



VANCOUVER POLICE DEPARTMENT
2023 STRATEGIC BUSINESS PLAN
July 31, 2023



Table of Contents

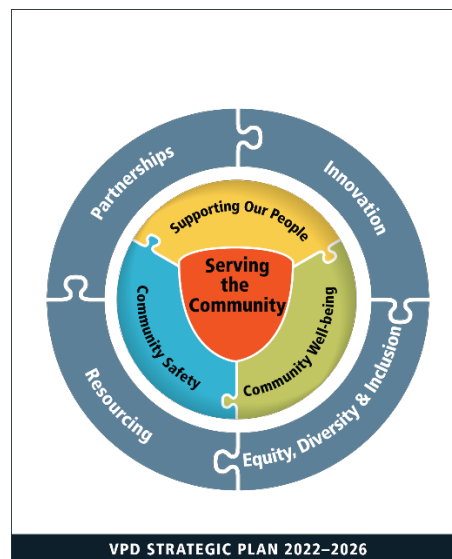
Vancouver Police Department 2022-2026 Strategic Plan.....	3
VPD Strategic Business Planning Model and Framework.....	4
VPD Annual Strategic Business Plans.....	5
Glossary of Abbreviations/Acronyms.....	6
Vancouver Police Department 2023 Strategic Business Plan.....	9
<i>Detailed 2023 Strategic Business Plan Templates</i>	
Goal – SERVING THE COMMUNITY.....	10
Goal – COMMUNITY SAFETY.....	18
Goal – COMMUNITY WELL-BEING.....	26
Goal – SUPPORTING OUR PEOPLE.....	33

The Vancouver Police Department (VPD) acknowledges that it proudly serves the public on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), skwxwú7mesh (Squamish), and sel̓ilwítulh (Tsleil-Waututh) nations.

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 **Public Safety Indicators** (PSIs);
- 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. Other outputs or measures of activity are therefore 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 +

A.B.L.E. - Association of Black Law Enforcers

ADVAC - African Descent VPD Advisory Committee

ALPR - Automatic Licence Plate Recognition System

BCACP - British Columbia Association of Chiefs of Police

BCAS - British Columbia Ambulance Service

BCECCS - British Columbia Elders Communication Centre Society

BCLEDN - British Columbia Law Enforcement Diversity Network

BCPA - British Columbia Psychological Association

BCPS – BC Prosecution Service

BCWLE - British Columbia Women in Law Enforcement

BET - Beat Enforcement Team (VPD)

BIA - Business Improvement Association

BIPOC - Black, Indigenous, and People of Colour

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

C-IRG - Community-Industry Response Group

CACP - Canadian Association of Chiefs of Police

CAPSSU - Civilian & Police Support Services Unit (VPD)

CAU - Crime Analysis Unit (VPD)

CBSA - Canada Border Services Agency (CBSA)

CCW – Community 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

CoV - City of Vancouver

CPA - Community 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)

DEMS - Digital Evidence Management System (VPD)

DRE - Drug Recognition Expert

DTES - Downtown Eastside

DVACH - Domestic Violence & Criminal Harassment Unit (VPD)

DVCT - Domestic Violence Coordination Table

E-Comm 9-1-1 - Emergency Communications for British Columbia

EDI - Equity, Diversity & Inclusion

ENCORE - Envisioning new Connections: Outreach Recreation Engagement Program

EOPS - Emergency & Operational Planning Section (VPD)
ERT - Emergency Response Team (VPD)
ETU - Education & Training Unit (VPD)
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 (VPD)

IAC - Indigenous Advisory Committee (VPD)
ICBC - Insurance Corporation of British Columbia
ICE - Internet Child Exploitation Unit (VPD)
ICP - Indigenous Cadet Program (VPD)
ICT - Information & Communication Technology Section (VPD)
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

LCRB - Liquor and Cannabis Regulation Branch
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)
MHA - Mental Health Act
MHU - Mental Health Unit (VPD)
MMIWG - Missing and Murdered Indigenous Women and Girls

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
OIPC - Office of the Information and Privacy Commissioner for British Columbia
OPCC - Office of the Police Complaint Commissioner for British Columbia
OSS - Operations Support Section (VPD)
OSU - Operations Support Unit (VPD)

PAC - Parent Advisory Council
PAT - Planning Assessment Team (VPD)
PCU - Property Crime Unit (VPD)
PERASU - Police Employee Relations & Advisory Services Unit (VPD)
PHC - Providence Health Care
PHSA - Provincial Health Services Authority
PIC - Public Information Counter (VPD)
PSU - Public Service Unit (VPD)
PR&A - Planning, Research & Audit Section (VPD)
PRIME BC - Police Records Information Management Environment British Columbia
PSS - Professional Standards Section (VPD)
PTEP - Provincial Tactical Enforcement Priority

R2MR - Road to Mental Readiness Program
RCMP - Royal Canadian Mounted Police
ReVOII - Repeat Violent Offending Intervention Initiative
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)
SITE - Special Investigation & Targeted Enforcement Program
SLT - Senior Leadership Team (VPD)
S.U.C.C.E.S.S. - United Chinese Community Enrichment Services Society

TET - Traffic Enforcement Team (VPD)
TROO - Total Respect for Ourselves and Others Program (VPD)

UBC - University of British Columbia
UNDRIP - United Nations Declaration on the Rights of Indigenous Peoples

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
VPD – Vancouver Police Department
VPF - Vancouver Police Foundation
VPSSC - Vancouver Police Soccer and Service Club (VPD)
VPU - Vancouver Police Union
VSBC - Vancouver School Board
VSU - Victim Services Unit (VPD)

WAVAW - Women Against Violence Against Women Rape Crisis Centre
WPST - Women’s Personal Safety Team (VPD)

YSS - Youth Services Section (VPD)

Vancouver Police Department 2023 Strategic Business Plan

The 2023 Strategic Business Plan outlines the main Strategies that will be undertaken throughout 2023 to continue working towards achieving the VPD's four overarching Strategic Goals. Twenty (20) Strategies are identified comprised of a total of 88 key Action Plans or Activities, with a number of Target Outputs associated to each Activity (446 total outputs).

The following table lists the four Strategic Goals along with the main 2023 Strategies that pertain to them:

Strategic Goal: SERVING THE COMMUNITY
<i>Strategy 1: Further relations with Indigenous peoples.</i> <i>Strategy 2: Expand relations with newcomer, diverse, and racialized communities.</i> <i>Strategy 3: Enhance equitable, diverse, and inclusive policing practices.</i> <i>Strategy 4: Enhance relations with the 2SLGBTQ+ community.</i> <i>Strategy 5: Engage vulnerable populations, particularly youth and older adults.</i> <i>Strategy 6: Inform and educate the public on public safety and crime prevention.</i>
Strategic Goal: COMMUNITY SAFETY
<i>Strategy 1: Work to prevent, investigate, and combat all acts of violence.</i> <i>Strategy 2: Target child-luring predators and human traffickers, and provide support to victims.</i> <i>Strategy 3: Collaborate with partners and the community to target gang violence.</i> <i>Strategy 4: Work with community and partners to prevent and combat property crime.</i> <i>Strategy 5: Work to prevent and combat cybercrime and financial crime.</i>
Strategic Goal: COMMUNITY WELL-BEING
<i>Strategy 1: Work with partners to address social and health issues that impact public safety.</i> <i>Strategy 2: Mitigate the impact of organized crime in relation to the ongoing opioid crisis.</i> <i>Strategy 3: Work with partners and the community to address social disorder issues that affect public safety and quality of life.</i> <i>Strategy 4: Safely manage public demonstrations.</i> <i>Strategy 5: Ongoing enforcement and education action to combat unsafe road behaviour.</i>
Strategic Goal: SUPPORTING OUR PEOPLE
<i>Strategy 1: Enhance supports offered for employee health and wellness at various career stages.</i> <i>Strategy 2: Enhance equitable, diverse, and inclusive work environments.</i> <i>Strategy 3: Enhance the growth and development of VPD members.</i> <i>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 key activities, numerous target outputs, desired outcomes, and other elements associated with each of their Strategies for 2023.

