

- 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 November 20, 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	*2.1 Minutes of October 9 and November 3, 2025 *2.2 Compliments Report *2.3 Fees for Service Report (#2511F15) *2.4 Charge out Rates (#2511F16) *2.5 Q3 Variance Report (#2511F18) *2.6 Board's Financial Summary- October 2025 *2.7 E-Comm Updates	Chair	Decision Information Decision Decision Information Information Information	
3	Presentation Data Standards	Dir. Manojlovic	Information	
4	New Business *4.1 Crime Severity Indicators (CSI) Report (#2511V21) *4.2 Strategic Business Plan Mid-Year Report Back (#2511V22) *4.3 ERM Framework (#2511V24)	Dir. Demers Dir. Manojlovic	Information Decision	
5	Chief Constable and DCCs' Reports	Chief Rai Sr. DCC Chow DCC Chapman DCC Chan DCC Laurin	Information Information Information Information Information	
6	Committee Reports 6.1 Finance, Audit and Risk Committee 6.2 Governance Committee 6.3 Human Resources Committee	Dir. Murray VC. Mirani Dir. Lowe	Information Information Information	
7	Opportunity for Enquiries from the Public			
8	Other Business			



Regular Meeting Minutes

Date/Time: October 9, 2025 - 1:04 pm-1:38 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 Rai	
Mayor Kim Sim (online)	Senior DCC Chow	
Raza Mirani (Vice Chair)	DCC Chapman	
Allan Black K.C.	DCC Chan	
Jordan Point (online)	DCC Laurin	
Jason Murray	Sr. Director McLean	
Lorraine Lowe		
Danica Djurkovic (online)		
Simmy Sandhu		
Alaleh Shah Ali		

The Chair Frank Chong called the meeting to order at 1:04 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

Motion: To approve the consent agenda.

Moved by Director Black and seconded by Vice Chair Mirani. Approved.

2. Consent Agenda

2.1 Minutes of September 11, 2025

Motion: To approve the minutes of Sept 11, 2025.

Moved by Vice Chair Mirani and seconded by Director Lowe. Approved.

*2.2 Compliments Report

The Chair highlighted the success of the Change of Command ceremony which took place on Oct 6th, noting that it was a historical transition. It recognized the former Chief Adam Palmer for his years of dedicated outstanding service to the VPD, and officially welcomed Chief Steve Rai as the 32nd Chief of the VPD. He thanked the Board directors who attended the event, specifically Vice Chair Mirani who represented the Board.

Chief Rai expressed gratitude to his team for organizing the ceremony successfully. He also thanked the Board and recognized the service of former Chief Constables as well as leaders in the region.

The Chair also congratulated Chief Rai for having recently received an “Extraordinary Achievement Award” from DARPAN magazine. It is a high achievement to recognize the trailblazers in the community, shattering glass ceilings and challenging certain types of stereotypes.

The Chair then summarized the compliment reports and highlighted the outstanding work of the VPD members ensure the safety of the Vancouverites.

*2.3 E-Comm Updates- Sept 2025

This report was received for information.

3. Chief Constable and DCC's Reports

Chief provided the following updates:

Awards

- An inspector with VPD's Force Options Training unit received the prestigious award of the Firearms Instructor of the year by the International Association of Law Enforcement Firearms Instructors. It is a testament to the skills of the FOTU team. The Board was invited to visit the TTC to get a sense of how young officers get the confidence to deal with dynamic situations instantly. “It starts with the training we provide after the police academy.”
- VPD's Sgt. Major was also recognized internationally with a legacy award from a foundation for honoring first responders and around PTSD.

Events

- Jewish New Year- We had a great turnout at the celebration of the Jewish New Year on September 15th. It was attended by the provincial government, other dignitaries and VPD members. We continue to support all the communities. With the current situation in the Middle East, we are making sure that every community feels confident.
- Cops for Cancer- The ride, which finished on Sept 19th had been going on for a decade and raised almost \$1 million for young children suffering from terminal cancer and for cancer research. We had 37 riders in Tour de Coast, 20 in Tour de Valley and 18 in Tour de Rock. 75 police officers and first responders raised a million dollars in their own time riding all over the Province to help young children. We thank everyone who participated.
- BarWatch Association meeting- The organizer is a former police officer, and the meeting was also attended by 70 owners of businesses in Downtown that had concerns about homelessness, drug addiction and mental illness around their neighborhoods. They were very appreciative of the City and the law enforcement's efforts around the SROs that are impacting their businesses, as well as FIFA that is coming up. I encourage the Board to invite BarWatch to come to speak to the Board.
- BC Law Enforcement Memorial- 110 officers attended the memorial last week honoring those who were killed in the line of duty. Our horses, traffic, frontline members and community safety officers were present.

- New Marine Unit Vessel “R.G. McBeath” -The ceremony of launching the new vessel took place last week. This is an outstanding piece of equipment that was supported by the Vancouver Police Foundation. The vessel can rescue people and boaters in distress.

The Chair also thanked the VPF and those donors that made the equipment purchase happen.

Senior DCC Chow provided the following updates:

- New Missing Persons Protocol - We had about 5000 cases of missing person a year, which equates to about 14 every single day so we brought in this protocol done by a major city for the first time. It's a citywide alert that's done internally with our City partners. When there's a high-risk missing person, we dispatch it out to the sanitation workers, the security parking bylaws, and other frontline city workers. We already have had some wins of identifying people.
- BOLO Announcement- It has received a significant media coverage and is an excellent program that runs across Canada. It identifies Canada's 25 most wanted individuals whom the Canadian police agencies need to arrest and put into custody. We had it here in Vancouver and it moves around the country. Since yesterday, there have already been a few tips that have come in, so coverage is very important for us.
- Crimes- We have had 4 homicides in September. Without getting into details, rest assured that some excellent work is coming out of our major crime section.
- REVO Program- This provincially funded program deals with repeat violent offenders. We help coordinate it on the investigative side. There are about 80 on the list that we monitor with corrections, Crown, the police. This is funded by C-STEP and continues to be a really successful program to get the worst of the worst off the streets.

DCC Chan provided the following updates:

- Recruiting- The unit has been very active across a number of social media platforms and over the past year, the monthly viewership across all our channels has increased to over a million per month now. As for the number of applications, we've now surpassed the total number of applications that we received in 2024. We are looking forward to record breaking numbers, which is really encouraging.
- Female-centric initiatives- A 3rd wave is planned for our recruiting unit. On Nov 29th, there will be a women-focused police officer's physical abilities test information session.
 - January- “Women in Policing” career panel and information session.
 - February- a women-focused tactical training day at the Tactical Training Centre.
 - Last week, we swore in 7 experienced officers who are going through onboarding and will be joining the frontlines. We are happy with the quality of the experienced officers that our recruiting unit worked hard to onboard. This includes municipal and RCMP officers from both British Columbia and Alberta.
- New Hire- A new civilian professional manager, is also joining the VPD from the Public Service Agency. She was previously the Director of employee relations overseeing a number of investigations and a large team of employee relations specialists. She has specialties in both labor relations, employee relations and human rights. She also worked with the Saskatchewan government before. She will help support and strengthen some of our civilian professionals in HR and will be taking on the civilian portfolio.

DCC Laurin provided the following updates:

- Radios- 1000 radios are confirmed and will arrive a couple months in advance of FIFA. The administrative work will be done, including programming for our network, new battery chargers, and training our members on new

features. The radios are equipped with GPS, so our officers can report their location to colleagues if they get in trouble for a secondary safety back up. This will augment our supplies for our current officers.

- District 5- We have developed some staffing options for where we can pull the resources for District 5 and are looking at different staffing models. We will discuss it more with the Board during the in-camera portion.
- VanStat- we are looking forward to working with the City on this. We have identified a staff sergeant, an analyst and a section assistant to help support the work. We have about 20 years of experience using CompStat within VPD to leverage databased decision making and ensure that service delivery is coordinated across our units, so we look forward to working in partnership with the City on that.
- Community engagement
 - Orange Shirt Day march- There was approximately over 400 people in attendance. The opening was done by our indigenous protocol civilian professionals and was well attended by members from our Vancouver Aboriginal CPC.
 - Korean National Day- We were invited by the Korean Consulate to attend their National Day.
 - We have also hosted the Consulate Generals for Australia, New Zealand and their compatriots from Ontario who were visiting.

DCC Chapman provided the following updates:

- Fleet- Great work is done by the team in our fleet area. 67% of our frontline fleet is going to be hybrid. We will be embedding a telemetric program into all of our new cars. We can now use technology to monitor every car, get it in to service much faster. A cost savings and less downtime on our vehicles overall are expected. Decommissioned vehicles are also being pulled out of our fleet and subsidized to go into the FIFA fleet. We need probably about 400 vehicles. Some will be on a lease rental, but we are going to take our decommissioned ones and plug them into FIFA.
- FIFA- The planning is going very well. We are aligned solidly with our police and our intelligence partners. We have a staffing model for every day. More information will be provided to the Board In Camera.

Action: For the Board to invite BarWatch to SEOC.

Action: For the Board to visit the new R.G. McBeath.

4. Board Committee Reports

4.1 Stakeholder Engagement and Outreach Committee

Vice Chair Mirani provided an update:

The SEOC Committee last met on September 24, 2025.

- SEOC Community Engagement Guidelines- The Board has tasked the Committee to engage with stakeholders, and all delegation requests are directed to this committee. We worked on a set of guidelines to ensure the Committee's activities are conducted in a consistent, transparent and accountable manner. These guidelines provide a framework for how the committee engages with diverse communities, manages information and reports back to the Board helping to safeguard trust and align outreach with the Board's mandate. I would like to invite the public to email our Board office with their requests to meet. We would be happy to hear from you. Your feedback is very important for our Strat plan coming up.
- 2025-2026 Guidelines-The Committee also started phase 2 of its work which is to "Identify Strategic Priorities" in alignment with the Board's strategic plan and current public safety concerns.

- Diversity, Inclusion and Indigenous Relations Unit Newsletters- The Committee also received the Jan to Feb and Mar to April 2025 DIIRU reports which are a list of all the community engagement initiatives of the department. This is a review of any gaps that the Committee might identify in our broader reach and to ensure all voices are heard and public safety concerns are addressed appropriately and adequately.

The next SEOC Committee meeting is to be determined.

4.2 Human Resources Committee

Director Lowe provided an update:

The Human Resources Committee convened on September 18, 2025. The Committee reviewed the following reports submitted by the VPD to the Board:

- IIO reports
- Files of Note reports
- Files of Interest reports
- Personnel Issues reports
- Files in Abeyance reports

As part of the ongoing Board training and education, the Board is scheduled to have a tour of the Operations Division to meet with VPD Civilian and Sworn team members on November 7th. Frontline policing and the Operations Division carry an exceptionally demanding responsibility, often serving as the first point of contact in situations that extend far beyond traditional law enforcement. Officers are increasingly called upon to respond to complex mental health crises, social disorder, and community safety concerns, requiring compassion, patience, and sound judgment under pressure. With the VPD receiving nearly a thousand calls for service each day, the pace and diversity of demands placed on frontline officers are immense, underscoring the extraordinary resilience and professionalism required to serve and protect the public effectively. And so, our Board will meet with the operations division shortly to learn about the great work that they are doing and also to explore the areas that we might be able to support the members.

Also, in alignment with the Board's commitment to continuous learning and governance excellence, and to further enhance understanding of the procedures outlined in the Professional Standards Section, arrangements are being made to convene a four-hour training session for the Board. This session will provide a comprehensive overview of existing processes and explore opportunities to strengthen the Board's role in supporting and facilitating effective, wrap-around services for individuals involved in human resources matters.

The next HR Committee meeting is scheduled for October 30th, 2025.

4.3 Finance, Audit and Risk Committee

Director Murray provided an update:

The Finance, Audit, and Risk Committee last met on September 18th where the Committee continued its work with the Department on crafting capital and operating budgets for 2026. Tomorrow, the Committee will be holding a long-awaited meeting with City Council in order to help the Board understand public safety priorities and work toward building those budgets, ultimately for consideration and decision by City Council. While the Board is responsible for preparing the police budget and overseeing how it is spent, funding for the VPD is paid for by the City of Vancouver from property taxes, and it is our responsibility to be respectful stewards of public resources.

The Police Act directs the Board to prepare and submit to City Council for its approval a provisional budget by November 30th to provide policing and law enforcement in the municipality. It bears mention that the Board and the City each have an interest in public safety and our joint task is to “ensure adequate and effective policing and law enforcement in our community that reflects the levels of service required to meet public safety needs and priorities.”

The Committee will hold its next regular meeting on October 30th, 2025.

4.4 Governance Committee

Director Point provided an update:

The Governance Committee last convened on September 18, 2025. The following reports were reviewed by the Board:

- RPM Amendments-The mid-year updates to the RPM, included 12 policy amendments and a revamped motor vehicle collision policy. The list of the policies that were updated or added between January 2025 and June 2025 are as follows:
 1. *Damage as a Result of Police Action* – amendments were made to enhance clarity regarding the information members provide to affected persons, as well as internal reporting requirements.
 2. *Seizing Digital Media, Cryptocurrency, and Electronic Devices* – amendments were made to clarify the role and responsibilities of the Digital Forensic Unit and where members can obtain guidance and support for judicial authorizations.
 3. *Loss and Damage to Departmental or Personal Property* – revised policy with a new policy statement, and modernized procedure section.
 4. *Challenges in Obtaining Statements* – revised policy with a new policy statement, definitions and modernized procedure section with a focus on trauma-informed practice.
 5. *Hold State of Intoxication in a Public Place* and *Breach of the Peace* – housekeeping amendments to improve clarity and update language.
 6. *Body Worn Camera Policy* – new policy approved by the Board outlining the framework for the deployment, notification, privacy considerations, and post deployment responsibilities of members wearing and using body worn cameras.
 7. *Sudden Deaths* – amendments were made to clarify the definition of appropriate person or “next-of-kin” and reinforce the documentation requirements related to the identification and notification of that appropriate person.
 8. *Sexual Offences* – housekeeping amendment to reflect a change in hospital practices regarding sexual assault forensic examinations for children.
 9. *Rank Confirmation* – revised policy with a new policy statement and modernized procedure section.
 10. *Persons Unlawfully at Large* – revised policy with an expanded policy statement, procedural updates, and amendments to improve clarity and update language.
 11. *Critical Incident Stress Management (CISM) Team* – revised policy with an expanded policy statement, updated language, and amendments to improve clarity around member responsibilities.
 12. *Identification of Employees* – housekeeping amendment to clarify the language regarding member identification requirements.

In addition to the aforementioned amendments, all references to the “Counter Exploitation Unit” in the RPM were replaced with the “Human Trafficking Unit” to reflect the new name of the Unit approved by the VPD Executive Committee in March 2025.

- Operations Division Report- During the second quarter of 2025, Vancouver experienced a 15% reduction in violent crime and a 2% reduction in property crime. Violent crime fell in three of the four patrol districts, with the largest declines coming in the northern portion of the city. Despite overall crime decreasing, it is recognized that public perception of crime and safety continues to be a significant concern for Vancouver residents and businesses. To increase public perception of safety, efforts are underway to enhance high visibility foot patrols by officers in the areas with the highest numbers of calls for service.
- Strategy and Innovation Division-The Committee also received a verbal update from the new Strategy and Innovation Division with regards to their mandate and finalized the report back schedule to the Board for 2026. This division works towards improving organizational excellence and creating resilient infrastructures. We already just heard about the fleet update.
- UNDRIP Updates-In order to have a structured approach to UNDRIP implementation, indigenous engagement is paramount. While the City of Vancouver has taken a broad reconciliation approach, the Board identified gaps in having clear, codified and practical frameworks for frontline officers and leadership. The Committee will work with the department to create a standardized handbook for Standard Operating Procedures for frontline officers in collaboration with MST. This will equip the officers further in their continued efforts towards reconciliation and implementation of UNDRIP. A Board-led working session with MST representatives will be developed to co-design the first draft to the engagement protocols and confirm expectations for SOP development.

The next Governance Committee meeting is scheduled for October 30, 2025.

2025 Mid-year Regulations and Procedures Manual Amendments Report (#2510V06)

Motion: For the Board to receive this report for information.

Moved by Vice Chair Mirani and Seconded by Director Sandhu. Approved.

5. Opportunity for Enquiries from the Public

N/a.

6. Other Business

Motion: To adjourn the meeting. Approved.

The Regular Meeting was adjourned at 1:38 pm.

TO BE APPROVED BY THE VANCOUVER POLICE BOARD on November 20, 2025



Board's Special Meeting Minutes

Date/Time: November 3, 2025 - 1:00pm-1:30 pm

Location: Online

Attendees		
Vancouver Police Board Members/Staff	Vancouver Police Department	Guests
Frank Chong (Chair)	Chief Constable Steve Rai	
Mayor Ken Sim	CFO Eng	
Raza Mirani (Vice Chair)	Vijay Sabnani	
Lorraine Lowe		
Simmy Sandhu		
Jason Murray		
Danica Djurkovic		
Alaleh Shah Ali		
Absent: Director Jordan Point, Director Allan Black		

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

Motion: To approve the consent agenda moved by Director Mirani and seconded by Jason Murray. Approved.

The Chair called the meeting to order at 1:00 pm.

2. Consent Agenda

NA

3. New Business

Board Chair Frank Chong: “For members of the public who may be joining this recording, the Board, through the Finance Committee Chair and myself, met with Council about three weeks ago. We had a very fulsome conversation around priorities and the initial budgetary proposals. We were joined by members of the VPD senior management team, along with the Chief, and had a comprehensive discussion at that time. We advised Council that we would return to the Board with a formal proposal in the coming weeks.”

Director Murray provided some context. “I’ll give some brief context to where we find ourselves today with this special meeting and the three items on our agenda. I’ll then turn it over to the department’s Chief Financial Officer, Nancy Eng, who will provide a more detailed overview presentation before we move to the three items. I’ll also be proposing motions for each of them. By way of background, the Finance, Audit and Risk Committee met last on October 30th. The bulk of that meeting was to review, discuss, and provide guidance on the department’s 2026 provisional police operating and capital budgets. Part of that exercise involved reviewing this year’s budget variance and year-end projections, in order to approach the City of Vancouver with budget adjustments requiring City Council’s approval for the department’s 2025 budget. As context, the Vancouver Police Board is responsible for preparing the police budget and overseeing how it’s spent. The funding is paid for by the City of Vancouver from property taxes, and it’s our duty to be respectful stewards of public resources. We’ve been asked to work toward a budget that respects City Council’s desire to avoid a property tax increase this year. Under the Police Act, the Board must submit to City Council a provisional budget by November 30th each year to provide for policing and law enforcement in the municipality. Due to scheduling changes between the Board and City Council, the finance items we’re dealing with today couldn’t wait until our November 20th meeting. So, Chair and colleagues, thank you for accommodating this special meeting. I’d also like to recognize the months of diligent effort put in by department staff in crafting this provisional budget particularly CFO Nancy Eng and her team, and our Board’s ED.

At our October 30th meeting, the committee reviewed the reports and we found the department team to be prepared, thoughtful, and uniformly helpful throughout the process. As the Chair mentioned, we met with City Council and senior leadership on October 10th and after months of collaboration between the department and City finance teams the 2026 Budget is now in front of you. In addition, the committee has begun a comprehensive review of sworn member overtime, which we’ll continue in the coming months, and I’ll update the Board as that work progresses. Overall, it’s been a challenge to bring forward an operating budget within a narrow mandate, but both the Board and the City share an interest in public safety. Our joint task under the statute is to ensure adequate and effective policing that reflects the level of service required to meet public safety needs and priorities. When we turn shortly to the 2026 provisional operating budget, which the committee recommends to the Board; it represents a 4.9% increase over 2025.

- 2.8% maintains existing service levels,
- 2.1% covers statutory and contractual obligations.

That’s after accounting for the current year’s restated budget and the financial impacts of the recently ratified, City-supported Vancouver Police Union collective agreement. Our understanding is that this compares with an average 8% increase across other Canadian police jurisdictions. In a moment, I’ll turn this over to Nancy Eng, who will take the Board through a high-level presentation based on the reports included in your Board packages, also posted publicly on our website. Before I do, I’ll note that the Finance, Audit and Risk Committee unanimously recommended approval of all three items on today’s agenda at our October 30th meeting. With that, I’ll turn it over to the small boardroom, where Nancy and her team are ready to provide the overview.”

*3.1 2026 Operating Budget (#2511F12)

CFO Eng provided an overview presentation.

"I will provide a high summary of the DC's 2026 Operating Budget Report. Our budget reflects our commitment to public safety, fiscal accountability, and the alignment with the Chief's, the Board's, and the City's strategic priorities. It is with rigor and oversight guidance from the Board's Finance, Audit, and Risk Committee that we are able to present this report.

- The proposed Operating Budget for 2026 is \$497.1 million. As in the third column on this chart, it's made up of \$28 million of recoveries and \$525.3 million of expenditures. The Operating Budget addresses collective agreement increases in wage provision, cost increases to maintain existing service levels that are driven by outside parties and contractual obligations, and the long-standing funding gap. Rising demands will be supported with the addition of four civilian professional positions in this budget.

The key drivers of our budget growth:

- 9.1% of this budget is comprised of adjustments for fixed and contractual costs that are routine annual adjustments. This is just to maintain existing service levels. You'll note that \$27.9 million of that is related to collective agreements. This results from the recently ratified 2025-2027 Vancouver Police Union Collective Agreement. It also includes a provision for the Vancouver Police Officers Association and our Teamsters Employees Collective Agreement that have not yet settled.
- In the next block, you'll see \$12.7 million comprising that part of that 9.1%. This is also for fixed routine annual contractual increases that are largely driven by external parties. These are outlined on page three of the report. This funding also includes monies to continue with year two of the Body-Worn Camera Program and two civilian positions related to that.
- We also would like to highlight and note that as part of these fixed annual costs, one of the main drivers is the E-Comm levy. This 13% increase puts pressure on the budget. The E-Comm budget is something that we've been providing constant rigor to, holding the provider to accountability and to budget transparency and what drives that figure, as we've been experiencing large increases in our E-Comm levy. These two components, the \$27.9 million and the \$12.7 million, although it is 9.1% of the increase, it does represent 81% of our budget increase. Again, these two components are items that are beyond our control that are routine regular contractual adjustments.
- Looking at our budget priorities, the \$9.4 million, this is an increase of 2.2% that we are seeking largely to address underfunded core budget resources. These are outlined on page four of the report with further details provided in appendix two.
- Of note, \$7.8 million is being requested to right-size budget line items that have not been increased nor have received inflationary adjustments for many years. These include costs for managing public safety at demonstrations and protests, our uniform costs, body armor, and civilian positional recalculations. I also like to note that these same underfunded line items are what drives the 2025 budget adjustment report that you'll be hearing on later in this meeting.
- Also evolving for 2026 is the World Cup that's happening in June and July. We have planning and deployment well underway with incremental costs expected to be borne by the Province or the City.
- The other item is with regards to the City council's recent approval of an increase to expanded liquor service hours across the city and in the entertainment district. VPD is currently assessing the full impact of what these additional establishments and what this additional late-night hour may impact on the budget.

- District 5, as you may have heard in the media, is a new district that we're building on the success of Task Force Barrage for the downtown east side. Deployment planning is underway and there may be incremental costs associated with this deployment.
- Also of note, recently submitted to the province is our submission to establish our own satellite police academy. This will allow us to train more recruits as the size capacity at the JIBC constrains our ability to fill our vacancies.

In summary, we remain committed to financial sustainability, accountability, and transparency. This proposed budget reflects a balanced approach between the VPD's needs and city's council fiscal constraints and will allow us to maintain and support policing services and community safety initiatives, strategic investments in our core resources. I welcome your questions and comments."

The Board recommended presenting the information to highlight the drivers more clearly.

The VPD has no control over the external drivers.

Chief: "There is an intersection of service delivery among CoV, E-Comm, Fire and the VPD. All parties are aware of VPD's concerns. The Board's comments and recommendations are completely noted."

Motion:

BE IT RESOLVED THAT, the Vancouver Police Board approve the Vancouver Police Department's 2026 Net Operating Budget as outlined in board report #2511F12, for submission to Vancouver City Council by November 30, pursuant to Section 27 of the *Police Act*.

Moved by Director Murray and seconded by Director Djurkovic. Approved.

***3.2 2026 Capital Budget (#2511F13)**

CFO Eng: "The Capital Budget Submission Report is included in your package. It outlines in detail the various projects that we are seeking funding for. This is a budget request of \$13,410,500, which includes funding for facility upgrades, fleet modernization, and digital transformation projects aimed at improving service delivery and operational efficiency. VPD has also included in the Capital Budget a submission in our pursuit of a new purpose-built, disaster-resilient headquarters building. There is capital funding in the current budget for scoping and assessment, and we will also be advancing this to the Fourth-Year Capital Plan. This report is requesting your concurrence, as three City departments will be submitting these capital submissions on our behalf to City Council."

Motion:

BE IT RESOLVED THAT, the Vancouver Police Board receive Board report #2511F13 and approve the Vancouver Police Department's 2026 preliminary capital budget for submission to City departments and Vancouver City Council.

Moved by Director Jason Murray and seconded by Vice Chair Mirani. Approved.

***3.3 Budget Adjustments (#2511F14)**

Director Murray: "The Chief Financial Officer can also provide more information if required. You'll find the materials that support the request that I'm going to eventually move and ask for support in proposing to the Vancouver City Council. In order to reconcile the 2025 budget, as I mentioned at the outset of the meeting, we spent some time going through the 2025 budget variants and projections to year end. And what you find in your materials are the amounts that are projected for the department to year end. And because of the way in which the Police Act works and the relationship that the Board necessarily has with Vancouver City Council, we have package up

those items in a single motion that will be delivered, if we approve this, through City Finance to City Council for consideration and approval.”

CFO Eng: “Chair Murray has gone over most of the key points. I just want to highlight that this is a routine annual report that will be presented by City Finance. It will be going to Council this Wednesday, November 5th, on behalf of the VPD. Of note here, they are routine and include the Budget Employer Withholding Task Force Barrage, over time for our protests and demonstrations, the funding for which has previously been committed by Council, and then also the forecasted budget shortfall of \$7.9 million. I do want to highlight that this forecasted budget shortfall is similar to the amount that you heard earlier in the 2026 operating budget when we're looking for funding to right-size that budget. So this really addresses that underfunded budget line item in our budget, largely for the Lapu Lapu incident, ammunition and firearms, body armor, and civilian reclassification. So your approval is sought.”

Motion:

BE IT RESOLVED THAT, the Vancouver Police Board receive Board report #2511F14, the Vancouver Police Department's 2025 Budget Adjustment Report and approve it for submission to Vancouver City Council for budget approval through the City of Vancouver's Citywide Financial Planning and Analysis Division.

Moved by Director Jason Murray and seconded by Director Lowe. Approved.

On November 5 and November 12 , the VPD will present to the Council on budget adjustments and the 2026 budget , respectively.

4. Other Business

Motion: To adjourn the meeting.

Moved by Vice Chair Mirani and seconded by Director Sim. Approved.

The Regular Meeting was adjourned at 1:30 pm.

TO BE APPROVED BY THE VANCOUVER POLICE BOARD on November 20, 2025

Compliments Report (September 2025 - October 2025)				
Date	From	Member(s)	Synopsis	Excerpt from Letters
September 06, 2025	[Community member]	VPD	Resident grateful for support and presence at Beach Park.	"Your proactive approach - regularly checking the park even without a formal complaint - has made a noticeable difference in the overall atmosphere and peace of the neighbourhood."
September 06, 2025	[Community member]	Cst. Lui Cst. Maghera	Grateful to officers who were on the scene after the victim was attacked.	"They were kind, considerate, and did a really amazing job."
September 09, 2025	[Community member]	VPD	Impressed by an officer who was monitoring traffic and interacting with community members.	"It was a really good example of an officer making the community feel safe and served."
September 22, 2025	[Community member]	Cst. Bakker Ms. Lee	Appreciative of quick assistance received after her wallet was stolen.	"I can't tell you how relieved I was - and I can't thank enough the staff at the VPD for their kind and quick assistance."
September 22, 2025	[Community member]	Cst. George	Grateful for the officer's empathy and professionalism when assisting with the loss of a loved one.	"She handled a very difficult situation with professionalism and a clear understanding of trauma."
September 24, 2025	[Community member]	VPD	Thank you card from member of the Jewish Community.	"Thank you so many times over for all you do for our Jewish Community."
September 24, 2025	[Community member]	Cst. Fraser	Thankful for the officer's assistance after a motor vehicle collision.	"Constable Fraser was very professional, patient, compassionate and efficient. His actions reflected classic Vancouver Police Department's core values."
September 26, 2025	[Community member]	Cst. Sambrano	Appreciative of officer's professionalism while quickly identifying a suspect and recovering some of their stolen belongings.	"His remarkable sense of responsibility and professionalism truly stood out to us."
September 28, 2025	[Community member]	VPD	Impressed by the officers professionalism and promptness responding to an error in reporting.	"We gained great respect for our all too frequently maligned police force and thank them for this fine example of personal dependability."
October 01, 2025	[Community member]	Cst. D. Wong	Grateful to officer who attended the scene at a motor vehicle collision.	"You went above and beyond to offer support - not just in managing the situation, but in making sure everyone felt safe and informed."
October 03, 2025	[Community member]	Cst. Fedora Cst. Wiseman	Thank you for excellent police work in their neighbourhood.	"They both went above and beyond in making us feel safe and handling our family with care."
October 06, 2025	[Community member]	Cst. Abai Cst. Blackstock Cst. Hsu	Impressed by officers who have attended to assist with a family member with substance abuse issues.	"I am writing this complimentary email not only for the professional and compassionate VPD officers that I have had to interact with on two occasions but also whoever is in charge of recruitment and hiring because you are all doing a stellar job!"
October 07, 2025	[Community member]	VPD	Appreciative of VPD's assistance when a women interrupted a peaceful protest.	"We truly appreciate the protection and support we received from the officers and the compassionate way they dealt with the woman."

