



**VANCOUVER POLICE DEPARTMENT**  
**REPORT TO THE VANCOUVER POLICE BOARD**

**REPORT DATE:** April 5, 2018  
**BOARD MEETING DATE:** April 26, 2018  
**BOARD REPORT #** 1804P03

**Regular**

TO: Vancouver Police Board  
FROM: Drazen Manojlovic, Director, Planning, Research and Audit Section  
SUBJECT: 2017 Strategic Business Plan Report-Back

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**RECOMMENDATION:**

**That the Vancouver Police Board (VPB) receives for information the *2017 Strategic Business Plan Report-Back*.**

**SUMMARY:**

The *2017 Strategic Business Plan Report-Back* provides overall strategic highlights along with a full status review and measurable performance results pertaining to the 2017 Strategies undertaken in working towards achieving the VPD's long-term Strategic Goals. Progress has been made on all of the 124 activities listed in the *2017 Strategic Business Plan*.

**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 VPB for approval in the first quarter of each year. Progress reports are annually provided in July and at year-end (at the beginning of the second quarter of the following year).

**DISCUSSION:**

The VPD *2017-2021 Strategic Plan* has eight overarching Strategic Goals. The attached *Report-Back* presents comprehensive performance results of the Strategies and associated Activities for 2017 identified to support and achieve the Strategic Goals. The *2017 Strategic Business Plan* consisted of 33 Strategies that included 124 Activities. A three-check rating system is used to evaluate 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 all of the 124 Activities for 2017:

- 3 Checks = 104 Activities (84%)
- 2 Checks = 16 Activities (13%)
- 1 Check = 4 Activities (3%)
- 0 Checks = 0 Activities (0%)

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 this 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
<b>CRITICAL</b>	36	4	1	0	<b>41</b>
<b>IMPORTANT</b>	61	10	2	0	<b>73</b>
<b>VALUE ADDED</b>	7	2	1	0	<b>10</b>
<b>Total</b>	<b>104</b>	<b>16</b>	<b>4</b>	<b>0</b>	<b>124</b>

Out of the 124 Activities for 2017, 104 (84%) were completed while the other 20 (16%) were either well underway or initiated. Taken together, progress has been made on 100% of the Activities. Out of the 20 Activities that were not completed, 16 are well underway while only 4 have considerable work remaining to be completed.

Forty-one out of the 124 total Activities (33%) have been deemed Critical to the success of their corresponding Strategy; 36 of these 41 Critical Activities having been fully completed (88%), four are well underway, and one has just been initiated.

It is worthwhile to note that 23 Activities have been financially supported, entirely or in part, by the Vancouver Police Foundation. These activities were identified in the 2017 Mid-Year Report Card.

**CONCLUSION:**

2017 marked the first year of the business planning process flowing from the VPD's *2017-2021 Strategic Plan*. Over the course of the year, the VPD made significant initial strides towards fulfilling the 8 overarching Strategic Goals of the *2017-2021 Strategic Plan*. Progress was made on 100% of the Activities identified for 2017, with 84% of all Activities being fully completed.

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Submitting Executive Member:

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**VANCOUVER POLICE DEPARTMENT  
2017 STRATEGIC BUSINESS PLAN REPORT-BACK**

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

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## **GLOSSARY OF ABBREVIATIONS/ACRONYMS**

AAC – VGH's Access and Assessment Centre  
ALPR – Automatic Licence Plate Reader

BCACP – British Columbia Association of Chiefs of Police  
BET – Beat Enforcement Team (VPD)  
BIA – Business Improvement Association  
BRO – Being Respectful of Others Program

CARMHA – Centre for Applied Research on Mental Health & Addiction  
CEU – Counter Exploitation Unit (VPD)  
CFO – Civil Forfeiture Office  
CFSEU-BC – Combined Forces Special Enforcement Unit British Columbia  
CIU – Criminal Intelligence Unit (VPD)  
COST – Chronic Offenders Suppression Team (VPD)  
COU – Chronic Offender Unit (VPD)  
CoV – City of Vancouver  
CPC – Community Policing Centre  
CSP – Community Safety Personnel (VPD)  
CVU – Commercial Vehicle Unit (VPD)

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

EAU – Elder Abuse Unit (VPD)

FCU – Financial Crime Unit (VPD)  
FIS – Forensic Investigation Section (VPD)

GCU – Gang Crime Unit (VPD)  
GED – Granville Entertainment District  
GeoDASH – Geographic Data Analysis and Statistics Hub (VPD)  
GIS – General Investigations Section (VPD)

HOC – Homeless Outreach Coordinator (VPD)  
HR – Human Resources Section (VPD)  
HSHU – Human Source Handling Unit (VPD)  
HUB – a service at St. Paul's Hospital that unites emergency care, rapid access to treatment, and a transition centre to provide better and faster care for people with mental health and substance use issues

ICBC – Insurance Corporation of British Columbia

JIBC – Justice Institute of BC

LGBTQ2S+ – Lesbian, Gay, Bisexual, Transgender, Queer, and Two-Spirited  
LIMA – Entertainment District Deployments  
LMDGC – Lower Mainland Gang Conflict

MCS – Major Crime Section (VPD)  
MHA – Mental Health Act  
MOSAIC – an interpretation and translation agency  
MOU – Memorandum of Understanding  
MTI – Municipal Ticket Information

NCO – Non-Commissioned Officer

OCS – Organized Crime Section (VPD)  
OPGT – Office of the Public Guardian and Trustee

PAC – Parent Advisory Council  
PAL – Police Athletic League (VPD)  
PCU – Property Crime Unit (VPD)  
PDSA – Plan, Do, Study, Act Program  
PEAT – Psychiatric Emergency Assessment Triage Unit  
PHC – Providence Health Care  
PR&A – Planning, Research, and Audit Section (VPD)  
PTEP – Provincial Tactical Enforcement Priorities

RCMP – Royal Canadian Mounted Police  
RFID – Radio-Frequency Identification

SAFE – Safety Awareness for Elders  
SFST – Standardized Field Sobriety Test  
SFU – Simon Fraser University  
SIS – Special Investigation Section (VPD)  
SLO – School Liaison Officer (VPD)  
SMT – Senior Management Team (VPD)  
SPH – St. Paul’s Hospital  
SRO – Single Room Occupancy  
SSH – Social & Supportive Housing  
SSPT – School Safety Patrol Team (VPD)

TET – Targeted Enforcement Team (VPD)  
TROO – Total Respect of Ourselves & Others Program  
TSEP – Traffic Skills Education Program  
TSU – Traffic Support Unit (VPD)

UNYA – Urban Native Youth Association

VCH – Vancouver Coastal Health  
VGH – Vancouver General Hospital  
VPF – Vancouver Police Foundation  
VPD – Vancouver Police Department  
VSB – Vancouver School Board

WSBC – WorkSafeBC

YSS – Youth Services Section (VPD)  
YSU – Youth Services Unit (VPD)

## SUMMARY OF 2017 PROGRESS

2017 marked the first year of the business planning process flowing from the VPD's 2017-2021 Strategic Plan. Overall the strategic planning process reflects the VPD's ongoing commitment to be a leader in policing, to provide excellent service to the community, and to make Vancouver the safest major city in Canada. The 2017-2021 Strategic Plan consists of a total of eight overarching Strategic Goals embedded within four Strategic Priorities (*Engage the Community, Fight Crime, Enhance Public Safety, and Support our People*).

The 2017 Strategic Business Plan outlined the Strategies that were to be undertaken by the VPD throughout 2017 to begin working towards achieving the eight overarching Goals identified in the 2017-2021 Strategic Plan. Thirty-three Strategies were identified for 2017 with a total of 124 Activities associated to the Strategies.

Significant strides were made as cross-functional work teams completed the majority of Activities and achieved numerous outcomes and targets, while significant progress was made on the majority of the remaining Activities that were not fully completed. Notably, the VPD's efforts include a 1.9% reduction in the property crime rate compared to 2016. Targeted efforts resulted in significant approximate 20% and 17% reductions in residential and commercial break and enters respectively. Also, sexual assaults decreased by 6.6%, while the activities of numerous violent gang members were significantly disrupted as highlighted by the seizure of almost \$22 million in organized crime assets. On the road safety front, traffic-related fatalities decreased by 13% while traffic violation enforcement among Patrol members increased by approximately 33%.

The following table is a summary of the progress made with regards to the Strategies. The table below lists the Strategies attached to each Strategic Goal along with the number of Activities identified, initiated, or completed in relation to each Strategy. Progress has been made on all of the Activities with approximately 84% of Activities having been fully completed. Following this summary table is a compilation of the detailed Report-Back templates complete with performance results for the 33 Strategies undertaken in 2017.

Strategic Plan Goals and associated 2017 Strategies	Activities Identified	Activities Not Initiated	Activities Initiated, but not completed	Activities Completed
<b>Engage our Community</b>				
<b>(Strategic Goal 1): Foster relationships, understanding, and trust with our diverse community</b>	<b>23</b>	<b>0</b>	<b>2</b>	<b>22</b>
1.1 Continue to comprehensively engage with and provide direct support to vulnerable and marginalized women.	6	0	1	5
1.2 Sustain and foster existing positive relationships with Indigenous communities.	4	0	0	4
1.3 Ensure the safety of the elderly population through community building and awareness.	4	0	0	4
1.4 Develop trust and relationships with youth through outreach, education, and empowerment activities.	4	0	0	4
1.5 Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2S+ issues in policing.	5	0	1	4
<b>(Strategic Goal 2): Strengthen mental health programs and processes</b>	<b>13</b>	<b>0</b>	<b>5</b>	<b>8</b>
2.1 Continue to focus on youth mental health in schools and in the community with awareness campaigns.	3	0	0	3

<b>Strategic Plan Goals and associated 2017 Strategies</b>	<b>Activities Identified</b>	<b>Activities Not Initiated</b>	<b>Activities Initiated, but not completed</b>	<b>Activities Completed</b>
<b>2.2</b> Implement a tele-triage project in partnership with St. Paul's Hospital (SPH) that enables remote off-site mental health assessments of clients.	3	0	3	0
<b>2.3</b> Work with external partners to develop and implement the Mental Health Hub and the Vancouver Police Foundation (VPF) Transitional Centre at SPH.	3	0	2	1
<b>2.4</b> Continue to collaborate with health partners to reduce mental health apprehensions and hospital wait-times, and to improve patient care.	4	0	0	4
<b><i>Fight Crime</i></b>				
<b>(Strategic Goal 3): Fight violent crime and its causes</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7</b>
<b>3.1</b> Increase the number of businesses participating in the <i>Barwatch</i> and <i>Restaurant Watch</i> programs.	1	0	0	1
<b>3.2</b> Enhance information sharing between the Major Crime Section, Organized Crime Section, and Patrol, as well as with other regional police agencies.	2	0	0	2
<b>3.3</b> Strategically target high risk violent offenders utilizing a proactive approach.	4	0	0	4
<b>(Strategic Goal 4): Combat property crime and its drivers</b>	<b>13</b>	<b>0</b>	<b>3</b>	<b>10</b>
<b>4.1</b> Develop more robust processes within the Chronic Offenders Unit (COU) to target the most prolific offenders responsible for the majority of property crime.	3	0	2	1
<b>4.2</b> Engage in multiple short-term investigation projects targeting theft-from-auto offences and those individuals responsible for the movement of stolen goods.	3	0	0	3
<b>4.3</b> Continue to work with City of Vancouver (CoV) staff to develop amendments to building permits and licences to regulate the installation of crime prevention security measures.	2	0	0	2
<b>4.4</b> Implement new public awareness prevention strategies to combat property crime.	2	0	1	1
<b>4.5</b> Develop future business processes for the continued expansion of the <i>Predictive Policing</i> model and <i>GeoDash</i> .	3	0	0	3
<b><i>Enhance Public Safety</i></b>				
<b>(Strategic Goal 5): Address community concerns that affect public safety</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>
<b>5.1</b> Ongoing prioritization of liquor enforcement in the Granville and Gastown Entertainment Districts as well as on city beaches. Enforcement will focus on issues such as public drinking, intoxication, and monitoring of liquor establishments.	4	0	0	4
<b>5.2</b> Work with the CoV and local non-profit organizations to manage disorder caused by illegal street vending.	2	0	0	2
<b>5.3</b> Continue to assist the CoV with its efforts to end homelessness.	3	0	0	3
<b>5.4</b> Focus concentrated efforts on combatting the fentanyl/opioid crisis currently plaguing the city of Vancouver as well as many other parts of Canada.	3	0	0	3



<b>Strategic Plan Goals and associated 2017 Strategies</b>	<b>Activities Identified</b>	<b>Activities Not Initiated</b>	<b>Activities Initiated, but not completed</b>	<b>Activities Completed</b>
<b>(Strategic Goal 6): Improve road safety for everyone</b>	<b>26</b>	<b>0</b>	<b>4</b>	<b>22</b>
<b>6.1</b> Participate in coordinated Provincial road safety campaigns.	8	0	0	8
<b>6.2</b> Increase road safety initiatives and enforcement by Patrol members.	3	0	1	2
<b>6.3</b> Leverage technology to address current and anticipated road safety enforcement challenges.	4	0	1	3
<b>6.4</b> Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.	11	0	2	9
<b><i>Support our People</i></b>				
<b>(Strategic Goal 7): Foster a culture of employee engagement and effective communication</b>	<b>7</b>	<b>0</b>	<b>1</b>	<b>6</b>
<b>7.1</b> Improve communication between VPD Executive members and front-line staff.	5	0	1	4
<b>7.2</b> Improve communication between VPD Divisions.	2	0	0	2
<b>(Strategic Goal 8): Promote a healthy work environment</b>	<b>23</b>	<b>0</b>	<b>5</b>	<b>18</b>
<b>8.1</b> Continue to support and foster employee wellness.	5	0	0	5
<b>8.2</b> Enhance the professional development of VPD members.	3	0	1	2
<b>8.3</b> Enhance employee management processes.	4	0	2	2
<b>8.4</b> Enhance respectful work environments throughout the VPD.	4	0	0	4
<b>8.5</b> Enhance employee safety and security at VPD facilities.	3	0	2	1
<b>8.6</b> Ongoing comprehensive Operational Review of the VPD's staffing requirements.	4	0	0	4
<b>TOTAL</b>	<b>124</b>	<b>0</b>	<b>20</b>	<b>104</b>

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

Champion – Inspector Suzanne Muir

### 2017 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Building on the success of previous years, the VPD has continued to undertake innovative projects and community policing-based crime prevention initiatives to continue developing and maintaining positive working relationships, trust, and understanding with our diverse community.
- The Sex Industry Liaison Officer continued to work in partnership with various support service agencies to increase safety and promote positive relationships with vulnerable women involved in the sex trade industry. Highlights of her work in 2017 include assisting 260 vulnerable women in obtaining official provincial identification cards along with distributing 150 modern cell phones to vulnerable women.
- Upwards of 80 community members attended each quarterly *Luncheons with the Chief*. Participants also included members from the VPD's Beat Enforcement Team (BET), Patrol District 2, Senior Management, and the Executive along with members of the Vancouver Police Foundation (VPF). The VPF generously provides the financial support to fund this initiative.
- Members of the VPD Executive and the Diversity & Indigenous Relations Section (DIRS) participated in the annual *Waking of the Canoe Ceremony*, National Indigenous Day (which saw upwards of 3,000 people in attendance), National Indigenous Remembrance Day, and Tribal Journeys with the Squamish Nation.
- The annual *Pulling Together Journey* saw 25 members from the VPD participate in 2017, including 10 youth from the VPD *Cadet Program*, four members of the *Indigenous Cadet Program*, and 10 youth from the Musqueam Nation.
- In 2017, the VPD's Domestic Violence and Criminal Harassment Unit (DVACH) created 5,000 *Safety Awareness For Elders (SAFE)* cards and another 5,000 SAFE magnets. Approximately 3,000 of the cards and 1,150 of the magnets were distributed.
- Over 40 program sessions focusing on elder safety, elder abuse, and community involvement took place through Vancouver's Community Policing Centres (CPCs) in 2017. Such programs include *Scouting Seniors*, neighbourhood awareness circles, and senior's lunches.
- The Financial Crime Unit (FCU) worked to educate elders and the general public regarding elder abuse scams through multiple media avenues including bi-weekly Tweets, website fraud alerts, and Facebook updates.
- The FCU created a link on the VPD's intranet to assist Patrol members in connecting the public to the Office of the Public Guardian and Trustee (OPGT). Incidentally, this partnership between the VPD and the OPGT is the first of its kind in working to protect elders who are at risk of being financially victimized.
- The VPD *Cadet Program* currently has 101 youth participants comprising of 60 new recruits and 41 returning cadets. Ten of the youth in this current cohort are of Indigenous descent. A total of 243 youth have participated in the program since its inception in 2014.
- Throughout the 2017 school year, the *Police Athletic League (PAL)* operated a total of 23 noon hour games at various Vancouver schools, providing positive interactions between VPD members and over 3,000 youth.
- Over 1,380 youth attended *Total Respect of Ourselves and Others (TROO)* and *Being Respectful of Others (BRO)* sessions/presentations at Vancouver area schools in 2017.
- In 2017, over 100 youth participated in *Project Jawani* – a project consisting of dinners and group meetings between VPD members and South Asian youth aged 15-18 years of age.
- The Civil Forfeiture Office (CFO) and the Vancouver Police Foundation (VPF) once again funded the *NewKids Youth Police Academy* which ran its fifth cohort this past fall 2017 with 15 new immigrant youth participating for a 10 week period. The spring session saw 20 youth complete the program. A total of 83 youth have completed this program to-date since its inception in 2015.
- The VPD's search and arrest procedures specific to the needs of transgender people have been finalized and implemented, and disseminated department-wide.
- A total of 600 police and civilian members received Cycle 2 training in 2017 which focused on LGTBQ2S+ issues. The majority of Patrol members have completed this training.
- By December 2017, 371 businesses and organizations were participating in the *SafePlace* program – up from the 200 total participants at the end of 2016.

