



**VANCOUVER POLICE DEPARTMENT
2017 STRATEGIC BUSINESS PLAN**

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

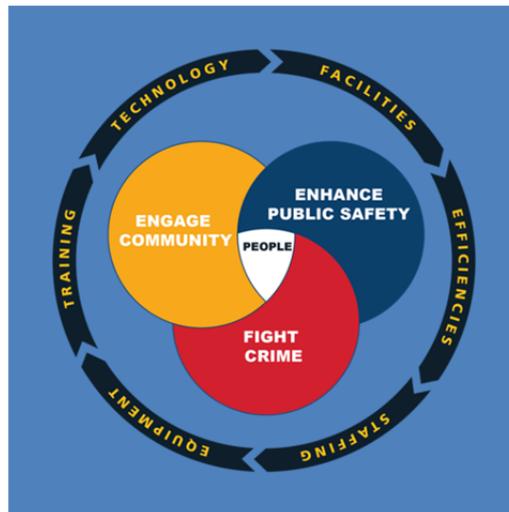
Table of Contents

Vancouver Police Department 2017-2021 Strategic Plan.....	2
VPD Strategic Business Planning Model and Framework.....	3
VPD Annual Strategic Business Plans.....	4
VPD 2017 Strategic Business Plan.....	5
<i>Detailed 2017 Strategic Business Plan Templates</i>	
Goal – Foster relationships, understanding, and trust with our diverse community.....	7
Goal – Strengthen mental health programs and processes.....	10
Goal – Fight violent crime and its causes.....	12
Goal – Combat property crime and its drivers.....	14
Goal – Address community concerns that affect public safety.....	16
Goal – Improve road safety for everyone.....	18
Goal – Foster a culture of employee engagement and effective communication.....	20
Goal – Promote a healthy work environment.....	21

Vancouver Police Department (VPD) 2017-2021 Strategic Plan

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

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



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

Engage our Community

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

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

Fight Crime

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

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

Enhance Public Safety

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

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

Support our People

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

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

VPD Strategic Business Planning Model and Framework

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

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

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

VPD Annual Strategic Business Plans

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

Annual Strategic Business Plans identify a series of strategies designed to routinely guide the VPD’s commitment to achieving its long-term overarching Strategic Goals. Subsequent action plans and measures are identified in conjunction with each individual strategy to elaborate on how the goal will be achieved during the set time-frame. Each strategy contains the following key elements:

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

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

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

Vancouver Police Department 2017 Strategic Business Plan

The 2017 Strategic Business Plan outlines the key strategies that will be undertaken by the VPD throughout 2017 to begin working towards achieving the eight overarching long-term Strategic Goals. 33 total strategies are identified with a total of 125 specific activities or action plans associated to these strategies.

The following table lists the eight overarching long-term Strategic Goals along with the key 2017 strategies that pertain to them:

Strategic Goal: Foster relationships, understanding, and trust with our diverse community
<p><i>2017 Strategy 1:</i> Continue to comprehensively engage with and provide direct support to vulnerable and marginalized women.</p> <p><i>2017 Strategy 2:</i> Sustain and foster existing positive relationships with Aboriginal communities.</p> <p><i>2017 Strategy 3:</i> Ensure the safety of the elderly population through community building and awareness.</p> <p><i>2017 Strategy 4:</i> Develop trust and relationships with youth through outreach, education, and empowerment activities.</p> <p><i>2017 Strategy 5:</i> Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2S+ issues in policing.</p>
Strategic Goal: Strengthen mental health programs and processes
<p><i>2017 Strategy 1:</i> Continue to focus on youth mental health in schools and in the community with awareness campaigns.</p> <p><i>2017 Strategy 2:</i> Implement a tele-triage project in partnership with St. Paul's Hospital (SPH) that enables remote off-site mental health assessments of clients.</p> <p><i>2017 Strategy 3:</i> Work with external partners to develop and implement the Mental Health Hub and the Vancouver Police Foundation (VPF) Transitional Centre at SPH.</p> <p><i>2017 Strategy 4:</i> Continue to collaborate with health partners to reduce mental health apprehensions and hospital wait-times, and to improve patient care.</p>
Strategic Goal: Fight violent crime and its causes
<p><i>2017 Strategy 1:</i> Increase the number of businesses participating in the <i>BarWatch</i> and <i>Restaurant Watch</i> programs.</p> <p><i>2017 Strategy 2:</i> Enhance information sharing between the Major Crime Section, Organized Crime Section, and Patrol.</p> <p><i>2017 Strategy 3:</i> Strategically target high-risk violent offenders utilizing a proactive approach.</p>
Strategic Goal: Combat property crime and its drivers
<p><i>2017 Strategy 1:</i> Develop more robust processes within the Chronic Offenders Unit (COU) to target the most prolific offenders responsible for the majority of property crime.</p> <p><i>2017 Strategy 2:</i> Engage in multiple short-term investigation projects targeting theft-from-auto offences and those individuals responsible for the movement of stolen goods.</p> <p><i>2017 Strategy 3:</i> Continue to work with City of Vancouver (CoV) staff to develop amendments to building permits and licences to regulate the installation of crime prevention security measures.</p> <p><i>2017 Strategy 4:</i> Implement new public awareness prevention strategies to combat property crime.</p> <p><i>2017 Strategy 5:</i> Develop future business processes for the continued expansion of the <i>Predictive Policing</i> model and <i>GeoDash</i>.</p>

Strategic Goal: Address community concerns that affect public safety

2017 Strategy 1: Ongoing prioritization of liquor enforcement in the Granville and Gastown Entertainment Districts as well as on city beaches. Enforcement will focus on issues such as public drinking, intoxication, and monitoring of liquor establishments.

2017 Strategy 2: Work with the CoV and local non-profit organizations to manage disorder caused by illegal street vending.

2017 Strategy 3: Continue to assist the CoV with its efforts to end homelessness.

2017 Strategy 4: Focus concentrated efforts on combatting the fentanyl/opioid crisis currently plaguing the city of Vancouver as well as many other parts of Canada.