Vancouver Police Department Annual Business Plan (2023)

Goal – SERVING THE COMMUNITY

Champions – Inspector Terry Yung

	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 and Canoe Sleeping ceremonies. UPDATED Participate in the 2023 Pulling Together Canoe Journey. NEW Participate in six other canoe cultural outings with the Squamish Nation and members from other police agencies. NEW Participate in the annual three-day Musqueam Canoe Race. NEW Participate in the annual Tsleil-Waututh Canoe Race. 	VPF RCMP Various police agencies VACPC Squamish Nation Musqueam Nation Tsleil-Waututh Nation	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> <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>
			1.2 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 programming within the VPD to foster dialogue around Indigenous relations with police. Continue to provide investigators with culturally sensitive health and safety 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. New police recruits to receive revamped Indigenous cultural awareness training. NEW Integrate land based cultural teachings within the cultural competency provided to VPD members. 	JIBC Squamish Nation	Existing budget VPF Funding	
			1.3 Continue to engage Indigenous youth through outreach and programming.	<ul style="list-style-type: none"> Further identify and recruit Indigenous youth to participate in the Indigenous Cadet Program (ICP). Engage upwards of 30 youth in the Blue Eagle Community Cadets Program. Continue to attend Indigenous youth support centres to engage with Indigenous youth. Continue to engage Musqueam youth in community-based events on Saturday nights. Collaborate with other police, government agencies, and Indigenous elders on further programming. 	CoV Province of BC Musqueam NPO	VPF funding and various grants required to deliver these programs	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 2			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 & Criminal Harassment Unit (DVACH) to continue to collaborate with the Vancouver Aboriginal Child and Family Services Society (VACFSS) through monthly Domestic Violence Coordination Table (DVCT) meetings. NEW Utilize cultural spaces newly created for Indigenous victims and families at the VPD's two headquarters. VPD members at the Treehouse Child and Youth Advocacy Centre (CYAC) to continue to collaborate with VACFSS on files involving sexual or physical assault against children. UPDATED 	VSU CYAC VACFSS West End Coal Harbour CPC SIS	Existing budget VPF Funding	
			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. Continue to 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 VPF Funding	
	Expand relations with newcomer, diverse, and racialized communities.	DCIRU Sergeant	2.1 Continue to engage newcomers, diverse, and racialized communities in personal safety and crime prevention.	<ul style="list-style-type: none"> Ongoing delivery of safety workshops at new settler service agencies such as the Immigrant Services Society of British Columbia (ISSofBC) and other Social Service Agencies such as the United Chinese Community Enrichment Services Society (S.U.C.C.E.S.S.). Engage newcomer, diverse, and racialized community members to participate in the Community Police Academy (CPA). Deliver sex work law workshops and presentations through the BC Law Enforcement Diversity Network to newcomers as well as to members of the VPD and the Canada Border Services Agency (CBSA). 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. During presentations to multilingual communities, further raise awareness of the hate crimes reporting process, which is available in multiple languages on the VPD's website. 	ISSofBC S.U.C.C.E.S.S. CBSA BCLEDN VPF	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</p>

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
				<ul style="list-style-type: none"> Develop and disseminate educational multimedia to provide information on human trafficking detection, prevention, exiting strategies, and support systems available. Distribute personal safety materials in multiple languages. 			immigration concerns.
			2.2 Further dialogue and expand relationships with the Black Community.	<ul style="list-style-type: none"> Hold quarterly African Descent VPD Advisory Committee (ADVAC) meetings. Continue to liaise with the Association of Black Law Enforcers (A.B.L.E). Maintain regular dialogue with 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 VPF Funding	<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>
			2.3 Continue to engage youth from newcomer, diverse, and racialized communities.	<ul style="list-style-type: none"> Further engage newcomer youth through the NewKids program. Continue to deliver workshops on sexual consent to newcomer, diverse, and racialized youth through the NewKids programs. Further engage youth from Black, Indigenous, and People of Colour (BIPOC) communities in community events and other programming. 	VSB Blue Eagle Community Cadets Program	VPF funding and various grants required to deliver programs.	Increased crime reporting among communities with traditionally low rates of engagement with police.
			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. Continue to liaise with the Jewish Federation's Safety and Security Committee to enhance the safety of the Jewish Community. Ongoing safety related training 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 implement expanded communication platforms at VPD Public Information Counters and to expand accessibility training for VPD members. UPDATED NEW Distribute additional police accessibility information cards through various community agencies. 	Jewish Federation Wavefront Centre Limitless Possibilities CNIB ERT	VPF funding and various grants required to deliver programs.	<p>Stronger relationships are created between people of diverse abilities and the police.</p> <p>Overall improved perception of police in Vancouver.</p>
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 using an equity,	<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. Continue Phase 2 of the EDI Review which focuses on reviewing Human Resources (HR) practices from an EDI perspective. 	EDI Review Team VPB Accessible Canada Act	Costs related to retaining an external EDI expert.	Numerous Departmental policies updated to include inclusive language and to promote equitable policing.

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
	Investigative Support Services Superintendent	diversity, and inclusion (EDI) lens.	<ul style="list-style-type: none"> Secure an external consultant or academic expert to assess the VPD's EDI Review. Continue to engage community members when developing and implementing major policy, program, and training initiatives. NEW Develop a departmental Accessibility Plan that identifies and removes barriers. NEW Integrate United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) principles into VPD policies and operations. NEW Integrate the ideas and recommendations from the United Nations (UN) International Decade for People of African Descent (2015-2024), the City's interim report on Addressing Anti-Black Racism and Historical Discrimination, and the City's 2021 Equity Framework within the VPD's EDI Review framework. NEW EDI Review Team to receive additional EDI training, including awareness around drug stigma and items of religious significance. NEW EDI Review Team to work collaboratively with the Inclusive Workplace Committee to ensure that overlapping organizational initiative are harmonized. 	Accessibility BC Act		<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> <p>EDI inconsistencies in VPD procedures are rectified.</p> <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>
		3.2 Work to recruit officers and civilian members who reflect the community.	<ul style="list-style-type: none"> Complete 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. NEW Further research best practice recruitment strategies to attract diverse officers and civilian professionals. Expand social media recruiting efforts. 	Recruiting Unit DCIRS	Existing budget	<p>The successful recruitment of officers and civilians from diverse communities.</p> <p>Further strides taken in building relationships, reconciliation work, and efforts to decolonize.</p>
		3.3 Work to further anti-racism and decolonization initiatives.	<ul style="list-style-type: none"> Work with an external consultant or academic expert to further the VPD's anti-racism and decolonization initiatives. In consultation with the IAC, SisterWatch, and the external consultant, conduct an organizational scan to identify areas that require further reconciliation work and decolonization efforts. UPDATED Deliver ongoing anti-racism education and training to VPD members. NEW Explore strategies to prevent biases that impact police actions, investigative protocols, or decisions. NEW Contribute to processes that make the VPB's complaints process more accessible to Indigenous peoples. 	DCIRS VPB	Costs related to retaining an external consultant.	<p>Establishment of inclusive, barrier-free services, programs, and infrastructure.</p> <p>Enhanced public trust and confidence in police.</p>

