



VANCOUVER POLICE BOARD

Regular Meeting Agenda

Date: Thursday April 25, 2024

Time: 1:00- 2:00 pm

1	Welcome: Land Acknowledgement Introduction of Members & Staff Declarations of Interest in Items Under Consideration
2	Consent Agenda *2.1 Agenda April 25, 2024 *2.2 Minutes of February 29, 2024 *2.3 Confirmation of Board Approval Re Exempt Employee Salary Adjustment
3	Special Presentations and Delegations 3.1 E-Comm Presentation 3.2 Cyber Crime Presentation *3.3 <i>Police Act</i> , s. 28 "Board Rules" Presentation Jason Kuzminski
4	For Decision *4.1 Surreptitious Recordings Policy (#2404V14) *4.2 Approval of Recommended ISO 31000 Standard for ERM (#2404V09) *4.3 VPD Procurement Policy (#2404F13)
5	For Discussion *5.1 Professional Standard Section Quarterly (#2404V07) *5.2 Quarterly Update on EDI Review 2024 Q1 (#2404V08)
6	Chief Constable's Update Chief Adam Palmer
7	For Information *7.1 Compliments Report *7.2 <i>Police Amendment Act 2024</i> Summary *7.3 BC Office of the Human Rights Commissioner's Interim Report on the Johnson Settlement *7.4 2023 Q4 Variance Report (#2404F11) *7.5 RMP Amendments-2024 Q1 (#2404V15) *7.6 2023 Annual Strategic Business Plan Report-Back (#2404V16)

8	Correspondence Received/Sent *8.1 VPB Correspondence to Mayor and Council re Amended Provisional Budget, dated February 29, 2024 *8.2 CoV Reply to VPB re Amended Provisional Budget, dated February 29, 2024 *8.3 VPB Response to BC Office of the Human Rights Commissioner, dated April 10, 2024
9	Opportunity for Enquiries from the Public
10	Other Business
	ADJOURNMENT of Regular Meeting



Regular Meeting Minutes

Date/Time: February 29, 2024 - 1:15pm-2:07pm

Location: 7th Floor Boardroom- 2120 Cambie St. Vancouver BC

Attendees		
Vancouver Police Board Members/Staff	Vancouver Police Department	Guests
Ken Sim (Chair)	Chief Constable Adam Palmer	Deputy Chief Kevin McCloskey – York Regional Police
Patricia Barnes (Acting Chair)	Deputy Chief DCC Howard Chow	Police Officer Jana McGuinness
Allan Black	Superintendent Lisa Byrne	Civilian Professional of the Year, Ms. Leah Marla
Comfort Fadugba (Online + In person)	Deputy Chief Constable Steve Rai	
Lorraine Lowe	Staff Sergeant Brian Baird	
Jason Kuzminski (Executive Director)	Superintendent Shelley Horne	
Alaleh Shah Ali	Drazen Manojlovic (Director)	
Alysha Bortolussi		
Absent: Frank Chong	DCC Fiona Wilson	

1. Appointment of Meeting Chair, Call to Order and Introductions

Due to the Chair and Vice Chair being unavailable for the start of the meeting, the Directors in attendance passed a motion to appoint Patricia Barnes to chair the meeting until Chair Sim's arrival.

The Acting Chair called the meeting to order at 1:15 p.m. and began by acknowledging the meeting is held on the traditional and unceded territory of the Musqueam, Squamish and Tsleil-Waututh peoples before inviting Directors, senior leaders of the VPD and Board Office staff to introduce themselves. She also paid tribute to Director Lowe and Chief Constable Palmer for being recognized in Vancouver Magazine 2024 Power 50 before highlighting some of the compliments that were paid to VPD officers in the community.

2. *Adoption of:

*2.1 Agenda for February 29, 2024, Regular Meeting

*2.2 Minutes of January 18, 2024 Regular Meeting

Motions: To pass the agenda and minutes of January 18, 2024 meetings as amended. Approved.

3. Special Presentations and Delegations

3.1 2024 Police Officer and Civilian Professional of the Year Award Recipients

Chief Palmer recognized Sgt. Jana McGuinness as the 2024 Police Officer of the Year recipient and Ms. Leah Marlay as the 2024 Civilian Professional of the Year. A formal recognition ceremony will be held at the Roundhouse Community Centre in March.

4. For Decision

4.1 Amended Provisional Budget

The Acting Chair summarized the process for finalizing the provisional police budget that was submitted to, and considered by, City Council. She expressed the Board's appreciation for the overall increase to the total police budget and explained that Directors reviewed Council's recommendations regarding what not to fund and wished to close the gap between the board's budget and Council-approved funding, while also ensuring the Board has adequate resources for its administration and operations. The following motion was moved by Lorraine Lowe, seconded by Allan Black:

Whereas the Vancouver Police Board is charged with the responsibility of ensuring that the Vancouver Police Department provides effective and efficient services to the community;

And Whereas the Board depends on Vancouver City Council to provide an adequate annual budget to carry out its responsibilities and mandate;

And Whereas the Board, having reviewed the provisional budget it prepared and submitted to the City of Vancouver in November 2023, wishes to address the difference between the provisional budget and the funding allocation approved by City Council, taking the views of Council into account;

And Whereas the Board, having carefully considered its statutory obligations to provide civilian oversight and related obligations to the Vancouver Police Department, has determined that a reduced amount for board administration will still be adequate and sufficient to provide the necessary staff and resources to allow the Board Directors to perform the work expected of them competently and properly;

THEREFORE BE IT RESOLVED THAT the Vancouver Police Board approve:

1. That the provisional budget be decreased by \$3,763,234;
2. That the estimates for board administration and operations be reduced from \$908,000 to \$690,000;
3. That a revised provisional budget of \$412,100,234 be submitted to the City of Vancouver by March 1, 2024;
4. That the Board explore discussions with the City of Vancouver regarding best practices in relation to budget measures, which may include entering into a mutually agreeable memorandum of understanding or protocol regarding Board-Council communications, roles and responsibilities in budget development and clarifying budget-related processes and procedures; and
5. That the Board review the scope of annual audits of the Vancouver Police Department and Board conducted by the City of Vancouver's internal audit department, and of performance audits conducted by

the City's Office of the Auditor General, to consider whether there are any gaps that may require the Board to seek an independent audit.

The meeting was paused from 1:25 p.m. to 1:36 p.m. to enable Director Fadugba to join the meeting in person

The Acting Chair confirmed that all Directors understood the motion. Before the Acting Chair called the question, Directors expressed that the motion takes into consideration the finances of the City of Vancouver and funding that was approved by Council, while acknowledging the police board's mandate is properly resourced. The Acting Chair called the question.

Motion: To adopt the amended provisional budget – Passed unanimously

5. For Discussion

*5.1 Public Safety Indicators Report Q1 (#2402P02)

Staff Sergeant Baird presented the 2023 Year-end Public Safety indicators report. Highlights include that the rate of crime decreased at the same time as Vancouver's population increased by 2.1%. The Board asked about child sex abuse which increased by 32%. VPD advised that the increase in percent is due to the reporting coming from the National Center. The Board inquired about measures VPD are using to address the increase and were informed that there have been media campaigns but also School Liaison Officers working hand in hand with the counselors at school and making sure parents are aware and informed.

6. Chief Constable's Update

Chief Palmer introduced Deputy Chief Kevin McCloskey of York Regional Police Services who is visiting and part of the CACP mentorship program. He also welcomed back Drazen Manojlovic as the new Director of ERM and Chief Risk Officer who will be working closely with the Board to build out the ERM program.

A commendation ceremony will be taking place March 14th at 10:30am at the Roundhouse. The polar plunge will be happening March 2nd at Kits Beach to raise funds for Special Olympics BC. On February 8th VPD promoted 26 new sergeants with a ceremony coming up in the next few weeks to honour them. Cops for Cancer has selected 11 riders and Supt. Lisa Byrne is the executive sponsor to raise money for childhood cancer research. The Recruiting Section has exceeded expectations as application numbers are up. In January, VPD was able to place 20 officers into the police academy, while in May it will place 25 recruits. In March a class will be held for 18 experienced officers to transition into VPD. That is a total of 63 new officers coming aboard to VPD this year to date. Once recruits come out of the JIBC training they receive an additional 5-6 weeks of training provided by the VPD.

Chief Palmer spoke to an incident where officers used chest seals, a new tool that has been added to their kits, to pack/seal a wound in an emergency matter that saved a citizen's life.

DCC Chow briefed the Board on E-Comm abandoned calls and the public still having a tough time getting through to speak with someone. The Amelia AI software that was introduced is not to a level that VPD is satisfied with. DCC Chow is engaging with E-Comm to address the issues.

7. For Information

***7.1 Compliments Report**

Board Directors spoke to the report, which was on the agenda for information, to express their gratitude for officers who helped a BIA business that has been experiencing a lot of violent threats, theft, and harassment. The business has seen a decrease in harassment and violence and starting to stabilize. Another Director thanked VPD for its support at the Spring Parade festival and their presence meant a lot to the community.

***7.2 2023 Street check Audit Report**

Director Drazon Manojlovic from VPD said street checks are down to only two being last year. The officers have stopped this practice and the annual reporting audit is required by provincial standards and will continue annually.

8. Opportunities for Enquiries from the Public

N/A

9. Other Business

N/A

Motion: To Adjourn. Approved

The Regular Meeting was adjourned at 2:07 pm.

TO BE APPROVED BY THE VANVOUVER POLICE BOARD On April 25, 2024



DECISION NOTE

To: Vancouver Police Board
From: Board Office
Date: April 15, 2024
Subject: 2024 Senior Exempt and Exempt Compensation Market Adjustment

On March 20, 2024, by electronic vote conducted pursuant to 4.9.3 of the *Board Governance Manual*, the Vancouver Police Board unanimously approved the following resolution:

THAT the Vancouver Police Board concurs with the recommendation of the Vancouver Police Department to:

1. Adopt the City of Vancouver's 2024 senior exempt and exempt compensation market adjustments of:
 - a. 4.5% for employees in the salary ranges of 030, 040, 080 to 111, 131, 141 and 161; and
 - b. 5% for employees in the salary ranges of 050, 060, 070 and 121; and
2. Approve a one-time payment of \$3,000 to all eligible full-time exempt employees.



VANCOUVER POLICE BOARD

REPORT DATE: April 17, 2024
BOARD MEETING DATE: April 25, 2024
BOARD REPORT # _____

Open

TO: The Vancouver Police Board
FROM: Steve Eely, Superintendent (Retired)
 Vancouver Police Board Representative to the E-Comm 9-1-1 Board of Directors

SUBJECT: E-Comm 9-1-1 Update: 2023 Year in Review

Introduction

It has been a privilege to serve as the Vancouver Police Board's representative to the E-Comm 9-1-1 Board of Directors since June 2023.

This report will update the Vancouver Police Board on E-Comm's 2023 activities and service levels, and the steps the company is taking to modernize and put its operations on a solid foundation for the future.

2023 in brief

2023 was a year of significant improvements in E-Comm's operations and services. Following the approval of a comprehensive new five-year transformation plan and budget by the E-Comm board of directors in November 2022, the organization is turning the corner from past challenges in its operations, staffing and service levels.

In particular, E-Comm achieved its best service levels for police emergency call taking in the Lower Mainland since 2016, and significant improvement in its service levels for police non-emergency call taking. That momentum has continued in 2024, with E-Comm also achieving its service level target in Q1 for police non-emergency call taking in the Lower Mainland for the first time since 2016.

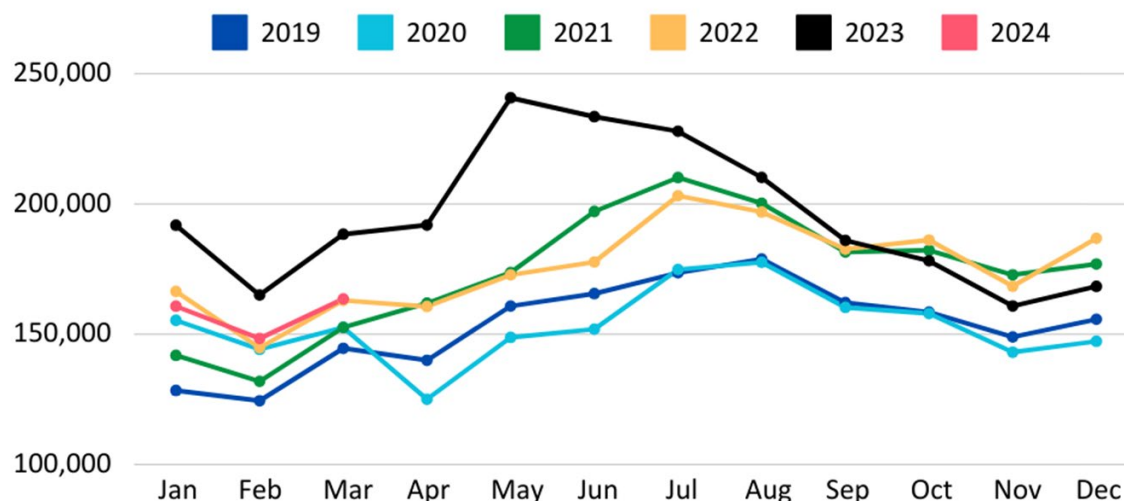
Recognizing concerns raised by the Vancouver Police Department (VPD) and other partners regarding the need for greater predictability and sustainability in the organization's cost and levy structure, E-Comm is also developing a detailed five-year budget and levy forecast for input and review. And it is conducting a comprehensive, independent governance review of the organization's legal, board governance and funding structures, to develop recommendations for improvement.

Further details on these and other initiatives are provided below.

Record growth in 9-1-1 call volumes

E-Comm answers 99% of all 9-1-1 calls in B.C., on behalf of 25 Regional Districts, with its 9-1-1 calls in 2023 totaling 2,342,892. Of these, 63% were for police, 7% for fire and 30% for ambulance.

B.C. 9-1-1 Call Volumes



2023 9-1-1 call volumes increased by 11% from the year before. This was due primarily to an Android operating system change which resulted in more accidental auto-dialed calls to 9-1-1. Since this change was corrected, call volumes have returned to levels more consistent with historical rates of increase. Nevertheless, last year's volumes underscore the uncertainty in call volume forecasts, as E-Comm call takers must take time to respond to accidental calls.

E-Comm also provides call taking and dispatch services for 33 police agencies in the Lower Mainland and Vancouver Island, including the VPD, and 40 fire agencies in the Lower Mainland and Okanagan.

VPD Call Volumes

	2019	2020	2021	2022	2023
Emergency	236,091	218,458	224,978	232,635	257,739
Non-Emergency	242,466	231,918	225,496	187,002	197,085
Total	478,557	450,376	450,474	419,637	454,824

VPD Service Levels

In spite of record high 9-1-1 call volumes, and the highest VPD emergency call volumes in five years as detailed above, E-Comm's VPD service levels significantly improved in 2023, as a result of transformation improvements underway.

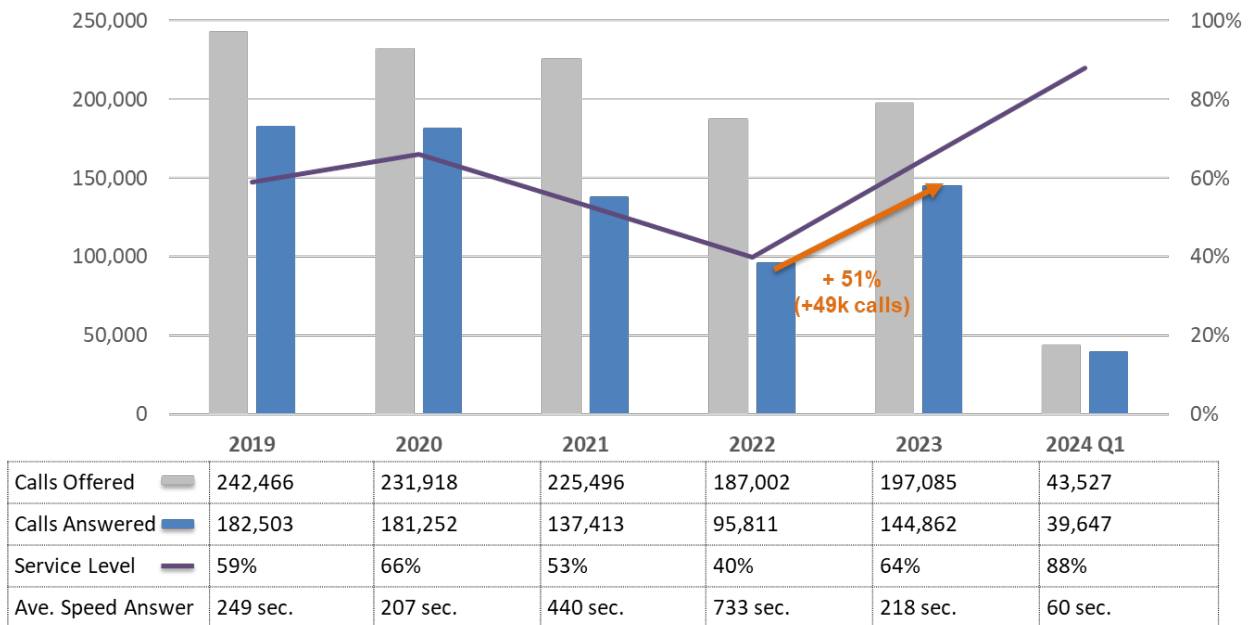
- **Best VPD emergency call-taking service level since 2016** – E-Comm achieved its emergency call taking service level target (88% of calls answered within 10 seconds) for the first time since 2016, with a 2023 service level of 90% and a 2024 Q1 level of 95%.
- **Significantly improved VPD non-emergency (NER) service levels** – Although still below target (80% of calls answered within 3 minutes), E-Comm's NER call taking service level was significantly improved in 2023 at 64%, up from 40% in 2022. And in Q1 2024, E-Comm met its NER target for the first time since 2016, with a service level of 88%, its best quarter in 8 years.

- **Decreased VPD NER abandoned call rate** – E-Comm’s NER abandoned call rate likewise improved to 27% in 2023, down from 49% in 2022. Its average speed to answer also improved, to 3 minutes and 38 seconds, and it answered 49,000 more calls, a 51% increase from 2022. Results improved even further in Q1 2024, with the abandoned call rate decreasing to 9%, and the average speed to answer improving to just 60 seconds.

E-Comm’s VPD Service Levels

	2019	2020	2021	2022	2023	2024 Q1
9-1-1 (target: 95% in 5 sec.)	97%	98%	92%	98%	98%	98%
VPD Police Emergency (target: 88% in 10 sec.)	83%	87%	84%	86%	90%	95%
VPD Police Non-Emergency (target: 80% in 3 min.)	59%	66%	53%	40%	64%	88%
VPD NER Abandoned Calls (target: N/A)	25%	22%	39%	49%	27%	9%

VPD Non-Emergency Call Volumes and Service Levels



A caution on Q1 service levels

E-Comm cautions that its service levels are typically stronger in the first quarter, when call volumes are lower and staffing levels are higher, and decrease as call volumes rise with warmer weather. Total 2024 year-to-date 9-1-1 call volumes are also lower than were forecast. Even with those caveats, E-Comm’s 2024 Q1 NER service level is its best quarterly result, and the first to exceed target, since 2016.

The need for transformation investments

As noted, in November 2022 E-Comm's board of directors approved a comprehensive, five-year transformation plan and budget to drive business improvements across the company, including police communications. This dedicated funding was intended to address long-standing gaps in E-Comm's staffing, technology and business processes, as a result of previous under-investment.

An independent review conducted in 2021 by PwC Canada, and in which representatives of VPD participated, concluded E-Comm was understaffed by approximately 125 front-line operations positions. It identified operational inefficiencies, gaps in key capabilities, and needed technology improvements. PwC also warned that the future cost of attaining service level targets would be unsupportable not just in terms of money, but also securing sufficient staff, if operations and technology were not modernized.

The following are key priorities of E-Comm's transformation plan underway and continuing in 2024.

Improvements to police non-emergency call taking

- ***Dedicated police NER call takers*** – Until now, most non-emergency calls were answered by police call takers who also answered emergency calls. Because call takers must prioritize emergency calls when volumes increase, non-emergency service levels deteriorate. In response, E-Comm has created a dedicated non-emergency call-taker role, with recruitment of 36 positions completed in 2023. This role recognizes the different skill-sets required for handling emergency versus non-emergency calls. These agents now answer over 60% of all NER calls.
- ***NER Standard Operating Procedure (SOP) harmonization*** – With the invaluable assistance of VPD Inspector James Flewelling, E-Comm collaborated with its police partners to harmonize SOPs across agencies for the 96 different NER “call types” that it answers, reducing call taking complexity, which will help to improve call-handling times and strengthen quality assurance.
- ***Online alternatives for reporting NER incidents*** – E-Comm has also worked with police partners like VPD to improve websites for reporting of NER incidents, as an alternative to NER calls.
- ***New Genesys “Contact Centre as a Service” (CCaaS) technology system to go live in Q2 2024*** – E-Comm's new Genesys contact centre technology platform will further improve the caller experience by enabling wait-time estimates and call-back options, improved call menus and information, and SMS and call-transfer capabilities. It will also help to provide better data on the reasons for calls, and forms a key part of E-Comm's digital strategy to use technology to improve the public's experience.
- ***VPD Digital Agent pilot*** – Working with the VPD, E-Comm launched a digital agent pilot in May 2023, using Amelia.ai technology. The intent was to gather better data on reasons for calls and help redirect callers to an appropriate agency if the call is not a police non-emergency matter. E-Comm will be taking lessons learned from this pilot in developing its overall digital strategy for NER calls, including exploring different ways for the public to report crimes.

Other improvements to Operations

- ***Dedicated 9-1-1 queue agents*** – E-Comm has also created a dedicated 9-1-1 operator role to stabilize the 9-1-1 queue, attract more candidates and reduce training time.
- ***Improved training*** – E-Comm implemented training improvements, to help improve employee success and retention by providing better on-the-job supports. These include an expanded “peer coach” training and mentoring program, as well as new training resources for people leaders.
- ***Collective bargaining agreement and compensation review*** – E-Comm concluded a new collective bargaining agreement and compensation review, with market-competitive compensation and benefits to improve our ability to attract and retain great people.
- ***Employee wellness supports*** – E-Comm has implemented new Resilient Minds training and wellness supports, helping to keep its employees healthy and reduce rates of attrition and sick leave. For example, the leave rate for police call takers decreased last year from 17.3% in 2022 to 14.5% in the Lower Mainland, and from 9.4% to 5.7% on Vancouver Island.
- ***Performance management framework*** – E-Comm is implementing a new performance management framework, to improve engagement and feedback for employees.
- ***Improved attrition and retention*** – The result of these changes is an overall improvement in company-wide attrition rates, to 10.7% in 2023, from 13.6% in 2021. For Dispatchers, the annual attrition rate was significantly reduced in the past year, from 10.1% in 2022 to 5% in the Lower Mainland, and from 27.6% to 19% on the Island.

Other technology and corporate improvements

- ***Data centre resiliency and cybersecurity*** – E-Comm has launched new data centre resiliency and cybersecurity projects to strengthen protections against cyber threats and data breaches.
- ***Improvements to data analytics to better support our agency partners*** – E-Comm is implementing significant improvements to automate and enhance its data analytics and reporting to help improve its operations and provide partners like VPD with better data.

Improved budget planning and certainty for police partners

E-Comm recognizes that it must improve its communication with agency partners regarding its budget planning, operating costs and levy structure.

To that end, it is working to ensure more sustainable and predictable costs for its partners in 2024, with the development of a new, detailed five-year budget and levy forecast. The forecast is intended to provide VPD and E-Comm’s other partners greater early notice and input to its long-term financial and levy planning, well before the final 2025 budget is approved.

Comprehensive governance review underway

E-Comm has also launched a comprehensive review of its corporate and governance structure to identify opportunities for improvement. The organization believes its governance model is no longer fit for today's purposes. In particular, the structure doesn't give appropriate influence to all of E-Comm's service partners. It is too unwieldy to guide a business with need for agility. And it suffers from a lack of governance expertise necessary to oversee the modern-day complexities of its work.

The governance review is being independently conducted by Deloitte, and will consider how E-Comm is legally structured; how it is governed, based on what the organization does and for whom; and how its work is funded, both at present and in the future. E-Comm has engaged its local government and agency partners in this review, which is to be completed shortly in Q2 2024.

Next Generation 9-1-1 improvements

In March 2023, the Province of BC contributed \$90 million to E-Comm, to support the federally-mandated implementation of "Next Generation" 9-1-1 (NG9-1-1) technology improvements. The program will move 9-1-1 voice calls to a new digital, IP-based network which is to be completed by March 1, 2025. This one-time funding to support the initial implementation of NG9-1-1 represents a significant avoided cost for E-Comm's local government and agency partners, and E-Comm was instrumental in working with the Province and local government partners to help enable it.

E-Comm's NG9-1-1 project work is progressing well and remains on schedule. That said, a significant risk outside of E-Comm's control is the CRTC's regulatory requirement for TELUS as the NG9-1-1 network operator to finalize Local Governing Authority (LGA) agreements with Regional Districts, as the entities which currently have statutory responsibility for 9-1-1 services in B.C. At present, TELUS has only concluded agreements with 12 of the 25 Regional Districts that use TELUS' 9-1-1 network.

E-Comm continues to work with governments at all levels, partner agencies, and a national committee of Canadian emergency call-taking agencies to make sure it has the necessary technology, tools, and operational funding in place to be ready for this change.

Progress toward a new provincial mandate for 9-1-1

In September 2023, local governments endorsed a special resolution at the Union of BC Municipalities convention, calling for a new provincial mandate for 9-1-1 services in B.C., including new provincewide service standards, governance model and provincial funding, through a levy on monthly cell phone bills.

E-Comm is very supportive of these efforts to strengthen the governance and funding of 9-1-1 services in B.C., which are currently the responsibility of regional districts. To date, there has been a lack of consistent, provincewide policies and service standards, creating inequities between some communities.

E-Comm is continuing to work with the Province and its local government and agency partners to advance this priority in 2024.

Conclusion

While E-Comm has made significant improvements and progress in 2023, there is still much work to do. Challenges remain, including increased call volumes, aging infrastructure and technology, the need for reasonable and predictable costs, ongoing labour shortages, and staffing levels that are still below what's needed in certain areas like NER call taking.

That said, E-Comm believes it has the plan, the people, the resources and support of its partners to continue the momentum begun in 2023.

The board and leadership team are sincerely grateful to the VPB and VPD, for their active collaboration, input and support in helping to directly enable a number of the transformation improvements underway. E-Comm particularly values the opportunity to engage directly with VPB and VPD leadership, and looks forward to continuing to enhance our collaboration and report out on progress in 2024.

PRESENTATION

Cyber Crime

POLICE ACT, S. 28 BOARD RULES

VANCOUVER POLICE BOARD
BOARD OFFICE

WHAT ARE THEY?

- Rules are board policies that:
 - establish requirements and standards for department policies
 - clarify what is being asked for by the board
 - foster a discipline for collecting, monitoring and reporting data related to governance, oversight and decision-making
- Rules remove the board from direct involvement in VPD policy-making
- A board rule may require VPD to have a policy, but VPD should still have autonomy to develop its policies that satisfy rule requirements

LEGISLATIVE AUTHORITY

Police Act, s. 28 (1):

A municipal police board must make rules consistent with this Act, the regulations and the director's standards respecting the following:

- (a) the standards, guidelines and policies for the administration of the municipal police department;
- (b) the prevention of neglect and abuse by its municipal constables;
- (c) the efficient discharge of duties and functions by the municipal police department and municipal constables.

WHY BOARD RULES?

- Compliance with the *Police Act*
- Clarify and enhance governance
- Provide certainty to VPD regarding Board information requests
- Structured, predictable and consistent information-sharing improves oversight and reporting on performance
- Remove direct Board involvement in VPD policy-making

HOW DO THEY WORK?

- Purpose and Definitions
- Requirements for department policies, programs, and procedures
- Standards for monitoring compliance and effectiveness
- Reporting requirements and review schedules
- Review schedule of the rule

SOME EXAMPLES

3.3

Governance

- Policy Development and Reporting
- Risk Management & Audit
- Fair and Equitable Policing
- Policing Indigenous Protests

Information and reporting

- Reporting Requirements
- Annual Reporting Framework
- Board Information-Sharing and Communication

Human Resources

- Workplace Harassment Prevention
- Disconnecting from Work
- Equal Opportunity and Discrimination Prevention

Planning

- Major Policing Events
- Interjurisdictional Assistance

OTHER JURISDICTIONS

- Toronto Police Services Board
- Ottawa Police Services Board
- York Regional Police Services Board
- Peel Regional Police Services Board
- Edmonton Police Commission
- Lethbridge Police Commission
- Halton Regional Police Services Board
- Hamilton Police Services Board

PHASED IMPLEMENTATION PLAN

Step One: Identify gaps in directions, monitoring and reporting that can be addressed by board policy

Step Two: Develop draft rules for committee review

Step Three: Consultation and engagement phase

Step Four: Committee review and recommendations

Last Step: Board consideration of the final draft

CLOSING & QUESTIONS



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: April 11, 2024
BOARD MEETING DATE: April 25, 2024
BOARD REPORT # 2404V14
Regular

TO: Vancouver Police Board

FROM: Simon Demers, Director, Planning, Research & Audit Section

SUBJECT: Surreptitious Recordings in the Workplace – RPM 4.1.14

RECOMMENDATION:

THAT the Vancouver Police Board (VPB) approve the creation of new policy, RPM section 4.1.14 *Surreptitious Recordings in the Workplace.*

SUMMARY:

The proposed policy establishes that it is not acceptable to make surreptitious recordings in the workplace, and stipulates factors the Discipline Authority may consider when conducting a workplace or *Police Act* investigation. The Vancouver Police Department (VPD) recommends that the VPB approve the new policy.

BACKGROUND:

The VPD does not currently have a policy directing members on recording conversations or meetings between employees. With the increased use of online meeting platforms and technologies to record communications, it is prudent for the VPD to establish the parameters on when to obtain consent to record a meeting or conversation, and to clarify circumstances when recording is not permitted.

In Canada, the *Criminal Code* allows for one-party consent to make a recording of another person. Employment law, however, has established that making a surreptitious or undisclosed recording can constitute a breach of trust in the workplace and that surreptitious recordings made by an employee can subject that employee to discipline, up to and including termination of employment. By providing a clear policy, the VPD will be better equipped to support its employees in the proper steps to make consensual recordings in appropriate circumstances, which will enhance trust and privacy considerations and support a respectful and safe workplace.

RESEARCH AND ANALYSIS:

Case Law

In Canada, it is illegal to knowingly intercept a private communication as per section 184 of the *Criminal Code*; “intercept” means to listen to, record or acquire the substance or meaning of a conversation. It is not a criminal offence, however, to record a conversation where the person making the recording is a part of the conversation and “consents” to making the recording – even if the other parties involved are not aware.

In the workplace, surreptitious recordings of a conversation where “one-party consent” exists may still have consequences. This one-party consent may be legal under the *Criminal Code* but, depending on the circumstances of the surreptitious recording, it may constitute a breach of trust within the employment relationship, which can be defined as misconduct and result in discipline or termination.

The Supreme Court of British Columbia affirmed that an employee may be terminated with cause if they are found to have made surreptitious recordings in the workplace ([Shalagin v Mercer Celgar Limited Partnership, 2022 BCSC 112](#)) because “surreptitious recording can cause material damage to the relationship of trust between employee and employer.”

It is important to establish clear policies in the workplace to define the parameters for acceptable recordings of conversations or meetings, and those that would be unacceptable.

Consent Recordings

Employees may have bona fide reasons to make a recording of a conversation or meeting; examples include to enhance training or for educational purposes, to assist persons with diverse abilities (such as hearing impairment) or to assist in note-taking during meetings. While these are all legitimate purposes, the recording employee must still inform and obtain consent from all persons present and must only use the recording for its intended purpose.

Other Agencies

The Planning, Research & Audit (PR&A) Section canvassed other Canadian police agencies to determine if similar policies exist. Of the 20 responses received, 15 replied that they have no policy discussing surreptitious or consent recordings in the workplace, and 5 responded that while they do not have a stand-alone policy, they do make mention of surreptitious recordings in broader policies, to varying degrees.

Consultation

In developing this new policy, PR&A consulted with the Human Resources Section, Labour and Employee Relations Director, Professional Standards Section, Investigation Division, Vancouver Police Union, Vancouver Police Officers’ Association, Teamsters Local 31, Information and Privacy Unit, and external legal counsel.

CONCLUSION:

The VPD is committed to providing a respectful and safe workplace for all employees, which includes supporting productive and open communication between employees. It is important that employees are not disrupted or concerned that undisclosed recording of conversations could be

occurring, as part of establishing trust and professionalism in the workplace. This policy will set the expectations for when conversations or meetings may be recorded, and help foster trust and confidence between employees.

Author: S/Sgt. Erin Holtz

Submitting Executive Member:

Supt. Shelley Horne

Date: April 8, 2024

Proposed Policy

4.1 Professional Standards

4.1.14 Surreptitious Recordings in the Workplace

(Enacted:)
(Effective:)

POLICY

The Vancouver Police Department (VPD) is committed to providing a respectful and safe work environment for all employees, as well as VPD associates including contract workers, volunteers and VPD program participants in VPD facilities. As a part of this commitment, the VPD seeks to foster productive and open conversations between employees, encourage communication while protecting confidential and sensitive information, and respect the privacy of all employees. Employees should not have their work disrupted or their expectation of privacy diminished by surreptitious recordings of conversations or meetings with other employees. This assurance is a necessary element of upholding the trust that the employment relationship relies upon. Surreptitious recordings in any form may be considered a breach of trust and could result in discipline up to and including termination of employment.

DEFINITIONS

“Recordings” means any recording of contemporaneous events recorded on an electronic device (i.e. audio recording or video recording) in various digital formats. Note: Under section 184.1 of the *Criminal Code*, it is unlawful to make a recording without the consent of any of the persons being recorded.

“Employee” means an employee, including sworn member and civilian professional, temporary and casual employee, part-time employee, auxiliary personnel, volunteer or contractor, or anyone who is employed by the Vancouver Police Board.

“Workplace” is any location where an employee, volunteer, practicum student, or contractor carries out the duties of performing their work; any work-related event or work-related gathering, whether sponsored by the employer or not; or any location travelled to, or from, for a work-related reason.

PROCEDURE

1. Employees must not make surreptitious recordings of any conversation or meeting with another employee or employees.
2. Conversations or meetings between two or more VPD employees may only be recorded with the consent of all persons present. This includes meetings held in-person, virtually, by phone, and at any workplace. The consent must be obtained before the recording starts.

3. An employee who is found to have intentionally made a surreptitious recording in the workplace may be subject to a workplace or *Police Act* investigation that may result in discipline, up to and including termination. Volunteers or contractors may have their services terminated.
4. In a workplace or *Police Act* investigation, when assessing the circumstances, the Discipline Authority, or the Inspector in charge of the Human Resources (HR) Section or their delegate in the case of a civilian professional workplace investigation, may consider factors such as:
 - a. the purpose of the recording;
 - b. whether the intention of the employee is to document behaviour that is a violation of the VPD's [RPM section 4.1.11 Respectful Workplace Policy](#), or an offence under an enactment of law (including possible misconduct under the *Police Act*);
 - c. whether the recording is handled in accordance with the [Handling of Designated and Classified Information](#) procedures (form VPD458).
(See [RPM section 4.1.1 Breach of Law by Members](#) and [RPM section 4.1.11 Respectful Workplace](#).);
and,
 - d. any other relevant factors.
5. This policy does not apply to recordings made for legitimate investigative purposes (e.g. an application for authorization made under section 184.2 of the *Criminal Code*).
6. This policy does not apply to recordings made by an employee of a conversation, meeting or interview in the lawful exercise of their duties and when policies or standards allow for such recording (e.g. a recording of radio communications, a VPD-issued body-worn camera recording, or a recording of an investigative interview by the interviewing officer).



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: April 7, 2024
BOARD MEETING DATE: April 25, 2024
BOARD REPORT # 2404V09
Regular

TO: Vancouver Police Board
FROM: Drazen Manojlovic, Director, Enterprise Risk Management Section
SUBJECT: Recommended Enterprise Risk Management Standard for the Vancouver Police Department

RECOMMENDATION:

THAT the Vancouver Police Board (VPB) approve ISO 31000 Standard as the Enterprise Risk Management (ERM) Standard for the Vancouver Police Department (VPD).

SUMMARY:

As a result of the City of Vancouver's (CoV) Office of the Auditor General's (OAG) 2023 audit of the VPB and VPD regarding ERM, the VPD established the ERM Section in January 2024. The function of the ERM Section is to formalize and centralize ERM practices within the VPD.

An important first step in doing so is the adoption of an ERM Standard, upon which an ERM Framework and Process can be built. The two most universally accepted industry Standards used to guide the development of an ERM Framework and Process are the International Organization for Standardization (ISO) 31000 and the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

ISO 31000 offers greater flexibility and customization for the ERM needs of the VPD, while also being applicable to all types of risks. Notably, the CoV has adopted ISO 31000 as the Standard for its ERM program. Adopting the same ERM Standard would align the VPD ERM program with that of the CoV's (where appropriate).

On April 4, 2024, the VPB's Finance and Risk Committee endorsed ISO 31000 as the ERM Standard for the VPD and approved this report being provided to the VPB for its consideration and approval at its April 25, 2024 meeting. The VPD recommends the adoption of the ISO 31000 ERM Standard.

BACKGROUND:

In 2023, the OAG conducted an audit of the VPB and the VPD to determine if they effectively oversee and manage enterprise risk. The OAG concluded that while the VPB and the VPD were focused on managing operational risk, improvements could be made to oversee organizational risks.

Although the VPD has always practiced the fundamentals and principles of risk management, the VPD committed to formalizing and centralizing ERM. To accomplish this the VPD established the Enterprise Risk Management Section in January 2024.

DISCUSSION:

Selecting an ERM Standard for the VPD

An important initial step towards implementing ERM is the adoption of an ERM Standard, which includes an ERM Framework and Process. The fundamental purpose of an ERM Framework is to integrate risk management throughout the organization which is accomplished through a Process that assesses risk. ISO 31000 and COSO are the two most widely used industry Standards for implementing an ERM Framework and Process.

Description of each Standard

ISO 31000 can be applied to all operations and most activities and to any type of risk, including hazard, operational, financial, and strategic risks. Its Framework (see Figure 1 below; the far-left circle) and Process (far-right circle) are supported by Principles (centre circle) and are designed to be tailored to an organization's unique characteristics and requirements. ISO 31000's ERM Process includes assessing risks, treating risks, and monitoring and reviewing changes resulting from the application of the Process.

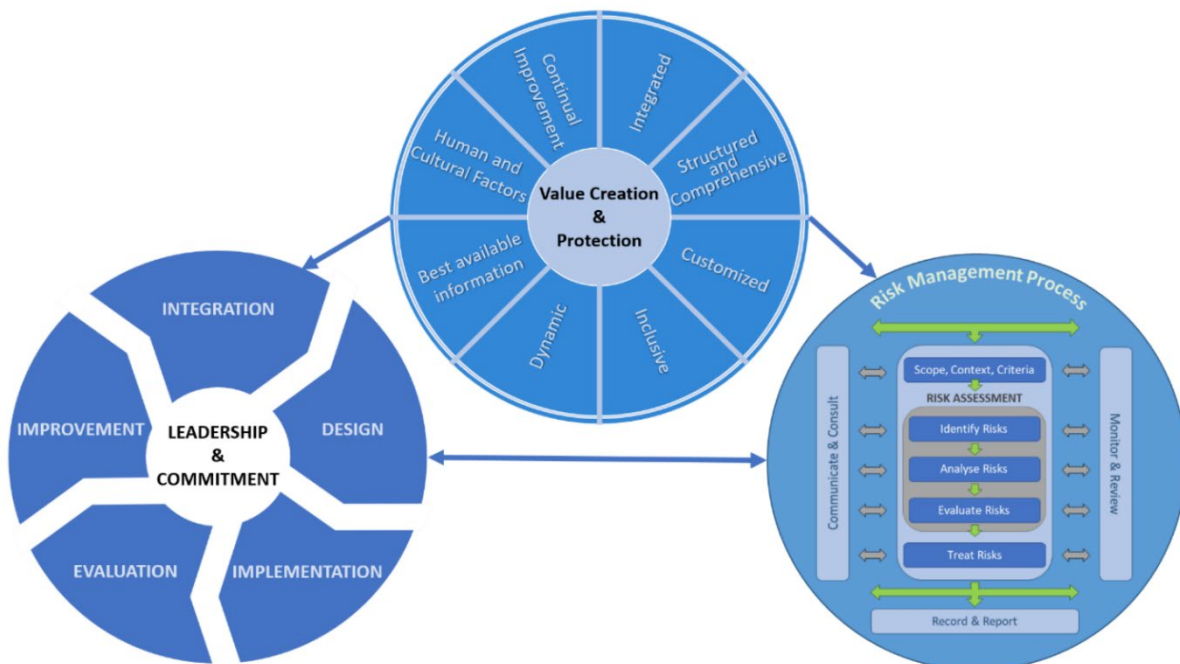


Figure 1: ISO 31000 Framework, Principles and Process

COSO was founded in 1985 to fund and oversee the National Commission on Fraudulent Financial Reporting, a private sector panel set up to study the factors that can lead companies to commit fraud in their financial reporting. COSO's mission is to help organizations improve their performance by offering guidance on internal controls, risk management, governance, and fraud deterrence. COSO shares similar concepts with ISO 31000, such as aligning risks to strategic objectives, fostering a culture of risk management throughout the organization, and communication and reporting. The COSO Standard, comprised of five components and 20 principles, is depicted in Figure 2 below:



Figure 2: COSO 2017 ERM COMPONENTS AND PRINCIPLES

Differences between the Standards

ISO 31000 focuses on risk management and its role in strategic planning and decision-making, providing guidance on the nature of the ERM Process, and how to implement it. Being a more generic risk management standard, ISO 31000 is written for a broad audience of organizations interested in ERM. It also contains performance criteria that an organization can use to judge if its approach to risk management will be effective. ISO 31000 is not based on the constant avoidance of risks, but rather focuses an organization on achieving its goals as effectively and efficiently as possible.

COSO focuses more on general corporate governance and auditing of risk management activities, thereby providing a standard against which to evaluate an organization's current ERM practices. COSO mainly focuses on minimizing risks and is targeted more toward accounting and auditing professionals. The industry consensus is that COSO ERM is multi-layered and more complicated to fully implement.

Use in other Government and Police Agencies

ISO 31000 is currently being used by the Province of British Columbia (BC), the CoV, and the Vancouver Public Library Board. The University of British Columbia predominantly uses ISO 31000 with some COSO aspects incorporated. Among Canadian police agencies, the Winnipeg

Police Service, the Edmonton Police Service, the Ottawa Police Service, and the Saskatoon Police Service all use ISO 31000 (although the degree of maturity of each Service's ERM program varies). The Calgary Police Service uses a blend of ISO 31000 and COSO.

Recommended Standard

The fact that the CoV and BC use ISO 31000 provides the VPD with immediate access to subject matter experts and, in the case of the CoV, a valuable opportunity to align the VPD's ERM program with the CoV's (where appropriate). Of note, at the January 16, 2024 CoV Auditor General Committee meeting (attended by representatives of the VPD and VPB), the VPD was asked by External Liaison Advisory Member Archie G. Johnston if the VPD plans to work closely with the CoV when establishing and implementing the VPD's ERM program, in order to leverage the CoV's expertise and experience. The VPD responded agreeably to that suggestion.

ISO 31000 offers greater flexibility and customization for the ERM needs of the VPD, while also being applicable to all types of risks. It is noteworthy that the OAG's Audit Report defined ERM terms while referencing ISO 31000.

On April 4, 2024, the VPB's Finance and Review Committee endorsed ISO 31000 as the ERM Standard for the VPD and approved this report being provided to the VPB for its consideration and approval at its April 25, 2024 meeting. The VPD recommends the adoption of the ISO 31000 ERM Standard.

Compliance with OAG Recommendations

The OAG has stated that they will follow-up in mid-2024 to assess the VPB's and the VPD's progress towards implementing the nine recommendations the OAG made regarding ERM. Four of the recommendations were made to the VPB and five to the VPD.

Recommendation 2 was to the VPB and it included "that the Chief Constable establish, maintain and obtain Board feedback on and approval of" an ERM Framework (OAG Audit Report, page 9). Recommendation 5 was to the VPD and it included that the VPD should "develop an enterprise risk management framework" (OAG Audit Report, page 9). The approval and adoption of the ISO 31000 Standard would comply with, and make progress towards implementing, these recommendations.

In its response to the OAG, the VPD stated that all five recommendations will be completed by the end of 2024. In fact, Recommendation 6 was the VPD assigning "responsibility for managing and overseeing enterprise risk management" (OAG Report, page 10) and this recommendation was complied with in February 2024, through the appointment of the position of Director - Enterprise Risk Management Section.

With respect to the remaining recommendations, all of them will be achieved by the end of this year, and the following is a non-exhaustive, anticipated schedule of deliverables:

- Given the VPB's important governance role in overseeing enterprise risk, a draft VPD ERM policy will be provided to the VPB for its consideration at its June 20, 2024 meeting. The approval of an ERM policy will comply with Recommendation 5 (OAG Audit Report, page 9).

