



**VANCOUVER POLICE DEPARTMENT
2018 STRATEGIC BUSINESS PLAN**

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

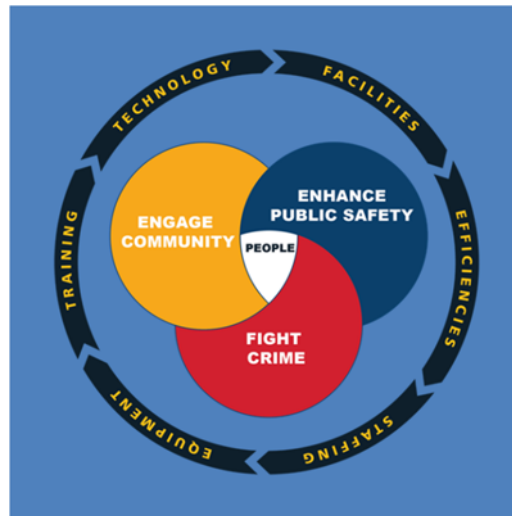
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Vancouver Police Department (VPD) 2017-2021 Strategic Plan

Building on the success of the 2012-2016 Strategic Plan, the VPD 2017-2021 Strategic Plan was approved by the Vancouver Police Board (VPB) in June 2016. The 2017-2021 Strategic Plan represents an organizational evolution, accounting for progress 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, which are embedded within four Strategic Priorities (*Engage the Community, Fight Crime, Enhance Public Safety, and Support our People*):



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

Engage our Community

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

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

Fight Crime

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

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

Enhance Public Safety

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

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

Support our People

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

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

VPD Strategic Business Planning Model and Framework

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

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

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

VPD Annual Strategic Business Plans

Annual Strategic Business Plans articulate how the VPD is going to work towards achieving each of the eight Strategic Goals. The VPD Executive 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 Strategic Goals. Subsequent Activities and measures are identified in conjunction with each individual Strategy to elaborate on how Strategic Goals will be achieved. Each Strategy contains the following key elements:

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

Champions monitor the progress of each Strategy and provide evaluation reports at mid-year and year-end. Report-back results enable the VPD Executive and the VPB to 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 Strategic Plan.

Glossary of Abbreviations/Acronyms

A&TU – Assignments & Transfers Unit (VPD)

ACCESS – Aboriginal Community Career Employment Services Society

ALPR – Automatic Licence Plate Reader

ARC – Aboriginal Recreation and Culture Program

BCACP – British Columbia Association of Chiefs of Police

BCAMCP – British Columbia Association of Municipal Chiefs of Police

BET – Beat Enforcement Team (VPD)

BRO – Being Respectful of Others Program

CAPSU – Civilian & Auxiliary Police Services Unit (VPD)

Car 87 & Car 88 – partnership between VPD and VCH where a constable is partnered with a registered nurse or psychiatric nurse to provide on-site assessments and intervention for people with mental health issues;

car 87 – day, car 88 – night

CAU – Crime Analysis Unit (VPD)

CDU – Career Development Unit (VPD)

CFO – Civil Forfeiture Office

CFSEU-BC – Combined Forces Special Enforcement Unit British Columbia

CIF – Criminal Investigation Fund (VPD)

CISM – Critical Incident Stress Management Team

CMHA V-F – Canadian Mental Health Association Vancouver-Fraser Branch

CNIB – Canadian National Institute for the Blind

COU – Chronic Offender Unit (VPD)

CoV – City of Vancouver

CPC – Community Policing Centre

CSP – Community Safety Personnel (VPD)

CVU – Commercial Vehicle Unit (CVU)

DCC – Downtown Community Court

DRE – Drug Recognition Expert

DTES – Downtown Eastside

DYS – Directions Youth Services

E-Comm – Emergency Communications

GeoDASH – Geographic Data Analysis and Statistics Hub (VPD)

GO reports – General Occurrence reports (VPD)

HOC – Homeless Outreach Coordinator (VPD)

HUB – a service at St. Paul's Hospital that unites emergency care, rapid access to treatment, and a transition centre to provide better and faster care for people with mental health and substance use issues

ICBC – Insurance Corporation of British Columbia

ICT – Information & Communications Technology Section (VPD)

ISSofBC – Immigration Services Society of British Columbia

KPI – Key Performance Indicators

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

MCS – Major Crime Section (VPD)

