



VANCOUVER POLICE DEPARTMENT
2022 STRATEGIC BUSINESS PLAN



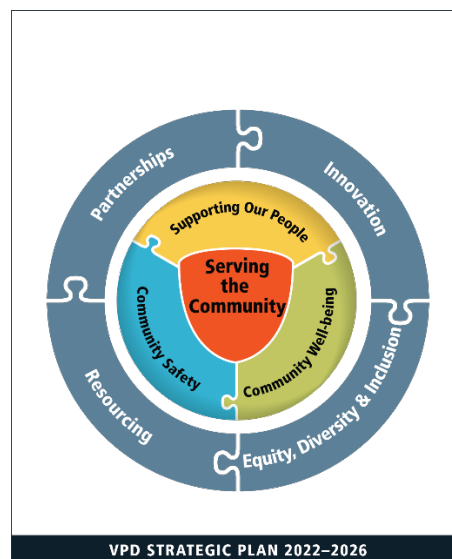
Table of Contents

Vancouver Police Department 2022-2026 Strategic Plan.....	2
VPD Strategic Business Planning Model and Framework	3
VPD Annual Strategic Business Plans.....	4
Glossary of Abbreviations/Acronyms.....	5
Vancouver Police Department 2022 Strategic Business Plan.....	8
<i>Detailed 2022 Strategic Business Plan Templates</i>	
Goal – SERVING THE COMMUNITY	9
Goal – COMMUNITY SAFETY	17
Goal – COMMUNITY WELL-BEING	24
Goal – SUPPORTING OUR PEOPLE.....	30

Vancouver Police Department 2022-2026 Strategic Plan

Building on the success of the Vancouver Police Department (VPD) 2017-2021 Strategic Plan, the VPD 2022-2026 Strategic Plan was approved by the Vancouver Police Board (VPB) in April 2022. The 2022-2026 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 (CoV). 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 being 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 2022-2026 Strategic Plan identifies four overarching Strategic Goals, which are each supported by four Strategic Considerations. The VPD's organizational values of Integrity, Compassion, Accountability, Respect, and Excellence (ICARE), will continue to be foundational to the new Strategic Plan.



As the diagram illustrates, the Strategic Goal of **Serving the Community** is at the core of the VPD's five year plan, as strong relationships and overall public trust are crucial to its success. Effective community engagement is interconnected with the three other Strategic Goals of **Community Safety**, **Community Well-being**, and **Supporting Our People**. Through community engagement and with public trust, the VPD is better positioned to support its people, who in turn are better able to effectively address crime and public safety issues as well as enhance community well-being. A thriving and safe community is more likely to trust and productively engage with the police.

To work towards achieving the four Strategic Goals, there are four key Strategic Considerations that serve as necessary support functions: *Resourcing*, *Innovation*, *Partnerships*, and *Equity, Diversity, and Inclusion*. These Strategic Considerations are essential for the organization to operate efficiently and for VPD members to effectively perform their duties. As such, they are embedded in everything the VPD does, and will therefore form essential aspects of strategies and activities that will be identified and undertaken over the next five years in relation to each of the VPD's four Strategic Goals.

VPD Strategic Business Planning Model and Framework

The Strategic Plan is a fluid document that can be adapted over the next five years as public safety priorities change, or if the needs of the community change. The implementation of the Strategic Plan over the next five years needs to be flexible and dynamic, with the ability to be adapted to meet evolving public safety challenges in our community. Accordingly, the 2022-2026 Strategic Plan will maintain its vitality through the VPD's strategic business planning process. 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 achieved on the past year's Strategic Business Plan.

The annual strategic business planning process is fundamental to achieving and assessing the success of the VPD's four overarching 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 four 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 upcoming 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 Target Outputs are identified, in conjunction with each Strategy, to elaborate how Strategic Goals will be achieved. Each Strategy contains the following key elements:

- **Leads** are identified as the VPD members accountable for each Strategy;
- **Activities** are listed as the specific action plans that comprise each Strategy;
- **Target Outputs** are established as the specific desired outputs, tasks, or results that will measure the success of each Activity and ultimately each overall Strategy by year-end;
- **Linkages/partners** are identified as other internal business areas or external partners that are involved or need to be consulted in relation to completing each Activity;
- **Budget implications** are identified for each Activity; and,
- **Desired Outcomes** are identified as the desired impacts or changes resulting from the successful completion of each overall 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 target outputs, geared 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 results, where appropriate. However, 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 the discussion of) the performance, achievement, or success of those Strategies.

Glossary of Abbreviations/Acronyms

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

ABLE - Association of Black Law Enforcers

ADVAC – African Descent VPD Advisory Committee

ALPR - Automatic Licence Plate Reader

ARC - Access, Recreation, and Culture Program

BCACP - British Columbia Association of Chiefs of Police

BCAS – British Columbia Ambulance Service

BCECCS - British Columbia Elders Communication Centre Society

BCPA - British Columbia Psychological Association

BCWLE - British Columbia Women in Law Enforcement

BET - Beat Enforcement Team (VPD)

BIA - Business Improvement Area

BIPOC - Black, Indigenous, and People of Color

BRO - Being Respectful of Others Program (VPD)

C-IRG - Community-Industry Response Group

CACP - Canadian Association of Chiefs of Police

CAPSU - Civilian and Auxiliary Police Services Unit (VPD)

CAU - Crime Analysis Unit (VPD)

CBSA - Canada Border Services Agency (CBSA)

C-CISM - Civilian Critical Incident Stress Management Team (VPD)

CCW – Citizens’ Crime Watch (VPD)

CDU - Career Development Unit (VPD)

CEU - Counter Exploitation Unit (VPD)

CFO - Civil Forfeiture Office

CFSEU - Combined Forces Special Enforcement Unit

CIF - Criminal Investigation Fund

CISM - Critical Incident Stress Management Team (VPD)

CNIB - Canadian National Institute for the Blind Foundation

CORE - Community, Outreach, Recreation and Engagement Program

CoV - City of Vancouver

CPA - Citizens’ Police Academy (VPD)

CPC - Community Police Centre

CPKN - Canadian Police Knowledge Network

CREST - Community Road Education Safety Team (VPD)

CSC - Correctional Services of Canada

CSP - Community Safety Personnel (VPD)

CVU - Commercial Vehicle Unit (VPD)

CYAC - Child and Youth Advocacy Centre

DCC - Downtown Community Court

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

DCIRU - Diversity, Community & Indigenous Relations Unit (VPD)

DRE - Drug Recognition Expert

DTES - Downtown Eastside

DVACH - Domestic Violence and Criminal Harassment Unit (VPD)

DVCT - Domestic Violence Coordination Table

E-COMM - Greater Vancouver Emergency Communications Centre
EDI - Equity, Diversity & Inclusion

EOPS - Emergency & Operational Planning Section (VPD)
ETA - Engagement Through Arts Program
EWU - Employee Wellness Unit (VPD)

FCU - Financial Crime Unit (VPD)
FINTRAC - The Financial Transactions and Reports Analysis Centre of Canada
FSGV - Family Services of Greater Vancouver
FSOC - Federal Serious and Organized Crime (RCMP)

GCU - Gang Crime Unit (VPD)
GIS - General Investigation Section (VPD)
GPEB - Gaming Policy Enforcement Branch

HR - Human Resources Section (VPD)
HROU - High Risk Offender Unit (VPD)
HSU – Health & Safety Unit

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)
IDET - Impaired Driving Enforcement Team (VPD)
IHIT - Integrated Homicide Investigation Team
IIO - Independent Investigations Office
IMSP - Indigenous Member Support Program
ISSofBC - Immigrant Services Society of British Columbia
IWC – Inclusive Workplace Committee (VPD)

JIBC - Justice Institute of British Columbia
JMO – Jail Manual of Operations

LIMA – Liquor Enforcement Call-Out Shifts (VPD)
LMS – Learning Management System (VPD)

MCFD - Ministry of Children and Family Development
MCM - Major Case Management
MCS - Major Crime Section (VPD)
MCSU - Major Crime Support Unit (VPD)
MHU - Mental Health Unit (VPD)

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

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

OPCC - Office of the Police Complaint Commissioner

OSS - Operations Support Section (VPD)

OSU - Operations Support Unit (VPD)

PAC - Parent Advisory Council

PAT - Planning Assessment Team (PAT)

PCU - Property Crime Unit (VPD)

PERASU - Police Employee Relations & Advisory Services Unit (VPD)

PHC - Providence Health Care

PSU - Public Service Unit (VPD)

PR&A - Planning, Research & Audit Section (VPD)

PSS - Professional Standards Section (VPD)

PSU - Public Safety Unit (VPD)

PTEP - Provincial Tactical Enforcement Priority

PWG - Pandemic Working Group (VPD)

R2MR - Road to Mental Readiness Program

RCMP - Royal Canadian Mounted Police

RPAS - Remotely Piloted Aerial System

RPM – Regulations & Procedures Manual (VPD)

RTIC - Real Time Intelligence Centre

SAFARY - Supporting Activities for At Risk Youth

S.A.F.E. - Safety Awareness for Elders Program (VPD)

SCU - Sex Crimes Unit (VPD)

SFST - Standardized Field Sobriety Test

SIS - Special Investigation Section (VPD)

SLT - Senior Leadership Team (VPD)

SMC - Special Municipal Constable

SUCCESS - United Chinese Community Enrichment Services Society

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

UBC - University of British Columbia

VACFSS - Vancouver Aboriginal Child and Family Services Society

VACPC - Vancouver Aboriginal Community Policing Centre (VPD)

VBPR - Vancouver Board of Parks and Recreation

VCH - Vancouver Coastal Health

VFRS - Vancouver Fire Rescue Services

VGBA - Vancouver Girls Basketball Association

VPB - Vancouver Police Board

VPF - Vancouver Police Foundation

VPSSC - Vancouver Police Soccer and Service Club (VPD)

VPU - Vancouver Police Union

VSB - Vancouver School Board

WAVAW - Women Against Violence Against Women Rape Crisis Centre

WPST - Women's Personal Safety Team (VPD)

YSS - Youth Services Section (VPD)

Vancouver Police Department 2022 Strategic Business Plan

The 2022 Strategic Business Plan outlines the main Strategies that will be undertaken throughout 2022 to begin working towards achieving the VPD's four overarching Strategic Goals. Twenty (20) Strategies are identified comprised of a total of 83 key Activities, with a number of Target Outputs associated to each Activity (429 total outputs).

