



# VANCOUVER POLICE DEPARTMENT

## REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: March 27, 2019  
BOARD MEETING DATE: April 18, 2019  
BOARD REPORT # 1904P02

*Regular*

TO: Vancouver Police Board  
FROM: Drazen Manojlovic, Director, Planning, Research and Audit Section  
SUBJECT: 2018 Strategic Business Plan Report-Back

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### RECOMMENDATION:

**That the Vancouver Police Board (VPB) receives for information the 2018 Strategic Business Plan Report-Back.**

### SUMMARY:

The 2018 Strategic Business Plan Report-Back provides strategic highlights, along with a full status review and measurable performance results, pertaining to the Strategies and Activities undertaken in 2018 to work towards achieving the VPD's long-term Strategic Goals. Progress has been made on all but two of the 149 Activities listed in the 2018 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. A mid-year progress report is annually provided in July and the year-end report is provided at the beginning of the second quarter of the following year.

### DISCUSSION:

The VPD's 2017-2021 Strategic Plan has eight Strategic Goals. The attached Report-Back presents comprehensive performance results of the Strategies and Activities identified for 2018, which support and achieve the Strategic Goals. The 2018 Strategic Business Plan consisted of 35 Strategies that included 149 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 the 149 Activities for 2018:

- 3 Checks = 124 Activities (83%)
- 2 Checks = 15 Activities (10%)
- 1 Check = 8 Activities (6%)
- 0 Checks = 2 Activities (1%)

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, Just Initiated, or Not Initiated:

	Completed	Well Underway	Just Initiated	Not Initiated	Total Activities
<b>CRITICAL</b>	41	2	0	0	<b>43</b>
<b>IMPORTANT</b>	70	9	6	1	<b>86</b>
<b>VALUE ADDED</b>	13	4	2	1	<b>20</b>
<b>Total</b>	<b>124</b>	<b>15</b>	<b>8</b>	<b>2</b>	<b>149</b>

Out of the 149 Activities for 2018, 124 (83%) were fully completed while only two Activities were not initiated. Of the remaining 23 activities, significant progress has been achieved on 15 of them while the other eight have considerable work remaining to be completed. In total, some progress has been made on approximately 99% of all the Activities.

Forty-three (43) out of the 149 total Activities (29%) have been deemed *Critical* to the success of their corresponding Strategy; 41 of these 43 *Critical* Activities having been fully completed (95%) while the remaining two (2) are well underway.

It is worthwhile to note that 10 of the 2018 Strategic Business Plan's 35 Strategies have been financially supported, entirely or in part, by the Vancouver Police Foundation (VPF).

**CONCLUSION:**

2018 marked the second 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 eight Strategic Goals of the 2017-2021 Strategic Plan. Progress was made on approximately 99% of the Activities identified for 2018, with 83% of all Activities being fully completed.

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**VANCOUVER POLICE DEPARTMENT  
2018 STRATEGIC BUSINESS PLAN REPORT-BACK**

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

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## **GLOSSARY OF ABBREVIATIONS/ACRONYMS**

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

BCACP – British Columbia Association of Chiefs of Police  
BCDOAP - British Columbia Drug Overdose and Alert Partnership  
BET – Beat Enforcement Team (VPD)  
BRO – Being Respectful of Others program

CFO – Civil Forfeiture Office  
CFSEU-BC – Combined Forces Special Enforcement Unit British Columbia  
CISM - Critical Incident Stress Management Team (VPD)  
COMB - Canadian Out-of-Home Measurement Bureau  
COMET - Chronic Offender Management Enforcement Team  
COSS – Centralized Operations Services Section  
COU – Chronic Offender Unit (VPD)  
CoV – City of Vancouver  
CPA – Citizens Police Academy  
CPC – Community Policing Centre  
CSP – Community Safety Personnel (VPD)  
CVSE – Commercial Vehicle Safety Enforcement Unit  
CVU – Commercial Vehicle Unit (VPD)

DCC – Downtown Community Court  
DID – Drug Impaired Driving  
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)

E-Comm – Emergency Communications Centre  
EAU – Elder Abuse Unit (VPD)

FCU – Financial Crime Unit (VPD)  
FHA – Fraser Health Authority  
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)

HMHT – Heatley Mental Health Team  
HR – Human Resources Section (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

IRP – Immediate Roadside Prohibition

ISSofBC - Immigrant Services Society of British Columbia

JIBC – Justice Institute of BC

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

LMDGC – Lower Mainland Gang Conflict

MCS – Major Crime Section (VPD)

MHA – Mental Health Act

MHU – Mental Health Unit (VPD)

MOSAIC – an interpretation and translation agency

MOU – Memorandum of Understanding

MTI – Municipal Ticket Informations

NPO – Neighbourhood Police Officer (VPD)

NPT – Neighbourhood Police Team (VPD)

OCS – Organized Crime Section (VPD)

PAC – Parent Advisory Council

PAL – Police Athletic League

PCSU – Property Crime Surveillance Unit (VPD)

PCU – Property Crime Unit (VPD)

PEAT – Psychiatric Emergency Assessment Triage Unit

PERASU - Police Employee Relations and Advisory Services Unit (VPD)

PHC – Providence Health Care

PR&A – Planning, Research, and Audit Section (VPD)

PTEP – Provincial Tactical Enforcement Priorities

RAPID - Regional Automated Property Information Database

RCMP – Royal Canadian Mounted Police

RFID – Radio-Frequency Identification

RTIC – Real Time Information Centre

SACY - School Aged Children and Youth program

S.A.F.E. – Safety Awareness for Elders program

SCU – Sex Crimes Unit (VPD)

SFST – Standardized Field Sobriety Test

SFU – Simon Fraser University

S&HU – Safety & Health Coordination Unit (VPD)

SIS – Special Investigation Section (VPD)

SLO – School Liaison Officer (VPD)

SMT – Senior Management Team (VPD)

SPH – St. Paul’s Hospital

SRO – Single Room Occupancy

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

VCH – Vancouver Coastal Health

VGH – Vancouver General Hospital

VPF – Vancouver Police Foundation

VPD – Vancouver Police Department

VSU – Vancouver School Board

WEMHT – West End Mental Health Team

YSS – Youth Services Section (VPD)

YSU – Youth Services Unit (VPD)

## SUMMARY OF 2018 PROGRESS

2018 marked the second 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 2018 Strategic Business Plan outlined the Strategies to be undertaken by the VPD throughout 2018 in further working towards achieving the eight overarching Goals identified in the 2017-2021 Strategic Plan. Thirty-five Strategies were identified for 2018 with a total of 149 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, targeted enforcement efforts resulted in approximate 11% and 9% reductions in residential and commercial break and enters respectively. Decreases were also seen in all major forms of violent crime including homicides, sexual assaults, robberies, and shots fired, while a prominent organized crime group was dismantled and is facing numerous criminal charges. The visible presence of VPD officers in the entertainment districts continues to be effective in reducing levels of violence and street disorder in those areas, highlighted in 2018 by a significant 51% decrease in the number of fights that occurred. On the road safety front, traffic-related fatalities decreased by 7% while traffic violation enforcement among Patrol members increased considerably by 63%.

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 but two Activities with 83% 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 35 Strategies undertaken in 2018.

Strategic Plan Goals and associated 2018 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>30</b>	<b>2</b>	<b>4</b>	<b>24</b>
1.1 Continue to comprehensively engage with and provide direct support to vulnerable and marginalized women.	5	0	1	4
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.	5	2	0	3
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	2	3
1.6 Sustain and foster existing positive relationships with new immigrants and multi-cultural communities	7	0	1	6
<b>(Strategic Goal 2): Strengthen mental health programs and processes</b>	<b>15</b>	<b>0</b>	<b>3</b>	<b>12</b>
2.1 Continue to develop and implement a youth mental wellness program by working upstream and focusing on youth in school.	5	0	1	4



<b>Strategic Plan Goals and associated 2018 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> Evaluate the viability of a tele-triage system in partnership with the Vancouver General Hospital (VGH) Access and Assessment Centre that enables remote off-site mental health assessments of clients.	3	0	0	3
<b>2.3</b> Continue to work with external partners on the opening and operation of the HUB and the VPF Transitional Center at Saint Paul's Hospital (SPH).	2	0	0	2
<b>2.4</b> Continue to collaborate with health partners to create system efficiencies to reduce both police mental health apprehensions and police hospital wait-times.	2	0	1	1
<b>2.5</b> Collaborate with New Westminister, Burnaby, and Surrey to improve services for clients most-at-risk and living with severe mental health and substance use.	3	0	1	2
<b><i>Fight Crime</i></b>				
<b>(Strategic Goal 3): Fight violent crime and its causes</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>
<b>3.1</b> Through community initiatives and public awareness campaigns, increase awareness of the risks and dangers to the public from sexual offences and highlight concerning trends and behaviors.	4	0	0	4
<b>3.2</b> Increase the number of businesses participating in the Barwatch and Restaurant Watch programs.	1	0	0	1
<b>3.3</b> Enhance information sharing between the VPD's Major Crime Section (MCS), Organized Crime Section (OCS), and Patrol, as well as with other police agencies and partners.	2	0	0	2
<b>3.4</b> Strategically target high-risk violent offenders utilizing a proactive inter-divisional, inter-agency, and regional approach.	5	0	0	5
<b>(Strategic Goal 4): Combat property crime and its drivers</b>	<b>22</b>	<b>0</b>	<b>7</b>	<b>15</b>
<b>4.1</b> Enhance the process for referring chronic property crime offenders to the Downtown Community Court (DCC).	5	0	2	3
<b>4.2</b> Proactively use intelligence to combat both residential and commercial break and enters.	8	0	0	8
<b>4.3</b> Establish a Cybercrime Unit whose mandate will focus on prevention, education, and enforcement.	5	0	4	1
<b>4.4</b> With over 12,000 theft from auto incidents reported to police per year, the VPD will focus on reducing these crimes through targeted enforcement projects and various innovative education campaigns.	4	0	1	3
<b><i>Enhance Public Safety</i></b>				
<b>(Strategic Goal 5): Address community concerns that affect public safety</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>15</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.	5	0	0	5
<b>5.2</b> Continue to work with the City of Vancouver (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>Strategic Plan Goals and associated 2018 Strategies</b>	<b>Activities Identified</b>	<b>Activities Not Initiated</b>	<b>Activities Initiated, but not completed</b>	<b>Activities Completed</b>
<b>5.4</b> Continue focusing on enhancing public safety regarding the use of fentanyl.	5	0	0	5
<b>(Strategic Goal 6): Improve road safety for everyone</b>	<b>25</b>	<b>0</b>	<b>2</b>	<b>23</b>
<b>6.1</b> Coordinated participation in 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> Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.	10	0	1	9
<b>6.4</b> Leverage technology to address current and anticipated road safety enforcement challenges.	4	0	0	4
<b><i>Support our People</i></b>				
<b>(Strategic Goal 7): Foster a culture of employee engagement and effective communication</b>	<b>10</b>	<b>0</b>	<b>2</b>	<b>8</b>
<b>7.1</b> Improve communication between VPD Executive and front-line sworn and civilian members.	6	0	0	6
<b>7.2</b> Improve communication between VPD Divisions.	4	0	2	2
<b>(Strategic Goal 8): Promote a healthy work environment</b>	<b>20</b>	<b>0</b>	<b>5</b>	<b>15</b>
<b>8.1</b> Continue to support and foster employee wellness.	6	0	0	6
<b>8.2</b> Enhance the professional development of VPD members.	2	0	1	1
<b>8.3</b> Enhance member management processes.	4	0	1	3
<b>8.4</b> Enhance respectful work environments throughout the VPD.	3	0	1	2
<b>8.5</b> Enhance employee safety and security at VPD facilities.	3	0	2	1
<b>8.6</b> Implement recommendations of the comprehensive Operational Review of the VPD's staffing requirements.	2	0	0	2
<b>TOTAL</b>	<b>149</b>	<b>2</b>	<b>23</b>	<b>124</b>

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

Champion – Inspector Suzanne Muir

### 2018 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 further develop and maintain positive working relationships, trust, and understanding with Vancouver's diverse communities.
- Overall, the VPD continues to see 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.
- 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 and individuals involved in the sex trade industry. Highlights of her work in 2018 include assisting 150 vulnerable women in obtaining provincial identification under the five year old ID4Me program.
- As in 2017, approximately 80 community members attended each quarterly Lunch with the Chief event held in the Downtown Eastside (DTES). Participants also included members from the VPD's Beat Enforcement Team (BET), Patrol District 2, the Senior Management Team, and the Executive along with members of the Vancouver Police Foundation (VPF) and Vancouver Police Board. The VPF continues to generously provide 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), Aboriginal Veterans Remembrance Day, and Tribal Journeys with the Squamish Nation.
- The annual Pulling Together Canoe Journey included participation from 14 VPD members in 2018 as well as from 10 VPD youth cadets, four VPD Indigenous youth cadets, and 10 youth from the Musqueam Nation.
- There was increased participation in Musqueam youth programming in 2018. A total of 25 Musqueam youth participated in the Breakfast Club and after school support program compared to 10 youth in 2017. These programs focus on engaging youth in pro-social behaviours.
- The VPD's Domestic Violence and Criminal Harassment Unit (DVACH), Vancouver Coastal Health (VCH), and the Alzheimer's Society participated in the inaugural Seniors Health & Safety Fair held at the Roundhouse Community Centre, which included a total of 370 participants.
- The Community Policing Centres (CPCs) throughout Vancouver conducted a combined 52 presentations and/or safety sessions regarding elder safety and elder abuse (compared to 40 total presentations/sessions in 2017).
- The VPD Cadet Program engaged another 100 youth in 2018 with 60 new recruits and 40 returning cadets. Each year, program leads ensure at least 10 Indigenous youth participants. A total of 343 youth have participated in the program since its inception in 2014.
- Since its inception 21 years ago, the VPD Student Challenge has graduated upwards of 1,000 young people from diverse and multicultural backgrounds. Seventy-two male and 68 female students from a variety of backgrounds and cultures participated in the program from 2015 to 2017, while 40 more youth participated and graduated in 2018.
- The Windermere Running Club and the Streetfront Marathon Running Group continue to each engage upwards of 20 youth in weekly physical activities. These youth continue to participate in at least 4 marathons per year, including the world renowned Boston Marathon.
- The VPD's search and arrest procedures specific to the needs of transgender people continue to be implemented with supplemental training as needed.
- Ongoing collaboration with national and international law enforcement agencies and community organizations engaged in LGBTQ2S+ training, education, and awareness. Twenty-eight collaborative workshops and presentations were held in 2018 compared to 16 in 2017.
- As of December 2018, a total of 441 businesses and organizations participate in the Safe Place program, up from the 371 total participants as of the end of 2017.
- The grand opening event of the new Strathcona CPC occurred in 2018, attended by 100 people including the VPD Executive and City Council members.
- The VPF once again funded the NewKids Program, which ran its 6<sup>th</sup> and 7<sup>th</sup> cohort in 2018. As of the fall of 2018, the program has seen 117 new immigrant and refugee youth participate and complete this program.