- Also respecting the VPB's governance role, and to comply with Recommendation 3 (OAG Audit Report, page 9), the VPB will review the Risk Register at least annually or on another schedule the VPB determines.
- Identify and deliver ERM training to the appropriate levels of the VPD by the end of this year in order to comply with Recommendation 7 (OAG Audit Report, page 10).
- Incorporate ERM considerations into the development of strategies for the 2025 VPD Strategic Business Plan, which will likely be provided to the VPB for its consideration and approval in February 2025 (this addresses aspects of Recommendations 8 and 9, OAG Audit Report, page 10).
- ERM considerations will be integrated into the development of the VPD's next Strategic Plan (the current Strategic Plan ends at the end of 2026).

Concurrent to this work, the VPD's ERM Section is presently providing risk management advice and scrutiny to VPD Sections, Units, working groups, and committees on various issues and projects.

CONCLUSION:

In order to begin the implementation of ERM at the VPD an ERM Standard needs to be adopted. The VPD recommends the ISO 31000 ERM Standard, which was endorsed by the VPB's Finance and Risk Committee, and seeks the VPB's approval.

Author: Drazen Manojlovic

Date: April 7, 2024

Submitting Executive Member:

Supt. Tyrone Sideroff

Date: April 8, 2024



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: April 4, 2024
BOARD MEETING DATE: April 25, 2024
BOARD REPORT # 2404F13
Regular

TO: Vancouver Police Board
FROM: Deputy Chief Constable, Steve Rai, Commanding, Support Services Division
SUBJECT: VPD Procurement Policy

RECOMMENDATIONS:

THAT, the Vancouver Police Board (Board):

- A. Approve the adoption of the Vancouver Police Department's (VPD) Procurement Policy, effective January 1, 2024; and
- B. Request that an annual report on the VPD's procurement activities be prepared for information for the Board.

SUMMARY:

The VPD's Procurement Policy continues to ensure that the VPD's procurement process fosters best value, fairness, transparency, oversight, governance accountability and compliance with trade agreements.

The VPD's fundamental principles for public purchasing include practices that achieve maximum economy, efficiency, effectiveness, and sustainability (social, environmental and economic) in the procurement of goods and services.

POLICY:

The Board has oversight of financial and budget responsibilities that include financial policy development.

BACKGROUND:

The Vancouver Police Board Finance and Risk Committee (Committee) has undertaken a detailed review of the VPD's Procurement Policy.

The VPD generally aligns with the City of Vancouver's (City) financial policies. The Committee may recommend to the Board exceptions to the financial policies followed by the City in consideration of the work at the VPD.

Included in the finalization of the VPD's Procurement Policy was an environmental scan that reviewed the procurement policies of other comparable police agencies.

DISCUSSION:

The VPD Procurement Policy covers all the essential requirements of all purchases of goods and services as well as complying with all the applicable external trade agreements.

The VPD's policy aligns with the City's policy; however, the most notable difference between the City's policy and the VPD's is in the financial and purchase authority threshold, where the VPD's are lower.

When the City updated its procurement policy in 2018, the VPD also reviewed and updated its financial and purchase authorities. For instance, the City's limit for low value purchases was increased to \$10,000 (from \$5,000), whereas the VPD's low value purchase threshold remained at \$3,000 in 2019. Similarly, purchases over \$2 million dollars require the Board's approval, which aligned to City Council's spend threshold.

The City made further adjustments to increase the financial authority levels in 2023. The VPD did not adopt any of the changes, except for increasing the low value purchases to \$5,000 (from \$3,000) while the City's limit remained at \$10,000, to reflect inflationary increases and to enhance efficiency in the procurement process.

Another notable difference between the City's policy and the VPD's is in the Commitment Authority and Signing Authority threshold. Commitment Authority refers to the financial authority to commit to a purchase while Signing Authority refers to the authority to execute and sign a legally binding contract on behalf of the Board. The City's policy allows for a broad group of employee positions; however the VPD's policy extends to a very limited group.

These differences attribute to various factors, such as size of purchases, budget, and different commodity market.

The VPD maintains lower and more stringent dollar thresholds compared to the City. This tight financial authority threshold persists in ensuring that all purchases, particularly those of high value, adhere to rigorous scrutiny and appropriate accountability and sign-off throughout the procurement process.

Per the VPD's Procurement Policy, the Board will receive an annual report of the VPD's procurement activities, which also aligns with the City's procurement policy.

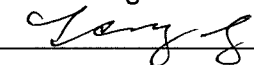
CONCLUSION:

The VPD has finalized the VPD's Procurement Policy for approval by the Board.

Author: Marcos Kwong, Manager,
Purchasing & Inventory Unit

Date: April 4, 2024

Submitting Executive Member:



Date: April 4, 2024



VANCOUVER POLICE DEPARTMENT

FINANCIAL SERVICES SECTION

SUBJECT: Procurement Policy

EFFECTIVE DATE: January 1, 2024

1 PURPOSE

This policy sets out the requirements for the procurement of goods and services, including other expenditures, such as, but not limited to, uncollectable accounts, and the disposition of surplus assets of the Vancouver Police Department (VPD).

The VPD's fundamental principles for public purchasing include practices that achieve maximum economy, efficiency, effectiveness, and sustainability (social, environmental and economic) in the procurement of goods and services.

2 LEGAL

Pursuant to the Police Act, Section 27(6), the Vancouver Police Board (Board) must not make an expenditure or enter into an agreement that is not specified in the City Council approved budget and as such, no permissions are granted to any VPD employee to purchase or enter into contracts or dispose of anything owned by the VPD unless the Board has delegated such authority to a VPD employee in writing. The intent of this policy is to establish and codify the legal authority to undertake the actions expressly authorized under this policy.

3 SCOPE

This policy applies to the procurement of all goods and services (including consulting services) for the VPD.

This policy is intended to align with the City of Vancouver's (City) Procurement Policy (ADMIN-008).

4 INTERPRETATION / DEFINITIONS

(a) Interpretation

- (i) All references in this policy to an employee or other representative of the VPD is deemed to include any designate or anyone else properly authorized in writing or by the Board or the Chief Constable to act in that person's position.

(b) Definitions

Award: The decision, as authorized by this policy, to enter into a Contract.

Best Value: The optimal combination of Total Cost of Ownership, economic sustainability, environmental sustainability, and social sustainability as determined in accordance with the specific criteria and weighting for each criteria established by the VPD for the applicable procurement and the value of the highest Total Price after discounting for all applicable criteria being utilized for the Call, such as security for payment, risk of default, social and environmental factors.

Bid: Depending on the type of Call, either (i) a legally binding tender or quotation which upon written acceptance by the VPD automatically creates a Contract, or (ii) a non-binding quotation or proposal which forms a basis of a negotiated Contract, or (iii) any non-binding pre-qualification submission or expression of interest or request for information which may form the basis of a subsequent Call.

Bidder: Any legal entity submitting a Bid in response to a Call.

Call: Any request or invitation by the VPD for a Bid (i.e.: requests for proposal, requests for expressions of interest, invitations to tender, invitations to quote, and invitations to offer).

Central Budget Manager: The position and/or Committee designated by the Chief Constable or Deputy Chief Constable, Support Services Division, responsible for an allocated centralized budget expenditure category outlined as followed:

Budget Expenditure Type	Central Budget Manager
Books, publications and subscriptions	Director, Planning, Research & Audit Section
Consultant services	Deputy Chief Constable, Support Services Division
Contract services	Deputy Chief Constable, Support Services Division
Courier service	Manager, Purchasing and Inventory Unit
Criminal Investigation Fund	Deputy Chief Constable, Investigations Division
Equipment - new or replacement	Equipment Committee
Equipment - repairs and maintenance	Equipment Committee
Facilities - furniture, office furnishings, small appliances, maintenance and repairs, parking	Manager, Facilities Services
First aid supplies and services	Inspector, Human Resources Section
Fleet - new, replacement, repairs, fuel, modifications, leases, rentals	Manager, Fleet Operations Services
Guns, weapons, ammunitions, repairs	Inspector, Training & Recruiting Section
Information Technology related items: computer supplies and services, hardware, software, projectors	Director, Information & Communications Technology Section
Laundry and dry cleaning	Manager, Purchasing and Inventory Unit

Membership, professional and trade fees and dues	Inspector, Training & Recruiting Section
Postage	Manager, Purchasing and Inventory Unit
Printing services	Inspector, Public Affairs Section
Telecommunications - land lines, cell phones	Director, Information & Communications Technology Section
Uniforms - kit, materials, clothing	Manager, Purchasing and Inventory Unit with concurrence from the Uniform Committee and Inspector, Public Affairs Section

City: The City of Vancouver.

Commitment Authority: having the same meaning as Financial Authority, in this policy, to purchase, to write-off, or to enter into financial commitments in accordance with the delegated dollar amount on behalf of the VPD.

Contract: A Contract for the purchase by the VPD of goods and services and/or for the disposition of assets by the VPD. For further certainty, a Contract includes documents that create or modify or may create or modify legal rights and obligations:

- purchase order;
- work order;
- change order;
- memorandum of understanding, letter of understanding, letter of intent, or similar;
- standing offer;
- supply arrangement;
- notice or other communication to a prospective supplier prior to a Contract, including notice to award, conditional notice to award, notice or permission to proceed or start work prior to Award or Contract;
- assignment or consent to assignment of a Contract;
- security for the performance of a Contract such as a letter of credit, bond, insurance, deposit, security interest, and other financial instruments; and
- renewals, extensions, modifications or amendments to any of the above.

Co-operative Purchasing: Procurement by the VPD in cooperation with other Public Sector Entities.

Delegate: The employee holding the position that is authorized to act as the representative of the delegator in the scope of this policy.

Extension: any extension or renewal or other amendment to a Contract which results in the Maximum Contract Term being lengthened (and “Extend” will have the same meaning).

Financial Authority: having the same meaning as Commitment Authority in this policy, to purchase, to write-off, or to enter into financial commitments in accordance with the delegated dollar amount on behalf of the VPD.

Funding Authority: there is sufficient and authorized budget for the Contract anticipated by the Call and that the funding is confirmed and approved for expenditure.

Maximum Contract Term: the maximum years (including all options to extend or rights of renewal) in respect to a Contract as set by this policy.

Permitted Sole Source: A sole source Contract of the type described in section 19.1 below.

Purchasing and Inventory Unit: The Purchasing and Inventory Unit (PIU) is responsible for acquiring goods and services needed to support the VPD’s operations, involving procurement, contract management, and disposal of the VPD’s assets.

Public Sector Entities: Other municipal, regional, provincial, federal, or governmental authorities or entities carrying out a public function in Canada.

Response: The submission of a bid in response to a Call.

Signing Authority: The authority to execute and deliver the Contract.

Solicitation: The process of communicating the Call to prospective bidders.

Sustainability: Meeting the social, environmental and economic needs of the present without compromising the ability of future generations to meet their needs.

Total Price: The estimated Total Price payable for all goods and services under the Contract over the entire term of the Contract (but not including options to purchase additional goods or services during the term which may or may not be exercised; nor including the value of goods, services and construction for any renewed optional Contract term, and not including any sales or other taxes payable). For dispositions or sale of assets, the estimated total price is the amount payable by the purchaser to the VPD for the asset.

Total Cost of Ownership: The direct social, environmental and financial costs and benefits to the VPD of products and services during their acquisition, use and end-of-life phases (i.e. lifecycle costs) including factors such as transportation emissions, training, economic development impacts, energy consumption, disposal and other

related costs after taking into account sustainability, reduced carbon dependency, and zero waste.

Un-Solicited Proposals: A proposal received by the VPD independently of a Call. Those proposals are typically submitted by third parties wishing to sell certain goods or services to the VPD.

5 ADMINISTRATION OF POLICY

The Financial Services Section, led by the Senior Director, Financial Services Section and overseen by the Deputy Chief Constable, Support Services Division, is the owner of this policy. Except where separately authorized by the Chief Constable, or the Deputy Chief Constable, Support Services Division, all procurement and disposition activities are to be administered by the Manager, Purchasing and Inventory Unit (PIU) of the Financial Services Section.

6 ADMINISTRATION OF CONTRACTS

Following the Manager, PIU's exercise of its primary authority over the Call, and where a Contract results from the Call, the Manager, PIU will have the primary responsibility for proper administration and enforcement of the Contract, subject to the City's Legal Department Policy (where a legal enforcement step is required) and subject to this Procurement Policy (where any change to the Contract requires the approval of the Manager, PIU).

7 TRANSACTIONS NOT SUBJECT TO THIS POLICY

The following contracts and types of transactions are not covered by this policy:

- purchase of regulated tariffed services (e.g. electricity, transmission portion of natural gas, cable, tariff portion of non-wireless telecommunications services);
- purchases from other governmental authorities;
- tax rebates;
- advertising space in targeted media; and
- retaining external legal counsel and related experts (such as expert witnesses) in the course of providing legal advice to the VPD.

8 POLICY STATEMENTS

8.1 Goals

An open, transparent, competitive procurement process that:

- provides best value for the VPD;
- minimizes Total Cost of Ownership;

- incorporates wherever possible, sustainable and ethical procurement considerations as integral evaluation components in supply selection;
- applies leading practices, risk mitigation strategies and strong financial controls to the procurement process.

8.2 Ensure compliance with the VPD's policies, the *Police Act*, *City bylaws*, collective agreements, inter-provincial, national, and international trade agreements that are binding to the Board and all other provincial and federal laws and regulations that apply to the procurement of goods and services.

8.3 Maximize Best Value and minimize Total Cost of Ownership by:

- ensuring that the VPD utilizes the Manager, PIU to conduct all Calls and ensuring sole source Contracts are in compliance with the Procurement Policy and avoiding Calls that do not utilize the expertise of the Manager, PIU; and
- ensuring that the terms of Contracts, and the frequency with which the VPD undertakes competitive Calls for each category of goods and/or services is optimized to obtain Best Value and minimize Total Cost of Ownership.

9 CODE OF ETHICS FOR PURCHASING ACTIVITIES

The goal of a purchasing Code of Ethics is to provide a general foundation on which to build professional and accountable practices and behaviour in all areas of purchasing activity. This Code applies to every member of the VPD involved in the purchasing activities including planning, sourcing, requisitioning, purchasing, receiving, and payment. The following are the three (3) major components of the VPD's Purchasing Code of Ethics.

9.1 Personal Integrity and Professionalism

All employees involved with purchasing or other procurement related activities must act, and be seen to act, with integrity and professionalism. Honesty, care and due diligence must be integral to all procurement activities within VPD, its suppliers and other partners. Respect must be demonstrated for each other and for the environment. Confidential information must be safeguarded. All participants must not engage in any activity that may create, or appear to create, a conflict of interest, such as accepting gifts or favors, providing preferential treatment, or publicly endorsing suppliers or products.

9.2 Accountability and Transparency

Procurement activities must be open and accountable. In particular, contracting and purchasing activities must be fair, transparent and conducted with a view to obtaining the best value for the VPD.

9.3 Compliance and Continuous Improvement

All employees involved in the purchasing or other procurement related activities must comply with this policy and the laws of Canada and British Columbia. The VPD is committed to continuously working to improve procurement policies and procedures and to share leading practices, where possible.

10 RELATED CITY REFERENCES

This policy must be read and applied in conjunction with the following policies:

- The City's Operating Budget Policy ([ADMIN-004](#));
- the City's Capital Budget Policy ([ADMIN-005](#));
- the City's Ethical Purchasing Policy ([AF-014-01](#)) - demonstrates a commitment to sustainability by seeking to ensure safe and healthy workplaces for the people who make products for the VPD, where human and civil rights are respected;
- the City's Supplier Code of Conduct - sets the minimum performance standards for the VPD's suppliers ([AF01401P1](#)); and
- the City's Code of Conduct Policy ([AE-028-01](#)).

11 RELATED EXTERNAL GUIDELINES AND POLICIES

As well as conforming to the Canadian laws governing competitive processes and contracts, the VPD's procurement activities are governed by certain external legislation.

11.1 Trades Agreements

- Canadian Free Trade Agreement (CFTA)
- New West Partnership Trade Agreement (NWPTA)

The above external agreements are developed for internal trade within Canada and among provinces with the main objectives being to eliminate inter-provincial trade barriers and to improve the competitiveness of Canadian companies.

12 CITY'S LEGAL DEPARTMENT REQUIREMENTS

- 12.1** All Contract, Call, and Award documents, will be on standardized templates with standard terms and conditions approved by the City's Legal Department. Any deviation from the standardized terms and conditions or any material deviation from the approved use of such documents requires the prior review and approval by the Manager, PIU, who will also assess if there is a need to further engage City's Legal Department.

- 12.2 Any continuous or repetitive series of Contracts that appear to be structured so as to avoid the approval requirements set out in this policy will be reviewed by the Manager, PIU and reported to the Senior Director, Financial Services Section and the Deputy Chief Constable, Support Services Division.

13 COMPETITIVE BIDDING AND MAXIMUM CONTRACT

13.1 General Policy is Open, Public Competitive Procurement

Except where otherwise permitted in this policy, the VPD will procure all Contracts through an open, public, competitive Call.

13.2 General Policy is to Limit Contract Term to Maximize Competitiveness

The Manager, PIU will set the Maximum Contract Term for each Call. For proposed Maximum Contract Terms of five (5) years or greater, the Manager, PIU will consult and obtain approval from the Deputy Chief Constable, Support Services Division.

13.3 Low Value Purchases

Purchases under \$5,000 (excluding taxes) are not required to undergo a competitive procurement process as long as due diligence is done to determine the best value for the VPD.

13.4 No Public Call on Purchases \$75,000 or Less

The Manager, PIU and/or the Delegate will endeavor to obtain three (3) comparable quotations for Purchases/Contracts that are expected to have a Total Price of no more than \$75,000 for goods and services. Prices may be obtained from internal price records or sources or solicited prices from known/contracted/comparable suppliers.

13.5 Public Calls on Purchases over \$75,000

The Manager, PIU and/or the Delegate will endeavor to procure Contracts that are expected to have a Total Price of more than \$75,000 for goods and services through a public Call. Solicitation will be by way of posting the Call particulars through an electronic bidding system accessible to the general public. In addition to posting through the electronic means, local, regional, national, or international advertising may be carried out at the discretion of the Manager, PIU where it is deemed appropriate.

14 CALL ISSUANCE AUTHORITY AND COMMITMENT AUTHORITY LIMITS

- 14.1 Except where expressly granted under this policy, only the Board has Commitment Authority, Signing Authority, or the authority to issue a Call.

- 14.2** The Board delegated Commitment Authority, and Signing Authority is in accordance to Table 1.
- 14.3** The Manager, PIU has the exclusive authority to issue any Call once the Funding Authority is established with subsequent Commitment Authority and Signing Authority for each Award being authorized in accordance with Table 1.
- 14.4** Each of the following VPD positions set out in Table 1 has the following Financial/Commitment Authority, subject to the following conditions:
- (a) the Contract does not exceed the Total Price indicated in Table 1;
 - (b) the Contract term does not exceed the Maximum Contract Term;
 - (c) there is Funding Authority for the Contract;
 - (d) the Manager, PIU has determined in good faith that the Contract represents Best Value to the VPD based on the criteria set out in the Call document; and
 - (e) where the Total Price is over \$2,000,000, the Board has approved the Award.
- 14.5** Awards that do not meet the criteria set out in Section 14.4 above must be approved by the Chief Constable, in consultation with the Deputy Chief Constable, Support Services Division and the Senior Director, Financial Services Section.

Table 1 - Commitment Authority and Signing Authority and Competitive Bidding Process

Total Price	Financial / Commitment Authority (Award to be approved by all, not just one of the named below)	Signing Authority (Contract to be signed by one of the below)	Competitive Bidding Process
Up to \$5,000	❖ Central Budget Manager or Section/Unit Inspector /Manager	❖ Manager, PIU	Direct Buy
Over \$5,000 and up to \$10,000		OR ❖ Deputy Chief Constable, Support Services Division	3 Comparable Quotes
Over \$10,000 and up to \$75,000	❖ Central Budget Manager or Section/Unit Inspector/Manager ❖ Senior Director, Financial Services Section ❖ Deputy Chief Constable, Support Services Division	❖ Deputy Chief Constable, Support Services Division OR ❖ Chief Constable	3 Comparable Quotes
Over \$75,000 and up to \$2,000,000	❖ Central Budget Manager or Section/Unit Inspector/Manager ❖ Senior Director, Financial Services Section ❖ Deputy Chief Constable, Support Services Division ❖ Chief Constable	❖ Chief Constable	Public Call
Over \$2,000,000	❖ Board	❖ Once approved by the Board, the Board will delegate to the Chief Constable to sign the contract	Public Call

15 AUTHORITY TO EXECUTE DOCUMENTS

15.1 General Authority

Subject to the exceptions set out below, all contracts, agreements or other documents having the effect of, or with the intent of, legally binding or committing the Board in any course of action, shall be signed in accordance to the Signing Authority of Table 1.

16 CHANGE ORDER AND ANY OTHER CHANGES TO CONTRACTS

16.1 This section sets out the limited authority to make any change to any Contract governed by this policy.

16.2 The authority set out in this section is separate from Funding Authority restrictions on capital and operating budget transfers.

16.3 Under Limit Changes - Where a change to a Contract will increase the Total Price but not in excess of the Funding Authority and the change in Total Price will not exceed the materiality thresholds set out in Table 2 (in the aggregate taking into account all prior changes), the change will be authorized if one of the following conditions are met:

(a) The change is on a form or template

(i) approved by the City's Legal Department and then completed and approved to the satisfaction of the Deputy Chief Constable, Support Services Division or the Chief Constable, or

(ii) completed and approved in its completed form by the City's Legal Department.

16.4 Over Limit Changes - Where a change to a Contract will increase the Total Price but not in excess of the Funding Authority and the change in Total Price will exceed the materiality thresholds set out in Table 2 (in the aggregate taking into account all prior changes), the change will be authorized if the following conditions are met:

(a) The change is on a form or template

(i) approved by the City's Legal Department and then completed and approved to the satisfaction of Deputy Chief Constable, Support Services Division or the Chief Constable, or

(ii) completed and approved in its completed form by the City's Legal Department, and

(b) The change document is approved and signed by the VPD authorities set out in Table 1 as having the requisite Commitment Authority and Signing

Authority for the change (except that “Total Price” is to be read as “change in Total Price” for the purposes of this section).

Table 2 - Materiality Thresholds for Change Orders

Original Total Price	Materiality Thresholds
Under \$75,000	15% of original Total Price
Over \$75,001	10% of original Total Price

16.5 Limits are Cumulative - The above materiality thresholds are cumulative and apply to all changes to the Total Price over the term of the Contract and not merely to each individual change.

16.6 Over Funding Authority - Changes to Contracts that increase the Total Price beyond the Funding Authority require further Funding Authority prior to being authorized under this section.

17 CONTRACT MANAGEMENT

To ensure the VPD achieves the expected quality service delivery, contracts must be managed responsibly and effectively by all VPD employees who are involved in procurement activities. Effective contract management drives improvements of contract performance both financially and operationally while minimizing the VPD’s risk throughout the life of a contract.

17.1 Contract Management Roles and Responsibilities

Depending on the roles of each Unit or Section Manager in a typical procurement cycle, the responsibility of contract management lies with each Unit or Sections Manager who is responsible for that particular contract management activity. If a contract process involves multiple Unit or Sections, a shared ownership is to be established to ensure every step of the process is managed by appropriate business owners.

17.2 Contract Management Activities

Contract management activities include, but are not limited to:

- Contract signing: to ensure Contracts are signed by the appropriate authority in accordance to Section 14 above;
- Monitoring and evaluation of contract performance: to track critical process indicators and tangible deliverables, monitor performance compliance, and document user feedback;

- Issues management: to document and communicate potential issues and risks, address problems and concerns, and implement resolutions and corrective actions;
- Payment: to ensure invoices are approved and payments are made in accordance with the provisions of the contract;
- Document retention: to ensure all documents, information and communication related to procurement and the contract are retained in a recoverable form for a minimum of seven (7) years. Suppliers' confidential and commercially sensitive information are to be handled, stored and maintained in an appropriate manner to safeguard the confidential nature of the information.

18 CONTRACT RENEWAL / EXTENSION

18.1 Contracts may not be extended past the Maximum Contract Term except in accordance with this section.

18.2 Contracts may only be Extended where one of the following conditions are met:

- (a) the Extension is a Permitted Sole Source; or
- (b) there is (or is about to be) a new Call for the goods or services being provided under the expiring Contract and the Extension is approved by the Manager, PIU so as to provide time to complete the new Call to ensure continuity of services.

19 GENERAL EXCEPTIONS TO COMPETITIVE PROCESS - PERMITTED SOLE SOURCE

19.1 Permitted Sole Source

Despite Section 13.1 above, competitive bidding is not required and a Contract may be sole sourced ("Permitted Sole Source") if:

- (a) Urgent Life or Health or Safety Matter - all of the following conditions have been met:
 - (i) the Chief Constable (if the Total Price exceeds \$75,000 and is below \$2M) or the Deputy Chief Constable, Support Services Division (if the Total Price is not more than \$75,000) has determined that goods or services are urgently required and bypassing the VPD's competitive procurement process is reasonably necessary to protect human, animal, safety and/or health; and
 - (ii) the form of Contract has been approved by the City's Legal Department; and
 - (iii) the sole source rational is documented in writing and signed off in accordance to the sole source approval levels as outlined in Table 3; and

- (iv) the Contract is approved and executed in accordance with the Commitment Authority and Signing Authority based on the Total Price of the sole source contract.
- (b) Single-Supplier or Other Exigent Circumstances Precluding an Effective Competitive Procurement - all of the following conditions have been met:
 - (i) the Manager, PIU has determined that the contemplated sole source will obtain Best Value for the VPD and will not violate any applicable trade agreement governing the VPD; and
 - (ii) the form of Contract has been approved by the City's Legal Department; and
 - (iii) the sole source rational is documented in writing and signed off in accordance to the sole source approval levels as outlined in Table 3; and
 - (iv) the Contract is approved and executed in accordance with the Commitment Authority and Signing Authority based on the Total Price of the sole source contract.
- (c) The purchase is of a specialized covert nature and/or of a confidential or privileged nature and disclosure could reasonably be expected to compromise the VPD's confidentiality, cause adverse economic consequences, or otherwise be contrary to the public interest, providing that the sole source written justification document is signed off in accordance to the sole source approval levels as outlined in Table 3.
- (d) The purchase is of 'goods via auction', used goods or distress sale goods - all of the following conditions have been met:
 - (i) the Manager, PIU is satisfied that the Total Price is Best Value; and
 - (ii) the terms of the Contract have been approved by the City's Legal Department; and
 - (iii) the Contract has been approved and executed in accordance to the Commitment Authority and Signing Authority based on the Total Price; and
 - (iv) the sole source written justification document is signed off in accordance to the sole source approval levels as outline in Table 3.

Table 3: Permitted Sole Source Approvals Matrix

Sole Source Spending Threshold	Manager, PIU	Senior Director, Financial Services Section	DCC, Support Services Division	Chief Constable	Board
up to \$75,000	x	x	x		
Over \$75,000 up to \$2M	x	x	x	x	
Over \$2M	x	x	x	x	x

20 MONITORING, REVIEW AND REPORTING

Application of the VPD's Procurement Policy will be monitored and reviewed by the Manager, PIU, who will annually report to the Board on the procurement activities for the previous year.

21 SUSTAINABLE AND ETHICAL PROCUREMENT

- 21.1** Sustainable and Ethical Procurement will align with the VPD's overall approach to procurement with its priorities related to people, prosperity and the environment.
- 21.2** The VPD intends to formally recognize and reward within the supplier selection process excellence and innovation among suppliers who demonstrate leadership in sustainability, environmental stewardship, and fair labour practices.
- 21.3** The VPD is committed to safe and ethical workplaces, where human and civil rights are respected. The VPD will endeavor to ensure that all its suppliers meet and where possible, exceed the performance standards outlined in the City's Supplier Code of Conduct.
- 21.4** The VPD will use, where appropriate, an evaluation model that incorporates the Total Cost of Ownership of products and services including environmental, social and economic costs and benefits (where reasonably quantifiable). These costs will be factored into the vendor pricing, evaluation and selection process.
- 21.5** The VPD will give preference, where feasible, to products and services that represent a non-carbon alternative, are carbon neutral or that minimize greenhouse gas emissions and thereby contributes to reducing the carbon footprint of the VPD.
- 21.6** The VPD will work collaboratively with suppliers to advance environmental performance of products and services and ensure compliance with the City's Supplier Code of Conduct.
- 21.7** Within the limits set out by applicable trade and investment legislation, the VPD will seek to identify procurement opportunities that support the development of an

environmentally sustainable local economy. The VPD will actively work with the supplier community and economic development agencies to identify and capitalize on such opportunities and catalyze industry relationships through hosting supplier forums, creating opportunities for dialogue with existing and potential suppliers and related outreach programs.

- 21.8** Where opportunities exist, the VPD will work with other organizations (e.g. municipalities) on monitoring and verification processes to ensure suppliers adhere to all applicable legal requirements and trade agreements.

22 CANCELLATION OF CALLS

The Manager, PIU will be authorized to cancel any Call where:

- (a) the request by the Unit or Section Manager and the responses are greater than the Funding Authority for the Award in respect of the Call; or
- (b) in the opinion of the Manager, PIU:
 - (i) a change in the scope of work or specifications is required and therefore a new Call should be issued; or
 - (ii) the goods, services or construction to be provided by the Call no longer meets the VPD's requirements; or
 - (iii) the integrity of the Call process has been compromised.

23 SURPLUS ASSET DISPOSAL

- 23.1** If any materials or equipment owned by the Board are declared by the Section/Unit Manager, Central Budget Manager and/or Committee having control over them to be surplus to present and future VPD requirements, and are approved by the Manager, PIU to be surplus to present and future VPD requirements, the Manager, PIU may either dispose of the materials or equipment by public auction (through the VPD or through the City) or solicitation deemed appropriate by the Manager, PIU in the circumstances.
- 23.2** Funds received for the disposal of surplus materials and equipment will be credited back to the VPD Funding Authority where the asset originated from prior to being declared surplus.
- 23.3** In exceptional circumstances, surplus assets may be transferred gratuitously to a not-for-profit organization or public agency or sold at less than fair market value when, in the opinion of the Manager, PIU, such action serves the public interest better than sale on the open market, provided always that the Contract transferring the asset is signed by the Chief Constable and concurred by the Deputy Chief Constable, Support Services Division and the Senior Director, Financial Services Section.

- 23.4 Surplus assets will be segregated for reuse or recycling and those, which are classified as electronic waste, will be recycled according the appropriate governing guidelines for e-waste and in a manner that ensures that toxic products are not sent to landfill.
- 23.5 All uniform and issued equipment items for disposal (including body armor and badge) should be returned to the Manager, PIU to ensure the appropriate disposal process is followed in reducing any security risk.

24 CO-OPERATIVE PURCHASING

- 24.1 The Manager, PIU may participate in Co-operative Purchasing.
- 24.2 All Call documents and Contracts relating to Co-operative Purchasing must be reviewed and approved by the Senior Director, Financial Services Section prior to the Manager, PIU participating in a Co-operative Purchasing process.
- 24.3 Subject to Sections 24.1 and 24.2, the provisions of this Policy apply to the rights and obligations assumed by the Board with respect to any Co-operative Purchasing process.

25 UN-SOLICITED PROPOSALS

- 25.1 All Un-Solicited Proposals are to be forwarded to and reviewed by the Manager, PIU.
- 25.2 The Manager, PIU must review each Un-Solicited Proposal and assess the proposal applying the following criteria:
 - (a) the Un-Solicited Proposal appears to offer something unique or innovative that the VPD does not typically acquire by way a Call, and
 - (b) the Un-Solicited Proposal appears to offer something that is aligned with the VPD's strategic and policy goals.
- 25.3 Where the Un-Solicited Proposal does not, in the opinion of the Manager, PIU, satisfy both of the criteria in section 25.2, it will be rejected and notice, issued by the Manager, PIU, will be given to the third party who submitted the un-solicited proposal.
- 25.4 Where the Un-Solicited Proposal does, in the opinion of the Manager, PIU, satisfy both of the criteria in section 25.2, it will be forwarded to the respective VPD Manager or Central Budget Manager and/or Committee for comment and decision.
- 25.5 Upon receipt of a report pursuant to section 25.4, the VPD Manager or Central Budget Manager and/or Committee will review and then decide to either:
 - (a) not pursue the proposal, or

- (b) instruct the Manager, PIU to issue a Call seeking market responses to the goods and services being offered, or
- (c) instruct the Manager, PIU to pursue the Un-Solicited Proposal as a Permitted Sole Source.

26 AMENDMENTS TO THE POLICY

The Manager, PIU is responsible for initiating a full review of the policy every 3 (three) years, at a minimum, or earlier in correlation with updates issued by the City, and in consultation with the Deputy Chief Constable, Support Services Division and the Senior Director, Financial Services Section.

Individual amendments, if necessary and applicable, may be presented at any time.

27 POLICY ADMINISTRATION ROLES AND RESPONSIBILITIES

Vancouver Police Board Finance and Risk Committee	Approves the Policy and substantive revisions to the Policy
Deputy Chief Constable, Support Services Division	Provides concurrence to the Policy and revisions to the Policy.
Senior Director, Financial Services Section	Oversees and approves administrative revisions to the Policy.
Manager, PIU	Administers and recommends updates to the Policy.

28 APPROVAL HISTORY

ISSUED BY:	Deputy Chief Constable, Support Services Division	APPROVED BY:	Vancouver Police Board	DATE:	April 25, 2024
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VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: April 2, 2024
BOARD MEETING DATE: April 25, 2024
BOARD REPORT # **2404V07**
Regular

TO: The Vancouver Police Board
FROM: Deputy Chief Constable Steve Rai
 Support Services Division
SUBJECT: PSS Q1-2024 Report – January to March

RECOMMENDATION: This report is presented for information only.

SUMMARY: The Professional Standards Section (PSS) Quarterly Report provides a synopsis of new files for investigation, allegations of misconduct, allegations per division, allegations compared to other BC and Canadian municipal police departments, disposition of concluded complaints and reportable injuries. The attached report covers the 1st quarter of 2024.

POLICY/BACKGROUND: Not applicable.

DISCUSSION: Please refer to the attached report.

CONCLUSION: Please refer to the attached report.

Author: Insp. Dennis Wong Telephone: 604-717-3307 Date: April 2, 2024

Submitting Executive Member: Deputy Chief Constable Steve Rai



 (Signature)

Date: April 11, 2024

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EXECUTIVE SUMMARY

The Professional Standards Section (PSS) Quarterly Report provides a synopsis of the number of new files received for investigation, allegations of misconduct, allegations compared to other BC and Canadian municipal police departments, the disposition of concluded complaints and the number of reportable injuries.

In Q1-2024, PSS received **43** new files from the Office of the Police Complaint Commissioner (OPCC).

For the most common misconducts, the number of Abuse of Authority, Discreditable Conduct and Neglect of Duty allegations have decreased when compared to the last quarter.

The VPD is in line with other BC and Canadian municipal police departments in terms of the average number of allegations per member.

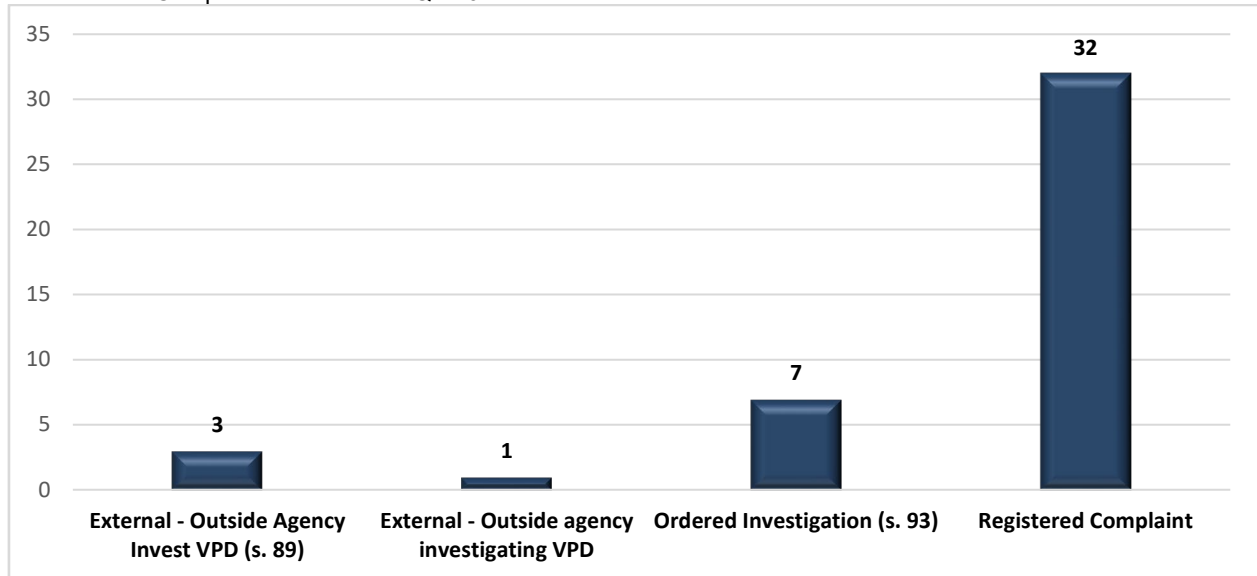
In Q1-2024, PSS concluded **27** investigations.

In Q1-2024, PSS notified the OPCC of **35** reportable injuries.

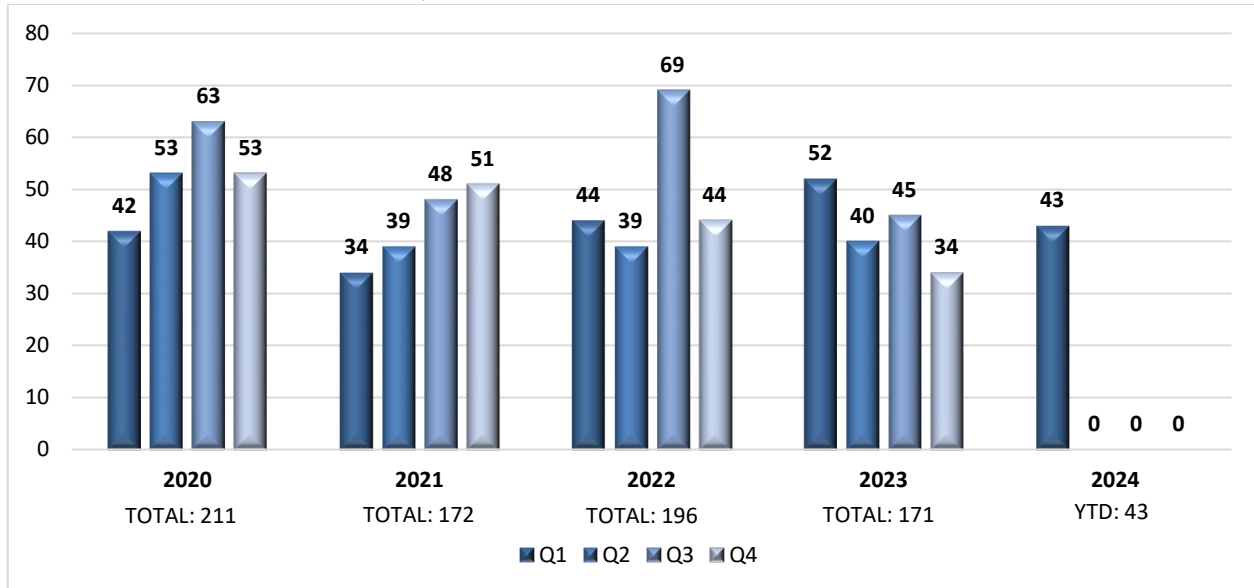
NEW FILES FOR INVESTIGATION

In Q1-2024, PSS received **43** new files from the OPCC for investigation. This is an increase from the **34** files received in Q4-2023 but a decrease compared to the first quarter of the preceding year. A complaint can be filed up to one year from the date of an incident and PSS begins their investigation once the OPCC has confirmed its admissibility.

Breakdown of Complaints Received in Q1-2024¹



Number of New Files Received Each Quarter



¹ Definitions in the appendix refer

ALLEGATIONS OF MISCONDUCT

Each file is broken down into allegations against sworn members and special municipal constables (SMCs). One file *may contain multiple allegations*, each with its own elements of misconduct and final outcomes.

Table 2 shows the breakdown of allegations received in Q1-2024. The Operations Division is often representative of the majority of complaints, as it represents the patrol members who have regular contact with the public.

For the most common misconducts, the number of Abuse of Authority, Discreditable Conduct and Neglect of Duty allegations have decreased when compared to the last quarter.

Table 2

	OPERATIONS DIVISION						INVESTIGATION DIVISION	SUPPORT SERVICES DIVISION	
ALLEGATION	D1	D2	D3	D4	Traffic/ Other	Jail	Other	Other	TOTAL
Abuse of Authority	2	1		2	3		2		10
Damage to Property of Others									
Discourtesy	1	2		1	2		1		7
Discreditable Conduct	1	2					6	2	11
Improper Disclosure of Information									
Neglect of Duty	3	1	1		2			2	9
External S.89 Files / No allegation	1		1		1				3
TOTAL	8	6	2	3	8	0	9	4	40

ALLEGATION COMPARISONS IN BRITISH COLUMBIA AND CANADA

Each file is broken down into allegations against sworn members and SMCs. One file may contain multiple allegations, each with its own elements of misconduct and final outcomes.

The three allegations of misconduct listed in Table 3a represent the allegations most often investigated by municipal Professional Standards Sections in BC.

Table 3a shows the number of allegations the VPD received in Q1-2024, for those three specific allegations, in comparison to five other municipal police departments in BC.

This reflects that the VPD is in line with the other departments in terms of the average number of allegations per member.

Table 3a

MUNICIPAL CONSTABLES	Vancouver	West Van	Abbotsford	New Westminster	Transit	Delta
Sworn Members	1,537 Sworn 152 SMCs	79 Sworn	242 Sworn 21 SMCs	141 Sworn 8 SMCs	187 Sworn 20 SMCs	214 Sworn 29 SMCs
Abuse of Authority Allegations	10	0	2	0	1	0
Discreditable Conduct Allegations	11	0	0	2	0	0
Neglect of Duty Allegations	9	0	2	0	1	0
TOTAL	30	0	4	2	2	0
Average per member	0.02 per member	0 per member	0.02 per member	0.01 per member	0.01 per member	0 per member

Table 3b compares the VPD's number of sworn members and SMCs, annual numbers and quarterly numbers of new files against other Canadian police departments of similar sizes. This again shows that the VPD is in line with the other departments.

It is important to note that each of these departments is subject to different *Police Acts* than the one we have in British Columbia. As a result, the processes vary between provinces. PSS has endeavored to capture complaint statistics in such a manner that allows them to be comparable.

Table 3b

MUNICIPAL CONSTABLES	Vancouver	Edmonton	York
Sworn Members	1,537 Sworn 152 SMCs	2,075 Sworn	1,736 Sworn 52 SCs
Number of new files in Q1-2024	43	204*	25
Number of new files in Q2-2024	-	-	-
Number of new files in Q3-2024	-	-	-
Number of new files in Q4-2024	-	-	-
Number of new files in 2021	172	251	90
Number of new files in 2022	196	167	75
Number of new files in 2023	171	137	118
Number of new files in 2024	43 (YTD)	204 (YTD)	25 (YTD)
Annual Average per member (based on 2024)	0.03 per member	0.1 per member	0.01 per member

*Author note: The author spoke with the Edmonton analyst regarding the number of complaints this quarter; Edmonton was unable to explain the increase but confirmed that the number represented the number of files, not allegations.

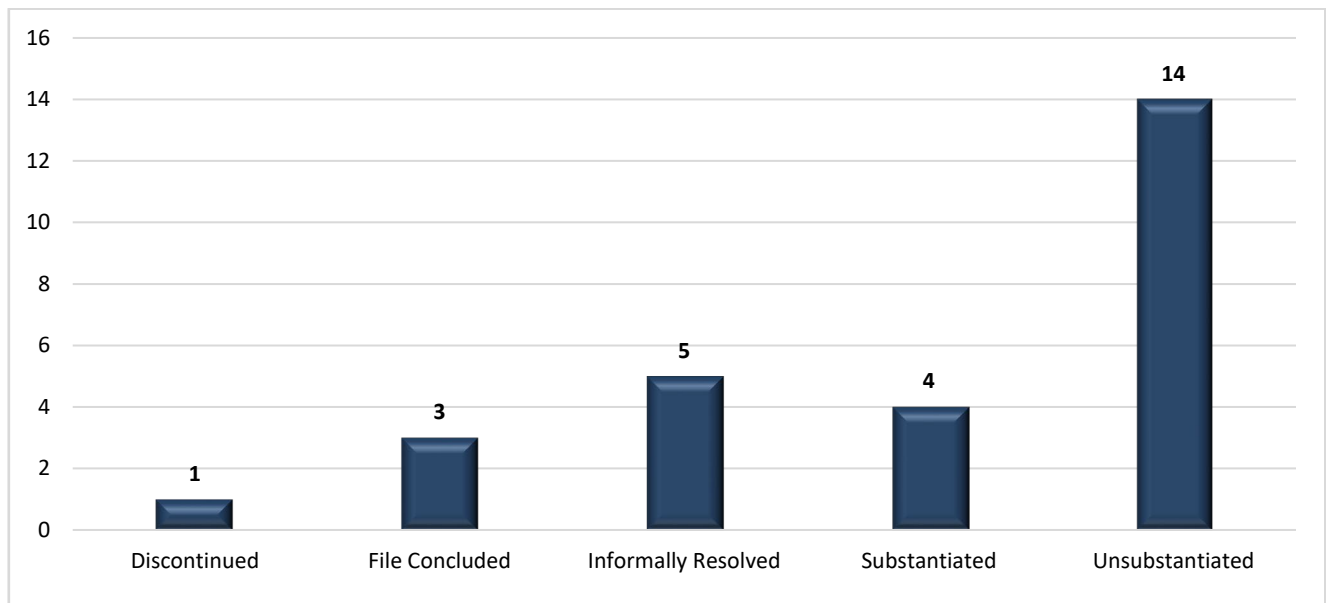
DISPOSITION OF COMPLAINTS

In Q1-2024, PSS concluded **27** investigations. This is a decrease from the **40** concluded in Q4-2023. The investigations that were concluded in Q1-2024 may not have been made admissible in the same year. For example, a file that is made admissible in 2022 may not conclude until 2024.