The following table lists the four Strategic Goals along with the main 2022 Strategies that pertain to them:

Strategic Goal: SERVING THE COMMUNITY
<i>2022 Strategy 1: Further relations with Indigenous Peoples.</i>
<i>2022 Strategy 2: Expand relations with newcomer, diverse, and racialized communities.</i>
<i>2022 Strategy 3: Enhance equitable, diverse, and inclusive policing practices.</i>
<i>2022 Strategy 4: Enhance relations with the 2SLGBTQ+ community.</i>
<i>2022 Strategy 5: Engage vulnerable populations, particularly youth and older adults.</i>
<i>2022 Strategy 6: Inform and educate the public on public safety and crime prevention.</i>
Strategic Goal: COMMUNITY SAFETY
<i>2022 Strategy 1: Work to prevent and combat all acts of violence.</i>
<i>2022 Strategy 2: Target child-luring predators and human traffickers, and provide support to victims.</i>
<i>2022 Strategy 3: Collaborate with partners and the community to target gang violence.</i>
<i>2022 Strategy 4: Work with community and partners to prevent and combat property crime.</i>
<i>2022 Strategy 5: Engage vulnerable populations, particularly youth and older adults.</i>
Strategic Goal: COMMUNITY WELL-BEING
<i>2022 Strategy 1: Work with partners to address social and health issues that impact public safety.</i>
<i>2022 Strategy 2: Mitigate the impact of organized crime in relation to the ongoing opioid crisis.</i>
<i>2022 Strategy 3: Work with partners and the community to address social disorder issues that affect public safety and quality of life.</i>
<i>2022 Strategy 4: Safely manage public demonstrations.</i>
<i>2022 Strategy 5: Continue enforcement and education action to combat unsafe road behaviour.</i>
Strategic Goal: SUPPORTING OUR PEOPLE
<i>2022 Strategy 1: Enhance supports offered for employee health and wellness at various career stages.</i>
<i>2022 Strategy 2: Enhance equitable, diverse, and inclusive work environments.</i>
<i>2022 Strategy 3: Enhance the growth and development of VPD members.</i>
<i>2022 Strategy 4: Enhance employee communication and engagement.</i>

The remainder of this report contains the Strategic Business Plan templates completed by each Champion, detailing the various activities, numerous target outputs, desired outcomes, and other key elements associated with each of their Strategies for 2022.

Vancouver Police Department Annual Business Plan (2022)

Goal – SERVING THE COMMUNITY

Champions – Inspector Terry Yung and Inspector Sandra Glendinning

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 1	Further relations with Indigenous Peoples.	DCIRU Sergeant	1.1 Ongoing participation in Indigenous cultural events.	<ul style="list-style-type: none"> Engage in Indigenous cultural events, including National Indigenous Peoples Day, National Indigenous Veterans Day, Orange Shirt Day, and the Women's Memorial March. Participate in the annual Canoe Waking Ceremony. Participate in the Pulling Together Canoe Journey. Continue to participate in cultural gatherings at the Vancouver Aboriginal Child and Family Services Society (VACFSS). 	RCMP Various police agencies VACFSS VACPC	Existing budget	<p>Improved relationships between police and Indigenous Peoples.</p> <p>Enhanced dialogue with Indigenous elders.</p> <p>Improved understanding of cultural safety for Indigenous Peoples.</p>
			1.2 Provide additional education and training to VPD members in relation to Indigenous traditions, culture, and history.	<ul style="list-style-type: none"> Continue to develop a healing path awareness program within the VPD to foster dialogue on Indigenous relationships with police. Distribute healing kits throughout the Department. Develop and provide investigators with culturally sensitive investigative tool kits. Continue to promote the Moose Hide campaign which aims to raise awareness of violence against Indigenous women and children. Create a VPD Drum Circle & Indigenous Cultural Activities Group. Over 500 members to complete Indigenous cultural training module. New police recruits to receive Indigenous community awareness training. 	JIBC	Existing budget	<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>
			1.3 Engage Indigenous youth through outreach and programming.	<ul style="list-style-type: none"> Identify and recruit Indigenous youth to participate in the re-envisioned Indigenous Cadet Program (ICP). Engage over 20 youth in the Blue Eagle Junior Rangers project. Engage Indigenous youth to participate in the Access, Recreation and Culture Program (ARC). Attend Indigenous youth support centres to engage with Indigenous youth. Continue to engage Musqueam youth in community-based events on Saturday nights. Hold the annual VPD Musqueam Basketball Camp to help Musqueam youth develop basketball skills and healthy lifestyles. 	<p>Various youth support centres</p> <p>Various police agencies</p> <p>CoV</p> <p>Province</p>	VPF funding and various grants required to deliver these programs	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 2				<ul style="list-style-type: none"> Collaborate with other police, government agencies, and Indigenous elders on further programming. 			
			1.4 Expand victim support and trauma-informed practices.	<ul style="list-style-type: none"> Ongoing trauma-informed training provided to members of the Special Investigation Section (SIS). Continue to consult with the Indigenous community on how to best improve reporting mechanisms and offer culturally safe trauma-informed practices The Domestic Violence and Criminal Harassment Unit (DVACH) to continue to collaborate with VACFSS through monthly Domestic Violence Coordination Table (DVCT) meetings. 	DVACH VSU VACFSS	Existing budget	
			1.5 Ongoing discussions of key issues through the Indigenous Advisory Committee (IAC).	<ul style="list-style-type: none"> Hold quarterly IAC meetings. IAC to continue to develop anti-racism and decolonization training to be delivered to VPD members. Review and implement the recommendations put forward by the IAC. Ongoing liaison between the IAC and the Vancouver Police Board (VPB). 	IAC VPB	Existing budget	
	Expand relations with newcomer, diverse, and racialized communities.	DCIRU Sergeant	2.1 Engage newcomers, diverse, and racialized communities in personal safety and crime prevention.	<ul style="list-style-type: none"> Deliver regular safety workshops at new settler service agencies such as the Immigrant Services Society of British Columbia (ISSofBC) and other Social Service Agencies in British Columbia such as the United Chinese Community Enrichment Services Society (S.U.C.C.E.S.S.). Engage newcomer, diverse, and racialized community members to participate in the Citizen's Police Academy (CPA). In collaboration with the Canadian Border Services Agency (CBSA), deliver workshops and presentations to newcomers in relation to sex work laws. Promote and distribute the newcomer personal safety video and toolkit. Further promote the VPD's safety information video available in multiple languages, featuring how and when to call 9-1-1. Promote the public safety content available in the VPD's website in over 100 different languages. Further promote the hate crimes reporting process, available in multiple languages on the VPD's website. Secure funding to translate short educational videos on domestic violence and sex assaults into multiple languages. 	ISSofBC S.U.C.C.E.S.S. CBSA	Grant required to translate sex assault and human trafficking educational videos.	<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 lived experiences of Canadians of African Descent.</p> <p>Increased engagement, safety, and resilience of at-risk youth.</p>