*The following presents a status report and measurable performance results pertaining to the **6 Strategies** identified for 2018 in working towards achieving the overall Strategic Goal of fostering relationships, understanding, and trust with our diverse community.*

**2018 Strategy 1: Continue to comprehensively engage with and provide direct support to vulnerable and marginalized women.**

ACTIVITIES (ACTION PLANS)				Priority	Dependency	Completion Status
1.1 - Continue to 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 - Ongoing proactive communication between the VPD and women's support residences and Single Room Occupancy (SRO) building operators.				Important	None	☒☒☒
1.3 - Acquire additional modern cell phones to hand-out to vulnerable and marginalized women for 911 phone call purposes.				Important	None	☒☐☐
1.4 - Distribute additional cost-effective adhesive blackboards to be installed in individual SRO suites for the posting of important reminders.				Value Added	None	☒☒☒
1.5 - Continue to regularly attend SisterWatch 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 vulnerable and marginalized 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 200 women in obtaining official provincial identification.</li> <li>Distribute an additional 100 donated cell phones with the latest chip technology.</li> <li>Distribute 100 additional adhesive blackboards for installation in SRO suites.</li> </ul>		
PERFORMANCE RESULTS				CHALLENGES		
<ul style="list-style-type: none"> <li>Ongoing VPD participation in important DTES community events including the Missing Women's Memorial March and SisterWatch program meetings.</li> <li>Another four SisterWatch meetings were held in 2018 with a committee comprising of 16 community members and various representatives from the VPD including members of the Executive, Senior Management, the Special Investigation Section (SIS), the Beat Enforcement Team (BET), and the Sex Industry Liaison Officer.</li> <li>The SisterWatch Committee also held one Town Hall meeting specifically to address safety issues in the DTES. A total of 70 community and police members participated.</li> <li>A total of 126 calls were made to the SisterWatch <i>Tip-line</i> in 2018, compared to 116 in 2017.</li> <li>Two hundred and forty-two calls were made from phones situated in the DTES labelled with the SisterWatch emblem, an increase from the 53 calls made in 2017. A total of 47 police files resulted from the 242 calls placed in 2018.</li> <li>The VPD continued to host its popular Lunch with the Chief series once every quarter. These events are attended by over 80 community members along with several VPD senior management and frontline members in an effort to further build healthy working relationships and understanding with DTES community members.</li> <li>On a consistent basis, the VPD's Sex Industry Liaison Officer provides one-on-one guidance to multiple members of the DTES community. This guidance occurs in person, over the phone, by email, and via text message.</li> <li>In 2018, the Sex Industry Liaison Officer assisted 150 vulnerable women in obtaining provincial identification under the ID4Me program. Based on its success, the Kettle Society has initiated a similar program to assist all vulnerable people in accessing provincial identification.</li> <li>The Sex Industry Liaison Officer distributed just over 100 decommissioned VPD cell phones to vulnerable woman in 2018.</li> </ul>				<ul style="list-style-type: none"> <li>It continues to be difficult to deliver programming to vulnerable persons and groups due to commitment issues stemming from multiple personal obstacles (e.g., addictions, homelessness, etc.).</li> <li>The VPD did not receive any externally donated cell phones in 2018 for the purposes of distribution to vulnerable and marginalized women. Rather, decommissioned VPD cell phones were used for this purpose in 2018.</li> </ul>		

<ul style="list-style-type: none"> <li>o The Sex Industry Liaison Officer installed a total of 400 adhesive blackboards throughout several Single Room Occupancy Buildings (SROs) in the DTES. These blackboards help keep vulnerable DTES women organized as it prompts them to create and follow through with goals, remember appointments and important phone numbers, and so forth.</li> <li>o The Sex Industry Liaison Officer continues to attend weekly drop-in programs at WISH and at The Corner (formerly Boys'R'Us). The Sex Industry Liaison Officer also attended a Friday evening drop-in session for sex workers from 10pm to 2am along the Kingsway strip.</li> <li>o The Sex Industry Liaison Officer worked in close collaboration with a number of vulnerable women community support service groups in 2018, including more frequent connections with Carnegie Outreach, SheWAY, SisterSpace, and Fir Square at BC Women's Hospital.</li> <li>o Furthermore, the VPD Women's Safety Team delivered 12 workshops throughout Vancouver in 2018. A minimum of 30 participants attend each workshop.</li> </ul>	
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**2018 Strategy 2: Sustain and foster existing positive relationships with Indigenous communities.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - Continue participating in Indigenous cultural and community events such as the annual Pulling Together Canoe Journey, the Tribal Canoe Journey, the Traditional Canoe Waking Ceremony, as well as the National Indigenous People's Day, the Aboriginal Veterans Remembrance Day, and the Orange Shirt Day events.	Critical	None	☒☒☒
2.2 - Deliver additional Indigenous awareness workshops to VPD staff, partner agencies such as the Justice Institute, and Directions Youth Services (DYS) to promote greater knowledge and cultural competencies among support workers.	Critical	None	☒☒☒
2.3 - Support Indigenous youth through the Indigenous Cadet Program, ARC Program as well as ongoing VPD attendance at Gathering Our Voices youth forum, Broadway/Commercial youth meetings, and the Musqueam Youth Club.	Important	None	☒☒☒
2.4 - Provide ongoing outreach services and other programming with partner agencies such as Aboriginal Mother Centre and the Vancouver Aboriginal Friendship Centre.	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 Increased 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 Continue to attend a minimum of 4 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 2 Indigenous participants in the VPD Cadet Program.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o Members of the VPD Executive and DIRS participated in the annual Waking of the Canoe Ceremony while 50 VPD cadets and upwards of 50 Indigenous community members were in attendance. The VPD Executive and DIRS also took part in Tribal Journeys with the Squamish Nation.</li> <li>o Members from various VPD units participated in the National Indigenous People's Day event, which was attended by upwards of 3,000 people.</li> <li>o VPD members were given the honour in 2018 of marching alongside Indigenous veterans from the Carnegie Centre to the Cenotaph as part of Indigenous Veterans Remembrance Day ceremonies.</li> </ul>	<ul style="list-style-type: none"> <li>o Ensuring operational priorities are met while supporting ongoing relationships and fostering new relationships with Indigenous communities remains a challenge.</li> </ul>

- The annual Pulling Together Canoe Journey included participation from 14 VPD members in 2018 as well as from 10 VPD youth cadets, four VPD Indigenous youth cadets, and 10 youth from the Musqueam Nation.
- The Indigenous CPC Liaison Officer commenced weekly visits with the Aboriginal Mother Centre while also expanding contact and positive relationships with the Vancouver Aboriginal Friendship Centre and with the Aboriginal Community Career Employment Services Society (ACCESS).
- The Cadet Program had 19 Indigenous participants in 2018, an increase from the 10 Indigenous youth participating in 2017.
- In 2018, four new Indigenous youth completed the Indigenous Cadet Program. A total of 37 Indigenous youth have completed the program since its inception in 2006. Twelve of the 37 Indigenous Cadet graduates have gone on to become regular members of the VPD in either a civilian or sworn capacity.
- The Indigenous CPC Liaison Officer continued to deliver cultural competency sessions to Justice Institute of British Columbia (JIBC) recruits throughout the first half of 2018.
- Fifty VPD Jail staff (including Jail sergeants and the Inspector) received training in 2018 from the Indigenous Protocol Officer.
- The Indigenous Protocol Officer also trained 25 new social workers through the Child and Youth Advocacy Centre and presented twice at Immigrant Services Society of BC.
- Broadway/Commercial youth safety meetings continued to be held once a month in 2018 consisting of up to 30 stakeholders which includes members from the VPD's Youth Services Section.
- The Aboriginal, Recreation & Cultural program was re-launched as the Access, Recreation & Cultural program (ARC) to assist in streamlining Indigenous youth into the Indigenous Cadet Program. A 10-week ARC program was attended by eight Indigenous youth. Programming structure resembles the NewKids design while incorporating Indigenous cultural and traditional activities.
- The Musqueam Liaison Officer continues to engage Musqueam youth through the Musqueam Youth Club. Twenty to twenty-five youth (who are not engaged in structured school programs) participated in Club activities during the day, while also attending breakfast and after school activities. This number has increased from the 10 youth participants in 2017.
- The Musqueam Liaison Officer continued to engage 12 to 15 Musqueam youth to participate in addictions awareness workshops throughout 2018, which included multiple presentations by the Odd Squad Productions Society.
- Fourteen youth participated in the Gathering our Voices Conference 2018, an increase from the 10 youth participants in 2017.
- The 15<sup>th</sup> Annual UBC/Musqueam Soccer Tournament took place in 2018. Four hundred Indigenous youth played on 40 different teams over the weekend. Teams compete within different age categories: 16 years of age and under, 13 years of age and under, 10 and under, 7 and under, and 5 and under.

**2018 Strategy 3: Ensure the safety of the elderly population through ongoing community building and awareness.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
3.1 - Implement another Safety Awareness For Elders (S.A.F.E.) campaign.	Important	None	□□□
3.2 - Design, create, and distribute S.A.F.E. brail cards for the visually impaired.	Value Added	None	□□□
3.3 - Deliver ongoing community safety fairs and presentations for the elderly covering all areas of elder abuse including pedestrian and online safety.	Critical	None	☒☒☒
3.4 - Foster community relationships through ongoing elder specific initiatives and activities such as neighbourhood circles, seniors' lunches, seniors' graffiti paint-outs, scooting seniors, and seniors' fairs.	Value Added	None	☒☒☒
3.5 - Continue to 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 VPD's Financial Crime website.	Value Added	None	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>o Increased referrals to the Elder Abuse Unit.</li> <li>o Increased public awareness of elder abuse.</li> <li>o Increased confidence and understanding among the elderly regarding their personal safety, while improving on community partnerships.</li> <li>o Decreased likelihood of fraud and financial scams targeting elders, through education and awareness.</li> </ul>	<ul style="list-style-type: none"> <li>o Distribute 2,000 additional S.A.F.E. magnets and cards.</li> <li>o Distribute 3,000 S.A.F.E. brail cards.</li> <li>o Deliver 12 elderly safety presentations and/or informational sessions.</li> <li>o Regularly communicate updated anti-fraud and other personal safety awareness message through the internet and social media.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o DVACH continued to regularly distribute S.A.F.E program magnets and brochures the through the CPCs and the Public Information Counter at both VPD buildings.</li> <li>o DVACH partnered with other VPD units and community organizations such as VCH and the Alzheimer's Society to launch the inaugural Seniors Health &amp; Safety Fair held at the Roundhouse Community Centre in 2018, which saw 370 participants.</li> <li>o The CPCs conducted a combined 52 presentations and/or safety sessions regarding elder safety and elder abuse, compared to 40 in 2017. These presentations/workshops included neighbourhood circles, a wellness forum, pedestrian safety, movie nights, graffiti paint-out, community safety panels, coffee with cops, safety in Canada for new immigrants, and elder abuse. Some of these activities were delivered in Chinese due to large numbers of Chinese senior participants.</li> <li>o 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.</li> <li>o Cybercrime prevention advice was newly added to the VPD's website (vpd.ca) and cybercrime prevention pamphlets were created and distributed through the CPCs.</li> <li>o Multiple media avenues were used to educate Chinese Canadians on specific fraud scams targeting this population, including overseas kidnapping scams.</li> <li>o Overall, the FCU has seen 3,026 hits to its website in 2018, an increase from the 2,149 hits received in 2017.</li> </ul>	<ul style="list-style-type: none"> <li>o Due to limited funding in 2018, a S.A.F.E. media campaign was not launched and S.A.F.E. braille cards were not developed. Funding options for the S.A.F.E. program are being explored for 2019</li> <li>o Funding was also not acquired for the development of S.A.F.E. braille cards.</li> <li>o Though multiple media avenues have been leveraged, the FCU has been challenged in reaching all audiences with its financial fraud prevention information. The elderly and non-English speaking populations are particularly difficult to reach as many of them are not technologically inclined. As a result, financial scams are able to continue at quite a high rate, specifically victimizing those vulnerable populations.</li> <li>o CPCs continue to face challenges in working with community partners due to competing goals and priorities.</li> </ul>

**2018 Strategy 4: Continue to develop trust and relationships with youth through outreach, education, and empowerment activities.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
4.1 - Continue to deter gang involvement through initiatives for at-risk youth which combine community, arts, and/or culture (e.g., RestART).	<b>Important</b>	<b>None</b>	☒☒☒☒
4.2 - Continue to encourage leadership and skills development through the VPD Student Challenge, VPD Cadet Program, YoBro, and Vancouver School Board (VSB) Summer Program.	<b>Important</b>	<b>None</b>	☒☒☒☒
4.3 - Ongoing wellness promotion through sports and fitness with initiatives such as Streetfront Marathon Running Group, Windermere Running Club, VPD Soccer, KidSport, the Police Athletic League, and <i>Project Breakaway</i> .	<b>Important</b>	<b>None</b>	☒☒☒☒
4.4 - Continue to encourage dialogue on topics such as mental health, gender violence, and technology misuse through the VPD Mental Wellness Peer-to-Peer Club and through the <i>Know Means No</i> , <i>Total Respect of Ourselves &amp; Others (TROO)</i> , <i>Here4Peers</i> , FUNdaMENTALS, and <i>Being Respectful of Others (BRO)</i> initiatives.	<b>Critical</b>	<b>None</b>	☒☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<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>○ Streetfront Marathon Running Group to continue meeting 3 times weekly, and to participate in 4 marathons per year.</li> <li>○ Deliver at least 12 <i>YoBro</i> presentations.</li> <li>○ Hold 30 to 40 TROO sessions and 2 BRO session.</li> <li>○ <i>Know Means No</i> to run 4 five-week sessions per year.</li> </ul>
PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ The VPD Soccer Club continued to partner with the Vancouver Whitecaps in the 4-day summer soccer program. This program engages 250 inner city young kids annually and remains a huge success.</li> <li>○ The RestART program engaged 11 Indigenous youth in 2018 through several workshops. 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 RestART participants have been featured on electrical boxes throughout the city.</li> <li>○ As with previous years, the VPD Cadet Program continued to engage 100 youth (60 new recruits and 40 returning cadets). Each year, program leads ensure at least 10 Indigenous youth participants. A total of 343 youth have participated in the program since its inception in 2014.</li> <li>○ The 2018 Student Challenge featured 48 student participants from various secondary schools in Vancouver, the same number of students as in 2017.</li> <li>○ PAL took part in a total of 30 noon-hour lunch games against a total of 505 students in grades 6 and 7. More than 3,000 total youth spectators came out to take part in the event and cheer on their classmates.</li> <li>○ TROO and BRO presentations were attended by over 2,080 youth and by more than 240 industry professionals including VSB teachers and numerous parents.</li> <li>○ The Streetfront Marathon Running Group met three times a week in 2018 and participated in four marathons. This program engaged 20 at-risk youth from the DTES and Britannia Secondary School in 2018. They participated in the Seattle full and half marathons, the Scotiabank Vancouver half marathon, and in the prestigious, world renowned Boston Marathon.</li> <li>○ The Windermere Running Club continued to engage 20 youth throughout 2018 in bi-weekly activities resulting in their participation in the Scotiabank half marathon and the Seattle Marathon.</li> <li>○ Fifteen School Liaison Officers (SLOs) continued to support students in the VSB Summer School Program which aims to mentor and assist a mix of youth who are either academically challenged and/or those who are academically challenging themselves.</li> <li>○ The <i>Here4Peers</i> Program trained 120 high school students in 2018 to deliver mental health education through mentoring efforts in elementary schools around Vancouver. Approximately 25% of all elementary schools were engaged through this program in 2018.</li> <li>○ The <i>YoBro</i> initiative delivered 12 curriculum-driven programs in Vancouver junior high schools in 2018. A total of 25 to 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. A similar number of youth participated in 2017.</li> <li>○ As in 2017, the <i>Know Means No</i> program operated four times in 2018, with 10 female youth participants in each class. This program works with girls to educate them on healthy relationships. Through these workshops, girls learn violence prevention and self-defence, including how to identify risky relationships and situations.</li> </ul>	<ul style="list-style-type: none"> <li>○ Other operational priorities limit VPD member participation in further youth outreach activities.</li> </ul>



<ul style="list-style-type: none"> <li>DIRS and the General Investigation Section teamed up to implement a one day Youth in Action program which saw 15 to 20 autistic youth visit VPD headquarters to participate in fun and engaging activities with VPD members, including meeting the Chief. The program partnered with the Pacific Autism Centre and will be held again in 2019.</li> </ul>				
<b>2018 Strategy 5: Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2S+ issues in policing.</b>				
<b>ACTIVITIES (ACTION PLANS)</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>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
5.2- Continue expanding the Safe Place program on a local, provincial, and national level with businesses and schools.		<b>Critical</b>	<b>None</b>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
5.3 - 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>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5.4 - Continue to assist the City of Vancouver (CoV) with the implementation of the <i>Trans-Gender Variant and Two-Spirit Inclusion</i> document to ensure inclusive and equitable treatment of transgender individuals in the day-to-day operations of the Police and all other City Departments.		<b>Important</b>	<b>None</b>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
5.5 - Create an education and awareness video and promotional items around LGBTQ2S+ communities and sport.		<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>Improved best practices when serving the LGBTQ2S+ community and increase understanding of transgender issues within policing.</li> <li>Increased awareness the Safe Place 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 forging of a working environment at the VPD that values inclusiveness and equality for all individuals regardless of sex, gender, and sexual orientation.</li> </ul>		<ul style="list-style-type: none"> <li>Continue to increase the number of businesses participating in Safe Place.</li> <li>Continue to increase the number of corporate businesses as well as police departments trained in the LGBTQ2S+ education program.</li> <li>Translate the <i>Walk with Me</i> video into Mandarin and Punjabi.</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 CoV's LGTBQ2S+ Advisory Committee in 2018. 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 continue to be implemented with supplemental training provided to officers.</li> <li>The VPD participated in 28 LGTBQ2S+ training, education, and awareness workshops and presentations in 2018 in collaboration with national and international law enforcement agencies and external community organizations (up from the 16 collaborative workshops/presentations that took place in 2018).</li> <li>As of December 2018, 441 businesses and organizations are participating in the Safe Place program (371 total participants at the end of 2017).</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. The LGTBQ2S+ Liaison Officer continues to work to implement these recommendations at the VPD.</li> <li>To-date, there have been 68,640 views on YouTube for the Walk with Me video (10,843 views in 2018).</li> <li>To-date, there have been 4,180 views of the Safe Place video (1,199 views in 2018).</li> <li>Since October 2018, the RCMP has been actively working to have the Safe Place Program rolled out nationally.</li> </ul>		<ul style="list-style-type: none"> <li>The VPD continues to seek funding to add closed captioning to and to translate the <i>Walk with Me</i> video into other languages.</li> </ul>		