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 4				<ul style="list-style-type: none"> • NEW Report to the BC Human Rights Commissioner on how systemic remedies have been addressed. • NEW Create or modify an existing Indigenous officer position to review and address complaints relating to the unfair treatment of Indigenous persons. • 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. 			Increased police transparency and accountability. Reduced police-related complaints.
			3.4 Deploy body-worn cameras and related technology.	<ul style="list-style-type: none"> • NEW Procure an equipment supplier. • NEW Create policies that meet or exceed Provincial Policing Standards and provide the appropriate safeguards around use, privacy, and disclosure. • NEW Explore any additional staffing required to support the initiative. • NEW Design and implement related training for officers. • NEW Leverage department-issued smartphones and the Digital Evidence Management System (DEMS) to facilitate an integrated user-friendly interface. 	VPD ICT Province of BC	CoV funding for 2023 pilot project. Ongoing technology provider subscription costs.	
	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 members of the 2SLGBTQ+ community to again participate in the CPA. • Develop programming to enhance reporting of crime among 2SLGBTQ+ victims. • Develop additional 2SLGBTQ+ personal safety programming. • The Out on Patrol Program to again award two \$2,000 scholarships for 2SLGBTQ+ youth considering a career in policing. • Continue to attend 2SLGBTQ+ community events. 	Rainbow Refugee QMUNITY	VPF and CFO funding for various initiatives.	Improved best practices when serving the LGBTQ2S+ community. Raised awareness of 2SLGBTQ+ concerns while promoting understanding and education across different populations.
			4.2 Enhance the cultural safety of the 2SLGBTQ+ community.	<ul style="list-style-type: none"> • Ongoing VPD participation on the City of Vancouver (CoV) 2SLGBTQ+ Advisory Committee. • The VPD 2SLGBTQ+ Advisory Committee Continue to work to implement the CoV's Trans, Gender Variant, and Two-Spirited Inclusion recommendations. • Maintain relationships and provide safety training to 2SLGBTQ+ community support organizations. • The Out on Patrol Peer Support Program to continue to deliver presentations to secondary and post-secondary students on 	CoV Various community support agencies. VSB	VPF and CFO funding for various initiatives.	Increased understanding of transgender issues within policing. Increased engagement of VPD members with older adult 2SLGBTQ+ members.

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 5				topics such as bullying, 2SLGBTQ+ inclusion, and positive police role-modelling.			Decreased risk factors for 2SLGBTQ+ youth minimizing negative outcomes such as suicide and self-harming.
			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. Ongoing 2SLGBTQ+ competency training delivered to all new police recruits and Community Safety Personnel (CSPs). Continue to recognize and participate in Pride Week. Collaborate with other policing agencies and community organizations regarding 2SLGBTQ+ concerns, experiences, and engagement strategies. Continue to deliver 2SLGBTQ+ presentations to other first responders. NEW Develop safety protocols for the administration of fingerprinting services for Transgender name changes. NEW The Diversity, Community & Indigenous Relations Section (DCIRS) to liaise with community partners and the Emergency & Operational Planning Section (EOPS) to ensure safety protocols are in place prior to large 2SLGBTQ+ cultural community events. 	JIBC Out on Patrol Various external law enforcement agencies External community agencies	Existing budget	Increased engagement with other local and national police agencies around training, education, and relationship building with 2SLGBTQ+ communities.
							Increased crime reporting from 2SLGBTQ+ communities.
Strategy 5	Engage vulnerable populations, particularly youth and older adults.	YSS Sergeant	5.1 NEW Implement a re-imagined school liaison program.	<ul style="list-style-type: none"> NEW Identify and hire a diverse group of liaison officers. NEW Implement the re-imagined school liaison program by September 2023. NEW Acquire equipment and vehicles for the liaison officers. NEW Additional mental health, cultural diversity, and inclusion training delivered to the liaison officers. 	CoV VSB Argyle Report Various community partners	CoV has approved funding for the new liaison officers.	Enhanced support of students, teachers and staff.
		DVACH Sergeant FCU Sergeant					Enhanced police role-modeling programs delivered to secondary students.
Strategy 5			5.2 Deter youth from gang involvement and criminal activity.	<ul style="list-style-type: none"> The Gang Crime Unit (GCU) to continue to deliver anti-gang workshops through the NewKids program. GCU to connect with at-risk youth through the Turning Point Program. Hold the annual Gang Tackle flag football game involving at-risk youth, police members, and current professional football players. Engage another four to six Musqueam youth in the 'lunch box' gang prevention program. The VPD's Youth Justice Program Coordinator to continue to provide full-time outreach support to upwards of 200 at-risk youth. 	UBC VBPR	VPF funding for various programs	Improved criminal awareness and outcomes for at-risk youth.
							Increased youth connectivity to the community and positive relationships with police.
							Improved growth, confidence,

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
		5.3 Engage youth to participate in sporting, leadership, and scholastic programming.	<ul style="list-style-type: none"> Ongoing delivery of the 28-week VPD Cadet Program to youth representing different cultural backgrounds. Administer another post-cadet survey to determine if learning objectives were met. Engage additional youth to participate in the VPD Judo Club, which includes women-only sessions. Resume weekly outdoor runs with the StreetFront Running Club. Expand the VPD Youth Running Club to other secondary schools (formerly Windermere Running Club). UPDATED 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 resume its partnership with Moresports to deliver 60 pairs of soccer boots, shin pads, and socks to impoverished youth. Continue to engage youth through Supporting Activities for At Risk Youth Program (SAFARY), which provides financial support for resilience-based activities. Engage youth in community and school-based events through the Envisioning New Connections: Outreach Recreation Engagement Program (ENCORE), which includes Kitchen Collaboration at Britannia Community Centre and Games Nights at Thunderbird Community Centre. Engage youth through the annual Langara Challenge Basketball Tournament organized by the Vancouver Girls Basketball Association (VGBA). 	VPSSC Moresports VBPR VGBA Langara College	VPF funding for various programs	<p>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> <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>
		5.4 Support youth mental wellness.	<ul style="list-style-type: none"> Ongoing delivery of sexual exploitation awareness through the Total Respect for Ourselves and Others (TROO). Continue to engage youth through the distribution of Share-A-Meal food cards. Provide additional youth mental health support in partnership with VCH. NEW Participate in the Here4Peers youth peer support program. Continue to offer youth focused education related to consent and online safety through the You Matter Campaign. UPDATED 		VPF funding	<p>Enhanced police knowledge and understanding of elder abuse.</p>
		5.5 Work to ensure the personal safety of older adult populations.	<ul style="list-style-type: none"> Collaborate with partners to hold another 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. 	WPST CPCs BCECCS	VPF funding for S.A.F.E magnets and Seniors Health & Safety Fair.	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 6				<ul style="list-style-type: none"> The Women's Personal Safety Team (WPST) to deliver additional personal safety workshops to older adult populations. Community Policing Centres (CPCs) to continue to deliver specific initiatives and activities to support older adults. Continue to distribute Safety and Awareness for Elders Program (S.A.F.E.) informational magnets and brochures through the VPD's Public Information Counter (PIC) and the CPCs. NEW Block Watch to deliver an online "Block Talk" seminar. 	Seniors Abuse and Information Line		
			5.6 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. Continue to raise awareness of the Grandchild Scam. Ongoing FCU participation on the Provincial Council to Reduce Elder Abuse. 	VPD Public Affairs Council to Reduce Elder Abuse Various external agencies	Existing budget	
	Inform and educate the public on public safety and crime prevention.	Public Affairs Director	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. Ongoing delivery of 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 Light, Canada Day, etc.). Ongoing distribution of crime prevention materials at public safety fairs and workshops. 	CoV Park Board VFRS	Existing budget	Improved relationships between the police and the public. More trust in the police being the reliable source of information.
			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. Leverage social media to continue to respond to newsworthy events. Create opportunities where the public can meet VPD officers in low barrier settings. UPDATED 	All VPD Sections	Existing budget	