Strategic Goal: Improve road safety for everyone

2017 Strategy 1: Participate in coordinated Provincial road safety campaigns.

2017 Strategy 2: Increase road safety initiatives and enforcement by Patrol members.

2017 Strategy 3: Leverage technology to address current and anticipated road safety enforcement challenges.

2017 Strategy 4: Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.

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

2017 Strategy 1: Improve communication between VPD Executive members and front-line staff.

2017 Strategy 2: Improve communication between VPD Divisions.

Strategic Goal: Promote a healthy work environment

2017 Strategy 1: Continue to support and foster employee wellness.

2017 Strategy 2: Enhance the professional development of VPD members.

2017 Strategy 3: Enhance employee management processes.

2017 Strategy 4: Enhance respectful work environments throughout the VPD.

2017 Strategy 5: Enhance employee safety and security at VPD facilities.

2017 Strategy 6: Ongoing comprehensive Operational Review of the VPD's staffing requirements.

The remainder of this report contains the Strategic Business Plan templates completed by each Champion detailing the various activities, outcomes, measures, and other key elements associated with each of their identified strategies for 2017.

Vancouver Police Department Annual Business Plan (2017)

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

Champion – Inspector Marcie Flamand

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to comprehensively engage with and provide direct support to vulnerable and marginalized women.	<ul style="list-style-type: none"> Provide one-on-one guidance to vulnerable and marginalized women on how to utilize essential community and social services including obtaining identification; navigating the criminal justice system, and adhering to Ministry requirements, etc. Improve communication between the VPD and women's support residences and Single Room Occupancy (SRO) building operators. Work to acquire chip-tech equipped cell phones to hand-out to vulnerable and marginalized women for 911 phone call purposes. Distribute decommissioned police notebooks to vulnerable and marginalized women for notetaking and journaling purposes. Install cost-effective adhesive blackboards in individual SRO suites for the posting of important reminders. Continue to regularly attend <i>SisterWatch</i> meetings. 	<p>Continued strengthening of trusting and positive relationships with vulnerable and marginalized women.</p> <p>Increased safety and reporting of violent incidents perpetuated against these women.</p> <p>Improved health and wellness for these women.</p> <p>Reconnection of vulnerable and marginalized women with their friends and family.</p>	<p>Assist at least 300 women in obtaining official provincial identification.</p> <p>Distribute 150 donated cell phones with the latest chip technology.</p> <p>Install adhesive blackboards in 400 SRO suites.</p> <p>Distribute 250 decommissioned police notebooks.</p>	<p>Sex Industry Liaison Officer</p> <p>Inspector Marcie Flamand</p>	<p>Vancouver Police Foundation (VPF)</p> <p>SRO operators</p> <p>Downtown Eastside (DTES) community and women's support organizations</p> <p><i>SisterWatch</i></p>	<p>VPF funding (which includes the <i>SisterWatch</i> program budget).</p>
Strategy 2	Sustain and foster existing positive relationships with Aboriginal communities.	<ul style="list-style-type: none"> Continue participating in Aboriginal cultural and community events such as the annual <i>Pulling Together</i> canoe journey, tribal canoe journey, traditional canoe wakening ceremony, drug awareness and gang awareness forums, as well as the National Aboriginal Day event and the Aboriginal Remembrance Day event. Deliver Aboriginal Cultural Competency training to partner agencies such as the Justice Institute and Directions Youth Services (DYS) in order to promote greater knowledge and cultural competencies of individuals working with Aboriginal peoples. Support Aboriginal youth through the Aboriginal Cadet Program as well as ongoing VPD attendance at <i>Gathering Our Voices</i> youth forum, Broadway Commercial Youth meetings, and the Musqueam Youth Club. Provide ongoing outreach services with partner agencies such as DYS and Urban Native Youth Association (UNYA). 	<p>Ongoing strengthening of existing relationships with the Aboriginal population and associated community partners.</p> <p>Increase understanding of cultural ceremonies and events through ongoing participation.</p> <p>Greater overall knowledge and understanding of Aboriginal culture among VPD members.</p> <p>Increased engagement of and safety for at-risk Aboriginal populations (including Aboriginal youth) through existing programming.</p>	<p>Attend a minimum of 4 cultural events per month.</p> <p>Continually increase the number of community contacts and community partners.</p> <p>Provide ongoing outreach services at least twice per week.</p> <p>Ensure the annual participation of at least 2 Aboriginal participants in the VPD Cadet Program.</p> <p>Increase the total number of Musqueam youth involved in the Aboriginal Cadet Program.</p>	<p>Aboriginal Liaison Officer</p> <p>Musqueam Nation Liaison Officer</p> <p>Aboriginal CPC NPO</p>	<p>UNYA</p> <p>Circle of Eagles Lodge</p> <p>Vancouver Aboriginal CPC</p> <p>Vancouver Aboriginal Friendship Centre</p> <p>DYS</p> <p>Aboriginal Community Career Employment Services Society</p>	<p>VPF funding (which includes the <i>Pulling Together</i> canoe journey budget).</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Ensure the safety of the elderly population through community building and awareness.	<ul style="list-style-type: none"> Design, create, and distribute <i>Safety Awareness For Elders</i> (S.A.F.E.) brail cards for the visually impaired and S.A.F.E. magnets in order to increase awareness and understanding of elder abuse. Deliver community safety fairs and safety presentations for the elderly covering a variety of different topics including: personal, pedestrian, apartment, and online safety, as well as elder abuse. Foster community relationships through elder specific initiatives and activities such as neighborhood circles, seniors lunches, seniors graffiti paint-outs, scooting seniors, and seniors fairs. Educate the elderly on common financial scams and provide anti-fraud tips and awareness through social media and the Public Affairs Section as well as through the newly reconfigured VPD Financial Crime website. 	<p>Increased referrals to the Elder Abuse Unit.</p> <p>Increased public awareness of elder abuse.</p> <p>Increased confidence and understanding about personal safety, while improving on community partnerships.</p> <p>Decreased likelihood of fraud and financial scams targeting elders, through education and awareness.</p>	<p>Distribute 3,000 S.A.F.E. brail cards and 5,000 magnets.</p> <p>Increase the total annual number of safety presentations and informational sessions from 45 to 55.</p> <p>Provide information to the general public on a bi-weekly basis through various platforms to ensure up-to-date information is presented.</p>	<p>Sergeant Wilkinson</p> <p>Sergeant McGuinness</p> <p>Sergeant Burgess</p>	<p>Various senior support and housing agencies</p> <p>Community Policing Centres</p> <p>Vancouver Coastal Health</p> <p>Qmunity</p> <p>Mosaic</p>	<p>\$5,000 Canadian Real Estate Association grant.</p> <p>\$5,000 Vancouver Police Foundation grant.</p> <p>Donations for seniors through retired Chief Canuel's family.</p>
Strategy 4	Develop trust and relationships with youth through outreach, education, and empowerment activities.	<ul style="list-style-type: none"> Deter gang involvement through initiatives for at-risk youth which combine community, arts, and/or culture (e.g., <i>Project Jawani</i>, <i>RestART</i> and <i>NewKids</i>). Encourage leadership and skills development through the VPD <i>Student Challenge</i>, VPD <i>Cadet Program</i>, <i>YoBro</i>, and Vancouver School Board (VSB) <i>Summer Program</i>. Promote wellness through sports and fitness with initiatives such as <i>Streetfront</i> marathon run group, <i>VPD Soccer</i>, <i>KidSport</i>, the <i>Police Athletic League</i>, and <i>Project Breakaway</i>. Encourage dialogue on topics such as mental health, gender violence, and technology misuse through the VPD Mental Wellness <i>Peer-to-Peer Club</i> and through the <i>Know Means No</i>, <i>Total Respect of Ourselves & Others</i> (TROO), and <i>Being Respectful of Others</i> (BRO) initiatives. 	<p>Increased connectivity to the community and enhanced positive relationships between police and at-risk youth.</p> <p>Fostered growth, confidence, independence, and leadership in youth.</p> <p>Increased civic engagement and healthy lifestyles through active participation in sports.</p> <p>Educated and empowered youth by providing information and safe space for discussion.</p> <p>Youth will be engaged in healthy lifestyles and athletic activities.</p>	<p>Provide weekly engagement opportunities to various at-risk youth populations through ongoing programming.</p> <p>Increase number of recruits from 20 to 23 through leadership programs.</p>	<p>Inspector Tran</p> <p>Acting Sergeant Steele</p> <p>VPD Youth Justice Programs Coordinator</p> <p>Constable Radons</p> <p>VPD Diversity Programming Coordinator</p>	<p>Vancouver School Board</p> <p>Khalsa Diwan Society</p> <p>Sport BC</p>	<p>VPF funds various youth initiatives.</p> <p>City of Vancouver (CoV) funds <i>RestART</i>.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 5	Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2s+ issues in policing.	<ul style="list-style-type: none"> Ongoing VPD participation on the LGBTQ2S+ advisory committee. Provide resources and training for VPD members and other agencies on LGBTQ2S+ issues, specifically transgender issues in policing and the implementation of transgender policy. Continue expanding the <i>Safe Place</i> program on a local, provincial, and national level with businesses and schools. Translate the <i>Walk with Me</i> video into other languages to increase accessibility to the diverse populations of Metro Vancouver. Assist the CoV with the implementation of the “<i>Trans-Gender Variant and Two-Spirit Inclusion</i>” document to ensure inclusive and equitable treatment of transgender individuals in the day-to-day operations of the Police and all other City departments. 	<p>Improved best practices when serving the LGBTQ2S+ community and increase understanding of transgender issues within policing.</p> <p>Increased awareness the <i>Safe Place</i> program including the number of participating businesses.</p> <p>Greater awareness of LGBTQ2S+ issues while promoting understanding and education across different populations.</p> <p>The VPD’s working environment will be one of inclusion and equality for all individuals regardless of sex and gender.</p>	<p>100% VPD attendance at quarterly committee meetings and increase community committee membership from 6 to 8 people.</p> <p>Finalize revisions to VPD search and arrest procedures specific to the needs of transgender people.</p> <p>Successful completion of Cycle 2 training for members with emphasis on LGBTQ2S+ and transgender issues.</p> <p>Double the number of businesses participating <i>in Safe Place</i> from 200 to 400.</p> <p>Finalize VPD policy surrounding interactions with transgender individuals.</p>	Hate Crimes Detective/ LGBTQ2S+ Liaison Officer	<p>TransAlliance Society</p> <p>Qmunity</p> <p>LGBTQ2S+ Advisory Committee</p> <p>CoV</p> <p>Independent transgender advocates</p>	No additional budget implications upcoming (<i>Safe Place</i> decals covered under the VPD Public Affairs budget).