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			<ul style="list-style-type: none"> Disseminate educational videos to provide information on human trafficking detection, prevention, exiting strategies, and support systems available. Develop additional personal safety materials in multiple languages. 			Increased crime reporting among communities with traditionally low rates of engagement with police.
		2.2 Further dialogue and expand relationships with the Black Community.	<ul style="list-style-type: none"> Hold regular meetings of the African Descent VPD Advisory Committee (ADVAC). Liaise with the Association of Black Law Enforcers (A.B.L.E). Regular dialogue with over 20 different Black and African Heritage Associations. Attend Black and African Heritage cultural events. 	ADVAC Various Black and African Heritage Associations A.B.L.E.	Existing budget	Stronger relationships are created between people of diverse abilities and the police. Overall improved perception of police in Vancouver.
		2.3 Engage youth from newcomer, diverse, and racialized communities.	<ul style="list-style-type: none"> Engage newcomer youth through the NewKids program. Engage newcomer, diverse, and racialized youth to participate in the Access, Recreation and Culture Program (ARC). Deliver workshops on sexual consent to newcomer, diverse, and racialized youth through the NewKids and ARC programs. Continue to deliver workshops to bring together and engage youth from Black, Indigenous, and People of Color (BIPOC) communities. Continue to engage BIPOC youth through online and community events. 	DCIRU Constable	VPF funding and various grants required to deliver programs.	
		2.4 Continue to reach out to other specific diverse and racialized groups to further trust and relationships.	<ul style="list-style-type: none"> Continue to support and deliver safety workshops to diverse and racialized groups such as the Korean, Filipino, South Asian, Asian, and Muslim communities, and those with diverse abilities. Liaise with the Jewish Federation's Safety and Security Committee to enhance the safety of the Jewish Community. Conduct safety drills for Jewish institutions. Further communicate and collaborate with accessibility support organizations to improve communication between police officers and people with diverse abilities. Work with the Wavefront Centre for Communication Accessibility to expand communication strategies at VPD Public Information Counters. 	Jewish Federation Wavefront Centre for Communication Accessibility Limitless Possibilities CNIB	VPF funding and various grants required to deliver programs.	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 3	Enhance equitable, diverse, and inclusive policing practices.	PR&A Director Training & Recruiting Section Inspector	3.1 Continue to review Departmental policies, procedures, and practices from an equity, diversity, and inclusion (EDI) lens.	<ul style="list-style-type: none"> Complete Phase 1 of the EDI Review of the Regulations & Procedures Manual (RPM), the Jail Manual of Operations (JMO), and VPD Forms Begin Phase 2 of the EDI Review which focuses on reviewing Human Resources (HR) practices from an EDI perspective. Identify, engage, and retain an EDI consultant or academic expert to provide feedback on the VPD's EDI Review. Continue to engage community members when developing and implementing major policy initiatives. Major policy initiatives to continue to be approved by the VPB. 	EDI Review Team VPB	Costs related to retaining an external EDI expert.	<p>Numerous Departmental policies updated to include inclusive language and to promote equitable policing.</p> <p>The EDI Review considers the challenges and experiences of equity-deserving groups including people who identify as 2SLGBTQ+, Black, Indigenous, and People of Colour.</p>
			3.2 Work to recruit officers and civilian members who reflect the community.	<ul style="list-style-type: none"> Prioritize an EDI review of the VPD's Recruiting Manual. Engage with diverse communities (including 2SLGBTQ+, Indigenous, racialized, and faith-based communities) through programming and events to inform them about careers in policing. Model the recruitment of diverse civilians by leveraging techniques used to recruit diverse officers. Leverage social media to further diversity recruiting efforts. 	Recruiting Unit DCIRS	Existing budget	<p>Respectful acknowledgment of the need to address inequities shaped by social determinants, and the role that VPD's policies, procedures, and training can play towards redress.</p> <p>The successful recruitment of officers and civilian professionals representing diverse communities.</p>
			3.3 Work to further anti-racism and decolonization initiatives.	<ul style="list-style-type: none"> Identify and retain an external consultant or academic expert to advise the VPD on further anti-racism and decolonization initiatives. Define and determine the full scope of reconciliation work and decolonization processes. Consult with the IAC to further define decolonization. Acquire VPB approval for the nature or full scope of work involved in further decolonization efforts. Deliver additional anti-racism training to VPD members. Continue to disseminate a bi-monthly diversity newsletter to all VPD staff that highlights the VPD's inclusive and diverse activities and interactions with the public. 	DCIRS VPB	Costs related to retaining an external consultant.	<p>Further strides taken in building relationships, reconciliation work, and efforts to decolonize.</p>
Strategy 4	Enhance relations with the 2SLGBTQ+ community.	DCIRU Sergeant	4.1 Engage the 2SLGBTQ+ community in personal safety and crime prevention.	<ul style="list-style-type: none"> Continue to engage 2SLGBTQ+ groups and other communities adverse to interactions with police. Deliver Project Elder Pride sessions. Engage community members in the "Love Who You Want, Play What You Want" sports campaign. Engage members of the 2SLGBTQ+ community to participate in the CPA. 	Primetimers Older Adults Agency Rainbow Roundtable Older Adult Organization	VPF and CFO funding for various initiatives.	<p>Improved best practices when serving the LGBTQ2S+ community.</p> <p>Raised awareness of LGBTQ2S+ concerns while promoting understanding</p>

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			<ul style="list-style-type: none"> Develop online programming to engage and educate 2SLGBTQ+ youth in personal safety. The Out on Patrol program to award two \$2,000 scholarships for 2SLGBTQ+ youth considering a career in policing. Attend 2SLGBTQ+ community events. 			<p>and education across different populations.</p> <p>Increased understanding of transgender issues within policing.</p>
		4.2 Enhance the cultural safety of the 2SLGBTQ+ community.	<ul style="list-style-type: none"> Ongoing VPD participation on the CoV 2SLGBTQ+ Advisory Committee. Continue to work to implement the CoV's Trans, Gender Variant, and Two-Spirited Inclusion recommendations. Liaise with and provide ongoing training to 2SLGBTQ+ community support organizations. Continue to attract additional businesses to participate in the SafePlace program. Deliver 2SLGBTQ+ awareness and anti-bullying workshops to elementary schools. Deliver 2SLGBTQ+ awareness and anti-bullying presentations to the VPD Cadet Program. The Out on Patrol Peer Support Program to deliver presentations to secondary and post-secondary students on topics such as bullying, 2SLGBTQ+ inclusion, and positive role models in policing. Translate the "Walk with Me" transgender awareness video into multiple languages. 	<p>CoV</p> <p>Various community support organizations.</p> <p>VSB</p>	VPF and CFO funding for various initiatives.	<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>
		4.3 Enhance police awareness of 2SLGBTQ+ community concerns.	<ul style="list-style-type: none"> Develop and promote online 2SLGBTQ+ resources available to all VPD members. Deliver 2SLGBTQ+ competency training to all new police recruits and Community Safety Personnel (CSPs). The Out on Patrol society to host a "Coming Out Party" to fundraise for VPD peer support and community outreach initiatives. Continue to recognize Pride Week through initiatives such as raising the Progress Pride Flag at the VPD's Cambie Street headquarters. Collaborate with other policing agencies and community organizations regarding LGBTQ2S+ concerns, experiences, and engagement strategies. Continue to deliver LGBTQ2S+ presentations to other law enforcement organizations. 	<p>JIBC</p> <p>Out on Patrol</p> <p>Various external law enforcement agencies</p>	Existing budget	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 5	Engage vulnerable populations, particularly youth and older adults.	YSS Sergeant DVACH Sergeant FCU Sergeant	5.1 Deter youth from gang involvement and criminal activity.	<ul style="list-style-type: none"> Gang Crime Unit (GCU) to deliver anti-gang workshops through the NewKids program. GCU to spend a day with at-risk youth as part of the Turning Point program. Deliver End Gang Life presentations to various secondary schools. Hold the annual Gang Tackle flag football game involving at-risk youth, police members, and current professional football players. Engage girls and adolescent females in the 12-week Her Time program. Continue to support the Her Time program's <i>Help-line</i> initiative. Engage 4-6 Musqueam youth in a 'lunch box' gang prevention program. The VPD's Youth Justice Program Coordinator to offer full-time outreach support to upwards of 200 at-risk youth. Engage youth through Supporting Activities For At Risk Youth (SAFARY), which provides financial support for resilience-based activities. Engage youth through Kitchen Collaboration, teaching culinary life skills through Britannia Community Centre. 	GCU UBC VBPR	VPF funding for various programs	<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>Enhanced confidence among adolescent females with regard to their relationships and personal safety.</p> <p>Increased support and resources for youth mental wellness.</p>
			5.2 Engage youth to participate in sporting, leadership, and scholastic programming.	<ul style="list-style-type: none"> Deliver the 28-week VPD Cadet Program to youth representing different cultural backgrounds. Deliver a post-cadet survey to determine if learning objectives were met. Engage youth to participate in the VPD Judo Club, which now also includes women-only sessions. Participate in weekly outdoor runs with the StreetFront Running Club. A VPD officer to continue to participate in the Windermere Running Club every Sunday. Hold the VPD's annual four-day Soccer Camp in July for upwards of 300 youth between the ages of six to 17 years. Hold the annual Paul Sanghera Soccer Tournament which includes the awarding of post-secondary scholarships. The Vancouver Police Soccer and Service Club (VPSSC) to continue to partner with Moresports to deliver 60 pairs of soccer boots, shin pads, and socks to impoverished youth. Engage youth during drop-in nights of the Community, Outreach, Recreation and Engagement program (CORE). 	VPSSC Moresports VBPR Langara College		<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>