Investigations must be completed within six months after they have been received, unless an extension has been approved by the OPCC. The timing of when a file is completed is contingent on several factors, most notably the complexity of the investigation. One file may contain multiple allegations of misconduct, with each allegation having its own final outcome.

The chart below shows how files were concluded in Q1-2024 *regardless of when the file was received*.

Disposition of Files Concluded in Q1-2024²



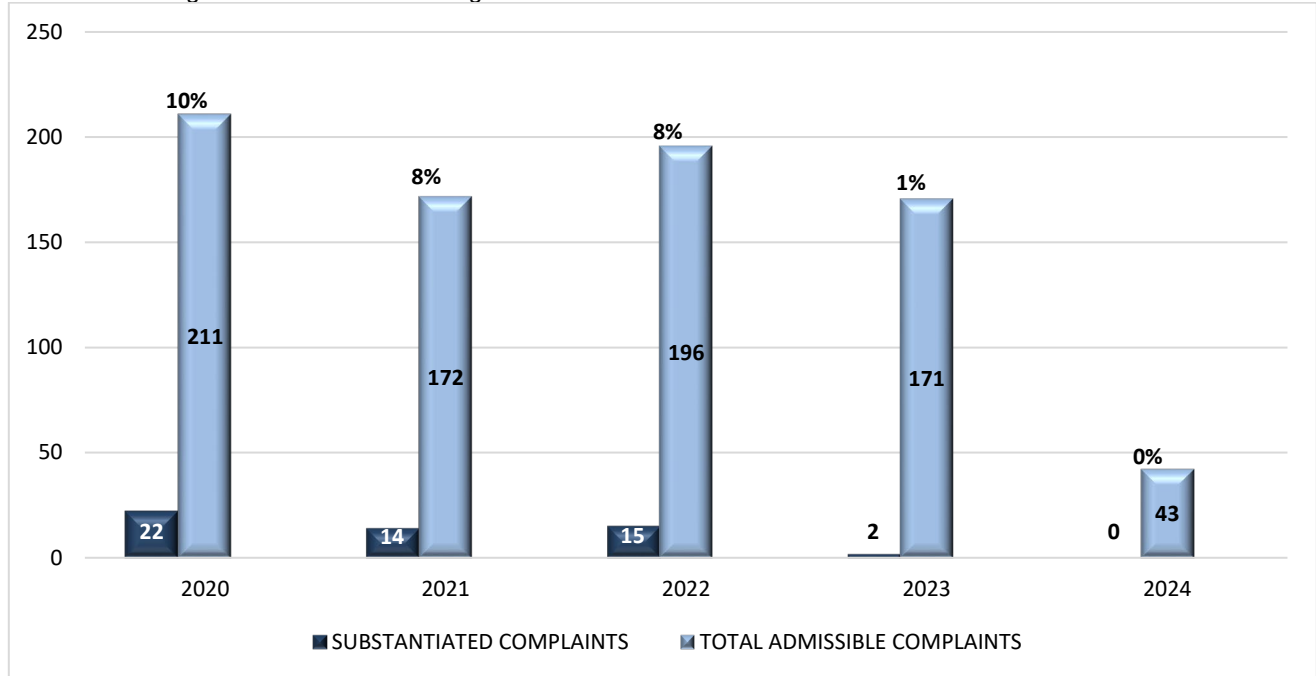
² Definitions in the appendix refer

The chart below depicts the annual number and rate of substantiated complaints out of the total number of admissible complaints investigated.

The numbers below represent the complaints that were admitted in that particular year; for example, in **2022**, out of the 195 complaints that were made admissible that year, 15 were substantiated.

This is a fluid chart as investigations are still in progress and may be substantiated and concluded in subsequent years due to the ongoing *Police Act* process.

Annual Percentage of Substantiated Investigations



REPORTABLE INJURIES

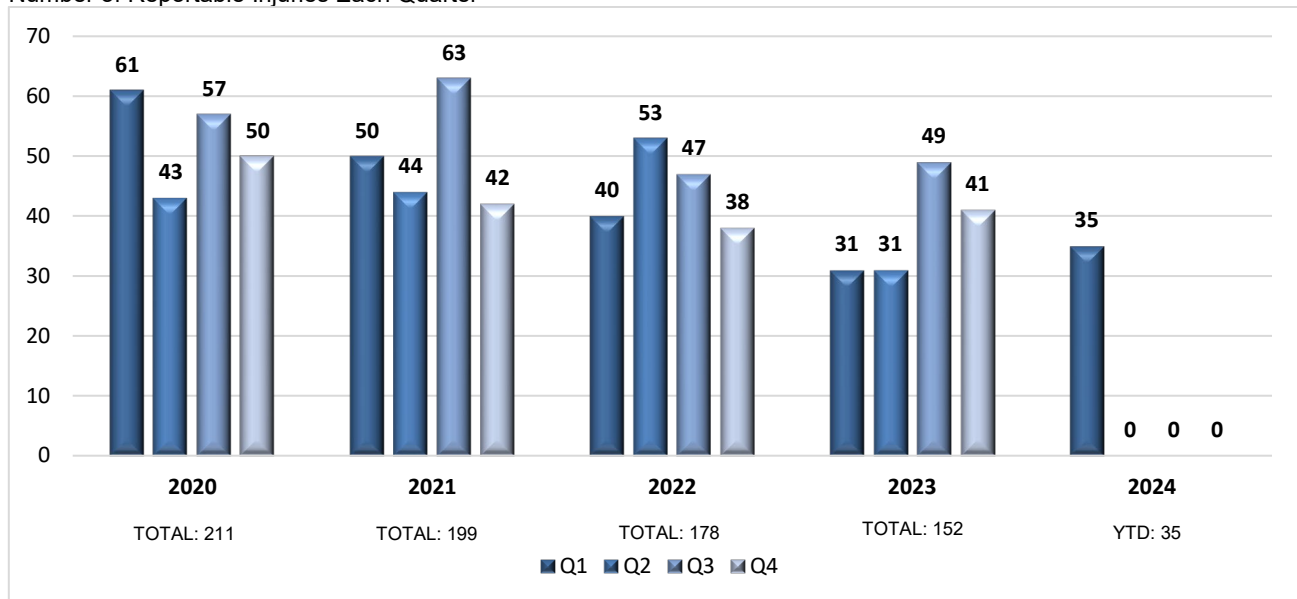
PSS is required to report all incidents where an individual in the care or custody of the police sustains a 'reportable injury' that requires medical treatment at a hospital. The OPCC opens a 'monitor file' (see Appendix) until it is determined whether a *Police Act* investigation is warranted.

The chart below shows the year over year comparison for each quarter.

In Q1-2024, PSS notified the OPCC of **35** reportable injuries. This is a decrease from the **41** reportable injuries received in Q4-2023.

The reportable injuries are usually attributable to Canine Unit members, and do not necessarily result in an investigation; i.e., if the subject does not make a complaint about the dog bite and/or the OPCC does not order an investigation.

Number of Reportable Injuries Each Quarter



APPENDIX – DEFINITIONS

TYPES OF INVESTIGATIONS

Admissible Complaints:	Admissible (registered) complaints are formal complaints made by members of the public concerning the conduct of municipal police officers.
Ordered File:	Complaint investigations may be ordered by the Police Complaint Commissioner pursuant to Section 93 whether it is upon the request of a police department or as a result of information received from any source that raises concerns about officer misconduct.
Monitor Files:	Monitor files are opened when information is received by the OPCC from the police, including Reportable Injuries, or other sources such as media reports, that may require an investigation pursuant to the <i>Police Act</i> . These are typically incidents that are serious in nature or that have generated media attention, but no potential disciplinary defaults have been identified at that point. These files are held open until a report is received from the police. The matter is reviewed by the OPCC and a decision is made as to whether or not an Ordered Investigation is required.
Internal Discipline File:	Internal discipline files are investigations concerning the conduct or deportment of a member that is of concern to his/her employer, but does not directly involve or affect the public. This is classified as a Division 6 investigation.
External Files:	External files are investigations conducted on behalf of another police department. They are either in regards to the VPD and investigated by an outside agency or in regards to an outside agency and investigated by the VPD. There are mandatory Section 89 investigations that involve death or serious injury and are automatically investigated by an external agency.
Reportable Injuries:	The VPD Professional Standards Section is required to immediately report all incidents where an individual in the care or custody of the police suffers a 'reportable injury' that requires medical treatment at a hospital. The OPCC opens a 'monitor file' until it is determined whether a <i>Police Act</i> investigation is warranted.

ALLEGATIONS OF MISCONDUCT AS PER SEC. 77 OF THE POLICE ACT

Abuse of Authority	Discreditable Conduct
Accessory to Misconduct	Improper Disclosure of Information
Corrupt Practice	Improper Off-Duty Conduct
Damage to Police Property	Improper Use/Care of Firearms
Damage to Property of Others	Misuse of Intoxicants
Deceit	Neglect of Duty
Discourtesy	

TYPES OF CONCLUSIONS/DISPOSITIONS OF INVESTIGATIONS

Discontinued:	PSS investigators, in consultation with the OPCC, determine that an investigation is no longer required. The matter is closed.
File Concluded:	An ordered section 89 investigation was completed and no misconduct was identified.
Informally Resolved:	The complainant and involved member mutually agree to a resolution of the complaint.
Mediation:	A professional mediator is utilized to resolve the complaint informally.
Resolved:	PSS investigators are able to resolve the complaint to the satisfaction of the complainant without involving a member.
Substantiated:	The allegation(s) is proven and the matter proceeds to a discipline process.
Unsubstantiated:	The allegation(s) is unfounded.
Withdrawn:	The complainant decides to withdraw the complaint and no further action is taken.



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: April 2, 2024
 BOARD MEETING DATE: April 25, 2024
 BOARD REPORT # 2404V08
Regular

TO: **Vancouver Police Board**

FROM: Drazen Manojlovic, Director, Enterprise Risk Management Section

SUBJECT: **Equity, Diversity, and Inclusion (EDI) Review – 2024 Quarter 1**

RECOMMENDATION:

THAT the Vancouver Police Board (Board) receive this report for discussion.

SUMMARY:

This quarterly report is for the Board's discussion. The EDI Review Team (Team) is currently focused on reviewing the Recruiting Services Unit's (RSU) application and hiring process. This includes examining the Recruiting Manual and all accompanying forms. In addition, the Team has modified four forms and recommended language/formatting/procedural changes to six Regulations and Procedures Manual (RPM) procedures. During this quarter the Team initiated its commitment to building positive community relationships. The Team actively engaged with multiple communities in proactive efforts to better understand and learn about each community's culture.

DISCUSSION

EDI Toolkit

After a national environmental scan, the Team adopted and evolved an analytical process called the EDI Toolkit (Toolkit). This Toolkit acknowledges that people have multiple intersecting characteristics that influence how people navigate throughout society. In January 2024, the Team added a sixth question to the Toolkit. The questions that are being considered during EDI assessments are the following:

- Are any assumptions being made?
- Who could be left behind?
- Who did you connect with?
- What data can you look at?
- How are you ensuring equality of opportunity and/or outcomes?
- Are we providing services in a culturally safe, responsive and trauma-informed manner utilizing unbiased policing principles?

Recruiting Manual and Forms

The Team is currently examining approximately 90 sections of the Recruiting Manual and 50 pages of recruiting forms. In March 2024, the Team received RSU's feedback on the proposed changes from the initial examination. The Team is assessing and implementing the feedback along with conducting ongoing work on the RSU forms for inclusive terminology and alignment with EDI principles. During the review, the following themes were examined: minimum requirements; selection process; recruiting standard challenges; education standards; and alignment with the British Columbia Human Rights Code.

RPM Procedures and Forms

The Team collaborates with the Planning, Research, and Audit Section. The Review Team applies both the Toolkit and an EDI lens to ensure that policies, procedures, and forms are equitable, inclusive, and representative of diverse perspectives and needs. In this quarter, the Team has modified four forms and reviewed six procedures for language/format/procedural details:

1. RPM 1.6.1 Incomplete 911 Calls
2. RPM 1.6.43(i) Judicial Authorization - Risk Assessment
3. RPM 1.6.56 Location Data Demand of Electronic Devices without Judicial Authorization
4. RPM 1.7.24 Kidnapping and Child Abduction Policy
5. RPM 1.12.1(iii) Transportation of Person's in Custody
6. RPM 4.3.2 Personal Pet Policy

Community Engagement

The Team recognizes the significance of developing community relationships and believe that engaging with diverse communities is essential in understanding their perspectives, cultural norms, lived experiences, and needs, particularly regarding their interactions with law enforcement. The Team engaged with community groups to explore ways to apply the principles of EDI. The Team collaborates with the Diversity, Community, and Indigenous Relations Section in this endeavour.

In this quarter, the Team met with members of the Chinese Canadian Museum Society of British Columbia and attended the Chinese Canadian Museum. The Team also met with members of the Jewish Federation of Greater Vancouver. The Team was provided valuable insights into the rich cultural heritage, historical significance, community struggles, and the triumphs of both the Chinese and Jewish communities. The Team also participated in the Khalsa Diwan Society spring break youth camp. The Team engaged with over 150 youths and volunteers about the importance of building and developing positive relationships in the community.

For the next quarter, the Team has already began planning engagements with the Muslim community, South Asian community, Ukrainian community, additional education with the Jewish community, and meetings with Vancouver Police Department (VPD) advisory committees.

Professional Development

The accomplishments of the Team are supported by a foundation of ongoing training and education. This consistent commitment to learning not only enhances the Team's skills but also

ensures that the work is informed by the latest academic knowledge and industry best practices. Some examples of new learnings that the Team received are:

- Canadian Association Chiefs of Police Conference: Police Leadership *Reinvigorating a People Focused Organization*
- City of Vancouver: Land Acknowledgement Training
- City of Vancouver: Cultural Competency: Indigenous and Urban Indigenous Peoples
- City of Vancouver: Gender Diversity Foundational Training
- Canadian Police Knowledge Network: The Path: Your Journey Through Indigenous Canada & Restorative Justice
- Canadian Police Knowledge Network: Creating Brave Spaces

CONCLUSION:

This quarterly report is for the Board's discussion. Equity, diversity, and inclusion in policing contribute to maintaining the public's trust, police legitimacy, and confidence in the criminal justice system. The work of the Team is important to the continued advancement of EDI principles within the VPD. One should consider the advancement of EDI principles as an on-going and evolutionary process.

Author:
Sergeant Raj Jaswal
Investigative Assistant Gina Lawson

Date: April 2, 2024

Submitting Executive Member:
Deputy Chief Constable Steve Rai

Date: April 2, 2024

Compliments Report (February - April 2024)				
Date	From	Member(s)	Synopsis	Excerpt from Letters
February 12, 2024	Vice-President, Operations, E-Comm	Chief Palmer Insp. Flewelling	Grateful for selecting and seconding Insp. Flewelling to E-Comm.	"...Insp. Flewelling's outstanding professionalism and dedication to his work reflect very positively on your department's core values, and are in keeping with the highest standards of the Vancouver Police Department."
February 13, 2024	Mayor of Lions Bay	Sgt. Silzer	Thankful for ride-along experience during a night shift.	"...that experience shed light on the dedication and unwavering commitment that you and your fellow officers exhibit to ensure the safety of our community."
February 17, 2024	Chief Safety and Risk Officer, SFU	VPD	Thankful for collaboration during an incident on campus that led to an arrest.	"Excellent work and collaboration by all."
February 22, 2024	Security Advisory, Greater Vancouver Food Bank	Chief Palmer Insp. Yee VPD Women's Personal Safety Team	Grateful for training delivered to the women of the Greater Vancouver Food Bank community.	"This course has such value; giving women the technical skills, situational awareness, and confidence to handle themselves in these situations. In providing this, you have changed lives, and may also have saved lives too."
February 22, 2024	Vancouver Girls' Basketball Association	Vancouver Police Foundation Cst. Bains Sgt. Gailus Cst. Sahota Cst. Stewart Ms. Wong	Thankful for support and attendance at the 2024 VGBA Basketball Tournament.	"Thank you for your continued passion and in helping our initiative to support girls basketball in Vancouver."
February 25, 2024	[citizen]	Cst. Ballance Cst. Stamatakis	Impressed with professionalism from officers responding to a false alarm call.	"[They] were also was very professional and friendly advising no sign of a break in."
February 26, 2024	Deputy Chief, Calgary Police Service	Det. Horgan Det. Shipper Det. Waraich Strike Force	Appreciative of work by VPD members on a Calgary Police Service file.	"The effective collaboration between the Vancouver Police Department and the Calgary Organized Crime Response Unit underscores the importance of interjurisdictional cooperation in combating complex criminal activities."
February 27, 2024	[citizen]	VPD	Thankful for service of VPD officers after watching Global News story "VPD Trauma Crisis".	"Thank you to all of your officers and support staff for the choice you made to serve the public of Vancouver at this time in history."
March 02, 2024	[citizen]	Cst. Jyn Cst. Nelson	Grateful for support received by officers when the author's mother passed away.	"I was so incredibly touched by the officers' kindness, decency, and insight and I must commend the Vancouver Police for the quality and selection of its officers involved in this important work in the community."
March 05, 2024	[citizen]	Cst. Castenmiller Cst. La Brosse Cst. Mark McLeod Cst. Star	Grateful for the help received by officers after a car accident.	"...A great big thank you for being a part of saving her life."
March 06, 2024	[citizen]	Cst. Cheng Cst. Orahim	Thankful for officers who assisted with a court order.	"It is wonderful knowing that officers like them are out there. I am beyond grateful for everything they have done for me."

Date	From	Member(s)	Synopsis	Excerpt from Letters
March 07, 2024	[citizen]	Cst. Basso District 2 Team 5	Comment on social media that expressed appreciation for VPD members.	"I want to give a shout out to Cst. Basso and her colleagues at District 2 Team 5 for their professionalism and support, with the passing of one of the residents in the building that I work at."
March 07, 2024	[citizen]	Cst. Hannah Cst. Shanley	Thankful for officers who attended a wellness check.	"This is the second time in two years or so I have dealt with your members. In both cases everyone I dealt with was very professional, listened, showed empathy and very friendly."
March 08, 2024	[citizen]	Cst. Sambrano	The caller left a voicemail about wanting to provide a compliment for the officer she dealt with.	"Thank you I wanted to pass along a compliment".
March 11, 2024	[citizen]	Cst. Steele	Appreciative of help she received by an officer after a multi-car accident.	"Officer Steele went out of her way to ensure everyone in the accident knew what to do - and she did this with such kindness, while another officer reviewed the road and the accident scene."
March 11, 2024	[citizen]	Cst. Laviolette	Thankful for officer's help during a tragic family incident.	"Thank you officer, and thanks VPD for hiring and training such an outstanding human being."
March 18, 2024	[citizen]	Cst. Jyn Cst. Nelson	Grateful for officers assistance with her dog.	"Big kudos to both officers for dropping what they were doing to help me - it is much appreciated!"
March 18, 2024	Founder & Principal, Spotlight West Communications	VPD Community Policy Academy	Appreciative of experience participating in the VPD's Community Policy Academy program.	"I had a transformative experience participating in the civilian academy. It deepened my appreciation for the dedication and challenges facing your officers."
March 18, 2024	[citizen]	Cst. Sharma	Grateful for officers assistance when his vehicle was damaged.	"I'm so thankful for the difficult work you do every day."
March 21, 2024	[citizen]	Mayor Sim Chief Palmer	Impressed by the press conference held to address recent incidents in Vancouver.	"Today's press conference was well-done with both you and Chief Palmer updating all of us."
March 21, 2024	[citizen]	Chief Palmer	Impressed by the press conference held to address recent incidents in Vancouver.	"Super job, well done, and a huge thanks of appreciation to you and the whole team for your outstanding service to us all."
March 21, 2024	[citizen]	Chief Palmer	Impressed by phone interview on the Mike Smyth Show on Global News.	"You covered all the important points as well as highlighting the critical mental health piece in such a meaningful and thoughtful manner."
March 21, 2024	Sergeant, Integrated Homicide Investigation Team, RCMP	ERT Strike Force Squad 4	Thankful for VPD support and collaboration on recent file at UBC.	"From initial resourcing and logistical arrangements, right through to arrest, your Strike Force Squad 4 and VPD ERT teams were professional, punctual, dependable and flexible for the entire operation."
March 21, 2024	[citizen]	VPD	Complimentary email from a member of the public.	"Keep up the good work and the pressure to make Vancouver safe. You are our heroes."
March 21, 2024	[citizen]	Vancouver Police Board Chief Palmer	The author, a senior citizen, is grateful for friendly assistance provided by three officers.	"Am entirely grateful for good service from all three officers."

Date	From	Member(s)	Synopsis	Excerpt from Letters
March 22, 2024	Chief Security Officer, Scotiabank	Chief Palmer Insp. Athans Insp. Neuman Staff Sergeant MacDonald	Grateful for VPD's actions during a protest outside of their premises.	"We appreciate greatly that proactive support and the spirit of partnership we have with your team."
March 25, 2024	Rugby Canada	VPD Justice Rugby Club	Thankful for the Justice Rugby Club's significant impact on the lives of youth in Vancouver.	"Their dedication and positive impact are truly comendable, and I am proud to offer my full support to current and future endeavors."
March 30, 2024	CPC Scribe Course Coordinator, Canadian Police College	Ms. Kajander	Appreciative of Ms. Kajander's role as an instructor for their scribe course.	"The Canadian Police College greatly appreciates the efforts and contributions of Olivia Kajander and thank you and your agency for allowing her to assist us on this course."
April 01, 2024	[citizen]	VPD	Message of appreciation for VPD officers.	"Thank you all so much for the job you all do every day!"
April 02, 2024	[citizen]	Cst. Hicks Cst. Ziani	Appreciative of the officers actions during an incident involving the author's daughter.	"Their professionalism and empathy have left a lasting impression on our family, and we are incredibly grateful for their unwavering support."
April 02, 2024	RPN, Access and Assessment Centre	Cst. Brien Cst. Pauw	Grateful for the way the officers assisted one of their clients.	"...I was hoping you could pass along my gratitude and let them know that they really made a difference to his outlook that day."
April 02, 2024	[citizen]	Cst. Wessin	Appreciative of the officer's helpful actions during a wellness check.	"Please pass along our compliments and appreciation for handling the emergency with care and compassion."
April 04, 2024	[citizen]	Det. Unheim	Thankful for the officer's assistance to her daughter over the last four years.	"I want to recognize her for her extraordinary approach to her work."



VANCOUVER POLICE BOARD

"PROVIDING INDEPENDENT CIVILIAN OVERSIGHT, GOVERNANCE, AND STRATEGIC LEADERSHIP TO THE VANCOUVER POLICE DEPARTMENT, REFLECTING THE NEEDS, VALUES AND DIVERSITY OF VANCOUVER'S COMMUNITIES."

To: **Vancouver Police Board**
From: Board Office
Date: April 15, 2024
Subject: *Police Amendment Act 2024*

The purpose of this briefing note is FOR INFORMATION.

On April 4, 2024, the Minister of Public Safety and Solicitor General introduced Bill 17 – *Police Amendment Act 2024*. During second reading debate, Minister Farnworth described the legislation as focused on the themes of municipal police governance, police oversight, and tiered policing. He estimated that 40 percent of the amendments will come into force on royal assent, and 60 percent will come into force by regulation.

Amendments under the theme of municipal police governance are intended to enhance police governance by revising the mayor's role on a police board. Municipal governments will have the ability to determine which council member will represent council on the police board. This change offers a more flexible approach and responds to a recommendation of the 2022 special committee. Also under this theme, police board members may elect their chair and vice-chair, which is intended to provide stability and improve police board independence. The amendments establish new, mandatory training requirements for all board members, an authority for the director of police services to establish a code of conduct, as well as clarify how police budgets are approved.

Amendments under the theme of police oversight align the types of discriminatory behaviour that are misconduct with the BC Human Rights Code, which responds to recommendation 9 of the special committee, as well as establish a process that ensures an officer who moves to a new police agency has the disciplinary consequences from a previous role imposed by their new employer. There are also provisions allowing the PCC to call a public hearing within six months, instead of waiting for the conclusion of a disciplinary proceeding and to combine related complaints into a single complaint regarding systemic issues.

The following information is what was provided in a backgrounder to the legislation:

[What to know about amendments introduced to Police Act](#)

Amendments include:

On police governance, police boards will see changes by:

- requiring municipal councils to determine who their representative will be on their police board;
- allowing police boards to elect their chair and vice-chair; and
- introducing mandatory training, a new code of conduct and requirements for boards to develop policies for handling service and policy complaints.

On police oversight, improved efficiency of police misconduct investigations and discipline include:

- changing the definition of misconduct to align with the Human Rights Code and to capture discriminatory jokes and gestures;
- addressing gaps in the oversight of detention guards in police lockups;
- allowing the police complaint commissioner to call a public hearing earlier in misconduct investigations;
- providing the police complaint commissioner authority to conduct systemic reviews and investigations into the causes and contributors of police complaints; and
- ensuring that a new class of safety officers employed by local governments and First Nations can function as lockup or jail guards, or work in health-care facilities or schools, and will be subject to independent oversight.

Other amendments will strengthen the policing system by:

- expanding who may redeploy police officers in an emergency to ensure there is no delay in emergency response;
- updating the regulations around police uniforms to match current day practice, which has not been updated since the 1970s; and
- changing language by replacing the term police force with police service.



British Columbia's
Office of the Human Rights
Commissioner

Interim review:

Settlement Agreement between Maxwell Johnson Sr. and A.B. and the Vancouver Police Board

Interim review:

Settlement Agreement between Maxwell Johnson Sr. and A.B. and the Vancouver Police Board

INTERIM REPORT | MARCH 2024

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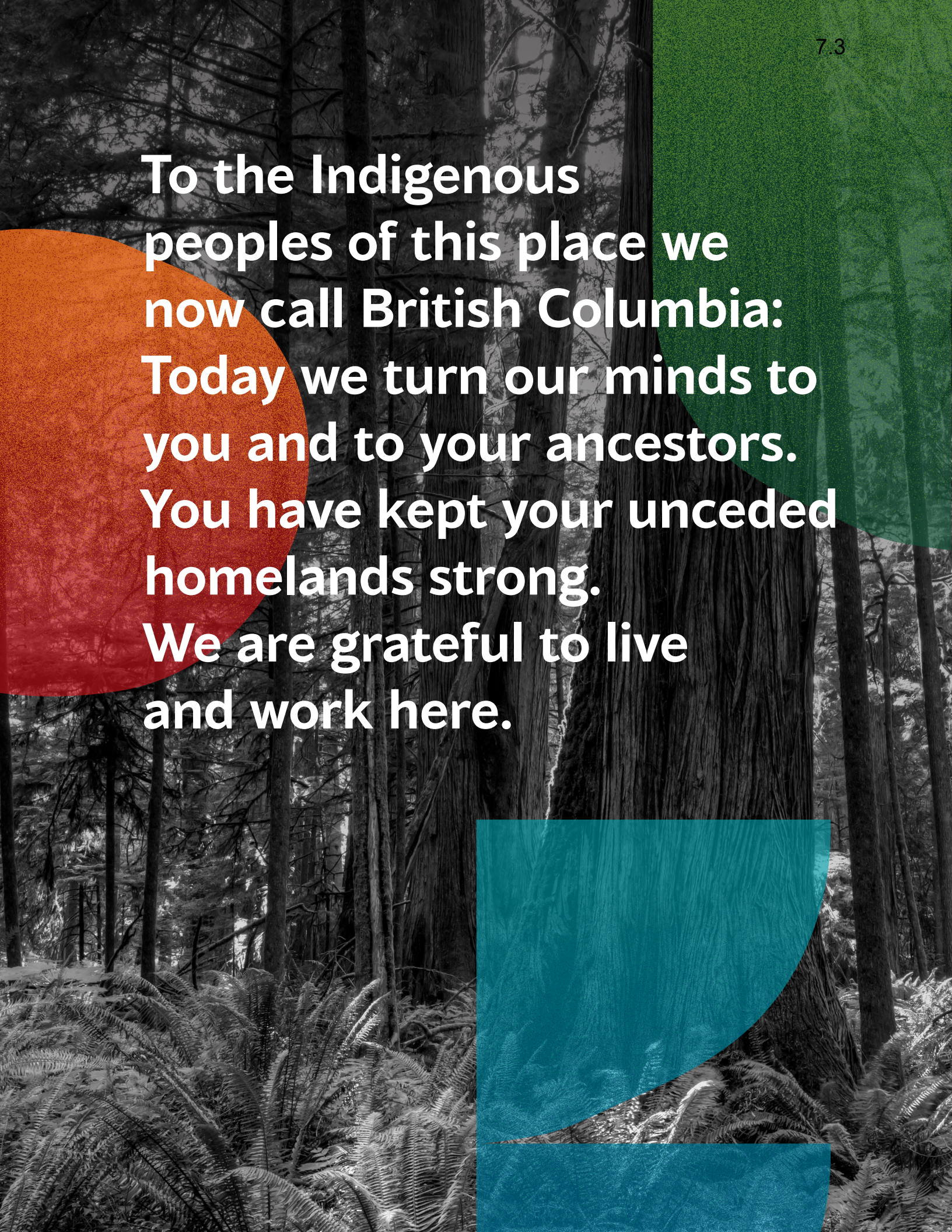
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This publication can be found in electronic format on the website of British Columbia's Office of the Human Rights Commissioner: bchumanrights.ca/vpb-johnson

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536 - 999 Canada Place
Vancouver, BC V6C 3E1
1-844-922-6472 | info@bchumanrights.ca





To the Indigenous
peoples of this place we
now call British Columbia:
Today we turn our minds to
you and to your ancestors.
You have kept your unceded
homelands strong.
We are grateful to live
and work here.

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Acronyms and glossary

The following abbreviations and acronyms are used in this report.

The Agreement – Settlement Agreement and Release between the Complainants and the VPB

The Commissioner – B.C.'s Human Rights Commissioner

Complainants – Maxwell Johnson and Mr. Johnson on behalf of his granddaughter, A.B.

Complainant Parties – The Complainants, the Heiltsuk Nation and the Heiltsuk Tribal Council

HTC – Heiltsuk Tribal Council

OPCC – Office of the Police Complaint Commissioner

UBCIC – Union of BC Indian Chiefs

VPB – Vancouver Police Board

VPD – Vancouver Police Department

Introduction

I am releasing this report pursuant to the Settlement Agreement and Release (the “Agreement”) between Maxwell Johnson Sr. and A.B. (the “Complainants”) and the Vancouver Police Board (“VPB”).

The Agreement resolved a human rights complaint arising from an incident that took place on Dec. 20, 2019, at a Vancouver branch of the Bank of Montreal. The Complainants had visited the bank, where Maxwell Johnson Sr. had an account, to open an account for his granddaughter, A.B. After presenting their Indian status cards, bank staff stated they suspected the Complainants of using invalid identification. The bank manager called 9-1-1 and said that the Complainants were using a fraudulent Indian status card. Two constables of the Vancouver Police Board responded to the call. After speaking to the bank manager for approximately one minute, the constables removed the Complainants to a public sidewalk where they were arrested, detained and handcuffed. The constables did not speak to them or otherwise investigate the bank staff’s suspicions before doing so.

The Agreement outlines several independent and collaborative actions for the parties to take within anticipated timelines. I initiated this interim review in August 2023 planning for a November publication, approximately halfway through the specified term, but encountered multiple delays through the evidence gathering and administrative fairness review periods.

The Settlement Agreement

This section summarizes the portions of the Settlement Agreement and Release between Maxwell Johnson Sr. and A.B. and the Vancouver Police Board that are most relevant to my review. The redacted Agreement is attached to this report as Appendix A. As noted by the Supreme Court of Canada in relation to contractual interpretation, “the words of one provision must not be read in isolation but should be considered in harmony with the rest of the contract and in light of its purposes.”¹

The Agreement contains 24 paragraphs and the following four parts:

- A. Compensation and expenses
- B. Community engagement
- C. Steps to address systemic issues
- D. Other provisions

Part A

Within the Agreement, the VPB “admits that the Conduct by the Board’s Constables contravened the Code [B.C.’s *Human Rights Code*] by discriminating against the Complainants because of their Indigenous identity, race, and ancestry.”

Part B

Paragraphs 6 through 8 of Part B state that a healing feast and ceremony will be held in Bella Bella and paid for by the Board. Paragraph 8 specifies, “The Board shall exercise best efforts to ensure that Constables Wong and Tong attend at the Ceremony as part of the Board’s delegation, to make an in-person apology at the Ceremony.”

Part C

Part C outlines “steps to address systemic issues,” including that “the Board shall work with UBCIC [the Union of BC Indian Chiefs] and HTC [Heiltsuk Tribal Council]” on several initiatives to review, develop and plan changes to Vancouver police policies. The parties committed to working together to improve:

¹ *Tercon Contractors Ltd. v. British Columbia (Transportation and Highways)*, 2010 SCC 4, [2010] 1 S.C.R. 9 at para. 64

- training relating to anti-Indigenous racism, cultural competency and humility, including education and training about Indian status cards and anti-racist responses related to status cards (paragraph 10)
- investigation protocols when constables respond to calls from service providers, risk-identification protocols and handcuffing procedures applicable to Indigenous people, especially Elders and youth (paragraph 11)
- the Board's complaint process, with a view to making the process more accessible to Indigenous people (paragraph 12)

The Board also committed to establishing a committee to oversee the Agreement's implementation. The committee must include a member appointed by UBCIC and a member appointed by HTC (paragraph 16).

In addition, Part C commits the Board to several independent actions to:

- create a new or modified position to act as the anti-Indigenous racism office or officer (paragraph 14)
- publish an annual report on its website starting at the end of 2022, detailing the numbers and nature of complaints by or relating to treatment of Indigenous persons, including how they were addressed (paragraph 15)
- provide financial contributions to HTC to support the work of Part C (paragraphs 17 and 18)

With respect to the role of B.C.'s Human Rights Commissioner, paragraph 19 provides:

The Board agrees to the Commissioner performing third-party reviews of initiatives identified under this Part, both on an interim basis and two years after November 1, 2022, and to the Commissioner making interim and final review reports open to the public. For clarity, the Board is not responsible for funding any review by the Commissioner. The scope of the review may include the Commissioner assessing

19.1 how the board has implemented the terms of Part C of the Agreement;

19.2 the impact of systemic changes made by the Board;

For clarity, the Board and the members of the oversight committee shall cooperate with any interim or final reviews by the Commissioner, which may include participating in interviews by the Commissioner. All Parties acknowledge that the Commissioner is an independent officer and therefore determines the scope and method of such reviews.

The Agreement does not contain any explicit prerequisites to the implementation of Part C. The VPB takes issue with my jurisdiction and has alleged a lack of procedural fairness and bias in the process given, in part, my consideration of factors that may have been impeding the implementation of Part C, including those related to Part B of the Agreement.

Commissioner's role

Procedural fairness

The VPB has challenged my jurisdiction to interpret any aspect of Part B of the Agreement.

Under paragraph 19 of the Settlement Agreement, the Board agreed to me “performing third-party reviews of initiatives identified under this Part (Part C)” and agreed that “the scope of the review may include the Commissioner assessing how the board has implemented the terms of Part C of the Agreement.” They agreed that I am an independent officer (of the Legislature) and that I determine the scope and method of the review. In determining the scope of my review, I decided that it was necessary to assess both the progress made in implementing the initiatives in Part C and also any impediments to that progress, regardless of whether this required me to look at the Agreement as a whole or to consider provisions outside of Part C.

In their Dec. 18, 2023 administrative fairness response, the VPB suggests that it is improper for me to “report on matters that are now before the retired judge pursuant to the *Police Act*.” While I acknowledge that a reconsideration by the Office of the Police Complaint Commissioner (OPCC) and my review under the Settlement Agreement involve some of the same circumstances and facts, in my view, these are distinct legal processes.²

The role of the OPCC is to oversee complaints of misconduct by municipal police in B.C. and to administer discipline proceedings under the *Police Act*. On Dec. 13, 2023, the Complainants requested reconsideration of the Police Complaints Commissioner’s decision to not conduct an additional review or public hearing after adjudicator and retired judge Neal issued his Mar. 17, 2022 disciplinary decision. The Complainants are requesting reconsideration on the basis of new information and are seeking additional disciplinary measures to be imposed on the constables, specifically that the constables be required to attend an Apology Ceremony in Bella Bella.

While an adjudicator appointed under the *Police Act* is concerned with determining complaints of police misconduct and ordering disciplinary or corrective measures if misconduct is found, my role under the Settlement Agreement is specific to reviewing the VPB’s progress in implementing the systemic initiatives in Part C of the Settlement Agreement — two very distinct processes. In addition, as an independent reviewer under the Agreement, my powers are limited to issuing public reports. Unlike an adjudicator appointed under the *Police Act*, I do not have authority to order parties to take specific actions — again these are distinct processes, with distinct powers.

² At the time of writing of this report, the Police Complaints Commissioner had not yet issued a public decision on the Complainants’ request for reconsideration.

Allegations of bias

I will not address the VPB's allegations of bias in detail here, for three reasons. First, I responded to their specific concerns about bias during the administrative review periods. Second, they have not sought a remedy as a result of their allegations. Third, at this time, I have decided not to address the factual issues over which the VPB allege bias, so those allegations are not relevant to this report.

Speaking generally however, it should be clear that a Human Rights Commissioner acknowledging the impact of systemic racism or respecting Heiltsuk law are not indicators of bias. Nor am I biased for bearing witness to the expressions of trauma (both intergenerational and direct) caused by systemic discrimination, particularly in the context of reviewing a settlement agreement explicitly seeking to address systemic issues. In my view, I was asked to be an independent reviewer under this Agreement because of my role as B.C.'s first independent Human Rights Commissioner and recognized expertise in understanding the context in which systemic discrimination and inequality persist in this province.

“...it should be clear that a Human Rights Commissioner acknowledging the impact of systemic racism or respecting Heiltsuk law are not indicators of bias.”

Process for this review

Initiating the review

- Aug. 14, 2023 – I wrote to counsel for the Complainant parties and the VPB outlining my intention, consistent with the Agreement, to produce an interim report reviewing progress to-date.
- Aug. 30 – I initiated the review by sending a letter explaining the focus of my review and requesting written responses from both parties. The letter indicated that, pursuant to paragraph 19, my review would focus solely on the implementation of Part C of the agreement and would seek to answer:
 - »What progress has been made to date on implementation of Part C of the Agreement? What, if anything, has impeded implementation?
 - »To the extent that Part C has been implemented, what is the impact to date on addressing the complainants' concerns about systemic discrimination?

Written responses

- Sept. 22 – Written responses and any relevant documents were due to be submitted to my Office. The parties requested and were granted a one-week extension.
- Sept. 28 – A written response was received from VPB Executive Director.
- Sept. 29 – A written response was received from counsel for the Complainant parties.

Interviews

- Oct. 6 – My Office requested interviews with Chief Councillor Marilyn Slett of the Heiltsuk Tribal Council, Vancouver Police Chief Adam Palmer and Vancouver Police Board Executive Director Jason Kuzminski.
- Oct. 12 – My Office confirmed the interview with Chief Slett for Oct. 16th.
- Oct. 12 – VPB Executive Director Jason Kuzminski confirmed that he and VPB legal counsel were both available for an interview Oct. 23, 24, 25 or 26th.
- Oct. 13 – My Office confirmed the interview with ED Kuzminski for Oct. 23rd.
- Oct. 16 – An interview was conducted with Chief Marilyn Slett.
- Oct. 16 – Legal counsel for the VPB responded to my Office requesting a rationale for my decision to proceed with the interviews under sworn oath or affirmation.
- Oct. 17 – My Office wrote back to explain that, pursuant to paragraph 19, I would be relying on the information provided in interviews to inform my interim report.
- Oct. 20 – Counsel for the Vancouver Police Department wrote to my Office challenging my jurisdiction to determine the scope of my review, explaining that Chief Palmer and the Board were declining to participate in interviews.
- Nov. 2 – I wrote to both parties to provide an update on the status of interviews and further explain the scope of my interim review.
- Nov. 8 – Counsel for the VPB wrote to my Office further explaining their view that I do not have jurisdiction to consider anything outside of Part C, including anything that may be impeding progress on Part C.
- Nov. 14 – Counsel for the Complainants wrote to my Office explaining their view that my jurisdiction necessarily includes consideration of what may be impeding progress on Part C, including provisions included in Part B.

Administrative fairness reviews

- Nov. 27 – I sent a draft report to counsel for the VPB and the Complainants to provide the parties with an opportunity to review and comment on the factual accuracy of the draft report prior to it being released by my Office.

- Dec. 18 – Counsel for the Complainants responded, indicating, in part, that “Mr. Johnson and Heiltsuk appreciate the draft and hope that the finalized interim report will spur progress on holding a Heiltsuk Apology Ceremony in Bella Bella, with the constables in attendance.”
- Dec. 18 – Counsel for the VPB responded, indicating, in part, that the VPB does not accept my jurisdiction to interpret Part B of the Agreement. The VPB provided my Office with a significant amount of new information to ensure the report “accurately reflects the truth of the situation.”
- Jan. 24, 2024 – I sent a revised report to the parties for a second administrative fairness review following significant revisions to incorporate the new information and records provided by the VPB.
- Jan. 31 – Comments were due following the second administrative fairness review. A one-week extension was later requested and granted to both parties.
- Feb. 7 – Counsel for the Complainants submitted a response and provided new video evidence. Their response indicated, in part, concern that the report, amended to include new evidence from the VPB, now presented an incomplete understanding of Ǡviłás, Heiltsuk law.
- Feb. 7 – Counsel for the VPB submitted a response reiterating their disagreement with many of the findings and the scope of my role in conducting this review.
- Feb. 14 – Counsel for the VPB submitted an additional letter responding to the position presented in the Feb. 7th letter from counsel for the Complainants and the new visual information, reiterating their concerns about jurisdiction.
- Feb. 16 – Counsel for the Complainants submitted a response to the VBP’s Feb. 14 letter. In it, they disagree with arguments presented by the VPB.

Analysis

As noted above, when I initiated this review, I anticipated gathering evidence from the parties to better understand and report back on the status of implementing Part C of the Agreement, with recommendations about how to move forward. However, after months of delays and considerable correspondence and disagreement among the parties, I am concerned that the parties seem to be far apart in their positions and the process did not appear to be bringing them closer together, despite their mutual stated intentions to work together on implementing Part C and their hopes that this process would move that implementation forward. Given concerns flagged by both parties about potentially incomplete disclosure of evidence and less than fulsome legal submissions, including submissions on Heiltsuk law, I am also concerned about drawing conclusions on the evidence and law before me.

“...the parties seem to be far apart in their positions and the process did not appear to be bringing them closer together...”

I understand my role in this Agreement, described as “performing third-party reviews”, as being an impartial auditor of the implementation of Part C of the Agreement. My role — both as Human Rights Commissioner and as third-party reviewer to this Agreement — is to be in service of Part C, which is aimed at systemic changes to address the human rights concerns identified. To this end, I am concerned that the process of a mid-term review should not itself become an obstacle to future implementation by inadvertently entrenching disagreement and division between the parties.

For these reasons, I have decided to leave a detailed review of the positions of the parties, the applicable legal principles and the facts to date until my final report (if they remain relevant) and focus on what could and should happen next to move forward the mutual goals of the parties.

I believe it is vital to ground my analysis in the objectives of this Agreement. It bears repeating that the Agreement represents the terms by which the parties settled the Complainants’ human rights complaint against the Vancouver Police Board for the actions of its constables in detaining and handcuffing Mr. Johnson and his 12-year-old granddaughter A.B., without investigation or speaking to either of them, and in the presence of Mr. Johnson’s son. The Board admits that this conduct was discriminatory based on the Complainants’ Indigenous identity, race and ancestry. The Agreement also notes the Complainants’ concerns “about systemic discrimination flowing from biases embedded within British Columbia’s and Canada’s institutions, including policing organizations.” It is well recognized that policing in Canada is rooted in colonial mandates to control Indigenous peoples and lands,³ and that ongoing systemic racism in policing in large part grows from these colonial roots.

