



**VANCOUVER POLICE DEPARTMENT
2020 STRATEGIC BUSINESS PLAN**

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

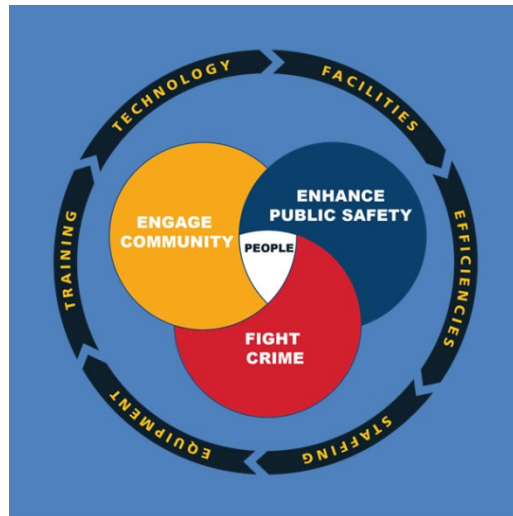
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Vancouver Police Department (VPD) 2017-2021 Strategic Plan

Building on the success of the 2012-2016 Strategic Plan, the VPD 2017-2021 Strategic Plan was approved by the Vancouver Police Board (VPB) in June 2016. The 2017-2021 Strategic Plan represents an organizational evolution, accounting for progress on many of the VPD's past goals and objectives while incorporating emerging trends and current policing priorities affecting the city of Vancouver. It serves to provide direction to the VPD as it moves forward in achieving its mission and vision while delivering high-quality service to the public.

Overall, the Strategic Plan reflects the VPD's ongoing commitment to be a leader in policing, to provide excellent service to the community, and to make Vancouver the safest major city in Canada. To continue meeting this commitment, the VPD has identified eight overarching Strategic Goals for 2017 to 2021, which are embedded within four Strategic Priorities (*Engage the Community, Fight Crime, Enhance Public Safety, and Support our People*):



As the diagram illustrates, all VPD members (sworn and civilian) are at the core of the Strategic Plan; their professional development and welfare is crucial for the Strategic Plan's success. Concurrently, the three community-focused Strategic Priorities are interdependent; for example, it is through community engagement that the VPD is able to effectively fight crime and address public safety issues. The outer ring of the diagram highlights the essential support functions that are required for the VPD to effectively operate. Each of the four Strategic Priorities contains two **Strategic Goals**:

Engage our Community

Strategic Goal 1: **Foster relationships, understanding, and trust with our diverse community**

Strategic Goal 2: **Strengthen mental health programs and processes**

Fight Crime

Strategic Goal 1: **Fight violent crime and its causes**

Strategic Goal 2: **Combat property crime and its drivers**

Enhance Public Safety

Strategic Goal 1: **Address community concerns that affect public safety**

Strategic Goal 2: **Improve road safety for everyone**

Support our People

Strategic Goal 1: **Foster a culture of employee engagement and effective communication**

Strategic Goal 2: **Promote a healthy work environment**

VPD Strategic Business Planning Model and Framework

The Strategic Plan is a fluid document that can be adapted to meet the emerging needs of the VPD and the community. Accordingly, the VPD's annual strategic business planning process flows from the VPD Strategic Plan. This process includes:

- an annual **Strategic Business Plan**;
- quarterly macro level reporting on **Key Performance Indicators (KPIs)**;
- a mid-year **Strategic Business Plan Report Card** on the progress of the current Strategic Business Plan; and
- a year-end **Strategic Business Plan Report-back** detailing performance results on achieving the past year's Strategic Business Plan.

The annual strategic business planning process is fundamental to achieving and measuring the success of the VPD's eight Strategic Goals. The process is proactive and results-based, thereby elevating the organization to a desired future state and allowing for accurate planning in relation to the most pressing concerns for the VPD.

VPD Annual Strategic Business Plans

Annual Strategic Business Plans articulate how the VPD is going to work towards achieving each of the eight Strategic Goals. The VPD Executive identifies 'Champions' for each Strategic Goal who are tasked with forming a working group consisting of subject-matter experts within the VPD. In the last quarter of each year, these working groups collaboratively develop a Strategic Business Plan for the following year in support of their assigned Strategic Plan Goal.

Annual Strategic Business Plans identify a series of Strategies designed to routinely guide the VPD's commitment to achieving its Strategic Goals. Subsequent Activities and measures are identified in conjunction with each individual Strategy to elaborate on how Strategic Goals will be achieved. Each Strategy contains the following key elements:

- **activities** are listed as the specific actions, tasks, or work that will be undertaken by the VPD in relation to each Strategy;
- **outcomes** are identified as the expected impacts or changes resulting from the successful completion of each Strategy;
- **target measures** are established as desired outputs or performance levels as a measure of a Strategies success by year's end;
- **leads** are identified as the VPD members accountable for each Strategy;
- **linkages/stakeholders** are identified as other internal business areas or external partners that are involved or need to be consulted in relation to achieving each Strategy; and
- **budget implications** are identified for each Strategy.

Champions monitor the progress of each Strategy and provide evaluation reports at mid-year and year-end. Report-back results enable the VPD Executive and the VPB to regularly determine if any organizational priorities need to be adjusted to meet changing operational, investigative, administrative, or community needs. Overall, the annual Strategic Business Plan is important because it:

- sets strategies with associated activities and targets towards achieving long-term Strategic Goals and other organizational priorities;
- provides a basis for budgeting;
- promotes accountability;
- inspires innovation and action;
- assists in the efficient allocation of resources;
- communicates the VPD's priorities to stakeholders; and
- helps employees understand how they are being supported and how their work contributes to the success of the Strategic Plan.

Glossary of Abbreviations/Acronyms

AAC - Access and Assessment Centre
ACCS - Arts, Culture, and Community Services
AFU - Anti-Fencing Unit
ALPR - Automatic Licence Plate Reader
AOT - Assertive (Mental Health) Outreach Team

BCACP – British Columbia Association of Chiefs of Police
BCAMCP – British Columbia Association of Municipal Chiefs of Police
BCWLE – British Columbia Women in Law Enforcement Association
BET - Beat Enforcement Team

CAPSU - Civilian and Auxiliary Police Services Unit
CAU - Crime Analysis Unit
CDSS - Court & Detention Services Section
CFO - Civil Forfeiture Office
CFSEU - Combined Forces Special Enforcement Unit
CIF - Criminal Investigation Fund
CIU - Collision Investigation Unit
CMHA - Canadian Mental Health Association
COMET - Chronic Offender Management Enforcement Team
COU - Chronic Offender Unit
CoV - City of Vancouver
CPA - Citizens' Police Academy
CPC - Community Police Centre
CSS - Community Services Section
CVU - Commercial Vehicle Unit

DCC - Downtown Community Court
DIIRS – Diversity, Inclusion & Indigenous Relations Section
DRE - Drug Recognition Expert
DSO - Department Security Office
DTES - Downtown Eastside
DVACH - Domestic Violence and Criminal Harassment Unit
DVBIA - Downtown Vancouver Business Improvement Association

EHS - Emergency Health Services
EIP - Early Intervention Program

FCU - Financial Crime Unit
FIU - Forensic Identification Unit

GCU - Gang Crime Unit
GIS – General Investigation Section
GO - General Occurrence report

HR - Human Resources Section
HVA - Hospitality Vancouver Association

IAC - Indigenous Advisory Committee
ICBC - Insurance Corporation of BC

ICT - Information & Communication Technology Section
IMS - Information Management Section
ISSofBC - Immigrant Services Society of British Columbia
ITU - Identity Theft Unit

JIBC - Justice Institute of British Columbia

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

MCS - Major Crime Section
MHA - Mental Health Act

NPO - Neighbourhood Police Officer
NWEST - National Weapons Enforcement Support Team

OCS - Organized Crime Section

PAC - Parent Advisory Council
PCU - Property Crime Unit
PERASU - Police Employee Relations & Advisory Services Unit
PHC - Providence Health Care
POPS - Peace Officers Pride Society