Vancouver Police Department Annual Business Plan (2023)

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, investigate, and combat all acts of violence.	SIS Inspector	1.1 Ongoing investigative and victim support in relation to all high-risk domestic violence cases.	<ul style="list-style-type: none"> Continue to 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. Ongoing weekly updating of the elevated risk flagging system. Continue to leverage resources available through the multi-agency and multi-disciplinary provincial Domestic Violence Coordination Table (DVCT) to service and support the highest risk domestic violence files. Continue to conduct foundational and advanced threat assessments to support victim relocations or extraordinary safety planning. 	MCFD FSGV BC Probation	Existing budget	An overall reduction in violent crime incidents.
		DVACH Sergeant					Greater awareness and management of repeat domestic violence offenders and related risk factors.
		HROU Sergeant					Enhanced trust and relationships between victims of sexual violence, victim support workers, and police.
Strategy 1	Work to prevent, investigate, and combat all acts of violence.	MCS Inspector	1.2 Continue to target of offenders who commit sexually motivated crimes.	<ul style="list-style-type: none"> Continue to prioritize monthly enforcement action against high-risk offenders in collaboration with Correctional Services of Canada (CSC) and Parole. Ongoing surveillance of high-risk sex offenders living in the community. Continue to 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. Continue to 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 to the fullest possible extent. 	CSC Parole WAVAW WISH Drop-In Centre Society	Surveillance resources funded through Project Skyline.	Enhanced victim cooperation in investigations and court prosecution of sexual offenses.
		DCIRS Inspector					Greater public awareness of violence prevention and personal safety.
		Public Affairs					Successful bail reform in relation to repeat violent offenders.
Strategy 1	Work to prevent, investigate, and combat all acts of violence.		1.3 Continue to 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 the Special Investigation Section (SIS) to continue to deliver hands-on personal safety workshops to various audiences. Hold another Personal Safety and Awareness Fair, which includes a number of personal safety activities for women and older adults. 	WPST YSS VPF	VPF funding for the social media campaign.	A reduction in stranger attacks.
							Increase in solved homicide cases.
							Continued high rate of missing persons being located.
							Reduction in violent hate crime incidents.

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			<ul style="list-style-type: none"> Develop additional social media campaigns and workshops focused on consent and online safety. Revamp the <i>Hands-Off</i> campaign to target groping offenders and provide support to victims of groping. Expand the <i>You Matter</i> campaign which educates youth specifically on consent issues. UPDATED 			
		1.4 Target repeat violent offenders which includes those responsible for stranger attacks. NEW	<ul style="list-style-type: none"> NEW Participate in the Special Investigation & Targeted Enforcement Program (SITE) to target violent repeat offenders, as part of the provincial government's Safer Communities Action Plan. NEW Participate in the BC Prosecution Service's Repeat Violent Offending Intervention Initiative (ReVOII). Leverage information contained in police databases to identify repeat offenders and trends. NEW Maintain violent repeat offender tracking lists. NEW Create and provide in-depth background bail reports on violent repeat offenders to VPD Patrol officers and outside agencies. NEW Conduct regular compliance checks, ensuring offenders are abiding by their conditions and residing at their declared residences. NEW Liaise with provincial probation officers to ensure violent repeat offenders are monitored and breach of conditions are being enforced. NEW Conduct enforcement action against violent repeat offenders with outstanding warrants. NEW Coordinate surveillance on violent repeat offenders. NEW Conduct regular updates with the BC Prosecution Service, BC Corrections, and Probation regarding the most active offenders for charge approval and sentencing. Ongoing dedicated personnel to review and investigate all random unprovoked stranger assaults. Continue to share intelligence with other police agencies and partners. Ongoing delivery of public safety workshops to educate various audiences on personal safety awareness to help prevent stranger attacks. Continue to liaise with media to educate the public on stranger attacks, including ensuring public warnings of known offenders are provided where necessary. 	WPST MHU GIS Province of BC BC Prosecution Service Various media outlets Various mental health agencies BC Prosecution Service BC Corrections Probation	Existing budget	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
				<ul style="list-style-type: none"> Investigators and the Mental Health Unit (MHU) to continue work with mental health agencies to support all violent offenders who struggle with mental health issues. 			
			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. Continue to leverage the latest technology and legal authorities to further murder investigations. NEW Leverage technology such as PowerCase software to organize, manage, retrieve and analyze the large volume of investigative data collected during major case investigations. Ongoing training provided to homicide investigators in sophisticated investigative techniques. 	IHIT Other police agencies MMIWG Inquiry	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. Ongoing education provided to new police recruits on effective missing person 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 Continue to 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. 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. Continue to provide Crown 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 <i>Criminal Code</i>. 	Crown Federal Government IAC SisterWatch ADVAC Various BIAs	Existing budget	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
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"> Ongoing bi-weekly meetings with Crown Counsel and Family Services of Greater Vancouver (FSGV) to improve human trafficking victim support coordination efforts. Continue to provide direct, immediate support to all child abuse victims through the Child and Youth Advocacy Centre (CYAC). Ongoing trauma-informed training provided to SIS victim support staff via the Canadian Police Knowledge Network (CPKN), in-house training, and the Justice Institute of British Columbia (JIBC). Continue to 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 and participation in the criminal justice system.
			2.2 Enhance human trafficking target selection and intelligence-sharing.	<ul style="list-style-type: none"> Ongoing collaboration with the Combined Forces Special Enforcement Unit (CFSEU) to identify Provincial Tactical Enforcement Priority (PTEP) targets committing human trafficking offences. Continue to initiate project level investigations into PTEP human trafficking targets. 	CFSEU	Existing budget	Improved and triangulated communication between police, Crown Counsel, and FSGV victim support workers.
			2.3 Enhance proactive child-luring investigations through technology and other processes.	<ul style="list-style-type: none"> Ongoing review of child-luring incident files to ensure accurate documentation and coding. Provide additional investigator training on peer-to-peer monitoring software to further target prolific distributors of child sexual abuse material. UPDATED 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	Increased communication with assigned Crown Counsel to streamline prosecution and improve likelihood of conviction.
Strategy 3	Collaborate with partners and the community to target gang violence.	OCS Inspector	3.1 Ongoing collaboration 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"> Continue to work collaboratively with partner agencies to target organized crime through the Provincial Tactical Enforcement Priority (PTEP). Continue to conduct targeted enforcement on organized crime groups and persons engaged in gang violence. Ongoing 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	Enhanced targeting of human traffickers.
			3.2 Continue to target high-risk violent offenders through	<ul style="list-style-type: none"> Continue to leverage community partners to deter gang violence in our community, including use of inadmissible patron agreements with local bars, restaurants, and large scale public venues. 	BarWatch Restaurant Watch	Existing budget	Best practice child abuse investigations are conducted.
							Increased number of investigations targeting online child-luring targets.
							An increase in the prosecution of child exploitation offenders.
							Disruption of organized crime groups and persons involved in committing gang violence.
							Enforcement of all applicable criminal offences against persons engaged in gang violence.
							Ongoing communication between bar and restaurant owners and police.