The other key issue to highlight is the nature of the Agreement as an agreement. This important document represents the coming together of the parties towards potentially transformative change. The milestone of the Johnson family, the Heiltsuk Nation and the Vancouver Police Board working together to chart a path towards addressing racism in the service was and is something to celebrate.

At its heart, this Agreement — and Part C in particular — is aimed at promoting and protecting human rights and addressing systemic inequities in the relationship between Indigenous peoples and police institutions. The parties were once united in their goals to undertake this important work, but now find themselves divided again. The work ahead is to reunite and paddle together towards their once-shared vision. I hope this report serves as a call to action for both parties to come back to the table to renew the collaboration envisioned in Part C.

³ Canada, Parliament, House of Commons, Standing Committee on Public Safety and National Security, Systemic Racism in Policing in Canada: Report of the Standing Committee on Public Safety and National Security, 2nd sess., 43rd Parliament, 2021, Committee Report 6, 34-38, <https://www.ourcommons.ca/Content/Committee/432/SECU/Reports/RP11434998/securp06/securp06-e.pdf>. British Columbia, Legislature, Special Committee on Reforming the Police Act, Minutes of Proceeding, 1st sess., 42nd Parliament, Issue No. 12, 2021, 186 (Vancouver Aboriginal Community Policing Centre Society), <https://www.leg.bc.ca/content/HansardCommittee/42nd1st/rpa/20210226am-PoliceActReform-Virtual-n12.pdf>.

“The parties were once united in their goals to undertake this important work, but now find themselves divided again. The work ahead is to reunite and paddle together towards their once-shared vision.”

Over the course of the last several months, I have heard from both parties about the obstacles they saw as impediments to the implementation of the Agreement. Regardless of who said or did what when, or the legal arguments being made, certain facts are clear to me:

- To the Heiltsuk Nation and Johnson family, an apology ceremony conducted in accordance with Heiltsuk law is necessary before they can move forward with the collaboration envisioned in Part C. This has not occurred to date.
- While the VPB has implemented the provisions of Part C that require unilateral action (paras. 14, 17 and 18), many sections require a level of collaboration between the parties that has not occurred (paras. 10–13, 15 and 16). The latter provisions pertain to: police training; improvements to procedures on investigation protocols in response to service provider calls (including on status cards), risk identification protocols and handcuffing procedures; complaint processes and related data; and the establishment of an oversight committee.

The relationship between the parties is fundamental to the execution of the agreement, as proceeding with the enumerated changes to policing in isolation from the Nation risks perpetuating the very racism it seeks to address. However, the relationship between the parties seems to have broken down.

“The relationship between the parties is fundamental to the execution of the agreement, as proceeding with the enumerated changes to policing in isolation from the Nation risks perpetuating the very racism it seeks to address.”

The Truth and Reconciliation Commission of Canada (“TRC”) defined reconciliation as “an ongoing process of establishing and maintaining respectful relationships.”⁴ According to the TRC,

Establishing respectful relationships also requires the revitalization of Indigenous law and legal traditions. It is important that all Canadians understand how traditional First Nations, Inuit, and Métis approaches to resolving conflict, repairing harm, and restoring relationships can inform the reconciliation process.

Traditional Knowledge Keepers and Elders have long dealt with conflicts and harms using spiritual ceremonies and peacemaking practices, and by retelling oral history stories that reveal how their ancestors restored harmony to families and communities. These traditions and practices are the foundation of Indigenous law; they contain wisdom and practical guidance for

⁴ Truth and Reconciliation Commission of Canada. *Honouring the Truth, Reconciling for the Future – Summary of the Final Report of the Truth and Reconciliation Commission of Canada*, 2015 at 6. www.trc.ca.

moving towards reconciliation across this land.⁵

I am hopeful that the parties will find a way to move forward to rebuild their relationship and implement Part C, given the profound human rights issues at stake and the importance of relationship to the larger goals of reconciliation. In doing so, I urge them to interpret the

Agreement in the context of the legal pluralism contained within it, including with respect to Indigenous laws and the authority of Indigenous peoples to self-govern. The Agreement between the Complainants and the Vancouver Police Board incorporates aspects of Heiltsuk law and B.C. law, an example of legal pluralism in a contract between a Nation and an agent of the Crown.⁶ The introductory statements to the Agreement include the recognition that:

Heiltsuk First Nation has, since before the time of Heiltsuk contact with Europeans and since before the Crown asserted sovereignty over what is now British Columbia in 1846, exclusively occupied, owned, governed, managed and harvested from their traditional land and marine areas along the central coast, under pre-existing Aboriginal sovereignty and pursuant to Heiltsuk laws...

“I am hopeful that the parties will find a way to move forward to rebuild their relationship”

Ultimately the spirit and intent of the Agreement was to move forward in cooperation to address “systemic issues” in the Vancouver Police Department’s interactions with Indigenous peoples. These are matters of vital importance to Indigenous peoples and to the fulfillment of human rights in this province.

To this end, and in the spirit of the Agreement and the direction of the Truth and Reconciliation Commission’s findings on reconciliation, I strongly urge the parties to refocus their efforts on building a respectful relationship by facilitating an Apology Ceremony that is agreeable to both parties and in accordance with Heiltsuk law so that the important work of Part C can proceed. To facilitate this, I recommend that the leadership of each of the parties involved, as well as personal representatives of the Johnson family, meet in person with an agreed-upon facilitator, within three months, to discuss how to move forward. While lawyers may certainly be present for this conversation, I hope that the parties themselves will engage in dialogue to rebuild their relationship.

I urge the parties to recommit to the purpose of this Agreement rather than getting caught up in legal wranglings. This Agreement represented an important step forward in the relationship between Indigenous peoples and police in this province, with a precedential impact that could stretch far beyond the parties involved. Every public institution and every level of government has committed itself in one way or another to decolonization, and it is time that those words become actions. If we are truly committed to reconciliation and decolonization, this is not an opportunity we can afford to waste.

⁵ Truth and Reconciliation Commission of Canada. *Honouring the Truth, Reconciling for the Future – Summary of the Final Report of the Truth and Reconciliation Commission of Canada*, 2015 at 16-17. www.trc.ca

⁶ See British Columbia Law Institute *Legal Pluralism: Indigenous Legal Orders & Canadian State Law*, September 2023 for further explanation of the role of legal pluralism in B.C.



British Columbia's
**Office of the Human Rights
Commissioner**

536 – 999 Canada Place
Vancouver, BC V6C 3E1
1-844-922-6472 | info@bchumanrights.ca

 bchumanrights.ca

  [@humanrights4bc](https://www.instagram.com/humanrights4bc)

 [humanrights4bc](https://www.facebook.com/humanrights4bc)



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: April 4, 2024
 BOARD MEETING DATE: April 25, 2024
 BOARD REPORT # 2404F11

Regular

TO: Vancouver Police Board

FROM: DCC Steve Rai, Commanding Support Services Division

SUBJECT: Variance Report for the Year Ended December 31, 2023

RECOMMENDATION:

THAT, the Vancouver Police Board receives the variance report, for information, for the year ended December 31, 2023.

SUMMARY:

For the year ended December 31, 2023, the VPD was over budget by 0.2% or \$869,165, primarily due to unforeseen and non-recoverable protests and demonstrations deployment costs associated with the Israel/Hamas conflict that began early October.

	(\$000's)		
	Actual	Budget	Under/(Over) Budget
Recoveries	(\$32,361)	(\$28,272)	\$4,089
Expenditures	414,991	410,033	(4,958)
Over Budget	\$382,630	\$381,761	(\$869)

Except for years 2021 and 2023, the VPD has successfully maintained a budget surplus for 17 of the past 19 years.

POLICY:

The Police Board Finance and Risk Committee has directed that Management provide a variance report on a quarterly basis. This report provides the operating results for the year ended December 31, 2023.

This report is intended as a management report, and as such, the figures contained herein include adjustments to improve readability. These adjustments are detailed in Appendix 1.

BUDGET BACKGROUND:

The VPD's 2023 Council approved operating budget is \$373,562,399, which is a \$28,911,910 or 8.39% increase from the 2022 adjusted budget. In quarter four, Council approved the routine, mid-year budget adjustment for the 2023 benefit rate increase and the Vancouver Police Union's contract settlement. Therefore, the VPD's 2023 total net operating budget is \$381,761,291.

In November, Council also approved a transfer from the City reserve of \$3,600,000 to offset overtime costs incurred by the VPD for assisting the City with the Hastings decampment deployment.

DISCUSSION:

For the year ended December 31, 2023, the VPD was over budget by 0.2% or \$869,165 primarily due to the unforeseen and non-recoverable protests and demonstrations deployment costs related to the Israel/Hamas conflict that began early October, incurring approximately \$2.5M in 2023. In response, the VPD activated the Department Operations Centre deploying specialized resources and implementing senior command structure to effectively manage all related activities throughout the City, with a particular focus on maintaining public safety during protests and demonstrations.

Other budgetary pressures in 2023 included higher ammunition and firearm prices compounded by escalating training demands, uniform and material spend, legal consultation for various ongoing files including Coroner's Inquests. However, these pressures were partially offset by salary savings from staffing vacancies and reduced spend in contract services and miscellaneous supplies.

Due to the vigorous recruiting efforts locally, provincially and nationally, the VPD hired over 100 new officers, which included both recruits and experienced officers since the start of the campaign in late 2022; therefore, fulfilling City Council's mandate and priority to hire 100 new police officers.

Vendor contract negotiations for equipment for the Body Worn Camera pilot was finalized in December, and training is to start in January 2024.

The VPD is also on track for the continued implementation of the Digital Evidence Management System (DEMS). The deployment of operational cell phones is actively underway with plans to finalize a small number of the remaining phone activations by the first quarter of 2024.

For a summary of the VPD's 2023 recoveries and expenditures, refer to Appendix 2.

Recoveries

Total recoveries were 14.5% or \$4,088,761 higher than budgeted for the year primarily due to recoveries for third party events (35% increase from 2022) related to sporting events, community events, and filming and road closures at various construction sites that happen throughout the city.

Higher government recoveries are related to municipal and provincial cost-sharing programs, secondment recoveries, and grants and donations (largely from the Vancouver Police

Foundation and Province of BC Civil Forfeiture Office) make up the remaining recoveries, which are partially offset by lower fees for fingerprinting, record checks and a permanent reduction to employee-paid parking due to collective agreement changes.

<i>Recoveries</i>	(\$000's)		
	Actual	Budget	Variance
Third Party Events	(\$8,843)	(\$5,789)	\$3,054
Overtime	(940)	(513)	428
Total Sworn OT Recoveries	(\$9,783)	(\$6,302)	\$3,481
Grants & Donations	(2,442)	(1,500)	942
Secondments	(16,473)	(16,691)	(218)
Government	(1,908)	(1,230)	678
Fees for Service	(1,812)	(2,186)	(375)
Other	58	(362)	(420)
Total Recoveries	(\$32,361)	(\$28,272)	\$4,089

Expenditures

Total expenditures were primarily over budget due to higher than anticipated overtime costs related to the protests and demonstrations, backfill to meet minimum deployments, statutory holiday pay for deployed members, legal consultations for various ongoing files, and ammunition and firearm spend due to higher prices and increasing training requirements. These overspends were partially offset by salary savings from staffing vacancies and lower spend in contract services and supplies and materials.

As detailed below, salaries and benefits were over budget by 0.3% or \$1,020,205 for the year.

Salaries & Benefits	(\$000's)		
	Actual	Budget	Under/(Over) Budget
Sworn			
Salaries	\$193,799	\$203,361	\$9,562
Overtime (OT)	25,472	17,282	(8,190)
Secondment OT	1,680	1,996	316
Entertainment District OT	1,349	1,062	(287)
	222,300	223,701	1,401
Civilian Professionals			
Salaries	26,757	26,813	55
Casual & Temp Salaries	6,374	5,396	(978)
Overtime (OT)	1,202	353	(849)
	34,333	32,561	(1,772)
Statutory Holiday Pay	8,000	7,135	(865)
Benefits	65,239	65,454	215
	\$329,872	\$328,852	(\$1,020)

Sworn salaries were under budget mainly due to the number of staffing vacancies. The VPD has been actively recruiting throughout 2023 to reduce vacancies and meet Council approved

recruiting targets and has hired over 100 police officers (experienced officers and recruits) since the start of the recruiting campaign in October 2022.

Overtime spend remains high due to protests and demonstrations in particular the Israel/Hamas conflict that began in early October and incurred costs of approximately \$2.5M at year end. In addition, vacancies throughout the year require backfill across various teams to meet minimum deployment. Of note, the \$3.6M overtime costs for the City related Hastings decampment deployment has been offset by Council approved funding at year end.

Secondment overtime is paid for by the seconding agency and the overall impact to the VPD budget is \$0 such that any overtime costs incurred are offset by the same amount in recoveries.

Entertainment district overtime budget specifically allocated for the Granville Entertainment District (GED) was overspent due to necessary deployments to maintain public safety in the Gastown and the Yaletown entertainment districts.

Civilian professionals' salaries were over budget mainly due to higher overtime related to increased workloads to prioritize and support investigations and disclosure requirements, numerous training and curriculum development, event operational planning support and assistance for various projects throughout the year.

Statutory holiday pay was higher than budgeted due to fluctuations in operational necessitated deployment during statutory holidays. Collective agreements state that sworn members working on a statutory holiday are to be additionally compensated for their hours worked. There were two statutory holidays that fell on the weekends in 2023, which historically requires increased deployment. Although the VPD has made a budget request for additional funding as result of this, it was not approved by City Council.

Benefits are the employer portion of payroll deductions and include items such as WorkSafeBC premiums, extended health benefits, Canadian Pension Plan and Employment Insurance. The 2023 benefits budget includes funding using the 2022 rates, as many rates were unknown during the budget process. It was agreed with City staff that once 2023 rates were known and if it resulted in an increase, a routine mid-year budget adjustment would be made. As such, Council approved funding for the 2023 benefit rate increases in November based on forecasted costs for the year.

Non-Salary Items

Overall, non-salary items were over budget by 4.9% or \$3,937,721 for the year, as detailed below:

	(\$000's)		
	Actual	Budget	Under/(Over) Budget
Equipment & Fleet	\$23,496	\$19,486	(\$4,010)
Criminal Investigation Fund, net	3,275	3,350	75
Training & Travel	3,550	2,967	(582)
Community Policing Centres (CPC)	2,177	2,284	107
Other Expenses	3,150	3,625	475
Professional Fees	8,352	8,289	(63)

Facilities & Maintenance	3,249	3,171	(78)
Supplies & Materials	4,133	4,386	253
City Allocations	33,573	33,568	(4)
Transfers	164	55	(109)
	<u>\$85,119</u>	<u>\$81,181</u>	<u>(\$3,938)</u>

Equipment & Fleet includes items such as equipment, fleet, ammunition, firearms and uniforms. These were over budget due to an increase in ammunition and firearm costs, and higher usage that was necessary to uphold mandatory training standards. The VPD is proactive in ensuring optimal pricing and that resources are available for scheduled training; however, price increases due to unforeseen global supply and arising unplanned training needs are outside the control of Management. In addition, changes to uniform and outfitting requirements increased uniform costs for police officers and recruits.

The Criminal Investigation Fund (CIF) was slightly under budget as provincial funding was available to offset costs incurred for certain investigation files. Of note, costs associated with criminal investigation can vary due to many factors.

Training & Travel continues to be high due to increasing mandatory training requirements that the VPD must fulfil, and higher training related travel costs.

There are 12 CPCs in Vancouver, of which funding for 10 CPCs flow through the VPD while two CPCs financials are managed in the VPD's budget. There were marginal savings from the two VPD managed CPCs for the year.

Other Expenses include items such as telecommunications, including the Digital Evidence Management System (DEMS) and operational cell phones, laundering services for uniforms, and program costs. This category is under spent mainly due to the timing of the cell phone rollout.

Professional Fees were over budget due to legal assistance and consultation for various ongoing files along with Coroner's Inquests, offset by savings in contract services due to the Body Worn Camera pilot rollout delay, Justice Institute of BC recruit training costs, lower DNA testing, and shared municipal police agency program costs.

Facilities & Maintenance were marginally over budget as the VPD continues with various facility maintenance work, partly due to the additional officers.

Supplies & Materials were under budget due to less spend in photocopying and miscellaneous supplies.

City Allocations include shared city services, base building maintenance for all VPD facilities, E-Comm levy for radio and dispatch and the Police Records Information Management Environment (PRIME) levy. In agreement with City Staff, the actual spend would normally match to the budget as the VPD does not directly manage these costs. There is a marginal overspend in building allocations. Of note, the E-Comm levy for emergency dispatch service has increased significantly since E-Comm's transformational plan began in 2022.

Transfers consist of funding that is moved to, or taken from, a City reserve account and carry forward of unspent grants and donations. There is a budget of \$253,000 related to the Entertainment District callouts.

Aside from the cost categories listed above, the VPD has a reserve fund, such that in any given year when there is an extraordinary event (e.g. impacts from protests and demonstrations and/or the gang conflict) that may put the VPD in a deficit position, the VPD can draw from it subject to approval from both the Chief and the City's Chief Financial Officer.

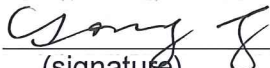
For 2023, the VPD overspend of \$869,165 does not need to be drawn from the VPD reserve as City Staff have agreed that it will be absorbed within the City's consolidated year end results.

CONCLUSION:

The VPD is over budget by \$869,165 or 0.2% for the year ended December 31, 2023 due to the overtime deployment costs for protests and demonstrations related to the Israel/Hamas conflict.

Author: Kimberly Jang Telephone: 604-717-3025 Date: April 4, 2024

Submitting Executive Member: Senior Director Nancy Eng


(signature)

Date: April 4, 2024

APPENDIX 1

MANAGEMENT REPORT ADJUSTMENTS
For the Year Ended December 31, 2023

The variance report is intended as a management report, and as such, the figures contained in the report include the following adjustments to improve readability. These adjustments have no net effect and all net to \$0.

	Account	Debit	Credit
1	Salaries		99,340
	Salaries - Uniformed	99,340	
2	Cost Recoveries	1,222,024	
	Traffic Authority Casual Salaries		1,222,024

1. This salary adjustment is necessary because the system-generated monthly salary accrual combines both sworn and civilian professionals salaries in one line. Management has had discussions with City of Vancouver accounting staff to rectify this issue, but it remains outstanding.
2. Traffic Authority members are casual employees who are called out for events, much of which is recoverable. The purpose of the Traffic Authority adjustment is to net out the casual salaries paid for Traffic Authority members when the cost is being recovered, thus giving a more accurate representation of the VPD's casual salary expenditures.

VANCOUVER POLICE DEPARTMENT
STATEMENT OF RECOVERIES AND EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 2023

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
RECOVERIES				
Cost Recoveries, Grants & Donations				
Sworn Overtime Recoveries				
Third Party Events	(\$8,843,092)	(\$5,789,460)	\$3,053,632	
Overtime	(940,261)	(512,500)	427,761	
Total Sworn Overtime Recoveries	(9,783,354)	(6,301,960)	3,481,394	
Secondments	(16,473,184)	(16,691,464)	(218,280)	
Grants & Donations	(2,442,013)	(1,500,000)	942,013	
Government	(1,908,322)	(1,230,000)	678,322	
Fees for Service	(1,811,666)	(2,186,299)	(374,633)	
Other	57,654	(362,400)	(420,054)	
TOTAL RECOVERIES	(32,360,884)	(28,272,123)	4,088,761	14.5%
EXPENDITURES				
<u>Salaries and Benefits</u>				
Sworn				
Salaries	\$193,799,125	\$203,361,486	\$9,562,360	
Overtime	25,472,322	17,282,078	(8,190,244)	
Secondment Overtime	1,679,908	1,995,975	316,067	
Entertainment District Overtime	1,348,789	1,061,715	(287,074)	
	222,300,144	223,701,254	1,401,109	
Civilian Professionals				
Salaries	26,757,086	26,812,572	55,485	
Casual & Temp Salaries	6,373,555	5,395,725	(977,830)	
Overtime	1,202,141	352,731	(849,410)	
	34,332,783	32,561,028	(1,771,756)	
Statutory Holiday Pay	8,000,345	7,135,347	(864,998)	
Benefits	65,238,999	65,454,438	215,440	
Total Salaries and Benefits	329,872,271	328,852,067	(1,020,205)	-0.3%

VANCOUVER POLICE DEPARTMENT
STATEMENT OF RECOVERIES AND EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 2023

<u>Non-Salary Items</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
Equipment & Fleet				
Fleet	13,061,423	12,844,502	(216,921)	
Uniforms & Equipment	10,421,952	6,631,046	(3,790,906)	
Other	13,123	10,924	(2,199)	
	23,496,498	19,486,472	(4,010,026)	
Other Expenses				
Criminal Investigation Fund	3,274,562	3,349,640	75,078	
Travel & Training	3,549,702	2,967,479	(582,223)	
Community Policing Centres	2,177,013	2,283,800	106,787	
Other	3,150,482	3,625,323	474,841	
	12,151,759	12,226,242	74,483	
Professional Fees				
Legal	2,313,273	482,500	(1,830,773)	
Contract Services	3,842,200	5,799,921	1,957,721	
Nurses & Medical	1,990,959	1,796,690	(194,269)	
Other	205,908	209,900	3,992	
	8,352,339	8,289,011	(63,328)	
Facilities & Maintenance				
Supplies & Materials	3,249,024	3,171,022	(78,002)	
City Allocations	4,132,981	4,385,643	252,662	
Transfers	33,572,654	33,568,327	(4,327)	
	163,814	54,631	(109,183)	
Total Non-Salary Items	85,119,069	81,181,348	(3,937,721)	-4.9%
TOTAL EXPENDITURES	414,991,340	410,033,414	(4,957,926)	-1.2%
TOTAL OVER SPEND	\$382,630,456	\$381,761,291	(\$869,165)	-0.2%



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: April 11, 2024
 BOARD MEETING DATE: April 25, 2024
 BOARD REPORT # 2404V15

Regular

TO: **Vancouver Police Board**

FROM: Simon Demers, Director, Planning, Research & Audit Section

SUBJECT: **Regulations and Procedures Manual (RPM) Amendments – 2024 Q1**

RECOMMENDATION:

THAT the Vancouver Police Board (“Board”) receive this report for information.

POLICY:

On April 17, 2014, the Board adopted a process whereby routine, technical, or minor administrative amendments to the RPM can be approved by the Executive Committee of the Vancouver Police Department (VPD). When the applicable criteria are met, the VPD will continue to bring to the Board for their approval proposed RPM revisions or new RPM sections. For example, the Board approved the revamped VPD *Respectful Workplace Policy* on November 23, 2023. For all other routine revisions to the RPM, the VPD will regularly provide a report, such as this, to the Board for its information.

DISCUSSION:

The following RPM policies were updated between January and March 2024:

1. RPM 1.7.16 *Sexual Offences* – to ensure compliance with the new British Columbia Provincial Policing Standards for sexual assault investigations that become effective on July 5, 2024.
2. RPM 2.1.1(i) *Authorized Strength* – housekeeping amendment to align the language of the policy with the latest EDI standards and business rules.
3. RPM 2.9.5 *Memorandums of Understanding (MOUs)* – administrative amendment to ensure that proposed MOUs are reviewed from a risk management perspective by the new Director in charge of the Enterprise Risk Management Section.

As in previous years, a public version of the RPM reflecting all the amendments applied in 2023 was made available online at <https://vpd.ca/policies-strategies/vpd-regulations-procedures-manual/>.

CONCLUSION:

The VPD submits this quarterly report for the Board's information.

Author:

Sergeant Lorna Berndsen

Date: April 2, 2024

Submitting Executive Member:

Deputy Chief Constable Steve Rai

Date: April 2, 2024



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: April 11, 2024
BOARD MEETING DATE: April 25, 2024
BOARD REPORT # 2404V16

Regular

TO: Vancouver Police Board
FROM: Simon Demers, Director, Planning, Research and Audit Section
SUBJECT: 2023 Strategic Business Plan Report-Back

RECOMMENDATION:

THAT the Vancouver Police Board (VPB) receive this report and the accompanying 2023 Strategic Business Plan Report-Back for information.

SUMMARY:

The 2023 Strategic Business Plan Report-Back documents how the VPD executed its plan by implementing strategic priorities and turning strategies into results. This report also provides a status update and detailed performance results pertaining to the strategies and key activities undertaken in 2023 to advance the VPD's strategic goals.

- 85 of the 88 key activities (97%) have either been completed or are well underway. Of the remaining three activities (3%), two have been initiated and one has not been initiated due to competing priorities and staff turnover. These results are consistent with previous years.

BACKGROUND:

The Board approved the VPD's **2022-2026 Strategic Plan** in April 2022. This Strategic Plan includes forward-looking goals that are realized through the action-oriented annual strategic business planning process. The VPD regularly provides the Board with strategic and business planning updates. The Planning, Research & Audit Section guides these efforts, which includes:

- the development of an annual Strategic Business Plan;
- quarterly macro-level reporting on Public Safety Indicators (PSI);
- a mid-year Strategic Business Plan Report Card on the progress of the current Strategic Business Plan; and,
- a year-end Strategic Business Plan Report-Back detailing performance results achieved on the past year's Strategic Business Plan.

DISCUSSION:

The VPD's 2022-2026 Strategic Plan has four overarching strategic goals supported by four strategic considerations. The annual Strategic Business Plan operationalizes strategic priorities and activities to work towards realizing strategic goals. The 2023 Strategic Business Plan advanced 20 principal strategies comprised of 88 total activities, resulting in 446 total targeted outputs.

The 2023 Strategic Business Plan Report-Back is intended to document and communicate how the VPD executed its plans by implementing strategic priorities and turning strategies into results. A three-check rating system evaluates the progress of each key 2023 activity:

- ☑☑☑ Three checkmarks indicate that the activity has been practically completed or significant progress has been made.
- ☑☑☐ Two checkmarks signal that the activity is well underway to completion.
- ☑☐☐ A single checkmark shows that the activity has been initiated, but considerable work is still required.
- ☐☐☐ Activities that have not yet been initiated receive no checkmark.

The following is a tally of the progress made for the 88 activities for 2023:

ACTIVITY PROGRESS STATUS	<i>Practically Completed</i> ☑☑☑	<i>Well Underway</i> ☑☑☐	<i>Just Initiated</i> ☑☐☐	<i>Not Initiated</i> ☐☐☐	Total Activities
	68 (77%)	17 (19%)	2 (2%)	1 (1%)	88

Many of the key activities are multi-faceted, multi-year or ongoing efforts. Out of the 88 key activities identified for 2023, 68 have been practically completed or significant progress has been made. Seventeen of the remaining activities are well underway to completion, while two have already been initiated but still require considerable work. One activity has not been initiated due to staffing issues and competing priorities within the responsible section.

CONCLUSION:

The VPD's strategic business planning process continues to reflect 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. Throughout 2023, despite ongoing public safety challenges, the VPD made considerable strides in working towards achieving the four strategic goals from the 2022-2026 Strategic Plan. Approximately 97% of all 2023 key activities have either been practically completed or are well underway to completion, while considerable work is still required with regards to only 3% of the key activities.

Author: Tim Szkopek-Szkopowski

Date: March 28, 2024

Submitting Executive Member:

Superintendent Tyrone Sideroff

Date: April 2, 2024



VANCOUVER POLICE DEPARTMENT
2023 STRATEGIC BUSINESS PLAN
REPORT-BACK

April 25, 2024

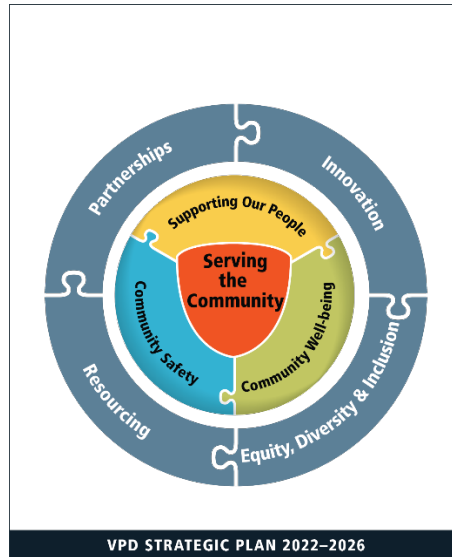
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The Vancouver Police Department (VPD) acknowledges that it proudly serves the public on the unceded traditional territories of the xʷməθkʷəy̍əm (Musqueam), sḵwx̱wú7mesh (Squamish), and sel̓ilwítulh (Tsleil-Waututh) nations.

SUMMARY OF 2023 PROGRESS

2023 marked the second year of the strategic business planning process flowing from Vancouver Police Department's (VPD) 2022-2026 Strategic Plan. The business planning process reflects 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. As depicted below, the 2022-2026 Strategic Plan identifies four overarching Strategic Goals (inner core) supported by four Strategic Considerations (outer ring).



The 2023 Strategic Business Plan outlined the principal strategies that the VPD would undertake throughout 2023 to work towards achieving the four overarching strategic goals of the 2022-2026 Strategic Plan. Twenty different strategies were identified and comprised of a total of 88 key activities with target outputs associated to these activities (446 total outputs).

Of the 88 activities, 85 of the 88 key activities (97%) have either been completed or are well underway. Of the remaining three activities, two have had some progress made and one has not been initiated due to resourcing challenges and other dependencies. The following sections summarize the progress made towards each strategic goal as well as key highlights. Detailed information regarding each strategy and activity can be found in the appendices.

STRATEGIC GOAL: SERVING THE COMMUNITY

At the core of the VPD 2022-2026 Strategic Plan is our dedication to community service. Effective community engagement, strong relationships, and public trust form the foundation for each of our strategic goals. This engagement will allow us to better support our people, so they can effectively address crime and public safety issues. People living and working in a thriving and safe community are more likely to trust and work with police to ensure increased community safety.

In 2023, the VPD Executive and members participated and engaged with Indigenous Peoples through cultural events and spiritual activities. This included attending, supporting or participating in Spirit Bath and Sweat Lodge ceremonies, the annual Musqueam Canoe Race, the annual Tsleil-Waututh Canoe Race, six canoe cultural outings with the Squamish Nation, the Pulling Together Canoe Journey, National Indigenous Peoples Day, National Indigenous Veterans Day, Orange Shirt Day, and the Women's Memorial March. In addition, the VPD provided education and training to VPD members in relation to Indigenous traditions, culture, and history.

The VPD expanded relations with newcomers, diverse, and racialized communities by participating in cultural activities, engaging in awareness and education programs, and creating campaigns to engage new communities. This was done by working with the African Descent VPD Advisory Committee, the Indigenous Advisory Committee, the BC Law Enforcement Diversity Network, the Immigration Services Society of BC, and the Association of Black Law Enforcers, among others. In addition, the VPD provided a translation app on phones issued to patrol members to enhance accessibility to communication. The VPD also delivered safety materials in a variety of languages.

The VPD was invited to participate and attend various 2SLGBTQ+ activities, allowing for communication in personal safety, crime prevention, fundraising, and addressing community concerns. Of note, Out on Patrol members presented to students across BC on the topics of bullying, 2SLGBTQ+ inclusion, and positive police role-modeling.

Utilizing an equity, diversity, and inclusion (EDI) lens, the VPD has revised many policies, procedures, and practices, and has continued to deliver awareness training and education to existing employees.

KEY DESIRED OUTCOMES

- Improve relationships with Indigenous Peoples via dialogue, understanding, and engagement.
- Strengthen relationships with newcomer, diverse, and racialized communities by understanding and raising awareness of diverse customs and cultural safety.
- Review and enhance departmental policies and practices to promote inclusivity, respectfulness, and equitable policing to further public trust and confidence in police.
- Enhance education, awareness, and best practices when interacting with the 2SLGBTQ+ community to improve relationship building.
- Increase support and connectivity with youth and older adults.
- Increase trust in police through education and providing public safety and crime prevention information.

NOTEWORTHY METRICS

- Over 100 VPD employees participated in Sweat Lodges and Spirit Baths.
- 32 youth participated in NewKids, for a total of 270 since the program's inception.
- 92 new VPD cadets, with 53% identifying as female.
- 70% of the Regulations and Procedures Manual (RPM), 20% of VPD forms, and 40% of the recruiting manual reviewed by the EDI Review Team as of the end of 2023.
- 94% of VPD employees completed anti-racism training.
- Out on Patrol presented to over 1,700 students during 22 presentations.
- 84% of the respondents to the latest VPD Community Satisfaction Survey thought that the VPD is doing an excellent, good or average job.

The VPD has initiated a Body-Worn Camera pilot project to strengthen public safety, and enhance transparency, trust, and accountability in interactions between the police and the public. The implementation of this program and the accompanying guidelines involved consultation with key community partners.

In consultation with the Vancouver School Board (VSB), the reimagined School Liaison Officer program was reintroduced in Vancouver schools. This program focuses on youth engagement initiatives within the schools, including speaking to classes/groups, organizing or contributing to sporting events, attending other school events such as dances, arranging holiday gifts for kids/families in need, delivering anti-gang workshops, and supporting youth mental health.

The VPD worked on ensuring the safety of older adults by holding workshops and seminars on topics such as financial fraud, elder abuse, and personal safety. These workshops reached more than 1,200 older adults. On an ongoing basis, the VPD also provides residents with public safety information through press conferences, social media posts, digital campaigns, and online and offline workshops and seminars.

Strategic Goal: Serving the Community	Activities Identified	Activities Not Initiated	Activities Just Initiated	Activities Well Underway	Activities Practically Completed
Strategies	24	0	0	4	20
1. Further relations with Indigenous Peoples.	5	0	0	1	4
2. Expand relations with newcomer, diverse, and racialized communities.	4	0	0	1	3
3. Enhance equitable, diverse, and inclusive policing practices.	4	0	0	2	2
4. Enhance relations with the 2SLGBTQ+ community.	3	0	0	0	3
5. Engage vulnerable populations, particularly youth and older adults.	6	0	0	0	6
6. Inform and educate the public on public safety and crime prevention.	2	0	0	0	2

Appendix B contains detailed information regarding the activities, outputs, and results for this strategic goal.

STRATEGIC GOAL: COMMUNITY SAFETY

The VPD is committed to finding innovative solutions and having a visible police presence in the community in order to address safety concerns, especially around violent crime, gang violence, hate-motivated incidents, and property crime.

In 2023, the violent crime rate in Vancouver remained stable compared to 2022. Highly successful proactive projects resulted in the arrest of several violent criminals. Project Barcode, for example, targeted violent and repeat shoplifters.

The Youth Investigative Unit (YIU) successfully led efforts to establish a City of Vancouver (CoV) bear spray by-law in the spring of 2023, with the goal of reducing bear spray attacks especially among youths. Project Mace, conducted near the end of 2023, focused on education, compliance checks, and enforcement. These initiatives lead to a decline in youth-related incidents involving bear spray.

The Mental Health Unit (MHU) continued to assist patrol and investigative units with relevant support for violent offenders with mental health challenges. The MHU completed 116 formal assessments to support client care.

Strategically focused media and educational campaigns on the topic of consent occurred concurrently. These campaigns resulted in a 10.5% increase in the number of reported sexual offences in 2023. This is seen as a positive outcome as sex crimes have historically been under-reported crime and these campaigns raise awareness while also promoting a safe environment for survivors of sex crimes to report these incidents to the police.

The VPD coordinated and prioritized enforcement actions against organized crime with partner agencies in British Columbia (BC). The VPD led the province in 2023 in investigations approved and funded through the Provincial Tactical Enforcement Priority (PTEP) process, while also leveraging community partnerships to prevent gang violence at numerous venues across Vancouver.

KEY DESIRED OUTCOMES

- Effective crime prevention through partnerships, outreach, pro-active investigations, specialized training, and the implementation of new technologies.
- Identification and prosecution of child-luring predators and human traffickers.
- Ongoing delivery and development of trauma informed support to victims of crimes.
- Enhanced collaboration with partners and community to target gang violence.
- Effective working relationships with the community and partners to prevent and combat property crime.
- Innovative and strategic development of initiatives to prevent and combat cybercrime and financial crime.

NOTEWORTHY METRICS

- Violent crime rate remained stable overall (-0.2%).
- 87 offenders referred by the VPD to the Repeat Violent Offending Intervention Initiative (ReVOII).
- Project Barcode resulted in a total of 939 arrests, the seizure of 94 weapons, the execution of 122 arrest warrants, and the recovery of \$291,000 in stolen property.
- Media campaigns focussing on consent encouraged reporting of sexual assaults (10.5% increase).
- Estimated average rate of 2.3 unprovoked stranger assaults per day in 2023, down from its high of 4.2 in 2021.
- Child sexual abuse material (CSAM) reports increased by 31.9%.
- Homicides are down 13% compared to the average from the past three years.
- Break and enters decreased by 6.9%.

The VPD continues to be a leader provincially regarding referrals for civil asset forfeiture. In 2023, the VPD referred over \$14M in assets to the Civil Forfeiture Office (CFO). This is the second largest annual referral by the VPD.

2023 saw a 31.2% increase in hate-motivated incidents, with increased reporting from the 2SLGBTQ+, South Asian, and Jewish communities. There was a 60% increase in hate-motivated incidents against the 2SLGBTQ+ community. After the start of the Israel-Hamas conflict on October 7, 2023, the rate of anti-Semitic incidents increased more than five-fold.

Cybercrimes are committed online daily and represent persisting threats to personal privacy, financial security, and organizational reputation. The Cybercrime Unit is carefully monitoring the emergence of new AI technologies as they can have a significant impact on cybercrimes. Vancouver victims of cybercrime reported total losses of \$48.20M in 2023, with the Cybercrime Unit receiving 2,892 files.

Strategic Goal: Community Safety	Activities Identified	Activities Not Initiated	Activities Just Initiated	Activities Well Underway	Activities Practically Completed
Strategies	21	0	0	4	17
1. Work to prevent and combat all acts of violence.	7	0	0	1	6
2. Target child-luring predators and human traffickers, and provide support to victims.	3	0	0	0	3
3. Collaborate with partners and the community to target gang violence.	2	0	0	0	2
4. Work with community and partners to prevent and combat property crime.	5	0	0	0	5
5. Engage vulnerable populations, particularly youth and older adults.	4	0	0	3	1

Appendix C contains detailed information regarding the activities, outputs, and results for this strategic goal.

STRATEGIC GOAL: COMMUNITY WELL-BEING

Policing is increasingly complex and the VPD continues to face broader social issues, such as mental health incidents, protests, and serious motor vehicle collisions, all of which have a significant impact on public safety and the well-being of the community.

Throughout 2023, the VPD continued to work with health care partners to improve overall quality of care for patients living with mental health conditions and substance use disorders. The Mental Health Unit (MHU) provided ongoing support to the Operations Division through careful review and referral of occurrences. Between June 2023 and January 2024, two nurses embedded within the Operations Command Centre (OCC) reviewed a total of 1,372 calls for service and were able to divert to an appropriate non-police response or otherwise resolve directly 743 (54%) of these calls.

Overall, the efforts taken by the VPD and its partners to support individuals living with mental illness have continued to prove successful. Reactive Mental Health Act (MHA) Section 28 apprehensions decreased by 3.8% in 2023. A Section 28 apprehension occurs when there is an immediate risk of harm to oneself or others due to an apparent mental illness.

Conversely, Form 4 and Form 21 apprehensions have increased by 3.9%. These apprehensions are proactive in nature and are ordered by medical professionals when someone must be recalled to a hospital. This usually occurs prior to a mental health crisis occurring. Ultimately, the percentage of VPD case files where mental health was deemed to be a factor remained consistent in 2022 (16.8%) and 2023 (16.5%).

The opioid epidemic continues to plague communities throughout BC. The VPD is actively targeting organized crime groups to disrupt the distribution of toxic opioids, and ensures that the community is notified about toxic supply trends. The VPD is also working with community agencies and government initiatives to advance harm reduction, prevention, treatment, and enforcement.

The VPD supports everyone's right to peacefully assemble and to express themselves in accordance with Canadian law. When demonstrations occur, the VPD's primary role is to maintain order, facilitate safe and peaceful gatherings, and respond to unlawful behaviour. The VPD provides enhanced deployment, community support, and resource allocation in response to demonstrations and protests. There were 1,018 protests and demonstrations in 2023, compared to an average of 662 over the previous five years.

KEY DESIRED OUTCOMES

- People living with mental health issues and substance disorders receive proactive support through Vancouver Police Department (VPD) partnerships with health care agencies.
- A decrease in mental health occurrences within the community that involved violence.
- Improved connections between the VPD and equity deserving groups and individuals.
- Disruption of the distribution of toxic opioids and increased advocacy to reduce the harms associated.
- Reduction of disorder issues impacting various communities and negatively affecting the reputation of Vancouver as a safe city.
- Effective traffic enforcement that specifically targets road and community safety.

NOTEWORTHY METRICS

- 1,372 calls for service reviewed by mental health nurses embedded in the OCC, including 743 (54%) that were successfully diverted between June 2023 and January 2024.
- 3.8% decrease in MHA apprehensions.
- 25.6% increase in the number of protests and demonstrations (more than 1,000 in 2023).
- 3.6% decrease in MVIs with injuries reported to the Insurance Corporation of British Columbia (ICBC).
- 1,534 distracted driving tickets issued.

The 2026 FIFA World Cup will draw hundreds of thousands of visitors to Vancouver, necessitating significant security preparations. An Integrated Safety & Security Unit (WC-ISSU) has been formed to enhance public order and related security and emergency management processes in advance of the tournament.

To keep all road users safe, from pedestrians to drivers, traffic and road safety initiatives were consistently implemented utilizing enhanced technologies, training, and community-based strategies. This is highlighted by the following outputs: 1,534 distracted driving tickets issued, 20 counterattack deployments, 132 traffic safety presentations, 58 road safety projects, 68 members trained in Standardized Field Sobriety Testing, and 759 commercial vehicle inspections. These initiatives coincided with a 3.6% reduction in ICBC-reported collisions and three fewer traffic fatalities in 2023, compared to 2022.

Strategic Goal: Community Well-Being	Activities Identified	Activities Not Initiated	Activities Just Initiated	Activities Well Underway	Activities Practically Completed
Strategies	22	0	0	4	18
1. Work with partners to address social and health issues that impact public safety.	6	0	0	3	3
2. Mitigate the impact of organized crime in relation to the ongoing opioid crisis.	2	0	0	0	2
3. Work with partners and the community to address social disorder issues that affect public safety and quality of life.	4	0	0	0	4
4. Safely manage public demonstrations.	5	0	0	0	5
5. Continue enforcement and education action to combat unsafe road behaviour.	5	0	0	1	4

Appendix D contains detailed information regarding the activities, outputs, and results for this strategic goal.

STRATEGIC GOAL: SUPPORTING OUR PEOPLE

Policing is a demanding, high-profile profession, where actions and split-second decisions are highly scrutinized and can have a profound, lasting impact for everyone involved. Our sworn officers and civilian professionals are the VPD's most important and valued resource.

In 2023, significant efforts were expanded to support the health, wellness, and professional development of VPD employees to make sure they remain resilient, well-trained and supported, as they continue to provide excellent service to the public. The Human Resources (HR) Section was able to achieve significant results and implement a new HR training system despite having substantial turnover in staff. The HR Section developed a new VPD performance appraisal system within the SuccessFactors platform to engage employees and track their performance and developmental goals. This will allow for significant improvements in the current way training is tracked and delivered.

In 2023, the VPD reviewed and enhanced its psychological screening for sworn applicants to ensure they have the resiliency required to meet the demands of policing. Following a comprehensive review, the VPD has implemented a two-test approach with a structured follow-up psychological interview for police recruit candidates. The two tests are the 16 Personality Factors Inventory Public Safety Report Plus (16PF PSR) and the Minnesota Multiphasic Personality Inventory Police Candidate Interpretative Report (MMPI-3-PCI).

The VPD expanded its commitment to equitable, diverse, and inclusive work environments by updating respective workplace training and strengthening measures to further ensure fairness during promotional processes and in competitions for various sought-after positions.

The Chief and VPD Executive members continue to personally engage staff who are exposed to traumatic events or critical incidents by reaching out directly.

The Physical Health & Performance Team has maintained its services through one full-time and two part-time athletic therapists, a full-time fitness coordinator, and external therapy services, which included physiotherapists and massage therapists who provide on-site physical assessments and treatments. These services contribute to keep employees healthy, reduce the rate of injuries, and decrease the injury recovery time.

To support members through the entirety of their career, including once they have retired from the Department, the HR Section improved the retirement planning information available to active members. In

KEY DESIRED OUTCOMES

- The mental and physical and well-being of VPD staff is effectively supported from hiring to retirement.
- The VPD is sufficiently staffed to address operational, investigative, and administrative needs.
- VPD employees are supported in their professional development through training, fair promotional processes, and equitable access to lateral competitions.
- The VPD work environment is equitable, diverse, and inclusive. A respectful workplace is maintained through training, HR processes, and VPD policies.

NOTEWORTHY METRICS

- 41 Critical Incident Stress Management (CISM) defusing sessions were held for more than 300 officers.
- 213 physical fitness group classes were held at VPD facilities in 2023.
- 554 employees were treated by the VPD's athletic therapists, and 900 employees were treated on-site by physiotherapists and massage therapists.
- Women comprise 25.3% of all VPD sworn members.

addition to two retirement planning seminars hosted at VPD, a supplemental virtual retirement planning platform was launched in 2023. This platform contains valuable financial and health information for VPD members.