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			<ul style="list-style-type: none"> Engage youth through the Engagement Through Arts program (ETA), centered on social issues. Increase youth contacts through the Vancouver Girls Basketball Association (VGBA) annual Langara Challenge Basketball Tournament. 			
		5.3 Support youth mental wellness.	<ul style="list-style-type: none"> Deliver sexual exploitation awareness through the Total Respect for Ourselves and Others (TROO) and the Being Respectful of Others (BRO) program. Deliver the Youth Connect program to adolescent females through four workshops to encourage dialogue on topics such as mental health, online safety, healthy relationships, and relationship violence. Engage youth through the distribution of Share-A-Meal food cards. Provide additional youth mental health support in partnership with VCH. 	VPF VCH	VPF funding	
		5.4 Work to ensure the personal safety of older adult populations.	<ul style="list-style-type: none"> Hold a Senior Health & Safety Fair with information provided on crime prevention and personal safety, exercise and healthy living, gardening, and more. Participate in World Elder Abuse Day. The Women's Personal Safety Team (WPST) to deliver personal safety workshops to older adult populations. Community Policing Centres (CPCs) to continue to deliver specific initiatives and activities to support older adults. Distribute Safety and Awareness for Elders (S.A.F.E.) program informational magnets and brochures through the VPD's Public Information Counter (PIC) and the CPCs. Deliver older adult safety presentations at Elder Law conferences. 	WPST CPCs BCECCS Seniors Abuse and Information Line	VPF funding for S.A.F.E magnets and Seniors Health & Safety Fair.	
		5.5 Protect older adults from financial frauds.	<ul style="list-style-type: none"> 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. Develop flyers to inform older adults of the "Grandchild scam". Distribute Grandchild scam flyers at safety fairs, workshops, and presentations and through the CPCs and all banks and financial institutions. FCU participation on the Provincial Council to Reduce Elder Abuse. Hold a conference on financial elder abuse in collaboration with external agencies. 	Public Affairs Council to Reduce Elder Abuse Various external agencies	Existing budget	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 6	Inform and educate the public on public safety and crime prevention.	Public Affairs Inspector	6.1 Provide residents with public safety information.	<ul style="list-style-type: none"> Continue using all of the VPD's social media programs to disseminate important messaging. Deliver crime prevention and public safety tips through story telling on social media. Deliver safety campaigns with social media advertising targeted to specific audiences. Hold combined press conferences with community stakeholder before large events (e.g. Celebration of Lights, Canada Day, etc.) Distribute crime prevention materials at public safety fairs and workshops. 	CoV Park Board VFRS	Existing budget	<p>Improved relationships between the police and the public.</p> <p>More trust in the police being the reliable source of information.</p>
			6.2 Enhance VPD reputation through enhanced public engagement.	<ul style="list-style-type: none"> Create more content highlighting the different sections within the VPD, including subject matter expert interviews. Enhance the VPD's social media response to newsworthy events. Make officers available for meets and greets with the public (e.g. "coffee with a cop"). 	All VPD Sections		

Vancouver Police Department Annual Business Plan (2022)

Goal – COMMUNITY SAFETY

Champions – Superintendent Lisa Byrne and Superintendent Andrew Chan

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 1	Work to prevent and combat all acts of violence.	SIS Inspector DVACH Sergeant HROU Sergeant MCS Inspector	1.1 Provide investigative and victim support in relation to all high-risk domestic violence cases.	<ul style="list-style-type: none"> Leverage information compiled through police databases to maintain an elevated risk flagging system that alerts Domestic Violence & Criminal Harassment Unit (DVACH) investigators of offenders and victims who require special investigative and support resources. Update the elevated risk flagging weekly. Leverage resources available through the multi-agency and multi-disciplinary provincial Domestic Coordination Table (DVCT) to service and support the highest risk domestic violence files. Further develop the Trainer position in the Special Investigation Section (SIS) to better support high-risk domestic files. Conduct foundational and advanced threat assessments to support victim relocations or extraordinary safety planning. 	MCFD FSGV BC Probation	Existing budget	<p>An overall reduction in violent crime incidents.</p> <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>
			1.2 Target offenders who commit sexually motivated crimes.	<ul style="list-style-type: none"> Prioritize monthly enforcement action against high-risk offenders in collaboration with Correctional Services of Canada (CSC) and Parole. Conduct surveillance of high-risk sex offenders living in the community. Regularly engage and coordinate with community partners to identify those offending against sex workers. Ongoing community engagement with sex worker groups to facilitate increased reporting of crimes against sex workers. Investigate all high-risk offenders who prey upon sex workers. Continue to monitor and distribute Red Light Alerts to ensure offenders are investigated and prosecuted (in cases where victim participation can be obtained). 	CSC Parole WAVAW WISH Drop-In Centre Society	Surveillance resources funded through Project Skyline.	<p>Greater public awareness of violence prevention and personal safety.</p> <p>A reduction in stranger attacks.</p> <p>Increase in solved homicide cases.</p> <p>Continued high rate of missing persons being located.</p>
			1.3 Engage the public in personal safety and violence prevention, particularly vulnerable and marginalized groups.	<ul style="list-style-type: none"> The Women's Personal Safety Team (WPST) and SIS to deliver hands-on personal safety workshops to various audiences. Hold a Personal Safety and Awareness Fair, which includes a number of personal safety activities for women and older adults. Develop social media campaign and workshops focused on consent and online safety. 	WPST YSS VPF	VPF funding for the social media campaign.	<p>Reduction in violent hate crime incidents.</p>

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			<ul style="list-style-type: none"> Revamp the 'hands-off' campaign to target groping offenders and provide support to victims of groping. Re-invigorate the Youth Connect program to engage youth in sexual assault prevention and awareness. 			
		1.4 Target those responsible for stranger attacks.	<ul style="list-style-type: none"> Leverage information contained in police databases to identify repeat offenders and trends. Assign dedicated personnel to review and investigate all random unprovoked stranger assaults. Continue to share intelligence with other police agencies and partners. Deliver public safety workshops to educate various audiences on personal safety awareness to help prevent stranger attacks. Liaise with media to educate the public on stranger attacks, including ensuring public warnings of known offenders are provided where necessary. Investigators and the Mental Health Unit (MHU) to work with mental health agencies to support offenders who struggle with mental health issues. 	WPST MHU Public Affairs Various media outlets Various mental health agencies	Existing budget	
		1.5 Work to advance homicide investigations.	<ul style="list-style-type: none"> Continue to engage with other police agencies to establish links and the potential to conduct joint projects for organized crime related homicides. Leverage the latest technology and legal authorities to further murder investigations. Provide training to homicide investigators in sophisticated investigative techniques. 	IHIT Other police agencies	Existing budget	
		1.6 Work to advance investigations into missing persons.	<ul style="list-style-type: none"> Continue to liaise with media to maximize the timely location of missing persons Continue to liaise with both private and public agencies to access information to assist in locating missing persons. Provide education to new police recruits on effective missing persons investigations. Continue to re-assess high-risk cases and use Major Case Management (MCM) investigative standards when appropriate. Continue to develop and maintain relationships with families and communities affected by missing person cases. 	Various media outlets JIBC	Existing budget	
		1.7 Proactively target hate-based violence and other crimes.	<ul style="list-style-type: none"> Continue engaging and building trust with various communities to increase victim reporting of hate-based crime. 	DCIRS Crown	Existing budget	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
				<ul style="list-style-type: none"> Ongoing media strategy to ensure victims of hate-based crime continue to report them. The Investigation Division and the Diversity, Community & Indigenous Relations Section (DCIRS) to continue to work in partnership to identify crimes that have a hate component. Ensure that Crown is provided with detailed background information on all crimes with a hate component to maximize success in bail situations and at trial. To advocate for and request increased sentences for convictions related to hate-based crimes pursuant to section 178.2(a)(i) of the Criminal Code. 	Federal Government		
Strategy 2	Target child-luring predators and human traffickers, and provide support to victims.	SIS Staff Sergeant CEU Sergeant ICE Sergeant SCU Sergeant	2.1 Enhance support for victims of human trafficking and child exploitation.	<ul style="list-style-type: none"> Hold bi-weekly meetings with Crown Counsel and Family Services of Greater Vancouver (FSGV) to improve human trafficking victim support coordination efforts. Work with Administrative Crown to identify designated Crown Counsel for Human Trafficking related offences. Provide direct, immediate support to all child abuse victims through the Child and Youth Advocacy Centre (CYAC). Provide trauma-informed training to SIS victim support staff via the Canadian Police Knowledge Network (CPKN), in-house training, and the Justice Institute of British Columbia (JIBC). Coordinate victim outreach programs with community victim support groups. 	Crown Counsel FSGV CYAC CPKN JIBC Various community victim support groups	Existing budget	Enhanced victim cooperation with, and participation in the criminal justice system. Improved and triangulated communication between police, Crown Counsel, and FSGV victim support workers. Increased communication with assigned Crown Counsel to streamline prosecution and improve likelihood of conviction.
			2.2 Enhance human trafficking target selection and intelligence-sharing.	<ul style="list-style-type: none"> Collaborate with the Combined Forces Special Enforcement Unit (CFSEU) to identify Provincial Tactical Enforcement Priority (PTEP) targets committing human trafficking offences. Initiate project level investigations into PTEP human trafficking targets. 	CFSEU	Existing budget	Best practice child abuse investigations are conducted. Increased number of investigations targeting online child-luring targets
			2.3 Enhance proactive child-luring investigations through technology and other processes.	<ul style="list-style-type: none"> Review child-luring incident files to ensure accurate documentation and coding. Further use of peer-to-peer monitoring software to target prolific distributors of child sexual abuse material. Further use covert software to target those producing child sexual abuse material in Vancouver. Continue to use the internet to promote education through social media, pop-up ads, and awareness campaigns to protect children and youth from sexual exploitation. 	SCU ICE	Existing budget	An increase in the prosecution of child exploitation offenders.

