

- 1.1 Territorial Acknowledgement**
- 1.2 Introductions**
- 1.3 Requests for Excusal/Late Arrival**
- 1.4 Call for Any Other Business**
- 1.5 Items to Remove from the Consent Agenda**
- 1.6 Conflict of Interest Declarations**
- 1.7 Approval of the Meeting Agenda**



VANCOUVER POLICE BOARD

Regular Meeting Agenda

Location: Main Boardroom – Cambie Headquarters

Date: Thursday April 24, 2025

Time: 1:00- 2:00 pm

		Lead	Action Req'd	Time
1	CALL MEETING TO ORDER 1.1 Territorial Acknowledgement 1.2 Introductions 1.3 Request for Excusal/Late Arrival 1.4 Call for Any Other Business 1.5 Items to Remove from the Consent Agenda 1.6 Conflict of Interest Declarations 1.7 Approval of the Meeting Agenda	Chair	Decision	
2	Consent Agenda *2.1 Minutes of March 6, 2025 *2.2 Compliments Report *2.3 Strategic Business Plan- Annual report back for 2024 (#2504V10) *2.4 Variance Report (#2504F11) *2.5 2024- Year End Specified Procedures Audit (#2504F13) *2.6 Proposed Travel and Expense Policy *2.7 Proposed Financial Delegation Authorities *2.8 E-Comm Updates- April 2025	Chair Dir. Demers Senior Dir. Eng Chair Chair Chair	Decision Information Information Information Decision Decision Decision Information	
3	Presentation *3.1 E- Comm- Annual Report (#2504V17)	Steve Eely	Information	
4	Chief Constable and DCCs' Reports	Chief Palmer DCC Rai DCC Chow DCC Wilson	Information Information Information Information	
5	New Business			
6	Committee Reports 6.1 Governance Committee 6.2 Finance, Audit and Risk Committee 6.3 Human Resources Committee 6.4 Stakeholder Engagement and Outreach Committee	Dir. Point Dir. Murray Dir. Lowe Dir. Mirani	Information Information Information Information	
7	Opportunity for Enquiries from the Public			
8	Other Business			
	ADJOURNMENT of Regular Meeting			



Regular Meeting Minutes

Date/Time: March 6, 2025 - 1:00pm-2:17 pm

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

Attendees		
Vancouver Police Board Members/Staff	Vancouver Police Department	Guests
Frank Chong (Chair)	Chief Constable Adam Palmer	Kody Millar- Delegation
Ken Sim	DCC Rai	
Allan Black K.C.	DCC Chow	
Lorraine Lowe	DCC Wilson	
Jordan Point	Senior Director Nancy Eng	
Jason Murray	Superintendent Matt Harty	
Raza Mirani	Superintendent Howard Tran	
Alaleh Shah Ali	Inspector Andrea Anderson	
	Director Demers	
	Director Manojlovic	
	Manager Melissa Lee	

The Chair Frank Chong called the meeting to order at 1:00 p.m.

1. Call to order

- 1.1 Territorial Acknowledgement
- 1.2 Introductions
- 1.3 Request for Excusal/Late Arrival
- 1.4 Call for Any Other Business
- 1.5 Items to Remove from the Consent Agenda
- 1.6 Conflict of Interest Declarations
- 1.7*Approval of the Meeting Agenda

The report from E- Comm was added to the Regular package.

Motion: To adopt the meeting agenda.

Moved by Jordan Point and seconded by Lorraine Lowe. Approved.

2. Consent Agenda

2.1 Minutes of January 23, 2025

Motion: To approve the minutes of January 23, 2025. Moved by Allan Black and seconded by Ken Sim. Approved.

2.2 Compliments Report

Chair Chong: “Chief’s recent announcement of his retirement garnered a lot of very positive feedback. So today I want to start off with the many well wishes that the Board office has received with regards to your retirement. I want to read a very impressive email that we have received. The individual wrote saying:

“I am sorry to hear you are leaving from VPD. I have witnessed the amazing work you have done for our Indigenous community in Vancouver. Yes, nothing is perfect, but you persisted on making a better relationship with our Indigenous community. VPD is a lot better because of you and because you have incorporated our Indigenous way of seeing things in our Nations. Thank you for your dedication to our city to make us all welcome. That is what Reconciliation is all about in our relationships and communities.”

A couple other compliments were from the local businesses expressing their gratitude when VPD prevented entry into their businesses during protests. They were supportive of the recent Task Force Barrage operations that ensure a more livable and safer city for all.

A community member thanked the VPD for bringing criminal charges in a case from 2001. Even when a case goes cold, VPD never gives up hope that they will one-day find the missing clue that helps bring closure and accountability. Thank you very much to the entire team.

I also wanted to raise the topic of one of our officers being seriously attacked this week. I was briefed shortly after, and the Chief will speak to it today. I just wanted to express my personal appreciation to this individual officer who suffered some serious injuries on the job as well as his partner and all the other officers who came to his aid and wish him a speedy recovery.”

2.3 PSS 2024 Annual Report (#2503V11)

2.4 Public Safety Indicators (PSI Year-end report) (#2503V15)

2.5 Strategic Business Plan- New Plan for 2025 (#2503V16)

2.6 Street Audit Checks (#2503V17)

2.7 RPM Amendments in 2024- Q4 (#2503V7)

2.8 Variance Report- Dec 31, 2024 (#2503F18)

2.9 Annual Procurement Report (#2503F19)

2.10 Appointment of Board’s Stakeholder Engagement and Outreach Committee Chair

All the above reports have been reviewed by different Board Committees.

Motion: To approve the consent Agenda.

Moved by Allan Black and seconded by Lorraine Lowe. Approved.

3. Presentations and Delegations

Kody Millar, a member of the public, presented a delegation to the Board on social media policies and asked questions about the Board’s Code of Conduct and requested a review of the social media policy.

Chair Chong: “We hold no ill will against former Director Sakoma and wish her all the best in the future. I do appreciate your remarks and bringing forward this item for considerations of our social media policies. Our directors have a duty to the Board and the entire organization, to represent all communities in an unbiased and equitable matter and that is set out under the *Police Act*. When new Directors join the Board, they are bound by the requirements under the *Police Act* and our Governance Manual which set out our values and the way we approach certain matters. In addition, Directors are not allowed to speak publicly and represent the Board unless authorized. So, in combination between the requirements under the *Police Act* and our manual and the oath that was taken as part of being a Board Director, it was

fully appropriate for myself as the Board Chair to request for their resignation. While I appreciate your views around personal rights with regards to how directors should be permitted to speak, there are certain things that the directors need to check at the door when they join the Police Board and that was part of the conversation that we did have with the former Director when she started as well as throughout her tenure, but we do wish her well going forward. If you are interested in submitting any changes to the Governance Manual please submit them to the Board office and I encourage you to have a look at the Police Act.”

Action: For Board office to send the section of police Act to the delegate.

4. Chief Constable and DCCs' Reports

Chief Palmer updated the Board on a number of events and issues:

- Invictus Games- February 8-16, 2025- No security issues. It was a success due to great planning and coordination and behind the scenes work. I would like to thank DCC Chow and his team. This is a lead up to the FIFA games in 2026. The Department has a robust plan and has been working on this in the past couple of years. The Board receives regular updates.
 - Retail Crime Forum- March 6, 2025. It well attended by over 200 people. The number of property crimes, violent crimes and total crimes are down in 2024 however the perception of the crimes is not the same. The residents' and businesses' concerns are real. Shoplifting is rampant and significant work has been done on it. The VPD has partnership with the Retail Council of Canada.
 - Provincial Budget- I want to give credit to the province for providing funding for JIBC Police Academy. A dozen of municipal police services expressed their concerns about the inadequacy of the seats at the academy in the last couple of years and requested an 3x96 model. This is a 56% increase in the number of officers that will go through the academy and will go live from September 2025. The VPD will be recruiting a lot of people in all of our services. I want to give credit to all 3 deputies and superintendent Shelley Horne who were involved in this process. Myself and all three deputy chiefs have met with the Assistant Deputy Minister and the Minister of Public Safety and expressed our concerns to him. And I want to give a shout-out to my colleagues from the BC Association of Municipal Chiefs of Police, the BC Association of Police Boards, Laura Victoria from the Delta Police Board, who is your representative on that association as well as the BC Police Association, which represents all of the unions in British Columbia, including the Vancouver Police Union. It was a tri-party proposal for union management and Boards to push that through. I want to give kudos to the Minister and Assistant Deputy Minister Glen Lewis who did a great job supporting the police in BC.
 - REVOI and Community Safety and Targeted Enforcement Pilot Project- A funding of \$67 million over 3 years has been provided. Thanks to the union and chiefs and the Boards for all their support.
 - Security detail assigned to Mayor Sim since November- Two officers provide security for the Mayor. Nationally and provincially security detail is provided for the elected officials and their families. There have been a number of disturbing threats including graffiti, protests at his house, online threats, bomb threats etc. The Police is there to ensure his safety. The cost since November has been \$226,000.
 - Project Barrage- Launched on Feb 13, 2025 and is going very well. DCC Chow will provide an update. I want to thank DCC Wilson and the investigation division who have been providing specialized investigative resources to assist with this project.
- Downtown eastside makes up 2% of the geographical area of Vancouver, about 3% of the population. It accounts for about 31% of all violent crimes in Vancouver. 48% of all the shootings in Vancouver happen in that neighborhood. Last year the VPD received over 50,000 police calls for service from that neighborhood. Over 50,000 calls for service, including over 1,000 weapons calls and over 2,300 violent crimes occurring in that neighborhood. So, you are seeing more police officers down there, BEAT cops from BET and our BEAT Enforcement Team, from District 2. There are other investigative projects going on including plainclothes

officers working on files as well as a lot of behind the scenes work. We are getting really good results in restoring some safety. But the big piece of it that is the support from City Hall as the work requires not just the police but also the sanitation, street flushing, garbage collection, graffiti removal and other community services including the fire department and the by-law section. Everybody is coming together to respond to the crisis.

The VPD is not focusing on marginalized people but the criminals, repeat offenders, predators, people that are violent in our community, and drug dealers.

- Assault on the officer during their shift as part of Project Task Force Barrage- Two very experienced officers were on patrol. One of the officers is a sergeant with 25 years of experience. The other officer is a senior constable with 17 years of experience, so 42 years of policing between the two. They're both highly respected in our organization. Any one of the officers you see in here or out on the street would be proud to have them walking as their partner. And any member of the community that ever received service from these two officers received the top-notch service because they're very experienced; they're community-engaged, well-spoken, very thoughtful of people, but they're very highly trained and physically fit and very capable police officers. On zero block in East Hastings, right at Columbia Street on the north side of the street an individual attacked our officer. This individual is known to police because of 45 prior interactions with the police throughout the province. However, there was no prior interaction between these officers and that individual whatsoever. These officers are standing, just slowly making their way around the area, and this individual comes up behind one of the officers with a sharp bladed weapon and slashes, as you see in the video, at the right lower leg and the calf of our officer several times and slicing his calf open with a very significant wound. After that happened, both officers gave chase, of course adrenaline kicks in, and the officer that was attacked initially doesn't realize the extent of his injuries, he starts to run after this person, but then continues to broadcast the description, direction of travel, and his partner that was not injured continued in the chase, and with the assistance of many other VPD officers who heard the call for assistance and flooded the area, the individual was arrested. Our brave VPD officers did an incredible job taking the suspect into custody. The officer was rushed to a local area hospital where he received excellent care from the hospital staff, and I do want to thank our healthcare professionals. Vancouver Coastal Health provides exceptional service, and we have a great relationship with them, and I do want to thank the hospital staff for the great service they provided to our officer.

There are 2 issues of great concern in our community; one is bail reform and the whole catch and release issue, which is a national issue across our country, and number two is mandatory compassionate care for people suffering from mental health issues, and the need for certain people to be helped, because they're a danger to themselves or others chronically. The individual in this can is Solaris D-E-Y, a 29-year-old male who spent four years in custody in jail. In 2018, he was arrested for strangling and murdering his teenage girlfriend, killing her in Richmond. He was charged with second-degree murder which was reduced to manslaughter. He was released in 2022 in Surrey and was put on probation for the rest of his sentence which runs until June of 2026. According to the public records, he was released in 2022, in 2023 and was picked up for breaching his probation, again released in 2024. He was picked up for breaching his probation, again released in 2024, again he was arrested for uttering threats and assaulting somebody, he was taken into custody for several months and was later released out in Port Coquitlam, and then he was arrested again in November of 2024 for uttering threats to cause death and assaulting a police officer, and this is a person that has a history of, not just murdering somebody, but a history of assaulting inmates, staff where he was imprisoned, nurses in hospital settings, and police officers, and when he was released on probation, he's got over a dozen conditions, including the standard ones of keep the peace and be of good behavior, which everybody gets. One of the conditions was not to possess knives, which obviously he's breaching when he committed this aggravated assault on our officer. He also had some psychiatric related conditions in his probation order.

Assaults on the members of the public are not acceptable. He attacked the officers in uniform in public. The irony is we know who these people are. It is predictable and preventable. We need to push for bail reform and mandatory care. The current executive, the Board, the Mayor and many others are very vocal on this. Vancouver is a safe city and we are going to do our best to keep it that way. This gap still exists in our province and across the country.

Chief introduced Sgt. James Hubert as the interim VPU president and thanked him about his comments in the media about the officer who was assaulted.

DCC Chow provided the following updates:

- Assaults on officers- every 2 and a half day an officer is assaulted. It is never ok.
- Imitation Gun Lighters- They have caused a lot of concern and the VPD receives a lot of calls from the public from downtown eastside. It is a very resource intensive work. Each call needs a response. On average each call needs 2 and a half hours with up to 20 officers involved.
- Project Task Force Barrage. It is about high visibility policing and targeting organized crimes in DTES and the community engagement. VPD will shortly put out the positive results from the first 2 weeks of the project shortly. The community feedback has been tremendous. It will create a sense of safety and security in the neighborhood. With the funding from the Council we will disrupt the criminal activities there.
- Retail Crime Forum-This is the lowest priority crime but organized and tied to violence. They have bear sprays, knives and assault store staffs walking around with impunity. The VPD is heavily invested in the retail crime and will create a retail crime task force to coordinate the efforts. This will peel off work from the frontline officers.

DCC Rai welcomed manager Vijay Sabnani to the finance team.

- Enterprise Risk Management- Kudos to Director Manojlovic for his work on ERM framework that ties into a lot of finance and accountability for the department. And he's also taken on a new assignment along with Staff Sergeant Raj Jaswal to go through all of the operating procedures, manuals throughout the department, which create a lot of liabilities if they're not at best practices. This includes the jail manual, the HR manual, the Training manual, the Recruiting manual, SMC manual and how we hire people, and we're up to standard on fair and unbiased practices.
- IT- 40 projects are going on and the lead is Superintendent Sideroff.
 - Online Police Checks- The public will soon be able to do police checks online. Cathy McPherson, VPD's Director in Information Management Services is leading this project.
 - Loss Prevention Officer Portal for retailers- Through this portal one will be able to report crimes online. This is coming up shortly for Operations Division.
- HR Updates-The team has been really busy with officer support. They continue to build up our all-purpose athletic therapy and recovery program, which is being led by the ex-Canucks Manager of Athletic Therapy, John Sanderson. He is leading that along with Dr. Eric Wu. The program is all-encompassing. They have also provided Shingles vaccine for 250 members.
- On boarding civilian professionals- We have added some onboarding specialists and some other civilian professionals which is important for retention.

- Career Development Experts- Our officers are getting more help with their careers, starting from year one all the way through to retirement.
- Recruiting- The province did provide the funding for JIBC which we were very happy with. We have been recruiting cadets, our special municipal constables, the community safety officers, so we've got a really good team of young people that are very diverse and will serve Vancouver going forward very well. Staff Sergeant Jason Howell has been the lead and has done a great job up until this point. We need you to help us recruit wherever you can because the best recruiters are the people already in the organization. Diversity and early entry to the police service pays off. Interested individuals have the opportunity to run with our recruiters at the Vancouver Sun Run. 500 people in the first quarter came, ran and trained with our members in the pouring rain. Our social media impressions have gone to half a million in the first quarter. We now have a social media graphic designer and are confident in meeting the targets. 18 exempt experiences officers from other departments are currently in the process. They're coming in from Calgary, the RCMP, Whistler RCMP, Transit Police, New Westminster Police etc. Superintendent Horne and Inspector Gibbons will bring a new business plan to the Board soon.
- Training- Centre of Excellence is a virtual platform and offers courses throughout the country. Superintendent Horne, Inspector Gibbons and Manager Betty Froese are working on this project currently. The centre will offer different levels of courses for leadership for our middle managers and inspectors. The team has just developed the "Blue Zone Handbook" for frontline operations as a quick reference guide.

DCC Wilson:

- Fentanyl Crisis- In a recent meeting with Commissioner Thomas Carrique we discussed combating the fentanyl crisis. Between BC, Alberta, and Ontario, we have 85% of all of the fentanyl deaths in the country. In my role as the co-chair of the Canadian Association of Chiefs of Police Drug Advisory Committee, I had a really good, fulsome discussion about the challenges we are facing here in British Columbia. We are advocating for resources to come our way in terms of dealing with exportation of fentanyl to places like Australia and the UK. We also discussed some of our border security issues, and also challenges with respect to our ports, and suggestions for some enforcement measures that could be taken to combat some of the challenges around fentanyl in this province.
- Women's Leadership Conference- We just wrapped up this conference. The British Columbia Association of Chiefs of Police partnered with the Canadian Association of Chiefs of Police, and for the last two years, we have been planning this conference and by all accounts it was a great success. We had 500 delegates from across North America, and there were some incredibly engaging speakers, and it was a great way to celebrate International Women's Day that's coming up on Saturday.
- Remote Interview Room- In March 2023, we had approval, from the Police Foundation for funding for a remote interview room, which is basically an interview room on wheels. If we have a major crime scene, we will be able to attend that crime scene and conduct witness and victim interviews inside this van that's been completely outfitted with funding from the Foundation to facilitate doing interviews. It looks phenomenal, and it is the first, as far as we know, in Canada, and it will give us the ability to quickly, and in a more trauma-informed way, interview victims and witnesses on scene, as opposed to, in some cases, we actually get buses to bring people back en masse to be interviewed after a critical incident in communities, so it's a very exciting project. Our Youth Services Section has been working on that for the last two years, and I am very excited to see that coming to fruition.
- Faraday Room- In the Digital Forensics Unit, in order for them to process cell phones, they have to go into a special room that is safe for them to download the content of the phone without the security concerns. It is a very expensive piece of equipment that was approved last year, and I'm really pleased to say that

after considerable effort and work, that is now being installed at Gravelly. It required a significant renovation in terms of moving out Digital Forensics and giving them more space, which in turn required two other units to move and for us to accommodate that. So really excited to see that project up and running, and we are working to ensure that the old Faraday Room is dismantled and passed on to another police agency that could use it.

5. New Business

5.1 Body Worn Camera Policy (#2503V13)

Superintendent Tran spoke to the report.

“The guidelines were established in order for us to roll out the pilot with the expectation that there would be changes to it and feedback from the public that we could incorporate into a full policy. So now that we’re embarking on department-wide deployment of body-worn cameras, we have established a policy that I’m happy to say is not exactly different from the guidelines, which means we did a good job with that. We expect to roll this out with the approval of the Board at the end of June. I do want to highlight some noteworthy areas. Section 8 of the guideline was reviewed based on feedback from the community. There was feedback that was offensive to certain communities, particularly those living in public spaces, because it directed officers to use simple language to explain the use of body-worn cameras. This section is entirely removed based on feedback from the public. Section 10 is new and is created to allow us to use it in training and scenario-based training for teaching purposes.”

Inspector Andrea Anderson: “The policy and the use of the cameras are delivered to the members in two different ways. The members have completed an e-learning portion course prior to attending the in-person course. They work through the different sections which introduce different sections of the policy and the different legal foundations and concepts to them. There is a knowledge check at the end to make sure they have understood what they have read and learned through. And then when they attend the in-person training class, we go deeper into the policy, and we go deeper into the legal foundations. The afternoon portion of the training is scenario-based, so they get experience turning their mind to making the decision whether or not they should activate their cameras. This is also to give them practice turning it on and off.”

Director Black: “It is important that the public is aware of the extent of training for those using the cameras and that you have had practical experiences and acknowledge the guidelines. Is that going to be recorded anywhere? I think that’s critical in terms of ensuring that the public is aware that people who are using these body-worn cameras have been fully trained to understand the policies and practical application of it. This is in anticipation of any sort of pushback.”

Superintendent Tran: “There will be a process similar to any significant procedure when major changes in policy are in effect. There’ll be a sign-on sheet which will be documented in our success factor module. We will roll it out on our power DMS module, which requires the officers to read it and then electronically sign that they understood and have read it. The officers are only given the camera after they have finished their training. We are confident in the process that we have in place. The policy will replace the guidelines.”

Motion: To approve the proposed Body Worn Camera Policy.

Moved by Raza Mirani and seconded by Allan Black. Approved.

5.2 Approval of Vice Chair TORs and Vice Chair Election

Chair Chong: “A call was put out for expressions of interest for the Vice Chair Position. In addition to that, due to the fact that we had recent changes to the Police Act in 2024, there will be updates to both the terms of reference as well as the requisite remuneration policy for the Vice-Chair. In your package, there is an updated original as well as update terms of reference for the Vice-Chair, as well as the changes amending the Vice-Chair remuneration for an additional amount.”

**Motion: To Approve the Amended Vice Chair Terms of Reference.
Moved by Jordan Point and seconded by Lorraine Lowe. Approved.**

Board Remuneration Policy

**Motion: To Approve the Amended Board Remuneration Policy
Moved by Jason Murray and seconded by Jordan Point. Approved.**

Vice Chair Election

As of the end of yesterday, 3pm the Board office received one expression of interest for the Vice-Chair role, and that was from Director Raza Mirani. Are there any other concerns at this time? If not, I’m going to ask somebody to put forward a motion to appoint Raza Mirani as the new Vice-Chair.

A motion was put forward by Director Sim.

**Motion: To appoint Director Mirani as Board’s Vice Chair.
Moved by Jason Murray and seconded by Lorraine Lowe. Approved.**

Director Raza Mirani was acclaimed as Vice Chair.

6. Board Committee Reports

6.1 Governance Committee- Director Point

“The Governance Committee last convened on Feb 18 and Feb 25, 2025 and reviewed a number of reports from the VPD including:

- Investigation Division Report
- Body Worn Camera Policy
- Operations Division Report,
- RMP Amendments Report for 2024 Q4
- Public Safety Indications Year End Report
- Strategic Business Plan and the new Plan for 2025
- Street Audit Checks.

The Committee discussed further its 2025 work plan and reviewed proposed Vice Chair Terms of Reference and the nomination process. The next Governance Committee meeting is scheduled for May 29, 2025.”

6.2 Finance, Audit and Risk Committee- Director Murray

“The Committee last met on February 18, 2025. Our focus was on our 2025 work plan on all 3 areas of responsibility, finance, audit and risk management. We also received and discussed 2 of the items that were dealt with today under the consent agenda, the 2024 Variance Report and Procurement reports found in 2.8 and 2.9. Our next meeting is scheduled to take place on April 3rd. I anticipate at that point we will be working through recommendations on possible amendments to our governance manual for a travel and expense policy update for the Board members. And we will be working toward the Erm workshop that the Board has planned for April 10th.”

6.3 Human Resources Committee- Director Lowe

"The Human Resources Committee convened on Feb 13, 2025. The Committee also reviewed routine reports submitted by VPD for consideration and potential recommendations to the Board. The reports included IIO reports, Files of Note, Files of Interest, Personnel Issues and Annual report from Professional Standard Section. The next HR Committee meeting is scheduled for April 3, 2025.

6.4 Stakeholder Engagement and Outreach Committee- Vice Chair Mirani

"The Committee convened on February 4, 2025, to deliberate on the annual calendar, planned activities, and workplace initiatives for the year. The Committee discussed the next steps in its public safety coalition initiative to bring together the like-minded parties with the goal of effective positive change for the communities we serve. The Committee also reviewed a draft 2025 work plan. The priority for this committee is to focus on unbiased policing and to create a channel to hear from different communities particularly the indigenous and minority groups that might have reservations in working with the police directly. The VPD EDI team will join our next meeting to provide more information about their work, policies and trainings. We are also currently working on a list of community engagement events and activities for this year. The next SEOC Committee meeting will be determined shortly."

7. Opportunity for Enquiries from the Public

A member of the public asked some questions.

Motion: To adjourn the meeting.

Moved by Ken Sim and seconded by Lorraine Lowe. Approved.

The Regular Meeting was adjourned at 2:17 pm.

TO BE APPROVED BY THE VANCOUVER POLICE BOARD on APRIL 24, 2025

Compliments Report (February 2025 - April 2025)

Date	From	Member(s)	Synopsis	Excerpt from Letters
February 14, 2025	[community member]	Supt. Tran Insp. P. Heard Cst. Leung	Grateful for work done on his file by VPD members.	"I sincerely appreciate all the work and attention that the [officers] have put into my file."
February 16, 2025	[community member]	Cst. Varney	Appreciative of officer's friendly demeanor during a traffic stop.	"Officer Varney explained everything to me with perfect clarity and was just very nice to me."
February 17, 2025	Associate Director of Community Security, Jewish Federation of Vancouver	Cst. Bebek Cst. Gregoire Cst. Haynes Cst. Northey Cst. Star	Recognizing the officers' diligent work in apprehending a suspect.	"These members performed their duties to the highest standard of professionalism, and in accordance with the greatest tradition of policework in this city."
February 18, 2025	[community member]	Cst. McCauley Cst. Sinclair	Impressed with officers going above and beyond to deal with a Facebook Marketplace scam.	"The VPD officers I dealt with were professional, efficient, skillful and kept me informed all along the way."
February 18, 2025	[community member]	Chief Palmer	Thank you and well wishes for Chief Palmer after announcing his retirement.	"Thank you so much for your excellent service".
February 19, 2025	Deputy Criminal Operations Officer - Core Policing, "E" Division RCMP	Det. Mulder VPD	A thank you for assistance with an investigation.	"We are grateful for the time and effort committed by the Vancouver Police Department."
February 19, 2025	Lieutenant Colonel, Canadian Armed Forces	2024 VPD Nijmegen Contingent	Appreciative of the VPD's Nijmegen Contingent who visited many cemeteries of VPD members who fell from war.	"Again, well done to you and your comrades for remembering our fallen."
February 20, 2025	Assistant Commissioner, CFSEU-BC	ERT VPD	Thankful for assistance with search warrant.	"Thank you to you and your teams for supporting CFSEU enforcement actions today..."
February 20, 2025	[community member]	Cst. Markovic Cst. Sambrano	Grateful for the kindness showed by the officers who assisted her after the death of a family member.	"One of the things that I find comfort in from that tragic day, is the empathy and compassion I received."
February 21, 2025	Spouse of a retired VPD member	Supt. Horne Insp. Bernardin Cst. Wong Ms. Murray	Thankful for support received after the passing of her husband, a retired VPD officer.	"The VPD has brought a level of comfort to me with your thoughtfulness, kindness, and concern."
February 22, 2025	Assistant Commissioner, CFSEU-BC	ERT VPD	Thankful for assistance with search warrant.	"Thank you again."
February 23, 2025	Mariners Medical Clinic	Cst. Griffin Cst. Trinh	Impressed with response to an incident where their front door was kicked in.	"Please extend our heartfelt thanks to the officers involved. Their hard work and professionalism truly made a difference, and we are fortunate to have such a capable police force serving Vancouver."

February 25, 2025	Cpl., Oceanside GIS - RCMP	Sgt. Singh	Message of support for Sgt. Singh after his Global News interview.	"Thank you for your service and your bravery."
February 25, 2025	Transformational Housing - Support Worker, Aboriginal Mother Centre Society	DCIRS YSS	Appreciative of donations to the Aboriginal Mother Society.	"We wanted to reach out and thank you on behalf of all our staff and residents for everything you do in our community!"
February 25, 2025	[community member]	Sgt. Singh	Message of support for Sgt. Singh after his Global News interview.	"I thank you for your service and playing a HUGE part in keeping your community safe."
February 25, 2025	[community member]	Sgt. Singh	Message of support for Sgt. Singh after his Global News interview.	"The Sergeant tried everything he could to stop the perpetrator."
February 26, 2025	[community member]	Sgt. Singh	Message of support for Sgt. Singh after his Global News interview.	"I want him to know that all of greater Vancouver are behind him and we are so proud and very fortunate to have people like him watch over us. Thank you for your service."
February 28, 2025	Superintendent of Parking Operations, City of Vancouver	Chief Palmer	Thank you and well wishes for Chief Palmer after announcing his retirement.	"Your leadership and commitment have made a significant positive impact on our city, we are grateful for your efforts."
February 28, 2025	[community member]	Cst. Guindon	Appreciative of interaction with officer during a mental health crisis.	"Officer Guindon's compassion made a profound difference in my experience. I am immensely grateful for her humanity and the positive impact she had on me."
March 03, 2025	[community member]	Cst. Botteselle Cst. Rosenau	Impressed with interactions with both officers regarding an incident.	"I just wanted to reach out to acknowledge both their efforts, professionalism and kindness throughout our contact regarding this case."
March 05, 2025	Partner, Blake, Cassels & Graydon LLP	Cst. Bertomeu Motos Cst. Guy Cst. Saliamonavicius Cst. Tapp	Commending the officers who attended a tenant inspection to maintain the peace.	"They remained on hand throughout our ordeal and balanced kindness with measured diligence. My partner and I were hugely impressed."
March 05, 2025	[community member]	SMC Desnoyers	Grateful for the professionalism and effort made to return his ID.	" Please pass along my gratitude to the officer, and to your organization as a whole for cultivating a culture that enables officers like [SMC Desnoyers] to be both helpful and reasonable."
March 11, 2025	[community member]	Sgt. Beesla	Appreciative of the VPD's assistance and work on Project Task Force Barrage.	"They helped my team and myself with an extremely difficult and dangerous situation. I am writing to let you know that I am very appreciative of all their efforts and the VPD in general."
March 12, 2025	[community member]	VPD	Appreciative of the sense of safety felt in the Gastown community during Project Task Force Barrage.	"I live in gastown so I appreciate the bigger presence with officers walking."
March 12, 2025	[community member]	VPD Traffic Section	Thank you for attention paid to traffic issue in the West End area.	"It's great to have you in the area and hope you are not overworked but ever the pleasant presence in the neighbourhood."