**2018 Strategy 6: Sustain and foster existing positive relationships with new immigrants and multi-cultural communities.**

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
6.1 - Ongoing attendance at the Immigrant Services Society of British Columbia (ISSofBC) Welcome House by one to two VPD Constables per week.		Important	None	☒☒☒
6.2 - Executive and Frontline members participate in community events such as the Vaisakhi Parade and Chinese New Year annually.		Critical	None	☒☒☒
6.3 - Attend education sessions and events at Mosques in and around Metro Vancouver.		Value Added	None	☒☒☒
6.4 - Continue to engage multicultural communities in the Citizen's Police Academy.		Value Added	None	☒☒☒
6.5 - Continue to engage new immigrant youth through the <i>NewKids</i> Program.		Important	None	☒☒☒
6.6 - Continue to work with MOSAIC to increase referrals to the <i>Redirecting Youth Through Empowerment: Wraparound Program</i> .		Value Added	None	☒☐☐
6.7 - Work with and support community partners in the opening of the new Strathcona Community Policing Centre.		Value Added	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>Ongoing strengthening of existing relationships with multicultural populations and newcomers along with associated community partners.</li> <li>Increase understanding of cultural ceremonies and events through ongoing participation.</li> <li>Greater overall knowledge and understanding of multicultural backgrounds and experiences among VPD members.</li> <li>Enhanced safety for and increased engagement of at-risk multicultural populations (including new immigrant youth) through existing programming.</li> </ul>		<ul style="list-style-type: none"> <li>Provide ongoing multicultural outreach services at least twice per week.</li> <li>Deliver workshops and Newcomer packages once a week to new immigrants serviced by ISSofBC.</li> <li>Attend a minimum of 4 cultural events per year.</li> <li>Increase the VPD's total number of community contacts and community partners.</li> <li>Enroll 20 new immigrants in the Citizen's Police Academy.</li> <li>Enroll 15 to 20 new immigrant youth in the <i>NewKids</i> program.</li> <li>Increase participants in the <i>Wraparound</i> program from 20 to 40 over the next three years.</li> </ul>		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>The Diversity Constable attended ISSofBC 36 times in 2018 completing weekly workshops.</li> <li>DIRS provided 15 general safety presentations to over 150 new immigrants and refugees in 2018.</li> <li>The 2018 Vaisakhi Parade was attended by over 300,000 people including over 100 members of the VPD ranging from members of the Executive and Senior Management to various frontline members as well as numerous VPD cadets.</li> <li>Approximately 60 VPD members attended the 2018 Chinese New Year Parade (celebrating the year of the dog) including the entire VPD Executive, the VPD's trauma dog Lucca, and several other police dogs. A total of 3,000 participants from various community and cultural groups took part in this event with over 100,000 people in attendance.</li> <li>In response to a recent rise in cold call kidnapping threat scams targeting Chinese families and students, the VPD's MCS implemented four virtual kidnapping scam presentations to English language teachers at S.U.C.C.E.S.S through their Immigrant Settlement and Integration Program. These presentations are designed to educate and promote awareness among Chinese community members who may not access media streams that cover information of these scams. Given the</li> </ul>		<ul style="list-style-type: none"> <li>Ensuring operational priorities are met while supporting ongoing relationships and fostering new relationships with new immigrants and multi-cultural communities remains a challenge.</li> </ul>		

huge subsequent demand for the virtual kidnapping scam presentations, MCS has handed the responsibility of delivering these presentations over to the Chinese CPC for 2019.

- As part of ongoing outreach to the BC Muslim Association, the Diversity Constable toured three Mosques in 2018.
- The Citizens Police Academy (CPA) was executed in the spring of 2018 with 17 people from diverse community backgrounds participating. The Fall CPA session was postponed in order to update the program curriculum and schedule.
- Two CPA sessions will once again be provided in 2019.
- The VPF once again funded the NewKids Program, which ran its 6<sup>th</sup> and 7<sup>th</sup> cohort in 2018. As of the fall of 2018, the program has seen 117 new immigrant and refugee youth participate and complete this program. Members from eight different sections of the VPD participate in the NewKids program.
- The Youth Services Unit (YSU) did not conduct presentations to the Mosaic Wrap Program in 2018 due to program coordination staffing changes. These presentations will take place in 2019.
- The grand opening of the new Strathcona CPC in 2018 was attended by 100 people including the VPD Executive and City Council members.

## Strategic Goal: Strengthen mental health programs and processes

**Champion – Inspector Lynn Nofle**

### 2018 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 international recognition and serve as models for other police and healthcare agencies.
- The VPD was able to meet many of the targets for each of its five key 2018 strategies relating to mental health.
- Hospital wait-times at Saint Paul’s Hospital (SPH) for Section 28 apprehensions have decreased by six minutes, from an average of 73 minutes in 2017 to 67 minutes in 2018.
- Wait-times for VPD officer hand-off of Form 21 clients at SPH have decreased by 9 minutes, from an average of 67 minutes in 2017 to 58 minutes in 2018.
- Hospital wait-times at Vancouver General Hospital (VGH) for Section 28 apprehensions have remained stable.
- Wait-times for VPD officer hand-off of Form 21 clients at VGH have increased by 3 minutes, from an average of 56 minutes in 2017 to 59 minutes in 2018.
- Total Section 28 MHA apprehensions experienced a 1.7% increase from 2,851 in 2017 to 2,899 apprehensions in 2018.
- Total VPD Form 21 hand-offs to the hospitals experienced a 1.5% decrease from 1,941 in 2017 to 1,912 hand-offs in 2018.

*The following presents a status report and measurable performance results pertaining to the 5 Strategies identified for 2018 in working towards achieving the overall Strategic Goal of strengthening mental health programs and processes.*

#### 2018 Strategy 1: Continue to develop and implement a youth mental wellness program by working upstream and focusing on youth in school.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Implement a ‘train-the-trainers’ component involving high school students (including Cadets) within the <i>Here4Peers</i> mental wellness program.	Critical	None	☒☒☒
1.2 - Deliver <i>Here4Peers</i> workshops to elementary students via the <i>FUNdaMENTALS</i> program.	Critical	1.1	☒☒☒
1.3 - Evaluate the <i>Here4Peers</i> and <i>FUNdaMENTALS</i> programs and make modifications as required.	Important	1.1 & 1.2	☒☒☒
1.4 – Report back to stakeholders with recommendations.	Critical	1.3	☒☒☒
1.5 - Explore a potential relationship with the Vancouver Canucks for both the program launch and continuing support.	Value Added	None	☒☐☐
STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>○ Increased awareness of mental wellness among School Liaison Officers (SLOs), Vancouver School Board (VSB) staff, and students.</li> <li>○ Increased access by students and staff to mental health services.</li> <li>○ De-stigmatization of mental illness in students and staff.</li> </ul>	<ul style="list-style-type: none"> <li>○ The <i>Here4Peers</i> and <i>FUNdaMENTALS</i> initiatives to be delivered to three Vancouver high schools (David Thompson, Vancouver Technical, and Killarney).</li> <li>○ One-year evaluation of programs completed once delivered.</li> </ul>		
PERFORMANCE RESULTS	CHALLENGES		
<ul style="list-style-type: none"> <li>○ The VPD has partnered with the Canadian Mental Health Association (CMHA) Vancouver-Fraser Branch, VSB, and VCH to deliver mental health awareness tools via the <i>Here4Peers</i> program to five VSB high schools: David Thompson, Van Tech, John Oliver, Prince of Wales, and Killarney.                             <ul style="list-style-type: none"> <li>○ A total of 172 youth facilitators in Grades 10-12 were provided with <i>Here4Peers</i> training in 2018.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Additional funding and in-kind services will need re-evaluation in order to meet the current five-year operationalization goals of the <i>Here4Peers</i> program.</li> </ul>		

<ul style="list-style-type: none"> <li>o Youth facilitators presented 13 'practice' <i>Here4Peers</i> workshops to a total of approximately 364 Grade 8 students. These practice workshops have furthered mental health awareness in the five selected high schools while serving as a recruiting tool for future youth facilitators.</li> <li>o Youth facilitators delivered 38 workshops to a total of approximately 1,060 Grade 6-7 students.</li> <li>o Funding was secured from the VPF for the five-year operationalization of <i>Here4Peers</i>.</li> <li>o The one-year evaluation, funded by the CoV, is projected for completion at the end of Spring 2019.</li> <li>o Both the 'train-the-trainer' (youth facilitator training) and the workshop delivery are now collectively referred to as <i>Here4Peers</i> (The term 'Fundamentals' is no longer in use).</li> <li>o VPD SLOs and VSB staff and students have improved awareness of mental health issues and recognize the need to dedicate further resources to deal with these challenges.</li> <li>o The Vancouver Canucks donated 140 tickets for <i>Here4Peers</i> program participants to attend a game during the week of "<i>Hockey Talks on Mental Health</i>" in January 2018.</li> </ul>	
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**2018 Strategy 2: Evaluate the viability of a tele-triage system in partnership with the VGH Access and Assessment Centre (AAC) that enables remote off-site mental health assessments of clients.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - VPD Patrol and Car 88 to continue with Phase 2 of the 'proof of concept' tele-triage project.	<b>Important</b>	<b>None</b>	☒☒☒☒
2.2 - Evaluate the 'proof of concept' tele-triage project and make modifications as required.	<b>Critical</b>	<b>2.1</b>	☒☒☒☒
2.3 - Report-back to stakeholders with recommendations.	<b>Critical</b>	<b>2.2</b>	☒☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>o Reduction in unnecessary Section 28 Mental Health Act (MHA) apprehensions.</li> <li>o Reduced visits to hospital emergency departments for Section 28 apprehensions.</li> <li>o Improved patient outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>o 95% of clinical decisions made using tele-triage align with the in-person hospital assessments.</li> <li>o 15% reduction in Section 28 apprehensions of clients meeting the criteria for discharge from hospital after an initial assessment.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o The Cycle 2 evaluation report concluded that the implementation of a tele-triage system is not viable.</li> <li>o Given new developments at the VGH AAC and other potential program options, tele-triage will be discontinued.</li> </ul>	<ul style="list-style-type: none"> <li>o Considerable challenges have been faced in identifying clients that meet the criteria for tele-triage.</li> <li>o Overall, this project does not have support to move forward to Cycle 3. The program will be discontinued due to a lack of suitable clientele.</li> </ul>

**2018 Strategy 3: Continue to work with external partners on the opening and operation of the HUB and the VPF Transitional Care Centre (TCC) at SPH.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
3.1 - VPD to support SPH to operationalize the HUB.	<b>Important</b>	<b>None</b>	☒☒☒☒
3.2 - VPD to support SPH to operationalize the VPF TCC.	<b>Important</b>	<b>None</b>	☒☒☒☒

STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>o Reduced hospital wait-times and re-admission.</li> <li>o Increased capacity of SPH emergency department to deliver emergency and trauma care.</li> <li>o Improved patient experience in SPH emergency waiting area.</li> <li>o Increased patient connection to community health services.</li> <li>o 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>o Reduction in average hospital wait-times at SPH to 56 minutes.</li> <li>o 50% reduction in patient re-admission to hospital post discharge from the HUB and VPF TCC.</li> <li>o 50% increase in engagement with community health services post discharge from VPF TCC.</li> </ul>		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>o The HUB and VPF TCC at SPH were launched in 2018 with the support of the VPD.</li> <li>o A 'white board' educational video regarding the VPD's partnership on mental health programs with VCH and Providence Health Care (PHC) was released in June 2018.</li> <li>o Hospital wait-times at SPH have decreased by six minutes in 2018 for Section 28 apprehensions (from an average of 73 minutes in 2017 to an average of 67 minutes in 2018).</li> <li>o Going forward, the SPH HUB and Emergency Department will track wait-times to registration and to physician, as indicators for potential system improvements.</li> </ul>		<ul style="list-style-type: none"> <li>o As the HUB and TCC are managed by the SPH Emergency Department, there have been challenges in leveraging the needs of the SPH Psychiatry Department.</li> </ul>		
<b>2018 Strategy 4: Continue to collaborate with health partners to create system efficiencies to reduce both police mental health apprehensions and police hospital wait-times.</b>				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
4.1 - Work with VGH, SPH, and contracted hospital security (Integrated Protection Services) to improve VPD Patrol member hand-off of Form 21 clients.		Important	None	☒☒☐
4.2 - VPD to support the implementation of the Psychiatric Emergency Assessment Triage Unit (PEAT) at VGH.		Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>o Reduced Section 28 MHA apprehensions.</li> <li>o Reduced hospital wait-times.</li> <li>o Improved quality of care for patients.</li> </ul>		<ul style="list-style-type: none"> <li>o Reduction in hospital wait-times for hand-off of Form 21 clients to 20 minutes, measured from time of registration.</li> <li>o 5% reduction in Section 28 apprehensions.</li> <li>o Reduction in average hospital wait-times to 56 minutes (Project Link goal set in 2011).</li> </ul>		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>o The Psychiatric Emergency Assessment and Triage Unit (PEAT) at VGH opened in August 2018 with the support of the VPD.</li> <li>o The PEAT has resulted in improved quality of care as clients can directly access the PEAT and be diverted from the Emergency Department.</li> <li>o A new Form 21 protocol ('recall from extended leave' in the community) has been established to ensure all opportunities to recall patients without police involvement have been exhausted. <ul style="list-style-type: none"> <li>o VPD Car 87/88's mandate have been expanded to assist the Heatley Mental Health Team (HMHT) by intervening prior to Form 21 apprehension. Car 87/88 intends to provide a similar service to the West End MHT (WEMHT).</li> </ul> </li> <li>o Hospital wait-times at SPH for Section 28 apprehensions have decreased by six minutes, from an average of 73 minutes in 2017 to 67 minutes in 2018.</li> </ul>		<ul style="list-style-type: none"> <li>o Wait-times at the hospitals have been challenged by an overall increase in the volume of visits to the Emergency Departments.</li> </ul>		

<ul style="list-style-type: none"> <li>○ Wait-times for VPD officer hand-off of Form 21 clients at SPH have decreased by nine minutes, from an average of 67 minutes in 2017 to 58 minutes in 2018.</li> <li>○ Hospital wait-times at VGH for Section 28 apprehensions have remained stable.</li> <li>○ Wait-times for VPD officer hand-off of Form 21 clients at VGH have increased by three minutes, from an average of 56 minutes in 2017 to 59 minutes in 2018.</li> <li>○ Hospital wait-times at the VGH AAC have increased by two minutes for Section 28 apprehensions and have decreased by 12 minutes for VPD officer hand-off of Form 21 clients.</li> <li>○ Total Section 28 MHA apprehensions experienced a 1.7% increase from 2,851 in 2017 to 2,899 in 2018.</li> <li>○ VPD Form 21 hand-offs to the hospitals experienced a 1.5% decrease from 1,941 in 2017 to 1,912 in 2018.</li> </ul>	
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**2018 Strategy 5: Collaborate with New Westminister, Burnaby, and Surrey to improve services for clients most-at-risk and living with severe mental health and substance use.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
5.1 - Develop Working Groups.	<b>Important</b>	<b>None</b>	☑☑☑☑
5.2 - Share 'best practices'.	<b>Important</b>	<b>5.1</b>	☑☑☑☑
5.3 - Create a framework for the timely sharing of information and collaboration between police agencies and health authorities.	<b>Important</b>	<b>5.1 &amp; 5.2</b>	☑☑☑☐

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>○ Improved sharing of information resulting in optimal client care.</li> <li>○ Improved quality of life and consistent application of services for MHSU patients across Greater Vancouver.</li> </ul>	<ul style="list-style-type: none"> <li>○ Completion of a Memorandum of Understanding (MOU) among police agencies and health authorities.</li> <li>○ Reduction in negative police contacts, MHA apprehensions, emergency department visits, and acute bed days for mutual clients.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ The VPD Mental Health Unit (MHU) is working with Metro Vancouver frontline mental health police officers to share concept and 'best practices' through the Police Mental Health Liaison Group.</li> <li>○ The VPD MHU continues to work expand information-sharing agreements in other regions.</li> </ul>	<ul style="list-style-type: none"> <li>○ A provincial lead to coordinate and expand this initiative is being pursued with the Ministry of Health and with the Ministry of Mental Health and Addictions.</li> </ul>

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

**2018 STRATEGIC GOAL OVERALL HIGHLIGHTS**

- The violent crime rate decreased by 0.2% in 2018 compared to 2017. The VPD's concerted efforts have resulted in a general declining trend in total violent crime over the last decade.
- There was a 2.5% decrease in total sexual offences that occurred in 2018 compared to total sexual offences that occurred in 2017.
- There were 15 incidents of culpable homicide in 2018 compared to 19 in 2017 (21% decrease).
- There were 39 bank robbery incidents in 2018 compared to 52 in 2017 (25% decrease).
- There were 19 shots fired incidents in 2018 compared to 31 in 2017 (39% decrease).
- Project Territory resulted in the complete dismantling and incarceration of the Red Scorpion-Kang Groups operating in Greater Vancouver. In 2018, 18 associated gang members were arrested with 100 criminal charges laid against them, and 173 firearms, over 50 kg of fentanyl and other hard drugs, and \$2 million worth of criminal assets were seized.
- Project Tumble successfully targeted a drug supplier. Various charges have been recommended. More information will be available if charges are approved.
- Project Themis resulted in numerous arrests. Charges are pending. More information will be available if charges are approved.

