the field of criminal justice, including 15 of them who currently work for the VPD in various capacities.
 - Seven Indigenous youth aged 16-20 participated in 12 online sessions of the Access, Recreation and Culture Program (ARC). These sessions included teachings from Indigenous Elders, presentations around police training and victim services, and workshops with the Insurance Corporation of British Columbia (ICBC) to support these youth in obtaining their drivers licences.
 - The IAC is in the process of developing further anti-racism training to be delivered to VPD members.
 - IAC meeting minutes are now being shared with the Police Board in order to raise Board awareness of ongoing Indigenous community issues. A meeting between the IAC and Police Board is being planned for 2022.
 - The victim service worker position within SCU has been filled.
 - The Special Investigation Section (SIS) continues to track reporting of domestic violence, sexual assault, and human trafficking where Indigenous Peoples are victims. Consultation is ongoing with the Indigenous community to improve reporting mechanisms and offer cultural safe trauma informed practices.
 - As part of a multi-disciplinary team, DVACH continues to collaborate with VACFSS through monthly Domestic Violence Coordination Table meetings.
 - Culturally sensitive investigative tool kits are in the process of being developed.
- Due to ongoing COVID-19 concerns, the 2021 Pulling Together Canoe Journey was considerably scaled down compared to those in the years prior to the pandemic.

2021 Strategy 4: Support and expand existing relationships with newcomer, diverse, and racialized 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 newcomers on the role of police in Canada.	Value Added	None	☒☒☒
4.2 - Develop personal safety materials in multiple languages for newcomers.	Important	None	☒☒☐
4.3 - Continue to engage with Vancouver's Black community to build dialogue and expand relationships.	Important	None	☒☒☒
4.4 - Continue to engage diverse and racialized communities through the Citizens Police Academy (CPA).	Value Added	None	☒☒☒
4.5 - Continue to engage newcomer youth through the NewKids program.	Important	None	☒☒☒
4.6 - Conduct outreach with newcomer, diverse and racialized communities to help prevent intimate partner violence, sexual assault, and human trafficking offences.	Critical	None	☒☒☐
4.7 - Ongoing internal publication of a VPD diversity newsletter.	Value Added	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
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<ul style="list-style-type: none"> ○ Strengthening of existing relationships with newcomer, diverse, and racialized communities. ○ Increased understanding of diverse customs and cultural safety. ○ Raised awareness for newcomers and diverse and racialized peoples on how and when to call 911, including laws and practices around immigration concerns. ○ Raised awareness and understanding of the experiences of Black Canadians. ○ Increased engagement, safety, and resilience of at-risk youth. ○ Increased crime reporting among communities with traditionally low rates of engagement with police. ○ Overall improved perception of police in Vancouver. 	<ul style="list-style-type: none"> ○ Deliver safety workshops and newcomer packages at ISSofBC once a week. ○ Release a newcomer personal safety video and toolkit in the spring of 2021. ○ Engage 2-4 BIPOC youth to participate in the re-envisioned ICP. ○ Engage 20 community members to participate in online and in-person CPA activities. ○ Engage 18 youth to participate in the newly combined NewKids/ARC program, through both online and in-person workshops and cultural experiences. ○ Conduct four training sessions with Mosaic around intimate partner violence, sexual assault, and human trafficking. ○ Collect statistics on virtual connections with newcomers and from persons of diverse and racialized communities. ○ Electronic distribution of a bi-monthly internal diversity newsletter.
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PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ A total of 24 in-person safety workshops were delivered at ISSofBC in 2021 along with 10 online zoom sessions. Each session engaged upwards of 25 new immigrants and refugees. ○ A newcomer personal safety video and tool-kit will be released in the summer of 2022. ○ A safety information video featuring how and when to call 9-1-1 has been developed in multiple languages, and is scheduled for release in the fall of 2021. ○ In response to the recent spike in anti-East Asian hate crimes, the VPD has created an online form process in multiple languages on the VPD.ca website for the reporting of hate crimes. ○ The VPD's entire VPD.ca website has been updated and its content can now be viewed in over 100 different languages. ○ After further community consultation, it has been decided that the ICP will not be re-envisioned to include other youth of colour. Rather, other workshops have been created to bring together and engage youth from Black, Indigenous, and People of Color (BIPOC) communities. ○ BIPOC youth were engaged by the Diversity Constable in 2021 through 40 online and 10 in-person community events. ○ Black youth were further engaged through the newly created African Descent VPD Advisory Committee. The Diversity Constable maintains contact with over 22 different Black and African Heritage Associations, with Cub being the newest group to join this dialogue. ○ Forty diverse community members participated in two online sessions of the CPA. Each session was delivered over a six-week period and included a meeting with the Chief, activities at the Tactical Training Centre (TTC), and ride-alongs with police members. ○ In the spring of 2021, the NewKids program engaged eight newcomer youth through online programming. In the fall, NewKids programming was delivered in-person to 13 youth over a 10-week period. Since its inception in 2015, 150 youth have graduated from the program. ○ Seven youth have participated in 12 online sessions of the re-envisioned Access, Recreation and Culture Program (ARC). ○ Through funding from the VPF and the Civil Forfeiture Grants, a number of short educational videos on sex assaults and human trafficking are in the process of being developed. Applications have been made to secure additional grant funding in order to translate these videos into different languages. ○ The SCU has delivered workshops on sexual consent to youth newcomers and other diverse youth groups through NewKids, ICP, and ARC. ○ The Special Investigation Section (SIS) is working with WPST on a project to create educational videos on domestic violence, sexual assaults, and human trafficking. These videos are currently being translated into different languages through the MOSAIC language services organization. 	<ul style="list-style-type: none"> ○ Ongoing mistrust of the police by BIPOC communities continues to hamper relationship-building efforts. ○ The delivery of workshops and presentations about sex work, in collaboration with CBSA and Immigration Services, has been hampered by COVID-19 restrictions.

<ul style="list-style-type: none"> o DVACH continues to collaborate with VACFSS through quarterly meetings. o The Counter Exploitation Unit (CEU) is collaborating with CBSA and Immigration Services to provide workshops and presentations to newcomers who may not be familiar with or understand the laws related to sex work. o CEU and the VPD's Education & Training Unit (ETU) are developing educational videos that provide information on human trafficking prevention, detection, exiting strategies, and support systems available. o The Diversity, Inclusion & Indigenous Relations Section (DIIRS) distributed six internal diversity newsletters in 2021 highlighting the great work of VPD members supporting and partnering in inclusive and diverse activities, events, and interactions with the public. 	
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2021 Strategy 5: Develop and enhance relationships with youth through outreach, education, and empowerment activities.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
5.1 - Continue to deter gang involvement with initiatives for at-risk youth, including presentations and workshops for specific youth groups.	Important	None	☒☒☐
5.2 - Continue to encourage leadership, skills development, and ongoing wellness among youth through sport and fitness related programming.	Important	None	☒☒☒
5.3 - Continue to encourage dialogue on topics such as mental health, online safety, healthy relationships, and relationship violence.	Important	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> o Improved criminal awareness and outcomes for at-risk youth. o Increased youth connectivity to the community and positive relationships with police. o Improved growth, confidence, independence, and leadership in youth. o Increased civic engagement and healthy lifestyles among youth. o Acquired resiliency, prosocial skills, and coping mechanisms for youth through peer-to-peer mentorship. 	<ul style="list-style-type: none"> o Provide engagement opportunities to numerous at-risk youth through ongoing anti-gang programming (i.e. Her Time, End Gang Life, Turning Point, etc.) o Engage 4-6 Musqueam youth in a 'lunch box' gang prevention program. o Engage hundreds of youth to participate in sporting, leadership, and scholastic programming. o Engage 60 youth in online activities relating to the VPD Cadet Program. o Engage 10 youth in the Project ReMake DJ music trailer. o Deliver a re-envisioned Youth Connect program to adolescent females through four online workshops.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> o The Gang Crime Unit (GCU) conducted two anti-gang workshops in 2021 through the NewKids program. o A total of 41 girls and adolescent females within two age groups (8-12 and 13-17 years) were engaged over a 12-week period through an enhanced Her Time program. The program is delivered by educators, counsellors, VPD members, and volunteers and the curriculum encompasses empowerment exercises, life skills, and physical literacy. o The Her Time program also ran a test launch of its <i>Help-line</i> initiative, which is operated by professional counsellors. This help-line is designed to assist those who identify as girls or adolescent females with personal safety matters and mental health or addiction issues. o The StreetFront Running Club has had up to 10 participants participate in weekly outdoor runs throughout 2021. Five youth from this club participated in the 2021 BMO Virtual Marathon. o Class 7 of the Cadet Program contained 43 youth participants, with 24 of them graduating. Online recruitment efforts for Class 8 are underway. o The Total Respect for Ourselves and Others (TROO) and the Being Respectful of Others (BRO) program delivered an in-person presentation to 100 high school students and eight school staff members. 	<ul style="list-style-type: none"> o The Student Challenge and Police Athletic League (PAL) youth sport programs did not take place in 2021 due to COVID-19 restrictions. o The ReStart and Youth Connect programs also did not take place in 2021 due to the ongoing COVID-19 pandemic. o Going forward, programs such as the Student Challenge, PAL, Youth Connect as well as other sporting events and in-school anti-gang initiatives have been terminated due to the

<ul style="list-style-type: none"> ○ Five mini TROO group sessions were also undertaken in 2021, along with a number of one-on-one sessions with high risk adolescent females. ○ The Youth Justice Program Coordinator has also continued to offer full-time support to upwards of 200 at-risk youth by conducting outreach, liaising with staff at schools, distributing food cards if necessary, and participating in socially distanced outings. ○ The Here4Peers program was conducted online in 2021 with 80 youth facilitators delivering workshops through four secondary schools. ○ Here4Peers facilitators also delivered workshops to elementary schools in four different catchment areas. ○ The VPD completed a “<i>Let’s Talk Mental Health for Kids and Teens</i>” video to supplement other online mental health learning initiatives. Video production was funded by the Vancouver Canucks. ○ The VPD maintains ongoing discussions with the Canadian Mental Health Association (CMHA) and the Vancouver School Board (VSB) on youth mental health-based initiatives. 	<p>termination of the School Liaison Officer (SLO) program.</p> <ul style="list-style-type: none"> ○ The termination of the SLO program has also impacted regular communication between the VPD and the VSB.
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2021 Strategy 6: Enhance cultural safety for 2SLGBTQ+ communities interfacing with police.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
6.1 - Ongoing VPD participation on the CoV 2SLGBTQ+ Advisory Committee.	Value Added	None	☒☒☒☒
6.2 - Implement online engagement programs for 2SLGBTQ+ youth and older adults while continuing to promote existing awareness and support programs.	Value Added	None	☒☒☒☒
6.3 - Implement the Connect with Blue virtual program to engage communities adverse to interactions with police.	Important	None	☐☐☐☐
6.4 - Ongoing collaboration with policing agencies and community organizations regarding 2SLGBTQ+ concerns, experiences, and engagement strategies.	Important	None	☒☒☒☒
6.5 - Ongoing educational awareness for all VPD employees around 2SLGBTQ+ communities.	Important	None	☒☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ Improved best practices when serving the 2SLGBTQ+ community. ○ Raised awareness of 2SLGBTQ+ concerns while promoting understanding and education across different populations. ○ Increased understanding of transgender issues within policing. ○ Increased engagement of VPD members with older adult 2SLGBTQ+ members. ○ Decreased risk factors for 2SLGBTQ+ youth minimizing negative outcomes such as suicide and self-harming. ○ Increased engagement with other local and national police agencies around training, education, and relationship building with 2SLGBTQ+ communities. ○ Increased crime reporting from 2SLGBTQ+ communities. 	<ul style="list-style-type: none"> ○ Deliver one online workshop for older adult 2SLGBTQ+ members through the Project Elder Pride Program. ○ Launch the multi-lingual Walk with Me transgender educational video. ○ Work with the VPD Cadets and elementary schools to deliver an online 2SLGBTQ+ anti-bullying workshop. ○ Continue to attract additional businesses to participate in the Safe Place program. ○ Develop and promote online 2SLGBTQ+ resources available to all VPD members. ○ Complete in-person 2SLGBTQ+ training for all new incoming VPD recruits in 2021. ○ Continue to deliver at minimum of ten 2SLGBTQ+ training presentations with local and national law enforcement organizations

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ Due to COVID-19 restrictions, Project Elder Pride was launched online in 2021. Two-hour long community safety sessions were held once a week with up to six participants 	<ul style="list-style-type: none"> ○ The ongoing COVID-19 pandemic has posed communication challenges with the 2SLGBTQ+ community,

