



VANCOUVER POLICE DEPARTMENT 2015 ANNUAL BUSINESS PLAN REPORT-BACK

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

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SUMMARY OF 2015 PROGRESS

The following table is a summary of the progress made with regards to the strategies identified in the 2015 Annual Business Plans. This period covers activities from January through December 2015. The table below shows the key strategies attached to each Strategic Plan goal along with the number of activities identified, initiated, and completed in relation to each strategy. Progress has been made on roughly 96% of the activities identified for 2015 with almost three-quarters (71%) of all activities having been fully completed. Of the 212 activities planned for in 2015, nine (9) were not initiated, which is roughly 4% of the total, and this includes one (1) activity that was discontinued prior to mid-year. Following this table is a compilation of the detailed Report-back templates for 2015.

Strategic Plan Goals and associated 2015 Strategies	Activities Identified	Activities Not Initiated	Activities Initiated, but not completed	Activities Completed
1. Reduce violent crime by 2.5% a year for a total reduction of 12.5% over the next five years	12	0	5	7
1.1 Continue to proactively target violent offenders who prey on the vulnerable.	5	0	3	2
1.2 Ongoing community outreach to increase public awareness of violent crime prevention initiatives.	2	0	0	2
1.3 Continue to address violent crime against women in the Downtown Eastside (DTES) through the Sister Watch program.	2	0	0	2
1.4 Continue to execute and follow-up on all outstanding violent offender arrest warrants.	3	0	2	1
2. Reduce property crime by 5% a year for a total reduction of 25% over the next five years	23	0	3	20
2.1 Fully embed the analytical capabilities of i2 software to assist in identifying offenders who commit commercial and residential break and enters.	6	0	2	4
2.2 Deliver a robust bicycle registry to log bicycles to and track down stolen property.	8	0	0	8
2.3 Eliminate unsanctioned sidewalk vending and the associated sale of stolen property.	3	0	0	3
2.4 Utilize Community Safety Personnel (CSPs) as a part of a larger project-based deployment to target property crime 'hot spots'.	6	0	1	5
3. Disrupt organized crime groups	9	0	1	8
3.1 Continue initiatives to remove firearms and other prohibited and restricted weapons from individuals active in the gang lifestyle.	2	0	0	2
3.2 Utilize asset forfeiture to disrupt organized crime groups.	3	0	0	3
3.3 Continue to proactively target organized crime members, with an emphasis on those who victimize the vulnerable.	4	0	1	3
4. Combat low-level crimes and problems that impact perceptions of neighbourhood safety	18	1	3	14
4.1 Liquor enforcement to continue year round throughout the city, with a specific focus on the entertainment districts and events or areas with high alcohol use.	4	0	0	4
4.2 Continue assisting the CoV in achieving the goal to end street homelessness in Vancouver.	4	0	0	4
4.3 Continue to reduce illegal street vending by working with the CoV to establish and enforce sanctioned vending locations.	4	1	0	3
4.4 Reduce city-wide street order through order maintenance and by working with community partners in neighborhoods in close proximity to supportive housing buildings.	6	0	3	3

Strategic Plan Goals and associated 2015 Strategies	Activities Identified	Activities Not Initiated	Activities Initiated, but not completed	Activities Completed
5. Reduce motor vehicle collisions that result in injury or death by 12.5% over the next five years	21	0	9	12
5.1 Ongoing directed enforcement based on the use of ICBC collision data and VPD traffic statistics.	3	0	0	3
5.2 Continue to focus on enforcing the Motor Vehicle Act (MVA) to ensure the safety of the most vulnerable road users with an emphasis on pedestrians.	5	0	0	5
5.3 Increase the amount of traffic enforcement by Patrol officers.	4	0	2	2
5.4 Ongoing enforcement action on unlicensed, uninsured and prohibited drivers.	3	0	3	0
5.5 Increase public awareness on traffic safety through community education campaigns and the use of mainstream and social media.	6	0	4	2
6. Develop and maintain positive working relationships, including sharing information, within the VPD and with stakeholder agencies within the community	19	0	12	7
6.1 Continue fostering trust between the VPD and Downtown (DTES) women's groups.	5	0	2	3
6.2 Continue to increase buy-in from front-line members by continuing to include them in internal strategic communications with Senior Management.	3	0	0	3
6.3 Continue to work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill.	4	0	4	0
6.4 Continue to improve awareness and access to support services for vulnerable victims of crime.	3	0	3	0
6.5 Continue to increase awareness, both within and outside the Aboriginal Community, of the VPD's partnerships in developing new crime prevention programming.	4	0	3	1
7. Provide public educational outreach on policing and police related issues	31	1	4	26
7.1 Continue to enhance the public's awareness of programs and services provided by the VPD by increasing traffic to the VPD website and increasing the use of social media and video.	7	0	2	5
7.2 Continue to enhance the reputation of the VPD through a steady growth in the number of positive media articles and by increasing direct contact with the public.	6	0	1	5
7.3 Continue to enhance the Department's crime prevention initiatives and reduce crime, primarily in the property crime, personal safety, and road safety categories.	7	0	0	7
7.4 Continue to enhance the services provided by the Department to victims of crime and increase awareness of these services.	3	0	0	3
7.5 Continued outreach to the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial.	4	1	0	3
7.6 Continue to improve the VPD's outreach to Vancouver's diverse cultural communities.	4	0	1	3
8. Provide socially responsible programs and initiatives that benefit youth	15	1	7	7
8.1 Expand the VPD Cadet Program to include meaningful programming for second and third year Cadets to provide a practical transition to other VPD programs and career opportunities (e.g. Community Safety Personnel, Traffic Authority, etc.).	6	0	2	4
8.2 Focus on youth mental health in schools and in the community with awareness campaigns.	2	0	2	0
8.3 Provide outreach to the most marginalized and vulnerable youth living with mental illness and addiction.	4	1	2	1

Strategic Plan Goals and associated 2015 Strategies	Activities Identified	Activities Not Initiated	Activities Initiated, but not completed	Activities Completed
8.4 Initiate a sexting awareness campaign and associated diversion program in collaboration with the Children of the Street Society.	3	0	1	2
9. Manage resources in an environmentally sustainable manner	20	5	2	13
9.1 Continue to seek opportunities to reduce the amount of Greenhouse Gas (GHG) emissions from the vehicles in the VPD fleet.	4	0	1	3
9.2 Reduce the volume of waste incinerated by the VPD.	4	0	1	3
9.3 Explore opportunities that will support and encourage staff working at the VPD Graveley Street site to use public transit.	9	5	0	4
9.4 Ongoing reduction of the amount of waste the VPD sends to the landfill.	3	0	0	3
10. Encourage and support career development and succession planning for all staff	9	0	0	9
10.1 Revise the Sergeant promotional process due to the impact of the pending closure of the Sergeant level Assessment Center.	2	0	0	2
10.2 Revise civilian position profiles.	2	0	0	2
10.3 Revise sworn position profiles.	1	0	0	1
10.4 Formalize the Police Reintegration Education Program (PREP) from a pilot program into a full-time core training subject.	2	0	0	2
10.5 Refocus the 360 Review Process.	2	0	0	2
11. Ensure that the VPD has the human resources and training needed to meet objectives	12	1	2	9
11.1 Ongoing development of the Investigative Development Program (IDP) - a blended learning training plan for Constables to ensure a consistent approach for the development of front-line personnel.	2	0	0	2
11.2 Further enhance the ability of VPD members to deal with Immediate Rapid Deployment (IRD) incidents and violent encounters.	2	0	0	2
11.3 Implement an on-line application system for sworn positions.	2	0	0	2
11.4 Develop an online course for Professional Standards Section (PSS) investigators.	3	1	2	0
11.5 Develop a "current issues" on-line newsletter process for VPD members.	3	0	0	3
12. Support and foster employee wellness	9	0	1	8
12.1 As a means to broaden awareness about mental health in the workplace, train all staff using the Road to Mental Readiness (R2MR) program.	3	0	0	3
12.2 Develop a speed management program.	3	0	1	2
12.3 Conduct periodic medical check-ups.	3	0	0	3
13. Develop and implement initiatives that streamline administrative processes	3	0	0	3
13.1 Continue to promote, the suggestion box where members can submit ideas and suggestions to reduce administrative burdens.	2	0	0	2
13.2 Fully assist in the facilitation of the independent evaluator's assessment of the Community Safety (CS) Program.	1	0	0	1
14. Research, acquire and utilize the best technology and infrastructure to assist officers in the investigation and enforcement of crime	11	0	4	7
14.1 Develop an Enterprise Information Management system for the VPD.	4	0	2	2
14.2 Identify more efficient alternatives to laptop devices that are	1	0	0	1

Strategic Plan Goals and associated 2015 Strategies	Activities Identified	Activities Not Initiated	Activities Initiated, but not completed	Activities Completed
currently used to carry out off-site business.				
14.3 Utilize technology to maximize the effectiveness of front-line officers.	6	0	2	4
TOTAL	212	9	53	150



Goal: Reduce violent crime by 2.5% a year for a total reduction of 12.5% over the next five years

Champions – Inspector Cita Airth and Inspector Howard Chow

2015 Strategies	Activities (Action Plans)	Priority	Dependency	Completion Status	Performance Results & Indicators
1. Continue to proactively target violent offenders who prey on the vulnerable.	1.1 – The Domestic Violence and Criminal Harassment Unit (DVACH) to continue to request that Patrol conduct compliance checks of high risk domestic violent offenders.	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> o Total incidents of violent crime decreased by 3% in 2015 when compared to 2014. o Patrol District 4 experienced a 20% decrease in the sex assault category in 2015 compared to 2014. o DVACH requested 105 breach checks resulting in 18 arrests, up from 72 breach checks and 9 arrests in 2014. o In 2015, HROU closely monitored and supervised upwards of 50 offenders and held over 400 offender interviews. o HROU disseminated 136 bulletins to gain assistance from VPD Patrol Units and external agencies to locate and arrest high risk offenders. o 7 public notifications and media alerts were conducted regarding high risk offenders. o A comprehensive background information package detailing the 'Top Ten' most violent offenders in the DTES was developed to strengthen grounds for charges and remand. o MCS reviewed 10 'cold' homicide files in 2015.
	1.2 – High Risk Offender Unit (HROU) to continue to work with Patrol to enforce probation orders.	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
	1.3 – Patrol District Analysts to continue to provide analysis on high risk violent offenders.	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	
	1.4 – Major Crime Section (MCS) to review cold homicide cases.	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	
	1.5 – Investigation Division to deliver <i>Serious Incident Crime Scene Control</i> training to the Patrol Districts.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	
2. Ongoing community outreach to increase public awareness of violent crime prevention initiatives.	2.1 – SIS to continue to conduct women's safety events including the annual <i>Women's Safety Fair</i> .	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> o SIS organized and conducted 17 women's safety workshops in 2015 where over 500 women were educated in self-defence and safety awareness. o The fourth annual <i>Women's Safety Fair</i> was a success, attracting upwards of 400 people. o A <i>White Ribbon</i> campaign was initiated by SIS and was paired with the <i>Women's Safety Fair</i> in 2015. o MCS worked with Public Affairs on a campaign to raise awareness on the serious consequences of 'one punch' assaults. o The VPD has provided ongoing staffing resources to the newly opened Child and Youth Advocacy Centre. o DVACH obtained a government grant, and commenced the <i>Safety Awareness for Elders</i> (SAFE) program which provides information and resources to elders who have been afflicted by elder abuse. o DVACH continued with their <i>Bars and Locks</i> program which provides assistance to victims of abuse in target hardening their homes and their lives in relation to domestic abuse. o DVACH also continued the <i>Donated 911 Cell Phone</i> program, providing
	2.2 – Develop a new anti-violence public awareness campaign targeting youth.	Value Added	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	

					<ul style="list-style-type: none"> cell phones to victims of domestic violence. The Counter Exploitation Unit (CEU) was awarded a Provincial Government grant to fund a new position to support victims of exploitation. A CEU <i>Sex Trade Enforcement Guidelines</i> video was developed in collaboration with advocacy groups.
3. Continue to address violent crime against women in the Downtown Eastside (DTES) through the Sister Watch program.	3.1 – Continue to hold regular meetings with the <i>Sister Watch</i> committee.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Due to different data collection criteria, the number of calls placed to the <i>Tip-Line</i> drastically decreased in 2015. There were 30 calls placed in 2015 compared to 277 in 2014, 194 in 2013, and 229 in 2012. The VPD continues to meet, engage, and strategize with stakeholders in the DTES to improve the safety for marginalized women and sex trade workers (STWs). The VPD continues to attend and host regular <i>Sister Watch</i> meetings. Through the Sex Liaison Officer, the VPD maintains active lines of communication on incidents of violence against STWs and acts on information received. The Homelessness Liaison Officer conducts regular visits with marginalized women to assist in providing them with shelter and to monitor their health and safety. Beat officers in the DTES regularly cultivate informants and gather intelligence on offenders perpetuating violence against women.
	3.2 – Continue to operate the violence against women <i>Tip-Line</i> .	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
4. Continue to execute and follow-up on all outstanding violent offender arrest warrants.	4.1 – Patrol Districts to continue to work with the Fugitive Unit to track and arrest people with warrants.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> 4,275 VPD arrest warrants were executed in 2015 and an additional 1,019 were vacated by the courts. A total of 5,294 arrest warrants were closed, with the Fugitive Unit being directly responsible for 640 of those. Going from a historical high of 26,000 outstanding warrants in March 2001, there are presently 1,301 outstanding VPD warrants which include 68 Canada-wide warrants. There are currently 4 outstanding DNA arrest warrants. DNA warrants are no longer backlogged as they have been in previous years. The Fugitive Unit continues to monitor and track DNA warrants and ensures that DNA samples are obtained.
	4.2 – Continued tracking of outstanding DNA warrants to ensure they are executed and to ensure that DNA samples are obtained.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	
	4.3 – Patrol District 2 and the Fugitive Unit to develop a project-based response to warrant executions.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	

2015 Overall Strategic Progress and 2016 Proposed Strategies

The VPD continues to combat violent crime through aggressive and proactive policing efforts. Overall violent crime rates have been trending downwards over the past five years due to the VPD's concerted efforts. Since 2011, overall incidents of violent crime decreased by a total of 22%. In 2015 there was yet another decrease in violent crime (3%) when compared to 2014. All Districts except for District 2 saw modest decreases in their violent crime rate; in the case of District 2, the increase was only 1%.

The overall decrease in violent crime in 2015 is in large part due to significant decreases in the number of assaults. However, it should be noted that there was a considerable spike in robbery offences across the city in 2015 compared to the extraordinarily low numbers seen in 2014. Robbery offences across the city rose 15% in 2015, with District 2 and District 4 showing the highest increases of 28% and 31% respectively. Despite these increases in 2015, robbery incidents have been trending downwards over the past five years, surpassing the overall violent crime reduction. Since 2011, robberies have decreased by 29% city wide.

In efforts to target violent criminals in District 2, a comprehensive background information package detailing the 'Top Ten' most violent offenders in the DTES was developed to supplement the ongoing project work that targets these individuals among others. This package serves to strengthen VPD member's grounds for charges and remands against the violent offenders most likely to offend.

A total of 260 Patrol-based projects were initiated across all four Districts in 2015 with many of those projects having a specific focus on combatting violent crime. For instance, Patrol District 2 and the VPD's Major Crime Section worked together in the suppression of gang violence between two rival gang groups - Redd Alert and Indian Posse. These two groups battle for 'turf' in the DTES and often their conflicts result in serious assaults and stabbings against one another. Organized Crime Section and BET members continue to develop intelligence and to work on avenues to further criminal charges against suspects involved in this 'turf war'. This has proven to be a challenging task given that all participants are uncooperative with police, including the victims. As further focus on the drug trade in the DTES, *Project Taxes* was created, targeting all rival gangs responsible for a spike in the number of stabbings and other retaliatory violence. This joint effort between the VPD's Organized Crime Unit, Drug Squad, and BET members led to the arrest of 13 gang members for drug and other criminal code offences in just four weeks.