*The following presents a status report and measurable performance results pertaining to the 4 Strategies identified for 2018 in working towards achieving the overall Strategic Goal of fighting violent crime and its causes.*

**2018 Strategy 1: Through community initiatives and public awareness campaigns, increase awareness of the risks and dangers to the public from sexual offences and highlight concerning trends and behaviors.**

<b>ACTIVITIES (ACTION PLANS)</b>	<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
1.1 - Gather information on current trends and issues affecting youth safety.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.2 - Hold a Youth Connect Symposium for youth education based awareness.	<b>Important</b>	<b>2.1</b>	☒☒☒☒
1.3 - Deliver an online <i>Be Date Safe</i> awareness campaign.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.4 - Enact a <i>Make Your Move</i> campaign in partnership with Barwatch.	<b>Important</b>	<b>None</b>	☒☒☒☒

<b>STATED OUTCOMES</b>	<b>PROJECTED PERFORMANCE TARGETS</b>
<ul style="list-style-type: none"> <li>○ Greater collaboration with community groups to educate and provide foundational awareness of safety risks to youth.</li> <li>○ Community sexual assault concerns and trends will be identified and targeted.</li> <li>○ Bar patrons and bystanders will be encouraged to watch for and intervene against predators of vulnerable individuals in situations involving alcohol consumption.</li> <li>○ Increased reporting of incidents of sexual abuse occurring in licenced establishments.</li> <li>○ Overall reduced incidents of sexual abuse in licensed establishments.</li> </ul>	<ul style="list-style-type: none"> <li>○ Provide youth safety tools to at-risk youth and peer mentors in grades 8 through 10 as well as to teachers and counsellors.</li> <li>○ Increase webpage hits for information related to risks of online dating.</li> <li>○ <i>Make Your Move</i> posters will be placed in all Barwatch establishments.</li> </ul>



PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ On October 30, 2018, the Sex Crimes Unit (SCU) collaborated with YSU and organized Youth Connect, a full-day training seminar for grade 10 students enrolled with the VSB. Topics focused on educational awareness around “sexting” (sending provocative photos online), women’s safety, diversity, and sexual understanding of LGBTQ2S+ issues within the school community.</li> <li>○ Media announcements are regularly issued to notify the public of the release of high risk sexual offenders into our communities. <ul style="list-style-type: none"> <li>○ These announcements are useful tools in garnering public assistance to apprehend those offenders that have breached their conditions and/or have become an immediate risk to public safety.</li> </ul> </li> <li>○ Educational awareness is continuously occurring in collaboration with community groups and the Barwatch Association to highlight the harmful role of alcohol with regards to sexual assault and exploitation. <ul style="list-style-type: none"> <li>○ The <i>Make your Move</i> campaign encourages bystanders to intervene or to report suspicious behaviour when a potential sexual assault or exploitation is suspected. The campaign posters were sent out electronically via the VPD’s social media platforms (Instagram, Twitter, and Facebook) and hardcopies were rotated throughout 22 different Barwatch establishments in Vancouver. Statistical analysis conducted by the Canadian Out-of-Home Measurement Bureau (COMB) reports that the posters would have delivered well over 500,000 impressions.</li> <li>○ The online Be Date Safe campaign educates the public on how to safely use dating websites. As part of this campaign, the VPD created a false online advertisement for a dating site that would redirect visitors to the VPD’s website where they would learn tips regarding safe online dating. The campaign resulted in 2,029 ad clicks and 1,662,541 views to the VPD’s date safe webpage with an average of over three minutes spent on the webpage. These results surpassed expectations thus highlighting the public’s desire for this type of information.</li> <li>○ With assistance of VPD Public Affairs, SCU detectives have been working on an anti-groping <i>Don’t Touch</i> campaign for release in early 2019.</li> </ul> </li> <li>○ The VPD attended a two-day symposium in 2018 hosted by West Coast Leaf and the YWCA aimed at “<i>Breaking the Barriers of Sexual Assault.</i>” The focus of this ongoing project is to identify barriers and propose criminal Justice system changes.</li> <li>○ SCU hosted a trauma informed approach training day with guest lecturer and subject matter Dr. Lori Haskell of the University of Toronto.</li> <li>○ SCU has updated their website with additional information pertaining to sexual assault investigations in order to provide more insight and perspective of what constitutes a sex assault and what victims/survivors of sexual assault may expect from police.</li> <li>○ SCU has also enhanced their third party reporting system allowing members to make an anonymous complaint. This information can be used for analysis of trends and serial incidents.</li> </ul>	<ul style="list-style-type: none"> <li>○ Increased awareness efforts have increased the number of incidents reported on issues such as “sexting” and “sex-extortions” (related to photographs of youth), thereby increasing the backlog of potential electronic evidence submitted to the VPD’s Digital Forensics Unit (DFU) for examination.</li> <li>○ Many bars and restaurants have moved toward electronic signage thereby increasing the costs of related public awareness campaigns.</li> <li>○ SCU detectives report an increased need to provide specialized support, communication, and guidance to victims of trauma.</li> </ul>

**2018 Strategy 2: Increase the number of businesses participating in the Barwatch and Restaurant Watch programs.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - The Gang Crime Unit (GCU) will conduct outreach to expand the Barwatch and Restaurant Watch programs and increase the number of businesses with ‘special agreements’.	Critical	None	☒☒☒
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 Barwatch and Restaurant Watch.</li> </ul>		

	<ul style="list-style-type: none"> <li>o Increase the total number of businesses that have entered into a 'special agreement' with the VPD.</li> </ul>			
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>		
<ul style="list-style-type: none"> <li>o The VPD continues to actively promote the Barwatch and Restaurant Watch programs as well as 'special agreements' with licensed business, as these partnerships continue to be valuable, proactive, and cost-effective gang suppression tools. Ongoing gang-related checks and ejections in and around bars and restaurants throughout Vancouver have been instrumental in the suppression of gang violence.</li> <li>o In 2018, members of GCU continued to canvass various licensed establishments to maintain partnerships and agreements and to encourage new businesses to participate. <ul style="list-style-type: none"> <li>o Three additional establishments signed onto to Barwatch in 2018, but three existing establishments have not yet renewed their agreements.</li> <li>o Two additional establishments signed onto Restaurant Watch locations in 2018.</li> <li>o GCU maintains notable 'special agreements' with Rogers Place, the Vancouver convention Centre, and the Pacific National Exhibition.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>o New rules for court disclosure requiring production orders for patron card reader data at licensed establishments increase the timeframe and the amount of disclosure required for related investigations</li> <li>o The Provincial government is exploring legislation to replace the <i>Trespass Act</i> to handle the ejection of inadmissible patrons.</li> </ul>		
<b>2018 Strategy 3: Enhance information sharing between the VPD's Major Crime Section (MCS), Organized Crime Section (OCS), and Patrol, as well as with other police agencies and partners.</b>				
<b>ACTIVITIES (ACTION PLANS)</b>		<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
3.1 - Continue enhancing an information-sharing platform/protocol between MCS, OCS, Patrol, as well as with other agencies across the region, province, and country.		<b>Critical</b>	<b>None</b>	☑☑☑
3.2 - Based on the sharing of intelligence, initiate short-term enforcement projects against targeted violent drug traffickers/organized crime and gang members.		<b>Critical</b>	<b>3.1</b>	☑☑☑
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>		
<ul style="list-style-type: none"> <li>o The enhanced sharing of information will increase the real-time intelligence available to OCS investigators to help target violent criminals associated to the drug trade.</li> <li>o The unlawful activities of organized crime groups will be disrupted through drug or other criminal investigations, before violent crimes are committed.</li> <li>o Violent drug traffickers/organized crime members will be targeted and arrested through increased cooperation between MCS, OCS, and Patrol as well as with external partners.</li> <li>o Reduced firearms based crime along with reduced overall violent crime.</li> </ul>		<ul style="list-style-type: none"> <li>o 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>o 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>o Overall decrease in acts of violent crime committed by organized crime members.</li> </ul>		
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>		
<ul style="list-style-type: none"> <li>o Patrol, OCS, MCS, SIS, and General Investigation Section (GIS) worked closely in 2018 to target drug violent gang members through various joint projects. <ul style="list-style-type: none"> <li>o Project Tumble successfully targeted a drug supplier. Various charges have been recommended. More information will be available if charges are approved.</li> </ul> </li> <li>o OCS continued to lead the regional Project Territory in 2018 which resulted in the complete dismantling and incarceration of the Red Scorpion-Kang groups operating in Greater Vancouver.</li> <li>o VPD initiated a regional overnight reporting system on the Greater Vancouver gang conflict which was passed on to the Real Time Information Centre (RTIC) for distribution in late 2018.</li> </ul>		<ul style="list-style-type: none"> <li>o New evidence disclosure requirements continue to be a significant obstacle to achieving successful charge approval and convictions. The increased workload is causing stress on investigative teams who are showing signs of fatigue.</li> </ul>		

<ul style="list-style-type: none"> <li>○ Due to ongoing cooperation with the Combined Forces Special Enforcement Unit – British Columbia (CFSEU-BC) and regional RCMP, senior VPD OCS leaders receive immediate updates on Greater Vancouver gang conflict incidents resulting in coordinated responses.</li> <li>○ VPD OCS and the Operations Division continue to collaborate on various drug investigations, and an Investigational Assistant has been added to the Operations Division to facilitate this collaboration.</li> <li>○ OCS and the Operations Division jointly completed Project Apprentice which entailed a targeted approach to resolving illegal marijuana sales at the Vancouver Art Gallery. This project resulted in the disruption and removal of unlicensed marijuana street vendors.</li> <li>○ OCS and MCS continue to collaborate in deploying resources to target violent criminals who pose the highest risk to public safety.</li> <li>○ The VPD continues to review and implement best practices in all investigative and investigative support sections to ensure adherence to more stringent evidence disclosure requirements and timelines resulting from the <i>R vs Jordan</i> court case.</li> </ul>	
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**2018 Strategy 4: Strategically target high-risk violent offenders utilizing a proactive inter-divisional, inter-agency, and regional approach.**

<b>ACTIVITIES (ACTION PLANS)</b>	<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
4.1 - Align Provincial Tactical Enforcement Priorities (PTEP) and leverage external partnerships to identify and target organized crime group members.	<b>Critical</b>	<b>4.3</b>	☒☒☒
4.2 - Continue to utilize dedicated project teams to monitor the activity of and to proactively target (when strategically appropriate) identified organized crime group members.	<b>Critical</b>	<b>4.1 &amp; 4.3</b>	☒☒☒
4.3 - Gather and use real-time intelligence to interdict and prevent violent offences such as shootings, assaults, drug robberies, arsons, conspiracies, home invasions, kidnappings, and murders.	<b>Critical</b>	<b>3.1</b>	☒☒☒
4.4 - Continue to make asset referrals to the Civil Forfeiture Office (CFO) from investigations that have been conducted across the VPD.	<b>Critical</b>	<b>4.5</b>	☒☒☒
4.5 - Ongoing OCS guidance to other VPD members on civil forfeiture processes and related investigations.	<b>Important</b>	<b>4.4</b>	☒☒☒

<b>STATED OUTCOMES</b>	<b>PROJECTED PERFORMANCE TARGETS</b>
<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, cash, and vehicles from targeted organized crime groups will further hinder their ability to operate.</li> <li>○ Dedicated project team officers will gain valuable experience/skills that will ensure succession as senior investigators get promoted or retire. Those members who wish to achieve Team Commander Accreditation will gain experience in advanced investigative techniques.</li> <li>○ Success on large scale projects leads to increased job satisfaction, performance, and morale.</li> <li>○ Professional development of Patrol members through exposure to investigative projects.</li> <li>○ Overall reduction in gang violence and enhanced public safety.</li> </ul>	<ul style="list-style-type: none"> <li>○ Target and incarcerate identified violent groups at regular intervals to quell violent crime cycles.</li> <li>○ Run projects on targeted organized crime groups upon receipt of credible human source information and intelligence.</li> <li>○ Continue to utilize asset forfeiture in 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>○ GCU continues to be strategically deployed to provide uniformed presence in areas where gang violence poses a significant risk.</li> <li>○ A number of dedicated projects were initiated by OCS using the PTEP targeting model. Two notable projects include the following: <ul style="list-style-type: none"> <li>○ Project Territory was a VPD-led, multi-jurisdictional, inter-province investigation into the Kang and Latimer groups which formed the basis of Red Scorpion operations in Greater Vancouver. These groups were actively at war with other groups in the region and were identified as being responsible for multiple murders and other related gang violence between 2016 and 2018. Project Territory resulted in 18 arrests and 100 criminal charges along with the seizure of 146 firearms, over 50 kg of fentanyl and other hard drugs, and \$2 million worth of assets acquired through the proceeds of crime. This project required significant OCS resources for the duration of 2018.</li> <li>○ Project Themis resulted in numerous arrests. Charges are pending. More information will be available if charges are approved.</li> </ul> </li> <li>○ The VPD remains a leading police agency with regards to asset forfeiture processes and results. <ul style="list-style-type: none"> <li>○ A total of 309 files were referred for civil forfeiture or repossession, an increase from the 286 total files referred in 2017.</li> <li>○ The total estimated value of assets repossessed or referred for civil forfeiture by the VPD in 2018 was \$7,282,280 which included three restrained properties, 66 vehicles, 27 vehicles by lien holder, and another 13 vehicles seized and returned to various rental agencies. This value is considerably less than the 2017 value due to significant property and bitcoin repossessions that occurred in 2017.</li> <li>○ OCS Asset Forfeiture Team (AFT) members are in daily contact with other VPD officers in relation to asset forfeiture processes.</li> <li>○ The Asset Forfeiture course was offered twice in the fall 2018 to various VPD officers (20 students per class).</li> </ul> </li> <li>○ OCS continues to offer regular offence-related property training to members of the Operations and Investigation Divisions.</li> </ul>	<ul style="list-style-type: none"> <li>○ New evidence disclosure requirements continue to be a significant obstacle to achieving successful charge approval and convictions. The increased workload is causing stress on VPD investigative teams who are showing signs of fatigue.</li> <li>○ OCS staffing vacancies remain a particular challenge. Multiple OCS detectives have been loaned to meet disclosure requirements for Project Territory. Other OCS detectives have been loaned to MCS for ongoing priority investigations.</li> </ul>

**Strategic Goal: Combat property crime and its drivers**  
**Champion – Superintendent Michelle Davey**

**2018 STRATEGIC GOAL OVERALL HIGHLIGHTS**

- Due in large part to a new target selection matrix, residential break and enter incidents decreased by approximately 11% in 2018 compared to 2017. This focused targeting approach resulted in the arrest of several prolific break and enter suspects, and will continue in 2019.
- Business break and enter incidents decreased by approximately 9% in 2018.
- Total Property Crime incidents increased by 3% in 2018 compared to 2017. The property crime rate increased 1.5%.
- Despite numerous efforts undertaken by the VPD throughout 2018, thefts from vehicles increased by approximately 16% compared to 2017. The VPD placed considerable energy into educating the public to stop leaving visible items in their vehicles. The VPD drew on its impressive contingent of volunteers to assist with delivering the message across the city that thieves will take anything that is visible. New innovative marketing campaigns and activities were launched to capture the attention of many people as possible.
- The VPD worked closely with Downtown Community Court (DCC) to discuss alternative methods or solutions on how to best manage the prolific offenders committing high numbers of property crimes throughout the city. Ongoing discussions include potential strategies for targeting additional offenders, apprehending offenders outside the DCC catchment, and more effectively connecting offenders with services to move them off their crime cycles.
- The new Cybercrime Unit was formed in the fall of 2018 with a strong mandate to support investigations that involve a cyber-component. The formation of this unit is a big step forward in working to combat a crime category that is on the rise.