<ul style="list-style-type: none"> ○ The Walk with Me video that promotes awareness of transgender issues has been viewed over 90,000 times. Translation of this video into multiple languages is still in process. ○ Since 2016, over 500 businesses, agencies, and organizations throughout Greater Vancouver have participated and supported the Safe Place Program, with 17 new organizations signing-on in 2021. ○ Two anti-bullying presentations were delivered to the Cadet Program by the 2SLGTBQ+ Liaison Officer. ○ Six 2SLGBTQ+ training presentations were delivered to external organizations which included the, Kelowna Pride Society, the Delta Police Department, Mission RCMP, and RCMP "E" Division. ○ All new VPD recruits and Community Safety Personnel (CSPs) participated in 2SLGBTQ+ competency training in 2021. ○ The 2SLGBTQ+ Liaison Officer has worked with the Planning, Research & Audit Section (PR&A) to update the VPD's Regulations & Procedures Manual (RPM) to ensure equitable, inclusive, and diverse language. 	<p>namely in maintaining contact with older adults and others who have made few public appearances.</p> <ul style="list-style-type: none"> ○ Online avenues need to be further explored in order to effectively engage 2SLGTBQ+ youth. ○ The Connect with Blue program was unable to be launched due staffing capacities. ○ Anti-bullying workshops were not delivered to elementary schools due to COVID-19 restrictions.
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Strategic Goal: Strengthen mental health programs and processes

Champion – Inspector Randy Fincham

2021 STRATEGIC GOAL OVERALL HIGHLIGHTS

- The VPD continues to be a leader in Canada and North America in working to address mental health and substance use challenges through community partnerships.
- Following consultation and support from the VPD and its health partners, a police-health co-responder model (similar to Car 87/88) is being implemented by the Abbotsford Police Department, and is also being reviewed by the Western Australia Police Force.
- Mental Health Act (MHA) Section 28 apprehensions decreased slightly, from 2,816 in 2020 to 2,791 in 2021. Approximately 85% of the clients apprehended in 2021 had not been apprehended in the previous four years.
- Police apprehension of Form 21 clients increased very slightly, from 1,743 in 2020 to 1,746 in 2021. A Form 21 allows a director (or designate) under the MHA to recall a patient back to a hospital. A recall would occur when conditions are breached by a person living with mental illness who is living in a community with conditions. A breach may mean they are not taking their medications or missed a doctor's appointment, or if a patient leaves a hospital without permission.
- The percentage of VPD calls for service involving a 'mental health factor' remained consistent, 17.12% in 2021 compared to 17.10% in 2020. The actual number of mental health occurrences decreased slightly, from 11,104 in 2020 to 10,771 in 2021.
- The percentage of mental health occurrences involving violence decreased, from approximately 16% in 2020 to 14% in 2021. The actual number of violent mental health occurrences decreased from 945 in 2020 to 812 in 2021.
- In 2021, the Mental Health Unit (MHU) provided education and training to the Operations Division regarding police authority to enter a private residence and other practices.
- The MHU modified the existing mental health wait-times template within the Police Records Information Management Environment (PRIME) to better capture mental health related hospital wait-times as well as British Columbia Emergency Health Services (BCEHS) metrics. Modification of the template involved combining the previous three templates into one, thereby enhancing efficiencies and allowing for better analysis of service gaps with community partners.
- MHU worked with Vancouver Coastal Health (VCH) to create a direct access line to the clinician of the Car 87/88 office for use by VPD frontline officers, E-Comm 911 dispatchers, and housing providers. The high call volume experienced by Vancouver General Hospital's (VGH's) Access and Assessment Centre (AAC) is partially alleviated by the introduction of this service.

*The following presents a status report and measurable performance results pertaining to the **three Strategies** identified for 2021 in working towards achieving the overall Strategic Goal of strengthening mental health programs and processes.*

2021 Strategy 1: Target youth wellness through a variety of programs.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Develop and finalize a "train the trainers" virtual platform to deliver the Here4Peers program to grade 6/7 elementary students.	Important	None	☒☒☒☒
1.2 - School Liaison Officers (SLOs) to identify at-risk youth who are vulnerable to gang influence and introduce them to the Combined Forces Special Enforcement Unit's (CFSEU) Gang Intervention and Exiting Program (GIAEP).	Important	None	☒☒☒☒
1.3 - Develop and deliver virtual presentations and social media information relating to the Total Respect for Ourselves and Others (TROO) and Being Respectful of Others (BRO) programs.	Important	None	☒☒☒☒
1.4 - Ongoing delivery of the Cadet Program while adapting program delivery to current pandemic restrictions, including developing virtual platforms and in-person activities which adhere to health parameters.	Important	None	☒☒☒☒

1.5 - Develop a post-cadet survey to determine if learning objectives were met, including those relating to ethnic and cultural teachings.	Important	None	☒☒☒	
1.6 - Design and deliver an adolescent female personal safety virtual workshop to be delivered by the SLOs, which will include a pre and post knowledge evaluation survey.	Important	None	☒☐☐	
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Increased awareness of mental wellness and mental illness de-stigmatization among SLOs, Vancouver School Board (VSB) staff, and students. ○ Increased access by students and staff to mental health services. ○ At-risk youth are educated as to the risks and consequences of gang involvement, and provided with appropriate resources. ○ Youth are educated on anti-bullying, anti-harassment, and anti-racism. ○ Enhanced support and celebration of cultural and ethnic diversity among VPD Cadets. ○ Enhanced confidence among adolescent females concerning their relationships and personal safety. 	<ul style="list-style-type: none"> ○ 20 youth to be trained as youth facilitators. ○ Youth referred to the GIAEP are successful in exiting gang and other criminal involvement. ○ An increase in TROO and BRO participation. ○ The post-cadet survey will identify how the Cadet Program influenced their successes as well as life choices (school, career, social activism, family relationships, etc.). ○ Overall positive responses to the post-cadet survey. ○ 25% of adolescent females enrolled in VSB schools to participate in the personal safety virtual workshop. 			
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> ○ The Here4Peers program trained 80 youth facilitators to deliver virtual workshops across four high schools. ○ Here4Peers completed 8 workshops specifically for Grade 8 students. ○ Here4Peers conducted 14 workshops with Grade 6 and 7 classrooms in four different catchment areas. ○ A total of approximately 594 students across Vancouver participated in a Here4Peers workshop in 2021. ○ Here4Peers also completed a virtual symposium in May 2021 that involved over 1,600 Grade 6 and 7 students. Another symposium is planned for 2022. ○ Here4Peers youth facilitators contributed approximately 1,200 total volunteer hours in 2021. ○ Class 7 of the Cadet Program was comprised of 43 youth participants, with 24 of them graduating. Online recruitment efforts for Class 8 are underway. Program delivery and Cadet activities were adapted to comply with COVID-19 health restrictions. Program highlights include lessons on financial literacy and scholarship application, a virtual resilience camp, a virtual cooking class, and relaxation yoga. Regular ongoing virtual office hours were held to provide mental health support for the cadets. ○ A post-Cadet survey was conducted in June 2021. A comparison of “Cadets’ feelings of acceptance” in their school setting versus their Cadet Program setting revealed that Cadets felt more accepted when discussing topics related to sexuality, ethnicity, and personal identity in the Cadet Program setting. ○ Cultural and diversity teachings have become a critical component of the regular Cadet Program curriculum. 	<ul style="list-style-type: none"> ○ The adolescent female personal safety virtual workshop was in the process of being created, but has been cancelled due to the termination of the SLO program. ○ Health restrictions related to COVID-19 impacted the ability of the Cadet Program participants to share informal person-to-person connections. 			
2021 Strategy 2: Continue to collaborate with Vancouver General Hospital (VGH) and Saint Paul’s Hospital (SPH) to reduce mental health apprehensions and hospital wait-times.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
2.1 - Continue to work with VGH, SPH, and contracted hospital security (Integrated Protection Services) to further improve VPD Patrol member hand-off of mental health patients.	Important	None	☒☒☐	
2.2 - Collaborate with E-Comm, Emergency Health Services (EHS), and other stakeholders to streamline a health response for low-risk and compliant mental health patients.	Important	None	☒☒☒	

2.3 - Collaborate with Vancouver Coastal Health (VCH) to develop new form issuance procedures by Community Health Teams (CHTs) for mental health clients.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2.4 - Work with VGH doctors to modernize the Mental Health Act (MHA) to allow police to transport mental health patients to the nearest designated facility.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2.5 - Work in collaboration with VCH to formalize written procedures for Joint File Reviews (Critical Incident and General Police Response).	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2.6 - Work with VCH to provide support to communities where supportive housing sites are located.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> o Further streamlined hand-off procedures between VPD officers and VGH staff. o Improved overall quality of care for patients. o Enhanced health-focused response for low-risk and compliant mental health patients. o Less hospital wait-time for VPD officers. o Enhanced efficiency in police apprehension and delivery of mental health clients to hospital care. o Improved post-incident information sharing to create learning outcomes. o Enhanced ability of police and health care partners to identify and locate clients suffering from mental health/concurrent disorders in need of housing. o Increased support for housing providers assisting mental health clients in transitioning from being homeless to being housed. 	<ul style="list-style-type: none"> o A reduction in Section 28 MHA apprehensions. o A reduction in police first response to low-risk and compliant mental health patients. o A reduction in hospital wait-times for Form 21 clients (measured from time of registration). o The modernization of the MHA allowing police to transport mental health patients to the nearest designated facility. o A reduction in negative feedback from housing providers and community health nurses in regards to police service concerns and response times. o A reduction in calls for service for community health workers assisting formerly homeless clients suffering from mental health issues. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> o The VPD worked with VCH to establish a direct phone line to the clinician of the Car 87/88 office for use by VPD frontline officers, E-Comm 911 dispatchers, and housing providers. This initiative increased access to these clinical services thereby reducing backlog at VGH's AAC, which experiences over 6,000 calls and drop-ins per month. o The direct phone line to Car 87/88 clinician was communicated to VPD frontline members through an operational bulletin. o The MHU continues to work with the Provincial MHA Audit Team and Forms Committee regarding the amendment of the current Form 21 process. o VCH has improved coordination of the issuance of Mental Health Act (MHA) Form 4s and Form 21s by the CHTs to clarify the distinction between high and low risk mental health clients. o Representatives from the VPD MHU, VCH, Providence Health Care (PHC) and the Provincial Health Services Authority (PHSA) continue to discuss possible solutions to hospital wait-times at Project Link monthly meetings. o MHU is currently updating the section of the VPD's Regulation & Procedures Manual that defines police actions at a hospital in relation to MHA apprehensions. o MHU recently provided information to all VPD frontline members clarifying the authority to enter a private residence under the MHA. o The MHU modified the existing mental health wait-times template within PRIME to better capture mental health related hospital wait-times as well as BCEHS metrics. o MHU is working with VCH to provide metrics for mental health-related incidents at supportive housing sites. This collaboration was highlighted at Project Link's Board Meeting in October 2021. 	<ul style="list-style-type: none"> o Heavy overall patient volumes at hospital Emergency Departments continue to delay VPD officer hand-off of mental health patients. o Due to resource constraints, it has not been possible to provide ongoing direct support to communities where supportive housing sites are located. o Consistent and accurate documentation of BCEHS response to ambulance service requests by police has been challenging. 		

2021 Strategy 3: Collaborate with VCH staff and the Assertive Outreach Team (AOT) to develop efficiencies for the VPD's Car 87/88 and Patrol Teams.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
3.1 - Work with the AOT to maximize the use of Car 87/88 by VPD Patrol members and community health teams.		Important	None	☒☒☒
3.2 - Streamline communication between VPD Car 87/88 and AOT clinical nurses.		Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> ○ Improved operational efficiencies between VPD and VCH. ○ Improved efficiency of referrals from VPD to AOT, and therefore expedited community response to clients in need. 		<ul style="list-style-type: none"> ○ Create a Car 87/88 dashboard to measure effectiveness of the new deployment model. ○ A reduction in delays in VPD Patrol referrals, through workflow and community outreach assessments for mental health clients. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> ○ To help alleviate VPD Patrol workload, a practice has been developed whereby AOT assists Car 87/88 with mental health interventions and apprehension of Form 21 clients. ○ Car 87/88 and AOT staff now share the same office space, thereby facilitating regular and efficient communications. ○ A process has been created for accurate transfer of reports from the Car 87/88 workflow handle to AOT clinical staff for assessment. ○ Streamlined communication and collaboration between VPD MHU members and AOT clinical staff has resulted in more consistent VCH staffing to support Car 87/88. 		<ul style="list-style-type: none"> ○ Prioritization of mental health response by health care providers has been limited by resource constraints. High call volumes related to the opioid crisis and the COVID-19 pandemic have placed increased strain on health care resources. 		