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 3	Collaborate with partners and the community to target gang violence.	OCS Inspector	3.1 Collaborate with other police and law enforcement agencies to target organized crime groups and persons involved in committing gang violence.	<ul style="list-style-type: none"> Work collaboratively with partner agencies to target organized crime through the Provincial Tactical Enforcement Priority (PTEP). Conduct targeted enforcement on organized crime groups and persons engaged in gang violence. Participate in regular meetings with law enforcement agencies across the region to coordinate collective efforts aimed at combatting gang violence. 	RCMP CFSEU-BC Municipal Police Agencies	Existing budget	<p>Disruption of organized crime groups and persons involved in committing gang violence.</p> <p>Enforcement of all applicable criminal offences against persons engaged in gang violence.</p> <p>Ongoing communication between bar and restaurant owners and police.</p>
			3.2 Continue to target high-risk violent offenders through inadmissible patron programs and asset forfeiture.	<ul style="list-style-type: none"> Leverage community partners to deter gang violence in our community, including use of inadmissible patron agreements with local bars, restaurants, and large scale public venues. Continue to make referrals to the Civil Forfeiture Office (CFO) on all assets seized during an investigation. 	BarWatch Restaurant Watch Rogers Arena BC Place CFO	Existing budget	
Strategy 4	Work with community and partners to prevent and combat property crime.	GIS Inspector OSS Inspector	4.1 Target prolific offenders and shoplifters.	<ul style="list-style-type: none"> Maintain chronic offender and chronic shoplifter tracking lists. Create and provide in-depth background bail reports on chronic offenders to VPD Patrol officers and outside agencies. Conduct regular compliance checks, ensuring offenders are abiding by their conditions and residing at their residences. Liaise with provincial probation officers to ensure chronic offenders are monitored and breach of conditions are being enforced. Conduct enforcement action against chronic offenders with outstanding warrants. Coordinate surveillance on chronic offenders. General Investigation Section (GIS) members to attend Patrol briefings to support Patrol-based property crime projects. Provide general investigation mentorships to Patrol members. Ongoing enforcement action focusing on chronic catalytic converter offenders. Regular updates with Crown Counsel regarding the most active offenders for charge approval and sentencing. 	DCC Corrections Parole BC Probation BC Prosecution Service Retail Associations Various law enforcement agencies Various BIAs	CIF budget implications on a case-by- case basis.	<p>Increased enforcement efforts on active property crime offenders, supported by enhanced technology.</p> <p>Increased likelihood of offender remand and lengthier sentences to deter re-offending.</p> <p>Greater collaboration between various VPD sections and policing partners in monitoring chronic offenders.</p> <p>Increased number of offenders arrested and charged for violent shoplifting.</p> <p>Legislative changes enacted to deter offenders from engaging in criminal activity.</p>

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
				<ul style="list-style-type: none"> Communicate with businesses to inform their staff to not engage violent shoplifters, but rather to call police. Propose recommendations to the Province to amend the Metal Dealers and Recyclers Act/Regulations. Hold monthly meetings with the Downtown Community Court (DCC). Identify additional offenders who would benefit from services at the DCC, and work to enroll them within the respective programs that would best apply to them. 			<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>
			4.2 Leverage technology and intelligence to combat break-ins, and theft.	<ul style="list-style-type: none"> Hold weekly Patrol District Crime Control meetings to discuss crime trends and targets. Analysts to gather intelligence to inform the target selection matrix. Share active intelligence through the Real Time Intelligence Centre (RTIC). The VPD's new Operations Command Center (OCC) to utilize technology to address real-time property crime concerns by promptly shifting or re-allocating police resources. Enhance the GeoDASH, CompstatDASH, and CrimeControlDASH applications to increase real-time intelligence regarding the time and location of crime and related offenders. Conduct targeted enforcement action utilizing various investigative techniques that involve advanced technology. Property Crime Unit (PCU) to regularly monitor general occurrence reports and provide feedback to Patrol. Monitor trends involving fraud and theft in the luxury auto industry and respond accordingly with projects. Liaise with partner agencies to educate businesses and share intelligence to combat catalytic converter thefts. 	OCC RTIC	Existing budget	<p>Reduced need for chronic offenders to commit property crime due to poverty, homelessness, mental health and substance use disorder issues.</p> <p>Reduced break and enter offences.</p> <p>Greater collaboration between police and partner agencies in utilizing technology for targeted enforcement.</p> <p>Enhanced public awareness of property crime prevention.</p> <p>Reduced catalytic converter theft.</p> <p>Increased public reporting of property crimes, other crimes, and other issues requiring police attention.</p>
			4.3 Provide public education on property crime prevention.	<ul style="list-style-type: none"> Refresh public education campaigns to help owners better secure their homes. Deliver additional initiatives to educate the public to protect their mail and package deliveries. Disseminate auto crime education to inform the public how to best secure their vehicles, including mitigating theft of catalytic converters. Provide security tips to communities and businesses in areas hard hit with property crime. 	Public Affairs	Existing budget	<p>Quicker response times to police calls for service.</p> <p>Prompt arrest of those engaging in hate-based offences.</p> <p>Reduced hate-based property offences.</p>

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			4.4 Improve public reporting of crimes to police, as well as police response and customer service.	<ul style="list-style-type: none"> Further streamline and enhance online crime reporting processes. Work with E-Comm to implement new processes and improve the timeliness of information dissemination. The OCC to better support frontline response to crime by assisting Patrol Teams with call management/triage and resourcing. Advertise in multiple languages the importance of reporting crime, including within various ethnic news publications. Engage communities and businesses to encourage them to report crimes immediately. 	OSU OCC E-Comm	Existing budget	Offenders will be deterred from committing hate-based property offences and other mischiefs.
			4.5 Proactively tackle hate-based property offences and other mischiefs.	<ul style="list-style-type: none"> Patrol Teams to focus patrol efforts in areas heavily targeted with hate-based property offences. Utilize Neighborhood Police Teams (NPTs), Bike Patrol officers, Community Police Centre (CPC) volunteers, and Citizens' Crime Watch (CCW) volunteers to conduct regular patrols in areas heavily targeted with hate-based property offences and other mischiefs. Utilize various investigative techniques to assist with deterring and capturing offenders. Conduct targeted enforcement on active and known targets. Develop public awareness campaigns related to hate-based property offences and other mischiefs. Engage the community and businesses to educate them on mitigating incidents of mischief. 	CPCs CCW Public Affairs	CIF budget implications on a case-by-case basis.	
Strategy 5	Work to prevent and combat cybercrime and financial crime.	GIS Inspector	5.1 Enhance public awareness of cybercrime or cyber threats	<ul style="list-style-type: none"> Regularly post cyber threat prevention educational material on social media. Engage businesses to provide them with cybercrime prevention tips. Continue to participate in cybercrime prevention month. 	Various Vancouver businesses	Existing budget	Enhanced public awareness regarding cybercrime and cyber threats.
			5.2 Further the VPD's ability to conduct cybercrime investigations.	<ul style="list-style-type: none"> Implement special investigative software that allows investigators to more effectively track profiles, capture data, and identify suspects over the internet. Provide advanced cybercrime training to cybercrime investigators. Cybercrime investigators to assist other investigators and Patrol members with various investigations that have a cybercrime component. The Cybercrime Unit to conduct independent self-initiated projects. 	Secret Service CBSA NC3 Europol Private sector cyber security firms	CIF budget implications on a case-by-case basis.	Enhanced expertise among cybercrime investigators. The investigation of high profile cybercrimes will be centralized within the Cybercrime Unit. Through collaboration with subject matter experts, the VPD will remain current on financial crime and cybercrime trends and best practices.

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
				<ul style="list-style-type: none"> Continue to catalogue all discreet and covert online profiles for use across the Department. Continue to develop partnerships with Chainalysis as a service provider for crypto currency tracing software. Continue to build relationships with policing partners, including the RCMP's National Cybercrime Coordination Unit (NC3). Participate in provincial and national cybercrime committees and working groups. 	Chainalysis Various law enforcement agencies		Enhanced public awareness on various fraud related trends. Enhanced VPD expertise regarding cryptocurrency and money laundering investigations.
			5.3 Enhance public awareness of financial crime or frauds.	<ul style="list-style-type: none"> Leverage social media to raise awareness of anti-fraud education programs. Promote fraud awareness to vulnerable and marginalized groups. Engage businesses to provide them with fraud prevention tips. Participate in fraud prevention month. 	BC Securities FSOC Competition Bureau FINTRAC Canadian Anti-Fraud Centre	Existing budget	Enhanced relationships with various private and public sector partners.
			5.4 Investigate crypto currency scams and money laundering.	<ul style="list-style-type: none"> Financial Crime Unit (FCU) and Cybercrime Unit to collaboratively work on crypto currency investigations. FCU and Cybercrime Unit to provide guidance to Patrol Teams in relation to crypto currency scams and money laundering. Engage other policing and partner agencies to collaborate and share intelligence on current trends. FCU to continue to dedicating a position to investigating money laundering. Work with the provincial Gaming Policy Enforcement Branch (GPEB) in response to money laundering in casinos. 	Secret Service Gaming Policy Enforcement Branch FINTRAC	CIF budget implications on a case-by-case basis.	