*The following presents a status report and measurable performance results pertaining to the 4 Strategies identified for 2018 in working towards achieving the overall Strategic Goal to combat property crime and its drivers.*

**2018 Strategy 1: Enhance the process for referring chronic property crime offenders to the Downtown Community Court (DCC).**

<b>ACTIVITIES (ACTION PLANS)</b>	<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
1.1 - Meet with the DCC to align chronic offender related definitions and purposes.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.2 - Provide a list of accused parties to the DCC for charge approval to ensure proper streaming of offenders regardless of where they are arrested.	<b>Important</b>	<b>None</b>	☒☒☐☐
1.3 - Work with the DCC to change geographic parameters for offender admission to the DCC.	<b>Important</b>	<b>None</b>	☒☒☐☐
1.4 - Ensure designated chronic offenders are effectively managed and held accountable through surveillance, compliance checks, and investigative strategies.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.5 - Use i2 software to track and target offenders that are at risk of being added to the chronic offender list.	<b>Value Added</b>	<b>None</b>	☒☒☒☒

<b>STATED OUTCOMES</b>	<b>PROJECTED PERFORMANCE TARGETS</b>
<ul style="list-style-type: none"> <li>○ The VPD's Chronic Offender Unit (COU) can better target the most prolific chronic property crime offenders.</li> <li>○ Admission to the DCC will depend on the offender in question rather than on geographic considerations.</li> <li>○ Enhanced support for chronic offenders who require treatment and other supports.</li> <li>○ Reduced recidivism of chronic offenders who have been provided with support.</li> </ul>	<ul style="list-style-type: none"> <li>○ Increase number of chronic offenders who receive support and alter their crime patterns (i.e., reduced number of arrests).</li> <li>○ Overall crime reduction in categories such as thefts from auto, commercial break and enters, and residential break and enters.</li> <li>○ Increase number of prolific offenders who remain in custody as a result of enhanced enforcement strategies.</li> </ul>

<ul style="list-style-type: none"> <li>o Reduced need for chronic offenders to commit property crime due to addiction, poverty, homelessness, and mental health.</li> <li>o Enhanced sentencing of prolific offenders to increase public safety.</li> </ul>				
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>o Numerous meetings, including a presentation to the DCC Steering Committee, took place in 2018 to discuss changes to the DCC model for the managing of prolific offenders. Some changes are being contemplated by the DCC which includes the intake of more offenders apprehended outside the DCC catchment area. More information will follow in 2019.</li> <li>o VPD COU members completed 124 compliance checks on prolific chronic offenders in 2018.</li> <li>o The VPD officer assigned to the DCC Chronic Offender Management Enforcement Team (COMET) completed 468 compliance checks in 2018.</li> <li>o At the end of 2018, there were 35 offenders on the chronic offender list compared to 60 in 2017. This is a much more manageable list for COU officers.</li> <li>o Other forms of tracking and targeting offenders that are at risk of being added to the chronic offender list were used rather than i2 software (as originally planned as per <i>Activity 1.5</i>).</li> </ul>	<ul style="list-style-type: none"> <li>o Prospective changes to the management of prolific property offenders by the DCC will require further discussion with and support from the provincial government. Implementing any future changes will be a long-term process.</li> </ul>			
2018 Strategy 2: Proactively use intelligence to combat both residential and commercial break and enters.				
ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
2.1 - Undertake an education campaign to help owners of unoccupied homes better secure their homes.		Important	None	☒☒☒
2.2 - Create and use of a target selection matrix for selecting the most prolific break and enter offenders.		Critical	None	☒☒☒
2.3 - Use surveillance to target the most prolific offenders.		Critical	2.2	☒☒☒
2.4 - Expand the Regional Automated Property Information Database (RAPID) program across Greater Vancouver.		Value Added	None	☒☒☒
2.5 - Use predictive GeoDASH in concert with other analytics to inform targeted enforcement.		Value Added	None	☒☒☒
2.6 - Evaluate the predictive GeoDASH deployment model using Community Safety Personnel (CSPs).		Value Added	None	☒☒☒
2.7 - Update Patrol with investigative strategies through Patrol briefings.		Value Added	None	☒☒☒
2.8 - Work with BC Police Services on a provincial strategy to include drug safe measures in commercial cannabis regulations.		Important	None	☒☒☒
STATED OUTCOMES		PROJECTED PERFORMANCE TARGETS		
<ul style="list-style-type: none"> <li>o Fewer unoccupied homes are broken into.</li> <li>o Prolific break and enter offenders will be deterred from committing further offences.</li> <li>o Increased recovery of stolen goods through expansion of RAPID program.</li> <li>o Evidence-based assessment of predictive GeoDASH will allow for an assessment of current deployment model viability.</li> <li>o Patrol will be provided with the latest investigative requirements from Crown Counsel via parade briefings.</li> </ul>		<ul style="list-style-type: none"> <li>o Reduction in the number of break and enters into unoccupied homes.</li> <li>o Increased number of arrests of prolific break and enter targets.</li> <li>o Increased number and dollar value of stolen goods recovered from pawn shops across Metro Vancouver.</li> <li>o Improved break and enter detail in police General Occurrence (GO) reports.</li> <li>o Overall positive responses in the citizen satisfaction survey.</li> </ul>		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>o Residential break and enter incidents decreased by approximately 11% in 2018 compared to 2017.</li> <li>o Business break and enter incidents decreased by approximately 9% in 2018.</li> </ul>		<ul style="list-style-type: none"> <li>o The Property Crime Surveillance Unit (PCSU) and the CSP program experienced staffing vacancies in 2018.</li> </ul>		

- o With the consult of a VPD officer, security door plates were incorporated into building code bylaws in 2018 for residential dwellings. This security initiative prevents thieves from easily kicking-in house doors. In 2019, the security plates will also be incorporated into the building code bylaws for garage doors.
- o VPD Public Affairs used public messaging regarding residential break-ins which included security tips for safeguarding one's home safe while away.
- o The Patrol District 3 Neighbourhood Policing Team (NPT) has utilized CPC volunteers to assist in locating vacant and unkempt homes. This list was then provided to CoV Property Use Inspectors for their attention and follow-up. NPT continues to meet with the CoV on this issue on a bi-monthly basis.
- o The target selection matrix was finalized in 2018, helping property crime surveillance teams to better target prolific break and enter offenders.
- o Property Crime Unit (PCU) Sergeants participated in Patrol briefings in each District in the fall of 2018 to share and discuss investigative strategies for combatting property crime.
- o The predictive GeoDASH model has been used to adjust CSP deployment to help prevent break and enters. Patrol officers have been fully briefed on how to access information on CSP deployment.
- o RAPID has been expanded to Richmond and Surrey.

**2018 Strategy 3: Establish a Cybercrime Unit whose mandate will focus on prevention, education, and enforcement.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
3.1 - Develop a mandate for the new Cybercrime Unit.	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
3.2 - Develop a cybercrime toolkit for front-line VPD members.	Important	3.1	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3.3 - Instruct front-line officers, Neighbourhood Police Officers (NPOs), and the Business Liaison Officer on how to deliver messaging around cyber safety to the business community.	Important	3.1 & 3.2	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3.4 - Brief investigative units on the role of new Cybercrime Unit.	Important	3.1	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3.5 - Specific to identity theft, work with Canada Post and City Bylaws to transition to the use of secure mailboxes in apartments as opposed to panel-style mailboxes.	Value Added	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>o An integrated Cybercrime Unit will support investigations into crimes that have a technological component.</li> <li>o Patrol will be educated on cybercrime and will be comfortable giving advice to victims.</li> <li>o Proactive enforcement strategies to prevent cybercrime will be shared with businesses.</li> <li>o Panel mailboxes will be replaced with a more secure option.</li> </ul>	<ul style="list-style-type: none"> <li>o Conduct a qualitative assessment of improved understanding among Patrol members and detectives on cybercrime types and prevention strategies.</li> <li>o Establish baselines for the number of files the Cybercrime Unit will support.</li> <li>o Reduced number of total commercial break and enters due to less panel mailbox break-ins.</li> <li>o Reduction in incidents of identity theft.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o The Cybercrime Unit was formed in October of 2018 and its mandate has been developed and approved.</li> <li>o Preliminary steps have been taken to develop the cybercrime toolkit and plans are in the works to brief investigative units on the role of the Cybercrime Unit.</li> <li>o Bylaws will be amended in 2019 to reflect new criteria for installation of secure mailboxes in newly constructed buildings.</li> </ul>	<ul style="list-style-type: none"> <li>o As the Cybercrime Unit was formed and staffed late in 2018, most of the key activities planned for 2018 (i.e., the toolkit and briefings) have been moved forward to 2019.</li> </ul>

**2018 Strategy 4: With over 12,000 theft from auto incidents reported to police per year, the VPD will focus on reducing these crimes through targeted enforcement projects and various innovative education campaigns.**

ACTIVITIES (ACTION PLANS)				Priority	Dependency	Completion Status
4.1 - Patrol to conduct theft from auto projects in high crime areas.				Critical	4.2 & 4.3	☒☒☒
4.2 - COU will identify and target theft from auto offenders using the DCC's prolific offender list.				Critical	4.1	☒☒☐
4.3 - Use of Radio-frequency Identification (RFID) and Bait projects in high crime areas to supplement Patrol projects.				Critical	4.1 & 4.2	☒☒☒
4.4 - Review of the effectiveness of previous theft from auto public education and awareness campaigns, and develop new initiatives to reduce the frequency of visible property being left in vehicles.				Critical	None	☒☒☒
STATED OUTCOMES			PROJECTED PERFORMANCE TARGETS			
<ul style="list-style-type: none"> <li>○ Fewer acts of auto theft will be committed in Vancouver.</li> <li>○ Increased auto theft enforcement will deter notable offenders from committing such crimes.</li> <li>○ A larger audience will be reached through expanded auto theft prevention public awareness campaigns.</li> </ul>			<ul style="list-style-type: none"> <li>○ A minimum of 4 patrol-based theft from auto projects in high crime areas.</li> <li>○ Increased arrests for theft from auto.</li> <li>○ Reduction in theft from autos in high crime areas.</li> </ul>			
PERFORMANCE RESULTS					CHALLENGES	
<ul style="list-style-type: none"> <li>○ Numerous theft from auto projects were completed in all four Patrol Districts.</li> <li>○ The PCSU was transferred from the Operations Division to GIS under the Investigation Division in June 2018. Since the transfer, the PCSU merged two surveillance teams into one team due to staffing issues.                             <ul style="list-style-type: none"> <li>○ Despite staffing issues, the PCSU targeted a total 46 prolific offenders (which included several prolific theft from auto offenders) and made eight arrests.</li> </ul> </li> <li>○ There were over 30 Bait projects undertaken in 2018 resulting in nine arrests. These projects included the use of both bait cars and property tagged with RFID.</li> <li>○ The <i>Are You Helping Thieves</i> campaign was re-launched in April 2018 to help educate the public on theft from auto prevention.</li> <li>○ Two additional innovative campaigns were launched at the end of 2018 to further raise awareness regarding theft from auto.                             <ul style="list-style-type: none"> <li>○ The first campaign leveraged the CoV's pay parking application to deliver messaging to the public.</li> <li>○ The second involved a fun, edgy, interactive survey run over the holidays warning the public to not leave visible Christmas gifts within their vehicles.</li> </ul> </li> <li>○ The VPD engaged CPC volunteers across the city in 2018 to proactively deliver messaging to neighbourhoods experiencing high levels of theft from auto. NPOs worked with volunteers to educate drivers entering residential parkades on how to help prevent theft from auto. They also went door-to-door and attended strata meetings to inform residents on all trends relating to auto crime among other safety messaging.</li> <li>○ Citizen's Crime Watch (CCW) volunteers focussed their efforts on patrolling theft from auto 'hot spots' to deter further incidents.</li> <li>○ CSPs also spent a significant portion of their efforts, call volume permitting, on patrolling theft from auto 'hot spots' around the city.</li> <li>○ The VPD Block Watch Coordinator conducted numerous seminars on auto crime safety in various neighbourhoods across the city.</li> </ul>					<ul style="list-style-type: none"> <li>○ As aforementioned, the PCSU experienced staffing shortages in 2018.</li> </ul>	



## Strategic Goal: Address community concerns that affect public safety

**Champion – Superintendent Marcie Flamand**

### 2018 STRATEGIC GOAL OVERALL HIGHLIGHTS REPORT BACK

- Throughout 2018, the VPD continued to employ a number of tactics to combat crimes and issues impacting public safety and people’s perceptions of safety in their neighbourhoods.
- Once again, the VPD engaged in significant proactive patrolling of beaches during the summer months of 2018. 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 reported increased drug activity in and around the beaches back in 2017. This continued to be an issue in 2018, particularly on False Creek’s Habitat Island.
- Beach Patrol conducted 4,915 liquor pour-outs in 2018, up from the 2,732 in 2017.
- Beach Patrol issued 6,097 verbal warnings in 2018, up significantly from the 1,814 issued in 2018.
- Beach Patrol wrote a total of 134 By-law tickets in 2018, down from the 247 tickets in 2017.
- City-wide, the VPD wrote 1,209 total liquor enforcement tickets in 2018 compared to 1,605 in 2017.
- There were a total of 1,615 liquor pour-outs conducted in the Granville Entertainment District (GED) in 2018, up from the 1,484 in 2017.
- Patrol District 2 showed a 5% decrease in reported street level violent crimes, from 1,012 report incidents in 2017 to 1,064 reports in 2018.
- The DTES had a 6% decrease in reported street level violent crime reports, from 438 in 2017 to 413 in 2018.
- The GED showed a 2% decrease in reported street level violent crime in 2018.
- Patrol District 2 showed a 3% increase in property crime incidents, from 9,016 incidents reported in 2017 to 9,296 in 2018.
- The VPD Homeless Outreach Officer inspected 40 SRO buildings throughout the DTES and in Patrol District 1, the same amount inspected in 2017.
- Total incidents of street disorder city-wide increased slightly in 2018, from 44,090 reported incidents in 2017 to 44,197 in 2018. This city-wide increase was driven by the addition in 2018 of ‘unwanted person’ incidents within the overall street disorder crime category.
- According to the 2018 Citizen Satisfaction Survey, 76% of those residents polled perceived their neighbourhood to be safe relative to other neighbourhoods in the city, up from the 74% noted in the 2017 survey results.
- According to the 2018 Business Satisfaction Survey, 67% of those surveyed who work in Vancouver perceived that they work in a safe neighbourhood, consistent with the 66% noted in the 2017 survey results.