The following presents a specific status report and measurable performance results pertaining to the **5 Strategies** identified for 2017 in working towards achieving the overall Strategic Goal regarding relationship building.

**2017 Strategy 1: Continue to comprehensively engage with and provide direct support to vulnerable and marginalized women.**

ACTIVITIES		Priority	Dependency	Completion Status
1.1 - Provide one-on-one guidance to vulnerable and marginalized women on how to utilize essential community and social services including obtaining identification; navigating the criminal justice system, and adhering to Ministry requirements, etc.		Critical	None	☒☒☒
1.2 - Improve communication between the VPD and women's support residences and single room occupancy (SRO) building operators.		Important	None	☒☒☒
1.3 - Work to acquire chip-tech equipped cell phones to hand-out to vulnerable and marginalized women for 911 phone call purposes.		Important	None	☒☒☒
1.4 - Distribute decommissioned police notebooks to vulnerable and marginalized women for notetaking and journaling purposes.		Value Added	None	☒☒☐
1.5 - Install cost-effective adhesive blackboards in individual SRO suites for the posting of important reminders.		Value Added	None	☒☒☒
1.6 - Continue to regularly attend <i>SisterWatch</i> meetings.		Critical	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>Continued strengthening of trusting and positive relationships with vulnerable and marginalized women.</li> <li>Increased safety and reporting of violent incidents perpetuated against these women.</li> <li>Improved health and wellness for these women.</li> <li>Reconnection of vulnerable and marginalized women with their friends and family.</li> </ul>		<ul style="list-style-type: none"> <li>Assist at least 300 women in obtaining official provincial identification.</li> <li>Distribute 150 donated cell phones with the latest chip technology.</li> <li>Install adhesive blackboards in 400 SRO suites.</li> <li>Distribute 250 decommissioned police notebooks.</li> </ul>		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>Ongoing VPD participation in important Downtown Eastside (DTES) community events including such as the Women's Memorial March, National Indigenous Day, and <i>SisterWatch</i> program meetings.</li> <li>Four <i>SisterWatch</i> meetings were held in 2017 with a committee comprising of 17 members. This is fewer than 2016 as some past members had to decline attendance in 2017 due to other commitments.</li> <li>A total of 116 calls were accepted on the <i>SisterWatch</i> Tip-line in 2017. Another 53 calls were received from the two direct emergency call boxes labelled with the <i>SisterWatch</i> emblem located in the DTES.</li> <li>The VPD continued to host its popular <i>Lunch with the Chief</i> once every quarter of the year. These events are attended by upwards of 80 VPD members in an effort to further build healthy working relationships and understanding with DTES community members.</li> <li>On a daily basis, the VPD's Sex Industry Liaison Officer provides one-on-one guidance to multiple members of the DTES community.</li> <li>A total of 260 vulnerable women were directly assisted by the Sex Industry Liaison Officer in obtaining official provincial identification, just 40 women short of the target of assisting at least 300 women. Sixty of the 260 woman accessed</li> </ul>		<ul style="list-style-type: none"> <li>It is difficult to deliver programming to vulnerable persons and groups due to commitment issues stemming from multiple obstacles (e.g., addictions, homelessness, etc.).</li> <li>It is difficult to access funding to support high risk transient populations.</li> </ul>		

<p>identification as they were being assisted to leave the sex trade industry through a federal justice grant. The other 200 women accessed identification through the VPF funded program <i>ID4Me</i>.</p> <ul style="list-style-type: none"> <li>o Over 150 modern cell phones have been donated to vulnerable women to assist them in dialling 911 if they find themselves in an emergency situation.</li> <li>o The Sex Industry Liaison Officer installed a total of 400 adhesive blackboards in a number of Single Room Occupancy buildings (SROs) throughout the DTES. These blackboards help keep vulnerable DTES women organized as it helps them create and follow through with goals, remember appointments and important phone numbers, and so forth.</li> <li>o The distribution of 250 decommissioned police notebooks has not yet occurred. This initiative will move forward into 2018.</li> <li>o The Sex Industry Liaison Officer attended weekly drop-in programs at DTES organizations including Boys'R'Us to provide outreach, assistance, and resources to survival sex industry workers of all genders.</li> <li>o The Sex Industry Liaison Officer also continued to work in collaboration with a number of community support service groups in 2017 to assist all vulnerable women in the DTES.</li> <li>o Overall, the VPD has seen increases in positive communication with DTES community support organizations and SROs. This positive communication ultimately increases the safety and security of the most vulnerable community members, particularly women in the DTES.</li> </ul>	
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**2017 Strategy 2: Sustain and foster existing positive relationships with Indigenous communities.**

ACTIVITIES	Priority	Dependency	Completion Status
2.1 - Continue participating in Indigenous cultural and community events such as the annual <i>Pulling Together</i> canoe journey, tribal canoe journey, traditional canoe wakening ceremony, drug awareness, gang awareness forums, as well as the National Indigenous Day event (now officially changed to National Indigenous Peoples' Day) and the Indigenous Remembrance Day event.	Critical	None	☒☒☒
2.2 - Deliver Indigenous Cultural Competency Training to partner agencies such as the Justice Institute of British Columbia (JIBC) and Directions Youth Services (DYS) in order to promote greater knowledge and cultural competencies of individuals that work with Indigenous peoples.	Critical	None	☒☒☒
2.3 - Support Indigenous youth through the <i>Indigenous Cadet Program</i> as well as ongoing VPD attendance at <i>Gathering Our Voices</i> youth forum, Broadway Commercial Youth meetings, and the Musqueam Youth Club.	Important	None	☒☒☒
2.4 - Provide ongoing outreach services with partner agencies such as DYS and Urban Native Youth Association (UNYA).	Critical	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>o Ongoing strengthening of existing relationships with the Indigenous population and associated community partners.</li> <li>o Increase understanding of cultural ceremonies and events through ongoing participation.</li> <li>o Greater overall knowledge and understanding of Indigenous culture among VPD members.</li> <li>o Increased engagement of and safety for at-risk Indigenous populations (including Indigenous youth) through existing programming.</li> </ul>	<ul style="list-style-type: none"> <li>o Attend a minimum of four cultural events per month.</li> <li>o Continually increase the number of community contacts and community partners.</li> <li>o Provide ongoing outreach services at least twice per week.</li> <li>o Ensure the annual participation of at least two Indigenous participants in the VPD <i>Cadet Program</i>.</li> <li>o Increase the total number of Musqueam youth involved in the <i>Indigenous Cadet Program</i>.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ As mentioned above, members of the VPD Executive and DIRS participated in the annual <i>Waking of the Canoe Ceremony</i>, National Indigenous Day (which saw upwards of 3,000 people in attendance), National Indigenous Remembrance Day, and Tribal Journeys with the Squamish Nation.</li> <li>○ The annual <i>Pulling Together Journey</i> saw 25 members from the VPD participate in 2017, including 10 youth from the VPD <i>Cadet Program</i> and four members of the <i>Indigenous Cadet Program</i>.</li> <li>○ As of 2017, there are 10 Indigenous youth participating in the VPD <i>Cadet Program</i>.</li> <li>○ In 2017, four new Indigenous youth completed the <i>Indigenous Cadet Program</i>. A total of 33 Indigenous youth have completed the program since its inception in 2006. Incidentally, last year marked the 10 year anniversary of the program. Eleven of the 33 graduates Cadets have gone on to become regular members of the VPD in either a civilian or sworn capacity.</li> <li>○ The Indigenous Liaison Officer delivered six cultural competency sessions to the JIBC recruits throughout 2017. This is on par with 2016.</li> <li>○ Indigenous youth safety meetings were held once a month in 2017 at the East Van Youth Clinic consisting of up to 30 stakeholders which included VPD DIRS and Youth Services Section (YSS) members.</li> <li>○ Additional Indigenous outreach services were delivered by the VPD through weekly programming including medicine walks, drum-making, hiking, and other cultural and recreational activities. These activities increased in 2017 compared to 2016 due to additional grant from the CFO.</li> <li>○ Cultural events attended monthly by the Indigenous Liaison Officer included Sweat Lodges every Friday and Sunday; the <i>Coho Festival</i> with the Squamish Nation; <i>Lunch with the Chief</i>; Indigenous Head Start pre-school visits; and, so forth. Indigenous cultural event attendance has increased in 2017 due to the Liaison Officer acquiring the title of 'Elder' in relation to many of the events.</li> <li>○ The Musqueam Liaison Officer continues to engage Musqueam youth through their Youth Club. There are consistently 10 youth participating in this Club during the day who are not engaged in structured school programs, while 20 youth consistently participate in the after school and breakfast club programs.</li> <li>○ The Musqueam Liaison Officer also engaged 15 Musqueam youth to participate in addictions awareness workshops throughout 2017 which included multiple presentations by the Odd Squad Productions Society.</li> <li>○ 10 Musqueam youth participated in the <i>Pulling Together Journey</i> in 2017 and 14 youth participated in the <i>Gathering our Voices Conference</i>.</li> <li>○ Of special note, the VPD's Indigenous Liaison Officers both received the Governor General's Sovereign's Medal for their work with the community.</li> </ul>	<ul style="list-style-type: none"> <li>○ At-risk youth require extensive resourcing to maintain engagement, which at many times is beyond the financial and staffing capacity of the VPD.</li> <li>○ The Musqueam Liaison Officer noted that one of the biggest challenges to VPD-related youth program participation is that many Indigenous youth feel that they are already expected to participate in too many other programs.</li> </ul>

**2017 Strategy 3: Ensure the safety of the elderly population through community building and awareness.**

ACTIVITIES	Priority	Dependency	Completion Status
3.1 - Design, create, and distribute SAFE magnets and cards in order to increase awareness and understanding of elder abuse.	<b>Important</b>	<b>None</b>	☒☒☒☒
3.2 - Deliver community safety fairs and safety presentations for the elderly covering a variety of different topics including: personal, pedestrian, apartment, and online safety, as well as elder abuse.	<b>Critical</b>	<b>None</b>	☒☒☒☒
3.3 - Foster community relationships through elder specific initiatives and activities such as neighbourhood circles, seniors' lunches, seniors' graffiti paint-outs, <i>Scouting Seniors</i> , and seniors' fairs.	<b>Critical</b>	<b>None</b>	☒☒☒☒

3.4 - Educate the elderly on common financial scams and provide anti-fraud tips and awareness through social media and the Public Affairs Section as well as through the newly reconfigured VPD Financial Crime website.	Value Added	None	☒☒☒
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STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>○ Increased referrals to the Elder Abuse Unit (EAU).</li> <li>○ Increased public awareness of elder abuse.</li> <li>○ Increased confidence and understanding about personal safety, while improving on community partnerships.</li> <li>○ Decreased likelihood of fraud and financial scams targeting elders, through education and awareness.</li> </ul>	<ul style="list-style-type: none"> <li>○ Distribute 3,000 SAFE braille cards and 5,000 magnets.</li> <li>○ Increase the total annual number of safety presentations and informational sessions from 45 to 55.</li> <li>○ Provide information to the general public on a bi-weekly basis through various platforms to ensure up-to-date information is presented.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ 5,000 SAFE cards were created in 2017 while 3,000 were distributed. 5,000 SAFE magnets were also created and 1,150 were distributed. These materials will continue to be created and rolled out as needed.</li> <li>○ 2017 marked the final year of a 5-year federal grant that allowed CPCs to run elder-based programs like neighbourhood circles, senior's lunches, and <i>Scooting Seniors</i>. The Collingwood CPC led the majority of this elder-centred programming by delivering over 20 presentations and 20 events per year. Many of the presentations were run in Mandarin, Cantonese, and Punjabi.</li> <li>○ The CPCs will continue to deliver elder safety presentations and related events in 2018 and beyond. However, the absence of a federal grant going forward will limit their capacity to deliver equivalent levels of programming as in recent years.</li> <li>○ The VPD's FCU authored 26 tweets for use on social media on a bi-weekly basis throughout 2017. These tweets were designed to engage elders and the general public on financial scams targeting elders. The tweets were updated and modified as necessary throughout 2017 if new scams or important information emerged. Moreover, the information was also posted on the VPD's website for those members of the public that do not use Twitter.</li> <li>○ The FCU also posted two 'fraud stories' on Facebook in order to further educate the elderly population on common financial scams. These stories highlighted the "<i>grandparent scam</i>" as well as scams specifically targeting older aged Chinese populations.</li> <li>○ The FCU further created a link on the VPD's intranet to assist Patrol members in connecting the public to the OPGT. This Office has the authority to take over an elderly person's financial affairs when there is a report or concern that a family member or associated person is taking advantage of that elderly person. The Public Trustee can safeguard this person from being financially victimized while police investigate the issue. As mentioned above, this partnership between the VPD and the OPGT is the first of its kind in working to protect elders who are at risk of being financially victimized.</li> <li>○ Overall, the FCU has seen 2,149 hits to its webpage in 2017.</li> </ul>	<ul style="list-style-type: none"> <li>○ Due to resource constraints, braille cards for the SAFE program were not developed in 2017. This initiative will be revisited in the near future.</li> <li>○ Due to other high risk investigative priorities, only three presentations were delivered by DVACH in 2017 regarding elder safety.</li> <li>○ Though multiple avenues have been used, the FCU has been challenged in reaching all audiences with its financial fraud prevention information. The elderly and certain ethnic populations are particularly difficult to reach as many of them are not technologically inclined. As a result, financial scams are able to continue at quite a high rate, specifically victimizing the elderly and populations where a language barrier exists.</li> <li>○ Overall staffing and financial constraints have limited the CPCs from delivering additional community safety programming.</li> </ul>

**2017 Strategy 4: Develop trust and relationships with youth through outreach, education, and empowerment activities.**

ACTIVITIES	Priority	Dependency	Completion Status
4.1 - Deter gang involvement through initiatives for at-risk youth which combine community, arts, and/or culture (e.g., <i>Project Jawani</i> , <i>RestART</i> and <i>Newkids</i> ).	Important	None	☒☒☒
4.2 - Encourage leadership and skills development through the VPD <i>Student Challenge</i> , VPD <i>Cadet Program</i> , <i>YoBro</i> , and Vancouver School Board (VSB) <i>summer Program</i> .	important	None	☒☒☒