October 14, 2025	Assistant Chief, Vancouver Fire Rescue Services	Sgt. Kumar Sgt. Sandher Cst. C. Wong Cst. Naismith Ms. Kennedy	Congratulating those who were successful in the 2025 Canine Validation which is an annual disaster search canine validation.	"Your dedication and professionalism continue to set the standard nationally. Well done and thank you for your exceptional work."
October 17, 2025	Archival Assistant, City of Vancouver Archives	Cst. Nikkel	Appreciative of officer's friendly demeanor while giving a traffic ticket.	"It's nice to know that officers like Constable Nikkel are out there not only keeping the roads safe but also doing it in a way that isn't scary or intimidating rather in a way of mutual respect."
October 22, 2025	[Community member]	Cst. Barirani	Grateful to the officer for his outstanding service after being assaulted by a neighbour.	"This is policing at it's best: commitment to the community that can truly change lives. Officer Barirani impacted me and my life more than he will ever know."
October 22, 2025	[Community member]	VPD Operations Command Centre (OCC) OCC Liaison Nurse	Was able to track down the author's son whom he'd lost touch with and reconnect them.	"Everything worked out and we wanted to thank you guys."
October 22, 2025	[Community member]	VPD Project Taskforce Barrage	Bus passenger overheard a conversation between six men expressing their gratitude for Project Taskforce Barrage.	"All of them expressed gratitude toward the 'clean up' of their community. I sat there listening, wishing that every cop could hear them. They were so thankful. I know I am."
October 23, 2025	[Community member]	VPD Project Taskforce Barrage	Impressed by feeling of increase safety in Gastown as a resident who seen more officer walking the BEAT.	"Our police force is doing a good job curbing crime on the street level."
October 23, 2025	[Community member]	Sgt. Addison VPD Project Taskforce Barrage	impressed with interview done by Sgt. Addison on VPD Project Taskforce Barrage.	"His assessment of the situation seemed reasonable. Good work, VPD."
October 23, 2025	[Community member]	VPD Traffic Section	Grateful to see increase in officers pulling people over in the last week or two.	"But wanted to express gratitude for that task, as the drivers seem to be getting worse and more reckless all the time."
October 24, 2025	Brother of retired VPD member	Sgt. Cameron Ms. Murray	Grateful for the condolence package they received upon the passing of his brother.	"Thank you so much for the parcel you sent to my wife and I. It was very well done."
October 27, 2025	Fundraising & Event Coordinator, Special Olympics BC	VPD	Appreciative of support received for their 2025 Sports Celebrities Festival.	"...we offer our heartfelt thanks for your life-changing involvement with this meaningful event and with our Special Olympics BC community."
October 27, 2025	Director, Marketing & Events, Vancouver Police Foundation	Sgt. Cameron Sgt. Gormley & ERT Sgt. Hirst & RPAS Unit Cst. Srigley	Thank you for assistance with their recent youth event.	"We want to extend our sincere thanks for your support in hosting the YPO youth and their parents this past Friday evening."
October 28, 2025	Chief Operating Officer, BC Mental Health & Substance Use Services	Sgt. Menzies Cst. Christie Cst. Rothengatter	Appreciative for their presentation at Lord Selkirk Elementary.	"Just wanted to say thank you for sharing your time and expertise with the girls last evening."

October 28, 2025	[Community member]	Cst. I. Sahota	Thank you for response to a break and enter incident.	"...we would like to extend our heartfelt thanks to the [VPD] for protecting our family and community during the break-in incident on the evening of October 11."
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VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: October 23, 2025
 COMMITTEE MEETING DATE: October 30, 2025
 REPORT # 2511F15

Regular

TO: Vancouver Police Board Finance, Audit and Risk Committee

FROM: Nancy Eng, Chief Financial Officer

SUBJECT: 2026 Fees for Various Vancouver Police Department (VPD) Services

RECOMMENDATION:

THAT, the Vancouver Police Board (Board) Finance, Audit and Risk Committee (Committee) review the fees for services outlined in Appendix 1, effective January 1, 2026, before submission to the Board to recommend for approval.

SUMMARY:

The VPD provides services on a cost-recovery basis, with fees subject to an annual detailed review to ensure full cost recovery. The VPD does not retroactively bill customers. The proposed 2026 fees have been updated to reflect inflationary adjustments for administrative costs, recently settled Vancouver Police Union (VPU) collective agreement wage increases, wage provisions for unsettled collective agreements, workflow efficiencies and emerging costs. As a result, most fees are projected to increase between 2.6% to 5.7% compared to 2025.

The year-over-year percentage changes vary across individual fees due to difference in calculation methodologies, including the impacts of wage increases and provisions, overhead allocation, employer portion of statutory deduction and health benefit rates, and rounding adjustments.

Some fees remain unchanged due to workflow efficiencies and the adoption of new technologies. In addition, two (2) new fees, digital forensic evidence examination and Rapid DNA analysis have been introduced for 2026 in response to increased external requests and the availability of Rapid DNA technology that enables cost-effective resource sharing.

The complete list of proposed 2026 fees are outlined in Appendix 1. A comprehensive comparative fee schedule for Metro Vancouver agencies is not available for all listed fees. This is due to the specialized nature of certain services or skillset, which are unique to specific agencies. Additionally, differences in organizational structures and internal costing methodologies make direct fee comparisons inaccurate or non-equivalent.

It is recommended that the proposed fees be made effective as of January 1, 2026, to allow the VPD to provide clients with advance notice of any changes.

POLICY/BACKGROUND:

The Committee provides financial oversight of the VPD, which includes the annual review of fees for services charged to the public or other agencies, which must be approved by the Board.

DISCUSSION:

The VPD charges a fee to ensure full cost recovery for the various services provided to the public or external agencies. On an annual basis, the VPD completes a review of the various fees and considers any changes to processes for the services provided as well as adjusting the fees to include a wage increase or provision and inflationary adjustment for administrative costs.

The VPD remains committed to enhancing operational efficiency and continually explores opportunities to streamline workflows and leverage technology to deliver faster, more effective responses to service requests.

For 2026, a summary of the proposed fee changes for various services is outlined below:

Proposed Fee changes	Service Impacted
No change	• Fingerprinting • Destruction of fingerprints and records • Records and reports
Wage increases/provisions and inflationary adjustment	• Police Information Check (in person) • Court order requests • Security clearances • Bail hearing
Change recommended	• Police Information Check (online fee) • Volunteer Fingerprinting (Criminal Record Review Program Vancouver clients)
New fees	• Digital forensic evidence examination • Rapid DNA analysis

The following provides details of the various services the VPD provides for a fee.

Police Information Check (PIC)

A PIC is a service that examines any collection of offence information, including convictions, outstanding warrants, charges and judicial orders available from a local agency's records management system, queries of the Canadian Police Information Centre (CPIC) databanks, court records and a query of records management systems in other police jurisdiction for employees and volunteers. The VPD follows the British Columbia Guide for Police Information Checks to ensure all PICs are processed at a consistent standard.

Annual fees collected for PIC have decreased by approximately 20% since the pandemic, mainly due to accredited private companies performing the similar task online at a lower cost with faster turnaround time. However, their services are limited in scope and must refer applicants requiring fingerprinting or a vulnerable sector search, typically those with a 'positive' match, to a local police agency.

The VPD is in the final stages of implementing an online PIC application system with staff training expected to be completed by the end of November 2025. The system is scheduled to go live in January 2026. This online platform is expected to streamline the PIC process and reduce in-take time. However, consistent with practices at other agencies, the per applicant online processing fee is proposed for clients who choose to use this service. To ensure full cost recovery, a time and motion study and comprehensive review will be completed for the 2027 fees review.

In November 2022, the Board voted in favour of waiving the volunteer PIC fees.

Below is the 2026 proposed fee for PIC services:

Services Provided	Effective: Jan 1, 2026	2025 Fees	% Change
	(excludes applicable taxes)		
Police Information Check (PIC)			
Employment PIC (In-person)	\$89.00	\$86.00	3.5%
Employment PIC (online)	\$89.00 + Online fee		
Volunteer PIC	\$0.00	\$0.00	0.0%

Fingerprint Service fees, Destruction of Fingerprints and Photographs

When a person is arrested for committing a dual or indictable offence, they are fingerprinted and photographed. The VPD also receives requests to destroy fingerprints and photographs of individuals who have received a non-conviction finding in court.

The fingerprint service fee is intended to offset the labour and other costs related to processing requests for taking fingerprints. No change in fee is proposed for 2026 as wage increases were offset by lower overhead expenses.

Currently, Vancouver residents who are required by the Provincial Criminal Record Review Program to undergo fingerprinting as part of their volunteer application process must pay a \$64 fee for this service at the VPD. The VPD is proposing to waive this fee for Vancouver residents, aligning it with the existing policy of waiving fees for volunteer PICs. Based on the average number fingerprinting requests from 2021 to 2024 (approximately 300 annually), the estimated impact of this proposed change is \$20,000 per year.

Services Provided	Effective: Jan 1, 2026	2025 Fees	% Change
	(excludes applicable taxes)		
Fingerprinting Services			
Fingerprinting	\$64.00	\$64.00	0.0%
Volunteer Fingerprinting (Criminal Record Review Program - Vancouver residents)	\$0.00	\$64.00	-100.0%
Destruction of Fingerprints and Photographs	\$63.60	\$63.60	0.0%

Appendix 2 outlines the 2025 PIC and fingerprint fees across the various police agencies.

While the VPD has the second highest for Employment PIC (after Surrey Police Services), it ranks fourth lowest for fingerprinting services fee and is among seven of the thirteen agencies that offer Volunteer PICs free of charge.

Records and Reports

Police records and reports are requested from the public, law firms, and government agencies. The VPD's Records Management Unit responds to these requests by searching primarily the PRIME/Versadex Records Management System (RMS) which contains information pertaining to incident reports for the required information.

The proposed rates for 2026 remain the same as 2025, as wage increases were offset by lower overhead expenses.

Services Provided	Effective: Jan 1, 2026	2025 Fees	% Change
	(excludes applicable taxes)		
Records and Reports			
Record/Report Search (no report/record)	\$19.64	\$19.64	0.0%
Certificate of Analysis	\$19.64	\$19.64	0.0%
Computer Aided Dispatch (CAD) Calls	\$49.11	\$49.11	0.0%
Public Request (citizen)	\$49.11	\$49.11	0.0%
Motor Vehicle 6020 Package	\$49.11	\$49.11	0.0%
Property Report	\$49.11	\$49.11	0.0%
WorkSafe BC	\$49.11	\$49.11	0.0%
Witness Statement	\$49.11	\$49.11	0.0%
Preservation File Request	\$49.11	\$49.11	0.0%
Traffic Analyst Report (collision investigation)	\$49.11	\$49.11	0.0%
Collision Reconstruction Report	\$49.11	\$49.11	0.0%

Court Order Requests

The VPD is required to comply with and respond to court orders related to ongoing or relevant civil legal proceedings. These requests, primarily originating from law firms, typically pertain to motor vehicle accidents, family law matters, estate litigation, and assault investigations. The various fees collected are intended to cover the costs of responding to requests related to court orders, search fee for officer notes, digital photos, audio and video recordings, 911 recordings, and any other special requests.

No-Fault vehicle insurance model enacted by ICBC in 2021 has led to notable decline in the volume of Motor Vehicle related court order requests from law firms. In addition, with the implementation of body worn camera (BWC) earlier this year, it is anticipated that fees for court order requests may need to be re-evaluated once BWC footage becomes part of the responsive records. In the interim, it is proposed that a special request rate be applied to account for the time required to review, redact, and prepare video content. To date, the VPD has not received a court order request involving BWC footage.

The proposed rates for 2026 are as follows to account for wage and inflationary increases:

Services Provided	Effective: Jan 1, 2026	2025 Fees	% Change
	(excludes applicable taxes)		
Court Order Requests			
Court Order - per standard file (< 50 pages)	\$237.00	\$229.00	3.5%
Court Order - per extensive file (50 pages and more)	\$237.00 + \$1.94 per page	\$229.00 + \$1.89 per page	3.5% 2.6%
Search Fee for officer notes	\$45.00	\$43.00	4.7%
Digital Photos - common format (per set)	\$49.00	\$47.00	4.3%
Audio and Video Recordings - common format (per set)	\$101.00	\$97.00	4.1%
911 Recordings	\$70.75 + E-Comm charges	\$68.35 + E-Comm charges	3.5%
Special Requests (hourly rate)	To be determined	To be determined	

For other infrequent court order requests that may require substantial review and resources, an estimate of the associated recovery costs will be provided upon discussion with the Information and Privacy Unit that oversees these requests.

Appendix 3 outlines the 2025 court order fees amongst the various police agencies. While the VPD's court order fees are the highest compared to other agencies, the fees for video/audio recordings and digital photos are amongst the lowest. The VPD is also the only agency that applies a search fee for officer notes, set to recover associated processing costs.

Security Clearances

The VPD's Department Security Office (DSO) assists external agencies with security clearances, also known as background checks and renewals for applicants, and contractors working at the VPD facilities. The proposed fees include increases for wages and inflation for administrative costs.

Services Provided	Effective: Jan 1, 2026	2025 Fees	% Change
	(excludes applicable taxes)		
Security Clearances			
Standard	\$743.00	\$706.00	5.2%
Contractor	\$253.00	\$240.00	5.4%
Renewal - Standard	\$536.00	\$507.00	5.7%
Renewal - Contractor	\$253.00	\$240.00	5.4%

Forensic Firearm and Tool Mark Identification

The VPD assists outside agencies by providing certain specialized services/skillsets related to criminal investigations and offences upon request. Examples of the services provided include: firearm and ammunition examination and identification, trajectory analysis, wound examination, and range determination. These services are completed by special municipal constables on an overtime basis outside of regular duties. The 2026 proposed fee includes increases for wages and inflation for administrative costs and service support and maintenance cost for a new technology which automates ballistic imaging and analysis. This technology assists forensic experts in expediting firearm matching for police investigations and court proceedings. While the inclusion of this cost resulted in a 13.9% year-over-year increase in fees, it is anticipated to reduce the turnaround time for completing service requests.

Services Provided	Effective: Jan 1, 2026	2025 Fees	% Change
	(excludes applicable taxes)		
Forensic Firearms and Tool Mark Identification (per hour)	\$180.00	\$165.00	9.1%

Digital Forensics Evidence Examination

In response to growing number of requests from external agencies for digital forensic evidence examination support and following a detailed review of the associated costs, a cost recovery fee is established for 2026. The services include comprehensive digital forensic examinations of a wide range of electronic devices such as computers, mobile phones, vehicles, drones, hard drives, storage media, and smart devices (eg. smartwatches). All examinations are conducted by certified digital forensic examiners who are sworn police officers performing this work outside of their regular duties on an overtime basis. The proposed cost recovery fee reflects costs associated with wages, advanced and extensive training, specialized equipment, forensic software and related administrative costs.

Services Provided	Effective: Jan 1, 2026	2025 Fees	% Change
	(excludes applicable taxes)		
Digital forensics evidence examination (per hour)	\$232.00	\$0.00	100.0%

Rapid DNA Analysis

In 2025, City Council approved funding for the VPD to lease the ANDE Rapid DNA analyser, a fully automated system capable of processing biological samples and generating a DNA profile in approximately 90 minutes. This technology enables the rapid identification of suspects, supports solving cold cases, and allows for timely comparison of arrestee DNA against existing databases. As the use of Rapid DNA analysis is still in its early stages and external agency requests remain limited, a special request fee will be applied throughout 2026 when this service is requested by an external agency. This fee will cover the overtime cost of the Rapid DNA technician, as well as expenses related to reagents, analysis chips, equipment usage, laboratory supplies and other consumables. As the use of Rapid DNA and external requests increase, the VPD will conduct a comprehensive review of associated costs and processing times to reassess the cost recovery fee during the 2027 fees review.

Services Provided	Effective: Jan 1, 2026	2025 Fees	% Change
	(excludes applicable taxes)		
Rapid DNA Analysis - Special Request	To be determined		

Bail Hearings

The VPD's jail sergeant and crown liaison employees are appointed by Crown to swear information after hours or during other court closures to facilitate Crown's timely court processes. With the implementation of Digital Evidence Management System (DEMS), Electronic Information Management (eIM) and BWC, reports are becoming more complex, as more information is required to be validated thus increasing the amount of time required for each review. The proposed fee includes wages increases and inflation for administrative costs.

Services Provided	Effective: Jan 1, 2026	2025 Fees	% Change
	(excludes applicable taxes)		
Bail Hearing	\$51.00	\$49.00	4.1%

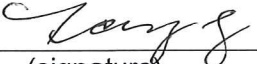
CONCLUSION:

It is recommended that the proposed fees for services outlined in Appendix 1 be reviewed by the Committee and approved by the Board with an effective date of January 1, 2026.

Author: Vijay Sabnani

Date: October 23, 2025

Submitting Executive Member: Nancy Eng, CFO


(signature)

Date: October 23, 2025

Appendix 1

Vancouver Police Department Proposed 2026 Fees

Services Provided	Effective: Jan 1, 2026	2025 Fees	% Change
	(excludes applicable taxes)		
Police Information Check (PIC) and Fingerprinting Services			
Employment PIC (In-person)	\$89.00	\$86.00	3.5%
Employment PIC (online)	\$89.00 + Online fee		
Volunteer PIC	\$0.00	\$0.00	0.0%
Fingerprinting	\$64.00	\$64.00	0.0%
Volunteer Fingerprinting (Criminal Record Review Program - Vancouver residents)	\$0.00	\$64.00	-100.0%
Records and Reports			
Record/Report Search (no report/record)	\$19.64	\$19.64	0.0%
Certificate of Analysis	\$19.64	\$19.64	0.0%
Computer Aided Dispatch (CAD) Calls	\$49.11	\$49.11	0.0%
Public Request (citizen)	\$49.11	\$49.11	0.0%
Motor Vehicle 6020 Package	\$49.11	\$49.11	0.0%
Property Report	\$49.11	\$49.11	0.0%
WorkSafe BC	\$49.11	\$49.11	0.0%
Witness Statement	\$49.11	\$49.11	0.0%
Preservation File Request	\$49.11	\$49.11	0.0%
Traffic Analyst Report (collision investigation)	\$49.11	\$49.11	0.0%
Collision Reconstruction Report	\$49.11	\$49.11	0.0%
Destruction of Fingerprints and Photographs	\$63.60	\$63.60	0.0%
Court Order Requests			
Court Order - per standard file (< 50 pages)	\$237.00	\$229.00	3.5%
Court Order - per extensive file (50 pages and more)	\$237.00 + \$1.94 per page	\$229.00 + \$1.89 per page	3.5% 2.6%
Search Fee for officer notes	\$45.00	\$43.00	4.7%
Digital Photos - common format (per set)	\$49.00	\$47.00	4.3%
Audio and Video Recordings - common format (per set)	\$101.00	\$97.00	4.1%
911 Recordings	\$70.75 + E-Comm charges	\$68.35 + E-Comm charges	3.5%
Special Requests (hourly rate)	To be determined	To be determined	
Security Clearances			
Standard	\$743.00	\$706.00	5.2%
Contractor	\$253.00	\$240.00	5.4%
Renewal - Standard	\$536.00	\$507.00	5.7%
Renewal - Contractor	\$253.00	\$240.00	5.4%
Forensic Firearms and Tool Mark Identification (per hour)	\$180.00	\$165.00	9.1%
Digital forensics evidence examination (per hour)	\$232.00	\$0.00	100.0%
Rapid DNA Analysis - Special Request	To be determined		
Bail Hearing	\$51.00	\$49.00	4.1%

Appendix 2

Metro Vancouver Police Information Check			
Police Agency	Employment	Volunteer	Fingerprints
Vancouver	\$86.00	Free	\$64.00
Abbotsford	\$65.00	\$27.00	\$65.00
	plus \$9.95 (online processing fee)		
Burnaby RCMP	\$70.00	Free (initial request) \$10.50 (subsequent request)	\$65.00 (1.75% credit card service fee)
Coquitlam RCMP	\$70.00	Free	\$70.00
Delta	\$75.00 (online or in person)	\$15.00 (with letter)	\$75.00 (digital)
		\$75.00 (without letter)	Free (CRRP volunteer)
		\$9.95 (online application fee)	Free (Delta PD volunteer)
Langley RCMP	\$65.00	Free	\$65.00
New Westminster	\$78.00 (online or in person)	\$22.00 (online or in person)	\$78.00 (digital)
			\$65.00 (ink) (for certain application types)
North Vancouver RCMP	\$61.64	Free	\$61.64
Port Moody (all services currently online only)	\$75.00	\$10.00 (Port Moody volunteer)	\$60.00
	\$20.00 (students)	\$20.00 (non-PM volunteer)	Free (volunteer)
	\$10 (city of Port Moody employees)	\$10.00 (Adoptions)	
Richmond RCMP	\$74.50	\$25.00	\$74.50
		Free (Richmond association volunteer)	
Ridge-Meadows RCMP	\$65.00	Free	\$65.00 (free for indigenous name change)
Surrey Police Services	\$93.10	Free	\$93.10
West Vancouver	\$82.00 (online or in person)	\$21.00	\$78.75 (ink)
	\$21.00 (students)		\$63.00 (digital)
			\$21.00 (volunteer)

Appendix 3

Current Metro Vancouver Court Order and Other Requests 2025 Administrative Fees Comparison (excludes applicable taxes)					
Police Agency	Court Orders	Search fee (officer notes)	911 Recordings	Video / Audio Recordings	Digital Photos
Vancouver	\$229 (< 50 pages)	\$43.00	\$68.35 + E-Comm Charges	\$97.00	\$47.00
	\$229 + \$1.89 per page (50+ pages)				
Abbotsford	\$65.00	-	\$25.00	\$25.00	\$25.00
Delta	\$130.00	-	-	-	-
New Westminster	\$130.00	-	-	-	-
Port Moody	\$130.00	-	\$130.00	\$130.00	\$130.00
Ridge Meadows	\$60.00	-	-	\$55.00	\$55.00
Victoria	\$100.00	-	\$150.00	\$150.00	-
West Vancouver	\$130.00	-	-	\$28.00	\$28.00



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: October 23, 2025
COMMITTEE MEETING DATE: October 30, 2025
REPORT # 2511F16
Regular

TO: Vancouver Police Board Finance, Audit and Risk Committee
FROM: Nancy Eng, Chief Financial Officer
SUBJECT: 2026 Charge Out Rates for Police Officers and Traffic Authority Services

RECOMMENDATION:

THAT, the Vancouver Police Board (Board) Finance, Audit and Risk Committee (Committee) review the following hourly charge out rates for police officers and Traffic Authority (TA) services provided on a cost recovery basis, effective January 1, 2026, before submission to the Board to recommend for approval:

	Hourly Charge Out Rates					
	With 10% Administrative Charge			2026	Change	
	2026	Change			\$	%
		\$	%			
Police Officers						
Constable	\$191.69	\$9.53	5.2%	\$174.26	\$8.66	5.2%
Sergeant	\$239.62	\$11.90	5.2%	\$217.84	\$10.82	5.2%
Staff Sergeant	\$268.36	\$13.34	5.2%	\$243.96	\$12.13	5.2%
Inspector	\$306.69	\$15.25	5.2%	\$278.81	\$13.86	5.2%
Traffic Authority						
Base rate (first 8 hours)	\$86.64	\$3.49	4.2%	\$78.77	\$3.18	4.2%
Overtime rate						
- Hours 9 to 12	\$111.75	\$4.74	4.4%	\$101.60	\$4.31	4.4%
- Greater than 12 hours	\$136.87	\$5.99	4.6%	\$124.42	\$5.44	4.6%

SUMMARY:

This report is being submitted to the Committee for review before submission to the Board and for the Committee to recommend the approval of the 2026 hourly charge out rates as outlined above and in Appendix 1. The charge out rates are reviewed annually. The proposed rates have

been adjusted to account for training efficiencies found within the TA program, inflation, and wage increases related to recently settled Vancouver Police Union (VPU) collective agreement.

The proposed rates, once approved by the Board, will take effect on January 1, 2026 in order to allow adequate time to notify clients of the changes.

POLICY:

The Committee directed that the charge out rates for police officers and TA services be subject to an annual review and any adjustments to the charge out rates must be approved by the Board.

BACKGROUND:

The Vancouver Police Department (VPD) provides policing and traffic control services to third parties and special event organizers in the community by assisting in planning, security and deployment for special events. Examples of special events include parades, filming production, fund-raising events, concerts, sporting events, major construction projects and other occasions that may require police presence and/or traffic authority members.

Police deployment for third party special events are not part of regular police duties so the VPD does not use on-duty personnel. Instead, members are deployed on an overtime basis (also known as a callout) and are compensated as per their collective agreement. As such, police presence at these events is provided on a cost recovery basis at a charge out rate that includes costs incurred by the VPD such as overtime, vehicle, equipment, uniform, administrative support costs, and any future expenses that could be incurred as a result of court or other judicial requirement.

In addition to deploying police officers, the VPD also provides traffic direction and pedestrian control for public, private, and community events in the City of Vancouver through the Traffic Authority program. TA members are auxiliary VPD employees who are scheduled to work only when there is a special event. The TAs differ from a police officer or a traffic control person, as the TAs have Special Municipal Constable Appointment under the Police Act. This gives them restricted peace officer authority limited to performing specific duties authorized by statute, such as overriding traffic lights at intersections.

The TA program is a self-sustaining, cost-recovery program where third parties requiring TA services are charged a rate that includes salary and benefits, recruiting costs, uniform, equipment, vehicles, training, and other program related costs.

DISCUSSION:

The VPD has completed its annual review of police officers' and traffic authority charge out rates to third-party event clients for 2026. Please refer to the recommendation above and to Appendix 1 for the proposed rates and changes.

The proposed 2026 charge out rates have been adjusted to ensure cost recovery for inflationary items such as uniforms, vehicle usage, administrative support and wage increases, as the VPD does not retroactively bill clients for wage increases. The Vancouver Police Union (VPU) collective agreement was ratified on October 21, 2025 and provides for a 5% wage increase in 2025 and 4.5% in 2026. Additionally, training efficiencies were found within the TA program and the rate has been adjusted to reflect this change.

The charge out rates do not include a component for specialized vehicles or equipment; however, if a request is made that requires the use of these, such as the VPD's marine vessel, an additional hourly fee will be applied.

In 2023, the Board approved a 10% administrative charge to be added to the charge out rates for policing and TA deployments related to commercial filming and movie production, sporting events, concerts, festivals, entertainment and private construction projects.

An implementation date of January 1, 2026 will allow the VPD adequate time to notify clients of the new charge out rates.

The VPD's charge out rates are comparable to other police agencies in Metro Vancouver and the Province. For information, Appendix 2 compares the 2025 charge out rates among the various police agencies as well as the costs of a six-hour callout.

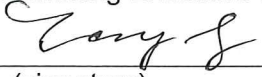
CONCLUSION:

The VPD has completed its annual review of the proposed 2026 charge out rates for police officers and traffic authority services to be made effective January 1, 2026, as outlined above.