November 16th 2015 marked the commencement of a collaborative street vending project between the VPD, the City of Vancouver (CoV), and Parks Board staff. The Street Vending Project Team's (SVPT) overarching objective was to target illegal street vending; to abate property and violent criminal activity; to address public health & safety concerns; and to respond to citizen complaints in the Unit Block E. Hastings and surrounding area. There was a 200% increase in Robberies (from 5 to 15) and 16% increase in Assaults (from 73 to 85) in 2015 from 2014 figures in the Unit Block E. Hastings. As a result of the new joint initiative, a sharp reduction in violent crimes and robberies is expected in 2016 compared to 2015 in association with this Block and surrounding areas.

Also in November, a spate of purse-snatchings had been reported involving elderly Asian women in Chinatown. The age of the victims ranged from 75 up to 91 years, and fortunately none were seriously injured in the attacks. Despite limited suspect description and information, an operational strategy was developed by Patrol District 2 with the assistance of the General Investigation Unit (GIU). The strategy involved flooding the Chinatown area with Patrol and Crime Surveillance Team members as well as Community Safety Personnel (CSPs). Three days later after the implementation of the strategy, VPD members promptly apprehended a 28 year old man from Surrey after observing him commit another purse snatching. Following the arrest, the suspect was charged and linked to up to seven similar type robberies in the Lower Mainland.

The VPD's Special Investigation Section (SIS) continues to monitor predatory behaviour perpetrated against the city's most vulnerable people and thoroughly examines any information that comes to light in order to determine the facts behind each violent crime incident. Concurrently, the VPD continues to work collaboratively with the community to learn about real-time problems in order to respond with proactive solutions. The Child and Youth Advocacy Centre opened its doors in 2015. The centre is staffed by members from VPD, the Ministry of Child and Family Development (MCFD), Family Services of Greater Vancouver, and a social worker from Vancouver Aboriginal Child and Family Services Society. It is intended to be a resource centre that provides a "one stop shop for child sexual and physical abuse."

Ongoing programs such as *Sister Watch*, *Bar Watch*, and *Restaurant Watch* as well as the 'Don't Be That Guy' campaign and liquor enforcement (Lima) call-outs continue to be successful in further fostering relationships with the community and helping to reduce violent crime. MCS worked with Public Affairs to raise awareness on the serious consequences of 'one punch' assaults. A media campaign was initiated to educate the public on incidents of life-altering and sometimes fatal injuries that can be sustained from this type of assault. The *Women's Safety Fairs* and the smaller women's safety workshops also continue to be effective in fostering relationships and informing the public on women safety issues across the entire city. A *White Ribbon* campaign was initiated by SIS and was paired with the Women's Safety Fair in 2015. This is an international campaign that encourages men and boys to take a stand against violence against women.

Ongoing coordinated efforts between the VPD's Operations and Investigation Divisions have continued to target chronic and high risk violent offenders in an effective and efficient manner. The court order compliance system for chronic and high risk violent offenders is continually refined to resolve any new issue that arises. As noted above, HROU monitored approximately 50 offenders and conducted over 400 offender interviews in 2015. HROU disseminated 136 bulletins to gain assistance from Patrol units to locate and arrest high risk offenders. DVACH requested 105 breach checks from Patrol units which resulted in eighteen arrests.

In addition to collaborative efforts with regards high risk offenders and high profile crimes against the vulnerable, VPD Patrol and Investigative units have effectively worked together in 2015 to regularly address violent crime issues throughout the entire City. For instance, robberies of marijuana dispensaries were an emerging trend in 2015. The General Investigation Unit (GIU) has been monitoring and investigating these files and the Problem Oriented Policing Officer has been working with the CoV to deal with these premises

Furthermore, All-terrain vehicles (ATVs) were once again used during the summer months to disrupt violent and other criminal activity along Vancouver's beaches. District 1 doubled its Beach Patrol resources from two to four squads to better address problem areas along the shores of Vancouver. Proactive policing on the beaches decreased public disturbance calls, and allowed for safer and greater enjoyment of the beaches for families. Similarly, proactive planning by the Emergency and Operational Planning Section (EOPS), the Patrol Districts, and the Investigations Division to staff large special events in the city (e.g., Celebration of Lights) has had an impact on preventing violent crime. Increased staffing and proactive engagement with the public during these events ensures public intoxication levels are managed, fights are prevented or disrupted quickly, individuals are breached, and crowds and tempers are controlled.

Overall, looking forward to 2016, the VPD will maintain similar over-arching strategies and associated activities in 2015 to aggressively and proactively continue to reduce violent crime. Many of these initiatives will concurrently aim to combat property crime as those offences have been trending upwards in recent years. Incidentally, many of the offenders deemed a high risk to commit violent offences are also deemed to be chronic property crime offenders. New strategies include leveraging technology to better assist in monitoring, tracking, and sharing intelligence on violent offenders along with developing a process to identify, disseminate, and track active violent crime trends to be addressed by the Patrol Districts.

KEY STRATEGIES FOR 2016

- *Continue to proactively target violent offenders who prey on the vulnerable*
- *Leverage technology to better monitor, track, and share information on violent offenders (GeoDash, Predictive Policing)*
- *Ongoing community outreach to increase public awareness of violent crime prevention initiatives*
- *Continue to reduce violent crime against women in the Downtown Eastside (DTES) through the Sister Watch program*
- *Develop a process to identify, disseminate, and track active violent crime trends to be addressed by the Patrol districts*



Goal: Reduce property crime by 5% a year for a total reduction of 25% over the next five years

Champion – Superintendent Daryl Wiebe

2015 Strategies	Activities (Action Plans)	Priority	Dependency	Completion Status	Performance Results & Indicators
1. Fully embed the analytical capabilities of i2 software to assist in identifying offenders who commit commercial and residential break and enters.	1.1 – Develop analytical processes for i2 software, relative to the modus operandi (MO) of <i>break and enters</i> .	Critical	None	☒☒☒	<ul style="list-style-type: none"> ○ Vancouver experienced a 2% city-wide increase in total combined property crime in 2015, including a 3% increase in residential <i>break and enters</i> and a 7% increase in commercial <i>break and enters</i>. ○ <i>Activity 1.5</i> is in the final stages of completion relative to the consistent business processes for the Patrol-based Analysts to record <i>break and enter</i> MO data. This task will be fully realized in February 2016 at which time the MO data will become available to assist investigators in solving crime and influencing clearance rates. ○ <i>Activity 1.6</i> is dependent upon completion of <i>Activity 1.5</i>, and will begin in early 2016.
	1.2 – Enter MO information on all chronic offenders that are currently being monitored.	Important	1.1	☒☒☒	
	1.3 – Develop technological processes to import existing and future break and enter MO data from PRIME-BC.	Value Added	1.1	☒☒☒	
	1.4 – Review MO data collection processes coming out of Patrol.	Value Added	1.1 and 1.3	☒☒☒	
	1.5 – Formalize the business processes to capture relevant MO data on all break and enter reports.	Important	1.1, 1.2 and 1.3	☒☒☐	
	1.6 - Begin ongoing crime analysis processes to track break and enter MOs; to identify offenders; and to link offences.	Important	1.5	☒☐☐	
2. Deliver a robust bicycle registry to log bicycles to and track down stolen property.	2.1 – Create an online bicycle registry and launch it by Spring of 2015.	Critical	None	☒☒☒	<ul style="list-style-type: none"> ○ The VPD adopted <i>Project 529</i> as its official bicycle registry program. This registry was launched in November 2015 and has been exceptionally well received by the public. ○ By the end of 2015, the VPD had 2,717 bicycles registered through <i>Project 529</i>, thereby considerably exceeding the set target of 2,000 registered bicycles. ○ The VPD Public Affairs Section effectively promoted the registry resulting in 19,744 online hits through the iOS App and a further 1,000 hits on the Android App, greatly exceeding the set target of 5,000 on-line hits. ○ Since the launch of the program in November 2015, only 6 registered bicycles have been stolen. Furthermore, five of those six initially stolen bicycles, have been promptly returned to their rightful owners.
	2.2 – Promote the on-line bicycle registry through social media, mainstream media, and other public awareness activities.	Important	2.1	☒☒☒	
	2.3 – Enlist the assistance of all Vancouver bicycle stores.	Important	2.1	☒☒☒	
	2.4 – Development of a VPD web page designed to provide public information that will increase bicycle security in Vancouver.	Important	2.1	☒☒☒	
	2.5 – Identify business processes that allow front-line officers to utilize the registry to check bicycle ownership and locate stolen bicycles.	Important	2.1	☒☒☒	
	2.6 – Identify business processes to connect the registry to the VPD Property Office to facilitate the return of bicycles.	Important	2.1	☒☒☒	
	2.7 – Train front-line officers on the use of the registry.	Value Added	2.1	☒☒☒	
	2.8 – Explore expansion of the registry across the Metro region.	Value Added	All	☒☒☒	

3. Eliminate unsanctioned sidewalk vending and the associated sale of stolen property.	3.1 – Work collaboratively with CoV officials and community groups to establish operating rules for public vending.	Critical	None	☒☒☒	<ul style="list-style-type: none"> ○ The VPD is involved in a strategic planning group, in collaboration with the CoV to facilitate the introduction of the two sanctioned street vending markets located at 501 Powell Street and 62 East Hastings Street. ○ The <i>Street Vending Project Team</i> commenced on November 16, 2015, shutting down the informal marketplace that had been established on the sidewalk in the Unit Block East Hastings. ○ Patrol District 2 management was involved in regular meetings with the operators of the sanctioned markets in order to provide guidance in identifying criminality regarding vending activity. ○ Given the late start in the year, there has not been a measurable decrease in the possession of stolen property by DTES street vendors. However, there was a marked decline (-19%) in incidents of shoplifting in the Downtown Business District, Strathcona, and North Mount Pleasant neighbourhoods, where much of the stolen property was believed to be coming from.
	3.2 – Help identify legitimate locations for a controlled marketplace to assist those requiring “survival vending”, while enabling oversight of the products being sold.	Critical	None	☒☒☒	
	3.3 – Develop an enforcement strategy to monitor the market and identify offenders who are selling stolen property.	Critical	3.1 and 3.2	☒☒☒	
4. Utilize Community Safety Personnel (CSPs) as a part of a larger project-based deployment to target property crime ‘hot spots’.	4.1 – Educate Patrol Non-Commissioned Officers (NCOs) on the capabilities of CSPs to assist them in Patrol-based projects.	Critical	No	☒☒☒	<ul style="list-style-type: none"> ○ Throughout 2015, CSP members were included in 260 Patrol-based projects, 44% more than initially intended. ○ While the CSPs have greatly assisted Patrol, their assistance cannot be directly linked to specific crime reduction targets. Some of the Patrol-based projects resulted in successful outcomes, while others did not result in any measurable change.
	4.2 – Actively engage Crime Control Officers (CCOs) and District Analysts to inform deployment locations and objectives.	Critical	No	☒☒☒	
	4.3 – Develop reporting tools to accurately and consistently record the activities and outcomes of each project.	Important	4.1 and 4.2	☒☒☒	
	4.4 – Deploy CSPs into high crime neighbourhoods.	Critical	4.3	☒☒☒	
	4.5 – Regular deployment of CSPs across all four Patrol districts.	Critical	No	☒☒☒	
	4.6 – Utilize predictive policing models to identify locations requiring high-visibility police presence.	Value Added	No	☒☒☐	

2015 Overall Strategic Progress and 2016 Proposed Strategies

Throughout 2015, the VPD continued to focus considerable energy and resources to combat property crime. Four new strategies were initiated in 2015 with each focusing on a unique aspect of property crime and its offenders, and each strategy included tactical deployment options to prevent crime. While all of the strategies were fully completed or near completion by the end of the year, with the majority of targets and outcomes being met, those successes did not translate into an overall reduction in total incidents of property crime.

In 2015, the VPD continued to expand its analytical capabilities to combat property crime, including the development of *Modus Operandi* (MO) templates for commercial and residential *break and enter* suspects, with the intent of being able to identify suspects from *break and enter* crimes based on the offender MO. This concept has been successful with other crime types, and given that the bulk of the VPD chronic offenders are prolific property crime offenders, there is a rich amount of data to support this theory. Throughout the year, the processes have been put in place to accomplish this task, with the final deliverable set to be complete in the first quarter of 2016. When this analytical capability is combined with a restructured *CompStat* process, it will enable the VPD to more precisely identify and track offenders and direct investigations.

Given the large presence of bicycles in the city, due in part to a temperate climate, Vancouver has been plagued with a significant bicycle theft problem. In response to this problem, the VPD partnered with the City of Vancouver (CoV) to develop a bicycle registry. While initial plans were to develop a stand-alone registry, the focus shifted when the Project Team was presented with an opportunity to work with the already established internet-based bicycle registry system known as *Project 529*. This system has been implemented in numerous other locations across North America. With a significant donation from the Vancouver Police Foundation (VPF), the VPD launched *Project 529* in early November. There was significant community support for the program, and the number of participants far exceeded early expectations, especially considering it was launched in early winter. Given the year-end launch of the program, no significant change in the number of bicycle thefts can be definitively linked to the program as of the end of 2015. High levels of return are expected from this registry throughout 2016, especially during the spring, summer, and autumn months when significantly more bicycles circulate the city.

There is great interest from across the region, with numerous neighbouring cities eager to also join Vancouver's bicycle registry program. The ongoing management of the program will be solidified in early 2016, and the Vancouver Parks Board has recently committed to partner with the VPD and CoV to assist with the continuation of the program. Moving forward, the registry will receive additional promotion in Spring 2016, further entrenching it as a significant component of the CoV's overall strategy to make Vancouver a bicycle friendly environment.

The VPD has also been involved with the CoV in a strategic planning group referred to as the *Community Economic Development Hub and Street Market Vending Transition*. This group worked throughout 2015 to develop a plan to end the illegal sidewalk vending along Hastings Street in the Downtown Eastside (DTES). A coordinated approach, including the development of sanctioned vending locations to support survival vending, resulted in an end to unlicensed sidewalk vending in the Unit Block East Hastings Street. The community has been exceptionally appreciative of this effort to clean up the sidewalks to restore a sense of order to this chronically plagued area of the city. The police have seen less street disorder, less drug trafficking, and less stolen property in this area by the end of 2015. The measurable reduction in incidents of shoplifting in the area and surrounding neighbourhoods is indicative of the positive impact that has occurred following the elimination of illegal street vending. Ongoing enforcement strategies involving Patrol District 2 and the Property Crime Support Unit have been developed and specialized projects are planned for early 2016.

Finally, Community Safety Personnel (CSPs) have proven to be a valuable human resource to assist front-line Patrol officers as they develop plans to combat all types of community crime problems. Processes were established to build their capabilities into the Operational Plans for Patrol-based policing projects. The CSPs were used extensively to augment projects by providing a greater presence and response to crime and order problems. While specific crime reduction measures cannot be directly attributed to CSP involvement, their increased community presence was well received by the community.


Moving forward into 2016, the VPD will continue to combat the issue of Property Crime by using ongoing proven methods while also implementing new innovative strategies. The advent of predictive policing will enable the VPD to better determine where property and other crime are likely to occur, thereby better informing officer deployment options.