Strategic Goal: Fight violent crime and its causes

Champion – Superintendent Lisa Byrne

2021 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Total incidents of violent crime increased by 1.5%, with 5,866 incidents reported in 2021 compared to 5,777 in 2020. Though there has been a general declining trend in violent crime over the last decade, the 2021 year-end violent crime total is 7.1% higher than the three-year average of 5,476 violent crime incidents from 2017 to 2019.
- From 2020 to 2021, the violent crime rate increased from 8.25 to 8.46 victims per 1,000 population. Over the past decade, the violent crime rate has decreased 17.2% from 2012 (10.21) to 2021 (8.46).
- Total assaults increased by 1.6% in 2021, and these incidents comprise 79% of all violent crime in 2021.
- Sexual offences reported increased by 8.5% in 2021 from those reported in 2020. However, due to delays in reporting this sensitive incident, 27% of these offences reported to the VPD in 2021 actually occurred in previous years. 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.
- Sexual offences that occurred in 2021 decreased by 6.5% compared to 2020.
- Assaults increased by 1.6% and they made up 79% of all violent crime in 2021.
- There were 18 culpable homicides in 2021, three less than the 21 that occurred in 2020.
- There were 18 bank robbery incidents in 2021, compared to 14 in 2020.
- There were 22 shots fired incidents in 2021, compared to 28 in 2020.
- A total of 149 unregistered restricted firearms were seized throughout Vancouver in 2021.
- On May 12, 2021, the VPD launched Taskforce Threshold bringing together investigative and analytical resources and expertise from the VPD's Investigation and Operations divisions for an immediate response to the escalating Metro Vancouver gang conflict. The taskforce has been conducting proactive and reactive investigations and enforcement activities to prevent incidents of gang violence from occurring in Vancouver.
- A total of \$20.4 million in assets were seized from organized crime groups and referred to the Civil Forfeiture Office (CFO), a 162% increase from the value of assets seized by the VPD in 2020.
- The VPD continues to target the highest risk offenders who prey upon sex workers, and regularly shares related information with key community partners who directly support sex workers.
- The VPD is actively developing proactive strategies to combat the online exploitation of children and youth.
- Child and youth sexual exploitation education has been advanced through the ongoing Trafficking Awareness through Technology Program, which uses social media to raise awareness and help people identify potential perpetrators of exploitation.

*The following presents a status report and measurable performance results pertaining to the **six Strategies** identified for 2021 in working towards achieving the overall Strategic Goal of fighting violent crime and its causes.*

2021 Strategy 1: Strategically target high-risk violent offenders through the gathering and sharing of intelligence.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Continue to target violent offenders based on intelligence and trends.	Critical	None	☒☒☒☒
1.2 - Ongoing bi-weekly meetings between all the VPD's crime analysts to share intelligence.	Important	1.1	☒☒☒☒

1.3 - Leverage police data to conduct an analysis of social networks to further identify and target groups or persons perpetuating violent activity.	Critical	None	☒☒☒
1.4 - Hire and train a Data Clerk to assist the VPD's Strategic Crime Analyst in conducting social network analysis for the purposes of disrupting violent criminal activity.	Value Added	None	☒☐☐
1.5 - Continue working and sharing intelligence with other police agencies and partners.	Critical	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> ○ Ongoing VPD management awareness of current trends, allowing for greater allocation of investigative resources in targeting violent crimes. ○ Ongoing collaboration, information sharing, and consistency of all analytical practices amongst the crime analysts. ○ Enhanced collaboration within the VPD and with other external policing partners leading to greater disruption of organized crime groups at all levels. ○ Disruption of social networks that are involved in activity that perpetuates violence. 	<ul style="list-style-type: none"> ○ Ongoing collaboration between the VPD Investigation and Operations Divisions on major projects targeting high-risk violent offenders. ○ The identification of social networks that perpetuate violent crime. ○ VPD participation in provincial or joint force projects targeting violent crime groups operating in Metro Vancouver. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> ○ Regular crime analyst meetings continued throughout 2021 to share intelligence. ○ 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 the Organized Crime Section (OCS) and the Major Crime Section (MCS). ○ The VPD's Operation Division continues to be provided with a weekly Investigative Services 'snapshot' which highlights the most recent noteworthy incidents related to VPD efforts to address the Metro Vancouver Gang Conflict. ○ Deconfliction continues to occur between analysts in the VPD's Operations and Investigation Divisions and with other agencies. ○ Task Force Threshold was established in May 2021 to directly target and disrupt the spike in gang violence by coordinating resources, establishing practices, and sharing intelligence between Investigation and Operations Divisions. Several successful enforcement actions have occurred as a result, including arrests, firearm and drug seizures, and asset forfeiture, as well as the interdiction of numerous gang murder and kidnapping conspiracies. ○ New trends relating to the ongoing gang conflict have been identified and categorized such as the use of "conflict cars" and personally made firearms. Related data collection criteria has also been established. VPD enforcement action has been conducted in response to these emerging crime trends. ○ The VPD continues to participate in several regional, provincial and national information sharing meetings, particularly with partners in Alberta and Ontario. VPD crime analysts regularly participate in the provincial Joint Analyst Working Group (JAWG). ○ Social network analysis has been conducted to identify links and associations between human trafficking networks and the local, interprovincial, and transnational groups involved in various gang/drug-related violent incidents. <ul style="list-style-type: none"> ○ Furthermore, VPD analysts, investigators, and the Cyber Crime Unit regularly analyze social media activity as part of violent crime investigations. ○ A law enforcement internet investigations course has been developed and implemented to ensure that best practices are utilized regarding online investigations. 		<ul style="list-style-type: none"> ○ As the new Strategic Crime Analyst started in December 2021, the hiring of a Data Clerk has been postponed to 2022. ○ Additional gang crime trends were identified in 2021 that required further data collection and categorization to support intelligence-led, targeted enforcement. 	

2021 Strategy 2: Continue to target high-risk violent offenders through inadmissible patron programs and asset forfeiture.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - Engage new businesses to participate in inadmissible patron programs (Bar Watch, Restaurant Watch, and additional special agreements).	Critical	None	☑☑☑
2.2 - Ongoing presentations and dialogue with business owners involved with inadmissible patron programs.	Critical	None	☑☑☑
2.3 - Additional Gang Crime Unit (GCU) deployments on weekends and holidays.	Important	None	☑☑☑
2.4 - Continue to make referrals to the Civil Forfeiture Office (CFO) on all assets seized during an investigation.	Critical	None	☑☑☑

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> Improved communication between bar and restaurant owners and police. Fewer locations to congregate for known violent persons whose presence endangers public safety. The seizure of drugs, weapons, currency, and vehicles from targeted organized crime groups will further hinder their ability to operate. 	<ul style="list-style-type: none"> An enrolment increase in Bar Watch, and Restaurant Watch, and with venues participating in special agreements. Inadmissible patrons will continue to be regularly ejected by police from bars, restaurants, and other venues. Continue to utilize asset forfeiture on all organized crime investigations, totaling millions of dollars' worth of seized assets referred to the CFO.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> The Gang Crime Unit (GCU) administers and coordinates the VPD's inadmissible patron programs. These programs are regularly utilized to ensure public safety at bars, restaurants, and public venues in Vancouver. New businesses are routinely identified and invited to join the VPD's inadmissible patron programs. GCU members work collaboratively with the bar and restaurant industry to ensure they are knowledgeable of the VPD's inadmissible patron programs in order to maximize the safety of their business, staff, and patrons. Deployment of the GCU was increased in response to the gang conflict that emerged in 2021. The inadmissible patron program ensures public safety at bars and restaurants by proactively interdicting known gang members and gang associates. These programs minimize the likelihood that persons involved in the gang conflict will be involved in violence in Vancouver. Civil forfeiture has proven itself to be an effective means of combatting the profitability of criminal acts. In 2021, a record value of assets were referred by the VPD Asset Forfeiture Team to the provincial Civil Forfeiture Office. The value of assets referred in 2021 (\$20.4 million) is more than two and a half times those referred in 2020 (\$7.8 million). 	<ul style="list-style-type: none"> Further expansion of these programs were challenged in 2021 as many establishments remain closed or operated with limited hours and seating capacity due to COVID-19.

2021 Strategy 3: Enhance enforcement of firearms and other weapons.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
3.1 - Ongoing efforts to remove unregistered firearms from their owners.	Important	None	☑☑☑
3.2 - Public announcement of the Restricted Weapons Registration System (RWRS).	Important	3.1	☑☑☐
3.3 - Educate frontline officers on legal authorities in relation to replica firearms.	Important	None	☑☑☑
3.4 - VPD Firearms Working Group to review seizures of replica firearms.	Important	3.3	☑☑☑
3.5 - Continue to allocate VPD investigative resources to more effectively assist Patrol District 2's Beat Enforcement Team (BET) with weapons and violence investigations.	Critical	None	☑☑☑

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
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<ul style="list-style-type: none"> Improved public safety through the enhanced enforcement of firearms. Frontline officers are better equipped to seize replica firearms under the appropriate legal authority. 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"> Unregistered restricted firearms are removed from owners residing in the city of Vancouver. All frontline officers to view a video on legal authorities in relation to replica firearms. Wherever possible, recommend charges against those possessing replica firearms. An increase in the number of charges or successful convictions relating to firearms and other weapons.
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PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> Throughout 2021, the VPD's GCU actively partnered with the National Weapons Enforcement Support Team (NWEST) with regards to the Restricted Weapons Registration System (RWRS) that systematically identifies and removes unregistered restricted firearms in Vancouver. The RWRS program resulted in the seizure of 149 unregistered restricted firearms. A training video was redistributed to frontline members regarding potential criminal charges to consider when dealing with replica firearms. In addition, an information bulletin regarding replica firearms was also created for frontline officers. Another information bulletin was also created that educated frontline members on how to recognize privately made firearms (commonly referred to as "ghost guns") and replica firearms that have been illegally modified to function as firearms. The VPD's Strategic Crime Analyst analyses all firearms related investigations including those involving replica firearms. This data is utilized by the VPD's Firearms Working Group to provide input to the Criminal Law Section of the Uniform Law Conference of Canada, which is advocating for legislative changes related to replica firearms. Throughout 2021, OCS members actively supported VPD Patrol District 2 and BET officers with follow-up investigations relating to weapons and violence offences. Regular communication between OCS and BET is further enhanced through ongoing mentorships. Incidentally, a number of current OCS members had previously served in BET. 	<ul style="list-style-type: none"> Due to the proliferation of the Omicron variant in late 2021, conclusion of the RWRS program was delayed. As a result, a media release regarding the success of the program is being planned for 2022.

2021 Strategy 4: Leverage technology and analytics to enhance gangs and guns investigations and court disclosure.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
4.1 - Acquire government funding for a temporary gangs and guns analyst position.	Critical	None	☒☒☒☒
4.2 - Acquire government funding for two temporary gangs and guns investigative assistant positions.	Critical	None	☒☒☒☒
4.3 - Develop a confidential informant database in collaboration with other stakeholders.	Important	None	☒☒☒☒
4.4 - Ongoing implementation of machines that assess potential firearms and ammunition matches.	Critical	None	☒☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> Improved linking of targets to crime groups and businesses. Enhanced police awareness of conflicts and tensions between crime groups. Enhanced identification of incidents and persons with ties to organized crime. Enhanced support to VPD investigative teams and Crown during the prosecution phases of investigations. 	<ul style="list-style-type: none"> Contribute to provincial tactical enforcement priorities. Increase the use of confidential informant information in investigations and prosecutions. Improve evidence disclosure. The VPD Forensic Firearms & Tool Mark Unit to further supplement investigations with forensically sound evidence.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> Funding was secured for 2021 from the provincial Gun and Gang Violence Action Fund for the temporary gangs and guns analyst position. 	<ul style="list-style-type: none"> None noted.