Strategic Goal: Supporting Our People	Activities Identified	Activities Not Initiated	Activities Just Initiated	Activities Well Underway	Activities Practically Completed
Strategies	21	1	2	5	13
1. Enhance supports offered for employee health and wellness at various career stages.	6	0	0	2	4
2. Enhance equitable, diverse, and inclusive work environments.	6	1	0	1	4
3. Enhance the growth and development of VPD members.	5	0	2	2	1
4. Enhance employee communication and engagement.	4	0	0	0	4

Appendix E contains detailed information regarding the activities, outputs, and results for this strategic goal.

Appendix A – Glossary of Abbreviations/Acronyms

2SLGBTQ+ - Two-Spirited, Lesbian, Gay, Bisexual, Transgender, and Queer +

A.B.L.E. - Association of Black Law Enforcers

ACCESS - Aboriginal Community Career Employment Services Society

ACT - Assertive Community Treatment (VPD)

ADVPDAC - African Descent VPD Advisory Committee (VPD)

ALPR - Automatic Licence Plate Recognition System

AOT - Assertive Outreach Team (VPD)

ASL - American Sign Language

A&T - Assignments & Transfers (VPD)

BBB - Better Business Bureau

BC - British Columbia

BCAA - British Columbia Automobile Association

BCACP - British Columbia Association of Chiefs of Police

BCAS - British Columbia Ambulance Service

BCCEC - British Columbia Coalition of Experiential Communities

BCEHS - British Columbia Emergency Health Services

BCLEDN - British Columbia Law Enforcement Diversity Network

BCMUP - British Columbia Municipal Undercover Program

BCPS - British Columbia Prosecution Service

BCSC - British Columbia Securities Commission

BCWLE - British Columbia Women in Law Enforcement

BET - Beat Enforcement Team (VPD)

BIA - Business Improvement Association

BIPOC - Black, Indigenous, and People of Colour

BLO - Business Liaison Officer (VPD)

BWC - Body Worn Camera

BWSS - Battered Women's Support Services

CACP - Canadian Association of Chiefs of Police

CAPSSU - Civilian & Police Support Services Unit (VPD)

CART - Child and Adolescent Response Team

CAU - Crime Analysis Unit (VPD)

CBSA - Canada Border Services Agency

CCTV - Closed Circuit Television

CCW - Community Crime Watch (VPD)

CDU - Career Development Unit (VPD)

CFL - Canadian Football League

CFO - Civil Forfeiture Office

CFSEU-BC - Combined Forces Special Enforcement Unit BC

CIBIN - Canadian Integrated Ballistics Identification Network

C-IRG- Community - Industry Response Group

CISM - Critical Incident Stress Management (VPD)

CIU - Collision Investigation Unit (VPD)

CMHA - Canadian Mental Health Association

CN - Canadian National Railway
 CoV - City of Vancouver
 COU - Chronic Offender Unit (VPD)
 CPA - Community Police Academy (VPD)
 CPC - Community Police Centre
 CPKN - Canadian Police Knowledge Network
 CPS - Calgary Police Service
 CREST - Community & Road Education Safety Team (VPD)
 CSP - Community Safety Personnel (VPD)
 CSU - Crime Surveillance Unit (VPD)
 CU - Cybercrime Unit (VPD)
 CVU - Commercial Vehicle Unit (VPD)
 CYAC - Child and Youth Advocacy Centre

DA - Discipline Authority
 DASH - Data Analysis and Statistics Hub (VPD)
 DCC - Downtown Community Court
 DCIRS - Diversity, Community & Indigenous Relations Section (VPD)
 DEMS - Digital Evidence Management System
 DEWC- Downtown Eastside Women's Centre
 DOC - Department Operations Centre (VPD)
 DTES - Downtown Eastside
 DVCT - Domestic Violence Coordination Table

ECC - E-Crime Cyber Council
 EDI - Equity, Diversity & Inclusion
 ENCORE - Envisioning New Connections: Outreach Recreation Engagement Program
 EOPS - Emergency & Operational Planning Section (VPD)
 EPS - Edmonton Police Service
 ERS - Emergency Response Section (VPD)
 Europol - European Union Agency for Law Enforcement Cooperation
 EWU - Employee Wellness Unit (VPD)

FAIAG - Financial Abuse Investigators Action Group
 FBI - Federal Bureau of Investigations
 FCU - Financial Crime Unit (VPD)
 FILU - Family Information Liaison Unit (VPD)
 FINTRAC - Financial Transactions and Reports Analysis Centre of Canada
 FIU - Forensic Identification Unit (VPD)
 FSGV - Family Services of Greater Vancouver
 FSOC - Federal Serious and Organized Crime

GCU - Gang Crime Unit (VPD)
 GPEB - Gaming Policy Enforcement Branch

HCU - Hate Crimes Unit (VPD)
 HOO - Homeless Outreach Officer (VPD)
 HR - Human Resources Section (VPD)
 HRIS - Human Resources Information System
 HRO - High Risk Offender Unit (VPD)

HSCPC - Hastings Sunrise Community Policing Centre
HSI - Homeland Security Investigations

IAC - Indigenous Advisory Committee (VPD)
IACP – International Association of Chiefs of Police
IAFCI - International Association of Financial Crime Investigators
IBIS - Integrated Ballistics Identification System
ICBC - Insurance Corporation of British Columbia
ICE - Internet Child Exploitation
ICP - Indigenous Cadet Program (VPD)
ICT - Information & Communication Technology Section (VPD)
IDET - Impaired Driving Enforcement Team (VPD)
IIO - Independent Investigations Office
ILO - Indigenous Liaison Officer (VPD)
IMPACT - Integrated Municipal Provincial Auto Crime Team
IMS - Information Management Section (VPD)
IMSP - Indigenous Member Support Program
IPO - Indigenous Protocols Officer (VPD)
IPP - Indigenous Partnership Program (VPD)
IPU - Information & Privacy Unit (VPD)
IPVRAU - Intimate Partner Violence and Risk Assessment Unit (VPD)
ISA - Information Sharing Agreement
ISSofBC - Immigrant Services Society of British Columbia
ITAF - Identity Theft & Anti-Fencing Unit (VPD)
IWC - Inclusive Workplace Committee (VPD)

JCCGV - Jewish Community Centre of Greater Vancouver
JIBC - Justice Institute of British Columbia

LCRB - Liquor and Cannabis Regulation Branch
L&EE Relations - Labour & Employee Relations Services (VPD)
LIMA - Liquor Enforcement Call-Out Shifts (VPD)

MCFD - BC Ministry of Children and Family Development
MCM - Major Case Management
MCS - Major Crime Section (VPD)
MHU - Mental Health Unit (VPD)
MPU - Missing Persons Unit (VPD)
MVA - Motor Vehicle Act
MVTP - Metro Vancouver Transit Police

NC3 - National Cybercrime Coordination Unit
NPO - Neighbourhood Police Officer (VPD)
NPS - National Police Service
NPT - Neighbourhood Policing Team (VPD)

OCC - Operations Command Centre (VPD)
OCR - Online Crime Reporting
OCS - Organized Crime Section (VPD)
OHSC - Occupational Health & Safety Committee (VPD)

OOP - Out on Patrol (VPD)
 OPCC - Office of the Police Complaint Commissioner
 OPS - Operations Division (VPD)
 OSU - Operations Support Unit (VPD)

PA - Public Affairs Section (VPD)
 PAT - Planning Assessment Team (VPD)
 PCU - Property Crime Unit (VPD)
 PERASU - Police Employee Relations and Advisory Services (VPD)
 PHC - Providence Health Care
 PHSA - Provincial Health Services Authority
 PIA - Privacy Impact Assessment
 PIC - Public Information Counter (VPD)
 PMU - PRIME Management Unit (VPD)
 PPC - Problem Premises Coordinator (VPD)
 PRIME - Police Records Information Management Environment
 PRP - Peel Regional Police
 PSB - Policing and Security Branch
 PSS - Professional Standards Section (VPD)
 PSU - Public Safety Unit (VPD)
 PTEP - Provincial Tactical Enforcement Priority

R2MR - Road to Mental Readiness
 RAM - Resource Allocation Meeting (VPD)
 RCC - Retail Council of Canada
 RCMP - Royal Canadian Mounted Police
 RCR - Restorative Complaint Resolution
 ReVOII - Repeat Violent Offending Intervention Initiative
 RPAS - Remotely Piloted Aerial System
 RPM - Regulations and Procedures Manual (VPD)
 RTIC - Real-Time Intelligence Centre

SAFARY - Supporting Activities for At Risk Youth
 S.A.F.E. - Safety and Awareness for Elders Program (VPD)
 SAP - System Applications and Products Software
 SCU - Sex Crimes Unit (VPD)
 SFL - SuccessFactors Learning Software
 SFST - Standardized Field Sobriety Test
 SFU - Simon Fraser University
 SHU - Source Handling Unit (VPD)
 SILO - Sex Industry Liaison Officer
 SITE - Special Investigation & Targeted Enforcement Program
 SLO - School Liaison Officer (VPD)
 SLT – Senior Leadership Team (SLT)
 SMC - Special Municipal Constables (VPD)
 SOGI - Sexual Orientation and Gender Identity
 S.U.C.C.E.S.S. - United Chinese Community Enrichment Services Society
 SWIS - Settlement Workers in Schools

TET - Traffic Enforcement Team (VPD)

TPS - Toronto Police Service
TROO - Total Respect for Ourselves and Others
TRT - Trauma Resiliency Training

UBC - University of British Columbia

VACFSS - Vancouver Aboriginal Child and Family Services Society
VAFCS - Vancouver Aboriginal Friendship Centre Society
VCH - Vancouver Coastal Health
VFRS - Vancouver Fire Rescue Services
VGBA - Vancouver Girls Basketball Association
VPB - Vancouver Police Board
VPD - Vancouver Police Department
VPF - Vancouver Police Foundation
VPSSC - Vancouver Police Soccer and Service Club (VPD)
VSB - Vancouver School Board
VSU - Victim Services Unit (VPD)

WC-ISSU - World Cup Integrated Safety & Security Unit
WPST - Women's Personal Safety Team (VPD)
WVPD - West Vancouver Police Department

YCRU - Youth Community Response Unit (VPD)
YIU - Youth Investigative Unit
YJPC - Youth Justice Program Coordinator (VPD)
YSS - Youth Services Section (VPD)

Appendix B – Serving the Community

Goal: SERVING THE COMMUNITY Champion – Inspector Terry Yung				
2023 STRATEGY 1: Further relations with Indigenous Peoples.				
ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
1.1 - Ongoing participation in Indigenous cultural events.	☑☑☑	Engage in Indigenous cultural events, including National Indigenous Peoples Day, National Indigenous Veterans Day, Orange Shirt Day, and the Women's Memorial March.	- VPD participated in National Indigenous Peoples Day at three different events locations around Vancouver. A pancake breakfast at the Friendship Centre, followed by a march to the event location at Grandview Park. Along with a larger scale event that took place on the Musqueam Nation lands. - On February 14th, over 40 VPD members and Executive attended the Women's Memorial March. - On September 30th, VPD members participated in the annual Orange Shirt Day Friendship Walk and Gathering. This honours the survivors of residential schools and their families. - On November 8th, VPD was again invited to walk with the community and veterans for National Indigenous Veteran's Day from the Carnegie Centre to the Epitaph in Victory Square.	Musqueam Canoe Club Safer Communities Action Plan Squamish Nation Tsleil-Waututh Nation VACFSS Vancouver Aboriginal CPC WVPD VPF
		Participate in the annual Canoe Waking and Canoe Sleeping ceremonies.	The VPD Canoe Wakening Ceremony took place in April with attendance from the Squamish Nation Canoe Family, VPD Executive and Mounted Unit, along with 79 VPD Cadets.	
		Participate in the 2023 Pulling Together Canoe Journey.	The annual Pulling Together Canoe Journey was cancelled this year.	
		Participate in six other canoe cultural outings with the Squamish Nation and members from other police agencies.	In July, the Indigenous Protocols Officer (IPO) joined the Squamish Ocean Canoe Family in the Tribal Journey. This is an annual event that has united Indigenous paddlers from across the Pacific Northwest since 1989.	

		• Participate in the annual three-day Musqueam Canoe Race.	○ Musqueam races took place in June with over 50 different teams participating from Nations around BC, Washington State, and Oregon State. ○ The VPD supported the re-invigoration of the Musqueam Canoe Club after 35 years of being inactive, to restore cultural canoe practices. This programming will focus on youth participation in the club. ○ The Esprit De Corps took place in the fall of 2023. The Vancouver Police Foundation (VPF) provided funding for equipment and apparel, while the VPD Marine Unit, the Canadian Navy, the Coast Guard, Port Authority and Officers from Fisheries and Oceans Canada provided security and safety for the canoes as they raced along the Fraser River.	
		• Participate in the annual Tsleil-Waututh Canoe Race.	○ Every year the Tsleil-Waututh Nation holds a race at Cates Park in North Vancouver and the VPD provided support through the Marine Unit.	
1.2 - Provide additional education and training to VPD members in relation to Indigenous traditions, culture, and history.	☒ ☒ ☐	• Continue to develop programming within the VPD to foster dialogue around Indigenous relations with police.	○ The Education & Training Unit approved Sweat Lodge ceremonies for a ½ increment point. ○ During the summer months, the IPO hosted Spirit Baths for VPD and Indigenous Cadet Program (ICP) members.	Squamish Nation WISH JIBC VPF
		• Continue to provide investigators with culturally sensitive health and safety kits.	○ Safety kits are funded through the VPF and are distributed to victims by the Victim Services Unit (VSU), Intimate Partner Violence and Risk Assessment Unit (IPVRAU), and the Sex Industry Liaison Officer (SILO) where needed.	
		• Continue to promote the Moose Hide Campaign which aims to raise awareness of violence against Indigenous women and children.	○ The VPD approved the wearing of the Moose Hide pin during the campaign period on the uniforms of all personnel. Pins were made available at all police buildings for members to access.	
		• Create a VPD Drum Circle & Indigenous Cultural Activities Group.	○ This has not yet been completed. Future work on this activity will be included in the VPD's "On the Land" programming.	
		• New police recruits to receive revamped Indigenous cultural awareness training.	○ Ongoing cultural competency training at the Justice Institute of British Columbia (JIBC) for constables and sheriffs. In 2023, over 60 people have participated in this training.	

		Integrate land based cultural teachings within the cultural competency provided to VPD members.	- Sweat Lodge ceremonies continue to be held bi-weekly with the Squamish Nation and VPD members, as well as community partner organizations. - Over 100 VPD members, including Executive have participated in Sweat Lodges this year.	
1.3 - Continue to engage Indigenous youth through outreach and programming.	☒ ☒ ☒	Further identify and recruit Indigenous youth to participate in the Indigenous Cadet Program (ICP).	Five Indigenous Cadets participated in this year's programming with two of them becoming Community Safety Personnel (CSP) for the department.	ACCESS MVTP VAFCS Musqueam Nation RCMP VPF
		Engage upwards of 30 youth in the Blue Eagle Community Cadets Program.	The Indigenous Liaison Officer (ILO) and the Indigenous Neighbourhood Police Officer participated in two Blue Eagles programs in 2023 with 40 youth graduating.	
		Continue to attend Indigenous youth support centres to engage with Indigenous youth.	The IPO runs a "Strengthening Our Fathers" group weekly with Vancouver Indigenous youth. Participation includes 10 youth weekly.	
		Continue to engage Musqueam youth in community-based events on Saturday nights.	- Musqueam Youth Nights continue with 10 youth participating every Friday, ages 11-17 years. - The Musqueam Neighbourhood Police Officer (NPO) continues to partner with the Musqueam Nation around general harm reduction education and awareness, as well as an upcoming event highlighting these topics.	
		Collaborate with other police, government agencies, and Indigenous elders on further programming.	- Multiple police and government agencies have and continue to participate in the "On the Land" training offered by the VPD Diversity, Community, and Indigenous Relations Section (DCIRS). - The IPO and Diversity Programs Coordinator are working with Royal Canadian Mounted Police (RCMP) and Nations in Saskatchewan around youth programming that engages elders and police.	
1.4 - Expand victim support and trauma-informed practices.	☒ ☒ ☒	Ongoing trauma-informed training provided to members of the Special Investigation Section (SIS).	Trauma Informed training remains ongoing with all members in the section.	FSGV Aboriginal Transformative Justice VACFSS YSS CYAC VPF
		Continue to consult with the Indigenous community on how to best improve reporting mechanisms and offer culturally safe trauma-informed practices.	VPD Executive approved the creation of the Indigenous Partnership Program (IPP) Pilot project in December 2023. This program will run for nine months. An IPVRAU detective is following up with all Indigenous victims of intimate partner violence (IPV) with an embedded support worker to break down barriers to reporting to police and providing victim statements in	

			IPV or IPV sexual assault files. Interviews will often take place outside of VPD buildings and in culturally supportive spaces. ○ VSU, when called to incidents, inquire into cultural and spiritual practices of the family. VSU then works with to help facilitate these practices. ○ VSU also works closely with the Family Information Liaison Unit (FILU) and collaborates with Homicide or the Missing Persons Unit (MPU) where families are Indigenous. Culturally appropriate resources and support are then offered.	
		• The Intimate Partner Violence and Risk Assessment Unit (IPVRAU) to continue to collaborate with the Vancouver Aboriginal Child and Family Services Society (VACFSS) through monthly Domestic Violence Coordination Table (DVCT) meetings.	○ These meetings occur on a bi-weekly basis with all partners engaged to provide the best service to the victims of IPV.	
		• Utilize cultural spaces newly created for Indigenous victims and families at the VPD's two headquarters.	○ The trauma informed interview room on the 5th floor at Graveley building has been completed. Culturally safe practices were introduced by the new IPP detective. Members have received information on culturally safe practices for Indigenous victims. ○ A specific cultural space is being created at the Vancouver Aboriginal Friendship Centre as part of the IPP Project, where members of the Indigenous community can report and interact with police in a cultural safe space.	
		• VPD members at the Treehouse Child and Youth Advocacy Centre (CYAC) to continue to collaborate with VACFSS on files involving sexual or physical assault against children.	○ VPD Child and Youth Advocacy Centre (CYAC) detectives liaise with all partners at the Treehouse, and VACFSS when appropriate, to ensure wrap around support for victims.	
1.5 - Ongoing discussions of key issues through the Indigenous Advisory Committee (IAC).	☑☑☑	• Hold quarterly IAC meetings.	○ The IAC had two general meetings in Q4, following its two general meetings in Q1 to Q3, including a special meeting on BWC in November.	Aboriginal Community Policing Centre Society CoV VPB VPF Women's Memorial March Committee,
		• IAC to continue to develop anti-racism and decolonization training to be delivered to VPD members.	○ This training is part of the "On the Land" programming funded through the VPF and the VPD Training Section. ○ Over 100 police and civilian members, along with 50 community members, participated in this programming. Which includes Sweat Lodge Ceremonies, Spirit Baths,	

			and Canoe Journeys in partnership with all three host Nations. ○ SIS is accessing further funding for the IPP for Car 7. Car 7 will be modelled after specialty cars in the Youth Services Section (YSS). It will be staffed by an Indigenous police member and an Indigenous social worker.	National Aboriginal Veterans Day Vancouver Aboriginal Transformative Justice Frog Hollow Neighbourhood House Musqueam Nation Squamish Nation Tsleil-Waututh Nation VCH
		• Continue to review and implement the recommendations put forward by the IAC.	○ VPD and IAC coordinated efforts on an article written on a specific incident in the Indigenous community to ensure accurate information was released, while also following investigative privacy protocols. ○ VPD increased engagement with the Squamish, Musqueam, and Tsleil-Waututh Nations. ○ VPD continues to focus on recruiting Indigenous members through the IAC and IAC is encouraged to work with Recruiting Unit to assist with engagement in Indigenous communities. ○ Increased numbers of police members have been hired to the Mental Health Unit (MHU) with specific focus on members with Indigenous trauma-informed experience. ○ The IPO and the Homeless Liaison Officer continue to collaborate with the City of Vancouver (CoV) for general access to supportive housing. As well as working with the Indigenous community to gain access for Indigenous Peoples (specifically men) to long-term supportive housing. The Staff Sergeant of DCIRS sits on a sub-committee for this initiative.	
		• Ongoing liaison between the IAC and the Vancouver Police Board (VPB).	○ There is ongoing communication with the VPB and the IAC, with further information being provided through VPB report backs, as well as internal communications when requested. ○ The VPB attended several meetings of the IAC and African Descent VPD Advisory Committee (ADVPDAC) to learn more about decolonization efforts and programming, and how VPB can support. ○ The Next of Kin Protocols prepared by the IPO have been discussed further between the VPB and the IAC.	

2023 Strategy 2: Expand relations with newcomer, diverse, and racialized communities.

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
2.1 - Continue to engage newcomer, diverse, and racialized communities in personal safety and crime prevention.	☒ ☒ ☐	Ongoing delivery of safety workshops at new settler service agencies such as the Immigrant Services Society of British Columbia (ISSofBC) and other Social Service Agencies such as the United Chinese Community Enrichment Services Society (S.U.C.C.E.S.S.).	On July 9th, Executive members joined the Chinese community for the S.U.C.C.E.S.S. BC annual Walk with the Dragon event. The event has raised over \$7 million since its inception, advancing social services and advocacy for those in need.	S.U.C.C.E.S.S. Chinatown BIA BC Hate Crimes Team BCLEDN CBSA ISSofBC
		Engage newcomer, diverse, and racialized community members to participate in the Community Police Academy (CPA).	- Two CPAs were run in Q3 and Q4, with a total of 18 people participating. - IAC members have been specifically engaged to participate in the 2024 CPA program.	
		Deliver sex work law workshops and presentations through the BC Law Enforcement Diversity Network to newcomers as well as to members of the VPD and the Canada Border Services Agency (CBSA).	- Workshops and presentations have focused around hate motivated incidents and sharing of information on protocols for these investigations due to world events. - This has not been completed.	
		Promote and distribute the newcomer personal safety video and toolkit.	The newcomer personal safety toolkit and video were completed in 2023 and will be distributed in May 2024.	
		Further promote the VPD's safety information video available in multiple languages, featuring how and when to call 9-1-1.	Safety information will be included in the toolkit and video described above and available in multiple languages, including American Sign Language (ASL).	
		During presentations to multilingual communities, further raise awareness of the hate crimes reporting process, which is available in multiple languages on the VPD's website.	- Based on campaigns engaging the Chinese community, DCIRS has begun similar awareness and education programs engaging the Jewish and Muslim communities to increase awareness around hate crimes and reporting protocols. - DCIRS works with the Public Affairs Section (PA) to prepare social media messaging related to hate crimes.	
		Develop and disseminate educational multimedia to provide information on human trafficking detection, prevention, exiting strategies, and support systems available.	- The Consent Matters digital campaign was launched, aimed at educating youth aged 13 to 24 about sexual consent. - A digital campaign for sex trafficking awareness was launched by PA, detailing resources available.	
		Distribute personal safety materials in multiple languages.	- The VPD offers safety materials in the 12 most common languages spoken in Metro Vancouver, including ASL. - The VPD website offers materials in 102 languages.	

2.2 - Further dialogue and expand relationships with the Black community.	☒ ☒ ☒	• Hold quarterly African Descent VPD Advisory Committee (ADVDPAC) meetings. • Continue to liaise with the Association of Black Law Enforcers (A.B.L.E.). • Maintain regular dialogue with Black and African Heritage Associations. • Attend Black and African Heritage cultural events.	○ ADVPDAC meetings were held in January, March, and May 2023. In addition, the EDI Review Team also hosted a meeting with ADVPDAC in 2023. ○ Fourteen VPD members continue to be a part of A.B.L.E. This includes members of the Executive along with frontline constables. ○ Community beautification projects continue in partnership with Black and African associations and with the Chinese community, specifically in the DTES community. ○ Community safety meetings, specifically around fraud prevention, continue to be presented to racialized communities with the support of Black and African associations. ○ DCIRS and the VPD participated in multiple community events during Black History Month, presenting at the City of Vancouver and directly in the community.	A.B.L.E. ADVDPAC CoV
2.3 - Continue to engage youth from newcomer, diverse, and racialized communities.	☒ ☒ ☒	• Further engage newcomer youth through the NewKids program. • Continue to deliver workshops on sexual consent to newcomer, diverse, and racialized youth through the NewKids programs. • Further engage youth from Black, Indigenous, and People of Colour (BIPOC) communities in community events and other programming.	○ A total of 32 NewKids completed the program in 2023 as part of two 10-week cohorts. ○ Since its inception over 270 NewKids have participated and completed the program. ○ The Consent Matters digital campaign was launched, aimed at educating youth and young people, aged 13 to 24, about sexual consent. ○ The You Matter Program delivered through NewKids covered issues such as age-appropriate dating, consent, sexting, and digital messaging of photos. ○ The 10th class of the Cadet Program began in September with 92 Cadets participating. ○ 53 percent of the Cadet class identify as female and 47 percent as male. ○ There are 36 different cultural backgrounds represented with 23 different languages spoken. ○ BIPOC communities continued to be engaged throughout 2023 in local cultural events within the Chinese, South Asian, Black/African, Muslim, and Indigenous communities.	VSB VSB SWIS

2.4 - Continue to reach out to other specific diverse and racialized groups to further trust and relationships.	☒ ☒ ☒	• Continue to support and deliver safety workshops to diverse and racialized groups such as the Korean, Filipino, South Asian, Asian, and Muslim communities, and those with diverse abilities. • Continue to liaise with the Jewish Federation's Safety and Security Committee to enhance the safety of the Jewish Community. • Ongoing safety related training for Jewish institutions. • Further communicate and collaborate with accessibility support organizations to improve communication between police officers and people with diverse abilities. • Work with the Wavefront Centre for Communication Accessibility to implement expanded communication platforms at VPD Public Information Counters and to expand accessibility training for VPD members. • Distribute additional police accessibility information cards through various community agencies.	○ VPD attended bi-weekly meetings and discussions with Muslim community leaders. ○ Safety presentations were delivered at Simon Fraser University (SFU) to international students. ○ VPD attended security committee meetings at the Jewish Federation of Greater Vancouver. ○ VPD delivered lockdown training at the Jewish Community Centre of Greater Vancouver (JCCGV). ○ VPD completed an environmental scan of Jewish institutions regarding their security concerns. ○ Languages in Motion, an on-demand interpretation app, has been installed on iPads at both Public Safety Unit (PSU) as well as the Operations Support Unit (OSU). This app provides access to translation into 240 languages at the touch of a button. ○ A soft launch of the Languages in Motion app was completed on 40 patrol members' phones. The app will be available on all patrol-based devices by the end of April 2024, including by the Traffic Section. ○ DCIRS is working with Wavefront to pilot an on-demand ASL app for patrol members as well as frontline civilian staff at the front counters and the Property Office. ○ DCIRS is supporting the Emergency Response Section (ERS) and the Training Section in their collaboration with Wavefront to deliver ASL training to members, as well as training on how to work with individuals who are Deaf/Blind and Hard of Hearing. ○ DCIRS is working with Metro Vancouver Transit Police (MVTP) and Traffic Enforcement to implement hands-on training for members engaging with people with Autistic Spectrum Disorder. ○ These cards continue to be distributed by PSU at both police buildings and Community Policing Centres (CPC) offices. Wavefront and their partner agencies continue also to distribute these cards.	JCCGV Vancouver Muslim Community Languages in Motion MVTP Wavefront Centre for Communication Accessibility SFU
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2023 Strategy 3: Enhance equitable, diverse, and inclusive policing practices.

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
3.1 - Continue to review departmental policies, procedures, and practices using an EDI lens.	☒ ☒ ☐	Complete Phase 1 of the EDI Review of the Regulations & Procedures Manual (RPM), the Jail Manual of Operations (JMO), and VPD Forms.	In 2023, the EDI Review Team continued its review of the RPM and has now completed the examination of approximately 70 percent of the RPM and 20 percent of all VPD forms.	VPB ADVPDAC IAC SisterWatch
		Continue Phase 2 of the EDI Review which focuses on reviewing Human Resources (HR) practices from an EDI perspective.	- In 2023, the EDI Review Team began examining the Recruiting Manual using a phased approach (96 sections for a total of 91 pages). - Through the Inclusive Workplace Committee (IWC), the VPD is making progressive changes to areas such as the promotional processes, performance appraisals, field training, exit interviews, and leadership training. Additional EDI elements were also built into the HR Core Competency Chart to reinforce VPD's commitment to all community groups.	
		Secure an external consultant or academic expert to assess the VPD's EDI Review.	Initial steps have been taken to define the project scope and expected deliverables for the external consultant or academic expert.	
		Continue to engage community members when developing and implementing major policy, program, and training initiatives.	The VPD is actively engaged with community members and groups, including the ADVPDAC, the VPD IAC, SisterWatch, and others.	
		Develop a departmental Accessibility Plan that identifies and removes barriers.	The VPD Interim Accessibility Committee was formed in August 2023 with a mandate of developing a departmental accessibility plan. Efforts are currently underway to establish a permanent VPD Accessibility Committee with diverse representation from throughout the Department.	
		Integrate United Nations Declaration on the Rights of Indigenous Peoples principles into VPD policies and operations.	The VPD is making ongoing efforts to address concerns raised by Indigenous communities. All VPD employees are required to complete two courses: Indigenous Awareness 101 and Promoting Culturally Safe Practices and Anti-Racism Awareness.	
		Integrate the ideas and recommendations from the United Nations (UN) International Decade for People of African Descent (2015-2024), the City's interim report on Addressing Anti-Black Racism and Historical	The VPD has been actively engaged in a wide range of initiatives aimed at addressing anti-Black racism and historic discrimination. In September 2023, the VPB received a report summarizing how the VPD is integrating into its practices and procedures the	

		Discrimination, and the City's 2021 Equity Framework within the VPD's EDI Review framework.	findings from the City of Vancouver's interim report via enhanced training, education, awareness, and policy.	
		• EDI Review Team to receive additional EDI training, including awareness around drug stigma and items of religious significance.	○ The EDI Review Team is supported by a foundation of ongoing training and education. Training and courses taken in 2023 include: the Canadian Association of Chiefs of Police's (CACP) Forum on Principles and Practices of Authentic Engagement with Indigenous Communities, University of British Columbia (UBC) Continuing Advanced Education courses on Intersectionality & Identity, Canadian Police Knowledge Network (CPKN) courses on the decriminalization of controlled substances, and significant items on Hindu, Islam, and Sikh religions.	
		• EDI Review Team to work collaboratively with the Inclusive Workplace Committee to ensure that overlapping organizational initiative are harmonized.	○ The EDI Review Team is working collaboratively with the IWC by providing input and ensuring that overlapping initiatives are harmonized and coordinated adequately.	
3.2 - Work to recruit officers and civilian members who reflect the community.	☑☑☑	• Complete an EDI review of the VPD's Recruiting Manual.	○ In April 2023, the EDI Review Team began examining the VPD's Recruiting Manual. The Review Team has examined over 40 percent of the manual, which includes recruiting application forms. ○ During the review, the following themes were examined: minimum requirements, selection process, recruiting standard challenges, and education standards.	
		• Engage with diverse communities (including 2SLGBTQ+, Indigenous, racialized, and faith-based communities) through programming and events to inform them about careers in policing.	○ The Recruiting Unit makes a deliberate effort to engage with diverse communities through programming and events to inform everyone about careers in policing. ○ Community outreach opportunities with the following groups: ASEAN Consuls General Group (Malaysia, Indonesia, Thailand, Philippines and Vietnam); Iranian, Brazilian, South Asian, Nigerian, Jewish community, Indigenous community (Community Police Office, Hoobiyee, All Native Basketball Tournament, Sparks magazine, Indigenous Cadet Program, New Swearing in Ceremony with Host Nations (Musqueam, Squamish, Tsleil-Waututh), JIBC International Student Information Session. Darpan Magazine – South Asian Women in Policing Article, Italian Days, Greek Days, Taiwan	

			Festival, Vietnamese Festival, Chinese New Year Parade. ○ Recruiting Unit is exploring possible collaboration initiatives with Out on Patrol (OOP).	
		• Further research best practice recruitment strategies to attract diverse officers and civilian professionals.	○ The Recruiting Unit is currently working with Ethiopian, Filipino, Iranian, South Asian, Korean, Taiwanese, Jewish, and Brazilian communities directly to connect with potential applicants, as these communities are less likely to follow VPD on social media.	
		• Expand social media recruiting efforts.	○ The Recruiting Unit has expanded its social media efforts considerably and has its own verified pages on social media platforms: Instagram, X (Twitter), LinkedIn, and Facebook. The Recruiting Unit recently attended a social media conference and has plans to evolve its efforts considerably.	
3.3 - Work to further anti-racism and decolonization initiatives.	☒ ☒ ☐	• Work with an external consultant or academic expert to further the VPD's anti-racism and decolonization initiatives.	○ This is under development.	BCLEDN SisterWatch VPF
		• In consultation with the IAC, SisterWatch, and the external consultant, conduct an organizational scan to identify areas that require further reconciliation work and decolonization efforts.	○ The Training Section and the VPF funded a new training initiative around anti-racism and decolonization under the "On the Land" programming umbrella.	
		• Deliver ongoing anti-racism education and training to VPD members.	○ A mandatory anti-racism training course was created for all personnel. ○ As of 2023 year-end, 2,000 out of 2,139 employees completed the course.	
		• Explore strategies to prevent biases that impact police actions, investigative protocols, or decisions.	○ DCIRS and the VPD participated in an Authentic Engagement Conference with Indigenous Peoples including participants from across Canada. ○ The BCLEDN held two forums around anti-racism and biases within law enforcement.	
		• Contribute to processes that make the VPB's complaints process more accessible to Indigenous Peoples.	○ The VPD Professional Standards Section (PSS) developed and launched an initiative called Restorative Complaint Resolution (RCR) in 2022. This initiative continues to be used successfully and external agencies have invited PSS members to present on the initiative.	

		- Report to the BC Human Rights Commissioner on how systemic remedies have been addressed. - Create or modify an existing Indigenous officer position to review and address complaints relating to the unfair treatment of Indigenous persons. - Continue to disseminate a bi-monthly diversity newsletter to all VPD staff that highlights the VPD's inclusive and diverse activities and interactions with the public.	- In 2023, PSS presented on RCR at the CACP Principles and Practices of Authentic Engagement with Indigenous Communities Forum. - This is ongoing. - Additional resources are assigned to PSS to promote the RCR program created by VPD. - A newsletter was disseminated from Q1 to Q3. There was no newsletter for Q4 as a DCIRS position transition was occurring.	
3.4 - Deploy BWC and related technology.	☒ ☒ ☒	- Procure an equipment supplier. - Create policies that meet or exceed Provincial Policing Standards and provide the appropriate safeguards around use, privacy, and disclosure. - Explore any additional staffing required to support the initiative. - Design and implement related training for officers. - Leverage department-issued smartphones and the Digital Evidence Management System (DEMS) to facilitate an integrated user-friendly interface.	- Axon was identified as the VPD BWC vendor through a public procurement process. - A BWC Guideline, in alignment with the Provincial Policing Standards, has been created and approved through the Executive Committee. The guideline and a Privacy Impact Assessment was presented to the Privacy Commissioner, and they commented favourably on this project. - Two BWC coordinators and two disclosure clerks have been seconded to help support the BWC pilot project. - A training program has been designed which includes an E-learning portion and an in-class portion. 10 BWC courses were delivered in January, 2024. - The BWCs seamlessly integrate with departmental issued smartphones and the DEMS platform. Both the smartphone and the DEMS platform increase the usability of BWC.	Axon
2023 Strategy 4: Enhance relations with the 2SLGBTQ+ community.				
ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
4.1 - Engage the 2SLGBTQ+ community in personal safety and crime prevention.	☒ ☒ ☒	Continue to engage 2SLGBTQ+ groups and other communities adverse to interactions with police.	- DCIRS developed and delivered a pilot to conduct fingerprint services imbedded with the delivery of QMUNITY's Trans ID Clinic. The program will be recommended to continue permanently. - DCIRS participated in community programming planned by the West-End Coal Harbour CPC. - VPD, in partnership with OOP, participated in Pride events and delivered presentations in schools to show	BCWLE CoV Health Initiative for Men IACP Motorola Solutions Foundation

			that policing is a viable career for everyone. In 2023, OOP presented to 22 school groups and over 1,700 students, in 10 communities across the province. ○ Nine businesses signed up for the VPD Safe Place program, bringing the total to 452. ○ In December 2023, a 2SLGBTQ+ university practicum student started to work with OOP for a period of four months, assisting with administrative work, community outreach, and participate in mentorship opportunities and ride-alongs.	MVTP QMUNITY West-End Coal Harbour CPC York Theater
		• Deliver Project Elder Pride sessions.	○ DCIRS met with the CoV Director of Community Centres to discuss rolling out Project Elder Pride in specific community centres around Vancouver.	
		• Engage members of the 2SLGBTQ+ community to again participate in the CPA.	○ Chair of the VPD Sexual Orientation and Gender Identity (SOGI) Committee participated in the CPA in 2023.	
		• Develop programming to enhance reporting of crime among 2SLGBTQ+ victims.	○ Raise Your Voice, in partnership with DCIRS, developed relationships with QMUNITY, Health Initiative for Men, and other partners to deliver programming specifically targeted at increasing sexual assault reporting from the 2SLGBTQ+ community. ○ The Raise Your Voice program continues to be developed. A facilitation team has been identified and discussions around structure and budgeting are taking place.	
		• Develop additional 2SLGBTQ+ personal safety programming.	○ OOP, in partnership with the Women's Personal Safety Team (WPST), delivered a safety workshop designed for the 2SLGBTQ+ community. ○ In 2023, OOP submitted a proposal to speak alongside British Columbia Women in Law Enforcement (BCWLE) at the 2024 International Association of Chiefs of Police (IACP) Officer Safety and Wellness Conference. The presentation aims to encourage other law enforcement agencies to create similar peer support and community outreach non-profit organizations to better serve the community.	
		• The Out on Patrol Program to again award two \$2,000 scholarships for 2SLGBTQ+ youth considering a career in policing.	○ Two \$2,000 scholarships were awarded in 2023 after a successful grant application to the Motorola Solutions Foundation.	

			○ Since 2021, OOP was awarded \$30,000 in scholarship funding to 2SLGBTQ+ youth wishing to pursue a career in law enforcement. ○ In the summer of 2023, one OOP 2SLGBTQ+ scholarship recipient and mentee was hired as a Community Safety Officer with the MVTP.	
		• Continue to attend 2SLGBTQ+ community events.	○ VPD members of OOP attended Pride events around Metro Vancouver. ○ QMUNITY and York Theatre actively reached out for support for their Queer Prom and Drag Events. Plainclothes officers were deployed. ○ DCIRS was invited to and attended QMUNITY fundraisers. ○ DCIRS hosted a community Pride flag raising ceremony during Vancouver Pride Week. ○ In 2023, OOP hosted three peer support events with a total of over 200 members attending. ○ Throughout the year, OOP conducted community outreach at six Pride festivals province-wide.	
4.2 - Enhance the cultural safety of the 2SLGBTQ+ community.	☑☑☑	• Ongoing VPD participation on the City of Vancouver (CoV) 2SLGBTQ+ Advisory Committee.	○ The CoV 2SLGBTQ+ Advisory Committee planned three meetings and met quorum twice in 2023.	CoV Health Initiative for Men QMUNITY Rainbow Refugee West-End Coal Harbour CPC West End Business Improvement Association
		• The VPD 2SLGBTQ+ Advisory Committee Continue to work to implement the CoV's Trans, Gender Variant, and Two-Spirited Inclusion recommendations.	○ The chair of the VPD 2SLGBTQ+ Advisory Committee also sits on the CoV 2SLGBTQ+ Advisory Committee, allowing for strategic alignment.	
		• Maintain relationships and provide safety training to 2SLGBTQ+ community support organizations.	○ The 2SLGBTQ+ Liaison and OOP continue to build relationships with community organizations. QMUNITY, Health Initiative for Men, Rainbow Refugee, West End Business Improvement Association, and the West-End Coal Harbour CPC all have working relationships with DCIRS. ○ OOP, in partnership with the WPST, delivered a 2SLGBTQ+ focused safety workshop.	
		• The Out on Patrol Peer Support Program to continue to deliver presentations to secondary and post-secondary students on topics such as bullying, 2SLGBTQ+ inclusion, and positive police role-modelling.	○ In 2023, OOP presented to 22 school groups and over 1,700 students, in 10 communities across the province.	

4.3 - Enhance police awareness of 2SLGBTQ+ community concerns.	✓✓✓	• Develop and promote online 2SLGBTQ+ resources available to all VPD members.	○ VPD continues to promote Safe Place online. ○ 2SLGBTQ+ competency training is available to all VPD employees through the CPKN.	BCEHS CoV CPKN JIBC PRP QMUNITY Sheriff's Academy TPS Roundhouse Community Arts & Recreation Centre
		• Ongoing 2SLGBTQ+ competency training delivered to all new police recruits and Community Safety Personnel (CSPs).	○ In-person training is delivered to VPD recruits via the JIBC. ○ OOP presents to all VPD recruits during their in-house training. ○ Exempt VPD hires participate in CPKN 2SLGBTQ+ competency training.	
		• Continue to recognize and participate in Pride Week.	○ VPD raised the Pride flag at 2120 Cambie Street. An accompanying ceremony occurred with attendees from the SOGI committee, two spirit community, CoV council, and OOP.	
		• Collaborate with other policing agencies and community organizations regarding 2SLGBTQ+ concerns, experiences, and engagement strategies.	○ VPD, in partnership with OOP, conducts regular board meetings involving outside agencies in BC. ○ The 2SLGBTQ+ Liaison has joined the National 2SLGBTQ+ Liaison Officer Network that meets quarterly. ○ OOP members collaborated with Peel Regional Police (PRP) and Toronto Police Service (TPS) regarding the delivery of peer support services.	
		• Continue to deliver 2SLGBTQ+ presentations to other first responders.	○ VPD, through OOP, delivered presentations to British Columbia Emergency Health Services (BCEHS) and the Sherriff's Academy.	
		• Develop safety protocols for the administration of fingerprinting services for Transgender name changes.	○ VPD successfully conducted a pilot project in 2023 to deliver fingerprint services alongside QMUNITY at their Trans ID Clinic held at the Roundhouse Community Arts & Recreation Centre.	
		• The Diversity, Community & Indigenous Relations Section (DCIRS) to liaise with community partners and the Emergency & Operational Planning Section (EOPS) to ensure safety protocols are in place prior to large 2SLGBTQ+ cultural community events.	○ 2SLGBTQ+ community members have felt comfortable to proactively reach out to VPD DCIRS members to request plain clothes officer presence at events involving youth. ○ EOPS continues to deliver regular VPD support for pride festivities.	

2023 Strategy 5: Engage vulnerable populations, particularly youth and older adults.

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
5.1 - Implement a re-imagined school liaison program.	✓✓✓	• Identify and deploy a diverse group of liaison officers.	○ In consultation with the VSB, the YSS has implemented a revised SLO program, which was fully staffed and realized in August of 2023.	VSB

			○ The SLO team is comprised of 17 officers, ten of which are racialized people. In addition, five of the SLOs are female.	
		• Implement the re-imagined school liaison program by September 2023.	○ YSS was staffed with 11 new positions (one sergeant and 10 constables) to meet staffing needs for the revised SLO program. Two School Liaison Units (SLU) were created consisting of a total of two sergeants, 15 constables, and one civilian. ○ SLOs have participated in school-based sporting events, which have included the 'LIFT' powerlifting program, various basketball programs, and soccer events. ○ SLOs have assisted in several school-based community field trips in 2023. ○ SLOs have delivered presentations in classes, which have included topics ranging from law to youth health and wellness.	
		• Acquire equipment and vehicles for the liaison officers.	○ SLOs were deployed with the required equipment and vehicles at VSB and independent schools in Vancouver at the start of the school year and have worked with administrators to re-integrate into the school communities. ○ The SLO fleet is comprised of 15 electric vehicles that are unmarked and do not resemble standard police vehicles. ○ The SLO uniform has been modified in appearance to maximize youth engagement and reduce barriers when engaging with students. This includes golf shirts and long sleeve shirts marked with officer names and the VPD crest.	
		• Additional mental health, cultural diversity, and inclusion training delivered to the liaison officers.	○ SLOs have engaged in over 215 documented occurrences between September and December 2023, which have included a range of incidents including weapons, assaults, and property related calls. ○ SLOs have engaged in positive youth engagement initiatives within the schools, including speaking engagements to classes or groups, sporting events, attending other school events such as dances, and providing gifts to families in need for Christmas.	