March 13, 2025	Executive Director of Service, Vancouver Coastal Ministry of Children and Family Development	VPD	Grateful for the VPD's response and professionalism in a missing child case.	"I am not sure if all the detectives and other officers that worked on our child in care's kidnapping / amber alert today were yours but I can say that they were amazing in their response, receptivity to information and leads and most of all in finding [the child] in time for him to be safe."
March 14, 2025	Deputy Solicitor General, Community Safety, Government of Ontario	Chief Palmer	Thank you and well wishes for Chief Palmer after announcing his retirement.	"Throughout your impressive career you have exemplified leadership that gained respect and admiration from your peers. Your dedication and achievements have resulted in well-deserved appreciation."
March 14, 2025	BC Children's Hospital	VPD	Grateful for the VPD's response in a missing child case.	"Please pass on a thanks for the BCCH team to those who helped locate and intervene."
March 16, 2025	Spouse of a retired VPD member	Insp. Bernardin Sgt. Lesquesne Det. Lui Cst. Davis Retired Cst. Taylor Mr. Taylor	Thankful for support and attendance of a memorial service for a retired VPD member.	"The Piper and guards made [his] celebration most successful."
March 18, 2025	[community member]	Cst. Lebel Cst. Sidhu Intimate Partner Violence & Risk Assessment Unit	Appreciative of the officers involved in helping a victim of domestic abuse.	"Words cannot express my immense gratitude for the relentless hard-working, forgiving, non-judgement, and compassionate officers of the Vancouver Police Department."
March 20, 2025	Associate Director of Community Security, Jewish Federation of Vancouver	S/Sgt. MacDonald Sgt. Quintanilla Det. Dhillon Cst. Dogra	Appreciative of the VPD's assistance at a speaking event.	"They showed up and did the work- not just being present and visible as a deterrent, they came out and stood with my team in the wind and rain for hours, reassuring the community with their friendly vigilance..."
March 21, 2025	President, Police and Peace Officers' Memorial Ribbon Society.	Sgt. Wilson	Thank you letter recognizing Sgt. Wilson's contributions to the Memorial Ribbon Golf Tournament.	"The tournament has become a large success due to the coordination and oversight of [Sgt. Wilson] which she does in her spare time."
March 21, 2025	President, Police and Peace Officers' Memorial Ribbon Society.	Cst. Gravengard Cst. Reisdorf	Thank you letter recognizing their contributions to the Memorial Ribbon Golf Tournament.	"Their knowledge and experience have made the tournament a huge success with over \$100,000 raised for the scholarship, which in turn has supported up to 20 children for one year or five children for the four years towards a degree."
March 27, 2025	Vice President, Engagement & Insights, Canadian Cancer Society	Chief Palmer	Thank you well wishes for Chief Palmer after announcing his retirement.	"Allowing your members to ride, gifting us the support vehicles and opening your facilities to us so our kids can enjoy them, has been crucial to the program's success and I can say, is far above and beyond any other agency throughout the program nationwide."
March 27, 2025	[community member]	VPD	Appreciative of the sense of safety felt in the Gastown community during Project Task Force Barrage.	"I'm a gastown resident and I just want to make it clear that the police on the street is so amazing and helpful and we have been waiting for this for years and the change after just a month is so obvious."

March 31, 2025	[community member]	Chief Palmer	Grateful for ceremony and introduction of the VPD Generational Pin.	"Thank you for your leadership and always being there for my family."
April 03, 2025	U.S. Consul General	VPD	Appreciative of support received from the VPD.	"I have been continually impressed by the VPD's outstanding professionalism and dedication to public safety and security."
April 03, 2025	Associate Director of Community Security, Jewish Federation of Vancouver	S/Sgt. Bonter S/Sgt. MacDonald Sgt. Bech Cst. Hill Cst. Marynick Cst. Vandenberg VPD	Appreciative of assistance and support received while they hosted an event.	"I hope each and every one of them knows how grateful we all are, personally and professionally."
April 03, 2025	[community member]	District 1 Officers	Senior citizen grateful to VPD officers who assisted him after a fall.	"Both officers were very friendly and helpful, and I cannot say enough about how well they represented the VPD."
April 04, 2025	[community members]	Cst. Ivanovic Cst. Tagulao	Impressed with VPD officers' kindness after the sudden death of a neighbour.	"The officers attending the scene were very professional, calm, compassionate, kind and supportive towards myself and my husband during a difficult time."
April 08, 2025	Statistician, Wasilla Police Department	Cst. Swan	Grateful for officer on duty at the IALEIA Conference.	"He is a great representative for your beautiful city. Officer Swan has been so pleasant and informative."



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: April 14, 2025
 BOARD MEETING DATE: April 24, 2025
 BOARD REPORT # 2504V10

Regular

TO: **Vancouver Police Board**

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

SUBJECT: **2024 Strategic Business Plan Report-Back**

RECOMMENDATION:

THAT the Vancouver Police Board (“Board”) receive this report and the accompanying 2024 Strategic Business Plan Report-Back for information.

SUMMARY:

The 2024 Strategic Business Plan Report-Back documents how the VPD executed its plan, implemented its strategic priorities, and turned its strategies into results. This report also provides a status update and performance results pertaining to the strategies and key activities undertaken in 2024 to advance the VPD’s strategic goals. Of the 88 activities identified for 2024, 81 (92%) have been completed. Of the seven remaining activities, six are well underway and progress was made on the last one. These results are consistent with previous years.

BACKGROUND:

As stipulated by section 26(4) of the *Police Act*, “in consultation with the chief constable, the municipal police board must determine the priorities, goals and objectives of the municipal police department.” The priorities, goals and objectives of the VPD are documented as part of its five-year Strategic Plan. The Board approved the VPD’s [2022-2026 Strategic Plan](#) in April 2022. This Strategic Plan includes four forward-looking, overarching strategic goals supported by four strategic pillars.

As stipulated by section 26(5) of the *Police Act*, “the chief constable must report to the municipal police board each year on the implementation of programs and strategies to achieve the priorities, goals and objectives.” At the VPD, this is achieved via multiple strategic and business planning updates to the Board, including:

- the annual Strategic Business Plan;
- quarterly macro-level reporting on key performance indicators, also referred to as public safety indicators (PSI);

- a mid-year Strategic Business Plan Report Card reporting on the progress to-date; and,
- a year-end Strategic Business Plan Report-Back detailing performance results achieved in the past year.

DISCUSSION:

The 2024 Strategic Business Plan Report-Back is intended to document and communicate how the VPD executed its plans by turning strategies into results. A three-check rating system is used to indicate the achievement or progress of each key 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 2024 Strategic Business Plan advanced 20 main strategies associated with a total of 88 activities and 441 specific outputs. The following is a tally of the progress made in 2024:

ACTIVITY PROGRESS STATUS	<i>Practically Completed</i> ☒ ☒ ☒	<i>Well Underway</i> ☒ ☒ ☐	<i>Just Initiated</i> ☒ ☐ ☐	<i>Not Initiated</i> ☐ ☐ ☐	Total Activities
	81 (92.0%)	6 (6.8%)	1 (1.1%)	0 (0.0%)	88

Many of the key activities are multi-faceted, multi-year, or ongoing efforts. Out of the 88 key activities identified for 2024, 81 have been practically completed or significant progress has been made. Six of the remaining activities are well underway to completion and one has already been initiated but still requires work.

CONCLUSION:

The annual strategic business planning process reflects the VPD's ongoing commitment to be a leader in policing, to provide excellent service to the community, and to make Vancouver the safest major city in Canada. The VPD made considerable strides towards the four strategic goals outlined in the 2022-2026 Strategic Plan. Approximately 99% of all key activities in the 2024 Strategic Business Plan have been completed or are well underway to completion.

Author: Tim Szkopek-Szkopowski

Date: March 27, 2025

Submitting Executive Member:

Superintendent Tyrone Sideroff

Date: April 14, 2025



VANCOUVER POLICE DEPARTMENT
2024 STRATEGIC BUSINESS PLAN
REPORT-BACK

April 24, 2025

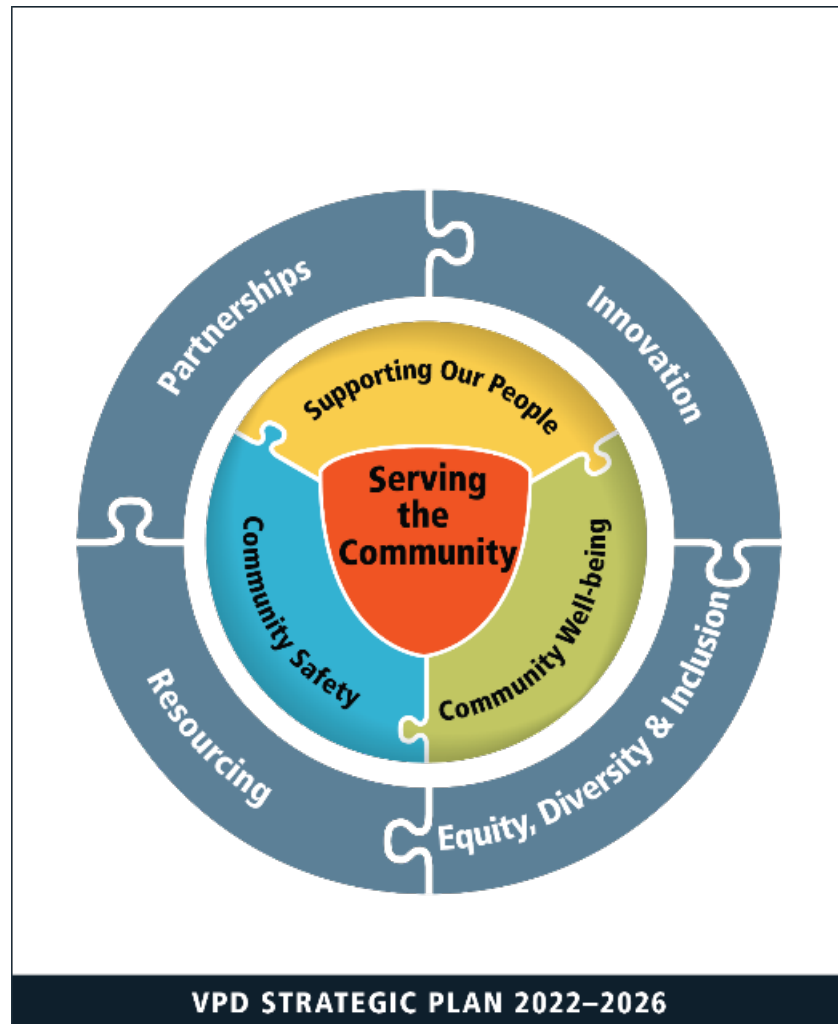
TABLE OF CONTENTS

SUMMARY OF 2024 PROGRESS.....	3
Strategic Goal: SERVING THE COMMUNITY.....	4
Strategic Goal: COMMUNITY SAFETY.....	6
Strategic Goal: COMMUNITY WELL-BEING	8
Strategic Goal: SUPPORTING OUR PEOPLE	10
Appendix A: GLOSSARY OF ABBREVIATIONS/ACRONYMS	12
Appendix B: SERVING THE COMMUNITY – Detailed Report Back.....	17
Appendix C: COMMUNITY SAFETY – Detailed Report Back	40
Appendix D: COMMUNITY WELL-BEING – Detailed Report Back	59
Appendix E: SUPPORTING OUR PEOPLE – Detailed Report Back	75

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

SUMMARY OF 2024 PROGRESS

2024 marked the third 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 2024 Strategic Business Plan outlined the principal strategies that the VPD would undertake throughout 2024 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 (441 total outputs).

Of the 88 activities, 81 key activities (92%) have been completed. Of the remaining seven activities, six are well underway and one has had some progress made. 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 2024, 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, National Day for Truth and Reconciliation, 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 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, VPD members are heavily involved in Out on Patrol and this program presented to students across BC on the topics of bullying, 2SLGBTQ+ inclusion, and positive police role-modeling.

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.
- Enhance trust in police through education and providing public safety and crime prevention information.

NOTEWORTHY METRICS

- 253 VPD employees participated in the On the Land training, which includes Indigenous cultural events and training.
- 477 youth participated in "You Matter" consent education workshops.
- 80% of the Regulations and Procedures Manual (RPM) policies and 100% of the Recruiting Manual were reviewed by the Inclusive Processes Review Team.
- 83% of the respondents to the 2024 VPD Community Satisfaction Survey thought that the VPD is doing an excellent, good, or average job. This is consistent with the 2022 survey.

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.

The VPD 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 2025, body-worn cameras will be fully implemented and deployed for all frontline-operational officers. The full rollout comes with the addition of four sworn officers and 19 civilian professionals.

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 community members with public safety information through press conferences, social media posts, digital campaigns, and online and in-person 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	2	22
1. Further relations with Indigenous Peoples.	5	0	0	0	5
2. Expand relations with newcomer, diverse, and racialized communities.	4	0	0	0	4
3. Enhance equitable, diverse, and inclusive policing practices.	4	0	0	1	3
4. Enhance relations with the 2SLGBTQ+ community.	3	0	0	0	3
5. Engage vulnerable populations, particularly youth and older adults.	6	0	0	1	5
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.

Crime in Vancouver decreased in 2024, compared to 2023. Calls for service and the average priority 1 response time remained stable while all other high-level public safety indicators decreased. Highly successful proactive projects such as Lasher 1 and 2 resulted in the arrest of 174 repeat violent criminals who violated their release conditions. Multiple iterations of Project Barcode also continued to target violent and repeat shoplifters. The Metro Teams also contributed to these proactive policing efforts, providing a valuable surge policing capacity and visible police presence throughout the entire city.

While Vancouver's total Crime Severity Index (CSI) went up 5.5% in 2023, this was driven predominantly by an increase in property crime. However, the violent CSI decreased by 2.8% in Vancouver in 2023, compared to a 0.4% increase in the rest of Canada. The CSI takes into account the relative severity of each type of criminal offence. Statistics Canada releases the official CSI data approximately nine months after the conclusion of each calendar year. The official 2024 CSI metrics are expected to become available in September 2025.

In 2024, the VPD's Youth Services Section paid special attention to court-ordered release conditions applied for young offenders. The Yankee 10 unit conducted 631 compliance checks, or 12 per week on average. Similarly, the Youth Investigative Unit liaised with youth probation officers to ensure supports were in place for violent repeat young offenders.

There was a 6.3% decrease in the number of sexual offenses in 2024. This decrease coincided with strategically focused media and educational campaigns on the topic of consent. The updated media campaign ran for 90 days and reached a total audience of 3.4 million people, including 153,000 who interacted with the ads. This campaign had above average engagement for campaigns of a similar nature. With the generous funding of the Vancouver Police Foundation, this campaign will continue in 2025.

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 decreased by 6.8% and property crime decreased by 9.2%.
- There were 11 homicides in 2024, four fewer than in 2023. Ten (91%) of these homicide cases were cleared by charges, which reflects an exceptionally high homicide clearance rate.
- Sexual offences decreased by 6.3%.
- Assaults decreased by 8.1% overall, driven primarily by a 16.9% reduction in serious assaults.
- Priority 1 response times remained stable, increasing by only one second to 10 minutes and 39 seconds.
- There were 239,224 calls for service in 2024, including 42,878 on-view or officer-generated calls. There was an increase of 8.5% in on-view or officer-generated calls, reflecting a renewed focus on proactive policing efforts.

The VPD continues to be a leader provincially regarding referrals for civil asset forfeiture. In 2024, the VPD referred over \$242 million in assets to the Civil Forfeiture Office (CFO). This is the single largest annual referral by the VPD and includes 28 vehicles, 53 real estate properties, and other high-end luxury items.

There was a 23.8% decrease in hate-motivated incidents in 2024, a reversal of the increase which occurred in 2023. The VPD investigates hate-motivated incidents vigorously, with 30 incidents referred to the Major Crime Section (MCS) and 21 arrests made as a result of these investigations.

Vancouver victims of cybercrime reported total losses of \$135.33M in 2024, with the Cybercrime Unit receiving 3,201 files. The Cybercrime Unit is carefully monitoring the emergence of new AI technologies as they can have a significant impact on cybercrimes.

Strategic Goal: Community Safety	Activities Identified	Activities Not Initiated	Activities Just Initiated	Activities Well Underway	Activities Practically Completed
		☐ ☐ ☐	☒ ☐ ☐	☒ ☒ ☐	☒ ☒ ☒
Strategies	21	0	0	1	20
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	0	4

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 deal with broader social and public safety issues beyond crime, such as mental health, protests, and road safety, all of which have a significant impact on the well-being of the community.

Throughout 2024, the VPD continued to work with healthcare partners to improve overall quality of care for individuals living with mental health and/or substance use disorders. To ensure people experiencing a mental health crisis receive the care they need, the Operations Command Centre (OCC) Liaison Nurse Program was expanded from two to four nurse positions, allowing extended coverage in the evenings. In 2024, the nurses reviewed a total of 3,313 mental health related calls and diverted 51% of these away from a frontline patrol response to an appropriate non-police response.

The efforts taken by the VPD and its partners to support individuals living with mental illness continue to prove successful. MHA apprehensions decreased by 3.1% overall in 2024. *Mental Health Act* (MHA) Section 28 apprehensions decreased by 1.5% in 2024. A Section 28 apprehension occurs when there is an immediate risk of harm to oneself or others due to an apparent mental illness. These are a reaction to crises where an individual requires immediate intervention.

Form 4 and Form 21 apprehensions under the MHA decreased by 5.0%. 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.

The Mental Health Unit (MHU) continued to assist patrol and investigative units with relevant support for violent offenders with mental health challenges. The MHU also supports clients as part of the Assertive Community Treatment (ACT) and Assertive Outreach Teams (AOT).

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. For the first time in five years, BC recorded a reduction in overdose deaths in 2024. Benzodiazepines have been detected in a growing percentage of fatal overdoses.

KEY DESIRED OUTCOMES
• People living with mental health issues and substance disorders receive proactive support through VPD partnerships with healthcare 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
• Overdose deaths decreased by 21.5% in Vancouver, compared to a 12.6% decrease province-wide in 2024. • Section 28 apprehensions decreased 1.5%, emphasizing successful preventive outreach and treatment. • Operations Command Centre (OCC) liaison nurses reviewed 3,313 mental health calls and diverted 51% of these away from patrol. This amounts to 4-5 diverted calls per day. • While the number of protests decreased 8.0% in 2024, there was a 36.2% increase in protests requiring dedicated police staffing. This reflects the growing public safety concerns and complexity associated with protests. • Traffic fatalities decreased by 6.3%.

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 has faced significant extraordinary costs attributable to protests in the last few years. Of the total \$2.9M spent on protests and demonstrations in 2024, \$1.7M was related to the Hamas/Israel conflict. In addition, Vancouver saw numerous large scale events including the Stanley Cup Playoffs and Taylor Swift's Eras Tour. The total policing costs for Taylor Swift's three sold-out concerts that took place from December 6 to 8, 2024 at BC Place Stadium was approximately \$943,000, out of which \$473,000 was recovered from the venue and event organizers. The economic impact to the city was estimated by Destination Vancouver and BC Pavilion Corporation (PavCo) to be \$157 million.

The 2026 FIFA World Cup will draw hundreds of thousands of visitors to Vancouver, necessitating significant security preparations. The Integrated Safety & Security Unit (WC-ISSU) continues its preparations for the tournament by enhancing public order and related security and emergency management processes.

To keep all road users safe, from pedestrians and cyclists 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: 822 violation tickets issued during a high-risk driving campaign, 20 CounterAttack deployments, 91 traffic safety presentations, 103 road safety projects, 63 members trained in Standardized Field Sobriety Testing, and 1,644 commercial vehicle inspections. There was an estimated 3.4% increase in ICBC-reported collisions but one fewer traffic fatality in 2024, compared to 2023.

Strategic Goal: Community Well-Being	Activities Identified	Activities Not Initiated	Activities Just Initiated	Activities Well Underway	Activities Practically Completed
		☐ ☐ ☐	☒ ☐ ☐	☒ ☒ ☐	☒ ☒ ☒
Strategies	22	0	0	2	20
1. Work with partners to address social and health issues that impact public safety.	6	0	0	1	5
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	1	3
4. Safely manage public demonstrations.	5	0	0	0	5
5. Continue enforcement and education action to combat unsafe road behaviour.	5	0	0	0	5

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. The VPD's sworn officers and civilian professionals are its most important and valuable resource. As such, their health and wellness is a key priority.

In 2024, the VPD continued the expansion of its comprehensive health, wellness, and professional development supports to ensure VPD employees 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 expand the new HR SuccessFactors platform. This will allow for further improvements in the tracking and delivery of training as well as the documentation of career development and performance goals.

In 2024, the VPD offered vaccination clinics and on-site physical therapists to encourage employees to maintain their physical health. Nine flu and Covid-19 vaccination clinics were held across three VPD locations, with over 500 employees receiving vaccines. More than 200 employees received shingles vaccinations at 12 additional vaccination clinics.

The VPD expanded its commitment to equitable, diverse, and inclusive work environments, continuing to deliver 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 athletic therapists, a full-time fitness coordinator, and on-site physical assessments and treatments. These services contribute to keep employees healthy, reduce the rate of injuries, and decrease the injury recovery time. The team will look to expand its services further in 2025, further increasing resources to enable staff to remain healthy.

To support members through the entirety of their career, including once they have retired from the Department, the HR Section continues to improve the retirement planning information available to active sworn members and civilian professionals. In addition to retirement planning seminars hosted at VPD, retirement planning information has been made available on the VPDs internal website.

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

- The VPD's authorized strength in 2024 was 1,448 sworn officers and 462 civilian professionals and special municipal constables (combined).
- There is one civilian professional or special municipal constable for every three VPD sworn officers.
- The VPD had a net operating budget of \$429,310,896 in 2024.
- 81 VPD officers are seconded to other partner agencies. The VPD is reimbursed for their salaries and benefits.
- 1,500 smartphones have been issued by the VPD, including to all sworn officers.
- 35% of VPD employees identify as female. In addition, 35% of VPD employees are Indigenous, Black, or otherwise racialized.

The VPD's final 2024 total net operating budget was \$429,310,896. In 2024, the VPD's authorized strength was 1,448 sworn officers plus 462 civilian professionals and special municipal constables. On average, there is a ratio of one civilian professional or special municipal constable for every three VPD sworn officers.

As of October 2024, 35% of all VPD employees identified as female. In addition, 35% of all VPD employees were Indigenous, Black, or otherwise racialized. The VPD continues prioritizing its commitment to recruit sworn members and hire civilian professionals from diverse backgrounds who reflect the diversity of Vancouver.

Strategic Goal: Supporting Our People	Activities Identified	Activities Not Initiated	Activities Just Initiated	Activities Well Underway	Activities Practically Completed
		☐ ☐ ☐	☒ ☐ ☐	☒ ☒ ☐	☒ ☒ ☒
Strategies	21	0	1	1	19
1. Enhance supports offered for employee health and wellness at various career stages.	6	0	0	0	6
2. Enhance equitable, diverse, and inclusive work environments.	6	0	1	0	5
3. Enhance the growth and development of VPD members.	5	0	0	1	4
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)

ADVDPAC - African Descent VPD Advisory Committee

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 (Treehouse Vancouver)

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, and 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 Investigation
FCU - Financial Crime Unit (VPD)
FIFA - Fédération Internationale de Football Association
FILU - BC Family Information Liaison Unit
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)
HOC - Homeless Outreach Coordinator (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
HTU - Human Trafficking Unit (VPD), previously Counter Exploitation Unit (CEU)

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 Protocol Officer (VPD)
IPP - Indigenous Partnership Program (VPD)
IPS - Information and Privacy Services (VPD)
IPVRAU - Intimate Partner Violence and Risk Assessment Unit (VPD)
IRC - Indigenous Relations Coordinator (VPD)
ISA - Information Sharing Agreement
ISSofBC - Immigrant Services Society of British Columbia
ISSU - Integrated Safety and Security Unit
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)
MMIWG - Missing and Murdered Indigenous Women and Girls
MPSSG - BC Ministry of Public Safety and Solicitor General
MPU - Missing Persons Unit (VPD)
MVA - Motor Vehicle Act
MVTP - Metro Vancouver Transit Police

NC3 - National Cybercrime Coordination Unit
NPO - Neighbourhood Police Officer (VPD)

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

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

PMU - PRIME Management Unit (VPD)

PPC - Problem Premises Coordinator (VPD)

PRIME-BC - Police Records Information Management Environment - British Columbia

PRP - Peel Regional Police

PSB - Policing and Security Branch

PSC - Public Service Counter (VPD)

PSS - Professional Standards Section (VPD)

PSSG - BC Ministry of Public Safety and Solicitor General (see also MPSSG)

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)

RSU - Recruiting Service Unit (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)
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 Carla Baker

2024 Strategy 1: Further relations with Indigenous Peoples.

ACTIVITIES	STATUS	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
1.1 - Ongoing participation in Indigenous cultural events.	☑☑☑	The Diversity, Community & Indigenous Relations Section (DCIRS) to have a minimum of ten members engage in eight major Indigenous cultural events (i.e. Orange Shirt Day).	DCIRS and other VPD members have participated in the following events in 2024: Women's Memorial March (25); On the Land Sweat Lodge Increment (150); Indigenous Job Fair (300); Orange Shirt Day (35), National Indigenous Day (17), National Indigenous Veterans Day (20), Musqueam Golf Tournament (20).	Pulling Together Canoe Society VPF RCMP
		DCIRS and VPD to have upwards of 100 VPD and Squamish Nation participants take part in the annual Canoe Waking and Canoe Sleeping ceremonies.	The VPD had 100 participants in the 2024 Canoe Waking Ceremony.	Various municipal police agencies
		DCIRS and VPD to take part in the 2024 Pulling Together Canoe Journey.	35 VPD members participated in the 2024 Pulling Together Canoe Journey.	VACPC
		DCIRS and VPD members to participate in cultural outings with the Squamish Nation and members from other police agencies through the On the Land programming.	- In 2024, 253 VPD employees, including the VPD Executive, participated in Sweat Lodges and cultural learning through the On the Land program. - Upwards of 100 community members have also participated including the Mayor of Vancouver and some of the Mayor's team.	Squamish Nation
		VPD Musqueam Liaison to participate in the annual three-day Musqueam Canoe Race, along with 50 different teams from First Nations around BC and Western U.S.	VPD members and the Indigenous Protocol Officer (IPO) participated in the three-day Musqueam Canoe Race. Security and community engagement were provided by the VPD both on and off the river.	Musqueam Indian Band Tsleil-Waututh Nation

		• Musqueam Liaison Officer to organize VPD Marine Unit to support the annual Tsleil-Waututh Canoe Race.	○ The Marine Unit provided support for the annual Tsleil-Waututh Canoe Race in North Vancouver. ○ The Musqueam Liaison Officer, the Marine Unit, and the Recruiting Unit supported the annual Four Fires Festival, held in False Creek.	
1.2 - Provide additional education and training to VPD members in relation to Indigenous traditions, culture, and history.	☒ ☒ ☒	• Continue to engage VPD members to participate in the On the Land program through Sweat Lodge ceremonies and canoe outings in partnership with the Squamish Nation.	○ In 2024, 253 VPD employees, including the VPD Executive, have participated in Sweat Lodges and cultural learning through the On the Land program. ○ Upwards of 100 community members have also participated including the Mayor of Vancouver and some of the Mayor's team.	JIBC
		• Health & Safety Kits valued at \$30,000 and funded by the Vancouver Police Foundation (VPF) to be distributed by the Intimate Partner Violence and Risk Assessment Unit (IPVRAU).	○ IPVRAU distributed 156 Health & Safety kits in 2024.	FSGV
		• Continue to promote the Moose Hide Campaign through General Announcements and DCIRS Newsletter.	○ The Moose Hide Campaign was promoted through the VPD through the DCIRS newsletter and General Announcements in the second quarter of 2024. Staff were able to access pins from DCIRS, the Human Resources Section (HR), and the volunteer based Ceremonial Unit.	Squamish Nation
		• Continue cultural competency training in partnership with Indigenous Elders at the Justice Institute of British Columbia (JIBC) for over 60 Sheriffs and Constables.	○ The VPD continued to provide this training and will continue to do so, at the request of the JIBC. ○ The IPO engaged Indigenous Elders and BC Sheriffs through the On the Land program, as part of the cultural competency training.	IPVRAU
				SILO
				JIBC
1.3 - Continue to engage Indigenous youth through outreach and programming.	☒ ☒ ☒	• Identify a minimum of three Indigenous young adults to participate in the Indigenous Cadet Program (ICP).	○ Three Indigenous Cadets participated in the 2024 program and also participated in On the Land programming.	CoV
		• Engage upwards of 30 youth in the Blue Eagle Community Cadets Program.	○ Sixty youth participated in the spring and fall sessions of the Blue Eagle Community Cadets Program.	Province of BC
		• The IPO to continue running the "Strengthening our Fathers" group, which engages ten youth weekly.	○ Three cohorts of six to twelve Indigenous men participated in this workshop in 2024. They were working to obtain visitation rights to their children through education around sobriety, navigating the justice system, and violence prevention.	Musqueam NPO
				Transit Police

		Engage ten youth on Fridays for Musqueam Youth Nights.	Youth nights were discontinued in 2024 as the youth previously involved are now young adults. The Musqueam Liaison Officer continued to support these individuals on an ongoing basis with regard to employment, housing, and other needs.	
		Musqueam Liaison Officer to continue general harm reduction awareness and education.	The Musqueam Liaison Officer continued this throughout 2024.	
1.4 - Expand victim support and trauma-informed practices.	☒ ☒ ☒	Ongoing trauma-informed training for all sworn members as part of the Cycle 2 Sexual Assault Investigations training.	In 2024, 771 patrol members completed this course during their Cycle 2 in-service training. In addition, 88 non-patrol members also completed this course.	VSU
		Continue to consult with the Indigenous community on how to best improve reporting mechanisms and offer culturally safe trauma-informed practices.	The Special Investigation Section (SIS) and the lead officer from the Indigenous Partnership Program (IPP) met monthly to increase reporting by victims and to implement culturally safe trauma-informed investigative practices.	CYAC
		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 groups met bi-weekly throughout 2024. - Sexual offences declined 6.3%, with 712 incidents reported in 2023 compared to 667 in 2024. - In 2024, there were 12% fewer reports of intimate partner violence than in 2023.	VACFSS
		SIS management meets with VACPC partners twice a year to discuss human trafficking trends.	These meetings continued in 2024 and resulted in efforts to develop a tool to improve human trafficking reporting specific to Indigenous Peoples.	West End Coal Harbour CPC
		Continue to support the use of cultural spaces by the Indigenous Partner Project, both at Graveley, Treehouse and other cultural appropriate safe spaces (i.e. Aboriginal Friendship Centre).	Cultural spaces continue to be utilized, when necessary, at the Graveley Street facility and at the Treehouse Child and Youth Advocacy Centre (CYAC). The Aboriginal Community Policing Centre is also used as a safe space for Indigenous victims and intimate partner violence victims.	SIS
		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.	The Vancouver Aboriginal Child and Family Services Society (VACFSS) was unable to provide a dedicated worker to the Treehouse Vancouver CYAC in 2024; however, VPD members consulted the VACFSS on all files involving Indigenous children.	