Vancouver Police Department Annual Business Plan (2022)

Goal – COMMUNITY WELL-BEING

Champions – Superintendent Howard Tran and Superintendent Tanya Whysker

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 1	Work with partners to address social and health issues that impact public safety.	YSS Inspector DCIRS Inspector	1.1 Collaborate with health partners to improve outcomes for those living with mental health and substance use disorder issues.	<ul style="list-style-type: none"> Facilitate monthly meetings with health partners to coordinate care for those experiencing mental health and substance use disorder issues. Report back annually on mental health outcomes to the Vancouver Police Board (VPB) and to the Boards of Vancouver Coastal Health (VCH) and Providence Health Care (PHC). Identify and implement processes to improve hand-off procedures between police, BC Ambulance Service (BCAS), and hospital staff of VCH, PHC and Provincial Health Services Authority (PHSA). Update VPD regulations and procedures in relation to police apprehensions under the BC Mental Health Act (MHA). Facilitate support for supportive housing sites. Mental Health Unit (MHU) to provide updates and training to officers about mental health initiatives. MHU to provide ongoing support to Patrol officers. 	VCH PHC PHSA BCAS	Existing budget	<p>Improved overall quality of care for patients.</p> <p>Decreased criminality and mental health occurrences involving violence.</p> <p>Decreased victimization of persons living with mental health issues.</p> <p>Improved outcomes for persons living with mental health and substance use disorder issues.</p> <p>Reduced MHA Section 28 and Form 21 apprehensions.</p> <p>Shorter hospital wait-times for officers; offloading, admission and assessment.</p>
			1.2 Collaborate with health partners to increase efficiencies related to hospital admissions and transfers, and hospital wait-times.	<ul style="list-style-type: none"> Hold quarterly collaborative meetings with all partners to work to improve organizational efficiencies. Report back annually on health care efficiency improvements to the Vancouver Police Board (VPB) and to the Boards of Vancouver Coastal Health (VCH) and Providence Health Care (PHC). Develop tracking tools for mental health factors as well as for BCAS and hospital wait-times. Acquire specialized vehicles to assist in transport to hospital. Liaise with outside police agencies in relation to mental health initiatives. 	Fleet Operations Services VCH PHC PHSA E-Comm Other police agencies	Existing budget	<p>Shorter wait-times for ambulance response.</p> <p>Reduced reliance on ambulance services for transfers, freeing up resources for medical calls for service.</p> <p>Increased resources for communities where supportive housing sites are located.</p>
			1.3 Work with the City of Vancouver (CoV) to assist people without housing and shelter.	<ul style="list-style-type: none"> Regular communication with people who lack housing and support. Refer people without housing to support resources. Provide additional attention and support to people without housing during extreme weather. Immediate and collaborative responses to encampments. 	Patrol Teams NPTs VPD DCIRS Community Outreach Team CoV	Existing budget	<p>Improved post-incident information sharing.</p> <p>Increased support for housing providers assisting persons living with mental health issues.</p>

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			1.4 Engage and support equity-deserving individuals and agencies.	<ul style="list-style-type: none"> • Provide weekly support to equity-deserving individuals in accessing essential services. • Hold quarterly Lunch with the Chief events in the Downtown Eastside (DTES). • Regular communication with equity deserving individuals and agencies support agencies. • Ongoing participation in SisterWatch, the Indigenous Advisory Committee (IAC) and the African Descent VPD Advisory Committee (ADVAC). • The Women's Personal Safety Team to hold specific personal safety training sessions for equity-deserving individuals. • Engage VPD employees to donate personal care items to equity-deserving individuals through the Shoebox Project. 	ADVAC SisterWatch IAC	Existing budget	<p>Identification of further solutions to reduce barriers to housing for those experiencing homelessness.</p> <p>Increased people provided with supportive housing or shelter.</p> <p>Ongoing police support to sex workers.</p> <p>Enhanced positive relationships between sex workers and police.</p> <p>Increased dialogue between the DTES community and the VPD.</p>
Strategy 2	Mitigate the impact of organized crime in relation to the ongoing opioid crisis.	OCS Inspector	2.1 Target organized crime groups and the increasingly toxic local drug supply.	<ul style="list-style-type: none"> • Conduct enforcement of organized crime groups that are manufacturing and trafficking toxic drugs. • Disrupt the importation and utilization of toxic substances in the local drug supply. • Support the Operations Division on patrol based projects that target organized crime groups and/or persons trafficking toxic drugs. 	GCU Patrol Teams	Existing budget	<p>Disruption of the groups involved in the trafficking of fentanyl and a reduction of the supply to the street level.</p> <p>Reduction in overdose deaths occurring in the city.</p>
			2.2 Continue to advocate for an approach to substance use that utilizes all Four Pillars - harm reduction, prevention, enforcement, and treatment.	<ul style="list-style-type: none"> • Ongoing participation on the Provincial Joint Task Force on Overdose Prevention and Response. • Provide expertise and guidance to community and government partners on actions to respond to the overdose crisis. • Continue to collect and submit drugs for the BC Coroners Service to assist in determining the cause of death in fatal overdoses. • Continue to work with partners on implementing decriminalization of drugs for personal use. • Work with community and government partners to further safe supply. 	All three levels of government BC Coroners Service VCH PHC PHSA	Existing budget	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 3	Work with partners and the community to address social disorder issues that affect public safety and quality of life.	District Commanders DCIRS Inspector	3.1 Increase officer visibility in street disorder hotspots.	<ul style="list-style-type: none"> Deploy Neighbourhood Policing Teams (NPTs) as needed to address street disorder in neighbourhood 'hotspots'. Neighbourhood Police Officers (NPOs) to inform District Commanders of community concerns in relation to street disorder. Regularly deploy foot patrols in identified 'hotspots'. 	NPT NPO	Existing budget	<p>Reduction in environmental factors that contribute to street disorder.</p> <p>Public drinking and intoxication deterred.</p>
			3.2 Conduct liquor enforcement to prevent disorder issues.	<ul style="list-style-type: none"> Deploy weekend specific liquor enforcement shifts (LIMA) in the Granville and Gastown Entertainment areas. Deploy Beach Patrol Teams in the summer months to minimize liquor-related issues on beaches. VPD Liquor Coordinator to work with the Liquor Control & Regulation Branch (LCRB) and the CoV's Business Licenses Coordinator to monitor liquor licensing compliance. 	LIMA LCRB CoV	Existing budget	<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>
			3.3 Ongoing community policing efforts to address disorder issues.	<ul style="list-style-type: none"> Community Policing Centre (CPC) volunteers to engage in community clean-ups and other activities to beautify neighbourhoods and prevent street disorder. Ongoing community volunteer-based patrols to identify and report street disorder. Ongoing Citizens' Crime Watch (CCW) volunteer patrols on Friday and Saturday nights in various Vancouver neighbourhoods to report suspicious activities. Work closely with community groups to address neighbourhood safety issues. 	CPCs CCW	Existing budget	<p>Reduction in street level violence associated with street vending in the DTES.</p> <p>Coordinated response to unpermitted street vending.</p>
			3.4 Work to manage the negative impact of street vending.	<ul style="list-style-type: none"> Bi-weekly meetings with CoV representative and the managers of the sanctioned Downtown Eastside (DTES) Street Vending Market. Conduct inspections of the DTES Market to deter the sale of stolen items. Daily patrols conducted in the DTES by Beat Enforcement Team (BET) officers to manage street vending activities. 	CoV	Existing budget	
Strategy 4	Safely manage public demonstrations.	EOPS Inspector	4.1 Facilitate on-going communication with demonstration organizers and community members.	<ul style="list-style-type: none"> The Planning Assessment Team (PAT) to engage in communication with demonstrators and community members before, during and after demonstrations. Actively promote the VPD's role in facilitating safe and peaceful demonstrations. Increase discussions between the VPD, protest groups, and demonstration organizers in order to develop a greater mutual understanding and increase cooperation during demonstrations. 	DCIRS Protest Organizers	Existing budget	<p>Improved overall communication and trust with community.</p> <p>Increased public safety during demonstrations.</p> <p>Reduced agency liability in relation to demonstrations.</p>

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			<ul style="list-style-type: none"> PAT to collaborate with the Diversity, Community & Indigenous Relations Section (DCIRS) to assist with outreach and engagement with Indigenous community. Regular use of social media tools to research demonstration activities and enhance communication with organizers. 			Reduced criminality and civil unrest during demonstrations. Reduction in Police Act complaints.
		4.2 Collaborate with community partners and partner agencies.	<ul style="list-style-type: none"> Regularly communicate with and provide support to businesses and organizations affected by demonstrations. Regularly share information on Vancouver protest activity with partner agencies. Participate in weekly meetings with partner agencies in Greater Vancouver to share intelligence and collaboratively plan and prepare for public demonstrations. Work closely with other first responders such as BCAS and Vancouver Fire Rescue Services (VFRS) in managing demonstrations. 	CoV Community – Industry Response Group (C-IRG) BCAS VFRS Transit	Existing budget	Increased information-sharing with partner agencies. Increased collaboration with the CoV in managing demonstrations. Enhanced officer safety during demonstrations. Better understanding of Indigenous community.
		4.3 Enhance Patrol member training and awareness in managing public demonstrations.	<ul style="list-style-type: none"> Ensure Patrol members have baseline protest response training in accordance with best practices and VPD Public Demonstration Guidelines. Facilitate on-going training for the Public Safety Unit (PSU). Increase information-sharing to Patrol members with regard to public demonstration planning efforts. EOPS to work with the Education & Training Unit to educate members on relevant legal considerations during demonstrations. EOPS and DCIRS to collaborate on educating Patrol members on demonstration protocols relating to the Indigenous community. EOPS to provide support to frontline members and Duty Officer during planned and unplanned demonstrations. Develop immediate and collaborative responses to blockades of critical infrastructure. 	Patrol Teams Duty Officer Education & Training Unit PSU DCIRS	Existing budget	Increased engagement of and ability for frontline Patrol members to manage demonstrations. Improved public demonstration data collection and analysis. Increased transparency with regard to the management of demonstrations. Enhanced police ability to seek prosecutions in response to unlawful demonstration activity. Increased support from various levels of government.
		4.4 Enhance data collection in relation to demonstrations.	<ul style="list-style-type: none"> Collate data on different protest types and locations. Increase capacity to plan for demonstrations in advance. Monitor arrests and prosecutions. 	CAU	Existing budget	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			4.5 Continue to work with various levels of government to enhance public safety in relation to demonstrations.	<ul style="list-style-type: none"> Ongoing participation on the Provincial Committee on demonstrations. Continue to work with CoV to support VPD efforts during demonstrations. Provide expertise and guidance to government partners to implement better tools for police while dealing with demonstrations. Work with BC Prosecution Service (BCPS) to enhance conditions and sentencing during arrests. Identify and implement processes to improve criminal charge investigations in relation to unlawful demonstration activity. 	BC Police Services CACP BCACP Ministry of Public Safety and Solicitor General BCPS CoV	Existing budget	
Strategy 5	Ongoing enforcement and education action to combat unsafe road behaviour.	Traffic Section Inspector	5.1 Coordinated participation in provincial road safety enforcement campaigns	<ul style="list-style-type: none"> 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). Conduct over 20 CounterAttack roadblock deployments (summer and winter). Coordinate national road safety campaigns with the Canadian Association of Chiefs of Police (CACP). 	District Commanders Public Affairs BCACP Traffic Safety Committee CACP Traffic Safety Committee ICBC Road Safety BC Media	Existing budget - assuming required funding is secured for CounterAttack campaign.	Overall improved road safety. Ongoing coordination of traffic enforcement efforts across multiple Police agencies and jurisdictions. Ongoing positive partnerships with relevant stakeholders. Timely road safety enforcement at key locations, based on seasonal demands. Reduced collisions at high collision locations.
			5.2 VPD Traffic Enforcement and Patrol Teams to conduct intelligence-led enforcement action at high collision and other strategic locations.	<ul style="list-style-type: none"> Hold monthly meetings to review relevant data within each Traffic enforcement team. Hold quarterly meetings to review patrol-based road safety enforcement progress and approach. Traffic Enforcement Teams to conduct 40 road safety enforcement projects. Traffic Section to provide support to patrol-based road safety projects. Focus on targeting the big four road safety violations (Speed, Distracted Driving, Impaired Driving, and Seatbelt use) during the May and Thanksgiving long weekends. Fully staff the eight positions of the newly formed Impaired Driving Enforcement Team (IDET). 	Patrol Districts CPCs	Existing budget	Increased ticket production within all Traffic teams. Increased road safety enforcement awareness, ability, and engagement by Patrol members. Increased traffic enforcement numbers across all Patrol Districts. Enhanced understanding and awareness of traffic