KEY STRATEGIES FOR 2016

- *Implement the Predictive Policing pilot program in Patrol District 3*
- *Develop a targeted approach to reduce bicycle theft and other property crime committed by thieves on bicycles, while leveraging the capabilities of the Project 529 bicycle registry*
- *Explore changes to construction bylaws and work with City of Vancouver building departments to better regulate the installation of crime prevention devices during residential construction and renovation*
- *Develop a targeted approach to focus on the increasing problem of 'theft from auto' crime*

Goal: Disrupt organized crime groups
Champion – Inspector Martin Bruce

2015 Strategies	Activities (Action Plans)	Priority	Dependency	Completion Status	Performance Results & Indicators (Please report on 2015 Target Measures)
1. Continue initiatives to remove firearms and other prohibited and restricted weapons from individuals active in the gang lifestyle.	1.1 – Develop programs and initiatives aimed at removing firearms and other restricted and prohibited weapons from people involved in the gang lifestyle.	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ○ In 2015, the Gang Crime Unit (GCU) seized 12 firearms. ○ Organized Crime Unit (OCU) projects led to the seizure of an additional 23 firearms. ○ <i>Project Tainted</i> and <i>Project Trooper</i> featured media releases that showcased significant quantities of seized firearms and other weapons. ○ OCU worked in conjunction with <i>Crime Stoppers</i> to encourage the public to report the illegal possession of firearms resulting in 31 tips received.
	1.2 – Develop messaging to deter individuals from possessing weapons in the community.	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
2. Utilize asset forfeiture to disrupt organized crime groups.	2.1 – Expand capacity to initiate asset forfeiture investigations on organized crime members.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ○ VPD organized crime project-related media releases featured significant quantities of seized firearms, cash, and drugs in 2015. ○ The Organized Crime Section (OCS) referred \$13 million in assets to the Civil Forfeiture Office (CFO). ○ A report has been written that assesses the impact of civil forfeiture on organized crime groups. ○ A second member was added to the VPD's Asset Forfeiture Team, for a total of 2 officers. ○ The CFO continues to fund a VPD civilian position to provide administrative support to forfeiture investigators.
	2.2 – Develop asset forfeiture messaging strategies.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
	2.3 – Evaluate the impact of asset forfeiture on the operational capacity of organized crime groups.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
3. Continue to proactively target organized crime members, with an emphasis on those who victimize the vulnerable.	3.1 – Major Crime Section (MCS) to continue to maximize available resources by collaborating with other VPD sections and external partners to build Project Teams.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ○ OCS assisted RCMP Federal Serious and Organized Crime (FSOC) with Projects <i>E-Pirate</i> (Money laundering), <i>E-Pensum</i> (Heroin), and <i>E-Prefer</i> (Marijuana). ○ OCS conducted <i>Project Tainted</i> to target fentanyl trafficking after a spike in overdoses. Over 70 charges were laid against 10 suspects. ○ <i>Project Trooper</i> targeted the supply of heroin, cocaine, and meth to the Downtown Eastside (DTES). 18 search warrants were executed across Greater Vancouver with drug and firearms charges
	3.2 – Continue to contribute VPD investigative resources to multi-agency investigations with Vancouver-based targets.	Important	3.1	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
	3.3 – MCS to work with the Organized Crime Section to enhance the VPD's Witness Protection Program.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	

	3.4 – MCS/OCS to work with the Combined Forces Special Enforcement Unit (CFSEU) to deliver enhanced witness protection training at the VPD.	Important	3.3		<p>recommended against 11 suspects.</p> <ul style="list-style-type: none"> o 23 VPD members have been trained in witness protection in 2015, exceeding the set target of 12. o Guidelines are being developed with respect to witness protection protocols.
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2015 Overall Strategic Progress and 2016 Proposed Strategies

Disrupting organized crime groups operating in Vancouver and reducing the associated violence remains a priority for the VPD. The Organized Crime Section (OCS) realized a series of successes throughout the year with respect to its community safety initiatives, investigations, and collaborative efforts with federal partners as well as with utilizing asset forfeiture as a crime fighting tool and enhancing the VPD's witness protection capabilities. These strategies have proven to be very successful in contributing to low levels of gang related violence in Vancouver. Out of the nine homicides committed in Vancouver in 2015, only three were gang-related. Additionally, there were only three gang-related attempted murders throughout 2015. The number of gang-related assaults decreased from 18 in 2014 to 11 in 2015.

Programs such as *Bar Watch*, *Restaurant Watch*, and similar agreements with major entertainment partners such as Rogers Arena and the Pacific National Exhibition (PNE) were once again instrumental in disrupting gang member activity in 2015. Thousands of persons attempting entry into liquor selling establishments were once again checked in 2015 to determine their eligibility for entry. A total of 279 ejections were made in establishments across the city. Accordingly, the Gang Crime Unit (GCU) continues to receive intelligence suggesting that gang members are choosing to socialize and operate in other jurisdictions as a result of the VPD's anti-gang initiatives.

Removing firearms and other weapons from gang members and organized crime groups remains critical to reducing gang violence and the threat to public safety. VPD Organized Crime Unit (OCU) investigators seized a total of 23 firearms as a result of four enforcement projects, while the GCU seized an additional 12 as a result of various enforcement strategies including the aforementioned ongoing *Bar Watch and Restaurant Watch* initiatives. The VPD partnered with *Crime Stoppers* resulting in 31 illegal firearm possession tips. Notably, ten tips were received about a home invasion where a hand gun was pointed at a small child. That file resulted in an arrest by Major Crime Section (MCS) investigators. Media releases were also utilized to maximize awareness in the community about the VPD's investigative successes focusing on illegal weapons possession.

As organized crime groups use their criminal enterprises to amass significant assets to further enhance their criminal activities, the VPD utilized asset forfeiture as a key strategy to disrupt organized crime groups. The VPD allocated an additional investigator position dedicated to asset forfeiture in 2015, for a total of two officers. A civilian assistant position was also funded by the British Columbia Civil Forfeiture Office (CFO) to provide support to these investigators due to the sheer volume of files being referred to them by the VPD. One of these files resulted in a media event in April of 2015. At this event, a vehicle that had been seized as part of an organized crime investigation was crushed at a recycling facility in Burnaby. The vehicle had been seized by the VPD after an unregistered handgun and ammunition were located inside the vehicle following a traffic stop. The two occupants, related to gang activities on the south slope of Vancouver, were charged with firearms offences. Attorney General and Minister of Justice Suzanne Anton attended the media crushing event and commended the Civil Forfeiture Office for helping to "take the instruments of violent crime off our roads and out of our communities to make B.C. safer." In recognition of the VPD's related efforts over the past several years, the VPD's lead civil forfeiture investigator was awarded a Chief Constable Commendation.

In 2015, the VPD's OCS referred \$13 million in assets to the CFO for forfeiture. This amount was derived from 206 VPD files and included 100 vehicles and an apartment building. Asset forfeiture is utilized in all OCS investigations as it disrupts the activities of criminal networks long before criminal charges are approved. It is notable that CFO legislation provides an opportunity for police to take enforcement action against criminal assets even when the substantive investigation does not meet charge approval standards. The VPD has prepared a report that assesses the impact that civil forfeiture has had on organized crime groups. It was determined that civil forfeiture has a positive impact in disrupting organized crime groups.

Moreover, the VPD continues to proactively target organized crime members with an emphasis on those who victimize the vulnerable. The VPD MCS partnered with the Combined Forces Special Enforcement Unit (CFSEU) for the purposes of investigating national and provincial organized crime targets, specifically violent organized crime individuals who pose a significant threat to public safety. One notable South Asian gangster has since been charged with attempted murder and is a suspect in other homicides and serious incidents that have occurred in Vancouver. VPD OCS also provided personnel on a temporary basis to the RCMP's Federal Serious & Organized Crime to assist with investigations such as *Project E-Pirate* (Money laundering), *E-Pensum* (Heroin) and *E-Prefer* (Marijuana).

To address a spike in violence against marginalized people living in the Downtown Eastside (DTES), *Project Taxes* was initiated. This was a joint initiative between OCS and Patrol District 2's Beat Enforcement Team (BET) in consultation with MCS. BET provided four members with local expertise to OCS for a thirty day period and the collaboration resulted in 11 suspects being arrested with 21 criminal charges recommended for drug trafficking and breaches of court ordered conditions. Asset forfeiture was also utilized when a 2013 Dodge Charger was seized as offence related property.

Project Tainted focused on fentanyl trafficking after a spike in related overdoses. That project resulted in the seizure of eight vehicles and over 70 charges being laid against ten suspects. Additionally, *Project Trooper* targeted a drug trafficker who was supplying heroin, cocaine, and meth throughout the Lower Mainland, including the DTES. The investigation culminated in the execution of 18 search warrants on residences, storage lockers, and vehicles in Vancouver and in other neighbouring municipalities. Charges were recommended against 11 individuals for drug trafficking and firearms related offences. Asset forfeiture referrals to the CFO from both the *Project Tainted* and *Project Trooper* investigations exceeded \$5 million.

Over the course of 2015, meetings were held to facilitate the transfer of the VPD's witness protection program from the MCS to the OCS. The covert nature of the OCS Human Source Handling Unit (HSHU) provides a natural fit for the witness protection portfolio. Discussions were held between VPD OCS and trainers at CFSEU, who also instruct the RCMP and BC Sheriffs on witness protection tactics. Subsequently, with funding from the CFO, a two-week long witness protection training courses were held in the spring and fall of 2015. This training consisted of one week of classroom instruction while the second week comprised outdoor practical training. A total of 23 VPD OCS and MCS members have been trained to-date, well in excess of the previously set target of 12. The Sergeant of the VPD HSHU is currently writing witness protection protocols that will address the management of related safety based initiatives. A funding request has also been forwarded to the CFO for the provision of additional witness protection staffing resources for the VPD.

Looking forward into 2016, the VPD will further build upon the proven strategies used in 2015 to disrupt organized crime groups. The VPD will proactively target organized crime groups, with an emphasis on those who distribute fentanyl. This is a variation on the 2015 strategy to target organized crime groups who victimize the vulnerable. While OCS routinely targets drug trafficking networks, there is a need to specifically address the illicit supply of fentanyl. Overdose deaths related to fentanyl are at an all-time high and investigators continue to identify it as a deadly additive to a variety of street level drugs such as heroin and fake oxycontin pills.

The second strategy for 2016 expands the 2015 focus which sought to remove firearms and restricted weapons from those involved in the gang lifestyle. Specifically, initiatives will be promoted to help divert youth from gang related activity and other criminality. To build on the asset forfeiture successes of 2015, the VPD seeks in 2016 to exceed the \$13 million total value of assets referred to the CFO. 2016 will also see enhanced training for VPD Witness Protection program members which includes the creation of protocol awareness as a focus of the fourth key strategy.

KEY STRATEGIES FOR 2016

- *Proactively target organized crime groups, with an emphasis on those that distribute fentanyl*
- *Divert youth from the gang lifestyle and seize weapons from those actively engaged in it*
- *Continue to utilize asset forfeiture as a means of disrupting organized crime groups*
- *Enhance Witness Protection program training for VPD members and create awareness around its protocols*



Goal: Combat low-level crimes and problems that impact perceptions of neighbourhood safety

Champion – Superintendent Michelle Davey

2015 Strategies	Activities (Action Plans)	Priority	Dependency	Completion Status	Performance Results & Indicators
1. Liquor enforcement to continue year round throughout the city, with a specific focus on the entertainment districts and events or areas with high alcohol use.	1.1 – Continued partnership with <i>Bar Watch</i> and <i>Restaurant Watch</i> for the purpose of combatting organized crime and dealing with liquor-related complaints.	Important	None	☒☒☒	<ul style="list-style-type: none"> ○ LIMA shifts continue to deploy in the GED and Gastown every weekend. ○ There are over 150 businesses signed on to <i>Bar Watch</i> and <i>Restaurant Watch</i> programs, consistent with 2014 levels. ○ Total fight calls in the Granville and Gastown Entertainment Districts decreased by 2% in 2015 (from 511 in 2014 to 499 in 2015). ○ Beach Patrol members conducted 5,395 liquor pour-outs and wrote 335 liquor-related tickets. ○ City-wide, the VPD wrote 2,477 total liquor enforcement tickets in 2015, just under the baseline of 2,500 tickets per year. ○ 18 liquor license reviews were conducted city-wide in 2015 compared to 14 in 2014.
	1.2 – Continued Liquor Enforcement Team (LIMA) deployments, Beach Patrol, and other special attention as required to events and areas with high liquor use.	Important	None	☒☒☒	
	1.3 – Continued road closures in the Granville Entertainment District (GED) during peak periods.	Important	1.2	☒☒☒	
	1.4 – Continue to work with the provincial Liquor Board and the City of Vancouver (CoV) on licensing inspections.	Important	None	☒☒☒	
2. Continue assisting the CoV in achieving the goal to end homelessness in Vancouver.	2.1 – VPD Homeless Outreach Officer to continue working with the various levels of government and the private sector to identify homelessness issues and assist in the implementation of homelessness reduction programs.	Important	None	☒☒☒	<ul style="list-style-type: none"> ○ The VPD's Homeless Outreach Officer sits on 10 committees that work to address the drivers of homelessness. ○ The Homeless Officer delivered a presentation on the issues surrounding homelessness in the fall of 2015 at the World Presidents' Organization annual conference in Vancouver. ○ The VPD handed out over 2,000 Save-On-Meats tokens and over 1,000 blankets, all-weather capes, and care packages to the homeless in 2015. ○ Homeless people are regularly referred by VPD officers to Vancouver Coastal Health or to Assertive Community Treatment. ○ SROs are regularly inspected by VPD officers. ○ NPOs regularly attended CAC meetings. ○ The total number of homeless people in Vancouver decreased by 3% from 1,803 in 2014 to 1,746 in 2015. ○ The number of sheltered homeless people marginally decreased to 1,258 in 2015 from 1,267 in 2014. ○ The number of unsheltered homeless decreased from 536 in 2014 to 488 in 2015 (10% decrease).
	2.2 – Continue working with BC Housing and non-profit organizations to help keep Single Room Occupancy (SRO) buildings and the new Social & Supportive Housing (SSH) sites safe and secure.	Important	None	☒☒☒	
	2.3 – Homelessness Coordinator to continue liaising with Crime Control Officers (CCOs) and Neighbourhood Police Officers (NPOs) to address homelessness issues across the city.	Important	None	☒☒☒	
	2.4 – Neighbourhood Police Officer (NPO) involvement in Community Advisory Committees (CAC) for new supportive housing.	Important	None	☒☒☒	

3. Continue to reduce illegal street vending by working with the CoV to establish and enforce sanctioned vending locations.	3.1 – Continue to work with CoV to establish legal vending sites.	Important	3.2	☒☒☒	<ul style="list-style-type: none"> ○ Three sanctioned vending sites were opened in November 2015 better allowing the VPD and CoV to clear the Unit block East Hastings Street of illegal vendors. ○ The VPD/COV Street Vending Task Force was established to monitor activities at the sanctioned vending sites and surrounding neighbourhoods. ○ 1 VPD officer has been seconded full-time to the Task Force while 2 other members are deployed on a call-out basis six days a week to help monitor vending activity. ○ VPD officers have been directed to engage illegal vendors, and have used ticketing as a last resort as a means of disrupting illegal vending. ○ Violent crime reports in the DTES decreased by 1.6% in 2015 compared to 2014.
	3.2 – A VPD officer to regularly provide support and assist with the establishment of new legal vending sites.	Important	None	☒☒☒	
	3.3 – Patrol members, and particularly BET members, to continue monitoring vending activities in the Downtown Eastside (DTES) and downtown core.	Important	None	☒☒☒	
	3.4 – Continue to work with the CoV to enforce by-laws for illegal vending in order to ensure consistency of action and messaging.	Dis-continued	None	N/A	
4. Reduce city-wide street order through order maintenance and by working with community partners in neighborhoods in close proximity to supportive housing buildings.	4.1 – NPOs to work with community partners, operators of transitional supportive housing buildings, and CoV staff to mitigate the gathering of people in neighbourhoods in close proximity to supportive housing buildings.	Important	None	☒☒☐	<ul style="list-style-type: none"> ○ Patrol District Commanders oversaw more than 100 projects targeting street-disorder related crimes such as parking meter thefts, thefts from vehicles, drug activity, and stolen goods related to street vending. ○ In Patrol District 1, additional police patrols and special attention were provided for three months in the areas surrounding the shelter at 900 Pacific Avenue and at the 1335 Howe Street SRO after those premises opened in December 2014. ○ Additional patrols were also initiated for three months in Patrol Districts 2 and 3 following the opening of two supportive housing buildings in each District. ○ The CPCs have increased their citizen patrol presence in neighbourhoods in close proximity to relatively new supportive housing buildings. ○ NPOs across all Districts have encouraged all CPCs to collaborate with one another on joint initiatives in order to assist the VPD in addressing common city-wide issues and crime problems. ○ According to the 2015 Citizen Satisfaction Survey, 64% of those surveyed who work in Vancouver perceived that they work in a safe neighbourhood, 1% higher than the 63% satisfaction rate received in 2014. ○ A slight but statistically non-significant trend was observed in the residential survey results, with 75% of residents perceiving their neighbourhood to be safe relative to other neighbourhoods in the city, down 4% from the 79% noted in the 2014 survey. ○ 22 new groups were signed onto the <i>Block Watch</i> program in 2015. There are currently a total of 661 neighbourhood groups registered with the program.
	4.2 – Ensure all NPOs are aware of referral agencies.	Important	None	☒☒☒	
	4.3 – Implement additional VPD Patrols in neighbourhoods in close proximity to supportive housing buildings, particularly after one is newly opened.	Important	None	☒☒☐	
	4.4 – Utilize Community Safety Personnel (CSPs) to promptly handle disturbance calls and target 'hot spots' in these neighbourhoods.	Important	None	☒☒☒	
	4.5 – Increase the number of Community Police Centre (CPC) volunteer patrols in these neighbourhoods.	Important	None	☒☒☒	
	4.6 – Expansion of the <i>Block Watch</i> program in these neighbourhoods.	Important	None	☒☒☐	

2015 Overall Strategic Progress and 2016 Proposed Strategies

Throughout 2015, the VPD employed a number of tactics to combat low level crimes and problems that impact perceptions of neighbourhood safety. District Commanders oversaw more than 100 district projects targeting low level crimes such as parking meter thefts, thefts from vehicles, drug activity, public liquor consumption, and stolen goods related to street vending. In addition, Community Safety Personnel (CSPs) were strategically deployed to crime hotspots in the city to deter offenders from further committing crime in these areas.