Author: Vijay Sabnani

Date: October 23, 2025

Submitting Executive Member: Nancy Eng, CFO



(signature)

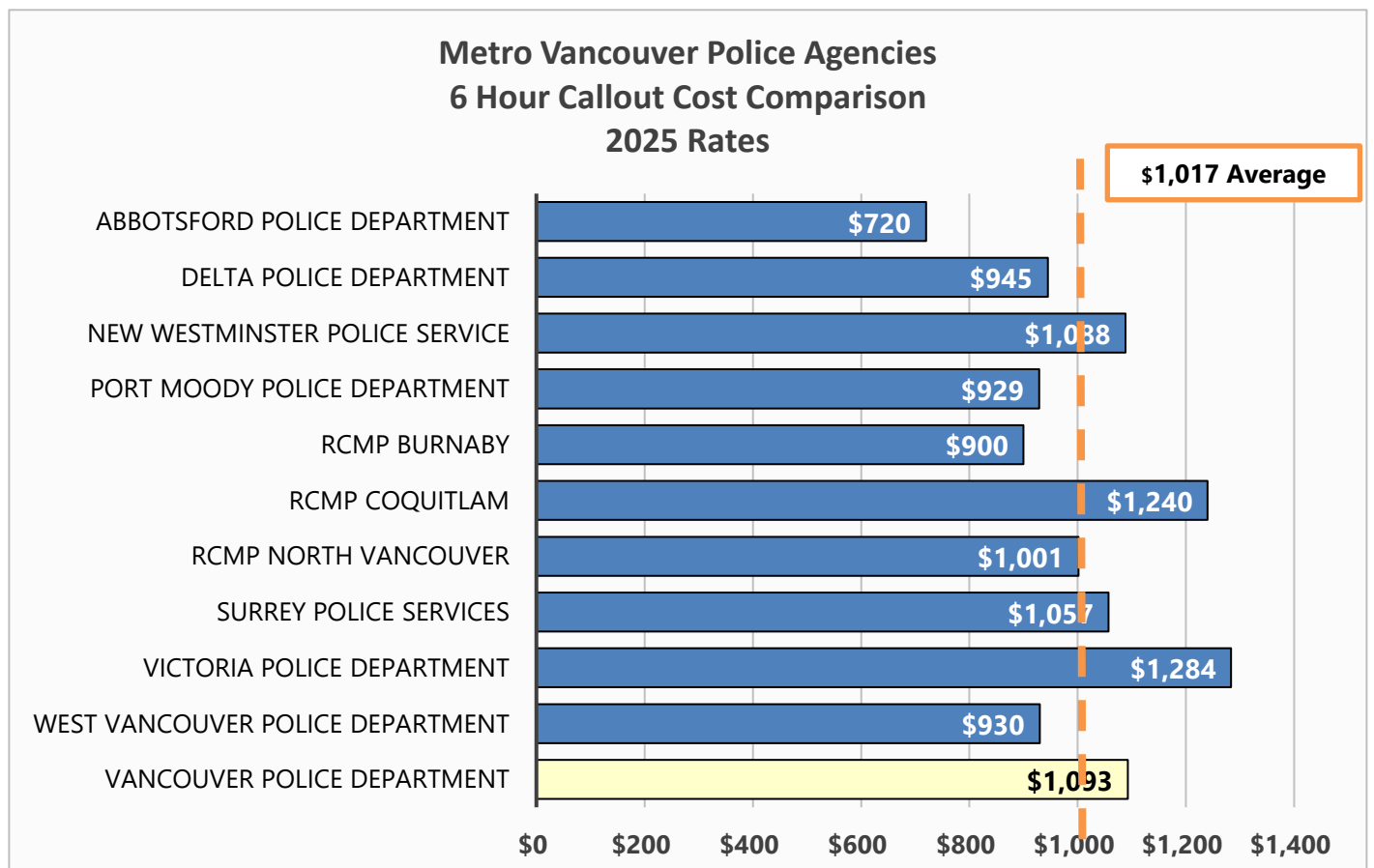
Date: October 23, 2025

Appendix 1

	Hourly Charge Out Rates							
	With 10% Administrative Charge							
	2026	2025	Change		2026	2025	Change	
			\$	%			\$	%
Police Officers								
Constable	\$191.69	\$182.16	\$9.53	5.2%	\$174.26	\$165.60	\$8.66	5.2%
Sergeant	\$239.62	\$227.72	\$11.90	5.2%	\$217.84	\$207.02	\$10.82	5.2%
Staff Sergeant	\$268.36	\$255.01	\$13.34	5.2%	\$243.96	\$231.83	\$12.13	5.2%
Inspector	\$306.69	\$291.45	\$15.25	5.2%	\$278.81	\$264.95	\$13.86	5.2%
Traffic Authority								
Base rate (first 8 hours)	\$86.64	\$83.15	\$3.49	4.2%	\$78.77	\$75.59	\$3.18	4.2%
Overtime rate								
- 9 to 12 hours	\$111.75	\$107.02	\$4.74	4.4%	\$101.60	\$97.29	\$4.31	4.4%
- Greater than 12 hours	\$136.87	\$130.88	\$5.99	4.6%	\$124.42	\$118.98	\$5.44	4.6%

Appendix 2

Police Jurisdiction	2025 Rates	2024 Rates	Minimum Hours	Police Vehicle	6 Hour Callout Example (with vehicle)
1) Abbotsford Police Department	\$120.00	\$120.00	3 hours	Included	\$720.00
2) Delta Police Department	\$130.00	\$120.00	4 hours	\$165.00/day	\$945.00
3) New Westminster Police Service	\$130.00	\$130.00	4 hours	\$127.00/day	\$1,088.40
4) Port Moody Police Department	\$134.00	\$134.00	4 hours	\$125.00/day	\$929.00
5) RCMP Burnaby	\$125.00	\$125.00	4 hours	Included	\$900.00
6) RCMP North Vancouver	\$166.90	\$171.00	4 hours	Included	\$1,001.40
7) RCMP Coquitlam	\$190.00	\$190.00	3 hours	Included	\$1,240.00
8) Surrey Police Services	\$153.20		4 hours	Included	\$1,057.08
9) Victoria Police Department	\$124.40	\$120.80	4 hours	\$45.40/hour	\$1,283.50
10) West Vancouver Police Department	\$155.00	\$150.00	3 hours	Included	\$930.00
11) Vancouver Police Department	182.12	174.32	3 hours	Included	\$1,092.72





VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: October 16, 2025
 COMMITTEE MEETING DATE: October 30, 2025
 REPORT # 2511F18

Regular

TO: Vancouver Police Board Finance, Audit, and Risk Committee

FROM: Nancy Eng, Chief Financial Officer

SUBJECT: Variance Report for the Third Quarter ended September 30, 2025

RECOMMENDATION:

THAT, the Vancouver Police Board (Board) Finance, Audit, and Risk Committee (Committee) receives the Quarter 3 (Q3) Variance Report for the nine-month period ended September 30, 2025 for information.

SUMMARY:

For the third quarter ended September 30, 2025, the Vancouver Police Department (VPD) is over budget by 1.7% or \$5,262,510 and is projected to finish the year over budget by 1.9% or \$7,897,430 as outlined below.

	Q3 (\$000's)			Year-end Projection (\$000's)		
	Actual	Budget	Variance	Projection	Budget	Variance
Recoveries	(\$35,021)	(\$23,858)	\$11,163	(\$44,083)	(\$31,982)	\$12,101
Expenditures	\$357,633	\$341,208	(\$16,425)	\$478,227	\$458,229	(\$19,998)
Under/(Over) Budget	\$322,612	\$317,350	(\$5,263)	\$434,145	\$426,247	(\$7,897)

At Q3 2025, the VPD is trending over budget by \$5,262,510, primarily driven by overtime expenses needed to staff various events such as multiple protests and demonstrations as well as other events to ensure enhanced security. Additional costs stem from the ongoing investigation into the mass casualty incident on April 26, 2025, at the Lapu Lapu Festival.

For the full-year 2025 forecast, the VPD is projected to exceed budget by \$7,897,430, similar to the Q2 2025 forecast which is mainly attributed to expenses related to the Lapu Lapu incident, along with ongoing higher overtime costs for both sworn and civilian staff to maintain service levels and ensure the safety of the public and officers.

The projection includes overtime recoveries (which still requires City Council's approval) to offset the projected costs incurred for Task Force Barrage, an initiative launched in February 2025 to dismantle organised crime networks and target predatory criminals in the Downtown Eastside and beyond.

Additionally, the projection also accounts for pending routine mid-year transfers for employer statutory withholdings and payroll deduction adjustments, funding for the VPD's assistance on City's Integrated Response Teams project which is aimed to ensure clear sidewalks and community safety, and additional costs exceeding the VPD's 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 nine-month period ended September 30, 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, the City Council (Council) approved the VPD's 2025 net operating budget at \$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, third party contracts such as ECOMM and Prime levy increases, 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 the 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, each run by their own independent Board of Directors and are treated as flow-through in the VPD's budget.

The VPD's annual budget at Q3 2025 stands at \$426,247,174, a change of \$299,985, due to incremental funding transferred for the new Gastown Hastings Crossing Community Policing Centre (GHX CPC) which was approved by City Council and established by the City. The funding for the new GHX CPC is a flow-through of funds in the VPD's operating 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 third quarter's recoveries and expenditures, refer to Appendix 2.

As of September 30, 2025, the year-to-date results and year-end projection are as follows:

Q3 Recoveries and Year-End Projection

Total recoveries were 46.8%, or \$11,162,950, higher than budget at the end of September 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 cost recoveries for Task Force Barrage to offset the related overtime spends, therefore a \$0 impact to the VPD's budget for this initiative. Additionally, higher government recoveries related to municipal and provincial cost-sharing programs, and grants and donations (largely from the Vancouver Police Foundation) made 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 Q3 is projected to continue through 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>	Q3 (\$000's)			Year-end Projection (\$000's)		
	Actual	Budget	Variance	Projection	Budget	Variance
Third Party Events	(\$7,626)	(\$4,393)	\$3,234	(\$9,370)	(\$5,789)	\$3,581
Overtime	(\$7,536)	\$0	\$7,536	(\$9,161)	\$0	\$9,161
Total Sworn OT recoveries	(\$15,162)	(\$4,393)	\$10,769	(\$18,532)	(\$5,789)	\$12,742
Grants & Donations	(\$2,201)	(\$1,072)	\$1,129	(\$2,494)	(\$1,500)	\$994
Secondments	(\$13,346)	(\$15,520)	(\$2,175)	(\$17,644)	(\$20,783)	(\$3,138)
Government	(\$2,772)	(\$923)	\$1,850	(\$3,333)	(\$1,230)	\$2,103
Fees for Service	(\$1,482)	(\$1,679)	(\$197)	(\$2,000)	(\$2,317)	(\$318)
Other	(\$59)	(\$272)	(\$213)	(\$79)	(\$362)	(\$283)
Under/ (Over) Budget	(\$35,021)	(\$23,858)	\$11,163	(\$44,083)	(\$31,982)	\$12,101

Q3 Expenditures and Year-End Projection

While policing remains fluid, the VPD is over budget at Q3 and projected to be over budget at year-end. The projected year-end variance is anticipated to be \$7,897,430 over budget, mostly due to overtime to meet minimum staffing levels due to sworn vacancies at the end of Q3 including various leaves and retirements, and costs related to Lapu Lapu incident.

Uniform, equipment and duty gear costs have risen due to market growth, stricter safety standards, inflation, and global supply chain challenges. While most items are tariff-free under Canada-United States-Mexico Agreement (CUSMA), rising material and production costs continue to impact the VPD's budget. Strategic procurement efforts are underway to help manage these pressures. VPD Management will also continue to monitor expenditures and achieve cost mitigation where available, such as deferring various replacement items, limiting travel and training where operationally feasible, and seeking available funding for various projects from the provincial government (e.g. Guns and Gangs Violence Action Fund (GGVAF) and Special Investigative and Targeted Enforcement (SITE)), to name a few.

In 2024, Council also endorsed the transfer of operational responsibility for the Tactical Training Centre (TTC) from the City to the VPD, without transferring any additional funding, while ensuring the continued facilities support provided by the City's Real Estate, Environment and Facilities Management Department (REFM).

Salary Items

As detailed below, salaries and benefits were over budget by 2.2% or \$5,872,932 at Q3 and the trend is projected to continue through year-end.

	Q3 (\$000's)			Year-end Projection (\$000's)		
	Actual	Budget	Variance	Projection	Budget	Variance
Sworn						
Salaries	\$148,882	\$161,294	\$12,413	\$201,228	\$217,577	\$16,349
Overtime (OT)	\$29,745	\$12,613	(\$17,132)	\$41,546	\$17,485	(\$24,061)
Secondment OT	\$1,040	\$1,881	\$841	\$1,366	\$2,508	\$1,143
Entertainment District OT	\$1,008	\$875	(\$133)	\$1,330	\$1,159	(\$171)
	\$180,675	\$176,664	(\$4,011)	\$245,470	\$238,730	(\$6,740)
Civilian Professionals						
Salaries	\$23,980	\$23,856	(\$125)	\$31,485	\$31,800	\$315
Casual & Temp Salaries	\$6,407	\$5,024	(\$1,383)	\$7,650	\$6,738	(\$912)
OT	\$1,575	\$293	(\$1,282)	\$1,947	\$403	(\$1,544)
	\$31,962	\$29,172	(\$2,790)	\$41,082	\$38,942	(\$2,140)
Statutory Holiday Pay	\$4,666	\$4,872	\$206	\$8,574	\$7,917	(\$657)
Benefits	\$57,823	\$58,545	\$723	\$74,952	\$74,952	\$0
Under/(Over) Budget	\$275,126	\$269,253	(\$5,873)	\$370,079	\$360,541	(\$9,538)

At Q3, sworn salaries were under budget mainly due to vacancies, retirements, leaves and retention challenges and are anticipated to continue until the end of the year.

Overtime costs were mainly driven by staffing for minimum deployment, protests and demonstrations, public events and investigation needs for high-risk files offset partially by overtime recoveries. Overtime costs also include the ongoing work for Task Force Barrage. However, it is expected to be recovered from the City before the year-end and hence the equal offset amount has been considered in the recoveries above to have a net zero impact on the VPD's financials. Costs for protests and demonstrations that exceed the VPD's allotted budget are expected to be recovered from the City before the end of the year.

Of note, secondment overtime is paid by the seconding agency and the overall impact to the VPD's 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 set up such that if this budget line item is overspent 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 over budget due to various vacancies filled by casual and temporary staff as well as by higher overtime. Higher overtime spend was 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 through year-end.

The Benefits cost category is for employer statutory withholdings such as WorkSafeBC, Employer Health Tax and the employer paid portion of payroll deductions for the Canadian

Pension Plan and Employment Insurance. The 2025 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 this category will be on budget by year-end.

Non-salary Items

At Q3, non-salary items were over budget by 14.7%, or \$10,552,529 and projected to be over budget at year end, as detailed below:

	Q3 (\$000's)			Year-end Projection (\$000's)		
	Actual	Budget	Variance	Projection	Budget	Variance
Equipment & Fleet	\$22,636	\$17,408	(\$5,228)	\$27,948	\$23,389	(\$4,559)
Criminal Investigation Fund	\$3,354	\$2,413	(\$942)	\$5,102	\$3,571	(\$1,531)
Training & Travel	\$2,631	\$2,351	(\$279)	\$3,369	\$3,340	(\$30)
Community Policing Centres	\$2,010	\$2,040	\$30	\$2,723	\$2,723	\$0
Other Expenses	\$3,123	\$2,636	(\$487)	\$4,062	\$3,643	(\$419)
Professional Fees	\$7,868	\$6,453	(\$1,415)	\$10,271	\$8,230	(\$2,040)
Facilities & Maintenance	\$2,574	\$2,237	(\$337)	\$3,299	\$3,379	\$80
Supplies & Materials	\$4,913	\$3,066	(\$1,847)	\$6,145	\$4,183	(\$1,962)
City Allocations	\$33,309	\$33,276	(\$33)	\$44,410	\$44,411	\$1
Transfers	\$91	\$78	(\$13)	\$820	\$820	\$0
Under/(Over) Budget	\$82,508	\$71,955	(\$10,553)	\$108,149	\$97,688	(\$10,460)

Equipment & Fleet includes costs related to various equipment, fleet, ammunition, firearm and uniform. A higher spend is forecasted for required ammunition necessary to uphold mandatory training standards, firearm replacement, uniform items for police officers and recruits, and equipment replacements, and it is projected that this cost category will be over budget at the end of the year. However, procurement is restricted to operationally required items as part of the ongoing expense mitigation. All costs related to Body Worn Camera (BWC) are projected to remain within budget for the year and the year-end transfer is considered in the projection.

The Criminal Investigation Fund (CIF) is for extraordinary investigations and houses costs related to the Lapu Lapu incident, resulting in this cost category being over budget at Q3 as well as projected to be over budget at the end of the year.

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 slightly over budget at the end of the year.

On July 16, 2025, the new Gastown Hastings Crossing Community Policing Centre (GHX CPC) was established by the City. There are now 13 CPCs in Vancouver of which 11 CPCs budget allocation flows through the VPD, with which two CPCs financials are managed through the VPD's budget. It is projected that this cost category will be on 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 was over budget at Q3 mainly for program costs that are offset by recoveries from the Vancouver Police

Foundation. It is anticipated that this cost category will be over budget at the end of the year for this reason.

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

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

Supplies & Materials was over budget due to the timing of computer equipment purchases, mandatory health and safety items 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.

City allocations include shared city services, base building maintenance for all VPD facilities, 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, there is reserve funding of \$1,310,000 to cover one-time implementation costs for body-worn cameras. Furthermore, there is a budget of \$253,000 in reserves related to the Entertainment District callouts.

Aside from the cost categories listed above, the VPD has a reserve fund, such that in any given year when there is an extraordinary event (e.g. impacts from protests and demonstrations) 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.

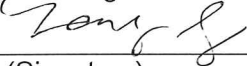
CONCLUSION:

The VPD is over budget at Q3 2025 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 employer statutory withholdings and payroll deduction adjustments, costs related to City's Integrated Response Teams, and additional costs exceeding the VPD's budget related to various protests and demonstrations.

Author: Vijay Sabnani

Date: October 16, 2025

Submitting Executive Member: Nancy Eng, CFO



(Signature)

Date: October 16, 2025

APPENDIX 1

MANAGEMENT REPORT ADJUSTMENTS For the Third Quarter Ended September 30, 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	\$ 745,217	
	Salaries - Uniformed		\$ 745,217
2	Cost Recoveries	\$ 1,807,962	
	Traffic Authority Casual Salaries		\$ 1,807,962

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.

Appendix 2

**VANCOUVER POLICE DEPARTMENT
STATEMENT OF RECOVERIES AND EXPENDITURES
FOR THE THIRD QUARTER ENDED SEPTEMBER 30, 2025**

	Q3				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	(7,626,020)	(4,392,505)	3,233,515		(9,370,109)	(5,789,460)	3,580,649	
Overtime	(7,535,610)	0	7,535,610		(9,161,482)	0	9,161,482	
Total Sworn Overtime Recoveries	(15,161,630)	(4,392,505)	10,769,125		(18,531,590)	(5,789,460)	12,742,130	
Secondments	(13,345,645)	(15,520,489)	(2,174,845)		(17,644,336)	(20,782,682)	(3,138,346)	
Grants & Donations	(2,201,081)	(1,072,275)	1,128,806		(2,494,081)	(1,500,000)	994,081	
Government	(2,772,240)	(922,500)	1,849,740		(3,333,414)	(1,230,000)	2,103,414	
Fees for Service	(1,481,835)	(1,678,530)	(196,696)		(1,999,888)	(2,317,477)	(317,589)	
Other	(58,620)	(271,800)	(213,180)		(79,327)	(362,400)	(283,073)	
TOTAL RECOVERIES	(35,021,050)	(23,858,100)	11,162,950	46.8%	(44,082,637)	(31,982,019)	12,100,617	37.8%
EXPENDITURES								
<u>Salaries and Benefits</u>								
Sworn								
Salaries	148,881,920	161,294,476	12,412,556		201,228,151	217,576,851	16,348,700	
Overtime	29,745,222	12,612,833	(17,132,389)		41,545,964	17,484,955	(24,061,009)	
Secondment Overtime	1,039,869	1,881,356	841,487		1,365,740	2,508,475	1,142,735	
Entertainment District Overtime	1,007,508	874,999	(132,508)		1,330,028	1,159,419	(170,609)	
	180,674,519	176,663,665	(4,010,854)		245,469,883	238,729,700	(6,740,183)	
Civilian Professionals								
Salaries	23,980,364	23,855,700	(124,664)		31,485,307	31,800,234	314,927	
Casual & Temp Salaries	6,406,705	5,023,514	(1,383,191)		7,650,199	6,738,472	(911,727)	
Overtime	1,575,037	292,767	(1,282,270)		1,946,972	403,345	(1,543,627)	
	31,962,106	29,171,982	(2,790,125)		41,082,478	38,942,051	(2,140,427)	
Statutory Holiday Pay	4,666,370	4,871,870	205,501		8,573,931	7,916,789	(657,142)	
Benefits	57,822,595	58,545,141	722,546		74,952,300	74,952,300	(0)	
Total Salaries and Benefits	275,125,589	269,252,657	(5,872,932)	-2.2%	370,078,592	360,540,840	(9,537,752)	-2.6%

	Q3				Year End			
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>Projection</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
<i>Non-Salary Items</i>								
Equipment & Fleet								
Fleet	11,801,114	11,094,289	(706,825)		15,716,980	14,823,782	(893,198)	
Uniforms & Equipment	10,820,896	6,305,195	(4,515,701)		12,209,562	8,553,671	(3,655,891)	
Other	13,767	8,081	(5,686)		21,580	11,252	(10,328)	
	<u>22,635,777</u>	<u>17,407,564</u>	<u>(5,228,213)</u>		<u>27,948,121</u>	<u>23,388,705</u>	<u>(4,559,417)</u>	
Other Expenses								
Criminal Investigation Fund	3,354,260	2,412,689	(941,571)		5,101,747	3,571,203	(1,530,544)	
Travel & Training	2,630,861	2,351,449	(279,412)		3,369,433	3,339,580	(29,854)	
Community Policing Centres	2,009,620	2,039,675	30,055		2,723,125	2,723,126	0	
Other	3,122,915	2,635,585	(487,330)		4,062,383	3,643,010	(419,374)	
	<u>11,117,656</u>	<u>9,439,398</u>	<u>(1,678,257)</u>		<u>15,256,689</u>	<u>13,276,918</u>	<u>(1,979,771)</u>	
Professional Fees								
Legal	1,413,446	337,798	(1,075,648)		1,654,825	482,500	(1,172,325)	
Contract Services	4,067,440	3,850,495	(216,945)		5,246,982	4,724,497	(522,486)	
Nurses & Medical	1,821,005	2,109,922	288,917		2,639,654	2,813,230	173,575	
Other	566,109	154,397	(411,712)		729,044	209,900	(519,144)	
	<u>7,868,000</u>	<u>6,452,612</u>	<u>(1,415,388)</u>		<u>10,270,506</u>	<u>8,230,126</u>	<u>(2,040,380)</u>	
Facilities & Maintenance	2,574,150	2,236,799	(337,351)		3,298,579	3,379,003	80,425	
Supplies & Materials	4,912,615	3,065,531	(1,847,084)		6,144,812	4,182,643	(1,962,169)	
City Allocations	33,309,065	33,275,825	(33,240)		44,410,005	44,411,016	1,011	
Transfers	90,634	77,638	(12,996)		819,937	819,941	5	
Total Non-Salary Items	82,507,895	71,955,366	(10,552,529)	-14.7%	108,148,649	97,688,353	(10,460,296)	-10.7%
TOTAL EXPENDITURES	357,633,485	341,208,024	(16,425,461)	-4.8%	478,227,241	458,229,193	(19,998,048)	-4.4%
TOTAL SURPLUS (DEFICIT)	\$322,612,434	\$317,349,924	(\$5,262,510)	-1.7%	\$434,144,604	\$426,247,174	(\$7,897,430)	-1.9%

Vancouver Police Board
Financial Results for the 10 Months Ended October 31, 2025

Description	October YTD			Annual Budget	Remaining Budget	
	Actual	Budget	Under/(Over) Budget	Allocation	Amount	Percentage
Salaries						
SALARIES	\$210,263	\$316,667	\$106,404	\$380,000	\$169,737	
EMPLOYER PORTION OF PAYROLL DEDUCTIONS	47,293	87,678	40,385	105,214	57,921	
CIVILIAN OVERTIME	2,627	2,072	(555)	2,486	(141)	
Total Salaries	\$260,183	\$406,417	\$146,234	\$487,700	\$ 227,517	47%
Non-Salaries						
BOARD PER DIEM	110,903	145,833	34,930	175,000	64,097	
CONTRACT SERVICES - OTHERS	36,543	0	(36,543)	0	(36,543)	
CONSULTANT SERVICES	98,639	91,667	(6,972)	110,000	11,361	
LEGAL EXPENSES	48,886	5,000	(43,886)	6,000	(42,886)	
POSTAGE/COURIER SERVICES	188	0	(188)	0	(188)	
STAKEHOLDER ENGAGEMENT AND COMMUNITY OUTREACH	1,249	0	(1,249)	0	(1,249)	
COMPUTER SUPPLIES & SERVICES EXPENSE	1,317	0	(1,317)	0	(1,317)	
MEETING EXPENSES	4,767	10,000	5,233	12,000	7,233	
OFFICE SUPPLIES & SERVICES	3,106	1,500	(1,606)	1,800	(1,306)	
MISCELLANEOUS SUPPLIES & SERVICES	7,243	8,333	1,090	10,000	2,757	
BOOKS & PUBLICATIONS	132	0	(132)	0	(132)	
TRAVEL, TRAINING AND PROFESSIONAL FEES	26,056	13,750	(12,306)	16,500	(9,556)	
Total Non-Salaries	\$339,029	\$276,083	(\$62,945)	\$331,300	\$ (7,729)	-2%
Total Expenditure	\$599,212	\$682,500	\$83,288	\$819,000	\$219,788	27%

E-COMM OCTOBER UPDATE FOR POLICE AND LOCAL GOVERNMENT PARTNERS

As part of our ongoing effort to improve our communication with our partners and stakeholders, we are committed to continuing to provide and improve these monthly progress updates. We welcome your feedback on potential improvements.

Nancy Blair,
Interim President & CEO

Service levels and call volumes to September 30, 2025

- **9-1-1 service levels exceed target during busiest quarter:** Despite the usual influx in 9-1-1 call volumes over the summer, year-to-date service levels remained above target in September at 97% of 9-1-1 calls answered within 5 seconds or less (target: 95%).
- **Strong Q3 for police and fire call-taking:** For Q3, police emergency call-taking was at 90% in the Lower Mainland and meeting the 88% target of calls answered within 10 seconds or less on Vancouver Island. Fire emergency call-taking was at 96% (target: 90% calls within 15 seconds).
- **Decrease in YTD 9-1-1 call volumes but more non-emergency (NER) calls:** Year-to-date 9-1-1 call volumes have decreased by 3% from 2024. The number of non-emergency calls E-Comm handles increased in the Lower Mainland (+7.5%) and on Vancouver Island (+3.3%). The return of full-time call-taking for the West Vancouver, New Westminster, and Delta police departments due to key enhancements to E-Comm's service is a factor in the increase.
- **Increased utilization of call-back option for NER calls:** Over 1,000 more callers used the call-back request option to file a non-emergency police report in Q3 2025 compared to Q3 2024. Of those requests, 85% of callers were successfully reached to file their report. E-Comm's new NER platform launched in 2024 offers estimated wait times, SMS text capability and call-backs.
- **Continued reliability of radio service:** 15 million+ radio transmissions were made with the 15,276 radios on E-Comm's network in September with no disruptions. Over 1,000 new generation Motorola radios were recently purchased, offering partners enhanced options such as fail-over capabilities to a cellular network.

Other updates to note

- **Launch of new self-service dashboard for fire agencies:** As part of modernizing our data and analytics capabilities, a new interactive dashboard is being rolled out to our fire dispatch partners, providing them access to key metrics like service levels and dispatch operations data.
- **Next Generation 9-1-1 (NG9-1-1):** The phased implementation of NG9-1-1 is planned to begin in January 2026 and continue over several months with the transition of our contracted partners to the new network. E-Comm's technology team used a 12-hour planned evacuation of call-taking and dispatch operations to complete key technology work and we continue to learn from agencies who have recently transitioned to NG9-1-1, including Surrey Fire Services.
- **Police training sessions for dispatchers:** E-Comm dispatchers were offered the chance to participate in training sessions offered by specialized units within the Vancouver Police Department, with a focus on shared areas of interest and collaboration such as tactical operations, mental health response, drone capabilities and file management initiatives.
- **FIFA World Cup preparations:** With less than nine months to go, E-Comm's preparations for FIFA are ramping up, with the refinement of staffing plans, participation in partner working groups and tabletop exercises with the Integrated Safety & Security Unit (ISSU).
- **Engagement at UBCM:** E-Comm attended this year's Union of BC Municipalities in Victoria, engaging in conversations around emergency communication services.