<ul style="list-style-type: none"> o Funding was also secured for 2021 from the Gun and Gang Violence Action Fund for the two temporary investigative assistant positions. o In 2021, the Source Handling Unit (SHU) secured funding and identified the technical capabilities required for a new confidential informant database. The resulting Request for Proposal (RFP) process was administered by the VPD's SHU and Information & Communication Technology Section (ICT) in partnership with the City of Vancouver (CoV). A potential vendor has been identified, and finalization of a service contract is expected to be completed in 2022. o In 2021, the VPD's Forensic Firearm and Tool Mark Unit successfully obtained the in-house capability to store and compare digital images of firearm projectiles and cartridges with other law enforcement agencies via the Integrated ballistic Identification System (IBIS). 	
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2021 Strategy 5: Combat domestic violence and sexually based crimes by providing support to all victims, and by actively targeting offenders, particularly those who prey upon vulnerable and marginalized communities.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
5.1 - Monitor high-risk domestic violence offenders and conduct ongoing risk assessment.	Critical	None	☒☒☒
5.2 - Engage and coordinate with community partners to identify those offending against sex workers.	Important	None	☒☒☐
5.3 - Investigate high-risk offenders who prey upon sex workers.	Critical	None	☒☒☒
5.4 - Continued support and engagement with the Red Light Alert initiative.	Important	5.2	☒☒☒
5.5 - Work with the Vancouver Child and Youth Advocacy Centre (CYAC) to enhance multi-agency support of child abuse victims.	Critical	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> o Greater awareness and management of repeat domestic violence offenders and related risk factors. o Enhanced trust and relationships between victims of sexual violence, victim support workers, and police. o Enhanced victim cooperation in investigations and court prosecution of sexual offenses. o Best practice child abuse investigations are conducted. 	<ul style="list-style-type: none"> o An increase in the reporting of domestic violence offences. o An increase in the number of victims participating in sexual assault investigations and court procedures.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> o Domestic Violence and Criminal Harassment Unit (DVACH) sergeants conduct reviews and ongoing risk assessment for all intimate partner violence incidents. To increase this capacity and support the timely review of intimate partner violence files, a third sergeant position was formally added to DVACH in 2021. o DVACH developed a new training course in 2021 that educates frontline officers on the newly developed <i>Provincial Summary of Intimate Partner Violence Risk Factors</i> and related <i>Intimate Partner Violence</i>. o To actively monitor high-risk domestic violence offenders, the VPD utilizes an elevated-risk protocol on an ongoing basis. The VPD also regularly participates in the multi-agency and multi-disciplinary Domestic Violence Coordination Table (DVCT). o The VPD conducts ongoing consultation with CoV Social Planners, sex worker advocacy groups, and other community partners to address sex worker safety issues, obtain intelligence on high-risk offenders, and notify the sex worker community regarding known high-risk offenders. o In close collaboration with Correctional Services of Canada (CSC) and provincial Community Corrections, the High Risk Offender Unit (HROU) regularly prioritizes enforcement action targeting highest risk offenders who prey upon sex workers. HROU actively monitors and manages high-risk offenders living in community. o Throughout 2021, Sex Crimes Unit (SCU) detectives actively worked with community partners on the Red Light Alert initiative to ensure the safety of sex workers. This initiative is run by the WISH foundation who uses peer reporting and police intelligence to produce a 	<ul style="list-style-type: none"> o Pandemic gathering restrictions hampered ongoing sex work community outreach and safety awareness initiatives in 2021.

<p>weekly community bulletin to warn sex workers of potentially violent or abusive customers. The VPD regularly shares information with WISH about sex offenders that pose significant risk to sex workers.</p> <ul style="list-style-type: none"> The VPD dedicates one VPD sergeant and four detectives to work full-time at the CYAC (known as the “Treehouse”). These officers work collaboratively with Ministry of Children and Family Development (MCFD), Family Services of Greater Vancouver (FSGV), and Vancouver Aboriginal Family Services Society (VACFSS) to investigate and prevent child abuse and to support children and families affected by abuse. 	
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2021 Strategy 6: Target human trafficking and exploitation.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
6.1 - Develop a VPD human trafficking course to assist in the identification and recovery of related victims.	Critical	None	☒☒☐
6.2 - Provide education to enhance community awareness of human trafficking.	Value Added	None	☒☒☒
6.3 - Conduct a strategic analysis of human trafficking offenses throughout Metro Vancouver for the purpose of sharing intelligence and exchanging information.	Important	6.4	☒☒☒
6.4 - Participate in an interagency working group to track and target human trafficking offenders.	Value Added	6.3	☒☒☒
6.5 - The Counter Exploitation Unit (CEU) Victim Service Worker to enhance the safety, and participation in the criminal justice system, of trafficked and exploited victims.	Critical	None	☒☒☒
6.6 - Use proactive enforcement strategies to target the exploitation of children.	Important	None	☒☒☒
6.7 - Expand the Internet Child Exploitation Unit (ICE) to combat child sex abuse material and advance child luring investigations.	Important	None	☒☒☒
6.8 - Use the internet to promote education through social media, pop-up ads, and awareness campaigns to protect children and youth from sexual exploitation.	Important	6.10	☒☒☒
6.9 - Utilize technology to proactively target child exploitation offenders including those producing, possessing, and distributing child sex abuse materials.	Important	None	☒☒☒
6.10 - Monitor contacts with social media sites to educate children and youth on potential exploitation risks.	Value Added	6.8	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> Greater understanding of the impact of human trafficking and recognition of the signs of victimization. Development of a coordinated multi-jurisdictional human trafficking approach with enforcement structure, information sharing, and data collection. Enhanced awareness of child and youth exploitation. Enhanced awareness of human trafficking offenses involving children and youth, including on the impact of these offenses. Increased youth participation in police investigations and public prosecution of human trafficking offenders. Widened scope of ICE investigations through online targeting. 	<ul style="list-style-type: none"> Utilize media ads, webpage hits, and media campaigns to increase education and awareness of human trafficking. Initiate joint forces projects targeting multi-jurisdictional human trafficking offenders, increasing police ability to effectively investigate these offenders. An increase in the number of trafficked and exploited victims participating in criminal investigations and court procedures. Ensure all child abuse victims under the age of 12 receive support via the CYAC. Identify the schemes and recognize the signs of child and youth trafficking. An increase in the prosecution of child and youth trafficking offenders. An increase in the number of investigations and prosecutions regarding child exploitation, child luring, and child sex abuse material offenses.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> In collaboration with the VPD’s Education & Training Unit (ETU), the Counter Exploitation Unit (CEU) is actively developing a human trafficking course that will be delivered to frontline officers. This course is expected to be rolled out in 2022. 	<ul style="list-style-type: none"> None noted.

- In 2021, CEU conducted several virtual presentations on human trafficking to community groups, including the UBC Medical Students Association. Additional presentations are scheduled for early 2022. Through funding from a CFO Grant, CEU is also developing a number of educational videos that can be delivered online or in-person to a wider public audience.
- Through the Provincial Tactical Enforcement Priorities Group (PTEP), the VPD shares and coordinates human trafficking information and intelligence with other provincial law enforcement agencies and partners.
- CEU continues to work with partner agencies to track and target human trafficking offenders.
- The CEU embedded a victim support worker from Family Services of Greater Vancouver (FSGV) continues to support and coordinate essential services for trafficked and exploited victims. This support enhances victims' safety and participation in the criminal justice system.
- Development and use of proactive strategies to target the exploitation of children is well underway. In collaboration with the Internet Child Exploitation Unit (ICE) and the Cybercrime Unit, the SCU has been successful in utilizing these strategies to target offenders who commit offences related to child exploitation.
- ICE staffing was increased in 2020, and the VPD is continuing to explore the feasibility of reallocating resources in order to further expand the unit. ICE has developed the in-house capability and training to utilize proactive strategies to effectively target child exploitation offenders.
- Child and youth sexual exploitation education is advanced through the ongoing Trafficking Awareness through Technology Program. Funded by the Vancouver Police Foundation (VPF), this program uses social media to raise awareness of child or youth exploitation and to help people identify potential perpetrators. In addition, the program ensures that victims or potential victims have easy access to support resources.
- The ICE acquired new computers in 2021 to enhance the ability of detectives to monitor social media sites in order to further educate children and youth on potential exploitation risks.

Strategic Goal: Combat property crime and its drivers

Champion – Superintendent Lynn Nofle

2021 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Compared to 2020, the total incidents of property crime decreased by 18% in 2021. The overall decrease in property crime is a reflection of a significant decrease in the high frequency, low-level types of property crime, such as theft-from-auto and other thefts. These two crime types comprise 56.5% of all property crime. These significant decreases are likely attributed to the COVID-19 pandemic which has greatly restricted the overall volume of activity occurring in the city. In addition, increased access to social supports is believed to have contributed to reductions in low-level property crimes, which are frequently committed to support untreated substance use.
- Commercial break and enters decreased by 27% in 2021 when compared to 2020. However, they have increased by 19% since the beginning of the pandemic.
- Residential break and enters decreased by 28% in 2021 when compared to 2020. This decrease may largely be driven by the pandemic as many more people have been working from home.
- Theft of vehicle decreased by 2% in 2021 when compared to 2020. Approximately 56% of stolen vehicles were 2011 or older models. Motorcycles and scooters accounted for about 20% of stolen vehicles.
- Theft-from-auto decreased by 29% in 2021 when compared to 2020, and ‘other’ thefts decreased by 7% in 2021 when compared to 2020.
- Although theft-from-auto decreased, theft of catalytic converters increased by 175% from 200 in 2020 to 549 in 2021. The two most prolific offenders responsible for a large number of these catalytic converter thefts have been arrested.
- Mischief decreased by 12% in 2021 when compared to 2020.
- Incidents of arson increased by 13%, from 309 incidents in 2020 to 350 in 2021. Since the beginning of the pandemic, arson incidents have increased by 44%.
- In 2021, the Chronic Offenders Unit (COU) continued to refer property crime offenders to the Downtown Community Court (DCC), resulting in the acceptance of these offenders into the DCC’s Chronic Offender Management Team program (COMET). This has contributed to a significant decrease in police contacts with these offenders.
- The Cybercrime Unit has increased its capacity and capability by adding an additional investigator as well as an Online Undercover Co-ordinator. The Unit continues to identify and participate in courses and group discussions in order to remain adept of current trends in the cybercrime sector.
- In 2021, the Cybercrime Unit supported approximately 239 files, including a considerable increase in the number of cryptocurrency investment fraud files which required investigators to use specialized tracing software.

*The following presents a status report and measurable performance results pertaining to the **three Strategies** identified for 2021 in working towards achieving the overall Strategic Goal of combating property crime and its drivers.*

2021 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 - Continue to identify the most prolific property crime offenders and ensure they are held accountable through compliance checks and other investigative strategies.	Critical	1.3	☒☒☒
1.3 - Engage Crown Counsel regarding the most prolific offenders for charge approval and sentencing.	Important	1.2	☒☒☒
1.4 - Identify additional offenders who would benefit from services at DCC and work to enroll within respective programs.	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"> ○ Monthly updates with Crown Counsel regarding the most prolific offenders. ○ Overall crime reduction in categories such as thefts from auto, commercial break and enters, and residential break and enters. ○ A reduction in the number of offenders wanted on outstanding warrants.
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PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ A total of 44 compliance checks of chronic offenders were conducted by the VPD's Chronic Offenders Unit (COU) in 2021, an increase from the 26 conducted in 2020. The COU also conducted six lifestyle interviews on active chronic offenders in 2021 compared to five in 2020. ○ Offenders on the "super" chronic offender list were arrested/charged on 128 occasions in 2021 compared to 63 occasions in 2020. ○ COU worked collaboratively with the Property Crime Unit (PCU) providing background reports and coordinating surveillance on "super" chronic offenders. ○ Discussions regarding the status of the DCC catchment area remain unresolved. Arrests of chronic or prolific offenders outside the DCC catchment area are currently sent to the court at 222 Main Street. However, select offenders arrested outside the catchment area are being accepted by the DCC on a trial basis. ○ The DCC's Chronic Offender Management Enforcement Team (COMET) continues to enhance its capabilities as its client population changes. ○ COMET is now equipped to conduct outreach to clients in collaboration with VPD and Watari Counselling & Support Services outreach workers. ○ COMET is also now equipped to address mental health and substance use issues through the addition of a staff psychiatrist. ○ Overall, the ongoing monitoring of and supports provided to chronic offenders contributed to the reductions seen in the property crime categories of thefts from auto, commercial break and enters, and residential break and enters. However, as noted above in 'highlights' section, the decreases may be largely attributed to the ongoing pandemic which has restricted the overall volume of activity occurring in the city. 	<ul style="list-style-type: none"> ○ The DCC remains challenged by capacity issues related to a lack of provincial funding to service clients with complex needs. ○ The COU has been challenged by COVID-19 related restrictions including the inability to conduct in-person meetings with federal offenders, correctional facilities, and parole officers. ○ Prior to COVID-19, COU had regular meetings with Crown Counsel related to chronic offenders that had been charged. The frequency of these meetings have decreased significantly during the ongoing pandemic. ○ Due to new bail reform principles (Bill C-75) and COVID-19 restrictions, there has been a decrease in breach of court orders approved by Crown Counsel. This has resulted in a back-log of offender arrest warrants.