5.2 - Deter youth from gang involvement and criminal activity.	☒ ☒ ☒	• The Gang Crime Unit (GCU) to continue to deliver anti-gang workshops through the NewKids program.	○ The GCU delivered an anti-gang workshop to 16 NewKids in the spring cohort. ○ Due to scheduling, GCU was not able to present to the fall cohort.	Hillcrest Centre MCFD UBC Thunderbirds
		• GCU to connect with at-risk youth through the Turning Point Program.	○ The GCU continues to collaborate with the VPD Cadet Program, delivering workshops, but also participating in activities with the 60+ youths in this program.	
		• Hold the annual Gang Tackle flag football game involving at-risk youth, police members, and current professional football players.	○ In the spring, the GCU held Gang Tackle flag football games with 75 youth participating, compared to 42 in 2022. This full day event brings together at-risk youth, police members, and UBC Thunderbird football players and staff, as well as retired and current Canadian Football League (CFL) players.	
		• Engage another four to six Musqueam youth in the 'lunch box' gang prevention program.	○ The GCU presented to the five new Indigenous Cadets speaking on gang awareness and updates.	
		• The VPD's Youth Justice Program Coordinator to continue to provide full-time outreach support to upwards of 200 at-risk youth.	○ The Youth Justice Program Coordinator (YJPC) in the SLU offered full-time outreach support to upwards of 400 youth and their families, with ongoing follow-up conducted with individuals, schools, and community organizations. ○ The Youth Community Response Unit (YCRU) provided community engagement and continued support for vulnerable youth through Yankee 10 and 20 teams' partnerships with the Ministry of Child and Family Development (MCDF). In 2023, Yankee 10 was involved in 1,917 dispatches over 336 shifts, including 669 curfew checks. ○ In May, YSS completed the Engagement through Art program with 25 youth, with four art projects focused on social themes and a weeklong public exhibition. ○ YSS members hosted the annual 'Bring Your Kid to Work' day, hosting over 100 students and highlighting various VPD sections which included 'hands on' exposure to various Force Options techniques and a tour of the Mounted Unit. ○ YSS coordinated and attended a photography workshop with 20 youth at Hillcrest Centre.	

5.3 - Engage youth to participate in sporting, leadership, and scholastic programming.	☒ ☒ ☒	• Ongoing delivery of the 28-week VPD Cadet Program to youth representing different cultural backgrounds.	○ The 10th class of the Cadet Program began in September with 92 Cadets participating. ○ 53 percent of the Cadet class identify as female and 47 percent as male. ○ There are 36 different cultural backgrounds represented with 23 different languages spoken.	Eric Hamber Secondary School Gladstone Secondary School Moresports Street2Peak StreetFront Running Club Vancouver College Vancouver Technical Secondary School Vancouver Girls Basketball Association (VGBA) VPF VSB Windermere Running Club
		• Administer another post-cadet survey to determine if learning objectives were met.	○ The Class 9 post-cadet survey determined that learning objectives were met, with 27 out of 32 Cadets (84%) attending post-secondary institutions. Four other cadets were planning to enroll in a post-secondary institution by Fall of 2024. ○ Cadets reported that out of the three measured areas, VPD-led Programming, School, and Community, VPD-Led Programming was given the highest rating. ○ Cadets reported to have not felt excluded based on race or ethnicity, gender identity, income level, neighbourhood they inhabit, and sexual orientation. ○ Other survey metrics indicated improved self-esteem, communication, physical fitness, and community service.	
		• Engage additional youth to participate in the VPD Judo Club, which includes women-only sessions.	○ The NewKids program continues to work with VPD Judo to engage girls to participate in the women only classes, as some cultures do not allow contact between males and females. The VPD Judo program supported three girls from the NewKids program throughout 2023.	
		• Resume weekly outdoor runs with the StreetFront Running Club.	○ StreetFront runs three times a week as part of their school curriculum or training, 5-10km every Monday, Wednesday, and Friday. ○ Participants ran three full marathons: Vancouver (50 kids), Victoria (22 kids), Seattle (35 kids); and two half marathons (35 kids each). ○ Alumni are encouraged to come back and participate or support. ○ 70 percent of the kids are Indigenous, with most youth being considered at-risk. ○ Every year, 15 youth are chosen to go on a "street2peak" major trek.	

			○ In July 2023, the youths and mentors traversed Gros Morne National Park in Newfoundland and Labrador for two weeks. ○ The VPF have donated considerable funds towards the StreetFront Running Club over the years, along with fundraising efforts through VSB.	
	• Expand the VPD Youth Running Club to other secondary schools (formerly Windermere Running Club).		○ The Windermere Running Club takes place three times per week with 40 youth participating. This club expanded to include youth from Vancouver College, Eric Hamber Secondary School, Gladstone Secondary School, and Vancouver Technical Secondary School.	
	• Hold the VPD's annual four-day Soccer Camp in July for upwards of 300 youth between the ages of six to 17 years.		○ YSS hosted the annual, four-day Pee-Wee Soccer Camp in July, with 82 participants between the ages of five to nine years old.	
	• Hold the annual Paul Sanghera Soccer Tournament which includes the awarding of post-secondary scholarships.		○ In lieu of the annual Paul Sanghera Soccer Tournament, members of YSS and the Vancouver Police Soccer and Service Club (VPSSC) played in a friendly match against the cadets to honour Paul Sanghera's memory. A BBQ was hosted after the event that some of Paul Sanghera's family attended.	
	• The Vancouver Police Soccer and Service Club (VPSSC) to resume its partnership with Moresports to deliver 60 pairs of soccer boots, shin pads, and socks to impoverished youth.		○ The VPSSC continues to partner with Moresports to support youth in their sport.	
	• Continue to engage youth through Supporting Activities for At Risk Youth Program (SAFARY), which provides financial support for resilience-based activities.		○ YSS supported 46 youth through the SAFARY program in 2023, providing financial support for individualized recreation, athletic, leadership, and resilience-based activities. Activities supported included: leadership camp, tutoring, driving lessons, art therapy group, pottery, first aid certification, basketball, field hockey, volleyball, fitness facility passes, and ski/snowboarding passes.	
	• Engage youth in community and school-based events through the Envisioning New Connections: Outreach Recreation Engagement Program (ENCORE), which includes Kitchen Collaboration at Britannia Community Centre and Games Nights at Thunderbird Community Centre.		○ YSS engaged over 405 youth through 13 community and school-based events with ENCORE. Twenty-three families were provided with holiday hampers, items purchased consisted primarily of grocery cards, winter coats and boots, other clothing items, and toys.	
	• Engage youth through the annual Langara Challenge Basketball Tournament organized by the Vancouver Girls Basketball Association (VGBA).		○ In January, YSS supported the annual Langara Challenge Basketball Tournament organized by VGBA,	

			providing four \$1000 scholarships and engaging with youth participants.	
5.4 - Support youth mental wellness.	☒ ☒ ☒	• Ongoing delivery of sexual exploitation awareness through the Total Respect for Ourselves and Others (TROO). • Continue to engage youth through the distribution of Share-A-Meal food cards. • Provide additional youth mental health support in partnership with VCH. • Participate in the Here4Peers youth peer support program. • Continue to offer youth focused education related to consent and online safety through the You Matter Campaign.	○ The YJPC delivered ten sexual exploitation awareness presentations through the TROO program. ○ YSS engaged youth through the Share-A-Meal program, with over 105 food cards and meals purchased for ongoing distribution. ○ YSS and the MHU ensure that youth facing mental health challenges are referred to the Child and Adolescent Response Team (CART) for assessment and support. ○ In accordance with long-term plans, after the successful proof of concept and securing ongoing funding from the Province, the Here4Peers program has been transferred to the Canadian Mental Health Association (CMHA), Vancouver Fraser Branch. ○ The You Matter Campaign continues to support internal programming such as the NewKids and VPD Cadets. ○ Connected to the You Matter Campaign is also the Consent Matters digital campaign, which was launched in 2023, and aimed at educating youth aged 13 to 24 about sexual consent. ○ A digital campaign for sex trafficking awareness was launched, detailing how this happens to a person and the resources available.	CART VCH CMHA
5.5 - Work to ensure the personal safety of older adult populations.	☒ ☒ ☒	• Collaborate with partners to hold another Senior Health & Safety Fair with information provided on crime prevention and personal safety, exercise and healthy living, gardening, and more. • Participate in World Elder Abuse Day.	○ The older adults Health and Safety Fair was held at the Creekside Community Recreation Centre, with 450 older adults attending and 38 booths present. Approximately nine interpreters were on site to assist in language requests. ○ The Financial Abuse Investigators Action Group (FAIAG) organized a conference in November to address elder abuse and fraud. ○ Partnership between local health authorities, financial institutions, government agencies, and other community partners were further developed to address elder abuse.	Creekside Community Recreation Centre FAIAG

		• The Women's Personal Safety Team (WPST) to deliver additional personal safety workshops to older adult populations.	○ The WPST hosted 11 workshops in 2023, with over 300 participants. One of the workshops was delivered in Cantonese to older adults. Another workshop was delivered specifically for older adults in Vancouver.	
		• Community Policing Centres (CPCs) to continue to deliver specific initiatives and activities to support older adults.	○ Hastings Sunrise CPC conducted 20 outreach programs and information sessions around senior's safety with over 400 participants. ○ The Strathcona CPC continues to participate in the door-to-door delivery of information on the grandparent scam targeting older adults, as the VPD has seen a rise in these types of scams. ○ Open invitation and regular safety meetings were held at community centres focusing on general safety tips for older adults, with specific focus on Chinese older adults (interpreters included).	
		• Continue to distribute Safety and Awareness for Elders Program (S.A.F.E.) informational magnets and brochures through the VPD's Public Information Counter (PIC) and the CPCs.	○ The S.A.F.E. program information continues to be available at all CPCs as well as at Public Safety Units (PSU) at all VPD buildings. ○ The program is advertised on the VPD website.	
		• Block Watch to deliver an online "Block Talk" seminar.	○ Three live Zoom 'Block Talk' sessions occurred in 2023; 200 people participated in emergency preparedness session, 73 people attended the Financial Fraud Awareness session, and 100 people attended Closed-circuit Television (CCTV) Surveillance Video training.	
5.6 - Protect older adults from financial frauds.	☒ ☒ ☒	• Continue to educate older adults on common financial scams and provide anti-fraud awareness through the VPD Financial Crime Unit (FCU) website, the Cybercrime Unit's social media posts, and various other forms of media.	○ Two fraud prevention workshops were held in the Chinese community, with over 300 older adults participated. ○ VPD held a Seniors Safety Fair for the Chinese community where 500 people attended. ○ A general Seniors Safety Fair was also held with over 350 people attending. The fair provided workshops and information on fraud prevention. ○ The Fraud Prevention Campaign, which was targeted at the Chinese community, is being delivered to the Indigenous community with presentations taking place at the older adults' program at the Aboriginal Friendship Centre.	Aboriginal Friendship Centre IAFCI Provincial Council to Reduce Elder Abuse Sunset Community Centre

			o The VPD Scam Prevention for Seniors program delivered information on fraud prevention to 120 older adults at the Sunset Community Centre.	
		• Continue to raise awareness of the Grandchild Scam.	- o VPD continues to educate older adults around the Grandchild or Grandparent Scam, also sometimes referred to as the Bail Money Scam. - o Flyers and videos were created for distribution on the Grandparent Scam and shared through social media as well as through the Western Chapter of the International Association of Financial Crime Investigators (IAFCI). - o The VPD uses its social media account to raise awareness and educate people around the grandparent scam as well as other frauds targeting the elderly.	
		• Ongoing FCU participation on the Provincial Council to Reduce Elder Abuse.	o FCU participates in monthly meetings of the Provincial Council to Reduce Elder Abuse, with the last annual conference occurring in June of 2022 with 75 agencies participating.	

2023 Strategy 6: Inform and educate the public on public safety and crime prevention.

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
6.1 - Provide residents with public safety information.	☒ ☒ ☒	• Continue using all of the VPD's social media programs to disseminate important messaging. • Ongoing delivery of crime prevention and public safety tips through story telling on social media. • Deliver safety campaigns with social media advertising targeted to specific audiences.	- o The Public Affairs Section (PA) continues to hold press conferences, and post media releases on the VPD website and the VPD social media accounts. - o A webpage on the VPD website and a pamphlet were created for Project Access. - o The Consent Matters digital campaign was launched, aimed at educating youth and young people, aged 13 to 24, about sexual consent. - o A digital campaign for sex trafficking awareness was launched, detailing the resources available. - o The PA created material for the Senior Scam Prevention Seminars, including video and posters, which were translated in Punjabi and Chinese and promoted the event on the VPD's social media channels.	

			o Posters for the cell phone program were created. This program provides cell phones to older adults facing financial hardships.	
		• Hold combined press conferences with community stakeholder before large events (e.g. Celebration of Light, Canada Day, etc.).	o The PA shared posts on traffic advisories and road safety tips, preventing parcel theft from homes and vehicles, fraud prevention, extreme weather advisories and resources, recruiting information, online marketplace safety, requests for information and identification, the Christmas Wish breakfast and Halloween events, BWCs, missing persons, and protest information.	
		• Ongoing distribution of crime prevention materials at public safety fairs and workshops.	o The PA promoted WPST workshops, including their all-day sessions.	
6.2 - Enhance VPD reputation through enhanced public engagement.	☒ ☒ ☒	• Create more content highlighting the different sections within the VPD, including subject-matter expert interviews.	- o In September 2023, the 2022 Annual Report was released and featured profiles on several members and sections. Profiles were leveraged on recruiting channels. - o Compliment letters are available on the Vancouver Police Board website. - o The Commendation Ceremony highlights exemplary officers and their actions.	
		• Leverage social media to continue to respond to newsworthy events.	- o The PA shared information on social media about crime in Vancouver that did not meet the requirements for a press release as part of VPD Scanner. - o The PA created videos and promoted events, such as Halloween and the Christmas Wish Breakfast, on social media. - o Chief Palmer released statements on the Israel-Hamas conflict.	
		• Create opportunities where the public can meet VPD officers in low barrier settings.	- o Social activities such as community parades and cultural events (i.e. Lunar New Year, Vaisakhi) were promoted widely as an opportunity for the public to meet VPD members. - o Community activities for kids were promoted, such as Strathcona Bike Smart and soccer camps in the DTES.	

Appendix C – Community Safety

Goal: COMMUNITY SAFETY Champions – Superintendent Lisa Byrne and Superintendent Andrew Chan				
2023 STRATEGY 1: Work to prevent and combat all acts of violence.				
ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
1.1 - Ongoing investigative and victim support in relation to all high-risk domestic violence cases.	☒ ☒ ☒	Continue to leverage information compiled through police databases to maintain an elevated risk flagging system that alerts Intimate Partner Violence and Risk Assessment Unit (IPVRAU) investigators of offenders and victims who require special investigative and support resources.	- High risk domestic violence offenders continue to be monitored and victims continue to be supported through the VPD's elevated risk-flagging system and through the Provincial Domestic Violence Coordination Table (DVCT). - The VPD collaborates with the BC Ministry of Children and Family Development (MCFD) through meeting with police partners, social assistance, and housing agencies. - Embedded support workers assisted victims with resources and referrals. - Combined parade presentations were delivered on strangulation, victim interviews, and reporting to Crown counsel.	Canadian Association of Threat Assessors DVCT Safer Communities Action Plan MCFD FSGV BC Probation JIBC Crown counsel BWSS
		Ongoing weekly updating of the elevated risk flagging system.	- The elevated risk flagging system is updated weekly by IPVRAU investigators and reviewed by the IPVRAU Analyst. - In custody high risk offenders receive follow up by IPVRAU to recommend remand or extensive protective conditions.	
		Continue to leverage resources available through the multi-agency and multi-disciplinary provincial Domestic Violence Coordination Table (DVCT) to service and support the highest risk domestic violence files.	IPVRAU investigators regularly participate in Intimate Partner Violence (IPV) Community Team meetings to share intelligence and resources in relation to high risk IPV cases.	
		Continue to conduct foundational and advanced threat assessments to support victim relocations or extraordinary safety planning.	Members of IPVRAU attended the Canadian Association of Threat Assessors four-day workshop to	

			learn the latest information on risk management and threat assessments. o Four members received training in foundational and advanced threat assessment and violence triaging.	
1.2 - Continue to target offenders who commit sexually motivated crimes.	☒ ☒ ☒	• Continue to prioritize monthly enforcement action against high-risk offenders in collaboration with Correctional Services of Canada (CSC) and Parole.	- o The VPD's High Risk Offender Unit (HRO) detectives target active offenders to enhance public safety. - o The HRO investigates all offenders who target vulnerable populations and regularly meet with community partners to remain informed of any community concerns related to sexual offences. - o The VPD's Public Affairs Section (PA) assists with public safety warnings.	CSC CoV Sex Worker Safety group Parole Canada SisterWatch Vancouver Aboriginal CPC DEWC BWSS Salal Sexual Violence Support Centre BCCEC
		• Ongoing surveillance of high-risk sex offenders living in the community.	o Monthly priority enforcement against high-risk offenders, including the monitoring 30 of the highest risk offenders in the Vancouver.	
		• Continue to regularly engage and coordinate with community partners to identify those offending against sex workers.	o The VPD maintains open lines of communication with community partners who provide support and advocacy for sex workers.	
		• Ongoing community engagement with sex worker groups to facilitate increased reporting of crimes against sex workers.	- o Each file that comes through the Sex Crimes Unit (SCU) workflow is reviewed and followed up with the appropriate community groups. - o Members will respond to all calls from a community group on file follow up related to victim advocacy or police investigation status. - o The VPD attends SisterWatch meetings. - o The VPD continues to engage with the CoV Sex Worker Safety group and the Vancouver Aboriginal CPC on sex worker safety initiatives.	
		• Continue to investigate all high-risk offenders who prey upon sex workers.	- o HRO works with Parole on any high-risk sex offenders who may target sex workers. - o Members of the HRO target the most dangerous offenders and launch an immediate investigation when offenders go unlawfully at large or breach the conditions of their release.	
		• Continue to monitor and distribute Red Light Alerts to ensure offenders are investigated and prosecuted to the fullest possible extent.	o A weekly report is compiled and reviewed by the SCU Analyst for any investigative leads or crime trends of note. All investigative leads are pursued.	

1.3 - Continue to engage the public in personal safety and violence prevention, particularly vulnerable and marginalized groups.	☒ ☒ ☒	• The Women's Personal Safety Team (WPST) and the Special Investigation Section (SIS) to continue to deliver hands-on personal safety workshops to various audiences.	○ The WSPT and the SIS continue to deliver several hands-on personal safety workshops to various audiences. ○ Referrals for the WPST seminars were made by the IPVRAU, which is in regular contact with community partners in efforts to enhance the personal safety of vulnerable populations.	
		• Hold another Personal Safety and Awareness Fair, which includes a number of personal safety activities for women and older adults.	○ A one-day workshop was held by the WPST on November 18, 2023, with over 100 participants. Dr. Jody Carrington was the keynote speaker.	
		• Develop additional social media campaigns and workshops focused on consent and online safety.	○ Community educational campaigns including You Matter were developed to increase awareness regarding consent issues. ○ During the fall of 2023, there are ongoing developments of a social media consent campaign.	
		• Revamp the Hands-Off campaign to target groping offenders and provide support to victims of groping.	○ Hands-Off was replaced with a social media campaign targeted at young adults to educate about consent law.	
		• Expand the You Matter campaign which educates youth specifically on consent issues.	○ In 2023, 12 workshops were delivered, with approximately 320 teenagers participating. Since 2021, 30 workshops to approximately 680 teenagers have been delivered. ○ In 2024, the Youth Services Section (YSS) will be engaged to strategize on increasing exposure.	
1.4 - Target repeat violent offenders which includes those responsible for stranger attacks.	☒ ☒ ☒	• Participate in the Special Investigation & Targeted Enforcement Program (SITE) to target violent repeat offenders, as part of the provincial government's Safer Communities Action Plan.	○ The Chronic Offender Unit (COU) will be submitting a funding request to SITE to target repeat violent offenders in the ReVOII.	BCPS BC Corrections BC Probation PHC PRIME SITE ReVOII RTIC VCH Youth Probation
		• Participate in the BC Prosecution Service's Repeat Violent Offending Intervention Initiative (ReVOII).	○ The COU coordinated all the VPD referrals to ReVOII. In 2023, 36 of the 58 people referred to the Vancouver Hub were referred by the VPD.	
		• Leverage information contained in police databases to identify repeat offenders and trends.	○ The COU monitored the Police Records Information Management Environment (PRIME), the Real Time Intelligence Centre (RTIC) and overnight reports to identify individuals for referral to ReVOII and additional monitoring/enforcement.	
		• Maintain violent repeat offender tracking lists.	○ The COU refers repeat offenders to the ReVOII program which maintains a multi-agency tracking list.	

			○ The Major Crime Section (MCS) created a tracking list for offenders of stranger attacks during Project Reclaim. ○ The HRO maintains a list of high-risk sexual offenders.	
		● Create and provide in-depth background bail reports on violent repeat offenders to VPD Patrol officers and outside agencies.	○ The MCS created and provided patrol officers with a general guideline on preparing Bail Background pages for unprovoked stranger attacks. ○ The HRO creates and maintains detailed Bail Background reports for all their targets. ○ The ReVOII Program coordinates Bail Background reports for all the offenders accepted by that program.	
		● Conduct regular compliance checks, ensuring offenders are abiding by their conditions and residing at their declared residences.	○ In 2023, the Youth Community Response Unit (YCRU) Yankee 10 conducted 583 compliance checks with charged youth violent offenders at their residences to ensure they are abiding by court imposed conditions.	
		● Liaise with provincial probation officers to ensure violent repeat offenders are monitored and breach of conditions are being enforced.	○ The Youth Investigative Unit (YIU) routinely liaises with Youth Probation Officers in relation to violent repeat offenders to ensure support is in place and that they are being monitored to ensure compliance of release conditions.	
		● Conduct enforcement action against violent repeat offenders with outstanding warrants.	○ The COU and the Fugitive Team reviewed outstanding warrants to arrest wanted individuals.	
		● Coordinate surveillance on violent repeat offenders.	○ The MCS will coordinate surveillance on high-risk offenders involved in stranger attacks. ○ The COU and the HRO will coordinate surveillance of targets managed within their programs.	
		● Conduct regular updates with the BC Prosecution Service, BC Corrections, and Probation regarding the most active offenders for charge approval and sentencing.	○ The ReVOII monitors violent offenders and Crown counsel coordinates the charge approval and sentencing for all offenders accepted into this program.	
		● Ongoing dedicated personnel to review and investigate all random unprovoked stranger assaults.	○ The YIU liaised with Patrol on youth related stranger assaults and either took conduct of the investigation, offered investigative support, or assisted with identifying unknown youth offenders. In 2023, YIU took conduct of 12 stranger assault files and assisted with numerous other assault files. ○ Project Reclaim was an MCS based project designed to review and provide investigative support for stranger attack investigations from across the city.	

		• Continue to share intelligence with other police agencies and partners.	○ The YIU conducted quarterly meetings with other local police agencies, Youth Probation, and Provincial Crown counsel to share intelligence on known violent youth and collaborate on strategies and investigations. These meetings will continue into 2024 with the additional participation of Federal Crown counsel. ○ Information on violent offenders is also shared through the ReVOII.	
		• Ongoing delivery of public safety workshops to educate various audiences on personal safety awareness to help prevent stranger attacks.	○ The WPST and SIS delivered hands-on personal safety workshops to various audiences to help prevent stranger attacks.	
		• Continue to liaise with media to educate the public on stranger attacks, including ensuring public warnings of known offenders are provided where necessary.	○ The MCS, the COU and the HRO all work closely with PA to create and publish public safety warnings for offenders at a high risk of re-offending.	
		• Investigators and the Mental Health Unit (MHU) to continue work with mental health agencies to support all violent offenders who struggle with mental health issues.	○ The MHU assisted patrol and investigation units with relevant support for identified violent offenders with mental health challenges. In this capacity, the MHU completed 116 formal assessments to support client care and police information towards best practice. ○ The MHU continued to liaise with Vancouver Coastal Health (VCH) and Providence Health Care (PHC) to provide updates on police engagement or investigations with respect to known clients of the Mental Health Teams. Ensuring these clients receive appropriate supports to work towards reducing future police interactions.	
1.5 -Work to advance homicide investigations.	☒ ☒ ☐	• Continue to engage with other police agencies to establish links and the potential to conduct joint projects for organized crime related homicides.	○ The MCS works closely with partner agencies to identify file linkages involving organized crime related homicides. ○ The MCS analysts participate in regular information sharing initiatives including the BC Gang Conflict Organized Crime Gang Call to identify opportunities to conduct joint projects related to organized crime homicides.	BCIT Canadian Police College CBSA CFSEU-BC CIBIN EPS Esri ArcGIS Pro Hunchley IHIA Microsoft Power BI
		• Continue to leverage the latest technology and legal authorities to further murder investigations.	○ The VPD is an established leader in Canada with regards to the deployment of new technology for the purpose of collecting evidence in homicide investigations. This includes: • Remotely Piloted Aerial Systems (RPAS) searches	

			• Underwater robotics for evidence searches • Integrated Ballistics Identification System (IBIS) and the Canadian Integrated Ballistics Identification Network (CIBIN). In November 2023, IBIS and CIBIN linkages connected firearms evidence from agencies across Canada related to one attempted murder and two homicides • Familial Deoxyribonucleic acid (DNA) analysis • Private DNA labs to conduct DNA analysis outside of those services offered by the Royal Canadian Mounted Police (RCMP) DNA Lab ○ The MCS is supporting the British Columbia Institute of Technology (BCIT) Forensic DNA Lab to identify and develop new DNA analysis technology including shell casing DNA analysis. ○ The VPD is exploring the purchase or lease of a rapid DNA machine to enhance timely investigative decision making. The VPD has engaged the Edmonton Police Service (EPS) to assist with developing best practices and to review legal considerations based on their successful implementation of a rapid DNA machine. ○ The VPD MCS is a leader in deploying advanced legal authorizations to further homicide investigations including cell site analysis, authorizations to intercept communications, and authorizations to covertly collect evidence.	PowerCase RTIC RCMP
		• Leverage technology such as PowerCase software to organize, manage, retrieve and analyze the large volume of investigative data collected during major case investigations.	○ The VPD continues to deploy advanced software to manage and analyse data and evidence related to major crime investigations including: • Hunchley – Open Source data collection • ESRI ArcGIS Pro – Geospatial Analysis • Microsoft Power BI – data preparation analysis and visualization ○ Ongoing assessment of the BC RCMP's planned implementation of PowerCase with the goal of bringing it to the VPD once the RCMP have their system up and running.	
		• Ongoing training provided to homicide investigators in sophisticated investigative techniques.	○ The MCS homicide investigators are continually updating their training regarding sophisticated investigative techniques including: • VPD Major Crime Investigative Techniques Course	

			• International Homicide Investigators Symposium • Forensic DNA Evidence Course • Trauma Informed Interviewing Course • National Interception of Private Communications Course (IPCC - Part VI)	
1.6 Work to advance investigations into missing persons.	☒ ☒ ☒	• Continue to liaise with media to maximize the timely location of missing persons.	○ The VPD Missing Person Unit (MPU) continues to work closely with PA to strategically deploy media releases to engage the public when working to locate high risk missing persons.	JIBC
		• Continue to liaise with both private and public agencies to access information to assist in locating missing persons.	○ The MPU uses the authorities granted to them in the <i>Missing Person Act</i> to access information from public and private agencies.	
		• Ongoing education provided to new police recruits on effective missing person investigations.	○ Justice Institute of British Columbia (JIBC) recruits complete a scenario monitored by MPU detectives which is then debriefed, and investigative avenues are discussed. ○ Recruits are provided with additional learning materials on BC <i>Provincial Policing Standards</i> and are required to pass a marked exam.	
		• Continue to re-assess high-risk cases and use Major Case Management (MCM) investigative standards when appropriate.	○ The MPU Sergeant reviews all high-risk cases and ensures all investigative avenues are being followed. ○ At the direction of the Sergeant, MCM standards are implemented as appropriate. ○ An accredited Team Commander was recruited and hired for the Sergeant position and continues to implement more stringent MCM protocols.	
		• Continue to develop and maintain relationships with families and communities affected by missing person cases.	○ A family liaison is assigned at the beginning of each investigation. ○ Victim services are offered to all families. ○ The MPU meets with community groups from a broad spectrum of backgrounds.	

1.7 Continue to proactively target hate-based violence and other crimes.	☒ ☒ ☒	Continue engaging and building trust with various communities to increase victim reporting of hate-based crime.	- Based on successful campaigns used to engage the South Asian community, DCIRS has begun similar awareness and education programs with the Jewish and Muslim community. - A new program titled Raise Your Voice will be engaging the Two-Spirited, Lesbian, Gay, Bisexual, Transgender, and Queer + (2SLGBTQ+) community to increase reporting, specifically sexual assaults.	Crown counsel
		Ongoing media strategy to ensure victims of hate-based crime continue to report them.	- The DCIRS works directly with various diverse communities to increase awareness around hate-based crimes and reporting protocols. - The DCIRS will be working with the PA to prepare social media messaging related to hate-based crimes.	
		The Investigation Division and the Diversity, Community & Indigenous Relations Section (DCIRS) to continue to work in partnership to identify crimes that have a hate component.	- DCIRS Hate Crimes detectives attended combined parades to educate members about hate-based crimes and reporting protocols, including a PRIME flagging system. All hate incidents are reviewed by Hate Crimes investigators, and guidance is provided where necessary. - A hate crimes bulletin, with relevant <i>Criminal Code of Canada</i> (CCC) sections and investigative considerations, was released internally in December 2023.	
		Continue to provide Crown with detailed background information on all crimes with a hate component to maximize success in bail situations and at trial.	- Hate Crime investigators have regular general meetings with Crown counsel, as well as other police agencies' hate crime units to share information. - Hate Crime investigators also consult with Crown counsel regularly on individual files. - In December 2023, VPD hosted the quarterly BC Hate Crimes team meeting.	
		To advocate for and request increased sentences for convictions related to hate-based crimes pursuant to section 718.2(a)(i) of the <i>Criminal Code</i>.	When appropriate, Hate Crimes detectives have recommended section 718.2(a)(i) consideration for additional sentencing.	

2023 Strategy 2: Target child-luring predators and human traffickers, and provide support to victims

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
2.1 Enhance support for victims of human trafficking and child exploitation.	☑☑☑	• Ongoing bi-weekly meetings with Crown counsel and Family Services of Greater Vancouver (FSGV) to improve human trafficking victim support coordination efforts.	○ These meetings are held, when there is an ongoing investigation with vulnerable victims, to ensure all investigative strategies and victim support are being considered.	Crown counsel CYAC FSGV SuccessFactors
		• Continue to provide direct, immediate support to all child abuse victims through the Child and Youth Advocacy Centre (CYAC).	○ The VPD provides direct support to victims of child abuse and sexual offences through the multi-agency wraparound services of the CYAC. ○ Continued training for CYAC VPD members on trauma informed interviewing. ○ Ongoing open dialogue with Crown counsel, Detectives and FSGV support workers for any victims attending trial.	
		• Ongoing trauma-informed training provided to SIS victim support staff via the Canadian Police Knowledge Network (CPKN), in-house training, and the Justice Institute of British Columbia (JIBC).	○ Ongoing delivery of trauma-informed practices training through SuccessFactors to ensure skillset is refreshed and updated.	
		• Continue to coordinate victim outreach programs with community victim support groups.	○ FSGV and the Victim Services Unit (VSU) work collaboratively with SIS detectives to ensure all victim support resources are made available.	
2.2 Enhance human trafficking target selection and intelligence-sharing.	☑☑☑	• Ongoing collaboration with the Combined Forces Special Enforcement Unit (CFSEU-BC) to identify Provincial Tactical Enforcement Priority (PTEP) targets committing human trafficking offences.	○ Ongoing information sharing with CFSEU-BC and VPD Organized Crime Section (OCS) on human trafficking targets and activity. ○ Crime analysts assess trends and targets to identify PTEP. ○ Proactive monitoring of high-risk targets for intelligence.	CFSEU-BC PTEP
		• Continue to initiate project level investigations into PTEP human trafficking targets.	○ Continued information sharing with OCS on PTEP targets where human trafficking is a factor.	
2.3 Enhance proactive child-luring investigations	☑☑☑	• Ongoing review of child-luring incident files to ensure accurate documentation and coding.	○ Designated intake constable and the Internet Child Exploitation Unit (ICE) Analyst to document all child luring files and look for investigative leads and trends with offenders.	

through technology and other processes.		• Provide additional investigator training on peer-to-peer monitoring software to further target prolific distributors of child sexual abuse material.	○ Training levels for detectives in the ICE have increased over 2023, allowing more proactive investigations using peer-to-peer software to target offenders.	
		• Further use covert software to target those producing child sexual abuse material in Vancouver.	○ Since fall 2023, one detective is now qualified in online undercover work.	
		• Continue to use the internet to promote education through social media, pop-up ads, and awareness campaigns to protect children and youth from sexual exploitation.	○ Exploitation and human trafficking information campaign on social media released in December 2023.	

2023 Strategy 3: Collaborate with partners and the community to target gang violence.

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
3.1 Ongoing collaboration with other police and law enforcement agencies to target organized crime groups and persons involved in committing gang violence.	☑☑☑	• Continue to work collaboratively with partner agencies to target organized crime through the Provincial Tactical Enforcement Priority (PTEP).	○ Through PTEP, the VPD coordinates with the CFSEU-BC, the RCMP, and all municipal police agencies in BC to prioritize and coordinate enforcement action to maximize the impact on organized crime groups operating in BC. ○ PTEP proactively targets organized crime and gang violence.	CFSEU-BC PTEP RCMP
		• Continue to conduct targeted enforcement on organized crime groups and persons engaged in gang violence.	○ The VPD conducted several high-profile targeted investigations into organized crime groups in 2023. These investigations are predominately conducted by the OCS and the MCS. ○ In 2023, the VPD was the leading police agency in BC in terms of the value and number of organized crime investigations. The investigations were successfully approved and funded via the provincial PTEP process.	
		• Ongoing regular meetings with law enforcement agencies across the region to coordinate collective efforts aimed at combatting gang violence.	○ The VPD is a main participant in bi-weekly meetings with all Metro Vancouver police agencies to coordinate and de-conflict enforcement action targeting organized crime groups and their associated violence in the region.	

3.2 Continue to target high risk violent offenders through inadmissible patron programs and asset forfeiture.	☑☑☑	Continue to leverage community partners to deter gang violence in our community, including use of inadmissible patron agreements with local bars, restaurants, and large scale public venues.	- The DCIRS Liquor Coordinator continues to do regular joint inspections with Liquor and Cannabis Regulation Branch (LCRB) Inspectors of license premises. - The Liquor Coordinator liaises with VPD operations to identify infractions and have them forwarded to LCRB. - The Liquor Coordinator forwards all intelligence to appropriate sections and members, such as the Gang Crime Unit (GCU) and Problem Premises Coordinator. - The Liquor Coordinator continues to work closely with Bar Watch and Restaurant Watch participants to ensure compliance. - The OCS continued to leverage the cooperation of its community partners via the inadmissible patrol program in 2023. This successfully led to there being no serious acts of gang violence at any participating establishments in 2023. - The inadmissible patron program continues to maximize safety for the public, bar- and restaurant staff by preventing gang violence from occurring at the participating 145 restaurants, 34 bars, and six large scale venues across Vancouver.	CFO LCRB
		Continue to make referrals to the Civil Forfeiture Office (CFO) on all assets that were acquired via unlawful activity, to ensure that people cannot profit from unlawful activity or use property in a way that may harm other persons.	- In 2023, the VPD referred over \$14 million in assets to the CFO. This is the second largest annual referral by the VPD to the CFO. - The VPD continues to be a leading police agency in successfully referring assets associated to organized- and violent crime.	

2023 Strategy 4: Work with community and partners to prevent and combat property crime.

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
4.1 Continue to target prolific offenders and shoplifters.	☑☑☑	Maintain repeat offender and repeat shoplifter tracking lists.	The COU maintained, added, and removed offenders from repeat shoplifter tracking lists based on new information via routine Canadian Police Information Centre (CPIC) checks, flags, and input from probation officers and other police members.	BC Probation BIA Chinatown BIA CoV CPIC DCC
		Continue to provide in-depth background bail reports on repeat offenders to VPD Patrol officers and outside agencies.	The COU provided break and enter and ReVOII offenders Bail and Backgrounds to ReVOII coordinators and Downtown Community Court (DCC).	

			○ The COU worked with project Barcode 4, producing Bail Backgrounds for repeat offenders. ○ COU identified 14 offenders who were admitted into ReVOII program. ○ DCIRS Business Liaison Officers (BLO) have engaged local business operators, hotels, and Business Improvement Associations (BIAs) to enhance information sharing. Businesses routinely share information with police related to repeat property crime offenders. This allows for productive resource distribution.	DTES BIA Province of BC ReVOII Retail Council of Canada Business Loss Prevention Officers
		• Continue to conduct regular compliance checks, ensuring offenders are abiding by their conditions and residing at their declared residences.	○ The COU conducted compliance checks by phone, physical attendance, and communication with probation officers. ○ The majority of chronic offenders are without a fixed residence which make compliance checks difficult.	
		• Ongoing communication with provincial probation officers to ensure repeat offenders are monitored, conditions are respected, and breaches are enforced.	○ Ongoing liaising between COU and probation officers regarding chronic and super chronic offenders.	
		• Ongoing enforcement action against repeat offenders with outstanding warrants.	○ The Fugitive Team published bulletins for patrol members. Detectives actively sought wanted persons.	
		• Ongoing surveillance of repeat offenders.	○ The Property Crime Unit (PCU) utilized the Tactical Support Section's (TSS) surveillance when available to target offenders.	
		• General Investigation Section (GIS) members to attend Patrol briefings to support Patrol-based property crime projects.	○ The COU conducted joint parade briefings for patrol regarding COU services, portfolios, ReVOII and Fugitive Team. ○ The Identity Theft & Anti-Fencing Unit (ITAF) provided four investigators for the duration of Project Barcode to support patrol-based arrest teams. The ITAF will provide further support and direction to Project Barcode to target and arrest fences and organized operations for future project applications. ○ The PCU liaised with patrol on a weekly basis at Crime Control meetings.	
		• Continue to provide general investigation mentorships to Patrol members.	○ The ITAF recently mentored an investigator for 10 weeks. This investigator went on to lead Project Lego, which successfully recovered over \$600 in stolen Lego.	

			○ The ITAF mentored numerous patrol members investigating identity theft files and assisted them with writing authorizations. ○ The PCU had two mentorships and two pre-recruits in 2023.	
		• Ongoing enforcement action focusing on prolific catalytic converter offenders.	○ ITAF has been providing support with other Metro Vancouver agencies with bait catalytic converters.	
		• Ongoing updates to Crown counsel regarding the most active offenders for charge approval and sentencing.	○ The COU continuously liaised with DCC Crown counsel as well as Provincial Crown counsel regarding super chronic offenders.	
		• Further engage with businesses regarding staff safety in the context of violent shoplifter incidents.	○ The COU was part of Project Barcode and was part of the collective that addressed businesses staff and management regarding violent shoplifters. ○ The ITAF hosted a meeting at Graveley with major retailers' security to maintain communication and educate regarding safety and future enforcement projects including new asset protection technology such as Global Positioning System (GPS) and Radio Frequency Identification (RFID) systems. ○ The PCU liaised with the VPD BLOs to send messages and support the business community. ○ DCIRS BLOs continue to work with the Retail Council of Canada (RCC) and the National Retail Task Force to coordinate a response to violent shoplifting. This coordination resulted in Project Barcode 4, which took place between November 30 and December 15. ○ Multiple retailers participated in Project Barcode 4, which resulted in 31 weapons being seized and \$102,455 in stolen merchandise was recovered from a total of 268 arrested persons. ○ DCIRS BLOs continue to liaise with Neighbourhood Policing Teams (NPT) and the PCU to identify prolific offenders at hotels and businesses. ○ DCIRS BLOs are working with the Downtown Eastside (DTES) BIA running trespass prevention programs continuously. ○ As of December 2023, all BIAs in Vancouver are running trespass prevention programs.	

			○ DCIRS BLOs continue to work with local businesses to develop relevant safety and crime prevention presentations and programs. ○ In partnership with the CoV, VPD DCIRS continues to participate in enforcement and rejuvenation projects. ○ DCIRS continues to collaborate with the Chinatown BIA, the Chinese community, and other community organizations to create safer spaces and decrease disorder.	
		• Advocate that the Province amend the <i>Metal Dealers and Recyclers Act/Regulations</i>.	○ The GIS Inspector liaised with the Province of BC regarding amending the <i>Recycling Act</i>. A report with recommendations was submitted. This is ongoing.	
		• Ongoing monthly meetings with the Downtown Community Court (DCC).	○ The COU has dedicated members who works with DCC Crown counsel as well as all other staff. ○ The GIS Inspector or designate attended DCC Steering Committee meetings and strategic planning sessions.	
		• Identify additional offenders who would benefit from services at the DCC, and work to enroll them within the respective programs that would best apply to them.	○ COU conducted monthly meetings where DCC criteria was discussed. New clients were reviewed and some ending up being accepted into DCC program.	
		• Increased community engagement by the Metro Teams.	○ The COU liaised with Metro Teams regarding the ReVOII portfolio and in terms of enforcement and condition compliance.	
4.2 Continue to leverage technology and intelligence to combat break-ins and theft.	☑☑☑	• Ongoing weekly Patrol District Crime Control meetings to discuss crime trends and targets.	○ The PCU attended meetings on a weekly basis, relaying specific targets in each district and modus operandi or suspect vehicles. ○ Patrol districts engage in weekly Crime Control Meetings where crime trends are shared with members for proactive patrols and projects through the Operational Command Centre (OCC).	IMPACT Province of BC RCIT Insurance Corporation of BC
		• Continue to leverage analytics to identify break and enter targets.	○ The PCU members had daily communication with the PCU analyst and Patrol District analysts to share information. ○ District analysts reviewed all reports and liaised with the PCU to identify persons of interest or crime trends, which are reported during the Resource Allocation Meeting (RAM), along with strategies for engagement.	
		• Ongoing active intelligence sharing through the Real Time Intelligence Centre (RTIC).	○ The PCU regularly posted bulletins through RTIC and the VPD intranet.	

			o The OCC continues to engage the RTIC whenever the additional databases may add value to a response or investigation or whenever information shared more widely in the region may add value.	
		• The Operations Command Centre (OCC) to continue to address real-time property crime concerns by promptly shifting or re-allocating police resources.	- o The PCU is working to streamline and develop efficiencies between the OCC and the PCU. The OCC is currently primarily used for frontline response. - o The OCC supplements information provided to responding police members and assists the Duty Officer and district supervisors with the re-allocation of resources based on city-wide assessments.	
		• Enhance the GeoDASH applications to increase real-time intelligence regarding the time and location of crime and related offenders.	- o The PCU utilized GeoDASH prior to in-person video canvassing and to analyse B&E trends in specific areas. - o Compstat Data Analysis and Statistics Hub (DASH) and Crime Control DASH are not used by the PCU for real-time support. - o GeoDASH collaboration is used to share photos and other related image with frontline members to assist in locating and apprehending offenders. - o VPD smartphones continue to be rolled-out to frontline members to enhance information sharing.	
		• Train investigators on advanced investigative techniques and technology.	o The ITAF completed a Fire Wire GPS Training Day in October 2023. The training included a classroom component which reviewed GPS operation and installations, and a practical teaching component that involved installations on a variety of vehicle types.	
		• Property Crime Unit (PCU) to continue to provide feedback to Patrol.	o The PCU regularly provided feedback through the chain of command, the District Analyst, or directly to the patrol member.	
		• Continue to monitor trends involving fraud and theft in the luxury auto industry and respond accordingly with projects.	o The PCU liaised with the Integrated Municipal Provincial Auto Crime Team (IMPACT) on auto theft trends and worked in conjunction with them when luxury vehicles are stolen in Vancouver.	
		• Work with partner agencies to implement legislative changes to help combat catalytic converter thefts.	o The PCU attended quarterly Multi-Jurisdictional Offender meetings connecting with property crime units throughout Metro Vancouver.	

			○ The GIS Inspector liaised with the Province of BC, insurance providers, and auto industry leaders to promote legislative changes. ○ Changes in government leadership has created obstacles as partners transitioned into new roles.	
4.3 Ongoing public education on property crime prevention.	☒ ☒ ☒	• Refresh public education campaigns to help owners better secure their homes.	○ The PCU continued to work with districts and the PA to increase public awareness of home security. ○ The PA delivered the social media campaign called Green Thumb Break and Enter to educate homeowners on how to secure their homes, even while they are just outside gardening. ○ Social media messaging was delivered by the PA to remind homeowners to secure their windows during hot weather.	BCAA BIAs Destination Vancouver ICBC Project 529 Private Security Companies
		• Deliver additional initiatives to educate the public to protect their mail and package deliveries.	○ The PCU and the ITAF updated media on parcel thefts (porch pirates) trends and arrests, and tips on how to prevent it. ○ The PA sent out social media posts at key times of the year. ○ The PA worked with the district analysts to respond to spikes in theft of mail and packages by creating awareness through Did You Know messages.	
		• Disseminate further auto crime education to inform the public how to best secure their vehicles, including mitigating theft of catalytic converters.	○ The ITAF shared information with mainstream media and social media through the PA. The ITAF partners with the Insurance Corporation of British Columbia (ICBC) and the British Columbia Automobile Association (BCAA) car share to provide info and assist in reporting crime. ○ The PA maintained an ongoing campaign throughout the year with Community Policing Centres' (CPC) ("Nothing to steal here but my sign. Please don't steal my sign"). ○ The PA worked with BLOs to educate vehicle valets on theft from auto.	
		• Continue to provide security tips to communities and businesses in areas hard hit with property crime.	○ The PCU utilized NPTs to reach out when business crime trends were identified. ○ DCIRS BLOs continue to work with Destination Vancouver around how to decrease street disorder and property crime in high tourist areas.	