R2MR - Road to Mental Readiness
RPAS - Remotely Piloted Aerial System

S.A.F.E. - Safety Awareness for Elders program
SAIL - Seniors Abuse and Information Line
SCU - Sex Crimes Unit
SFST - Standardized Field Sobriety Test
SIS - Special Investigation Section
SLO - School Liaison Officer
SMT - Senior Management Team
SPH - St. Paul's Hospital
SRO - Single Room Occupancy
SSH - Social & Supportive Housing

UBC - University of British Columbia

VACPC - Vancouver Aboriginal CPC
VCH - Vancouver Coastal Health
VGH - Vancouver General Hospital
VPB - Vancouver Police Board
VPF - Vancouver Police Foundation
VPU - Vancouver Police Union
VSB - Vancouver School Board

WCB - Workers Compensation Board
WPST - Women's Personal Safety Team

YCRU - Youth Community Response Unit
YSS - Youth Services Section

Vancouver Police Department 2020 Strategic Business Plan

The 2020 Strategic Business Plan outlines the key Strategies that will be undertaken throughout 2020 to continue working towards achieving the VPD's eight overarching Strategic Goals. Thirty-two (32) Strategies are identified with a total of 158 Activities associated to these Strategies.

The following table lists the eight Strategic Goals along with the 2020 Strategies that pertain to them:

Strategic Goal: Foster relationships, understanding, and trust with our diverse community
<p><i>2020 Strategy 1:</i> Continue to engage and support vulnerable and marginalized individuals, specifically marginalized women.</p> <p><i>2020 Strategy 2:</i> Ensure the safety of the elderly population through ongoing education and awareness efforts.</p> <p><i>2020 Strategy 3:</i> Sustain and foster existing positive relationships with Indigenous communities.</p> <p><i>2020 Strategy 4:</i> Sustain and foster existing positive relationships with new immigrants and multicultural communities.</p> <p><i>2020 Strategy 5:</i> Continue to develop trust and relationships with youth through outreach, education, and empowerment activities.</p> <p><i>2020 Strategy 6:</i> Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2S+ issues relative to policing.</p>
Strategic Goal: Strengthen mental health programs and processes
<p><i>2020 Strategy 1:</i> Target total youth wellness through a variety of programs.</p> <p><i>2020 Strategy 2:</i> Continue to collaborate with Vancouver General Hospital (VGH) and St. Paul's Hospital (SPH) to reduce mental health apprehensions and hospital wait-times.</p> <p><i>2020 Strategy 3:</i> Collaborate with the VGH's Access and Assessment Centre (AAC) to develop efficiencies for the VPD's Car 87/88 and Patrol Teams.</p>
Strategic Goal: Fight violent crime and its causes
<p><i>2020 Strategy 1:</i> Strategically align enforcement projects across the Department through increased sharing of intelligence.</p> <p><i>2020 Strategy 2:</i> Continue to expand the BarWatch and Restaurant Watch programs.</p> <p><i>2020 Strategy 3:</i> Enhance public awareness of sexual offences, particularly those impacting youth and marginalized communities.</p> <p><i>2020 Strategy 4:</i> Enhance enforcement of firearms and other weapons.</p>
Strategic Goal: Combat property crime and its drivers
<p><i>2020 Strategy 1:</i> Enhance the process for referring chronic property crime offenders to the Downtown Community Court (DCC).</p> <p><i>2020 Strategy 2:</i> Leverage intelligence to proactively combat both residential and commercial break and enters.</p> <p><i>2020 Strategy 3:</i> Continue to expand the capacity and capability of the Cybercrime and Financial Crime Units.</p>

Strategic Goal: Address community concerns that affect public safety

2020 Strategy 1: Ongoing prioritization of liquor enforcement in the Granville and Gastown Entertainment Districts as well as on public beaches.

2020 Strategy 2: Continue to work with the City of Vancouver (CoV) and local non-profit organizations to manage the negative impacts of illegal street vending.

2020 Strategy 3: Continue to assist the CoV with its efforts to end homelessness.

2020 Strategy 4: Address gaps in service for those with substance use disorders who are detained at the VPD Jail.

Strategic Goal: Improve road safety for everyone

2020 Strategy 1: Ongoing participation in coordinated Provincial road safety campaigns.

2020 Strategy 2: Ongoing road safety initiatives and enforcement by Patrol members.

2020 Strategy 3: Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.

2020 Strategy 4: Continue to leverage technology to address current and anticipated road safety challenges.

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

2020 Strategy 1: Continue to improve communication between VPD Executive members and front-line sworn and civilian members.

2020 Strategy 2: Continue to improve communication between the VPD's three Divisions.

Strategic Goal: Promote a healthy work environment

2020 Strategy 1: Continue to support and foster employee wellness.

2020 Strategy 2: Continue to enhance the professional development of VPD members.

2020 Strategy 3: Continue to enhance employee administrative and management processes.

2020 Strategy 4: Continue to enhance respectful work environments throughout the VPD.

2020 Strategy 5: Continue to enhance employee safety and security at VPD facilities.

2020 Strategy 6: Implement recommendations from the comprehensive Operational Review of the VPD's staffing requirements.

The remainder of this report contains the Strategic Business Plan templates completed by each Champion detailing the various activities, outcomes, measures, and other key elements associated with each of their Strategies for 2020.

Vancouver Police Department Annual Business Plan (2020)