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			inadmissible patron programs and asset forfeiture.	<ul style="list-style-type: none"> Continue to make referrals to the Civil Forfeiture Office (CFO) on all assets that were acquired via unlawful activity, to ensure that people cannot profit from unlawful activity or use property in a way that may harm other persons. 	Rogers Arena BC Place CFO		
Strategy 4	Work with community and partners to prevent and combat property crime.	GIS Inspector OSS Inspector District Inspectors DCIRS Inspector	4.1 Continue to target prolific offenders and shoplifters.	<ul style="list-style-type: none"> Maintain repeat offender and repeat shoplifter tracking lists. Continue to provide in-depth background bail reports on repeat offenders to VPD Patrol officers and outside agencies. Continue to conduct regular compliance checks, ensuring offenders are abiding by their conditions and residing at their declared residences. Ongoing communication with provincial probation officers to ensure repeat offenders are monitored, conditions are respected, and breaches are enforced. Ongoing enforcement action against repeat offenders with outstanding warrants. Ongoing surveillance of repeat offenders. General Investigation Section (GIS) members to attend Patrol briefings to support Patrol-based property crime projects. Continue to provide general investigation mentorships to Patrol members. Ongoing enforcement action focusing on prolific catalytic converter offenders. Ongoing updates to Crown Counsel regarding the most active offenders for charge approval and sentencing. Further engage with businesses regarding staff safety in the context of violent shoplifter incidents. Advocate that the Province amend the <i>Metal Dealers and Recyclers Act/Regulations</i>. Ongoing 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. NEW Increased community engagement by the Metro Teams. 	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.	Increased enforcement efforts on active property crime offenders, supported by enhanced technology.
			4.2 Continue to leverage technology and	<ul style="list-style-type: none"> Ongoing weekly Patrol District Crime Control meetings to discuss crime trends and targets. 	OCC RTIC		Increased likelihood of offender remand and lengthier sentences to deter re-offending.
						Existing budget	Greater collaboration between various VPD sections and policing partners in monitoring repeat offenders. Increased number of offenders arrested and charged for violent shoplifting. Legislative changes enacted to deter offenders from engaging in criminal activity. Enhanced support for repeat offenders who require treatment and other services. Reduced recidivism of repeat offenders who have been provided with support. Reduced need for repeat offenders to commit property crime due to poverty, homelessness, mental health and

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			intelligence to combat break-ins, and theft.	<ul style="list-style-type: none"> Continue to leverage analytics to identify break and enter targets. Ongoing active intelligence sharing through the Real Time Intelligence Centre (RTIC). The Operations Command Centre (OCC) to continue to address real-time property crime concerns by promptly shifting or re-allocating police resources. Enhance the GeoDASH applications to increase real-time intelligence regarding the time and location of crime and related offenders. Train investigators on advanced investigative techniques and technology. UPDATED Property Crime Unit (PCU) to continue to provide feedback to Patrol. Continue to monitor trends involving fraud and theft in the luxury auto industry and respond accordingly with projects. Work with partner agencies to implement legislative changes to help combat catalytic converter thefts. UPDATED 	CoV Auto Industry		<p>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 Ongoing 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 further auto crime education to inform the public how to best secure their vehicles, including mitigating theft of catalytic converters. Continue to 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>
			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. Continue to work with E-Comm to implement new processes and improve the timeliness of information dissemination. OCC to further support frontline crime response by assisting Patrol with call management and resourcing. Advertise in multiple languages the importance of reporting crime, including within various diverse news publications. Continue to engage communities and businesses to encourage them to report crimes immediately. NEW Manage, retrieve, and share digital files using the DEMS solution. 	OSU OCC E-Comm Transport Canada OIPC	Existing budget	<p>Offenders will be deterred from committing hate-based property offences and other mischiefs.</p>

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 5				<ul style="list-style-type: none"> NEW Solicit digital evidence submissions directly from members of the public using the DEMS application. NEW Leverage the Drone First Responder Program to enhance public and member safety by providing real-time observations of in-progress calls and as a platform to capture digital imagery. 			
			4.5 Proactively tackle hate-based property offences and other mischiefs.	<ul style="list-style-type: none"> Ongoing Patrol efforts in areas heavily targeted with hate-based property offences. Ongoing Neighbourhood Police Team (NPT), Bike Patrol, Community Police Centre (CPC), and Community Crime Watch (CCW) patrols in areas heavily targeted with hate-based property offences and other mischiefs. Continue to utilize various investigative techniques to assist with deterring and capturing offenders. Ongoing targeted enforcement on active and known targets. Further develop public awareness campaigns related to hate-based property offences and other mischiefs. Further 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.	
	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"> Continue to regularly post cyber threat prevention educational material on social media. Continue to engage businesses and provide them with cybercrime prevention tips. Ongoing participation in cybercrime prevention month. 	Various Vancouver businesses	Existing budget	Enhanced public awareness regarding cybercrime and cyber threats. Enhanced expertise among cybercrime investigators.
			5.2 Further the VPD's ability to conduct cybercrime investigations.	<ul style="list-style-type: none"> Provide additional advanced cybercrime training to cybercrime investigators. Cybercrime investigators to continue to assist other investigators and Patrol members with various investigations that have a cybercrime component. The Cybercrime Unit to further conduct independent self-initiated projects. Continue to catalogue all discreet and covert online profiles for use across the Department. Continue to develop partnerships with the service provider for crypto currency tracing software. Continue to build relationships with policing partners, including the RCMP's National Cybercrime Coordination Unit (NC3). Ongoing participation in provincial and national cybercrime committees and working groups. 	Secret Service CBSA NC3 Europol Private sector cyber security firms Chainalysis Various law enforcement agencies	CIF budget implications on a case-by-case basis.	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. Enhanced public awareness on various fraud related trends.

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			5.3 Enhance public awareness of financial crime or frauds.	<ul style="list-style-type: none"> Continue to leverage social media to raise awareness of anti-fraud education programs. Further promote fraud awareness to vulnerable and marginalized groups. Further engage businesses to provide them with fraud prevention tips. Ongoing participation in fraud prevention month. 	BC Securities FSOC Competition Bureau FINTRAC Canadian Anti-Fraud Centre	Existing budget	Enhanced VPD expertise regarding cryptocurrency and money laundering investigations.
			5.4 Investigate crypto currency scams and money laundering.	<ul style="list-style-type: none"> Financial Crime Unit (FCU) and Cybercrime Unit to continue to collaborate on crypto currency investigations. FCU and Cybercrime Unit to further guide Patrol Teams in relation to crypto currency scams and money laundering. Continue to 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. Ongoing collaboration 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.	Enhanced relationships with various private and public sector partners.

Vancouver Police Department Annual Business Plan (2023)

Goal – COMMUNITY WELL-BEING

Champions – Superintendent Howard Tran and Acting Superintendent Matthew Harty

	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 Continue to collaborate with health partners to improve outcomes for those living with mental health and substance use disorder issues.	<ul style="list-style-type: none"> Ongoing 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). Continue to identify and implement processes to improve hand-off procedures between police, BC Ambulance Service (BCAS), and hospital staff of VCH, PHC, and Provincial Health Services Authority (PHSA). Facilitate support for supportive housing sites. Mental Health Unit (MHU) to provide additional updates and training to VPD members regarding 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>Reduction of Mental Health Act (MHA) apprehensions.</p>
			1.2 Continue to collaborate with health partners to increase efficiencies related to hospital admissions and transfers, and hospital wait-times.	<ul style="list-style-type: none"> Ongoing 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). Continue to liaise with outside police agencies in relation to mental health initiatives. 	VCH PHC PHSA E-Comm Other police agencies	Existing budget	<p>Shorter hospital wait-times for officers; offloading, admission and assessment.</p> <p>Shorter wait-times for ambulance response.</p> <p>Standardized, rapid, and clinical mental health field assessments.</p>
			1.3 NEW Expand the capacity of the MHU.	<ul style="list-style-type: none"> NEW Hire 11 additional MHU officers. NEW Integrate new MHU officers with resources committed to VCH for community-focused peer-led health teams. NEW Integrate two VCH clinical staff into the Operations Command Centre (OCC) for mental health call diversion to community services. 	CoV VCH E-Comm	CoV approved funding for new MHU officers.	<p>Diversion of mental health-related calls to the most appropriate health and community services.</p> <p>Increased resources for communities where supportive housing sites are located.</p>
			1.4 NEW Establish an evidence-based mental health screening and assessment tool	<ul style="list-style-type: none"> NEW Secure funding from the provincial government for the Health IM screening and assessment tool. NEW Coordinate on this process with VCH, PHC, and PHSA. 	VPB Province of BC Health IM	Health IM funding to be provided by the Province.	<p>Improved post-incident information sharing.</p> <p>Increased support for housing providers assisting</p>