Concerted liquor enforcement efforts were once again successful in 2015 at curbing associated street disorder highlighted by an overall 2,477 liquor enforcement tickets written city-wide by VPD members. LIMA callout activities continued in the GED and Gastown in conjunction with the ongoing participation of over 40 *Bar Watch* and 100 *Restaurant Watch* businesses. The VPD was successful in attracting additional businesses to sign-up with the *Bar* and *Restaurant Watch* programs. However, due to the closure in 2015 of a number of program-affiliated Downtown bars and restaurants, overall *Bar* and *Restaurant Watch* membership levels remained consistent with 2014.

Liquor enforcement will continue in all four Patrol Districts in 2016 with specific attention once again directed at the Granville and Gastown Entertainment Districts to target overly intoxicated individuals outside liquor establishments and the associated street-level disorder. These efforts strive to prevent fights and other street disorder incidents before they occur. Of note, as highlighted above, total *fight* calls in the Granville and Gastown Entertainment Districts decreased by 2% in 2015 compared to 2014. The VPD will also continue to put pressure on other areas of the city with liquor-related problems. Notably, efforts to combat liquor-related street disorder on Habitat Island in the Olympic Village in 2014 helped to prevent many of these issues from recurring in 2015 in that area as well as in its surrounding neighbourhoods. Building on 2014 and 2015 successes, Beach Patrol and Mounted Unit deployments will also continue in 2016 to combat public liquor consumption on the beaches and in the parks of Patrol Districts 1 and 4 during the summer months. In addition, the VPD, CoV, and provincial departments continue to coordinate their efforts to address liquor licensing and enforcement concerns throughout the city. As highlighted above, 18 liquor licence reviews were conducted in 2015.

The VPD has also continued to work closely with the CoV to reduce illegal street vending activity in the Downtown Eastside (DTES). After many years of consultations, three sanctioned vending sites were established in the DTES in 2015. The creation of these sites have facilitated the ability of the VPD and CoV to clear DTES sidewalks of illegal vendors, garbage, and drug dealers thereby helping to restore the community's sense of safety. Incidentally, incidents of violent crime have decreased in the DTES in 2015 compared to 2014.

Favourable public satisfaction levels have remained constant regarding the VPD's overall efforts to combat street disorder, including satisfaction levels with the increased presence of officers in neighbourhoods most affected by crime. Despite strong satisfaction rates and several successes in combatting low level crime problems, overall total street disorder levels have increased by 4% city-wide in 2015 compared to 2014. Specifically, reports of *unwanted persons* increased by 623% city-wide, due mostly to a re-coding of this call type in October of 2015. Closer examination in this relatively large city-wide increase is also due to the decentralization of supportive housing out of the Downtown Eastside (DTES) and into other neighbourhoods in the city where the public is not accustomed to seeing people loiter. The overall adjustment period for these neighbourhoods has been much longer than anticipated with regards to the introduction of new supportive housing developments. However, total city-wide *panhandling* reports have decreased by 21% which is a testament to the VPD's strong partnership with community services such as the Downtown Vancouver Business Improvement Association. The VPD will continue to work in 2016 to ensure that all residents feel safe in city neighbourhoods surrounding transitional supportive housing buildings.

On a related housing topic, homelessness continues to be a major issue in Vancouver. The VPD has worked towards ensuring that single room occupancy buildings (SROs) throughout the city are safe places for vulnerable people to reside. The VPD has also strived to ensure that people living on the streets are provided with warm blankets and other materials, and officers help to relocate homeless people to temporary shelters during extreme weather. The VPD also continues to support the CoV in eliminating street homelessness. The VPD's Homelessness Outreach Officer continues collaborating with various levels of government and the private sector to implement homelessness reduction initiatives. The Outreach Officer actively works with BC Housing, the Ministry of Social Development, the CoV, and many non-profit supportive housing suppliers to ensure efficient supports are in place to meet the needs of the homeless as well as those who are at risk of becoming homeless. In 2015, the Outreach Officer presented at the World Presidents' Organization annual conference in Vancouver on the issues surrounding homelessness. Successively, she was invited to attend and speak on the topic of homelessness at a fundraiser for the Boys Club Network.

Street disorder continues to be a focus for the VPD, including working to remedy upstream drivers such as poverty and mental illness. The VPD is committed in 2016 and beyond to work in ensuring that each and every citizen who lives, works, or plays in Vancouver feels safe. The VPD will maintain similar over-arching strategies and associated activities in 2016 to proactively continue to combat low level crimes that impact citizen's perception of neighbourhood safety.

KEY STRATEGIES FOR 2016

- *Liquor enforcement to continue year round throughout the city, with a specific focus on the entertainment districts and over-consumption in public as well as over-service at liquor premises*
- *Continue assisting the CoV in achieving the goal to end homelessness in Vancouver*
- *Monitor newly established sanctioned street vending sites and the surrounding neighbourhood*
- *Reduce city-wide street disorder by working with community partners in neighbourhoods in close proximity to supportive housing buildings*

	issues and patrol-based traffic projects.				
4. Ongoing enforcement action on unlicensed, uninsured and prohibited drivers.	4.1 – Maximum deployment and use of ALPR vehicles.	Critical	No	☒☒☐	<ul style="list-style-type: none"> ○ The VPD currently has three ALPR systems in use. ○ All existing Traffic Section members have completed ALPR training in 2015. New Traffic Section members must still undergo the training. ○ The ALPR was deployed 51 times in 2015 with 190,798 'Reads' and 2,440 'Hits'. Action was taken on 292 of the 2,440 'Hits'. ○ The VPD project to expand the ALPR program was placed on hold in early 2015 for fiscal reasons. ○ Charges for <i>Driving while Prohibited</i>, <i>No Driver's Licence</i>, and <i>No Insurance</i> decreased in 2015.
	4.2 – Ensure all Traffic Section members are trained on and fully utilize available ALPR equipment.	Important	Yes, 4.1	☒☒☐	
	4.3 – Continue discussions on the expansion of the ALPR Program to include Patrol vehicles.	Value Added	No	☒☒☐	
5. Increase public awareness on traffic safety through community education campaigns and the use of mainstream and social media.	5.1 – Increase the number of Community Road Safety Education Team (CREST) presentations.	Important	No	☒☒☒	<ul style="list-style-type: none"> ○ Road safety presentations increased in 2015 by 12% compared to 2014, thereby exceeding the 10% target. ○ Several media campaigns as well as social media projects were undertaken in 2015 and were successful in enhancing road safety concerns. ○ The use of Twitter and Facebook has proved to be a valuable resource to send road safety messages to the public. ○ The Traffic Section partnered with Global TV, CTV, and Omni TV to develop a series of public service announcements on traffic education and enforcement.
	5.2 – Continue using earned media to promote safety campaigns.	Critical	No	☒☒☒	
	5.3 – Increase traffic safety awareness through social media.	Important	Yes, 5.2	☒☒☐	
	5.4 – Re-vitalize the <i>Traffic Training</i> program for children at Ceperly Park.	Important	No	☒☐☐	
	5.5 – Expand the <i>School Safety Patrols</i> program.	Value Added	No	☒☐☐	
	5.6 – Partner with Corporations on Traffic Safety.	Important	No	☒☒☐	

2015 Overall Strategic Progress and 2016 Proposed Strategies

Throughout 2015, the VPD continued to work collaboratively with all its external partners towards achieving the overall long-term strategic goal of reducing motor vehicle collisions that result in injury or death by an overall target of 12.5% by the year 2016 thereby making roads safer for all. Significant road safety efforts were once again undertaken and as a result, fatal collisions decreased in the City of Vancouver by 7% compared to 2014. This decrease mirrors the long-term declining trend in vehicle-on-vehicle-related fatalities. However, out of the total of 14 fatalities in 2015, 11 were pedestrian-related. Accordingly, this figure represents a 38% increase in pedestrian fatalities in 2015 compared to 2014. The VPD will continue to focus on combatting fatal collisions in 2016 with an emphasis on pedestrian-related fatalities. To this end, the VPD was provided with funds from the City for officers specifically targeting reckless cyclists and pedestrians engaging in dangerous behaviours.

Due to ongoing and significant changes in ICBC's technological infrastructure, year-end crash data statistics are not yet available for 2014 and 2015. This data is expected to be available for release at some point in early to mid-2016. It should be noted that ICBC has changed its data collection methods and as a result, collision data from 2013 and earlier may not be directly comparable to data in 2014, 2015, and onwards.

The VPD continued concerted efforts through intelligence-led enforcement and education efforts in 2015 to protect all vulnerable road users. Proactive enforcement work continued in 2016 with a focus on 'high visibility' patrols during peak hours at high crash locations as part of the daily duties of Traffic Enforcement members. The VPD participated in five Provincial Enforcement Campaigns in addition to self-initiated enforcement projects in 2015 and will continue to do so in 2016. Despite ongoing enforcement efforts by the Traffic

Section, there was a 9% decrease in 2015 compared to 2014 in the number of total violation tickets issued to motorists, pedestrians and cyclists.

Furthermore, a formal process of notifying the Patrol Districts of high crash locations was formalized in 2015 with open communication through presentations, patrol briefings, email notifications, bulletins, and face-to-face interactions. In addition to ongoing road safety education provided to Patrol members, Traffic Enforcement Officers provided direct one-on-one mentoring to several Patrol members in 2015. The Traffic Section also facilitated and trained 401 members on the new Field Sobriety Tester (FST) which replaced the Alco Sensor DWF (ASD) road side screening device. The training was mandatory for anyone who wished to operate the new FST roadside screening device to combat impaired drivers. Despite considerable road safety mentoring and ongoing education provided by the Traffic Section to Patrol members in 2015, there was an overall reduction of 18% for traffic violation tickets and by-law tickets written by Patrol members compared to 2014. This shortfall by Patrol members occurred for a myriad of reasons such as the need to fulfil commitments related to other operational priorities coupled with limited resources. Regardless, enhanced education for Patrol members will continue to be a focus for 2016 as the Traffic Section and the Training Section continue to work on creating the 'Traffic Skills Education Program' (TSEP) for members. Traffic Section NCOs will continue to ensure that traffic members are highly accessible for traffic-related questions, issues, and patrol-based projects.

The Traffic Section currently has three vehicles outfitted with Automated Licence Plate Recognition (ALPR) technology. The ALPR was deployed fewer times in 2015 than in 2014. There were 51 deployments with 1,765 'reads' and 21 'hits' in 2015 compared to 179 deployments, 422,731 'reads' and 5,843 'hits' in 2014. Due to the overall decreased deployment of ALPR in 2015, total resulting charges for the offences of *Driving while Prohibited*, *No Driver's Licence* and *No Insurance* decreased considerably compared to 2014. Subsequently, looking forward into 2016, strategies are in place to increase the deployment of the ALPR in order to increase enforcement action against those high-risk drivers who continually disregard sanctions that have been imposed on them. Removing high-risk drivers from the road is an important step towards making roads safer and will be a priority commitment in 2016 and beyond.

Increasing public awareness on road safety is a continuing priority for the VPD and its partners. The reduction of fatalities and injuries must be a concerted team effort. Open communication and collaboration with external stakeholders and government agencies continued in 2015 for road safety issues. The Traffic Section was fortunate to partner with the Ford Motor Company and TELUS-Wise for road safety initiatives and will continue to foster relations with other corporations in 2016. The Traffic Section will continue to work closely with ICBC, the Office of the Superintendent of Motor Vehicle (OSMV), the City of Vancouver, and other corporations to prevent motor vehicle related injuries and fatalities.

Improving road safety requires a commitment by not only the VPD and its partners, but also from the community at large. Subsequently, the VPD has maintained its commitment to increase public awareness of road safety. For instance, presentations delivered by the VPD School Safety Patrol Team (formerly the Community Road & Education Safety Team 'CREST') increased by 12% in 2015 compared to 2014. The Traffic Section will continue to ensure public awareness is a priority through community education initiatives, as well as through mainstream and social media campaigns. The VPD's Community and Public Affairs discuss at least one traffic related issue with the media on a daily basis. The VPD has over 100,480 *Twitter* followers and 17,000 *Facebook* 'likes'. On average, there are roughly 10,000 people on Twitter and Facebook who follow the '*Tuesday's ask a Traffic Officer Question*.'

The VPD will continue to work towards reducing motor vehicle collisions that result in injury or death by an overall target of 12.5% by the year 2016. Moving into 2016, the VPD will maintain similar over-arching strategies and associated activities to improve road safety for all users.

KEY STRATEGIES FOR 2016

- *Ongoing targeted enforcement based on ICBC collision data and VPD Traffic statistics*
- *Continue to direct enforcement of the Motor Vehicle Act to ensure the well-being of the most vulnerable road users with a focus on pedestrians*
- *Escalate the amount of traffic enforcement by Patrol members*
- *Increased traffic enforcement on prohibited, unlicensed and uninsured drivers*
- *Enhanced public awareness on Road Safety utilizing community education campaigns as well as using social media and mainstream media*



Goal: Develop and maintain positive working relationships, including sharing information, within the VPD and with stakeholder agencies within the community

Champion – Inspector Marcie Flamand

2015 Strategies	Activities (Action Plans)	Priority	Dependency	Completion Status	Performance Results & Indicators
1. Continue fostering trust between the VPD and Downtown (DTES) women's groups.	1.1 – Continue to deliver training which informs stakeholders how to engage marginalized women and sex industry workers.	Value Added	1.1	☒☒☒☒	<ul style="list-style-type: none"> ○ The VPD has collaborated with various partner groups and organizations on how to best engage with marginalized women and sex industry workers (STWs). ○ 5 group sessions were held at the JIBC to inform front-line officers and partners on how to best engage marginalized women and sex industry workers. ○ Training provided to 40 partner agencies by the Sex Industry Liaison officer to aide in providing assistance to victims of violence. ○ Members of the VPD Executive and Senior Management Team (SMT) continue to attend <i>Sister Watch</i> meetings. ○ 5 'Lunch with the Chief' events were held in 2015 in the DTES which included attendance from numerous <i>Sister Watch</i> partners. ○ In addition to the Executive, over 25 members of different ranks have participated throughout 2015 in various community events such as marches and movie nights in support of vulnerable DTES women. ○ In collaboration with multiple community partners, VPD members regularly assisted survival sex industry workers in accessing available resources.
	1.2 – Continue delivering training to front-line community stakeholders that have direct contact with sex trade workers who are victims of violent crime.	Value Added	1.1	☒☒☒☒	
	1.3 – Continue to regularly attend <i>Sister Watch</i> meetings.	Important	None	☒☒☐	
	1.4 – Continue to regularly participate in community events such as marches, movie nights, and gift drives.	Value Added	None	☒☒☐	
	1.5 – Continue to assist survival sex industry workers in accessing already available resources such as detox, treatment, and family reconnections.	Value Added	1.1	☒☒☒☒	
2. Continue to increase buy-in from front-line members by continuing to include them in internal strategic communications with Senior Management.	2.1 – Continue to seek participation from front-line officers in attending crime control and <i>Compstat</i> meetings.	Important	None	☒☒☒☒	<ul style="list-style-type: none"> ○ A minimum of 2 front-line members (Sergeants or Constables) from each Patrol District attend each crime control and <i>Compstat</i> meeting. ○ All District Crime Analysts continue to notify District Commanders about <i>Compstat</i> dates and details which are relayed to front-line members at parade briefings. ○ Feedback from parade briefings and from individual members has confirmed Patrol's appreciation of being given access to strategic information and decision-making processes.
	2.2 – Through District Commanders, garner general feedback from front-line members that have attended the meetings.	Important	2.1	☒☒☒☒	
	2.3 – Continue to enhance notification of meetings in order to increase attendance of front-line members.	Value Added	None	☒☒☒☒	