1.5 - Ongoing discussions of key issues through the Indigenous Advisory Committee (IAC).	☒ ☒ ☒	• The IAC will continue to hold four meetings annually (every quarter), as well as one to two special topic meetings that are decided throughout the year (e.g. body-worn camera).	○ The IAC held four meetings in 2024, with nine community members represented from the Three Host Nations. ○ A new member from Musqueam Indian Band was welcomed. ○ Special topics included a policy meeting with the Planning Research & Audit (PRA) Section on the body-worn camera program.	IAC Vancouver Aboriginal Transformative Justice Services Society Three Host Nations Vancouver Fire Service BC Ambulance Service RCMP ACCESS City of Vancouver VPB
		• The IAC will continue to support the IPO in the delivery of the On the Land programming, funded through the VPF.	○ IAC members regularly participated in the On the Land program (as well as other Indigenous programming hosted by the VPD) and supported the VPD and community members.	
		• Upwards of 200 police members and civilians will participate in the On the Land programming in 2024. External organizations and police departments are also being engaged in Sweat Lodges, Spirit Baths and canoe journeys in partnership with the three Host Nations.	○ In 2024, 253 VPD employees, including the VPD Executive, have participated in Sweat Lodges and cultural learning through the On the Land program.	
		• SIS continues the pilot project for Car 7, a partnership between an Indigenous VPD member and a Support Worker.	○ The Car 7 pilot ran from December 2023 to August 2024. ○ Work to secure funding to extend the program is underway. ○ The IPP officer responded to 133 intimate partner violence files and 13 sexual assault files involving Indigenous individuals, during 2024. ○ The IPP officer attended meetings and provided over 20 presentations to Indigenous organizations.	
		• DCIRS continues to work with the IAC, ACCESS, and Recruiting, to encourage outreach for annual participation in the ICP, as well as recruiting of Indigenous police members.	○ In 2024, the VPD and Aboriginal Community Career Employment Services Society (ACCESS) held quarterly meetings with the goal of renewing the memorandum of understanding (MOU) and to create a new contract.	
		• The IPO and the Homeless Liaison Officer continue to collaborate with the City of Vancouver for increased access to supportive housing for Indigenous Peoples.	○ There is currently one male-only supportive housing unit for Indigenous Peoples. ○ Warriors Against Violence, with the support of VPD, continued to work to increase supportive housing.	

		• The VSU and MCS will continue to contact FILU when they need to contact or notify an Indigenous next-of-kin (NOK).	○ The IAC and the Vancouver Police Board (VPB) reviewed the next-of-kin (NOK) protocols have been reviewed by the Indigenous Advisory Committee (IAC) and VPB with acknowledgement from both that the Victims Services Unit (VSU) and the Major Crime Section (MCS) will continue to contact Family Information Liaison Unit (FILU) when an Indigenous NOK is necessary.	
		• The VPB will continue to attend meetings where requested by the IAC.	○ The VPB and IAC continued to meet when required and upon request of the IAC.	
2024 Strategy 2: Expand relations with newcomer, diverse, and racialized communities.				
ACTIVITIES	STATUS	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
2.1 - Continue to engage newcomers, diverse, and racialized communities in personal safety and crime prevention.	☒ ☒ ☒	• Delivery of four 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.).	○ Diversity, Community & Indigenous Relations Section (DICRS) hate crimes investigators provided seven presentations on personal safety and hate crimes to newcomers students at Vancouver Community College (VCC). ○ Hate crimes presentations were provided to Langara College students, Vancouver Mosques, and the BC Muslim Women's Forum in Vancouver. ○ The 2024 Seniors Scam Prevention Seminar reached more than 300 South Asian older adults. ○ The VPD regularly attends meetings with the Muslim and Jewish community. ○ VPD hate crimes investigators presented with the Canadian Race Relations Federation (CRRF) and Statistics Canada at two-day workshops in Victoria and Vancouver.	ISSofBC S.U.C.C.E.S.S. CBSA BCLEDN VPF Musqueam Security Team

		• Conduct a social media fan-out of information around hate crimes and how to report, along with a poster campaign in different languages.	○ A hate crime information poster was created and posted online, as well on the VPD's social media accounts encouraging public to report hate-motivated incidents. ○ The VPD created hate crime pamphlets with information on how to recognize a hate-motivated incident and the importance of reporting these incidents. The pamphlets were distributed to the public at all presentations.	
		• Engage newcomer, diverse, and racialized community members to participate in the Community Police Academy (CPA), specifically engaging with Musqueam Security for one academy.	○ Forty community members participated in two cohorts of the 2024 CPA. The program continues to be very successful in providing education and awareness to the public regarding policing processes and issues.	
		• Deliver 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).	○ Two forums were executed in partnership the BC Law Enforcement Diversity Network (BCLEDN) and CBSA around hate crimes.	
		• Promote and distribute the newcomer personal safety video and toolkit.	○ This will be completed in 2025.	
		• During presentations to multilingual communities, further raise awareness of the hate crimes reporting process, which is available in multiple languages, including American Sign Language (ASL), on the VPD's website.	○ During presentations to different communities, the VPD promoted further awareness of hate-motivated incidents. ○ VPD is working with Wavefront Centre for Accessible Communication to have the VPD website info around hate crimes provided in ASL.	
		• Monitor and further promote the Consent Matters digital campaign aimed at educating youth ages 13-24 about sexual consent. This includes in-person presentations bi-annually to the NewKids program.	○ The 90-day "Consent Matters" campaign resulted in 3.4 million add impressions and more than 153,000 views. Teens and young adults regardless of their gender identity saw the posts. ○ The campaign posts received above average engagement for campaigns of this nature. ○ This campaign drew more website traffic to the VPD website than any other City of Vancouver (CoV) website. ○ The "No Means No" and "You Don't Owe" ads were the campaign's most popular. ○ With support from the VPF further ads will be run in 2025.	

		• Distribute personal safety materials in multiple languages.	○ While personal safety materials were not distributed in various languages, the VPD makes efforts to reduce barriers for those who do not know English. This includes presentations in various languages, hiring members who have knowledge of languages other than English, and having the VPD website and specific forms such as hate crime reporting available in various languages.	
2.2 - Further dialogue and expand relationships with the Black Community.	☒ ☒ ☒	• Continue communicating with the Chair of the African Descent VPD Advisory Committee (ADVPDAC).	○ DCIRS continued open communication with former ADVPDAC board members in 2024. ○ Former board members advised that they may be available to assist the VPD and DCIRS outside the confines of the committee as needed.	Various Black and African Heritage Associations A.B.L.E.
		• Maintain VPD memberships with the Association of Black Law Enforcers (A.B.L.E.).	○ The VPD maintains its membership with A.B.L.E., with members of the VPD Executive along with other officers, including the Inspector of DCIRS, being members.	
		• Attend Black and African Heritage cultural events.	○ In 2024, VPD members participated in two Strathcona African Descent community tours, led by an African historian and scholar. ○ Members of the VPD Executive and DCIRS attended CoV Black History Month events. ○ DCIRS is collaborating with members of the Inclusion Project and planning to work with a subject matter expert in the area of matters impacting the African Descent community.	
2.3 - Continue to engage youth from newcomer, diverse, and racialized communities.	☒ ☒ ☒	• Engage newcomer youth through a ten-week NewKids program.	○ Sixteen newcomer youth participated in the spring cohort of the NewKids program. ○ Since its inception in 2015, almost 300 youth have completed this ten-week program.	VSB Blue Eagle Community Cadets Program
		• Deliver two You Matter program workshops on sexual consent to newcomer, diverse, and racialized youth through the NewKids programs.	○ The You Matter program presented ten workshops to 477 participants between the ages of 13-20. ○ Partnerships with eight community and sporting groups have been solidified as the program continues to grow.	
		• Seek funding to engage youth from Black, Indigenous, and People of Colour (BIPOC) communities in programming similar to the ICP.	○ Due to other ongoing priorities, this programming was not initiated. Efforts to implement this programming will occur in the future.	

		• Implement the ICP program with a minimum of three Indigenous young adults.	○ In 2024, three young Indigenous people participated and successfully completed the ICP program.	
		• Continue engaging the 92 VPD Cadets who were enlisted in 2023 through weekly programming.	○ The VPD Cadets graduated Class 10 in June 2024. This class had representation from over 30 different ethnic backgrounds.	
		• Engage a similar number of VPD Cadets in the 2024/25 school year with the goal of having upwards of 30 different cultural backgrounds represented.	○ In September 2024, 90 cadets were welcomed into Class 11. The class concluded the calendar year with 87 cadets.	
2.4 - Continue to reach out to other specific diverse and racialized groups to further trust and relationships.	☒ ☒ ☒	• Deliver four safety workshops to and attend four support meetings with diverse and racialized groups.	○ Diversity, Community & Indigenous Relations Section (DICRS) hate crimes investigators provided seven presentations on personal safety and hate crimes to newcomers students at Vancouver Community College (VCC). ○ Hate crimes presentations were provided to Langara College students, Vancouver Mosques, and the BC Muslim Women's Forum in Vancouver. ○ The 2024 Seniors Scam Prevention Seminar reached more than 300 South Asian older adults	Jewish Federation Wavefront Centre Limitless Possibilities CNIB ERT
		• Continue to liaise with the Jewish Federation's Safety and Security Committee to enhance the safety of the Jewish Community, including safety-related training and support to reinforce physical security at identified higher-risk locations.	○ The VPD had regular attendance at meetings with the both the Muslim and Jewish community ○ The Emergency Response Section (ERS) met with Jewish Federation Security to provide briefings related to building and general safety.	
		• Work with the Wavefront Centre for Communication Accessibility to implement expanded communication platforms (including for ASL) at VPD Public Service Counters (PSC) and to expand accessibility training for VPD members.	○ Work has commenced with Wavefront to expand communication platforms at the VPD's PSCs in order to make communication more accessible to individuals who are deaf and hard of hearing. These accessibility options will be available at both PICs as well as the Property Office. ○ Wavefront is developing a basic ASL curriculum for the VPD, and will engage with the Education & Training Unit to implement the training.	
		• Make information cards available in Braille with information around accessing services at the Graveley and Cambie PSC.	○ Funding has been sought for Braille information cards that would be available both PSCs. These Braille cards are to be developed with input from PSC staff. ○ This project will be completed in 2025.	

		• Work with Wavefront to create basic ASL course around police language and directives.	○ The VPD is on track to pilot ASL specific on-demand videos for information required from the public when attending the PSCs.	
2024 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 equity, diversity, and inclusion (EDI) lens.	☒ ☒ ☐	• Complete Phase 1 of the EDI Review, which focuses on the Regulations and Procedures Manual (RPM) and VPD Forms.	○ In 2024, the Inclusive Processes Review Unit continued its review of the RPM and has now examined of approximately 80% of the RPM and 25% of VPD forms.	VPD Community Committees
		• Continue Phase 2 of the EDI Review, which focuses on reviewing the Recruiting Manual and the Jail Manual of Operations.	○ In 2024, the Inclusive Processes Review Unit completed its review of the Recruiting Manual. The review examined approximately 90 sections and 50 pages of forms. ○ In Q3 2024, the Inclusive Processes Review Unit began working with the Court & Detention Services Section to review the Jail Manual of Operations. They are currently examining multiple chapters associated with jail-specific RPM policies and related forms.	
		• Secure an external consultant or academic expert to assess the VPD's EDI Review.	○ Final steps have been taken to secure an external consultant. The project scope and expected deliverables are in the process of being defined. It is expected that the work if the consultant will begin in Q2 2025.	
		• Continue to engage diverse community members (including 2SLGBTQ+, Indigenous, racialized, and faith-based communities) when developing and implementing major policy, program, and training initiatives.	○ The Inclusive Processes Review Unit continued to pro-actively strengthen community and partner relationships, aligned with its belief that engaging with diverse communities and external partner agencies is essential to the VPDs success. ○ In 2024, the team engaged with members from the: Ismaili Mosque, Nikkei National Museum and Cultural Centre, Muslim community, Vancouver Khalsa Diwan Society, VPD's Indigenous Advisory Committee, Out on Patrol, Chinese Canadian Museum Society of BC, Jewish Federation of Greater Vancouver, and the Indigenous community at the Stal'aw Pow Wow event.	

		Pursue additional EDI education, training, and conference opportunities where available.	The Inclusive Processes Review Unit is supported by a foundation of ongoing training and education. Training and courses taken in 2024 included: Islamophobia in the Context of Law Enforcement Presentation, Antisemitism – Then & Now presentation, British Columbia Corrections at North Fraser Pre-Trial Centre, Canadian Association of Chiefs of Police Conference - EDI Everyday: Strategies for Daily Success, Halton Regional Police: Diversity, Equity and Inclusion Summit, Ontario Association of Chiefs of Police Course – EDI Training; and Ontario Association of College and University Security Administrators Conference - 2024 EDI.	
3.2 - Work to recruit officers and civilian members who reflect the community.	☒ ☒ ☒	Engage with a minimum of 10 diverse communities (including 2SLGBTQ+, Indigenous, racialized, and faith-based communities) through programming and events to inform them about careers in policing.	- The Recruiting Unit (RU) reached out to over 25 diverse communities. - In 2024, 58% of applicants to the VPD identified as racialized. Additionally, 57% of applicants disclosed that they have a second language. - The acquisition of Applicant Tracking Software is currently underway.	Recruiting Unit Inclusive Processes Review Unit DCIRS
		The Recruiting Unit (RU) to continue engaging members from diverse communities in order to determine best practices for engagement of young people in those communities to become police officers.	- RU made every effort to connect with each distinct community in Vancouver. - In 2024 the RU implemented the Run with a Recruiter Program. This program invites the public to go for a run with VPD recruiters and presents an excellent platform, in an informal setting, to ask questions about a career in policing. Additionally, it reinforces a collective community and provides exposure to the VPDs core values. - Since starting in the fall of 2024, the RU has had over 450 participants in the Run with a Recruiter Program which has established itself as one of the RU's main outreach initiatives. The program attracts a very diverse group of people, from all walks of life. - In 2024, the VPD hired First Nations siblings. It highlighted the VPD's commitment to EDI. The swearing-in of a brother and sister at the same time was a first for the VPD.	

		• Out on Patrol (OOP) to assist RU with engagement practices for increasing numbers of 2SLGBTQ+ recruits.	○ The RU has engaged with OOP to formalize how they can participate in events together.	
		• RU to monitor evolving trends in the use of social media for recruitment.	○ A newly hired graphic designer will help the RU capitalize on the latest trends in social media. The social media capabilities of the RU were bolstered by the attendance of RU members at a 2024 social media conference in San Diego. ○ The graphic designer has given the RU the capacity and expertise to expand its brand awareness through content such as behind-the-scenes, employee testimonials, and day-in-the-life videos with the goal of attracting those who may not have considered a career in policing. ○ RU researched the use of Artificial Intelligence (AI) tools to assist in social media content creation, with the goal of reaching wider audiences.	
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.	○ The IPO engaged 253 VPD employees, including the VPD Executive and Vancouver Police Board, along with many external agencies and partners in the On the Land programming. This programming provides an avenue for the police to engage with the community through cultural activities and learnings. It also informs members on issues surrounding decolonization and anti-racism.	DCIRS VPB Human Rights Commission Squamish Nation
		• DCIRS IPO to continue the execution of the On the Land programming, funded through the VPF. This programming informs members on issues around decolonization and anti-racism through activities with Indigenous Peoples around BC.	○ In 2024, 253 VPD employees, including members of the VPD Executive, have participated in this program. ○ Upwards of 100 community members have also participated including the Mayor of Vancouver and some team members.	Musqueam Indian Band Tsleil-Waututh Nation
		• The BCLEDN to hold two forums around Hate Crimes and Anti-Racism.	○ The BCLEDN held two forums on anti-racism and hate crimes with well over 100 police members and community partners from around the province attending.	

		• VPD to continue to participate in the Professional Standards Section (PSS) initiative called Restorative Complaint Resolution, which makes the complaints process more accessible.	○ Four Restorative Complaint Resolutions were conducted, two of which were resolved through this process. ○ Seventeen members took the mandatory training for restorative justice practices in 2024. It is estimated that 20 members will take this training in 2025.	
		• In partnership with Indigenous Nations around BC and Corrections Services of Canada, raise the newly carved Honour Pole at the VPD Graveley building, as envisioned by SisterWatch to commemorate MMIWG.	○ The carving and launch of the Honour Pole, envisioned by SisterWatch, is ongoing.	
		• Continue to report to the BC Human Rights Commissioner on how systemic remedies are being addressed.	○ The recommendations made to the VPD by the BC Human Rights Commissioner were completed in 2024. ○ Communication regarding human rights continues and is ongoing within the VPD.	
		• 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.	○ Six DCIRS Newsletters were distributed via email. These newsletters highlighted the VPD's inclusive and diverse activities and interactions with the public.	
3.4 - Deploy body-worn cameras and related technology.	☑☑☑	• Positions devoted to body-worn cameras (BWC) will be extended until the end of 2024 in order to support ongoing court cases.	○ Support positions from the BWC pilot were extended at the conclusion of the pilot to continue to support members who used BWC and ongoing court cases that have BWC video.	VPD ICT
		• Ongoing leveraging of department-issued smartphones and the Digital Evidence Management System (DEMS) to facilitate an integrated user-friendly interface.	○ The BWC pilot project continued to leverage DEMS functionality to support BWC disclosure requirements for court purposes. This included automated naming of BWC videos and using DEMS redaction tools to increase vetting efficiencies.	CoV
		• Report back to Police Board and City Council at the end of the pilot project in 2024.	○ A full BWC pilot evaluation report was completed and provided to the VPB and Vancouver City Council. Upon receipt of the report, the VPB and Vancouver City Council supported expanding the BWC program to all operational members and Council approved an increase in funding for this initiative.	Health Authorities
				BCAS
				Teamsters
				VPU
				Province of BC

2024 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.	☑☑☑	• OOP to actively engage with a minimum of six Pride societies across BC.	○ In 2024, the VPD supported OOP in actively participating in nine Pride festivals across BC (Chilliwack, Delta, Kamloops, Kelowna, North Shore Pride Alliance, Smithers, Surrey, Whistler and White Rock).	Rainbow Refugee
		• OOP to award six \$4,300 scholarships for 2SLGBTQ+ youth considering a career in policing.	○ The VPD supported OOP in its youth outreach activities. In 2024, OOP awarded six scholarships, totalling more than \$25,000 to 2SLGBTQ+ youth that were considering a career in policing. Since 2021, OOP has awarded more than \$55,000 in scholarship funds.	Out on Patrol
		• Deliver Project Elder Pride sessions through the Trout Lake Community Centre and the 2SLGBTQ+ Advisory Committee.	○ The VPD and the Trout Lake Community Centre signed a memorandum of understanding to run Elder Pride in 2025.	Delta Pride
		• Continue to engage members of the 2SLGBTQ+ community and encourage participation in the Community Police Academy (CPA).	○ In 2024, VPD OOP members presented at the CPA as well as at nine Pride festivals and other community events. This is part of ongoing positive outreach with 2SLGBTQ+ individuals.	Fraser Valley Pride
		• Run two workshops of the Raise Your Voice program being developed by VPD in partnership with QMUNITY for 2SLGBTQ+ victims of sexual violence in order to increase reporting as well as support.	○ These workshops were not run in 2024. Outreach to the 2SLGBTQ+ community remains a priority to the VPD.	Kelowna Pride
		• Ten VPD members to attend annual invitation to QMUNITY event around homophobia and transphobia.	○ The VPD filled one table of ten at this annual event. VPD participants included members of the Senior Leadership Team, DCIRS, and SIS, along with diversity liaison officers and the hate crimes investigator. ○ The VPD also supported a table for Indigenous seniors, who otherwise would not have been able to attend due to financial barriers. This is part of the VPD's ongoing partnership with QMUNITY.	Whistler
4.2 - Enhance the cultural safety of the 2SLGBTQ+ community.	☑☑☑	• Ongoing VPD participation on the City of Vancouver's 2SLGBTQ+ Advisory Committee in order to advise Council and staff on enhancing access and inclusion.	○ DCIRS was in regular contact with the committee and provided information on specific topics of interest by the group when attending meetings. ○ In 2024, the VPD attended four meetings.	Rainbow Connection
				QMUNITY
				CoV
				Various community support agencies

		• Continue to implement the CoV's Trans, Gender Variant, and Two-Spirited Inclusion recommendations via the VPD 2SLGBTQ+ Advisory Committee.	○ The VPD has ongoing contact and dialogue with the CoV committee and attended four meetings in 2024.	VSB
		• OOP to continue to encourage underrepresented members of the community to enter a career in policing through their Youth Outreach Series, which includes scholarship funds and peer support work in schools promoting positive mental health and resiliency.	○ In 2024, the VPD supported OOP in building on the success of the Youth Outreach Series; OOP presented to 24 youth groups, and over 2,800 students.	
		• Maintain relationships and provide safety training to 2SLGBTQ+ community support organizations such as community policing agencies and community centres who offer programming to 2SLGBTQ+ audiences.	○ DCIRS participated in quarterly meetings with the Sexual Orientation and Gender Diversity Committee. This committee discusses and addresses community safety issues. Planning for personal safety workshops is underway and are expected in the future.	
		• OOP to present to a minimum of 35 secondary and post-secondary classes with the goal of targeting over 1000 students on topics such as bullying, inclusion and positive police role-modelling.	○ In 2024, the VPD supported OOP in its outreach to youth. OOP presented to 24 youth groups, and over 2,800 students as part of its Youth Outreach Series.	
4.3 - Enhance police awareness of 2SLGBTQ+ community concerns.	☑☑☑	• DCIRS to deliver 2SLGBTQ+ awareness training to 19 new Community Safety Personnel (CSPs).	○ All 19 new CSPs received this training.	JIBC
		• OOP to participate in Surrey Pride for the first time, along with six other pride events around the province.	○ The VPD supported OOP in its participation in nine Pride festivals, including Surrey Pride.	Out on Patrol
		• DCIRS to host community Pride Flag raising ceremony with community and City of Vancouver, where the new Progressive Pride Patch and Pin will be launched and distributed.	○ DCIRS hosted City Councillors, community members and 2SLGBTQ+ VPD members at the annual Pride Flag Raising event at the end of July 2024. Thirty people were in attendance including the Mayor of Vancouver.	Various external law enforcement agencies External community agencies

		• OOP, as a non-profit peer support organization for 2SLGBTQ+ members of law enforcement, will continue to provide avenues for engagement with the goal of recruiting another 300 membership applications from around the world.	○ The VPD provides support to OOP through various avenues including having officers participating in OOP events when operational feasible. ○ OOP offered seven peer-support events to its members throughout 2024. ○ OOP provided three career development opportunities to its members in 2024, sponsoring conference registrations and travel. ○ In 2024, OOP established its Executive Advisory Committee, which has representatives from over 20 law enforcement agencies and detachments across BC. This committee advocates for OOP initiatives and promotes their mission.	
		• OOP to present to IACP and Whistler RCMP on “officer safety and wellness” in relation to peer support organizations for 2SLGBTQ+ police members.	○ OOP collaborated with the British Columbia Women in Law Enforcement (BCWLE) and presented at the 2024 IACP Officer Safety and Wellness Conference.	
		• Develop safety protocols for the administration of fingerprinting services for transgender name changes, while keeping track of the numbers of individuals accessing the service.	○ As part of a pilot project, the VPD provided fingerprints services at the QMUNITY Trans ID Clinic. The Name Act requires any individual over the age of 18 to provide fingerprints when changing their name. ○ In 2024, 25 people took advantage of this service. ○ A Pilot project where fingerprint services were delivered in the community alongside QMUNITY’s Trans ID Clinic was completed. Twenty-five people participated and gave positive feedback. ○ This project will be reviewed in 2025 as more communities have requested access to this service.	
		• DCIRS to continue 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.	○ DCIRS liaised with EOPS on the Pride Parade and worked with OOP and the Pride Society to assist with communication.	

2024 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.	☑☑☑	Establish positive, prosocial relationships with youth through informal interactions and presentations.	- In the first year of the reimagined School Liaison Officer (SLO) program, the SLOs had 1,057 documented interactions with youth. - The SLOs participated in 124 presentations, workshops, and assemblies.	CoV
		Continue to provide SLOs with enhanced training specific to their role to support youth.	SLOs continue to receive enhanced training with an emphasis on restorative justice and participate in the Integrating Communications, Assessment, and Tactics (ICAT) course.	VSB
		Continue to participate in ongoing community discussions and collect feedback, including collaborating with the Vancouver School Board (VSB) to create a survey to assess the impact of the reimagined School Liaison Program.	The “Year One” survey and update report was completed. The report included feedback from students and administrators at VSB and independent schools.	Vancouver School District (VSD)
		Collaborate with VSB and other community partners to provide ongoing supports and services.	A research company was hired to provide a third-party independent evaluation of reimagined SLO program.	IAC
		VPD and VSB senior leadership meet quarterly for a steering committee meeting.	Steering committee meetings were ongoing in 2024. The newly established Alternative Programs Working Group was created to further interagency collaboration.	Various community partners
		Create and implement targeted, school-based youth programs in accordance with demonstrated needs of varying student bodies.	- Newly established school-based youth programs include Strathcona SPARK (a weekly drop-in sports program at Strathcona Elementary) and a new arts-based initiative to compliment - The VPD Archery Academy engaged 15 to 20 youth in weekly archery sessions at Magee Secondary.	Qatalyst
		Implement the Vancouver Technical Youth Boxing Club to provide ongoing boxing instruction and practice to youth participants.	- The Van Tech Boxing Club, established in 2023 by VPD SLOs, focuses on enhancing physical and mental health while empowering students to mentor and coach others in the sport. - In 2024, 15 to 20 youth participated in the weekly boxing sessions at Vancouver Technical Secondary.	VPF
		VPD Running Club to continue engaging youth at Windermere Secondary through regular practice runs, local races and destination marathons.	38 youth participants took part in weekly programming, totalling 80 sessions, plus participation in local races.	

		• Develop and implement the VPD Titans Swim Club at Templeton Secondary to teach youth how to swim.	○ 12 youth participants completed eight sessions that focussed on essential life-saving aquatic skills and improving swimming techniques.	
		• Continue connecting with youth at Churchill Secondary through weightlifting and physical activity in the Iron Bulldogs Fitness Club.	○ 35 to 40 youth engaged in twice-weekly after-school weight training sessions at two secondary schools. They also participated in two annual interschool weightlifting competitions. ○ In March of 2024, the Iron Bulldogs hosted the first inter-school weightlifting competition, with students from Churchill, Lord Byng, and Kitsilano Secondary.	
		• Develop and deliver Full Court Press, a two-day basketball camp for grade eight students.	○ The Spring Break basketball camp was planned and will be held in March 2025. 120 youth are expected to take part in the two-day event. ○ Victory Creative and the Vancouver Bandits professional basketball team are founding partners. ○ A follow up event, named Full Court Support, which is expected to host 76 youths has also been planned.	
5.2 - Deter youth from gang involvement and criminal activity.	☒ ☒ ☒	• The Gang Crime Unit (GCU) will deliver an anti-gang workshop to 16 newcomer youth in the NewKids program.	○ GCU delivered an anti-gang presentation to 16 newcomer youth through the spring NewKids program. ○ YSS provided significant support through the identification of students and providing staff to put on the event.	UBC BC Lions VBPR
		• GCU to deliver anti-gang workshop to VPD Cadet program, as well as participate in ongoing weekly activities with the 92 youth in the 2023/24 program.	○ GCU presented to the VPD Cadet Program in the fall of 2024.	VPF
		• Hold the annual Gang Tackle flag football game involving at-risk youth, police members, and current professional football players, engaging 90 youth in 2024 for its 10-year anniversary.	○ In 2024, GCU celebrated the tenth anniversary of the Gang Tackle flag football program with 75 youth participating. This program engages identified at-risk youth. The goal of the program is to deter them from a life of crime and violence, instil confidence, and develop relationships between youth and the VPD. ○ This year's Gang Tackle involved 45 volunteers from the VPD, the Musqueam Indian Band, other local police agencies, University of British Columbia (UBC) Thunderbird football team, as well as retired and current Canadian Football League (CFL) players.	
		• Present gang workshop to Indigenous Cadet Program (ICP) participants.	○ GCU presented to ICP participants in July with great feedback from the group.	