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
				<ul style="list-style-type: none"> Undertake education and enforcement action in relation to E-scooters and electric powered personal transportation devices. Total of 500 Level 1 & 2 commercial vehicle inspections conducted by the Commercial Vehicle Unit (CVU). 			safety concerns by all road users.
			5.3 Provide traffic enforcement training to operational members.	<ul style="list-style-type: none"> Additional 20 Patrol members to receive Automatic Licence Plate Reader (ALPR) training. Additional 20 Patrol members trained in laser and radar detection. A minimum of 175 members certified in Standardized Field Sobriety Testing (SFST). A minimum of 20 members certified as Drug Recognition Experts (DREs). 	Patrol Teams	Existing budget	<p>Reduced deaths and injury due to speeding, distracted, and impaired driving.</p> <p>Decreased road closure time at collision scenes through the use of RPAS.</p> <p>Enhanced detection and prevention of impaired driving.</p>
			5.4 Enhance road safety education and public awareness.	<ul style="list-style-type: none"> Participate in regular meetings with the CoV, ICBC, and other stakeholders to address road safety matters of mutual concern. Over 50 total road safety presentations delivered to youth, Parent Advisory Councils (PACs), and seniors by the Community Road Education Safety Team (CREST). Four occupant restraint clinics delivered throughout the city. Undertake cyclist education initiatives during Bike-to-Work week (1st week of June). Undertake pedestrian safety education and enforcement initiatives. Regular use of social media tools to raise public awareness of road safety practices and issues. 	CoV PACs Traffic-related community associations Media ICBC	Existing budget	Increased public awareness of safe and lawful use of electric power personal transportation devices.
			5.5 Leverage technology to enhance road safety.	<ul style="list-style-type: none"> Conduct more than five ALPR deployments per month. Continue to deploy Remote Piloted Aircraft Systems (RPAS) for collision scene investigations. Explore the use of 3D mapping to assist in collision scene investigations. Deploy VPD digital message boards in response to citizen road safety complaints to inform the public that related enforcement action is being taken. Continued use of automated speed and red light enforcement cameras in cooperation with Road Safety BC and provincial Police Services. 	ICT CoV Road Safety BC BC Police Services	Existing budget	

Vancouver Police Department Annual Business Plan (2022)

Goal – SUPPORTING OUR PEOPLE

Champions – Superintendent Shelley Horne

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 1	Enhance supports offered for employee health and wellness at various career stages.	HR Employee Services Staff Sergeant CAPSU Manager	1.1 Provide retirement planning support and recognition through seminars and individualized support.	<ul style="list-style-type: none"> Launch the virtual retirement planning platform. Host two retirement planning seminars for sworn members, civilian professionals, and the Senior Leadership Team (SLT). Adapt retirement planning materials to focus on financial and health considerations. Recognize civilian professionals and sworn staff for their dedication and service through the Departing with Distinction ceremony. Hold a civilian retirement dinner. Update the civilian and Special Municipal Constable (SMC) retirement checklist. 	PERASU CAPSU ICT Municipal Pension Plan	Existing budget	<p>Increased accessibility to retirement information to encourage planning and preparation.</p> <p>Improved physical, mental and financial wellbeing of retired staff.</p> <p>Recognition provided to VPD staff for a lifetime of service.</p> <p>Increased individual awareness of physical, mental, emotional and spiritual health among members.</p>
			1.2 Provide mental health resiliency training and improve individualized supports.	<ul style="list-style-type: none"> Initiate a British Columbia Psychological Association (BCPA) Resiliency in Policing Program. Explore additional internal and external supports for members and their families. Continue to facilitate initial Road to Mental Readiness (R2MR) training for new members and in-service training for existing members. Ongoing collaboration with the Vancouver Police Union (VPU) on the BC First Responders Resiliency Program. Ongoing trauma resiliency training. Examine existing Civilian CISM (C-CSIM) programming to improve the capacity and expertise to better support civilian professionals. 	CISM C-CISM Education and Training Unit PERASU EWU CAPSU VPU BCPA	Existing budget	<p>Tools provided for self-regulation and knowledge of available resources to support health and well-being.</p> <p>Enhanced quality of individualized supports for members to further their well-being.</p>
			1.3 Enhance access to physical health treatment.	<ul style="list-style-type: none"> Actively encourage members through various communication forums to regularly monitor their individual physical health and well-being. Continue to provide on-site flu shots, blood pressure machines, as well as other physical health events and infrastructure. Establish on-site physical treatment facilities. Contract an external service provider to deliver on-site physical treatment services. Increase first-aid access, support, and coverage in all facilities. 	PERASU Facilities Services CAPSU EWU Health & Safety Unit	Existing budget	<p>Enhanced quality of individualized supports where needed for civilian professionals to further their well-being.</p> <p>Improved accessibility to physical health assessment tools and supports.</p> <p>Improves staff awareness of individual health and well-being.</p>

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			1.4 Improve workplace infrastructure as well as health and safety practices.	<ul style="list-style-type: none"> Improve first-aid safety equipment testing and maintenance. Seek organizational health and safety related input from a cross-section representation of VPD staff through the joint Occupational Health & Safety Committee (OHSC). Health & Safety Unit (HSU) to continue to conduct ergonomic assessments of employee work stations as requested. HSU to adjust work stations to meet the physical needs of individual staff members. HSU civilian professionals to receive additional ergonomic assessment and adjustment training. Collaborate with Accessible Employers on a review of the Pledge to Measure Toolkit and a departmental accessibility scan to better support staff with diverse abilities in the workplace. 	HSU HR Facilities Services Various employee union groups Accessible Employers	Existing budget	Improved timeliness and accessibility to physical treatment to support the health and well-being of VPD staff. Ensuring a safe workplace through improved equipment, facilities, and reporting practices. Work stations are adjusted to suit the needs of staff, prevent repetitive injuries, and improve well-being. Improved individualized support to connect with long-term sick or injured staff, and to facilitate their return to work.
			1.5 Improve return to work supports and processes.	<ul style="list-style-type: none"> Improve return to work procedures for civilians and SMCs by leveraging related process improvements that were created for sworn members. Maintain regular contact with members off with long-term illness or injury. Continue to seek feedback from long-term and injured members on the level of support services provided to them. 	CAPSU WSBC Case Management Unit PERASU	Existing budget	The Human Resources Section (HR) will gain a greater understanding of staff wellness needs. Enhanced departmental awareness concerning the functions of specialty squads.
			1.6 Work to expand or adapt future wellness programming.	<ul style="list-style-type: none"> Conduct research and gather input from VPD staff on current and future wellness programming. The Emerging & Critical Trends Employee Support Committee to continue bi-monthly meetings to discuss various wellness items and issues affecting staff. Deliver sessions to inform civilian members on the services provided by specialty squads. 	EWU Various specialty squads	Existing budget	
Strategy 2	Enhance equitable, diverse, and inclusive work environments.	HR Staff Sergeants CAPSU Manager	2.1 Enhance the ability of HR to enhance equitable, diverse, and inclusive work environments.	<ul style="list-style-type: none"> Expand the Career Development Unit (CDU). Pilot a new Staff Sergeant position to oversee sworn lateral competitions and select promotional processes. Create a new CDU office dedicated to supporting members and facilitating new processes. Deliver various HR training online and through workshops. Provide HR members with updated labour process training from an external provider. 	HR CDU Facilities Services External labour process training provider	Existing budget	Increased resources to provide individualized supports for members towards growth and development. Increased resources dedicated to improving transparency, equity and equality for lateral and promotional processes.

