



**VANCOUVER POLICE DEPARTMENT
2021 STRATEGIC BUSINESS PLAN**

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

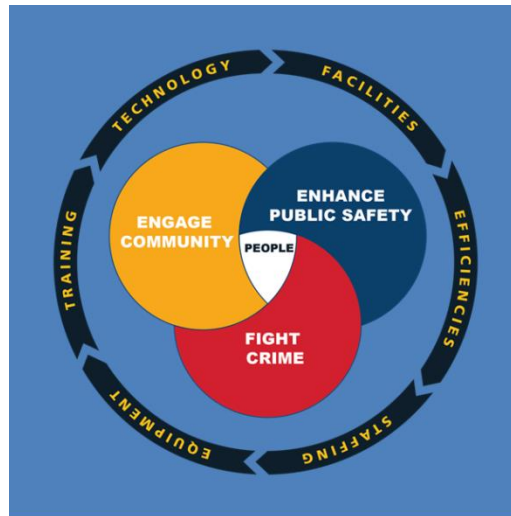
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Vancouver Police Department (VPD) 2017-2021 Strategic Plan

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 operate effectively. 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 guide the VPD's commitment to achieving its Strategic Goals. Subsequent Activities and measures are identified, in conjunction with each 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 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.

The Department strives to evaluate the success of each of its identified annual Strategies, through quantifiable measures, where appropriate. That being said, not all strategies and their associated activities easily lend themselves to quantifiable measures; and as such, other outputs, or measures of activity are presented to report on (or aid in discussion of) the performance, achievement, or success of Strategies.

Glossary of Abbreviations/Acronyms

ACCESS - Aboriginal Community Career Employment Services Society
ALPR - Automatic Licence Plate Reader
AOT - Assertive (Mental Health) Outreach Team
ARC - Access, Recreation, and Culture Program

BCACP - British Columbia Association of Chiefs of Police
BCAMCP - British Columbia Association of Municipal Chiefs of Police
BCECCS – British Columbia Elders Communication Center Society
BC ICE – British Columbia Integrated Child Exploitation Team
BCMUP - British Columbia Municipal Undercover Program
BET - Beat Enforcement Team (VPD)
BIPOC - Black, Indigenous, and People of Color
BRO - Being Respectful of Others Program (VPD)

CACP - Canadian Association of Chiefs of Police
CAPSU - Civilian and Auxiliary Police Services Unit (VPD)
CAU - Crime Analysis Unit (VPD)
CBSA – Canadian Border Services Agency (CBSA)
C-CISM – Civilian Critical Incident Stress Management Team (VPD)
CCW - Citizens' Crime Watch (VPD)
CCCP – Canadian Centre for Child Protection
CDSS - Court & Detention Services Section (VPD)
CDU – Career Development Unit (VPD)
CEU – Counter Exploitation Unit
CFO - Civil Forfeiture Office
CFSEU - Combined Forces Special Enforcement Unit
CIF - Criminal Investigation Fund
CIU - Collision Investigation Unit (VPD)
CMHA - Canadian Mental Health Association
COMET - Chronic Offender Management Enforcement Team
COU - Chronic Offender Unit (VPD)
CoV - City of Vancouver
CPA - Citizens' Police Academy (VPD)
CPC - Community Police Centre
CREST - Community Road Education Safety Team (VPD)
CSS - Community Services Section (VPD)
CVU - Commercial Vehicle Unit (VPD)
CYCA – Child and Youth Advocacy Centre

DCC - Downtown Community Court
DIIRS - Diversity, Inclusion & Indigenous Relations Section (VPD)
DRE - Drug Recognition Expert
DSO - Department Security Office (VPD)
DTES - Downtown Eastside
DVACH - Domestic Violence and Criminal Harassment Unit (VPD)

ECOMM - Greater Vancouver Emergency Communications Centre
EHS - Emergency Health Services
EIP - Early Intervention Program (VPD)

FCU - Financial Crime Unit (VPD)
 FSGV – Family Services of Greater Vancouver

GCU – Gang Crime Unit (VPD)
 GIAEP - Gang Intervention and Exiting Program
 GIS - General Investigation Section (VPD)
 GO - General Occurrence report

HR - Human Resources Section (VPD)

IAC - Indigenous Advisory Committee (VPD)
 ICBC - Insurance Corporation of British Columbia
 ICE – Internet Child Exploitation Unit (VPD)
 ICP - Indigenous Cadet Program (VPD)
 ICT - Information & Communication Technology Section (VPD)
 IMS - Information Management Section (VPD)
 ISSoFBC - Immigrant Services Society of British Columbia
 ITU - Identity Theft Unit (VPD)

JIBC - Justice Institute of British Columbia

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

MCFD – Ministry of Children and Family Development
 MCS – Major Crime Section (VPD)
 MHA - Mental Health Act
 MHU - Mental Health Unit (VPD)
 MOSAIC - Multilingual non-profit organization

NCCE – National Centre for Child Exploitation
 NPO - Neighbourhood Police Officer (VPD)
 NPT - Neighbourhood Policing Team (VPD)

OCS - Organized Crime Section (VPD)

PAC - Parent Advisory Council
 PCU - Property Crime Unit (VPD)
 PERASU - Police Employee Relations & Advisory Services Unit (VPD)
 PHC - Providence Health Care
 PIC - Public Information Counter (VPD)
 PRIME - Police Records Information Management Environment
 PSS – Professional Standards Section (VPD)

R2MR - Road to Mental Readiness Program
 RCMP – Royal Canadian Mounted Police
 RPAS - Remotely Piloted Aerial System
 RTIC – Real Time Intelligence Center
 RWRS – Restricted Weapons Registration System

S.A.F.E. - Safety Awareness for Elders Program (VPD)
 SFST - Standardized Field Sobriety Test
 SIS - Special Investigation Section (VPD)

SLO - School Liaison Officer (VPD)
SLU - School Liaison Unit (VPD)
SPH - St. Paul's Hospital
SRO - Single Room Occupancy
SSH - Social & Supportive Housing
SUCCESS - United Chinese Community Enrichment Services Society

TROO - Total Respect for Ourselves and Others Program (VPD)

VACPC - Vancouver Aboriginal Community Policing Centre (VPD)
VAFCS - Vancouver Aboriginal Friendship Centre Society
VCH - Vancouver Coastal Health
VGH - Vancouver General Hospital
VPF - Vancouver Police Foundation
VPU - Vancouver Police Union
VSB - Vancouver School Board
VSB - SWIS - Settlement Workers in Schools Program
VSU - Victim Services Unit (VPD)

WAVVES - Women Against Violence Video Education Series
WorkSafeBC - Worker's Compensation Company of British Columbia
WPST - Women's Personal Safety Team (VPD)

YCRU - Youth Community Response Unit (VPD)
YMCA – Young Men's Christian Association of Greater Vancouver
YSS - Youth Services Section (VPD)

Vancouver Police Department 2021 Strategic Business Plan

The 2021 Strategic Business Plan outlines the key Strategies that will be undertaken throughout 2021 to continue working towards achieving the VPD's eight overarching Strategic Goals. Thirty-three (33) Strategies are identified with a total of 180 Activities associated to these Strategies. It should be noted that COVID-19 and budgetary constraints have had a significant impact on police operations, investigations, and administrative processes. The ongoing pandemic, and Vancouver City Council's decision to not fund the VPD as per the VPB's requested amount for 2021, may impact the achievement of the strategies and associated activities identified for 2021.