Goal – Foster relationships, understanding, and trust with our diverse community

Champion – Inspector Suzanne Muir

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to engage and support vulnerable and marginalized individuals, specifically marginalized women.	<ul style="list-style-type: none"> Continue to provide one-on-one and group guidance to vulnerable and marginalized women on utilizing essential community and social services, including obtaining new or replacement identification. Enhance transportation options for vulnerable persons to better access social services, transition housing, detox, and important familial activities. Distribute safety equipment and daily assistance materials to vulnerable individuals including those residing in different housing models. Maintain ongoing communication with the staff overseeing social support housing units. Continue to facilitate <i>Lunch with the Chief</i> events in the Downtown Eastside (DTES). Ongoing participation in SisterWatch including engaging in a joint initiative to establish a house pole in remembrance of murdered Indigenous women and girls. 	<p>Strengthening of trusting and positive relationships with vulnerable and marginalized women.</p> <p>Reconnection of vulnerable and marginalized women with their friends and family.</p> <p>Increased ability for vulnerable individuals to record personal information regarding their safety and experiences.</p> <p>Increased reporting of violent victimization.</p>	<p>Assist 150 vulnerable individuals in obtaining official provincial identification.</p> <p>Distribute 40 cell phones equipped to call 911, 400 blackboards, and 800 notebooks.</p> <p>Involvement in quarterly SisterWatch meetings, as well as important functions attached to this committee.</p> <p>Host quarterly <i>Lunch with the Chief</i> events in the DTES.</p> <p>Update VPD Homelessness Awareness Course to include impact of homelessness on marginalized individuals, with a focus on women.</p>	<p>Sex Industry Liaison Officer</p> <p>Community Services Section (CSS) Inspector</p> <p>Diversity, Inclusion, & Indigenous Relations Section (DIIRS) Sergeant</p>	<p>Vancouver Police Foundation (VPF)</p> <p>Social housing operators</p> <p>Modular housing staff and residents</p> <p>Downtown Eastside (DTES) support organizations</p> <p>CoV</p> <p>SisterWatch Committee</p>	<p>VPF funding secured to support many of these initiatives.</p> <p>Project Connect Federal Grant for the Counter Exploitation Unit.</p>
Strategy 2	Ensure the safety of the elderly population through ongoing education and awareness efforts.	<ul style="list-style-type: none"> Deliver ongoing education and awareness for the Safety and Awareness for Elders (S.A.F.E.) program and the World Elder Abuse Day through social media and community partnerships. Hold another VPD Seniors Safety Fair as well as smaller workshops with participation by the Women’s Personal Safety Team (WPST). Community Police Centres (CPCs) to continue to deliver elder specific initiatives and activities. Continue to educate the elderly on common financial scams and provide anti-fraud awareness through the VPD’s Financial Crime Unit (FCU) website and various other forms of media. FCU participation on the Provincial Council to Reduce Elder Abuse. 	<p>Increased public awareness of elder abuse.</p> <p>Increased confidence and understanding among the elderly regarding their personal and online safety, while improving on community partnerships.</p> <p>Decreased likelihood of fraud and financial scams targeting elders, through education and awareness.</p> <p>Increased elder abuse information sharing between the VPD and provincial partners.</p>	<p>Distribute S.A.F.E. informational magnets and brochures through the Public Service Unit and the CPCs.</p> <p>Deliver a minimum of two personal safety workshops to seniors groups.</p> <p>CPCs to deliver 12 elder safety activities or informational sessions.</p> <p>Host a 2-day conference in 2020 with 11 external agencies focusing on reducing financial elder abuse.</p> <p>Regularly communicate anti-fraud updates and other personal safety awareness messaging through the internet and social media.</p>	<p>Domestic Violence and Criminal Harassment Unit (DVACH) Sergeant</p> <p>FCU Sergeant</p>	<p>VPD Public Affairs</p> <p>CPCs</p> <p>British Columbia Elders Communication Center Society</p> <p>Vancouver Coastal Health (VCH)</p> <p>Seniors Abuse and Information Line (SAIL)</p>	<p>Civil Forfeiture Office (CFO) grant request for S.A.F.E.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Sustain and foster existing positive relationships with Indigenous communities.	<ul style="list-style-type: none"> Ongoing participation in Indigenous cultural and community events. Update and deliver additional Indigenous cultural competency training to VPD personnel, CPC volunteers, and other partner agencies. Continue to support and engage Indigenous youth through programming and outreach. Ongoing quarterly meetings with the VPD Indigenous Advisory Committee (IAC). Continue to deliver Indigenous focused women's safety seminars with community partners. 	<p>Ongoing strengthening of existing relationships with the Indigenous community.</p> <p>Increased understanding of Indigenous history, culture, events, and ceremonies.</p> <p>Enhanced discussions regarding Indigenous peoples and how to support them.</p> <p>Increased engagement, safety, and resilience of at-risk Indigenous populations, namely women and youth.</p>	<p>Attend four cultural events per month.</p> <p>Organization and involvement in the <i>Pulling Together</i> Canoe Journey.</p> <p>Provide ongoing outreach to Indigenous community agencies twice per week.</p> <p>Identify and recruit Indigenous youth to the Indigenous Cadet Program.</p> <p>Continue engaging 20-25 youth in the Musqueam Breakfast Club and 12-15 youth in the DTES Walks initiative.</p> <p>Act on the key recommendations put forward by the IAC.</p>	<p>DIIRS Sergeant</p> <p>Indigenous Liaison Officer</p> <p>Indigenous Protocol Officer</p> <p>Musqueam Liaison Officer</p> <p>Indigenous Neighbourhood Police Officer</p>	<p>Various Indigenous community support agencies</p> <p>Justice Institute of BC (JIBC)</p> <p>Vancouver Aboriginal CPC (VACPC)</p>	<p>VPF funding for Pulling Together and the Indigenous Cadet Program.</p> <p>CFO grant submission for cultural competency training.</p>
Strategy 4	Sustain and foster existing relationships with new immigrants and multicultural communities.	<ul style="list-style-type: none"> Attend the Immigrant Services Society of British Columbia (ISSofBC) Welcome House to provide safety training and to educate new immigrants on the role of police in Canada. Develop a personal safety video and toolkit in multiple languages to provide to new immigrants. Engage with Vancouver's Black community to build dialogue and expand positive relationships. Participate in annual multicultural community events including attending education sessions and events at Mosques and other religious centres. Continue to engage multicultural communities through programs like the Citizens' Police Academy (CPA). Continue to engage new immigrant youth through the NewKids Program. Ongoing internal publication of a VPD diversity newsletter. 	<p>Strengthening of existing relationships with multicultural populations and increase understanding of cultural customs.</p> <p>VPD members have greater knowledge and understanding of multicultural backgrounds and experiences.</p> <p>Enhanced safety and engagement of at-risk multicultural populations.</p>	<p>Deliver full-day safety workshops at ISSofBC every two months.</p> <p>Deliver smaller safety workshops and newcomer packages at ISSofBC once a week.</p> <p>DIIRS members to attend a minimum of four cultural events.</p> <p>Engage new participants in each session of the CPA and the NewKids programs.</p> <p>Publication of a monthly internal diversity newsletter.</p> <p>Production of a monthly hate crimes report.</p>	<p>DIIRS Inspector</p> <p>Hate Crimes Investigator</p> <p>DIIRS Programming Coordinator</p> <p>DIIRS Outreach Officer</p>	<p>ISSofBC</p> <p>Mosques and other religious centres</p> <p>MOSAIC</p> <p>Jewish Federation of Greater Vancouver</p> <p>BC Hate Crimes Team</p> <p>RCMP</p> <p>Musqueam Indian Band</p>	<p>VPF funding for various initiatives including the VPD's 2020 African Event, the safety toolkit, and the NewKids program.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 5	Continue to develop trust and relationships with youth through outreach, education, and empowerment activities.	<ul style="list-style-type: none"> Continue to deter gang involvement through initiatives for at-risk youth (within schools and through external programming). Continue to encourage leadership and skills development and ongoing wellness promotion through sports and fitness. Continue to encourage dialogue on topics such as mental health, gender violence, and online safety. Continue to host the annual Youth Connect event delivering educational workshops to youth on respectful relationships, including personal safety and LGBTQ2S+ issues. 	<p>Improved behaviour from at-risk youth, including increased connectivity to the community and positive relationships with police.</p> <p>Youth will be deterred from engaging in criminal and other negative activities.</p> <p>Fostered growth, confidence, independence, and leadership in youth as well as increased civic engagement and healthy lifestyles.</p> <p>Educated and empowered youth in relation to sexual health and online safety.</p>	<p>Provide engagement opportunities to over 1,000 at-risk youth populations through ongoing anti-gang programming (e.g. <i>Her Time</i>, <i>End Gang Life</i>, <i>Turning Point</i>, etc.)</p> <p>Deliver safety workshops to over 200 youth through music, culture, and arts programming.</p> <p>Engage over 400 youth to participate in sporting, leadership, and scholastic programming.</p> <p>Involvement of over 200 youth in the VPD Cadet Program.</p> <p>Engage up to 400 youth in respectful relationships workshops/sessions.</p>	Youth Services Section (YSS) Inspector	<p>VPD Cadet Program</p> <p>Vancouver School Board (VSB)</p> <p>Canadian Mental Health Association (CMHA)</p> <p>Grandview Woodlands CPC</p> <p>Metro Vancouver Transit Police</p>	<p>VPF funds many youth initiatives.</p> <p>City of Vancouver (CoV) funds the RestART program.</p>
Strategy 6	Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2S+ issues relative to policing.	<ul style="list-style-type: none"> Ongoing VPD participation on the CoV's LGBTQ2S+ advisory committee. Develop an engagement program for LGBTQ2S+ seniors. Translate the VPD's <i>Walk with Me</i> transgender educational video into other languages to increase accessibility amongst the diverse populations of Metro Vancouver. Meet with LGBTQ2S+ community service providers on how to increase victimization reporting and further relationship building. Increase engagement with LGBTQ2S+ youth through anti-bullying programming and the <i>#LoveWhoYouWant</i> campaign. Ongoing collaboration with other law enforcement agencies and community organizations regarding LGBTQ2S+ issues. 	<p>Improved best practices when serving the LGBTQ2S+ community and increased understanding of transgender issues within policing.</p> <p>Greater awareness of LGBTQ2S+ issues while promoting understanding and education across different populations.</p> <p>Decreased risk factors for LGBTQ2S+ youth minimizing negative outcomes such as suicide and other self harming behaviours.</p> <p>Engagement of other police agencies and community organizations involved in LGBTQ2S+ training, education, and relationship building.</p>	<p>Attract upwards of 70 additional businesses to participate in the Safe Place program.</p> <p>Continue to increase the number of corporate businesses as well as police agencies trained in the LGBTQ2S+ education program.</p> <p>Translate the <i>Walk with Me</i> video into Mandarin and Punjabi.</p> <p>Continue to deliver at least 10 LGBTQ2S+ training presentations with local and national law enforcement organizations.</p>	<p>DIIRS Inspector</p> <p>LGBTQ2S+ Liaison Officer</p> <p>Learning and Development Unit</p>	<p>CoV LGBTQ2S+ Advisory Committee</p> <p>QMUNITY</p> <p>Transgender advocates</p> <p>Out On Screen</p> <p>PRIME TIMERS Seniors organization</p> <p>Rainbow Routable Seniors Organization</p>	<p>VPF funding for various initiatives including the <i>#LoveWhoYouWant</i> campaign and the <i>Walk with Me</i> video translation.</p>