3. Continue to work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill.	3.1 – Continue to attend regular monthly meetings with VCH and stakeholders regarding <i>Project Link</i> and the Assertive Community Treatment (ACT) model and the Assertive Outreach Team (AOT).	Important	3.1	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> ○ The Inspector of the VPD Youth Services Section (YSS) has co-chaired the monthly <i>Project Link</i> meetings and the quarterly Mental Health Collaborative Group meetings. ○ The YSS Inspector also takes part in regular steering committee meetings to work on addressing intake and assessment processes for mentally ill persons at Vancouver General Hospital and Saint Paul's Hospital. ○ The VPD also continues to participate in a multi-agency committee held quarterly each year to work on addressing long wait times at hospital emergency departments. ○ In collaboration with VCH, the VPD Mental Health Unit continues to monitor and analyze the progress of ACT and AOT whereby outcomes and strategies are discussed at monthly meetings. ○ There was a city-wide 21% decrease in violent offences with a mental health factor in 2015 compared to 2014. ○ 75 patients/clients were monitored by ACT from 2014 to 2015. ○ 275 patients/clients were monitored by AOT from 2014 to 2015. ○ From October 1st 2014 to September 30th 2015, pre-post intervention criminal justice outcomes for the ACT study cohort include: <ul style="list-style-type: none"> - 38% reduction in negative police contacts - 30% reduction criminal justice system involvement (charges, conditions) - 35% reduction in violent offences - 50% reduction in mental health apprehensions by police. ○ From April 1st 2014 to March 31st 2015, pre-post intervention criminal justice outcomes for the AOT study cohort include: <ul style="list-style-type: none"> - 41% reduction in negative police contacts - 29% reduction criminal justice system involvement (charges, conditions) - 56% drop in violent offences - 51% drop in mental health apprehensions by police.
	3.2 – Continue to collect data for the Integrated VPD and VCH ACT Teams and AOT and implement services based on data.	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	
	3.3 – Continue to monitor and analyze the progress of the ACT and AOT client group.	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	
	3.4 – Continue to work with partner agencies to implement ACT and AOT team objectives.	Important	3.1	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	
4. Continue to improve awareness and access to support services for vulnerable victims of crime.	4.1 – Continue to identify cultural groups which require and lack an existing connection to the VPD Domestic Violence and Criminal Harassment Unit (DVACH).	Important	4.1	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> ○ The VPD continues to engage with multi-family service agencies regarding connections between victims and their organization specifically focusing on creating and disseminating information in multiple languages through pamphlets, safety information cards, and violence prevention workshops. ○ External funding was obtained in 2015 for additional resources to assist the VPD in supporting elders and other at-risk groups. ○ Updated interactive resource links will be added to the VPD's
	4.2 – Continue to provide greater accessibility to resources for at-risk groups via the VPD website.	Important	4.1	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

	4.3 – Create a DTES community services card for vulnerable women and seniors.	Important	None	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	DVACH/Elder Abuse webpage in 2016. <ul style="list-style-type: none"> Service safety cards for Vancouver-based seniors are now in the process of being created in multiple languages to further help combat elder abuse.
5. Continue to increase awareness, both within and outside the Aboriginal Community, of the VPD's partnerships in developing new crime prevention programming.	5.1 – Continue to work to attain sustainable funding for new crime prevention programming.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> In 2015, the Diversity & Aboriginal Policing Section (DAPS), Missing Persons Unit (MPU), and the Counter Exploitation Unit (CEU) successfully obtained funding grants for crime prevention programming. Funding has also been approved for various crime prevention and cultural awareness programs for continuation into 2016 and beyond. The VPD has secured \$15,000 in funding from the Vancouver Police Foundation (VPF) to allow for the participation of 45 youth and 25 officers for the next three years in the annual <i>Paddling Together Canoe Journey</i>. The <i>Canoe Waking Ceremony</i> continues to draw the attendance of between 20 to 30 VPD members as well as a large media contingent each year. The Chief Constable and other Executive members have met personally with local Muslim religious figures to further develop relationships, build trust, and exchange information with the Muslim community. 17 cultural awareness training sessions were delivered to 20-30 officers per session in 2015. 60 Community Police Centre (CPC) volunteers were provided with cultural awareness training.
	5.2 – Ongoing cultural awareness training.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
	5.3 – Continue to participate in the <i>Paddling Together</i> canoe journey.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	
	5.4 – Identify new external partner agencies from Aboriginal and diverse cultural communities.	Critical	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	

2015 Overall Strategic Progress and 2016 Proposed Strategies

Positive working relationships within the VPD and with community partners continue to be important to accomplishing the VPD's crime reduction and public safety goals and to ultimately bring the VPD's vision of being the safest major city in Canada to fruition. Communication with diverse cultural groups is especially important to ensure that trust is built between the VPD and these communities. Ongoing communication with all internal and external stakeholders continues to lead to the successful implementation of public safety strategies. Building on the success of 2015 and leading into 2016, the VPD will continue with such innovative projects and community policing-based crime prevention initiatives to continue developing and maintaining positive working relationships.

Ongoing successes with the strategy to continue fostering trust between the VPD and Downtown Eastside (DTES) women's groups continued in 2015 with a focus on delivering engagement training to all stakeholders that have direct contact with sex industry workers. Information regarding the safety of marginalized women continues to be regularly shared and acted upon by both VPD members and external front-line partners. The Sex Industry Liaison Officer has been instrumental in maintaining very close relationships with contacts in the Downtown Eastside (DTES) and continues to make great strides in educating VPD recruits out of Block II at the JIBC on how to engage marginalized women and sex industry workers. In 2015, there were five group sessions delivered at the JIBC. In addition, the Sex Industry Liaison Officer has also worked to ensure that all officers are familiar with the VPD *Sex Work Enforcement Guidelines* when attending calls involving those in the sex industry. Further, training was provided by the Sex Industry Liaison Officer to 40 partner organizations to assist them with the various challenges involved in engaging sex industry workers, especially those whom are victims of violent crime. These external support agencies continue to directly contact the VPD's Sex Industry Liaison Officer for direct emergency assistance and to discuss safety strategies, better practices, and resource connectivity. Regular and voluntary attendance by the Liaison Officer at shelters, SROs, and Drop-In Centres in the DTES has also continued to contribute to the ongoing increased calls for assistance.

Joint efforts, notably from BET and D2 members alongside multiple community partners, are continuously made to better the lives of survival sex industry workers by advocating for better housing, accompanying them to Detox, working out next steps for recovery and treatment, and connecting them with family. Due in part to the VPD's relationship-building efforts, sex industry workers and other marginalized women in the DTES appear to be more cooperative and have provided more information on first contact with VPD officers in relation to an incident. Developing trusting relationships opens the door for collaborative efforts to assist all marginalized women in moving forward.

The Chief and VPD members of various ranks continue to engage and attend meetings and events related to *Sister Watch* on a monthly basis. It has been decided that *Sister Watch* meetings are to be held quarterly in 2016. The VPD has also organized bi-annual *thank you* events such as a summer BBQ and Christmas luncheon in December for *Sister Watch* stakeholders. These events supplement the '*Lunch with the Chief*' events which provide an opportunity for all DTES community residents to gather over food and engage with police officers in attendance. There were five luncheons with the Chief in the DTES held in 2015 while another five are planned for 2016. Other notable events in the DTES that feature high levels of attendance from the VPD include the *Women's Memorial March*, *Missing Women's Remembrance Day* at Crab park, *International Day to End Violence Against Sex Workers*, and *National Aboriginal Day*. Members of VPD Executive and upwards of 25 officers attended these important relationship-building events in the DTES.

The VPD has also continued its commitment to improve service delivery to the mentally ill. The VPD and VCH continued to collaborate on a number of mental health initiatives resulting in numerous positive outcomes and reduced criminal activity relating to mentally ill persons. Of note, violent offences with a mental health component continued to decrease in 2015. Outcomes and strategies were discussed at monthly meetings. The VPD regularly participates in steering committee meetings that are working on changes to VGH and SPH intake and assessment processes for mentally ill as well a quarterly Vancouver Collaborative Hospital Wait Times Committee to address long wait times at the Emergency Departments following MHA apprehensions.

The success of *Project Link* has led to monthly meetings co-chaired by the Inspector of Youth Services Section and is required to report-back on outcome data to the joint VPD-VCH board every fall. The team also reports to the Vancouver Police Board (VPB) on regular reporting cycles for key activities. Outcome data is a key focus of these report-backs as it guides future program implementation. Outcome data is also collected on the criminal activity of those patients monitored by the ACT and AOT study cohorts. As aforementioned, 75 patients/clients were monitored from 2014 to 2015 by ACT, while another 275 patients were monitored by AOT from 2014 to 2015. 2015 evaluation outcomes remained consistent with those seen in the 2014 evaluation's outcomes. The criminal justice related outcomes for the 2015 ACT study cohort showed a 38% reduction in negative police contacts involving those 75 patients being monitored. In addition, there was a 30% reduction in criminal justice system involvement (charges, conditions); 35% drop in violent offences; and 50% drop in mental health apprehensions by police involving those 75 patients being monitored. Similarly, criminal justice outcomes for the 2015 AOT study cohort showed a 41% reduction in negative police contacts; 29% reduction in criminal justice system involvement (charges, conditions); 56% drop in violence offences; 51% drop in mental health apprehensions by police involving the 275 patients being monitored. These successes were the product of collaborative work including the implementation of the objectives of the ACT and AOT. This work will continue into 2016. Furthermore, the VPD will continue to work with partner agencies in developing a Forensic ACT and a Youth Intensive Case Management Team. *Project Link* will explore viability of a forensic and a youth mental health team with Vancouver Integrated Services Unit and Inner City Youth, and will report to the joint board.

In order to improve awareness and access to support services for seniors and other vulnerable victims of crime, the VPD continues to engage with multi-family services regarding connections between victims and their organization. In 2015, the VPD identified cultural groups that require but lack an existing connection to the VPD Domestic Violence and Criminal Harassment Unit (DVACH). Through external funding acquired in 2015, focus was placed on creating and disseminating information in multiple languages through pamphlets, safety information cards, and violence prevention workshops. The VPD also provided greater accessibility to resources for at-risk groups by putting more information regarding elder abuse and other victim services on the VPD website and in the community. The same external funding also provided resources that will be utilized in 2016 to add updated interactive support service links to the DVACH/Elder Abuse webpage. Further, the VPD was committed in 2015 to creating a DTES community services card for vulnerable women and seniors. Specific funding of \$45,000 was obtained for this purpose, and the VPD is now in the process of creating these service safety cards in multiple languages to be distributed throughout the DTES.

In order to continue building relationships and trust with the Aboriginal Community and other diverse groups, the VPD continues to seek external support for funding of related crime prevention partnership programming. The VPD Diversity and Aboriginal Policing Section's (DAPS) Program Administrator worked with other VPD sections in 2015 to ascertain funding for crime prevention programming as well as accessing funding for outside partner agencies. Throughout 2015, the DAPS, Missing Persons Unit, and the Counter Exploitation Unit successfully obtained funding grants for crime prevention programs to commence in 2016. For instance, \$3.5 million was awarded to fund comprehensive crime prevention programming in partnership with MOSAIC to target at-risk multicultural youth in Vancouver. Funding in the amount of \$5,000 was also approved by the Vancouver Police Foundation (VPF) for a multi-cultural youth program (*NewKids Vancouver Youth Police Academy*) to operate four times a year with 16 to 20 new immigrant youths participating per program. Thus far, \$20,000 has been applied to this new immigrant youth program for the 2016 to 2018 spring sessions.

The *Canoe Waking Ceremony* continues to draw the attendance of between 20 to 30 VPD members as well as a large media contingent each year. The ceremony is performed to "wake up" the canoe in preparation for the highly popular *Pulling Together* canoe journey. The VPD has participated in the event for several years with a total of 25 members joining 50

youth in the 2015 edition of the journey. Sustainable funding of \$15,000 was granted from the VPF to allow the VPD and upwards of 45 youth to participate in the journey for the next three years.

The VPD also continued to actively reach out to the Muslim community in 2015 to increase information-sharing regarding crime and safety issues as well as to increase trust in the police. The Chief Constable and other Executive members have met personally with local Muslim religious leaders (Imams) in order to directly develop relationships with the Muslim community.

Aside from strengthening relationships with the community and external partners via direct outreach efforts, the VPD has continued to provide cultural awareness training to its officers. Online cultural awareness training was previously launched while additional standard classroom cultural awareness training was offered in 2015 as a result of \$10,000 in funding awarded to the VPD through civil forfeiture. Cultural competency training was completed in November with a total of seventeen sessions implemented with 20 to 30 members per session. Due to the significance of cultural awareness, an extra session was offered to 60 volunteers from the various Community Police Centres (CPCs).

Moreover, the VPD continued to work in 2015 to strengthen internal organizational communication. The VPD has continued to have a minimum of two operational front-line members in attendance at each *Compstat* or crime control meeting in order to increase engagement from front-line members with regards to operational strategies, priorities, and initiatives. During Patrol parade briefings and other forums, front-line members have expressed their appreciation and/or have recognized the value of being provided with timely access to information and decision-making processes. Overall, the VPD continues to work to foster better understanding among front-line members in terms of the role they play within the Department in contributing to the fulfilment of key strategic objectives. In 2016, the VPD will strive to further improve internal communication between SMT and front-line members while increasing employee engagement.

KEY STRATEGIES FOR 2016

- *Continue fostering trust between the VPD and Downtown (DTES) women's groups, specifically through SisterWatch initiatives*
- *Continue to work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill*
- *Continue to increase awareness and partnerships with multicultural, new immigrant, and refugee peoples. This includes LGBTQ and Aboriginal communities in developing new programming*
- *Identify and develop key strategies to improve internal communications and increase employee engagement*

	participate in feature stories highlighting their achievements.				<ul style="list-style-type: none"> o Members receiving commendations were featured in the media throughout the year. o <i>Beyond the Call</i> and the <i>Annual Report</i> were available online through the VPD website. In addition, a video of the Commendation Ceremony is available through the VPD YouTube channel.
	2.5 – Continue to seek publicity for the commendations of VPD members as well as for the <i>Beyond the Call</i> and <i>Annual Report</i> publications.	Important	None	☒☒☒	
	2.6 – Continue to produce online versions of the above mentioned publications as well as an online video of the Commendation Ceremony.	Important	None	☒☒☒	
3. Continue to enhance the Department's crime prevention initiatives and reduce crime, primarily in the property crime, personal safety, and road safety categories.	3.1 – <i>Citizen Crime Watch (CCW)</i> to continue focus on targeting property crime 'hot spots' in collaboration with Patrol.	Value Added	None	☒☒☒	<ul style="list-style-type: none"> o Throughout 2015, the Public Affairs Section worked with the Traffic Section to partner with ICBC in promoting road safety campaigns, targeting impaired driving, distracted driving, and pedestrian safety. o The '<i>Log It or Lose It</i>' program continues to be improved with additional funding to target bicycle theft and residential break and enters. o The VPD once again leveraged the CPCs and re-launched the effective <i>Project Griffin</i> and the '<i>Are You Helping Thieves?</i>' initiatives to increase public awareness of how to protect their property from crime. o The Community Policing Services Unit (CPSU) Sergeant meets monthly with the Executive Directors of the Society-based CPCs. o The Vancouver Police Foundation (VPF) awarded a grant in 2015 to fund further training for CPC volunteers. o CCW has upgraded its technological capabilities by replacing laptop computers with iPad devices to maintain effectiveness during volunteer patrols to help combat crime. o 22 new groups were signed onto the <i>Block Watch</i> program in 2015. There are currently a total of 661 neighbourhood groups registered with the program. o CCW currently has 95 volunteers. 31 new volunteers were added in 2014. o The Public Affairs Section assisted various other VPD Sections in marketing their outreach and crime prevention initiatives. Notable initiatives include: <ul style="list-style-type: none"> - 2016-2020 Strategic Plan Development Public Survey - Fentanyl awareness - Project 529 - Women's Safety Fair - Cold Case Investigations - Road to Mental Readiness (R2MR) - GeoDash - Operation Wheelchair
	3.2 – Continue to work to promote and increase memberships in the <i>Block Watch</i> and CCW programs.	Value Added	None	☒☒☒	
	3.3 – Continue to leverage existing crime prevention programs such as <i>SisterWatch</i> .	Value Added	None	☒☒☒	
	3.4 – Public Affairs Section to continue to work with and provide resources/expertise to other VPD units to ensure the success of their programs.	Important	None	☒☒☒	
	3.5 – Continue to communicate crime prevention initiatives and crime trends to business organizations.	Important	None	☒☒☒	
	3.6 – Continue to work with the Community Policing Centres (CPCs) on crime prevention initiatives and outreach.	Important	None	☒☒☒	
	3.7 – Public Affairs to continue to initiate Road Safety campaigns.	Important	None	☒☒☒	