OCTOBER 2025 UPDATE

LOWER MAINLAND YEAR-TO-SEPT 30

	Target	2021	2022	2023	2024	2025
9-1-1	95%/5s	94%	98%	98%	98%	97%
Police Emergency	88%/10s	86%	84%	88%	91%	91%
Police Non-Emergency	80%/180s	58%	43%	63%	79%	81%
Fire Emergency	90%/15s	91%	89%	93%	94%	96%

VANCOUVER ISLAND YEAR-TO-SEPT 30

	Target	2021	2022	2023	2024	2025
9-1-1	95%/5s	94%	98%	98%	98%	97%
Police Emergency	88%/10s	90%	88%	87%	90%	90%
Police Non-Emergency	80%/180s	86%	81%	80%	80%	83%

TRANSFORMATION & OPERATIONS UPDATES



518,984 9-1-1 calls in Q3 2025 (July - September)



New self-serve analytics dashboards for fire agencies

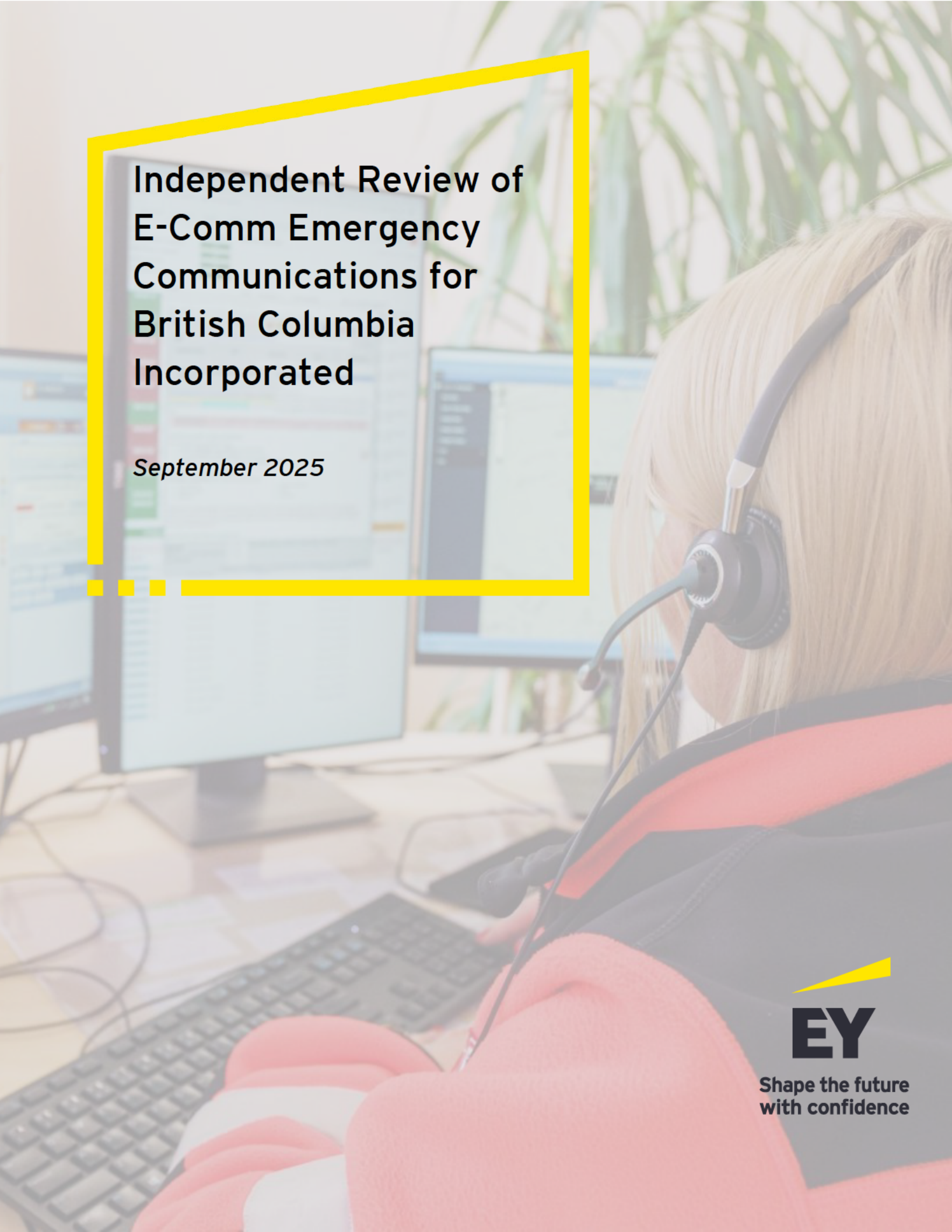


More callers to non-emergency using enhanced call-back feature



Phased implementation of NG9-1-1 planned to begin in early 2026

**E-Comm Call Takers
Take on Tour de Coast for
Childhood Cancer**



Independent Review of E-Comm Emergency Communications for British Columbia Incorporated

September 2025



**Shape the future
with confidence**

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Disclaimer: This report was prepared for the Government of British Columbia and is advisory in nature. It does not constitute an audit, financial or otherwise, under the standards of the Chartered Professional Accountants of Canada or any other body. It was not intended for, and should not be used by, any other parties.

Executive summary

Emergency Communications for British Columbia Incorporated (“E-Comm”) was created as a radio network and service provider in the late 1990s to help emergency services providers in the BC Lower Mainland better communicate and coordinate during emergency incidents. The organization has since expanded its communication operations to serve police and fire agencies throughout the province, becoming a much more complex organization.

E-Comm has an active headcount of 754 as of June 2025 and a 2025 annual expense budget of \$153 million. It continues to deliver both a radio network business line and an emergency communications operations business line. As a part of the emergency communications operations business line, E-Comm provides primary and secondary Public Safety Answering Point (PSAP) services, as well as dispatch services to its clients.

Use of E-Comm services is voluntary; local governments are responsible for emergency communication services and can select whether to provide services themselves, outsource to E-Comm, outsource to RCMP Operational Communications Center (OCC) in applicable regions, or another service provider. E-Comm currently provides primary PSAP 911 call-answer services to 25 of the 27 regional districts in the province. It operates two call-centers, one located in the Lower Mainland (Vancouver), and the other located on the South Island (Victoria). E-Comm currently is responsible for answering 99% of 911 calls (primary PSAP services) in the province.

The Province of BC engaged EY to conduct an independent review of E-Comm, as it is a key component of maintaining public safety and end-to-end emergency response services. This review aims to identify the key challenges E-Comm faces, uncover the root cause(s), and provide actionable recommendations to promote financial sustainability and transparency, service quality and resilience across the 911 emergency communications system, and achieve positive public safety outcomes – especially relevant considering the increasing frequency of extreme weather events such as heat domes and atmospheric rivers.

The scope was delivered through two separate reports. The first report is a review of E-Comm as an organization (this report), focusing on:

- **Governance:** Assessing the effectiveness of E-Comm’s strategic management and Board governance.
- **Finance:** Evaluating the financial processes, health, and sustainability of the organization.
- **Operations:** Analyzing operational efficiency, effectiveness, and resilience.

The second report (“Emergency Communications Service Delivery Model in BC”) addresses the following:

- **Service delivery model:** Assessing the future of 911 service delivery in BC, including governance, standards and regulations, funding, and capacity.
- **Policy and recommendations:** Identifying potential regulatory framework changes required to support the future role of the Province in this sector.

E-Comm plays a significant and integral role in enabling the provision of public safety in the province. The organization has initiated several measures to improve service levels in the past three years, including the introduction of a non-emergency police call-taker role, the consolidation of a provincial 911 call queue between the Lower Mainland and Vancouver Island, the establishment of a data and analytics team to enhance demand forecasting capability, and comprehensive training and upskilling programs. As a result of these efforts, service levels have shown improvement. In addition, E-Comm has taken a lead role in the rollout of *Next Generation 911*, and compared to other jurisdictions, is generally considered ahead of the curve for this implementation nationally.

The findings and recommendations within this report highlight key challenges within governance, finance and operations. It is important to note that the findings within the operations workstream are smaller in nature and 911 services continue to provide essential services to the public every day. E-Comm has grown significantly and quickly since its inception. The risks highlighted within this report focus on optimizing efficiency, enhancing impacts to public safety, and building the resilience of the organization (both from a business continuity perspective but also from a governance and financial sustainability perspective).

Governance

E-Comm was established primarily to provide an emergency wide-area radio network for the Lower Mainland; its governance structure and Board were designed to support this objective at that time. However, the organization has since expanded its operations and become a much more complex organization. Both the Province and E-Comm identified that the existing governance structure no longer adequately addresses the current needs of the organization. As such, the governance structure has been a focus area for E-Comm in recent years.

Key governance findings

Two of the most fundamental challenges facing E-Comm are related to governance. These two challenges are root causes to several of the other findings identified within this report and should be addressed with priority.

Board governance

The current Board size, structure and composition were defined for a radio technology organization and do not support effective governance of an increasingly complex organization with a broad province-wide service delivery focus.

This misalignment results in diminished strategic decision-making, loss of institutional memory due to high turnover of Directors as many revolve off in political cycles, ineffective discussions, and challenges in maintaining accountability, ultimately compromising the effectiveness of E-Comm's governance and service delivery.

This report recommends optimizing the size of the Board to 8-12 members down from 25, requiring that members be independent, ensuring an appropriate mix of skills in the Board's composition, and an update to its Terms of Reference to include a policy on tenure.

Provincial role

Perhaps more fundamental than board governance is the role that the province plays in the management and delivery of PSAP services in the province.

The province has no defined role in overseeing emergency communication services and there is currently no appropriate policy framework, including adequate legislation, to enhance that role.

Although several provincial statutes, such as the *Emergency Communications Corporation Act* (ECC Act), and *Police Act*, grant legal authority for different aspects of emergency communication, they do not create a unified framework for PSAP service delivery. While the Province holds overarching accountability for public safety, it does not have a formally defined legislated role in the governance, oversight, or operations of PSAP services. Oversight by the provincial government is limited to the specific functions covered under each statute or agreement, and there is no overarching mechanism to coordinate or standardize governance, operational practices, or performance requirements of provincial emergency communications.

The absence of a Provincial decision on its role means there is no reference point for measuring intended outcomes or accountability for results. This has contributed to pervasive challenges felt across the

emergency communications sector including unclear roles and responsibilities, operational challenges due to inconsistent standards, fragmented governance, limited collaboration or coordination among key actors, and limited long-term planning capability.

This report recommends that the Province clearly define its role within emergency communications and align legislative mechanisms to support effective governance, performance management, and the ability to influence impacts to public safety.

Other governance related findings include:

- Stakeholder trust with members and clients is eroding, exacerbated by rising costs and unclear forecasting. A new comprehensive stakeholder framework that is both complementary to, and aligned with, the new governance model is recommended.
- Operational realities including the COVID-19 pandemic and historical challenges meeting service targets have required the Executive Leadership Team (ELT) to focus on operational issues rather than strategic planning and prioritization. The Board should consider a shift to developing a three-year rolling strategic plan, while ELT should refocus on strategic priorities and critical challenges.
- The organization does not have an updated strategic plan or an organizational performance scorecard. This report recommends developing a structured Corporate Performance Measurement Framework aligned to strategic planning objectives to support regular and timely updates against plan as well as ongoing organizational reporting to enhance accountability.

Finance

Financial management and sustainability continue to be a focus for E-Comm, dominating strategic planning and Board meetings due to concerns over the growth in levies over the past five years, the appropriateness of the allocation of costs to clients, and the lack of predictability, transparency, and consistency to levies each year. These concerns are well-known and consistent themes throughout the review, and E-Comm has been developing a new financial model to more accurately assign and track costs using real cost drivers to inform customers of levies. The proposed new financial model starts to address some of these challenges.

Key finance findings

The Finance section of this report explores aspects of E-Comm's financial structure in conjunction with some of the challenges raised in the Governance section. It discusses key financial management themes, including budgeting, expense management, cost allocation, revenues, capital funding, and financial risk mitigation using contingencies.

Budgeting

E-Comm's budgeting processes reveal shortcomings, including limited accountability and alignment between a dated strategic plan and the current budget. Furthermore, there is a need for greater transparency in the budgeting process, particularly regarding budget completion timelines and levy calculations, to better meet the expectations of funding agencies.

With little connection to a strategic plan and long-range forecasts, the Board is not enabled to challenge, debate, and make informed decisions on where investments should be made. Budget information provided to the Board is high-level and focuses on cost impacts to levies, rather than a complete organizational budget. Additionally, local governments lack the ability to accurately budget and plan for E-Comm levy increases as there is limited understanding of the drivers of those increases, resulting in potential financial strain and difficulty obtaining budget approval.

This report recommends embedding strategic priorities in budget development and a more formal review and approval process utilizing the Board and its finance committee for key decisions. Levy communications should be a critical component of the stakeholder management framework and must be better aligned to municipal budgeting cycles and timelines.

Expense management

This report also notes a Compound Annual Growth Rate (CAGR) of 14.3% from 2020 to 2024 in expenses for the last three consecutive years. This has been strongly influenced by personnel costs, as salaries and benefits accounted for an increasing share of total expenses, rising from 71% in 2020 to 74% in 2024, with a CAGR of 15.6% over this period.

Expense management accountability has been a struggle for E-Comm, with limited budget-to-actual reporting. In addition, E-Comm has not been effective in communicating the link between strategic initiatives, increasing expenses, and the impact on levies to local governments to either the Board or its clients.

Historically, there has been limited focus on reporting expenses against budget in E-Comm's financial management approach, which prevents strategic spending oversight by the Board and limited accountability to local governments. This report recommends enhancing expense management practices to include ongoing expense tracking, budget variances and forecasts through the development of a financial reporting dashboard, decision making framework to outline the process for strategic initiative prioritization, and regular reporting to the Board. This will also allow for greater transparency and communication between E-Comm and its clients on the link between expenditure growth, on-going organizational transformations (e.g., NG911 implementation) and levy increases.

Corporate cost allocation and impact on levies

E-Comm's Corporate Cost Allocation Model is important, as a considerable amount of the levies charged to funding agencies are comprised of corporate costs in addition to the direct operational costs incurred in delivering the services. If the costing methodology does not reflect a reasonable rate of consumption of corporate costs, then the levies charged to funding agencies may be inconsistent.

Corporate expenses are not allocated in a manner that reflects the drivers or consumption of those costs resulting in inequitable distribution of costs across funding agencies.

Corporate costs are allocated to radio or operations business lines so that they can be recovered through levies. This is done using a methodology that is highly manual and reflects an outdated view of E-Comm's corporate cost split between Radio and Operations dating back to 2010. This report recommends improving the accuracy of cost allocations by incorporating additional, more specific allocation drivers tailored to each part of E-Comm's business lines. While E-Comm has been developing a new financial model that aims to improve corporate cost allocation, this report recommends going a step further in the new model by aligning corporate costs directly to service delivery and including better stakeholder reporting to enhance financial accountability and transparency.

There is limited traceability of costs for both levy calculations and identifying the cost to deliver different services or levels to clients. This is partially due to E-Comm's use of a historical allocation basis for charging funding agencies levies.

E-Comm does not have the ability to price differing service levels or services provided to clients based on the way costs are recorded and allocated.

The new financial model attempts to align costs at a more granular level and provides a clear and defensible basis for allocating costs into levies for each funding agency. However, it does not consider service levels in its calculations or allocations. This report recommends E-Comm should consider implementing pricing strategies in combination with standardizing service definitions, which could include establishing a single standardized level of service for all clients.

Other finance related findings include:

- E-Comm's five-year forecasts and levy outlooks are not comprehensive nor reliable. The organization is already in progress of enhancing this process and presenting the five-year forecast in combination with the detailed one-year budget, allowing E-Comm and its clients to have greater predictability on spend.
- E-Comm does not have an operational contingency fund to address unexpected and unforeseeable expenses. Establishing a contingency or stabilization reserve with appropriate controls can help to smooth unexpected expenses and impacts on levies during significant, unanticipated events.
- E-Comm can experience significant budget variances year-to-year and do not have a documented policy on how to manage them. Developing a policy will help create greater transparency and mitigate financial risk for them and the local governments that fund them.
- Managing capital funding is challenging for E-Comm, and highlights vulnerabilities in financial sustainability due to the absence of a capital asset fund. E-Comm should consider creating a capital reserve fund (to be funded through levies) specifically to support adequate funding for capital projects and enhance financial planning and sustainability.

Operations

E-Comm must remain responsive to uncertainty posed by the external environment. Significant events which have recently impacted E-Comm's operations include staffing issues exacerbated by COVID-19, call surges due to the Lower Mainland and South Island heat dome, the 2021 atmospheric river event, Android cell phone technological issues, and the worsening toxic drug crisis. As a result, call takers and dispatchers faced significant pressure, leading to increased overtime and higher stress levels.

Key operations findings

The operations stream evaluated the efficiency and effectiveness of E-Comm's operational performance, with consideration to the challenges faced in the external environment. It focused on service levels, operational resilience, culture and workforce, and contracting practices.

Service metrics

E-Comm's clients recognized that service levels have improved in the past two years. Performance is reported to clients monthly through reports and dashboards that include several call-answering metrics.

While service level performance and reporting have significantly improved, there is currently no defined performance benchmark, so reporting is limited to historical comparisons.

The inability to assess true performance due to unclear reference points and the absence of quality measurement undermines E-Comm's accountability to stakeholders. This report recommends developing a benchmarking framework that incorporates industry standards, leading practices from other jurisdictions and client expectations for key metrics. Service quality metrics should be used for continuous improvement in call-taking and dispatch services, including non-emergency calls.

Contracting practices

E-Comm manages 76 separate agreements for services, from 911 call-taking to dispatch; each agreement differs as standardized terms have not been defined. Contracting at E-Comm is inconsistent, with a lack of adequate account management resources and mechanisms to effectively manage client relationships and support client concerns.

E-Comm is unable to establish a cost-per-service formula, and operational practices note an absence in service standardization resulting in variations in contracting practices. A significant number of clients operate without formal agreements or with expired contracts resulting in a significant risk to the organization and unclear roles and expectations between E-Comm and clients.

The absence of clear and standardized agreements results in confusion among clients regarding service scope and costs, difficulty for E-Comm management to deliver, measure and report against expectations, and potential errors in service delivery. This report recommends creating a standardized service catalogue with definitions of services offered by E-Comm that includes detailed descriptions each service and associated pricing structures. This should be reflected in formal standardized agreements with all operational clients to clearly outline the scope of services provided.

Operational resilience

A consistent theme observed by clients and Board members relate to concerns about E-Comm's capability and capacity to effectively handle system outages or emergencies due to a low redundancy level, insufficient business continuity capabilities and the risks tied to a consolidated service provider that may lead to high impact failures.

E-Comm's current resilience framework reveals several strengths, such as backup power systems and cross-trained staff, but also significant gaps, including the absence of formal Business Continuity Plans (BCPs), insufficiently tested inter-agency call-routing, and limited integration with province-wide emergency communications.

The absence of a robust and comprehensive resilience framework compromises E-Comm's ability to effectively respond to emergencies and maintain service continuity, increasing the risk of operational disruptions and undermining public safety and stakeholder confidence in the organization's preparedness. This report outlines a series of recommendations to support E-Comm's continued progress in building its resilience capability, including:

- Continuing to enhance resilience by addressing gaps identified in the resilience framework assessment.
- Integrating longer term redundancy capacity building initiatives into capital planning processes; and
- Establishing partnerships with other organizations' continuity plans to strengthen cross-agency operational alignment and failover, and to improve emergency response coordination.

Other operations related findings include:

- The rationale behind current service level targets is unclear and not well documented which could potentially cause misaligned expectations between E-Comm and its clients. E-Comm and the Province should consider reassessing current service level targets to determine if they appropriately balance client needs, cost-effectiveness and alignment with industry standards.
- A strong approach to workforce planning helps align human resources with organizational goals and positions the right talent to meet both current and future demands. With the transition to NG911, E-

Comm must account for evolving skill requirements, increased technology integration, and new ways to interact with the public.

- In technology, E-Comm has focused over the past years on cloud strategies aimed at transitioning workloads to cloud platforms to enhance operational resilience, investments in cybersecurity, and the implementation of NG911. This report outlines a series of leading practices for E-Comm to consider optimizing its use of technology in delivering its services.

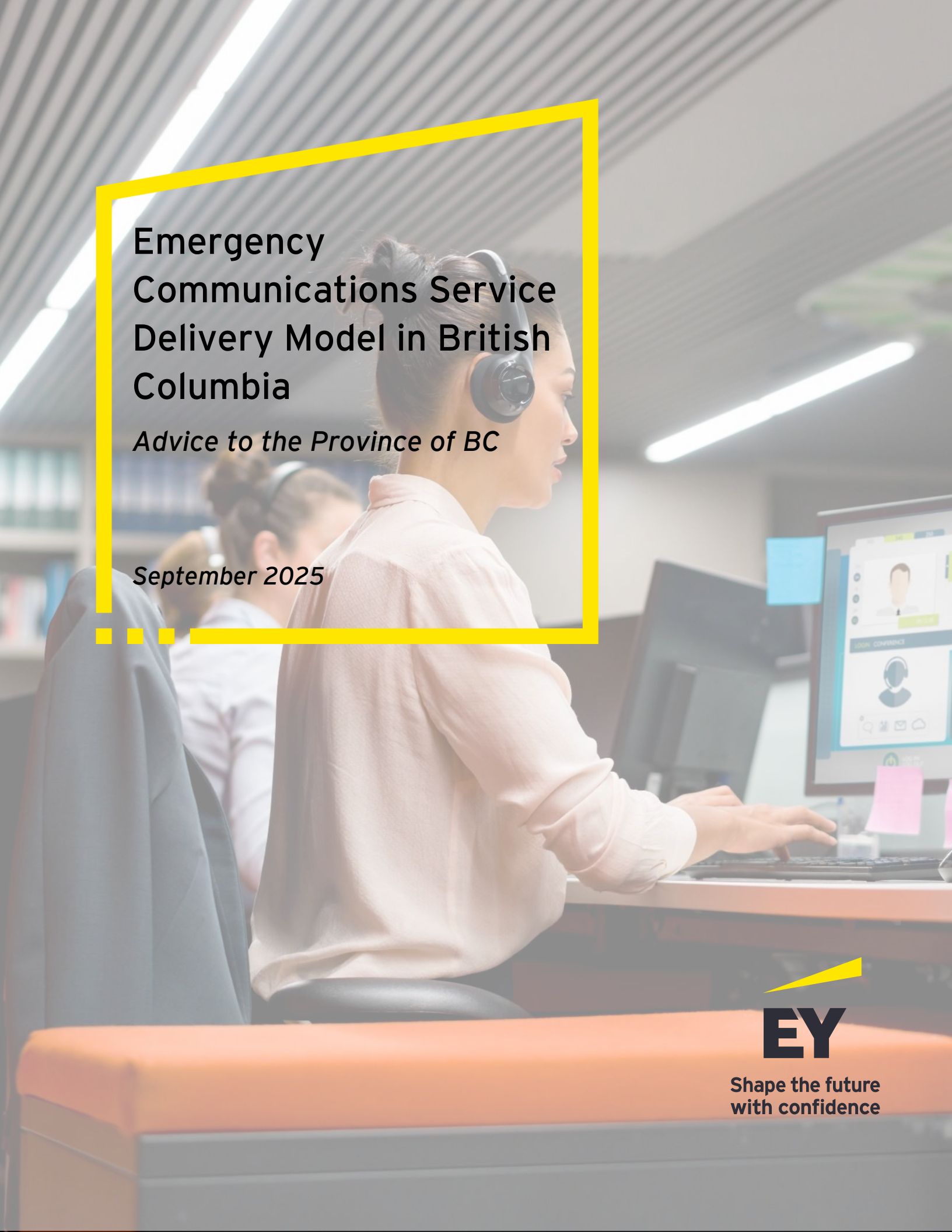
Prioritization and next steps

This report outlines **17 findings and 26 targeted recommendations** that address the issues or opportunities identified across three workstreams – governance, finance, and operations – and provide an actionable path forward.

To guide sequencing and decision-making for implementation, each recommendation was assessed against impact and complexity. The prioritization matrix is intended as directional guidance for planning purposes. Implementation decisions should be confirmed through detailed planning and may be adjusted as resources, priorities, and operational needs evolve.

In summary, there are three recommendations that are considered foundational to the success of the organization as well as the ability to successfully implement several other recommendations. Secondary to these, are several high impact recommendations which should be prioritized above the others. The highest impact recommendations will also require the greatest amount of effort and consideration in implementation, but they should not be ignored due to their complexity.

Foundational recommendations <i>(key to the ongoing success of the organization)</i>	▪ Optimize E-Comm’s Board size to 8-12 independent members with an appropriate mix of skills. ▪ Clearly define the Province’s role within emergency communications and align legislative mechanisms to support clarity in roles and responsibilities. ▪ Define a comprehensive stakeholder management framework aligned to the governance model which reflects both governance-level and operational relationships.
High impact recommendations <i>(Will have a significant impact on the organization and its stakeholders)</i>	▪ Shift strategic planning to a three-year plan to enable greater responsiveness to key issues. ▪ Refocus the ELT on strategic priorities. ▪ Develop a corporate performance management framework aligned to strategic planning to support accountability. ▪ Incorporate strategic priorities within budget setting. ▪ Annually present a full organizational budget to the Board for approval. ▪ Create a standardized service catalogue with definitions of services offered and associated pricing structures. ▪ Implement pricing strategies to support alignment between services provided and costs to deliver.

A woman with dark hair in a bun, wearing a light pink long-sleeved shirt and a black headset, is seated at a desk in a call center. She is looking at a computer monitor which displays a video conference interface with a participant's profile and a 'JOIN CONFERENCE' button. Other workers are visible in the background, also wearing headsets. The scene is brightly lit with overhead fluorescent lights.

Emergency Communications Service Delivery Model in British Columbia

Advice to the Province of BC

September 2025



Shape the future
with confidence

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Disclaimer: This report was prepared for the Government of British Columbia and is advisory in nature. While we have outlined a recommended approach in line with our understanding of Provincial priorities, any decision on the path forward remains with the Province and should be tailored to policy objectives.

Executive summary

As part of the broader Independent Review of E-Comm commissioned by the Province of BC, this report builds on the findings identified to support defining a path forward to more clearly define the Provincial role in the governance, funding, and coordination of Public Safety Answering Point (PSAP) services. The goal is to enhance public safety outcomes and create a more cohesive, unified vision for emergency management and emergency communications.

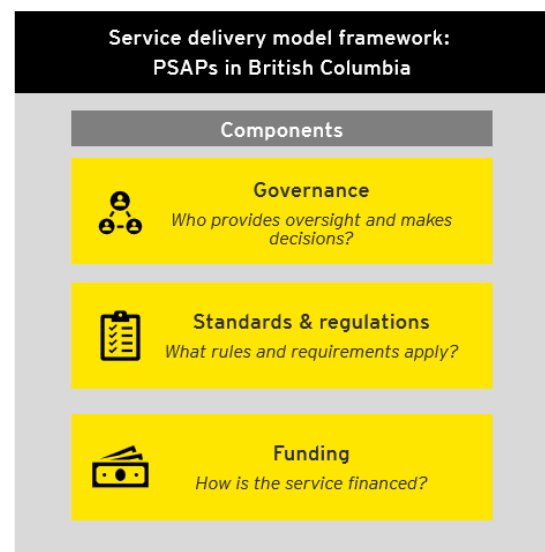
The independent review of E-Comm highlighted several key challenges that are magnified by the lack of a well-defined, comprehensive and cohesive service delivery model for emergency communications. The predominance of a single primary PSAP service provider, E-Comm, a disbursed secondary PSAP service environment and a complex stakeholder environment, coupled with the absence of standardized service targets and a clearly defined role for the Province, results in inefficiencies that hinder potential cost savings and financial sustainability. Moreover, this poses significant risks to the resilience of the system, particularly in the event of a major disaster that would rely on a well-coordinated system and could overwhelm existing resources.

When evaluating the service delivery model for emergency communications in BC, three primary components were considered: governance, provincial standards and regulations, and funding.

Governance: Although several provincial statutes grant legal authority for different aspects of emergency communications, they do not create a unified framework for PSAP service delivery. These statutes include the Emergency Communications Corporations Act (ECC Act), Police Act, BC Emergency Health Services Act, and Municipal Police Unit Agreements (MPUAs).

Standards and regulations: There is currently no province-wide regulatory framework guiding PSAP service delivery in BC, and the governing legislation does not exist to enable this activity. Instead, standards and practices are determined independently by local governments, regional districts, and third-party service providers that operate PSAPs.

Funding: Local governments are responsible for funding emergency communications services and have noted in recent years that the unpredictability of increasing costs of PSAP services have made it challenging to fund as they manage their municipal operating budgets. As E-Comm delivers most of the primary PSAP services in the province (responsible for 99% of province-wide 911 calls), a significant driver of financial sustainability for primary PSAP services is the stability and predictability of E-Comm's costs.