			○ DCIRS BLOs continue to provide training to businesses and hotels around safety to assist in decreasing street disorder and property crime around their premises. ○ Total value of stolen bicycles recovered by Project 529 increased to \$721,700 in 2023. ○ The DCIRS continues to advocate for the registration of bikes on the Project 529 application. ○ To facilitate bike recoveries, the Project 529 app was added to Digital Evidence Management System (DEMS) devices. ○ Through social media, the PA directed members of the public to GeoDash on the vpd.ca to increase awareness about this technology. ○ The PA held a press conference to provide updates on Project Barcode.	
4.4 Improve public reporting of crimes to police, as well as police response and customer service.	☒ ☒ ☒	• Further streamline and enhance online crime reporting processes.	○ The Operations Support Unit (OSU) continues to work with partners to refine the online crime reporting (OCR) process, budget limits, etc. and promote awareness of OCR via BLOs and NPTs. ○ The VPD website is being improved, which will facilitate a better end-user experience.	E-Comm DCIRS Information & Communication Technology (ICT) Information Management Section (IMS) Languages in Motion
		• Continue to work with E-Comm to implement new processes and improve the timeliness of information dissemination.	○ The OCC Communications Sergeant continues to work collaboratively with E-Comm to assist with the implementation of their efficiency initiatives.	
		• OCC to further support frontline crime response by assisting Patrol with call management and resourcing.	○ The OCC developed intelligence and supplemented information provided to responding police members. ○ The OCC assists the Duty Officer and district supervisors with the re-allocation of police resources based on city-wide assessments.	
		• Advertise in multiple languages the importance of reporting crime, including within various diverse news publications.	○ The OSU has incorporated the services of Languages in Motion that provides access to interpreters for 200+ languages and 3-way phone conversations to better connect with the public.	
		• Continue to engage communities and businesses to encourage them to report crimes immediately.	○ BLOs are working in collaboration with the OSU, the Information & Communication Technology (ICT) Section and the Information Management Section (IMS) to adapt OCR to meet the needs of businesses and to encourage crime reporting.	

		• Manage, retrieve, and share digital files using the DEMS solution.	○ OSU is receiving DEMS training in preparation to receive digital evidence from the public.	
		• Solicit digital evidence submissions directly from members of the public using the DEMS application.	○ To be implemented after OSU training.	
		• Leverage the Drone First Responder Program to enhance public and member safety by providing real-time observations of in-progress calls and as a platform to capture digital imagery.	○ The RPAS program continues to develop and is used whenever possible to provide live, high-quality video of unfolding incidents to better inform frontline response and improve subsequent investigations through enhanced evidence capture. ○ Staffing increases in early 2024 will allow for expanded hours of pilot/program coverage and testing/implementation of software to improve the use of RPAS in a DFR capacity.	
4.5 Proactively tackle hate-based property offences and other mischiefs.	☒ ☒ ☒	• Ongoing Patrol efforts in areas heavily targeted with hate-based property offences.	○ Hate-based incidents are reviewed by DCIRS Hate Crimes detectives. Where a series or proliferation of incidents are identified, appropriate resources are implemented. ○ DCIRS Hate Crimes detectives offer victim support services to all victims impacted by hate-based incidents. ○ Hate motivated graffiti files are reviewed by the DCIRS Graffiti Examination Officer and Hate Crimes detectives. Where necessary, investigative guidance is provided. Once evidence is gathered, DCIRS staff work with the CoV to ensure the graffiti is promptly removed. ○ DCIRS members sit on the Uplift Chinatown Pilot Working Group to reduce and address incidents of hate-based property offences in Chinatown.	BIA CoV Uplift Chinatown Pilot Working Group
		• Ongoing Neighbourhood Police Team (NPT), Bike Patrol, Community Police Centre (CPC), and Community Crime Watch (CCW) patrols in areas heavily targeted with hate-based property offences and other mischiefs.	○ DCIRS members work with CPC staff to coordinate community clean-up initiatives, including graffiti paint overs and general beautification. ○ DCIRS members in collaboration with Uplift Chinatown worked to orchestrate community clean-ups.	
		• Continue to utilize various investigative techniques to assist with deterring and capturing offenders.	○ The PCU continually utilized the TSS for a wide range of techniques from surveillance to covert options. ○ The DCIRS collaborated with the Digital Forensics Unit to install cameras at religious institutions impacted by hate-motivated graffiti.	

			○ DCIRS staff have assisted businesses in acquiring grant money to support purchase and installation of security equipment.	
		● Ongoing targeted enforcement on active and known targets.	○ PCU investigators monitored crime trends and prolific offenders to focus enforcement. ○ DCIRS Hate Crimes detectives routinely work with patrol to prepare judicial authorizations related to hate-motivated offences. The information gathered supports requests for charges.	
		● Further develop public awareness campaigns related to hate-based property offences and other mischiefs.	○ The PCU engaged the PA to ensure the public is informed and are reporting offences. ○ The DCIRS Graffiti Examination Officer is working to develop a pilot project that allows Chinatown businesses the opportunity to report graffiti through a direct reporting number. Calls for service to be created by OSU.	
		● Further engage the community and businesses to educate them on mitigating incidents of mischief.	○ DCIRS BLOs work closely with BIAs to provide education related to property offence reporting. ○ DCIRS BLOs are working to increase online reporting categories to streamline and speed up the reporting processes.	

2023 Strategy 5: Work to prevent and combat cybercrime and financial crime.

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
5.1 Enhance public awareness of cybercrime or cyber threats.	☑☑☐	Continue to regularly post cyber threat prevention educational material on social media.	- The CU regularly provided ideas for tweets to educate the public about scams that are occurring in Vancouver. - During cybercrime prevention week, the PA generated social media content directing people to appropriate resources.	Anti-Corruption Crypto Currency conference FBI HSI US Secret Service RCMP National Cybercrime Coordination Unit (NC3) CBSA Canadian Anti-Fraud Agency BBB BIA
		Continue to engage businesses and provide them with cybercrime prevention tips.	- The CU Sergeant spoke at the Anti-Corruption Cryptocurrency conference in Vancouver. - The CU conducted three information sessions at senior facilities to help educate them on how to not fall prey to cyber scams. - The PA worked in conjunction with the BLOs to address issues as they arose.	
		Ongoing participation in cybercrime prevention month.	- The CU provided a list of relevant and updated material for the PA to post on X (formerly Twitter) for Cyber Awareness Month (October 2023). - The PA delivered consistent ongoing messaging through social media platforms.	
5.2 Further the VPD's ability to conduct cybercrime investigations.	☑☑☐	Provide additional advanced cybercrime training to cybercrime investigators.	Two members of CU have now completed the Cryptocurrency Investigators Course that is offered by Calgary Police Service (CPS) and Chainalysis.	BCMUP Binance BC RCMP CPS Chainalysis ECC FBI Homeland Security NC3 NPS US Secret Service RCMP
		Cybercrime investigators to continue to assist other investigators and Patrol members with various investigations that have a cybercrime component.	CU supported all units within the department with any files that had a cybercrime element.	
		The Cybercrime Unit to further conduct independent self-initiated projects.	Although CU is a primarily an investigative support unit, they assumed responsibility over identified files depending on resource considerations and disclosure or court demands.	
		Continue to catalogue all discreet and covert online profiles for use across the Department.	The CU presented at a one-day workshop on best practices regarding discreet and covert online accounts. An internal bulletin with this information was provided to all members and members continue to receive ongoing training in this area.	

		• Continue to develop partnerships with the service provider for crypto currency tracing software.	○ The CU has now developed strong relationships with Chainalysis as well as with Binance, which is a major cryptocurrency exchange.	CBSA Europol Crown counsel
		• Continue to build relationships with policing partners, including the RCMP's National Cybercrime Coordination Unit (NC3).	○ The CU continues to reach out to other private and public sector institutions to build strong mutual relationships, such as the British Columbia Securities Commission (BCSC), the RCMP, the CPS, Homeland Security, the Federal Bureau of Investigations (FBI), and the NC3.	
		• Ongoing participation in provincial and national cybercrime committees and working groups.	○ The CU Sergeant currently sits on the E-Crime Cyber Council (ECC), National Police Service (NPS), and the newly formed Crown/Police Cybercrime group based out of the BC RCMP. ○ The GIS Inspector sits on national ECC and attended committee meeting in Montreal in the fall of 2023.	
5.3 Enhance public awareness of financial crime or fraud.	☑☑☑	• Continue to leverage social media to raise awareness of anti-fraud education programs.	○ The FCU put forward numerous public notifications and media releases, many of which were through VPD social media, on frauds and scams. ○ The PA advertised the Senior Scam Prevention Program and created videos demonstrating grandparent scams. Both were delivered on social media platforms.	City of Vancouver Canadian Bankers Association IAFCI (International Association of Financial Crime Investigators) Financial Abuse Investigators Action Group BBB Sunset Community Centre
		• Further promote fraud awareness to vulnerable and marginalized groups.	○ The FCU Sergeant participated in a presentation to vulnerable seniors at Sunset Community Centre ○ The FCU conducted presentations at care homes to vulnerable groups. ○ DCIRS staff continue to participate in door-to-door delivery of information around scams targeting seniors of racialized backgrounds with specific focus to the Chinese community. ○ DCIRS staff assisted in delivering workshops to Indigenous seniors related to online scams, fishing phone calls, and online safety. ○ The DCIRS and the SIS presented to both cohorts of the New Kids program in the spring and fall around online safety and cybercrimes. ○ The PA supported the CPCs with community meetings targeting fraud awareness.	

		• Further engage businesses to provide them with fraud prevention tips.	○ The FCU worked with the BLO and conducted an in-person presentation on fraud prevention to Royal Bank of Canada. ○ The PA continuously updates the VPD website with relevant fraud prevention tips. ○ Resources were offered through social media and the BLOs.	
		• Ongoing participation in fraud prevention month.	○ The FCU participated in fraud prevention month by strategically highlighting topical frauds or scams to enhance public awareness. ○ Through social media messaging, the PA supported national and local fraud prevention initiatives.	
5.4 Investigate cryptocurrency scams and money laundering.	☒ ☒ ☐	• Financial Crime Unit (FCU) and Cybercrime Unit to continue to collaborate on crypto currency investigations.	○ The FCU worked with Cybercrime Unit (CU) on the tracing of cryptocurrency in investigations.	BCSC GPEB US Secret Service FINTRAC Canadian Anti-Fraud Centre RCMP - FSOC Association of Certified Anti-Money Laundering Specialists (ACAMS)
		• FCU and Cybercrime Unit to further guide Patrol Teams in relation to crypto currency scams and money laundering.	○ The FCU gave ongoing guidance and direction to patrol for cryptocurrency scams and money laundering investigations.	
		• Continue to engage other policing and partner agencies to collaborate and share intelligence on current trends.	○ The FCU referred files to BCSC that are purely investment related scams. ○ The FCU worked with United States (US) Secret Service and Federal RCMP partners in Financial Integrity.	
		• FCU to continue to dedicating a position to investigating money laundering.	○ The FCU Sergeant attended training conference on money laundering. ○ Money laundering investigations were shared throughout FCU to learn further on best practices.	
		• Ongoing collaboration with the provincial Gaming Policy Enforcement Branch (GPEB) in response to money laundering in casinos.	○ The FCU regularly attended the GPEB monthly meetings to enhance collaboration in response to money laundering investigations. ○ The FCU received intelligence on potential suspects involved in money laundering activities in casinos.	

Appendix D – Community Well-Being

Goal: COMMUNITY WELL-BEING Champions – Superintendent Howard Tran and Acting Superintendent Matt Harty				
2023 STRATEGY 1: Work with partners to address social and health issues that impact public safety.				
ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
1.1 - Continue to collaborate with health partners to improve outcomes for those living with mental health conditions and substance use disorders.	☒ ☒ ☒	Ongoing monthly meetings with health partners to coordinate care for those experiencing mental health and substance use disorder issues.	The MHU continues to attend monthly Project LINK meetings with representatives from Vancouver Coastal Health (VCH), Providence Health Care (PHC), Provincial Health Services Authority (PHSA), British Columbia Ambulance Service (BCAS), and other related partner agencies. These meetings focus on strategizing and addressing inefficiencies by examining incidents of note. This is accomplished by reviewing the Assertive Community Treatment (ACT) Team, the Assertive Outreach Team (AOT) workload, and the hospital wait time dashboards.	BCAS PHC PHSA Project Link Safer Communities Action Plan VCH VPB
		Report back annually on mental health outcomes to the Vancouver Police Board (VPB) and to the Boards of Vancouver Coastal Health (VCH) and Providence Health Care (PHC).	- The VPD reports at the annual Project LINK Joint Board Meeting on mental health outcomes to the VPB, VCH, and PHC boards. The last joint meeting took place on February 12, 2024. - ACT clients, one year after intake, have 42% fewer emergency room visits, 51% fewer days in hospital, and 31% fewer negative police contacts than the preceding year. - AOT clients, one month after intake, have 48% fewer emergency room visits, 58% fewer days in hospital, and 68% fewer negative police contacts than the preceding year.	
		Continue to identify and implement processes to improve hand-off procedures between police, BC Ambulance Service (BCAS), and hospital staff of VCH, PHC, and Provincial Health Services Authority (PHSA).	The Youth Services Section (YSS) management regularly liaised with BCAS management to discuss wait-times and incidents where specific concerns or challenges had been identified.	

			○ The MHU attended weekly “huddle” meetings with the supervisors for ACT, AOT, and Car 87/88 to strategize better hand-off procedures among the mental health programs. ○ The MHU attended quarterly Risk Management Working Group meetings and monthly Link meetings with senior leadership from all three health authorities, the British Columbia Emergency Health Services (BCEHS), and the Integrated Protection Services which provides hospital security for staff and infrastructure.	
		• Facilitate support for supportive housing sites.	○ The MHU frequently engaged with the Operations Division and provided direct mental health input or guidance to the frontline staff on best practice. When it has been deemed necessary, the MHU has provided guidance to the Operations Division (OPS) to clarify policy related to the MHA. This includes calls generated at supportive housing sites.	
		• Mental Health Unit (MHU) to provide additional updates and training to VPD members regarding mental health initiatives.	○ The MHU often supported OPS with medical and mental health input relating to mental health calls for service. ○ The MHU provided additional support to OPS by taking custody of patients at hospital, when possible, thereby enabling frontline members to resume patrol duties. ○ Two mental health nurses are fully embedded within the VPD's OCC. Enabling calls for service, with a mental health component, that do not require a police response to be diverted to more appropriate community resources, such as the Moderate De-Escalation Team.	
		• MHU to provide ongoing support to Patrol officers.	○ The MHU supported OPS by taking conduct of mental health related incidents. ○ The MHU reviewed all OPS files with a mental health factor and any other files that were sent to them.	
1.2 - Continue to collaborate with health partners to increase efficiencies related to hospital admissions and	☒ ☒ ☐	• Ongoing quarterly collaborative meetings with all partners to work to improve organizational efficiencies.	○ MHU and YSS management attended scheduled weekly, monthly, and quarterly meetings with various working groups to collaborate on strategies to improve efficiencies in all aspects of mental health calls for service.	BCACP BC Ministry of Public Safety and Solicitor General HealthIM PHC
		• Report back annually on health care efficiency improvements to the Vancouver Police Board (VPB)	○ The VPD reports at the annual Project Link meeting on mental health outcomes to the VPB, VCH, and PHC	

transfers and wait-times.		and to the Boards of Vancouver Coastal Health (VCH) and Providence Health Care (PHC).	boards. The 2023 outcomes were reported at the February 2024 meeting. ○ To address health efficiencies, the VPD has been working with British Columbia Association of Chiefs of Police (BCACP) and BC Ministry of Public Safety and Solicitor General (BC Police Services) to implement HealthIM.	VCH PHSA BCAS PSSG
		• Continue to liaise with outside police agencies in relation to mental health initiatives.	○ The MHU frequently liaised with outside agencies to share information on clients to enhance monitoring and support. ○ The MHU worked collaboratively with other police agencies towards common mental health initiatives and best practices.	
1.3 - Expand the capacity of the MHU.	☑☑☐	• Deploy 11 additional MHU officers.	○ One MHU sergeant position and four constable positions have been created. The remaining six constable positions are anticipated to be created by Human Resources (HR) in 2024.	CoV VCH
		• Integrate new MHU officers with resources committed to VCH for community-focused peer-led health teams.	○ The MHU hired and trained ten new constables to work in the ACT, AOT, and Car 87/88 programs.	
		• Integrate two VCH clinical staff into the Operations Command Centre (OCC) for mental health call diversion to community services.	○ Two VCH clinical staff were integrated into the OCC in mid-June, 2023. As of December 31, these two nurses had reviewed 1,243 calls for service, of which, 54.7 percent were diverted from being dispatched to a patrol unit.	
1.4 - Establish an evidence-based mental health screening and assessment tool for use by frontline officers.	☑☑☐	• Secure funding from the provincial government for the HealthIM screening and assessment tool.	○ When the VPD chaired the BCACP Mental Health & Addictions Committee, it was able to secure provincial funding for implementation of HealthIM.	VPB BCACP HealthIM Province of BC VCH PHC PHSA PRIME-BC Province of BC RCMP
		• Coordinate on this process with VCH, PHC, and PHSA.	○ VCH, PHC, and PHSA are currently engaged by BCACP and are assessing the program and conducting a privacy impact assessment (PIA). All three health partners will be engaged by VPD in 2024 when it is appropriate to work on coordinating processes and implementation.	
		• Draft a Privacy Impact Assessment.	○ The VPD's PIA for HealthIM is in progress.	
		• Work with Information & Communication Technology Section (ICT) and the Police Records Information Management Environment British Columbia (PRIME BC) to implement this process	○ Meetings are scheduled to occur in early 2024 where a VPD Project Team will be identified to participate. This will include numerous VPD sections including, but not	

			limited to, the ICT section, PRIME Management Unit (PMU), the Education & Training Unit, IPU, and OPS.	
		• Train frontline staff on the HealthIM tool.	○ Training of frontline staff will occur after initial program implementation.	
		• Conduct analysis and report-back to VPD Executive, Vancouver Police Board (VPB), the Province, and health partners.	○ The VPD engaged in ongoing analysis of HealthIM with the Project Team focusing on the development and implementation of this program. Progress reports will be delivered throughout this process.	
1.5 - Continue to work with the CoV to assist people without housing and shelter.	☑☑☑	• Ongoing regular communication with people who lack housing and support.	○ A new Homeless Outreach Officer (HOO) was appointed in the first quarter of 2023. ○ The HOO provides daily outreach to those experiencing homelessness, including those in encampments and persons identified through patrol contacts. ○ The HOO provides contact information for appropriate resources and services.	Carnegie Outreach Services Community Outreach Team CoV Ministry of Social Development and Poverty Reduction Parks Board Vancouver Aboriginal CPC VCH VFRS
		• Continue to refer people without housing to support resources.	○ Contacts continue to be made with VCH, the CoV, Carnegie Outreach Services, CoV Parking Enforcement, and the Ministry of Social Development and Poverty Reduction. ○ The HOO liaises with patrol members and the Problem Premises Coordinator (PPC) to assist with situations with homeless populations. ○ The HOO continues to liaise with other police jurisdictions to mutually assist, and exchange information regarding the homeless population. ○ The VPD, along with community partners at VCH, have identified solutions to reduce barriers and facilitate access to supportive housing, mental health support, and addictions treatments.	
		• Provide additional attention and support to people without housing during extreme weather.	○ The HOO monitors homeless needs during extreme weather and provides appropriate resources and support as needed. ○ The Neighbourhood Police Officer (NPO) assigned to the Vancouver Aboriginal CPC worked with its staff to administer a clinic for low-income persons seeking Provincial grant monies to acquire air conditioning units.	

		• Collaborative responses to encampments.	○ The PPC and HOO work with Neighbourhood Policing Team (NPT) and patrol members to coordinate response to homeless encampments. This includes, but is not limited to, collaboration with CoV, Vancouver Fire Rescue Services (VFRS) and Vancouver Board of Parks and Recreation (Parks Board).	
1.6 - Engage and support equity-deserving individuals and agencies.	☒ ☒ ☒	• Ongoing regular communication with people who lack housing and support.	○ The Indigenous Protocols Officer (IPO), the HOO and the Staff Sergeant of the Diversity, Community & Indigenous Relations Section (DCIRS) continue to work with the Indigenous community on a special sub-committee from the CoV to identify housing for Indigenous men seeking long-term support for addictions, mental health, and supportive housing.	ADVPDAC CoV Directions Youth Centre IAC Killarney Community Centre Kops for Kids SisterWatch VPD Community Fund VPF
		• Resume quarterly Lunch with the Chief events in the Downtown Eastside (DTES).	○ A Lunch with the Chief session was held on December 13, 2023, at the Directions Youth Centre – an agency that supports Vancouver's highest risk street entrenched youth.	
		• Ongoing participation in SisterWatch, the Indigenous Advisory Committee (IAC) and the African Descent VPD Advisory Committee (ADVPDAC).	○ SisterWatch completed its two final general meetings in the last two quarters of 2023, including a holiday gathering bringing together community members with the VPD Executive and various frontline members. ○ A new committee was created in Q4 supporting the Two-Spirited, Lesbian, Gay, Bisexual, Transgender, and Queer + (2SLGBTBQ+) community. This committee met twice in Q4 with eight community participants. Topics for meetings included community safety, Body Worn Cameras (BWC), program development, and methods to increase crime reporting.	
		• The Women's Personal Safety Team to hold additional specific personal safety training sessions for equity-deserving individuals.	○ The VPD WPST celebrated their 10th anniversary with 20 workshops in 2023, presenting to almost 700 women in the community. ○ A second safety presentation was delivered in Cantonese at the Killarney Community Centre. ○ The Filipino Consulate requested a presentation from the WPST in December.	
		• Continue to engage VPD employees to donate personal care items to equity-deserving individuals through the Shoebox Project.	○ Funded annually by the Vancouver Police Foundation (VPF), the Shoe Box project assisted over 50 women in the DTES with care packages for the holidays. Twenty-	

			six VPD employees assisted with purchasing, wrapping, and delivering gifts. ○ The Sex Industry Liaison Officer (SILO) received \$17,000 in funding from the Kops for Kids fund, the VPF, and the VPD Community Fund to purchase hampers and toys for those in need. ○ 150 hampers were wrapped and delivered to vulnerable women in the DTES and over 200 toys to kids in need at local elementary schools.	
2023 Strategy 2: Mitigate the impact of organized crime in relation to the ongoing opioid crisis.				
ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
2.1 - Continue to target organized crime groups and the increasingly toxic local drug supply.	☑☑☑	• Ongoing enforcement of organized crime groups that are manufacturing and trafficking toxic drugs.	○ The Organized Crime Section (OCS) has focussed its efforts on targeting organized crime groups involved in the manufacturing and high-level trafficking of toxic substances. In 2023, OCS had numerous successful high-level investigations. ○ With Project Toluene, OCS targeted an organized crime group operating a sophisticated fentanyl clandestine laboratory. Nearly 28 kilograms of high purity fentanyl (worth an estimated \$8 million) and over \$350,000 in cash were seized. The fentanyl lab, which was contained inside of a house in a residential neighbourhood, was successfully dismantled and remediated. ○ With Project Torque, OCS targeted a CoV based crime group, where investigators seized over 200 kilograms of drugs (worth an estimated \$13 million), seven firearms, and nearly \$500,000 in cash.	CFSEU-BC
		• Ongoing patrol-based projects to target organized crime groups and/or persons trafficking toxic drugs.	○ Throughout 2023, the OCS has worked collaboratively with patrol officers to combat and investigate persons and groups involved in drug trafficking. This has included providing investigative support, guidance on projects and investigations, training regarding drug investigations, and expert reviews to support the pursuit of criminal charges.	
2.2 - Continue to advocate for an	☑☑☑	• Ongoing participation on the Provincial Joint Task Force on Overdose Prevention and Response.	○ The VPD regularly participates in the Provincial Joint Task Force on Overdose Prevention and Response.	BC Coroners Service

approach to substance use that utilizes all Four Pillars - harm reduction, prevention, enforcement, and treatment.			Given the amplitude of this crisis in Vancouver, where overdose deaths typically double the provincial average, standing participation to this group includes three VPD senior leaders - Deputy Chief Constable Wilson, Superintendent Lisa Byrne, and Inspector Phil Heard.	VCH PHC PHSA CACP BCACP
		Continue to provide expertise and guidance to community and government partners on actions to respond to the overdose crisis.	- The VPD regularly shares information on trends, investigations and successful strategies with other police agencies, government, and health partners. - On a weekly basis, the VPD shares information with partners on the number of suspected overdose deaths to ensure community warnings can be issued and that partners are aware about changes in the toxicity of the local drug supply.	
		Continue to collect and submit drugs for the BC Coroners Service to assist in determining the cause of death in fatal overdoses.	- Throughout 2023, VPD officers continued to collect suspected toxic drugs and submit them for forensic analysis to support BC Coroners Service in the investigation of suspected overdose deaths. - In late 2023, the VPD and the BC Coroners Service worked collaboratively on a pilot project to further expedite the analysis and report back on toxic drugs at the scene of suspected overdose deaths.	
		Continue to work with partners on implementing decriminalization of drugs for personal use.	- The VPD is one of two co-chairs for the BCACP on decriminalization. The work of the VPD supported the implementation of the federal decriminalization exemption in BC on January 31, 2023. - The VPD continues to have a significant voice at the provincial and national level via the Canadian Association of Chiefs of Police (CACP) where Deputy Wilson is the co-chair of the national Drug Advisory Committee.	
		Work with community and government partners to further safe supply.	- The VPD was a leader in policing as one of the very first police agencies in North America to advocate for safe supply, in recognition of the fact that the ongoing overdose crisis is fuelled by the toxicity of the illicit drug supply. - The VPD regularly hosts police agencies and health leaders from within and outside of Canada, who wish to learn from VPD's Four Pillars approach, which includes its support of medically prescribed and administered safe supply.	

2023 Strategy 3: Work with partners and the community to address social disorder issues that affect public safety and quality of life.

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
3.1 - Ongoing officer visibility in street disorder hotspots.	☑☑☑	• Ongoing deployment of Neighbourhood Policing Teams (NPTs) as needed to address street disorder in neighbourhood 'hotspots'.	○ The Patrol District 1 NPT has been able to deploy to hotspots in consultation with the District Analyst and BIAs. ○ Regular NPT enforcement deployments to recreational vehicle and vehicle encampments in Vancouver. ○ The NPTs worked with Vancouver City Engineering and Park Rangers to significantly reduce vehicle and tent encampments.	BIAs CoV
		• Neighbourhood Police Officers (NPOs) to maintain regular communication with District Commanders regarding community concerns such as street disorder.	○ Weekly priorities are identified at Crime Control and Resource Allocation Meeting (RAM) and communicated to patrol and the NPT.	
		• Continue to regularly deploy foot patrols in identified 'hotspots'.	○ District 1 has deployed Project Ataraxy to combat street disorder in and around the Overdose Prevention Site at 1100 Seymour St. Proactive policing has increased calls for service by 45%. ○ Enhanced foot patrols have been implemented at Joyce-Collingwood and Commercial-Broadway SkyTrain stations to further ensure public safety and combat property crime.	
3.2 - Ongoing liquor enforcement to prevent disorder issues.	☑☑☑	• Continue to deploy weekend specific liquor enforcement shifts (LIMA) in the Granville and Gastown Entertainment areas.	○ Additional staffing was deployed to provide public safety for the large crowds in the downtown core on New Year's Eve.	LCRB CoV
		• Enhance police presence in and around city beaches during the summer months to minimize liquor-related issues.	○ The Beach Patrol Team was deployed in District 4 during the summer months and worked with the Parks Board to manage liquor enforcement related to expansion of 'Alcohol in Parks Program 2023'. ○ District Commanders continue to meet with Parks and Recreation staff regarding the drinking on the beaches pilot project.	
		• VPD Liquor Coordinator to continue to work with the Liquor and Cannabis Regulation Branch (LCRB) and the CoV's Business Licenses Coordinator to monitor liquor licensing compliance.	○ The VPD's Liquor Coordinator continues to conduct regular joint inspections with LCRB Inspectors of license premises. ○ Liquor Coordinator liaises with other frontline members to identify infractions and forwards them to LCRB.	

			o Liquor Coordinator forwards all intelligence to appropriate sections/members, i.e. Gang Crime Unit (GCU) and PPC.	
3.3 - Ongoing community policing efforts to address disorder issues.	☒ ☒ ☒	• Continue to work closely with various community groups to address neighbourhood safety issues.	- o District 1 is working with the four BIAs in the downtown core to coordinate responses to public safety issues. - o VPD members liaised and met with the community through CPCs, BIAs and 'Coffee with a Cop'. - o Business Liaison Officers (BLOs) continues to work with the Retail Council of Canada (RCC) and the National Retail Task Force to coordinate a response to violent shoplifting. This coordination resulted in the creation of Project Barcode 4. - o Project Barcode 4 took place between November 30 and December 15. Multiple retailers participated, 31 weapons were seized, and \$102,455 in stolen merchandise was recovered from a total of 268 arrested persons. - o The BLOs continue to liaise with NPTs and the Property Crime Unit (PCU) to identify prolific offenders at hotels and businesses. - o The BLOs are working with the DTES BIA running trespass prevention programs continuously. - o As of December 2023, all BIAs in Vancouver are running trespass prevention programs. - o The BLOs continue to work with local businesses to develop relevant safety and crime prevention presentations and programs.	BIAs CoV RCC
		• Ongoing volunteer community clean-ups and other activities to beautify neighbourhoods and prevent street disorder.	- o In partnership with the CoV, the DCIRS continues to participate in enforcement and rejuvenation projects. - o Ongoing collaboration, specifically with the Chinatown BIA, the Chinese community, and other community organizations, to create safer spaces and decrease disorder.	
		• Ongoing community volunteer-based patrols to identify and report street disorder.	o District 1 BIAs are actively reporting on crime and disorder issues that came forward during their patrols to NPT.	
		• Support the establishment of the new Mount Pleasant Community Policing Centre.	o The grand opening of the Mount Pleasant CPC took place in September 2023.	

			○ The District 3 NPT is committed to liaise and work with the MPCPC and has also established an onsite office at the South Vancouver CPC.	
		• Ongoing Community Crime Watch (CCW) volunteer patrols on Friday and Saturday nights in various Vancouver neighbourhoods to report suspicious activities.	○ The NPT investigated serial property related investigations (commercial B&Es, mischiefs and thefts) targeting repeat offenders resulting in several arrests and a reduction in property crime. A serial voyeur was identified and arrested. ○ CCW volunteers continue to be deployed in hotspot areas to be the eyes and ears of the NPO. As of the end of 2023, there were 65 CCW Volunteers, with ongoing recruiting occurring.	
3.4 - Work to manage the negative impact of street vending.	☑☑☑	• Ongoing regular meetings with CoV representatives and the managers of the sanctioned Downtown Eastside (DTES) Street Vending Market.	○ The DTES Market moved to indoor site at 305 Main St on December 11th. ○ The VPD continued to deliver enhanced public safety to the Street Vending Market throughout the transition to the new model.	CoV
		• Ongoing inspections of the DTES Market to deter the sale of stolen items.	○ The old DTES Market closed on August 31. ○ Non-sanctioned vending has moved onto the sidewalk outside.	
		• Ongoing daily patrols in the DTES by Beat Enforcement Team (BET) officers to manage street vending activities.	○ Patrols by BET continued to be conducted in the DTES. ○ Additional street vending call-out members are deployed to the block where the Street Vending Market is located to increase visibility and restore public order. ○ Daily patrols continue to be conducted by CoV decampment teams. ○ A reduction of disorder in the block where the Street Vending Market was noted.	

2023 Strategy 4: Safely manage public demonstrations.

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
4.1 - Ongoing communication with demonstration organizers and community members.	☑☑☑	The Planning Assessment Team (PAT) to continue to engage in communication with demonstrators and community members before, during, and after demonstrations.	The PAT regularly liaised with various community groups obtaining rally goals, march routes, and information on successive events.	
		Actively outline legal parameters while promoting the VPD's role in facilitating safe and peaceful demonstrations.	The PAT regularly liaised with various community groups, providing boundaries to groups for lawful protest actions and locations. This reduced civil unrest at protests.	
		Ongoing collaboration with the Diversity, Community & Indigenous Relations Section (DCIRS) to assist with outreach and engagement of the Indigenous community.	- The PAT regularly liaised with various community groups this year, including organizers from the Iranian Women's March, Freedom Rally, and World Cannabis, along with pro-democracy Chinese groups, Indigenous women, pro-Palestine groups, and the Jewish community. Proactive communication, often on a first name basis, has reduced civil unrest at protests. - In 2023, the VPD has supported over 200 members participating in sweat lodge ceremonies and canoe journeys in partnership with Indigenous communities in the Metro Vancouver area. - VPD now offers increments to members who participate in sweat lodges.	
4.2 - Ongoing collaboration with public safety and community partners.	☑☑☑	Continue to provide support to businesses and organizations affected by demonstrations.	The DCIRS and the Investigation Division partnered to conduct business outreach during the Israel-Hamas conflict.	CoV Community – Industry Response Group (C-IRG) VFRS MVTP
		Continue to regularly share information on Vancouver protest activity with partner agencies.	- The Emergency & Operational Planning Section (EOPS) regularly shares information with other large police departments, including Calgary, Edmonton, York, Ottawa, and Toronto. - Provincial bi-weekly meetings were initiated in 2023, followed by national bi-weekly meetings during the Israel-Hamas conflict.	
		Ongoing meetings with Metro Vancouver public safety partners to share intelligence and collaboratively prepare for public demonstrations.	The EOPS and PAT regularly share information on local protest events with other policing partners.	

		• Continue to work closely with other first responders such as Vancouver Fire Rescue Services (VFRS) in managing demonstrations.	○ The VPD submits weekly police of jurisdiction reports to BC Police Services, which is shared with BC police agencies. ○ The VPD and the VFRS attended Public Safety Unit (PSU) training three times per year and work collaboratively during major event deployments as required, including Celebration of Light, Pride, and various protests.	
4.3 - Enhance patrol member training and awareness in managing public demonstrations.	☒ ☒ ☒	• EOPS to continue to provide support to frontline members and Duty Officer during planned and unplanned demonstrations. • Continue to inform Patrol members on the public demonstrations occurring in the city, including providing information on relevant legal considerations. • Continue to inform Patrol members on demonstration protocols relating to the Indigenous community. • Deliver additional protest response training for Patrol members in accordance with VPD public demonstration tactics and guidelines. • Facilitate ongoing training for the Public Safety Unit (PSU). • Encourage additional members to enroll in the PSU.	○ The Department Operations Centre (DOC) was activated and enhanced Metro Teams were deployed in response to frequent, unannounced Israel-Hamas conflict protests. ○ The EOPS regularly provided intelligence updates on protest activity to patrol via bulletins, OCC emails, and combined parade briefings. ○ An ILO is deployed during certain protests to ensure a strong community connection with an Indigenous element, such as during to the Hastings Street Decampment project in April 2023 ○ PSU Cycle training in 2023 did not occur. ○ Members were provided with training at each deployment on establishing lines and using 'go-bag' protective equipment. ○ In-service annual PSU training occurred in April and May, with all PSU members re-certifying, including K9, VFRS, and VPD Commanders. ○ In-service annual Basic PSU training was hosted in February 2023 with 26 new patrol members joining the PSU.	
4.4 - Enhance data collection in relation to demonstrations.	☒ ☒ ☒	• Regular use of social media tools to research demonstrations activities and enhance knowledge of trends within the various protest communities. • Analyze data that is collated on different protest types and demonstrations.	○ The PAT proactively monitors local and national trends to recommend enhanced deployments in Vancouver. ○ The EOPS documents all protests and provides internal reports, daily updates, weekend forecasts, weekend reviews, weekly forecasts, as well as external weekly Public Order reports to BC Police Services.	CAU CoV

		• Increase capacity to plan for demonstrations in advance.	○ The EOPS positions are staffed, including several accommodated people on-loan to support event planning.	
		• Continue to monitor arrests and prosecutions.	○ The EOPS and Investigation Bronze Commander tracks files with protests related charges though the courts during DOC activation.	
4.5 - Continue to work with various levels of government to enhance public safety in relation to demonstrations.	☑☑☑	• Ongoing participation on the Provincial Committee on demonstrations.	○ EOPS managers participate in monthly meetings with BC Police Services, and information is subsequently shared with BC police agencies.	BC Police Services BCACP BCPS CACP CoV Ministry of Public Safety and Solicitor General
		• Continue to work with CoV to support VPD efforts during demonstrations.	○ EOPS regularly liaised with CoV security regarding known protests targeting City Hall, and to discuss shared boundaries for lawful protest actions, private security, and police duties.	
		• Continue to work with government partners to implement better tools for police while dealing with demonstrations.	○ During the monthly meetings with Police Services, enhanced tools for dealing with demonstrations are discussed.	
		• Continue to work with BC Prosecution Service (BCPS) to enhance conditions and sentencing during arrests.	○ EOPS and Investigation Bronze Command liaised with BCPS to ensure complete investigations and suitable charges were pursued in relation to unlawful protest activity.	
		• Work with BCPS to enhance processes to improve criminal charge investigations for unlawful demonstrations.	○ As above.	
2023 Strategy 5: Ongoing enforcement and education action to combat unsafe road behaviour.				
ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
5.1 - Ongoing coordinated participation in provincial road safety enforcement campaigns.	☑☑☑	• Participate in a High-Risk Driving campaign (spring).	○ The High-Risk Driving Campaign took place in May 2023. A total of 1,233 violation tickets were issued.	CN Garage 529 ICBC CACP BCACP Traffic Safety Committee Road Safety BC
		• Participate in a Railway Safety campaign (fall).	○ The Traffic Section participated in Rail Safety Week in September 2023, conducting enforcement in partnership with the Canadian National Police Service.	
		• Participate in an ICBC sponsored Cycling Safety campaign (Spring and Summer)	○ There was no ICBC sponsored Cyclist Safety campaign due to schedule conflicts. ○ The Traffic Section participated in “Light the Night Right” on October 1st and 3rd, 2023 along the Arbutus Greenway and the Adanac Bike Route at Woodland	

			Park. Bicycle light sets and reflective decals were provided to cyclists. ○ The Traffic Section partnered with CPC volunteers for "Light the Night Right" to help cyclists register their bicycles with Garage 529.	
		• Participate in an ICBC sponsored Pedestrian Safety Campaign (fall).	○ The Traffic Section participated in the ICBC Pedestrian Safety campaign launched in October 2023, distributing reflectors and educating about pedestrian safety.	
		• Participate in a Distracted Driving campaign (spring and fall).	○ The Traffic Section participated in the Distracted Driving campaigns in March and September 2023. A total of 1,534 violation tickets were issued for distracted driving.	
		• Participate in an Occupant Restraint campaign (spring and fall).	○ Occupant Restraint campaigns were conducted in March and September 2023, resulting in a total of 21 violation tickets issued.	
		• Undertake a Speed Relative-to-Conditions campaign (fall).	○ The Drive Relative to Conditions campaign resulted in 386 violation tickets issued.	
		• Conduct over 20 CounterAttack roadblock deployments (summer and winter).	○ A total of 20 of summer and winter CounterAttack roadblock deployments were conducted in 2023.	
		• Participate in national road safety campaigns with the Canadian Association of Chiefs of Police (CACP).	○ The Traffic Section participated in the Canada Road Safety Week (May 14 – 20, 2023) and Operation Impact (October 6 – 9, 2023) focusing on impaired driving, distracted driving, aggressive driving, and seatbelt offences.	
5.2 - Ongoing intelligence-led enforcement action at high collision and other strategic locations.	☒ ☒ ☒	• Ongoing monthly meetings to review relevant data within each Traffic Enforcement Team (TET).	○ The Traffic Section Inspector has monthly meetings with the Traffic Analyst to review month end activity reports. ○ Meetings are held with TET sergeants as required to review productivity and allocation of resources.	CoV
		• Ongoing quarterly meetings to review patrol-based road safety enforcement progress and approach.	○ The Traffic Section Inspector attends quarterly meetings chaired by the Superintendent of Operations Support Command to review all road safety enforcement progress and approaches.	
		• TETs to conduct 40 road safety enforcement projects.	○ Patrol members conducted a total of 58 road safety enforcement projects in 2023.	
		• Traffic Section to provide ongoing support to patrol-based road safety projects.	○ Patrol members' road safety projects continue to be supported by TET members.	

		• Focus on targeting the big four road safety violations (Speed, Distracted Driving, Impaired Driving, and Seatbelt use) during the May and Thanksgiving long weekends.	○ Focused enforcement efforts targeting speeding, distracted driving, impaired driving, and seatbelt use during the Victoria Day and Thanksgiving long weekends yielded a total of 417 violation tickets.	
		• Fully staff the eight positions of the newly formed Impaired Driving Enforcement Team (IDET).	○ IDET has yet to be fully resourced due to other operational priorities, and currently has five of the eight positions staffed.	
		• Undertake education and enforcement action in relation to E-scooters and electric powered personal transportation devices.	○ The Traffic Section continues to liaise with the CoV as a pilot project is scheduled to end in 2024. ○ The Traffic Section compiled a guide for VPD officers to create awareness about designated areas and limited operation of E-scooters in Vancouver, which includes fines under the <i>Motor Vehicle Act</i> (MVA) Regulations.	
		• Total of 500 Level 1 & 2 commercial vehicle inspections conducted by the Commercial Vehicle Unit (CVU).	○ The CVU conducted 789 commercial vehicle inspections in 2023.	
5.3 - Provide traffic enforcement training to operational members.	☒ ☒ ☐	• Additional Patrol members to receive Automatic Licence Plate Reader (ALPR) training.	○ The current Patrol ALPR system is non-functional, therefore the training of members was suspended pending the transition to a new ALPR system. ○ Training will resume when a new system is chosen and operational.	
		• Additional Patrol members trained in laser and radar detection.	○ Due to competing priorities no additional training sessions were run. ○ The current training will be revised and delivered to members in 2024.	
		• Additional members certified in Standardized Field Sobriety Testing (SFST).	○ 68 additional members were certified in SFST in 2023.	
		• Additional members certified as Drug Recognition Experts (DREs).	○ One additional VPD member became DRE certified in 2023.	
5.4 - Enhance road safety education and public awareness.	☒ ☒ ☒	• Ongoing regular meetings with the CoV, ICBC, and other stakeholders to address road safety matters of mutual concern.	○ The Traffic Section Inspector and Staff Sergeant participated in regularly scheduled meetings with all road safety partners.	CoV PACs ICBC
		• Continue to deliver over 50 road safety presentations delivered to youth, Parent Advisory Councils (PACs), and seniors by the Community & Road Education Safety Team (CREST).	○ The CREST delivered a total of 132 presentations in 2023.	

		• Four occupant restraint clinics delivered throughout the city.	○ No occupant restraint clinics were delivered in 2023 due to schedule conflicts. ○ In September 2023, both CREST members were on a course about passenger child restraint safety and earned the inaugural certification as Child Passenger Safety Educator II.	
		• Undertake cyclist education initiatives during Bike-to-Work week (1st week of June).	○ The Traffic Section participated in the Strathcona Bike Smart Program in June and July, whereby members educated school age children about road safety.	
		• Undertake further pedestrian safety education and enforcement initiatives.	○ The Traffic Section educated both drivers and pedestrians about pedestrian safety during enforcement at crosswalk projects in March and Speed Watch in May, June, and July. ○ The Traffic Section participated in further pedestrian safety education and conducted enforcement focused pertaining to prohibited left turns and distracted driving in October and November.	
		• Ongoing regular use of social media tools to raise public awareness of road safety practices and issues.	○ The Traffic Section posts weekly on X (formerly Twitter) under the @VPDTrafficUnit handle relating to road safety tips and pedestrian safety. Each post garners an average of 10,000 views. ○ The Traffic Section X account has currently over 5,000 followers, with an increase of 600+ followers since May 2023.	
5.5 - Leverage technology to enhance road safety.	☒ ☒ ☒	• Continue to conduct more than five ALPR deployments per month.	○ ALPR equipped vehicles in the Traffic Section yielded a total of 99,191 vehicle recognitions, 1,779 hits, and 39 enforcement actions.	CoV Road Safety BC BC Police Services
		• Continue to deploy the Remote Piloted Aerial System (RPAS) for collision scene investigations.	○ RPAS continues to be used for collision scene investigations.	
		• Implement 3D mapping technology to assist in collision scene investigations.	○ The implementation of this 3D mapping technology has reduced road closure time and the margin of error when conducting collision investigations. ○ The Leica RT33D Laser Scanner has been used approximately 30 times to assess major collision scenes. ○ The Collision Investigation Unit (CIU) obtained the Leica RT360 3D Laser Scanner in July 2023, and CIU members have received related training.	

		• Ongoing deployment of VPD digital message boards in response to public road safety complaints to inform the public that related enforcement action is being taken.	○ The VPD's digital message boards were deployed at Stanley Park and the Dunsmuir Viaduct with messages focused on speeding, distracted driving, and impaired driving.	
		• Provide recommendations for installation locations of automated speed and red light enforcement cameras in cooperation with Road Safety BC and provincial Police Services.	○ The Traffic Section continues to provide recommendations for further installation locations of automated speed and red light enforcement cameras.	
		• Utilize portable radar speed tracking boards in response to community speeding complaints.	○ Black Cat Radar Radars were set up throughout Vancouver in response to community identified concerns. The recorded data was then used to help direct VPD Traffic resources.	