2021 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 strategy for identifying the most prolific break and enter offenders.	Critical	None	☒☒☒☒
2.3 - Ongoing efforts to target the most prolific offenders.	Important	2.2	☒☒☒☒
2.4 - Property Crime Unit (PCU) Sergeant to attend weekly Patrol District Crime Control meetings, whether virtually or in-person where feasible.	Value Added	None	☒☒☒☒
2.5 - Develop initiatives to educate the public to protect their mail and package deliveries.	Value Added	None	☒☒☒☒
2.6 - Monitor fraud trends in the luxury auto industry and respond accordingly with projects.	Important	None	☒☒☒☒

2.7 - PCU to liaise with partner agencies and stakeholders to educate businesses and share intelligence in working to combat the emerging catalytic converter theft problem.	Important	None	☒☒☒
2.8 - The VPD's Identity Theft, Auto Crime, and Anti-fencing units to work collectively with financial institutions and automotive dealerships to disrupt fraudulent purchases of luxury products including vehicles by organized crime groups.	Important	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. ○ Improved investigative techniques and greater investigative support for Patrol to conduct follow-up investigations of stolen property. ○ Reduced ICBC claims relating to catalytic converter theft. ○ Increased attention given to money laundering in the province. ○ Enhanced relationships between the VPD, bank investigators, British Columbia Vehicle Sales Authority investigators, and Metro Vancouver auto dealers. 	<ul style="list-style-type: none"> ○ A reduction in the number of break and enters into residences and businesses. ○ Increase the number of arrests of prolific break and enter targets. ○ Greater break and enter details in General Occurrence (GO) reports. ○ Develop effective strategies to combat catalytic converter theft. ○ A reduction in the fraudulent purchases of luxury vehicles by organized crime groups. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> ○ PCU regularly identifies property crime targets and works collaboratively with COU to monitor, target and apprehend the most prolific property crime offenders. ○ Public education campaigns to help owners better secure their homes continued throughout 2021, but were less robust than in 2020 due to COVID-19 restrictions. ○ Commercial break and enters decreased by 27% in 2021 when compared to 2020. ○ Residential break and enters decreased by 28% in 2021 when compared to 2020, likely driven by the pandemic as many more people have been working from home. ○ PCU regularly monitors break and enter general occurrence reports and provides feedback to Patrol to ensure all details related to an investigation have been completed and followed up. ○ PCU has also worked in collaboration with Patrol on a number of investigations, providing guidance on various investigative techniques and disclosure processes. ○ In collaboration with other Metro Vancouver police agencies, the VPD's PCU led a significant enforcement strategy to target offenders responsible for the increase in catalytic converter thefts. This joint task force also made recommendations to the province to amend the Metal Dealers and Recyclers Regulation. As a result of these efforts, the two most prolific catalytic converter theft offenders have been arrested. In the three weeks following their apprehension, catalytic converter thefts decreased by 81% in the City of Vancouver alone and by 39% throughout Metro Vancouver. ○ The AutoCrime Unit (ACU) initiated Project Luxury to target a sophisticated group involved in auto theft and the re-venning of vehicles. This group was involved in theft of luxury vehicles by either breaking and entering into car dealerships or by using high quality fraudulent identification documents to test drive vehicles. A total of 11 re-venned stolen luxury vehicles were recovered in Metro Vancouver, Calgary, Edmonton and New Brunswick valued at approximately \$750,000. Twenty criminal code charges have been recommended against four of the primary suspects. ○ The Anti-Fencing Unit (AFU) initiated Project Lemming to target suspects purchasing stolen merchandise from the Downtown Eastside (DTES) street market. The stolen merchandise purchased from the market was being resold 	<ul style="list-style-type: none"> ○ COVID-19 restrictions at the RCMP lab has resulted in significant delays relating to DNA files. ○ The prevalent public usage of masks during the pandemic has created issues in identifying suspects. ○ Compliance checks with pawn shops and second hand dealers have been delayed because of the unavailability of undercover operations due to other operational priorities. AFU members are not trained undercover operators. ○ Due to COVID-19, ITU has had less contact with other law enforcement agencies and financial firms, resulting in decreased collaboration in relation to fraud prevention activities. 		

<p>on online forums such as Facebook Marketplace and Craigslist. Police investigations resulted in seizures of \$61,000 in cash, \$30,000 worth of drugs, and 600 items of property worth \$143,000.</p> <ul style="list-style-type: none"> ○ The Identity Theft Unit (ITU) conducted significant enforcement of prolific targets involved in both break and enters and fraud. For example, the ITU worked in collaboration with Ridge Meadows RCMP to target a prolific offender, resulting in a guilty plea for seven offences. The accused received a federal sentence of three years. 	
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2021 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 - Create an online undercover capability to support investigations, including the launch of an online undercover coordinator position.	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	3.2	☒☐☐
3.4 - Leverage 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) anti-fraud education programs.	Important	None	☒☒☒
3.7 - Continue to enhance the FCU's relationships with federal and provincial financial regulatory agencies.	Important	None	☒☒☐
3.8 - Development of guidelines to determine the viability of online frauds.	Important	None	☒☒☐

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ The Cybercrime Unit will centralize the investigation of high profile cybercrimes. ○ Ongoing collaboration will occur with cybercrime subject matter experts in order to remain current on trends and best practices. ○ Coordinated undercover operations between VPD investigators and the British Columbia Municipal Undercover Program (BCMUP). ○ Enhanced public awareness regarding cybercrime and cyber threats. ○ Enhanced VPD expertise regarding cryptocurrency investigations. ○ Enhanced relationships with various private and public sector partners. 	<ul style="list-style-type: none"> ○ Continue to collapse redundant internet accounts in accordance with VPD investigative policy. ○ Continue to catalogue all discreet and covert online profiles for use across the Department. ○ Continue to establish baselines for the number of files, online investigations, and dark web projects the Cybercrime Unit has undertaken or supported. ○ Regularly post cyber threat prevention educational material on social media. ○ The Financial Crime Unit (FCU) participates in collaborative meetings with federal and provincial financial regulatory agencies.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ The VPD's Cybercrime Unit is on three working groups and committees across Canada, which includes police agencies, the National Cybercrime Coordination Unit (NC3), and private sector partners. Discussions entail the identification of critical infrastructure and the development of contingency plans to mitigate emerging or potential cyber threats. Based on this collaborative work, the VPD has developed contingency plans in the event of cyber breaches that occur in Vancouver. ○ An online investigation policy has been completed and has been included in the VPD's Regulations & Procedures Manual (RPM) in order to work to collapse all redundant internet accounts. The policy was disseminated to VPD 	<ul style="list-style-type: none"> ○ The dark web drug project has been postponed due COVID-19. This initiative will be re-visited in 2022. ○ The costs associated to cryptocurrency related training and education has increased exponentially. There is a need to develop a better understanding of this technology and

<p>members through PowerDMS; however, due to low compliance, the Cybercrime Unit will be meeting with all patrol and investigative teams to provide education and guidance.</p> <ul style="list-style-type: none"> ○ The Cybercrime Unit's Online Undercover Coordinator is responsible for keeping a record of all covert online profiles used across the VPD. As per departmental policy, all members need to first consult with the Cybercrime Unit prior to using a covert profile. The Cybercrime Unit will ensure that all future profiles are catalogued in an easily traceable and reportable manner. ○ The Cybercrime Unit is in discussion with TRM Labs to replace Chainalysis as the service provider for cryptocurrency tracing software. The Cybercrime Unit continues to develop knowledge in relation to cryptocurrency as it becomes more mainstream and as it continues to be linked to organized crime. ○ In 2021, the Cybercrime Unit supported approximately 239 files, which included 189 files for the Investigations Division, 48 files for the Operations Division, and 2 files for outside agencies. There was a considerable increase in cryptocurrency investment fraud files, from 13 files in 2020 to 34 files in 2021. In addition, there were 8 cryptocurrency theft files in 2021. There were 12 telemarketing fraud files in 2021. ○ The Cybercrime Unit will continue to expand their external relationship through open lines of communication with the RCMP's National Cybercrime Coordination Unit to provide improved collaboration during cybercrime related investigations. ○ The Cybercrime Unit's social media presence continues to grow, with the priority to educate the public on cyber trends and crimes through social media platforms. ○ FCU is actively working to enhance its social media platform to further public awareness of anti-fraud education programs and efforts. For instance, FCU is planning to employ 'out of the box' approaches such as leveraging personalized stories to capture the public's attention. ○ FCU has also continued to promote financial fraud awareness to vulnerable and marginalized groups through direct engagement with organizations that support these groups, particularly non-profit agencies that support older adults. ○ FCU efforts to enhance relationships with federal and provincial financial regulatory agencies continue despite ongoing restrictions posed by COVID-19. ○ The Investigation Division is cooperating with the Cullen Commission of Inquiry into money laundering in British Columbia. ○ FCU has noted a significant increase in online cryptocurrency related frauds, consisting of romance and investment scams. In 2021, these scams amounted to approximately \$21,318,392 in fraud. 	<p>how to improve investigations into related crimes.</p> <ul style="list-style-type: none"> ○ Current cryptocurrency training options are limited. To improve investigative capacity in this area, there is a need to further engage with the appropriate technical professionals, both locally and abroad. ○ The number of requests to provide open source intelligence has placed increased demands on the Cybercrime Unit. ○ COVID-19 has augmented the ability of overseas fraudsters to commit financial fraud, as people have been more comfortable with online environments rather than meeting in person. ○ COVID-19 has also accelerated the use of online banking, making it even easier for fraudsters to obtain funds from their victims. In the past, victims would go to a bank to deposit or send a cheque, whereas now funds are more readily transferred directly from the victim's home computer or mobile device.
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Strategic Goal: Address community concerns that affect public safety

Champion – Superintendent Howard Tran

2021 STRATEGIC GOAL OVERALL HIGHLIGHTS

- COVID-19 mandates and restrictions continued to reduce the overall number of people frequenting Vancouver’s business and entertainment districts for much of 2021. This lower volume of activity is reflected in the overall decrease in reported street disorder incidents in 2021. These incidents include the following Police Records Information Management Environment (PRIME) categories: breaches of the peace, public intoxication, fights, annoying circumstances, aggressive panhandling, and trespassing related calls. There were 34,135 such incidents reported city-wide in 2021 compared to 40,082 in 2020 (15% decrease) and to 36,906 in 2019 (8% decrease).
- The breakdown of the 34,135 reported street disorder incidents in 2021 are as follows: 16,667 disturbances, 14,202 unwanted persons, 1,501 drug calls, 885 fights, 462 breach of the peace calls, 189 state of intoxication in public calls, 122 panhandling, 98 annoying circumstances, and 9 prostitution calls.
- The most extraordinary decrease was seen with respect to annoying circumstance calls, which decreased by 94% from 1,639 reported incidents in 2020 to only 98 incidents in 2021.
- Prostitution calls also sharply decreased from 25 in 2020 to 9 in 2021 (a 64% decrease).
- Drug related calls decreased by approximately 28%.
- The Central Business District continues to be a ‘hot-bed’ for street disorder incidents.
- Patrol Districts 1 and 2 accounted for 68% (23,189) of all reported street disorder incidents that occurred in Vancouver in 2021. This figure is consistent with the 2020 (67%) and 2019 (69%) figures.
- Special deployments, community policing initiatives, Patrol-based projects, and other proactive Patrol activities have continued to be effective at addressing many street disorder issues.
- A number of concerning trends were noted in 2021, including random stranger assaults which averaged four per day as well as increasingly brazen acts of shoplifting which often escalated to threats against and assaults with weapons against store employees. Patrol-based projects and increased foot deployments have been undertaken to target and combat repeat and violent shoplifters.
- Since the beginning of the COVID-19 pandemic, hate based incidents have become a major community concern. Compared to the 2019 pre-COVID period, hate based incidents have increased by 51%, including a 425% rise in anti-Asian hate based incidents. Comparing 2021 to 2020, hate based incidents decreased by 23% from an all-time high of 278 in 2020 to 215 incidents in 2021. Similarly, anti-Asian hate based incidents reached an all-time high in 2020 at 98 incidents compared to 63 in 2021 and 12 in 2019.
- By the end of 2021, there were 524 suspected illicit drug toxicity deaths in the city of Vancouver. This is 25.1% higher than the 2020 year-end total of 419.
- The decampment of Strathcona Park resulted in the forming of an encampment at Crab Park. The Crab Park encampment did not have the same community impact as did the Strathcona encampment.