Provincial guiding objectives

Working with directly with Ministry staff, four key objectives were identified to evaluate future model options. This allowed the analysis to demonstrate alignment of each model option with intended policy outcomes for the emergency communications sector in the Province. They include:

1. **System capacity:** the ability to effectively deliver during emergencies, ensuring appropriate continuity and resilience across the province.
2. **Financial sustainability:** the predictability, stability and cost certainty of funding over time.

3. **Provincial consistency:** equal access to 911 emergency communications services and uniform service levels across BC.
4. **Futureproofing:** to keep pace with advancements in technology and evolving public expectations.

Future model options

Four future service delivery model options for primary PSAP services in BC were defined and evaluated against the Province's objectives to identify the best path forward for the emergency communications sector.

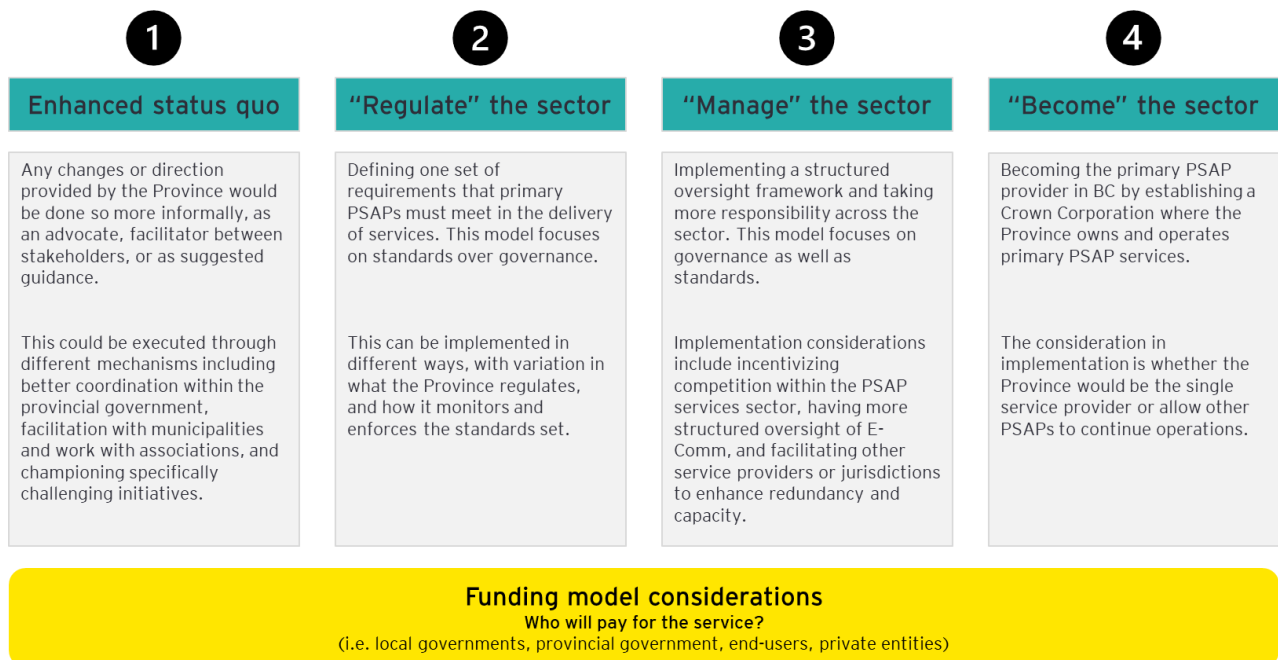


Figure 2: Future service delivery model options

Funding model considerations

The primary decision impacting funding of emergency communications is who should pay for the service: municipalities and regional districts (current state), the provincial government, the public users of the service through service levies, or private companies (such as telecommunications organizations).

- **Local governments** currently pay for these services, sourced through property taxes or landline levies (publicly funded), and cover both operating and capital costs. As the role of the province changes, municipalities should expect to see greater efficiency and transparency in the funding they provide.
- **Provincial** funding could include grants for capital projects or capacity building related to meeting standards or could include operating base funding.
- **End-user** funding is commonly used in other jurisdiction as a source of funding, and includes landline, cellphone, and/or internet service levies.
- **Private company service delivery model and funding** could be considered as an alternative to traditional public or end-user funding models, potentially enhancing resource availability, like Australia, the UK, or New Zealand. These jurisdictions use telecommunications providers to provide primary PSAP services. Services are generally funded through telecommunication service levies.

Any of the funding options explored can be implemented with any of the selected service delivery model options so the decision can be made separately.

Analysis of alignment with provincial objectives

The recommended future state is **Option 3 – “Manage” the sector** as it aligns closest with the Province’s objectives. In this model there is shared responsibility between all levels of government, increasing oversight and accountability, improving financial stability, and reinforcing the resilience of the sector through collaboration and integration between service providers.

	1	2	3	4
	Enhanced status quo	“Regulate” the sector	“Manage” the sector	“Become” the sector
System capacity	×	~	✓	~
Financial sustainability	~	~	✓	~
Provincial consistency	×	~	✓	✓
Futureproofing	~	~	✓	×

Legend
 ✓ Meets
 ~ Partially meets
 × Does not meet

Recommended option

Figure 3: Summary of analysis of model options

Considerations for implementation

Considerations for implementation encompass a range of factors, including stakeholder engagement, the establishment of a clear legislative framework which provides appropriate authorities for enforcement, and sustainable funding mechanisms to support the capacity building required to meet defined standards. By prioritizing these considerations, the Province can foster a more coordinated and responsive emergency communications sector that meets the evolving needs of its communities and is well integrated within the broader emergency services ecosystem.

Conclusion

There is a criticality associated with defining the future of the Provincial role within the emergency communications sector to address current state challenges, optimize operations within the sector, and ultimately protect public safety. Moving to a model where the Province actively manages the sector, with a role defined in legislation, will mitigate the risks currently observed with a complex stakeholder environment without a unified, clear governance framework.

Presentation

3.1 Data Standards



DATA STANDARDS AT THE VPD

November 20, 2025

Agenda

- **How is data used?**
- **What standards are adhered to?**
- **What are the safeguards to ensure quality?**



How is Data Used?

- **To measure organizational performance**
- **To identify trends and/or allocate resources**
- **To evaluate a project or program**



What are the Standards?

- **Canadian Centre for Justice Statistics**
- **Standard for reporting on crime statistics**
- **Adhered to in official VPD crime statistics**
- **Flexibility allowed for when analyzing trends or evaluating projects**



Safeguards to Ensure Quality

- **Business rules to ensure consistent analysis**
- **Automated processes to minimize human error**
- **Dataset validation techniques**
- **Data science principles**



Questions?





VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: October 22, 2025
COMMITTEE MEETING DATE: October 30, 2025
BOARD REPORT # 2511V21
Regular

TO: Vancouver Police Board Governance Committee
FROM: Simon Demers, Director, Planning, Research & Audit Section
SUBJECT: 2024 Crime Severity Index Report

RECOMMENDATION:

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

SUMMARY:

This report discusses Statistics Canada’s 2024 Crime Severity Index (CSI) metrics for Vancouver.

The CSI takes into account the relative severity of each incident by applying a weight based on the average length of custodial sentences in Canada for each type of criminal offence. The CSI measures include an overall score, a Violent CSI, and a Non-Violent CSI.

The following table compares Vancouver’s CSI measures to the Canadian average.

Index	2023 / 2024 Values		2024 vs. 2023		2024 vs. 2015	
	Vancouver	Canada	Vancouver	Canada	Vancouver	Canada
CSI	96.8 / 92.9	81.2 / 77.9	-4.0% ▼	-4.1% ▼	-14.5% ▼	10.7% ▲
Violent CSI	102.0 / 96.4	100.9 / 99.9	-5.5% ▼	-1.0% ▼	-8.7% ▼	32.6% ▲
Non-Violent CSI	95.5 / 92.3	74.0 / 69.8	-3.3% ▼	-5.7% ▼	-15.8% ▼	1.9% ▲

Although Vancouver’s CSI levels remain higher than the Canadian average, the 10-year downward trends experienced in Vancouver across all CSI measures stand in clear contrast to the increasing Canadian trends. Specifically, Vancouver has experienced decreases of 14.5% in the overall CSI, 8.7% in the Violent CSI, and 15.8% in the Non-Violent CSI over the past decade. Between 2023 and 2024, the overall CSI decreased 4.0% in Vancouver and this tracked with the Canadian average (-4.1%).

BACKGROUND:

What is the CSI?

Each year, Statistics Canada reports on the number and type of crimes coming to the attention of police. The crime rate is the more commonly known and understood crime measure. The crime rate is the number of criminal incidents per capita (resident population) reported to police in a given jurisdiction for one calendar year. One notable limitation of the crime rate is that each offence holds the same weight. In other words, one homicide counts the same as one assault. The CSI adds additional context compared to the crime rate by conveying a better approximation of the overall severity and impact of crime. The basic principle behind the CSI is that more serious crimes carry a higher weight than less serious crimes.¹

Within the CSI calculation, weights are given to each crime based on its severity. The severity is determined using Canadian sentencing data from Canadian courts. The weights are updated every five years and the current CSI weights apply from 2021 to 2026. For example, murder has an assigned weight of over 8,200 and property theft has a weight of 29. This means one murder counts the same in the CSI as approximately 280 theft incidents.

While the crime rate measures strictly the volume of crime, the CSI takes into account both the volume and severity of each type of crime. For example, robbery accounted for 27.8% of the Violent CSI in 2024, compared to just 7.5% of the violent crime rate. Similarly, child pornography offences accounted for 24.5% of the Non-Violent CSI in 2024, compared to 3.4% of the property crime rate. This illustrates how more serious crimes have more impact on the CSI. Those crimes with particularly high weights can drive fluctuations in the CSI.

Despite the fact that some cases may have a profound impact on victims or may be significantly troubling, heinous, or impactful for the entire community, the CSI methodology does not differentiate between individual incidents within the same crime type. For example, a hate-motivated assault on an elderly person or an unprovoked attack on a child would count the same in the CSI as a bar fight or road rage incident.

It is also important to note that the CSI figures from Statistics Canada are based on geographical location as opposed to police jurisdiction. If Metro Vancouver Transit Police or an integrated unit such as the Combined Forces Special Enforcement Unit (CFSEU-BC), respond to a crime within Vancouver city limits, this will be counted by Statistics Canada in the CSI metrics found within this report. While these incidents are rare, they may impact CSI figures reported by Statistics Canada.

Core City Effect

As the largest municipality within the province, Vancouver faces unique core city challenges. Vancouver is a major urban core with the busiest port in Canada, a vibrant central business district, an entertainment district with a high concentration of licensed liquor seats, major tourist attractions, sporting events, and concerts. Vancouver is also a hub for commuters, businesses, tourism, recreation, cultural events, demonstrations, and other regional events. Although there

¹ https://www.statcan.gc.ca/en/statistical-programs/document/3302_D16_V1

are over 24,000 guest rooms in Metro Vancouver², over half (13,000) of those are located in Vancouver.³ Vancouver also has approximately 1,380 liquor-licensed establishments totalling more than 363,400 liquor seats.

Other large core cities such as Montreal and Toronto are policed by much larger agencies that also have the responsibility over the surrounding metropolitan area. The VPD has the unique responsibility of policing a large core jurisdiction that also attracts people from several other jurisdictions into Vancouver. Vancouver's 2024 population of 734,100 residents accounts for only about 23.6% of the approximately 3.11 million people who live in Vancouver's Census Metropolitan Area (CMA), and this regional population has a significant impact on policing in Vancouver. The functional, or ambient, population actually served by the VPD is much greater than the official residential population of Vancouver. Based on cellular phone data, the total ambient or daytime population for Vancouver was previously estimated conservatively at approximately 25-30% more than the official residential population.⁴ During peak times, there are at least one million persons in Vancouver, far more than the official resident population.

Other factors, such as the concentration of social challenges in the Downtown Eastside (DTES), also increase the demand for policing in Vancouver. The DTES has relatively high rates of substance use issues, crime, mental health issues, poverty, and homelessness. In addition, it has been impacted disproportionately by the overdose crisis. The mild weather also contributes to make Vancouver an attractive destination for persons with little or no anchors in other cities or provinces.⁵

These multiple factors are not taken into account when comparing crime rates or CSI measures between jurisdictions, which rely strictly on residential population in the denominator to standardize crime counts. This should be kept in mind when comparing CSI measures across jurisdictions.

Under-Reporting

In 2022, E-Comm publicly stated they were both understaffed and underfunded and could not answer non-emergency calls for service within service level thresholds. This resulted in an increase in abandoned or unanswered calls. Abandoned calls likely include several crime reports that were not brought to the attention of the VPD, and therefore couldn't be counted as part of Vancouver's CSI during the applicable years. In other words, the actual crime rates may have been higher than reported during those periods due to underreporting. With recent changes at E-Comm, this trend is reversing. Abandoned calls on the non-emergency line were down 59.4% in 2024 (22,414) when compared to 2023 (55,223). The reduction in abandoned calls in 2024 indicates an improvement in service, which plausibly lead to more accurate crime reporting and more reliable CSI measures.

² <https://dailyhive.com/vancouver/new-hotel-types-help-fill-10000-room-gap-vancouver-report>

³ <https://vancouver.ca/files/cov/council-approves-new-policy-address-vancouvers-hotel-room-shortage.pdf>

⁴ Patrick Johnson, Martin A. Andresen, and Nick Malleson (2020). Cell Towers and the Ambient Population: A Spatial Analysis of Disaggregated Property Crime. *European Journal on Criminal Policy and Research*. DOI: [10.1007/s10610-020-09446-3](https://doi.org/10.1007/s10610-020-09446-3)

⁵ Andrew Kaufman (2016). *Canadian Homeless Mobilities: Relational perspectives on At Home/Chez Soi participants' interurban migrations*. M.A. thesis. Available at: <http://hdl.handle.net/1993/31608>

DISCUSSION:

Overall CSI

The CSI measures the severity of founded criminal incidents reported to or uncovered by police. This includes all Criminal Code violations including traffic offences, as well as drug violations and other federal statute offences.

Figure 1 shows the trajectory of the overall CSI over the past decade from 2015 to 2024. As illustrated by this graph, Vancouver has been converging towards the National average. Vancouver's overall CSI decreased substantially following the COVID-19 pandemic. Vancouver's overall CSI in 2024 was 92.9, which was a decrease of 4.0% from 2023 (96.8). A significant contributor to this decrease was the reduction in break & enter cases. In 2023, there were 2,995 cases in Vancouver and this dropped to 2,269 cases in 2024, a 24.2% decrease. Vancouver's overall CSI improved 14.5% over the past decade since 2015 (108.7). During that same period, the National average has worsened 10.7% from 70.4 in 2015 to 77.9 in 2024.

Figure 1. Overall CSI, 2015-2024

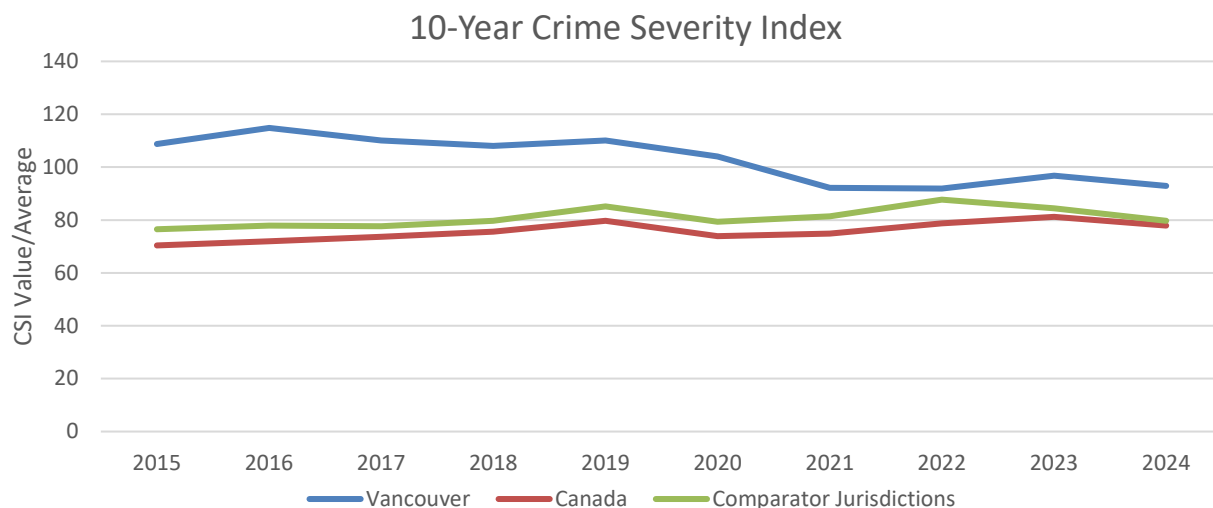
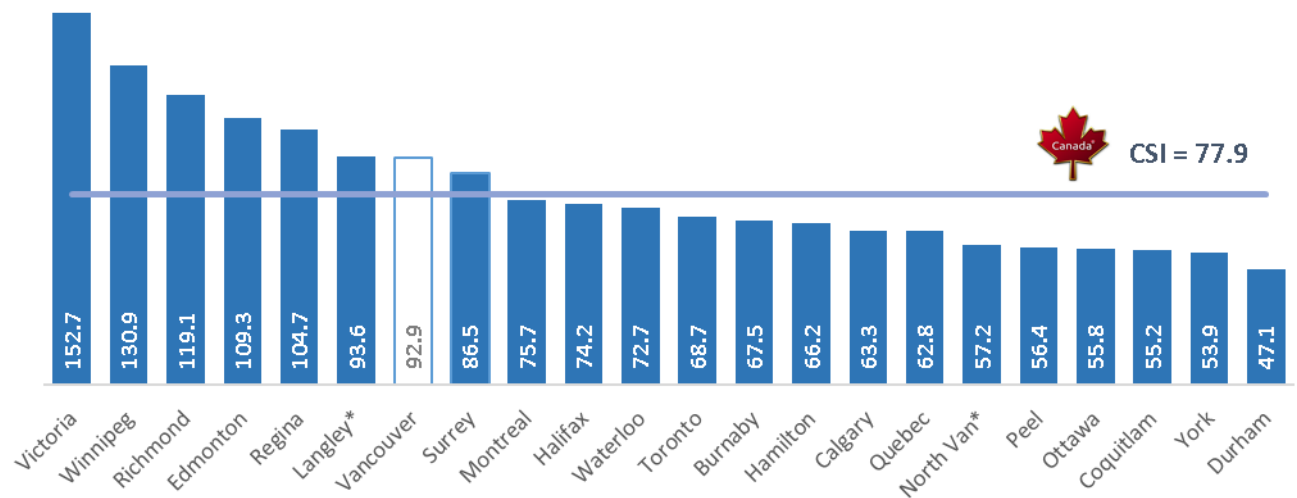


Figure 2 illustrates how Vancouver's CSI ranks within a sample of 21 cities selected from various regions across Canada, including the Metro Vancouver area. The set of comparator jurisdictions includes all Canadian members of the Major Cities Chiefs Association (MCCA) – Calgary, Edmonton, Montreal, Ottawa, Peel, Toronto, Winnipeg, and York; the six other largest jurisdictions in Metro Vancouver – Surrey, Burnaby, Richmond, Coquitlam, Langley, and North Vancouver; four additional provincial capitals – Victoria, Regina, Quebec, and Halifax; two other regional hubs – Durham Regional and Waterloo Regional; and one other port city – Hamilton.

In 2024, Vancouver's CSI (92.9) was 19.3% higher than the National index of 77.9 and ranked seventh highest within this set of comparator jurisdictions. This is one rank higher compared to 2023.

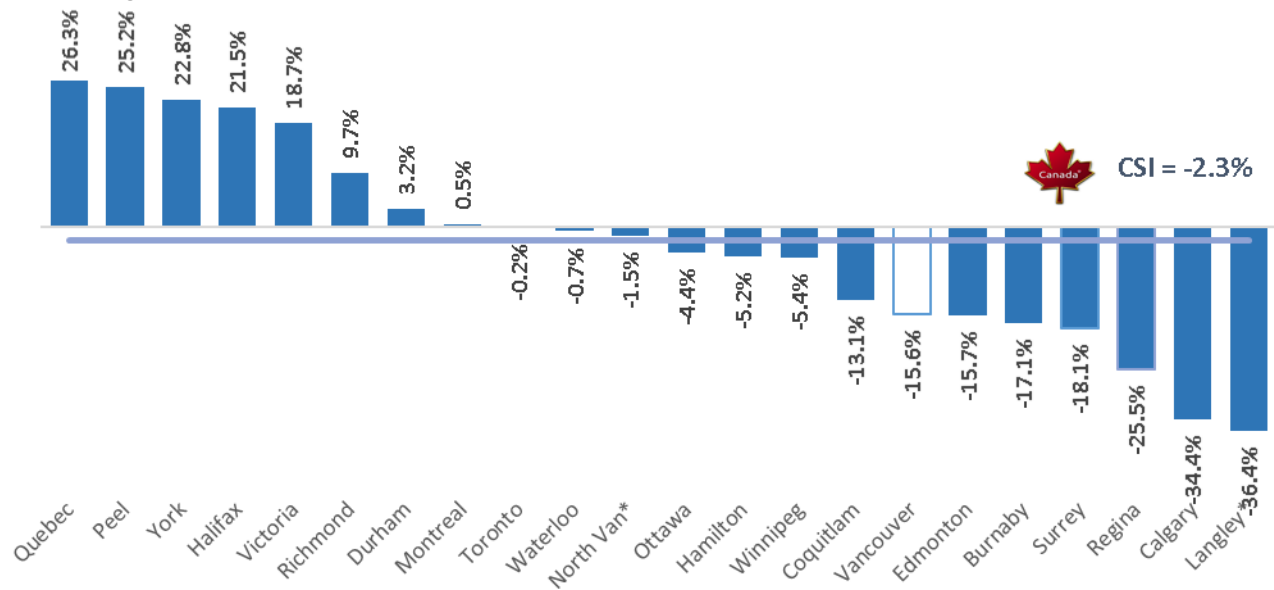
Figure 2. Overall CSI in Other Canadian Jurisdictions, 2024



* North Van is the average of both the City of North Vancouver and District of North Vancouver. Langley is the average of both the City of Langley and Township of Langley.

Figure 3 summarizes how CSI values changed in the last five years (2019 to 2024). When looking at the last five-year period, Vancouver’s overall CSI decreased from 110.1 to 92.9 (-15.6%), while Canada’s CSI declined slightly from 79.7 to 77.9 (-2.3%).

Figure 3. Change in CSI, 2019-2024

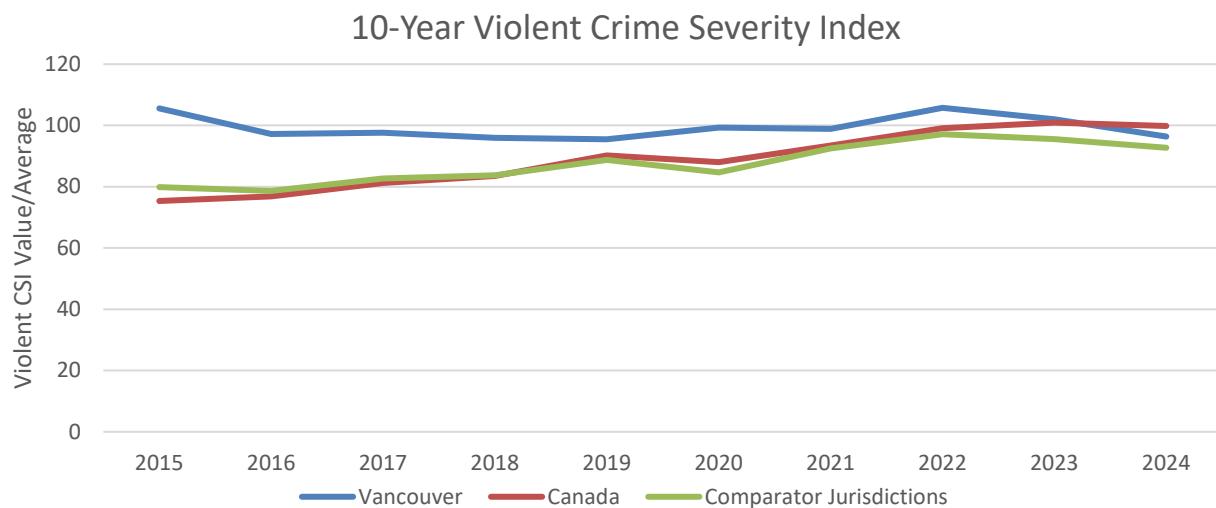


Violent CSI

The Violent CSI is a measure of the severity of police-reported violent crime. This includes all violent crimes, including uttering threats, criminal harassment, and forcible confinement.

Vancouver's Violent CSI was 96.4 in 2024, which was down 5.5% from 2023 (102.0). Over the decade, Vancouver has experienced an 8.7% decrease in Violent CSI since 2015 (105.5). Canada's Violent CSI rose steadily from 75.3 in 2015 to 99.9 in 2024, reflecting a 32.7% increase in the severity of violent crime. The largest drivers responsible for the decrease in Vancouver's Violent CSI between 2023 and 2024 were second degree murders (down 30.8% year-over-year) and assaults with a weapon or causing bodily harm (down 15.5% year-over-year). Figure 4 shows the change in Violent CSI from 2015 to 2024. There was a National increase in the Violent CSI reported by Statistics Canada in eight of the ten past years. In 2024, Vancouver's Violent CSI fell below the Canadian average for the first time since Statistics Canada started keeping track (1998 – when version 2.1 of the Uniform Crime Reporting Survey was introduced).

Figure 4. Violent CSI, 2015-2024



In 2024, Vancouver had the seventh highest Violent CSI (96.4) when compared to the same 21 comparator jurisdictions mentioned previously and was 3.5% lower than Canada's average (99.9). This is illustrated by Figure 5.

Figure 5. Violent CSI in Other Canadian Jurisdictions, 2024

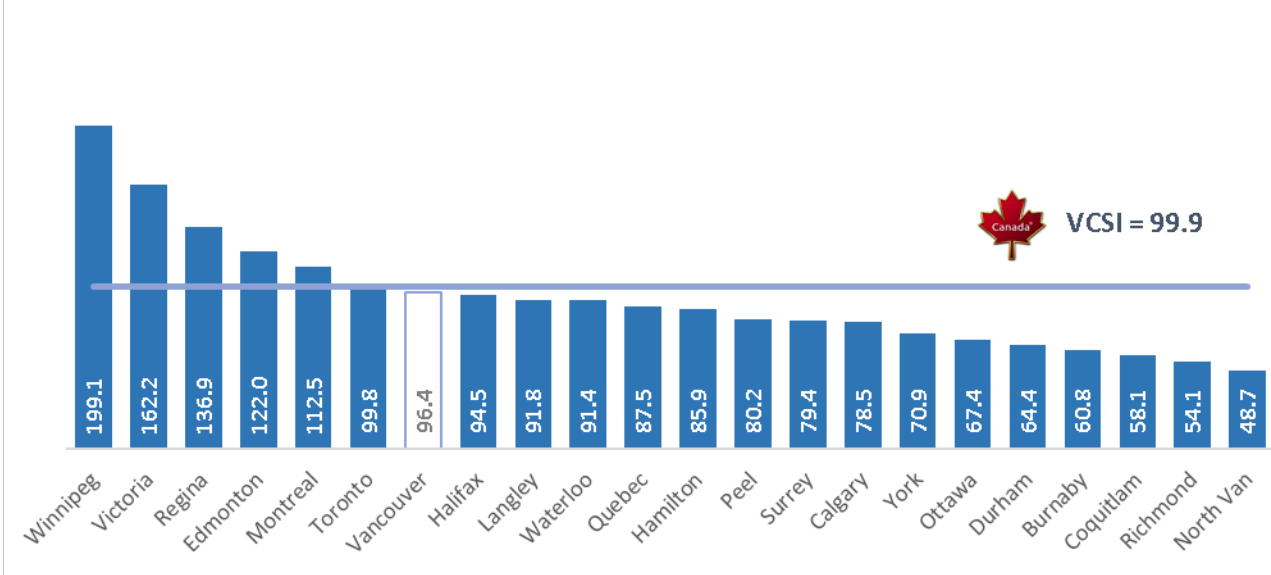
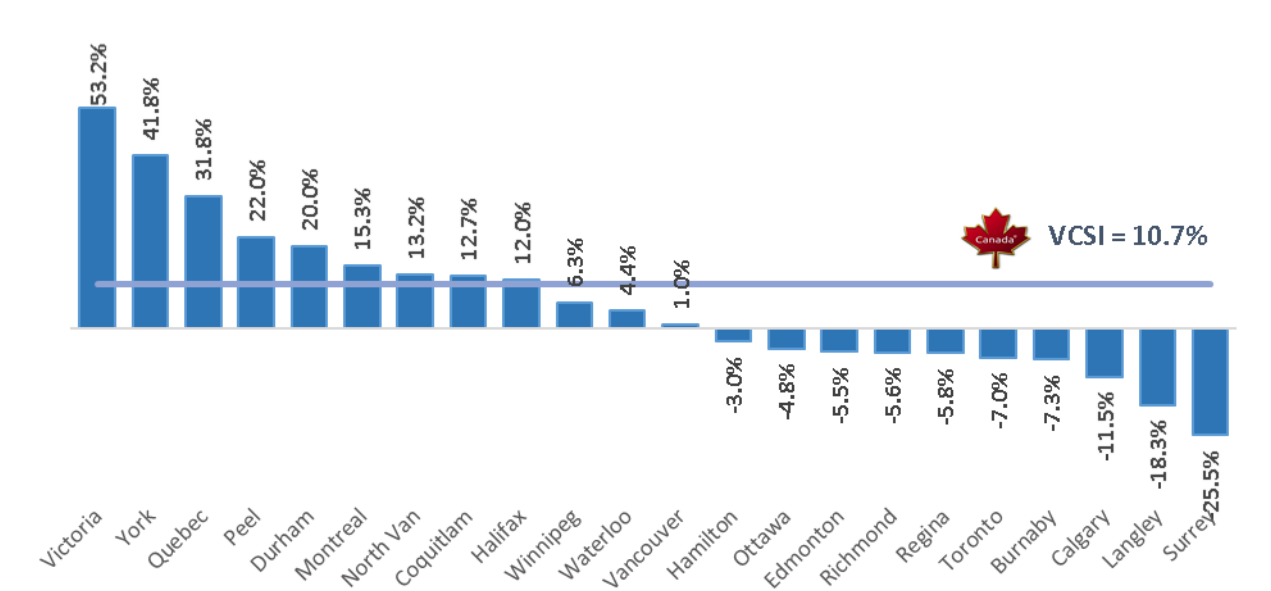


Figure 6 summarizes how Violent CSI values changed in comparator jurisdictions between 2019 and 2024. Vancouver’s Violent CSI increased marginally from 95.5 to 96.4 (1.0%), while Canada’s rose from 90.2 to 99.9 (10.7%).