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			for use by frontline officers.	<ul style="list-style-type: none"> • NEW Draft a Privacy Impact Assessment. • NEW Work with Information & Communication Technology Section (ICT) and the Police Records Information Management Environment British Columbia (PRIME BC) to implement this process. • NEW Train frontline staff on the Health IM tool. • NEW Conduct analysis and report-back to VPD Executive, Vancouver Police Board (VPB), the Province, and health partners. 	VCH PHC PHSA PRIME BC RCMP		<p>persons living with mental health issues.</p> <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>
			1.5 Continue to work with the City of Vancouver (CoV) to assist people without housing and shelter.	<ul style="list-style-type: none"> • Ongoing regular communication with people who lack housing and support. • Continue to refer people without housing to support resources. • Provide additional attention and support to people without housing during extreme weather. • Collaborative responses to encampments. 	VPD Patrol Teams VPD NPTs Community Outreach Team CoV	Existing budget	<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>
			1.6 Engage and support equity-deserving individuals and agencies.	<ul style="list-style-type: none"> • Ongoing weekly support to equity-deserving individuals in accessing essential services. • Resume quarterly Lunch with the Chief events in the Downtown Eastside (DTES). • Ongoing 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 additional specific personal safety training sessions for equity-deserving individuals. • Continue to engage VPD employees to donate personal care items to equity-deserving individuals through the Shoebox Project. 	ADVAC SisterWatch IAC VPF	Existing budget	
Strategy 2	Mitigate the impact of organized crime in relation to the ongoing opioid crisis.	OCS Inspector	2.1 Continue to target organized crime groups and the increasingly toxic local drug supply.	<ul style="list-style-type: none"> • Ongoing enforcement of organized crime groups that are manufacturing and trafficking toxic drugs. • Ongoing patrol-based projects to 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>
			2.2 Continue to advocate for an approach to	<ul style="list-style-type: none"> • Ongoing participation on the Provincial Joint Task Force on Overdose Prevention and Response. 	All three levels of government	Existing budget	<p>Reduction in overdose deaths occurring in the city.</p>

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			substance use that utilizes all Four Pillars - harm reduction, prevention, enforcement, and treatment.	<ul style="list-style-type: none"> Continue to 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. 	BC Coroners Service VCH PHC PHSA		
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 Ongoing officer visibility in street disorder hotspots.	<ul style="list-style-type: none"> Ongoing deployment of Neighbourhood Policing Teams (NPTs) as needed to address street disorder in neighbourhood 'hotspots'. Neighbourhood Police Officers (NPOs) to maintain regular communication with District Commanders regarding community concerns such as street disorder. Continue to regularly deploy foot patrols in identified 'hotspots'. 	Metro Teams CPCs	Existing budget	Reduction in environmental factors that contribute to street disorder. Public drinking and intoxication deterred. Enhanced public safety in the entertainment districts and on the beaches.
			3.2 Ongoing liquor enforcement to prevent disorder issues.	<ul style="list-style-type: none"> Continue to deploy weekend specific liquor enforcement shifts (LIMA) in the Granville and Gastown Entertainment areas. Enhance police presence in and around city beaches during the summer months to minimize liquor-related issues. VPD Liquor Coordinator to continue to work with the Liquor and Cannabis Regulation Branch (LCRB) and the CoV's Business Licenses Coordinator to monitor liquor licensing compliance. 	LIMA LCRB CoV	Existing budget	Community members gain a greater sense of pride and ownership. District Commanders remain informed on how to better direct patrols and enforcement activity.
			3.3 Ongoing community policing efforts to address disorder issues.	<ul style="list-style-type: none"> Continue to work closely with various community groups to address neighbourhood safety issues. Ongoing volunteer community clean-ups and other activities to beautify neighbourhoods and prevent street disorder. Ongoing community volunteer-based patrols to identify and report street disorder. NEW Support the establishment of the new Mount Pleasant Community Policing Centre. Ongoing Community Crime Watch (CCW) volunteer patrols on Friday and Saturday nights in various Vancouver neighbourhoods to report suspicious activities. 	CPCs CCW	Existing budget	Reduction in street level violence associated with street vending in the DTES. Coordinated response to unpermitted street vending.

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			3.4 Work to manage the negative impact of street vending.	<ul style="list-style-type: none"> Ongoing regular meetings with CoV representatives and the managers of the sanctioned Downtown Eastside (DTES) Street Vending Market. Ongoing inspections of the DTES Market to deter the sale of stolen items. Ongoing daily patrols 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 Ongoing communication with demonstration organizers and community members.	<ul style="list-style-type: none"> The Planning Assessment Team (PAT) to continue to engage in communication with demonstrators and community members before, during, and after demonstrations. Actively outline legal parameters while promoting the VPD's role in facilitating safe and peaceful demonstrations. Ongoing collaboration with the Diversity, Community & Indigenous Relations Section (DCIRS) to assist with outreach and engagement of the Indigenous community. 	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> <p>Reduced criminality and civil unrest during demonstrations.</p> <p>Reduction in Police Act complaints.</p>
			4.2 Ongoing collaboration with public safety and community partners.	<ul style="list-style-type: none"> Continue to provide support to businesses and organizations affected by demonstrations. Continue to regularly share information on Vancouver protest activity with partner agencies. Ongoing meetings with Metro Vancouver public safety partners to share intelligence and collaboratively prepare for public demonstrations. Continue to work closely with other first responders such as Vancouver Fire Rescue Services (VFRS) in managing demonstrations. 	CoV Community – Industry Response Group (C-IRG) VFRS Transit Police	Existing budget	<p>Increased information-sharing with partner agencies.</p> <p>Increased collaboration with the CoV in managing demonstrations.</p>
			4.3 Enhance Patrol member training and awareness in managing public demonstrations.	<ul style="list-style-type: none"> EOPS to continue to provide support to frontline members and Duty Officer during planned and unplanned demonstrations. Continue to inform Patrol members on the public demonstrations occurring in the city, including providing information on relevant legal considerations. Continue to inform Patrol members on demonstration protocols relating to the Indigenous community. Deliver additional protest response training for Patrol members in accordance with VPD public demonstration tactics and guidelines. Facilitate ongoing training for the Public Safety Unit (PSU). NEW Encourage additional members to enroll in the PSU. 	Education & Training Unit DCIRS	Existing budget	<p>Enhanced officer safety during demonstrations.</p> <p>Better understanding of Indigenous community.</p> <p>Increased engagement of and ability for frontline Patrol members to manage demonstrations.</p> <p>Improved public demonstration data collection and analysis.</p> <p>Increased transparency with regard to the</p>