					<ul style="list-style-type: none"> - Battle of the Badges - French Legion of Honour - 2015 Commendation Ceremony <ul style="list-style-type: none"> o The Public Affairs Section also assisted various other VPD Sections in promoting their crime reduction initiatives through their own Twitter accounts (e.g., Dog Squad, Mounted Unit, Marine Unit, and Gang Crime Unit).
4. Continue to enhance the services provided by the Department to victims of crime and increase awareness of these services.	4.1 – Work to fully train new staff in the Victim Services Unit (VSU).	Critical	None	☒☒☒☒	<ul style="list-style-type: none"> o Five new staff members have been hired in the VSU in 2015. o Presentations have been delivered to all Patrol Teams to raise their awareness and utilization of the VSU. o To promote the Unit's initiatives, VSU members attended VPD safety workshops at the Strathcona and Dunbar Community Centres. o The VSU has engaged with the <i>Crime Victim Assistance Program</i> and regularly meets with the DVACH Unit to liaise on files and to discuss how to best provide assistance to victims of domestic violence.
	4.2 – Continue to employ a number of internal and external communication strategies to raise public awareness of the VSU.	Value Added	None	☒☒☒☒	
	4.3 – Continue to make presentations to Patrol members raise their awareness and utilization of the VSU.	Important	None	☒☒☒☒	
5. Continued outreach to the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial.	5.1 – Continue to work to develop crime prevention programs designed for the LGBTQ community.	Important	None	☒☒☒☒	<ul style="list-style-type: none"> o All victims of hate crimes continue to be referred to the VSU by the investigating officer. This is the practice regardless of the area that the investigator is assigned to (e.g. Patrol, Hate Crimes Unit, or other specialized units). o The Hate Crime Unit continues to review all files to double-check if the victim has been referred by the investigating officer. o New VPD recruits continue to receive Hate Crimes training at the Justice Institute of British Columbia (JIBC). o No new Hate Crimes Training has been delivered to VPD Patrol members in 2015.
	5.2 – Continue to track the number of notifications to the VPD in relation to hate crimes.	Value Added	None	☒☒☒☒	
	5.3 – VPD officers to continue receiving Hate Crimes training.	Important	None	☐☐☐☐	
	5.4 – New VPD recruits to receive Hate Crimes training at the Justice Institute of British Columbia (JIBC).	Important	None	☒☒☒☒	
6. Continue to improve the VPD's outreach to Vancouver's diverse cultural communities.	6.1 – VPD to continue to be represented at the majority of community events, festivals, and parades as well as at high profile community meetings and dialogues.	Important	None	☒☒☒☒	<ul style="list-style-type: none"> o The VPD Executive, Senior Management, and frontline members continue to participate in multiple community events. Examples of such events include the Vaisakhi Parade, the St. Patrick's Day Parade, and the 2015 'Ride Don't Hide' bicycle ride. o Monthly newsletters continue to be created by the Diversity & Aboriginal Policing Section (DAPS) to showcase and highlight past and upcoming community events. o Five 'Lunch with the Chief' events were held in 2015 with an average attendance of upwards of 100 community members and over 20 VPD members. o The VPD continues to review the ongoing viability of the DAC.
	6.2 – VPD Executive and Senior Management to continue attending as many events as possible.	Important	None	☒☒☒☒	
	6.3 – Diversity & Aboriginal Policing Section to continue conveying the importance of VPD attendance at community events while providing VPD members with advance notice of event dates.	Important	None	☒☒☒☒	
	6.4 – Continue to review the ongoing viability of the Diversity Advisory Committee (DAC).	Value Added	None	☒☒☐☐	

2015 Overall Strategic Progress and 2016 Proposed Strategies

In 2015, the VPD was successful in achieving its key strategies that focus on providing education and outreach on policing related issues. The VPD's Public Affairs Section maintains its reputation as being one of the most effective and innovative sections of its kind in the policing community. This status is once again exemplified by the VPD's high social media "Klout" score of 79, well above the average score in the 40s for most organizations. However, the ability of the VPD's Public Affairs Section to reach its audience through the fastest growing medium of social media and portable devices remains limited due to outdated technology and infrastructure.

As well, the capabilities of the VPD's website remain restricted due to outdated infrastructure, and this may be responsible for the approximate decrease of 8,000 visits per month. Given that the VPD website continues to currently receive close to an average of approximately 60,000 views per month, it is important to keep its content current and modern. Though the website's mobile device compatibility remains limited, a mobile device was used in approximately 22.5% of all visits in 2015. Improvements in mobile compatibility would considerably improve access and thereby likely increase total visits to the website.

Despite ongoing technological limitations with the website, the VPD continues to work to expand its use of all forms of social media. The number of VPD Twitter followers increased by 40,000 in 2015, with a similar increase expected for 2016. The VPD also received significantly more Facebook 'likes' and Pinterest followers in 2015. Per capita, the VPD maintains the largest social media following out of any police agency in the world. Social media provides the VPD with direct and unfiltered access to the community. Viewership of the VPD's YouTube channel continues to grow. The VPD invested approximately \$50,000 in technological enhancements in 2015 in order to expand video capabilities in the media room. Incidentally, live streaming of the majority of VPD press conferences and Police Board meetings has driven substantial traffic to the website. The VPD aims to provide high definition live streaming in the near future. The Public Affairs Section will continue to expand these efforts in 2016 by updating online content and utilize social media tools in new and innovative ways.

The Public Affairs Section continues to leverage *Citizens Crime Watch (CCW)*, *Block Watch*, and the Community Policing Centres (CPCs) to further raise public awareness of the VPD's crime prevention campaigns. Volunteer participation in these very important partnership programs continues to increase each year. In 2015, additional financial investments were made into the CCW and the CPC programs. As noted above, a Vancouver Police Foundation (VPF) grant was awarded to the VPD to provide for enhanced city-wide CPC volunteer training. CCW volunteers have been provided with tablets to replace their older and less mobile laptop computers.

Community surveys consistently rank the Victim Services Unit (VSU) as one of the most important services provided by the VPD. 2015 was once again a very busy year in terms of stabilizing the VSU following numerous staffing shortages in previous years. Five new staff members were hired and trained in 2015 while some training for After Hours Crisis Workers has also been completed. As highlighted above, the VSU continued to actively promote its services both internally and externally by attending various meetings and delivering numerous presentations.

Furthermore, the VPD has continued to promote diversity through initiatives that enhance relationships with various community groups in Vancouver including Aboriginal youth, the LGBTQ community, and various ethnic groups. For instance, the VPD continues to work with its LGBTQ community partners in developing and advertising programs specifically designed to increase safety and security. Accordingly, ongoing reporting of hate crime is related to increased awareness within the LGBTQ community of resulting hate crime offender convictions. There was once again significant media exposure in 2015 to hate crimes within the LGBTQ community as well as within the Jewish and Muslim communities. The VPD's Diversity and Aboriginal Policing Section (DAPS) has continued to regularly communicate with all diverse communities throughout Vancouver. In addition, DAPS provides advance notice to all VPD members of all community events. Consequently, the Department has maintained a high level of attendance at public events and meetings by members of all ranks.

Moreover, the Public Affairs Section continues to seek positive stories as part of ongoing public information campaigns. Public Affairs continues to encourage other VPD sections to contact them and reviews overnight incidents to find positive and newsworthy stories to share with the public. Activities that merit a VPD commendation are initially announced in a press release and then receive further exposure in the *Beyond the Call* and *Annual Report* publications. However, with the retirement of the Public Affairs Director in May of 2015, there has been a reduction in the number of positive media stories being produced compared to 2014, as the Media Relation Officers were re-assigned to perform other necessary administrative tasks. Accordingly, 2015 has been a year of change and transition in the Public Affairs Section. The VPD has actively searched for candidates to fill the vacant Senior Director position in charge of Public Affairs. A number of hopeful candidates have been identified for further consideration in 2016. In the meantime, the VPD will continue in 2016 to work to effectively reach out to diverse communities and the general public by using proven strategies and undertaking similar activities from over the last several years.

KEY STRATEGIES FOR 2015

- *Increase community engagement and outreach*
- *Leverage technology to modernize engagement tools*
- *Continue to improve awareness and access to support services for vulnerable persons and victims of crime*



Goal: Provide socially responsible programs and initiatives that benefit youth

Champion – Inspector Howard Tran

2015 Strategies	Activities (Action Plans)	Priority	Dependency	Completion Status	Performance Results & Indicators
1. Expand the VPD Cadet Program to include meaningful programming for second and third year Cadets to provide a practical transition to other VPD programs and career opportunities (e.g. Community Safety Personnel, Traffic Authority, etc.)	1.1 – Recruit the most appropriate youth into the program.	Critical	1.2	☒☒☒	<ul style="list-style-type: none"> ○ The VPD <i>Cadet Program</i> is well diversified among gender, ethnic, and socio-economic at-risk backgrounds. ○ An additional 60 Cadets were recruited for 2015/2016 Class bringing the program total to 98 Cadets. ○ UFV has completed phase 1 of the <i>Cadet Program</i> evaluation with phase 2 ongoing. VPD's contract with UFV extends to year 3 of the program. ○ The VPD Youth Services Section (YSS) worked with the Training & Recruiting Section (T&RS) to develop curriculum which has been implemented for 2015/2016 school year with 20 <i>Cadet Program</i> graduates returning as Volunteer Cadets. ○ Capping the total number of Cadets at 100 enables main program delivery to remain at the Tactical Training Centre (TTC). ○ Partnerships with external agencies have assisted in the delivery of the Program. These include the Vancouver School Board (facilities), TransLink/Transit Police (bus tickets), CN Rail (<i>Canoe Journey</i>), <i>Pulling Together</i> Canoe Society and Collingwood Neighbourhood House (<i>Canoe Journey</i>), KidSport (events), Entrepreneurs' Organization (bursary), and the City of Vancouver's Integrated Graffiti Management Program.
	1.2 – Backfill for graduating Cadets and recruit 60 additional youths in year 2.	Critical	1.1	☒☒☒	
	1.3 – Work with the University of the Fraser Valley (UFV) to comprehensively evaluate the program.	Important	None	☒☒☐	
	1.4 – Expand the program to include a Cadet Graduate component.	Important	None	☒☒☒	
	1.5 – Explore venues that can accommodate an expanding program.	Critical	None	☒☒☒	
	1.6 – Seek new partners who can provide in-kind services or facilities to support the program.	Value Added	None	☒☒☐	
2. Focus on youth mental health in schools and in the community with awareness campaigns.	2.1 – Work with VSB to develop and deliver youth mental health awareness material and tools.	Critical	2.2	☒☒☐	<ul style="list-style-type: none"> ○ The VPD School Liaison Unit (SLU) worked with VPD Public Affairs and the Vancouver School Board (VSB) on developing a poster, an awareness campaign, and web-based tools designed to draw attention to and de-stigmatize youth mental illness. ○ There have been ongoing discussions with the VSB and Vancouver Coastal Health (VCH) regarding appropriate material to be used for the mental health awareness presentations to be delivered by VPD School Liaison Officers (SLOs).
	2.2 – School Liaison Officers (SLOs) to facilitate and/or deliver mental health awareness presentations.	Important	2.1	☒☐☐	
3. Provide outreach to the most marginalized and vulnerable youth living with mental illness and	3.1 – Engage stakeholders and partners to collaborate on a Youth Assertive Community Treatment (YACT) or on a Youth Intensive Case Management Team (YICMT).	Critical	3.2	☒☒☐	<ul style="list-style-type: none"> ○ Discussions are ongoing with the Inner City Youth Mental Health Program and the Ministry of Child and Family Development (MCFD) to leverage existing resources and facilities to form a collaborative Youth Treatment Team. ○ Discussions have also centred on the potential for connecting the

addiction.	3.2 – Conduct a resource review of the VCH's Primary Care Research Unit (PCRU) for opportunities to re-allocate existing resources.	Critical	None	☒☒☒	<ul style="list-style-type: none"> ○ new Youth Treatment Team to the MCFD's new Rapid Response Team. ○ VPD and VCH are in the process of exploring the redeployment and refocus of Yankee 20 and Car 86 towards youth mental illness. ○ A workload assessment of the VPD Police Community Response Unit (PCRU) identified capacity within Car 86 and Yankee 20 to redeploy and focus on youth mental health. ○ VPD YSS began preliminary meetings for staffing reallocation opportunities. Potential staffing reallocation will be decided via a department-wide operational review in 2016.
	3.3 – Draft Memorandum of Understanding (MOU).	Important	3.1	☐☐☐	
	3.4 – Youth Services Section (YSS) to review current resources for potential reallocation opportunities.	Value Added	None	☒☐☐	
4. Initiate a sexting awareness campaign and associated diversion program in collaboration with the Children of the Street Society.	4.1 – Work with VSB and the Canadian Centre for Child Protection to deliver awareness material consistent with current practice.	Important	None	☒☒☒	<ul style="list-style-type: none"> ○ The Children of the Streets Society's online sexual exploitation posters have been distributed to VSB schools. ○ The VPD SLU is working on delivering awareness material from the Canadian Centre for Child Protection to ensure that it is consistent with Canadian content. ○ A software solution to anti-exploitation text tools for mobile phones is not a viable option as there are barriers related to conflict of interest between private/public agency partnerships. ○ Total Respect of Ourselves and Others (TROO) is an innovative sexting diversion program that is unique in that it educates youth and parents simultaneously. TROO received \$12,500 in funding from the Vancouver Police Foundation (VPF) and \$10,000 for winning the 2015 Minister of Justice National Youth Justice Policing Award. ○ 3 TROO program sessions were completed in 2015. ○ Nearly 50 youth and parents have been enrolled in the TROO program to-date.
	4.2 – Explore a software solution to implement anti-exploitation texting tools for mobile devices belonging to youth.	Value Added	4.1	☒☐☐	
	4.3 – Collaborate with Children of the Street to develop and deliver sexting diversion program.	Critical	4.1	☒☒☒	

2015 Overall Strategic Progress and 2016 Proposed Strategies

In 2015, the VPD continued to focus significant resources to fulfil its long-term strategic commitment of providing socially responsible programs and initiatives that benefit youth. The Youth Services Section (YSS) was able to meet many of the targets for each of the four 2015 strategies.

The VPD *Cadet Program* continued to be a highly successful strategy in 2015. The program expanded by 63%, from 60 Cadets in year one to 98 in year two. This expansion included the development and implementation of a *Volunteer Cadet Program* to continue to engage youth that have an interest in the program and in a career in law enforcement or in the public sector. Of the 22 Cadets who graduated in 2015, 20 have returned as part of the *Volunteer Cadet Program*. These Volunteer Cadets receive continued coaching and mentoring under the expanded program. Moreover, they give back to the community by volunteering their time in support of the *Cadet Program* as well as participating in a wide spectrum of VPD functions. This includes signing on as Community Policing Centre (CPC) volunteers, bolstering the VPD contingent in the many annual parades, and volunteering at VPD Family Day. It is hoped that these Volunteer Cadets will eventually join the VPD as Traffic Authority members, Community Safety Personnel (CSPs), or as VPD Jail Guards. Moving forward, the program will be capped at 100 Cadets to ensure the program is delivered to a high standard and maximizes the experience of the Cadets.