Appendix E – Supporting our People

Goal: SUPPORTING OUR PEOPLE Champion – Superintendent Shelley Horne				
2023 STRATEGY 1: Enhance supports offered for employee health and wellness at various career stages.				
ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
1.1 - Ongoing retirement planning support and recognition through seminars and individualized support.	☒ ☒ ☒	Host retirement planning seminars for sworn members, civilian professionals, and the Senior Leadership Team (SLT), which includes presentations by a psychologist and retirement subject-matter experts.	- The virtual retirement planning platform has been launched and is accessible via the HR webpage. - Three retirement seminars were held in 2023.	Municipal Pension Plan
		Provide employees with retirement planning materials to focus on financial and health considerations.	Retirement planning materials featuring financial and health considerations are available via the virtual retirement platform.	
		Ongoing recognition of civilian professionals and sworn staff for their dedication and service through the Departing with Distinction ceremony.	The VPD HR Section held five Departing with Distinction ceremonies in 2023.	
1.2 - Ongoing mental health resiliency training and improve individualized supports.	☒ ☒ ☒	Continue to support the Resiliency in Policing Program in coordination with the BCPA.	HR sent a total of 50 members to participate this program over 10 different cohorts in 2023.	BCPA Province of BC VPU
		Explore additional internal and external supports for members and their families.	- Extended health benefits for sworn members have been expanded to include additional mental health support services and annual psychological benefits have been increased from \$3,000 to \$5,000. - The Teamsters contract ratified in March 2024 increased annual psychological benefits from \$700 to \$1,700. - Collective bargaining still in process for Vancouver Police Officer's Association (VPOA) employees.	
		Continue to facilitate initial Road to Mental Readiness (R2MR) training for new members and in-service training for existing members.	The Employee Wellness Unit (EWU) conducted R2MR sessions to three Special Municipal Constable (SMC) recruit classes.	

		• Ongoing collaboration with the Vancouver Police Union (VPU) on the BC First Responders Resiliency Program. • Ongoing trauma resiliency training. • Enhance Civilian CISM (C-CSIM) programming to improve the capacity and expertise to better support civilian professionals. • Expand the high stress debrief program to include annual wellness checks for all sworn staff.	○ Continued collaboration with the VPU and the Province of BC for ongoing funding. ○ 65 VPD employees received TRT in 2023. ○ Ongoing restructuring of C-CISM to enhance training and improve services delivered to civilian professionals. ○ As part of the High Stress Debrief Program, annual wellness checks are now provided to all sworn members.	
1.3 - Enhance access to physical health treatment.	☒ ☒ ☒	• Continue to actively encourage members through various communication forums to regularly monitor their individual physical health and well-being. • Continue to provide on-site flu shots and maintain onsite blood pressure machines. • Host BC Cancer agency mammography screenings. • Continue to provide on-site physical treatment facilities and access to athletic therapists and external on-site physical treatment services. • Expand on-site physical treatment facilities and services at the VPD's Cordova Street Annex site.	○ Ongoing advertisements for in-house massage therapy, physiotherapy treatments, and annual wellness checks. ○ VPD held Lunch and Learn sessions surrounding physical health and nutrition. ○ 213 physical fitness group classes were held at VPD facilities in 2023. ○ In 2023, COVID-19 vaccinations were added to the flu shot program. Flu and COVID-19 vaccination clinics were available to all VPD employees at various VPD facilities. ○ VPD partnered with BC Cancer to hold one clinic, 25 employees took part in the screening. ○ Employees were treated by the VPD's athletic therapists treated 554 times, in 2023. ○ Employees were treated on-site by physiotherapists and massage therapists 900 times, in 2003. ○ In addition to the Cambie and Kootenay facilities, athletic therapy was provided at the Mounted Unit grounds and at the Tactical Training Center.	BC Cancer
1.4 - Improve workplace health and safety	☒ ☒ ☐	• Seek further organizational health and safety related input from a cross-section representation of VPD staff through the joint Occupational Health & Safety Committee (OHSC).	○ Ongoing joint OHSC have improved communications between the various organizational sections while enhancing departmental WorkSafeBC compliance.	Accessible Employers

infrastructure and safety practices.		• Health & Safety Unit (HSU) to continue to conduct ergonomic assessments of employee work stations as requested.	○ Ergonomic assessments were conducted upon request to improve work stations and enhance gradual return to work programs.	
		• HSU to continue to adjust work stations to meet the physical needs of individual staff members.	○ Ergonomic assessments continue to be conducted throughout the department, and portable sit/stand desks remain popular.	
		• Provide HSU civilian professionals with additional ergonomic assessment and adjustment training.	○ One HSU member is projected to undergo this training in 2024.	
		• Ongoing collaboration with Accessible Employers on a review of the Pledge to Measure Toolkit and a departmental accessibility scan to better support staff with diverse abilities in the workplace.	○ VPD's Facilities Services works to ensure all facilities are accessible to those with diverse abilities.	
1.5 - Improve return to work supports and processes.	☑☑☑	• Maintain regular contact with members off with long-term illness or injury.	○ The Police Employee Relations and Advisory Services (PERASU), Civilian & Police Support Services Unit (CAPSSU), and Disability Case Managers are consistently engaged with employees who have long-term injuries or illnesses.	
		• Continue to seek feedback from long-term and injured members on the quality of support services provided to them.	○ Ongoing feedback is gleaned from those who are off with long-term injury or illness.	
		• Create an additional civilian HR professional position to assist with return to work support processes.	○ An additional HR professional has been added to CAPSSU to assist with return to work services pertaining to non-occupational injury and illnesses.	
1.6 - Expand or adapt future wellness programming.	☑☑☐	• Continue to conduct research and gather input from VPD staff on current and future wellness programming through multiple streams.	○ The VPD continues to engage employees for feedback on wellness programs.	
		• The Emerging & Critical Trends Employee Support Committee to continue bi-monthly meetings to discuss various wellness items and issues affecting staff.	○ This committee was initiated as part of the Pandemic Working Group initiative but no longer active as there is a robust EWU in place. The EWU teams and wellness programs coordinators regularly meet to identify and address wellness items and issues affecting staff.	

2023 Strategy 2: Enhance equitable, diverse, and inclusive work environments.

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
2.1 - Strengthen the ability of HR to provide equitable, diverse, and inclusive work environments.	☑☑☑	Deliver additional Respectful Workplace Training through in-person workshops and e-learning.	- The e-learning course Respectful and Inclusive Workplaces was launched in October 2023. - SLT received 16 hours of in person training from an external expert in 2023. - A two-day, in-person session is planned for staff sergeants, sergeants, and civilian supervisors in 2024. - A one-day hybrid session will be developed and provided to all other VPD employees in 2024.	ETU Lancaster House
		Improve training provided to members within HR.	- Career Development Unit (CDU) members attended the National Career Development Conference in 2023. - Mandatory training for Basic Workplace Investigation Techniques for CDU members is planned for 2024. - Attendance to the National Career Development Conference and Association of Workplace Investigators Conference to be requested in 2024 outside the mandatory budget request. - Sworn and civilian members attended in-person training sessions hosted by Lancaster House.	
		HR to continue to work with the Inclusive Working Committee to enhance inclusive workplace practices.	- CDU members attended all five IWC meetings in 2023. - CDU members will continue to attend IWC meetings in 2024.	
2.2 - Improve and standardize all lateral competitions within the VPD for constable and sergeant positions.	☑☑☑	HR to manage all competitions to ensure fair and defensible results.	In 2023, HR managed 163 sworn member competitions.	VPU
		VPU to continue to be consulted on all competitions, to further enhance equality and equity.	The CDU consults with VPU when amendments to position profiles are recommended.	
		Complete the update of HR policies to reflect new standardized lateral competition measures.	- The CDU, Assignments & Transfers (A&T), and members from the Operations and Investigations divisions are part of a Tenure Policy Committee updating the Tenure Policy. - The tenure policy is being updated, with a report to be submitted to the Executive in the first half of 2024.	

		Communicate finalized new measures to all sworn staff.	The CDU and A&T to work together on an implementation plan once policy has been amended and approved.	
2.3 - Ongoing career consultation for members on modified duties.	☑☑☑	Continue to determine the knowledge, skills, abilities, interest, and goals of members on modified duties, based on consent.	A&T and the PERASU to continue to advise members on modified duties regarding the services of the CDU.	
		Continue to align organizational needs with individual goals to determine the placement of members on modified duties, or to support them in lateral competitions.	The CDU worked with the PERASU and A&T to assist members on modified duties during the application process for lateral competitions.	
		Ongoing messaging to modified-duty members informing them of these new processes in addition to other CDU resources and supports.	PERASU provides ongoing support to modified-duty members, including providing information regarding new resources.	
2.4 - Explore the development of an Indigenous Member Support Program (IMSP).	☐☐☐	Propose and obtain approval for the IMSP.	Due to staff turnover in HR and workload issues associated to the large-scale SuccessFactors Performance and Goals project, this specific activity has not yet been initiated. Preliminary research is ongoing.	
		Establish a formal means for members to self-identify as Indigenous.	As above	
		Recruit Indigenous members as coaches to provide career guidance in collaboration with CDU.	As above	
		Consider a parallel support model for all Indigenous staff.	As above	
2.5 - Develop an updated safe, respectful, diverse, and inclusive workplace plan.	☑☑☑	HR to continue with PR&A on the review of Respectful Workplace Policy to ensure that it is updated to reflect current business practices, legislation, and EDI standards.	The CDU worked with the PR&A to review and update the Respectful Workplace Policy. The policy was approved by the Vancouver Police Board (VPB) on November 23, 2023.	BCWLE OOP VPB
		Educate staff that rumours and gossip are examples of unprofessional behaviour in contravention of Respectful Workplace Policy.	Rumours and gossip were added to the Respectful Workplace Policy as examples of personal harassment and bullying. This was included in the Respectful and Inclusive Workplaces Training course launched in October 2023.	

		• Ensure respectful workplace training is robust at all levels including recruit orientation, field trainer development, the Acting Supervisor Program, and the Sergeant Education Program.	○ The Respectful Workplace Policy implementation plan includes additional training on the new policy in 2024 for these groups.	
		• Deliver updated respectful workplace training to the SLT.	○ 16 hours of Respectful Workplace and EDI training was provided to SLT members in 2023.	
		• The Out on Patrol Program to continue supporting VPD members who identify as 2SLGBTQ+.	○ OOP continues to support VPD employees who identify as 2SLGBTQ+.	
		• Ongoing messaging and education to all staff regarding safe, respectful, diverse, and inclusive workplace processes that are being put in place.	○ The e-learning course Respectful and Inclusive Workplaces was launched in October 2023. ○ Updated Respectful Workplace Policy messaging delivered in 2024.	
		• The Inclusive Workplace Committee (IWC) to launch an EDI poster campaign in first half of 2023.	○ Poster campaign was successfully launched as planned.	
		• The British Columbia Women in Law Enforcement Association (BCWLE) to continue to hold meetings, events, and other initiatives to work towards furthering development opportunities for all women involved in law enforcement.	○ BCWLE held a conference, presented awards, and supported fellow members to attend international conferences.	
2.6 - Improve human rights awareness.	☒ ☒ ☐	• Develop and implement human rights training for Acting and Substantive Sergeants.	○ A one-hour training session was developed by the Labour & Employee Relations Services (L&EE Relations) in conjunction with Training Services and the Professional Standards Section (PSS). ○ Regular human rights training sessions were implemented in the Sergeant Education Program and Acting Sergeant Program throughout 2023.	
		• Develop and implement BC human rights training for HR employees.	○ Training developed by L&EE Relations in 2023 to be delivered in 2024.	
		• Create a Labour and Employee Relations Section intranet site with labour relations and human rights information and links to related resources.	○ Initial consultation with the Human Resource Information System (HRIS) Analyst and Information & Communication Technology (ICT) completed. ○ Website content development is in early stages.	

2023 Strategy 3: Enhance the growth and development of VPD members.

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
3.1 - Improve and modernize employee administrative and management software solutions.	☑☑☐	Complete the development and testing of the new performance management and development software program.	- The SuccessFactors Performance & Goals project ran throughout 2023. User testing was completed in December 2023. - This new application requires system integration with regards to position profiles, performance review processes, and other HR Information systems.	CoV IBM SAP
		VPD-wide implementation of the new performance management and development software.	The new performance management and development software was launched in January 2024 with briefings, information sessions, and training documents.	
		Develop trainers and resource persons in relation to new performance management and development programs.	- HR staff were selected to deliver training and act as resources for SuccessFactors Performance & Goals. - Possible super users have been identified as part of a pilot training project.	
		Update and utilize position profiles as benchmarks for performance assessment.	Review began in 2023 and to be completed in 2024.	
		Ongoing completion of annual employee performance appraisals.	- The 2023 performance assessment process in place. - The 15 month performance review cycle commences in 2024 and concludes in Q1 of 2025.	
3.2 - Improve civilian developmental processes.	☑☐☐	Complete the development of a civilian supervisor training module.	HR engaged with the Learning & Development Unit on this project. It remains a priority for 2024.	
		Deliver enhanced training to civilian supervisors based on the new training module.	As above	
		Provide additional advanced training to exempt civilian managers.	As above	
		Further review and improve civilian recruiting outreach.	The CAPSSU began engagement during recruitment information sessions.	
3.3 - Enhance assistance provided to sworn members in preparing for lateral and	☑☑☑	Ongoing support provided to staff in preparing for lateral and promotional processes.	The CDU provided assistance to 45 members in Q4 and 178 members in total for 2023.	
		Continue to provide webinars and information sessions on how to prepare for lateral and promotional processes.	The CDU provided three in-person information sessions and two virtual information sessions for the Sergeant Selection Process.	

promotional processes.			○ Information sessions for lateral competitions to be added in 2024.	
		● Facilitate information sessions for partner agencies as requested to promote recruitment to seconded positions.	○ Secondment Sergeant held information session to encourage members to apply to seconded position.	
		● Further raise sworn member awareness of the availability of career development resources and supports.	○ Information provided on all lateral competition postings and at Sergeant Selection Process information sessions.	
3.4 - Continue to improve ways to integrate new employees (on-boarding).	☑☐☐	● Update the Civilian Orientation Manual to improve the civilian on-boarding process.	○ Currently in progress for 2024 completion. There are dependencies with the large-scale SuccessFactors Performance & Goals project. ○ Sworn members already receive ample on-board training and orientation.	
		● Pilot an on-boarding session to introduce new employees to VPD infrastructure and culture.	○ As above	
3.5 - Enhance capabilities of sworn members in the HR section.	☑☑☐	● Develop and deliver training to sworn HR staff, including labour and employee relations and human rights training.	○ Human rights training developed for delivery in 2024. ○ Five introductory sessions have been developed for the HR section staff which include: Labour relations, Investigations & Discipline, Training & Development, Human Rights & Accommodation, and Total Rewards. Delivery of sessions to occur in 2024.	

2023 Strategy 4: Enhance employee communication and engagement.

ACTIVITIES	Status	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
4.1 - Enhance communication between VPD Executive and the frontline.	☑☑☑	Executive to continue to maximize personal engagement with VPD members via multiple communication channels.	- Executive members have leveraged opportunities to engage with VPD staff during combined patrol parades and inspections. - Chief Palmer personally engaged with various patrol teams during the year. - The Operations Division Deputy Chief hosts regular Patrol Advisory Committee meetings with representatives from across the Operations Division.	
		Executive Team to continue to participate in Patrol shifts.	Executive members continue to participate in operational shifts during varied events throughout the year.	
		Chief and Executive Team to continue to personally engage staff exposed to traumatic or significant incidents.	The Chief personally visits or contacts every member who is involved in a traumatic or significant incident in the workplace or injured on the job or is dealing with a significant personal matter.	
		Continue to celebrate the operational, investigational, and administrative successes of VPD workgroups or individual employees.	- An Annual Police Officer and Civilian Professional of the Year are recognized each year. - The Commendation Committee continues to meet and approve recognitions. - Deputy Chief Citations are presented regularly throughout the year.	
		Continue to communicate major organizational changes to staff.	Senior Leadership Team (SLT) meetings are held regularly.	
		Update and enhance employee exit interview processes.	An external company is being engaged to conduct exit interviews of VPD employees. A privacy impact assessment is being conducted.	

4.2 - Continue to improve communication between the VPD's Operations, Investigation, and Support Services Divisions.	☒ ☒ ☒	Continue to facilitate regular meetings, briefings, and committees that bring together staff from different divisions to ensure the systematic flow of information across the organization.	A daily meeting occurs via Microsoft Teams between the Chief and various members from all three divisions.	BCMUP ReVOII SITE
		Ongoing input of frontline members from all three Divisions into major departmental change management processes.	The Inclusive Workplace Committee meets regularly.	
		Initiate further multi-faceted, resource intensive inter-divisional projects to target high priority public safety issues.	- Project Dazzle targeting a problem premises nightclub was led by the Operations Division and has received considerable Investigation Division Support from the Source Handling Unit (SHU), BC Municipal Undercover Program (BCMUP), Cybercrime Unit (CU), and surveillance teams. - The District 1 project targeting a problem premises was led by the Operations Division but received considerable support from the Major Crime Section (MCS). - Project Barcode was led by the Operations Division but with support from the Investigation Division, including from the Identify Theft & Anti-Fencing Unit (ITAF), the Crime Surveillance Unit (CSU), the Chronic Offender Unit (COU), and the SHU. - The Operations and Investigation Divisions continue to work closely on hate-motivated incidents. The complexity and investigative follow-up required dictates whether Operations will lead or provide follow up support in any given incident. - Significant inter-divisional collaboration continues with regards to the Repeat Violent Offending Intervention Initiative (ReVOII) and the Special Investigation & Targeted Enforcement Program (SITE). - Collaboration between all three divisions on the Body Worn Cameras (BWC) pilot project.	
		Leverage the VPD's cell phone program.	- In 2023, funding was secured by Information Services for the purchase of cell phones for all sworn members. - Cell phones are being rolled out throughout the Department. The rollout to Operations Division has completed and rollout to Investigations Division has commenced.	

			○ The rollout was completed in March, 2024. Moving forward this will be the platform for all mobile applications for members. ○ New hires will be provided with cell phones as part of their standard equipment.	
		• Continue to facilitate mentorships as well as on-loan assignments to enhance communication and organizational knowledge across divisions.	○ HR facilitated approximately 28 mentorships in 2023. ○ The majority of the mentorships occurred in the MCS, the Special Investigation Section (SIS), and the Organized Crime Section (OCS). ○ On-loan agreements occurred between sections and the loans were administered by HR. ○ Ongoing encouragement by HR to participate in mentorships to gain experience. ○ The CDU recommends mentorships to members to gain experience prior to applying to specialty units or to those unsuccessful in competitions to become more competitive.	
4.3 - Further educate members on conduct investigation processes.	☑☑☑	• The Professional Standards Section (PSS) to continue conducting briefing with all operational teams to further educate members on the various processes involved in disciplinary and labour investigations, including the benefit of entering into the Complaint Resolution/Restorative Resolution Processes.	○ Throughout September 2023, the PSS delivered presentations to all operational teams in partnership with HR. Presentations focused on common trends in misconduct investigations and highlighted preventative measures to reduce public complaints. ○ In October 2023, several PSS members attended a complaint resolution workshop put on by the Office of the Police Complaint Commissioner (OPCC) to educate themselves on the benefits of restorative/resolutions processes. They received information that could be explained to members involved in <i>Police Act</i> proceedings.	OPCC VPU
		• Ongoing work with the various labour union representatives to ensure that members are aware of the supports available to them to navigate internal investigation processes.	○ The PSS regularly consults with VPU representatives, and engages HR whenever necessary, to provide support to members involved in a Public Trust complaint.	
		• Further inform sworn members of their obligations if they are the subject of an Office of the Police Commissioner of British Columbia (OPCC) investigation.	○ PSS investigators continue to work in conjunction with VPU representatives to ensure subject and witness members are aware of their statutory requirements during ongoing <i>Police Act</i> investigations.	
		• Further inform sworn members of the resources available to them if they are the subject of an Office of	○ Subject members are informed of resources available to them, such as the EWU and the Peer Support Unit.	

		the Police Commissioner of British Columbia (OPCC) investigation.	○ If required, legal advice is arranged through the VPU.	
		• Provide labour relations training regarding discipline to members delegated as Discipline Authority.	○ Training for members assigned to a Discipline Authority (DA) role includes a two-day DA course delivered by a law firm. ○ VPD has a dedicated senior paralegal to assist with case-law research in labour law and relations matters. ○ Experienced DA members and the PSS Officer in Charge provide advice and guidance as needed. ○ A training session for DA members with a labour arbitrator is planned for 2024.	
4.4 - Raise awareness of the availability of departmental resources.	☒ ☒ ☒	• Further raise staff awareness of the availability of career development resources and supports provided by HR.	○ HR raises awareness of the availability of career development resources through bulletins and information sessions to engage members.	SFL SuccessFactors Performance & Goals team VPU
		• Complete the roll-out the Department's new Learning Management System (LMS) to improve the delivery of training and education materials to all VPD members.	○ Roll out of the new LMS is now complete. The program was launched in July 2023.	
		• Inform staff of the available training resources for personal development via the new LMS.	○ Phase 1 and 2 completed for the department's new LMS, SuccessFactors Learning (SFL), implementation project. ○ Migrated all learner history for active employees from the Tactical Emergency Medical Services (TEMS) to SFL. ○ Assigned mandatory courses related to provincial policing standards to all applicable learning assignment profiles. ○ Assigned VPD mandatory courses for all employees, such as Respectful Workplaces, as part of their onboarding. ○ A VPD iContent Server was set-up to launch internally built eLearning courses through SFL instead of Canadian Police Knowledge Network (CPKN), thereby increasing the accuracy of learner records. Additionally, all internally built e-learning courses have been relocated from CPKN to the VPD content server. ○ Implemented Training Management and Planning Information System (TMPIS) mandatory course requirements into SFL for all employees.	

			○ Provided information sessions, communication, and customer support to learners as they navigated the new system. ○ Worked with HR and the SuccessFactors Performance & Goals team to link VPD core competencies to courses.	
		● Deliver messaging to raise sworn member awareness of the processes being put in place to further ensure fair and equitable lateral and promotional processes, and to prepare them for these competitions.	○ HR works closely with VPU to ensure fair, transparent and equitable processes.	
		● Managers and supervisors to continue to actively reach out to their staff to identify and promote training and mentorship opportunities.	○ Messaging consistently delivered at forums such as SLT meetings and at Acting Supervisor and Sergeant Education programs regarding the importance of training and mentorship opportunities.	
		● Deliver messaging through the new LMS to inform staff of under-utilized CoV training that is available to them.	○ Created a comprehensive learning catalogue for conferences and courses (over 500 learning items) in SFL.	
		● Promote the creation of a Labour and Employee Relations Section intranet site, which includes labour relations and human rights information and links to related resources.	○ Initial consultation with HRIS Analyst and ICT completed. ○ Website content development is in early stages.	
		● Keep staff informed about the hiring and deployment of the 100 new sworn officers and 20 new civilian professionals approved by City Council.	○ Social media updates and other ongoing messaging by the Recruiting Unit occurred throughout 2023 regarding the progress of this item. Frequent progress updates are highlighted at SLT meetings.	

From: Jason KUZMINSKI <jason.kuzminski@vanpoliceboard.ca>

Sent: Thursday, February 29, 2024 5:57 PM

To: Mochrie, Paul <Paul.Mochrie@vancouver.ca>

Cc: Frank CHONG <frank.chong@vanpoliceboard.ca>; Palmer, Adam <adam.palmer@vpd.ca>; Rai, Steve <steve.rai@vpd.ca>; Impey, Patrice <Patrice.Impey@vancouver.ca>; ENG, Nancy (VPD) <Nancy.Eng@vpd.ca>

Subject: Vancouver Police Board Amended Provisional Budget

Please find attached to this correspondence the covering letter to Mayor Sim and City Council regarding the Board's amendment of the 2024 provisional budget which has to be submitted by March 1, 2024. The amendment was passed by a motion of the Board at its meeting on February 1, 2024. A copy of the motion is attached to the letter.

Please share the correspondence with Mayor and Council, and kindly acknowledge receipt of this email and the attached information.

On behalf of the Board, I would be pleased to respond to any questions you may have.

Jason Kuzminski

Executive Director

Vancouver Police Board

From: Mochrie, Paul <Paul.Mochrie@vancouver.ca>
Sent: Thursday, February 29, 2024 6:09 PM
To: Jason KUZMINSKI <jason.kuzminski@vanpoliceboard.ca>
Cc: Frank CHONG <frank.chong@vanpoliceboard.ca>; Adam PALMER <adam.palmer@vpd.ca>; Steve RAI <steve.rai@vpd.ca>; Impey, Patrice <Patrice.Impey@vancouver.ca>; ENG, Nancy (VPD) <Nancy.Eng@vpd.ca>
Subject: RE: Vancouver Police Board Amended Provisional Budget

You don't often get email from paul.mochrie@vancouver.ca. [Learn why this is important](#)

Good afternoon Jason,

I confirm receipt of your letter and the motion approved by the Board. We will proceed to share this information with Council for its deliberation.

We will keep you apprised of any questions and/or decisions. Also, please do not hesitate to reach out to me or Patrice if you have any questions for us.

Best,
Paul



VANCOUVER POLICE BOARD

"PROVIDING INDEPENDENT CIVILIAN OVERSIGHT, GOVERNANCE, AND STRATEGIC LEADERSHIP TO THE VANCOUVER POLICE DEPARTMENT, REFLECTING THE NEEDS, VALUES AND DIVERSITY OF VANCOUVER'S COMMUNITIES."

February 29, 2024

His Worship Mayor Ken Sim and City Council
c/o Paul Mochrie, City Manager
453 West 12th Avenue
Vancouver, BC V5Y 1V4

Dear Mayor Sim and City Council,

I write on behalf of the Vancouver Police Board to advise of changes to the provisional police budget that were approved by the Board at its meeting of February 29, 2024. At the meeting, the Board passed the following motion amending the provisional budget submitted to the City of Vancouver on November 27, 2023 and making additional commitments:

Whereas the Vancouver Police Board is charged with the responsibility of ensuring that the Vancouver Police Department provides effective and efficient services to the community;

And Whereas the Board depends on Vancouver City Council to provide an adequate annual budget to carry out its responsibilities and mandate;

And Whereas the Board, having reviewed the provisional budget it prepared and submitted to the City of Vancouver in November 2023, wishes to address the difference between the provisional budget and the funding allocation approved by City Council, taking the views of Council into account;

And Whereas the Board, having carefully considered its statutory obligations to provide civilian oversight and related obligations to the Vancouver Police Department, has determined that a reduced amount for board administration will still be adequate and sufficient to provide the necessary staff and resources to allow the Board Directors to perform the work expected of them competently and properly;

THEREFORE BE IT RESOLVED THAT the Vancouver Police Board approve:

1. That the provisional budget be decreased by \$3,763,234;
2. That the estimates for board administration and operations be reduced from \$908,000 to \$690,000;
3. That a revised provisional budget of \$412,100,234 be submitted to the City of Vancouver by March 1, 2024;

VANCOUVER POLICE BOARD

- 4 That the Board explore discussions with the City of Vancouver regarding best practices in relation to budget measures, which may include entering into a mutually agreeable memorandum of understanding or protocol regarding Board-Council communications, roles and responsibilities in budget development and clarifying budget-related processes and procedures; and
- 5 That the Board review the scope of annual audits of the Vancouver Police Department and Board conducted by the City of Vancouver's internal audit department, and of performance audits conducted by the City's Office of the Auditor General, to consider whether there are any gaps that may require the Board to seek an independent audit.

The Board seeks to improve its engagement with City Council and between its Executive Director and senior City management. Historically, Council and the Board held a joint meeting at least once per year. These meetings were an opportunity for the Board to explain its mandate, legislated responsibilities and independence from Council, but also for the Board to more fully appreciate Council's priorities for policing and its role as steward of tax dollars. These meetings and constructive dialogue have provided a foundation of mutual understanding and could clarify and improve budget development and management processes.

Sincerely,



Jason Kuzminski
Executive Director

Cc: Frank Chong, Chair of Finance, Audit and Risk Committee
Chief Constable Adam Palmer, VPD
Deputy Chief Constable Steve Rai, VPD
Patrice Impey, City of Vancouver

Whereas the Vancouver Police Board is charged with the responsibility of ensuring that the Vancouver Police Department provides effective and efficient services to the community;

And Whereas the Board depends on Vancouver City Council to provide an adequate annual budget to carry out its responsibilities and mandate;

And Whereas the Board, having reviewed the provisional budget it prepared and submitted to the City of Vancouver in November 2023, wishes to address the difference between the provisional budget and the funding allocation approved by City Council, taking the views of Council into account;

And Whereas the Board, having carefully considered its statutory obligations to provide civilian oversight and related obligations to the Vancouver Police Department, has determined that a reduced amount for board administration will still be adequate and sufficient to provide the necessary staff and resources to allow the Board Directors to perform the work expected of them competently and properly;

THEREFORE BE IT RESOLVED THAT the Vancouver Police Board approve:

1. That the provisional budget be decreased by \$3,763,234;
2. That the estimates for board administration and operations be reduced from \$908,000 to \$690,000;
3. That a revised provisional budget of \$412,100,234 be submitted to the City of Vancouver by March 1, 2024;
4. That the Board explore discussions with the City of Vancouver regarding best practices in relation to budget measures, which may include entering into a mutually agreeable memorandum of understanding or protocol regarding Board-Council communications, roles and responsibilities in budget development and clarifying budget-related processes and procedures; and
5. That the Board review the scope of annual audits of the Vancouver Police Department and Board conducted by the City of Vancouver's internal audit department, and of performance audits conducted by the City's Office of the Auditor General, to consider whether there are any gaps that may require the Board to seek an independent audit.



April 10, 2024

Sent by email to Carly.Hyman@bchumanrights.ca

BC Office of the Human Rights Commissioner
536—999 Canada Place
Vancouver, BC V6C 3E1

Dear Commissioner Govender,

I write on behalf of the Vancouver Police Board (the "Board") and in my capacity as Chair of its Service or Policy Complaint Review Committee (the "S or P Committee") to respond to the BC Human Rights Commissioner's Order to Produce the following information and records:

1. Any complaints the Vancouver Police Board has received about the Vancouver Police Department's use of exclusion zones in the past 5 years, in addition to the information requested in question #2.
2. Please provide the following information about the Vancouver Police Board's investigation of the April 5, 2023, complaint into police use of media exclusion zones during the decampment which was forwarded by the Office of the Police Complaint Commissioner ("OPCC") to the Board and may be found at **Appendix A**:
 - a) An explanation of the Vancouver Police Board's investigation process for service and policy complaints and any policy or guideline document followed in this case;
 - b) An explanation of how the Board, or the Chief Constable at its request, investigated whether an exclusion zone had been established and, in particular, whether
 - a. any information was sought from outside the VPD; or
 - b. whether the Board sought and reviewed any documents produced by the VPD in connection with the April 5, 2023, decampment.

The Board is established pursuant to the *Police Act*, RSBC 1996, c. 367 as the independent and autonomous authority responsible for civilian oversight of the Vancouver Police Department. The Board's core role and function is more clearly defined by the Act and policies adopted by the Board that may be found in the *Board Governance Manual* and includes ensuring that the VPD remains separate and independent from all levels of government. The Board is comprised of up to seven provincially-appointed directors, one director appointed by Vancouver City Council, and the Mayor of Vancouver who serves as Chair of the Board. For service or policy complaints, however, the Board has established the S or P Committee which is chaired by an appointed director, rather than the Board Chair who takes no part in deliberations or the complaint review process.

One of the Board's statutory responsibilities is to consider and take appropriate action on complaints regarding the Vancouver Police Department's service or policies, in order to ensure accountability of the VPD's management and employees. In accordance with terms of reference in the *Board's Governance Manual*, the S or P Committee is responsible for fulfilling the Board's statutory responsibilities with regard to service or policy complaints made about the VPD as set out in Division 5, ss. 168-175 of the *Police Act*. Service or policy complaints are to be distinguished from complaints about individual officers, which are under the jurisdiction of the Office of the Police Complaint Commissioner. Rather, complaints within the jurisdiction of the Board are limited to:

- a. the general direction, management and operation of the VPD; or
- b. the adequacy or appropriateness of the VPD's:
 - i. staffing or resource allocation
 - ii. training programs or resources
 - iii. standing orders or policies
 - iv. ability to respond to request for assistance, and/or
 - v. internal procedures.

The *Board Governance Manual* also contains policies and a procedure for reviewing and addressing service or policy complaints. Upon intake of each complaint, a sub-committee of the S or P Committee (the "Sub-Committee") meets to consider the complaint and recommend a course of action to the full Board. Only the full Board can determine the course of action. Once the Sub-Committee has recommended a course of action, the complainant is sent an acknowledgement correspondence outlining when it will come before the Board and how the complainant may attend the meeting to follow the Board's deliberations on the matter.

A careful search revealed that the only complaint the Board has received about the VPD's use of "exclusion zones" is the April 5, 2023 complaint that was referred by the OPCC. The complaint was first received by the Board on November 14, 2023 due to it being misaddressed by the OPCC.

Immediately upon receipt of the complaint, it was reviewed by the Sub-Committee. The Sub-Committee noted notwithstanding the complainant raised other allegations the Police Complaint Commissioner stated that the subject of his referral relates only to the use of an "exclusion zone." That specific term is not found in the complaint itself, a copy of which may be found at **Appendix B**. The complainant's letter alleges "preventing journalists from entering the site" without further particulars. The Sub-Committee recommendation, which may be found at **Appendix C**, was for the Board to request a report from the Chief Constable pursuant to s. 171 (a) of the *Police Act* as to whether or not an "exclusion zone" did in fact exist or occur at the relevant time.

The complaint and the Sub-Committee's recommendation were considered by the full Board at its meeting on November 14, 2023. A copy of the meeting minute recording the Board's deliberation may be found at **Appendix D**. During discussion of the motion to accept the Sub-Committee recommendation, the Board was advised by VPD Supt. Don Chapman that he was requested to make a presentation regarding the complaint. He informed the Board that no exclusion zone was established and that it is not the VPD's practice to use exclusion zones. Supt. Chapman advised that the decampment operation was led by the City of Vancouver, on the order of the City's Fire Chief, and the VPD's involvement was to maintain order and keep the peace. He further advised that a media briefing was held at a staging area prior to the start of the operation and occasionally VPD officers, relying on their common law powers to protect life and property, temporarily restricted access to certain areas until they were cleared of fire hazards or machinery used by City employees to conduct the operation.

Based on the detailed information provided and the insufficient particulars in the allegation, the Board determined that the complaint was not substantiated and approved a resolution to dismiss the complaint with reasons pursuant to s. 171 (e) of the *Police Act*.

Sincerely,



Allan Black, K.C.
Chair, S or P Committee

Cc. Chief Constable Adam Palmer



Appendix A

Office of the
Police Complaint Commissioner

British Columbia, Canada

April 14, 2023

VIA E-MAIL: jason.kuzminski@vancouverpoliceboard.ca

Faye Wightman, Vice-Chair
Vancouver Police Board
City Hall 3rd Floor – 453 West 12th Avenue
Vancouver, BC V5Y 1V4

Dear Vice-Chair:

Re: Service or Policy Complaint – Vancouver Police Department
OPCC File No. 2023-23673

On April 5, 2023, the Office of the Police Complaint Commissioner (OPCC) received a complaint from Ms. Alya Govorchin outlining her concerns related to the Vancouver Police Department's (VPD) actions regarding the "Street Sweep" in the Downtown Eastside (DTES) on April 5, 2023. Among the concerns raised, Ms. Govorchin advised that "preventing journalists from entering the site today was an infringement upon journalistic freedom and freedom of the press...". A copy of the original complaint is attached. For clarity, the portion of the complainant's letter that is the subject of this referral relates solely to the issue related to the use of an "exclusion zone" by the VPD.

After review of the concerns raised in the complaint and the public statements of the VPD, it appears that an "exclusion zone" was created by the VPD for the purpose of excluding the public and the media from a specific section of the city for a defined period of time. It is unclear what lawful authority was relied upon in the creation and enforcement of this "exclusion zone". The matter of the legality of "exclusion zones" has been the subject of consideration by the Courts most notably in the context of civil disobedience.

As you are aware, a service or policy complaint may include a complaint regarding the general direction and management or operation of a municipal police department. It may also include a complaint about the inadequacy or inappropriateness of a municipal police department's policies or internal procedures, training programs or resources, staffing or resource allocation, or the department's ability to respond to requests for assistance.

Upon receiving a copy of the complaint, pursuant to section 171(1) of the *Police Act*, the board, having authority over the municipal police department to which the complaint relates, must promptly do one or more of the following:

Clayton Pecknold
Police Complaint Commissioner

5th Floor, 947 Fort Street
PO Box 9895 Stn Prov Govt
Victoria, British Columbia V8W 9T8
Tel: (250) 356-7458 Fax: (250) 356-6503

Toll Free 1 877-999-8707 Website: www.opcc.bc.ca

- (a) Request that the chief constable of that municipal police department investigate and report on the complaint;
- (b) Initiate a study concerning the complaint;
- (c) Initiate an investigation into the complaint;
- (d) Dismiss the complaint with reasons; and/or
- (e) Take any other course of action the board considers necessary to respond adequately to the complaint.

Pursuant to section 171(3) of the Act, within 20 business days after doing any of the things described in subsection (1)(a) to (e), the board must notify the Complainant, the Director of Police Services and the Police Complaint Commissioner regarding the course of action being taken. The Police Complaint Commissioner may request a status report from the board regarding the progress of an investigation or a study concerning a complaint under Division 5.

The police board must send an explanation for actions taken by the board under section 171 (1) and if applicable, a detailed summary of the results of any investigation or study initiated to the Complainant, the Director of Police Services and the Police Complaint Commissioner. If the Complainant is dissatisfied with the board's actions, explanations, or results from the investigation or the summary of those results, that person may, within 20 business days of receiving the explanation or summary, request the Police Complaint Commissioner to review the matter.

In addition to the foregoing, as the public record demonstrates that both the Chair of the Police Board and the Chief Constable were directly involved in the circumstances which give rise to this complaint, it is my recommendation that the Vancouver Police Board obtain independent advice in addressing this complaint distinct from the VPD.

Please be advised that given the public interest considerations in this matter, the board response may be reported publicly. Should you have any questions regarding the above or with respect to the *Police Act* process, please do not hesitate to contact my office at (250) 356-7458 or by email at info@opcc.bc.ca.

Sincerely,



Clayton Pecknold
Police Complaint Commissioner

Office of the
Police Complaint Commissioner

British Columbia, Canada

From: Alya Govorchin <alya_govorchin@sfu.ca>
Sent: Wednesday, April 5, 2023 3:17 PM
Subject: REGARDING THE STREET SWEEP IN THE DTES TODAY, APRIL 5, 2023

CAUTION: This email came from an external source. Only open attachments or links that you are expecting from a known sender.

To whom it may concern,

I am reaching out with deep concern, anger, and disgust at the recent actions by the VPD today on Hastings Street in Vancouver. The actions carried out by VPD members were cruel and inhumane, and constitute human rights violations against a highly vulnerable and marginalized population.

Where will these forcibly displaced people go? Where will they find housing, in a landscape of emergency shelters that do not have the capacity to house them? By doing this with no alternate housing solutions, these actions by the VPD are putting residents of the DTES at risk for environmental exposure, psychological and bodily harm, and traumatization. Further, this is blatant theft on behalf of the VPD. Taking away individuals' personal belongings, especially given that these residents are facing homelessness, poverty, and psychiatric issues, is beyond my comprehension.

Similarly, preventing journalists from entering the site today was an infringement upon journalistic freedom and freedom of press, a constitutionally protected right in Canada.

Ken Sim today reported via [Twitter](#) that shelter space would be available to residents displaced by the street sweep. This is a blatant lie. This morning's 211 Shelter Update reported one available bed in Vancouver that has since been occupied. What has been done today will only further escalate tensions between protesters and residents of the DTES and police. This will harm or sever relationships between non-profits, service organizations and police, built on trust and respect. These actions are further disenfranchising people experiencing housing insecurity and poverty. It is unconstitutional, and it goes against what the purpose of police SHOULD be. This is not keeping people safe, this is victimization and harm.

Signed,

Alya Govorchin
 Pronouns: she, her, hers
 MSc Candidate | Faculty of Health Sciences
 Simon Fraser University



I respectfully acknowledge that I live and work on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Sk̓wxwú7mesh Úxwumixw (Squamish), k̓wíkʷəłəm (Kwikwetlem), and səliłwətaʔt (Tsleil-Waututh) Nations.



VANCOUVER POLICE BOARD

PROVIDING INDEPENDENT CIVILIAN OVERSIGHT, GOVERNANCE, AND STRATEGIC LEADERSHIP TO THE VANCOUVER POLICE DEPARTMENT, REFLECTING THE NEEDS, VALUES AND DIVERSITY OF VANCOUVER'S COMMUNITIES

To: **Service or Policy Complaint Review Committee**

From: Board Office

Date: November 14, 2023

Subject: Complaint #2023-022-OPCC 2023-23673 Alleging VPD prevented journalists from entering the area during "street sweeps"

On November 14, 2023, the Board Office received an email from OPCC regarding an individual who alleges VPD prevented journalists from entering the area during the "street sweeps" in Downtown Eastside. OPCC has reviewed the concerns raised in the complaint and the public statements of the VPD and stated "It appears that an "exclusion zone" was created by the VPD for the purpose of excluding the public and the media from a specific section of the city for a defined period of time. It is unclear what lawful authority was relied upon in the creation and enforcement of this "exclusion zone". The matter of the legality of "exclusion zones" has been the subject of consideration by the Courts most notably in the context of civil disobedience."

SPCR-Sub-committee Recommendation

The sub-committee reviewed the complaint and considered that the allegations are similar to an earlier complaint and questions asked by a member of the public during the regular meeting on April 20, 2023. The information provided to the Board is that decampments are at the direction of Vancouver's Fire Chief, and removal of tents is done by City of Vancouver employees. The role of VPD is to stand by and keep the peace in order to maintain public safety.

The sub-committee recommends that the committee ask Chief Constable to investigate if any exclusion zone was established and, if so, the involvement of any PVD member in regard to the exclusion zone, and that the Chief Constable report back to the sub-committee who may consider any further action to recommend to the committee.

under the guidance of BC Ministry of Attorney General and Ministry Responsible for Housing to support a city-led initiative. VPD does not employ random or arbitrary street sweeps and its objective was to support the Province and City with their decampment by keeping the peace and maintaining safety. VPD remains neutral and acts within their lawful authority. In this instance, the VPD was required to ensure compliance with traffic bylaws, the city Chief's Fire order and common law duties. VPD recognizes that Standard 6 is in effect and is delivering services impartially and equitably, in a culturally safe and trauma-informed manner. Supt. Chapman clarified that no street sweeps were conducted. Robust community consultation was employed taking into account equity and partiality practices that are safe and informed.

Motion: To dismiss the complaint for reasons as set out above. Approved.

New Service or Policy Complaint- #2023-022 OPCC 2023-23673 Street Sweeps/Exclusion Zone

- *OPCC's intake Letter- April 14, 2023
- * Service or Policy Complaint from OPCC
- *Acknowledgement Letter
- *Board memo with recommended disposition

The Chair summarized the complaint that was referred by the OPCC on April 5th but received by the Board office on Nov 14th some 7 months later, due to it being misaddressed by the OPCC. The complainant raises several allegations in relation to the Hastings decampment, among them that VPD prevented the public and journalists from entering the decampment area. In its referral letter, the OPCC characterized the allegation as VPD creating "an exclusion zone" and questions the constitutionality of VPD excluding the public and media from specific sections of the City for a defined period of time. The PCC also stated that because the Chief Constable and the Mayor, who is also Chair of the Police Board, had oversight of the decampment operation in which the allegation is made, he recommended the Board initiate an independent investigation.

The sub-committee reviewed the complaint and considered that the complainant made a bare assertion and did not offer first-hand evidence to support the allegation or showed that if anyone's movement was prevented it was because of VPD and not Fire or City employees who were also in the same area. The sub-committee proposed that the initial question of whether there was an exclusion zone at all can be answered without a full investigation, and if the answer is that there was one then the sub-committee was prepared to recommend an investigation to determine whether it was the result of the VPD.

Supt. Chapman spoke to the complaint and sub-committee's proposal and stated that media and journalists were not prevented from entering the Hastings Street encampment zone by anyone, including the VPD. At the beginning of the operation, in the early hours of April 5th and 6th, VPD did host a media briefing at a staging area and provided media who attended with a police liaison who would facilitate responses to media queries. During the operation, access to some areas was temporarily limited to keep the peace, protect specific spots where Fire and City employees were conducting the operation, and to ensure public safety when large trucks and moving trucks were active in the area.

Motion: To dismiss the complaint for reasons as set out above. Approved.

3. Other Business

The Committee moved in camera.

The public portion of the meeting was adjourned at 2:14 pm.

TO BE APPROVED BY THE VANCOUVER POLICE BOARD ON JANUARY 18, 2024