4.3 - Promote wellness through sports and fitness with initiatives such as <i>Streetfront</i> marathon run group, <i>VPD Soccer</i> , <i>KidSport</i> , the <i>Police Athletic League</i> , and <i>Project Breakaway</i> .	<b>Important</b>	<b>None</b>	☒☒☒
4.4 - Encourage dialogue on topics such as mental health, gender violence, and technology misuse through the VPD Mental Wellness <i>Peer-to-Peer Club</i> and through the ' <i>Know</i> ' Means ' <i>No</i> ', <i>Total Respect of Ourselves &amp; Others</i> (TROO), and <i>Being Respectful of Others</i> (BRO) initiatives.	<b>Critical</b>	<b>None</b>	☒☒☒
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>	
<ul style="list-style-type: none"> <li>○ Increased connectivity to the community and enhanced positive relationships between police and at-risk youth.</li> <li>○ Fostered growth, confidence, independence, and leadership in youth.</li> <li>○ Increased civic engagement and healthy lifestyles through active participation in sports.</li> <li>○ Educated and empowered youth by providing information and safe space for discussion.</li> <li>○ Youth will be engaged in healthy lifestyles and athletic activities.</li> </ul>	<ul style="list-style-type: none"> <li>○ Provide weekly engagement opportunities to various at-risk youth populations through ongoing programming;</li> <li>○ Continued to engage youth to become recruits for VPD policing, CSP programming, and Jail guards based on participation in programming.</li> </ul>		
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>	
<ul style="list-style-type: none"> <li>○ <i>Project Jawani</i> held 11 events in 2017 with 145 youth participating.</li> <li>○ The <i>RestART</i> program runs once a year with 8-12 Indigenous youth participating in each workshop. The workshop brings police members together with artistic youth who have been involved in criminal activity. These youth learn about restorative justice and the impact that graffiti has on the community. Artwork created by the <i>RestART</i> participants have been featured on electrical boxes throughout the city.</li> <li>○ The VPD <i>Cadet Program</i> currently has 101 youth participants (60 new recruits and 41 returning Cadets. A total of 243 youth have gone through the program since its inception in 2014.</li> <li>○ Three former VPD Cadets have since been hired on by the VPD as Community Safety Personnel (CSPs). One of those CSPs is currently in the process of applying to be a sworn VPD officer.</li> <li>○ The 2017 <i>Student Challenge</i> featured 48 student participants from various secondary schools in Vancouver, the same number of students as in 2016. Upwards of 25 alumni from this program have gone on to work in some form of law enforcement capacity with 18 of those being hired as members of the VPD.</li> <li>○ PAL operated 23 “noon hour games” at various elementary schools in 2017, whereby VPD members interacted positively with upwards of a total of 3,000 youth.</li> <li>○ In 2017, over 1,380 youth attended TROO and BRO sessions/presentations at various elementary schools following PAL games. Over 125 professionals (i.e., teachers and social workers) attended special presentations of TROO/BRO.</li> <li>○ The <i>NewKids</i> Program ran its 5<sup>th</sup> cohort this past fall of 2017, with 15 youth participating for 10 weeks. The spring 2017 cohort saw 20 participants complete the program with both cohorts being mentored by multiple police members throughout the VPD. This program continues to gain provincial notoriety with thanks to the CFO and the VPF for their continued financial support. To-date, 83 new immigrant youth have completed <i>NewKids</i>.</li> <li>○ 2017 saw the <i>Streetfront</i> Marathon Running Group meet three times a week and participate in 3-4 marathons. This program engages 30–35 at-risk kids from the DTES and Britannia Secondary School. They annually participate in the Seattle full and half marathons, the Scotiabank Vancouver half marathon, and have trained in 2017 in preparation to head to the Boston Marathon in 2018.</li> <li>○ The <i>YoBro</i> initiative delivered more than 12 curriculum-driven programs in Vancouver junior high schools in 2017. A total of 25-30 youth participated in each session which focus on developing physical and mental strength, flexibility, and agility through a specific set of martial arts skills.</li> </ul>		<ul style="list-style-type: none"> <li>○ Other operational priorities and staffing constraints limit VPD member participation in additional youth outreach activities.</li> </ul>	

<ul style="list-style-type: none"> <li>The “<i>Know Means No</i>” program operates four times a year for five weeks, with 40 female youth participants. This program works with girls to educate them on healthy relationships. Through these workshops, girls learn how to identify risky relationships and situations as well as violence prevention and self-defence.</li> </ul>			
<b>2017 Strategy 5: Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2s+ issues in policing.</b>			
<b>ACTIVITIES</b>	<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
5.1 - Ongoing VPD participation on the LGBTQ2S+ Advisory Committee.	<b>Critical</b>	<b>None</b>	☒☒☒☒
5.2 - Provide resources and training for VPD members and other agencies on LGBTQ2S+ issues, specifically transgender issues in policing and the implementation of transgender policy.	<b>Critical</b>	<b>None</b>	☒☒☒☒
5.3 - Continue expanding the <i>Safe Place</i> program on a local, provincial, and national level with businesses and schools.	<b>Important</b>	<b>None</b>	☒☒☒☒
5.4 - Translate the “ <i>Walk with Me</i> ” video into other languages to increase accessibility to the diverse populations of Metro Vancouver.	<b>Important</b>	<b>None</b>	☒☒☒☒
5.5 – Work to implement the recommendations of the <i>Trans-Gender Variant and Two-Spirit Inclusion</i> document to ensure inclusive and equitable treatment of transgender individuals in the day-to-day operations of the VPD and all other City departments.	<b>Critical</b>	<b>None</b>	☒☒☒☒
<b>STATED OUTCOMES</b>	<b>PROJECTED PERFORMANCE TARGETS</b>		
<ul style="list-style-type: none"> <li>Improved best practices when serving the LGBTQ2S+ community and increase understanding of transgender issues within policing.</li> <li>Increased awareness the <i>Safe Place</i> program including the number of participating businesses.</li> <li>Greater awareness of LGBTQ2S+ issues while promoting understanding and education across different populations.</li> <li>The VPD’s working environment will be one of inclusion and equality for all individuals regardless of sex and gender.</li> </ul>	<ul style="list-style-type: none"> <li>100% VPD attendance at quarterly committee meetings and increase community committee membership from six to eight people.</li> <li>Finalize revisions to VPD search and arrest procedures specific to the needs of transgender people.</li> <li>Successful completion of Cycle 2 training for members with emphasis on LGBTQ2S+ and transgender issues.</li> <li>Double the number of businesses participating in <i>SafePlace</i> from 200 to 400.</li> <li>Finalize VPD policy surrounding interactions with transgender individuals.</li> </ul>		
<b>PERFORMANCE RESULTS</b>	<b>CHALLENGES</b>		
<ul style="list-style-type: none"> <li>The VPD’s LGTBQ2S+ Liaison Officer attended three meetings of the City of Vancouver’s (CoV’s) LGTBQ2S+ Advisory Committee in 2017. Fifteen people sit on this committee from different organizations from around the city.</li> <li>The VPD’s search and arrest procedures specific to the needs of transgender people have been finalized and implemented. All VPD members, including jail staff, have been educated on these procedures.</li> <li>The VPD’s policy surrounding interactions with transgender individuals has been finalized and implemented, and disseminated throughout the Department.</li> <li>A total of 600 police and civilian members have been trained on LGTBQ2S+ and transgender issues in 2017 through Cycle 2 training. As of 2017, all VPD Patrol members have completed this training.</li> <li>The Trans Focus and Equity Labs Groups have completed a consultation process with the VPD and all CoV Departments resulting in four recommendations provided. The LGTBQ2S+ Liaison Officer is currently working to implement these recommendations at the VPD.</li> <li>Trans-inclusive bathroom signs have been placed in all publicly accessible areas in every VPD facility.</li> <li>To-date, there have been 57,795 views of the VPD’s <i>Walk with Me</i> video and 2,981 views of the <i>SafePlace</i> video.</li> </ul>	<ul style="list-style-type: none"> <li>None noted.</li> </ul>		



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| <ul style="list-style-type: none"><li>○ A request for funding has been submitted in order to subtitle the <i>Walk with Me</i> video into other languages using the services of the external agency MOSAIC.</li><li>○ As the RCMP has decided to utilize the “<i>Walk with Me</i>” video as a national training model, they are currently in the process of captioning this video in French.</li><li>○ Upwards of 371 businesses and organizations are participating in the <i>SafePlace</i> program as of the end of 2017. A total of 276 organizations and business signed up with <i>SafePlace</i> in 2017, a considerable increase from the 95 total participants as of the end of 2016.</li></ul> |  |
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**Strategic Goal: Strengthen mental health programs and processes**  
**Champion – Inspector Lynn Nofle and Inspector Howard Tran**

**2017 STRATEGIC GOAL OVERALL HIGHLIGHTS**

- The VPD continues to be a leader in police response to mental health issues in Canada and North America.
- VPD mental health related programs and processes draw considerable attention and have served as models for other police and healthcare agencies.
- The VPD was able to meet many of the targets for each of its four key 2017 strategies relating to mental health.

*The following presents a specific status report and measurable performance results pertaining to the 4 Strategies identified for 2017 in working towards achieving the overall Strategic Goal regarding mental health.*

**2017 Strategy 1: Continue to focus on youth mental health in schools and in the community with awareness campaigns.**

ACTIVITIES	Priority	Dependency	Completion Status
1.1 - Continue to work with the Vancouver School Board (VSB) to develop and deliver youth mental health awareness material and tools to students and staff.	Important	None	☒☒☒
1.2 - Expand the 'peer-to-peer' mental wellness project piloted at David Thompson Secondary School to additional VSB schools.	Critical	1.3	☒☒☒
1.3 - Facilitate external subject matter experts to present on anxiety, depression, and eating disorders to VSB students.	Value Added	1.2	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>o Greater awareness of mental illness among School Liaison Officers (SLOs), staff, and students at VSB schools.</li> <li>o Youth, staff, and parents more likely to seek help for mental illness.</li> <li>o De-stigmatization of youth mental illness among students, staff, and parents.</li> </ul>	<ul style="list-style-type: none"> <li>o The delivery of mental health awareness tools to all Vancouver high schools.</li> <li>o Establish two additional 'peer-to-peer' mental wellness programs.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o The VPD has partnered with the Canadian Mental Health Association Vancouver-Fraser Branch, VSB, and Vancouver Coastal Health (VCH) to work on delivering mental health awareness tools to all Vancouver high schools.</li> <li>o Funding secured from the Vancouver Police Foundation (VPF) and the City of Vancouver (CoV) for the 'peer-to-peer' training to be formalized as the <i>Here4Peers</i> and <i>FUNdaMENTALS</i> programs. <i>Here4Peers</i> trains high school aged trainers to deliver <i>FUNdaMENTALS</i> mental health literacy workshops to elementary students. The curriculum for these programs has been developed and beta tested.</li> <li>o VPD SLOs and VSB staff and students have become much more aware of mental health issues. They also recognize the need to dedicate further resources to deal with these issues.</li> </ul>	<ul style="list-style-type: none"> <li>o Child and youth mental health is an emerging issue for all stakeholders.</li> <li>o Ensuring sufficient staffing to support the expansion of mental health programming to all VSB schools will be an ongoing challenge.</li> </ul>

**2017 Strategy 2: Implement a tele-triage project in partnership with St. Paul's Hospital (SPH) that enables remote off-site mental health assessments of clients.**

ACTIVITIES	Priority	Dependency	Completion Status
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2.1 - Implement a pilot project with Patrol and BET members.	<b>Critical</b>	<b>None</b>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2.2 - Evaluate the results of the pilot.	<b>Critical</b>	<b>2.1</b>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2.3 - Report-back to stakeholders, with recommendations for further expansion if the pilot is successful.	<b>Important</b>	<b>2.1 &amp; 2.2</b>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>	
<ul style="list-style-type: none"> <li>Reduction in unnecessary Section 28 <i>Mental Health Act</i> (MHA) apprehensions and hospital emergency usage.</li> <li>Improved patient outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>95% of clinical decisions made using tele-triage align with the in-person hospital assessments.</li> <li>15% reduction in Section 28 apprehensions of the cohort that met criteria for discharge from hospital after an initial assessment.</li> </ul>		
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>	
<ul style="list-style-type: none"> <li>Six tele-triage assessments have been completed.</li> <li>The first of three Plan, Do, Study, Act (PDSA) Cycles has been completed.</li> <li>The Simon Fraser University (SFU) Centre for Applied Research on Mental Health &amp; Addiction (CARMHA) has completed the evaluation of PDSA Cycle 1 and provided feedback on how to proceed with Cycle 2.</li> <li>The findings of the Cycle 1 evaluation resulted in expansion of the PDSA program to all four VPD Patrol Districts; greater partnership between the VPD and the BC Ambulance Service; and, relocation of the project from St. Paul's Hospital to Vancouver General Hospital (VGH) Access &amp; Assessment Centre.</li> </ul>		<ul style="list-style-type: none"> <li>It has been a challenge to link tele-triage trained officers with Section 28 MHA calls for service that meet the tele-triage criteria.</li> <li>There is a limited availability of physicians trained and available to deliver the tele-triage service.</li> </ul>	
<b>2017 Strategy 3: Work with external partners to develop and implement the Hub and the VPF Transitional Centre at SPH.</b>			
<b>ACTIVITIES</b>		<b>Priority</b>	<b>Dependency</b>
3.1 - Establish a memorandum of understanding (MOU) between all partners.		<b>Critical</b>	<b>None</b>
3.2 - VPD to support SPH to operationalize the Hub.		<b>Important</b>	<b>3.1</b>
3.3 - VPD to support SPH to operationalize the VPF Transitional Centre.		<b>Critical</b>	<b>3.1</b>
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>	
<ul style="list-style-type: none"> <li>Reduced hospital wait-times and re-admission.</li> <li>Increased capacity of SPH emergency department to deliver emergency and trauma care.</li> <li>Improved patient experience in SPH emergency waiting area.</li> <li>Increased patient connection to community health services.</li> <li>Improved quality of life for mentally ill patients.</li> <li>Reduced VPD calls for service relating to mentally ill and seriously addicted patients discharged from SPH.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in average hospital wait-times at SPH to 45 minutes.</li> <li>50% reduction in patient re-admission to hospital post discharge from the Hub and VPF Transitional Centre.</li> <li>An overall reduction in patient victimization and patient involvement with the criminal justice system post discharge from the VPF Transitional Centre.</li> <li>50% increase in engagement with community health services post discharge from VPF Transitional Centre.</li> </ul>		
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>	
<ul style="list-style-type: none"> <li>The MOU has been established between the VPD, VPF, CoV, Providence Health Care (PHC), and the SPH Foundation.</li> <li>The clinical Hub at SPH is expected to be operational by the middle of February 2018.</li> <li>The VPF Transitional Care Centre at SPH is expected to be operational by mid-2018.</li> </ul>		<ul style="list-style-type: none"> <li>The Hub and Transitional Centre were not operational in 2017 due to construction delays.</li> <li>As a result of the delays, performance results are not yet available in relation to above stated 2017 projected performance targets.</li> </ul>	