Vancouver Police Department Annual Business Plan (2017)

Goal – Strengthen mental health programs and processes

Champion – Inspector Howard Tran

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to focus on youth mental health in schools and in the community with awareness campaigns.	<ul style="list-style-type: none"> Continue to work with the Vancouver School Board (VSB) to develop and deliver youth mental health awareness material and tools to students and staff. Expand the ‘peer-to-peer’ mental wellness project piloted at David Thompson Secondary School to additional VSB schools. Facilitate external subject matter experts to present on anxiety, depression, and eating disorders to VSB students. 	<p>Greater awareness of mental illness among School Liaison Officers (SLOs), staff, and students at VSB schools.</p> <p>Youth, staff, and parents more likely to seek help for mental illness.</p> <p>De-stigmatization of mental illness in students, staff, and parents of school-aged youth.</p>	<p>The delivery of mental health awareness tools to all Vancouver high schools.</p> <p>Establish 2 additional ‘peer-to-peer’ mental wellness programs.</p>	Sergeant Stevens	VSB Vancouver Coastal Health (VCH) Ministry of Child and Family Development Vancouver Police Foundation (VPF)	Funding will be sought from VPF and the Canadian Mental Health Association (BC Division).
Strategy 2	Implement a tele-triage project in partnership with St. Paul’s Hospital (SPH) that enables remote off-site mental health assessments of clients.	<ul style="list-style-type: none"> Implement a pilot project with Patrol and BET members. Evaluate the results of the pilot. Report-back to stakeholders, with recommendations for further expansion if the pilot is successful. 	<p>Reduction in unnecessary <i>Section 28 Mental Health Act</i> apprehensions and hospital emergency usage.</p> <p>Improved patient outcomes.</p>	<p>95% of clinical decisions made using tele-triage align with the in-person hospital assessments.</p> <p>15% reduction in Section 28 apprehensions of the cohort that met criteria for discharge from hospital after an initial assessment.</p>	Inspector Tran	Patrol VPD ICT SPH Doctors of BC	\$370,000 in funding (\$50,000 from VPF \$320,000 from Doctors of BC).
Strategy 3	Work with external partners to develop and implement the Hub and the VPF Transitional Centre at SPH.	<ul style="list-style-type: none"> Establish a memorandum of understanding (MOU) between all partners. VPD to support SPH to operationalize the Hub. VPD to support SPH to operationalize the VPF Transitional Centre. 	<p>Reduced hospital wait-times and re-admission.</p> <p>Increased capacity of SPH emergency department to deliver emergency and trauma care.</p> <p>Improved patient experience in SPH emergency waiting area.</p> <p>Increased patient connection to community health services.</p> <p>Improved quality of life for mentally ill patients.</p> <p>Reduced VPD calls for service relating to mentally ill and seriously addicted patients discharged from SPH.</p>	<p>Reduction in average hospital wait-times at SPH to 45 minutes.</p> <p>50% reduction in patient re-admission to hospital post discharge from the Hub and VPF Transitional Centre.</p> <p>An overall reduction in patient victimization and patient involvement with criminal justice factors post discharge from VPF Transitional Centre.</p> <p>50% increase in engagement with community health services post discharge from VPF Transitional Centre.</p>	Inspector Tran	VPF Providence Health Care (PHC) VCH City of Vancouver SPH	\$750,000 donation from VPF.