		• The VPD Youth Justice Program Coordinator (YJPC) to continue to provide full-time outreach support to at-risk youth.	○ The YJPC worked closely with an SLO and Youth Services Section (YSS) officers to support at-risk students, providing resources and guidance to keep them engaged in education while promoting positive behaviour and outcomes.	
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 VPD Cadets graduated Class 10 in June 2024. This class had students from over 30 different ethnic backgrounds. ○ In September 2024, 90 cadets were welcomed into Class 11. The class concluded the calendar year with 87 cadets.	VPSSC
		• Administer another post-cadet survey to determine if learning objectives were met.	○ The survey was administered and it was determined that all learning objectives were met. ○ Of the 51 Class 10 graduates, 47 (92%), continued with their education and careers.	Moresports VBPR VGBA
		• 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 and the Vancouver Police Soccer & Service Club (VPSSC) held the annual Pee Wee Soccer camp in Strathcona Park. The Vancouver Whitecaps professional soccer team also participated in this event. Approximately 200 youth, aged six to nine, attended daily, between July 2 and 5.	Langara College VSD
		• Hold the annual Paul Sanghera Soccer Tournament, which includes the awarding of post-secondary scholarships.	○ YSS arranged a memorial soccer game between a VPD soccer team and the VPD Cadets in lieu of the annual Paul Sanghera Tournament. The annual tournament is expected to return in 2025.	VPF
		• 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 is a volunteer based program at the VPD. The member who was previously has since left the VPD and the VPSSC did not have adequate staff, time, and funding to complete this initiative. There are plans to revisit this initiative in 2025.	
		• Continue to engage youth through Supporting Activities for At Risk Youth Program (SAFARY), which provides financial support for resilience-based activities.	○ SAFARY helped 39 youth participate in activities including volleyball, soccer, gym/leisure passes, acting classes, driving lessons, pottery, Muay Thai, boxing, orchestra fees, coding, ski & snowboarding club.	
		• Connect with youth in community and school-based events through Envisioning New Connections: Outreach Recreation Engagement Program (ENCORE).	○ ENCORE held 48 community and school based events. During these events, participants were provided with food and snacks while they connected with officers.	

		Engage youth through the annual Langara Challenge Basketball Tournament organized by the Vancouver Girls Basketball Association (VGBA).	The VPD continued to support this tournament providing food and five \$1,000 scholarships.	
5.4 - Support youth mental wellness.	☑☑☑	Ongoing delivery of sexual exploitation awareness through the Total Respect for Ourselves and Others (TROO) program.	The YJPC delivered eight sexual exploitation awareness presentations through the TROO program.	VSD
		Through Y10, Y20 and Car 86 partnership cars, continue establishing vital connections with service agencies.	The Y10, Y20, and Car 86 programs continued to operate through YSS. These programs ensure youth experiencing mental health challenges are referred to the Child Adolescence Response Team (CART). Additionally, they ensure that appropriate supports are put in place.	MCFD
		The You Matter campaign will continue to support internal programming, presenting at NewKids and the VPD Cadets.	- In 2024, ten workshops were presented to 477 participants between the ages of 13-20. This included youth participating in the NewKids and VPD Cadets programs. - Partnerships with eight community and sporting groups have been solidified as the program continues to grow.	VPF
		The Consent Matters digital campaign will continue to target youth aged 13-24, educating them about sexual consent.	- The 90-day Consent Matters campaign resulted in 3.4 million ad impressions and more than 153,000 direct views. Views were nearly equal among those identifying as male and female between the ages of 13 and 26. - The campaign posts received above average engagement for campaigns of this nature. - This campaign drew more website traffic to the VPD website than any other CoV website. - The most popular ads were “No Means No” and “You Don’t Owe”. - With support from the VPF further ads will be run in 2025.	
5.5 - Work to ensure the personal safety of older adult populations.	☑☑☐	Deliver two senior health and safety workshops.	These workshops were not conducted in 2024, but will be run again in future years.	WPST
		DCIRS to roll out a medical ID bracelet program with the goal of providing 200 to those qualified.	This program did not come to fruition due to privacy considerations regarding the collection of medical information.	CPCs BCECCS

		• Participate in World Elder Abuse Awareness Day (June 15th).	○ Due to other priorities, DCIRS was not able to participate in this event.	Seniors Abuse and Information Line
		• Continue developing partnerships with local health authorities, financial institutions, government agencies and other community partners to further address elder abuse.	○ The VPD's offered Scam Prevention for Seniors Seminars. The seminars are presented by members from the Financial Crime Unit (FCU), Cybercrime Unit (CU), MCS, and others in the Operations Division. The seminar presents on financial crimes, the latest scams, online safety, and distraction thefts. ○ The elder abuse investigator works with Vancouver Coastal Health to regularly assists the JIBC with elder abuse scenarios. ○ The elder abuse investigator worked with Family Services of Greater Vancouver (FSGV) to support the vulnerable elderly populations of Vancouver.	
		• The Women's Personal Safety Team (WPST) to deliver a minimum of three personal safety workshops to older adult populations.	○ The WPST hosts safety workshops on request from the community. In 2024, the WPST focused on youths as well as specific communities who requested them due to the global political landscape. ○ In 2024, The WPST presented 26 in-person workshops to 866 registrants who identified as female. ○ The WPST presented workshops to SisterWatch, Crown Counsel, Jewish community, youth-specific groups, the BC Teachers Federation, and others.	
		• Community Policing Centres (CPCs) to continue to deliver specific initiatives and activities to support older adults, with the goal of delivering 20 outreach programs and information sessions covering financial scams and safety tips for older adults.	○ Senior specific events, activities, and programs run by CPCs include home visits, pop-up tents, outreach at events, and other creative projects. ○ CPCs in Vancouver have put on more than 80 outreach events and 19 presentations. In addition, they put on one large-scale community forum.	
		• Block Watch to deliver "Block Talk" seminars with a goal of reaching over 200 participants. Topics will include financial fraud awareness, target hardening, tips for talking with your neighbour, and emergency preparedness.	○ Block Watch provided a bi-weekly newsletter, featuring crime prevention tips, that was distributed 7,000 Block Watch members. ○ Block Talk seminars included presentations on topics such as emergency preparedness, Close-circuit Television (CCTV) video surveillance, pedestrian and road safety, transit safety, and the evolution of a criminal investigation.	

5.6 - Protect older adults from financial frauds.	☑☑☑	• Ongoing meetings of the “Scam Prevention for Seniors” VPD committee, which consists of the Financial Crime Unit (FCU), Cybercrime Unit, Major Crime Section, and Operations Division representatives. As part of this group, deliver at least six information sessions for older persons covering information about financial crimes and the latest scams. • Continue engaging in meetings with the City of Vancouver’s Older Persons & Elderly Advisory Committee. Discussions revolve around policies and practices and priority issues facing seniors, including fraud/scam prevention, safety and security, online digital safety, outreach to vulnerable seniors, and community interventions to address isolation. • Leverage social media and publish videos created with Public Affairs to raise awareness of the Grandparent/Bail scams, rental scams, bank draft scams, and AI-powered scams involving voice cloning.	○ FCU delivered six information sessions to older adults. ○ DCIRS delivered nine scam prevention sessions to various communities in multiple languages, including one in Japanese, two in Cantonese, and two in Punjabi. These sessions had a combined attendance of more than 1,500. ○ E-Comm call takers and dispatchers received training on the most common scams. The training included how to elicit information and techniques in speaking with older adults that have been scammed. Upwards of 220 employees attended. ○ FCU presented at seven diverse cultural locations in 2024. ○ FCU sits on the CoV’s Older Persons & Elderly Advisory Committee. These meetings are bi-monthly and involve strategic planning around topics that impact older adults, such as isolation and loneliness, homelessness, transportation, urban infrastructure, and community supports. ○ FCU members organized a conference, in collaboration with the Financial Abuse Investigator’s Action Group, for investigators associated with banks, Vancouver Coastal Health (VCH), the Public Guardian and Trustee of BC, the Fraser Health Authority, and other government agencies. ○ Upwards of 65 people attended the full day conference, which included training on financial crime investigations and presentations from varying groups such as the Notaries Society of BC and the BC Real Estate Commission. ○ Public Affairs section worked with FCU to put out 18 fraud-related posts on Instagram in 2024. The posts covered a variety of topics including the grandparent/bail scam, Bitcoin scams, rental scams, scams targeting the Chinese community, and other common scams. ○ The Safety Awareness for Elders (S.A.F.E.) program was also featured on social media posts in 2024.	Public Affairs Section Council to Reduce Elder Abuse
---	------------	---	--	--

2024 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.	- Scam prevention messaging in 2024 highlighted the grandparent/bail money scam, email phishing scams, Bitcoin scams, Interac e-transfer scams, job opportunity fraud, AI-voice cloning scams, rental scams, bank employee scams, romance scams, Black Friday scams, and text phishing scams. - Social media was used to raise public awareness of the legality of alcohol on beaches, specifically on which beaches alcohol was allowed and other restriction regarding open alcohol in public. - There were 165 media releases in addition to quarterly crime statistic releases.	CoV Park Board VFRS E-Comm CNIB VPF City of Vancouver
		Ongoing delivery of crime prevention and public safety tips through storytelling on social media.	Phase two and three of the Consent Matters digital media campaign occurred in 2024. This included targeting youth through a series of videos featuring a texting exchange.	
		Deliver safety campaigns with social media advertising targeting to specific audiences.	- The VPD partnered with the Canadian National Institute for the Blind (CNIB) to deliver information regarding guide dog regulations and the discrimination that some guide dog users face. - Information on Project Barcode was made available to the public. - The VPD and E-Comm shared messaging about when the public should call 911 as opposed to the non-emergency as well as other important things to know when calling for police assistance. - A series of infographics regarding 4/20 were created. The infographics contained information regarding cannabis laws and the sale of cannabis.	
		Hold combined press conferences with community partners before large events (e.g. Celebration of Light, Canada Day, etc.).	Press conferences and social media releases occurred for the Celebration of Light, the Stanley Cup Playoffs, and the Taylor Swift concert series.	

		• Ongoing distribution of crime prevention materials at public safety fairs and workshops.	○ The Public Affairs Section created posters, booklets, and brochures for senior scam prevention initiatives as well as cybercrime brochures for seniors and hate crimes posters and brochures.	
6.2 - Enhance VPD reputation through enhanced public engagement.	☒ ☒ ☒	• Create more content highlighting the different sections within the VPD, including subject-matter expert interviews.	○ Investigators from IPVRAU, Sex Crimes Unit (SCU), FCU, and DCIRS were interviewed on topics such as scam prevention, intimate partner violence, sexual crime reporting, human trafficking, and elder abuse. ○ Victim Services Unit (VSU) staff were featured in two videos for the unit's 40th anniversary. The videos offered information for victims and the services that the VSU provides. ○ A video featuring the Marine Unit provided marine safety tips to the public.	All VPD Sections
		• Leverage social media to continue to respond to newsworthy events.	○ Social media was used to provide information and reassurance to the public in the immediate aftermath of a police-involved shooting, a series of knife attacks, and a homicide in downtown Vancouver. ○ The public was provided information regarding the VPD's BWC pilot project through social media videos. The VPD website provided additional information, answers to common concerns and question, and a way to provide feedback. ○ During the Taylor Swift concert series videos providing fans with important information and safety tips were created. ○ A video created during the Stanley Cup playoffs provided safety advice for fans and let the public know that additional officers were working during the games.	
		• Create opportunities where the public can meet VPD officers in low barrier settings.	○ Community safety forums were promoted with social media posts. ○ A video for International Women's Day, featuring four female VPD officers telling their stories about becoming police officers, was created. ○ Additional videos with information on VPD's Gang Tackle and Vaisakhi celebrations were also created.	
		• Increase engagement on social media by addressing and responding to comments, questions, and feedback.	○ The Public Affairs Section engages and responds to comments, questions, and feedback on its social media posts as a standard practice.	

Appendix C – Community Safety

Goal: COMMUNITY SAFETY Champions – Superintendent Don Chapman and Acting Superintendent Phil Heard				
2024 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 intimate partner 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.	- The VPD's elevated risk-flagging system allowed additionally monitoring of high-risk intimate partner violence offenders and support to victims. - In cases flagged as highest risk, referrals for assistance by Family Services of Greater Vancouver (FSGV) support workers were provided.	MPSSG MCFD FSGV BC Probation
		Ongoing weekly updating of the elevated risk flagging system.	The elevated-risk flagging system is updated weekly by IPVRAU investigators and the data analyst to follow-up on intimate partner violence files.	
		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 DVCT meetings to share intelligence and resources in relation to high-risk intimate partner violence cases. This aids in directing resources to assist with offender management and victim support.	
		Continue to conduct foundational and advanced threat assessments to support victim relocations or extraordinary safety planning.	The Provincial Protections Measures Team (PPMT) worked with an FSGV support worker to provide resources, relocations, extensive safety planning, and victim management for those at risk of serious injury or death due to intimate partner violence.	
1.2 - Continue to target of 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 BC Corrections.	There is ongoing dialogue with CSC parole officers regarding high-risk offenders that are released and managed in Vancouver. The VPD works collaboratively with CSC parole officers and BC Corrections probation officers in cases involving those who are at the highest risk to re-offend.	CSC BC Corrections Salal

		• Ongoing surveillance of high-risk sex offenders living in the community.	○ High-Risk Offender Unit (HROU) members continued to monitor high-risk sex offenders.	WISH Drop-In Centre Society
		• Continue to regularly engage and coordinate with community partners to identify, investigate, and prosecute offenders who prey upon sex workers.	○ The Sex Industry Liaison Officer (SILO) reviewed all files reported through the SisterWatch, a support organization for women living and working in the Downtown Eastside (DTES). If further investigation is required, the SILO liaises with relevant investigative sections. ○ The SILO met with numerous organizations, that provide resources to people working in the sex industry, including, but not limited to, the Woman's Resource Society, Sheway, and Raincity Housing. ○ The SILO met with the medical staff at the Heatley clinic, including doctors, nurses, mental health nurses, and aids. ○ The SILO continued to identify those who pose the greatest risk to sex workers and prioritize them for offender management. Intelligence was shared with the Operations Division when appropriate.	Kingsway Community Centre (KCS) Sisterhood Tent Sisterhood Sistershelter Woman's Resource Society CSC
		• Ongoing community engagement with sex worker groups to facilitate increased reporting of crimes against sex workers.	○ Special Investigations Section (SIS) management and the Human Trafficking Unit (HTU) had regular contact with community groups, who support sex workers, to break down barriers for reporting crimes. ○ The SILO continued to build relationships and trust with those in the sex industry through providing supports. This includes providing "911 phones" and aiding them in accessing resources.	
		• Continue to investigate all high-risk offenders who prey upon sex workers.	○ Members in SIS worked collaboratively with other areas of the VPD on investigations related to high-risk sex offenders.	
		• Continue to monitor and distribute Red Light Alerts to ensure offenders are investigated and prosecuted to the fullest possible extent.	○ The SILO works closely with WISH, a support organization for women involved in the sex trade, in relation to Red Light Alerts. ○ A weekly report is compiled and reviewed by the Sex Crimes Unit (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.	○ In 2024, the WPST delivered 26 in-person workshops to 866 registrants throughout the four Patrol Districts of Vancouver. ○ The WPST delivered workshops to SisterWatch, Crown Counsel, the Jewish community, youth-specific groups (e.g., NewKids), and the BC Teachers Federation, among others.	WPST YSS VPF
		• Hold another Personal Safety and Awareness Fair, which includes a number of personal safety activities for women and older adults.	○ Due to other priorities the Personal Safety and Awareness Fair will be held in 2025.	
		• Develop additional social media campaigns and workshops focused on consent and online safety.	○ The 90-day "Consent Matters" campaign resulted in 3.4 million ad impressions and more than 153,000 direct views. Views were nearly equal among those identifying as male and female between the ages of 13 and 26. ○ The campaign posts received above average engagement for campaigns of this nature. ○ This campaign drew more website traffic to the VPD website than any other CoV website. ○ The "No Means No" and "You Don't Owe" advertisements were the campaign's most popular. ○ With support from the Vancouver Police Foundation (VPF), this campaign will continue in 2025.	
		• Revamp the Hands-Off campaign to target groping offenders and provide support to victims of groping.	○ The Hands-Off campaign originally launched in 2022 and has been replaced by the VPF funded "Consent Matters" campaign, delivered by the Public Affairs Section.	
		• Expand the You Matter campaign which educates youth specifically on consent issues.	○ Ten workshops were presented in 2024 to 477 participants between the ages of 13-20. ○ Partnerships with eight community and sporting groups have been solidified as the program continues to grow. ○ VPF funding allowed for an increase in the number of facilitators for the You Matter campaign, resulting in an increase in the number of seminars delivered.	

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 Province of BC's Safer Communities Action Plan.	○ Utilizing funding from SITE, the Chronic Offender Unit (COU) conducted two proactive enforcement projects (Project Lasher 1 and 2), targeting Repeat Violent Offending Intervention Initiative (ReVOII) offenders. ○ Project Lasher 1 ran for 39 days during April and May, 2024. It resulted in 79 arrest and nine criminal charges. ○ Project Lasher 2 ran for 70 days during June and July, 2024. It resulted in 95 arrests and 37 criminal charges.	WPST MHU GIS Province of BC BC Prosecution Service Various media outlets Various mental health agencies BC Corrections Probation
		• Participate in the Repeat Violent Offending Intervention Initiative (ReVOII).	○ COU coordinated all VPD referrals to ReVOII and attended monthly meetings with stakeholders. ○ COU currently monitors 72 ReVOII offenders.	
		• Leverage information contained in police databases to identify repeat offenders and trends.	○ COU monitored the Police Records Information Management Environment (PRIME), Real Time Intelligence Centre (RTIC), and "overnight" reports to identify individuals for referral to ReVOII and other necessary monitoring/enforcement actions.	
		• Maintain violent repeat offender tracking lists.	○ In addition to the 72 ReVOII offenders, COU also monitored chronic property crime offenders.	
		• Create and provide in-depth background bail reports on violent repeat offenders to VPD patrol officers and outside agencies.	○ The Major Crime Section (MCS) created and provided patrol officers with a general guideline on preparing bail background pages for unprovoked stranger attacks. ○ HROU creates and maintains detailed bail background reports for all their targets. ○ ReVOII 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 2024, the Youth Community Response Unit's (YCRU) Yankee 10 (Y10) car conducted 631 compliance checks with charged youth violent offenders at their residences to ensure they are abiding by court-imposed conditions. This accounted for 37% of all Y10 calls. ○ COU conducted proactive condition enforcement during Project Lasher 1 & 2.	

		• 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 liaised with youth probation officers in relation to violent repeat offenders to ensure that supports were in place and that they were being monitored for compliance of release conditions. ○ COU worked with probation officers in relation offenders being released from custody. ○ COU conducted condition compliance checks of ReVOII offenders and conducted arrests for breach of conditions when applicable.	
		• Conduct enforcement action against violent repeat offenders with outstanding warrants.	○ The COU's Fugitive Team assisted during Project Lasher 1 & 2 by targeting ReVOII offenders, resulting in 174 arrests.	
		• Coordinate surveillance on violent repeat offenders.	○ COU initiated surveillance based projects for offenders who are being released from custody and qualify for the ReVOII program.	
		• Conduct regular updates with the BC Prosecution Service, BC Corrections, and Corrections Services Canada regarding the most active offenders for charge approval and sentencing.	○ HROU also liaises with parole officers, but most high risk sex offenders do not meet SITE or ReVOII funding. ○ COU liaised with key partners regarding upcoming files, in-custody status, and release plans of offenders within the ReVOII portfolio.	
		• Ongoing dedicated personnel to review and investigate all random unprovoked stranger assaults, including a team commander review of all stranger files.	○ YIU liaised with patrol on youth related stranger assault incidents. In addition took conduct of seven investigations while offering investigative supports and assistance with identifying unknown youth offenders in other investigations handled by patrol. ○ COU reviewed all unprovoked stranger assaults within Vancouver and identified suspects suitable for referral to ReVOII.	
		• Continue to share intelligence with other police agencies and partners.	○ YIU conducted quarterly meetings with other local police agencies, Community Corrections Division, and the BC Prosecution Service to share intelligence on known violent youth and collaborate on strategies and investigations. These meetings will continue in 2025. ○ COU liaised with both the BC Prosecution Service and the Community Corrections Division regarding priority files. This resulted in high-risk offenders receiving longer periods of remand, thus reducing opportunities for them to reoffend.	

		• Ongoing delivery of public safety workshops to educate various audiences on personal safety awareness to help prevent stranger attacks.	○ The WPST delivered hands-on personal safety workshops to various audiences to educate people on ways to protect themselves during stranger attacks and how to prevent them.	
1.5 -Work to advance homicide investigations.	☑☑☑	• Continue to engage with other police agencies to establish links and conduct joint projects for organized crime related homicides.	○ MCS worked closely with partner agencies to solve homicides. ○ In 2024, the Homicide Unit began a joint project with the Integrated Homicide Investigation Team (IHIT) regarding multiple homicides in Metro Vancouver.	IHIT Other police agencies MMIWG Inquiry
		• Continue to leverage the latest technology and legal authorities to further murder investigations.	○ The VPD is an established leader in Canada with regard to utilizing rapid DNA and genetic genealogy testing to progress investigations. ○ In 2024, the Homicide Unit used rapid DNA technology to progress two homicide investigations. ○ The Homicide Unit is currently using advanced genetic genealogy to identify a Vancouver homicide suspect and to collect the necessary evidence to obtain charges. ○ In 2024, the VPD had a 91% clearance rate for homicide investigations.	
		• Leverage technology to organize, manage, retrieve and analyse the large volume of investigative data collected during major case investigations.	○ The Homicide Unit continued to deploy technology to manage disclosure and evidence management for homicide investigations.	
		• Ongoing training provided to homicide investigators in sophisticated investigative techniques.	○ In 2024, one investigator from the Homicide Unit attended the International Homicide Investigators Association's DNA and Genealogy Summit in Ottawa.	
1.6 Work to advance investigations into missing persons.	☑☑☑	• Continue to liaise with media to maximize the timely location of missing persons.	○ The Missing Person Unit (MPU) continued to work closely with the Public Affairs Section to deploy media releases to locate high-risk missing persons as quickly as possible.	Various media outlets JIBC OSS
		• Continue to liaise with both private and public agencies to access information to assist in locating missing persons.	○ In 2024, the MPU made emergency demands for information to private and public entities to aid in locating high-risk missing persons in 50 cases.	
		• Ongoing education provided to new police recruits on effective missing person investigations.	○ MPU Detectives attended the Justice Institute of British Columbia (JIBC) to train police recruits on best practices for missing person investigations.	

		Continue to re-assess high-risk cases and use Major Case Management (MCM) investigative standards when appropriate.	- The MPU Sergeant reviewed all high-risk cases and ensured all investigative avenues are followed. - At the direction of the Sergeant, MCM standards are implemented as appropriate. - A member with significant major case investigative experience was hired for the Sergeant position and continues to implement robust MCM protocols.	
		Continue to develop and maintain relationships with families and communities affected by missing person cases.	- MPU worked closely with the families of missing persons. This is standard practice for the MPU. - In 2024, MPU received approval to hire an Indigenous Liaison Officer to work closely with the families and communities of missing Indigenous persons.	
1.7 Continue to proactively target hate-based violence and other crimes.	☒ ☒ ☐	Continue to engage and build trust with various communities to increase victim reporting of hate-based crime.	- Diversity, Community & Indigenous Relations Section (DICRS) hate crimes investigators provided seven presentations on personal safety and hate crimes to newcomer students at Vancouver Community College (VCC). - Hate crimes presentations were provided to Langara College students, Vancouver Mosques, and the BC Muslim Women's Forum in Vancouver. - The VPD regularly attends meetings with the Muslim and Jewish community. - VPD hate crimes investigators presented with the Canadian Race Relations Federation (CRRF) and Statistics Canada at two-day workshops in Victoria and Vancouver.	Crown Federal Government IAC SisterWatch Various BIAs
		Ongoing media strategy to ensure victims of hate-based crime continue to report them.	- A campaign consisting of social media messaging and posters encouraged the public to report hate motivated incidents. - Hate crime pamphlets describing the difference between hate motivated crimes and other incidents were created and distributed to the public at all VPD presentations. These pamphlets also highlighted the importance of reporting hate motivated 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.	○ All incidents motivated by hate, bias, or prejudice were reviewed by a dedicated crime analyst to identify trends. ○ Where necessary, the DCIRS hate crime investigator provided support to the community and gave investigative advice to patrol members. MCS took over any files requiring in-depth investigation.	
		• Continue to provide Crown with detailed background information on all crimes with a hate component to maximize success in bail situations and at trial.	○ The BC Hate Crime Team and the VPD alternate quarterly meetings where all BC police agencies as well as BC Prosecution Services are invited. These meetings focus on on-going trends and education on how to combat hate motivated incidents. ○ This provides an opportunity for the VPD hate crime investigator to liaise with BC Prosecution Services in regard to suspect backgrounds and section 718.2(a)(i) sentencing recommendations. ○ In 2024, MCS investigated 30 protest related hate motivated incidents in Vancouver. Arrests were made in 21 of the 30 incidents. ○ Through the application of the MCM standard to hate speech and incitement of hate investigations, the VPD has become a national leader in progressing these investigations.	
		• To advocate for and request increased sentences for convictions related to hate-based crimes pursuant to section 718.2(a)(i) of the Criminal Code.	○ When suspects are identified and charged, and the evidence exists that a crime is motivated by hate, bias, or prejudice, investigators requested additional sentencing pursuant to section 718.2(a)(i) of the Criminal Code of Canada.	

2024 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	☑☑☑	• Ongoing dialogue with Crown Counsel and Family Services of Greater Vancouver (FSGV) to improve human trafficking victim support coordination efforts.	○ The VPD coordinated with Crown Counsel and FSGV case-by-case basis to assist victims and work towards successful prosecutions.	Crown Counsel FSGV

human trafficking and child exploitation.		Continue to provide direct, immediate support to all child abuse victims through the Child and Youth Advocacy Centre (CYAC).	- The VPD provided direct support to victims of child abuse and sexual offences through the multi-agency wraparound services of the CYAC. - Members of the CYAC work collaboratively with patrol members on files and liaise with all community partners.	CYAC CPKN JIBC Various community victim support groups
		Liaise with law enforcement agencies across Canada to identify offenders who move throughout Canada to commit offences.	Intelligence sharing for human trafficking suspects between law enforcement agencies across Canada and the VPD is well established. Agencies work collaboratively to target offenders as they move throughout various jurisdictions in the Metro Vancouver area and across Canada.	
		Continue to coordinate victim outreach programs with community victim support groups.	FSGV and the Victim Services Unit (VSU) work collaboratively with SIS investigators to ensure all victim support resources are made available.	
		Ensure all investigators are trained in and utilize trauma-informed practices.	The Canadian Police Knowledge Network (CPKN) Trauma Informed Training course is mandatory. In 2024, Foundational Sexual Assault online training for VPD members has extensive information on trauma informed practices.	
2.2 Enhance human trafficking target selection and intelligence-sharing.	☑☑☑	Continue to initiate project-level investigations into Provincial Tactical Enforcement Priority (PTEP) human trafficking targets.	A dedicated HTU Analyst position was created and staffed in 2024. The analyst is well versed in PTEP targets for project development.	CFSEU
		Ongoing collaboration with the Combined Forces Special Enforcement Unit (CFSEU-BC), and agencies across Canada to identify targets committing human trafficking offences.	The VPD worked collaboratively with CFSEU-BC to target offenders as they move throughout various jurisdictions in the Metro Vancouver area and across Canada.	
2.3 Enhance proactive child-luring investigations through technology and other processes.	☑☑☑	Ongoing review of child-luring incident files to ensure accurate documentation and coding.	Internet Child Exploitation Unit (ICE) documented all child luring files and looked for investigative leads and trends.	SCU ICE
		Provide additional investigator training on advanced software to further target prolific distributors of child sexual abuse material (CSAM).	ICE training for undercover operations led to covert investigations targeting offenders.	
		Further use covert software to target those producing child sexual abuse material in Vancouver.	Covert software is being extensively used, as members are trained in undercover operations.	

		• Pilot the use of AI technology to categorize child sex abuse material (CSAM) thereby minimizing member exposure to harmful material.	○ The VPD AI committee has been established with the purpose of determining internal governance and best practices on the use of AI for the categorization of CSAM.	
		• 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.	○ The Public Affairs Section has participated in national awareness campaigns to increase awareness on youth sex exploitation.	

2024 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) program.	○ The VPD continued to collaborate with partner agencies across the region and province to combat organized crime groups and persons involved in committing gang violence. ○ PTEP enables resources to be strategically focussed on the individuals and organized crime groups that cause the most harm in the community.	RCMP CFSEU-BC Municipal police agencies
		• Continue to conduct targeted enforcement on organized crime groups and persons engaged in gang violence.	○ Through bi-weekly meeting, the VPD coordinates with CFSEU-BC, the Royal Canadian Mounted Police (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.	
		• 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 VPD leverages the inadmissible patron program to effectively reduce incidents of violence at local restaurants, bars, and major public venues by removing individuals known to be members of organized crime groups. - The inadmissible patron program continues to maximize safety for the public, bar and restaurant staff by preventing gang violence from occurring at the participating at 145 restaurants, 40 bars, and six large scale venues across Vancouver.	BarWatch Restaurant Watch Rogers Arena BC Place CFO
		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 2024, the VPD referred over \$242 million in assets to the CFO, more than in any previous year. The assets included 28 vehicles, 53 real estate properties, and other high-end luxury items. - This is the 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.	