The following table lists the eight Strategic Goals along with the 2021 Strategies that pertain to them:

<p>Strategic Goal: Foster relationships, understanding, and trust with our diverse community</p> <p><i>2021 Strategy 1:</i> Engage and support equity-deserving groups.</p> <p><i>2021 Strategy 2:</i> Ensure the safety of the older adult populations through ongoing education and awareness efforts.</p> <p><i>2021 Strategy 3:</i> Support and expand on existing relationships with Indigenous Peoples.</p> <p><i>2021 Strategy 4:</i> Support and expand existing relationships with newcomer, diverse, and racialized communities.</p> <p><i>2021 Strategy 5:</i> Develop and enhance relationships with youth through outreach, education, and empowerment activities.</p> <p><i>2021 Strategy 6:</i> Enhance cultural safety for LGBTQ2S+ communities interfacing with police.</p>
<p>Strategic Goal: Strengthen mental health programs and processes</p> <p><i>2021 Strategy 1:</i> Target youth wellness through a variety of programs.</p> <p><i>2021 Strategy 2:</i> Continue to collaborate with Vancouver General Hospital (VGH) and Saint Paul's Hospital (SPH) to reduce mental health apprehensions and hospital wait-times.</p> <p><i>2021 Strategy 3:</i> Collaborate with VCH staff and the Assertive Outreach Team (AOT) to develop efficiencies for the VPD's Car 87/88 and Patrol Teams.</p>
<p>Strategic Goal: Fight violent crime and its causes</p> <p><i>2021 Strategy 1:</i> Strategically target high-risk violent offenders through the gathering and sharing of intelligence.</p> <p><i>2021 Strategy 2:</i> Continue to target high-risk violent offenders through inadmissible patron programs and asset forfeiture.</p> <p><i>2021 Strategy 3:</i> Enhance enforcement of firearms and other weapons.</p> <p><i>2021 Strategy 4:</i> Leverage technology and analytics to enhance gangs and guns investigations and court disclosure.</p> <p><i>2021 Strategy 5:</i> Combat domestic violence and sexually based crimes by providing support to all victims, and by actively targeting offenders, particularly those who prey upon vulnerable and marginalized communities.</p> <p><i>2021 Strategy 6:</i> Target human trafficking and exploitation.</p>
<p>Strategic Goal: Combat property crime and its drivers</p> <p><i>2021 Strategy 1:</i> Enhance the process for referring property crime offenders to the Downtown Community Court (DCC).</p> <p><i>2021 Strategy 2:</i> Leverage intelligence to proactively combat both residential and commercial break and enters.</p> <p><i>2021 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

2021 Strategy 1: Continue special deployments and community policing initiatives to deter street disorder across the city.

2021 Strategy 2: Continue to work with the City of Vancouver (CoV) and local non-profit organizations to manage the negative impact of street vending.

2021 Strategy 3: Continue to assist the CoV with efforts to address homelessness, including encampments.

2021 Strategy 4: Address gaps in service for those with substance use disorders detained at the VPD Jail.

Strategic Goal: Improve road safety for everyone

2021 Strategy 1: Coordinated participation in Provincial road safety campaigns.

2021 Strategy 2: Ongoing road safety initiatives and enforcement by Patrol members.

2021 Strategy 3: Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.

2021 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

2021 Strategy 1: Continue to improve communication between the VPD Executive members and front-line sworn and civilian members.

2021 Strategy 2: Continue to improve communication between the VPD's three Divisions.

Strategic Goal: Promote a healthy work environment

2021 Strategy 1: Continue to support and foster employee wellness.

2021 Strategy 2: Continue to enhance the professional development of VPD members.

2021 Strategy 3: Continue to enhance the employee management processes.

2021 Strategy 4: Continue to enhance respectful work environments throughout the VPD.

2021 Strategy 5: Continue to support VPD members throughout the ongoing COVID-19 Pandemic.

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 2021.

Vancouver Police Department Annual Business Plan (2021)