The University of the Fraser Valley (UFV) is currently conducting an independent evaluation of the *Cadet Program*. This evaluation involves intake and exit interviews with each Cadet and a final report is expected at the end of this year. Thus far, the interim feedback after the first round of interviews has been very positive. The success of year one led the Vancouver Police Foundation (VPF) to host a second gala in the fall of 2015 where additional funds were raised that will ensure the *Cadet Program* has the resources required to

operate until at least 2020. Moving forward, pending resource availability, there is a possibility that the *Volunteer Cadet Program* will be evaluated as well.

The second strategy focused on youth mental health awareness involved partnering with the Vancouver School Board (VSB) to generate and deliver positive mental health messaging to destigmatize mental illness. The VPD School Liaison Unit (SLU) has been working with VPD Public Affairs and with the VSB to develop an awareness campaign aimed at VSB students, their parents, and VSB staff. When completed, the campaign will include posters and pamphlets as well as web-based tools that can be accessed via the VPD website. The campaign's theme will be centred on the tag lines "Educate Yourself" and "Mind Yourself." It is expected that the campaign will be implemented in early 2016.

In 2015, the VPD also focused on the development of a youth-centred mental health outreach team based on the successful Assertive Community Treatment model. Overall, this has proven to be a challenging strategy to implement due to the current funding structure for youth mental illness and differing definitions of "youth" among the health and child welfare sectors. Child and youth mental health is currently the purview of the Ministry of Child and Family Development (MCFD) and as such, they receive the funding for such initiatives. However, many argue that this funding should instead go to the Ministry of Health and the various health authorities which possess the expertise and resources to provide mental health services. In Vancouver, the Inner City Youth Mental Health Program (ICYMHP) is funded by the Ministry of Health and has chosen to take on "youth" between the ages of 18-24. This definition of youth is seen as problematic from the VPD's and MCFD's perspectives and has been a barrier to the development of an inter-agency youth mental health team. ICYMHP has agreed to lower their threshold to 16 years old and discussions are ongoing relative to mandate, staffing, and funding structures. Despite these challenges, the VPD's YSS conducted an internal workload assessment of the Police Community Response Unit (PCRU) and identified capacity within Car 86 and Yankee 20 to support an inter-agency youth mental health team. When these challenges have been overcome and the discussions are complete, work on the MOU with partner agencies will begin.

The final strategy for 2015 focused on an emerging youth trend – sexting. Studies suggest that 20% of youth have shared nude or semi-nude photographs of themselves via texting or online. Moreover, it has also been found that teen girls are more likely to send photos than their male counterparts. Generally, these cases lack malicious intent and the punishment for child pornography is not proportionate to the offence. As a result, the VPD has focused on developing a sexting diversion program that was aimed at youth impacted by sexting as well as their parents and caregivers. The Total Respect of Ourselves and Others (TROO) program has been very successful and won the 2015 Minister of Justice National Youth Justice and Policing Award. In addition to the Minister of Justice's award, the TROO program also received \$12,500 in funding from the VPF. To date, nearly 50 youth and parents have enrolled in the program and there are three sessions planned for 2016.

Moving into 2016, the VPD will continue to focus youth strategies on the two emerging youth trends - mental health and internet safety. Additionally, the VPD will look to expand the current offering of athletic outreach programs and will engage in health and lifestyle awareness programs for youths, particularly surrounding the use of marijuana.

Key Strategies for 2016

- *Focus on youth mental health in schools and in the community with awareness campaigns*
- *Establish a joint-collaboration with Inner City Youth Mental Health Program (ICYMHP) and the Ministry of Children and Family Development (MCFD) to assist with outreach to the most marginalized and vulnerable youth living with mental illness and addiction*
- *Continue with the sexting awareness campaign and associated diversion program*
- *Expand the online and social medial profile of the School Liaison Unit and School Liaison Officers*
- *Youth health and lifestyle awareness relative to marihuana use*
- *Expand the VPD's youth focused athletic outreach programs*

	3.4 – Hire the student.	Important	3.2	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> was researched by the VPD <i>Greenest City Scholar</i>. As a result of the research, a funding source was not required; an alternate, less costly solution was determined to be more viable.
	3.5 – Conduct research and write report.	Important	3.2	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
	3.6 – Share research with the Executive and seek approval.	Important	None	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
	3.7 – Identify funding source.	Important	None	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
	3.8 – Identify evaluation timeline and process.	Important	None	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
	3.9 – Determine service delivery model.	Important	3.6 and 3.7	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
4. Ongoing reduction of the amount of waste the VPD sends to the landfill.	4.1 – Review waste audits produced by Urban Impact.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Three diversion audits have been conducted by Urban Impact for the VPD's Dog Squad, Main Street Annex and Graveley Street buildings. Results have been shared with the VPD <i>Code Green</i> Committee and internal stakeholders. The audits show VPD diverted 64% of waste in 2015, which is a 2.6% increase from 2014. <i>Code Green</i> Committee members and the <i>Greenest City Scholar</i> again hosted a booth at the VPD's 2015 Family Day Picnic.
	4.2 – Encourage employee engagement through regular communication that includes diversion rates.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
	4.3 – The <i>Code Green</i> Committee to host a booth at the 2015 Family Day Picnic.	Important	None	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	

2015 Overall Strategic Progress and 2016 Proposed Strategies

The City of Vancouver (CoV) formed the *Greenest City* Action Team in 2009, whose mandate was to determine how Vancouver could become the “greenest city in the world by 2020”. The VPD shares this commitment, identifying the management of resources in an environmentally sustainable manner as a strategic goal. The *Code Green* program (launched in 2010 under the stewardship of the *Code Green* Steering Committee) focuses their efforts on initiatives and activities that reduce waste sent to the landfill and that reduce carbon emissions emitted from police vehicles.

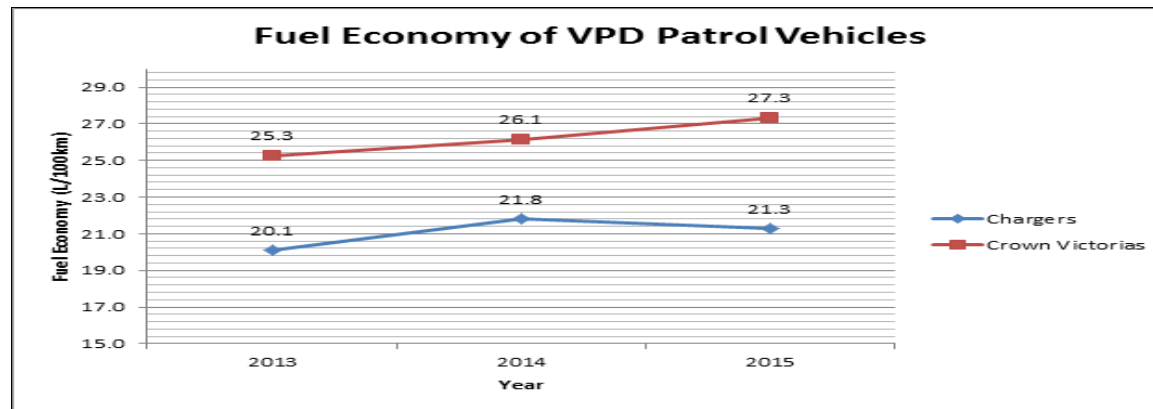
Collaborating with the CoV is an integral part of the VPD's sustainability efforts, as many initiatives are dependent on existing relationships. For example, CoV Building Maintenance staff support VPD diversion programs at the various police facilities and CoV Equipment Services Branch is responsible for the procurement of VPD fleet vehicles. The VPD's participation in the *Green Operations* Steering Committee provides a setting to develop relationships with other sustainment champions, as well a forum to address and discuss opportunities and challenges within respective City departments.

Throughout 2015, *Code Green* focused on four specific strategies to further the VPD's environmental sustainability including reducing Greenhouse Gas emissions from fleet vehicles; reducing the volume of waste incinerated at the VPD Property Office; exploring opportunities to increase the use of public transit; and, reducing waste sent to the landfill.

The Department was successful in gaining concurrence from the CoV with its plan to transition 50% of the administrative fleet to electric vehicles by the year 2020. It was anticipated that the VPD would replace two unmarked Ford Fusions with electric vehicles; however, the replacement schedule for several vehicles was modified by the CoV, whereby vehicles are not being ordered until 2016. Once the electric vehicles have been acquired, the CoV has committed to providing additional charging stations at the Graveley site. The replacement of the Crown Victoria police vehicles with more efficient Dodge Chargers has resulted in a 22% increase in fuel economy, illustrated in **Graph 1** below. Currently the VPD fleet consists of

about a 50/50 split between the two vehicle models, with there being 93 Chargers and 85 Crown Victoria's for 178 total units. In 2015, Patrol vehicles were driven at an average of 13.7% more kilometres per day compared to the previous year. Despite this increased mileage, there was 0.7% reduction in the volume of daily fuel usage due to the composition of more efficient vehicles in the fleet in 2015 compared to 2014.

Graph 1: Fuel Economy of VPD Patrol Vehicles



One of the most interesting *Code Green* initiatives implemented in 2015 was the VPD fleet maintenance and repair centre, which provides the following services:

- Oil changes (basic preventative maintenance program)
- Vehicle safety inspections
- Fluid top-ups
- Flat tire replacements
- Light-bulb and other basic repair and replacements
- As required, the technician may also take vehicles for fuelling at the nearest gas station.

This service is located in the Graveley underground parking lot, with a technician providing these services on alternate weekends. Having an on-site service provider reduces the time that vehicles are out of service as well as the number of staff hours required transporting vehicles between VPD facilities and the CoV's work yards which is located in southwest Vancouver. In addition to providing preventative maintenance, the technician may fuel vehicles, another service that allows VPD Investigators to focus on work-related tasks and not vehicle maintenance.

There are many security concerns when it comes to the decommissioning of uniforms. Unlike other first responders, police uniforms must be carefully managed to prevent them from being used for nefarious purposes, most notably, posing as a police officer. There are two local uniform disposal service providers but neither company meets the Department's security standards. Other major police agencies were also canvassed for their uniform disposal practices and policies. Due to competing demands on staff, further research into this process was stymied. Despite these challenges, this project continues to be a priority for the *Code Green* Committee, and it will be put forward as a proposal for a *Greenest City Scholar* research project in 2016.

Historically, all weapons scheduled to be destroyed in the Property Office were crushed, ensuring that they were no longer functional. The resulting scrap metal was not reusable. Late in 2014, the VPD purchased a hydraulic shear, capable of cutting metal up to 5 cm thick, well-suited for destroying both guns and knives. This year, by using the metal shears, over seven hundred pounds of metal has been harvested from weapons and sold for scrap metal, eliminating the need for off-site destruction of metal weapons.

In 2015, for the fifth consecutive year, the VPD participated in the *Greenest City Scholars* program. This program is an opportunity to explore sustainable solutions to business processes utilizing the research skills of a University of British Columbia Master's Degree student. This program is offered to all City Departments, at no cost. This year, the VPD project was to find opportunities to reduce the number of single occupancy vehicles parked at the Graveley site by encouraging staff to use public transit. The scholar was also asked to look at the viability of providing a shuttle service to and from transit hubs. In addition to a literary review including canvassing other police organizations, the research included focus groups and an electronic survey. The resulting data provided insight into the current commuting behaviors of VPD staff. *Code Green* committee members recognize that ride sharing or carpooling is the most practical solution to reduce the amount of parking required at the Graveley building. The incentives implemented to encourage ride sharing include identifying designated premium parking spots, waiving parking fees, and offering a guaranteed ride home in emergent situations.

The fourth 2015 strategy focused on the reduction in the volume of waste sent to the landfill. Shown in **Table A** below, the VPD diverted an average of 64% of waste in 2015, which is a 2.6% increase from the previous year. As a result of the audits, new signage was ordered for one building and additional waste stations have been added to all sites. All stand-alone receptacles have been eliminated except those in washrooms. In addition to the usual waste streams, the *Code Green* committee has created infrastructure to recycle other categories of waste including, styrofoam, coat hangers, batteries, pens, and carpet as well as copper and brass from the Tactical Training Centre.

Table A: Comparison of Diversion Rates at VPD Facilities

Diversion Rates	2015	2014	Difference
Graveley	63.1%	64.8%	-1.7%
Dog Squad	46.6%	53.6%	-7.0%
Property Office and TTC	75.1%	66.3%	8.8%
Cordova	51.4%	50.0%	1.4%
Cambie	65.4%	59.3%	6.1%
Marine Squad	45.2%		New in 2015
TOTAL VPD	64.0%	61.4%	2.6%

KEY STRATEGIES FOR 2016

- *Seek opportunities to further reduce Greenhouse Gas Emissions emitted by the VPD's fleet of vehicles*
- *Seek opportunities to make the fleet more fuel efficient*
- *Determine the best method of managing decommissioned police uniforms*
- *Continue to promote a 'Green Culture' at the VPD*



Goal: Encourage and support career development and succession planning for all staff

Champion – Inspector Larry Cope

2015 Strategies	Activities (Action Plans)	Priority	Dependency	Completion Status	Performance Results & Indicators
1. Revise the Sergeant promotional process due to the impact of the pending closure of the Sergeant level Assessment Center.	1.1 – After Sergeant Selection Committee input and HR Inspector approval, rewrite documents governing sergeant promotional policy and process.	Important	None	☒☒☒	<ul style="list-style-type: none"> ○ Governing documents for the Sergeant Selection process were revised to reflect the elimination of the Assessment Centre (AC) for 2015. ○ The 15% of marks previously allocated to the AC was redistributed to the remaining three components of the Sergeant Selection Process: exam, resume, and interview stages.
	1.2 – Redistribute the 15% of Sergeant Level Assessment Centre marks to another part of the process or create a replacement evaluation tool.	Important	1.1	☒☒☒	
2. Revise civilian position profiles.	2.1 – Rewrite, revamp, simplify, and provide more job specific skills/requirements.	Important	None	☒☒☒	<ul style="list-style-type: none"> ○ Civilian profiles, job requirements, and core competencies have been revised.
	2.2 – Rewrite and simplify core competency definitions.	Important	2.1	☒☒☒	
3. Revise sworn position profiles.	3.1 – Reformat and update sworn position profiles.	Value added	None	☒☒☒	<ul style="list-style-type: none"> ○ Sworn profiles have been updated as necessary.
4. Formalize the Police Reintegration Education Program (PREP) from a pilot program into a full-time core training subject.	4.1 – Receive approval from the Training Board for PREP to be a core subject.	Important	None	☒☒☒	<ul style="list-style-type: none"> ○ In February, the Training Board approved the PREP as a permanent course. ○ A line item within HR budget was created to fund the ongoing delivery of PREP.
	4.2 – Create a line item within the HR budget to fund the ongoing delivery of PREP.	Important	4.1	☒☒☒	
5. Refocus the 360 Review Process.	5.1 – Arrange a review process for sergeants newly promoted within the last 2 years.	Important	None	☒☒☒	<ul style="list-style-type: none"> ○ The HR Section has increased appropriate sworn and civilian supervisor awareness of the 360 review process.
	5.2 – Arrange a process for equivalent civilian supervisors or managers.	Value added	None	☒☒☒	

2015 Overall Strategic Progress and 2016 Proposed Strategies

In 2015, the Human Resources Section's (HR) Career Development Unit (CDU) continued to refine practices, develop the CDU website, and enhance career development opportunities for VPD staff. One of the most significant changes in the year was the discontinuation of the Sergeant Level Assessment Centre (AC) at the Justice Institute of British Columbia (JIBC). This had a direct impact on the Sergeant Selection Process as the AC comprised 15% of the total score. As there are currently no other objective evaluation tools which can be used as a substitute, the 15% score was redistributed to the remaining three portions of the Sergeant Selection Process: exam, resume, and interview stages.

Throughout 2015, the CDU and the Civilian and Auxiliary Police Services Unit (CAPSU) reviewed and revised civilian job specific skills and core competencies. The new format provides concise and relevant civilian position profiles. These position profiles now more accurately reflect the required skills and expectations of each position, allowing for the better development and career planning of all civilian members. Similarly, the HR Section also worked to update the sworn position profiles with relevant job specific requirements.

Developing a reintegration education program for police officers who have been away from work for extended periods of time is a high priority for the VPD. As such, the *Police Reintegration Education Program* (PREP) was developed and delivered as a reintegration education program for police members who have been absent. Feedback indicates that this program is a great resource for members returning from various leaves. As such, in February 2015, PREP was approved by the Training Board as a permanent program, with 52 members completing PREP training over this past year.