<ul style="list-style-type: none"> <li>The VPD participates in ongoing project meetings related to the Hub and Transitional Care Centre at SPH.</li> </ul>				
<b>2017 Strategy 4: Continue to collaborate with health partners to reduce mental health apprehensions and hospital wait-times, and to improve patient care.</b>				
<b>ACTIVITIES</b>		<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
4.1 - VPD to chair the Vancouver Mental Health & Addiction Collaborative Meeting.		<b>Important</b>	<b>None</b>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
4.2 - Work with Vancouver General Hospital (VGH) and SPH to implement a shared transfer protocol between the Emergency and Psychiatry departments to expedite physician assessments.		<b>Important</b>	<b>None</b>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
4.3 - Participate in hospital Patient Flow Meetings.		<b>Important</b>	<b>None</b>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
4.4 - Support the VGH Access and Assessment Centre (AAC) model and the development of the Psychiatric Emergency Assessment Triage Unit (PEAT).		<b>Important</b>	<b>None</b>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>		
<ul style="list-style-type: none"> <li>Reduced hospital wait-times.</li> <li>Reduced Section 28 Mental Health Act apprehensions.</li> <li>Improved communication between stakeholders resulting in improved transition and patient care.</li> </ul>		<ul style="list-style-type: none"> <li>5% reduction in <i>Section 28</i> apprehensions.</li> <li>Reduction in average hospital wait-times at SPH to 45 minutes, and at VGH/AAC to 50 minutes.</li> </ul>		
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>		
<ul style="list-style-type: none"> <li>The AAC moved to the new Segal Centre in 2017. Average wait-times at the AAC decreased by 14 minutes in 2017 (from an average of 74 minutes in 2016 to an average of 60 minutes in 2017) setting the lowest wait-time average of all Vancouver facilities for 2017.</li> <li>Average wait-times for VGH as a whole decreased by 4 minutes in 2017 (from an average of 80 minutes in 2016 to an average of 76 minutes in 2017).</li> <li>Average wait-times for SPH decreased by 8 minutes in 2017 (from an average of 79 minutes in 2016 to an average of 71 minutes in 2017).</li> <li>PEAT is expected to be operational in February 2018.</li> <li>Section 28 apprehensions decreased by 1.1% in 2017 compared to 2016.</li> <li>All apprehensions increased by 1% in 2017 (4,802 total mental health apprehensions in 2017 compared to 4,552 in 2016).</li> </ul>		<ul style="list-style-type: none"> <li>In addition to mental health and addiction-related admissions, there has been an overall increasing volume of total admissions to hospital emergency departments.</li> </ul>		

**Strategic Goal: Fight violent crime and its causes**  
**Champion – Superintendent Mike Porteous**

**2017 STRATEGIC GOAL OVERALL HIGHLIGHTS**

- The violent crime rate increased by 1.9% in 2017 compared to 2016.
- Incidents of shots fired within Vancouver increased slightly to 31 from 26 in 2016 while culpable homicides went from 12 in 2016 to 19 in 2017. Of interest, 12 of those 19 homicides that occurred in 2017 have been solved.
- Considerable community outreach efforts to increase public awareness of violent crime prevention initiatives continued in 2017 which included strategic media campaigns in relation to *Taskforce Tourniquet*. This Taskforce is central to the current collaborative and communication-sharing efforts between local agencies to suppress and disrupt violent gang-related activity.
- *Taskforce Tourniquet* has resulted in 16 individuals receiving 48 charges including conspiracy to commit a criminal offence as well as various drugs and gun-related charges. Two kilograms of fentanyl has been seized to-date along with 23 firearms. Although gang-related violence is currently peaking across Metro Vancouver, the ongoing efforts of *Taskforce Tourniquet* are expected to mitigate, suppress, disrupt, and ultimately address this escalated activity.
- There was a 6.6% decrease in sexual assaults (including sexual interference) in Vancouver in 2017; however, total sexual offences increased by 2.0%.
- Reported incidents of “Luring Child Via Computer” saw a significant increase from six in 2016 to 18 in 2017. This increase is largely attributed to the efforts of *Project Sodor* which has uncovered many of these incidents and has subsequently resulted in a number of charges laid in 2017. The investigation is ongoing and the identification of further victims is anticipated.
- Bank robberies decreased from 68 in 2016 to 52 in 2017. The 52 bank robberies in 2017 included nine series along with nine arrests related to those series.

*The following presents a specific status report and measurable performance results pertaining to the 3 Strategies identified for 2017 in working towards achieving the overall Strategic Goal regarding violent crime.*

**2017 Strategy 1: Increase the number of businesses participating in the *Barwatch* and *Restaurant Watch* programs.**

ACTIVITIES		Priority	Dependency	Completion Status
1.1 - The Gang Crime Unit will conduct outreach to expand the <i>Barwatch</i> and <i>Restaurant Watch</i> programs and increase the number of businesses with ‘special agreements’.		<b>Critical</b>	<b>None</b>	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>○ Enhanced communication between police and bar/restaurant owners.</li> <li>○ The criminal element will have fewer venues to gather in the city of Vancouver, thereby enhancing community safety.</li> </ul>		<ul style="list-style-type: none"> <li>○ Increase the total number of businesses signed onto <i>Barwatch</i> and <i>Restaurant Watch</i>.</li> <li>○ Increase the total number of businesses that have entered into a ‘special agreement’ with the VPD.</li> </ul>		
PERFORMANCE RESULTS			CHALLENGES	
<ul style="list-style-type: none"> <li>○ The VPD continues to actively promote the <i>Barwatch</i> and <i>Restaurant Watch</i> programs as well as ‘Special Agreements’, as these partnerships continue to be valuable proactive and cost-effective suppression tools. Gang-related checks and ejections in and around bars and restaurants throughout Vancouver have been key measures to suppressing gang violence.</li> <li>○ An additional 25 establishments have signed up with the <i>Barwatch</i> program in 2017 while 67 more establishments have signed onto <i>Restaurant Watch</i>. Some of the more notable establishments having joined in 2017 include the Wall Centre, the St-Lawrence Restaurant, the Trump Tower, and Parq Casino (which contains 5,000 liquor seats).</li> </ul>			<ul style="list-style-type: none"> <li>○ The ongoing expansion of liquor seats throughout the downtown core continues to challenge the workload of the VPD’s Gang Crime Unit (GCU) officers responsible for conducting gang-related checks and ejections.</li> </ul>	

**2017 Strategy 2: Enhance information sharing between the VPD's Major Crime Section (MCS), Organized Crime Section (OCS), and Patrol, as well as with other regional police agencies.**

ACTIVITIES		Priority	Dependency	Completion Status
2.1 - Develop an information-sharing platform/protocol between MCS, OCS, and Patrol, as well as with other local police agencies.		Critical	None	☒☒☒
2.2 - Based on the sharing of intelligence, initiate short-term enforcement projects against targeted violent drug traffickers/organized crime members.		Critical	2.1, 3.1 & 3.2	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>The sharing of information between MCS, OCS, and Patrol will increase the real-time intelligence available to OCS investigators to help target violent criminal associated to the drug trade.</li> <li>The unlawful activities of organized crime groups will be disrupted through drug investigations, before violent crimes are committed.</li> <li>Violent drug traffickers/organized crime members will be targeted and arrested through increased cooperation between VPD sections as well as between the VPD and local police partners.</li> </ul>		<ul style="list-style-type: none"> <li>During the course of a major crime investigation, MCS investigators are to gather and share all relevant organized crime intelligence with OCS investigators and with Patrol if applicable.</li> <li>During the course of an organized crime investigation, OCS investigators are to gather and share any intelligence that may be of interest to MCS.</li> <li>Overall decrease in acts of violent crime committed by organized crime members.</li> </ul>		
PERFORMANCE RESULTS			CHALLENGES	
<ul style="list-style-type: none"> <li>Throughout 2017, ongoing information-sharing has occurred between Patrol, OCS, and MCS on gang-related targets. For example, OCS undertook <i>Project Tinker</i> to target fentanyl trafficking outside safe injection sites. Activities and updates associated to this project have been regularly shared with Patrol and MCS.</li> <li>MCS developed a standardized file synopsis template that is shared amongst investigative sections and distributed to Patrol when significant events occur. MCS is also more regularly sharing information with the Human Source Handling Unit (HSU) with regards to informants and agents.</li> <li>OCS has adopted MCS's significant file reporting system and also distributes a standardized file synopsis template when significant events occur.</li> <li>A number of short-term enforcement projects have been initiated against targeted violent drug traffickers/organized crime members based on intelligence-sharing between OCS, MCS, and Patrol.</li> <li>OCS and MCS regularly shared organized crime intelligence with Patrol and engaged Patrol members in a number of organized crime projects throughout 2017. For example, MCS worked closely with Patrol on a violent kidnapping investigation where the suspects were located and arrested on numerous charges in multiple jurisdictions across Canada. This crime group is believed to be responsible for at least two other kidnappings in Metro Vancouver.</li> <li>Normal protocol for these short-term follow-up projects is to quickly coordinate resources among various VPD units. For example, <i>Project Saviour</i> was initiated in the Joyce SkyTrain area involving the quick deployment of Special Investigation Section (SIS), Strike Force, Forensic Investigation Section (FIS), and Patrol members. After approximately one week, the targeted subject was identified, arrested, and remanded on multiple sex assault and firearms related offences. The subject turned out to be HIV positive.</li> <li>The Operational Division works to ensure that the Investigative Division is made aware of Patrol Operational Plans so that effective de-confliction occurs with ongoing major investigations.</li> <li>The VPD's Counter Exploitation Unit (CEU) received information regarding two male suspects robbing female sex trade workers at apartments in Vancouver, Burnaby, Richmond, and Surrey. Suspects were identified by MCS, resulting in the exposure of an international sex trade and human trafficking "boss". Liaison with other agencies and advocacy groups is ongoing.</li> </ul>			<ul style="list-style-type: none"> <li>Obtaining additional human resources to supplement investigative staff during major investigations, as these files consume significant resources.</li> <li>Given heavy call and file loads across the VPD, maintaining constant communication between Divisions is a challenge. For instance, ensuring that the Investigative Division is aware of Operational Plans developed in Patrol is a particular challenge.</li> <li>Given heavy investigative workloads coupled with varying schedules and local priorities, maintaining ongoing communication, collaboration, and disclosure with all partner agencies is a considerable challenge.</li> </ul>	

<ul style="list-style-type: none"> <li>○ As part of <i>Taskforce Tourniquet</i>, <i>Project Regionalize</i> involves a bi-weekly information sharing teleconference on gang crime files and on gang members involved in the Lower Mainland Gang Conflict (LMDGC).</li> <li>○ Daily <i>Taskforce Tourniquet</i> overnights synopsis reports detailing all proactive checks of all gang members involved in the LMDGC are disseminated among all local police partners.</li> <li>○ Live updates are provided to all regional police agency managers via email distribution for all significant LMDGC events (i.e., murders, shootings, and assaults) as they occur.</li> </ul>	
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**2017 Strategy 3: Strategically target high risk violent offenders utilizing a proactive approach.**

ACTIVITIES	Priority	Dependency	Completion Status
3.1 - Create dedicated project teams to monitor the activity of, and to proactively target (when strategically appropriate), identified organized crime group members.	Critical	2.1	☒☒☒
3.2 - Gather and use real-time intelligence to interdict and prevent violent offences such as shootings, assaults, drug robberies, home invasions, kidnappings, and murders.	Critical	2.2	☒☒☒
3.3 - Continue to make asset referrals to the Civil Forfeiture Office (CFO) from investigations that have been conducted across the VPD.	Critical	None	☒☒☒
3.4 - Ongoing OCS guidance to other VPD members on civil forfeiture processes and related investigations.	Important	3.3	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>○ Incarceration of key members of targeted organized crime groups will disrupt their unlawful activities, including their ability to use violence as a means of resolving internal and external conflicts.</li> <li>○ The seizure of drugs, weapons, currency, and vehicles from targeted organized crime groups will further hinder and disrupt their operations.</li> <li>○ Dedicated project team officers will gain valuable experience/skills that will ensure succession as senior investigators move on. Those members who aspire to Team Commander Accreditation will gain valuable experience in advanced investigative techniques.</li> <li>○ Success on a large scale project can lead to increased job satisfaction, performance, and morale.</li> <li>○ Development of Patrol members through exposure to investigative projects.</li> <li>○ Overall reduced gang violence and enhanced public safety.</li> </ul>	<ul style="list-style-type: none"> <li>○ Target and incarcerate identified violent groups at regular intervals or as required to quell violent crime cycles.</li> <li>○ Run projects on targeted organized crime groups upon receipt of credible human source or other information.</li> <li>○ Continue to utilize forfeiture on all organized crime investigations.</li> <li>○ Further increases in the value of assets referred to the CFO.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ The VPD continues to strategically deploy resources based on advanced crime analysis techniques. Real-time intelligence is being used on an ongoing basis to interdict and prevent violent offences.</li> <li>○ The GCU increased police presence in geographical areas where extreme gang violence is expected.</li> <li>○ A number of dedicated project teams were created in 2017 to monitor the activity of and proactively target identified organized crime groups. Many of these project teams were created under the umbrella of <i>Taskforce Tourniquet</i>. <ul style="list-style-type: none"> <li>● One of the joint forces <i>Taskforce Tourniquet</i> projects involving the VPD and the Combined Forces Special Enforcement Unit (CFSEU) resulted in the complete dismantling of a prominent crime group. The initiative involved the interruption of a series of violent crimes with charges being recommended against eight individuals.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Overall staffing issues impact the VPD's ability to conduct proactive policing initiatives. This limitation has been overcome and mitigated by partnering with other police agencies. However, joint regional or multijurisdictional projects contain considerable communication challenges given</li> </ul>

<ul style="list-style-type: none"> <li>• A VPD led project resulted in the dismantling of another crime group. Two kilograms of fentanyl and eight firearms were seized. A total of 36 charges have been recommended against eight individuals.</li> <li>• Another VPD led project resulted in the arrest of two individuals with ties to an organized crime group. Charges have been approved against the two individuals for the possession of 14 firearms.</li> <li>• A third VPD led project resulted in the seizure of 26 kilograms of drugs, including two kilograms of fentanyl. Charges are being recommended against two individuals, one of whom is linked to an organized crime group.</li> </ul> <ul style="list-style-type: none"> <li>○ The VPD is a leading contributor in referring assets to the BC Civil Forfeiture Agency (CFO). The total estimated value of assets recommended to the CFO from VPD investigations in 2017 was \$21,636,500 from 286 VPD Investigations. This represents a considerable increase from the 2016 total of \$14.1 million and the 2015 total of \$13 million.</li> <li>○ Sixteen VPD members participated in the “Offence related Property Training Course” in May of 2017. In addition, OCS has been routinely delivering asset forfeiture workshops to Patrol Teams.</li> </ul>	<p>the various command structures, hierarchies, and varying priorities of all agencies involved. Joint Forces Operations Team Commanders and Monitoring Officers are put in place to help mitigate these communication issues.</p> <ul style="list-style-type: none"> <li>○ Recent sharp increases in the demand for service of front-line VPD members relating to protests, disorder issues, and drug overdose medical interventions have impacted the ability of front-line officers to engage in project work.</li> <li>○ The VPD is looking to better strategically implement its ongoing violence prevention public awareness campaigns in order to maximise the desired positive impacts they have on the community.</li> </ul>
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**Strategic Goal: Combat property crime and its drivers**  
**Champion – Superintendent Michelle Davey**

**2017 STRATEGIC GOAL OVERALL HIGHLIGHTS**

- The property crime rate dropped by 1.9% in 2017 as compared to 2016.
- Targeted VPD efforts resulted in significant reductions in residential and commercial break and enter incidents (20% and 17% decreases respectively).
- The VPD will continue to concertedly target theft-from-auto offences in 2018, which saw a 1% increase in 2017 over 2016.
- The full implementation of predictive policing continues to be a focus with adjustments to the system being made in early 2018 and different deployment models being considered. 2017 marked the roll-out of this program to Patrol with access to the technology via all mobile data terminals in each police car.
- The criteria for tracking chronic offenders was revamped in 2017, and the focus will shift in 2018 to marrying enforcement tactics with support resources at the Downtown Community Court (DCC).