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	Engage and support equity-deserving groups.	<ul style="list-style-type: none"> Continue to provide individual and group guidance for equity-deserving groups regarding essential community and social services, including obtaining new or replacement identification, 911 phones, and aiding with transportation options to better access services. Ongoing communication with the staff overseeing women's support residences and other social support housing units. Ongoing outreach with community groups representing sex workers. Continue to facilitate quarterly <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 missing and murdered Indigenous women and girls. Distribute phones with data to persons who have experienced intimate partner violence and who are already connected to VPD and related support systems. Creation and implementation of gender-based violence prevention videos by the Women's Police Safety Team (WPST). WPST to continue delivery of general safety workshops. Engage persons with developmental disabilities in safety programming. 	<p>Improved mechanisms to assist equity-deserving groups.</p> <p>Enhanced access to housing.</p> <p>Increased dialogue between DTES community members and the VPD.</p> <p>Improved relationships between police and sex workers.</p> <p>Increased support for Indigenous women and girls experiencing or at risk of experiencing violent victimization.</p> <p>Improved access to support services for victims to mitigate incidents of violence.</p> <p>Enhanced situational awareness among women and girls to mitigate incidents of violence.</p> <p>Stronger relationships are created between people with developmental disabilities and the police.</p> <p>Overall enhanced positive relationships between equity-deserving groups and police.</p> <p>Overall increased feelings of safety by equity-deserving groups and increased likelihood of positive interaction with police, either during emergencies or on a day-to-day basis.</p>	<p>Conduct 1–2 online support sessions per week regarding accessing essential services, including assisting with transportation to these services.</p> <p>Assist 75-100 individuals in obtaining official provincial identification.</p> <p>Distribute 50-75 cell phones with 911 capability to equity-deserving individuals.</p> <p>Conduct 2-4 online WebEx sessions with social support housing staff.</p> <p>Conduct four SisterWatch Zoom meetings.</p> <p>Engage in 2-3 gatherings with Indigenous individuals involved in creating the House Pole.</p> <p>Distribute 20 cell phones with data capability to victims of intimate violence.</p> <p>Create four videos as part of the Women Against Violence Video Educational Series (WAVVES).</p> <p>WPST to conduct two online workshops a month with approximately 50 female participants.</p> <p>Conduct 2-4 presentations on personal safety and other topics for persons with developmental disabilities through the Victoria Drive and Limitless Possibilities programs.</p>	<p>DIIRS Inspector</p> <p>YSS Inspector</p>	<p>CSS Inspector</p> <p>DIIRS Sergeant</p> <p>DVACH</p> <p>WPST</p> <p>Training Unit</p> <p>VPF</p> <p>Social and modular housing staff and residents</p> <p>DTES support organizations</p> <p>CoV</p> <p>SisterWatch Committee</p> <p>Family Services of Greater Vancouver</p> <p>Carnegie Community Centre</p>	<p>VPF funding secured to support many of these initiatives.</p> <p>A \$10,000 grant from the Civil Forfeiture Office (CFO) has been applied for to fund the intimate partner violence cell phone initiative.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 2	Ensure the safety of the older adult populations through ongoing education and awareness efforts.	<ul style="list-style-type: none"> Deliver ongoing education and awareness for the Safety and Awareness for Elders program (S.A.F.E) through World Elder Abuse Day, social media, and community partnerships with the Seniors Advocate of British Columbia. Hold a second VPD Seniors Safety Fair with participation from the WPST. Community Policing Centres (CPCs) to continue to deliver specific initiatives and activities to support older adults. Continue to educate older adults on common financial scams and provide anti-fraud awareness through the VPD Financial Crime Unit (FCU) website, the Cybercrime Unit's social media posts, and various other forms of media. FCU participation on the Provincial Council to Reduce Elder Abuse. 	<p>Increased public awareness of elder abuse.</p> <p>Expanded health and safety information and increased access to support services for the older adult community.</p> <p>Decreased likelihood of fraud and financial scams targeting older adults, through education and awareness initiatives.</p> <p>Enhanced police knowledge and understanding of elder abuse.</p>	<p>Distribute S.A.F.E. informational magnets and brochures through the VPD's Public Information Counter (PIC) and the CPCs.</p> <p>Conduct 1-2 presentations at Elder Law Conferences concerning S.A.F.E.</p> <p>Engage over 350 older adults and 15-20 service providers with the Seniors Safety Fair.</p> <p>WPST to deliver a minimum of two personal safety workshops to older adult populations.</p> <p>CPC's to deliver 15 online zoom sessions on older adult safety, including a scheduled road safety workshop.</p> <p>Host a 2-day conference in 2021 with 11 external agencies focusing on reducing financial elder abuse.</p>	<p>DVACH Sergeant</p> <p>FCU Sergeant</p>	<p>WPST</p> <p>VPD Public Affairs</p> <p>CPCs</p> <p>VCH</p> <p>BCECCS</p> <p>Seniors Abuse and Information Line</p>	<p>VPF funding of S.A.F.E and Seniors Safety Fair carried over into 2021.</p>
Strategy 3	Support and expand on existing relationships with Indigenous Peoples.	<ul style="list-style-type: none"> Ongoing participation in Indigenous cultural and community events while expanding related programming through collaboration with other police, government agencies, and Indigenous elders. Ongoing educational awareness for all VPD members around Indigenous traditions, culture, and history. Develop a "Healing Path" awareness program within the VPD to foster dialogue on Indigenous relationships with police. Continue to support and engage Indigenous youth through various re-envisioned programming and outreach. Ongoing online meetings with the VPD Indigenous Advisory Committee (IAC). Build mechanisms to increase reporting from Indigenous people and provide further trauma-informed services. Work to develop culturally sensitive investigative protocols. 	<p>Improved relationships between police and Indigenous Peoples.</p> <p>Creation of new relationships with Indigenous policing units and other agencies.</p> <p>Enhanced dialogue with Indigenous elders.</p> <p>Improved understanding of cultural safety for Indigenous Peoples.</p> <p>Increased engagement, safety and, resilience of at-risk Indigenous youth.</p> <p>Improved understanding of cultural safety for Indigenous victims and witnesses during investigative process.</p>	<p>Engage in a minimum of four cultural events.</p> <p>Create a VPD Drum Circle/Cultural Activities Group.</p> <p>Organization and involvement in the <i>Pulling Together</i> Canoe Journey.</p> <p>Up to 2,000 VPD members to complete an online Indigenous culture training module.</p> <p>Implement the Blue Eagle Junior Rangers Project, engaging 30 youth in 2-hour weekly programming.</p> <p>Identify and recruit Indigenous youth to participate in the re-envisioned Indigenous Cadet Program (ICP).</p> <p>Act on the key recommendations put forward by the IAC.</p> <p>Track reporting of domestic violence, sexual assault, and/or human trafficking involving Indigenous Peoples.</p> <p>Fill the victim services position within the Sex Crimes Unit (SCU).</p> <p>Develop culturally sensitive investigative tool kits.</p>	<p>DIIRS Sergeant</p> <p>Indigenous NPO & Liaison Officer</p> <p>Indigenous Protocols Officer</p>	<p>Patrol Districts 1 and 2</p> <p>Various Indigenous community support agencies</p> <p>JIBC</p> <p>VACPC</p> <p>VAFCs</p> <p>VSb – SWIS</p> <p>VSb School Trustee</p> <p>FSGV</p> <p>ACCESS</p> <p>SUCCESS</p>	<p>VPF funding for the <i>Pulling Together</i> Journey, Newkids, the revised ICP, and other programs.</p> <p>\$10,000 CFO grant for cultural competency training.</p> <p>\$90,000 CFO grant for the VSU sex crimes position.</p> <p>\$30,000 CFO grant for the Blue Eagle Junior Rangers.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Support and expand existing relationships with newcomer, diverse, and racialized 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 newcomers on the role of police in Canada. Develop personal safety materials in multiple languages for newcomers. Continue to engage with Vancouver's Black community to build dialogue and expand relationships. Continue to engage diverse and racialized communities through the Citizens Police Academy (CPA). Combine the Newkids program with the Access, Recreation, and Culture Program (ARC) to increase positive relationships between Black, Indigenous and People of Colour (BIPOC) youth and the VPD. Conduct outreach with newcomer, diverse and racialized communities to help prevent intimate partner violence, sexual assault, and human trafficking offences. Implement the "Connect with Blue" virtual program to engage communities adverse to interactions with police. Ongoing internal publication of a VPD diversity newsletter. 	<p>Strengthening of existing relationships with newcomer, diverse, and racialized communities.</p> <p>Increased understanding of diverse customs and cultural safety.</p> <p>Raised awareness for newcomers and diverse and racialized peoples on how and when to call 911, including laws and practices around immigration concerns.</p> <p>Raised awareness and understanding of the experiences of Black Canadians.</p> <p>Increased engagement, safety, and resilience of at-risk youth.</p> <p>Increased crime reporting among communities with traditionally low rates of engagement with police.</p> <p>Overall improved perception of police in Vancouver.</p>	<p>Deliver safety workshops and newcomer packages at ISSofBC once a week.</p> <p>Release a newcomer personal safety video and toolkit in the spring of 2021.</p> <p>Engage 2-4 BIPOC youth to participate in the re-envisioned ICP.</p> <p>Engage 20 community members to participate in online and in-person CPA activities.</p> <p>Engage 18 youth to participate in the newly combined Newkids/ARC program, through both online and in-person workshops and cultural experiences.</p> <p>Conduct four training sessions with Mosaic around intimate partner violence, sexual assault, and human trafficking.</p> <p>Collect statistics on virtual connections with newcomers and from persons of diverse and racialized communities.</p> <p>Electronic distribution of a bi-monthly internal diversity newsletter.</p>	<p>DIIRS Inspector</p> <p>Hate Crimes Investigator</p> <p>DIIRS Programming Coordinator</p> <p>DIIRS Outreach Officer</p>	<p>VPD Recruiting Unit</p> <p>YSS</p> <p>ISSofBC</p> <p>ACCESS</p> <p>VSBC – SWIS</p> <p>VSBC School Trustee</p> <p>African Descent Society</p> <p>MOSAIC</p>	<p>VPF funding for various initiatives.</p>
Strategy 5	Develop and enhance relationships with youth through outreach, education, and empowerment activities.	<ul style="list-style-type: none"> Continue to deter gang involvement with initiatives for at-risk youth, including presentations and workshops for specific youth groups. Continue to encourage leadership, skills development, and ongoing wellness among youth through sport and fitness related programming. Continue to encourage dialogue on topics such as mental health, online safety, healthy relationships, and relationship violence. 	<p>Improved criminal awareness and outcomes for at-risk youth.</p> <p>Increased youth connectivity to the community and positive relationships with police.</p> <p>Improved growth, confidence, independence, and leadership in youth.</p> <p>Increased civic engagement and healthy lifestyles among youth.</p> <p>Acquired resiliency, prosocial skills, and coping mechanisms for youth through peer-to-peer mentorship.</p>	<p>Provide engagement opportunities to numerous at-risk youth through ongoing anti-gang programming (i.e. <i>Her Time</i>, End Gang Life, Turning Point, etc.)</p> <p>Engage 4-6 Musqueam youth in a 'lunch box' gang prevention program.</p> <p>Engage hundreds of youth to participate in sporting, leadership, and scholastic programming.</p> <p>Engage 60 youth in online activities relating to the VPD Cadet Program.</p> <p>Engage 10 youth in the Project ReMake DJ music trailer.</p> <p>Deliver a re-envisioned Youth Connect program to teenage girls through four online workshops.</p>	<p>YSS Inspector</p>	<p>DIIRS</p> <p>Patrol Districts 2 and 3</p> <p>Cadet Program</p> <p>VSBC</p> <p>CMHA</p> <p>Metro Vancouver Transit Police</p> <p>ISSofBC</p> <p>VCH</p> <p>CoV</p> <p>YMCA</p>	<p>VPF funds many youth initiatives.</p> <p>\$75,000 CFO grant for Project ReMake.</p> <p>\$50,000 granted by Canucks for Kids, which funds the Heers4Peers program's transition to a virtual platform.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 6	Enhance cultural safety for LGBTQ2S+ communities interfacing with police.	<ul style="list-style-type: none"> • Ongoing VPD participation on the CoV LGBTQ2S+ advisory committee. • Implement online engagement programs for LGBTQ2S+ youth and older adults while continuing to promote existing awareness and support programs. • Ongoing collaboration with policing agencies and community organizations regarding LGBTQ2S+ concerns, experiences, and engagement strategies. • Ongoing educational awareness for all VPD employees around LGBTQ2S+ communities. 	<p>Improved best practices when serving the LGBTQ2S+ community.</p> <p>Raised awareness of LGBTQ2S+ concerns while promoting understanding and education across different populations.</p> <p>Increased understanding of transgender issues within policing.</p> <p>Increased engagement of VPD members with older adult LGBTQ2S+ members.</p> <p>Decreased risk factors for LGBTQ2S+ youth minimizing negative outcomes such as suicide and self-harming.</p> <p>Increased engagement with other local and national police agencies around training, education, and relationship building with LGBTQ2S+ communities.</p> <p>Increased crime reporting from LGBTQ2S+ communities.</p>	<p>Deliver one online workshop for older adult LGBTQ2S+ members through the Project Elder Pride Program.</p> <p>Launch the multi-lingual <i>Walk with Me</i> transgender educational video.</p> <p>Work with the VPD Cadets and elementary schools to deliver an on-line LGBTQ2S+ anti-bullying workshop.</p> <p>Continue to attract additional businesses to participate in the SafePlace program.</p> <p>Develop and promote online LGBTQ2S+ resources available to all VPD members.</p> <p>Complete in-person LGBTQ2S+ training for all new incoming VPD recruits in 2021.</p> <p>Continue to deliver at minimum of 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>Training Section</p> <p>CoV LGBTQ2S+ Advisory Committee</p> <p>Transgender Advocates</p> <p>Primetimers Older Adults Agency</p> <p>Rainbow Roundtable Older Adult Organization</p> <p>You Can Play</p> <p>VSB</p> <p>ISSofBC</p> <p>CPCs</p>	VPF and CFO funding for various initiatives.