Figure 6. Change in Violent CSI, 2019-2024



Non-Violent CSI

The Non-Violent CSI includes all police-reported property violations and other Criminal Code violations including traffic offences, drug violations, and all federal statutes.

Vancouver’s Non-Violent CSI reached a peak of 120.9 in 2016, before declining to 92.3 by 2024. A key factor contributing to the year-over-year decrease observed between 2023 and 2024 was a reduction in break & enter cases. In 2023, there were 2,995 cases reported to police, which

dropped to 2,269 cases in 2024, a 24.2% decrease. The next largest contributing factor was the theft from motor vehicle (\$5,000 or under) category, which declined from 6,920 cases in 2023 to 5,560 in 2024 – a 19.7% decrease. Figure 7 shows the evolution of the Non-Violent CSI over the past decade.

Figure 7. Non-Violent CSI, 2015-2024

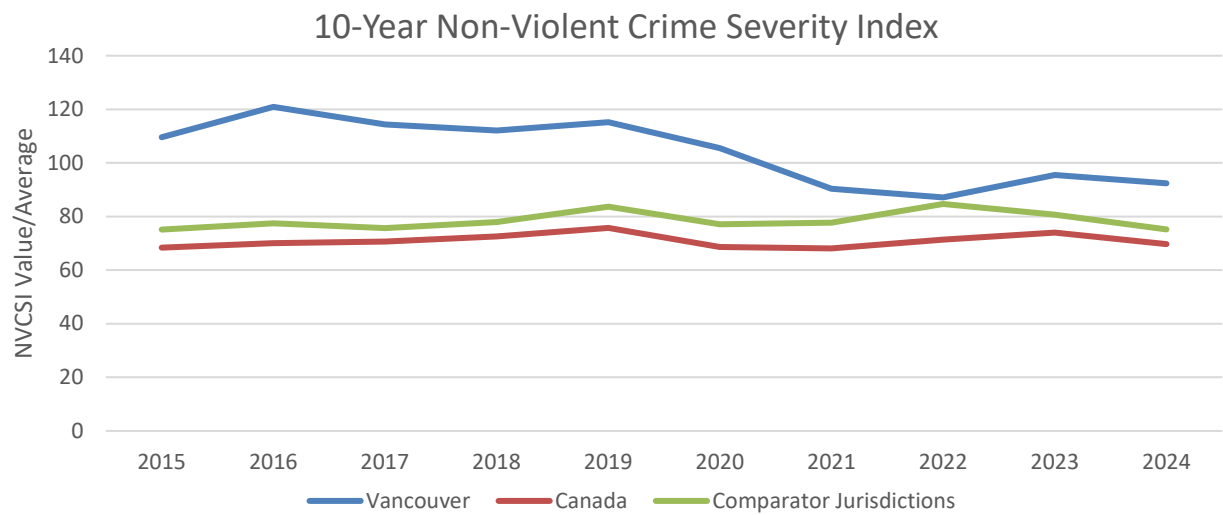


Figure 8 compares Vancouver’s 2024 Non-Violent CSI (92.3) with the Non-Violent CSI in Canada (69.8) and 21 other jurisdictions. Vancouver’s Non-Violent CSI remains 32.2% higher than the National Non-Violent CSI.

Figure 8. Non-Violent CSI in Other Canadian Jurisdictions, 2024

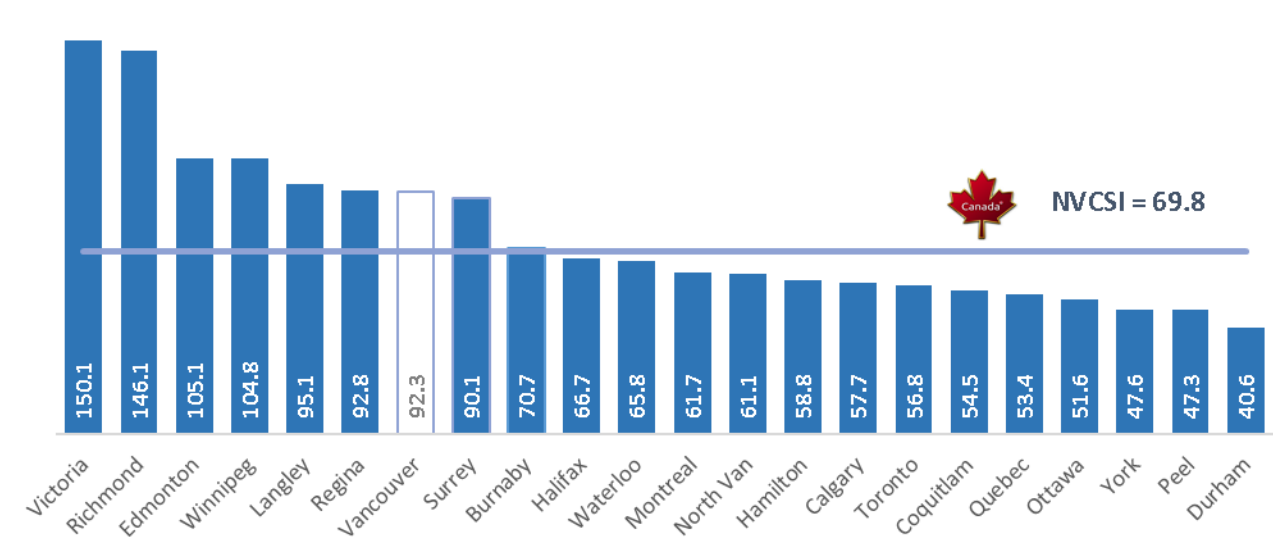
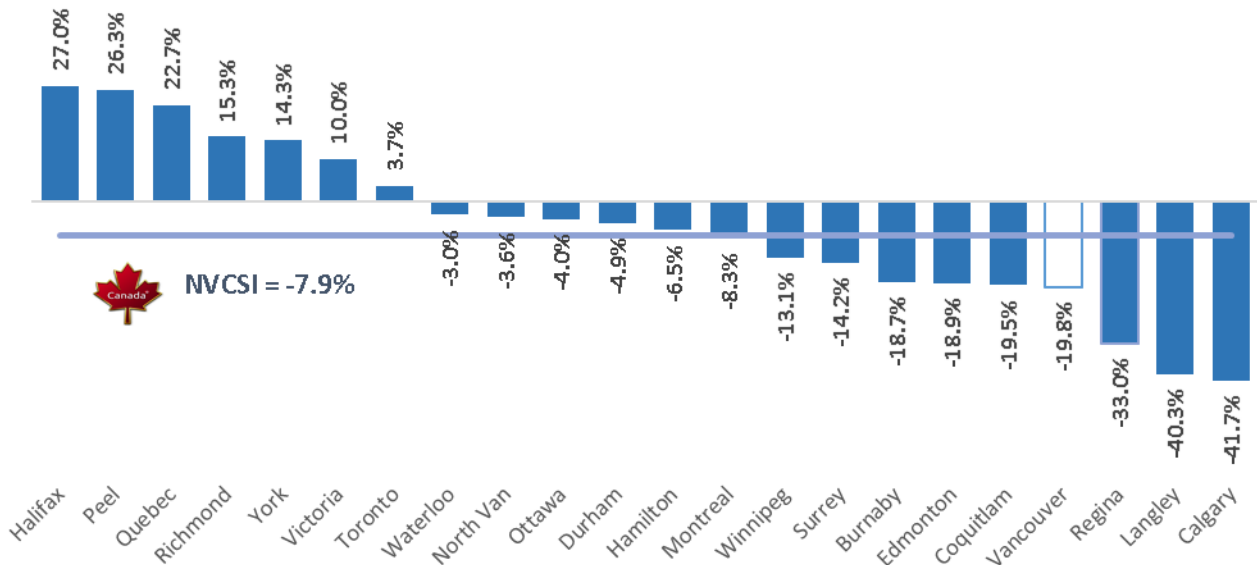


Figure 9 summarizes how Non-Violent CSI values changed in comparator jurisdictions between 2019 and 2024. Vancouver's Non-Violent CSI decreased from 115.1 to 92.3 (19.8%), while Canada's decreased from 75.8 to 69.8 (7.9%).

Figure 9. Change in Non-Violent CSI, 2019-2024



CONCLUSION:

Between 2023 and 2024, the overall CSI decreased 4.0% in Vancouver and this tracked with the Canadian average (-4.1%). While Vancouver continues to contend with a higher-than-average overall CSI, the gains achieved in Vancouver over the past decade have outpaced the Canadian average across all three indexes. For the first time since Statistics Canada started compiling CSI measures, Vancouver's Violent CSI fell below the Canadian average in 2024.

Author: Correen Smitas

Date: August 18, 2025

Submitting Executive Member:

Deputy Chief Constable Don Chapman

Date: October 22, 2025



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: October 22, 2025
COMMITTEE MEETING DATE: October 30, 2025
BOARD REPORT # 2511V22

Regular

TO: Vancouver Police Board Governance Committee
FROM: Simon Demers, Director, Planning, Research & Audit Section
SUBJECT: **2025 Mid-Year Strategic Business Plan Report-Back**

RECOMMENDATION:

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

OVERVIEW:

The Board approved the VPD’s **2022-2026 Strategic Plan** in April 2022 and the 2025 Strategic Business Plan on March 6, 2025. The Strategic Plan is a forward-looking document that maintains its vitality through the action-oriented annual strategic business planning process. The VPD regularly provides the Board with strategic and business planning updates.

The *2025 Mid-Year Strategic Business Plan Report-Back* provides a status update on activities and performance results pertaining to the four overarching strategic goals in the *2022-2026 Strategic Plan*. So far this year, significant progress has been accomplished for 44 of the 87 activities outlined in the *2025 Strategic Business Plan* (51%) and 42 of the remaining activities (48%) are well underway. Only one activity still requires significant work. These mid-year results are consistent with those of previous years.

The strategic business planning process continues to reflect the VPD’s ongoing commitment to be a leader in policing, to provide excellent service to the community, and to make Vancouver the safest major city in Canada. This mid-year report reflects these ongoing efforts, as demonstrated by the fact that 86 out of 87 activities are already near completion or well underway.

Author: Tim Szkopek-Szkopowski

Date: August 18, 2025

Submitting Executive Member:

Deputy Chief Constable Don Chapman

Date: October 22, 2025



VANCOUVER POLICE DEPARTMENT 2025 STRATEGIC BUSINESS PLAN MID-YEAR REPORT-BACK

August 2025



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

2025 MID-YEAR REPORT-BACK OVERVIEW

The Vancouver Police Department's (VPD) annual strategic business planning process sets organizational priorities, targets, and measures relating to the 2022-2026 Strategic Plan. The VPD Executive identified Champions for 2025 that were tasked with developing activities in relation to key strategies. This mid-year report provides a progress update on the activities identified for 2025. The following criteria are used to rate the current activity status:



Three checks indicate significant progress or completion.

51% of activities – 44 out of 87 activities.



Two checks indicate that the activity is well underway.

48% of activities – 42 out of 87 activities.



One check indicates that some progress has been made, but more work is required.

1% of activities – 1 out of 87 activities.



No check indicates that no progress has been made, or the activity has not been initiated.

0% of activities – 0 out of 87 activities.

			- SIS has received 24 Star Blankets from Elder Kelly White to be used for interviews of Indigenous victims at the Graveley Street VPD building soft room. - The Treehouse Vancouver Child and Youth Advocacy Centre engages VACFSS for investigations.	
	1.5 Ongoing discussions of key issues through the Indigenous Advisory Committee (IAC).	☑☑☑	- SIS received a Civil Forfeiture Office grant for an Indigenous support worker. - SIS is in the process of filling a position for the partnership between an Indigenous VPD member and an Indigenous support worker. - The IAC held two general meetings in the first half of 2025. Specialized topics included updates on the body worn camera project, organizing a joint personal safety workshop with other VPD committees, and updates on the new Indigenous liaison position in the Major Crimes Section.	Enhanced dialogue with Indigenous elders.
2. Expand relations with newcomers, diverse, and racialized communities.	2.1 Continue to engage newcomers, diverse, and racialized communities in personal safety and crime prevention.	☑☑☑	- DCIRS presented to 30 Langara students on topics of personal safety, hate crimes, and reporting crime. - DCIRS presented to 20 newcomers around how and when to call 9-1-1, hate crimes, and personal safety. - DCIRS executed the Community Police Academy (CPA) program with 20 diverse community members participating in the six-week program. - DCIRS received \$30,000 funding to engage youth people and other members of the Chinatown community for a muralisation project. - DCIRS gave personal safety presentations to seniors in Chinatown. - Two town halls for single resident occupancy hotel (SRO) and Downtown Eastside (DTES) residents were conducted with SRO staff around safety concerns, enforcing by-laws, and identifying and reporting suspicious and criminal activity. - DCIRS members have been conducting twice a month visits to Vancouver area Mosques to build relationships and talk about hate crime. - Over 100 people attended a hate crimes forum in June, with presentations from VPD Victim Services Unit, RCMP, and VPD hate crime investigators. - There is ongoing collaboration with <i>Foundation for a Path Forward</i>, an organization working with the Muslim and Sikh communities and a focus on hate crime reporting and anti-racism initiatives. - Work has been completed to make communication at VPD Public Service Counters more accessible to individuals who are deaf or hard of hearing . This technology was installed at three of the kiosks at the Cambie Public Service Counter and will be installed at the Graveley Public Service Counter in the fall. - DCIRS continues to work on braille information cards that will be made available at all VPD Public Service Counters. - Two basic American Sign Language (ASL) courses will be delivered in October, 2025 with members from each Patrol District participating.	Strengthening of existing relationships with newcomers, diverse, and racialized communities. Raise awareness for newcomers and diverse and racialized peoples on how and when to call 911, including laws and practices around immigration concerns. Overall improved perception of police in Vancouver.

	2.2 Further dialogue and expand relationships with the Black Community.	☑☑☑	Members of the VPD Senior Leadership Team (SLT) continue to be involved in the Association of Black Law Enforcers (A.B.L.E.).	Increased understanding of diverse customs and cultural safety. Raised awareness and understanding of the lived experiences of Canadians of African Descent.
	2.3 Continue to engage youth from newcomer, diverse, and racialized communities.	☑☑☑	- DCIRS delivered the 19th Newkids Program with 16 youths participating in the ten-week program. - More than 200 youth have completed the Newkids Program since its inception. - The You Matter Program presented five full-day workshops to five separate community groups with a total of 214 teenagers and young adults in attendance. - Six additional workshops are scheduled for the second half of 2025.	Increased engagement, safety, and resilience of at-risk youth.
	2.4 Continue to reach out to other specific diverse and racialized groups to further trust and relationships.	☑☑☐	DCIRS engaged the community through meetings and a program called the “DCIRS Speakers Series” where, over the course of three sessions, VPD employees received presentations by different communities affected by hate crimes, including the Asian, Jewish, and Muslim communities. This series aims to build trust with various communities and to increase reporting of hate motivated incidents.	Increase crime reporting among communities with traditionally low rates of engagement with police. Stronger relationships are created between people of diverse abilities and the police.
3. Enhance equitable, diverse, and inclusive policing practices.	3.1 Continue to review Departmental policies, procedures, and practices using an equity, diversity, and inclusion (EDI) lens.	☑☑☑	- A review of the Regulations and Procedures Manual (RPM) and VPD forms from an inclusivity lens continues. Key policies updated in 2025 include RPM section 1.6.37(viii) Challenges in Obtaining Statements (February 2025) and RPM section 1.6.38 Sudden Deaths (March 2025). - A review of the Jail Manual of Operations (JMO) and all associated internal / external forms has been completed. - The Inclusive Processes Review Unit (IPRU) continues to engage diverse communities (including 2SLGBTQ+, Indigenous, racialized, and faith-based communities) when developing and implementing major policy, program, and training initiatives. - EDI education, training, and conference opportunities are pursued where applicable.	Numerous Departmental policies updated to include inclusive language and to promote equitable policing. The EDI Review considers the challenges and experiences of equity-deserving groups including people who identify as 2SLGBTQ+, Black, Indigenous, and People of Colour. EDI inconsistencies in VPD procedures are rectified.
	3.2 Work to recruit officers and civilian members who reflect the community.	☑☑☐	- The Recruiting Unit is committed to actively engaging with diverse communities through various arrangements and events aimed at raising awareness of a career in policing with the Vancouver Police Department. Community outreach efforts include collaboration with groups such as the Association of Southeast Asian Nations (ASEAN) Consuls General Group. The RU has also worked along side the Iranian, Brazilian, South Asian, Jewish, Nigerian, and Muslim communities to promote careers within our department. - The Recruiting Unit continues to connect with the Indigenous Communities, participating in events and ceremonies such as Hoobiye, Indigenous Day at Musqueam, Musqueam’s annual golf tournament, the Indigenous Cadet Program, and the continued collaboration at our	The successful recruitment of officers and civilians from diverse communities.

			Swearing-in Ceremony in partnership with Host Nations (Musqueam, Squamish, and Tsleil-Waututh). - The VPD has been featured in articles in Darpan Magazine and Ming Pao Newspaper, highlighting career opportunities in policing . - The Recruiting Unit participated in cultural events such as Italian Days, Greek Days, the Taiwan Festival, the Vietnamese Festival, and the Lunar New Year Parade. - The Recruiting Unit is planning discussions with Out On Patrol regarding potential collaboration on future initiatives.	
	3.3 Work to further anti-racism and decolonization initiatives.	☒ ☒ ☐	- The VPD continues to engage diverse community members (including Indigenous, Black, 2SLGBTQ+, people of colour, persons with disabilities, and faith-based communities) when developing and implementing major policy, program, and training initiatives. - IPRU continues to review policies, forms, and operational manuals as necessary to ensure an inclusive lens is applied to VPD processes.	Respectful acknowledgment of the need to address inequities shaped by social determinants, and the role that VPD's policies, procedures, and training can play towards redress. Further strides taken in building relationships, reconciliation work, and efforts to decolonize. Establishment of inclusive, barrier-free services, programs, and infrastructure.
	3.4 Deploy body-worn cameras and related technology.	☒ ☒ ☒	- The full roll out of body-worn cameras to operational members began in March, 2025. Over the course of four months, frontline patrol, Metro Teams, Beat Enforcement Teams (BET), Gang Crime Unit, Neighbourhood Police Teams, Marine Unit, and the Mounted Unit were trained on the use of and provided body-worn cameras. - Approximately 700 members have been trained to date. - Additional training is scheduled for the fall and winter, to provide opportunities for other specialty sections to receive the training.	Enhanced public trust and confidence in police. Increased police transparency and accountability. Reduced police-related complaints
4. Enhance relations with the 2SLGBTQ+ community.	4.1 Engage the 2SLGBTQ+ community in personal safety and crime prevention.	☒ ☒ ☐	- The VPD continues to support its members who are part of Out On Patrol (OOP) in various activities including participating in Pride festivities across the province. - VPD members participated in the Trout Lake Community Centre Elder Pride Program with 2SLGBTQ+ community members participating in a lunch and learn.	Improved best practices when serving the 2SLGBTQ+ community. Increased engagement of VPD members with older adult 2SLGBTQ+ members.
	4.2 Enhance the cultural safety of the 2SLGBTQ+ community.	☒ ☒ ☐	- Through OOP, VPD members continue to encourage underrepresented members of the community to enter a career in policing through the OOP Youth Outreach Series, which includes scholarship funds and peer support work in schools promoting positive mental health and resiliency. - VPD members participated in OOP presentation to secondary and post-secondary schools with the goal of targeting over 1000 students on topics such as bullying, inclusion and positive police role-modelling.	Decreased risk factors for 2SLGBTQ+ youth minimizing negative outcomes such as suicide and self-harming. Raised awareness of 2SLGBTQ+ concerns while promoting understanding and education across different populations.
	4.3 Enhance police awareness of 2SLGBTQ+ community concerns.	☒ ☒ ☐	The VPD continues to support OOP, a non-profit peer support organization for 2SLGBTQ+ members of law enforcement.	Increased understanding of transgender issues within policing.

				Increased engagement with other local and national police agencies around training, education, and relationship building with 2SLGBTQ+ communities. Increased crime reporting from 2SLGBTQ+ communities.
5. Engage vulnerable populations, particularly youth and older adults.	5.1 Continue to operate a re-imagined school liaison program.	☒ ☒ ☒	• The School Liaison Unit (SLU) continues to establish positive, prosocial relationships with youth through informal interactions and presentations. • School Liaison Officers (SLO) continue to be provided enhanced training specific to their role in supporting youth. • The Youth Services Section (YSS) continues to gather ongoing community feedback. YSS, in collaboration with the Vancouver School Board (VSB), have engaged an independent firm to conduct a review of the re-imagined SLO program. This review is expected to be completed in the fall of 2025. • SLU continues to collaborate with the VSB and other community partners to provide ongoing supports and services for students. • VPD and VSB senior leadership to continue quarterly steering committee meetings to identify and address challenges. • SLU continues to create and implement targeted school-based youth programs in response to the demonstrated needs of varying student bodies. • SLU supervisors to continue meeting with VSB directors quarterly to discuss current events affecting schools and identify concerns. • The Alternatives Programs SLO and Youth Justice Programs Coordinator continue to communicate regularly with the Principal of Alternative Schools. • SLOs completed a three-day Youth Restorative Justice Training course.	Enhanced support of students, teachers and staff. Enhanced police role-modeling programs delivered to secondary students.
	5.2 Deter youth from gang involvement and criminal activity.	☒ ☒ ☐	• A record number of 115 youth attended Gang Tackle 2025, surpassing the 2024 event by 40 youth • The Her Time program continues with high demand for the program including collaboration with Britannia Secondary and the a presentation to VSB for the Indigenous Learning Professional Development program.	Improved criminal awareness and outcomes for at-risk youth. Increased youth connectivity to the community and positive relationships with police.
	5.3 Engage youth to participate in sporting, leadership, and scholastic programming.	☒ ☒ ☒	• The Youth Community Response Unit (YCRU) completed delivery of the 27-week VPD Cadet program, with 36 ethnic backgrounds represented and 23 languages spoken amongst the 92 youth participants. 84 youth completed the program year, with 41 senior cadets successfully graduating and 56 new cadets selected to join 36 returning cadets for Class 12 in September. • 15 youth took part in weekly training in the Vancouver Technical Youth Boxing Club, with over 15 program sessions as of July 2025.	Improved growth, confidence, independence, and leadership in youth. Increased civic engagement and healthy lifestyles among youth.

			• The VPD Running Club continues to host regular practice runs three times a week at Windermere Secondary, with 38 youth participants training regularly for destination marathons and local races. • The VPD Titans Swim Club is temporarily on hold. • The Iron Bulldogs Health Club held weekly strength training sessions for approximately 30 students, and collaborated with the UBC Power and Weightlifting Club to host the annual Iron Bulldogs Powerlifting Competition for four participating secondary schools. • The Champlain Heights Hockeyball Club hosts weekly program sessions for up to 25 students in grades six and seven. • The inaugural VPD D.R.E.A.M. Hockeyball Classic saw 140 students in grades six and seven take part in a round robin hockeyball tournament at Jack Poole Plaza. • The inaugural Full Court Press Spring break basketball camp saw 75 grade eight students from ten different secondary schools participating, with an additional 63 participants taking part in Full Court Support by attending a Vancouver Bandits game at the Langley Event Centre. • The Vancouver Police Soccer and Service Club (VPSSC) continues to host the annual four-day Soccer Camp in July, with 260 youth registered. • For the first time since 2020, the annual Paul Sanghera Soccer Tournament was hosted by Killarney Secondary, with 100 students across seven VSB schools taking part in a round robin tournament alongside 30 VPD members and the VPSSC. • The annual Vancouver Girls Basketball Association (VGBA) Langara Challenge Basketball Tournament saw over 200 female student athletes and 150 spectators take part, with nine Vancouver Police Foundation funded scholarships awarded in total.	
	5.4 Support youth mental wellness.	☒ ☒ ☒	• All SLOs received Applied Suicide Intervention Skills Training (ASIST). • YSS, through Car 86, Y20, and Y10, ensures youth experiencing mental health challenges are referred to the Child Adolescence Response Team (CART) to ensure appropriate supports are put in place. • The VPD's Youth Justice Program Coordinator continues to deliver sexual exploitation awareness training through the Total Respect for Ourselves and Others (TROO) program. In 2025, four sessions have been conducted to date with approximately 200 youth attending. • The You Matter campaign continues to educate youth about sexual-based crimes, consent, and personal safety, providing five workshops to 175 youth. • The Consent Matters campaign is anticipated to begin soon with the final delivery details being solidified. • Snacks, food, and drinks were provided to hundreds of youths in ten community and school-based ENCORE (Envisioning New Connections: Outreach Recreation Engagement) events, with distribution of Share-A-Meal food cards helping to support and strengthen connections.	Enhanced confidence among adolescent females regarding their relationships and personal safety. Increased support and resources for youth mental wellness.

			• 22 SAFARY (Supporting Activities For At Risk Youth) applications have been successfully supported as of mid-2025, with ongoing intake for individualized recreational, athletic, leadership, and resilience-based activities. • 25 youth took part in 22 program sessions across three Engagement Through Art cohorts, with collaboration between four community centre associations, and the introduction of Arts & Culture Expeditions. • The Elevate Boys program hosted 14 weekly sessions at the Britannia Community Centre, for 25 boys in grades seven through ten, supporting personal development, leadership, and community building.	
5.5	Work to ensure the personal safety of older adult populations.	☒ ☒ ☐	• Senior specific events, activities, and programs run by Vancouver Community Policing Centres (CPCs) range from home visits, pop-up tents, outreach at events, and other creative projects. • From January to the end of July, all CPCs have collectively participated in 83 outreach events and 19 presentations, with one large scale community forum. • The Elder Abuse Detective, along with Vancouver Coastal Health, regularly assists the Justice Institute of British Columbia (JIBC) with elder abuse scenarios. • There have been eight referrals for elder abuse files, with additional files being referred to Family Services of Greater Vancouver (FSGV) for support. • The Elder Abuse Detective has partnered with DCIRS to complete two presentations to vulnerable seniors at the Downtown East Side Whole Way House. • The Elder Abuse Detective also presented to 40 seniors at the Roundhouse Community Centre on seniors' safety. • Between January and June, 2025, Block Watch members offered Block Talks on various topics including: The Evolution of a Police Investigation, Transit Safety, BitCoin Scams, Women's Personal Safety, People's Law School: Neighbour Issues, and Homelessness Intervention Support. More than 1,000 people attended these sessions. • The People's Law School Neighbour Issues Block Talk far exceeded all previous record attendance and received tremendous feedback. • On May 28, 2025 a Block Watch Skills member training session was held, with 35 people in attendance.	Increased public awareness of elder abuse. Expanded health and safety information and increased access to support services for the older adult community.
5.6	Protect older adults from financial frauds.	☒ ☒ ☒	• Ongoing senior health and safety workshops are being delivered. • The VPD continues to engage with the City of Vancouver's Older Persons & Elderly Advisory Committee • Public Affairs continues to leverage social media to educate the public on grandparent scams, bank card scams, rental scams, and AI powered scams.	Decreased likelihood of fraud and financial scams targeting older adults, through education and awareness initiatives. Enhanced police knowledge and understanding of elder abuse.