*The following presents a specific status report and measurable performance results pertaining to the 5 Strategies identified for 2017 in working towards achieving the overall Strategic Goal regarding property crime.*

**2017 Strategy 1: Develop more robust processes within the Chronic Offenders Unit (COU) to target the most prolific offenders responsible for the majority of the property crime.**

ACTIVITIES		Priority	Dependency	Completion Status
1.1 - Undertake improved coordination of target selection for surveillance teams, ensuring the highest risk chronic offenders are investigated in the first instance, immediately upon their release from custody.		Critical	None	☒☒☒☒
1.2 - Identify and proactively target two 'chronic offenders of the month' that are responsible for theft-from-auto as well as break and enter crimes.		Important	1.1	☒☒☐☐
1.3 - Creation of a Chronic Offenders Suppression Team (COST) within the General Investigations Section (GIS).		Value Added	None	☒☐☐☐
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>○ The strategic targeting of chronic property crime offenders.</li> <li>○ Improved intelligence within GIS to inform surveillance and investigation teams, along with Patrol, on the activities of chronic offenders when they are out of custody.</li> </ul>		<ul style="list-style-type: none"> <li>○ Achieve a 5% reduction in property crimes associated to the most prolific property crime offences – specifically, theft-from-auto, commercial break and enter, and residential/other break and enter.</li> <li>○ Achieve a 20% increase in the number of chronic offenders targeted by surveillance from the Street Crime Enforcement Unit and Strike Force.</li> </ul>		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>○ Commercial break and enters decreased by 20% in 2017 while residential/other break and enters decreased by 17%.</li> <li>○ Theft-from-auto incidents increased by 1% in 2017 over 2016.</li> <li>○ The selection criteria for chronic offenders was refined in 2017; and the VPD will work in 2018 to align these changes with the criteria used by the Downtown Community Court.</li> <li>○ Overall, GIS has become better informed with respect to chronic offenders due to changes in offender type and monitoring criteria. Going forward, with the addition of dedicated GIS surveillance units in 2018, the VPD will be better able to identify and target chronic offenders by directly monitoring their out of custody criminal activities.</li> </ul>		<ul style="list-style-type: none"> <li>○ Staffing vacancies in GIS prevented the creation of the COST as per <i>Activity 1.3</i>. However, the COU shifted to a more proactive approach by directly targeting specific offenders through curfew checks and field interviews.</li> <li>○ With no dedicated surveillance team(s) assigned to GIS in 2017, it was difficult to fully target certain offenders. Therefore, the projected performance target to increase chronic offender surveillance by</li> </ul>		

	<p>20% was not met, and <i>Activity 1.2</i> was also not fully undertaken. In 2018, dedicated surveillance teams will be assigned to GIS to ameliorate these challenges.</p> <ul style="list-style-type: none"> <li>o Property crime cycles are frequently dependent on addiction cycles which are difficult to predict.</li> </ul>
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**2017 Strategy 2: Engage in multiple short-term investigation projects targeting theft-from-auto offences and those individuals responsible for the movement of stolen goods.**

ACTIVITIES	Priority	Dependency	Completion Status
2.1 - Complete an operational plan to guide the undertaking of two-day projects focusing on theft-from-auto and other theft offences.	Important	1.2	☒☒☒
2.2 - Utilize GPS/Rfid technology to track the movement of stolen property and target 'fences' who are responsible for the large-scale movement of stolen goods on the black market.	Important	None	☒☒☒
2.3 - Enhance theft prevention messaging and related community awareness through a coordinated marketing and social media campaign.	Value Added	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>o Proactive operational policing projects that involve personnel from the Property Crime Support Unit and Patrol will target high crime areas to reduce the incidences of theft.</li> <li>o Expanded use of GPS/Rfid technology to facilitate the success of short-term policing projects.</li> <li>o The closure of illegal fencing operations to curtail the movement of stolen goods.</li> <li>o Proactive media campaign will better inform the community and prevent future crimes of this nature.</li> </ul>	<ul style="list-style-type: none"> <li>o Conduct a total of 15 two-day theft-from-auto and/or other theft projects throughout the year.</li> <li>o Achieve a 10% reduction in theft-from-autos, within the geographic proximity of each project.</li> <li>o The identification of six 'fences' of stolen property, and the subsequent termination of their illegal enterprise</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o Numerous theft-from-auto projects were conducted throughout the year, primarily by Patrol members. These efforts culminated in a two-week project in December that saw 26 arrests, 12 warrant arrests, and 128 charges forwarded to Crown.</li> <li>o Five large-scale investigations were conducted by the Property Crime Support Unit (PCSU) resulting in charges recommended against 14 people; the recovery of \$1,297,600 in stolen property; and, the recovery of seven vehicles, one residence, and one commercial property seized for civil forfeiture proceedings.</li> <li>o The most successful project undertaken in 2017 was <i>Project Loan</i>. This investigation involved targeting four businesses in Vancouver engaged in the trade of stolen goods for cash/drugs. \$560,000 in stolen goods was seized along with three vehicles and one commercial property. In addition, three business licences were suspended while a fourth business was closed.</li> <li>o A total of 13 public affairs campaigns were undertaken in 2017 focussing on property crime prevention and raising awareness of typical property crime that occurs in the city of Vancouver. For example, several campaigns were geared at not leaving any valuables visible in vehicles while others were aimed at bicycle security.</li> </ul>	<ul style="list-style-type: none"> <li>o None noted.</li> </ul>

<ul style="list-style-type: none"> <li>o Portable public message boards were acquired thanks to the generous sponsorship of the Vancouver Police Foundation (VPF). They were used on an almost weekly basis with much of the messaging geared towards property crime prevention such as not leaving anything of value in a vehicle as part of the “<i>Are you helping thieves</i>” campaign. These boards were particularly used during the Christmas season to raise awareness of increased thefts from Christmas shoppers.</li> </ul>				
<b>2017 Strategy 3: Continue to work with the City of Vancouver (CoV) staff to develop amendments to building permits and licences to regulate the installation of crime prevention security measures.</b>				
<b>ACTIVITIES</b>		<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
3.1 - Collaborate with CoV staff to amend building permits and licencing requirements, to target-harden new residential and commercial construction.		<b>Value Added</b>	<b>None</b>	☒☒☒
3.2 - Develop requirements for specific security measures required for all new construction and renovation permits.		<b>Value Added</b>	<b>None</b>	☒☒☒
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>		
<ul style="list-style-type: none"> <li>o Improved security measures for residential doors and windows in all new and renovated construction.</li> <li>o Improved anti-theft/break-in measures in all new commercial construction.</li> </ul>		<ul style="list-style-type: none"> <li>o The desired amendments to construction by-laws will be enacted by Council.</li> <li>o 15% reduction in break and enter offences where the method of entry is forced doors/windows.</li> </ul>		
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>		
<ul style="list-style-type: none"> <li>o The VPD was successful in 2017 of lobbying city council to amend the building bylaw to make it mandatory to install strike plates in new residential builds. Effective January 2018, this is now part of the building code for Vancouver residences.</li> </ul>		<ul style="list-style-type: none"> <li>o None noted.</li> </ul>		
<b>2017 Strategy 4: Implement new public awareness prevention strategies to combat property crime.</b>				
<b>ACTIVITIES</b>		<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
4.1 - Further develop the animated character depicted in the ‘ <i>Thieves will steal anything!</i> ’ campaign and utilize this in further public awareness strategies.		<b>Value Added</b>	<b>None</b>	☒☒☒
4.2 - Develop theft prevention messaging for third party and CoV ‘pay by phone’ apps for pay parking.		<b>Value Added</b>	<b>None</b>	☒☒☐
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>		
<ul style="list-style-type: none"> <li>o Greater public awareness of theft and theft-from-auto crime trends in the city.</li> </ul>		<ul style="list-style-type: none"> <li>o Overall city-wide 5% reduction in thefts-from-auto.</li> </ul>		
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>		
<ul style="list-style-type: none"> <li>o Campaign materials for the “<i>Thieves will steal anything</i>” campaign were developed and used throughout 2017 where appropriate.</li> <li>o The VPD leveraged the EasyPark PayByPhone App to relay theft prevention messaging in 2017 (EasyPark is managed by the CoV). Work will continue in 2018 to expand this messaging to the CoV PayByPhone App for all metered street parking.</li> </ul>		<ul style="list-style-type: none"> <li>o None noted.</li> </ul>		

**2017 Strategy 5: Develop future business processes for the continued expansion of the *Predictive Policing* model and *GeoDash*.**

ACTIVITIES		Priority	Dependency	Completion Status
5.1 - Complete the evaluation of the <i>Predictive Policing</i> pilot project.		Critical	None	☒☒☒
5.2 - Complete the expanded deployment of <i>GeoDash</i> to all Patrol laptops in police vehicles.		Important	None	☒☒☒
5.3 - Implement recommendations following the evaluation of the <i>Predictive Policing</i> pilot project.		Critical	5.1	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>○ Improved crime intelligence delivered to front-line Patrol officers, including the broad availability of crime prediction information.</li> <li>○ Targeted resource deployment to focus on predicted patterns of crime.</li> </ul>		<ul style="list-style-type: none"> <li>○ 5% reduction in the incidents of predicted crime types.</li> </ul>		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>○ The <i>Predictive Policing</i> pilot was completed in September 2016 with the evaluation presented in May 2017. The platform was installed on all Patrol laptops providing all Patrol members with easy access to both <i>GeoDash</i> and predictive policing data.</li> <li>○ Deployment of four Community Safety Personnel (CSPs) with one sworn officer began in the fall of 2017. An evaluation of that deployment will take place in early 2018 to determine effectiveness. Any adjustments will be made accordingly in 2018.</li> </ul>		<ul style="list-style-type: none"> <li>○ None noted.</li> </ul>		

**Strategic Goal: Address community concerns that affect public safety**  
**Champion – Superintendent Marcie Flamand**

**2017 STRATEGIC GOAL OVERALL HIGHLIGHTS**

- Throughout 2017, the VPD continued to employ a number of tactics to combat crimes and issues impacting peoples' safety and perceptions of safety in their neighbourhoods.
- Once again, the VPD engaged in significant proactive patrolling of beaches during the summer months of 2017. These Beach Patrol shifts continued to build on the exceptional work done in previous years by establishing a strong visible police presence. Beach Patrol Officers regularly communicated expectations to beach patrons from the outset regarding acceptable behaviour.
- Beach Patrol members noticed an increase in drug activity in and around the beaches throughout 2017. Incidentally, Beach Patrol members found and discarded numerous drug paraphernalia items (i.e., needles) thereby enhancing the safety of beach patrons and pedestrians, particularly children.
- Beach Patrol members wrote a total of 247 by-law enforcement tickets in 2017, up from the 163 written in 2016. Though more by-law tickets were written, the number of liquor pour-outs decreased significantly as 2,732 liquor pour-outs were recorded on the beaches compared to 8,151 in 2016. The considerable drop in pour-outs may be attributed to improved beach patron behaviour resulting from the ongoing visible police presence.
- City-wide, the VPD wrote 1,597 total liquor enforcement tickets in 2017 compared to 1,177 in 2016.
- There was a total of 2,732 pour-outs in Patrol District 4 and 1,484 liquor pour-outs in the Granville Entertainment District (GED) in 2017. From May to December 2017, there were 880 liquor pour-outs in the GED.
- The total number of fights in Vancouver's entertainment districts decreased by 10% in 2017.
- The VPD Homeless Outreach Officer inspected 40 Single Room occupancy (SRO) buildings throughout the Downtown Eastside (DTES) and in Patrol District 1.
- Total incidents of street disorder city-wide once again increased by 8% in 2017; and this was again partly driven by the increase in breach of peace arrests in all four Patrol Districts. A total of 37,908 street disorder incidents were noted in 2017.
- According to the 2017 Citizen Satisfaction Survey, 74% of those residents polled perceived their neighbourhood to be safe relative to other neighbourhoods in the city, down from the 77% noted in the 2016 survey results.
- According to the 2017 Business Satisfaction Survey, 66% of those surveyed who work in Vancouver perceived that they work in a safe neighbourhood, up from the 63% noted in the 2016 survey results.

*The following presents a specific status report and measurable performance results pertaining to the **4 Strategies** identified for 2017 in working towards achieving the overall Strategic Goal regarding community concerns.*

**2017 Strategy 1: Ongoing prioritization of liquor enforcement in the Granville and Gastown Entertainment Districts as well as on the beaches. Enforcement will focus on issues such as public drinking, intoxication, and monitoring of liquor establishments.**

<b>ACTIVITIES</b>	<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
1.1 - Ongoing deployment of LIMA shifts in the Granville and Gastown Entertainment Districts every weekend.	<b>Important</b>	<b>None</b>	☒☒☒
1.2 - VPD LIMA will continue using existing bylaws to combat violence due to fighting in the entertainment districts.	<b>Important</b>	<b>1.1</b>	☒☒☒
1.3 - VPD LIMA will continue to partner with Liquor Inspectors to inspect liquor premises.	<b>Important</b>	<b>1.1</b>	☒☒☒
1.4 - VPD will deploy a Beach Patrol Unit in Patrol Districts 1 and 4 during the summer months to monitor liquor-related issues on Vancouver's beaches.	<b>Important</b>	<b>None</b>	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>○ Greater compliance with liquor regulations pertaining to capacity and service.</li> <li>○ Continued usage of liquor pour-outs and violation tickets to deter drinking in public spaces.</li> <li>○ Enhanced public safety is in the entertainment districts.</li> <li>○ Reduction in incidents of drunken and disorderly conduct on beaches.</li> </ul>	<ul style="list-style-type: none"> <li>○ Overall reductions in the number of fights in the entertainment districts.</li> <li>○ Conduct a minimum of 10 liquor licence and/or business licence reviews.</li> <li>○ Reduction and prevention of incidents such as public disorder, violent crimes and property crimes commonly associated with the unlawful consumption of alcohol on the beaches.</li> </ul>
PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ 2017 saw 115 LIMA shifts deployed involving over 1,000 officers, an increase from 2016. Based on the events of previous years, a need for more LIMA officers was identified. Overall, the additional LIMA officers helped to combat disorderly conduct in the Entertainment Districts.</li> <li>○ As highlighted above, the total number of fights in the entertainment districts decreased by 10% from 2016 (from 658 in 2016 to 590 in 2017).</li> <li>○ LIMA members wrote 75 Municipal Ticket Informations (MTI) in 2017 which was an increase of 142% from the 31 MTIs given out in 2016.</li> <li>○ LIMA officers continued to work with Provincial Liquor Inspectors to conduct inspections of liquor primary businesses. Liquor Inspectors were asked to partner with LIMA members more frequently, conducting two inspections a month in 2017 (a significant increase from 2016).</li> <li>○ 17 liquor primary and food primary businesses had their licenses reviewed for overcrowding, line-up congestion, and fights, among other concerns. All issues were resolved.</li> <li>○ The VPD increased communication with <i>Barwatch</i> representatives in order to enact proactive measures to enhance the safety of women such as paying attention to levels of intoxication and other signs of vulnerability.</li> <li>○ In joint-partnership with a non-profit organization, VPD Patrol District 1 participated in a pilot project in 2017 called “<i>Good Night Out</i>”. This program is the first of its kind in Canada which deploys trained nurses in pairs of two on Friday and Saturday nights to assist vulnerable people (i.e., intoxicated females and members of LGBTQ2+S community). Research was used to identify these vulnerable groups. Based on the success of this initiative, a grant was submitted to the Civil Forfeiture Office (CFO) to fund the program for another year.</li> <li>○ VPD Patrol District 1 has also created a Crime and Safety Advisory Group to address disorder issues in the downtown core. This group consists of representatives from Patrol District 1, District 1 Community Policing Centres (CPCs), the City of Vancouver (CoV), Downtown Business Improvement Associations (BIAs), Vancouver Coastal Health (VCH), Coast Mountain Security, and the Transit Police.</li> <li>○ As mentioned above, Beach Patrol members wrote a total of 247 by-law enforcement tickets in 2017, up from the 163 written in 2016. Though more by-law tickets were written, the number of liquor pour-outs decreased significantly as 2,732 liquor pour-outs were recorded on the beaches compared to 8,151 in 2016. Overall, the ongoing presence of the VPD’s Beach Patrol year-after-year has helped to deter drinking on the beaches.</li> <li>○ In 2017, the VPD has begun tracking the number of warnings Beach Patrol members have issued to the public regarding liquor consumption and other disorderly behaviour. A total of 1,814 of these warnings were recorded in 2017.</li> <li>○ On social media, the public has generally praised the VPD’s Beach Patrol for helping to reduce general disorder on Vancouver’s beaches.</li> </ul>	<ul style="list-style-type: none"> <li>○ Budgetary issues in relation to the LIMA program are an ongoing challenge as both the GED and Gastown deployments fall under one shared budget. When the Gastown deployments were added to the LIMA program, there was no increase to the overall LIMA budget. Subsequently, there is currently insufficient funding to deploy both LIMA teams optimally year-round.</li> <li>○ LIMA members continue to deal with increased issues in the GED after bar closing hours. Transit and taxi options continue to be limited, leading to congestion and disorder problems in the GED. Increased LIMA deployment and/or additional means to improve the flow of people out of the GED is required to mitigate these issues.</li> </ul>