MHA – Mental Health Act

MHSU – mental health and substance use

MOSAIC – an interpretation and translation agency

MOU – Memorandum of Understanding

NPO – Neighbourhood Police Officer (VPD)

OCS – Organized Crime Section (VPD)

PAC – Parent Advisory Council

PEAT – Psychiatric Emergency Assessment Triage Unit

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

PTEP - Provincial Tactical Enforcement Priorities

RAPID – Regional Automated Property Information Database

RCMP – Royal Canadian Mounted Police

RFID – Radio-Frequency Identification

RTIC – Real-Time Intelligence Centre

S.A.F.E. – Safety Awareness for Elders

SAIL – Seniors Abuse and Information Line

SFST – Standardized Field Sobriety Test

SLO – School Liaison Officer (VPD)

SMT – Senior Management Team (VPD)

SPH – St. Paul’s Hospital

SRO – Single Room Occupancy

SSH – Social & Supportive Housing

TROO – Total Respect of Ourselves & Others Program

TSEP – Traffic Skills Education Program

UNYA – Urban Native Youth Association

VCH – Vancouver Coastal Health

VGH – Vancouver General Hospital

VPB – Vancouver Police Board

VPF – Vancouver Police Foundation

VPD – Vancouver Police Department

VPU – Vancouver Police Union

VSBC – Vancouver School Board

WCB – Workers Compensation Board

Vancouver Police Department 2018 Strategic Business Plan

The 2018 Strategic Business Plan outlines the Strategies that will be undertaken by the VPD throughout 2018 to begin working towards achieving the eight Strategic Goals. Thirty-five Strategies are identified with a total of 149 Activities associated to these Strategies.

The following table lists the eight Strategic Goals along with the 2018 Strategies that pertain to them:

<p>Strategic Goal: Foster relationships, understanding, and trust with our diverse community</p> <p><i>2018 Strategy 1:</i> Continue to comprehensively engage with and provide direct support to vulnerable and marginalized women.</p> <p><i>2018 Strategy 2:</i> Sustain and foster existing positive relationships with Indigenous communities.</p> <p><i>2018 Strategy 3:</i> Ensure the safety of the elderly population through ongoing community building and awareness.</p> <p><i>2018 Strategy 4:</i> Continue to develop trust and relationships with youth through outreach, education, and empowerment activities.</p> <p><i>2018 Strategy 5:</i> Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2s+ issues in policing.</p> <p><i>2018 Strategy 6:</i> Sustain and foster existing positive relationships with new immigrants and multi-cultural communities.</p>
<p>Strategic Goal: Strengthen mental health programs and processes</p> <p><i>2018 Strategy 1:</i> Continue to develop and implement a youth mental wellness program by working upstream and focusing on youth in school.</p> <p><i>2018 Strategy 2:</i> Evaluate the viability of a tele-triage system in partnership with the Vancouver General Hospital (VGH) Access and Assessment Centre that enables remote off-site mental health assessments of clients.</p> <p><i>2018 Strategy 3:</i> Continue to work with external partners on the opening and operation of the HUB and the VPF Transitional Center at Saint Paul’s Hospital (SPH).</p> <p><i>2018 Strategy 4:</i> Continue to collaborate with health partners to create system efficiencies to reduce both police mental health apprehensions and police hospital wait-times.</p> <p><i>2018 Strategy 5:</i> Collaborate with New Westminister, Burnaby, and Surrey to improve services for clients most-at-risk and living with severe mental health and substance use (MHSU).</p>
<p>Strategic Goal: Fight violent crime and its causes</p> <p><i>2018 Strategy 1:</i> Through community initiatives and public awareness campaigns, increase awareness of the risks and dangers to the public from sexual offences and highlight concerning trends and behaviors.</p> <p><i>2018 Strategy 2:</i> Increase the number of businesses participating in the <i>BarWatch</i> and <i>Restaurant Watch</i> programs.</p> <p><i>2018 Strategy 3:</i> Enhance information sharing between the VPD’s Major Crime Section (MCS), Organized Crime Section (OCS), and Patrol, as well as with other police agencies and partners.</p> <p><i>2018 Strategy 4:</i> Strategically target high-risk violent offenders utilizing a proactive inter-divisional, inter-agency, and regional approach.</p>

Strategic Goal: Combat property crime and its drivers

- 2018 Strategy 1:* Enhance the process for referring chronic property crime offenders to the Downtown Community Court (DCC).
- 2018 Strategy 2:* Proactively use intelligence to combat both residential and commercial break and enters.
- 2018 Strategy 3:* Establish a Cybercrime Unit whose mandate will focus on prevention, education, and enforcement.
- 2018 Strategy 4:* With over 12,000 theft from auto incidents reported to police per year, the VPD will focus on reducing these crimes through targeted enforcement projects and various innovative education campaigns.