6. Inform and educate the public-on-public safety and crime prevention.	6.1 Provide residents with public safety information.	☑☑☑	- News conferences, media interviews, and social media posts were used to provide timely, factual, and ongoing updates following the mass casualty incident at the Lapu-Lapu Day Block Party. - Public Affairs has used social media, news conferences, and media interviews to amplify the successes of proactive initiatives, including the Retail Crime Task Force and Task Force Barrage.	The public receives accurate and timely information about incident investigations, crime trends, and initiatives the VPD is undertaking to keep people safe.
	6.2 Enhance VPD reputation through enhanced public engagement.	☑☑☑	- The VPD engaged the public through hosting eight media briefings/news conferences, dozens of interviews, and more than 20 updates on social media in the first six days following the mass casualty incident at the Lapu-Lapu Day Block Party. - Social media platforms are used to interact with the public, answer questions, correct misinformation, and promote initiatives such as Task Force Barrage, the Retail Crime Forum, and the Hate Crime Forum.	By providing fast, frequent, and information about emerging incidents and ongoing initiatives, we build trust with the public and ensure that we remain the most reliable source of information about public safety.

Goal: COMMUNITY SAFETY Champions – TBD (Previously: Acting Superintendent Phil Heard and Superintendent Don Chapman)				
2025 KEY STRATEGIES	ACTIVITIES	Mid-Year STATUS	KEY ACTIONS & METRICS	Desired long-term Outcomes
1. Work to prevent, investigate, and combat all acts of violence.	1.1 Ongoing investigative and victim support in relation to all high-risk intimate partner violence cases.	☑☑☑	- The VPD has a well-established model of embedded support workers who liaise directly with the victim on supports, investigative processes, and community resources for victims. - Police based victim services are also utilized to support victims of intimate partner violence, regardless of whether victims are able to participate in a given investigation and/or the resulting court case; victim safety, minimizing harm and taking a victim-centred approach are given the highest priority. - The highest risk group of repeat offenders is actively managed for compliance with court imposed protective conditions. Use of embedded support workers for child abuse investigations at the CYAC Treehouse leads to improved outcomes for victims.	Greater awareness and management of repeat domestic violence offenders and related risk factors.
	1.2 Continue to target offenders who commit sexually motivated crimes.	☑☑☐	- Victim support workers embedded within the Special Investigation Section (SIS) support victims through the investigation and court process. - In addition, the VPD is committed to working with community based organizations that support and work with survivors of sexualized violence to better understand, at a macro level, how police approaches and actions can continually be improved to support victims. In addition, on individual cases, the VPD is similarly committed to working with community partners and survivors to understand the unique needs of each victim and support them in the investigative and court process.	Enhanced victim cooperation in investigations and court prosecution of sexual offenses. Enhanced trust and relationships between victims of sexual violence, victim support workers, and police.
	1.3 Continue to engage the public in personal safety and violence prevention, particularly vulnerable and marginalized groups.	☑☑☐	- The VPD is committed to leveraging its communications streams – via traditional media, social media and community engagement – to maximize the flow of information in an effort to minimize violence and, as a result, maximize public safety. - The VPD understands that vulnerable and marginalized groups may require additional methods of engagement and communication; accordingly, the VPD leverages its partnerships with community, health, and non-profit organizations to ensure that information is afforded to vulnerable and marginalized groups.	Greater public awareness of violence prevention and personal safety.
	1.4 Target repeat violent offenders which includes those responsible for stranger attacks.	☑☑☐	The Chronic Offender Unit (COU) actively monitors repeat violent offenders through Repeat Violent Offending Intervention Initiative (ReVOII) program that brings together police, dedicated prosecutors, and probation officers to provide interventions tailored to each referred offender to effectively break the cycle of re-offending.	An overall reduction in violent crime incidents. Successful bail reform in relation to repeat violent offenders.

			• In addition, COU works closely with Crown Counsel to ensure that repeated violent offenders (whether part of the ReVOII program or not) are remanded in custody, thereby minimizing their ability to reoffend in the short to medium term. • Stranger attacks garner the highest level of attention from COU as due to the random nature of these offences represents a risk to the public. As such, these offenders are prioritized for submission into the ReVOII program.	A reduction in stranger attacks.
1.5	Work to advance homicide investigations.	☑☑☑	• The VPD Major Crime Section continues to use advanced investigative techniques and new technology to solve homicides. As of July 2025, the VPD has cleared 10 of 16 homicides (63%) with approved charges.	Increase in solved homicide cases.
1.6	Work to advance investigations into missing persons.	☑☑☐	• The VPD continues to develop and implement its Remotely Piloted Aerial System (RPAS) program in conjunction with emerging technologies and utilize aerial platforms as a key contributor in the search of missing persons. • The Missing Person Unit (MPU) continues to work closely with the Public Affairs Section to deliver media releases to locate high-risk missing persons as quickly as possible. • MPU has started a pilot project with the City of Vancouver (CoV) to disseminate information about high risk missing persons to all CoV employees through internal CoV communication networks. • MPU works closely with the families of missing persons to ensure effective communication and engagement with related community groups.	Continued high rate of missing persons being located.
1.7	Continue to proactively target hate-based violence and other crimes.	☑☑☑	• The Diversity, Community & Indigenous Relations Section (DCIRS) delivered four presentations – including to Crown Counsel, the community, Canadian Association of Chiefs of Police, and the BC Hate Crimes Team. • Over 100 people attended a hate crimes forum in June, with presentations from VPD Victim Services Unit, RCMP, and VPD hate crime investigators. • There is ongoing collaboration with Foundation for a Path Forward, an organization working with the Muslim and Sikh communities and a focus on hate crime reporting and anti-racism initiatives. • DCIRS engaged the community through meetings and a program called the “DCIRS Speakers Series” where, over the course of three sessions, 70 VPD employees received presentations by different communities affected by hate crimes. This series aims to build trust with various communities and to increase reporting of hate motivated incidents. • Social media platforms were used to interact with the public, answer questions, correct misinformation, and promote initiatives such as Task Force Barrage, the Retail Crime Forum, and the Hate Crime Forum.	Reduction in violent hate crime incidents.

			• The Investigation Division and DCIRS continue to collaborate to identify crimes that have a hate component. • DCIRS continues to provide Crown with detailed background information on all crimes with a hate component to maximize success in bail situations and at trial. • DCIRS met with the VPD sexual orientation and gender identity (SOGI) committee twice in the first half of 2025, where discussions centered on hate crimes within the 2SLGBTBQ+ communities and how to increase reporting. • The VPD has partnered with the Province of BC through the Collaborative Public Safety Programs initiative in order to counter radicalization to violence/extremism through increased support and operational capabilities. • Initiatives are specific to the development of enhanced hate crime reporting, supporting the target hardening of high risk spaces such as places of worship, and assisting to and proactively addressing threats to elected public officials that are driven by extremism. • The Major Crime Section continues to work with DCIRS and EOPS to investigate hate speech and protest related criminal investigations. Through the application of the MCM standards to hate speech and incitement of hate investigations, the VPD has become a national leader in progressing these investigations.	
2. Target child-luring predators and human traffickers, and provide support to victims.	2.1 Enhance support for victims of human trafficking and child exploitation.	☑☑☐	• The VPD is proud to have a dedicated Family Services of Greater Vancouver (FSGV) support worker embedded in the Department, that provides in-depth support to victims in all trafficking investigations and court proceedings. • The lead investigator and embedded support worker work collaboratively with Crown Counsel on human trafficking investigations, during charge approval, and through the court process. A victim centred approach is utilized to minimize the potential for re-traumatization and to maximize the opportunity to support survivors in obtaining justice.	Enhanced victim cooperation and participation in the criminal justice system. Improved and triangulated communication between police, Crown Counsel, and FSGV victim support workers. Increased communication with assigned Crown Counsel to streamline prosecution and improve likelihood of conviction.
	2.2 Enhance human trafficking target selection and intelligence-sharing.	☑☑☑	• The VPD is proud to partner with police, government, and community agencies throughout Canada that are focussed on human trafficking to identify common offenders, coordinate arrests, and leverage joint operations. • The VPD participates in a human trafficking working group quarterly with the newly created RCMP Provincial human trafficking team where offenders, trends and opportunities to assist each other in moving investigations forward are actively discussed.	Enhanced targeting of human traffickers.
	2.3 Enhance proactive child-luring investigations through technology and other processes.	☑☑☐	• Increased training has been provided to detectives in the Special Investigation Section, including covert investigations. This has led to an increase in proactively generated investigations, arrests, and files being disclosed to Crown Counsel for prosecution.	Best practice child abuse investigations are conducted. Increased number of investigations targeting online child-luring targets.

			Best practices have been established through collaboration with other police agencies across Canada and internationally.	An increase in the prosecution of child exploitation offenders.
3. Collaborate with partners and the community to target gang violence.	3.1 Ongoing collaboration with other police and law enforcement agencies to target organized crime groups and persons involved in committing gang violence.	☒ ☒ ☒	- The VPD regularly participates in numerous committees and working groups that bring together police and law enforcement agencies from Metro Vancouver, BC, and Canada with the aim of combatting gang violence. - Regionally and provincially, the VPD is a proud partner with municipal agencies and the RCMP, as well as the Combined Forces Special Enforcement Unit of BC (CFSEU-BC). CFSEU-BC's Provincial Tactical Enforcement Priority (PTEP) program ensures that agencies collaborate, de-conflict on potentially overlapping investigations, and maximize opportunities to interdict gang violence. - The VPD continues to collaborate with the Integrated Municipal Provincial Auto Crime Team (IMPACT) in an effort to create a multi-agency enforcement team whose mandate is to target auto crime across BC. - Since 2004, the auto-theft landscape has changed significantly and fewer cars are being stolen for "joy-riding" and the majority of thefts are committed with sophisticated computer equipment by organized crimes groups selling high value vehicles abroad.	Disruption of organized crime groups and persons involved in committing gang violence. Enforcement of all applicable criminal offences against persons engaged in gang violence.
	3.2 Continue to target high-risk violent offenders through inadmissible patron programs and asset forfeiture.	☒ ☒ ☒	- The VPD continues to effectively minimize violence via the Inadmissible Patron Program that pertains to participating bars and clubs (via Bar Watch), restaurants (via Restaurant Watch), and major venues (via Special Agreements with the given venue). Of note, in the years preceding the creation of Bar Watch in 2007, Vancouver experienced a proliferation of violent incidents at bars including 46 shootings, 13 of which resulted in homicides. However, in the 17 years that Bar Watch has been in operation, there have no organized crime shootings or homicides at a Bar Watch establishment. - The VPD continues to refer assets associated to, or derived from, criminal activities to the BC Civil Forfeiture Office (CFO). In 2024, the VPD was proud to refer the highest value of assets in the history of the VPD, since the Civil Forfeiture Act was enacted in 2006.	Ongoing communication between bar and restaurant owners and police.
4. Work with community and partners to prevent and combat property crime.	4.1 Continue to target prolific offenders and shoplifters.	☒ ☒ ☒	- The General Investigation Section (GIS) maintains tracking lists of repeat property crime offenders, including repeat shoplifters. - GIS regularly liaises with outside agencies, shares intelligence, and coordinates investigation into prolific offenders. - GIS continues to prepare in-depth background bail reports on repeat offenders to ensure the most active offenders are successful remanded in custody and so all relevant offending information is provided to the court for sentencing. - GIS actively coordinates offender compliance checks to ensure offenders living in community and/or on release abide by any court imposed conditions that are put in place to manage their cycle of offending. - GIS detectives work closely with the newly formed VPD Anti Retail Theft Unit to quickly investigate shoplifting cases and work collaborative with	Increased enforcement efforts on active property crime offenders, supported by enhanced technology. Increased likelihood of offender remand and lengthier sentences to deter re-offending. Greater collaboration between various VPD sections and policing partners in monitoring repeat offenders. Increased number of offenders arrested and charged for violent shoplifting.

			Crown Counsel to increase the likelihood of charge approval and, as a result, the number of convictions that are achieved in court.	Legislative changes enacted to deter offenders from engaging in criminal activity. Enhanced support for repeat offenders who require treatment and other services. Reduced recidivism of repeat offenders who have been provided with support. Reduced need for repeat offenders to commit property crime due to poverty, homelessness, mental health and substance use disorder issues.
4.2 Continue to leverage technology and intelligence to combat break-ins, and theft.	☒ ☒ ☐	• GIS continues to monitor trends and intelligence related to break-ins and theft. • GIS works closely with Crime Analysts in the Operations Divisions via daily contacts and weekly crime control meetings to identify crime trends and offenders, so this information can be provided seamlessly to patrol officers for active investigation and enforcement. • The Operations Command Centre (OCC) continues to address real-time property crime concerns by promptly shifting police resources with the approval of the Duty Officer. • The Operations Support Section (OSS) continues to pursue the enhancement of GeoDash applications to increase real-time intelligence regarding the time and location of crime and related offenders, as well as utilizing GeoDash for pre-video canvassing and to analyse trends.	Reduced break and enter offences. Greater collaboration between police and partner agencies in utilizing technology for targeted enforcement. Reduced catalytic converter theft.	
4.3 Ongoing public education on property crime prevention.	☒ ☒ ☒	• GIS works regularly with the VPD Operations Division and the Public Affairs Section to ensure that the public is made aware of new crime trends and patterns – via news releases, traditional media, social media, community police centres, and VPD volunteers. • In addition, the VPD works with local businesses and community partners to educate them on the most prevalent offences, modus operandi and how the public can maximize their ability to prevent crime. • Coordination between the Property Crime Unit (PCU), Patrol districts, and the Public Affairs Section provides public service messaging in response to identified crime trends. • The VPD is prioritizing the dissemination of auto crime prevention information and is working with IMPACT on awareness messaging with a focus on auto crime awareness in light of auto theft trends in Eastern Canada. • Education is directed towards the media, government, and the community. • Patrol continues to provide security information and mitigation strategies to communities and businesses in areas affected by significant property crime increases.	Enhanced public awareness of property crime prevention.	

	4.4 Improve public reporting of crimes to police, as well as police response and customer service.	☑☑☑	• The OSS continues to streamline and enhance the online crime reporting process and continues to collaborate with E-Comm to implement new processes to improve the timely dissemination of information. • The OCC further supports frontline crime response by assisting Patrol members with call management and resourcing. • The VPD continues to advocate the importance of reporting crime and has collaborated with and offered supports to E-Comm in an effort to increase E-Comm's service performance for both emergency and non-emergency call types. • The VPD continues to advocate the importance of reporting crime, including within various diverse populations. • Soliciting digital evidence submissions directly from members of the public using the Digital Evidence Management System (DEMS) application provides a convenient and secure method for them to share evidence. The OSS and Patrol members continue to leverage the RPAS program to enhance public and member safety by providing real-time observations of in-progress calls and as a platform to capture digital imagery.	Increased public reporting of property crimes, other crimes, and other issues requiring police attention. Quicker response times to police calls for service.
	4.5 Proactively tackle hate-based property 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. • 501 volunteers deployed on 51 CCW shifts, leading to 3,038 total hours of CCW. • CCW responded to 29 special attention patrol requests throughout the year. These included requests for patrols of graffiti targeted areas of District 2, property crime and specifically BNEs in District 4, the distraction thefts recently subject to an MCS investigation in District 3. • CCW assisted patrol in responding to calls on 44 occasions. These include smaller calls such as unwanted persons/persons down, but also incidents on view where members were actively searching and the suspect was located by CCW. • In addition to patrols, CCW has also continued to assist in the Counter Attack program during the summer. • CCW held recruiting information sessions for CCW volunteers with recruiting in March, led by a member of the VPD Executive Committee. • Social media platforms were used to interact with the public, answer questions, correct misinformation, and promote initiatives such as Task Force Barrage, the Retail Crime Forum, and the Hate Crime Forum. • DCIRS Business Liaison Unit (BLU) continues working with the Retail Council of Canada, the National Retail Task Force, and relevant VPD sections to coordinate a response to violent shoplifting. • BLU continues liaising with Neighbourhood Policing Teams (NPTs) and Property Crime Unit (PCU) to identify prolific offenders at hotels and businesses.	Prompt arrest of those engaging in hate-based offences. Reduced hate-based property offences. Offenders will be deterred from committing hate-based property offences and other mischiefs.

			• The VPD actively investigates all hate-motivated incidents and proactively patrols locations targeted with hate-motivated property offences and other mischiefs. • Patrol continues the development of public awareness campaigns related to hate-motivated property offences and other mischiefs. • The VPD reviews mischief based calls to determine if there are hate-motivated components and required follow-up investigation. • In partnership with Public Safety Canada and SHIFT BC, the VPD is working to improve and standardize hate crime reporting in coordination with the BC Integrated Hate Crimes Unit.	
5. Work to prevent and combat cybercrime and financial crime.	5.1 Enhance public awareness of cybercrime or cyber threats.	☑☑☑	• The Cybercrime Unit delivers presentations at public conferences on cybercrime trends to the public, community groups and businesses throughout Vancouver. • The Cybercrime Units disseminates identified cybercrime trends and threats, along with prevention to the public through social media and the VPD Public Affairs Section.	Enhanced public awareness regarding cybercrime and cyber threats.
	5.2 Further the VPD's ability to conduct cybercrime investigations.	☑☑☐	• The Cybercrime Unit facilitated an Online Undercover Operator course for investigators throughout Metro Vancouver in June 2025, which increases the capacity of police agencies from across the region to conduct cybercrime investigations. • Members of the Cybercrime Unit continue to advance their training and expertise via Cybercrime related conferences as well as through collaboration with police and community organizations focused on preventing cybercrime.	Enhanced expertise among cybercrime investigators. The investigation of high profile cybercrimes will be centralized within the Cybercrime Unit. Current information on financial crime and cybercrime trends and best practices.
	5.3 Enhance public awareness of financial crime or frauds.	☑☑☑	• The Financial Crime Unit works closely with the Public Affair Section to increase public awareness of romance and grandparent scams, as well as cryptocurrency-related investment scams, as these are among the most prevalent financial crime and fraud trends currently in Vancouver. • The Financial Crime Unit collaborates with bank institutions and British Columbia Financial Services Authority (BCFSA) to prevent bank fraud. This included the VPD Financial Crime Unit actively participating in fraud prevention month in March 2025.	Enhanced public awareness on various fraud related trends.
	5.4 Investigate crypto currency scams and money laundering.	☑☑☐	• The Financial Crime Unit and the Cybercrime Unit continue tracing transactions on the block chain to further financial crime investigations. • The Financial Crime Unit continues to collaborate with the RCMP and international partners to conduct investigations relating crypto currency and money laundering.	Enhanced VPD expertise regarding cryptocurrency and money laundering investigations. Enhanced relationships with various private and public sector partners.

Goal: COMMUNITY WELL-BEING

Champions – TBD (Previously: Superintendent Howard Tran and Superintendent Matthew Harty)

2025 KEY STRATEGIES	ACTIVITIES	Mid-Year STATUS	KEY ACTIONS & METRICS	Desired long-term Outcomes
1. Work with partners to address social and health issues that impact public safety.	1.1 Continue to collaborate with health partners to improve outcomes for those living with mental health and substance use disorder issues.	☑☑☑	- The Mental Health Unit (MHU) continues to assist Patrol members with hospital hand-offs of mental health patients. However, heavy overall patient volumes at hospital Emergency Departments continue to delay VPD officer transfer of mental health patients. - MHU attends monthly Project LINK meetings with Vancouver Coastal Health (VCH), Providence Health Care (PHC), and Provincial Health Services Authority (PHSA) focusing on strategizing and addressing inefficiencies by examining incidents of note. - MHU has ongoing weekly meetings with the VCH supervisors for Assertive Community Treatment (ACT), Assertive Outreach Team (AOT), and Car 87 to strategize better hand off procedures among the mental health programs. - MHU continues to collaborate with senior leadership at VCH on the Relational Security Officer (RSO) program as well as with RSO leadership at the Risk Management Work Group. - MHU continues to connect with partners in the criminal justice system (BC Corrections, Probation, and Parole officers) in order to support their clients reducing the number of criminal and mental health incidents.	Improved overall quality of care for patients. Decreased criminality and mental health occurrences involving violence. Decreased victimization of persons living with mental health issues. Improved outcomes for persons living with mental health and substance use disorder issues.
	1.2 Continue to collaborate with health partners to increase efficiencies related to hospital admissions and transfers, and hospital wait-times.	☑☑☑	- MHU continues to assist Patrol members with transporting mental health patients to hospital care to help reduce wait-times. In the first six months of 2025, MHU assisted with transporting 304 patients (17%). - YSS participates in quarterly meetings with BC Ambulance Service (BCAS) leadership to discuss patient transports and wait-times for MH related transports. - MHU provides Patrol Sergeants with phone numbers for EHS Field Management to assist with real-time ambulance response times. - YSS and MHU participate in quarterly Risk Management Work Group Meetings and LINK meetings with VCH and PHS leadership to discuss hospital wait-times. - MHU continues to collaborate with Vancouver General Hospital and St. Paul's Hospital to reduce wait times by communicating Emergency Department (ED) handoff processes to both ED staff and frontline officers.	Reduction of Mental Health Act (MHA) apprehensions. Shorter hospital wait-times for officers; offloading, admission and assessment. Shorter wait-times for ambulance response.
	1.3 Expand the capacity of the MHU.	☑☑☐	- The future expansion of the MHU by six additional members has been examined and is anticipated. - The OCC Liaison Nurse program has expanded and is being staffed by two VCH clinical staff.	Standardized, rapid, and clinical mental health field assessments.

			MHU is offering mentorships to patrol members to assist with the future recruitment to the unit.	
	1.4 Establish an evidence-based mental health screening and assessment tool for use by frontline officers.	☒ ☒ ☐	- A VPD working group to implement a mental health assessment tool was created with VCH, PHC, and PHSA to coordinate with BCACP and HealthIM. - The Information & Communication Technology Section (ICT) and Police Records Information Management Environment British Columbia (PRIME BC) have met with the VPD HealthIM working group to work towards implementing the system. - Working group leads attended a presentation from the Surrey RCMP and participated in Provincial Mental Health Working Group meetings to learn from their HealthIM implementation experiences. - There are ongoing internal VPD meetings regarding an Agency Agreement and a Privacy Impact Assessment as part of due diligence for HealthIM implementation.	Diversion of mental health-related calls to the most appropriate health and community services. Improved post-incident information sharing.
	1.5 Continue to work with the City of Vancouver (CoV) to assist people without housing and shelter.	☒ ☒ ☒	- The Homeless Outreach Officer (HOO) continues to communicate between government and community partners including requests for increased social services where supportive housing sites are located. - The HOO collaborates with high schools and community agencies to access items for VPD members to distribute at street level for those who are unhoused and in need. - The HOO continues working with the MHU and VCH to identify solutions to reduce barriers and facilitate access, for those who need it, to supportive housing as well as mental health and addictions treatment. - The HOO works 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 Problem Premise officer and HOO continue to work with NPTs, patrol operations, and external 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.	Increased resources for communities where supportive housing sites are located. Increased support for housing providers assisting persons living with mental health issues. Identification of further solutions to reduce barriers to housing for those experiencing homelessness. Increased people provided with supportive housing or shelter.
	1.6 Engage and support equity-deserving individuals and agencies.	☒ ☒ ☒	- Two Indigenous Advisory Committee (IAC) meetings occurred as of July. Topics of discussion included Body Worn Camera project updates, a joint personal safety workshop with the other VPD committees, and updates on the new Indigenous Liaison position in the Major Crime Section. - Two SisterWatch meetings occurred as of July. Specialty topics included in the general meetings were similar to those at the above-mentioned IAC meeting. - Funding has been received from the Vancouver Police Foundation for the 2025 iteration of Project Shoe Box. Over 50 women in the Downtown East Side are expected to receive assistance in the form of care packages during the holiday season.	Ongoing police support to sex workers. Enhanced positive relationships between sex workers and police. Increased dialogue between the DTES community and the VPD.

			The Sex Industry Liaison Officer (SILO) continues ongoing work with marginalized groups in Vancouver.	
2. Mitigate the impact of organized crime in relation to the ongoing opioid crisis.	2.1 Continue to target organized crime groups and the increasingly toxic local drug supply.	☒ ☒ ☐	- The VPD continues its enforcement efforts aimed at organized crime groups involved in the importation, manufacture, and high-level trafficking of toxic substances that underlie the ongoing overdose crisis. - The VPD has already taken a number of enforcement efforts that seek to leverage all available avenues in order to effectively combat organized crime, including criminal charges and civil forfeiture. - In addition to its own investigations and enforcement efforts, the VPD is committed to working with local, provincial, and national partners in respect of the scope of the crisis, and the operations of sophisticated organized crime groups, span across community and provincial borders.	Disruption of the groups involved in the trafficking of fentanyl and a reduction of the supply to the street level.
	2.2 Continue to advocate for an approach to substance use that utilizes all Four Pillars - harm reduction, prevention, enforcement, and treatment.	☒ ☒ ☐	- The VPD continues to pursue and participate in a Four Pillars approach to mitigate the ongoing illicit drug toxicity crisis. - The VPD regularly meets, works, and collaborates with health, government, and community-based partners.	Reduction in overdose deaths occurring in the city.
3. Work with partners and the community to address social disorder issues that affect public safety and quality of life.	3.1 Ongoing officer visibility in street disorder hotspots.	☒ ☒ ☒	- Deployment of the Integrated Response Team (IRT) continues. IRT consists of City of Vancouver Engineering, a community outreach worker, bylaw officers, and VPD officers, and has the mandate to clean street debris, remove problematic tent structures, and enforce municipal bylaws. - High-visibility patrols are ongoing to address street disorder in the Downtown Eastside (DTES). - Data is analysed on a weekly basis to identify hotspots and inform district priorities. - District Two patrol works in collaboration with City of Vancouver Engineering to improve existing lighting and increase lighting in the DTES. - District Two patrol works in collaboration with the City of Vancouver to remove benches to address loitering and debris in the DTES . - District One patrol has trained members to deploy on bicycles for increased visibility and quick response to street level disorder.	Reduction in environmental factors that contribute to street disorder.
	3.2 Ongoing liquor enforcement to prevent disorder issues.	☒ ☒ ☐	- The VPD Liquor Coordinator and Inspector conducts ongoing enforcement at venues and establishments that serve alcohol. - High-visibility patrols are conducted to deter public substance use. - Additional officers are deployed on weekends to patrol bars and restaurants. - District One patrol works with the Parks Board to staff the Alcohol on Beaches Program and to provide interdiction, enforcement, and education to the public about drinking on non-permitted beaches. - District Four patrol deploys daily beach patrol members on ATVs to manage alcohol consumption on beaches.	Public drinking and intoxication deterred. Enhanced public safety in the entertainment districts and on the beaches.

	3.3 Ongoing community policing efforts to address disorder issues.	☒ ☒ ☐	- Engagement continues with Business Improvement Associations (BIAs), City of Vancouver staff, businesses, residents, and housing providers for community feedback. - Static high-visibility enforcement continues at identified hotspots. - Additional patrols are conducted in areas where displacement from Task Force Barrage may exist, such as Chinatown, Gastown, and Strathcona. - Additional operational resources such as NPO and Metro Teams are utilized to address community concerns. - District Four patrol continues to work with City of Vancouver Licensing and Policy and local property owners to shut down unpermitted dance parties that significantly disturb local neighbourhoods and disproportionately consume police resources. - In response to global geopolitical events, District Four patrol engages in policing strategies, including proactive patrols, around premises of note to prevent disorder or violence.	Community members gain a greater sense of pride and ownership. District Commanders remain informed on how to better direct patrols and enforcement activity.
	3.4 Work to manage the negative impact of street vending.	☒ ☒ ☒	- The Integrated Response Team continues work to clean up areas where street vending is taking place. - High visibility patrols are ongoing to deter street vending. - Fixed cameras and public safety trailers are deployed in areas with high levels of violent crime reports.	Reduction in street level violence associated with street vending in the DTES. Coordinated response to unpermitted street vending.
4. Safely manage public demonstrations.	4.1 Ongoing communication with demonstration organizers and community members.	☒ ☒ ☒	- Planning Assessment Team (PAT) attempts to contact organizers ahead of protests. If unsuccessful, they will attend the protest and attempt to develop a relationship with the organizer. - PAT acts as a go-between for commanders at protests to relay concerns and requests to ensure safety at protests and demonstrations. - PAT works with willing organizers to ensure protests are as safe and lawful as possible by providing suggestions and recommendations related to the specific protest.	Improved overall communication and trust with community. Increased public safety during demonstrations. Reduced agency liability in relation to demonstrations. Reduced criminality and civil unrest during demonstrations. Reduction in Police Act complaints.
	4.2 Ongoing collaboration with public safety and community partners.	☒ ☒ ☒	- In advance of demonstrations and protests, Emergency & Operations Planning Section (EOPS) contacts businesses that may be targeted to provide an opportunity for businesses to plan for any disruptions. - The EOPS participates in a weekly provincial meeting to discuss current protest trends.	Increased information-sharing with partner agencies. Increased collaboration with the CoV in managing demonstrations.
	4.3 Enhance Patrol member training and awareness in managing public demonstrations.	☒ ☒ ☒	180 Public Safety Unit (PSU) members received training as of July 2025. - Trainers also provided PSU training to non-PSU members who deployed in Calgary to assist with the 2025 G7 Summit. - PSU is working with training to establish future training dates for all VPD members.	Enhanced officer safety during demonstrations. Better understanding of Indigenous community.