**2017 Strategy 2: Work with the CoV and local non-profit organizations to manage disorder and crime caused by illegal street vending.**

ACTIVITIES		Priority	Dependency	Completion Status
2.1 - Maintain the VPD's Street Vending Liaison Officer position.		Important	None	☒☒☒
2.2 - Continue enforcement of illegal vending and monitoring of neighbourhoods with legal vending sites for compliance.		Important	2.1	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>Better coordination with the CoV engineering department and non-profit organizations, in dealing with street vending issues.</li> <li>Reduction in complaints by community regarding illegal street vending through coordinated responses to decrease this activity.</li> <li>Reduction in street level violence in the DTES associated with illegal street vending.</li> </ul>		<ul style="list-style-type: none"> <li>Reduced number of community complaints regarding illegal street vending.</li> <li>Decrease in street level violent crime reports in the DTES.</li> </ul>		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>Illegal street vending continues to occur in the DTES and surrounding areas.</li> <li>On-duty and overtime shifts were used throughout 2017 to monitor illegal street vending activities outside of legal vending sites in order to discourage the sale of merchandise in unsanctioned locations (this is the same practice as in 2016).</li> <li>Improved coordination with the CoV has occurred in 2017 regarding the overflow of vending activities onto the street surrounding the sanctioned vending market at 62 East Hastings Street. For 2018, an Enforcement Project Plan is being coordinated with the management team of the sanctioned vending market in order to further address market staffing issues among other concerns.</li> <li>There was a 2% decrease of violent crime reports (i.e., robberies, level 2 and 3 assaults, and sexual assaults) in the DTES in 2017 compared to 2016. A total of 1,045 incidents were reported in 2017 compared to 1,065 in 2016.</li> <li>2017 saw a 4% decrease in property crime in the DTES whereby 8,963 incidents were reported compared to 9,360 in 2016.</li> </ul>		<ul style="list-style-type: none"> <li>Overcrowding at the sanctioned vending market leads to overflow of vending activities onto surrounding sidewalks and streets.</li> <li>Lack of compliance to agreed-upon conditions from staff at the sanctioned vending market continues to be a major challenge.</li> </ul>		

**2017 Strategy 3: Continue to assist the CoV with its efforts to end homelessness.**

ACTIVITIES		Priority	Dependency	Completion Status
3.1 - The VPD Homeless Outreach Coordinator (HOC) will brief patrol on how to manage pop-up encampments and rough sleepers.		Important	None	☒☒☒
3.2 - VPD to continue working with the various levels of government and the private sector to identify homelessness issues and assist in the implementation of homelessness reduction programs.		Important	None	☒☒☒
3.3 - VPD to continue working with BC Housing and non-profit organizations to help keep SRO buildings and the new Social & Supportive Housing (SSH) sites safe and secure.		Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>Patrol officers will be better educated and equipped to deal with rough sleepers and have a clear understanding of laws regarding encampments.</li> <li>Reduced pop-up encampments.</li> </ul>		<ul style="list-style-type: none"> <li>Reduction in the number of citizen complaints regarding "rough sleepers" – people sleeping or bedded down in open areas, doorways, parks, or bus shelters not designed for habitation.</li> <li>Overall increases in the number of homeless people placed into shelters and permanent housing.</li> </ul>		

o Overall, the VPD continues to collaborate with the CoV to secure safe shelter for all residents.	o Regular inspections of all SROs and SSHs.
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PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o In 2017, Patrol Members were educated about homelessness camping issues through an operational bulletin posted on the VPD's intranet website. The bulletin titled "<i>Patrol protocols for camping/tents/structures</i>" details different methods for police members to deal with homeless campers depending on where they have set-up camp (e.g., CoV land, Parks, private property, and Transit hubs).</li> <li>o Due to limited staffing capacity, specific statistics concerning pop-up camping structures are not available. Anecdotally, the Homeless Liaison Officer has observed a considerable increase in the number of pop-up camping structures continually erected throughout the city.</li> <li>o A total of three encampments or 'tent cities' emerged in 2017 in Patrol District 2. Each of these encampments were systematically dismantled.</li> <li>o VPD officers continually refer rough sleepers to a number of shelters, permanent housing, or other support agencies. Due again to limited staffing capacity, the total number of referrals provided to homeless people is not available. The VPD intends to track total referral numbers in 2018.</li> <li>o Every week, the VPD conducts homeless outreach whereby they proactively identify vulnerable homeless people and refer them to support teams that will directly assist them in accessing shelters and housing.</li> <li>o The VPD attends yearly inspections of SRO buildings alongside Fire Department and CoV Building inspectors. In 2017, 40 total inspections were conducted.</li> <li>o Many SROs are inspected on a weekly basis if they are deemed to contain dangerous living environments.</li> <li>o The VPD played a large role in the evacuation of the Balmoral SRO after it was deemed to be structurally unsound.</li> <li>o The number of unsheltered homeless people located in Vancouver has increased by 19% since 2014. (1,803 in 2014; 1,847 in 2016; 2,138 in 2017).</li> </ul>	<ul style="list-style-type: none"> <li>o One of the major challenges found by the Homeless Liaison Officer is the lack of detox or drug-addiction facilities. Many people want to get off the street but are not able to as they were not granted admittance to one of the limited detox or drug-admittance facilities.</li> <li>o There is also an overall lack of housing and shelter spaces in the city of Vancouver to accommodate the increasing number of homeless people.</li> <li>o Though existing homeless support agencies provide great services, coordination between them could be improved.</li> </ul>

**2017 Strategy 4: Focus concentrated efforts on combatting the fentanyl opioid crisis currently plaguing the city of Vancouver as well as many other parts of Canada.**

ACTIVITIES	Priority	Dependency	Completion Status
4.1 - Proactively target those individuals or groups manufacturing or distributing fentanyl in Vancouver.	<b>Important</b>	<b>None</b>	☒☒☒☒
4.2 - VPD participation in the Provincial Opioid Task Force.	<b>Important</b>	<b>None</b>	☒☒☒☒
4.3 - Development of appropriate media messaging regarding fentanyl use.	<b>Important</b>	<b>None</b>	☒☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>o Disruption of the groups involved in the trafficking of fentanyl and a reduction of the supply to the street level.</li> <li>o Convey information to the public in a timely manner, especially to those groups most at risk from accidental exposure and overdose.</li> <li>o Increase public awareness around the dangers of fentanyl and its analogs.</li> </ul>	<ul style="list-style-type: none"> <li>o Increase in the number of arrests made, charges recommended, and quantity of fentanyl-laced drugs seized.</li> <li>o Overall reduction in overdose deaths occurring in the city.</li> <li>o VPD to undertake a number of Public Affairs campaigns on fentanyl awareness.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o In 2017, the VPD continued to target those involved in the distribution of fentanyl. Seizures involving fentanyl have become more common and the following highlights of some of the larger fentanyl seizures in the city of Vancouver in 2017:</li> </ul>	<ul style="list-style-type: none"> <li>o Although the CoV, the Health Authority, and the VPD have undertaken initiatives to decrease</li> </ul>



<ul style="list-style-type: none"> <li>○ <i>Project Tavern</i> resulted in the seizure of 2 kilograms of cyclopropyl fentanyl with charges being recommended against two Vancouver residents;</li> <li>○ <i>Project Tariff</i> resulted in 2 kilograms of fentanyl seizure with two people charged;</li> <li>○ <i>Project Tinker</i> resulted in the arrest of a fentanyl trafficker in the DTES;</li> <li>○ <i>Project Terminus</i> resulted in the seizure of a fentanyl mixing facility;</li> <li>○ A Patrol District 2 traffic stop resulted in the seizure of 225 grams of fentanyl and carfentanil;</li> <li>○ <i>Project Déjà Vu</i> resulted in the seizure of 4.8 kilograms of drugs that tested positive for fentanyl, with charges being recommended; and,</li> <li>○ A Patrol District 1 traffic stop resulted in the seizure of 207 grams of fentanyl along with naloxone that was located in a hidden compartment within the vehicle.</li> <li>○ There were 365 illicit drug overdose deaths in 2017 in the city of Vancouver; fentanyl was detected in approximately 83% of these deaths. By comparison, 2016 saw 265 illicit drug overdose deaths where approximately 68% of those were caused by fentanyl.</li> <li>○ The VPD is a member of the Drug Overdose and Alert Partnership (DOAP) and the Provincial Opioid Task Force. These groups have been involved in a number of campaigns on fentanyl awareness in 2017. DOAP maintains a website (<a href="http://www.towardtheheart.ca">www.towardtheheart.ca</a>) on fentanyl awareness and has collaborated with the Provincial Opioid Task Force in the release of a number of public service announcements regarding the dangers of fentanyl use.</li> <li>○ The VPD released its “<i>Opioid Crisis, the Need for Treatment on Demand</i>” position paper in May 2017. The paper advocates for increased treatment for those suffering from addiction to opioids.</li> <li>○ The VPD Youth Services Section, in cooperation with the Vancouver School Board (VSB) and VCH, held a number of fentanyl forums in 2017 at various Vancouver schools to educate students and their parents. These forums are planned to continue in 2018.</li> </ul>	<p>overdoses, the number of related deaths continues to escalate due to the widespread availability of fentanyl.</p> <ul style="list-style-type: none"> <li>○ The ongoing widespread availability of fentanyl has resulted in an increasingly contaminated illicit drug supply, thereby increasing the risk of death for users.</li> <li>○ The <i>Canada Post Corporation Act</i> does not permit the police to interfere with mail except under the <i>Proceeds of Crime and Terrorist Financing Act</i>. Crime groups are exploiting this loophole to ship controlled substances using Canada Post.</li> </ul>
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**Strategic Goal: Improve road safety for everyone**  
**Champion – Superintendent Steve Eely**

**2017 STRATEGIC GOAL OVERALL HIGHLIGHTS**

- Two fewer traffic-related fatalities occurred in 2017 (13) compared to 2016 (15), representing a 13% decrease.
- A total of 41,467 traffic violation tickets were written by VPD Traffic Section members in 2017. Incidentally, nearly the exact same amount of tickets were written in 2016 (41,657), a net difference of only 190. The 2017 figure is a notable achievement given that at the end of the first quarter, the Traffic Section was down 29% in violation ticket production compared to the first quarter in 2016.
- The number of traffic violation tickets written by VPD Patrol members totalled 9,828 in 2017, up from 7,401 in 2016, representing a 33% increase. This increase is attributed to greater collaboration between the Traffic Section and the Patrol Districts.
- In anticipation of the pending legislative changes surrounding cannabis use, the Traffic Section proactively secured two spots on the Calgary Police Service's (CPS) Standard Field Sobriety Testing (SFST) course. The two VPD members that were trained and certified as SFST Instructor Trainers are now in the process of providing other VPD members, as well as members from other local police agencies, with this much needed SFST Training.
- The Targeted Enforcement Team (TET) worked collaboratively alongside the CoV, ICBC, and the Province on a wide variety of traffic safety education projects aimed at educating pedestrians and cyclists around road safety. Such initiatives included *Bike-to-Work Week* (May-June & October 2017), *Project Swoop* (May 2017), the *Distracted Driving* campaigns (March & September 2017), the *Railway Safety Week* campaign (April 2017), and the *Pedestrian & Cyclist Safety* campaigns (October & November 2017).
- The Traffic Section acquired two ZERO electric motorcycles from the CoV in 2017 which have now been assigned to the TET. The electric motorcycles have been very useful in targeting the various pedestrian-cycling corridors throughout the city; they support CoV's and VPD's green initiatives; and, have been popular with the public.
- The School Safety Patrol Team (SSPT) delivered 154 community safety presentations to the city's most vulnerable road users (to youth and the elderly) in 2017, an increase of 18% compared to the total number delivered in 2016.
- The Commercial Vehicle Unit (CVU) increased operations in 2017 conducting a number of large scale commercial vehicle inspections with various partner agencies throughout Metro Vancouver. A total of 951 commercial vehicles were checked, resulting in 410 violation tickets and 437 commercial vehicles being taken out of service due to significant mechanical and safety deficiencies. 32% more commercial vehicles were checked in 2017 compared to the previous year.
- The total violation ticket fine revenue generated by the CVU was in excess of \$109,110.
- Members of the VPD's Taxi Unit participated in discussions with the Province regarding the future of Ride-Sharing in Vancouver and throughout the province, with a decision expected to be made by the Provincial Government in mid-2018.
- The VPD's Traffic Section will be participating in an E-Ticketing pilot project with Road Safety BC and other outside agencies in 2018. The working group is currently reviewing the necessary equipment and infrastructure requirements to support E-Ticketing throughout the province.
- The Traffic Section has been involved in discussions with the CoV, the Provincial Government, and Road Safety BC to review the feasibility of expanding the Red-Light Camera program in the CoV and throughout the Province. There are currently 140 Red-light cameras throughout the province, 43 of which are located within the city of Vancouver.
- The VPD's Traffic Section is scheduled to move from its existing location on the 6th floor of the VPD's 2120 Cambie Street Headquarters to the 4th floor of the VPD Annex on East Cordova Street in the spring of 2018.