Vancouver Police Department Annual Business Plan (2021)

Goal – Strengthen mental health programs and processes

Champion – Inspector Colleen Yee

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Target youth wellness through a variety of programs.	<ul style="list-style-type: none"> Develop and finalize a “train the trainers” virtual platform to deliver the Here4Peers program to grade 6/7 elementary students. School Liaison Officers (SLOs) to identify at-risk youth who are vulnerable to gang influence and introduce them to the Combined Forces Special Enforcement Unit’s (CFSEU) Gang Intervention and Exiting Program (GIAEP). Develop and deliver virtual presentations and social media information relating to the <i>Total Respect for Ourselves and Others</i> (TROO) and <i>Being Respectful of Others</i> (BRO) programs. Ongoing delivery of the Cadet Program while adapting program delivery to current pandemic restrictions, including developing virtual platforms and in-person activities which adhere to health parameters. Develop a post-cadet survey to determine if learning objectives were met, including those relating to ethnic and cultural teachings. Design and deliver a teenage girl personal safety virtual workshop to be delivered by the SLOs, which will include a pre and post knowledge evaluation survey. 	<p>Increased awareness of mental wellness and mental illness de-stigmatization among SLOs, Vancouver School Board (VSB) staff, and students.</p> <p>Increased access by students and staff to mental health services.</p> <p>At-risk youth are educated as to the risks and consequences of gang involvement, and provided with appropriate resources.</p> <p>Youth are educated on anti-bullying, anti-harassment, and anti-racism.</p> <p>Enhanced support and celebration of cultural and ethnic diversity among VPD Cadets.</p> <p>Enhanced confidence among teenage girls with regard to their relationships and personal safety.</p>	<p>20 youth to be trained as youth facilitators.</p> <p>Youth referred to the GIAEP are successful in exiting gang and other criminal involvement.</p> <p>An increase in TROO and BRO participation.</p> <p>The post-cadet survey will identify how the Cadet Program influenced their successes as well as life choices (school, career, social activism, family relationships, etc.).</p> <p>Overall positive responses to the post-cadet survey.</p> <p>25% of teenage girls enrolled in VSB schools to participate in the personal safety virtual workshop.</p>	<p>MHU Sergeant</p> <p>SLU Sergeants</p> <p>YCRU Sergeant</p>	<p>VPD Cadets</p> <p>SLOs</p> <p>VPF</p> <p>VSB</p> <p>VCH</p> <p>CMHA</p> <p>CoV</p>	<p>\$42,590 for 2021 from the VPF’s original grant of \$150,000 to continue funding the four-year Here4Peers program.</p> <p>The Heers4Peers program’s transition to a virtual platform is funded through a \$50,000 grant from Canucks for Kids Fund.</p> <p>VPF funding of Cadet Program.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 2	Continue to collaborate with Vancouver General Hospital (VGH) and Saint Paul's Hospital (SPH) to reduce mental health apprehensions and hospital wait-times.	<ul style="list-style-type: none"> Continue to work with VGH, SPH, and contracted hospital security (Integrated Protection Services) to further improve VPD Patrol member hand-off of mental health patients. Collaborate with ECOMM, Emergency Health Services (EHS), and other stakeholders to streamline a health response for low-risk and compliant mental health patients. Collaborate with Vancouver Coastal Health (VCH) to develop new form issuance procedures by Community Health Teams for mental health clients. Work with VGH doctors to modernize the Mental Health Act (MHA) to allow police to transport mental health patients to the nearest designated facility. Work in collaboration with VCH to formalize written procedures for Joint File Reviews (Critical Incident and General Police Response). Work with VCH to provide support to communities where supportive housing sites are located. 	<p>Further streamlined hand-off procedures between VPD officers and VGH staff.</p> <p>Improved overall quality of care for patients.</p> <p>Enhanced health-focused response for low-risk and compliant mental health patients.</p> <p>Less hospital wait-time for VPD officers.</p> <p>Enhanced efficiency in police apprehension and delivery of mental health clients to hospital care.</p> <p>Improved post-incident information sharing to create learning outcomes.</p> <p>Enhanced ability of police and health care partners to identify and locate clients suffering from mental health/concurrent disorders in need of housing.</p> <p>Increased support for housing providers assisting mental health clients in transitioning from being homeless to being housed.</p>	<p>A reduction in Section 28 apprehensions.</p> <p>A reduction in police first response to low-risk and compliant mental health patients.</p> <p>A reduction in hospital wait-times for Form 21 clients (measured from time of registration).</p> <p>The modernization of the MHA allowing police to transport mental health patients to the nearest designated facility.</p> <p>A reduction in negative feedback from housing providers and community health nurses in regards to police service concerns and response times.</p> <p>A reduction in calls for service for community health workers assisting formerly homeless clients suffering from mental health issues.</p>	<p>YSS Staff Sergeant</p> <p>MHU Sergeant</p>	<p>VPD Patrol</p> <p>VCH</p> <p>VGH</p> <p>SPH's Integrated Protection Services</p> <p>ECOMM</p> <p>EHS</p>	Existing budget
Strategy 3	Collaborate with VCH staff and the Assertive Outreach Team (AOT) to develop efficiencies for the VPD's Car 87/88 and Patrol Teams.	<ul style="list-style-type: none"> Work with the AOT to maximize the use of Car 87/88 by VPD Patrol members and community health teams. Streamline communication between VPD Car 87/88 and AOT nurses. 	<p>Improved operational efficiencies between VPD and VCH.</p> <p>Improved efficiency of referrals from VPD to AOT, and therefore expedited community response to clients in need.</p>	<p>Create a Car 87/88 dashboard to measure effectiveness of the new deployment model.</p> <p>A reduction in delays in VPD Patrol referrals through workflow and community outreach assessments for mental health clients.</p>	MHU Sergeant	<p>VPD Patrol</p> <p>VCH</p> <p>Community Care</p>	Existing budget