*The following presents a status report and measurable performance results pertaining to the **four Strategies** identified for 2021 in working towards achieving the overall Strategic Goal of addressing community concerns that affect public safety.*

2021 Strategy 1: Continue special deployments and community policing initiatives to deter street disorder across the city.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Ongoing prioritization of liquor enforcement in the Granville and Gastown Entertainment areas with deployment of weekend LIMA (liquor call-out) shifts.	Critical	None	☒☒☒☒
1.2 - Continued deployment of Beach Patrol in the summer months to minimize liquor-related issues on beaches.	Important	None	☒☒☒☒
1.3 - Continued deployment of Neighbourhood Policing Teams (NPTs) as needed to address street disorder in neighbourhood ‘hotspots’.	Important	None	☒☒☒☒

1.4 - Ongoing community volunteer-based patrols to identify and report street disorder.	Value Added	None	☒☒☒
1.5 - Ongoing community clean-ups and other activities by Community Policing Centre (CPC) volunteers to beautify neighbourhoods and prevent street disorder.	Value Added	None	☒☒☒
1.6 - Neighbourhood Police Officers (NPOs) to continue to inform District Commanders of community concerns in relation to street disorder.	Important	1.4	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> Reduction in environmental factors that contribute to street disorder. Public drinking and intoxication deterred. Enhanced public safety in the entertainment districts and on the beaches. Community members gain a greater sense of pride and ownership. District Commanders remain informed on how to better direct patrols and enforcement activity. 	<ul style="list-style-type: none"> Reductions in the various forms of street disorder. Positive feedback on residential and business satisfaction surveys. 		
PERFORMANCE RESULTS		CHALLENGES	
<ul style="list-style-type: none"> LIMA weekend deployments continue to be invaluable in maintaining public safety in the Granville and Gastown entertainment districts. Beach Patrol deployments were again effective in maintaining public safety throughout Vancouver parks and beaches in the summer months. The new Parks Board bylaw implemented in 2021 allowing for alcohol consumption in designated public areas resulted in a very significant reduction in liquor seizures and pour-outs. VPD officers conducted 2,498 liquor pour-outs in 2021 compared to 6,147 in 2020, a 59% decrease. Beat Enforcement Team (BET) street vending officers and NPT officers regularly attend to neighbourhood 'hotspots'. Additional VPD officers are called-out on weekends to support BET and NPT members with this ongoing activity. NPOs continue to work with Patrol District Commanders to ensure that CPC and other community-based policing activities align with each Patrol District's unique community safety goals and strategies. In partnership with Liquor the Control & Regulation Branch, the VPD Liquor Coordinator conducted 32 liquor licence inspections throughout Vancouver. 		<ul style="list-style-type: none"> Evolving public health orders has been a challenging process throughout the pandemic. 	
2021 Strategy 2: Continue to work with the City of Vancouver (CoV) and local non-profit organizations to manage the negative impact of street vending.			
ACTIVITIES (ACTION PLANS)		Priority	Dependency
		Completion Status	
2.1 - Continue working with CoV to support the Downtown Eastside (DTES) Street Market.		Critical	None
2.2 - Continue to support CoV Engineering and Sanitation with regular street cleaning efforts along the Hastings Street corridor and in adjacent parks.		Critical	None
2.3 - VPD Street Disorder Officer to continue to support the CoV in relation to city-wide street vending.		Important	None
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS	
<ul style="list-style-type: none"> Reduction in street level violence associated with street vending in the DTES. Coordinated response to unpermitted street vending. Coordinated response to street cleaning. 	<ul style="list-style-type: none"> Bi-weekly meetings with DTES Market managers and CoV lead. Decrease in the number of complaints related to unpermitted vending and street cleanliness. 		
PERFORMANCE RESULTS		CHALLENGES	

<ul style="list-style-type: none"> ○ VPD and CoV representatives meet regularly to coordinate respective approaches in working 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. ○ In October 2021, the street market moved from 62 East Hastings Street to its current location at 26 East Hastings Street. 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. ○ Due to numerous complaints from residents and businesses in the DTES regarding the street market, in addition to a significant amount of issues brought forward by the VPD with regards to stolen items and non-compliance within the market, the CoV is looking to terminate the contract with the market's current operator. ○ Much of the city's illegal street vending activity continues to occur in Patrol District Two, and particularly in the DTES. Ongoing illegal street vending activity continues to be a contributing factor to street level violence and is a strong driver of property crime in the DTES and throughout the rest of the city. ○ The VPD's Street Disorder Officer continues to partner with the CoV to address street vending issues outside of the DTES. ○ The BET continues to deploy a Street Vending Team to support daily garbage pick-up seven days a week in the DTES. ○ VPD officers also regularly accompany CoV engineering and sanitation crews during clean-up efforts in parks within or near the DTES. 	<ul style="list-style-type: none"> ○ Overcrowding at the DTES Market leads to overflow vending and congestion or overcrowding on surrounding sidewalks. ○ The overall lack of compliance to market rules remains a concern for VPD and the CoV. ○ The sheer volume of stolen products, weapons, and other prohibited products being sold in the street market continues to be problematic. Follow-up investigations into these offences has resulted in several arrests. ○ Due to staffing constraints, CoV engineering and sanitation crews have been operating at reduced capacity.
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2021 Strategy 3: Continue to assist the CoV with efforts to address homelessness, including encampments.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
3.1 - Continue working with the CoV to address homelessness and encampments.	Critical	None	☒☒☒☒
3.2 - Continue working with BC Housing and non-profit organizations to improve safety in Single Resident Occupancy buildings (SROs) and at supportive housing sites	Important	None	☒☒☒☒
3.3 - NPOs continue to partner with CoV for inspections of SROs and supportive housing sites facilitated by the VPD Homeless Outreach Officer.	Important	None	☒☒☒☒
3.4 - Homeless Outreach Officer to continue to inform patrol response to complaints regarding homelessness.	Important	None	☒☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ Collaborative response to homelessness and encampments. ○ Safer conditions in SROs and supportive housing sites. ○ Patrol officers informed on 'best practices' in response to complaints regarding homelessness. 	<ul style="list-style-type: none"> ○ Increase in the number of people supported into shelters and housing. ○ Regular inspections of SROs and supportive housing sites. ○ Regular Street Disorder meetings with CoV and partners.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ Additional supportive housing units were made available by the CoV in 2021. ○ A homeless count was not conducted by the CoV in 2021 due to the ongoing COVID-19 pandemic. Anecdotally, despite additional housing, it is believed that the number of homeless people remains consistent with previous years. 	<ul style="list-style-type: none"> ○ Despite increases in supportive housing units, demand for housing and shelter space continues to exceed supply throughout Vancouver. ○ Since the start of the COVID-19 pandemic, there has been increased challenges in

<ul style="list-style-type: none"> ○ The VPD continues to collaborate with Carnegie Outreach with regards to how to reduce barriers to housing for those individuals experiencing homelessness. ○ The VPD continues to work with CoV Park Rangers to address issues at the Crab Park encampment. ○ Weekly outreach continues with the Ministry of Social Development and Income Assistance. ○ The VPD's Homeless Outreach Officer regularly works with BC Housing and other stakeholders to improve safety in SROs and supportive housing sites. ○ The Outreach Officer facilitates community outreach with local businesses and provides public education on the potential issues and rewards associated with supportive housing. ○ The Outreach Officer also works in conjunction with Patrol officers and NPOs to regularly address complaints of homelessness in all neighbourhoods. ○ NPOs have provided ongoing support to the CoV in relation to their inspections of SROs and supportive housing sites. ○ Patrol officers have handed out hundreds of donated care packages of basic clothing and food to homeless people while conducting well-being checks. ○ Patrol officers actively directed homeless people to emergency heat shelters during the winter. 	<p>accessing housing and other services for individuals with addiction and/or mental health issues.</p> <ul style="list-style-type: none"> ○ More complex care services and assessment of tenant composition is required at supportive housing sites. ○ Illegally parked recreation vehicles continue to concern residents of various neighbourhoods. ○ Public safety and criminal activity continue to be a concern in areas with large clusters of illegally parked recreational vehicles.
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2021 Strategy 4: Address gaps in service for those with substance use disorders detained at the VPD Jail.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
4.1 - Court & Detention Services Section (CDSS) to continue to develop a comprehensive plan to address gaps in service for detainees with substance use disorders at the VPD Jail, as per recommendations of the Mayor's Emergency Overdose Taskforce.	Critical	None	☒☒☒
4.2 - Jail medical service provider to publish study results, with clearance obtained from the medical ethics board.	Important	None	☒☐☐
4.3 - CDSS to partner with Vancouver Coastal Health (VCH) to establish an overdose outreach worker dedicated to the Jail.	Critical	None	☒☒☐

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. ○ Decreased recidivism for those with substance use disorders engaged in treatment and supported by an overdose outreach worker. 	<ul style="list-style-type: none"> ○ Identify gaps in service for those with substance use disorders. ○ Educate VPD members on ways to assist those with substance use disorders. ○ Final report presented to VPD Executive with recommendations.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ The VPD Jail continues to prioritize referrals to the VCH Overdose Outreach Team (OOT). In 2021, 47 detainees provided permission for the contracted medical service RockDoc to release their medical and contact information to VCH OOT for community follow-up. ○ Discussions occurred through the spring of 2021 between VCH, VPD, the Public Prosecution Service of Canada, and other criminal justice stakeholders to successfully staff a VCH OOT worker at the Provincial Courthouse. ○ Privacy and information-sharing between the VPD and VCH is being re-assessed by VCH's Privacy and Community Records Department. OOT is expected to be expanded once the assessment and draft clinical documentation of release-of-information forms is completed. 	<ul style="list-style-type: none"> ○ The Courts continue to strongly rely on virtual court appearances, as COVID-19 continues to impact Court staffing.

Strategic Goal: Improve road safety for everyone
Champion – Superintendent Andrew Chan

2021 STRATEGIC GOAL OVERALL HIGHLIGHTS

- A total of 22 traffic-related fatalities occurred in 2021 compared to eight in 2020. This 175% increase is likely attributed to increased number of road users in 2021 due to the easing of COVID-19 travel restrictions compared to 2020.
- The number of police reported motor vehicle collisions with injuries was 1,019 in 2021, up 20% from 850 in 2020.
- A total of 36,619 traffic violation tickets were issued by VPD’s Traffic Section, a 22% increase from 30,095 violation tickets in 2020.
- VPD Patrol members issued a total of 8,719 violation tickets in 2021 compared to 8,393 violation tickets in 2020, a 4% increase.
- Twenty-nine additional VPD officers became qualified in Standard Field Sobriety Testing (SFST) in 2021, bringing the current departmental total to 203 qualified members.
- The Community Road Education Safety Team (CREST) delivered a total of 296 road safety presentations in 2021, exceeding the target of 75 road safety presentations.
- The Commercial Vehicle Team (CVT) conducted 1,376 commercial vehicle inspections in 2021, exceeding the target of 500 Level 1 & 2 commercial vehicle inspections.
- Automatic Licence Plate Reader (ALPR) equipped vehicles were deployed for approximately 496 hours in 2021 resulting in 7,614 hits and 24 enforcement actions taken.
- A total of 18,172 E-Tickets was issued by the VPD in 2021, a 52% increase from the 11,963 E-Tickets issued in 2020.

*The following presents a status report and measurable performance results pertaining to the **four Strategies** identified for 2021 in working towards achieving the overall Strategic Goal of improving road safety for everyone.*

2021 Strategy 1: Coordinated participation in 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), Road Safety BC and the media.		Critical	None	☒☒☒
1.2 - Coordinate national road safety campaigns with the Canadian Association of Chiefs of Police (CACP).		Critical	1.1	☒☒☒
1.3 - Participate in a high risk driving campaign (spring).		Critical	1.1	☒☒☒
1.4 - Participate in a railway safety campaign (fall).		Important	1.1	☒☒☐
1.5 - Participate in an ICBC sponsored cycling safety campaign (spring and summer).		Important	1.1	☐☐☐
1.6 - Participate in an ICBC sponsored pedestrian safety campaign (fall).		Important	1.1	☒☒☒
1.7 - Participate in a distracted driving campaign (spring and fall).		Critical	1.1	☒☒☒
1.8 - Participate in an occupant restraint campaign (spring and fall).		Important	1.1	☒☒☒
1.9 - Undertake a drive relative-to-conditions campaign (fall).		Critical	1.1	☒☒☒
1.10 - 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. ○ Ongoing positive partnerships with relevant stakeholders. 		<ul style="list-style-type: none"> ○ Ongoing VPD participation in all provincial road safety campaigns. ○ Conduct a minimum of 30 CounterAttack roadblocks deployments (based on provincial funding). 		

<ul style="list-style-type: none"> Overall improved road safety. 	
PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> The Traffic Section continues to work collaboratively with partner agencies including the BCACP Traffic Safety Committee, ICBC, and the media. The Traffic Section participated in local and provincial initiatives intended to improve road safety education and enforcement efforts. These campaigns targeted such issues as distracted driving, high risk driving, speeding, pedestrian and cycling safety, and impaired driving. The high risk driving campaign took place in the spring, resulting in a total 1,364 violation tickets issued. 1,270 of these tickets were issued for speeding offences and were 39 for distracted driving offences. The VPD's Traffic Section participated in provincial distracted driving campaigns in March and September 2021. A total of 644 related violation tickets were issued. Occupant restraint campaigns were conducted in March and September 2021. A total of 30 violation tickets were issued for related infractions. The drive relative-to-conditions campaign took place in the fall, resulting in 1,214 violation tickets issued. The ICBC sponsored pedestrian safety campaign occurred on October 28 and November 5, 2021 with the assistance of Community Policing Centre (CPC) volunteers. Approximately 20,000 safety reflectors were distributed to the public. The summer and winter CounterAttack campaigns were conducted throughout July, August, and December 2021 yielding the following results: 31 roadblocks, 2,587 Approved Screening Device (ASD) roadside tests conducted, 561 violation tickets issued, 74 24hr prohibitions issued, 248 Immediate Roadside Prohibitions (IRPs) issued, and 248 vehicles impounded. 	<ul style="list-style-type: none"> ICBC sponsored cycling safety campaigns were cancelled due to COVID-19 restrictions. The Traffic Section collaborated with the Canadian National Railway Police Service (CNPS) in planning for Railway Safety Week (September 20 – 26, 2021). However, VPD Traffic Sections members were unable to participate in the event due to other operational priorities (i.e., Cops for Cancer escort and Distracted Driving campaign commitments).