*The following presents a specific status report and measurable performance results pertaining to the 4 Strategies identified for 2017 in working towards achieving the overall Strategic Goal regarding road safety.*

**2017 Strategy 1: Participate in coordinated provincial road safety campaigns.**

2017 Strategy 1: Participate in coordinated provincial road safety campaigns.			
ACTIVITIES	Priority	Dependency	Completion Status
1.1 - Ongoing coordination of road safety enforcement efforts in conjunction with the BC Association of Chiefs of Police (BCACP), BC Traffic Safety Committee, ICBC, and the Media.	<b>Critical</b>	<b>None</b>	☒☒☒☒
1.2 - Participate in a <i>High Risk Driving</i> campaign (spring).	<b>Critical</b>	<b>1.1</b>	☒☒☒☒
1.3 - Participate in a <i>Railway Safety</i> campaign (spring).	<b>Important</b>	<b>1.1</b>	☒☒☒☒
1.4 - Participate in an ICBC sponsored <i>Pedestrian &amp; Cycling Safety</i> campaign (spring, summer, and fall).	<b>Critical</b>	<b>1.1</b>	☒☒☒☒
1.5 - Participate in a <i>Distracted Driving</i> campaign (spring and fall).	<b>Critical</b>	<b>1.1</b>	☒☒☒☒
1.6 - Participate in an <i>Occupant Restraint</i> campaign (spring and fall).	<b>Critical</b>	<b>1.1</b>	☒☒☒☒
1.7 - Undertake a <i>Speed Relative-to-Conditions</i> campaign (fall).	<b>Critical</b>	<b>1.1</b>	☒☒☒☒
1.8 - Implement <i>CounterAttack</i> roadblock deployments throughout the summer and winter.	<b>Critical</b>	<b>1.1</b>	☒☒☒☒
STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>○ Coordination of traffic enforcement efforts across multiple Police agencies and jurisdictions.</li> <li>○ Continued positive partnerships with relevant stakeholders.</li> <li>○ Overall improved road safety.</li> </ul>	<ul style="list-style-type: none"> <li>○ VPD participation in all Provincial road safety campaigns.</li> <li>○ Conduct a minimum of 30 <i>CounterAttack</i> roadblocks deployments.</li> </ul>		
PERFORMANCE RESULTS	CHALLENGES		
<ul style="list-style-type: none"> <li>○ All provincial road safety campaigns incorporated the use of multiple media sources to maximize impact and exposure and were completed in cooperation with the BCACP, BC Traffic Safety Committee, and ICBC.</li> <li>○ The <i>High Risk Driving</i> campaign (spring 2017) produced the following results: 24 suspensions using an approved screening device, 708 violation tickets issued for speeding and/or stunt driving, and 140 violation tickets issued for distracted driving.</li> <li>○ The <i>Railway Safety</i> campaign (spring 2017) was conducted in cooperation with Canadian National Railway (CN) Police on April 25-29, 2017, and included the use of media as part of a public safety messaging strategy.</li> <li>○ The ICBC sponsored <i>Pedestrian &amp; Cycling Safety</i> campaigns were conducted in June and October 2017. They were well received and relied heavily on the cooperation and use of CPC volunteers. The campaigns were well publicized and conducted in high pedestrian traffic and cycling areas such as on W 2<sup>nd</sup> Avenue/Cambie Street, W Broadway Ave/Cambie Street, E Broadway Avenue/Commercial Drive, and Main Street/Terminal Avenue. A total of 12,000 safety pedestrian reflectors and 100 cycling bells were distributed in these areas. The distribution of cycling bells occurred in conjunction with the <i>Bike-to-Work Week</i> and <i>Project 529</i> initiatives.</li> <li>○ The Traffic Section participated in 2 Provincial <i>Distracted Driving</i> campaigns in the months of March and September 2017. The total number of violation tickets issued for distracted driving in 2017 was 3,743, a 32% increase over the previous year.</li> <li>○ The <i>Occupant Restraint</i> campaigns were conducted in the months of March and September 2017. A total of 96 violation tickets were issued, a 129% increase over the previous year.</li> <li>○ The <i>Speed Relative-to-Conditions</i> campaign was conducted in the month of October 2017. A total of 1,316 violation tickets were issued.</li> <li>○ The summer and winter <i>CounterAttack</i> campaigns undertaken in the months of July and December 2017 provided the following results: 34 roadblocks conducted, 2,334 approved screening device (ASD) tests conducted, 1,259 violation</li> </ul>	<ul style="list-style-type: none"> <li>○ Despite limited funding, the VPD exceeded its 2017 target of 30 <i>CounterAttack</i> roadblocks.</li> </ul>		

tickers issued, 74 24hr prohibitions issued, 300 immediate roadside prohibitions issued, and 280 vehicles impounded. By comparison, a total of 39 roadblocks were conducted in 2016 with 2,397 approved screening device (ASD) tests conducted, 1,336 violation tickets issued, 64 24hr prohibitions issued, 318 immediate roadside prohibitions issued, and 308 vehicles impounded.

**2017 Strategy 2: Increase road safety initiatives and enforcement by Patrol members.**

ACTIVITIES	Priority	Dependency	Completion Status
2.1 - Patrol-based enforcement projects at high collision locations, with support from the Traffic Section.	Critical	None	☒☒☒☒
2.2 - Monthly meetings to review Patrol-based road safety enforcement progress and approach.	Critical	2.1	☒☒☒☒
2.3 - Continue working on the creation of a Traffic Skills Education Program (TSEP) to be delivered to Patrol.	Important	None	☒☒☐☐

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>Increased road safety enforcement awareness, ability and engagement by Patrol members.</li> <li>Improved road safety at typical high collision locations.</li> </ul>	<ul style="list-style-type: none"> <li>Increased traffic enforcement numbers across all Patrol Districts.</li> <li>A minimum of 50 Patrol-based road safety projects undertaken.</li> <li>Completion of the TSEP course curriculum with approval from the Training Board.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>Monthly road safety meetings between the Traffic Section and Patrol Operations were conducted to review road safety results and direct resources to the appropriate target areas.</li> <li>Traffic Section members participated in 20 joint road safety enforcement projects with Patrol members during the past year.</li> <li>Patrol members also continued to conduct their own targeted enforcement road safety campaigns at a number of high risk locations/intersections. Traffic Section members provided additional training and support as required during these Patrol-based campaigns.</li> <li>A total of 312 Patrol-based projects were conducted in 2017, far exceeding the set target of 50. These projects yielded very good results with 4,685 violation tickets issued for various traffic-related offences.</li> <li>Collectively, Patrol members issued 33% more traffic-related violation tickets in 2017 than in 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Development of the TSEP course curriculum is nearing completion; however, funding is required before the program can be implemented. A Civil Forfeiture Office (CFO) grant request has been submitted.</li> </ul>

**2017 Strategy 3: Leverage technology to address current and anticipated road safety enforcement challenges.**

ACTIVITIES	Priority	Dependency	Completion Status
3.1 - Re-installation and deployment of Automatic Licence Plate Reader (ALPR) technology within the VPD Traffic fleet.	Critical	None	☒☒☒☒
3.2 - Use of social media tool to increase community engagement and awareness.	Important	None	☒☒☒☒
3.3 - Work with British Columbia Road Safety to explore the viability of E-Ticketing: commit to pilot project via steering committee and working group involvement.	Critical	None	☒☒☒☒
3.4 - Build awareness and explore the potential road safety impact of expected changing marijuana laws.	Critical	None	☒☒☐☐

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>o Increased enforcement on high risk and unauthorized drivers.</li> <li>o Improved community engagement on road safety issues.</li> <li>o Improved efficiencies in ticket distribution and corresponding processes.</li> <li>o Enhanced police ability to respond to 'impaired by drug' offences.</li> </ul>	<ul style="list-style-type: none"> <li>o Minimum of four ALPR deployments per month.</li> <li>o Increase in licence plates scanned via ALPR and corresponding enforcement.</li> <li>o Increase in road safety social media messaging.</li> <li>o The creation of infrastructure to support the pending E-Ticketing pilot project.</li> <li>o Formally document the impact of 'impaired by drug' offences on Departmental training and technological requirements.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o ALPR vehicles are now being fully deployed yielding very good results. ALPR vehicles were deployed for a total of 443.25 hours in 2017.</li> <li>o There was a total of 220,446 vehicle recognitions that yielded 3,186 hits with 416 enforcement actions taken.</li> <li>o The Traffic Section's Internet webpage has been updated and was fully operational throughout 2017.</li> <li>o The number of followers on the Traffic Section's Twitter account increased by 74% in 2017. As of the end of 2017, this account has just under 1,400 total followers while just over 601 total updates have been tweeted.</li> <li>o The VPD has provided safety information to news media to improve road safety for everyone.</li> <li>o Significant work was completed in 2017 by the VPD, Road Safety BC, and other stakeholders in preparation for the launch of the E-Ticketing Pilot project, slated to begin April 2018.</li> <li>o Efforts are underway to increase the number of SFST/Drug Recognition Expert (DRE) trained officers throughout the VPD in preparation for changes to cannabis laws in 2018. This training will enable the VPD to be better prepared to deal with the expected increase in cases of drug impaired driving.</li> <li>o An additional 120 VPD officers are expected to be trained in SFST by July 2018, bringing the Department total to 180 SFST trained officers.</li> <li>o Nine DRE Operators will be validated/active by the end of 2018. Four out of the nine DRE Operators are newly trained. Additional training of DRE members will continue in 2018.</li> <li>o The VPD Traffic Section participated in an 'oral swab' pilot project in 2017 to test two new pieces of equipment suitable for processing drug impaired drivers.</li> </ul>	<ul style="list-style-type: none"> <li>o Before departmental policies can be written and implemented, police agencies across Canada are reliant on specific amendments to cannabis laws and protocols for enforcement of drug impaired driving.</li> </ul>

**2017 Strategy 4: Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.**

ACTIVITIES	Priority	Dependency	Completion Status
4.1 - Monthly Traffic Section meetings to review relevant data and ticket production within each Traffic enforcement Team.	Critical	None	☒☒☒
4.2 - Ongoing targeted enforcement to improve pedestrian and cyclist safety.	Important	None	☒☒☒
4.3 - Undertake numerous road safety projects throughout the year including: <ul style="list-style-type: none"> <li>- Operation Hang-up with ICBC (March and September)</li> <li>- Project Swoop with ICBC (May)</li> <li>- Pedestrian Safety and Education in cooperation with ICBC, Community Policing Centres (CPCs), and Transit Police (spring and fall)</li> <li>- Cycling Awareness and Education in cooperation with Public Affairs, ICBC, and the media (spring and summer)</li> </ul>	Important	1.1	☒☒☒

<ul style="list-style-type: none"> <li>- <i>Cone Zone</i> campaign in cooperation with the Workers Compensation Board (WBC) (spring and summer)</li> <li>- <i>Noisy Muffler</i> campaign (summer)</li> <li>- <i>Back-to-School</i> campaign (September)</li> </ul>			
4.4 - Ongoing delivery of car seat (child) restraint clinics throughout the city.	<b>Important</b>	<b>None</b>	☒☒☐
4.5 - Undertake education and enforcement initiatives during <i>Bike-to-Work Week</i> (1st week of June).	<b>Important</b>	<b>1.1</b>	☒☒☒
4.6 - Traffic Services Unit (TSU) to undertake <i>Speed Watch</i> deployments in cooperation with CPC volunteers.	<b>Important</b>	<b>None</b>	☒☒☒
4.7 - Focus on targeting the big four road safety violations (Speed, Distracted Driving, Impaired Driving, and Seatbelt use) during the May and Thanksgiving long weekends.	<b>Critical</b>	<b>1.1</b>	☒☒☒
4.8 - VPD Commercial Vehicle Unit (CVU) to conduct commercial vehicle inspections.	<b>Critical</b>	<b>None</b>	☒☒☒
4.9 - Delivery of road safety presentations to elementary school children, Parent Advisory Councils (PACs), and seniors through the School Safety Patrol Team (SSP).	<b>Important</b>	<b>None</b>	☒☒☒
4.10 - Creation of a <i>Code 3</i> safety driving video for Patrol members.	<b>Critical</b>	<b>None</b>	☒☒☐
4.11 - Regular meetings with the City of Vancouver (CoV), ICBC, and other stakeholders to address road safety matters of mutual concern.	<b>Important</b>	<b>1.1</b>	☒☒☒
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>	
<ul style="list-style-type: none"> <li>o Timely road safety enforcement at key locations, based on seasonal demands.</li> <li>o Enhanced understanding and awareness of traffic safety concerns by all road users.</li> <li>o Enhanced overall road safety for the most vulnerable road users through education and enforcement action.</li> </ul>	<ul style="list-style-type: none"> <li>o Increased ticket enforcement numbers within all Traffic Enforcement squads.</li> <li>o Overall reduction in police reported collisions.</li> <li>o A minimum of 20 total road safety presentations delivered to youth, PACs, and seniors by the SSPT.</li> <li>o 24 <i>Speed Watch</i> deployments coordinated between the VPD TSU and CPC volunteers.</li> <li>o Four child restraint clinics delivered.</li> <li>o Total of 500 Level 1 &amp; 2 commercial vehicle inspections conducted by the VPD CVU.</li> </ul>		
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>	
<ul style="list-style-type: none"> <li>o Monthly Traffic Section meetings were held in 2017 to review data/ticket results and to direct enforcement priorities.</li> <li>o Traffic Section members issued a total of 41,467 violation tickets in 2017.</li> <li>o The TET has continued to target high incident pedestrian and cycling corridors with positive results.</li> <li>o TET worked collaboratively with ICBC and the CoV on a variety of road safety education and enforcement initiatives. The VPD partnered with ICBC on <i>Project Swoop</i> and on the <i>Pedestrian &amp; Cyclist Safety</i> campaigns. CoV collaboration included initiatives targeting the Arbutus/Creekside/Union pathways as well as the various pathways surrounding Science World, Stanley Park, and Beach Avenue.</li> <li>o A total of 287 <i>Speed Watch</i> deployments occurred in 2017 in cooperation with volunteers: 27 of those deployments occurred in cooperation with Community Policing Centre (CPC) volunteers while the other 260 deployments were achieved through volunteers working in cooperation with the VPD's Traffic Support Unit (TSU).</li> <li>o Road safety campaigns conducted during the May and Thanksgiving Day long weekend yielded the following results: 1,031 speeding violation tickets, 178 distracted driving violation tickets, three impaired driving charges, and 17 seatbelt violation tickets.</li> </ul>		<ul style="list-style-type: none"> <li>o While the spring <i>Child Restraint</i> campaign was completed, the fall campaign was cancelled due to competing operational priorities, namely, SFST training demands. However, an additional two Occupant Restraint (seatbelt) campaigns did occur in spring and summer of 2017.</li> </ul>	

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| <ul style="list-style-type: none"><li>o CVU conducted 951 vehicle inspections in 2017, a 32% increase over 2016.</li><li>o The SSPT conducted 154 Public Safety Presentations in 2017, an 18% improvement over 2016.</li><li>o The <i>Code 3</i> Patrol education driving video is still under development. This training video is expected to be released in 2018.</li><li>o Traffic has met monthly with the CoV and ICBC to discuss public safety issues and work on a wide variety of traffic-related improvement projects. This includes the implementation of new cycling corridors such as around West 10<sup>th</sup> Avenue and around the eastern portion of False Creek pending the planned removal of the Georgia and Dunsmuir Viaducts scheduled for 2019.</li></ul> |  |
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## Strategic Goal: Foster a culture of employee engagement and effective communication

**Champion – Chief Adam Palmer**

### 2017 STRATEGIC GOAL OVERALL HIGHLIGHTS

- The VPD strives to provide the highest level of service to the public, stakeholders, and to its partners while concurrently being committed to supporting its members to the fullest. Accordingly, significant strides were made throughout 2017 to enhance communication within the Department.
- There has been increased personal contact and information sharing between management and front-line members regarding organizational direction and ongoing public safety issues.
- The Executive made concerted efforts to reach out to and update all VPD staff throughout 2017 as important issues arose and as significant events occurred. For instance, following the tragic loss of Abbotsford Police Constable John Davidson, the VPD's Chief and the rest of the Executive conducted a series of information sessions for all VPD staff. These efforts were tremendously received and appreciated.
- Significant communication efforts have been taken between the Operations and Investigation Divisions in 2017 as evidenced the over 5,000 feedback actions provided by Investigative Officers to Patrol members.
- The Gang Crime Unit (GCU) completed parade training for a number of Patrol teams in 2017 which has included a presentation and an actual training scenario where they have taken Patrol members to bars and demonstrated safe ways to conduct walk-throughs.
- Members from the Organized Crime Section (OCS) have attended Patrol parades and other Patrol training opportunities to educate Patrol members on effective drug handling/processing practices.