*The following presents a status report and measurable performance results pertaining to the 4 Strategies identified for 2018 in working towards achieving the overall Strategic Goal of addressing community concerns that affect public safety.*

#### 2018 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.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Ongoing deployment of Lima shifts in the Granville and Gastown Entertainment Districts every weekend.	Important	None	☑☑☑
1.2 - VPD Lima will focus on using existing bylaws to combat violence due to fighting in the entertainment districts.	Important	1.1	☑☑☑
1.3 - VPD Lima will partner with Liquor Inspectors to inspect liquor premises.	Important	1.1	☑☑☑

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>	☒☒☒
1.5 - Ongoing usage of liquor pour-outs and violation tickets to deter drinking in public spaces.	<b>Important</b>	<b>None</b>	☒☒☒
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>	
<ul style="list-style-type: none"> <li>○ Public drinking and intoxication will be deterred.</li> <li>○ Greater compliance with liquor regulations pertaining to capacity and service.</li> <li>○ Enhanced public safety 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, breaches of the peace, and disturbances in the entertainment districts.</li> <li>○ Conduct a minimum of 10 liquor licence and/or business licence reviews.</li> <li>○ Reduction of disorder incidents on the beaches.</li> </ul>		
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>	
<ul style="list-style-type: none"> <li>○ 2018 saw the same deployment levels of LIMA shifts as in 2017, at 115 shifts involving approximately 1,000 officers. Based on the events of previous years, the need for the same staffing levels of LIMA officers was identified. Overall, the LIMA deployments are integral to combatting disorderly conduct in the Entertainment Districts.</li> <li>○ The total number of fights reported in the entertainment districts decreased by 51% in 2018, from 590 in 2017 to 288 in 2018. The highly visible presence of LIMA officers has proven highly effective in controlling this behaviour as combatants will likely be charged with breaching the peace for their involvement in a fight. Incidentally, breach of peace arrests decreased by 35% in the GED.</li> <li>○ LIMA members wrote 62 Municipal Ticket Information's (MTIs) in 2018, a decrease of 17% from the 75 MTIs issued in 2017.</li> <li>○ In May 2018, CoV Council recommended to increase the amount of the fine for Municipal Ticket Information (MTI) Fighting By-law from \$500 to \$1,000. Patrol District 1 is currently working with the CoV on this matter.</li> <li>○ 15 liquor primary and food primary businesses had their licenses reviewed for overcrowding, line-up congestion, and fights, among other concerns. 17 similar reviews were conducted in 2017. All issues were resolved.</li> <li>○ In 2018, the VPD, Barwatch, and the CoV implemented a joint media event in support of a new code of conduct in the entertainment districts. This initiative serves to reduce violence at all late-night establishments in the city, particularly in the GED. <ul style="list-style-type: none"> <li>○ The code is posted in all licensed establishments in the GED and includes a lifetime ban from all Barwatch establishments in the GED for anyone charged with a violent offence or found to be in possession of a knife or other weapon.</li> <li>○ Fighting, verbal abuse, unwanted physical contact, harassment of any kind, drink tampering, theft, or bringing concealed liquor into any of Barwatch's venues will result in a year-long ban.</li> </ul> </li> <li>○ In joint-partnership with a non-profit organization, VPD Patrol District 1 ran 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). Based on the success of the pilot program, in May of 2018, the VPD received \$7,500 from the VPF to run a second campaign of the <i>Good Night Out</i> program for 2018/2019. The CoV has also contributed \$20,000 to the program, which goes towards tablets, rain gear, cell phones, and Naloxone.</li> <li>○ A new centralized hub for the NightBus was established at the intersection of Granville and Georgia. This was the result of meetings held with TransLink, the Transit Police, and the VPD to ensure greater access to safe travel out of the GED after the last SkyTrain departure. Prior to the hub, the bus stops in the downtown were scattered. This initiative has proven to be successful, especially in the absence of ride-sharing alternatives to taxis <ul style="list-style-type: none"> <li>○ TransLink has partnered with downtown restaurants, bars, and clubs downtown to put up posters in bathrooms informing patrons on where to catch the NightBus home.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>○ On weekends, there are nine to 15 VPD officers patrolling a GED area that is frequented by upwards of 10,000 people.</li> <li>○ LIMA members are dealing with growing issues in the GED after bar closing hours. At this time, transit and taxi options remain limited, causing increased congestion and hence increased disorder problems in the GED. In addition to the recent NightBus improvement, additional means are required to improve the flow of people out of the GED.</li> </ul>	

<ul style="list-style-type: none"> <li>o The VPD continued to utilize police vehicles to barricade the GED from vehicular traffic on Friday and Saturday nights. Funding sources are being sought by the CoV for the potential of installing permanent bollards in the area, or for the acquisition of moveable barricade structures. <ul style="list-style-type: none"> <li>o The research regarding barricade structures requires close consultation with the Fire and Rescue Department as all considerations need to allow for fire truck access in emergency situations.</li> </ul> </li> <li>o Beach Patrol changed their deployment model and enforcement approach in 2018 to focus on pour-outs and warnings rather than issuing fines. <ul style="list-style-type: none"> <li>o As a result, Beach Patrol conducted 4,915 liquor pour-outs in 2018, up from the 2,732 in 2017. Warnings issued from Beach Patrol members increased significantly to 6,097 in 2018 from 1,814 in 2017.</li> <li>o On the other hand, they wrote a total of 134 By-law tickets in 2018, down from the 247 tickets in 2017.</li> </ul> </li> <li>o In 2017, the VPD began tracking the number of warnings Beach Patrol members issued to the public regarding liquor consumption and other disorderly behaviour. A total of 1,814 of these warnings were recorded in 2017 with 2018 seeing a significant increase as 6,097 verbal warnings were issued.</li> <li>o Throughout 2018, over social media, the public has generally praised the VPD's Beach Patrol for helping to reduce overall disorder on Vancouver's beaches.</li> <li>o Due in part VPD enforcement action taken against overnight motorhome parking, the Parks Board and CoV By-Law Prosecutor Office informed the VPD in 2018 that this practice was no longer a significant issue of concern.</li> </ul>	
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**2018 Strategy 2: Continue to work with City of Vancouver (CoV) and local non-profit organizations to manage disorder and crime caused by illegal street vending.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - Maintain the VPD's street vending liaison officer position.	Important	None	☒☒☒
2.2 - 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>o Better coordination with the City of Vancouver engineering department and non-profit organizations, in dealing with street vending issues.</li> <li>o Reduction in complaints by citizens regarding illegal street vending through coordinated responses to decrease this activity.</li> <li>o Reduction in street level violence in DTES associated with illegal street vending.</li> </ul>	<ul style="list-style-type: none"> <li>o Reduced number of citizen complaints regarding illegal street vending.</li> <li>o Decrease in street level violent crime reports in Patrol District 2, and the DTES specifically.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o Despite ongoing collaborative efforts between the VPD and the CoV, illegal street vending continues to occur in the DTES and surrounding areas.</li> <li>o Activities supporting the continued enforcement of illegal street vending include the disruption of stolen property being sold in the sanctioned vending market; working with the market manager to ban stolen and prohibited items in the market; and patrolling for illegal street vending while ticketing where appropriate.</li> <li>o On-duty and overtime shifts were used throughout 2018 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 2017).</li> <li>o The BET continues to support the Market Liaison Officer position with managing illegal vending and other disorder. The Market Liaison Officer is now also directly supported by another police member from the Centralized Operations Services Section (COSS) who assists with outreach and enforcement.</li> </ul>	<ul style="list-style-type: none"> <li>o Overcrowding at the sanctioned vending market continues to lead to overflow of vending activities onto surrounding sidewalks and streets.</li> <li>o Lack of cooperation from staff at the sanctioned vending market was a major challenge for most of 2018.</li> </ul>

<ul style="list-style-type: none"> <li>o Patrol District 2 continues to provide regular coverage to the CoV Engineering in clean-up of DTES streets and parks.</li> <li>o Patrol District 2 showed a 5% decrease in reported street level violent crimes, from 1,012 reports in 2017 to 1,064 reported incidents in 2018. For the DTES specifically, there was a 6% decrease in street level violent crime reports from 438 in 2017 to 413 in 2018.</li> <li>o Patrol District 2 showed a slight 0.8% increase in all property crime incidents, from 9,625 incidents reported in 2017 to 9,698 in 2018. The DTES saw an 8% increase in property crime with 2,348 reported incidents in 2018 compared to 2,169 in 2017.</li> </ul>	
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**2018 Strategy 3: Continue to assist the CoV with its efforts to end homelessness.**

<b>ACTIVITIES (ACTION PLANS)</b>	<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
3.1 - The VPD Homeless Outreach Officer will continue to brief patrol on how to manage pop-up encampments and rough sleepers.	<b>Important</b>	<b>None</b>	☒☒☒
3.2 - Continue working with the various levels of government and the private sector to identify homelessness issues and assist in the implementation of homelessness reduction programs.	<b>Important</b>	<b>None</b>	☒☒☒
3.3 - Continue working with BC Housing and non-profit organizations to help keep SROs and Social & Supportive Housing sites (SSHs) safe and secure.	<b>Important</b>	<b>None</b>	☒☒☒

<b>STATED OUTCOMES</b>	<b>PROJECTED PERFORMANCE TARGETS</b>
<ul style="list-style-type: none"> <li>o Patrol officers will continue to be educated and equipped to deal with rough sleepers and have a clear understanding of laws regarding encampments.</li> <li>o Reduced pop-up encampments.</li> <li>o Overall, the VPD continues to collaborate with the CoV to secure safe shelter for all residents.</li> </ul>	<ul style="list-style-type: none"> <li>o Reduced number of citizen complaints of people bedded down in open areas not designed for habitation (e.g. - doorways, parks or bus shelters).</li> <li>o Overall increases in the number of homeless people placed into shelters and permanent housing.</li> <li>o Ongoing regular inspections of all SROs and SSHs.</li> </ul>

<b>PERFORMANCE RESULTS</b>	<b>CHALLENGES</b>
<ul style="list-style-type: none"> <li>o The Homeless Liaison Officer continued to educate Patrol members throughout 2018 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 The Homeless Liaison Officer, in conjunction with the Director of Strategic Initiatives for the CoV, has put together a working group to focus on the most vulnerable and difficult homeless clients in the city in an effort to collaborate on possible options to support them.</li> <li>o Though no "tent cities" emerged in 2018, the number of tents and camps erected in the city has been on the rise. There were also issues with RVs parked or "camped" illegally, which required enforcement action (including ticketing) from VPD Traffic Enforcement officers. However, this enforcement action displaced the issue rather than solving the problem.</li> <li>o From 2017 to 2018, COV Engineering received an 80% increase in overall homelessness service requests, including a 50% increase in needle pick up requests. VPD officers were required to assist in many cases.</li> <li>o The VPD continued to work with BC Housing and non-profit organizations to help keep SROs and SSHs safe and secure.</li> <li>o VPD officers routinely conduct 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> </ul>	<ul style="list-style-type: none"> <li>o One of the major challenges reported to the Homeless Liaison Officer is a shortage of detox or drug-addiction facilities. Many of the homeless reported a desire 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 also appears to be 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, ongoing collaboration and communication issues between them appear to persist.</li> </ul>

<ul style="list-style-type: none"> <li>o The VPD attends yearly inspections of SRO buildings alongside the Fire Department and CoV Building Inspectors. Forty total inspections were conducted in 2018, the same total as in 2017.</li> <li>o Many SROs are inspected on a weekly basis by VPD officers if they are deemed to contain dangerous living environments.</li> <li>o The 2018 homeless count showed 2% increase from 2017 (2,138 in 2017 to 2,181 in 2018). <ul style="list-style-type: none"> <li>o Of the 2,181 homeless people in 2018, 659 were living on the street whereas the other 1,522 were living in various sheltered locations but had no fixed address. These locations included emergency shelters, detox centres, safe houses, and hospitals.</li> </ul> </li> </ul>	
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**2018 Strategy 4: Continue focusing on enhancing public safety regarding the use of fentanyl.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
4.1 - Proactively target individuals or groups manufacturing and/or distributing fentanyl in the city of 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 - Convey information to the public in a timely manner, especially to those groups most at risk from accidental exposure and overdose.	<b>Important</b>	<b>None</b>	☒☒☒
4.4 - Supplement public awareness campaigns by developing additional awareness initiatives (i.e., youth presentations and other programs).	<b>Important</b>	<b>None</b>	☒☒☒
4.5 - Continue raising awareness on the need for treatment-on-demand for opioid users.	<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 Increased public awareness around the dangers of fentanyl and its analogs.</li> <li>o Youth will be better informed on the risks associated with fentanyl and other drug use.</li> </ul>	<ul style="list-style-type: none"> <li>o Increase in the number of arrests made, charges recommended, and the quantity of fentanyl-laced drugs seized.</li> <li>o Overall reduction in overdose deaths occurring in the city.</li> <li>o Further the scope of fentanyl public awareness campaigns.</li> <li>o Create and deliver presentations to youth regarding fentanyl.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o The VPD has continued to target those involved in the distribution of fentanyl. Seizures involving fentanyl have become more common, highlighted in 2018 by the seizure of 9.5 kg of fentanyl from the Kang and Latimer organized crime groups who are aligned to the Red Scorpions. This seizure was part of a VPD-led, multi-jurisdictional, inter-province investigation (Project Territory) which culminated in 18 arrests and 100 criminal charges among other significant drug, weapon, and asset seizures.</li> <li>o The BC Coroners Service has prepared a report summarizing all unintentional drug overdose deaths in British Columbia. Across the province, illicit fentanyl was detected in 85% of drug overdose deaths. <ul style="list-style-type: none"> <li>o From January 1, 2018 to Sept. 30, 2018, there were a total of 1,143 deaths province-wide compared to 1,156 over the same time period in 2017;</li> <li>o From January 1, 2018 to Sept. 30, 2018, there were 297 deaths in Vancouver compared to 369 over the same time period in 2017;</li> <li>o There were 128 attributed deaths in the entire province in September 2018 (approximately 4.3 deaths per day).</li> <li>o There were 33 attributed deaths in Vancouver in September 2018 compared to 32 in August 2018.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>o Although the CoV, the Health Authority, and the VPD continue to undertake initiatives to decrease overdoses, the number of related deaths continues to escalate due to the widespread availability of fentanyl.</li> <li>o The ongoing widespread availability of fentanyl continues to contaminate the illicit drug supply, thereby increasing the risk of death for users.</li> <li>o 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>

- July 23 to 29 marked the deadliest week on record in 2018 for illicit overdose deaths with 11 people dying in Vancouver alone.
- VPD is one of the original members of the British Columbia Drug Overdose and Alert Partnership (BCDOAP) - a multi-sectoral committee that was established to prevent and reduce the harms associated with substance use.
  - The group continues to identify and disseminate timely information about harms related to substance use including overdose, adverse reactions to contaminated products, and other emerging issues.
- The VPD continues to work closely with the VSB's School Aged Children and Youth program (SACY) in 2018.
  - The VPD's Youth Services Section (YSS) developed a fentanyl overdose pamphlet that has been disseminated to high school youth.
  - OCS and YSS members delivered a number of presentations in schools to students and parents.
  - YSS members and SLOs also continued to give presentations to elementary schools through the PAL program.
- YSS delivered specific drug-related presentations to the NewKids program as many of these newcomer youth have never heard of fentanyl or have never come in contact with drugs and drug users in their home countries.
- The VPD has supported Odd Squad Productions in their development of a series of fentanyl prevention videos targeting youth. These education and awareness videos were previewed at the 2018 Odd Squad Gala followed shortly thereafter by an official media release.
  - These videos have been screened throughout high schools in British Columbia and Winnipeg as part of drug awareness educational modules.
  - 290 youth participated in the screening, with 198 of these completing a corresponding survey. Dr. Garth Davies of Simon Fraser University (SFU) evaluated the results of the survey. 89% of respondents rated the drug awareness videos as either *Very Good* or *Excellent*.
- Late in 2018, the VPD released a new public service announcement aimed at raising awareness about the risks associated with illicit drug-use among young adults and youth who may be thinking of experimenting with drugs. The PSA has been shared primarily online but it has also aired on TV.