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Continue to collaborate with health partners to reduce mental health apprehensions and hospital wait-times, and to improve patient care.	<ul style="list-style-type: none"> • VPD to chair the Vancouver Mental Health & Addiction Collaborative Meeting. • Work with Vancouver General Hospital (VGH) and SPH to implement a shared transfer protocol between the Emergency and Psychiatry departments to expedite physician assessments. • Participate in hospital Patient Flow Meetings. • Support the VGH Access and Assessment Centre (AAC) model and the development of the Psychiatric Emergency Assessment Triage Unit (PEAT). 	<p>Reduced hospital wait-times.</p> <p>Reduced <i>Section 28 Mental Health Act</i> apprehensions.</p> <p>Improved communication between stakeholders resulting in improved transition and patient care.</p>	<p>5% reduction in <i>Section 28</i> apprehensions.</p> <p>Reduction in average hospital wait-times at SPH to 45 minutes, and at VGH/AAC to 50 minutes.</p>	Staff Sergeant Noftle	<p>VPD Patrol</p> <p>VCH</p> <p>PHC</p> <p>VGH</p> <p>SPH</p> <p>Emergency Health Services (BCEHS)</p> <p>Contracted hospital security</p>	Nil

Vancouver Police Department Annual Business Plan (2017)

Goal – Fight violent crime and its causes

Champion – Superintendent Mike Porteous

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Increase the number of businesses participating in the <i>BarWatch</i> and <i>Restaurant Watch</i> programs.	<ul style="list-style-type: none"> The Gang Crime Unit will conduct outreach to expand the <i>BarWatch</i> and <i>Restaurant Watch</i> programs and increase the number of businesses with 'special agreements'. 	<p>Enhanced communication between police and bar/restaurant owners.</p> <p>The criminal element will have fewer venues to gather in the city of Vancouver, thereby enhancing community safety.</p>	<p>Increase the total number of businesses signed onto <i>BarWatch</i> and <i>Restaurant Watch</i>.</p> <p>Increase the total number of businesses that have entered into a 'special agreement' with the VPD.</p>	<p>Inspector Bruce</p> <p>Sergeant McConnell</p> <p>Sergeant Tutkaluke</p>	<p>Operations Division</p> <p>Organized Crime Section</p> <p>Emergency & Operational Planning Section</p>	Nil
Strategy 2	Enhance information sharing between the Major Crime Section (MCS), Organized Crime Section (OCS), and Patrol.	<ul style="list-style-type: none"> Develop an information-sharing platform/protocol between MCS, OCS, and Patrol. Based on the sharing of intelligence, initiate short-term enforcement projects against targeted violent drug traffickers/organized crime members. 	<p>The sharing of information between MCS, OCS, and Patrol will increase the real-time intelligence available to OCS investigators to help target violent criminal associated to the drug trade.</p> <p>The unlawful activities of organized crime groups will be disrupted through drug investigations, before violent crimes are committed.</p> <p>Violent drug traffickers/organized crime members will be targeted and arrested through increased cooperation between MCS, OCS, and Patrol.</p>	<p>During the course of a major crime investigation, MCS investigators are to gather and share all relevant organized crime intelligence with OCS investigators and with Patrol if applicable.</p> <p>During the course of an organized crime investigation, OCS investigators are to gather and share any intelligence that may be of interest to MCS.</p> <p>Overall decrease in acts of violent crime committed by organized crime members.</p>	<p>Detective Constable Hyde</p>	<p>MCS</p> <p>OCS</p> <p>Patrol</p>	<p>Criminal Investigation Fund (CIF)</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Strategically target high-risk violent offenders utilizing a proactive approach.	<ul style="list-style-type: none"> • Create dedicated project teams to monitor the activity of and to proactively target (when strategically appropriate) identified organized crime group members. • Gather and use real-time intelligence to interdict and prevent violent offences such as shootings, assaults, drug robberies, home invasions, kidnappings, and murders. • Continue to make asset referrals to the Civil Forfeiture Office (CFO) from investigations that have been conducted across the VPD. • Ongoing OCS guidance to other VPD members on civil forfeiture processes and related investigations. 	<p>Incarceration of key members of targeted organized crime groups will disrupt their unlawful activities, including their ability to use violence as a means of resolving internal and external conflicts.</p> <p>The seizure of drugs, weapons, currency, and vehicles from targeted organized crime groups will further hinder their ability to operate.</p> <p>Dedicated project team officers will gain valuable experience/skills that will ensure succession as senior investigators get promoted or retire. Those members who wish to achieve Team Commander accreditation would gain experience in advanced investigative techniques.</p> <p>Success on a large scale project can lead to increased job satisfaction, performance, and morale.</p> <p>Development of Patrol members through exposure to investigative projects.</p> <p>Overall reduced gang violence and enhanced public safety.</p>	<p>Target and incarcerate identified violent groups at regular intervals or as required to quell violent crime cycles.</p> <p>Run projects on targeted organized crime groups upon receipt of credible human source information.</p> <p>Continue to utilize forfeiture on all organized crime investigations.</p> <p>Further increases in the value of assets referred to the CFO.</p>	<p>Sergeant Byrne</p> <p>Accredited Team Commanders</p> <p>Staff Sergeant Spearn</p>	<p>MCS</p> <p>OCS</p> <p>Patrol Districts</p> <p>CFO</p>	<p>CIF</p> <p>Dedicated project teams can be run during patrol shifts (i.e. Charlie shift project).</p> <p>Some overtime may be required for specialized positions (such as a Level II operators) to supervise any drug buys.</p>

Vancouver Police Department Annual Business Plan (2017)