Vancouver Police Department Annual Business Plan (2021)

Goal – Fight violent crime and its causes

Champion – Superintendent Lisa Byrne

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Strategically target high-risk violent offenders through the gathering and sharing of intelligence.	<ul style="list-style-type: none"> Continue to target violent offenders based on intelligence and trends. Ongoing bi-weekly meetings between all the VPD's crime analysts to share intelligence. Leverage police data to conduct an analysis of social networks to further identify and target groups or persons perpetuating violent activity. Hire and train a data clerk to assist the VPD's Strategic Crime Analyst in conducting social network analysis for the purposes of disrupting violent criminal activity. Continue working and sharing intelligence with other police agencies and partners. 	<p>Ongoing VPD management awareness of current trends, allowing for greater allocation of investigative resources in targeting violent crimes.</p> <p>Ongoing collaboration, information sharing, and consistency of all analytical practices amongst the crime analysts.</p> <p>Enhanced collaboration within the VPD and with other external policing partners leading to greater disruption of organized crime groups at all levels.</p> <p>Disruption of social networks that are involved in activity that perpetuates violence.</p>	<p>Ongoing collaboration between the VPD Investigation and Operations Divisions on major projects targeting high-risk violent offenders.</p> <p>The identification of social networks that perpetuate that violent crime.</p> <p>VPD participation in provincial or joint force projects targeting violent crime groups operating in Metro Vancouver.</p>	<p>OCS Inspector</p> <p>SIS Inspector</p> <p>MCS Inspector</p> <p>Strategic Crime Analyst</p>	<p>Investigation Division</p> <p>Operations Division</p> <p>RCMP</p> <p>CFSEU-BC</p> <p>RTIC</p> <p>Municipal Police Agencies</p>	Existing budget
Strategy 2	Continue to target high-risk violent offenders through inadmissible patron programs and asset forfeiture.	<ul style="list-style-type: none"> Engage new businesses to participate in inadmissible patron programs (Barwatch, Restaurant Watch, and additional special agreements). Ongoing presentations and dialogue with business owners involved with inadmissible patron programs. Additional Gang Crime Unit (GCU) deployments on weekends and holidays. Continue to make referrals to the Civil Forfeiture Office (CFO) on all assets seized during an investigation. 	<p>Improved communication between bar and restaurant owners and police.</p> <p>Fewer locations to congregate for known violent persons whose presence endangers public safety.</p> <p>The seizure of drugs, weapons, currency, and vehicles from targeted organized crime groups will further hinder their ability to operate.</p>	<p>An enrolment increase in Barwatch, and Restaurant Watch, and with venues participating in special agreements.</p> <p>Inadmissible patrons will continue to be regularly ejected by police from bars, restaurants, and other venues.</p> <p>Continue to utilize asset forfeiture on all organized crime investigations, totaling millions of dollars' worth of seized assets referred to the CFO.</p>	OCS Inspector	<p>OCS</p> <p>Operations Division</p> <p>Barwatch</p> <p>Restaurant Watch</p> <p>BC Police Services</p> <p>CFO</p>	Additional deployments funded by BC Police Service's Gangs and Guns Violence Action Fund.
Strategy 3	Enhance enforcement of firearms and other weapons.	<ul style="list-style-type: none"> Ongoing efforts to remove unregistered firearms from their owners. Public announcement of the Restricted Weapons Registration System (RWRS). Educate frontline officers on legal authorities in relation to replica firearms. VPD Firearms Working Group to review seizures of replica firearms. Continue to allocate VPD investigative resources to more effectively assist Patrol District 2's Beat Enforcement Team (BET) with weapons and violence investigations. 	<p>Improved public safety through the enhanced enforcement of firearms.</p> <p>Frontline officers are better equipped to seize replica firearms under the appropriate legal authority.</p> <p>Enhanced collaboration between the VPD Investigation and Operations Divisions leading to greater disruption of organized crime groups at all levels.</p>	<p>Unregistered restricted firearms are removed from owners residing in the city of Vancouver.</p> <p>All frontline officers to view a video on legal authorities in relation to replica firearms.</p> <p>Wherever possible, recommend charges against those possessing replica firearms.</p> <p>An increase in the number of charges or successful convictions relating to firearms and other weapons.</p>	<p>OCS Inspector</p> <p>BET Staff Sergeant</p>	<p>VPD Operations and Investigation Divisions</p> <p>Canadian Firearms Registry</p> <p>BC Police Services</p>	RWRS activities funded by BC Police Service's Gangs and Guns Violence Action Fund.

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Leverage technology and analytics to enhance gangs and guns investigations and court disclosure.	<ul style="list-style-type: none"> Acquire government funding for a temporary gangs and guns analyst position. Acquire government funding for two temporary gangs and guns investigative assistant positions. Develop a confidential informant database in collaboration with other stakeholders. Ongoing implementation of machines that assess potential firearms and ammunition matches. 	<p>Improved linking of targets to crime groups and businesses.</p> <p>Enhanced police awareness of conflicts and tensions between crime groups.</p> <p>Enhanced identification of incidents and persons with ties to organized crime.</p> <p>Enhanced support to VPD investigative teams and Crown during the prosecution phases of investigations.</p>	<p>Contribute to provincial tactical enforcement priorities.</p> <p>Increase the use of confidential informant information in investigations and prosecutions.</p> <p>Improve evidence disclosure.</p> <p>The VPD Forensic Firearms & Tool Mark Unit to further supplement investigations with forensically sound evidence.</p>	Invest Support Services Supt.	MCS OCS BC Police Services	Funding the temporary positions to be sought from the BC Police Service's Gangs and Guns Violence Action Fund.
Strategy 5	Combat domestic violence and sexually based crimes by providing support to all victims, and by actively targeting offenders, particularly those who prey upon vulnerable and marginalized communities.	<ul style="list-style-type: none"> Monitor high-risk domestic violence offenders and conduct ongoing risk assessment. Engage and coordinate with community partners to identify those offending against sex workers. Investigate high-risk offenders who prey upon sex workers. Continued support and engagement with the Red Light Alert initiative. Work with the Vancouver Child and Youth Advocacy Centre (CYAC) to enhance multi-agency support of child abuse victims. 	<p>Greater awareness and management of repeat domestic violence offenders and related risk factors.</p> <p>Enhanced trust and relationships between victims of sexual violence, victim support workers, and police.</p> <p>Enhanced victim cooperation in investigations and court prosecution of sexual offenses.</p> <p>Best practice child abuse investigations are conducted.</p>	<p>An increase in the reporting of domestic violence offences.</p> <p>An increase in the number of victims participating in sexual assault investigations and court procedures.</p>	SIS Inspector DVACH Sergeant ICE Sergeant	DVACH FSGV Various Community Groups servicing sex workers Red Light Alert	Funded through the Criminal Investigation Fund (CIF).