Vancouver Police Department Annual Business Plan (2020)

Goal – Strengthen mental health programs and processes

Champion – Inspector Colleen Yee

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Target total youth wellness through a variety of programs.	<ul style="list-style-type: none"> Continue to facilitate the training of high school students to deliver <i>Here4Peers</i> mental wellness to grade 6 and 7 elementary students. Work with the Vancouver School Board (VSB) to facilitate <i>End Gang Life</i> and <i>Her Time</i> presentations. Work with VSB and Odd Squad Productions to deliver presentations on the dangers of fentanyl. Deliver <i>Total Respect for Ourselves and Others</i> (TROO) and <i>Being Respectful of Others</i> (BRO) presentations. Continue to run the VPD Cadet Program. 	<p>Increased awareness of mental wellness and mental illness de-stigmatization among School Liaison Officers (SLOs), VSB staff, and students.</p> <p>Increased access by students and staff to mental health services.</p> <p>Youth are educated on the risks and consequences of gang involvement.</p> <p>Greater youth awareness of the dangers of fentanyl.</p> <p>Youth are educated on anti-bullying, anti-harassment and anti-racism.</p> <p>Collaborative and cooperative school environments through greater cultural and ethnic diversity.</p>	<p>Further increase the number of <i>Here4Peers</i> high school mentors.</p> <p>Provide <i>Here4Peers</i> workshops to over 1,800 grade 6 and 7 elementary students.</p> <p>Deliver <i>End Gang Life</i>, <i>Her Time</i>, TROO, BRO, and fentanyl presentations to grade 8 students in all 18 VSB high schools.</p> <p>Survey VPD cadets to determine what presenters and/or events contributed to their support for and celebration of cultural and ethnic diversity.</p>	<p>Mental Health Unit (MHU) Sergeant</p> <p>School Liaison Unit (SLU) Sergeants</p> <p>Youth Community Response Unit (YCRU) Sergeant</p>	<p>VPD Cadets</p> <p>SLOs</p> <p>VPF</p> <p>VSB</p> <p>VCH</p> <p>Canadian Mental Health Association (CMHA)</p> <p>CoV</p>	<p>The Vancouver Police Foundation (VPF) funds <i>Here4Peers</i>. Year 4 of the program commences at start of 2020/2021 school year.</p>
Strategy 2	Continue to collaborate with Vancouver General Hospital (VGH) and St. Paul's Hospital (SPH) to reduce mental health apprehensions and hospital wait-times.	<ul style="list-style-type: none"> Work with VGH, SPH, and contracted hospital security (Integrated Protection Services) to further improve the admission of Form 21 clients. Explore reasons for the lengthy hospital and Emergency Health Service (EHS) wait-times and develop strategies to reduce them. Work with doctors to modernize the <i>Mental Health Act</i> (MHA) to allow police to deliver patients to a designated facility rather than to a physician. Work with Community Care services to increase mental health outreach. 	<p>Further streamlined hand-off procedures between VPD officers and VGH staff.</p> <p>Improved quality of care for patients.</p>	<p>Reduce Section 28 apprehensions.</p> <p>Reduce overall average hospital wait-times.</p> <p>Reduce hospital wait-times for Form 21 clients.</p>	<p>Youth Services Section (YSS) Staff Sergeant</p>	<p>VPD Patrol</p> <p>VGH</p> <p>SPH's Integrated Protection Services</p>	<p>Existing budget</p>
Strategy 3	Continue to collaborate with the VGH's Access and Assessment Centre (AAC) to develop efficiencies for the VPD's Car 87/88 and Patrol Teams.	<ul style="list-style-type: none"> Ongoing VPD participation with VGH on Car 87/88 working groups. Continue to work to expand Patrol officer awareness of the capacity and capability of the AAC. Work with the AAC to maximize the Car 87/88 partnership efforts. 	<p>Improved operational efficiencies between VPD and VGH.</p> <p>Improved 'outreach' services for AAC patients.</p> <p>Increased Car 87/88 member utilization of AAC clinicians.</p>	<p>Create a Car 87/88 dashboard for Project Link.</p> <p>20% increase in the number of outreach visits/assessments conducted by Car 87/88.</p> <p>Complete a feedback loop to Patrol on VPD referrals to the AAC.</p>	<p>MHU Sergeant</p> <p>YSS Staff Sergeant</p>	<p>VPD Patrol</p> <p>VGH</p> <p>Community Care</p>	<p>Existing budget</p>

Vancouver Police Department Annual Business Plan (2020)

Goal – Fight violent crime and its causes

Champion – Superintendent Cita Airth

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Strategically align enforcement projects across the Department through increased sharing of intelligence.	<ul style="list-style-type: none"> Attach the VPD’s special constable Strategic Crime Analyst position to the office of the Superintendent of Investigative Services. Convene bi-weekly meetings for all the VPD’s crime analysts to share intelligence. Target violent offenders based on analysis of intelligence and trends. 	<p>Greater management awareness of current trends, allowing for greater allocation of investigative resources in targeting violent crimes.</p> <p>Enhanced collaboration, information-sharing, and consistency of all analytical practices amongst the crime analysts.</p> <p>Enhanced collaboration between the Investigation and Operations Divisions leading to greater disruption of organized crime groups at all levels.</p>	<p>Establish a regular crime analyst meeting schedule.</p> <p>Ensure that one or more significant joint Investigation/ Operations Division violent crime projects are active each month.</p>	<p>Investigative Services Supt.</p> <p>Strategic Crime Analyst</p>	<p>Investigation Division</p> <p>Operations Division</p>	Existing budget
Strategy 2	Continue to expand the BarWatch and Restaurant Watch programs.	<ul style="list-style-type: none"> The Gang Crime Unit (GCU) to continue to work to increase BarWatch and Restaurant Watch enrolment. GCU to continue to work to increase the number of businesses participating in ‘special agreements’. 	<p>Improved communication between bar and restaurant owners and police.</p> <p>More establishments committed to preventing violent criminal activity in and around their business.</p>	<p>Increase the total number of businesses participating in the BarWatch and Restaurant Watch programs.</p> <p>Increase the number of businesses participating in ‘special agreements’.</p> <p>Number of inadmissible patrons removed by police from bars and restaurants due to their association to gang or violent crime.</p>	<p>Organized Crime Section (OCS) Inspector</p> <p>GCU Sergeants</p>	<p>Operations Division</p> <p>VPD OCS</p> <p>BarWatch</p> <p>Restaurant Watch</p>	Existing budget
Strategy 3	Enhance public awareness of sexual offences, particularly those impacting youth and marginalized communities.	<ul style="list-style-type: none"> Conduct outreach with immigrant, refugee, and Indigenous communities to help prevent domestic violence and sexual offences. Update the VPD’s Domestic Violence and Criminal Harassment Unit’s (DVACH) webpage. Conduct sexual offence education and awareness outreach with Vancouver hotels. Participate in an inter-agency working group to exchange intelligence to combat human trafficking. Assess youth sexual violence trends and develop education strategies. 	<p>Improved relationships and trust between the police and immigrant, refugee, and Indigenous communities.</p> <p>Improved inter-agency communication and collaboration in relation to human trafficking.</p> <p>Greater understanding of the impact of human trafficking.</p> <p>Greater ability to protect youth against and educate them on sexual violence.</p>	<p>An increase in reporting of domestic violence.</p> <p>An increase in the number of site visits to the DVACH webpage.</p> <p>Initiate combined forces projects targeting human trafficking.</p> <p>Initiate several youth sexual offence prevention presentations and other events.</p> <p>Hold a fourth Youth Connect Symposium with attendance of over 100 youth, parents, and counsellors.</p>	<p>Special Investigation Section (SIS) Inspector</p> <p>SIS Staff Sergeant</p> <p>Sex Crimes Unit (SCU) Sergeant</p>	<p>Youth Services Section (YSS)</p> <p>VSB</p> <p>Child and Youth Advocacy Center</p>	Existing budget