				Increased engagement of and ability for frontline Patrol members to manage demonstrations.
	4.4 Enhance data collection in relation to special events and demonstrations.	☑☑☑	- Demonstrations are tracked by protest type, size, and whether the group will engage in a march. - The VPD continues to track the number of members deployed to protests and the total hours spent at demonstrations and special events.	Improved public demonstration data collection and analysis.
	4.5 Continue to work with various levels of government to enhance public safety in relation to special events and demonstrations.	☑☑☑	- VPD continues to participate in provincial and national-level public order meetings at the Superintendent level. - EOPS and the CoV work together in an official capacity to review all public events from a risk mitigation lens. - A Team Commander is assigned to each “demonstration portfolio” that is perceived as high risk or appears that may continue for a long period. This ensures consistent oversight for each related demonstration.	Increased transparency with regard to the management of demonstrations. Enhanced police ability to seek prosecutions in response to unlawful demonstration activity. Increased support from various levels of government.
5. Ongoing enforcement and education action to combat unsafe road behaviour.	5.1 Ongoing coordinated participation in provincial road safety enforcement campaigns.	☑☑☑	- The Traffic Section works collaboratively with partner agencies including the BC Association of Chiefs of Police (BCACP), the Insurance Corporation of British Columbia (ICBC), and the media. - Campaigns include both local and provincial initiatives intended to improve road safety education and enforcement efforts. These campaigns target traffic issues including distracted driving, high-risk driving, speeding, pedestrian and cycling safety, and sobriety. - The Distracted Driving Campaign and Occupant Restraint campaigns took place in March 2025. - The High-Risk Driving Campaign took place in May 2025. This campaign was part of Road Safety Week, a national road safety campaign led by the Canadian Association of Chiefs of Police (CACCP). - A joint outreach project on high-risk driving occurred in May 2025, with Traffic Enforcement Teams and Community Police Centres volunteers utilizing digital boards to both educate motorists and conduct speeding enforcement. - Provincial funding has been approved for this summer’s CounterAttack Roadblock deployments. This enforcement campaign will take place from June to August, 2025. - The Traffic Section participated in the Strathcona Bike Smart Program to assist and educate vulnerable cyclists (school-aged children) on road safety skills.	Overall improved road safety. Ongoing coordination of traffic enforcement efforts across multiple Police agencies and jurisdictions. Ongoing positive partnerships with relevant stakeholders.
	5.2 Ongoing intelligence-led enforcement action at high collision and other strategic locations.	☑☑☐	- Monthly activity and collision reports are disseminated to Traffic Enforcement Teams for review. - Patrol conducts traffic enforcement projects at high-collision locations and problem areas with support from the Traffic Section. - The Traffic Section routinely disseminates current police-reported collision data to Patrol and within the section for a better allocation of resources and to conduct projects and enforcement.	Timely road safety enforcement at key locations, based on seasonal demands. Reduced collisions at high collision locations. Increased ticket production within all Traffic teams.

			Quarterly meetings are held between Patrol District Commanders, the Traffic Section, and the Superintendent of Operations Command to review current road safety initiatives.	
	5.3 Provide traffic enforcement training to operational members.	☒ ☒ ☐	- The Traffic Section is ready to administer new laser and radar training for Patrol members and this training will be scheduled at a later time. In the interim, members are receiving this training through the Integrated Road Safety Unit (IRSU). 17 operational members have been newly certified in Standardized Field Sobriety Testing (SFST), bringing the department total to 291 certified operational members. - Five members now certified as Drug Recognition Experts (DREs). - The Commercial Vehicle Team (CVT) provided the Commercial Vehicle Enforcement course to Traffic Enforcement Team and Patrol members in June, 2025.	Increased road safety enforcement awareness, ability, and engagement by Patrol members. Increased traffic enforcement numbers across all Patrol Districts. Enhanced detection and prevention of impaired driving.
	5.4 Enhance road safety education and public awareness.	☒ ☒ ☐	- There are regular meetings between the VPD Traffic Section, ICBC, the City of Vancouver, and other partners to promote road safety & address road safety concerns. 35 presentations were delivered by the Community Road Education Safety Team (CREST). - CREST, along with CPC volunteers and ICBC, setup Speed Watch sites to educate and conduct enforcement during the months of January, February, April, and May.	Enhanced understanding and awareness of traffic safety concerns by all road users. Reduced deaths and injury due to speeding, distracted, and impaired driving.
	5.5 Leverage technology to enhance road safety.	☒ ☒ ☒	- The Collision Investigation Unit continue to deploy Remote Piloted Aircraft Systems (RPAS) for collision scene investigations when appropriate and use Leica360 to map collision scenes in 3D. - The Traffic Section raises public awareness about road safety by utilizing social media platforms. Media posts of photographs and short video clips highlight road safety education and daily enforcement action taken by the VPD. - The Traffic Section continues to work with Road Safety BC and provincial Police Services to determine locations for automated speed and red-light enforcement cameras. These locations are based on collision data. - The Traffic Section continue to use the portable "Black Cat Radar" system in response to community speeding complaints. The use of this system continues to garner positive feedback. The recorded data aids the effective deployment of resources.	Decreased road closure time at collision scenes through the use of RPAS. Increased public awareness of safe and lawful use of electric power personal transportation devices. Recorded FOX Radar data will guide effective deployment of resources during peak violation periods.

			Since January 2025, 13 risk assessments have been conducted.	
	1.5 Improve return to work supports and processes.	☑☑☐	- Regular contact with members off on long-term illness or injury continues to be maintained. - As of July 2025, 115 employees have returned to work from work-related incidents (105 Sworn members and 10 civilian professionals).	Improved individualized support for long-term sick or injured staff, facilitating their return to work.
	1.6 Expand or adapt future wellness programming.	☑☑☐	20 employees attended the Sky Resiliency Program in May, and the next program is scheduled for fall 2025. - The process to hire a strength and conditioning specialist to expand and increase access to physical health and wellness programming is underway. - A survey regarding VPD gym facilities was administered to all VPD employees via the intranet. The results will inform priorities for renovations and equipment purchasing.	Greater understanding of staff wellness needs by the HR Section.
2. Enhance equitable, diverse, and inclusive work environments.	2.1 Enhance the ability of HR to improve equitable, diverse, and inclusive work environments.	☑☑☐	- HR manuals are currently being reviewed and updated with a lens towards inclusivity. - The Career Development Unit has coached 70 members for competitions and promotions. - A third-party provider is in place for exit interviews and employees are being referred upon their departure. Summary reports containing feedback are pending. - The review of collective agreement language for 2025 collective bargaining negotiations is ongoing. This will provide for continued support of equity, diversity, and inclusion in the workplace.	Improved individualized supports for employee growth and development. Reduced perceived biases associated to competitions.
	2.2 Improve and standardize all lateral competitions within the VPD for constable and sergeant positions.	☑☑☐	- HR continues to manage all competitions, ensuring fair and defensible results. - The Vancouver Police Union (VPU) continues to be consulted on all sworn competitions, to further enhance equality and equity. - HR policies are being updated to reflect the new standardization of lateral competitions. As of July 2025, there have been a total of 111 sworn competitions (88 lateral competitions and 23 secondment competitions).	Improved transparency, equity, and equality for lateral selection processes and promotional processes.
	2.3 Ongoing career consultation for members on modified duties.	☑☑☑	- HR continues to engage with members on modified duties to ensure they are assigned to positions that align with their personal goals for professional development and the needs of the organization. - There is ongoing messaging to modified-duty members informing them of Career Development Unit (CDU) resources, supports, and career opportunities. As of July 2025, CDU has worked with 20 members providing career advice and support.	Improved alignment between organizational needs and individual goals and placements of members on long-term modified duties. Improved health, well-being, and development for members on mid to longer-term modified duties.
	2.4 Develop an updated safe, respectful, diverse, and inclusive workplace plan.	☑☑☐	A respectful workplace presentation is now included in the civilian orientation.	Ongoing organizational commitment to equitable, diverse, and inclusive work environments.

			• Respectful workplace training continues to be robust at all levels including recruit orientation, employee onboarding, field trainer development, the Acting Supervisor Program, and the Sergeant Education Program. • An in-person Respectful Workplace Training course, specifically designed for HR, is currently being offered. • The Planning, Research & Audit Section (PR&A) is consulting with HR to develop a standalone sexual harassment policy. • Early conflict resolution processes which include facilitated conversations and mediation continue to be utilized to support HR personnel matters. • As of July 2025, 935 employees have completed the Respectful Workplace eLearning course and 18 Supervisors have completed the in-person respectful workplace training for Supervisors (a total of 400 supervisors have completed the training all time). • 79 members of the Senior Leadership Team have completed the in-person respectful workplace training, as of July 2025.	Expectations for behaviour and standards provided to all new employees to help ensure an equitable, diverse, and inclusive work environment.
	2.5 Improve Human Rights Awareness.	☑☐☐	• BC Human Rights Tribunal (BCHRT) complaints process training for acting and substantive sergeants continues to be delivered. • Integrate the Indigenous relations coordinator role into appropriate BCHRT complaint resolution processes.	Ongoing organizational commitment to equitable, diverse, and inclusive work environments. Expectations for behaviour and standards provided to all new employees to help ensure an equitable, diverse, and inclusive work environment.
3. Enhance the growth and development of VPD members.	3.1 Improve and modernize employee administrative and management software solutions.	☑☑☐	• Employee Central (EC) is currently in the implementation phase and scheduled to go-live in quarter three. • Improvements to the Early Intervention Program have been completed and are being tested. • More than 1,000 employees have been trained in Success Factors Performance & Goals since its implementation. • The implementation of DocuSign is being explored to streamline the promotional and increment process.	Improved employee engagement and performance development through modernized software. Improved accessibility for staff to make contributions to growth and development plans. Increased value of performance appraisals.
	3.2 Improve civilian developmental processes.	☑☑☐	• The civilian enhancement program has been initiated. Feedback will be gathered through discussions with civilian managers and directors. • Training will continue to be delivered to civilian managers.	Increased ability for supervisors to support the development and growth of civilian professionals.
	3.3 Enhance assistance provided to sworn members in preparing for lateral and promotional processes.	☑☑☐	• CDU has coached 70 members for competitions and promotions. • CDU has conducted four sergeant information sessions and ten combined parade briefings regarding the new tenure policy. • Secondment posters were designed and displayed throughout the department and an information session has been scheduled for October 2025.	Improved transparency, equity, and equality for lateral selection processes and promotional processes. Members empowered to engage in career planning and competition preparation with equal access to information.
	3.4 Continue to improve ways to integrate new employees (on-boarding).	☑☑☑	• The Civilian Professional Handbook was added to the Bluezone and is shared with new employees.	Improved on-boarding systems allowing new civilian professionals to transition into their VPD role.

			- As of June 2025, HR delivered two of three scheduled in-person orientation sessions to 39 new employees. - To enhance the orientation session, additional presentation topics and areas were added, such as Financial Services, Emergency & Operations Planning Section (EOPS), and the Body Worn Camera Section. - Ten new employees attended the Civilian Orientation Tour. Two more tours planned in the second half of 2025. - A drone presentation was added to the Civilian Orientation Tour to increase engagement.	
	3.5 Enhance capabilities of sworn members in HR and the Professional Standards Section (PSS).	☑☑☑	- Two dedicated HR investigations sergeants were added to provide specialized expertise, efficiency, and consistency to HR investigations. - Continued training for HR employees includes Labour, Employment & Human Rights, Workplace Investigation training, Police Act Vetting, Professional Standard Investigations, and Respectful Workplace for Supervisors.	Increased knowledge of labour jurisprudence and alignment with HR practices.
4. Enhance employee communication and engagement.	4.1 Enhance communication between VPD Executive and the frontline.	☑☑☐	The Executive Team participates in combined parades to present and receive feedback from the frontline operational members.	Greater communication between the Executive and all VPD members. Improved employee morale. Reduced misinformation and more factual and timely information. Enhanced Executive understanding of frontline challenges and concerns. Frontline members will directly hear, and know, that they have the support of the Executive.
	4.2 Continue to improve communication between the VPD's three Divisions.	☑☑☐	- Cross divisional working groups continue to operate. - There are a daily meetings between all three Divisions to ensure that information is shared across the department. - The VPD Senior Leadership Team continues to have bi-weekly meeting where to discuss new and ongoing items or importance.	Better communication and enhanced information flow across the three Divisions. Enhanced knowledge amongst all staff regarding the functions and duties of VPD specialty units.
	4.3 Further educate members on conduct investigation processes.	☑☑☐	- The Professional Standards Section (PSS) consistently communicates with VPU Directors and Agents, informing them of various Police Act processes. - PSS facilitates learning modules on core training programs including the Acting Supervisor Course, Sergeant Education Program, and the Duty Officer Operational Leadership Course. - PSS provides informational sessions on Police Act processes to all new Sworn employees as part of their on-boarding. - PSS presents an annual briefing to all operational members during combined parades.	Enhanced member awareness and preparedness in relation to conduct investigations.

	4.4 Raise awareness of the availability of Departmental resources.	☒ ☒ ☐	- Managers and supervisors continue to actively reach out to staff to identify and promote training and mentorship opportunities. - As of July 2025, 35 mentorships were completed and 14 are pending. - PSS continues to provide information to members on available resources to help navigate the Police Act process by presenting to individuals in key supervisory roles on the Acting Supervisor Course and Sergeant Education Program. Additionally, PSS provides information on available resources to all new employees during on-boarding sessions. - The Training Section continues to improve and standardize processes for course postings, enrolments, and delivery through various communication methods, and enhancements to Success Factors Learning. - The Training Section builds partnerships with outside organizations to expedite specialized training to the VPD at a reduced cost, and collaborates with partners on cross-training opportunities with a focus on public safety.	Reduction in Public Trust and Internal Discipline complaints. Reduced misinformation or misunderstanding of lateral and promotional processes. Enhanced employee access to training and other personal growth opportunities. Enhanced employee knowledge of the grievance, bargaining, collective agreement and BC HRT processes.
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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)

ALPR - Automatic Licence Plate Recognition System

AOT - Assertive Outreach Team (VPD)

ASL - American Sign Language

A&T - Assignments & Transfers (VPD)

BBB - Better Business Bureau

BC - British Columbia

BCAA - British Columbia Automobile Association

BCACP - British Columbia Association of Chiefs of Police

BCAS - British Columbia Ambulance Service

BCCEC - British Columbia Coalition of Experiential Communities

BCEHS - British Columbia Emergency Health Services

BCLEDN - British Columbia Law Enforcement Diversity Network

BCMUP - British Columbia Municipal Undercover Program

BCPS - British Columbia Prosecution Service

BCSC - British Columbia Securities Commission

BCWLE - British Columbia Women in Law Enforcement

BET - Beat Enforcement Team (VPD)

BIA - Business Improvement Association

BIPOC - Black, Indigenous, and People of Colour

BLO - Business Liaison Officer (VPD)

BWC - Body-Worn Camera

BWSS - Battered Women's Support Services

CACP - Canadian Association of Chiefs of Police

CAPSSU - Civilian & Police Support Services Unit (VPD)

CART - Child and Adolescent Response Team

CAU - Crime Analysis Unit (VPD)

CBSA - Canada Border Services Agency

CCTV - Closed Circuit Television

CCW - Community Crime Watch (VPD)

CDU - Career Development Unit (VPD)

CFL - Canadian Football League

CFO - Civil Forfeiture Office

CFSEU-BC - Combined Forces Special Enforcement Unit BC

CIBIN - Canadian Integrated Ballistics Identification Network

C-IRG - Community - Industry Response Group

CISM - Critical Incident Stress Management (VPD)

CIU - Collision Investigation Unit (VPD)

CMHA - Canadian Mental Health Association

CN - Canadian National Railway

CoV - City of Vancouver

COU - Chronic Offender Unit (VPD)

CPA - Community Police Academy (VPD)

CPC - Community Police Centre

CPKN - Canadian Police Knowledge Network

CPS - Calgary Police Service

CREST - Community & Road Education Safety Team (VPD)

CSP - Community Safety Personnel (VPD)

CSU - Crime Surveillance Unit (VPD)

CU - Cybercrime Unit (VPD)

CVU - Commercial Vehicle Unit (VPD)

CYAC - Child and Youth Advocacy Centre

DA - Discipline Authority

DASH - Data Analysis and Statistics Hub (VPD)

DCC - Downtown Community Court

DCIRS - Diversity, Community & Indigenous Relations Section (VPD)

DEMS - Digital Evidence Management System

DEWC - Downtown Eastside Women's Centre

DOC - Department Operations Centre (VPD)

DTES - Downtown Eastside

DVCT - Domestic Violence Coordination Table

ECC - E-Crime Cyber Council

EDI - Equity, Diversity & Inclusion

ENCORE - Envisioning New Connections: Outreach Recreation Engagement Program

EOPS - Emergency & Operational Planning Section (VPD)

EPS - Edmonton Police Service

ERS - Emergency Response Section (VPD)

Europol - European Union Agency for Law Enforcement Cooperation

EWU - Employee Wellness Unit (VPD)

FAIAG - Financial Abuse Investigators Action Group

FBI - Federal Bureau of Investigations

FCU - Financial Crime Unit (VPD)
FILU - 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)
HOO - Homeless Outreach Officer (VPD)
HR - Human Resources Section (VPD)
HRIS - Human Resources Information System
HRO - High Risk Offender Unit (VPD)
HSCPC - Hastings Sunrise Community Policing Centre
HSI - Homeland Security Investigations

IAC - Indigenous Advisory Committee (VPD)
IACP - International Association of Chiefs of Police
IAFCI - International Association of Financial Crime Investigators
IBIS - Integrated Ballistics Identification System
ICBC - Insurance Corporation of British Columbia
ICE - Internet Child Exploitation
ICP - Indigenous Cadet Program (VPD)
ICT - Information & Communication Technology Section (VPD)
IDET - Impaired Driving Enforcement Team (VPD)
IIO - Independent Investigations Office
ILO - Indigenous Liaison Officer (VPD)
IMPACT - Integrated Municipal Provincial Auto Crime Team
IMS - Information Management Section (VPD)
IMSP - Indigenous Member Support Program
IPO - Indigenous Protocol Officer (VPD)
IPP - Indigenous Partnership Program (VPD)
IPRU - Inclusive Processes Review Unit (VPD)
IPU - Information & Privacy Unit (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)
MPSSG - 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)



VANCOUVER POLICE DEPARTMENT

REPORT TO THE VANCOUVER POLICE BOARD

REPORT DATE: October 17, 2025
COMMITTEE MEETING DATE: October 30, 2025
BOARD REPORT # #2511V24
Regular

TO: Vancouver Police Board Finance, Audit, and Risk Committee
FROM: Drazen Manojlovic, Director, Enterprise Risk Management Section
SUBJECT: Vancouver Police Board Approval of the Vancouver Police Department's Enterprise Risk Framework

RECOMMENDATION:

THAT the Vancouver Police Board (Board) approve the Vancouver Police Department's (VPD) Enterprise Risk Management (ERM) Framework (Framework).

BACKGROUND:

The Board approved International Standards Organization (ISO) 31000 as the ERM Standard (Standard) for the VPD on April 25, 2024. This commitment was further advanced on October 31, 2024, where the VPB approved a motion by the Committee that requires the VPD to establish and maintain an ERM Framework and obtain Board feedback on the Framework. The Standard's Framework consists of the following elements:

- Leadership and Commitment
- Design
- Implementation
- Evaluation
- Improvement
- Integration

The Framework is best depicted by the following (it is the far-left image):

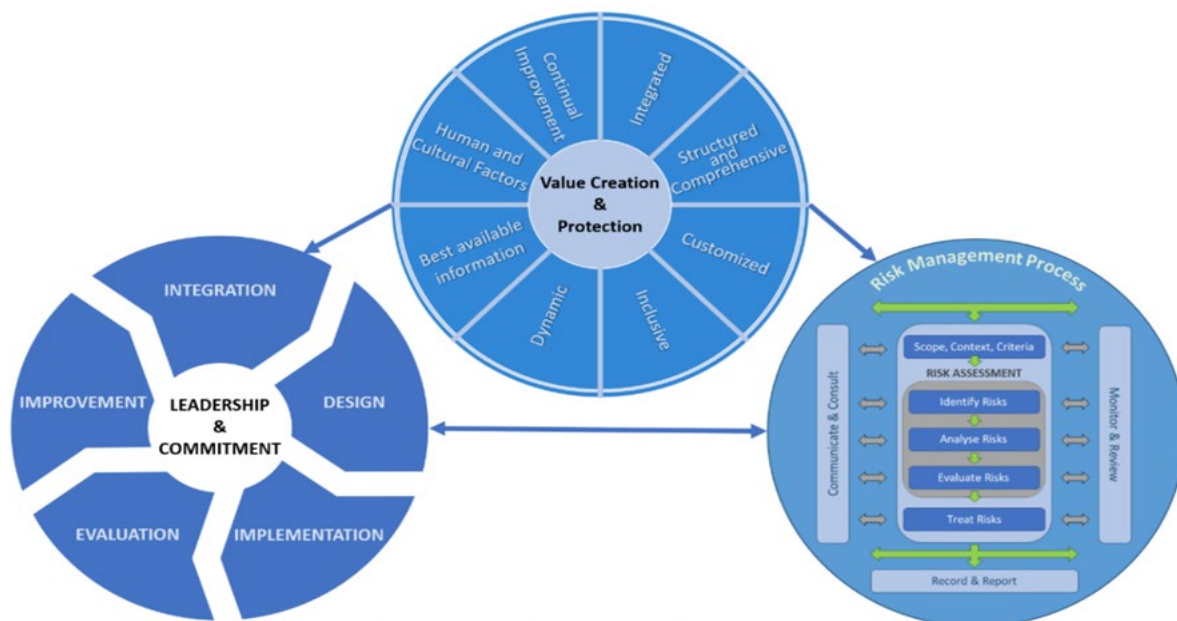


Figure 1: ISO 31000 Framework, Principles and Process

DISCUSSION:

The following is a high-level summary of progress to-date on each of the Framework's elements:

Leadership and Commitment

The Board and the VPD Executive must actively support risk management initiatives, ensuring alignment with organizational objectives, and fostering a risk-aware culture. As a critical first step towards achieving these, and consistent with the Standard, the Board and VPD have committed to the development, implementation, and continuous improvement of ERM at the VPD. The Board has formally added ERM as a focus of reporting by the VPD to the Committee. The VPD has created the ERM Section, which is organizationally situated within the VPD's Strategy and Innovation Division.

Design

Organizations must tailor ISO 31000 to their unique needs, creating a risk appetite statement (RAS), and ERM Categories. The Board-approved RAS for the VPD is:

The Vancouver Police Department (VPD) is dedicated to ensuring the safety and security of Vancouver. The VPD acknowledges the inherent and dynamic nature of policing and the importance of adapting to evolving risks and challenges. Our risk appetite prioritizes proactive enterprise risk management best practices for operational, financial, strategic, legal, public trust, and technological risks. Our risk appetite underscores the importance of continuous learning to enhance the effectiveness and efficiency of the VPD in achieving its strategic goals and delivering on our core public safety responsibilities.

The following are the Board-approved ERM Categories:

- Operational – risks arising from the performance of policing duties
- Financial – risks arising from events that place a significant strain, or will have a significant impact, on the financial resources of the VPD
- Strategic – risks arising from broader geo-political, socio-economic, demographic, or natural emergency events
- Legal and Regulatory – risks arising from legislation, regulation, standards, case law, contract, or agreement
- Public Trust – risks arising from any practice, act, or omission that may affect the public's trust of the VPD or damage the VPD's reputation
- Technological – risks arising from emerging technological developments or threats to VPD technological infrastructure

On April 10, 2025, as part of a workshop on ERM, a Board Director suggested the addition of 'Human Capital' as a category. This suggestion has merit as there are five enterprise risks in the VPD's ERM Register that are specific to the well-being and effectiveness of the VPD's employees. As such, as part of the approval of this report's update on the Framework, it is also recommended that the following ERM Category and definition be approved:

- Human Capital – risks arising from events or circumstances that significantly affects the VPD's ability to recruit, train, deploy, and retain staff, and/or risks that compromise the collective health and wellness of staff

Moving forward it will be useful to develop a RAS and key risk indicators for each category. Such advancements will be a sign of the maturation of the VPD's ERM framework and it is realistic that this occurs by the end of 2026.

Implementation

In addition to the creation of the ERM Section, an important foundational piece was the Board's approval of an ERM Policy and Procedure. The policy does assign responsibilities to the VPD's ERM Section and to Risk Owners and the policy's stated aim is the "the successful management and mitigation of enterprise risk is an important factor in effectively and efficiently achieving the VPD's strategic priorities and delivering the VPD's core public safety responsibilities, while building on public trust."

Risk management education and awareness is an important part of this element, and these efforts have been focused on the VPD's Senior Leadership Team. A training session on ERM was delivered to the VPD's Senior Leadership Team on March 12, 2025. This session included the following learning points:

- Defining risk, enterprise risk, and ERM;
- ERM Categories;
- The Standard's Risk Management Process, specifically:
 - Risk Identification;
 - Risk Analysis;
 - Risk Evaluation;
 - Risk Treatment;

- Case studies;
- Introduction to the VPD's Enterprise Risk Register;
- Introduction to the concept of Risk Owners;
- Role of the Board; and
- Who to contact if you have a concern about a risk.

On October 2, 2025, ERM was part of the curriculum of the Inspector's Professional Development training day. Training and education sessions will be an on-going necessity that will have to be delivered to new senior managers and refreshers to existing managers.

Evaluation & Improvement

Given the relative infancy of the VPD's ERM program, these two elements are best discussed together. Organizations must track the effectiveness of their risk management practices, refine them as needed, and adapt to changing risks. These achievement of these elements are part of a long-term, on-going process that reflects a more mature ERM program.

The VPD is very well positioned to risk assess any individual risk and implements risk treatment strategies. This is due to a data-rich environment combined with the skills of the Planning, Research, and Audit Section and the Financial Services Section (amongst others). However, these elements refer to the evaluation and improvement of the ERM program including third-party evaluations (where appropriate). Such evaluations are dependent on the continued development and maturation of the ERM program and on increasing the capacity of the ERM Section.

Integration

To make progress towards achieving this element, the ERM Section reviews all reports that go to the VPD Executive and most reports that go to the Board, as well as actively participating on the VPD's Senior Leadership Team and the Committee. These processes cover the breadth of strategic issues for the VPD, along with potential and current enterprise risks.

Also, on a multitude of topics, the ERM Section is involved in (but is not limited to):

- Proposed new policy or revisions to existing policy;
- The VPD's 2025 Strategic Business Plan;
- Proposed re-allocations of human resources;
- Financial and budgetary matters;
- Evaluation of programs or projects;
- Board Regular and In-camera meetings;
- Board Committee meetings;
- Meeting with VPD Section managers to provide risk management advice;
- Reviewing Memoranda of Understanding and other agreements;
- Liaising with City of Vancouver Risk Management to ensure insurance requirements are met; and,
- Liaising with City of Vancouver Legal Services for advice on indemnification or hold-harmless language in agreements (when required).

The VPD's current Strategic Plan concludes at the end of 2026 and ERM considerations will be a notable part of the development of the new Strategic Plan and whatever that Plan's Strategic Goals are.

CONCLUSION:

Because ISO 31000 is the approved ERM Standard for the VPD, its Framework is already established. As the report explains, the Framework consists of six elements that the VPD has been developing since April of 2024 (when the Standard was approved by the Board). Each element can be developed concurrently, and each element will be at different stages of development as the VPD's ERM program matures.

The VPD recommends that the Board approve this report as the ERM Framework for the VPD and as part of this approval, the addition of Human Capital be added as an Enterprise Risk Category.

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Date: October 17, 2025

Submitting Executive Member:

Deputy Chief Don Chapman

Date: October 22, 2025

Chief Constable and DCCs' Reports

Standing Committee Reports

6.1 Finance, Audit and Risk Committee

6.2 Governance Committee

6.3 Human Resources Committee