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 6	Target human trafficking and exploitation.	<ul style="list-style-type: none"> Develop a VPD human trafficking course to assist in the identification and recovery of related victims. Provide education to enhance community awareness of human trafficking. Conduct a strategic analysis of human trafficking offenses throughout Metro Vancouver for the purpose of sharing intelligence and exchanging information. Participate in an interagency working group to track and target human trafficking offenders. The Counter Exploitation Unit (CEU) Victim Service Worker to enhance the safety, and participation in the criminal justice system, of trafficked and exploited victims. Use proactive enforcement strategies to target the exploitation of children. Expand the Internet Child Exploitation Unit (ICE) to combat child sex abuse material and advance child luring investigations. Use the internet to promote education through social media, pop-up ads, and awareness campaigns to protect children and youth from sexual exploitation. Utilize technology to proactively target child exploitation offenders including those producing, possessing, and distributing child sex abuse materials. Monitor contacts with social media sites to educate children and youth on potential exploitation risks. 	<p>Greater understanding of the impact of human trafficking and recognition of the signs of victimization.</p> <p>Development of a coordinated multi-jurisdictional human trafficking approach with enforcement structure, information sharing, and data collection.</p> <p>Enhanced awareness of child and youth exploitation.</p> <p>Enhanced awareness of human trafficking offenses involving children and youth, including on the impact of these offenses.</p> <p>Increased youth participation in police investigations and public prosecution of human trafficking offenders.</p> <p>Widened scope of ICE investigations through online targeting.</p>	<p>Utilize media ads, webpage hits, and media campaigns to increase education and awareness of human trafficking.</p> <p>Initiate joint forces projects targeting multi-jurisdictional human trafficking offenders, increasing police ability to effectively investigate these offenders.</p> <p>An increase in the number of trafficked and exploited victims participating in criminal investigations and court procedures.</p> <p>Ensure all child abuse victims under the age of 12 receive support via the CYAC.</p> <p>Identify the schemes and recognize the signs of child and youth trafficking.</p> <p>An increase in the prosecution of child and youth trafficking offenders.</p> <p>An increase in the number of investigations and prosecutions regarding child exploitation, child luring, and child sex abuse material offenses.</p>	<p>SIS Inspector CEU Sergeant ICE Sergeant</p>	<p>VPD YSS CYAC MCFD FSGV RCMP CBSA CCCP NCCE BC ICE CFSEU</p>	<p>CIF funding</p>

Vancouver Police Department Annual Business Plan (2021)

Goal – Combat property crime and its drivers

Champion – Superintendent Fiona Wilson

	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. Continue to identify the most prolific property crime offenders and ensure they are held accountable through compliance checks and other investigative strategies. Engage Crown Counsel regarding the most prolific offenders for charge approval and sentencing. Identify additional offenders who would benefit from services at DCC and work to enroll within respective programs. 	<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>Monthly updates with Crown Counsel regarding the most prolific offenders.</p> <p>Overall crime reduction in categories such as thefts from auto, commercial break and enters, and residential break and enters.</p> <p>A reduction in the number of offenders wanted on outstanding warrants.</p>	<p>GIS Inspector</p> <p>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 strategy for identifying the most prolific break and enter offenders. Ongoing efforts to target the most prolific offenders. Property Crime Unit (PCU) Sergeant to attend weekly Patrol District Crime Control meetings, whether virtually or in-person where feasible. Develop initiatives to educate the public to protect their mail and package deliveries. Monitor fraud trends in the luxury auto industry and respond accordingly with projects. PCU to liaise with partner agencies and stakeholders to educate businesses and share intelligence in working to combat the emerging catalytic converter theft problem. The VPD's Identity Theft, Auto Crime, and Anti-fencing units to work collectively with financial institutions and automotive dealerships to disrupt fraudulent purchases of luxury products including vehicles by organized crime groups. 	<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>Improved investigative techniques and greater investigative support for Patrol to conduct follow-up investigations of stolen property.</p> <p>Reduced ICBC claims relating to catalytic converter theft.</p> <p>Increased attention given to money laundering in the province.</p> <p>Enhanced relationships between the VPD, bank investigators, British Columbia Vehicle Sales Authority investigators, and Metro Vancouver auto dealers.</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>Greater break and enter details in General Occurrence (GO) reports.</p> <p>Develop effective strategies to combat catalytic converter theft.</p> <p>A reduction in the fraudulent purchases of luxury vehicles by organized crime groups.</p>	<p>GIS Inspector</p> <p>PCU Sergeant</p> <p>ITU Sergeant</p>	<p>COU</p> <p>CAU</p> <p>Public Affairs</p> <p>ITU</p> <p>PCU</p> <p>DCC</p>	CIF budget implications on a case-by-case basis.

	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. Create an online undercover capability to support investigations, including the launch of an online undercover coordinator position. The Cybercrime Unit to conduct a proactive dark web drug project in partnership with the Organized Crime Section (OCS). Leverage 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 Financial Crime Unit's (FCU) anti-fraud education programs. Continue to enhance the FCU's relationships with federal and provincial financial regulatory agencies. Development of guidelines to determine the viability of online frauds. 	<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>Coordinated undercover operations between VPD investigators and the British Columbia Municipal Undercover Program (BCMUP).</p> <p>Enhanced public awareness regarding cybercrime and cyber threats.</p> <p>Enhanced VPD expertise regarding cryptocurrency investigations.</p> <p>Enhanced relationships with various private and public sector partners.</p>	<p>Continue to collapse redundant internet accounts in accordance with VPD investigative policy.</p> <p>Continue to catalogue all discreet and covert online profiles for use across the Department.</p> <p>Continue to establish baselines for the number of files, online investigations, and dark web projects the Cybercrime Unit has undertaken or supported.</p> <p>Regularly post cyber threat prevention educational material on social media.</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>BCMUP</p> <p>JIBC</p> <p>ICBC</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 (2021)