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Enhance enforcement of firearms and other weapons.	<ul style="list-style-type: none"> • Work collaboratively with the National Weapons Enforcement Support Team (NWEST) and the Combined Forces Special Enforcement Unit's (CFSEU) Firearms Team to identify firearm traffickers. • Allocate VPD investigative resources to more efficiently and effectively assist Patrol District 2's Beat Enforcement Team (BET) with weapons and violence investigations. 	<p>Improved public safety through the successful targeting of firearm traffickers.</p> <p>Enhanced collaboration between the VPD Investigation and Operations Divisions leading to greater disruption of organized crime groups at all levels.</p>	<p>Initiate combined forces projects to target firearm traffickers.</p> <p>Explore a potential pilot project that would embed VPD investigators within the BET.</p> <p>An increase in the number of successful charges and convictions related to firearms and other weapons.</p>	<p>Investigative Services Supt.</p> <p>Major Crime Section (MCS) Inspector</p> <p>OCS Inspector</p> <p>Patrol District 1 Inspector</p> <p>Patrol District 2 Inspector</p>	<p>VPD Operations and Investigation Divisions</p> <p>NWEST</p> <p>CFSEU</p>	Existing budget

Vancouver Police Department Annual Business Plan (2020)

Goal – Combat property crime and its drivers

Champion – Superintendent Michelle Davey

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Enhance the process for referring property crime offenders to the Downtown Community Court (DCC).	<ul style="list-style-type: none"> Continue to work with the DCC to change geographic parameters for offender admission to the DCC. Identify the most prolific property crime offenders and ensure they are held accountable through surveillance, compliance checks, and other investigative strategies. Initiate a pilot project to refer prolific offenders to the DCC who have been arrested outside the DCC catchment area. 	<p>The Chronic Offender Management Team (COMET) can better target the most prolific chronic property crime offenders.</p> <p>Gathering data to support admission to the DCC will depend on the offender in question rather than on geographic considerations.</p> <p>Enhanced support for chronic offenders who require treatment and other services.</p> <p>Reduced recidivism of chronic offenders who have been provided with support.</p> <p>Reduced need for chronic offenders to commit property crime due to addiction, poverty, homelessness, and mental health and substance use disorder.</p>	<p>Develop measurement criteria to test and evaluate the pilot project.</p> <p>Overall crime reduction in categories such as thefts from auto, commercial break and enters, and residential break and enters.</p> <p>Reduction in the number of offenders wanted on outstanding warrants.</p>	<p>General Investigation Section (GIS) Inspector</p> <p>Chronic Offender Unit (COU) Sergeant</p>	<p>VPD COU</p> <p>DCC</p> <p>Drug Court</p>	Existing budget
Strategy 2	Leverage intelligence to proactively combat both residential and commercial break and enters.	<ul style="list-style-type: none"> Refresh public education campaigns to help owners better secure their homes. Use of a target selection matrix for identifying the most prolific break and enter offenders. Ongoing surveillance to target the most prolific offenders. The Forensic Identification Unit (FIU) to attend parade briefings to educate Patrol members on investigative strategies, to inform them of available forensic services, and to remind them to conduct video canvasses at all break and enters. The Property Crime Unit (PCU) Sergeant to attend weekly Patrol District Crime Control meetings. Develop initiatives to educate the public to protect their mail and package deliveries. The Anti-Fencing Unit (AFU) to monitor and regulate the second hand property industry. The VPD Identity Theft Unit (ITU) to work with financial institutions and automotive dealers to reduce the number of fraudulent purchases of luxury vehicles with the use of stolen identities. 	<p>Reduced break and enter offences.</p> <p>Prolific break and enter offenders will be deterred from committing further offences.</p> <p>Patrol will be provided with the latest investigative requirements from Crown Counsel via parade briefings.</p> <p>Greater investigative support for Patrol to conduct follow-up investigations of stolen property.</p> <p>Greater community collaboration regarding loss prevention and the identification and recovery of stolen goods.</p> <p>Improved fraud reporting to police.</p>	<p>A reduction in the number of break and enters into residences and businesses.</p> <p>Increase the number of arrests of prolific break and enter targets.</p> <p>Increase the number and total dollar value of stolen goods recovered.</p> <p>Improved investigative techniques and greater break and enter details in General Occurrence (GO) reports.</p> <p>Enhance relationships between the VPD, bank investigators, British Columbia Vehicle Sales Authority investigators, and Metro Vancouver auto dealers.</p>	<p>GIS Inspector</p> <p>PCU Sergeant</p> <p>PCU Sergeant</p> <p>AFU Sergeant</p> <p>ITU Sergeant</p>	<p>COU</p> <p>Crime Analysis Unit (CAU)</p> <p>Public Affairs</p> <p>ITU</p> <p>PCU</p> <p>AFU</p> <p>DCC</p>	<p>Criminal Investigation Fund (CIF) budget implications on a case by case basis.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Continue to expand the capacity and capability of the Cybercrime and Financial Crime Units.	<ul style="list-style-type: none"> Identify critical infrastructure in Vancouver to protect against cyber threats, develop contingency plans, and participate in tabletop exercises with representatives from both the private and public sector. Design and implement a transition plan with respect to the VPD's new online investigation policy, which includes department-wide messaging through PowerDMS. The Cybercrime Unit to conduct a proactive dark web drug project in partnership with the Organized Crime Section (OCS). Leverage Chainalysis software and explore other proactive strategies in consultation with academic and law enforcement partners to combat cryptocurrency facilitated money laundering. Continue to develop the Cybercrime Unit's social media presence to enhance public education regarding cyber threats. Enhance public awareness of the FCU's anti-fraud education programs. Continue to enhance the FCU's relationships with federal and provincial financial regulatory agencies. 	<p>The Cybercrime Unit will centralize the investigation of high profile cybercrimes.</p> <p>Ongoing collaboration will occur with cybercrime subject matter experts in order to remain current on trends and best practices.</p> <p>Enhanced public awareness regarding cybercrime and cyber threats.</p> <p>The VPD will develop expertise regarding cryptocurrency investigations.</p> <p>Enhanced relationships with various private and public sector partners.</p>	<p>Ensure compliance with the new investigation policy, and collapse redundant internet accounts.</p> <p>Establish a central registry pursuant to the online investigation policy to catalogue all discreet and covert online profiles for use across the Department.</p> <p>Establish baselines for the number of files, online investigations, and dark web projects the Cybercrime Unit has undertaken or supported.</p> <p>Number of social media posts that educate the public about cyber threat prevention.</p> <p>FCU to participate in collaborative meetings with federal and provincial financial regulatory agencies.</p>	<p>GIS Inspector</p> <p>Cybercrime Unit Sergeant</p> <p>FCU Sergeant</p>	<p>Operations Division</p> <p>Investigation Division</p> <p>Cybercrime Unit</p> <p>FCU</p> <p>Community Services Section</p> <p>Various public and private sector partners</p>	<p>CIF budget implications on a case by case basis.</p>