The VPD strives to ensure that its members' leadership skills are developed to their full potential. One tool aimed at achieving this is the 360 Degree Review. This review process revolves around the collection of confidential feedback from peers, direct reports, and supervisors and provides information on how an individual's leadership skills are perceived by those they work with. The use of 360 coaches is vital to the process, as they guide participants through their individual feedback reports and provide guidance on what steps can be taken to further improve their leadership skills. Accordingly, in 2016, the VPD aims to increase the effectiveness of the program by training more 360 review coaches.

The goal of the VPD's Tenure Plan is to provide members with the opportunity to have a variety of assignments throughout their career while also ensuring that succession planning, the sharing of knowledge, and career development is not hampered. Feedback obtained from members over the past year indicated a perception that the Plan was ineffective in achieving this goal. As such, a Tenure Review Committee has been formed which includes the participation of the Vancouver Police Union, the VPD, and a consultant. This committee will review and revise the Tenure Plan as necessary in order to ensure that an updated Plan is in place to provide members with opportunities for varied assignments, career development, and facilitates the sharing of knowledge and skills, specifically between the operational and investigative sections.

Going forward in 2016, the CDU seeks to improve the ongoing performance appraisal (PA) process. Performance appraisals aim to assist members in their career development by setting out short and long-term goals as well as the path of how members will meet these goals. In order to further improve this process, the CDU will improve upon the current PA training for supervisors and will provide quarterly electronic PA reports to managers in an effort enhance the overall organizational awareness of PAs.

KEY STRATEGIES FOR 2016

- *Increase the number of 360 degree review coaches*
- *Review and revise the tenure plan as necessary to better suit VPD's organizational needs*
- *Improve Performance Appraisal (PA) compliance for the VPD*

	investigators.				
5. Develop a “current issues” on-line newsletter process for VPD members.	5.1 – PSS to work with Public Affairs to create the design and layout of the newsletter.	Critical	None	☒☒☒	<ul style="list-style-type: none"> ○ It was decided that a PSS Blog would be used rather than a newsletter. ○ The PSS Blog has been up and running since the beginning of November 2015. ○ Several topics have been discussed on the Blog and the number of hits is being tracked. ○ The VPU has been an active supporter of this effort.
	5.2 – Create a spreadsheet to track ongoing newsletter content.	Important	None	☒☒☒	
	5.3 – Work with IT to implement the on-line process.	Critical	5.1	☒☒☒	

2015 Overall Strategic Progress and 2016 Proposed Strategies

The VPD continued its commitment to supporting its staff through sound human resource management and directed training of personnel. In 2015, staff support was once again pursued through five key strategies.

The first strategy, which was focused on building the Investigator Development Program (IDP), came to fruition in 2015 with the pilot being rolled out to 32 Constables in October. This blended learning training program for front-line Constables required the development of online and in-class course content. The Education and Training Unit first partnered with in-house subject matter experts and with the RCMP on course content development, and then partnered with the Canadian Police Knowledge Network (CPKN) on ‘storyboarding’ the online learning material. The 32 students who attended the pilot course were educated on a variety of current and relevant investigative skills which included cutting edge human source handling and interviewing (suspect and witness/victim) techniques.

The online module for the second strategy is in the final stages of development for delivery as a pre-requisite to the IRD component of Cycle 2 training 2016. This will make the biennial IRD certification a blended learning program, enhancing the effectiveness of the training and ensuring that all sworn members are prepared to respond to an ‘active-shooter’ incident.

The third strategy aimed to develop an online application system in order to more efficiently increase the number of applications received by the VPD for sworn member positions. The online application system was integrated onto the VPD website resulting in a significant increase in police officer job applications received by the VPD.

The fourth strategy focused on creating an online course to orient and train new PSS sergeants. Course content, based on the e-learning course overview, is scheduled to be developed, storyboarded, and launched on CPKN in 2016. The program will focus on current and relevant investigative techniques, administrative case law, the *Police Act*, and other best practices established between the VPD’s PSS, the Office of the Police Complaint Commissioner (OPCC), and the Vancouver Police Union (VPU).

Lastly, after communicating and collaborating with the VPD’s Public Affairs Section, it has been decided that a *Blog* would be a more efficient and effective method for reaching and updating VPD members regarding current PSS issues. The *Blog* was implemented in November of 2015 and has already generated considerable discussion on several topics. The Vancouver Police Union has paid close attention to this *Blog* and has been an active supporter of this entire process.

Moving into 2016, the VPD is again committing to ensuring that it has the necessary human resources and training in place needed to meet its objectives. Five key strategies will be undertaken to continue to ensure that VPD staff are fully supported and trained. A sixth strategy will be undertaken to evaluate the staffing needs of the Department. The VPD will work with external consultants to complete this evaluation with the goal of examining whether additional resources are required to continue providing high quality service to the public. As this is a high priority strategy it will differ from the others in that the lead will be a Deputy Chief Constable.

KEY STRATEGIES FOR 2016

- *Continue with the development of an online course for Professional Standards Section (PSS) Investigators*
- *Implement and enhance the VPD website to robustly explain and educate the public on the Department’s ability to informally resolve Police Act complaints*
- *Ongoing development of a comprehensive training and education package for constables*

- *Further increase the capacity of Patrol to respond to critical incidents such as active shooters and terrorist threats*
- *Increase recruiting outreach in communities currently under-represented in the VPD membership*
- *Conduct a review of the VPD staffing requirements with assistance from external independent consultants*

Goal: Support and foster employee wellness

Champion – Inspector Larry Cope

2015 Strategies	Activities (Action Plans)	Priority	Dependency	Completion Status	Performance Results & Indicators
1. As a means to broaden awareness about mental health in the workplace, train all staff using the <i>Road to Mental Readiness (R2MR)</i> program.	1.1 – Identify and train facilitators to deliver R2MR.	Important	None	☒☒☒	<ul style="list-style-type: none"> ○ Facilitators have been identified and trained. ○ 80% of all sworn VPD members have been R2MR trained. ○ The VPD has assisted outside agencies with setting up their own R2MR programs.
	1.2 – Deliver R2MR training to supervisors and mid-level managers.	Important	1.1	☒☒☒	
	1.3 – Deliver R2MR training to all VPD front-line employees.	Important	1.2	☒☒☒	
2. Develop a speed management program.	2.1 – Review patrol speed data to determine the scope of any potential issues.	Important	None	☒☒☒	<ul style="list-style-type: none"> ○ Patrol speed data samples were collected. ○ VPD IT analyzed the sample data in question and provided a preliminary report. ○ The report is scheduled to be shared with the <i>Speed Management Committee</i> in the 2nd quarter of 2016.
	2.2 – HR to coordinate with IT to collect relevant data moving forward.	Important	2.1	☒☒☒	
	2.3 – HR to share information with the <i>Speed Management Committee</i> .	Value added	2.2	☒☒☐	
3. Conduct periodic medical check-ups.	3.1 – Increase sworn members' awareness on the importance of periodic medical check-ups.	Value added	None	☒☒☒	<ul style="list-style-type: none"> ○ CIRA Medical Service fliers have been posted in public areas to promote periodic medical check-ups. ○ CIRA medical check-ups by members increased by 15% in 2015.
	3.2 – Work with CIRA Medical Service to promote timely periodic medical check-ups for members.	Important	None	☒☒☒	
	3.3 – Customizes service delivery with CIRA Medical Service, based on member feedback.	Important	3.2	☒☒☒	

2015 Overall Strategic Progress and 2016 Proposed Strategies

The well-being of employees is important to organizational effectiveness. In 2015, the VPD's Human Resources Section (HR) continued to implement strategies aimed at promoting employee wellness.

The HR wellness website continues to feature information related to important matters such as mental health, financial wellness, and heart health. A component of the wellness website is now focused solely on mental health. The wellness website also has a component dedicated to respectful workplaces. VPD staff place a high value on their health and wellness which has led to the steady growth in the popularity of the wellness website. In 2012, the wellness website recorded 12,000 page hits. In 2013, the website recorded 89,000 page visits. In 2014, it grew to 104,000 page visits. In 2015, the wellness site received over 113,000 page visits. Given the continued interest in the website, it is clear that VPD employees are focused on their health and wellness. The website and the HR wellness programs remain relevant with topical items, good information, and new initiatives. Throughout 2015, the wellness committee remained fully engaged and will again be very active in 2016.

In 2015, the creation of an HR Peer Support Unit was approved by the Strategic Planning Alignment Committee. Throughout 2015, the Peer Support Unit and *Road to Mental Readiness* (R2MR) trainers rolled out the R2MR program, and in fact, delivered training to 80% of all VPD sworn employees, including the executive. The Peer Support Unit also assisted external agencies in implementing their own R2MR programs. Over the last several years, the VPD's HR Section has become a go-to-entity for matters related wellness and mental health.

Another primary focus in 2015 was to raise awareness about health care service providers with particular emphasis on mental health. To complement mental health efforts, more attention was paid to advancing physical health. HR strived to increase the voluntary compliance of members to attend their periodic medical examinations by using various announcements and by posting periodic medical check-up posters in public areas such as VPD elevators. Consequently, awareness of CIRA Medical Service has increased thus contributing to a 15% increase in VPD member usage of its services for 2015.

In 2015, the Athletic Therapy and Wellness Unit (ATWU) was created under the umbrella of HR Section. Aside from a wealth of other initiatives related to health and wellness, the ATWU will implement a stress monitoring and adaptation program aimed at achieving balanced living in 2016. The ATWU will collect data on effects of shift work on heart rate and on the autonomic nervous system. The data will enable members to recognize their stress triggers, and to formulate individual coping mechanisms.

KEY STRATEGIES FOR 2016

- *Implement a stress monitoring and adaptation program to achieve balanced living*
- *Hold flu clinics to minimize flu outbreak and sick time*
- *Conduct evacuation drills for all VPD facilities*
- *Review the feasibility of creating a peer support group for members with addictions*
- *Assess VPD building security and evacuation protocols*
- *Increase and maintain awareness about mental health for VPD and outside agencies using the Road to Mental Readiness (R2MR) program*
- *Implement best practice for attendance and disability management*

The CS Program Pilot is close to completion and the formal evaluation was led by Dr. Curt Griffiths and Dr. Nahanni Pollard. This was based on an agreement between the VPD and the Vancouver Police Union (VPU) to jointly sponsor an independent evaluation. PR&A's role in this evaluation is to facilitate interviews, retrieve and validate data, perform requested analyses, and forward data and analyses to the external consultants.

The final verdict on the effectiveness of the CS Program will be determined by the external evaluators and their final report is scheduled to be provided to the Police Board in 2016. In the interim, the following metrics speak to the activities of the Community Safety Personnel (CSPs) in year two of the Program:

- In year two of the program, CSPs guarded 131 people who were apprehended under s.28 of the *Mental Health Act*;
- CSPs were involved in 29.5% of all video canvasses, up from 19.9% in year one;
- There were 7,077 calls where a CSPs arrived and freed up a total of 13,213 police officer units;
- Those 13,213 'freed up' police officer units were able to respond to 9,347 calls while the CSPs were still attending to the other calls;
- 18% of those 9,347 calls were on-view (meaning discovered by the police officer and no citizen made the call for service)

PR&A has concluded its responsibilities in assisting with the evaluation and this strategy is completed.

KEY STRATEGIES FOR 2016

- *Continue to promote the suggestion box where members can submit ideas and suggestions to reduce administrative burdens*
- *Review ideas or suggestions received during the 2015 internal Strategic Planning sessions that may reduce administrative burdens*

2015 Overall Strategic Progress and 2016 Proposed Strategies

The VPD remains committed to delivering the best technology and infrastructure to its staff to support investigative and enforcement activities. As such, a VPD Technical and Strategic Planning Committee provides oversight and direction on activities and projects in support of this goal. Furthermore, the members of the VPD Executive provide direction on all IT-specific projects, and moving forward all technology-based business plans will focus on the technical priorities identified by the Executive. At a minimum, IT priority discussions with the Executive occur at least once on an annual basis; however, they occur more frequently if additional IT resources become available.

The VPD Technical Committee is committed to establishing an Enterprise Information Management Strategy that guarantees data is collected and managed to the highest standards. The first phase in developing the strategy was determining the current state of the VPD's digital data and its management. To that end, the VPD Audit Unit developed a comprehensive survey that was piloted with members of the General Investigative Section (GIS). The objective of the survey was to determine the following:

- business rules governing the use of F drive;
- USB drives and portable hard drives;
- work products that are shared outside the VPD;
- standalone databases containing information about identifiable individuals; and,
- what retention rules, if any, apply to case files.

The results of the survey provided very rich data which enabled the Committee to determine that surveying additional units was not necessary. The results indicated the need for enhanced training in relation to data management rules. Such training would benefit members and mitigate risks pertaining to the storage, retention, and sharing of investigative data. Work on implementing this training will continue in 2016.

A review of commercially available digital evidence software was completed by the Information Technology Section (IT) in 2015, and the acquisition of such a system has been identified as a priority for 2016. Accordingly, capital funding has been secured for the purchase of Major Case Management (MCM) software and multi-agency discussions regarding the requirements and provincial standards for this project are continuing. Concurrently, the VPD will work on upgrading the Consolidated Records Intelligence Mining Environment (CRIME) system to the Enterprise Insight Analytics (EIA) platform in 2016.

Last year, four members of the Executive were issued tablet devices as a pilot to evaluate their utility. One of the key drivers is the desire to reduce the volume of material that is being printed and taken to off-site meetings. After one year, all participants reported that the tablets increased their efficiency by, for instance, enhancing their ability to transport and read material for offsite meetings. Furthermore, there was an appreciation for the ease of travel with the lighter devices, in comparison with the existing laptops. The pilot will not be expanded but as existing VPD laptops near their end of lifespan, a percentage of them will be replaced with tablets. Also in relation to mobile electronic devices, in 2016, the VPD will examine the benefits and feasibility of utilizing multiple different smart phone platforms.

The Canadian Criminal Real Time Identification Services (CCRTIS) commitment to eliminate paper-based fingerprint submissions is one of the main reasons the VPD is proceeding with its Arrest and Booking Project. This is a complex, multi-faceted project, involving several agencies including the Police Records Information Management Enterprise British Columbia (PRIME-BC). The VPD implemented a project team and in 2015 the VPD Criminal Records Unit began scanning copies of fingerprints taken in the Jail and sending them to CCRTIS. This process is an interim measure, and will only be in place until the Department is able to facilitate submitting fingerprints directly to CCRTIS from the Vancouver Jail. Additionally, the closely related move of the existing 'mug shot' repository to *IntelliBook* will allow agencies across the province to share 'mug shots'. A review of the quality of the Department's existing 'mug shots' confirms that the VPD is compliant with the Provincial standards, and as such, work is underway to upload approximately 200,000 VPD images into the new system.

In 2015, some low profile but significant projects were completed, including replacement of the Technological Crime Unit's (TCU) server and the upgrade of the Department's storage capacity. While working on major criminal investigations, the TCU accrues significant amounts of data and the previous method of imaging data to hard drives was no longer sustainable. The VPD successfully requested capital funding to create a longer term storage solution, including a secure dedicated network and an IT Storage Area Network upgrade. This equipment was purchased and installed in 2015, providing five times the working space as well as a significant increase in long term storage. The transfer of data to the new storage unit is underway and will be completed in early 2016.

Other important projects were driven by external factors, such as the National Police Information Service Security Standards (NPISS) requirement for two factor authentication (2FA). Accordingly, this project was a high Departmental priority as using 2FA to access police networks was required to remain in compliance with industry best practices. The implementation of 2FA involves issuing a card (similar to the current building access cards) to each employee and installing the requisite hardware at each workstation. In 2014, the

VPD IT Section implemented an in-house 2FA solution on a trial basis while awaiting the development of a provincially administered program. While a federally administered program was available through the RCMP, it came at a significantly higher cost. As such, in early February 2015, the VPD received approval for an in-house Department-wide roll-out solution as an interim measure until other cost effective options became available. The 2FA implementation will be completed in early 2016. Moving forward, the VPD will continue to evaluate external service providers, keeping in mind security and costs.

KEY STRATEGIES FOR 2016

- *Completion of the Arrest & Booking System*
- *Upgrade the CRIME system to the Enterprise Insight Analytics platform*
- *Assess the feasibility of using different types of smart phones within the VPD*
- *Enhance digital evidence management*