Strategic Goal: Address community concerns that affect public safety

- 2018 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.
- 2018 Strategy 2:* Continue to work with the City of Vancouver (CoV) and local non-profit organizations to manage disorder caused by illegal street vending.
- 2018 Strategy 3:* Continue to assist the CoV with its efforts to end homelessness.
- 2018 Strategy 4:* Continue focusing on enhancing public safety regarding the use of fentanyl.

Strategic Goal: Improve road safety for everyone

- 2018 Strategy 1:* Coordinated participation in Provincial road safety campaigns.
- 2018 Strategy 2:* Increase road safety initiatives and enforcement by Patrol members.
- 2018 Strategy 3:* Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.
- 2018 Strategy 4:* Leverage technology to address current and anticipated road safety enforcement challenges.

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

- 2018 Strategy 1:* Improve communication between VPD Executive and front-line sworn and civilian members.
- 2018 Strategy 2:* Improve communication between VPD Divisions.

Strategic Goal: Promote a healthy work environment

- 2018 Strategy 1:* Continue to support and foster member wellness.
- 2018 Strategy 2:* Enhance the professional development of VPD members.
- 2018 Strategy 3:* Enhance member management processes.
- 2018 Strategy 4:* Enhance respectful work environments throughout the VPD.
- 2018 Strategy 5:* Enhance employee safety and security at VPD facilities.
- 2018 Strategy 6:* Implement recommendations of the 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 Strategies for 2018.

Vancouver Police Department Annual Business Plan (2018)