**Strategic Goal: Improve road safety for everyone**  
**Champion – Superintendent Steve Eely**

**2018 STRATEGIC GOAL OVERALL HIGHLIGHTS**

- Thirteen traffic-related fatalities occurred in 2018 compared to 14 in 2017, representing a 7% decrease.
- Data from the Insurance Corporation of British Columbia (ICBC) shows Vancouver experienced 6.5% fewer ICBC reported motor vehicle collisions with injuries in 2018 (11,008) compared to 2017 (11,775).
- The number of police attended motor vehicle collisions with injuries was 1,142 in 2018, down 4.8% from the 1,200 attended in 2017.
- A total of 45,499 traffic violation tickets were issued by VPD Traffic Section in 2018 compared to 41,467 violation tickets in 2017, a 10% increase.
- VPD Patrol members issued a total of 16,334 violation tickets in 2018 compared to 10,020 violation tickets in 2017, a 63% increase.
- Twelve VPD members have been certified as Standard Field Sobriety Testing (SFST) instructors. Successively, the VPD was able to increase the total number of officers trained in SFST to 150 members as of the end of 2018.
- The Targeted Enforcement Team (TET) worked collaboratively with the CoV, ICBC, and the Province on a variety of traffic safety and education projects aimed at improving pedestrian and cycling safety. Projects included Bike-to-Work Week (June 2018), Project Swoop (May 2018), Distracted Driving campaigns (March & September 2018), Railway Safety Week (September 2018), and Pedestrian & Cyclist Safety campaigns (October & November 2018).
- The School Safety Patrol Team (SSPT) delivered 148 community safety presentations to the most vulnerable road users (youth and the elderly) in 2018. The SSPT also focused on delivering occupant restraint clinics at community centres in 2018.
- The Commercial Vehicle Unit (CVU) worked with partner agencies such as the Provincial Commercial Vehicle Safety Enforcement Unit (CVSE) to conduct 852 commercial vehicle inspections in 2018. The campaigns resulted in 321 violation tickets being issued and 339 commercial vehicles taken out of service for mechanical reasons.
- The Taxi Unit continued to work with the Province and other regulatory agencies on ride-sharing initiatives in Vancouver. A decision on ride-sharing by the provincial government is expected in 2019.
- The Traffic Section completed a very successful Electronic Violation Ticketing (E-Ticketing) pilot project in cooperation with Road Safety BC. A total of 5,826 E-Tickets were issued during the pilot. E-Ticketing will expand province-wide in 2019.
- The Traffic Section has been involved in discussions with the CoV, the Province, and Road Safety BC on the expansion of the provincial Intersection Safety Camera (ISC) program. The provincial government intends to expand the ISC program in 2019 with the addition of a 'speed enforcement option' to 35 of its existing 140 ISC cameras throughout the province.
- The VPD's Traffic Section moved from the VPD's 2120 Cambie Street Headquarters in June 2018 and into the VPD's Cordova Street Annex located at 265 East Cordova.
- The VPD Traffic Section celebrated its 100th anniversary in October 2018 with a commemorative parade that was attended by a large number of guests including Traffic alumni, the Chief, and other members of the VPD Executive.

*The following presents a status report and measurable performance results pertaining to the 4 Strategies identified for 2018 in working towards achieving the overall Strategic Goal to improve road safety for everyone.*

**2018 Strategy 1: Coordinated participation in Provincial road safety campaigns.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Ongoing coordination of road safety enforcement efforts between the BC Association of Chiefs of Police (BCACP) Traffic Safety Committee, the Insurance Corporation of British Columbia (ICBC), and the media.	Critical	None	☒☒☒

1.2 - Participate in a High Risk Driving campaign (Spring).	<b>Critical</b>	<b>1.1</b>	☒☒☒
1.3 - Participate in a Railway Safety campaign (Spring).	<b>Important</b>	<b>1.1</b>	☒☒☒
1.4 - Participate in an ICBC sponsored Pedestrian & Cycling Safety campaign (Spring, Summer, and Fall).	<b>Important</b>	<b>1.1</b>	☒☒☒
1.5 - Participate in a Distracted Driving campaign (Spring and Fall).	<b>Critical</b>	<b>1.1</b>	☒☒☒
1.6 - Participate in an Occupant Restraint campaign (Spring and Fall).	<b>Important</b>	<b>1.1</b>	☒☒☒
1.7 - Undertake a Speed Relative-to-Conditions campaign (Fall).	<b>Critical</b>	<b>1.1</b>	☒☒☒
1.8 - Implement CounterAttack roadblock deployments (Summer and Winter).	<b>Critical</b>	<b>1.1</b>	☒☒☒
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>	
<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 CounterAttack roadblocks deployments.</li> </ul>	
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>	
<ul style="list-style-type: none"> <li>○ All provincial road safety awareness campaigns used multiple media sources to maximize overall impact and were conducted in cooperation with the BCACP, the BC Traffic Safety Committee, and ICBC.</li> <li>○ The High Risk Driving campaign (Spring 2018) resulted in 15 driving suspensions, 548 violation tickets for speeding/stunt driving, and 76 distracted driving violation tickets.</li> <li>○ The Railway Safety campaign (Spring 2018) was conducted with Canadian National Railway (CN) Police on September 23-29, 2018, and included a public safety media strategy.</li> <li>○ The ICBC sponsored Pedestrian &amp; Cycling Safety campaigns occurred in June and October 2018 with the assistance of many CPC volunteers. The campaigns were well publicized and occurred at various high pedestrian and cyclist locations including the intersections of 2<sup>nd</sup> Avenue/Cambie Street, Broadway Avenue/Cambie Street, East Broadway/Commercial Drive, and Main Street/Terminal Avenue. Approximately 11,000 safety reflectors and 50 cycling bells were distributed during these campaigns. <ul style="list-style-type: none"> <li>○ The VPD's TET worked in cooperation with ICBC and the CoV to deliver additional education and enforcement initiatives during Bike-to-Work week which took place from May 28–June 1, 2018.</li> </ul> </li> <li>○ The VPD's Traffic Section participated in provincial Distracted Driving campaigns in March and September 2018. A total of 3,064 related violation tickets were issued by VPD traffic officers, an 18% decrease compared to 2017.</li> <li>○ The Occupant Restraint campaigns were conducted in March and September 2018. A total of 191 violation tickets were issued, a 62% increase compared to 2017.</li> <li>○ The Speed Relative-to-Conditions campaign was conducted in October 2018. A total of 2,633 violation tickets were issued, a 100% increase from the 1,316 tickets issued in 2017.</li> <li>○ The Summer and Winter CounterAttack campaigns were conducted in July and December 2018 yielding the following results: 30 roadblocks, 2,403 Approved Screening Device (ASD) roadside tests conducted, 1,310 violation tickets issued, 62 24hr prohibitions issued, 310 Immediate Roadside Prohibitions (IRP's) issued, and 277 vehicle impounded.</li> <li>○ In October 2018, the VPD conducted its first Drug Impaired Driving (DID) roadblocks as part of a Road Safety BC initiative related to the October 17, 2018 legalization of Cannabis. Eight DID roadblocks were conducted resulting yielding the following results: 185 ASD roadside tests conducted, 238 violation tickets issued, 13 24hr prohibitions issued, 26 IRP's issued, and 32 vehicle impounded.</li> </ul>		<ul style="list-style-type: none"> <li>○ None noted.</li> </ul>	



**2018 Strategy 2: Increase road safety initiatives and enforcement by Patrol members.**

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
2.1 - Ongoing Patrol-based enforcement projects at high collision locations, with support from the Traffic Section.		Critical	None	☑☑☑
2.2 - Monthly meetings to review patrol-based road safety enforcement progress and approach.		Critical	2.1	☑☑☑
2.3 - Pursue funding for Traffic Skills Education Program (TSEP) to train all Patrol members.		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.</li> </ul>		<ul style="list-style-type: none"> <li>○ Increased traffic enforcement numbers across all Patrol Districts.</li> <li>○ Minimum of 50 patrol-based road safety projects undertaken.</li> <li>○ Funding request(s) submitted for the TSEP course.</li> </ul>		
PERFORMANCE RESULTS		CHALLENGES		
<ul style="list-style-type: none"> <li>○ Monthly road safety meetings between the Traffic Section and Patrol District Commanders were conducted to review road safety results and direct resources to target high collision locations.</li> <li>○ Patrol members conducted 284 targeted road safety enforcement projects at a number of high risk locations/intersections, exceeding the target of 50 projects. Traffic officers provided support to Patrol officers as needed.                             <ul style="list-style-type: none"> <li>○ A total of 8,733 violation tickets were issued during these Patrol-based projects, a 63% increase from 2017.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>○ Funding for completion and implementation of a TSEP course was pursued but not secured.</li> </ul>		

**2018 Strategy 3: Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.**

ACTIVITIES (ACTION PLANS)		Priority	Dependency	Completion Status
3.1 - Monthly Traffic Section meetings to review relevant data and ticket production within each Traffic enforcement squad.		Critical	None	☑☑☑
3.2 - Ongoing targeted enforcement to improve pedestrian and cyclist safety.		Important	None	☑☑☑
3.3 - Undertake numerous road safety projects throughout the year including: <ul style="list-style-type: none"> <li>- <i>Operation Hang-up</i> with ICBC (March &amp; September 2018)</li> <li>- <i>Project Swoop</i> with ICBC and Community Policing Centre Volunteers (May 2018)</li> <li>- <i>Pedestrian Safety and Education</i> in cooperation with ICBC, Community Policing Centres (CPCs), and Transit Police (Spring and Fall)</li> <li>- <i>Cycling Awareness and Education</i> in cooperation with Public Affairs, ICBC, and the media (Spring and Summer)</li> <li>- <i>Cone Zone</i> campaign in cooperation with the Workers Compensation Board (WBC) (May 2018)</li> <li>- <i>Noisy Muffler</i> campaign (Summer)</li> <li>- <i>Back-to-School</i> campaign (September 2018)</li> </ul>		Important	1.1, 2.2, 3.1 & 3.2	☑☑☑
3.4 - Ongoing delivery of Occupant Restraint clinics throughout the city.		Important	None	☑☑☑
3.5 - Undertake education and enforcement initiatives during <i>Bike-to-Work</i> week (1st week of June 2018).		Important	3.2	☑☑☑
3.6 - Focus on targeting the big four road safety violations (Speed, Distracted Driving, Impaired Driving, and Seatbelt use) during the May and Thanksgiving long weekends.		Critical	3.1 & 3.2	☑☑☑
3.7 - Ongoing VPD Commercial Vehicle Unit (CVU) commercial vehicle inspections.		Critical	None	☑☑☑

3.8 - Delivery of road safety presentations to elementary school children, Parent Advisory Councils (PACs), and seniors through the School Safety Patrol Team.	<b>Important</b>	<b>None</b>	☒☒☒
3.9 - Creation of a Code 3 safety driving video for Patrol members.	<b>Important</b>	<b>None</b>	☒☒☐
3.10 - Regular meetings with the City of Vancouver (CoV), ICBC and, other stakeholders to address road safety matters of mutual concern.	<b>Important</b>	<b>None</b>	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>○ Timely road safety enforcement at key locations, based on seasonal demands.</li> <li>○ Enhanced understanding and awareness of traffic safety concerns by all road users.</li> <li>○ Enhanced overall road safety for the most vulnerable road users through education and enforcement action.</li> </ul>	<ul style="list-style-type: none"> <li>○ Increase in ticket production within all Traffic squads.</li> <li>○ A minimum of 40 total road safety presentations delivered to youth, PACs, and seniors by the School Safety Patrol Team.</li> <li>○ 2 child restraint clinics delivered.</li> <li>○ Total of 500 Level 1 &amp; 2 commercial vehicle inspections conducted by the VPD CVU.</li> <li>○ A minimum of 150 members Standardized Field Sobriety Test (SFST) certified.</li> <li>○ A minimum of 8 members certified as Drug Recognition Experts (DREs).</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ Monthly Traffic Section meetings were held in 2018 to review violation ticket results and direct enforcement strategies/priorities.</li> <li>○ Traffic Section members issued a total of 45,499 violation tickets in 2018, a 10% increase over 2017.</li> <li>○ The TET continues to target high incident pedestrian and cycling corridors with positive results.</li> <li>○ Traffic Section Commanders continues to meet regularly with the CoV and ICBC to collaborate on a variety of public/pedestrian safety issues and various public safety improvement projects.</li> <li>○ The TET continues to work collaboratively with ICBC and the CoV on a variety of road safety education and enforcement initiatives. <ul style="list-style-type: none"> <li>○ They continued to partner with ICBC on Project Swoop and on the Pedestrian &amp; Cyclist Safety campaigns.</li> <li>○ CoV collaboration included initiatives targeting the Arbutus/Creekside/Union pathways, as well as various pathways surrounding Science World, Stanley Park, and Beach Avenue.</li> </ul> </li> <li>○ The CVU conducted 852 commercial vehicle inspections in 2018 resulting in 40% of all inspected commercial vehicles being taken out of Service for various deficiencies.</li> <li>○ The SSPT conducted Occupant Restraint clinics at the Trout Lake and Hillcrest Community Centres. These clinics focused on safety and education and were very well received by the public.</li> <li>○ The VPD's Training Section is currently working on the final edits of the Code 3 Patrol education driving video. The video will be delivered to Patrol members in early 2019.</li> <li>○ The VPD has continued to increase the number of officers trained in SFST and as DREs. <ul style="list-style-type: none"> <li>○ A total of 109 VPD officers received SFST training in 2018, for a current total of 150 SFST trained VPD officers.</li> <li>○ There are currently 10 VPD officers trained as DREs, with an additional 12 officers scheduled to be trained in 2019.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ None noted.</li> </ul>

**2018 Strategy 4: Leverage technology to address current and anticipated road safety enforcement challenges.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
4.1 - Deployment of Automatic Licence Plate Reader (ALPR) technology within the VPD Traffic fleet.	<b>Important</b>	<b>None</b>	☒☒☒
4.2 - Use of social media tool to increase community engagement and awareness.	<b>Important</b>	<b>None</b>	☒☒☒

4.3 - Delivery of E-Ticketing pilot project, in co-operation with Road Safety BC.	<b>Critical</b>	<b>3.1</b>	☒☒☒
4.4 - Prepare for impact of changing marijuana laws.	<b>Critical</b>	<b>3.1</b>	☒☒☒
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>	
<ul style="list-style-type: none"> <li>○ Increased enforcement on high risk and unauthorized drivers.</li> <li>○ Improved community engagement on road safety issues.</li> <li>○ Improved efficiencies in ticket distribution and corresponding processes.</li> <li>○ Enhanced police ability to respond to 'impaired by drug' offences.</li> </ul>	<ul style="list-style-type: none"> <li>○ Minimum of 4 ALPR deployments per month.</li> <li>○ Increase in licence plates scanned via ALPR and corresponding enforcement.</li> <li>○ Implementation of E-Ticketing pilot project.</li> <li>○ Formally document the impact of 'impaired by drug' offences on Departmental training and technological requirements.</li> </ul>		
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>	
<ul style="list-style-type: none"> <li>○ ALPR vehicles were deployed for 139.31 hours in 2018 with positive results. A total of 60,210 ALPR vehicle recognitions yielded 1,408 hits and 520 enforcement actions taken.</li> <li>○ The number of followers on the Traffic Section's Twitter account has increased by 34% in 2018, for a total of 1,888 followers as of the end of 2018.</li> <li>○ The VPD has worked closely with local media outlets to improve public messaging concerning overall road safety.</li> <li>○ The E-Ticketing pilot project with Road Safety BC was successfully completed in 2018. E-Ticketing will expand throughout the province in 2019.</li> <li>○ An additional 40 ASDs were purchased in 2018 to assist VPD officers with changes in legislation related to mandatory alcohol screening and roadside testing.</li> <li>○ The VPD will be receiving two Drager 5000 drug testing instruments from the federal government in early 2019.</li> </ul>		<ul style="list-style-type: none"> <li>○ Due to technical concerns, the VPD has decided to not yet deploy the Drager 5000 drug testing instrument. Rather, the VPD is relying on the expertise of its SFST/DRE trained officers for all drug impaired driving investigations.</li> <li>○ Technical issues with the ALPR equipment, along with the lack of a full time RCMP ALPR Coordinator, has resulted in decreased deployments of ALPR-equipped vehicles.</li> </ul>	

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

**Champion – Chief Adam Palmer**

### 2018 STRATEGIC GOAL OVERALL HIGHLIGHTS

- Employee communication, and communication between VPD Divisions, was further enhanced in 2018.
- The VPD Executive continues to engage with staff in a variety of operational settings including major deployments, ride-alongs, briefings, training sessions, as well as at public and Departmental/social events.
- The VPD Executive debriefed numerous significant events throughout the year. In addition to debriefing these events, members of the VPD Executive personally contacted staff impacted by these events.
- The 2018 VPD Employee Satisfaction Survey shows a 69% overall job satisfaction rate among those polled, an increase from the 66% rating in the 2016 survey and the 59% rating in the 2014 survey. 2018 marks the highest employee satisfaction rating in the last ten years (the survey is conducted every two years).
- A new committee has been initiated in 2018 to better coordinate investigations across organizational divisions and to enhance communication.