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			4.4 Enhance data collection in relation to demonstrations.	<ul style="list-style-type: none"> Regular use of social media tools to research demonstrations activities and enhance knowledge of trends within the various protest communities. UPDATED Analyze data that is collated on different protest types and demonstrations. UPDATED Increase capacity to plan for demonstrations in advance. Continue to monitor arrests and prosecutions. 	CAU	Existing budget	<p>management of demonstrations.</p> <p>Enhanced police ability to seek prosecutions in response to unlawful demonstration activity.</p> <p>Increased support from various levels of government.</p>
			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. Continue to work with government partners to implement better tools for police while dealing with demonstrations. Continue to work with BC Prosecution Service (BCPS) to enhance conditions and sentencing during arrests. Work with BCPS to enhance processes to improve criminal charge investigations for unlawful demonstrations. 	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 Ongoing 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). Participate in 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 Counter-Attack campaign.	<p>Overall improved road safety.</p> <p>Ongoing coordination of traffic enforcement efforts across multiple Police agencies and jurisdictions.</p> <p>Ongoing positive partnerships with relevant stakeholders.</p> <p>Timely road safety enforcement at key locations, based on seasonal demands.</p> <p>Reduced collisions at high collision locations.</p>
			5.2 Ongoing intelligence-led enforcement action at high collision and	<ul style="list-style-type: none"> Ongoing monthly meetings to review relevant data within each Traffic Enforcement Team (TET). Ongoing quarterly meetings to review patrol-based road safety enforcement progress and approach. TETs to conduct 40 road safety enforcement projects. 	Patrol Districts CPCs	Existing budget for self-initiated activities.	<p>Increased ticket production within all Traffic teams.</p> <p>Increased road safety enforcement awareness,</p>

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
		other strategic locations.	<ul style="list-style-type: none"> Traffic Section to provide ongoing 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). 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). 		External funding for Counter-Attack and distracted driver campaigns.	<p>ability, and engagement by Patrol members.</p> <p>Increased traffic enforcement numbers across all Patrol Districts.</p> <p>Enhanced understanding and awareness of traffic safety concerns by all road users.</p> <p>Reduced deaths and injury due to speeding, distracted, and impaired driving.</p>
		5.3 Provide traffic enforcement training to operational members.	<ul style="list-style-type: none"> Additional Patrol members to receive Automatic Licence Plate Reader (ALPR) training. Additional Patrol members trained in laser and radar detection. Additional members certified in Standardized Field Sobriety Testing (SFST). Additional members certified as Drug Recognition Experts (DREs). 	Patrol Teams	Existing budget	<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"> Ongoing regular meetings with the CoV, ICBC, and other stakeholders to address road safety matters of mutual concern. Continue to deliver over 50 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 further pedestrian safety education and enforcement initiatives. Ongoing 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	<p>Increased public awareness of safe and lawful use of electric power personal transportation devices.</p> <p>Recorded FOX Radar data will guide effective deployment of resources during peak violation periods.</p>
		5.5 Leverage technology to enhance road safety.	<ul style="list-style-type: none"> Continue to conduct more than five ALPR deployments per month. Continue to deploy the Remote Piloted Aerial System (RPAS) for collision scene investigations. Implement 3D mapping technology to assist in collision scene investigations. UPDATED 	ICT CoV Road Safety BC BC Police Services	Existing budget VPF funding received to purchase Leica RT360	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
				<ul style="list-style-type: none"> • Ongoing deployment of VPD digital message boards in response to public road safety complaints to inform the public that related enforcement action is being taken. • Provide recommendations for installation locations of automated speed and red light enforcement cameras in cooperation with Road Safety BC and provincial Police Services. UPDATED • NEW Utilize portable radar speed tracking boards in response to community speeding complaints. 		3D Laser Scanner.	

Vancouver Police Department Annual Business Plan (2023)

Goal – SUPPORTING OUR PEOPLE

Champion – Superintendent Shelley Horne

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
Strategy 1	HR Employee Services Staff Sergeant CAPSSU Manager	1.1 Ongoing retirement planning support and recognition through seminars and individualized support.	<ul style="list-style-type: none"> Host retirement planning seminars for sworn members, civilian professionals, and the Senior Leadership Team (SLT), which includes presentations by a psychologist and retirement subject-matter experts. UPDATED Provide employees with retirement planning materials to focus on financial and health considerations. Ongoing recognition of civilian professionals and sworn staff for their dedication and service through the Departing with Distinction ceremony. 	PERASU CAPSSU ICT Municipal Pension Plan	Existing budget	Increased accessibility to retirement information to encourage planning and preparation. Improved physical, mental and financial wellbeing of retired staff. Recognition provided to VPD staff for a lifetime of service.
		1.2 Ongoing mental health resiliency training and improve individualized supports.	<ul style="list-style-type: none"> Continue to support the Resiliency in Policing Program in coordination with the BCPA. 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. Enhance Civilian CISM (C-CSIM) programming to improve the capacity and expertise to better support civilian professionals. UPDATED NEW Expand the high stress debrief program to include annual wellness checks for all sworn staff. 	CISM C-CISM Education and Training Unit PERASU EWU CAPSSU VPU BCPA	Existing budget	Increased individual awareness of physical, mental, emotional and spiritual health among members. Tools provided for self-regulation and knowledge of available resources to support health and well-being. Enhanced quality of individualized supports for members to further their well-being.
		1.3 Enhance access to physical health treatment.	<ul style="list-style-type: none"> Continue to actively encourage members through various communication forums to regularly monitor their individual physical health and well-being. Continue to provide on-site flu shots and maintain onsite blood pressure machines. NEW Host BC Cancer agency mammography screenings. Continue to provide on-site physical treatment facilities and access to athletic therapists and external on-site physical treatment services. NEW Expand on-site physical treatment facilities and services at the VPD's Cordova Street Annex site. 	PERASU Facilities CAPSSU EWU BC Cancer	Existing budget	Enhanced quality of individualized supports where needed for civilian professionals to further their well-being. Improved accessibility to physical health assessment tools and supports.
		1.4 Improve workplace health and safety	<ul style="list-style-type: none"> Seek further organizational health and safety related input from a cross-section representation of VPD staff 	HSU HR	Existing budget	Improves staff awareness of individual health and well-being.

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			infrastructure and safety practices.	through the joint Occupational Health & Safety Committee (OHSC). <ul style="list-style-type: none"> Health & Safety Unit (HSU) to continue to conduct ergonomic assessments of employee work stations as requested. HSU to continue to adjust work stations to meet the physical needs of individual staff members. Provide HSU civilian professionals with additional ergonomic assessment and adjustment training. Ongoing collaboration 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. 	Facilities Services Various employee union groups Accessible Employers		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.
			1.5 Improve return to work supports and processes.	<ul style="list-style-type: none"> Maintain regular contact with members off with long-term illness or injury. Continue to seek feedback from long-term and injured members on the quality of support services provided to them. NEW Create an additional civilian HR professional position to assist with return to work support processes. 	CAPSSU WSBC Case Management Unit PERASU	Existing budget	Improved individualized support to connect with long-term sick or injured staff, and to facilitate their return to work.
			1.6 Expand or adapt future wellness programming.	<ul style="list-style-type: none"> Continue to conduct research and gather input from VPD staff on current and future wellness programming through multiple streams. The Emerging & Critical Trends Employee Support Committee to continue bi-monthly meetings to discuss various wellness items and issues affecting staff. 	EWU Various specialty squads	Existing budget	The Human Resources Section (HR) will gain a greater understanding of staff wellness needs.
Strategy 2	Enhance equitable, diverse, and inclusive work environments.	HR Staff Sergeants CAPSSU Manager Labour and Employee Relations Director	2.1 Enhance the ability of HR to enhance equitable, diverse, and inclusive work environments.	<ul style="list-style-type: none"> NEW Deliver additional Respectful Workplace Training through in-person workshops and e-learning. NEW Improve training provided to members within HR. NEW HR to continue to work with the Inclusive Working Committee to enhance inclusive workplace practices. 	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.
			2.2 Improve and standardize all lateral competitions within the VPD for constable and sergeant positions.	<ul style="list-style-type: none"> HR to manage all competitions to ensure fair and defensible results. VPD to continue to be consulted on all competitions, to further enhance equality and equity. Complete the update of HR policies to reflect new standardized lateral completion measures. UPDATED Communicate finalized new measures to all sworn staff. 	All VPD sections CDU VPU	Existing budget	Improved transparency, equity, and equality for lateral selection processes for staff.