Goal – Address community concerns that affect public safety

Champion – Superintendent Howard Tran

	Strategy	Activities	Outcome	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue special deployments and community policing initiatives to deter street disorder across the city.	<ul style="list-style-type: none"> Ongoing prioritization of liquor enforcement in the Granville and Gastown Entertainment areas with deployment of weekend Lima shifts. Continued deployment of Beach Patrol in the summer months to minimize liquor-related issues on beaches. Continued deployment of Neighbourhood Policing Teams (NPTs) as needed to address street disorder in neighbourhood 'hotspots'. Ongoing community volunteer-based patrols to identify and report street disorder. Ongoing community clean-ups and other activities by CPC volunteers to beautify neighbourhoods and prevent street disorder. Neighbourhood Police Officers (NPOs) to continue to inform District Commanders of community concerns in relation to street disorder. 	<p>Reduction in environmental factors that contribute to street disorder.</p> <p>Public drinking and intoxication deterred.</p> <p>Enhanced public safety in the entertainment districts and on the beaches.</p> <p>Community members gain a greater sense of pride and ownership.</p> <p>District Commanders remain informed on how to better direct patrols and enforcement activity.</p>	<p>Reductions in the various forms of street disorder.</p> <p>Positive feedback on residential and business satisfaction surveys.</p>	Patrol North Command Supt.	<p>All District Commanders</p> <p>Street Disorder Officer</p> <p>Liquor Coordinator</p> <p>NPOs</p> <p>CPCs</p>	Existing budget
Strategy 2	Continue to work with the City of Vancouver (CoV) and local non-profit organizations to manage the negative impact of street vending.	<ul style="list-style-type: none"> Continue working with CoV to support the Downtown Eastside (DTES) Street Market. Continue to support CoV Engineering and Sanitation with regular street cleaning efforts along the Hastings Street corridor and in adjacent parks. VPD Street Disorder Officer to continue to support the CoV in relation to city-wide street vending. 	<p>Reduction in street level violence associated with street vending in the DTES.</p> <p>Coordinated response to unpermitted street vending.</p> <p>Coordinated response to street cleaning.</p>	<p>Bi-weekly meetings with DTES Market managers and CoV lead.</p> <p>Decrease in the number of complaints related to unpermitted vending and street cleanliness.</p>	BET Staff Sergeant	<p>District 2 Inspector</p> <p>CSS Street Disorder Officer</p> <p>CoV</p> <p>Non-profit organizations</p>	Existing budget
Strategy 3	Continue to assist the CoV with efforts to address homelessness, including encampments.	<ul style="list-style-type: none"> Continue working with the CoV to address homelessness and encampments. Continue working with BC Housing and non-profit organizations to improve safety in Single Resident Occupancy buildings (SROs) and Social & Supportive Housing sites (SSHs). NPOs continue to partner with CoV for inspections of SROs and SSHs facilitated by the VPD Homeless Outreach Officer. Homeless Outreach Officer to continue to inform patrol response to complaints regarding homelessness. 	<p>Collaborative response to homelessness and encampments.</p> <p>Safer conditions in SROs and SSHs.</p> <p>Patrol officers informed on 'best practices' in response to complaints regarding homelessness.</p>	<p>Increase in the number of people supported into shelters and housing.</p> <p>Regular inspections of SROs and SSHs.</p> <p>Regular Street Disorder meetings with CoV and partners.</p>	Homeless Outreach Officer	<p>CoV</p> <p>Parks</p> <p>SRO operators</p> <p>NPOs</p> <p>Street Disorder Officer</p>	Existing budget

	Strategy	Activities	Outcome	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Address gaps in service for those with substance use disorders detained at the VPD Jail.	<ul style="list-style-type: none"> Court & Detention Services Section (CDSS) to continue to develop a comprehensive plan to address gaps in service for detainees with substance use disorders at the VPD Jail, as per recommendations of the Mayor's Emergency Overdose Taskforce. (15-day data collection occurred, March 2020.) Jail medical service provider to publish study results, with clearance obtained from the medical ethics board. CDSS to partner with Vancouver Coastal Health (VCH) to establish 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.</p> <p>Decreased recidivism for those with substance use disorders engaged in treatment and supported by an overdose outreach worker.</p>	<p>Identify gaps in service for those with substance use disorders.</p> <p>Educate VPD members on ways to assist those with substance use disorders.</p> <p>Final report presented to VPD Executive with recommendations.</p>	CDSS Inspector	<p>CoV</p> <p>VCH</p> <p>PHC</p> <p>VPD contracted medical service provider</p> <p>OCS Inspector</p>	<p>\$31,000 remaining from initial 2018 CoV funding of \$100,000</p> <p>VCH funding for overdose outreach worker.</p>

Vancouver Police Department Annual Business Plan (2021)

Goal – Improve road safety for everyone

Champion – Superintendent Steve Eely

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Coordinated participation in 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), Road Safety BC and the media. • Coordinate national road safety campaigns with the Canadian Association of Chiefs of Police (CACP). • Participate in a High Risk Driving campaign (spring). • Participate in a Railway Safety campaign (fall). • Participate in an ICBC sponsored Cycling Safety campaign (Spring and Summer) • Participate in an ICBC sponsored Pedestrian Safety Campaign (fall). • Participate in a Distracted Driving campaign (spring and fall). • Participate in an Occupant Restraint campaign (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>Ongoing 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 (based on provincial funding).</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>CACP Traffic Safety Committee</p> <p>ICBC</p> <p>Road Safety BC</p> <p>Media</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 strategic locations, with support from the Traffic Section. • Ongoing monthly meetings to review patrol-based road safety enforcement progress and approach. • Provide traffic enforcement training to operational members including training on Automatic Licence Plate Reader (ALPR) technology, laser and radar detection, Standardized Field Sobriety Testing (SFST), and Drug Recognition Expert (DRE) testing. 	<p>Increased road safety enforcement awareness, ability, and engagement by Patrol members.</p> <p>Improved road safety.</p>	<p>An increase in traffic enforcement numbers across all Patrol Districts.</p> <p>Minimum of 50 patrol-based road safety projects undertaken.</p> <p>Additional 20 Patrol members to receive ALPR training.</p> <p>Additional 20 Patrol members trained in laser and radar detection.</p> <p>A minimum of 175 members certified in SFST.</p> <p>A minimum of 20 members 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 DRE training availability and funding.

	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 within each Traffic enforcement team. • Ongoing intelligence-led enforcement at high collision zones. • 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 (Spring and Fall) – Cycling Awareness and Education (Spring and Summer) – Cone Zone campaign (Spring and Summer) – Excessive Vehicle Noise 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 conducted by the Commercial Vehicle Unit (CVU). • Delivery of road safety presentations to elementary school children, Parent Advisory Councils (PACs), and seniors through the Community Road Education Safety Team (CREST). • Regular meetings with the City of Vancouver (CoV), ICBC and, other stakeholders to address road safety matters of mutual concern. • Implementation of an Impaired Enforcement Team Pilot Project. 	<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>Reduced collisions at high collision locations.</p> <p>Reduced deaths and injury due to speeding, distracted, and impaired driving.</p>	<p>Increases in ticket production within all Traffic teams.</p> <p>A minimum of 75 total road safety presentations delivered to youth, PACs, and seniors by the CREST.</p> <p>Four occupant restraint clinics delivered.</p> <p>Total of 500 Level 1 & 2 commercial vehicle inspections conducted by the VPD CVU.</p>	<p>Traffic Section Inspector</p> <p>Traffic Section Staff Sergeant</p> <p>Traffic Services Sergeant</p> <p>Traffic Support Team</p> <p>CREST</p>	<p>VPD Traffic Services</p> <p>VPD Traffic Analyst</p> <p>VPD Public Affairs</p> <p>Patrol Districts</p> <p>NPT</p> <p>SLOs</p> <p>CPC volunteers</p> <p>CCW</p> <p>CoV</p> <p>Traffic-related Community Associations</p> <p>Outside agency Commercial Vehicle Units</p> <p>Media</p> <p>ICBC</p> <p>Road Safety BC</p> <p>Pacific Region Training Centre</p> <p>Transit Police</p> <p>BCACP</p> <p>BCAMCP</p> <p>CACP</p>	Existing budget