Vancouver Police Department Annual Business Plan (2020)

Goal – Address community concerns that affect public safety

Champion – Superintendent Marcie Flamad

	Strategy	Activities	Outcome	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Ongoing prioritization of liquor enforcement in the Granville and Gastown Entertainment Districts as well as on public beaches.	<ul style="list-style-type: none"> VPD Liquor Enforcement Team (Lima) shifts will utilize bylaws and the Criminal Code of Canada to combat violence in the entertainment districts. Ongoing deployment of Lima shifts in the Granville and Gastown Entertainment Districts every weekend. Continue to support the <i>Good Night Out</i> program (in its second year). Continue to partner with Liquor Inspectors and the City of Vancouver (CoV) to inspect licensed establishments. Deploy on-duty resources designated to Patrol District 1 and District 4 Beach Patrol Teams during the summer months to minimize liquor-related issues on Vancouver's beaches. Continue to use a variety of education and enforcement strategies to deter liquor consumption in public spaces. Identify alternative ways for bar patrons to safely return home after bar closing hours (i.e., RideShare). 	<p>Public drinking and intoxication will be deterred.</p> <p>Greater compliance with liquor regulations pertaining to capacity and service.</p> <p>Enhanced public safety in the entertainment districts, specifically for vulnerable populations such as women and LGBTQ2S+ individuals.</p> <p>Increased public safety at public beaches.</p> <p>Greater access to safe travel out of the Granville Entertainment District after SkyTrain service hours.</p>	<p>Overall reductions in the number of fights, breaches of the peace, and disturbances in the entertainment districts.</p> <p>Conduct a minimum of 18 liquor licence inspections and/or business licence reviews.</p> <p>Reduction of disorder incidents on the beaches.</p>	<p>Patrol North Command Supt.</p> <p>District 1 Inspector</p> <p>District 4 Inspector</p> <p>District 1 Staff Sergeant</p> <p>Liquor Coordinator</p>	<p>VPD Marine Unit</p> <p>BarWatch</p> <p>CoV</p> <p>Park Board</p> <p>Hospitality Vancouver Association (HVA)</p> <p>Downtown Vancouver Business Improvement Association (DVBIA)</p> <p>TransLink</p>	Funding provided by the DVBIA and the CoV for the <i>Good Night Out</i> program.
Strategy 2	Continue to work with the CoV and local non-profit organizations to manage the negative impacts of illegal street vending.	<ul style="list-style-type: none"> Work with CoV Arts, Culture, and Community Services (ACCS) to support and establish a suitable, safe, and interim location for the Downtown Eastside (DTES) Street Market. Work with the CoV to support the Women's Summer Fair and Flea Market and the Street Vendors' Collective. Work with the CoV in the development of the unpermitted vending policy changes. The Community Service Section's (CSS) Street Disorder Officer to create a street vending portfolio, which includes assisting the Beat Enforcement Team (BET) and focusing efforts on city-wide parks to consistently address unpermitted vending and disorder. Patrol District 2 to assign an officer to support the Street Disorder Coordinator. Continue to assist CoV Engineering and Sanitation with regular street cleaning efforts. 	<p>Coordinated response to unpermitted street vending.</p> <p>Reduction in street level violence in the DTES associated with street vending.</p> <p>Coordinated response to street cleaning.</p> <p>Reduction in the number of seizures of illegal items sold by street vendors.</p>	<p>Interim location established for the DTES Street Market.</p> <p>Creation of a Vending Task Force.</p> <p>Decrease in number of complaints for unpermitted vending received by the CoV's 311 service centre.</p>	<p>CSS Inspector</p> <p>CSS Disorder Officer</p> <p>Patrol District 2 Inspector</p>	<p>BET</p> <p>CoV</p> <p>Non-profit organizations</p>	Existing budget

	Strategy	Activities	Outcome	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Continue to assist the CoV with its efforts to end homelessness.	<ul style="list-style-type: none"> The VPD Homeless Outreach Coordinator will continue to brief Patrol on how to respond to complaints regarding pop-up encampments and people sleeping outdoors in public areas. Continue working with the various levels of government and the private sector to identify homelessness issues and assist in the implementation of homelessness reduction programs. Continue working with BC Housing and non-profit organizations to help keep Single Resident Occupancy buildings (SROs) and Social & Supportive Housing sites (SSHs) safe for all tenants. Homeless Outreach Coordinator to notify District Neighbourhood Police Officers (NPOs) of CoV inspections of all SROs and SSHs. Explore the viability of creating a second Homeless Liaison Officer position. 	<p>Patrol officers will continue to be educated and equipped on how to respond to citizen complaints regarding homelessness.</p> <p>Reduced citizen complaints regarding pop-up encampments.</p> <p>Reduction in the number of citizen complaints of people bedded down in open areas not designed for habitation (e.g., doorways, parks, or bus shelters).</p> <p>Safer conditions in SROs and SSHs.</p> <p>Overall, the VPD continues to collaborate with the CoV to secure safe shelter for all residents.</p>	<p>Create an Intranet link regarding pop-up encampments.</p> <p>Increase the number of homeless people supported into shelters and permanent housing.</p> <p>Ongoing regular inspections of all SROs and SSHs.</p>	<p>Homeless Outreach Officer</p> <p>Street Disorder Officer</p>	<p>CoV</p> <p>SRO operators</p> <p>BC Housing</p> <p>Modular Housing Committee (managers and residents)</p>	Existing budget
Strategy 4	Address gaps in service for those with substance use disorders who are detained at the VPD Jail.	<ul style="list-style-type: none"> Court & Detention Services Section (CDSS) to formulate a comprehensive plan to address gaps in service for detainees with substance use disorders at the VPD Jail as per the recommendations of the Mayor's Emergency Overdose Taskforce. Partner with the University of British Columbia (UBC) and Providence Healthcare (PHC) to conduct a five-year study on detainees with substance use disorders who are released from the VPD Jail (the study is currently awaiting Ethics Approval). The CDSS Research Assistant to track and report on addiction related services provided at the VPD Jail. Partner with Vancouver Coastal Health (VCH) to have an overdose outreach worker dedicated to the Jail. 	<p>Enhanced support for those with substance use disorders.</p> <p>Enhanced community partnerships and referral services throughout Metro Vancouver and other parts of British Columbia.</p> <p>Decreased recidivism from those with substance use disorders who are engaged with treatment and supported by an overdose outreach worker.</p> <p>The development of best practices to work towards reducing the cumulative negative effects of substance use.</p>	<p>Identify service gaps in assisting those with substance use disorders.</p> <p>Track detainees after they are released and determine if any correlation exists between enhanced access to treatment (via a dedicated case worker) and a reduction in future criminality.</p> <p>Educate VPD members on ways to assist those with substance use disorders.</p>	<p>CDSS Inspector</p> <p>Organized Crime Section (OCS) Inspector</p>	<p>CoV</p> <p>VCH</p> <p>UBC</p> <p>VPD-contracted medical provider.</p>	<p>\$100,000 for initial phase within 2018 CoV budget.</p> <p>Additional funding to be sought from CoV when preliminary data is available.</p> <p>Vancouver Police Foundation (VPF) funding will also be considered.</p>

Vancouver Police Department Annual Business Plan (2020)