Goal – Combat property crime and its drivers

Champion – Superintendent Daryl Wiebe

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Develop more robust processes within the Chronic Offenders Unit (COU) to target the most prolific offenders responsible for the majority of the property crime.	<ul style="list-style-type: none"> Undertake improved coordination of target selection for surveillance teams, ensuring the highest risk chronic offenders are investigated in the first instance, immediately upon their release from custody. Identify and proactively target two 'chronic offenders of the month' that are responsible for Theft from Auto and Break and Enter crimes. Creation of a Chronic Offenders Suppression Team, within the General Investigations Section (GIS). 	<p>The strategic targeting of chronic property crime offenders.</p> <p>Improved intelligence within GIS to inform surveillance and investigation teams, along with Patrol, on the activities of chronic offenders when they are out of custody.</p>	<p>Achieve a 5% reduction in property crimes associated to the most prolific property crime offenders – specifically, theft from auto, commercial break and enter, and residential/other break and enter.</p> <p>Achieve a 20% increase in the number of chronic offenders targeted by surveillance from the Street Crime Enforcement Unit and Strike Force.</p>	Inspector Andersen	<p>COU</p> <p>Property Crime Unit</p> <p>Street Crime Enforcement Unit</p> <p>Strike Force</p>	Nil
Strategy 2	Engage in multiple short-term investigation projects targeting theft-from-auto offences and those individuals responsible for the movement of stolen goods.	<ul style="list-style-type: none"> Complete an operational plan to guide the undertaking of two-day projects focusing on theft-from-auto and other theft offences. Utilize GPS/RFID technology to track the movement of stolen property and target 'fences' who are responsible for the large-scale movement of stolen goods on the black market. Enhance theft prevention messaging and related community awareness through a coordinated marketing and social media campaign. 	<p>Proactive operational policing projects that involve personnel from the Property Crime Support Unit and Patrol will target high crime areas to reduce the incidences of theft.</p> <p>Expanded use of GPS/RFID technology to facilitate the success of short-term policing projects.</p> <p>The closure of illegal fencing operations to curtail the movement of stolen goods.</p> <p>Proactive media campaign will better inform the community and prevent future crimes of this nature.</p>	<p>Conduct a total of 15 two-day theft-from-auto and/or other theft projects throughout the year.</p> <p>Achieve a 10% reduction in Theft-From-Auto, within the geographic proximity of each project.</p> <p>The identification of 6 'fences' of stolen property, and the subsequent termination of their illegal enterprise.</p>	Staff Sergeant Wilson	<p>Property Crime Support Unit</p> <p>Patrol</p> <p>Street Crime Enforcement Unit</p> <p>Public Affairs</p>	\$40,000 – funded internally through the Criminal Investigation Fund
Strategy 3	Continue to work with City of Vancouver (CoV) staff to develop amendments to building permits and licences to regulate the installation of crime prevention security measures.	<ul style="list-style-type: none"> Collaborate with CoV staff to amend building permits and licencing requirements, to target harden new residential and commercial construction. Develop requirements for specific security measures required for all new construction and renovation permits. 	<p>Improved security measures for residential doors and windows in all new and renovated construction.</p> <p>Improved anti-theft/break-in measures in all new commercial construction.</p>	<p>The desired amendments to construction by-laws will be enacted by Council.</p> <p>15% reduction in break and enter offences where the method of entry is forced doors/windows.</p>	Inspector Forsberg	<p>Operations Division</p> <p>CoV Permits and Licensing</p>	Nil

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Implement new public awareness prevention strategies to combat property crime.	<ul style="list-style-type: none"> • Further develop the animated character depicted in the '<i>Thieves will steal anything!</i>' campaign and utilize this in further public awareness strategies. • Develop theft prevention messaging for third party and CoV 'pay by phone' apps for pay parking. 	Greater public awareness of theft and theft-from-auto crime trends in the city.	Overall city-wide 5% reduction in thefts-from-auto.	Staff Sergeant Fincham Inspector Wrathall	Public Affairs and Marketing Patrol Districts	\$5,000 - \$10,000 in marketing costs.
Strategy 5	Develop future business processes for the continued expansion of the <i>Predictive Policing</i> model and <i>GeoDash</i> .	<ul style="list-style-type: none"> • Complete the evaluation of the <i>Predictive Policing</i> pilot project. • Complete the expanded deployment of <i>GeoDash</i> to all Patrol laptops in police vehicles. • Implement recommendations following the evaluation of the <i>Predictive Policing</i> pilot project. 	<p>Improved crime intelligence delivered to front-line Patrol officers, including the broad availability of crime prediction information.</p> <p>Targeted resource deployment to focus on predicted patterns of crime.</p>	5% reduction in the incidents of predicted crime types.	Special Constable Prox	Crime Analytics Advisory & Development Unit Patrol VPD ICT	Nil

Vancouver Police Department Annual Business Plan (2017)

Goal – Address community concerns that affect public safety

Champion – Superintendent Michelle Davey

	Strategy	Activities	Outcome	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Ongoing prioritization of liquor enforcement in the Granville and Gastown Entertainment Districts as well as on the beaches. Enforcement will focus on issues such as public drinking, intoxication, and monitoring of liquor establishments.	<ul style="list-style-type: none"> Ongoing deployment of Lima shifts in the Granville and Gastown Entertainment Districts every weekend. VPD Lima will focus on using existing bylaws to combat violence due to fighting in the entertainment districts. VPD Lima will partner with Liquor Inspectors to inspect liquor premises. VPD will deploy a Beach Patrol Unit in Patrol Districts 1 and 4 during the summer months to monitor liquor-related issues on Vancouver's beaches. 	<p>Greater compliance with liquor regulations pertaining to capacity and service.</p> <p>Liquor pour-outs and violation tickets will be used to deter drinking in public spaces.</p> <p>Public safety is enhanced in the entertainment districts.</p> <p>Reduced incidents of disorder due to drunkenness on the beaches.</p>	<p>Overall reductions in the number of fights in the entertainment districts.</p> <p>Conduct a minimum of 10 liquor licence and/or business licence reviews.</p> <p>Reduction in street disorder incidents on the beaches.</p>	<p>Supt. Davey</p> <p>Inspector Wrathall</p> <p>Inspector Forsberg</p> <p>Constable Clarke</p>	<p><i>BarWatch</i></p> <p>Park Board</p>	Nil
Strategy 2	Work with City of Vancouver (CoV) and local non-profit organizations to manage disorder and crime caused by illegal street vending.	<ul style="list-style-type: none"> Maintain the VPD's street vending liaison officer position. Continue enforcement of illegal vending and monitoring of neighbourhoods with legal vending sites for compliance. 	<p>Better coordination between the VPD and street vendors.</p> <p>Reduced illegal street vending throughout the city and less resulting citizen complaints.</p> <p>Reduction in street level violence in the Downtown Eastside (DTES) associated with illegal street vending.</p>	<p>Reduced number of citizen complaints regarding illegal street vending.</p> <p>Decrease in street level violent crime reports in the DTES.</p>	<p>Inspector Upton</p> <p>Staff Sergeant Horsley</p>	<p>Beat Enforcement Team (BET)</p> <p>CoV</p> <p>Non-profit organizations</p>	Annual salary of one BET member to fund the street vending liaison officer position.
Strategy 3	Continue to assist the CoV with its efforts to end homelessness.	<ul style="list-style-type: none"> The VPD Homeless Outreach Coordinator (HOC) will brief patrol on how to manage pop-up encampments and rough sleepers. VPD 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. VPD to 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. 	<p>Patrol officers will be better educated and equipped to deal with rough sleepers and have a clear understanding of laws regarding encampments.</p> <p>Reduced pop-up encampments.</p> <p>Overall, the VPD continues to collaborate with the CoV to secure safe shelter for all residents.</p>	<p>Reduced number of citizen complaints of rough sleepers.</p> <p>Overall increases in the number of homeless people placed into shelters and permanent housing.</p> <p>Regular inspections of all SROs and SSHs.</p>	<p>Constable Smith</p>	<p>CoV</p> <p>SRO operators</p> <p>BC Housing</p>	Nil