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
		2.3 Ongoing career consultation for members on modified duties.	<ul style="list-style-type: none"> Continue to determine the knowledge, skills, abilities, interest, and goals of members on modified duties, based on consent. Continue to align organizational needs with individual goals to determine the placement of members on modified duties, or to support them in lateral competitions. Ongoing messaging to modified-duty members informing them of these new processes in addition to other CDU resources and supports. 	PERASU CDU OSU MCSU VPD	Existing budget	<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> <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 CAPSSU	Existing budget	
		2.5 Develop an updated safe, respectful, diverse, and inclusive workplace plan.	<ul style="list-style-type: none"> HR to continue with PR&A on the review of Respectful Workplace Policy to ensure that it is updated to reflect current business practices, legislation, and EDI standards. NEW Educate staff that rumours and gossip are examples of unprofessional behaviour in contravention of Respectful Workplace Policy. Ensure respectful workplace training is robust at all levels including recruit orientation, field trainer development, the Acting Supervisor Program, and the 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+. Ongoing messaging and education to all staff regarding safe, respectful, diverse, and inclusive workplace processes that are being put in place. NEW The Inclusive Workplace Committee (IWC) to launch an EDI poster campaign in first half of 2023. The British Columbia Women in Law Enforcement Association (BCWLE) to continue to hold meetings, events, and other initiatives to work towards furthering development opportunities for all women involved in law enforcement. 	PR&A CAPSSU HSU Training & Recruiting Section Out on Patrol BCWLE IWC	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> <p>Ongoing organizational commitment to equitable, diverse, and inclusive work environments.</p> <p>Expectations for behaviour and standards provided to all new employees to help ensure an equitable, diverse, and inclusive work environment.</p>
		2.6 NEW Improve Human Rights Awareness.	<ul style="list-style-type: none"> NEW Develop and implement human rights training for Acting and Substantive Sergeants. 	ETU IWC	Existing budget	Improved awareness of human rights.

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
				<ul style="list-style-type: none"> • NEW Develop and implement BC human rights training for HR employees. • NEW Create a Labour and Employee Relations Section intranet site with labour relations and human rights information and links to related resources. 			
Strategy 3	Enhance the growth and development of VPD members.	HR Competitions & Projects Development Staff Sergeant CAPSSU Manager Labour and Employee Relations Director	3.1 Improve and modernize employee administrative and management software solutions.	<ul style="list-style-type: none"> • Complete the development and testing of the new performance management and development software program. UPDATED • 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. 	CDU HR Senior Business Analyst Training & Recruiting Section IWC	Existing budget	Improved engagement in performance development through modernized software. Improved accessibility for staff to make contributions to growth and development plans. Increased value of performance appraisals. Increased ability of supervisors to support the development and growth of civilian professionals.
			3.2 Improve civilian developmental processes.	<ul style="list-style-type: none"> • Complete the 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 managers. • Further review and improve civilian recruiting outreach. 	CAPSSU CDU ETU Teamsters CoV	Existing budget	Ensured equity and equality in lateral and promotional processes through education and individualized support.
			3.3 Enhance assistance provided to sworn members in preparing for lateral and promotional processes.	<ul style="list-style-type: none"> • Ongoing support provided to staff in preparing for lateral and promotional processes. • Continue to provide webinars and information sessions on how to prepare for lateral and promotional processes. • NEW Facilitate information sessions for partner agencies as requested to promote recruitment to seconded positions. • Further raise sworn member awareness of the availability of career development resources and supports. 	CDU Secondments Partner agencies	Existing budget	Members are empowered to engage in career planning and competition preparation through equal access to information and a forum to ask questions. Improved on-boarding systems to allow new civilian professionals to transition into their VPD role.
			3.4 Continue to improve ways to integrate new employees (on-boarding).	<ul style="list-style-type: none"> • Update the Civilian Orientation Manual to improve the civilian on-boarding process. UPDATED • Pilot an on-boarding session to introduce new employees to VPD infrastructure and culture. 	CAPSSU ETU	Existing budget	Increased knowledge of labour jurisprudence and alignment with HR practices.
			3.5 NEW Enhance capabilities of sworn members in HR.	<ul style="list-style-type: none"> • NEW Develop and deliver training to sworn HR staff, including labour and employee relations and human rights training. 	HR	Existing budget	

	Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
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 continue 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. Continue to communicate major organizational changes to staff. NEW Update and enhance employee exit interview processes. 	Executive Team	Existing budget	Greater communication between the Executive and all VPD members.
		HR Inspector			Public Affairs		Overall improved morale through actively addressing misinformation by appropriately providing factual and timely information.
		PSS Inspector			All VPD members		Greater Executive understanding of frontline challenges and concerns.
Strategy 4	Enhance employee communication and engagement.	Labour and Employee Relations Director	4.2 Continue to improve communication between the VPD's three Divisions.	<ul style="list-style-type: none"> Continue to facilitate regular meetings, briefings, and committees that bring together staff from different divisions to ensure the systematic flow of information across the organization. Ongoing input of frontline members from all three Divisions into major departmental change management processes. Initiate further multi-faceted, resource intensive inter-divisional projects to target high priority public safety issues. NEW Leverage the VPD's cell-phone program. Continue to facilitate mentorships as well as on-loan assignments to enhance communication and organizational knowledge across divisions. 	Executive Team	Existing budget	Frontline members will directly hear, and know, that they have the support of the Executive.
					SLT		Better communication and enhanced information flow across the three Divisions.
					All VPD Sections		Enhanced knowledge amongst all staff regarding the functions and duties of VPD specialty units.
Strategy 4	Enhance employee communication and engagement.		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/Restorative Resolution Processes. Ongoing work with the various labour union representatives to ensure that members are aware of the supports available to them to navigate internal investigation processes. Further inform sworn members of their obligations if they are the subject of an Office of the Police Commissioner of British Columbia (OPCC) investigation. Further 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	Existing budget	Enhanced member awareness and preparedness in relation to conduct investigations.
					Labour and Employee Relations		Improved morale through actively addressing misinformation or misunderstanding of lateral and promotional processes.
					VPU		Staff is provided with information regarding

Strategy	Leads	Activities	Target Outputs	Linkages/ Partners	Budget Implications	Desired Outcomes
			<ul style="list-style-type: none"> • NEW Provide labour relations training regarding discipline to members delegated as Discipline Authority. 			various training and other personal growth opportunities.
		4.4 Raise awareness of the availability of Departmental resources.	<ul style="list-style-type: none"> • Further raise staff awareness of the availability of career development resources and supports provided by HR. • Complete the roll-out the Department's new Learning Management System (LMS) to improve the delivery of training and education materials to all VPD members. • 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 continue to actively reach out to their staff to identify and promote training and mentorship opportunities. • Deliver messaging through the new LMS to inform staff of under-utilized CoV training that is available to them. • NEW Promote the creation of a Labour and Employee Relations Section intranet site, which includes labour relations and human rights information and links to related resources. • NEW Keep staff informed about the hiring and deployment of the 100 new sworn officers and 20 new civilian professionals approved by City Council. 	HR SLT Supervisors Training & Recruiting Section	Existing budget	Provide VPD Staff with grievance, bargaining, collective agreement information, and human rights and information regarding human rights and BC HRT Processes.