2021 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 strategic 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 - Provide traffic enforcement training to operational members including training on Automatic Licence Plate Reader (ALPR) technology, laser and radar detection, Standardized Field Sobriety Testing (SFST), and Drug Recognition Expert (DRE) testing.	Important	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> Increased road safety enforcement awareness, ability, and engagement by Patrol members. Improved road safety. 	<ul style="list-style-type: none"> An increase in traffic enforcement numbers across all Patrol Districts. Minimum of 50 patrol-based road safety projects undertaken. Additional 20 Patrol members to receive ALPR training. Additional 20 Patrol members trained in laser and radar detection. A minimum of 175 members certified in SFST. A minimum of 20 members certified as DREs.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> Patrol members conducted 89 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. Monthly road safety meetings are held between Traffic Section, Patrol District Commanders, and the Superintendent of South Command in order to review road safety initiatives and productivity. Patrol members issued a total of 8,719 violation tickets in 2021 compared to 8,393 violation tickets in 2020, a 4% increase. 	<ul style="list-style-type: none"> The Traffic Section concentrated on providing SFST training in 2021, as ALPR and laser and radar detection training were reduced due to COVID-19 restrictions.

<ul style="list-style-type: none"> o Eight Patrol members received ALPR training in 2021. o Four Patrol members and four Traffic Section members received laser and radar detection training in 2021. o A total of 29 VPD members received SFST training in 2021, which brings the current total of 203 SFST trained VPD members. o One VPD DRE training in 2021, for a current total of 15 VPD members DRE trained. 	
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2021 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 within each Traffic enforcement team.	Critical	None	☒☒☒
3.2 - Ongoing intelligence-led enforcement at high collision zones.	Important	None	☒☒☒
3.3 - Ongoing targeted enforcement to improve pedestrian and cyclist safety.	Important	None	☒☒☒
3.4 - 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 (Spring and Fall) - Cycling Awareness and Education (Spring and Summer) - Cone Zone campaign (Spring and Summer) - Excessive Vehicle Noise campaign (Summer) - Back-to-School campaign (September) 	Important	1.1, 2.2, 3.1 & 3.3	☒☒☐
3.5 - Ongoing delivery of occupant restraint clinics throughout the city.	Important	None	☐☐☐
3.6 - Undertake education and enforcement initiatives during Bike-to-Work week (1st week of June).	Important	3.3	☒☒☒
3.7 - 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 & 3.3	☒☒☒
3.8 - Ongoing commercial vehicle inspections conducted by the Commercial Vehicle Team (CVT).	Critical	None	☒☒☒
3.9 - Delivery of road safety presentations to elementary school children, Parent Advisory Councils (PACs), and older adults through the Community Road Education Safety Team (CREST).	Important	None	☒☒☒
3.10 - Regular meetings with the City of Vancouver (CoV), ICBC and, other stakeholders to address road safety matters of mutual concern.	Important	None	☒☒☒
3.11 - Implementation of an Impaired Driving Enforcement Team (IDET) pilot project.	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. o Reduced collisions at high collision locations. o Reduced deaths and injury due to speeding, distracted, and impaired driving. 	<ul style="list-style-type: none"> o Increases in ticket production within all Traffic teams. o A minimum of 75 total road safety presentations delivered to youth, PACs, and older adults by the CREST. o Four occupant restraint clinics delivered. o Total of 500 Level 1 & 2 commercial vehicle inspections conducted by the VPD CVT.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ Monthly Traffic Section meetings were held in 2021 to review violation ticket results and direct enforcement strategies/priorities. ○ Traffic Section members issued a total of 36,619 violation tickets, a 22% increase from 30,095 violation tickets in 2020. ○ Pedestrian safety and education was conducted in conjunction with the ICBC sponsored pedestrian campaign on October 28 and November 5, 2021 which occurred with the assistance of Community Policing Centre (CPC) volunteers. Approximately 20,000 safety reflectors were distributed to the public. ○ Bike-to-Work Week took place from May 31 to June 6, 2021 in coordination with ICBC and the CPCs. Traffic Section officers provided support to volunteers at driver awareness locations, strategically placed near bike routes. ○ Operation Hang-Up coincides with the provincial distracted driving campaigns in March and September 2021. A total of 664 distracted driving violation tickets were issued. ○ Enforcement efforts targeting the big four road safety violations (speed, distracted driving, impaired driving, and seatbelt use) during the May and Thanksgiving long weekend yielded a total of 178 violation tickets. ○ Police-reported collisions increased by 16% in 2021 compared to 2020. There was a return to near normal numbers of road users in 2021 as COVID-19 travel restrictions have eased compared to 2020. ○ The Back-to-School campaign was launched in September, consisting of increased traffic enforcement in and around schools, as well as reminding drivers to be cautious and drive with care. ○ CREST delivered a total of 296 road safety presentations in 2021, exceeding the target of 75 road safety presentations. ○ The CVT conducted 1,376 commercial vehicle inspections in 2021, exceeding the target of 500. <ul style="list-style-type: none"> ○ The IDET pilot project was implemented in January 2021 and continued until the end of December 2021, yielding the following results: 80 Criminal Code Impaired Driving charges, 107 Immediate Roadside Prohibitions (IRPs), 124 vehicle impounds, 73 standard field sobriety tests administered, 49 drug recognition tests conducted, 548 Approved Screening Device (ASD) tests conducted, 97 215 Prohibitions, and 793 violation tickets issued. 	<ul style="list-style-type: none"> ○ Project Swoop with ICBC, the Cone Zone campaign, and the excessive vehicle noise campaign were cancelled due to COVID-19 restrictions. ○ Bike-to-Work Week was implemented through a virtual platform in 2021 rather than in-person due to COVID-19 restrictions. ○ Occupant restraint clinics were cancelled due to COVID-19 restrictions.

2021 Strategy 4: Continue to leverage technology to address current and anticipated road safety enforcement challenges.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
4.1 - Increased deployment of Automatic Licence Plate Reader (ALPR) technology within the VPD Traffic fleet and Patrol.	Important	None	☒☒☒
4.2 - Continue to use of social media tool to increase community engagement and awareness.	Important	None	☒☒☒
4.3 - Implementation of E-Ticketing across front-line operations.	Critical	3.1	☒☒☒
4.4 - Review and implementation of new technology related to the detection of impairment by drug.	Important	3.1	☒☒☒
4.5 - Continued use of automated speed and red light enforcement cameras in cooperation with Road Safety BC and provincial Police Services.	Important	1.1	☒☒☒
4.6 - Expand use of Remote Piloted Aircraft System (RPAS) deployments for collision scene investigations.	Important	None	☒☒☒
4.7 - Expand use of digital message boards.	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. ○ Improved efficiencies in ticket distribution and corresponding processes. ○ Enhanced police ability to respond to drug impairment offences. ○ Decreased road closure time at collision scenes through the use of RPAS. 	<ul style="list-style-type: none"> ○ Minimum of eight ALPR deployments per month. ○ Installation of E-Ticketing technology on remaining operational vehicles and Traffic Fleet motorcycles. ○ Increase automated enforcement of high collision locations.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ ALPR equipped vehicles were deployed for approximately 496 hours in 2021, yielding a total of 235,122 vehicle recognitions which resulted in 7,614 hits and 24 enforcement actions taken. ○ The number of followers on the VPD Traffic Section's Twitter account increased by 11% in 2021 for a current total of 3,149 followers. ○ E-Ticketing has been fully implemented across front-line operations. A total of 18,172 E-Tickets were issued department-wide in 2020, a 52% increase from the 11,970 E-Tickets issued in 2020. ○ The VPD Traffic Section possesses one SoToxa Mobile Test System - an official drug screening device approved by the Federal Government of Canada. This device has been tested and deployed operationally, yielding negative results in one incident while results are pending on another incident. The VPD considers DRE trained officers to be a more reliable method of detecting impairment. ○ The Traffic Section worked with Road Safety BC and provincial Police Services to identify and install an automated speed and red light enforcement camera at W 41st Avenue and Oak Street. ○ To reduce road closures resulting from collisions, the Collision Investigation Unit (CIU) deployed RPAS on 18 occasions in 2021. ○ Digital message boards with road safety messaging were deployed for a total of 450 days and 11,016 hours in 2021. A new Traffic Section social media plan will include notifications of message board deployments to demonstrate or raise awareness of the VPD's responsiveness to citizen complaints regarding road safety issues in their community. 	<ul style="list-style-type: none"> ○ Due to recent retirements, there has been limited use of social media by Traffic Section managers. Enhanced social media initiatives are currently being planned, including the formalized scheduling of tweets on VPD Traffic Section's Twitter account coinciding with provincial road safety campaigns.

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

Champion – Chief Adam Palmer

2021 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Considerable employee communication and engagement continued throughout the VPD in 2021 despite the ongoing COVID-19 pandemic.
- The Chief and VPD Executive members 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) has continued to deliver timely messaging and support to staff in all matters related to the ongoing COVID-19 Pandemic.
- 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 2021 in working towards achieving the overall Strategic Goal of fostering a culture of employee engagement and effective communication.*

2021 Strategy 1: Continue to improve communication between the VPD Executive and front-line sworn and civilian 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 - Chief and Executive Team will personally engage staff exposed to traumatic or significant incidents.	Important	None	☒☒☒
1.3 - Executive members will utilize technology to improve communication with front-line staff during the pandemic when more traditional methods are not practical.	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. ○ 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. ○ Technology will be utilized to ensure ongoing and enhanced communication during the pandemic. ○ Executive to further engage with VPD members in a variety of settings. ○ Overall positive employee satisfaction survey results. 		
PERFORMANCE RESULTS	CHALLENGES		
<ul style="list-style-type: none"> ○ The Chief and other VPD Executive members continue to personally phone staff who are exposed to traumatic or significant personal events. ○ Despite fluctuating COVID-19 challenges, communication channels remained open between the Executive and front-line members throughout 2021 via WebEx and recorded video messages. ○ Executive members have attended parade briefings in-person, as shifting COVID-19 restrictions permit. ○ The 2020 Employee Satisfaction Survey was completed in 2021, whereby 66% of those surveyed reported overall job satisfaction. 	<ul style="list-style-type: none"> ○ COVID-19 restrictions continue to restrict non-critical group meetings and events from taking place. 		

2021 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.		Important	None	☒☒☒
2.2 - Continue to 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 and enhanced information flow across the three Divisions. Enhanced knowledge amongst all staff regarding the functions and duties of VPD specialty units. 		<ul style="list-style-type: none"> Facilitate regular meetings, briefings, and committees that bring together staff from different divisions to ensure the systematic flow of information across the organization. Continue to facilitate mentorships and on-loan assignments across divisions throughout 2021. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> Web Cameras have been installed in meeting rooms to facilitate virtual face-to-face meetings. Representatives from all three VPD Divisions meet daily during business hours via conference call to discuss overnight reports. Monthly CompSTAT meetings occur to maximize investigative and crime prevention efforts. Weekly Executive Committee meetings continued in 2021 through teleconference. Weekly meetings between the Executive and Personnel Services continued in 2021 via teleconference. Bi-monthly Senior Management Team (SMT) meetings are held to discuss the latest issues and developments impacting the Department, and to showcase initiatives and successes that have occurred across the Department. Members working in specialty units connected with Patrol Teams in 2021 through individual and combined parade presentations. Mentorships continued across the Department in a restricted capacity in compliance with COVID-19 guidelines. 		<ul style="list-style-type: none"> In-person meetings have steadily resumed in 2021, in compliance with provincial guidelines. 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 Tanya Whysker

2021 STRATEGIC GOAL OVERALL HIGHLIGHTS

- The VPD has continued to provide updated training and supports to ensure respectful workplaces for all employees and managers.
- As part of its commitment to nurture and maintain equitable, diverse, and inclusive work environments, the VPD is conducting a comprehensive review of its policies and procedures, processes and training. The review reflects on the realities and challenges faced by equity-deserving groups including people who identify as 2SLGBTQ+, Black, Indigenous, and people of colour.
- The VPD continues to support its staff during the ongoing COVID-19 pandemic through organizational changes, various support mechanisms, updated policies and procedures, and effective communication.
- The VPD remains committed to expanding upon a robust employee health and wellness program through such initiatives as mental resiliency training and an early warning intervention system, mental health support and trauma debrief sessions with psychologists and peer support teams, on-site fitness facilities and therapists, and periodic medical examinations.
- The VPD has enhanced the retirement process for both sworn and civilian staff by organizing Departing with Distinction ceremonies in addition to hosting a number of personal retirement planning seminars.
- Employee administrative and management software solutions have been improved and modernized.