2024 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.	COU kept the repeat shoplifter tracking lists up to date, based on information from Canadian Police Information Centre (CPIC) checks, flags, and input from probation officers and other police members.	DCC
		Continue to provide in-depth background bail reports on repeat offenders to VPD patrol officers and outside agencies.	- COU provided break and enter and ReVOII offender's bail and backgrounds to ReVOII coordinators and the Downtown Community Court (DCC). - COU worked with patrol during Project Lasher to provide bail background information on ReVOII offenders.	BC Corrections Parole BC Probation BC Prosecution Service Retail Associations
		Continue to conduct regular compliance checks, ensuring offenders are abiding by their conditions and residing at their declared residences.	- 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.	Various law enforcement agencies Various BIAs

		• Ongoing communication with Provincial probation officers to ensure repeat offenders are monitored, conditions are respected, and breaches are enforced.	○ There is ongoing communication between COU and probation officers regarding chronic and super chronic offenders.	Retail Council of Canada
		• Ongoing enforcement action against repeat offenders with outstanding warrants.	○ The Fugitive Team published bulletins on wanted persons for patrol members. Detectives from the Fugitive Team actively sought wanted persons.	
		• Ongoing surveillance of repeat offenders.	○ The Property Crime Unit (PCU) utilized surveillance resources, when available, to target repeat offenders. ○ COU initiated a proactive project to have surveillance resources in place when repeat offenders are released from custody.	
		• General Investigation Section (GIS) members to attend patrol briefings to support patrol-based property crime projects.	○ COU conducted joint parade briefings for patrol regarding COU services, portfolios, ReVOII and the 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. ○ PCU liaised with patrol on a weekly basis at Crime Control meetings.	
		• Continue to provide general investigation mentorships to patrol members.	○ ITAF mentored numerous patrol members investigating identity theft files and assisted them with writing judicial authorizations (e.g., search warrants, etc.). ○ In 2024, PCU had five mentorships and COU had one mentorship. Both units will continue to provide mentorship experience to patrol members.	
		• Ongoing updates to Crown Counsel regarding the most active offenders for charge approval and sentencing.	○ COU continuously liaised with DCC Crown Counsel and Provincial Prosecution Services regarding chronic offenders and ReVOII offenders.	
		• Further engage with businesses regarding staff safety in the context of violent shoplifter incidents.	○ COU was involved in Project Barcode and was also part of the collective that addressed businesses and management regarding violent shoplifters. ○ PCU liaised with the VPD Business Liaison Officer (BLO) to send messages to and support the business community.	

		• Advocate that the Province amend the Metal Dealers and Recyclers Act/Regulations.	○ The VPD has liaised and communicated with the Province of BC. Efforts to implement legislation regarding this matter is still ongoing.	
		• Ongoing monthly meetings with the Downtown Community Court.	○ 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 enrol them within the respective programs that would best apply to them.	○ COU conducted monthly meetings where the criteria for referrals to the DCC was discussed. New clients were reviewed and referred to the DCC, with some being accepted into the program.	
		• Increased community engagement by the Metro Teams.	○ COU worked with the Metro Teams for Project Lasher and in regards to ReVOII.	
		• Continue with Project Barcode, targeting repeat violent shoplifting offenders and fence	○ The ITAF provided assistance with Project Barcode 5 and 6.	
		• Maintain repeat offender and repeat shoplifter tracking lists.	○ COU monitored chronic offenders, as well as 72 ReVOII offenders.	
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.	○ PCU attended meetings on a weekly basis, relaying specific targets in each district and modus operandi or suspect vehicles. ○ PCU assisted with District priorities, such as residential break and enter suspects who targeted high-end homes in District 4.	OCC RTIC CoV Auto Industry
		• Continue to leverage analytics and real-time intelligence to identify break and enter targets and take enforcement actions against offenders.	○ PCU members had daily communication with patrol members and district analysts to share information and discuss current crime trends.	
		• Ongoing active intelligence sharing through the Real Time Intelligence Centre (RTIC).	○ PCU regularly posted bulletins through RTIC and the VPD intranet. ○ The Operations Command Centre (OCC) continues to engage the RTIC when it adds value to an investigation or information should be shared more widely among the region.	

		• The Operations Command Centre (OCC) to continue to address real-time property crime concerns by promptly shifting or re-allocating police resources.	○ PCU worked to streamline and develop efficiencies between the OCC and the PCU. The OCC is currently primarily used for frontline response. ○ The OCC supplemented information provided to responding police members and assisted the Duty Officer and district supervisors with the re-allocation of resources based on citywide assessments.	
		• Train investigators on advanced investigative techniques and technology.	○ ITAF members have received online undercover operator training.	
		• Property Crime Unit to continue to provide feedback to patrol.	○ PCU regularly provided feedback through the chain of command, the district analyst, or directly to patrol members depending on the circumstances.	
		• Continue to monitor trends involving fraud and theft in the luxury auto industry and respond accordingly with projects.	○ PCU and ITAF liaised with the Integrated Municipal Provincial Auto Crime Team (IMPACT) on auto theft trends and worked in conjunction with them and the Canada Border Services Agency (CBSA) when luxury vehicles were stolen in Vancouver.	
		• Work with partner agencies to implement legislative changes to help combat catalytic converter thefts.	○ PCU attended quarterly multi-jurisdictional offender meetings, connecting with property crime units throughout the Metro Vancouver area. ○ Progress on legislative have slowed due to changes in government leadership.	
4.3 Ongoing public education on property crime prevention.	☑☑☑	• Refresh public education campaigns to help owners better secure their homes. • Continue to provide security tips to communities and businesses in areas hard hit with property crime.	○ The PCU continued to work with Patrol Districts and the Public Affairs Section to increase public awareness of home security. ○ PCU worked with the VPD's Neighbourhood Policing Teams (NPT) to reach out to and educate those in the community when relevant crime trends are identified. ○ ITAF met with retail business managers who were experiencing significant shoplifting incidents and provided security and product retention advice.	Public Affairs
4.4 Improve public reporting of crimes to police, as well as police	☑☑☑	• Further streamline and enhance online crime reporting processes.	○ The placement of the VPD's "Report Crime Online" has been made more accessible on the VPD's public facing website. There were 10,631 online reports in 2024. ○ The VPD continued to explore software solutions to streamline retail theft (i.e., shoplifting) reports.	OSU OCC E-Comm

response and customer service.		• Continue to work with E-Comm to implement new processes and improve the timeliness of information dissemination.	○ ITAF liaised with E-Comm and patrol to change the response to vehicle tech thefts.	Transport Canada OIPC
		• OCC to further support frontline crime response by assisting patrol with call management and resourcing.	○ Operations Support Unit (OSU) members continue to liaise with patrol sergeants to triage, prioritize, and taking over calls for service that can benefit or be resolved with a phone response.	
		• Advertise in multiple languages the importance of reporting crime, including within various diverse news publications.	○ The VPD's website is available in 103 languages.	
		• Continue to engage communities and businesses to encourage them to report crimes immediately.	○ Community Town Halls meetings and projects such as "Barcode" have communicated the importance of reporting of crime	
		• Manage, retrieve, and share digital files using the DEMS solution.	○ Training for members using body-worn cameras (BWC) and its integration into DEMS was developed and updated in 2024. This training will be rolled out to all frontline members in 2025 alongside the full rollout of BWC.	
		• Solicit digital evidence submissions directly from members of the public using the DEMS application.	○ The development of a digital online crime reporting tool capable of including digital files (image/video) is ongoing.	
		• Leverage the Drone as a 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 VPD Drone as a First Responder Program increased its capacity to 33 certified pilots who command 19 different aerial platforms ○ These units were equipped with high resolution or Forward Looking Infrared (FLIR) camera systems that canvass a greater geographic area in a shorter timeframe than officers on the ground as they can identify persons and their heat signatures which are not visible to the human eye.	
4.5 Proactively tackle hate-based property	☒ ☒ ☒	• Ongoing patrol efforts in areas heavily targeted with hate-based property offences.	○ Metro Teams were assigned to conduct proactive and high visibility patrols in previously targeted locations, impactful symbols, and institutions to prevent hate-based property offences.	OSU CPCs

offences and other mischiefs.		• Ongoing Neighbourhood Police Team (NPT), Bike patrol, Community Policing Centre (CPC), and Community Crime Watch (CCW) patrols in areas heavily targeted with hate-based property offences and other mischiefs.	○ A coordinated and analytical response utilizing VPD resources, from various areas, has been utilized to proactively deter hate-based property crimes in frequently targeted areas.	CCW Public Affairs
		• Continue to utilize various investigative techniques to assist with deterring and capturing offenders.	○ PCU received support from the Tactical Support Section (TSS) for surveillance and covert options.	
		• Ongoing targeted enforcement on active and known targets.	○ PCU investigators monitored crime trends and prolific offenders to focus enforcement.	
		• Further develop public awareness campaigns related to hate-based property offences and other mischief.	○ PCU engaged the Public Affairs Section to inform the public of crime trends and remind them to report offences.	
		• Further engage the community and businesses to educate them on mitigating incidents of mischief.	○ PCU continued to educate the community and businesses regarding mischief and other property crime on a case-by-case basis as well as through NPT members.	

2024 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 Cybercrime Unit (CU) regularly provided ideas to the Public Affairs Section for tweets to educate the public about scams that are occurring in Vancouver.	Various Vancouver businesses
		• Continue to engage businesses and provide them with cybercrime prevention tips.	○ CU created materials that provide information on cybercrime trends to businesses and the public and advice on how to protect against them.	
		• Ongoing participation in cybercrime prevention month	○ CU sent relevant topics to the Public Affairs Section to post on the VPD's various social media accounts.	
5.2 Further the VPD's ability to conduct cybercrime investigations.	☑☑☑	• Provide additional advanced cybercrime training to cybercrime investigators.	○ CU investigators attended Crypto Currency workshops and webinars in 2024. ○ CU received ransomware updates from Europol and the National Cybercrime Coordination Centre (NC3).	Secret Service CBSA NC3
		• Cybercrime investigators to continue to assist other investigators and patrol members with various investigations that have a cybercrime component.	○ CU provided support to all units within the VPD in relation to 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 files depending on resource considerations as well as the anticipated disclosure and court demands.	Private sector cyber security firms Various law enforcement agencies
		• Continue to catalogue all discreet and covert online profiles for use across the Department.	○ CU presented at a one-day workshop for the British Columbia Municipal Undercover Program (BCMUP) practices regarding discreet and covert online accounts. ○ CU has documented all covert online accounts used by VPD members. In addition, they have communicated to all members best practices and instructions on how to create and utilize online accounts.	
		• Continue to develop partnerships with the service provider for cryptocurrency tracing software.	○ CU has developed strong relationships with a block chain analysis firm and a major cryptocurrency exchange.	
		• Continue to build relationships with policing partners, including the RCMP's National Cybercrime Coordination Unit (NC3).	○ CU continues to reach out to private and public sector institutions to build strong mutual relationships, such as the British Columbia Securities Commission (BCSC), the RCMP, the Calgary Police Service (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 the 2024 committee meeting in Halifax.	

5.3 Enhance public awareness of financial crime or frauds.	☑☑☑	Continue to leverage social media to raise awareness of anti-fraud education programs.	The Financial Crime Unit (FCU) put forward numerous public notifications and media releases, many of which were through VPD social media, on frauds and scams.	BC Securities FSOC Competition Bureau FINTRAC Canadian Anti-Fraud Centre
		Further promote fraud awareness to vulnerable and marginalized groups.	- FCU members participated in a presentation to vulnerable individuals including the Seniors Lodge, the Japanese Community Centre, Corpus Christie Catholic Church, the Jewish Community Centre, and Shannon Oaks. - FCU members organized a conference, with the Financial Abuse Investigator's Action Group, for investigators associated with banks, Vancouver Coastal Health, the Public Guardian and Trustee of BC, the Fraser Health Authority, and other government agencies. - CU provided educational presentations to institutions, community centres, and specific at-risk groups.	
		Further engage businesses to provide them with fraud prevention tips.	- FCU members met with management at Parq Casino and BC Place and advised them on fraud prevention tactics. - CU conducted educational presentations to aid the public and businesses in protecting personal data and credentials.	
		Ongoing participation in fraud prevention month.	FCU participated in fraud prevention month by highlighting topical frauds and scams in a strategic manner to enhance public awareness.	
5.4 Investigate crypto currency scams and money laundering.	☑☑☑	Financial Crime Unit (FCU) and Cybercrime Unit to continue to collaborate on crypto currency investigations.	FCU worked with CU on tracing cryptocurrency in investigations.	Secret Service Gaming Policy Enforcement Branch FINTRAC RCMP-FSOC
		FCU and Cybercrime Unit to further guide Patrol Teams in relation to crypto currency scams and money laundering.	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.	- FCU engaged with and referred files to the BC Securities Commission for purely investment related scams. - FCU worked with United States Secret Service and Federal RCMP partners in Financial Integrity.	

		• FCU will assist RCMP-FSOC on larger-scale money laundering investigations when required.	○ 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				
2024 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 and substance use disorder issues.	☑☑☑	Ongoing weekly and monthly meetings with health partners to coordinate care for those experiencing mental health and substance use disorder issues.	Representatives from the Mental Health Unit (MHU), BC Emergency Health Services (BCEHS) Vancouver Coastal Health (VCH), Providence Health Care (PHC), Provincial Health Services Authority (PHSA), and other related partner agencies meet monthly to strategize on processes and address inefficiencies by examining incidents of note.	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 reported at the annual LINK meeting on mental health outcomes to the Vancouver Police Board (VPB), VCH Board, and PHC Board in December 2024.	Safer Communities Action Plan
		Assist other partners in facilitating supportive housing sites.	MHU frequently engaged with the Operations Division and provided direct mental health input or guidance to the frontline staff on best practice. When deemed necessary, the MHU has provided guidance to the Operations Division to clarify policy related to the Mental Health Act (MHA). This includes calls generated at supportive housing sites.	VCH PHC PHSA BCEHS Three Hives Consulting CoV MoH

		• MHU to provide ongoing support to patrol officers.	○ The MHU provides mental health backgrounds to the Operations Division to ensure supports are in place for clients with a mental health history that are involved in serious incidents. ○ The MHU provides support to Operations Division by taking custody of mental health clients at hospital when possible. ○ In 2024, Operations Command Centre (OCC) liaison nurses reviewed 3,313 mental health related calls and diverted 51% of these away from a front line response by patrol.	PSSG
		• Consult with the Ministry of Health (MoH) provide input for updated Mental Health Act guide.	○ Youth Services Section (YSS) management consulted with the MoH, providing recommendations on the MHA guide.	
		• Work with the City of Vancouver (CoV) and VCH to continue to increase resources, including participating in the evaluation of Car 87/88, Operations Command Centre Liaison Nurse, and Moderate Crisis De-escalation Team (MoDE) programs.	○ The OCC Liaison Nurse Program added two nurse positions, for a total of four, to allow extended coverage into the evening. The MHU continues to participate in a third party evaluation, by Three Hives, of the Car 87/88, MoDE, and the OCC Liaison Nurse Program initiatives.	
		• Continue discussions with the Ministry of Public Safety and Solicitor General (PSSG) and Ministry of Health in relation to participation in the MOCS Data Innovation Program to share data to support better public policy and improve services through enhanced evaluation and planning.	○ YSS management participated in a meeting with the PSSG and MoH in May, 2024. The VPD’s Information and Privacy Services (IPS) is continuing to assess the program for VPD participation.	
1.2 - Continue to collaborate with health partners to increase efficiencies related to hospital admissions and transfers, and hospital wait-times.	☑☑☑	• Ongoing quarterly collaborative meetings with all partners to work to improve organizational efficiencies.	○ The MHU and YSS management meet with VCH, PHC, BCEHS, and other related mental health partners at weekly, monthly, and quarterly meetings to collaborate on strategies to improve efficiencies in all aspects of mental health calls for service.	VPB VCH PHC
		• Report back annually on health care efficiency improvements to the VPB and to the Boards of VCH and PHC.	○ The VPD reported at the annual LINK meeting on mental health efficiency improvements to the Vancouver Police Board (VPB), VCH Board and PHC Board in December, 2024.	PHSA E-Comm
		• 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).	○ YSS management and the MHU participate in meetings with BCEHS, VCH, PHSA and PHC leadership to collaborate on identified challenges, work towards reduction in wait times, and improve hand-off procedures.	BCEHS Other police agencies

		Continue to liaise with outside police agencies in relation to mental health initiatives.	The MHU actively participates in quarterly meetings with the BC Police Mental Health Liaison Working Group (BCPMHL) to work collaboratively with other police agencies and health authorities towards implementing common mental health initiatives and best practices.	
1.3 - Expand the capacity of the MHU.	☑☑☑	Hire six additional Mental Health Unit (MHU) officers.	The MHU is working on staffing existing vacancies and have identified the units that will be expanded to include the six additional officers.	CoV VCH
		Integrate new MHU officers with resources committed to VCH for community-focused peer-led health teams.	MHU officers and VCH clinical nurses have participated in combined training and attended relevant conferences in order to improve skillsets and collaboration between the two agencies.	
		Expand on the OCC Liaison Nurse Program by integrating an additional two VCH clinical staff at the OCC for mental health call diversion to the appropriate resources.	One of the two new VCH clinical nurses has been hired and are now working in the OCC. Recruitment is underway to hire another nurse. In the meantime, VCH is using casual staff to ensure that the OCC Liaison Nurse Program is fully operational with a total of four nurses staffing the positions.	
1.4 - Establish an evidence-based mental health screening and assessment tool for use by frontline officers.	☑☑☐	Create a project working team with VCH, PHC, and PHSA and coordinate with British Columbia Association of Chiefs of Police (BCACP) to implement HealthIM.	A working group was established that includes participants from the Vancouver Police Union, VCH staff, and various VPD sections, including but not limited to Information and Communication Technology (ICT), Police Records Information Management Environment - British Columbia (PRIME-BC), Training, IPS, and the Operations Division.	VPB Province of BC BCACP HealthIM VCH PHC PHSA PRIME-BC RCMP
		Review and submit Agency Agreement and Operational Parameter documents to HealthIM.	The Agency Agreement is currently being reviewed by IPS. The Operational Parameter document has been submitted.	
		Review and amend the Privacy Impact Assessment.	IPS staff are currently working on the privacy impact assessment.	
		Work with the Planning, Research & Audit Section to create relevant policy.	Members of the Planning, Research & Audit Section (PR&A) are reviewing policy from other agencies that have implemented HealthIM and are using it in their jurisdictions.	

		• Work with Information & Communication Technology Section (ICT) and the Police Records Information Management Environment - British Columbia (PRIME-BC) towards implementation.	○ VPD project team leads are working with PRIME-BC and ICT towards the implementation and streamlining the integration with the current record management systems.	
		• Work with the VPD Training Unit towards training frontline staff on the HealthIM.	○ VPD project team leads are working with the Training Unit and HealthIM on developing the best method to efficiently train frontline VPD staff.	
		• Conduct analysis and report-back to VPD Executive, VPB, the Province, and health partners.	○ This task will be completed once the HealthIM project is implemented VPD wide.	
1.5 - Continue to work with the City of Vancouver (CoV) to assist people without housing and shelter.	☒ ☒ ☒	• Continue communication between government and community partners including requests for increased social services where supportive housing sites are located.	○ The Homeless Outreach Coordinator (HOC) continued to meet with community partners to discuss basic needs and social services – including access to showers, income assistance and extreme weather information to share.	VPD Patrol Teams VPD NPTs Community Outreach Team CoV VCH Ministry of Social Development and Poverty Reduction Province of BC
		• Work with charities that donate items for VPD members to distribute at street level for those who are unhoused and in need.	○ Over 120 “ZacPacs” (containing essential items such as socks and a sleeping bag), provided by Covenant House Vancouver, were distributed by the HOC and VPD members.	
		• Liaise with patrol and the Problem Premise Coordinator in assisting other agency led endeavors pertaining to decampments and providing the unhoused with assistance to access various services.	○ The HOC worked to help find housing alternatives for over 50 unhoused individuals during decampments. ○ There continue to be challenges due to a lack of housing options for with extensive needs (i.e. mental health and addiction issues).	
		• Consult with and provide public safety input to the CoV specific to modular housing for harder to house populations.	○ Over 100 unhoused individuals were aided in efforts to find supportive housing.	
		• The Homeless Outreach Coordinator will work with the MHU and VCH to identify solutions to reduce barriers and facilitate access to supportive housing as well as mental health and addictions treatment.	○ Work continues in addressing issues surrounding access to supportive housing for individuals with complex needs.	
		• The HOC will work in partnership with extreme weather shelters and the CoV to reduce barriers for access to those who are unhoused and have substance use and other mental health issues.	○ The HOC continued to work with partners and reached out to higher risk individuals, assisting them in accessing extreme weather shelters.	
		• Continue to support low-income and marginalized individuals with navigating access to government programs for air conditioning units.	○ Sixty Indigenous individuals accessed air conditioning units through the Aboriginal Community Policing Centre (CPC) in the summer of 2024.	

		• Problem Premise Coordinator and HOC will continue to work with NPT, patrol operations, and external agency partners to coordinate the VPD response when assisting lead agencies that are responsible for encampments. This includes, but is not limited to collaboration with the CoV, Vancouver Fire Rescue Services (VFRS), and the Vancouver Parks Board.	○ The HOC and Problem Premise Coordinator work within the VPD and with external partners to coordinate responses to encampments with the goal of ensuring that the VPD response aligns with other partner agencies.	
1.6 - Engage and support equity-deserving individuals and agencies.	☒ ☒ ☒	• SisterWatch, the IAC and a new committee with the 2SLGBTQ+ community will continue with four meetings annually. There will also be two specialized “topic meetings” occurring in 2024. The content of “topic meetings” will be decided by the committee. • The VPD will continue to reach out to the Chair of the African Descent VPD Advisory Committee (ADVPDAC) to re-engage in committee meetings and meaningful conversation regarding needs and concerns of the African Descent community.	○ Four regular SisterWatch meetings were held in 2024, with 12 community members attending regularly. ○ The Indigenous Advisory Committee (IAC) held four meetings in 2024 with the Three Host Nations represented by nine community members. ○ Special topics meetings with the community and key partners were held to discuss the body-worn camera (BWC) project and policy. ○ IAC members regularly participate in the “On the Land” program along with other Indigenous programs hosted by the VPD. ○ Diversity Community & Indigenous Relations Section (DCIRS) continued open communication with former African Descent Committee board members in 2024 and were advised that the former board members are keen to assist the VPD and DCIRS, specifically outside the confines of the committee, as needed. ○ VPD members participated twice in Strathcona African Descent community tours, led by an African historian and scholar. ○ Members of the VPD, including the Executive and Inspector of DCIRS, are members of the Association of Black Law Enforcers (A.B.L.E.). ○ DCIRS members, along with the VPD Executive, attended CoV Black History Month events. ○ DCIRS engaged with members of The Inclusion Project (TIP) and have planned to work with an expert on matters impacting the African Descent community.	SisterWatch IAC VPF WISH Heatley Clinic DTES IPVRAU SCU

		• The Women's Personal Safety Team (WPST) will continue engaging all those who identify as female, as well as focusing on older adults from specific communities. Specific workshops will also be held for current and former girls who participate in the VPD NewKids program.	○ In 2024, the WPST delivered 26 in-person workshops to 866 registrants throughout the four Patrol Districts of Vancouver. ○ The WPST delivered workshops to SisterWatch, BC Prosecution Services, the Jewish community, youth-specific groups (NewKids), and the BC Teachers Federation, among others.	
		• The police member in the Sex Industry Liaison Officer (SILO) position will continue forming and nurturing relationships with those working in and trying to exit the sex industry in Vancouver.	○ The SILO provided 40 smart phones and seven "911 phones" to clients in 2024. ○ Two clients received assistance from the SILO to obtain housing and legal aid. ○ The SILO continues to liaise with the Investigation Division to ensure all high-risk offenders reported through SisterWatch are appropriately managed and investigated. ○ The SILO continues to meet with resource providers throughout the industry, including Women's Resource Society, SheWay, and Raincity Housing as well as medical staff at the Heatley Clinic.	
		• The VPD will continue, in partnership with the VPF, being part of the Shoe Box Project assisting over 50 women in the DTES with care packages during the holiday season.	○ The VPD met its target, providing more than 50 women in the DTES with care packages as part of the VPF-supported Shoe Box Project	

2024 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) focuses its enforcement efforts on organized crime groups and individuals involved in importing, manufacturing, and trafficking toxic drugs that underscore the ongoing drug toxicity crisis. - In 2024, the VPD conducted several investigations that successfully targeted individuals identified as provincial, national, and international threats. - The VPD continues to collaborate with its partners, including the RCMP, Combined Forces Special Enforcement Unit (CFSEU-BC), and the US Drug Enforcement Administration, to target the manufacturing and trafficking of toxic drugs.	GCU Patrol Teams
		Ongoing patrol-based projects to target organized crime groups and/or persons trafficking toxic drugs.	- Throughout 2024, OCS worked collaboratively with the Operations Division to support its members in conducting patrol-based investigations into crime groups and/or persons trafficking toxic drugs. - The Investigation Division and the Operations Division collaborated a variety of levels from fully integrated projects, assistance with specific aspects of investigations, to planning and developing investigative strategies.	
2.2 - Continue to advocate for an approach to substance use that utilizes all Four Pillars - harm reduction, prevention, enforcement, and treatment.	☑☑☑	Ongoing participation on the Provincial Joint Task Force on Overdose Prevention and Response.	The VPD remains a committed partner on the Provincial Joint Task Force on Overdose Prevention and Response that brings together agencies and leaders from health, policing, and government.	VCH All three levels of government
		Continue to provide expertise and guidance to community and government partners on actions to respond to the overdose crisis.	- The VPD participates on a number of ongoing working groups and committees that bring together community, health, government, and police. - These ongoing efforts have led to a spectrum of responses that are occurring to combat the overdose crisis. The VPD has noted that 2024 is expected to be the first year in the last five years with a reduction in overdose deaths. A 12.6% reduction across BC is projected, with more than 21.5% in Vancouver.	BC Coroners Service VCH PHC PHSA

		Continue to collect and submit drugs for the BC Coroners Service to assist in determining the cause of death in fatal overdoses.	- The VPD is committed to collecting and submitting drugs seized from the scenes of fatal overdoses in order to assist the BC Coroners Service in identify trends in drug toxicity linked to overdose deaths. - In 2024, the VPD launched an initiative that ensures the systematic sharing of analytical reports received from Health Canada regarding the analysis of drugs from overdose death incidents with the BC Coroners Service.	
		Work with community and government partners to further safe supply.	- The VPD continues to work with community, government, and health partners on safer supply. - In 2024, the VPD became a founding member of a multi-disciplinary working group that seeks to support safer supply for persons at a high-risk of overdose, in order to prevent overdose deaths. In addition, to increase support for this important health initiative the working group focusses on ensuring that community and partner concerns regarding safe supply are addressed.	

2024 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'.	- NPTs continue to receive weekly priorities from VPD crime analysts for areas that are considered hotspots. - Regular NPT encampment patrols continue in wooded and park areas. - In 2024, NPTs worked with City Engineering and Park Rangers to significantly reduce vehicle and tent encampments throughout the city. - NPTs are working with patrol units to conduct ongoing surveillance of high drug trafficking locations, especially around cash advance businesses during monthly social assistance disbursements.	Metro Teams CPCs
		Neighbourhood Police Officers (NPOs) to maintain regular communication with District Commanders regarding community concerns such as street disorder.	NPTs and District Commanders meet weekly to discuss analytics-based priorities and requests from the community.	

		Continue to regularly deploy foot patrols in identified 'hotspots'.	- NPTs work with community watch groups to target hot spots. - Enhanced foot patrols were deployed at the Joyce-Collingwood and Commercial-Broadway SkyTrain stations to target violent crime and property crime. - NPTs investigated a series of anti-Israeli graffiti on public property, resulting in the identification and arrest of a suspect.	
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.	LIMA enforcement shifts continue to be deployed in the Granville and Gastown Entertainment areas to proactively address disorder due to alcohol consumption.	LIMA LCRBLCRB CoV
		Enhance police presence in and around city beaches during the summer months to minimize liquor-related issues.	- From Victoria Day long-weekend to Labour Day long-weekend, Patrol District One deployed enhanced patrols on the Downtown beaches during weekends, to address potential alcohol-related disorder. - Patrol District Four deployed a dedicated Beach Patrol team from May to September.	
		Diversity, Community & Indigenous Relations Section (DCIRS) Liquor Coordinator will continue to work with Liquor and Cannabis Regulation Branch (LCRB) Inspectors conducting licensed premises checks.	The Liquor Coordinator conducted 15 night inspections and attended 203 licensed premises to ensure compliance with the Liquor Control and Licensing Act (LCLA), and routinely partnered with the Marine Unit to conduct checks of licensed party vessels.	
		DCIRS Liquor Coordinator will continue liaising with VPD Operations identifying infractions and forwarding them to LCRB for assessment and potential enforcement.	The Liquor Coordinator worked with patrol members to identify potential violations by licensed establishments.	
		DCIRS Liquor Coordinator will continue forwarding all intelligence to appropriate section and members for a coordinated VPD enforcement approach.	The Liquor Coordinator forwarded intelligence to the appropriate sections within the VPD when information of interest was uncovered.	