	Strategy	Activities	Outcome	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Focus concentrated efforts on combatting the fentanyl opioid crisis currently plaguing the city of Vancouver as well as many other parts of Canada.	<ul style="list-style-type: none"> Proactively target those individuals or groups manufacturing or distributing fentanyl in the city of Vancouver. VPD participation in the Provincial Opioid Task Force. Development of appropriate media messaging regarding fentanyl use. 	<p>Disruption of the groups involved in the trafficking of fentanyl and a reduction of the supply to the street level.</p> <p>Convey information to the public in a timely manner, especially to those groups most at risk from accidental exposure and overdose.</p> <p>Increase public awareness around the dangers of fentanyl and its analogs.</p>	<p>Increase in the number of arrests made, charges recommended, and quantity of fentanyl-laced drugs seized.</p> <p>Overall reduction in overdose deaths occurring in the city.</p> <p>VPD to undertake a number of Public Affairs campaigns on fentanyl awareness.</p>	<p>Deputy Rankin</p> <p>Inspector Bruce</p>	<p>VPD Public Affairs</p> <p>Operations Division</p> <p>Organized Crime Section</p> <p>VPD Youth Services</p>	<p>Vancouver Police Foundation</p> <p>Criminal Investigation Fund</p> <p>Other grant funding</p>

Vancouver Police Department Annual Business Plan (2017)

Goal – Improve road safety for everyone

Champion – Superintendent Steve Eely

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Participate in coordinated Provincial road safety campaigns.	<ul style="list-style-type: none"> Ongoing coordination of road safety enforcement efforts between the BC Association of Chiefs of Police (BCACP) Traffic Safety Committee, ICBC, and the media. Participate in a <i>High Risk Driving</i> campaign (Spring). Participate in a <i>Railway Safety</i> campaign (Spring). Participate in an ICBC sponsored <i>Pedestrian & Cycling Safety</i> campaign (Spring, Summer, and Fall). Participate in a <i>Distracted Driving</i> campaign (Spring and Fall). Participate in an <i>Occupant Restraint</i> campaign (Spring and Fall). Undertake a <i>Speed Relative-to-Conditions</i> campaign (Fall). Implement <i>CounterAttack</i> roadblock deployments throughout the Summer and Winter. 	<p>Coordination of traffic enforcement efforts across multiple Police agencies and jurisdictions.</p> <p>Continued positive partnerships with relevant stakeholders.</p> <p>Overall improved road safety.</p>	<p>VPD participation in all Provincial road safety campaigns.</p> <p>Conduct a minimum of 30 <i>CounterAttack</i> roadblocks deployments.</p>	<p>Inspector Zuccato</p> <p>Staff Sergeant Duncan</p>	<p>VPD Traffic Analyst</p> <p>VPD District Commanders</p> <p>VPD Public Affairs</p> <p>BCACP Traffic Safety Committee</p> <p>ICBC</p> <p>Media</p>	<p>Nil -assuming required funding secured for <i>CounterAttack</i> campaign.</p>
Strategy 2	Increase road safety initiatives and enforcement by Patrol members.	<ul style="list-style-type: none"> Patrol-based enforcement projects at high collision locations, with support from the Traffic Section. Monthly meetings to review patrol-based road safety enforcement progress and approach. Continue working on the creation of a Traffic Skills Education Program (TSEP) to be delivered to Patrol. 	<p>Increased road safety enforcement awareness, ability and engagement by Patrol members.</p> <p>Improved road safety at typical high collision locations.</p>	<p>Increased traffic enforcement numbers across all Patrol Districts.</p> <p>A minimum of 50 patrol-based road safety projects undertaken.</p> <p>Completion of the TSEP course curriculum with approval from the Training Board.</p>	<p>Patrol District Commanders</p> <p>Inspector Zuccato</p> <p>Staff Sergeant Duncan</p>	<p>Traffic Section</p> <p>Patrol District Staff Sergeants</p> <p>Crime Control Sergeants</p> <p>Training Section</p>	<p>Nil</p>
Strategy 3	Leverage technology to address current and anticipated road safety enforcement challenges.	<ul style="list-style-type: none"> Re-installation and deployment of Automatic Licence Plate Reader (ALPR) technology within the VPD Traffic fleet. Use of social media tool to increase community engagement and awareness. Work with British Columbia Police Services to explore the viability of E-Ticketing: commit to pilot project via steering committee and working group involvement. Build awareness and explore the potential road safety impact of expected changing marijuana laws. 	<p>Increased enforcement on high risk and unauthorized drivers.</p> <p>Improved community engagement on road safety issues.</p> <p>Improved efficiencies in ticket distribution and corresponding processes.</p> <p>Enhanced police ability to respond to 'impaired by drug' offences.</p>	<p>Minimum of 4 ALPR deployments per month.</p> <p>Increase in licence plates scanned via ALPR and corresponding enforcement.</p> <p>Increase in road safety social media messaging.</p> <p>The creation of infrastructure to support the pending E-Ticketing pilot project.</p> <p>Formally document the impact of 'impaired by drug' offences on Departmental training and technological requirements.</p>	<p>Inspector Zuccato</p> <p>Staff Sergeant Duncan</p>	<p>Fleet Services</p> <p>Public Affairs</p> <p>Information Management Section</p> <p>ICT Section</p> <p>Organized Crime Section</p> <p>Equipment Committee</p> <p>Training Section</p> <p>BC Police Services</p>	<p>None at this time: pending fleshing out of E-Ticketing initiative and impact of changing marijuana laws.</p>

Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
<p style="text-align: center;">Strategy 4</p> <p>Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.</p>	<ul style="list-style-type: none"> • Monthly Traffic Section meetings to review relevant data and ticket production within each Traffic enforcement squad. • Ongoing targeted enforcement to improve pedestrian and cyclist safety. • Undertake numerous road safety projects throughout the year including: <ul style="list-style-type: none"> – <i>Operation Hang-up</i> with ICBC (March and September) – <i>Project Swoop</i> with ICBC (May) – <i>Pedestrian Safety and Education</i> in cooperation with ICBC, Community Policing Centres (CPCs), and Transit Police (Spring and Fall) – <i>Cycling Awareness and Education</i> in cooperation with Public Affairs, ICBC, and the media (Spring and Summer) – <i>Cone Zone</i> campaign in cooperation with the Workers Compensation Board (WBC) (Spring and Summer) – <i>Noisy Muffler</i> campaign (Summer) – <i>Back-to-School</i> campaign (September) • Ongoing delivery of car seat restraint clinics throughout the city. • Undertake education and enforcement initiatives during <i>Bike-to-Work</i> week (1st week of June). • Traffic Services Unit (TSU) to undertake <i>Speed Watch</i> deployments in cooperation with CPC volunteers. • Undertake road safety deployments in cooperation with <i>Citizens Crime Watch</i> (CCW). • Focus on targeting the big four road safety violations (Speed, Distracted Driving, Impaired Driving, and Seatbelt use) during the May and Thanksgiving long weekends. • VPD Commercial Vehicle Unit (CVU) to conduct commercial vehicle inspections. • Delivery of road safety presentations to elementary school children, Parent Advisory Councils (PACs), and seniors through the School Safety Patrol Team. • Creation of a <i>Code3</i> safety driving video for Patrol members. • Regular meetings with the City of Vancouver (CoV), ICBC and, other stakeholders to address road safety matters of mutual concern. 	<p>Timely road safety enforcement at key locations, based on seasonal demands.</p> <p>Enhanced understanding and awareness of traffic safety concerns by all road users.</p> <p>Enhanced overall road safety for the most vulnerable road users through education and enforcement action.</p>	<p>Increased ticket enforcement numbers within all Traffic Enforcement squads.</p> <p>Overall reduction in police reported collisions.</p> <p>A minimum of 20 total road safety presentations delivered to youth, PACs, and seniors by the School Safety Patrol Team.</p> <p>24 <i>Speed Watch</i> deployments coordinated between the VPD TSU and CPC volunteers.</p> <p>4 car seat restraint clinics delivered.</p> <p>Total of 500 Level 1 &2 commercial vehicle inspections conducted by the VPD CVU.</p>	<p>Inspector Zuccato</p> <p>Staff Sergeant Duncan</p>	<p>VPD Public Affairs</p> <p>Patrol Districts</p> <p>Neighbourhood Policing Team</p> <p>School Liaison Officers</p> <p>CPC volunteers</p> <p>Citizen's Crime Watch</p> <p>CoV</p> <p>HUB Cycling</p> <p>Outside agency Commercial Vehicle Units</p> <p>Media</p> <p>ICBC</p> <p>Transit Police</p>	<p>Nil</p>

Vancouver Police Department Annual Business Plan (2017)

Goal – Foster a culture of employee engagement and effective communication

Champion – Chief Adam Palmer

	Strategy	Activities	Outcome	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Improve communication between VPD Executive members and front-line staff.	<ul style="list-style-type: none"> Executive members to participate in operational shifts with front-line staff. Executive members to attend select Non-Commissioned Officer (NCO) meetings. Provide timely organizational updates. Chief to attend Patrol parade briefings. Executive-led focus groups to be held to discuss front-line issues. 	<p>Greater Executive understanding of front-line challenges and concerns.</p> <p>Opportunity for NCOs to share front-line challenges and areas for improvement, and to celebrate successes.</p> <p>Opportunities for direct face-time with the Chief to share organizational feedback.</p> <p>Enhanced feelings of inclusion in higher-level decision-making processes by all staff.</p> <p>First-hand issues impacting front-line staff will be directly shared with the Executive resulting in actionable items.</p>	<p>Executive members to participate in a minimum of 4 operational shifts with front-line members.</p> <p>An Executive member to attend a portion of select NCO meetings.</p> <p>Patrol parade briefings to be attended by the Chief throughout the year.</p> <p>Executive-led focus groups to be held with both sworn and civilian staff.</p> <p>Overall positive employee satisfaction survey results.</p>	<p>VPD Executive Team</p> <p>VPD Senior Management Team</p>	<p>All VPD staff</p> <p>Vancouver Police Union (VPU)</p> <p>Teamsters</p>	Nil
Strategy 2	Improve communication between VPD Divisions.	<ul style="list-style-type: none"> Sworn and civilian members from select specialty units to attend Patrol parades to outline the organizational services they provide. VPD investigators to provide feedback to Patrol members regarding investigative files. 	<p>Greater understanding throughout the organization of what each section does.</p> <p>Enhanced Patrol member knowledge of the services and workload of specialty units.</p> <p>Greater communication between the Operations and Investigation Divisions.</p>	<p>Select specialty units to present their services and work to Patrol members.</p> <p>Where operationally possible, investigators to share the outcomes of investigative files with the Patrol members that initially attended the incident.</p> <p>Overall positive employee satisfaction survey results.</p>	<p>VPD Executive Team</p> <p>VPD Senior Management Team</p>	All VPD staff	Nil

Vancouver Police Department Annual Business Plan (2017)