*The following presents a status report and measurable performance results pertaining to the **five Strategies** identified for 2021 in working towards achieving the overall Strategic Goal of promoting a healthy work environment.*

2021 Strategy 1: Continue to support and foster employee wellness.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Facilitate focus group meetings with sworn and civilian staff to discuss current and future wellness programming.	Value Added	None	☒☐☐
1.2 - Ongoing collaboration with the Vancouver Police Union (VPU) on the BC First Responders Resiliency Program.	Important	None	☒☒☒
1.3 - Ongoing trauma resiliency training.	Important	None	☒☒☒
1.4 - Enhance retirement supports for both sworn and civilian staff.	Important	None	☒☒☒
1.5 - Undertake cardiology screening available to all employees through SportsCardiology BC.	Value Added	None	☒☒☒
1.6 - Form an Emerging & Critical Trends Employee Support Committee.	Value Added	None	☒☒☒
1.7 - Open a Wellness Unit office at the VPD's Cambie Street Headquarters.	Important	None	☒☒☒
1.8 - Expand the Civilian Critical Incident Stress Management Team (C-CISM).	Value Added	None	☒☒☒
1.9 - Deliver lunch-and-learn sessions to civilian members on the services provided by VPD specialty squads.	Value Added	None	☒☐☐
1.10 – Acquire a Justice Facility Dog.	Important	None	☒☒☒
1.11 – Deliver foundations of mental health to all frontline members.	Important	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
○ The Human Resource Section (HR) will gain an understanding of staff wellness needs.	○ Identify staff preferences and key ideas to improve engagement and participation in wellness activities.

<ul style="list-style-type: none"> o Enhanced mental and physical health awareness and supports. o Improved resiliency awareness and support for VPD members and their families. o Direct wellness support provided to frontline members at the Cambie Street Headquarters. o Increased accessibility to retirement information. o Enhanced departmental awareness concerning the functions of specialty squads. 	<ul style="list-style-type: none"> o Identify targeted member support strategies based on career stages and individual experiences. o Facilitate initial Road to Mental Readiness (R2MR) training for new members and in-service training for existing members. o Create a comprehensive virtual retirement planning platform. o Identify ongoing employee stressors and possible solutions. o Identify speakers to present on first responder mental health topics. o Deliver monthly lunch-and-learn sessions on specialty squads.
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PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> o The VPD's Peer Support Team and Employee Wellness Unit (EWU) continue to collaborate with the VPU in relation to the British Columbia First Responders Resiliency Program. Six virtual speaker series took place in the first three months of 2021. Sessions were recorded and are available online: http://conference.bcfirstrespondersmentalhealth.com. o A total of 21 sworn and civilian members participated in Trauma Resiliency Training (TRT) in June 2021. TRT is being incorporated into officer cycle training. o The Departing with Distinction initiative was created in early 2021 to further celebrate the retirement of members. Monthly retirement ceremonies began in April 2021, with much positive feedback received. o The sworn officer retirement manual was re-written in 2021, while the civilian retirement manual will be re-written in 2022. o Three retirement seminars were held for a total of 156 retiring officers, two retirement seminars were held for a total of 53 retiring civilian members, and one retirement seminar was held for seven retiring Senior Management Team (SMT) members. Additional seminars are being planned for 2022. o In partnership with the VPU and the University of British Columbia (UBC), cardiology screening of VPD employees was undertaken from November 30, 2020 to March 12, 2021 at the Kootenay, Graveley, and Annex facilities. Over 550 members participated in this initiative, with much positive feedback received. o An Emerging & Critical Trends Employee Support Committee was formed in early 2021, comprised of representatives from various VPD units. Bi-monthly meetings are conducted to discuss various wellness items and issues affecting VPD members. o A EWU office opened in April 2021 at the on the 3rd floor of the VPD's Cambie Street Headquarters. o Preliminary discussions occurred regarding procedure and protocols for C-CISM. Four new members have been added to C-CISM while a replacement Coordinator has been identified. Discussions are ongoing to amalgamate C-CISM within a Civilian Peer Support Team. o A trained Justice Facility dog named Zen was acquired in the summer of 2021 to enhance the wellness of members affected by critical incidents. Funding for this dog was provided by the Vancouver Police Foundation (VPF). o Foundations of mental health training was delivered by the EWU to frontline members during Cycle 1 team training. 	<ul style="list-style-type: none"> o Wellness programming focus group meetings were initially scheduled for various dates throughout 2021, but have postponed due to COVID-19. o Lunch-and-learn sessions to civilian members on the services provided by VPD specialty squads have been delayed due to the COVID-19. Virtual sessions were not considered beneficial due to the inability of participants to interact at a high level. This initiative will be reassessed as COVID-19 risks decrease.

2021 Strategy 2: Continue to enhance the professional development of VPD members.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - Enhance HR labour process investigation training.	Critical	None	☒☒☒☒
2.2 - Ongoing review of VPD Tenure Policy.	Critical	None	☒☒☒☒
2.3 - Formalize the mentorship process for sworn and civilian staff.	Important	None	☒☒☐☐
2.4 - Ongoing completion of annual employee performance appraisals.	Critical	None	☒☒☒☒
2.5 - Ongoing development of a civilian supervisor training module.	Critical	None	☒☒☐☐

2.6 - Provide advanced training for exempt civilian managers.		Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> Enhanced knowledge and understanding and timely resolution of VPD labour processes. Enhanced fairness and transparency provided by existing Tenure Policy. Equal access to developmental opportunities for all staff. Ensured compliance with, and value provided by, the performance appraisal process. Increased supervisor ability and capacity to support their teams while ensuring appropriate communication with stakeholders. 		<ul style="list-style-type: none"> Train additional HR members in labour process investigations. Implement identified necessary revisions to the current Tenure Policy. Develop an effective system for tracking mentorships. Engage in performance appraisal completion reviews with Section Managers. All civilian supervisors to partake in new supervisor training facilitated by HR. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> In December 2021, labour process investigation training was provided to Human Resource Section (HR) managers and other select HR civilian members. Professional Standards investigation training was provided to one sworn investigator in 2021. The latest review of Tenure Policy was completed on June 15th, 2021. A formal mentorship process for sworn members has been created to effectively track, and ensure consistency in access to, mentorships. A mentorship form is being created as part of this process. The Civilian and Auxiliary Police Services Unit (CAPSU) continues to work on formalizing a mentorship program for civilian investigational assistant positions. HR has taken all necessary steps to ensure that performance appraisals are being completed. Performance appraisal compliance is regularly communicated to all managerial levels of the Department. To enhance civilian supervisor training, CAPSU and the Learning & Development Unit (LDU) are coordinating on the development of a training program that will replace the Leadership in Police Organizations (LPO) course. A framework for this training program has been identified. Multiple exempt civilian managers participated in online project management training. VPD HR is coordinating with the City of Vancouver (CoV) to provide additional advanced training to exempt VPD civilian managers. 		<ul style="list-style-type: none"> Completion of the training program to replace the LPO course has been delayed due to other Education & Training Unit (ETU) priorities. 		
2021 Strategy 3: Continue to enhance the employee management processes.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
3.1 - Continue to develop new protocols for the integration of new employees ('on-boarding').		Critical	None	☒☒☐
3.2 - Improve and modernize employee administrative and management software solutions.		Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> Increased support and engagement for new members. Greater workplace efficiencies achieved through enhanced administrative processes. The Early Intervention Program (EIP) program is enhanced. 		<ul style="list-style-type: none"> New on-boarding protocols are implemented. Learning Management System software is expanded to incorporate training, events, and employee performance appraisal processes. Undertake a pilot project in relation to the EIP's new smart solution software. 		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> CAPSU and the Information & Communication Technology Section (ICT) coordinated to develop new protocols for the on-boarding of new employees. 		<ul style="list-style-type: none"> Change in CAPSU Manager during 2021 has delayed the 		

<ul style="list-style-type: none"> ○ HR implemented the Success Factors to improve and modernize employee administrative and management software solutions. Four demonstrations were provided to various VPD staff throughout 2021 in relation to a new learning management system, performance and goals management, and staff recruitment. ○ A Performance Management Committee has been formed. ○ Work to replace the EIP dashboard portal is ongoing. ○ HR is examining the implementation of a new HR Information Services position in order to continue to advance employee administrative and management software solutions going forward. A position profile has been created. 	implementation of new on-boarding protocols.
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2021 Strategy 4: Continue to enhance respectful work environments throughout the VPD.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
4.1 - Deliver inclusive workplace training to new and acting supervisors.	Important	None	☒☒☒
4.2 - Create a comprehensive plan to review and update current departmental policies to ensure respectful workplaces.	Important	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ Better understanding of respectful workplace protocols and impacts. ○ Inclusive work environments are entrenched throughout the VPD. 	<ul style="list-style-type: none"> ○ All Sergeants, Acting Sergeants, and civilian supervisors to receive inclusive workplace training. ○ Respectful workplace training is incorporated into Patrol cycle training.

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ An Inclusive Workplace Committee (IWC) has been formed to address equity, diversity, and inclusion within the VPD. The committee is made up of sworn and civilian employees across all divisions, rank and years of service. ○ The IWC has been working with HR to develop updated inclusive workplace training and to permanently incorporate it into Patrol cycle training. ○ The VPD is also conducting a comprehensive Equity, Diversity & Inclusion (EDI) based review of departmental processes, policies and procedures. ○ The VPD respectfully acknowledges the need to address inequities shaped by social determinants, and to reflect these changes in the evolution of the VPD's policies and procedures, processes, and training. 	<ul style="list-style-type: none"> ○ None noted.

2021 Strategy 5: Continue to support VPD members throughout the ongoing COVID-19 Pandemic.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
5.1 - HR and the Pandemic Working Group to continue to provide comprehensive wraparound employee supports for all Pandemic-related matters.	Important	None	☒☒☒
5.2 - Create protocols and policies surrounding COVID-19 that aligns with the Provincial Health Authority.	Critical	None	☒☒☒
5.3 - Acquire and distribute a ready supply of Personal Protective Equipment (PPE).	Critical	None	☒☒☒
5.4 - Ensure a timely and effective Pandemic communication strategy is in place.	Critical	None	☒☒☒
5.5 - Ensure a vaccine immunization plan is created and facilitated.	Critical	None	☒☒☒
5.6 - Work to develop a departmental Pandemic recovery plan.	Critical	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> ○ The operational capacity of the VPD is maintained during the ongoing pandemic. 	<ul style="list-style-type: none"> ○ Ensure that PPE supplies are continually restocked and available at every VPD facility.

<ul style="list-style-type: none"> ○ The mental and physical health of all VPD members are supported during the ongoing pandemic. ○ Enhanced safety of all workspaces to reduce possibility of COVID-19 infection. ○ VPD member awareness of up-to-date COVID-19 protocols, policies, and supports. ○ All VPD members have access to PPE. 	<ul style="list-style-type: none"> ○ Weekly COVID-19 updates disseminated to all staff via multiple platforms. ○ All staff requesting the COVID-19 vaccine are immunized. ○ Overall positive feedback received from staff regarding the Pandemic-related supports provided by the Department.
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PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> ○ Contact tracing and wrap-around support has been provided to all members affected by COVID-19. ○ Peer support resources are available for ongoing pandemic related stressors. ○ Tracking and documentation processes are in place for accurate statistics and after-action reports. ○ The VPD has regularly communicated and collaborated with Vancouver Coastal Health (VCH) and WorkSafeBC on pandemic related matters. <ul style="list-style-type: none"> ○ The PWG has collaborated with WorkSafeBC to ensure policies are in place to protect VPD staff in relation to COVID-19. ○ Significant organizational changes have been made to reflect pandemic related policies. ○ Ongoing risk management assessments are conducted. ○ A VPD Safety Plan in relation to COVID-19 has been created and communicated department-wide. ○ A VPD Vaccination Plan was created and successfully rolled out, making vaccinations available to all VPD staff. Vaccine specific updates are communicated to staff at various stages of the VPD Vaccination Plan. ○ Mask protocol was created and has been updated to reflect ongoing Public Health Orders. ○ Gym protocols have been created to ensure COVID-19 safety for members using the VPD fitness facilities. ○ A COVID-19 Redeployment Plan was created as risk mitigation in the event that supplementation of the Patrol Teams is required during the ongoing pandemic. ○ A process has been created to accurately document and track PPE usage by VPD members. Systems have been created to ensure all necessary PPE is available for staff. <ul style="list-style-type: none"> ○ Communication efforts continue to keep staff informed of important COVID-19 related developments. A weekly COVID-19 update is e-mailed to all staff. Posters and signage have been placed throughout VPD facilities showcasing pandemic related protocols and direction. The PWG is regularly available to any general inquiries from staff. ○ The PWG and the Emergency Planning Policy Advisor have created and are continually updating the VPD's Pandemic Recovery Framework Plan. A Communicable Disease Plan has been created and implemented. 	<ul style="list-style-type: none"> ○ None noted.