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Continue to leverage technology to address current and anticipated road safety enforcement challenges.	<ul style="list-style-type: none"> Increased deployment of Automatic Licence Plate Reader (ALPR) technology within the VPD Traffic fleet and Patrol. Continue to use of social media tool to increase community engagement and awareness. Implementation of E-Ticketing across front-line operations. Review and implementation of new technology related to the detection of impairment by drug. Continued use of automated speed and red light enforcement cameras in cooperation with Road Safety BC and provincial Police Services. Expand use of Remote Piloted Aircraft Systems (RPAS) for collision scene investigations. Expand use of digital message boards. 	<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 drug impairment offences.</p> <p>Decreased road closure time at collision scenes through the use of RPAS.</p>	<p>Minimum of eight ALPR deployments per month.</p> <p>Installation of E-Ticketing technology on remaining operational vehicles and Traffic Fleet 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>IMS</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>CACP</p> <p>PRIME</p> <p>Road Safety BC</p>	Existing budget

Vancouver Police Department Annual Business Plan (2021)

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. Chief and Executive Team will personally engage staff exposed to traumatic or significant incidents. Executive members will utilize technology to improve communication with front-line staff during the pandemic when more traditional methods are not practical. 	<p>Greater communication between the Executive and all VPD members.</p> <p>Greater Executive understanding of front-line challenges and concerns.</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.</p> <p>Technology will be utilized to ensure ongoing and enhanced communication during the pandemic.</p> <p>Executive to further engage with VPD members in a variety of settings.</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>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. Continue to utilize mentorships as well as on-loan assignments to enhance communication and organizational knowledge across divisions. 	<p>Better communication and enhanced information flow across the three Divisions.</p> <p>Enhanced knowledge amongst all staff regarding the functions and duties of VPD specialty units.</p>	<p>Facilitate regular meetings, briefings, and committees that bring together staff from different divisions to ensure the systematic flow of information across the organization.</p> <p>Continue to facilitate mentorships and on-loan assignments across divisions throughout 2021.</p>	<p>VPD Executive Team</p> <p>VPD Senior Management Team</p>	All VPD members	Existing budget

Vancouver Police Department Annual Business Plan (2021)

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. Ongoing collaboration with the Vancouver Police Union (VPU) on the BC First Responders Resiliency Program. Ongoing trauma resiliency training. Enhance retirement supports for both sworn and civilian staff. Undertake cardiology screening available to all employees through SportsCardiology BC. Form an Emerging & Critical Trends Employee Support Committee. Open a Wellness Unit office at the VPD's Cambie Street Headquarters. Expand the Civilian Critical Incident Stress Management Team (C-CISM). Deliver lunch-and-learn sessions to civilian members on the services provided by VPD specialty squads. 	<p>The Human Resource Section (HR) will gain an understanding of staff wellness needs.</p> <p>Enhanced mental and physical health awareness and supports.</p> <p>Improved resiliency awareness and support for VPD members and their families.</p> <p>Direct wellness support provided to frontline members at the Cambie Street Headquarters.</p> <p>Increased accessibility to retirement information.</p> <p>Enhanced departmental awareness concerning the functions of specialty squads.</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>Facilitate initial Road to Mental Readiness (R2MR) training for new members and in-service training for existing members.</p> <p>Create a comprehensive virtual retirement planning platform.</p> <p>Identify ongoing employee stressors and possible solutions.</p> <p>Identify speakers to present on first responder mental health topics.</p> <p>Deliver monthly lunch-and-learn sessions on specialty squads.</p>	HR Staff Sergeant	<p>All VPD members</p> <p>Pandemic Working Group</p> <p>Employee Wellness Unit</p> <p>CAPSU</p> <p>PERASU</p> <p>Training Unit</p> <p>VPD Speciality Squads</p> <p>VPU</p> <p>Sports Cardiology BC</p>	<p>First Responders Resiliency Program funded by the VPU, WorkSafeBC, and VPF.</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"> Enhance HR labour process investigation training. Ongoing review of VPD Tenure Policy. Formalize the mentorship process for sworn and civilian staff. Ongoing completion of annual employee performance appraisals. Ongoing development of a civilian supervisor training module. Provide advanced training for exempt civilian managers. 	<p>Enhanced knowledge and understanding and timely resolution of VPD labour processes.</p> <p>Enhanced fairness and transparency provided by existing Tenure Policy.</p> <p>Equal access to developmental opportunities for all staff.</p> <p>Ensured compliance with, and value provided by, the performance appraisal process.</p> <p>Increased supervisor ability and capacity to support their teams while ensuring appropriate communication with stakeholders.</p>	<p>Train additional HR members in labour process investigations.</p> <p>Implement identified necessary revisions to the current Tenure Policy.</p> <p>Develop an effective system for tracking mentorships.</p> <p>Engage in performance appraisal completion reviews with Section Managers.</p> <p>All civilian supervisors to partake in new supervisor training facilitated by HR.</p>	<p>HR Staff Sergeant</p> <p>PERASU Sergeant</p> <p>CAPSU Staff</p>	<p>HR</p> <p>IMS</p> <p>Assignments & Transfers</p> <p>CDU</p> <p>Training Unit</p> <p>All Section Managers</p> <p>All civilian supervisors</p> <p>VPU</p>	Existing budget

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Continue to enhance the employee management processes.	<ul style="list-style-type: none"> Continue to develop new protocols for the integration of new employees ('on-boarding'). Improve and modernize employee administrative and management software solutions. 	<p>Increased support and engagement for new members.</p> <p>Greater workplace efficiencies achieved through enhanced administrative processes.</p> <p>The Early Intervention Program (EIP) program is enhanced.</p>	<p>New on-boarding protocols are implemented.</p> <p>Learning Management System software is expanded to incorporate training, events, and employee performance appraisal processes.</p> <p>Undertake a pilot project in relation to the EIP's new smart solution software.</p>	HR Inspector	CAPSU DSO HR Business Analyst ICT Training Unit PSS	Existing budget
Strategy 4	Continue to enhance respectful work environments throughout the VPD.	<ul style="list-style-type: none"> Deliver inclusive workplace training to new and acting supervisors. Create a comprehensive plan to review and update current departmental policies to ensure respectful workplaces. 	<p>Better understanding of respectful workplace protocols and impacts.</p> <p>Inclusive work environments are entrenched throughout the VPD.</p>	<p>All Sergeants, Acting Sergeants, and civilian supervisors to receive inclusive workplace training.</p> <p>Respectful workplace training is incorporated into Patrol cycle training.</p>	HR Inspector HR Staff Sergeants	CAPSU Training Unit PSS VPU	Existing budget
Strategy 5	Continue to support VPD members throughout the ongoing COVID-19 Pandemic.	<ul style="list-style-type: none"> HR and the Pandemic Working Group to continue to provide comprehensive wraparound employee supports for all Pandemic-related matters. Create protocols and policies surrounding COVID-19 that aligns with the Provincial Health Authority. Acquire and distribute a ready supply of Personal Protective Equipment (PPE). Ensure a timely and effective Pandemic communication strategy is in place. Ensure a vaccine immunization plan is created and facilitated. Work to develop a departmental Pandemic recovery plan. 	<p>The operational capacity of the VPD is maintained during the ongoing pandemic.</p> <p>The mental and physical health of all VPD members is supported during the ongoing pandemic.</p> <p>Enhanced safety of all workspaces to reduce possibility of COVID-19 infection.</p> <p>VPD member awareness of up-to-date COVID-19 protocols, policies, and supports.</p> <p>All VPD members have access to PPE.</p>	<p>Ensure that PPE supplies are continually restocked and available at every VPD facility.</p> <p>Weekly COVID-19 updates disseminated to all staff via multiple platforms.</p> <p>All staff requesting the COVID-19 vaccine are immunized.</p> <p>Overall positive feedback received from staff regarding the Pandemic-related supports provided by the Department.</p>	HR Inspector Pandemic Working Group Sergeant	Employee Wellness Unit PERASU CAPSU VPD Public Affairs WorkSafeBC	Existing budget