*The following presents a specific status report and measurable performance results pertaining to the 2 Strategies identified for 2017 in working towards achieving the overall Strategic Goal regarding effective internal communications.*

#### 2017 Strategy 1: Improve communication between VPD Executive members and front-line staff.

ACTIVITIES	Priority	Dependency	Completion Status
1.1 - Executive members to participate in operational shifts with front-line staff.	Important	None	☒☒☒
1.2 - Executive members to attend select Non-Commissioned Officer (NCO) meetings.	Important	None	☒☒☒
1.3 - Provide timely organizational updates.	Important	None	☒☒☒
1.4 - Chief to attend Patrol parade briefings.	Important	None	☒☒☒
1.5 - Executive-led focus groups to be held to discuss front-line issues.	Important	None	☒☒☐

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>○ Greater Executive understanding of front-line challenges and concerns.</li> <li>○ Opportunity for NCOs to share front-line challenges and areas for improvement, and to celebrate successes.</li> <li>○ Opportunities for direct face-time with the Chief to share organizational feedback.</li> <li>○ Enhanced feelings of inclusion in higher-level decision-making processes by all staff.</li> <li>○ First-hand issues impacting front-line staff will be directly shared with the Executive resulting in actionable items.</li> </ul>	<ul style="list-style-type: none"> <li>○ Executive members to participate in a minimum of 4 operational shifts with front-line members.</li> <li>○ An Executive member to attend a portion of select NCO meetings.</li> <li>○ Patrol parade briefings to be attended by the Chief throughout the year.</li> <li>○ Executive-led focus groups to be held with both sworn and civilian staff.</li> <li>○ Overall positive employee satisfaction survey results.</li> </ul>



PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ Executive members participated in over 20 operational shifts with front-line members and Car 10, far exceeding the minimum target of four shifts.</li> <li>○ Executive members have attended a portion of over 10 total NCO meetings across both the Operations and Investigation Divisions. Further Executive attendance at select NCO meetings is already scheduled for 2018.</li> <li>○ The Executive endeavoured to engage all VPD staff with timely updates as significant issues and events occurred in 2017.</li> <li>○ The Chief attended 21 Patrol parade briefings to directly engage with members; this initiative was very well received by Patrol and other members of the Operations Division.</li> <li>○ No Executive-led town hall-style meetings between all VPD staff and union representatives were held in 2017. However, various meetings and focused discussions were led by the Executive regarding the VPD's new tenure policy.</li> <li>○ The VPD's employee satisfaction survey is conducted every two years. The latest employee satisfaction survey conducted in 2016 showed a 66% overall satisfaction rate among those polled, which is a 7% increase from the 59% overall satisfaction rate in the 2014 survey.</li> </ul>	<ul style="list-style-type: none"> <li>○ Due partly to logistical challenges, Executive-led town hall-style meetings were not held in 2017. Instead, there was a shift in focus to more frequent direct Executive and personal contact with front-line staff at the Section and Unit level.</li> <li>○ Engaging more staff to complete the 2018 employee satisfaction survey will be a challenge as overall response rates always hover around the 30% range.</li> </ul>

**2017 Strategy 2: Improve communication between VPD Divisions.**

ACTIVITIES	Priority	Dependency	Completion Status
2.1 - Sworn and civilian members from select specialty units to attend Patrol parades to outline the organizational services they provide.	<b>Important</b>	<b>None</b>	☒☒☒
2.2 - VPD investigators to provide feedback to Patrol members regarding investigative files.	<b>Important</b>	<b>None</b>	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>○ Greater understanding throughout the organization of what each section does.</li> <li>○ Enhanced Patrol knowledge of the services and workload of specialty units.</li> <li>○ Greater communication between the Operations and Investigation Divisions.</li> </ul>	<ul style="list-style-type: none"> <li>○ Select specialty units to present their services and work to Patrol members.</li> <li>○ Where operationally possible, investigators to share the outcomes of investigative files with the Patrol members that initially attended the incident.</li> <li>○ Overall positive employee satisfaction survey results.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ Sworn and civilian members primarily representing the Major Crime, General Investigation, and Special Investigation Sections attended over 100 Patrol parade briefings to outline the organizational services they provide.</li> <li>○ The Patrol Districts initiated and led numerous projects where they regularly liaised and consulted with investigative units.</li> <li>○ The Investigation Division provided in excess of 5,000 feedback actions to Patrol in 2017 regarding investigative files. The Property Crime Unit (PCU) of the General Investigation Section (GIS) specifically leads the way in the category with monthly updates to Patrol members. In general, all units under GIS now routinely provides formal and informal feedback (in terms of both accolades and constructive feedback) on investigations initiated by Patrol. Formally, relevant sections of the GIS Monthly Report are now routinely forwarded to the District Staff Sergeants to provide them with feedback on ongoing and concluded investigations that relate to calls within their respective Patrol Districts.</li> <li>○ The GCU now routinely sends emails to Patrol members to recognize them for their good work (while copying their Staff Sergeant/Sergeant). GCU has also liaised with Patrol teams to give advice and recommend follow-up on files.</li> <li>○ The Criminal Intelligence Unit (CIU) continues to examine all eight flag reports written by Patrol and regularly provides feedback on those files.</li> <li>○ The Youth Services Unit (YSU) also works with Patrol on specific investigations and gives advice or feedback.</li> <li>○ Feedback to Patrol is provided on a regular basis by the Major Crime Section via phone calls, emails, and PRIME.</li> <li>○ The new <i>CompStat</i> format has Investigation Division officers providing regular updates on significant files in the presence of Operations Division managers who then share this information with their front-line members.</li> </ul>	<ul style="list-style-type: none"> <li>○ The physical separation of VPD members across multiple VPD facilities poses an ongoing communication challenge.</li> <li>○ Various shifting schedules across the various Divisions also poses an ongoing communication challenge.</li> </ul>

**Strategic Goal: Promote a healthy work environment**  
**Champion – Superintendent Martin Bruce**

**2017 STRATEGIC GOAL OVERALL HIGHLIGHTS**

- The VPD continued to develop its employee’s physical, emotional, and mental health over 2017, providing numerous health initiatives, resiliency sessions, and career support activities.
- The development of a new Tenure Policy re-aligns the needs of sworn members with the needs of the organization, restores a sound operational foundation in junior sworn members, and improves the overall operational capacity and knowledge base of the Patrol Teams.
- The VPD has continued to provide updated training and supports to ensure a respectful workplace for all employees and managers.

*The following presents a specific status report and measurable performance results pertaining to the 6 Strategies identified for 2017 in working towards achieving the overall Strategic Goal regarding a healthy work environment.*

**2017 Strategy 1: Continue to support and foster employee wellness.**

ACTIVITIES	Priority	Dependency	Completion Status
1.1 - Hold informational presentations on resiliency delivered by Dr. Mackoff.	Important	None	☒☒☒
1.2 - Increased promotion of the VPD’s Wellness Program and Health Services.	Important	None	☒☒☒
1.3 - Continue to promote the medical check-ups provided by Cira Medical Services.	Important	None	☒☒☒
1.4 - Provide policing career support and information material to the children of police members.	Important	None	☒☒☒
1.5 - Provide transition coaching for members nearing retirement.	Important	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>○ Increased resiliency and coping strategies provided to all sworn members.</li> <li>○ VPD employees will have more literature available to them detailing health and wellness services and programs.</li> <li>○ Increased sworn member awareness of their current health status.</li> <li>○ Member’s children will gain a better understanding on how a policing career impacts family life.</li> <li>○ Increased support provided to members preparing to retire.</li> </ul>	<ul style="list-style-type: none"> <li>○ Six informational sessions on resiliency to be held.</li> <li>○ 14 specific brochures on VPD health and wellness services to be created.</li> <li>○ Provide every sworn member with an illustrated children’s book written by a psychologist outlining the impact of a policing career on family life.</li> <li>○ Offer of coaching sessions to select members that have indicated a desire to retire in 2017.</li> <li>○ Two medical check-up bulletins posted.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ Six informational sessions were provided by Dr. Mackoff.</li> <li>○ The VPD’s Wellness program was regularly promoted through brochures, posters, and information sessions.</li> <li>○ Medical Check-ups by CIRA were provided to 44 members.</li> <li>○ “A Hero Lives Here” book was available for all members to assist them in discussing specific impacts of their career with their children.</li> <li>○ To help guide their retirement planning, preparation sessions were available to all members, while full retirement coaching sessions were available to select members nearing retirement.</li> </ul>	<ul style="list-style-type: none"> <li>○ CIRA medical check-ups are dependent upon member participation, as they are not mandatory.</li> </ul>

**2017 Strategy 2: Enhance the professional development of VPD members.**

ACTIVITIES		Priority	Dependency	Completion Status
2.1 - Increase the use of mentorships for patrol members.		Important	None	☒☒☒
2.2 - Increase the use of the 360 Review program.		Important	None	☒☒☐
2.3 - Redevelopment and implementation of the new Tenure Policy.		Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>More Patrol members receive mentorships, thus increasing experience levels.</li> <li>Increased development of members for promotion or positional advancement.</li> <li>Increased return of members to the Operations Division through ensured consistency in the application of Tenure Policy.</li> </ul>		<ul style="list-style-type: none"> <li>6 members from each District to receive mentorships (24 mentorships total).</li> <li>20 members to complete 360 Review program.</li> <li>Implementation of new Tenure Policy, which includes information sessions and ongoing application by the Assignments &amp; Transfers Unit (A&amp;TU).</li> </ul>		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>Mentorships for Patrol members were conducted where staffing levels permitted. A total of 33 Patrol mentorships were facilitated, surpassing the minimum target of 24.</li> <li>The 360 Review program was accessed by 15 members in 2017, five short of the target of 20.</li> <li>The new Tenure Policy was implemented on May 15, 2017 which included a full review of lengths of tenure for each position. Of note, members will remain in Patrol for the first five years of their career. This will increase their operational foundation thereby better supporting long-term career development.</li> <li>The new Tenure Policy also facilitates the return of senior members from speciality units back to Patrol whereby they can share their various investigative and administrative experiences with more junior members.</li> </ul>		<ul style="list-style-type: none"> <li>Mentorships are dependent upon the ability of Patrol teams to release members. As a result, shortages, injuries, and other leaves impact the ability of members to participate in mentorship opportunities.</li> <li>Significant personnel changes in the VPD's Human Resources Section (HR) impacted the delivery of the 360 Review program.</li> </ul>		

**2017 Strategy 3: Enhance employee management processes.**

ACTIVITIES		Priority	Dependency	Completion Status
3.1 - Implementation of Attendance and Disability Management Software.		Important	None	☒☒☐
3.2 - Increase contact with members off with long-term illness or injury.		Important	None	☒☒☒
3.3 - Ensure long-term sick and injured members provide feedback on levels of HR service.		Important	3.2	☒☒☒
3.4 - Explore the development of a reliable resiliency test to be administered by the Recruiting Unit to police member applicants.		Important	None	☒☒☐
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>Increased response to and accountability for members who are off sick or injured.</li> <li>Re-alignment of HR practices to ensure desired levels of service for sick or injured members are met.</li> <li>Resilience is a significant factor in First Responders and their mental health. Once a reliable resiliency test is identified, VPD norms can be developed in-</li> </ul>		<ul style="list-style-type: none"> <li>Implement Phase 1 of the Parklane Software System.</li> <li>Creation and posting of posters highlighting HR's commitment to increase contact with members that are off with long-term illness or injury.</li> <li>Bi-annual survey of members who have been off long-term sick or injured.</li> <li>Evaluation of reliable resiliency measures, and implementation of a suitable program to be used by the Recruiting Unit.</li> </ul>		

house and the test may subsequently be used as a component in the pre-hiring recruiting process as an additional screening tool.				
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>		
<ul style="list-style-type: none"> <li>○ The Parklane Disability Management system underwent IT configuration and testing for data transfer in the fall of 2017. However, delays with the City of Vancouver's (CoV) IT Section stalled implementation of the data transfer until 2018. The system is anticipated to go live in 2018.</li> <li>○ A structured contact system has been put in place ensuring all members are contacted when they are off on sick or WorkSafeBC (WSBC) leave.</li> <li>○ A survey of all injured or sick members was delivered in June 2017 to ensure effective HR service levels are met.</li> <li>○ The Recruiting Unit will be changing the psychological testing of new recruits early in 2018. This is expected to provide data to support resiliency testing.</li> </ul>		<ul style="list-style-type: none"> <li>○ Competing demands from CoV IT has slowed implementation of the Parklane Disability Management system.</li> <li>○ Changes to the psychological testing process for new recruits has delayed the development of resiliency testing.</li> </ul>		
<b>2017 Strategy 4: Enhance respectful work environments throughout the VPD.</b>				
<b>ACTIVITIES</b>		<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
4.1 - Senior Management Team (SMT) presentation on <i>Respectful Workplace</i> Legislation/Case Law changes.		Important	None	☒☒☒
4.2 - Hold <i>Respectful Workplace</i> information lunch sessions.		Important	None	☒☒☒
4.3 - Post updated <i>Respectful Workplace</i> information on the HR webpage.		Important	None	☒☒☒
4.4 - Create other promotional materials to further inform staff about the <i>Respectful Workplace</i> initiative.		Important	None	☒☒☒
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>		
<ul style="list-style-type: none"> <li>○ Increased knowledge and understanding by all members of <i>Respectful Workplace</i> protocols and impacts.</li> </ul>		<ul style="list-style-type: none"> <li>○ Six <i>Respectful Workplace</i> brown bag sessions to be held.</li> <li>○ Development of a new <i>Respectful Workplace</i> poster to be displayed throughout VPD facilities.</li> <li>○ Development of a <i>Respectful Workplace</i> information video to be posted on the HR webpage.</li> </ul>		
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>		
<ul style="list-style-type: none"> <li>○ A presentation was delivered to the VPD's SMT on February 8, 2017 on <i>Respectful Workplace</i> Legislation/Case Law changes.</li> <li>○ Seven <i>Respectful Workplace</i> lunch information sessions were held across the Department.</li> <li>○ The VPD's HR Webpage was updated with <i>Respectful Workplace</i> information, and a related video was produced for dissemination to all members.</li> </ul>		<ul style="list-style-type: none"> <li>○ No new printed <i>Respectful Workplace</i> promotional materials were produced.</li> </ul>		
<b>2017 Strategy 5: Enhance employee safety and security at VPD facilities.</b>				
<b>ACTIVITIES</b>		<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
5.1 - Regularly scheduled fire and evacuation drills in all VPD facilities.		Important	None	☒☒☒
5.2 - Conduct a disaster preparedness assessment of VPD infrastructure.		Important	None	☒☒☐
5.3 - Install live streaming video between the VPD's Public Safety Counters and E-Comm.		Important	None	☒☒☐

STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>○ Increased emergency evacuation knowledge and safety of VPD members.</li> <li>○ Enhanced staff safety within VPD facilities in the case of disaster.</li> <li>○ Increased safety of Public Service Counter staff.</li> </ul>		<ul style="list-style-type: none"> <li>○ One scheduled evacuation drill for each VPD facility.</li> <li>○ All VPD infrastructure will be reviewed in order to meet disaster safety standards.</li> <li>○ E-Comm and VPD Public Service Counter staff to receive training with regards to the new Live Streaming video connection.</li> </ul>		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>○ All VPD facilities now have regularly scheduled fire and evacuation drills that meet WSBC standards.</li> <li>○ A disaster preparedness assessment was conducted and is pending implementation upon final approval by the VPD's Senior Director of Information Services.</li> <li>○ Live video streaming has been set-up between E-Comm and the VPD's Cambie Street Headquarters. Coordination with E-Comm is pending to establish a live streaming link with the VPD's Graveley Street facility.</li> </ul>		<ul style="list-style-type: none"> <li>○ None noted.</li> </ul>		
<b>2017 Strategy 6: Ongoing comprehensive Operational Review of the VPD's staffing requirements.</b>				
ACTIVITIES		Priority	Dependency	Completion Status
6.1 - Continue to contract external independent consultants to review VPD staffing requirements.		Important	None	☒☒☒☒
6.2 - VPD Operational Review Project leads to regularly meet with external consultants.		Important	6.1	☒☒☒☒
6.3 - VPD Planning, Research, and Audit (PR&A) staff to continue providing the external consultants with statistics and other analysis.		Important	6.1 & 6.2	☒☒☒☒
6.4 - Chief to provide Operational Review updates.		Important	6.2 & 6.3	☒☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>○ The VPD will have an independent review of the Department's staffing requirements.</li> <li>○ Updated Departmental staffing needs will be established based on comprehensive consultations, research, and analysis.</li> <li>○ Enhanced feelings of inclusion in higher-level decision-making processes by all staff.</li> </ul>		<ul style="list-style-type: none"> <li>○ Completion of all aspects of the Operational Review.</li> <li>○ Police Board approval of the Operational Review.</li> <li>○ The main findings and recommendations of the Operational Review to be presented to the City of Vancouver (CoV).</li> </ul>		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>○ The Operational Review was completed with regular updates provided to VPD members, SMT, and the Police Board.</li> <li>○ The CoV has accepted the recommendations of the Review; implementation of these recommendations; namely, new staffing positions, will be phased in over the next five years.</li> </ul>		<ul style="list-style-type: none"> <li>○ None Noted.</li> </ul>		