Goal – Promote a healthy work environment

Champion – Superintendent Howard Chow

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to support and foster employee wellness.	<ul style="list-style-type: none"> Hold informational presentations on resiliency delivered by Dr. Mackoff. Increased promotion of the VPD's Wellness Program and Health Services. Continue to promote the medical check-ups provided by Cira Medical Services. Provide policing career support and information material to the children of police members. Provide transition coaching for members nearing retirement. 	<p>Increased resiliency and coping strategies provided to all sworn members.</p> <p>VPD employees will have more literature available to them detailing health and wellness services and programs.</p> <p>Increased sworn member awareness of their current health status.</p> <p>Member's children will gain a better understanding on how a policing career impacts family life.</p> <p>Increased support provided to members preparing to retire.</p>	<p>6 informational sessions on resiliency to be held.</p> <p>14 specific brochures on VPD health and wellness services to be created.</p> <p>Provide every sworn member with an illustrated children's book written by a psychologist outlining the impact of a policing career on family life.</p> <p>Offer of coaching sessions to select members that have indicated a desire to retire in 2017.</p> <p>2 medical check-up bulletins posted.</p>	<p>Staff Sergeant Yung</p> <p>Sergeant Van Patten</p> <p>Sergeant Fawcett</p>	<p>Police Employee Relations & Advisory Services Unit (PERASU)</p> <p>VPD Peer Support Unit</p> <p>Career Development Unit</p> <p>Cira Medical</p>	All activities funded within the existing HR/wellness budget.
Strategy 2	Enhance the professional development of VPD members.	<ul style="list-style-type: none"> Increase the use of mentorships for patrol members. Increase the use of the <i>360 Review</i> program. Redevelopment and implementation of the new Tenure Policy. 	<p>More Patrol members receive mentorships, thus increasing experience levels.</p> <p>Increased development of members for promotion or positional advancement.</p> <p>Increased return of members to the Operations Division through ensured consistency in the application of Tenure Policy.</p>	<p>6 members from each District to receive mentorships (24 mentorships total).</p> <p>20 members to complete <i>360 Review</i> program.</p> <p>Implementation of new Tenure Policy, which includes information sessions and ongoing application by the Assignments & Transfers Unit.</p>	<p>Patrol District Staff Sergeants</p> <p>Staff Sergeant Yung</p> <p>Sergeant Kim</p> <p>Staff Sergeant Murdock</p>	<p>Patrol Districts</p> <p>Career Development Unit</p> <p>Assignment & Transfers Unit</p>	Nil
Strategy 3	Enhance employee management processes.	<ul style="list-style-type: none"> Implementation of Attendance and Disability Management Software. Increase contact with members off with long-term illness or injury. Ensure long-term sick and injured members provide feedback on levels of Human Relations (HR) service. Explore the development of a reliable resiliency test to be administered by the Recruiting Unit to police member applicants. 	<p>Increased response to and accountability for members who are off sick or injured.</p> <p>Re-alignment of HR practices to ensure desired levels of service for sick or injured members are met.</p> <p>Resilience is a significant factor in First Responders and their mental health. Once a reliable resiliency test is identified, VPD norms can be developed in-house and the test may subsequently be used as a component in the pre-hiring recruiting process as an additional screening tool.</p>	<p>Implement Phase 1 of the Parklane Software System.</p> <p>Creation and posting of posters highlighting HR's commitment to increase contact with members that are off with long-term illness or injury.</p> <p>Bi-annual survey of members who have been off long-term sick or injured.</p> <p>Evaluation of reliable resiliency measures, and implementation of a suitable program to be used by the Recruiting Unit.</p>	<p>Inspector Cope</p> <p>Staff Sergeant Murdock</p> <p>Staff Sergeant Harty</p> <p>Sergeant Van Patten</p>	<p>PERASU</p> <p>Civilian and Auxiliary Police Services Unit (CAPSU)</p> <p>Recruiting Unit</p>	Nil

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Enhance respectful work environments throughout the VPD.	<ul style="list-style-type: none"> Senior Management Team (SMT) presentation on <i>Respectful Workplace</i> Legislation/Case Law changes. Hold <i>Respectful Workplace</i> brown bag lunch sessions. Post updated <i>Respectful Workplace</i> information on the HR webpage. Create other promotional materials to further inform staff about the <i>Respectful Workplace</i> initiative. 	Increased knowledge and understanding by all members of <i>Respectful Workplace</i> protocols and impacts.	<p>6 <i>Respectful Workplace</i> brown bag sessions to be held.</p> <p>Development of a new <i>Respectful Workplace</i> poster to be displayed throughout VPD facilities.</p> <p>Development of a <i>Respectful Workplace</i> information video to be posted on the HR webpage.</p>	<p>Staff Sergeant Murdock</p> <p>Staff Sergeant Yung</p> <p>Christine McLean</p>	<p>SMT</p> <p>PERASU</p> <p>CAPSU</p>	Nil
Strategy 5	Enhance employee safety and security at VPD facilities.	<ul style="list-style-type: none"> Regularly scheduled fire and evacuation drills in all VPD facilities. Conduct a disaster preparedness assessment of VPD infrastructure. Install Live Streaming video between the VPD's Public Safety Counters and E-Comm. 	<p>Increased emergency evacuation knowledge and safety of VPD members.</p> <p>Enhanced staff safety within VPD facilities in the case of disaster.</p> <p>Increased safety of Public Safety Counter staff.</p>	<p>1 scheduled evacuation drill for each VPD facility.</p> <p>All VPD infrastructure will be reviewed in order to meet disaster safety standards.</p> <p>E-Comm and VPD Public Safety Counter staff to receive training with regards to the new Live Streaming video connection.</p>	<p>Sergeant Chan</p> <p>Sergeant Van Patten</p> <p>Tracey Mathews</p>	<p>Facilities Section</p> <p>Public Safety Counter</p> <p>E-Comm</p>	Nil
Strategy 6	Ongoing comprehensive Operational Review of the VPD's staffing requirements.	<ul style="list-style-type: none"> Continue to contract external independent consultants to review VPD staffing requirements. VPD Operational Review Project leads to regularly meet with external consultants. VPD organizational planning staff to continue providing the external consultants with statistics and other analysis. Chief to provide Operational Review updates. 	<p>The VPD will have an independent review of the Department's staffing requirements.</p> <p>Updated Departmental staffing needs will be established based on comprehensive consultations, research, and analysis.</p> <p>Enhanced feelings of inclusion in higher-level decision-making processes by all staff.</p>	<p>Completion of all aspects of the Operational Review.</p> <p>Police Board Approval of the Operational Review.</p> <p>The main findings and recommendations of the Operational Review to be presented to the City of Vancouver (CoV).</p>	<p>Deputy Chief Rai</p> <p>Simon Demers</p> <p>Sergeant Phil Heard</p>	<p>All VPD staff</p> <p>VPU</p> <p>Vancouver Police Officers Association</p> <p>Teamsters</p>	External Consultant costs are being funded through the Deputy Chief's Budget.