3.3 - Ongoing community policing efforts to address disorder issues.	☑☑☑	• DCIRS Business Liaison Unit (BLU) will continue working with the Retail Council of Canada, the National Retail Task Force, and relevant VPD Sections to coordinate a response to violent shoplifting.	○ The fifth and six iterations of Project Barcode saw continued success in 2024. ○ In 2024, the details and success of Project Barcode was presented at the International Association of Chiefs of Police (IACP) and other conferences, including the International Association of Financial Crime Investigators and Retail West Conference. ○ The VPD continues to Co-Chair the Retail Council of Canada, Retail Crime Task Force.	CPCs CWIACP
		• The BLU will continue liaising with NPTs and Property Crime Unit (PCU) to identify prolific offenders at hotels and businesses.	○ Communication between the BLU, NPTs, and PCU continued throughout 2024 regarding repeat offenders. ○ NPT assigned serial property related investigations targeting repeat offenders resulting in several arrests and data supported reduction in crime.	
		• In partnership with the City of Vancouver (CoV), DCIRS will continue participating in enforcement and rejuvenation projects, specifically in high needs areas.	○ DCIRS supported the Chinatown BIA, CoV, and other community partners in the Uplift Chinatown Project, which focuses on tackling graffiti, sanitation clean up, and community engagement.	
		• DCIRS will work with Community Crime Watch (CCW) volunteers and, in collaboration with District Commanders, deploy in areas where analytics reveals areas that could benefit from volunteer crime watch.	○ CCW deployed 1,329 volunteers for a total of 6,252 hours in 2024, 2,000 more hours than in 2023. ○ Twenty-six arrests in 2024 were attributed directly to CCW observations, and CCW assisted with 87 patrol files. ○ Graffiti continues to be high priority in the City. CCW contributed to address this issue by conducting regular patrols of the Chinatown neighbourhood. ○ The NPT works closely with CPCs to enhance road safety via monthly traffic initiatives around schools, parks and high collision zones	
3.4 - Work to manage the negative impact of street vending.	☑☑☑	• In collaboration with CoV Engineering, Beat Enforcement Team (BET) officers to conduct daily patrols in the DTES to manage street vending activities	○ The NPT continued to conduct enforcement of street vending due to a displacement of the issue from other patrol districts.	CoV

2024 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 Emergency & Operational Planning Section (EOPS) PAT engaged with event organizers pre-protest, at staffed protests, and post-protest in order to increase public safety at these events. - The PAT functions as the Police Liaison Team deployed to larger events for communication with event coordinators and members staffed to events. - EOPS liaised with DCIRS to ensure impacted communities are engaged on protest activity.	DCIRS Protest Organizers Squamish Nation
		Actively outline legal parameters while promoting the VPD's role in facilitating safe and peaceful demonstrations.	- All major protest events were governed by the legal framework for lawful protest actions, which outline preferred, acceptable, and unacceptable outcomes. - The VPD website provides guidelines for hosting a lawful protest and contact information for the PAT. - The PAT engages with event organizers pre-protest, at staffed protests, and post-protest to explain, in-person, lawful protest actions.	
		DCIRS, in partnership with PAT, to form relationships with various communities with particular focus on underrepresented communities or those significantly impacted by geopolitical events.	- DCIRS staff worked closely with communities impacted by protests to ensure police deployments were utilized efficiently and garnered community support. - DCIRS was frequently engaged by PAT to assist with community outreach related to planned community events impacting the Jewish, Muslim, Indigenous, and South Asian communities, among others.	
4.2 - Ongoing collaboration with public safety and community partners.	☑☑☑	Connect with hotels based on Emergency & Operational Planning Section (EOPS) info around when and where protests may occur and provide support when needed.	- The BLU reached out to all hotels and locations of accommodation in Vancouver with regard to protests and disruptions to patrons and business. - The BLU was available upon request to hotels and locations of accommodations if support was needed in relation to protests.	CoV Community – Industry Response Group (C-IRG) DCIRS VFRS
		Continue to regularly share information on Vancouver protest activity with partner agencies.	Weekly reports are completed and shared with regional and provincial partners in addition to case-by-base intelligence on an as needed basis.	

		• Ongoing meetings with Metro Vancouver public safety partners to share intelligence and collaboratively prepare for public demonstrations.	○ Superintendents Chapman and Chan partook in bi-weekly provincial and national meetings involving police partners, Police Services, and Federal Services. ○ There was on-going dialogue with dedicated Crown Counsel for protest and hate-crime related charges. ○ Events were tracked for monthly report out, reporting on types, total events, staffed events, and hours deployed.	Transit Police
		• Continue to work closely with other first responders such as Vancouver Fire Rescue Services (VFRS) in managing demonstrations.	○ VFRS participated in several VPD led Public Safety Unit (PSU) training events. ○ VFRS deployed at various protest events for potential device extraction and at special events, such as Celebration of Light for public safety	
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.	○ Annual public order training in 2024 was completed for 180 PSU members as well as exempt members hired from other police agencies. ○ The in-service Cycle 3 training in 2024 consisted of public order training for patrol members. ○ EOPS continues to ensure that there are enough public order trained members to safely staff protests, demonstrations, and events.	Education & Training Unit DCIRS
		• Continue to inform patrol members on the public demonstrations occurring in the city, including providing information on relevant legal considerations.	○ Various combined parade briefings were held prior to major events, such as the Stanley Cup Playoffs and Taylor Swift Concert series. These briefings also reviewed patrol response guidelines for on-going pop-up protest actions, such as political protests.	
		• Continue to inform patrol members on demonstration protocols relating to the Indigenous community.	○ Due to few protests and demonstrations specific to Indigenous people, no additional information relating to protocols had to be delivered to the Indigenous community.	
		• Deliver additional protest response training for patrol members in accordance with VPD public demonstration tactics and guidelines.	○ Mandatory Cycle 3 training for patrol members was related to public order training. There will continue to be ongoing public order training for patrol members in the lead up to International Federation of Association Football (FIFA) World Cup in 2026.	

		Facilitate ongoing training for the Public Safety Unit (PSU).	In 2024, the PSU delivered various courses including the Basic PSU, Advanced PSU, Stadium Tactics, Search and Canvass, and Evidence Gathering Team courses.	
		Encourage additional members to enroll in the PSU.	In-service annual Basic PSU training saw 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.	The PAT proactively monitors local and national trends to recommend enhanced deployments in Vancouver.	CAU
		Analyze data that is collated on different protest types and demonstrations.	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.	
		Increase capacity to plan for demonstrations in advance.	Staffing EOPS to ensure public safety is maintained during protests and demonstrations remains a departmental priority.	
		Continue to monitor arrests and prosecutions.	- The VPD continues to exercise its discretion to balance the right to peaceful assembly and protecting people and property during public order events. - In 2024, the VPD has made arrests and sought charges related to incidents occurring during protests, including hate-related incidents.	
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.	VPD Executive members participate bi-weekly meetings at the provincial and federal level.	BC Police Services
		Continue to work with CoV to support VPD efforts during demonstrations.	The VPD continues to engage with the CoV for assistance during demonstrations. CoV assistance has included setting up barricades and no-parking signage to assist with public safety.	CACP
		Continue to work with government partners to implement better tools for police while dealing with demonstrations.	During ongoing regular meetings with partners, enhanced tools for dealing with demonstrations are discussed.	BCACP
		Continue to work with BC Prosecution Service to enhance conditions and sentencing during arrests.	The VPD liaised with dedicated Crown Counsel to ensure complete investigations and suitable charges were pursued in relation to unlawful protest activity, including hate-motivated incidents.	Ministry of Public Safety and Solicitor General
				BCPS
				CoV

		• Work with BCPS to enhance processes to improve criminal charge investigations for unlawful demonstrations.	○ As above.	
2024 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 Insurance Corporation of British Columbia (ICBC) sponsored campaigns targeting impaired driving as well as pedestrian and cyclist safety.	○ A total of 23 deployments for summer and winter CounterAttack were conducted in 2024. ○ The Traffic Section participated in the ICBC pedestrian safety campaign in October and November, distributing reflectors and educating about pedestrian safety. ○ The Traffic Section participated in the ICBC sponsored cyclist safety campaign GoByBike Week in June.	District Commanders Public Affairs Section BCACP Traffic Safety Committee CACP Traffic Safety Committee ICBC RoadSafety BC Media
		• Participate in provincial road safety campaigns targeting unsafe and high risk driving behaviour.	○ The Distracted Driving and Occupant Restraint Campaign took place in the months of March and September, 2024. A total of 1,308 violation tickets (VTs) were issued. ○ The High Risk Driving Campaign took place in the month of May, 2024. The High Risk Driving Campaign was completed in conjunction with Road Safety Week, a national road safety campaign with the Canadian Association of Chiefs of Police (CACP). A total of 822 VTs were issued.	
		• Participate in national road safety campaigns with the Canadian Association of Chiefs of Police (CACP).	○ The Traffic Section participated in the national Canada Road Safety Week and Operation Impact, 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 to review productivity and allocation of resources.	Patrol Districts CPCs
		• Ongoing quarterly meetings to review patrol-based road safety enforcement progress and approach.	○ The Traffic Section Inspector attended quarterly meetings chaired by the Superintendent of Operations Support Command to review all road safety enforcement progress and approaches.	

		• TETs to conduct road safety enforcement projects.	○ Patrol members' road safety projects continue to be supported by TET members.	
		• Traffic Section to provide ongoing support to patrol-based road safety projects.	○ Patrol members conducted a total of 103 road safety enforcement projects in 2024. ○ The Traffic Section provided training to patrol members relating to Notice and Order and eTicketing enforcement.	
		• 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 occurred during the May and Thanksgiving long weekends. A total of 360 VTs were issued.	
		• Undertake education and enforcement action in relation to E-scooters and electric powered personal transportation devices.	○ Public messaging was paused due to changes in CoV bylaws and the Provincial pilot program extension which may result in further legislative changes. Public messaging will resume once all legislative changes are made to avoid disseminating inaccurate information.	
		• Level 1 & 2 commercial vehicle inspections conducted by the Commercial Vehicle Unit (CVU).	○ CVU conducted 1,644 commercial vehicle inspections in 2024.	
5.3 - Provide traffic enforcement training to operational members.	☑☑☑	• Additional patrol members offered training in the use of radar detection.	○ The Traffic Section has implemented laser and radar training for patrol members.	Patrol Teams
		• Additional members certified in Standardized Field Sobriety Testing (SFST).	○ An additional 63 members were certified in SFST in 2024.	
		• Additional members certified as Drug Recognition Experts (DREs).	○ The Impaired Driving Enforcement Team (IDET) provides training to VPD members and assists the RCMP DRE course by hosting from the Annex.	
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 participate in regularly scheduled meetings with all road safety partners to address road safety matters.	CoV PACs Traffic-related community associations Media ICBC
		• Continue to deliver road safety presentations delivered to youth, Parent Advisory Councils (PACs), and seniors by the Community & Road Education Safety Team (CREST).	○ CREST delivered 91 road safety presentations in 2024.	
		• Undertake cyclist education initiatives during GoByBike week (1st week of June).	○ The Traffic Section participated in the ICBC sponsored cyclist safety campaign GoByBike Week on June 7th.	

		• Undertake further pedestrian safety education and enforcement initiatives.	○ The VPD leveraged resources across the department to improve road safety. This included education campaign by Public Affairs and the Traffic Section as well as utilizing Community Crime Watch volunteers.	
		• Ongoing regular use of social media tools to raise public awareness of road safety practices and issues.	○ In 2024, the Traffic Section made 33 posts relating to road safety tips and pedestrian safety, on the X (formerly Twitter) under the @VPDTrafficUnit handle. ○ The Traffic Section X account has currently over 5,600 followers, with an increase of 590 followers in 2024.	
5.5 - Leverage technology to enhance road safety.	☒ ☒ ☒	• Continue to conduct Automated Licence Plate Recognition System (ALPR) deployments every month.	○ The Traffic Section continue to conduct ALPR deployments yielding over 60 hours of usage, a total of 28,079 vehicle recognitions, which resulted in 250 hits with dispositions, and 12 enforcement actions in 2024.	ICT CoV RoadSafetyBC BC Police Services
		• Continue to deploy the Remotely Piloted Aerial System (RPAS) for collision scene investigations.	○ The Collision Investigation Unit (CIU) has transitioned from RPAS to the Leica 360 3D mapping unit for collision investigations.	
		• Implement 3D mapping technology to assist in collision scene investigations.	○ The Leica 360 3D mapping unit captures critical details and produces accurate diagrams. This is a primary tool to investigate motor vehicle collisions.	
		• 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.	○ Message board deployments continue to be an effective communication tool for targeting specific locations experiencing problematic and dangerous driving behaviours.	
		• Provide recommendations for installation locations of automated speed and red light enforcement cameras in cooperation with RoadSafetyBC and provincial Police Services.	○ The Traffic Section continues to provide recommendations to RoadSafetyBC 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 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				
2024 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.	○ Eight retirement seminars (four virtually and four in-person) were offered in the months of May and November.	PERASU CAPSSU ICT
		• Provide employees with retirement planning materials to focus on financial and health considerations.	○ Retirement assistance information and a retirement/resignation guide for sworn members is available on the Vancouver Police Department (VPD) intranet. ○ Retirement process and retirement planning information for civilian professionals is available on the VPD's intranet. ○ Presentations by retirement subject matter experts and psychologist were given at retirement seminars.	Municipal Pension Plan External psychologists & retirement transition coach VPU VPOA
		• Ongoing recognition of civilian professionals and sworn members for their dedication and service through the Departing with Distinction ceremony.	○ HR continued to facilitate “Departing with Distinction” ceremonies. In 2024, there were five ceremonies with both civilian professionals and sworn members honoured.	Teamsters Department Sergeant Major
		• Host a civilian retirement dinner.	○ A civilian retirement dinner was hosted in April 2024 for 20 honourees. Civilian retirement dinners are held bi-annually and the next one is scheduled for 2026.	
1.2 - Ongoing mental health resiliency training and improve	☑☑☑	• Explore additional internal and external supports for members and their families.	○ The sworn Critical Incident Stress Management (CISM) team was expanded by 12 members, a 35% increase. ○ The Employee Wellness Unit (EWU) provided information on how employees can access both internal and external supports.	CISM C-CISM

individualized supports.		• Ongoing collaboration with the Vancouver Police Union (VPU) on the BC First Responders Resiliency Program.	○ Collaboration is ongoing, with 24 members having attended the program over five sessions throughout 2024.	Education and Training Unit
		• Ongoing trauma resiliency training.	○ This initiative is underway with HR and the Learning Development Unit (LDU) reviewing the training model.	Learning & Development Unit
		• Train new Civilian CISM (C-CSIM) members to increase the team capacity for Fall 2024.	○ The C-CISM program was reorganized in 2024. As a result training for civilian professionals has been scheduled for 2025.	PERASU
		• Increase usage of the annual wellness check program and high stress debrief program for all sworn and civilian employees.	○ The annual wellness check program is ongoing. Continuous messaging has been sent to employees to increase the utilization of the program. ○ Employees continue to be encouraged to take advantage of annual wellness check-ins. In 2024, 97 sworn members and 135 civilian professionals took part in the high-stress debrief program or the annual wellness check program.	EWU CAPSSU VPU BCPA PSS
		• Professional Standards Section (PSS) to expand processes to ensure members subject to Police Act investigations are supported by HR and their division.	○ Members involved in Police Act investigations have been provided with access to HR supports. ○ Impacted members received support from their home division.	
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.	○ Sworn members continue to be encouraged to take advantage of regular medical exams as well as on-site VPD athletic therapists and external physiotherapists.	PERASU EWU
		• Continue to provide on-site flu and Covid-19 vaccines and maintain onsite blood pressure machines.	○ Nine vaccination clinics across three VPD locations were held in 2024, with 565 employees attending. ○ The VPD will continue to provide on-site flu, Covid-19, shingles, and tetanus vaccines. ○ On-site blood pressure machines continue to be maintained.	Facilities Services CAPSSU PHPT BC Cancer
		• Host a BC Cancer mammography screening.	○ Screening did not occur in 2024 due to competing priorities; however, the new Physical Health and Performance Unit will schedule mammography and melanoma screening in 2025.	Telus Health HSU
		• Continue to expand on-site physical treatment facilities and access to athletic therapists and external on-site physical treatment services.	○ Staffing changes affected ability to complete this expansion in 2024. Expansion will be completed in the first half of 2025.	

		• Host shingles vaccination clinics.	○ Twelve vaccination clinics (six in April and six in August) were held across three VPD locations, with 210 employees receiving shingles vaccinations.	
1.4 - Improve workplace health and safety infrastructure and safety practices.	☒ ☒ ☒	• Seek further organizational health and safety related input from a cross-section representation of VPD staff through the joint Occupational Health & Safety Committee (OHSC).	○ The OHSC is now well represented by all areas of VPD, including union representation.	HSU
		• Health & Safety Unit (HSU) in conjunction with the Physical Health & Performance Team (PHPT) to continue to conduct ergonomic assessments of employee work stations as requested.	○ This initiative is ongoing, 22 assessments were completed in 2024.	HR
		• HSU to continue to adjust work stations to meet the physical needs of individual staff members.	○ This initiative is ongoing and will continue in future years.	Facilities Services
		• Ongoing collaboration with Accessible Employers on a review of the Pledge to Measure Toolkit and a departmental accessibility scan to better support employees with diverse abilities in the workplace.	○ This initiative is ongoing.	Various employee union groups
		• Complete the implementation of individual first aid kit (IFAK) training and continue to provide all deployable members with kits and recertification every three years.	○ This initiative was completed with IFAKs and training being provided to deployable members.	Accessible Employers
		• Complete the implementation of naloxone training and provide all deployable members and civilian professionals with naloxone and recertification every three years.	○ Naloxone training is complete. HSU will continue to recertify deployable members every three years.	PHPT
				OHSC
1.5 - Improve return to work supports and processes.	☒ ☒ ☒	• Maintain regular contact with employees off with long-term illness or injury.	○ As a matter of procedure, members off with long-term injuries or illnesses are contacted once every quarter, unless additional contact is required due to circumstances or is requested.	CAPSSU
		• Continue to seek feedback from long-term and injured employees on the quality of support services provided to them.	○ HR engaged in one-on-one discussions with affected employees to determine if their needs were met.	WSBC Case Management Unit
				PERASU
				ETU/LDU

		Develop and implement a reintegration process for members on prolonged absence.	Processes are in place to ensure members on prolonged absences reintegrate through collaboration with the WorkSafeBC Case Management Unit, the Education and Training Unit, the Learning Development Unit, the Force Options Training Unit and the Operational Support Unit.	FOTS OSU VPU
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.	Exploring new programs and ways to improve current programs through attendance at conferences, networking and liaising with other agencies in ongoing and continuous.	EWU Various specialty units
2024 Strategy 2: Enhance equitable, diverse, and inclusive work environments.				
ACTIVITIES	STATUS	TARGET OUTPUTS	RESULTS & CHALLENGES	PARTNERS & LINKAGES
2.1 - Enhance the ability of HR to enhance equitable, diverse, and inclusive work environments.	☑☑☑	Deliver additional respectful workplace training through in-person workshops and eLearning.	Respectful workplace training was delivered. The SLT has completed the training and supervisor training is 90% complete. Training via eLearning will be rolled out to all other employees beginning in March, 2025.	HR
		Improve training provided to members within HR.	Labour & Employee Relations Services (LERS) provided equity, diversity, and inclusion (EDI) training to the promotional selection panels for Staff Sergeant and Sergeant promotional processes.	CDU
		HR to continue to work with the Inclusive Working Committee to enhance inclusive workplace practices.	Planning sessions will be held following next employee survey, in 2025.	LERS
		Review and update the HR, recruiting, and training manuals.	The recruiting manual has been updated. An HR Consultant III will be hired and tasked to review and update the HR manual.	Facilities Services
		Review collective agreement language that may be a barrier to equity, diversity, and inclusion, and develop employer proposals in collective bargaining to reduce identified barriers.	The draft 2024 Vancouver Police Union (VPU) collective agreement has been reviewed by the Inclusive Processes Review Unit.	External labour process training provider
		Review and update the VPD Tenure Policy.	A new tenure policy was implemented on September 3, 2024.	PSS
		Review the Sergeant Selection Process.	The process was amended and implemented for the fall 2024 promotional process.	VPU

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.	○ A process has been established where all sworn member lateral competitions and the Sergeant and Staff Sergeant promotional competitions are recorded.	All VPD sections
		• VPU to continue to be consulted on all sworn competitions, to further enhance equality and equity.	○ This is an ongoing process. The VPU is consulted on the competition process to ensure fairness, equality, and equity in competitions within the VPD.	CDU
		• Complete the update of HR policies to reflect new standardized lateral competition measures.	○ An HR Consultant III will be hired and tasked to review and update the HR manual in the first half of 2025.	VPU
		• Communicate finalized new measures to all sworn staff.	○ New Sergeant Selection Process communicated through in person information sessions and written bulletins on Intranet.	A&T
		• Review courses that are pre-requisites for selection into specialty units.	○ The review of courses is underway and will continue in 2025.	EDU
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.	○ In 2024, HR worked with 54 sworn members on modified duties through one-on-one discussions.	PERASU
		• 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 Police Employee Relations and Advisory Services (PERASU) and Assignments and Transfers (A&T) collaborated to determine member placement based on organizational needs and individual goals, taking into account tenure and sworn member limitations and restrictions.	CDU
		• Ongoing messaging to modified-duty members informing them of these new processes in addition to other Career Development Unit (CDU) resources and supports.	○ Affected sworn members have been informed through one-on-one discussions.	OSU MCSU VPD A&T
2.4 - Explore the development of an Indigenous Member Support Program (IMSP).	☑☐☐	• Establish a formal means for members to self-identify as Indigenous.	○ A further review of program proposal is to take place to best determine self-identification practices. Privacy considerations may hinder a formal means of self-identification.	CDU
		• Recruit Indigenous members as coaches to provide career guidance in collaboration with CDU.	○ Further discussion with Indigenous members is needed to best determine how to recruit coaches to provide career guidance.	CAPSSU
		• Consider a parallel support model for all Indigenous employees.	○ A further review of program proposal for sworn members is needed prior to considering a parallel support model for all Indigenous employees.	

2.5 - Develop an updated safe, respectful, diverse, and inclusive workplace plan.	☒ ☒ ☒	• Ensure respectful workplace training is robust at all levels including recruit orientation, field trainer development, the Acting Supervisor Program, and the Sergeant Education Program.	○ HR attended two Acting Supervisor Programs (ASP) and three Sergeant Education Programs (SEP). ○ 35 employees attended the ASP and 58 employees attended the SEP, for a total of 93 employees.	PR&A
		• Continue to deliver updated respectful workplace training to the SLT.	○ New SLT members have completed externally provided training that consist of three session for a total of 16 hours of instruction.	CAPSSU
		• Deliver in-person respectful workplace training to all sworn and civilian supervisors.	○ Sessions were held throughout 2024 by an external provider. All sworn and civilian supervisors will complete this training by April 2025	HSU
		• The Out on Patrol Program to continue supporting VPD members who identify as 2SLGBTQ+. Out on Patrol also delivers presentations to youth in community, encouraging consideration of policing as a career.	○ The VPD supported Out on Patrol in hosting seven peer support events and three career development opportunities. ○ Support was also given to Out on Patrol in delivering presentations to over 2,800 youth.	Training & Recruiting Section
		• Ongoing messaging and education to all staff regarding safe, respectful, diverse, and inclusive workplace processes.	○ Messaging and training on respectful and inclusive workplaces is ongoing.	Out on Patrol
		• 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.	○ The VPD supported the BCWLE by allowing members to participate in the association during work hours when operationally feasible. The BCWLE held its 3rd Annual Conference, a Golf Tournament, and its annual general meeting. In addition, it gave ten presentations reaching out to existing officers and students at local post-secondary institutions.	BCWLE
		• BCWLE, in partnership with Canadian Association of Chiefs of Police (CACP) and British Columbia Association of Chiefs of Police (BCACP), to begin planning the inaugural National Women in Policing Conference in 2025.	○ The VPD has supported the BCWLE in planning their inaugural National Women in Policing Conference, scheduled to take place in Q1 2025.	BCACP
		• Review and update VPD Internal Discipline Rules.	○ A draft has been completed and is now in the process of being finalized.	

2.6 - Improve Human Rights Awareness.	☒ ☒ ☒	Continue to deliver human rights training for Acting and Substantive Sergeants.	BC human rights training was provided by LERS for all 2024 ASP and SEP programs	ETU IWC
		Develop and deliver eLearning course on human rights.	Human rights training was developed and delivered to all operational members in during mandatory in-service Cycle 2 training in 2024.	
		Continue the delivery of BC human rights training for HR employees.	HR staff received in person BC human rights training to supplement eLearning.	
		Develop and implement human rights training for civilian front line members, supervisors, and managers.	The Education and Training Unit (ETU) completed the development of a Human Rights Course which was delivered to all civilian front line members, supervisors, and managers in 2024	
		Explore traditional healing circles as an alternative resolution process for appropriate Human Rights Tribunal cases and educate involved respondent members.	The LERS Complaint Resolution Specialist was trained in the Restorative Complaint Resolution process.	
		Continue to promote the Restorative Complaint Resolution process as a way to resolve Police Act complaints.	The Restorative Complaint Resolution process was used to resolve two Police Act complaints.	
		Expand and modify the role and scope of responsibilities of the Labour Relations Coordinator to focus on human rights mediation and alternative resolutions.	- This position was re-classified to a Complaint Resolution Specialist in 2024. The positions new responsibilities include human rights complaint mediation and alternate dispute resolution in the workplace. - The Complaint Resolution Specialist assisted in resolving workplace conflicts beginning in Q4. - Mediation training for the Complain Resolution Specialist is planned for 2025.	
		Create a Labour and Employee Relations Section intranet site with labour relations and human rights information and links to related resources.	LERS intranet site completed in Q4.	

2024 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.	☑☑☐	Continue the implementation, education and training for SuccessFactors Performance & Goals to all VPD employees.	- There is ongoing training and presentation regarding SuccessFactors Performance & Goals for all VPD employees. - In 2024, 723 employees were trained over six sessions.	CDU HR Senior Business Analyst Training & Recruiting Section IWC
		Expand the capacity of HR to support SuccessFactors Performance & Goals.	Sworn member resources have been dedicated to SuccessFactors Performance & Goals.	
		Develop trainers and resource persons in relation to new performance management and development programs.	Work is underway to develop new resource persons to support performance management and development programs.	
		Update and utilize position profiles as benchmarks for performance assessment.	This update on hold pending the availability of City of Vancouver (CoV) resources.	
		Ongoing completion of annual employee performance reviews.	- HR is providing support to business units through a dedicated resource along with continued messaging about the performance review timeline and requirements. - Compliance tracking is underway.	
3.2 - Improve civilian developmental processes.	☑☑☑	Complete the development of a civilian supervisor training module.	The Education and Training Unit has been engaged to aid in the development of the training module.	CAPSSU ETU Teamsters CoV Recruiting
		Deliver enhanced training to civilian supervisors based on the new training module.	Training will be delivered once the development of the module is complete.	
		Provide additional advanced training to exempt civilian managers.	Advanced training for exempt civilian managers (including updates on changes to the collective bargaining agreement, vacation leave, sick leave, and the probationary period) has been initiated.	
		Further review and improve civilian recruiting outreach and hiring processes.	There is ongoing collaboration with the Recruiting Unit, including attendance at career fairs.	
		Improve the civilian on-boarding processes.	- In 2024, a civilian orientation session was developed and delivered. The session includes a tour of VPD facilities and an updated the civilian handbook. - This orientation session will continue to be offered for new employees.	

3.3 - Enhance assistance provided to sworn members in preparing for lateral and promotional processes.	☑☑☑	• Ongoing support provided to staff in preparing for lateral and promotional processes.	○ In 2024, CDU assisted 114 sworn members with lateral processes and 50 sworn members with promotional processes.	CDU
		• Continue to provide webinars and information sessions on how to prepare for lateral and promotional processes.	○ In 2024, CDU held three in-person and two online information sessions regarding the promotional process. Sessions have not been held for lateral processes due to other priorities taking precedence.	Partner agencies
		• Facilitate information sessions for partner agencies as requested to promote recruitment to seconded positions.	○ Twenty members from eight partner agencies participated in an information session in 2024.	
		• Further raise sworn member awareness of the availability of career development resources and supports.	○ Information regarding the services provided by the CDU were provided to members through combined parade briefings, acting sergeant and sergeant education programs, district Non-Commissioned Officers (NCO) meetings, and promotional 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.	○ The Civilian Orientation Manual has been updated and is being prepared for inclusion in the on-boarding process.	CAPSSU
		• Pilot an in person orientation session to introduce new employees to VPD infrastructure and culture.	○ Pilot sessions were held in May and September 2024.	ETU Teamsters
3.5 - Enhance capabilities of sworn members in HR.	☑☑☑	• Develop and deliver training to sworn HR staff, including labour and employee relations and human rights training.	○ In 2024, LERS held four training sessions for HR sworn members. The training focused on an introduction to HR management, including human rights and labour management. ○ HR staff attended six Lancaster House Webinars on various HR topics. ○ HR staff attended conferences and training courses on labour and employee relations, workplace investigations, and the Police Act.	HR LERS

2024 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 Public Affairs All VPD members Various external partners Media Information and Privacy Services
		Executive Team to continue to participate in patrol shifts.	- Executive members continue to participate in operational shifts during varied events throughout the year. - Chief Palmer personally engaged with various patrol teams during the year.	
		Chief and Executive Team to continue to personally engage staff exposed to traumatic or significant incidents.	Chief Palmer personally visited or contacted every sworn member that was involved in a traumatic or significant incident in the workplace, injured on the job, or was 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 nominations. - 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. - Updates on significant changes are communicated through bulletins as well as in-person through combined parade briefings, and scheduled briefing sessions.	
		Update and enhance employee exit interview processes.	The procurement of external resources to conduct employee exit interviews has been completed.	

4.2 - Continue to improve communication between the VPD's three 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.	Executive Team SLT All VPD Sections
		Ongoing input of frontline members from all three Divisions into major departmental change management processes.	Frontline members from each Division are included into working groups on various issues, including body-worn cameras and the tenure policy amendments.	
		Initiate further multi-faceted, resource intensive inter-divisional projects to target high priority public safety issues.	There are on-going joint parades updating Operations Division members on changes in law, policy, and police techniques.	
		Continue to facilitate mentorships as well as on-loan assignments to enhance communication and organizational knowledge across divisions.	There is ongoing engagement with sworn members to provide opportunities for mentorships. In 2024, HR facilitated 54 mentorships.	
4.3 - Further educate members on conduct investigation processes.	☑☑☑	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.	PSS conducted in-person briefings in Q2, 2024 to update members on this process.	PSS Labour and Employee Relations VPU Teamsters IIO OPCC ETU HR
		PSS to deliver presentations to all operational teams in conjunction with HR on the newly implemented Respectful Workplace Policy.	PSS conducted in-person briefings in Q2, 2024 to update members on the Respectful Workplace Policy.	
		PSS to deliver presentations to patrol and Jail members on the new Police Act amendments and common trends in misconduct investigations, highlighting preventative measures.	- Briefings with all newly hired Constables and Special Municipal Constables were completed. - EDU completed Training Bulletin outlining the new Police Act amendments	
		Facilitate the delivery of training in the Restorative Complaint Resolution process for PSS members and other VPD stakeholders (HR, VPU, DCIRS, RSU, Labour Relations).	PSS, HR, LERS and DCIRs members attended a two day training session.	
		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.	Ongoing communication with Union representatives and engagement of HR when appropriate to ensure support is provided to members under Police Act investigations.	