Goal – Improve road safety for everyone

Champion – Superintendent Steve Eely

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Ongoing participation in coordinated Provincial road safety campaigns.	<ul style="list-style-type: none"> • Ongoing coordination of road safety enforcement efforts between the BC Association of Chiefs of Police (BCACP) Traffic Safety Committee, the Insurance Corporation of British Columbia (ICBC), and the media. • Participate in a High Risk Driving campaign (Spring). • Participate in a Railway Safety campaign (Fall). • Participate in ICBC sponsored Cycling Safety campaigns (Spring and Summer). • ICBC sponsored Pedestrian Safety campaign (Fall). • Participate in a Distracted Driving campaign (Spring and Fall). • Participate in Occupant Restraint campaigns (Spring and Fall). • Undertake a Speed Relative-to-Conditions campaign (Fall). • Implement CounterAttack roadblock deployments (Summer and Winter). 	<p>Ongoing coordination of traffic enforcement efforts across multiple Police agencies and jurisdictions.</p> <p>Continued positive partnerships with relevant stakeholders.</p> <p>Overall improved road safety.</p>	<p>Ongoing VPD participation in all Provincial road safety campaigns.</p> <p>Conduct a minimum of 30 CounterAttack roadblocks deployments.</p>	<p>Traffic Section Inspector</p> <p>Traffic Section Staff Sergeant</p>	<p>VPD Traffic Analyst</p> <p>VPD District Commanders</p> <p>VPD Public Affairs</p> <p>BCACP Traffic Safety Committee</p> <p>ICBC</p> <p>Media outlets</p>	Existing budget - assuming required funding is secured for Counter Attack campaign.
Strategy 2	Ongoing road safety initiatives and enforcement by Patrol members.	<ul style="list-style-type: none"> • Ongoing patrol-based enforcement projects at high collision locations, with support from the Traffic Section. • Ongoing monthly meetings to review patrol-based road safety enforcement progress and approach. • Training of front-line members in traffic enforcement, including Standardized Field Sobriety Test (SFST) and Drug Recognition Expert (DRE) testing. 	<p>Increased road safety enforcement awareness, engagement, and action by Patrol members.</p> <p>Improved road safety.</p>	<p>Increased traffic enforcement numbers across all Patrol Districts.</p> <p>Minimum of 50 patrol-based road safety projects undertaken.</p> <p>A minimum of 175 total officers certified in SFST.</p> <p>A minimum of 20 officers certified as DREs.</p>	<p>Patrol District Commanders</p> <p>Traffic Section Inspector</p> <p>Traffic Section Staff Sergeant</p>	<p>Traffic Section</p> <p>Patrol District Staff Sergeants</p> <p>Crime Control Sergeants</p> <p>Patrol members</p>	TBD - pending decision regarding DRE training model.

Strategy 3	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.	<ul style="list-style-type: none"> • Ongoing monthly Traffic Section meetings to review relevant data and ticket production within each Traffic Enforcement squad. • Ongoing targeted enforcement to improve pedestrian and cyclist safety. • Continue to undertake numerous road safety projects throughout the year including: <ul style="list-style-type: none"> – Operation Hang-up with ICBC (March and September) – Project Swoop with ICBC (May) – Pedestrian Safety and Education in cooperation with ICBC, Community Policing Centres (CPCs), and Transit Police (Spring and Fall) – Cycling Awareness and Education in cooperation with Public Affairs, ICBC, and the media (Spring and Summer) – Cone Zone campaign in cooperation with the Workers Compensation Board (WBC) (Spring and Summer) – Noisy Muffler campaign (Summer) – Back-to-School campaign (September) • Ongoing delivery of occupant restraint clinics throughout the city. • Undertake education and enforcement initiatives during Bike-to-Work week (1st week of June). • Focus on targeting the big four road safety violations (speed, distracted driving, impaired driving, and seatbelt use) during the May and Thanksgiving long weekends. • Ongoing commercial vehicle inspections by the Commercial Vehicle Unit (CVU). • Delivery of road safety presentations to elementary school children, Parent Advisory Councils (PACs), and seniors through the School Safety Patrol Team. • Regular meetings with the City of Vancouver (CoV), ICBC, and other stakeholders to address road safety matters of mutual concern. 	<p>Timely road safety enforcement at key locations, based on seasonal demands.</p> <p>Enhanced understanding and awareness of traffic safety concerns by all road users.</p> <p>Enhanced overall road safety for the most vulnerable road users through education and enforcement action.</p>	<p>Increases in ticket production within all Traffic squads.</p> <p>A minimum of 75 total road safety presentations delivered to youth, PACs, and seniors by the School Safety Patrol Team.</p> <p>Six occupant restraint clinics delivered.</p> <p>Total of 500 Level 1 & 2 commercial vehicle inspections conducted by the CVU.</p>	<p>Traffic Section Inspector</p> <p>Traffic Section Staff Sergeant</p> <p>Traffic Services Sergeant</p> <p>Traffic Support Team</p> <p>School Safety Patrol Team</p>	<p>Traffic Services Traffic Analyst</p> <p>Public Affairs Patrol Districts</p> <p>Neighbourhood Policing Team</p> <p>School Liaison Officers</p> <p>CPC volunteers</p> <p>Citizens' Crime Watch</p> <p>CoV</p> <p>HUB Cycling</p> <p>Outside agency Commercial Vehicle Units</p> <p>Media outlets</p> <p>ICBC</p> <p>Pacific Region Training Centre</p> <p>Transit Police</p> <p>BCACP</p> <p>BC Association of Municipal Chiefs of Police (BCAMCP)</p>	Existing budget

Strategy 4	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
	Continue to leverage technology to address current and anticipated road safety enforcement challenges.	<ul style="list-style-type: none"> • Ongoing deployment of Automatic Licence Plate Reader (ALPR) technology within the VPD Traffic fleet. • Continue to use social media to increase community engagement and awareness of road safety. • Complete roll-out of E-Ticketing. • Review and implementation of new technology related to the detection of impairment by drug. • Expansion of automated speed enforcement cameras at high collision locations in cooperation with ICBC and provincial Police Services. • The Collision Investigation Unit (CIU) to implement use of Remotely Piloted Aircraft Systems (RPAS) for collision scene mapping. 	<p>Increased enforcement on high risk and unauthorized drivers.</p> <p>Improved community engagement on road safety issues.</p> <p>Improved efficiencies in ticket distribution and corresponding processes.</p> <p>Enhanced police ability to respond to 'impaired by drug' offences.</p> <p>Decreased road closure time at vehicle collision scenes.</p>	<p>Minimum of 4 ALPR deployments per month.</p> <p>Full implementation of E-Ticketing across front-line operations, including outfitting of remaining operational vehicles and motorcycles.</p> <p>Increase automated enforcement of high collision locations.</p>	<p>Traffic Section Inspector</p> <p>Traffic Section Staff Sergeant</p> <p>Traffic Services Sergeant</p> <p>Hit & Run Team</p> <p>CIU Sergeants</p>	<p>Traffic Section</p> <p>Fleet Services</p> <p>Public Affairs</p> <p>Information Management Section</p> <p>ICT Section</p> <p>Equipment Committee</p> <p>Training Section</p> <p>BC Police Services</p> <p>BCACP</p> <p>BCAMCP</p> <p>PRIME</p> <p>Road Safety BC</p>	Existing budget

Vancouver Police Department Annual Business Plan (2020)

Goal – Foster a culture of employee engagement and effective communication

Champion – Chief Adam Palmer

	Strategy	Activities	Outcome	Target Measures	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to improve communication between the VPD Executive and front-line sworn and civilian members.	<ul style="list-style-type: none"> Executive to maximize engagement with VPD members via multiple communication channels. Executive members will continue to participate in operational shifts. Chief will continue to attend Patrol parade briefings. Chief and Executive Team will personally engage staff exposed to traumatic or significant incidents. 	<p>Greater communication between the Executive and all VPD members.</p> <p>Greater Executive understanding of front-line challenges and concerns.</p> <p>Opportunities for direct face-time with the Chief for front-line members.</p> <p>Front-line members will directly hear, and know, that they have the support of the Executive.</p>	<p>Leverage a variety of communication methods to provide organizational updates to all members, including personal contact, speaking opportunities, e-mail, and video.</p> <p>Executive to engage with VPD members in a variety of settings including training sessions, team and section briefings, as well as at public events, social gatherings and Department events.</p> <p>Overall positive employee satisfaction survey results.</p>	<p>VPD Executive Team</p> <p>VPD Senior Management Team</p>	<p>All VPD members</p> <p>Vancouver Police Union (VPU)</p> <p>Teamsters</p>	Existing budget
Strategy 2	Continue to improve communication between the VPD's three Divisions.	<ul style="list-style-type: none"> Enhance collaboration between the Operations, Investigation, and Support Services Divisions in the handling of files. Sworn and civilian members from specialty units to continue to attend Patrol parades, training days, and supervisor meetings. Utilize mentorships as well as on-loan assignments to enhance communication and organizational knowledge across divisions. 	<p>Better communication, enhanced information flow, and better sharing of experience across divisions.</p> <p>Enhanced knowledge amongst members of the services and functions of specialty units.</p> <p>Greater overall communication and information flow across the three Divisions.</p>	<p>Support the development of new cross-division committees to better facilitate the systematic flow of information.</p> <p>Specialty unit subject matter experts to present to front-line members in a variety of settings.</p> <p>Continue to facilitate several mentorships and on-loan assignments across divisions throughout 2020.</p>	<p>VPD Executive Team</p> <p>VPD Senior Management Team</p>	All VPD members	Existing budget