*The following presents a status report and measurable performance results pertaining to the 2 **Strategies** identified for 2018 in working towards achieving the overall Strategic Goal of fostering a culture of employee engagement and effective communication.*

### 2018 Strategy 1: Improve communication between VPD Executive members and front-line sworn and civilian members.

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
1.1 - Executive to provide timely organizational updates using various communication methods including personal contact as often as possible.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.2 - Executive to participate in operational shifts with front-line members.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.3 - Executive to attend select supervisor meetings.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.4 - Executive to seek opportunities to engage with members at Patrol or Investigation Division parades, briefings, and/or training events.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.5 - Chief to attend Patrol parade briefings.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.6 - Executive to debrief crisis situations and other significant events.	<b>Important</b>	<b>None</b>	☒☒☒☒

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 supervisors 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 participation in higher-level decision-making processes by all members.</li> <li>○ First-hand issues impacting front-line members will be directly shared with the Executive resulting in actionable items.</li> <li>○ Executive debriefs following crisis and other significant events will ensure that accurate related information is disseminated to VPD members.</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 supervisor meetings.</li> <li>○ Patrol parade briefings to be routinely attended to by the Chief.</li> <li>○ Overall positive employee satisfaction survey results.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ To provide timely organizational updates to all staff, the VPD Executive Team utilized a variety of communication methods including personal engagement, attending staff and public events, and utilizing e-mail, video messaging, and social media.</li> <li>○ The VPD Executive engaged with staff in a variety of operational settings including major deployments, ride-alongs, briefings, training sessions, as well as at public and Departmental/social events.</li> <li>○ The Chief regularly schedules time to attend individual Patrol Team parade briefings. Depending on availability, up to four team parades are attended per month by the Chief.</li> <li>○ The VPD Executive debriefed numerous significant events throughout the year. In addition to debriefing these events, members of the VPD Executive personally contacted staff impacted by these events.</li> <li>○ The 2018 VPD Employee Satisfaction Survey shows a 69% overall job satisfaction rate among those polled, an increase from the 66% rating in the 2016 survey and the 59% rating in the 2014 survey. 2018 marks the highest employee satisfaction rating in the last ten years (the survey is conducted every two years).</li> </ul>	<ul style="list-style-type: none"> <li>○ The unpredictable timing of significant or crisis events poses challenges in completing all identified activities.</li> <li>○ It is challenging to maximize employee communication and engagement while managing organizational demands that simultaneously require the time and attention of VPD Executive members.</li> </ul>

**2018 Strategy 2: Improve communication between VPD Divisions.**

ACTIVITIES (ACTION PLANS)	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>	☒☒☒☒
2.3 - Each Division to identify an inter-divisional issue and to provide and communicate a potential solution to all involved parties.	<b>Value Added</b>	<b>None</b>	☒☒☐☐
2.4 - Determine how to best assess improvements in inter-divisional communication.	<b>Value Added</b>	<b>None</b>	☒☒☐☐

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>○ Greater understanding throughout the organization of what each Division and their Section do.</li> <li>○ Enhanced Patrol member 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>○ Patrol members to have a clear line of communication with the Investigation Division.</li> <li>○ Successful resolution of one or more identified inter-divisional communication issues.</li> <li>○ Identification of the method to survey inter-divisional communication.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>○ Throughout 2018, members from specialty units continued to attend Patrol parades and Patrol supervisor meetings to share information and offer support.</li> <li>○ Communication between the Operations and Investigation Divisions regarding active files was enhanced in 2018. Specifically, a new committee has been initiated to better coordinate investigations across divisions and to enhance communication. This committee provides a venue for the needs and concerns of each division to be communicated and addressed.</li> <li>○ The new communications committee has discussed potential long-term solutions to improving inter-divisional communication. It is believed that a prevailing major impediment to inter-divisional communication is the physical separation of the various organizational divisions across multiple facilities.</li> </ul>	<ul style="list-style-type: none"> <li>○ Ensuring that ongoing communication channels are developed and leveraged is challenged by other operational priorities and various shifting schedules across divisions.</li> <li>○ A purpose-built centralized facility to house every VPD division is constrained by the timeline and capital needs of such a large-scale project.</li> </ul>

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

**2018 STRATEGIC GOAL OVERALL HIGHLIGHTS**

- The VPD continued to develop its employee’s physical, emotional, and mental health over 2018, providing numerous health initiatives, resiliency sessions, and career support activities.
- New tenure lengths (as outlined in the updated Tenure Policy) were rolled out and incorporated into all specialty positions in 2018. HR has managed this implementation and all members are in compliance.
- The survey used to garner feedback from sick and injured members has been revamped and has been expanded to include civilian members. Feedback from sick and injured members has been provided to HR in 2018.
- The VPD has continued to provide updated training and supports to ensure a respectful workplace for all employees and managers.
- Phase 1 Recommendations stemming from the VPD’s comprehensive 2017 Operational Review have been implemented in 2018.

*The following presents a status report and measurable performance results pertaining to the 6 Strategies identified for 2018 in working towards achieving the overall Strategic Goal to promote a healthy work environment.*

**2018 Strategy 1: Continue to support and foster member wellness.**

<b>ACTIVITIES (ACTION PLANS)</b>	<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
1.1 - Continue to hold informational presentations on resiliency delivered by Dr. Mackoff.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.2 - Increased promotion of the VPD’s Wellness Program and the health services provided by the Department.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.3 - Ongoing promotion of the medical check-ups provided by Cira Medical Services.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.4 - Provide transition coaching for members nearing retirement.	<b>Value Added</b>	<b>None</b>	☒☒☒☒
1.5 - Complete a wellness gap analysis.	<b>Important</b>	<b>None</b>	☒☒☒☒
1.6 - Continue to provide support to civilian members following traumatic incidents through the civilian Critical Incident Stress Management Team (CISM).	<b>Important</b>	<b>None</b>	☒☒☒☒

<b>STATED OUTCOMES</b>	<b>PROJECTED PERFORMANCE TARGETS</b>
<ul style="list-style-type: none"> <li>○ Increased resiliency and coping strategies provided to all 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>○ Increased support provided to members preparing to retire.</li> <li>○ Any deficiencies in the VPD’s existing Wellness Program will be identified.</li> </ul>	<ul style="list-style-type: none"> <li>○ Hold 6 informational sessions on resiliency.</li> <li>○ Create additional brochures regarding VPD health and wellness services.</li> <li>○ Increased use by members of medical check-ups.</li> <li>○ Offer of coaching sessions to members that have indicated a desire to retire in 2018.</li> <li>○ Implement the recommendations identified in the Wellness Gap Analysis.</li> </ul>

<b>PERFORMANCE RESULTS</b>	<b>CHALLENGES</b>
<ul style="list-style-type: none"> <li>○ Six informational sessions on mental resiliency were provided by Dr. Mackoff to Patrol members.</li> <li>○ VPD Wellness Program initiatives continue to be promoted through posters and electronic bulletins.</li> <li>○ HR staff increased contact with various organizational sections/units to promote periodic medicals and high stress debrief sessions.</li> </ul>	<ul style="list-style-type: none"> <li>○ Wellness brochures were not created in 2018 as the wellness gap analysis recommends leveraging technology over traditional paper methods of program promotion.</li> </ul>

<ul style="list-style-type: none"> <li>o 73 members attended periodic medical check-ups in 2018, up from the 51 who attended in 2017.</li> <li>o A wellness gap analysis has been completed and recommendations are in the implementation process. <ul style="list-style-type: none"> <li>o HR is currently researching the potential development of several different wellness applications, as recommended by the wellness gap analysis.</li> </ul> </li> <li>o Fall and Spring retirement seminars were held for VPD members, including one for SMT members.</li> <li>o Three members were provided with retirement transition coaching.</li> <li>o Civilian CISM Team deployed and provided ongoing support throughout the year.</li> </ul>	
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**2018 Strategy 2: Enhance the professional development of VPD members.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
2.1 - Increase the use of the 360 Review program.	<b>Value Added</b>	<b>None</b>	☒☒☐
2.2 - Implementation of the new Tenure Policy lengths and bring all sworn members into compliance.	<b>Critical</b>	<b>None</b>	☒☒☒

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>o Increased development of members for promotion or positional advancement.</li> <li>o Increased return of sworn members to the Operations Division through ensured consistency in the application of Tenure Policy.</li> </ul>	<ul style="list-style-type: none"> <li>o 20 members to complete 360 Review program.</li> <li>o 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>o 11 members completed 360 Reviews in 2018.</li> <li>o New tenure lengths (as outlined in the updated Tenure Policy) were rolled out and incorporated into all specialty positions in 2018. HR has managed this implementation and all members are in compliance.</li> </ul>	<ul style="list-style-type: none"> <li>o The 360 Review program was impacted by personnel changes and transition within HR.</li> <li>o The new Tenure Policy has created some challenges with sworn member position postings and with rules surrounding eligibility and compliance.</li> </ul>

**2018 Strategy 3: Enhance member management processes.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
3.1 - Implementation of Attendance and Disability Management Software.	<b>Important</b>	<b>None</b>	☒☒☒
3.2 - Increase contact with members off with long-term illness or injury.	<b>Important</b>	<b>None</b>	☒☒☒
3.3 - Ensure long-term sick and injured members provide feedback on levels of Human Relations (HR) service.	<b>Value Added</b>	<b>None</b>	☒☒☒
3.4 - Continue to explore the development of a reliable resiliency test to be used by the Recruiting Unit to assess sworn member applicants.	<b>Important</b>	<b>None</b>	☒☒☐

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>o Increased response to and accountability for members who are off sick or injured.</li> <li>o Increased support and engagement for members.</li> <li>o Less member absenteeism.</li> </ul>	<ul style="list-style-type: none"> <li>o Implement Phase 1 of the Parklane Software System.</li> <li>o Complete a bi-annual survey of members who have been off long-term sick or injured.</li> <li>o Complete an evaluation of reliable sworn member applicant resiliency measures to be used by the Recruiting Unit.</li> </ul>

<ul style="list-style-type: none"> <li>o The VPD's resiliency test will act as a key additional screening tool as part of the pre-hiring recruiting process.</li> </ul>	
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PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o Implementation of the Parklane Attendance and Disability Management software has been completed.</li> <li>o Efforts continue to be made to increase contact with members off on long-term illness or injury.               <ul style="list-style-type: none"> <li>o HR has increased liaison with the VPD's Peer Support Team to further promote increased contact with members on long-term illness or injury.</li> <li>o The survey used to garner feedback from sick and injured members has been revamped and has been expanded to include civilian members. Feedback from sick and injured members has been provided to HR in 2018.</li> </ul> </li> <li>o A recommendation has been put forward by the Training &amp; Recruiting Section regarding implementation of a psychological test (MMPI-2RF) that would be administered to potential recruits prior to hiring.</li> </ul>	<ul style="list-style-type: none"> <li>o Though significant issues surrounding funding and contract approvals caused an implementation delay, the Parklane software is now fully operational.</li> <li>o The Police Employee Relations and Advisory Services Unit (PERASU) has been challenged with staffing shortages. A third PERASU Sergeant position was approved to be added in February 2019.</li> </ul>

**2018 Strategy 4: Enhance respectful work environments throughout the VPD.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
4.1 - Senior Management Team (SMT) presentation on Respectful Workplace legislation and case law changes.	<b>Important</b>	<b>None</b>	☒☒☒☒
4.2 - The HR Section to hold Respectful Workplace lunch sessions.	<b>Important</b>	<b>None</b>	☒☒☒☒
4.3 - HR to update Labour Process Guidelines.	<b>Important</b>	<b>None</b>	☒☒☒☐

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>o Increased knowledge and understanding by all members of <i>Respectful Workplace</i> protocols and impacts.</li> <li>o Increased labour process understanding, compliance, and transparency.</li> </ul>	<ul style="list-style-type: none"> <li>o 6 Respectful Workplace sessions to be held.</li> <li>o Updated labour process guidelines available to all members.</li> </ul>

PERFORMANCE RESULTS	CHALLENGES
<ul style="list-style-type: none"> <li>o A presentation on Respectful Workplace legislation and case law changes was delivered by Roper Greyell LLP to the VPD's SMT on September 5th, 2018.</li> <li>o HR has provided a draft of Labour Process Guidelines revisions to the VPU for review.</li> <li>o HR Section hired an external consultant to deliver four Respectful Workplace sessions.</li> </ul>	<ul style="list-style-type: none"> <li>o Staffing changes at the VPU has delayed their review of the Labour Process Guidelines revisions.</li> </ul>

**2018 Strategy 5: Enhance employee safety and security at VPD facilities.**

ACTIVITIES (ACTION PLANS)	Priority	Dependency	Completion Status
5.1 - Regularly scheduled fire and evacuation drills at all VPD facilities.	<b>Important</b>	<b>None</b>	☒☒☒☒
5.2 - Undertake construction of the Safe Drug Handling Facility.	<b>Critical</b>	<b>None</b>	☒☒☒☐
5.3 - Create new protocols for handling of unknown substances in the Safe Drug Handling Facility.	<b>Important</b>	<b>None</b>	☒☒☒☐

STATED OUTCOMES	PROJECTED PERFORMANCE TARGETS
<ul style="list-style-type: none"> <li>o Increased emergency evacuation knowledge and safety of VPD members.</li> <li>o A state of the art facility will exist for members to process and examine unknown toxic drugs.</li> </ul>	<ul style="list-style-type: none"> <li>o 1 scheduled evacuation drill for each VPD facility.</li> <li>o To complete the opening of the Safe Drug Handling Facility prior to year-end.</li> </ul>



<ul style="list-style-type: none"> <li>VPD members will be fully equipped with the necessary training and procedures to ensure the safe handling of drugs.</li> </ul>	<ul style="list-style-type: none"> <li>The publication of new drug handling protocols.</li> </ul>			
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>		
<ul style="list-style-type: none"> <li>A total of seven fire and evacuation drills have been completed.</li> <li>The Safe Drug Handling Facility is scheduled to be open in April 2019.</li> <li>An Exposure Control Plan is currently being developed by the VPD's Safety &amp; Health Coordination Unit (S&amp;HC).</li> </ul>	<ul style="list-style-type: none"> <li>None noted.</li> </ul>			
<b>2018 Strategy 6: Implement recommendations of the comprehensive Operational Review of the VPD's staffing requirements.</b>				
<b>ACTIVITIES (ACTION PLANS)</b>		<b>Priority</b>	<b>Dependency</b>	<b>Completion Status</b>
6.1 - VPD Operational Review Project Implementation Team to coordinate ongoing implementation of recommendations.		<b>Important</b>	<b>None</b>	☒☒☒
6.2 - Chief to provide an Operational Review Implementation update.		<b>Important</b>	<b>6.1</b>	☒☒☒
<b>STATED OUTCOMES</b>		<b>PROJECTED PERFORMANCE TARGETS</b>		
<ul style="list-style-type: none"> <li>Updated Departmental staffing needs will be implemented 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>Development of implementation timelines and tiers.</li> <li>Implementation of 2018 staffing/resource additions and preparation for 2019 staffing/resource additions.</li> </ul>			
<b>PERFORMANCE RESULTS</b>		<b>CHALLENGES</b>		
<ul style="list-style-type: none"> <li>Phase 1 of the Operational Review recommendation implementation has been completed. <ul style="list-style-type: none"> <li>The Chief has provided an e-mail updating all staff on the first phase of the implementation of Operational Review recommendations.</li> </ul> </li> <li>Phase 2 Operational Review recommendations will be implemented in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>None Noted.</li> </ul>			