		• Further inform sworn members of their obligations if they are the subject of an Office of the Police Commissioner of British Columbia (OPCC) investigation.	○ Completed through in-person briefings and training bulletins. ○ PSS presents on this topic in courses such as the ASP, SEP, and CIM as well as through employee on-boarding.	
		• Further inform sworn members of the resources available to them if they are the subject of an OPCC investigation.	○ Investigators provided information on available resources, such as Peer Support and PERASU, throughout investigations.	
		• Provide labour relations and Police Act training regarding discipline to members delegated as Discipline Authority.	○ Discipline Authorities received a two-day external training course delivered by a legal experts. ○ A dedicated senior paralegal provided assistance though researching case-law and arbitration decisions. ○ Future training in 2025 will include a session with a labour arbitrator.	
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 raised awareness of career development resources through bulletins and information sessions.	HR
		• Promote new educational opportunities for all VPD employees through SuccessFactors Learning.	○ LDU and ETU are working to build a complete course catalogue. This will continue into 2025. ○ ETU is updating course listings through the new "Blue Zone" internal website platform.	SLT
		• Continue to raise awareness of the Career Development Unit and resources for resume and competition preparation.	○ A total of 163 sworn members were assisted by the CDU.	Supervisors
		• Managers and supervisors to continue to actively reach out to their staff to identify and promote training and mentorship opportunities.	○ HR communicated with all divisions to inform them of opportunities available to them.	Training & Recruiting Section
		• Deliver messaging through the new learning management system to inform staff of under-utilized CoV training that is available to them.	○ Frontline members received messaging through in-person briefings regarding SuccessFactors Learning. ○ Civilian professionals received messaging during the on-boarding process. ○ Newly promoted Sergeants received messaging through the SEP.	CDU CAPSSU Labour and Employee Relations

		• 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.	○ This was completed in Q4 of 2024.	
		• Keep staff informed about the hiring and deployment of the 100 new sworn officers and 20 new civilian professionals approved by City Council.	○ HR and managers worked to hire the 20 civilian professionals. ○ Ongoing communications regarding hiring and deployment of additional officers occurs through the Executive Committee and SLT meetings.	



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: April 14, 2025
 BOARD MEETING DATE: April 24, 2025
 BOARD REPORT # 2504F11

Regular

TO: Vancouver Police Board

FROM: DCC Steve Rai, Commanding Support Services Division

SUBJECT: Variance Report for the First Quarter ended March 31, 2025

RECOMMENDATION:

THAT, the Vancouver Police Board (Board) receive the Quarter 1 (Q1) Variance Report for the three-month period ending March 31, 2025 for information.

SUMMARY:

For the first quarter ending March 31, 2025, the Vancouver Police Department (VPD) is over budget by 3.7% or \$3,868,735, and is projected to finish the year over budget by 1.6% or \$6,999,302 as outlined below.

	Q1 (\$000s)			Year-end Projection (\$000's)		
	Actual	Budget	Variance	Projection	Budget	Variance
Recoveries	(\$9,375)	(\$7,059)	\$2,316	(\$40,399)	(\$31,982)	\$8,417
Expenditures	118,468	112,283	(6,185)	473,345	457,929	(15,416)
Under/(Over) Budget	\$109,093	\$105,224	(\$3,869)	\$432,946	\$425,947	(\$6,999)

The VPD's overspend at Q1 2025 is largely related to backfilling vacancies due to retirements and various leaves, as well as ensuring public safety at various protests and demonstrations, and timing of Body-Worn Camera (BWC) equipment purchases.

At this time, it is projected that the VPD will be over budget at year end by \$6,999,302 predominately due to a higher spend on sworn and civilian overtime to backfill current vacancies as well as ensuring public and police officers' safety. Recent increased aggravated attacks on VPD police officers, as well as public mischief and assaults, continue to put pressure on the VPD and related costs to address such issues.

Scheduled to take effect on September 2025, the Justice Institute of BC (JIBC) announced that recruit classes would increase class sizes, which is expected to help reduce vacancies partially going forward. The VPD continues to work with the JIBC to secure recruitment seats in order to meet recruiting goals and reduce vacancies.

The projection includes \$5,000,000 in overtime costs related to ongoing work for Task Force Barrage, a joint initiative by Vancouver Police and the Council to restore safety in the Downtown Eastside by targeting organized criminals, violent offenders, and street disorder that leads to increased crime and victimization. The VPD deployed additional front-line officers to the area, while simultaneously launching coordinated investigations to target drug traffickers and organized criminals. The VPD's projection includes the future transfer of the same amount to the VPD from City of Vancouver (City) as recoveries for offsetting the related costs. Additionally, the projection also includes the routine mid-year employer statutory withholdings and health and benefits rate adjustments transfers to the VPD that the City does on an annual basis, the funding for the Park Board's project – alcohol consumption on the beaches, and costs exceeding the VPD's allotted budget related to various protests and demonstrations.

POLICY:

The Committee has directed that VPD staff provide a variance report on a quarterly basis. This report provides the operating results for the three-month period ending March 31, 2025.

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:

On December 10, 2024, City Council (Council) approved the VPD's 2025 net operating budget of \$425,947,189, which is an increase of \$14,639,956, or 3.6% from the 2024 restated budget. The majority of the increase is for fixed and contractual wage obligations, funding for the September 30 Truth and Reconciliation statutory holiday, funding for full implementation of Body-Worn Cameras (BWC) to frontline members, contractual agreements, one position for Enterprise Risk Management unit, ongoing expenses for Contractual Rapid DNA costs, and cost of living adjustments for the Community Policing Centres (CPC). The majority of the CPCs are not-for-profits run by their own independent Board of Directors and is a flow through in the VPD budget.

DISCUSSION:

By nature, policing is largely reactive. While the budget has been seasonalized using historical actuals and best estimates of known expenditure patterns, in some cases, the actual expenditures may have deviated from this pattern. For a summary of the first quarter's recoveries and expenditures, refer to Appendix 2.

As of March 31, 2025, the year-to-date results and year-end projection are as follows:

Q1 Recoveries and Year-End Projection

Total recoveries were 32.8%, or \$2,316,178, higher than budget at the end of March 2025. This was primarily due to higher than budgeted recoveries for third party events related to filming, concerts, sporting events, community events and road closures at various construction sites throughout the city as well as recognition of recoveries for Task Force Barrage to offset the related overtime spends. Higher government recoveries related to municipal and provincial cost-sharing programs, and grants and donations (largely from the Vancouver Police Foundation) make up the remaining recoveries. Fees received for fingerprinting and record checks were

lower than budget as well as secondment recoveries, as the number of secondments deviated from when the budget was initially established.

The trend at Q1 is projected to continue to year-end. In addition, other recoveries such as grants and donations, which varies yearly, are challenging to forecast for the amounts the VPD will receive.

<i>Recoveries</i>	Q1 (\$'000s)			Year-end Projection (\$'000s)		
	Actual	Budget	Variance	Projection	Budget	Variance
Third Party Events	(\$1,665)	(\$862)	\$803	(\$7,189)	(\$5,789)	\$1,399
Overtime	(2,251)	(128)	2,122	(6,955)	(512)	6,442
Total Sworn OT recoveries	(\$3,916)	(\$990)	\$2,926	(\$14,143)	(\$6,302)	\$7,841
Grants & Donations	(\$440)	(\$201)	\$239	(\$2,067)	(\$1,500)	\$567
Secondments	(4,246)	(4,923)	(677)	(17,403)	(20,270)	(2,867)
Government	(362)	(308)	55	(4,949)	(1,230)	3,719
Fees for Service	(420)	(547)	(127)	(1,857)	(2,317)	(461)
Other	9	(91)	(100)	21	(362)	(384)
Total Recoveries	(\$9,375)	(\$7,059)	\$2,316	(\$40,399)	(\$31,982)	\$8,417

Q1 Expenditures and Year-End Projection

While policing remains fluid, the VPD is over budget at Q1 and projected to be over budget at year-end. This projection could change as it currently does not include extraordinary items such as but not limited to, the unfavourable economic impacts resulting from implementation of tariffs, number of homicides, street disorder, retail thefts, officer safety and wellness, and other unpredictable events. VPD Management will continue to monitor expenditures and achieve cost savings where available, such as deferring various replacement items, and to seek available funding for various projects from the provincial government (e.g. GGVAf), to name a few.

The projected year end variance is anticipated to be \$6,999,302 over budget, mostly due to overtime to meet minimum staffing levels. There is a regional competition for police recruits and vacancies are anticipated to be higher until the JIBC can accommodate more recruit seats specifically for the VPD, which is scheduled to take in effect in September 2025.

The year-end forecast includes funding of \$5,000,000 for the ongoing work related to Task Force Barrage and is to be received from the City before the end of the year.

It is anticipated that higher ongoing ammunition usage to uphold mandatory training standards, pistol transition and ammunition costs will continue to be higher than budget throughout the year, as well as unfunded items for the operational responsibility of the Tactical Training Centre (TTC). In 2024, Council endorsed the transfer of operational responsibility for the TTC from the City to the VPD, without the transfer of any additional funding, while ensuring continued facilities support provided by the City's Real Estate, Environment and Facilities Management Department (REFM).

At this time, the year-end projections do not include any economic impacts related to the implementation of tariffs, as this still remains quite fluid.

As detailed below, salaries and benefits were over budget by 2.9% or \$2,582,827 at Q1 and the trend is projected to continue to year-end.

	Q1 (\$000's)			Year-end Projection (\$000's)		
	Actual	Budget	Variance	Projection	Budget	Variance
Sworn						
Salaries	\$50,452	\$52,917	\$2,465	\$203,640	\$217,558	\$13,918
Overtime (OT)	8,501	3,505	(4,996)	40,645	17,997	(22,647)
Secondment OT	292	499	207	1,496	1,996	500
Entertainment District OT	269	255	(14)	1,375	1,159	(216)
	59,514	57,176	(2,338)	247,155	238,711	(8,445)
Civilian Professionals						
Salaries	7,817	8,047	230	31,200	32,143	943
Casual & Temp Salaries	1,998	1,311	(687)	7,810	6,415	(1,396)
OT	414	93	(321)	1,679	403	(1,276)
	10,229	9,451	(778)	40,690	38,961	(1,729)
Statutory Holiday Pay	1,001	1,218	217	8,547	7,917	(630)
Benefits	21,948	22,265	317	74,950	74,952	2
Under/(Over) Budget	\$92,692	\$90,109	(\$2,583)	\$371,343	\$360,541	(\$10,802)

At Q1, sworn salaries were under budget mainly due to staffing vacancies and are anticipated to continue until the end of the year. Staffing vacancies also affect sworn overtime, which is trending higher due to backfill requirements to meet minimum deployment in the Operations and Investigations Divisions.

Overtime costs include the ongoing work for Task Force Barrage and higher overtime costs to ensure peaceful demonstrations and protests; however, costs for demonstrations and protests that exceed the VPD's allotted budget are expected to be recovered from the City before the end of the year, as well as \$5,000,000 to offset spends related to Task Force Barrage.

Of note, secondment overtime is paid by the seconding agency and the overall impact to the VPD budget is \$0. A partial offset of overtime costs incurred are recorded in the recoveries.

The entertainment district budget is specifically for the Granville Entertainment District (GED); however, deployment has expanded to include the Gastown and Yaletown entertainment districts. A reserve of \$253,000 was setup such that if this budget line item is over spent and if the VPD is unable to absorb within the existing budget, a corresponding offset could be made for this cost.

Civilian professionals' salaries were slightly under budget due to various vacancies filled by casual and temporary staff, but offset by higher overtime spend. Higher overtime spend is due to various staffing vacancies, increase in workload, analysis for organized crime investigations, and various project implementations throughout the VPD. This trend is expected to continue to year-end.

Statutory holiday pay was lower than budgeted due to seasonalization of the budget and will be rectified in Q2. However, it is anticipated that the VPD will be over budget at the end of the year due to higher staffing levels for operational necessity compared to the allotted budget, as Council did not approve incremental funding request.

The Benefits cost category are employer statutory withholdings and health and benefits that include items such as WorkSafeBC, extended health benefits and the employer paid portion of payroll deductions for the Canadian Pension Plan and Employment Insurance. The 2025 benefits budget included funding using the 2024 rates, as many rates were unknown during the budget build. It was agreed with City staff that once 2025 rates are known and if it results in an increase, a routine mid-year budget adjustment would be made. As such, it is projected that benefits will be on budget by year-end.

Non-salary Items

At Q1, non-salary items were over budget by 16.2%, or \$3,602,087 and projected to be over budget at year end, as detailed below:

	Q1 (\$000's)			Year-end Projection (\$000's)		
	Actual	Budget	Variance	Projection	Budget	Variance
Equipment & Fleet	\$7,636	\$5,706	(\$1,930)	\$24,915	\$23,389	(\$1,527)
Criminal Investigation Fund	250	370	120	3,554	3,571	18
Training & Travel	458	255	(203)	3,512	3,340	(172)
Community Policing Centres	583	552	(31)	2,423	2,423	0
Other Expenses	1,059	737	(322)	4,081	3,643	(438)
Professional Fees	2,310	1,805	(505)	10,094	8,230	(1,864)
Facilities & Maintenance	585	745	160	3,370	3,379	9
Supplies & Materials	1,754	912	(842)	4,570	4,183	(387)
City Allocations	11,103	11,066	(38)	44,411	44,411	0
Transfers	39	26	(13)	1,073	820	(253)
Under/(Over) Budget	\$25,776	\$22,174	(\$3,602)	\$102,003	\$97,388	(\$4,614)

Equipment & Fleet includes items such as the acquisition and replacement of various equipment, fleet, ammunition, firearm and uniform expenses. It is currently over budget due to the pistol transition and the timing of body-worn camera purchases. A higher spend is forecasted for required ammunition necessary to uphold mandatory training standards, firearm replacement, uniform items for police officers and recruits, and necessary equipment replacements, and it is projected that this cost category will be over budget at the end of the year. The projection does not include the unfavourable economic impacts resulting from implementation of tariffs; however, all costs related to BWC are projected to remain within budget for the year.

The Criminal Investigation Fund (CIF) is for extraordinary investigations and the VPD received external funding from the Province to help combat the disorder in Vancouver area and other investigations, resulting in this cost category being under budget at Q1. With the number of various projects launched and due to the unpredictability of events that occur within the community, at this time, it is projected that this cost category will be marginally under budget at the end of the year, but remains very fluid.

Training & Travel is over budget due to the obligation to fulfil many of the mandatory training requirements. It is projected that this cost category will be over budget at the end of the year.

There are 12 CPCs in Vancouver of which 10 CPCs budget allocation flows through the VPD and two CPCs financials are managed through the VPD's budget. It is projected that this cost category will be at budget at the end of the year.

Other Expenses includes items such as telecommunications, operational cell phones, laundering services for uniforms, and other program costs. This cost category is over budget at Q1 mainly for program costs that are offset by recoveries from the Vancouver Police Foundation, resulting in a \$0 impact for the VPD. It is anticipated that this cost category be over budget at the end of the year for this reason.

Professional Fees consists of contract, consulting and legal services and nursing services for detainees at the Vancouver Jail and this cost category is over budget. The VPD requires legal assistance for on-going files. It is projected that this cost category will be over budget at year end.

Facilities & Maintenance is under budget due to the timing of various facility maintenance projects and anticipated to be at budget at year-end.

Supplies & Materials is over budget due to the timing of computer equipment purchases and less spend in various supplies, in particular photocopying. It is projected that this cost category will be over budget at the end of the year mainly due items related to officer uniforms and mandatory health and safety items.

City allocations include shared city services, base building maintenance for all VPD facilities including the TTC, the Emergency Communications for British Columbia Incorporated (E-Comm) levies for radio and dispatch services and the Police Records Information Management Environment (PRIME) levy. In agreement with City staff, the actual spend will match to the budget as the VPD does not directly manage these costs.

Transfers consist of funding that is moved to or taken from a city reserve account and carry forward of unspent grants and donations. As per Council's approved 2025 budget in the beginning of the year, there is funding of \$1,310,000 to cover one-time implementation costs for body-worn cameras. Furthermore, 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 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.

CONCLUSION:

The VPD is over budget at Q1 and is projecting to be over budget at year-end. The VPD continues to advise city staff that the VPD is to be transferred funding for the routine, mid-year budget adjustment for benefit rate increases, and police costs related to Task Force Barrage.

Author: Vijay Sabnani

Date: April 14, 2025

Submitting Executive Member: Acting Senior Director Melissa Lee



(signature)

Date: April 14, 2025

APPENDIX 1

MANAGEMENT REPORT ADJUSTMENTS
For the First Quarter Ended March 31, 2025

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	\$618,511	
	Salaries - Uniformed		618,511
2	Cost Recoveries	219,725	
	Traffic Authority Casual Salaries		\$219,725

1. This salary adjustment is necessary because the system-generated monthly salary accrual which includes both sworn and civilian professionals salaries is charged only to sworn salaries. 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 and their salaries are fully cost recoverable through a charge-out rate. 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 FIRST QUARTER ENDING MARCH 31, 2025**

	Q1				Year End			
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>Projection</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
RECOVERIES								
Cost Recoveries, Grants & Donations								
Sworn Overtime Recoveries								
Third Party Events	(\$1,665,133)	(\$861,978)	\$803,155		(\$7,188,722)	(\$5,789,460)	\$1,399,262	
Overtime	(2,250,543)	(128,125)	2,122,418		(6,954,520)	(512,500)	6,442,020	
Total Sworn Overtime Recoveries	(3,915,676)	(990,103)	2,925,573		(14,143,242)	(6,301,960)	7,841,282	
Secondments	(4,246,061)	(4,923,085)	(677,024)		(17,403,216)	(20,270,183)	(2,866,967)	
Grants & Donations	(439,877)	(201,125)	238,751		(2,067,207)	(1,500,000)	567,207	
Government	(362,498)	(307,500)	54,998		(4,949,208)	(1,230,000)	3,719,208	
Fees for Service	(420,022)	(546,552)	(126,530)		(1,856,792)	(2,317,477)	(460,685)	
Other	8,991	(90,600)	(99,591)		21,114	(362,400)	(383,514)	
TOTAL RECOVERIES	(9,375,144)	(7,058,966)	2,316,178	32.8%	(40,398,551)	(31,982,020)	8,416,531	26.3%
EXPENDITURES								
<u>Salaries and Benefits</u>								
Sworn								
Salaries	\$50,451,937	\$52,916,934	\$2,464,997		\$203,639,556	\$217,557,924	\$13,918,368	
Overtime	8,501,001	3,504,940	(4,996,061)		40,644,635	17,997,455	(22,647,180)	
Secondment Overtime	292,298	498,994	206,695		1,496,275	1,995,975	499,700	
Entertainment District Overtime	268,754	254,732	(14,022)		1,375,032	1,159,419	(215,613)	
	59,513,991	57,175,600	(2,338,390)		247,155,498	238,710,773	(8,444,725)	
Civilian Professionals								
Salaries	7,816,780	8,046,807	230,026		31,200,251	32,142,794	942,543	
Casual & Temp Salaries	1,998,419	1,311,024	(687,396)		7,810,487	6,414,843	(1,395,644)	
Overtime	413,887	93,029	(320,858)		1,678,921	403,345	(1,275,576)	
	10,229,087	9,450,859	(778,228)		40,689,660	38,960,983	(1,728,677)	
Statutory Holiday Pay	1,001,079	1,217,968	216,889		8,547,059	7,916,789	(630,270)	
Benefits	21,947,824	22,264,727	316,902		74,950,284	74,952,308	2,024	
Total Salaries and Benefits	92,691,981	90,109,154	(2,582,827)	-2.9%	371,342,501	360,540,853	(10,801,648)	-3.0%

**VANCOUVER POLICE DEPARTMENT
STATEMENT OF RECOVERIES AND EXPENDITURES
FOR THE FIRST QUARTER ENDING MARCH 31, 2025**

	Q1				Year End			
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>Projection</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
<u>Non-Salary Items</u>								
Equipment & Fleet								
Fleet	3,872,490	3,599,476	(273,014)		15,063,264	14,823,783	(239,481)	
Uniforms & Equipment	3,762,858	2,106,246	(1,656,612)		9,834,404	8,553,672	(1,280,732)	
Other	684	656	(28)		17,612	11,252	(6,360)	
	<u>7,636,032</u>	<u>5,706,378</u>	<u>(1,929,654)</u>		<u>24,915,280</u>	<u>23,388,706</u>	<u>(1,526,574)</u>	
Other Expenses								
Criminal Investigation Fund	249,736	370,087	120,351		3,553,693	3,571,203	17,510	
Travel & Training	457,712	254,694	(203,018)		3,511,724	3,339,580	(172,144)	
Community Policing Centres	582,675	552,060	(30,615)		2,422,643	2,423,126	483	
Other	1,059,481	737,288	(322,193)		4,080,764	3,643,010	(437,754)	
	<u>2,349,604</u>	<u>1,914,129</u>	<u>(435,475)</u>		<u>13,568,823</u>	<u>12,976,919</u>	<u>(591,904)</u>	
Professional Fees								
Legal	255,122	102,733	(152,389)		1,936,713	482,500	(1,454,213)	
Contract Services	1,369,997	966,531	(403,465)		5,168,957	4,724,497	(444,461)	
Nurses & Medical	600,917	703,307	102,391		2,606,570	2,813,230	206,660	
Other	83,835	32,511	(51,325)		382,002	209,900	(172,102)	
	<u>2,309,871</u>	<u>1,805,083</u>	<u>(504,788)</u>		<u>10,094,242</u>	<u>8,230,127</u>	<u>(1,864,115)</u>	
Facilities & Maintenance	584,663	744,950	160,287		3,370,460	3,379,004	8,544	
Supplies & Materials	1,753,859	912,299	(841,560)		4,569,784	4,182,643	(387,141)	
City Allocations	11,103,448	11,065,550	(37,898)		44,411,016	44,411,016	0	
Transfers	38,878	25,879	(12,999)		1,072,937	819,941	(252,995)	
Total Non-Salary Items	25,776,355	22,174,268	(3,602,087)	-16.2%	102,002,541	97,388,356	(4,614,185)	-4.7%
TOTAL EXPENDITURES	118,468,335	112,283,422	(6,184,913)	-5.5%	473,345,043	457,929,209	(15,415,833)	-3.4%
TOTAL SURPLUS (DEFICIT)	\$109,093,191	\$105,224,456	(\$3,868,735)	-3.7%	\$432,946,492	\$425,947,190	(\$6,999,302)	-1.6%

March 14, 2025

Members of the Vancouver Police Board (VPB) Finance Committee,

At the request of the VPB Finance Committee, the City of Vancouver Internal Audit Division has reviewed the Vancouver Police Department (VPD) Statement of Recoveries and Expenditures as at December 31, 2024. VPD management is responsible for the preparation and fair presentation of this information, and for implementing the necessary internal controls to prepare financial statements that are free from material misstatement, whether due to fraud or error.

Work Performed

The following specified audit procedures were performed:

- Agreed the financial information to the records and accounts in the general ledger of the City of Vancouver;
- Reviewed the working papers prepared by VPD management for any reclassifications;
- Discussed and analyzed the financial information for reasonableness and consistency with corporate accounting policies;
- Performed variance analysis based on the Council approved budgets and obtained explanations from VPD management where appropriate;
- Inquired as to the accounting, budget and other internal controls that provide reasonable assurance that transactions are properly authorized and accurately recorded, and that the assets of the VPD are properly safeguarded and accounted for thereby maintaining the integrity of financial records; and
- Inquired and received written representation from VPD management to identify any deviations from accounting policies and procedures that would affect the integrity of the Statement of Recoveries and Expenditures.

These procedures were not designed to detect fraud. Accordingly, there should be no such reliance.

Conclusion

Based on the work performed, it is our opinion that VPD's Statement of Recoveries and Expenditures as at December 31, 2024 (Appendix 1) is fairly presented and in compliance with VPD's policies and practices. The statement was prepared in all material respects, consistent with the City's corporate accounting policies and agreed to the City's general ledger.

Details of our findings and recommendations are appended in Section A below.

Sincerely,



Carmen Fuellbrandt, CPA, CMA, CIA
Chief of Internal Audit

A. FINDINGS & RECOMMENDATIONS

VPD's Procurement Policy aims to maximize the economy, efficiency, effectiveness and sustainability in the purchase of goods and services. Under this policy, three comparable quotes must be obtained for purchases totaling between \$5,000 and \$75,000. Purchases between \$75,000 and \$2,000,000 require a public call.

Of the 20 non-salary and benefit expenses sampled, two did not follow the above procedure. While both purchases totaled between \$5,000 and \$75,000, no comparable quotes had been obtained in either case. Operational reasons were provided to explain why the exceptions were made. However, it is unclear whether these exceptions were valid and approved as documentation was not available to support this.

Recommendation:

A.1.1 The VPD Senior Director of Financial Services should remind all managers of the requirements in the VPD's Procurement Policy, including those around exceptions to the competitive process (permitted sole source). This should be completed by June 30, 2025.

Management Response:

☒ Agree with the findings

☒ Agree with the recommendations

☐ Disagree with the findings

☐ Disagree with the recommendations

Management Action Plan:

A.1.1 VPD Financial Services regularly provides comprehensive financial and budget training sessions. These sessions cover key topics such as purchase authorities, financial limits, and the competitive procurement process, including permitted sole sources. Additionally, verbal reminders of the procurement process are periodically delivered during the Senior Leadership Team meetings.

Appendix 1

**VANCOUVER POLICE DEPARTMENT
STATEMENT OF RECOVERIES AND EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 2024**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
RECOVERIES				
Cost Recoveries, Grants & Donations				
Sworn Overtime Recoveries				
Third Party Events	(\$11,139,772)	(\$5,789,460)	\$5,350,312	
Overtime	(636,273)	(512,500)	123,773	
Total Sworn Overtime Recoveries	(11,776,045)	(6,301,960)	5,474,085	
Secondments	(17,343,828)	(19,774,601)	(2,430,773)	
Grants & Donations	(1,834,901)	(1,500,000)	334,901	
Government	(4,960,837)	(1,230,000)	3,730,837	
Fees for Service	(1,886,018)	(2,186,299)	(300,281)	
Other	38,289	(362,400)	(400,689)	
TOTAL RECOVERIES	(37,763,340)	(31,355,260)	6,408,080	20.4%
EXPENDITURES				
<u>Salaries and Benefits</u>				
Sworn				
Salaries	\$204,144,569	\$216,696,730	\$12,552,161	
Overtime	36,880,491	23,250,430	(13,630,061)	
Secondment Overtime	1,790,595	1,995,975	205,380	
Entertainment District Overtime	1,409,139	1,159,419	(249,720)	
	244,224,794	243,102,554	(1,122,240)	
Civilian Professionals				
Salaries	30,404,921	30,426,134	21,213	
Casual & Temp Salaries	8,498,919	7,414,843	(1,084,076)	
Overtime	1,653,142	1,383,346	(269,796)	
	40,556,982	39,224,323	(1,332,659)	
Statutory Holiday Pay	8,338,794	7,946,789	(392,005)	
Benefits	73,745,084	73,753,193	8,109	
Total Salaries and Benefits	366,865,654	364,026,859	(2,838,795)	-0.8%

Appendix 1 (cont'd)

**VANCOUVER POLICE DEPARTMENT
STATEMENT OF RECOVERIES AND EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 2024**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
<i>Non-Salary Items</i>				
Equipment & Fleet				
Fleet	14,657,924	14,014,716	(643,208)	
Uniforms & Equipment	11,830,312	10,470,763	(1,359,549)	
Other	18,376	10,924	(7,452)	
	<u>26,506,612</u>	<u>24,496,403</u>	<u>(2,010,209)</u>	
Other Expenses				
Criminal Investigation Fund	3,238,710	3,571,203	332,493	
Travel & Training	4,081,200	3,223,066	(858,134)	
Community Policing Centres	2,271,629	2,352,550	80,921	
Other	3,671,864	3,626,050	(45,814)	
	<u>13,263,403</u>	<u>12,772,869</u>	<u>(490,534)</u>	
Professional Fees				
Legal	3,090,829	1,482,500	(1,608,329)	
Contract Services	5,126,665	5,296,336	169,671	
Nurses & Medical	2,332,082	2,613,990	281,908	
Other	333,260	209,900	(123,360)	
	<u>10,882,836</u>	<u>9,602,726</u>	<u>(1,280,110)</u>	
Facilities & Maintenance	3,570,890	3,270,241	(300,649)	
Supplies & Materials	3,722,200	4,385,710	663,510	
City Allocations	39,981,777	39,981,777	0	
Transfers	2,267,516	2,129,571	(137,945)	
Total Non-Salary Items	100,195,234	96,639,297	(3,555,937)	-3.7%
TOTAL EXPENDITURES	467,060,888	460,666,156	(6,394,732)	-1.4%
TOTAL SURPLUS	\$429,297,548	\$429,310,896	\$13,348	0.0%



Board Director Expense and Travel Reimbursement Policy

Posted in Board's Governance Manual- **PROPOSED**

Policy Title	Travel and Expense		
Category	Administrative		
Policy No.	Admin-000		
Policy Owner	FAR (Finance, Audit & Risk Committee)		
Access	Public		
Date Approved			Minute of April 24, 2025
Date(s) Amended			April 24, 2025
Date Reviewed			April 24, 2025
Reporting Requirement	Chair to report to Board quarterly		
Legislation			
Derivation	City of Vancouver Expense and Travel Reimbursement Policy Vancouver Police Department Procedure		

PURPOSE:

This establishes a policy for expenses incurred by the Board Directors and staff on the Board while tending to Board's business. The policy will ensure that all reasonable expenses incurred while tending to Board's business are authorized by the Board and are reimbursed. The objectives of the policy are:

- Travel is properly authorized by the Board.
- Care has been exercised to minimize costs.
- Equal opportunities are offered to all Directors.
- Directors and staff are fairly reimbursed for out-of-pocket expenses.
- Reasonable expenses and reimbursements are properly authorized.
- Risk to the Board and traveler is minimized by ensuring appropriate insurance coverage, itineraries are known in case of emergency and access to 24-hour support services in the event of travel disruptions.
- Process for reimbursement is efficient and easy to administer.
- Travel and accommodation are procured by the Board Office via Direct Travel.