Vancouver Police Department Annual Business Plan (2020)

Goal – Promote a healthy work environment

Champion – Superintendent Martin Bruce

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to support and foster employee wellness.	<ul style="list-style-type: none"> Facilitate focus group meetings with sworn and civilian staff to discuss current and future wellness programming. Develop a comprehensive employee wellness model. Facilitate the inaugural Civilian Retirement Dinner. Create medical fact sheets for VPD members categorized by age and gender group. Ongoing collaboration with the Vancouver Police Union (VPU) on the British Columbia First Responders Resiliency program. Host another seminar on resiliency with Dr. Gilmartin for the Senior Management Team (SMT). Work to enhance employee mental resiliency. 	<p>The Human Resource Section (HR) will gain an understanding of staff wellness needs.</p> <p>Enhanced mental and physical supports delivered specific to each member's needs.</p> <p>Enhanced feeling of appreciation amongst long serving civilian employees.</p> <p>Improved health awareness by staff.</p> <p>Improved resiliency awareness and support for VPD members and their families.</p>	<p>Identify staff preferences and key ideas to improve engagement and participation in wellness activities.</p> <p>Identify targeted member support strategies based on career stages and individual experiences.</p> <p>Identify common member ailments necessitating improved proactive medical screening and follow-up.</p> <p>Facilitate initial Road to Mental Readiness (R2MR) training for new members and in-service training for existing members.</p> <p>Facilitate a Trauma Resiliency Training Program.</p> <p>Host a resiliency in law enforcement conference.</p>	<p>HR Staff Sergeant</p> <p>Civilian & Auxiliary Police Services Unit (CAPSU) Staff</p> <p>Employee Wellness Unit Sergeant</p> <p>Police Employee Relations & Advisory Services Unit (PERASU) Sergeant</p>	<p>HR ICT</p>	<p>Partial VPF funding for the Civilian Retirement Dinner.</p> <p>All other activities funded within the existing HR/wellness budget.</p>
Strategy 2	Continue to enhance the professional development of VPD members.	<ul style="list-style-type: none"> Embed wellness awareness activities within the sergeant education and civilian supervisor training programs. Increase number of HR staff trained to conduct labour process investigations. Create a civilian supervisor training module. Provide advanced training for exempt civilian managers. Implement necessary amendments to the departmental Tenure Policy as per the recommendations of the review conducted in 2019. Support the British Columbia Women in Law Enforcement Association (BCWLE). 	<p>Increased supervisor ability and capacity to support their teams while ensuring appropriate communication with stakeholders.</p> <p>Greater capacity in HR for conducting labour process investigations and imparting process knowledge to VPD staff.</p> <p>Enhanced fairness and transparency provided by existing Tenure Policy.</p> <p>Enhanced empowerment and career development opportunities for women in law enforcement.</p>	<p>Several sergeants and civilian supervisors will be trained in new staff wellness protocols.</p> <p>Train two additional HR members in labour investigations.</p> <p>All civilian exempt managers to receive advanced training.</p> <p>Implement identified necessary revisions to the current Tenure Policy.</p> <p>Facilitate BCWLE meetings, socials, and training sessions.</p>	<p>HR Staff Sergeant</p> <p>PERASU Sergeant</p> <p>CAPSU Staff</p> <p>Senior Director of Information Services</p>	<p>HR</p> <p>Information Management Section (IMS)</p> <p>Training Unit</p> <p>BCWLE</p>	<p>Existing budget</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Continue to enhance employee administrative and management processes.	<ul style="list-style-type: none"> Continue to develop new protocols for the integration of new employees (on-boarding). Explore the development of a reliable resiliency test to be administered by the Recruiting Unit to police member applicants. Implement phase 1 of the employee database and the Early Intervention program's (EIP) dashboard project. Explore phase 2 of the employee database and EIP dashboard project. 	<p>Increased support and engagement for new members.</p> <p>Enhanced screening tools for recruit selection and hiring.</p> <p>Automated dashboard and file managements processes in HR.</p>	<p>New on-boarding protocols are implemented.</p> <p>Evaluation of reliable resiliency measures and implementation of a suitable program to be used by the Recruiting Unit in screening new recruits.</p> <p>Creation of a new employee dashboard for HR use.</p>	HR Inspector	<p>HR</p> <p>Recruiting Unit</p> <p>Department Security Office (DSO)</p> <p>ICT</p> <p>Payroll Unit</p>	Pending capital funding for the employee database and EIP dashboard project.
Strategy 4	Continue to enhance respectful work environments throughout the VPD.	<ul style="list-style-type: none"> Deliver an updated SMT presentation on Respectful Workplace legislation/case law changes. Develop and deliver Respectful Workplace cycle training and parade briefing sessions. Update labour process guidelines. Formulate departmental respectful workplace working groups. Support the creation of the Peace Officers Pride Society (POPS). 	<p>Increased employee knowledge and understanding of Respectful Workplace protocols and impacts.</p> <p>Increased labour process understanding, compliance, and transparency.</p> <p>Greater understanding of respectful workplace issues.</p> <p>Enhanced community outreach and internal peer support for LGBTQ2S+ officers.</p>	<p>All front-line officers to receive Respectful Workplace awareness training.</p> <p>Disseminated updated labour process guidelines to all employees.</p> <p>Ensure that respectful workplace working groups are comprised of a diverse group of employees.</p> <p>Facilitate POPS meetings and socials.</p>	<p>HR Inspector</p> <p>HR Staff Sergeant</p> <p>HR Staff Sergeant</p>	<p>HR</p> <p>VPU</p> <p>Teamsters</p> <p>POPS</p>	Existing budget
Strategy 5	Continue to enhance employee safety and security at VPD facilities.	<ul style="list-style-type: none"> Conduct regularly scheduled fire and evacuation drills in all VPD facilities. Further update security protocols for visitor access at all VPD buildings. 	<p>Increased emergency evacuation knowledge and safety of VPD members.</p> <p>Increased security for staff and the public at VPD facilities.</p>	<p>One scheduled evacuation drill for each VPD facility.</p> <p>Participate in the <i>Great British Columbia Shakeout</i> earthquake preparedness drill.</p> <p>New security protocols to be implemented at all facilities.</p>	<p>DSO Sergeant</p> <p>Safety & Health Coordinator</p>	<p>Health & Safety Unit</p> <p>DSO</p>	Existing budget
Strategy 6	Implement recommendations from the comprehensive Operational Review of the VPD's staffing requirements.	<ul style="list-style-type: none"> VPD Operational Review Project Implementation Team to coordinate ongoing implementation of recommendations. 	Updated Departmental staffing needs will be implemented based on comprehensive consultations, research, and analysis.	<p>Development of implementation timelines and tiers.</p> <p>Implementation of 2020 staffing/resource additions and preparation for 2021 planned additions.</p>	<p>Support Services Deputy Chief</p> <p>Executive Officer Inspector</p>	<p>All VPD staff</p> <p>VPU</p> <p>Vancouver Police Officers Association</p> <p>Teamsters</p>	Annual VPD Operating Budget process in conjunction with the City of Vancouver (CoV).