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
		2.2 Improve and standardize all lateral competitions within the VPD for constable and sergeant positions.	<ul style="list-style-type: none"> • Increase promotional equity by providing candidates scoring matrices and interview questions in advance. • HR to manage all competitions to ensure fair and defensible results. • VPU to be consulted on all competitions, to further enhance equality and equity. • Updated HR policies to reflect new standardized lateral completion measures. • Communicate finalized new measures to all sworn staff. 	All VPD sections CDU VPU	Existing budget	<p>Improved transparency, equity, and equality for lateral selection processes for staff.</p> <p>Reduced perceived biases associated to competitions.</p> <p>Individual goals and placements of members on long-term modified duties correspond to organizational needs.</p>
		2.3 Provide career consultation for members on modified duties.	<ul style="list-style-type: none"> • Determine the knowledge, skills, abilities, interest, and goals of members on modified duties, based on consent. • Align organizational needs with individual goals to determine the placement of members on modified duties, or to support them in lateral competitions. • Deliver messaging to modified-duty members informing them of these new processes in addition to other CDU resources and supports. • Formalize all new process within the position profiles of CDU members. 	PERASU CDU OSU MCSU VPD	Existing budget	<p>Multi-disciplinary and individualized support provided to members on mid to longer-term modified duties, to improve their health, well-being, and development.</p>
		2.4 Explore the development of an Indigenous Member Support Program (IMSP).	<ul style="list-style-type: none"> • Propose and obtain approval for the IMSP. • Establish a formal means for members to self-identify as Indigenous. • Recruit Indigenous members as coaches to provide career guidance in collaboration with CDU. • Consider a parallel support model for all Indigenous staff. 	CDU CAPSU	Existing budget	<p>Improved pairing of knowledge, skills, abilities and aspirations of modified duty members with organizational needs.</p> <p>Increased career direction empowerment for members who self-identify as Indigenous.</p>
		2.5 Develop an updated safe, respectful, diverse, and inclusive workplace plan.	<ul style="list-style-type: none"> • HR to work with PR&A to ensure that respectful workplace policy is updated to reflect current business practices and Equity, Diversity & Inclusion (EDI) standards. • Ensure respectful workplace training is updated at all different levels including at the JIBC and with regards to recruit orientation, field trainer development, the Acting Supervisor Program, and Sergeant Education Program. • Deliver updated respectful workplace training to the SLT. • The Out on Patrol Program to continue supporting VPD members who identify as 2SLGBTQ+. 	PR&A CAPSU HSU Training & Recruiting Section Out on Patrol BCWLE	Existing budget	<p>Ongoing organizational commitment to equitable, diverse, and inclusive work environments.</p>

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
				<ul style="list-style-type: none"> Ongoing messaging and education to all staff regarding safe, respectful, diverse, and inclusive workplace processes that are being put in place. The B.C. Women in Law Enforcement Association (BCWLE) to hold meetings, events, and other initiatives to work towards furthering development opportunities for all women involved in law enforcement. 			
Strategy 3	Enhance the growth and development of VPD members.	HR Competitions & Projects Development Staff Sergeant CAPSU Manager	3.1 Improve and modernize employee administrative and management software solutions.	<ul style="list-style-type: none"> Plan and test the new performance management and development software program that is replacing SAP Software Solutions. VPD-wide implementation of the new performance management and development software. Develop trainers and resource persons in relation to new performance management and development programs. Update and utilize position profiles as benchmarks for performance assessment. Ongoing completion of annual employee performance appraisals with continual message to ensure high compliance. Hire a Human Resources Information Systems Analyst. 	CDU HR Senior Business Analyst Training & Recruiting Section IWC	Existing budget	<p>Improved engagement in performance development through modernized software.</p> <p>Improved accessibility for staff to make contributions to growth and development plans.</p> <p>Increase the value of performance appraisals.</p> <p>Reduced administrative load of competition processes upon administrators and candidates, while maintaining equity and equality.</p>
			3.2 Improve civilian developmental processes.	<ul style="list-style-type: none"> Review and streamline the civilian competition process by examining redundancies and opportunities to improve efficiencies. Complete development of a civilian supervisor training module. Deliver enhanced training to civilian supervisors based on the new training module. Provide additional advanced training to exempt civilian manager in coordination with the City of Vancouver. Review and improve civilian recruiting outreach by modelling civilian recruiting campaigns to those used to recruit sworn members. 	CAPSU CDU Education & Training Unit Teamsters CoV	Existing budget	<p>Increased ability of supervisors to support the development and growth of civilian professionals.</p> <p>Ensured equity and equality in lateral and promotional processes through education and individualized support.</p>
			3.3 Enhance assistance provided to sworn members in preparing for lateral and promotional processes.	<ul style="list-style-type: none"> Identify strategies for staff on how they can best prepare for lateral and promotional processes. Provide webinars and information sessions on how to prepare for lateral and promotional processes. Facilitate group sessions to share information regarding standardization of lateral processes and how to prepare for competitions and promotional processes. Raise sworn member awareness of the availability of career development resources and supports. 	CDU	Existing budget	<p>Members are empowered to engage in career planning and competition preparation through equal access to information and a forum to ask questions.</p> <p>Improved on-boarding systems to allow new</p>

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			3.4 Continue to improve ways to integrate new employees (on-boarding).	<ul style="list-style-type: none"> Develop new protocols to improve the civilian on-boarding process. Pilot an on-boarding session to introduce new employees to VPD infrastructure and culture. 	CAPSU Education & Training Unit	Existing budget	civilian professionals to transition into their VPD role. Expectations for behavior and standards provided to all new employees to help ensure an equitable, diverse, and inclusive work environment.
			3.5 Maintain capacity to respond to the ongoing and changing COVID-19 pandemic and other emerging health challenges.	<ul style="list-style-type: none"> Review emerging health challenges and devise action plans where needed. Pandemic Working Group (PWG) to develop a departmental Pandemic recovery plan. 	HSU PWG	Existing budget	VPD maintains an ongoing capacity to respond to COVID-19 and other emerging health challenges to support the health and well-being of staff.
Strategy 4	Enhance employee communication and engagement.	Executive Services Inspector	4.1 Enhance communication between VPD Executive and the frontline.	<ul style="list-style-type: none"> Executive to continue to maximize personal engagement with VPD members via multiple communication channels. Executive Team to participate in Patrol shifts. Chief and Executive Team to continue to personally engage staff exposed to traumatic or significant incidents. Continue to celebrate the operational, investigational, and administrative successes of VPD workgroups or individual employees. Leverage community partnerships to promote key public safety efforts and successes. Communicate major organizational changes to staff. 	Executive Team Public Affairs All VPD members Various external partners Media	Existing budget	Greater communication between the Executive and all VPD members. Overall improved morale through actively addressing misinformation by appropriately providing factual and timely information.
		HR Inspector PSS Inspector					Greater Executive understanding of frontline challenges and concerns. Frontline members will directly hear, and know, that they have the support of the Executive. Better communication and enhanced information flow across the three Divisions. Enhanced knowledge amongst all staff regarding the functions and duties of VPD specialty units. Enhanced member awareness and
			4.2 Continue to improve communication between the VPD's three Divisions.	<ul style="list-style-type: none"> Facilitate regular meetings, briefings, and committees that bring together staff from different divisions to ensure the systematic flow of information across the organization. Incorporate input of frontline members from all three Divisions into major departmental change management processes. Initiate inter-divisional project to target multi-faceted resource intensive public safety issues (e.g. Task Force Threshold which targets gang violence). Continue to facilitate mentorships as well as on-loan assignments to enhance communication and organizational knowledge across divisions. 	Executive Team SLT All VPD Sections	Existing budget	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			4.3 Further educate members on conduct investigation processes.	<ul style="list-style-type: none"> The Professional Standards Section (PSS) to continue conducting briefing with all operational teams to further educate members on the various processes involved in disciplinary and labour investigations, including the benefit of entering into the Complaint Resolution Process. Work with the various labour union representatives to ensure that members are aware of the support available to them to navigate internal investigation processes. Inform sworn members of their obligations when they are the subject of an Office of the Police Commissioner of British Columbia (OPCC) investigation. Inform sworn members of the resources available to them if they are the subject of an Office of the Police Commissioner of British Columbia (OPCC) investigation. 	PSS VPU Teamsters IIO OPCC	Existing budget	preparedness in relation to conduct investigations. Improved morale through actively addressing misinformation or misunderstanding of lateral and promotional processes. Staff is provided with information regarding various training and other personal growth opportunities.
			4.4 Raise awareness of the availability of Departmental resources.	<ul style="list-style-type: none"> Deliver messaging to raise staff awareness of the availability of career development resources and supports provided by HR. Roll-out the Department's new Learning Management System (LMS) to improve the delivery of training and education materials to all VPD members. Initiate a messaging campaign to inform staff of the available training resources for personal development via the new LMS. Deliver messaging to raise sworn member awareness of the processes being put in place to further ensure fair and equitable lateral and promotional processes, and to prepare them for these competitions. Managers and supervisors to actively reach out to their staff to identify and promote training and mentorship opportunities. Deliver messaging to inform staff of under-utilized CoV training that is available to them. 	HR SLT Supervisors Training & Recruiting Section	Existing budget	