SCOPE

Board Chair, Vice Chair, Directors and Board's Executive Director and staff

POLICY STATEMENTS

1. Authorization

- 1.1 Board Chair, Vice Chair, Directors, Board's Executive Director and staff: Board travel authorization is regulated by the Board and reviewed annually.
- 1.2 Eligible Expenditures and Receipts: All travel require the following approvals prior to departure and expenditures must be within budgeted funds and approved as follows:

Traveler	Within BC	Within North America	Outside North America
Board Chair	- Under \$4000- FAR Chair - Over \$4000- Board Resolution	Board Resolution	Board Resolution
Vice Chair and Directors	- Under \$4000- ED - Over \$4000- Chair or FAR Chair	Board Resolution	Board Resolution
Executive Director	Chair or FAR Chair	Board Resolution	Board Resolution
Board Staff	- Under \$2000- Executive Director - Over \$2000- Chair or FAR Chair	Board Resolution	Board Resolution

- 1.3 Receipts: Original receipts must be submitted for all eligible expenditures.
- 1.4 Missing Receipts: No reimbursements will be made for expenditures without original receipts. If a receipt has been lost and a duplicate cannot be obtained, the traveler must provide a written explanation, noted and signed by the approval authority.
- 1.5 Eligible Expenditures: Includes expenditures for transportation, ground transportation, accommodations, insurance and the following:
- a) Conference registration fees – does not include social events unless they are an integral part of the registration fee.
 - b) Advance seat selection and ferry reservation fees.
- 1.6 Exceptions/ Non-compliance: Any exceptions should be pre-approved by the Board.

2. Business Travel

- 2.1 Travel arrangements will be made on behalf of Board Directors by Board Office; however, on occasions when Board Directors make their own arrangements reimbursement will only be provided in accordance with this policy;
- 2.2 When combining personal travel with Board authorized business travel, Board Directors will be reimbursed only for the portion of the travel costs that relate to the business travel;
- 2.3 Expenses for a Director's spouse, partner, or other family members are not reimbursable.
- 2.4 Board Directors on business authorized by the Board who rent a vehicle, travel by train, bus or airplane, will be reimbursed for such travel expenses. Economy fares will be booked by the

Board office, if available and where possible. Vehicle rental must be pre- approved by the Board or its designate at the time of booking travel. Receipts must be provided;

2.5 Board Members required to stay overnight at a destination outside Metro Vancouver while tending to business authorized by the Board, will be reimbursed for their accommodation costs. This must be pre-approved by the Board. Receipts must be provided;

2.6 Stipends to cover the costs of meals and miscellaneous personal expenses will be provided for each day of travel including the day of departure and return in accordance with the City of Vancouver and VPD's policy. Reimbursement is equal to the per diem allowance provided for the Chief of Police and VPD Executives. Currently, the allowance for reimbursement is \$123.60 CDN for travel that requires overnight stay in accordance with City of Vancouver and VPD's 2024 per diem rates effective from January 1, 2024. Stipends are only provided if Board Directors travel outside Metro Vancouver and stay overnight outside Metro Vancouver. Receipts are not required for the reimbursement of stipend allowances. Please see the table below:

For travel that requires overnight stay, the per diem is as follows:

	Travel within Metro Vancouver	Travel Outside Metro Vancouver and within Canada	Travel in the United States	Travel in European Countries	Travel outside North America and European Countries
Currency	CAD	CAD	USD	\$ applicable European Currency	CAD
Breakfast	NA	\$27.95	\$27.95	\$27.95	\$27.95
Lunch	NA	\$27.00	\$27.00	\$27.00	\$27.00
Dinner	NA	\$56.85	\$56.85	\$56.85	\$56.85
Incidental	NA	\$17.50	\$17.50	\$17.50	\$17.50
Total	\$0.00 CDN	\$129.30 CDN	\$129.30 USD	\$129.30	\$129.30 CDN

Note: The per diem will be reduced for any meals that are provided. Receipts are not required.

Part Day Travel: The daily rate is prorated by 50% if travel starts after or concludes before noon.

For travel that can be completed within one day (One Day Travel Policy)

Where a meal is not provided, the traveler will be reimbursed after travel has been completed as follows:

	Travel Time	Travel within Metro Vancouver \$ CDN	Travel outside Metro Vancouver and within Canada \$CDN	Travel in the United States \$USD
Breakfast	Before 0600	\$ NA	\$27.95	\$27.95
Lunch		NA	\$27.00	\$27.00
Dinner	After 1900	NA	\$56.58	\$56.58
Incidental		NA	NA	NA

Receipts are not required.

2.7 The cost of ground transportation, taxis, public transit, parking, costs to or from a terminal, and roadway tolls will be reimbursed. Receipts must be provided.

3. Travel Agency

3.1 Designated Travel Agency:

All travel reservations for (and subsequent changes to) airfare, hotel and car rentals must be made through the Board's designated travel agency. The travel agency will ensure adequate insurance coverage for the traveler.

3.2 Reservations:

- The traveler is not to specify the airline or rental car agency. Only the travel destination, arrival and departure times are to be supplied.
- Conference Hotel- If conference rates are in effect, the Board office will book at the conference hotel.
- An exception to having the travel agency book hotel reservations is permitted in those instances where the accommodation arrangements are made by designate conference organizers.

3.3 Accommodations:

- Class of Room: Travel accommodation will be based on single occupancy in a standard room and be booked at the lowest rate (preferred, government, special conference) available. Upgrades will not be reimbursed.
- Location: Travel accommodation should be booked as close as possible to the business function/conference.
- Registration: Travel accommodation should be booked in the traveler's name.
- Hotel bills: Detailed hotel bills must be submitted to support claim. The following items will not be reimbursed:
 - Meals and mini bar charges

- Movies or game rentals
- Laundry, cleaning expenses
- Personal telephone calls

e) Other incidental expenses not explicitly covered in this travel policy.

f) Private Accommodation: Traveler staying in private accommodation (i.e. with friends or relatives) may claim an allowance of \$30 per night. No receipts are required.

4. Conferences

In addition to the preceding items outlined in the business travel section of this policy the following will also apply to conference expenses.

- 4.1 Board Members are responsible for making their own arrangements for companion programs at conferences;
- 4.2 Subject to section 6.2, Board Members must pay their own expenses for costs related to social events which are not included in an event's registration fee;
- 4.3 Where travel is extended for reasons not associated with business authorized by the Board, reimbursement will not be provided for the extended period;
- 4.4 Travel costs within Metro Vancouver including public transport or mileage due to use of personal vehicle to attend Board authorized meetings and events for Board's business, will not be reimbursed. Board Directors are paid monthly retainers to cover such expenses. Ferry fees and taxis outside Metro Vancouver will be reimbursed once receipts are submitted.

5. General Expenses

- 5.1 Board Members who are tending to business authorized by the Board that spans normal mealtimes may be reimbursed for all reasonable meal expenses, if meals are not provided. Receipts must be provided and the Chair, or the Vice Chair, as appropriate, must authorize the expense;
- 5.2 Charges for the purchase of alcoholic beverages will not be reimbursed;
- 5.3 Incidental expenses incurred as a result of attending Board meetings or other authorized Board business, including telephone, internet, laundry, and childcare expenses, will not be reimbursed. Board Directors are paid monthly retainers to cover such expenses.
- 5.4 All receipts with respect to travel must be submitted to Board staff within 10 business days of the completion of travel.

5.5 Expense claim forms must be signed, both by the Board Director making the claim or the Executive Director on their behalf and must be authorized based on the approval table above.

6. Social Events

- 6.1 Meeting fees are not paid to Board Directors for attendance at social events to which Directors are invited in their official capacity, and no other incidentals will be reimbursed, including meals, travel to and from the social activity, or parking.
- 6.2 Some social events include a charge for attendance. Such events include the VPD Mess Dinner, the PMBA Ball, and the Vancouver Police Officer of the Year event. The cost of Board Directors' tickets to social events will be paid under the Board Office budget where all the following apply:
 - 6.2.1 Directors have been invited in their official capacity;
 - 6.2.2 The event takes place in the City of Vancouver;
 - 6.2.3 The event is directly related to the work of the Board or the VPD; and
 - 6.2.4 Fundraising is not the primary purpose of the event (e.g., organized by the Vancouver Police Foundation)
- 6.3 Tickets for spouses, partners, or other family members attending social events with a Board Director will not be paid from the Board Office budget.

APPROVAL HISTORY:

Version 1 approved by: Board- April 24, 2025

Next review date: April 2026

Motion for Adoption

Date: April 24, 2025

Recommended by:

Subject: Proposed Updates to the Board’s Travel and Expense Policy

This policy establishes a process for travel and expenses incurred by the Board Directors and staff while tending to Board’s business and ensures that all reasonable expenses are authorized by the Board and are reimbursed.

The objectives of the policy are:

- Travel is properly authorized by the Board.
- Care has been exercised to minimize costs.
- Equal opportunities are offered to all Directors.
- Directors and staff are fairly reimbursed for out-of-pocket expenses.
- Reasonable expenses and reimbursements are properly authorized.
- Risk to the Board and traveler is minimized by ensuring appropriate insurance coverage, itineraries are known in case of emergency and access to 24-hour support services in the event of travel disruptions.
- Process for reimbursement is efficient and easy to administer.
- Travel and accommodation are procured by the Board Office via Direct Travel.

Motion:

BE IT RESOLVED THAT the Vancouver Police Board approve the “Proposed Travel and Expense Policy” as recommended by the Finance, Audit and Risk Committee.

Moved by: ...

Seconded by: ...

Votes In favor:

Vancouver Police Board's Financial Delegation Authorities- April 2025

PROPOSED

	Executive Director	Chair, Finance, Audit, and Risk Committee	Chair, Board	Vice Chair	Board	Comments
Goods and Services						
0 - \$4,000	X					Includes legal accounts, where budgeted
over \$4,001		X	X			Executive Director to review and make recommendations to Chair or FAR Chair
Credit Card (BMO) Reconciliation						
Monthly reconciliation- following Goods and Services Authorities	X					
Legal and Professional Services						
Legal and professional services related to Board business					X	Once retainer approved and budgeted, legal accounts may be dealt with under "Goods and Services", above
Contracts						
Contracts awarded by the Board					X	
Travel						
Business Travel Inside of BC - Chair						
0 - \$4,000		X				
over \$4,001					X	
Business Travel Inside of BC - Directors						
0 - \$4,000	X					
over \$4,001		X	X			
Business Travel Inside of BC - ED		X	X			
Business Travel Inside of BC - Board's Staff						
0 - \$2,000	X					
over \$2,001		X	X			
Business Travel Outside of BC					X	
Registration in Conferences, Events, and Webinars						
0 - \$4,000	X					
over \$4,001		X				

Motion for Adoption

Date: April 24, 2025

Recommended by:

Subject: Proposed Financial Delegation Authorities

To enhance collaboration between the Board Office and the VPD finance team, it is essential for the Board to establish a comprehensive financial and purchasing authorization matrix. The proposed draft has been developed in alignment with the Vancouver Police Department's policies and the Board's Governance Manual. The financial thresholds and approval levels have been updated accordingly based on the Board's Governance Manual.

Motion:

BE IT RESOLVED THAT the Vancouver Police Board approve the "Proposed Financial Delegation Authorities" as recommended by the Finance, Audit and Risk Committee.

And THAT the "Proposed Financial Delegation Authorities", are added to the Governance Manual, as an appendix to the updated Board's Travel and Expense policy.

Moved by: ...

Seconded by: ...

Votes In favor:

E-COMM APRIL UPDATE FOR POLICE AND LOCAL GOVERNMENT PARTNERS

We are writing to share our monthly update on key activities at E-Comm to strengthen and improve our services on behalf of our police partners and the public we serve.

Q1 2025 Service levels (January 1 – March 31)

- ***Strong performance results for emergency call taking, 9-1-1*** – Our service results for the first quarter of 2025 (Q1) were among the strongest for this period in five years. Police emergency call taking saw 93% of calls answered in 10 seconds in the Lower Mainland (target: 88%), and 92% on Vancouver Island. For 9-1-1, 98% of calls were answered in 5 seconds or less (target: 95%).
- ***Five-year high for non-emergency service level in Lower Mainland*** – Police non-emergency (NER) service performance in the Lower Mainland achieved a five-year high for Q1 at 89% (target: 80% of calls answered in three minutes or less). Vancouver Island also exceeded the performance target at 87%. Call volumes for police non-emergency in the Lower Mainland increased slightly over Q1 2024 (up 5% to 83,692 calls).
- ***A cautionary note on service levels*** – Service levels fluctuate through the year, based on call volumes and staffing levels. Traditionally, we see increased pressures on these key variables as we get closer to the busy summer period, whereas the winter months tend to be more stable.

Transformation Updates

- ***New Westminster Police non-emergency service*** – On April 15th, E-Comm will reassume full non-emergency call taking service for the New Westminster Police. E-Comm already provides dispatch and emergency call taking service for New Westminster, as well as after-hours non-emergency call taking. We expect a smooth transition with no service impacts.
- ***Developing New Call Taker Training*** – E-Comm is continuing to develop police agency-specific training to help streamline learning for in-demand dispatch roles. We also completed a training pilot project for 9-1-1 operators and are planning courses for Vancouver Island call taking.

Provincial Review

- ***Update on independent provincial review*** – The Province has selected professional services and accounting firm EY (Ernst & Young) to oversee their [independent review](#) of E-Comm. Representatives from EY have met with our Leadership team to discuss the timeline, approach, and how they will be connecting with stakeholders as part of the process.

Public Education & Outreach

- ***Honouring our First, First Responders*** – On Emergency Service Dispatchers and 9-1-1 Awareness Week (April 13 to 19) we'll be recognizing the work of our staff through internal activities, social media content, and a new public education video with Richmond RCMP.
- ***Connecting with Lower Mainland Media Relations Officers*** – On March 13, we hosted a meeting of Lower Mainland Media Relations officers attended by more than 20 agencies, and discussed multiple topics of shared interest, including Next Generation 9-1-1.

APRIL 2025 UPDATE

QUARTERLY SERVICE PERFORMANCE UPDATE, Q1 2025



448,007
9-1-1 calls in Q1



98%
of 9-1-1 calls answered
in 5 seconds or less

LOWER MAINLAND YEAR-TO-MAR 31

	Target	2021	2022	2023	2024	2025
9-1-1	95%/5s	99%	96%	99%	98%	98%
Police Emergency	88%/10s	90%	82%	92%	95%	93%
Police Non-Emergency	80%/180s	67%	50%	69%	86%	89%
Fire Emergency	90%/15s	92%	89%	95%	93%	97%

VANCOUVER ISLAND YEAR-TO-MAR 31

	Target	2021	2022	2023	2024	2025
9-1-1	95%/5s	99%	96%	99%	98%	98%
Police Emergency	88%/10s	92%	91%	89%	92%	92%
Police Non-Emergency	80%/180s	88%	88%	81%	81%	87%

TRANSFORMATION AND OPERATIONS UPDATES



All service level targets achieved for Q1 – among the highest results for this period in 5 years



E-Comm to reassume full non-emergency service provision for New Westminster Police



More police agency specific training for dispatch in development to streamline learning



HONOURING OUR TEAM ON 9-1-1 WEEK

On Emergency Service Dispatchers and 9-1-1 Awareness Week (April 13 to 19) we'll be recognizing the work of our staff through internal activities, social media content, and a new public education video with Richmond RCMP showcasing how our call takers support officers and the public.

Presentation



VANCOUVER POLICE BOARD

REPORT DATE: April 16, 2025

BOARD MEETING DATE: April 24, 2025

BOARD REPORT # 2504V17

Regular

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: 2024 Year in Review

Introduction

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

This report will update the Vancouver Police Board on E-Comm's performance in 2024, with details on innovations and ongoing initiatives aimed at strengthening operations and service for first responders and the public.

2024 in brief

In 2024, E-Comm achieved its best service performance levels in 8 years for 9-1-1, police/fire emergency and non-emergency call-taking. This positive result follows two years of strategic investment as part of a multi-year transformation plan aimed at stabilizing and improving service.

One of the key improvements introduced in 2024 was a new, interactive contact centre platform for non-emergency call taking, offering Lower Mainland callers options including wait time estimates and call back requests. The new technology combined with E-Comm's dedicated non-emergency call taking team has led to stronger service levels, faster answering times, and a significant decrease in abandoned non-emergency calls. With the support of our police partners, E-Comm is working to expand awareness of these process improvements to help bolster public confidence in reporting – an important priority for Vancouver Police.

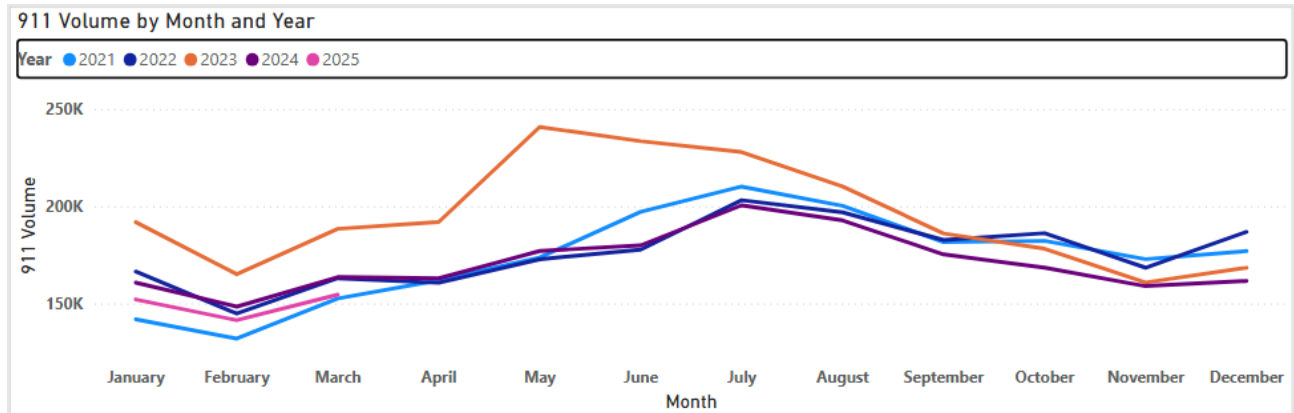
The past year also saw E-Comm undertake extensive foundational work towards the development of a new governance structure and financial model, to better serve its partners and the public. Following the Province's announcement in December of an independent review of E-Comm and the structure of 9-1-1 in B.C., E-Comm paused its governance and financial model projects and the work completed to date is now being shared with the review team to help inform and expedite that process. At the same time, E-Comm is also identifying ways to mitigate cost impacts through improved efficiencies, while maintaining high standards of service and security.

Further details on these and other initiatives are provided below.

2024 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 2024 totaling 2,049,856. Of these, 58% were for police, 7% for fire and 35% for ambulance.

B.C. 9-1-1 call volumes



E-Comm saw a significant 12.5% decrease in total 9-1-1 call volumes in 2024 as compared to 2023, when an Android operating system issue resulted in a spike of accidental calls. As the chart illustrates, 9-1-1 call volumes have continued to decrease year-to-date in 2025, with first quarter (Q1) volumes the lowest in four years since 2021. The variations from year to year highlight the unpredictable nature of call volumes, and the challenges in forecasting trends.

Vancouver Police Department (VPD) call volumes

E-Comm provides call taking and dispatch services for 30 police agencies in the Lower Mainland and Vancouver Island, including the VPD, and 40 fire agencies in the Lower Mainland and Okanagan.

VPD annual call volumes

	2020	2021	2022	2023	2024
Emergency	218,458	224,978	232,635	257,739	225,934
Non-Emergency	231,918	225,496	187,002	197,085	190,575
Total	450,376	450,474	419,637	454,824	416,509

VPD Q1 call volumes

	Q1 2021	Q1 2022	Q1 2023	Q1 2024	Q1 2025
Emergency	48,942	51,243	60,831	51,489	47,620
Non-Emergency	53,625	46,152	40,541	43,527	42,886
Total	102,567	97,395	101,372	95,016	90,506

As the tables show, annual VPD volumes for both emergency and non-emergency calls decreased in 2024, consistent with declines in total 9-1-1 calls. However, Q1 NER calls have remained relatively constant in 2025 year-over-year and are up 6% from the same period in 2023, at a time when emergency calls have decreased. This may be an early indication that E-Comm's recent public education efforts to raise awareness of NER improvements, detailed below, are having an impact on volumes.

2024 service levels

E-Comm performance results for VPD call taking continued to strengthen in 2024, with its best service levels for emergency and non-emergency call-taking in eight years, since 2016.

- **Highest service level for VPD emergency call-taking in 8 years** – E-Comm’s service level for VPD emergency call taking in 2024 was the best since 2016, reaching 91% (target: 88% of calls answered within 10 seconds). E-Comm’s 2025 Q1 service level for emergency call taking in Vancouver also remained strong at 93%.
- **Notable improvement for VPD non-emergency (NER) service levels** – E-Comm’s non-emergency service level for the Vancouver Police saw a double-digit increase in 2024 compared to previous year, jumping to 82% from 64% in 2023 (target: 80% of calls answered within 3 minutes). 2024 marks the first year E-Comm has met its NER service level target since 2016, an achievement driven by key transformation improvements including a dedicated non-emergency call taking team, a new NER contact centre platform (detailed below), and overall staffing increases.
- **Significant decrease in VPD NER abandoned call rate** – E-Comm’s NER abandoned call rate decreased to 12% in 2024, down from 27% in 2023. The average speed to answer non-emergency calls in Vancouver dropped to 2 minutes – a 50% decrease from the year before. For Q1 2025, the rate of abandoned calls fell to 7%, with an average answering speed of 1 minute.

E-Comm’s VPD Service Levels

	2019	2020	2021	2022	2023	2024	Q1 2025
9-1-1 (target: 95% in 5 sec.)	97%	98%	92%	98%	98%	98%	98%
VPD Police Emergency (target: 88% in 10 sec.)	83%	87%	84%	86%	90%	91%	93%
VPD Police Non-Emergency (target: 80% in 3 min.)	59%	66%	53%	40%	64%	82%	90%
VPD NER Abandoned Calls	25%	22%	39%	49%	27%	12%	7%

A caution on Q1 service levels

E-Comm cautions that service levels fluctuate through the year, based on call volumes and staffing levels. 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.

Non-Emergency call-taking improvements

As part of E-Comm's Transformation Plan improvements, adopted and initiated in 2022, a continued focus has been on strengthening answer times and handling of NER calls, and reducing abandoned call rates. This is an important priority for the VPD and E-Comm, as NER waits can negatively impact public reporting of crime, which in turn impacts the accuracy of crime statistics, police budgets and resource-planning. The following are new initiatives in 2024, building on positive progress in prior years.

- ***Launch of new contact centre platform for NER calls*** – In May 2024, E-Comm launched a new contact centre platform for non-emergency calls in Vancouver and the Lower Mainland region. The interactive software offers callers increased options when calling between 7 a.m. to 9 p.m., including wait time estimates, call back requests, and SMS texts for police file numbers. Along with E-Comm's dedicated team of NER call takers, who answer calls between 7 a.m. to 11 p.m., the new system has improved the caller experience and service levels, as detailed above.
- ***New NER public education campaign to promote NER improvements and crime reporting*** – In response to requests from police partners like VPD, E-Comm launched a new campaign in fall 2024 to raise awareness of NER improvements, and the importance of reporting crime. This includes sharing public education materials in the form of custom digital toolkits with dispatch partners as well as Vancouver-based community policing centres and business improvement associations. The Lower Mainland kits also include information on service improvements like the new NER contact centre system. E-Comm and the VPD also collaborated on a social media video, featuring VPD officers and highlighting the importance of non-emergency reporting, which was viewed more than 20,000 times across multiple platforms. A new public education handout on non-emergency calls was also created by E-Comm for attendees at the VPD-hosted Retail Crime Forum in March 2025, where E-Comm was also a presenter.

As noted, the 6% increase in first-quarter VPD NER call volumes in 2025 relative to Q1 2023, at a time when emergency call volumes in the same periods have significantly decreased, may be an early indication that E-Comm's public education campaign is having an impact.

Other Operations improvements

- ***Improved training, retention for dispatchers*** – E-Comm has made progress on shoring up new supports and offering improved training for dispatch positions – a critical and high-demand staffing area which requires a unique skillset. In 2024, new training was introduced which combines e-learning with in-class instruction, complemented by peer supported on-the-job coaching. E-Comm also continues to develop agency-specific training, including for Vancouver Police dispatchers, to ensure they are as well-prepared as possible for the needs and policies of police partners. Retention in this highly specialized role improved in 2024, with a 3% attrition rate compared to 7% the previous year.
- ***Revamped training for police call takers*** – New police call takers also benefitted from redesigned training in 2024. E-Comm developed interactive e-learning modules intended to create a more modern, research-based learning experience that better reflects the real-world experience of the job. More effective training approaches are part of an overall strategy to improve retention – year-to-date attrition rates for police call takers in 2024 were significantly lower than in 2023 (9% in 2024, compared to 23% in 2023).

- **Data-driven solution to track staffing needs** – E-Comm is now able to track service levels and call volumes in near real time with the help of new digital dashboards created by its Data & Analytics team in 2024. The insights provided by this new technology allow E-Comm to quickly react to staffing pressure points and redistribute resources accordingly between its emergency communications centres in the Lower Mainland and on Vancouver Island.
- **Creating a strong support network** – E-Comm’s Critical Incident Peer Support team grew in 2024, with over sixty additional employees taking part in training with a psychologist specializing in first responder mental health and trauma. Peer Support volunteers provide on-site support for colleagues experiencing distress following a critical incident, or who require additional wellness resources.

Technology and corporate improvement initiatives

- **Greater transparency for police partners through analytics** – In November 2024, E-Comm launched its first fully cloud-based data and analytics platform. This new platform has led to the creation of self-serve dashboards for police partners including VPD, which allows tracking of performance and service level data specific to their agency, including emergency and NER calls.
- **Technology projects to enhance resiliency** – E-Comm’s Technology team completed a robust back-up system in 2024 to better insulate core services from disruption. The team is working on multiple strategies centered around building up cyber defenses and resiliency, including rigorous testing and implementing new threat detection tools.
- **FIFA 2026 planning well underway** – E-Comm’s FIFA project launched in 2024, with a focus on internal planning and preparations as a member of the Vancouver Host City Integrated Safety & Security Unit (ISSU). A staffing model and training plan have now been developed as E-Comm works alongside its public safety partners with the shared goal of ensuring a safe and successful event.

Next Generation 9-1-1 implementation

E-Comm’s Next Generation (NG9-1-1) project, to implement a new, federally-mandated, digital IP-based technology standard, is progressing towards its updated project timeframes, as shared with Regional District and agency partners last year.

- **On schedule for year-end go-live** – E-Comm remains on track for completion and go-live by the end of this year, ahead of the CRTC’s recently-extended national deadline of March 2027, and most other 9-1-1 call-taking agencies across Canada. The project team has been conducting thorough testing of system environments. Site transitions will begin this fall following further technical work and testing over the summer.
- **Significant public safety benefits to follow** – The new digital network will ultimately allow, in future phases, for significantly enhanced information sharing through 9-1-1 including text and video, as well as enhanced location accuracy.

Provincial review

In December 2024, the Province announced an independent review of E-Comm's operations, governance, and finances, as well as the structure of 9-1-1 services in B.C. E-Comm, along with many of its partners, has long supported greater provincial involvement in the provision and funding of emergency communications services in B.C. and is participating fully in the review process.

The Province selected professional services and accounting firm EY (Ernst & Young) to conduct the review. EY representatives have met with E-Comm's leadership team as part of the review and are also reaching out to E-Comm board members, shareholders and partners for input.

E-Comm has shared recommendations with the Province and EY review team. These priorities include:

- *Provincial responsibility* – Provincial government responsibility for 9-1-1 service in B.C. (i.e. for the initial call to 9-1-1, as provided by primary "Public Safety Answer Points" like E-Comm).
- *Standards* – New legislation and provincewide standards for 9-1-1 in B.C., as exists in eight other provinces.
- *Funding* – Stable, dedicated provincial funding for 9-1-1, as exists in seven other provinces, and a consistent approach and standards for locally-funded police emergency communications.
- *Governance* – New professional governance for E-Comm to improve 9-1-1, with strong local government input, and more effectively-coordinated emergency communications.

In particular, E-Comm supports the position of the BC Association of Chiefs of Police in its April 2024 letter to the Province calling for the adoption of a provincial wireless call answer levy, to ensure dedicated, equitable funding to assist local municipalities in meeting emergency communications costs.

The need for improved financial sustainability

E-Comm recognizes partner agencies are concerned about higher costs for service, which have been driven in part by historic poor financial planning and forecasting by E-Comm of the investments needed to meet future service needs. In particular, E-Comm's average annual levy increase for police agencies throughout the 2010's was 1.5% per annum, well below rates of inflation and increases in broader police agency and local government budgets. This resulted in significant investment shortfalls in key areas such as staffing, technology, operations and business-process and planning improvements.

To address these investment needs, E-Comm adopted its comprehensive Transformation Plan in 2022, with input from its police partners. It also increased staffing in response to significant 9-1-1 call volume pressures in 2023. The result has been much higher recent levy increases for partner agencies.

E-Comm fully acknowledges that recent increases are not sustainable. In particular, a new financial model is urgently needed to provide greater fairness, transparency, stability and predictability in the development of future levy increases.

E-Comm has paused engagement on its new financial model while the Province's review is underway, with the understanding that the existing methodology will be used for the calculation of 2026 levy forecast. However, it has recommended that this new financial model should be an important part of the review underway. In addition, the E-Comm board has written to the Minister of Public Safety and Solicitor General, urging the Province to ensure that E-Comm's progress toward development of a new financial model resumes as quickly as possible, following completion of the independent review.

Conclusion

E-Comm has made significant progress in 2024 due to transformation plan investments and the dedication of its skilled workforce. However, there is still more work ahead.

In addition to actively supporting the Province's independent review this year, E-Comm will focus on maintaining its strengthened operations and service levels, completing NG9-1-1 implementation, technology and business continuity improvements, and a new financial model to ensure more sustainable and predictable costs for agency partners.

The E-Comm board and leadership teams thank the VPD and Vancouver Police Board for their collaborative partnership and support of ongoing transformation efforts. E-Comm looks forward to further engagement throughout 2025 as it continues work towards an improved financial model, while delivering exceptional service for partners in Vancouver and across the province.

Chief Constable and DCCs' Reports

Standing Committee Reports

6.1 Governance Committee

6.2 Finance, Audit and Risk Committee

6.3 Human Resources Committee

6.4 Stakeholder Engagement and Outreach Committee