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

Champion – Inspector Suzanne Muir

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to comprehensively engage with and provide direct support to vulnerable and marginalized women.	<ul style="list-style-type: none"> Continue to 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. Ongoing proactive communication between the VPD and women’s support residences and Single Room Occupancy (SRO) building operators. Acquire additional chip-tech equipped cell phones to hand-out to vulnerable and marginalized women for 911 phone call purposes. Distribute additional cost-effective adhesive blackboards to be installed 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 vulnerable and marginalized women.</p> <p>Reconnection of vulnerable and marginalized women with their friends and family.</p>	<p>Assist at least 200 women in obtaining official provincial identification.</p> <p>Distribute an additional 100 donated cell phones with the latest chip technology.</p> <p>Distribute 100 additional adhesive blackboards for installation in SRO suites.</p>	<p>Sex Industry Liaison Officer</p> <p>Inspector Yee</p> <p>Inspector Muir</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 Indigenous communities.	<ul style="list-style-type: none"> Continue participating in Indigenous cultural and community events such as the annual <i>Pulling Together</i> canoe journey, tribal canoe journey, traditional canoe waking ceremony, drug awareness and gang awareness forums, as well as the National Indigenous People’s Day event and the Indigenous Remembrance Day event. Deliver additional Indigenous Cultural Competency training to partner agencies such as the Justice Institute and Directions Youth Services (DYS) to promote greater knowledge and cultural competencies among support workers. Support Indigenous youth through the Indigenous 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 and other programming with partner agencies such as DYS and Urban Native Youth Association (UNYA). 	<p>Ongoing strengthening of existing relationships with the Indigenous population and associated community partners.</p> <p>Increased understanding of cultural ceremonies and events through ongoing participation.</p> <p>Greater overall knowledge and understanding of Indigenous culture among VPD members.</p> <p>Increased engagement of and safety for at-risk Indigenous populations (including Indigenous youth) through existing programming.</p>	<p>Continue to 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 Indigenous participants in the VPD Cadet Program.</p> <p>Increase the total number of Musqueam youth involved in the Indigenous Cadet Program.</p>	<p>Indigenous Liaison Officer</p> <p>Musqueam Nation Liaison Officer</p> <p>Indigenous Neighborhood Police Officer (NPO)</p>	<p>UNYA</p> <p>Circle of Eagles Lodge</p> <p>Vancouver Indigenous CPC</p> <p>Vancouver Indigenous Friendship Centre</p> <p>DYS</p> <p>Aboriginal Community Career Employment Services Society (ACCESS)</p>	<p>VPF funding for the <i>Pulling Together</i> canoe journey.</p> <p>VPF and Civil Forfeiture Office (CFO) funding for the Aboriginal Recreation and Cultural program (ARC).</p> <p>ACCESS funding for the Indigenous Cadet Program.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Ensure the safety of the elderly population through ongoing community building and awareness.	<ul style="list-style-type: none"> Implement another <i>Safety Awareness For Elders</i> (S.A.F.E.) campaign. Design, create, and distribute S.A.F.E. brail cards for the visually impaired. Deliver ongoing community safety fairs and presentations for the elderly covering all areas of elder abuse including pedestrian and online safety. Foster community relationships through ongoing elder specific initiatives and activities such as neighborhood circles, seniors' lunches, seniors' graffiti paint-outs, scooting seniors, and seniors' fairs. Continue to 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 VPD's 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 among the elderly regarding their 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 2,000 additional S.A.F.E. magnets and cards.</p> <p>Distribute 3,000 S.A.F.E. brail cards.</p> <p>Deliver 12 elderly safety presentations and/or informational sessions.</p> <p>Regularly communicate updated anti-fraud and other personal safety awareness message through the internet and social media.</p>	<p>Sergeant Wilkinson</p> <p>Financial Crime Unit</p> <p>Sergeant Shum</p> <p>Sharmini Thiagarajah</p>	<p>Various senior support and housing agencies</p> <p>Community Policing Centres</p> <p>Vancouver Coastal Health</p> <p>Seniors Abuse and Information Line (SAIL)</p> <p>Mosaic</p> <p>Canadian National Institute for the Blind (CNIB)</p> <p>Public and Guardian Trustees Office</p>	<p>\$5,000 Canadian Real Estate Association Grant.</p> <p>\$5,000 VPF Grant.</p> <p>Donations for seniors through retired Chief Canuel's family.</p>
Strategy 4	Continue to develop trust and relationships with youth through outreach, education, and empowerment activities.	<ul style="list-style-type: none"> Continue to deter gang involvement through initiatives for at-risk youth which combine community, arts, and/or culture (e.g., <i>RestART</i>). Continue to 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>. Ongoing wellness promotion through sports and fitness with initiatives such as <i>Streetfront</i> marathon run group, Windermere Running Club, VPD <i>Soccer</i>, <i>KidSport</i>, the <i>Police Athletic League</i>, and <i>Project Breakaway</i>. Continue to 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), <i>Here4Peers</i>, <i>FUNdaMENTALS</i>, 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><i>Streetfront</i> marathon to continue meeting 3 times weekly, and to participate in 4 marathons per year.</p> <p>Deliver at least 12 <i>YoBro</i> presentations.</p> <p>Hold 30 to 40 TROO sessions and 2 BRO session.</p> <p><i>Know Means No</i> to run 4 five-week sessions per year.</p>	<p>Inspector Noftle</p> <p>VPD Youth Referral Coordinator</p> <p>School Liaison Officers</p> <p>Detective Rich</p>	<p>Vancouver School Board (VSB)</p> <p>Khalsa Diwan Society</p> <p>Sport BC</p> <p>VPD Cadet Program</p> <p>Canadian Mental Health Association Vancouver-Fraser Branch (CMHA V-F)</p> <p>Grandview Woodlands Community Policing Centre</p>	<p>VPF funds various youth initiatives.</p> <p>CoV funds <i>RestART</i>.</p> <p>CFO funding</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. 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. Continue to 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. Create an education and awareness video and promotional items around LGBTQ2S+ communities and sport. 	<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 forging of a working environment at the VPD that values inclusiveness and equality for all individuals regardless of sex and gender.</p>	<p>Continue to increase the number of businesses participating in <i>Safe Place</i>.</p> <p>Continue to increase the number of corporate businesses as well as police departments trained in the LGBTQ2S+ education program.</p> <p>Translate the <i>Walk with Me</i> video into Mandarin and Punjabi.</p>	<p>Hate Crimes Detective/ LGBTQ2S+ Liaison Officer</p> <p>Constable Quiring</p>	<p>TransAlliance Society</p> <p>Qmunity</p> <p>VPD LGBTQ2S+ Advisory Committee</p> <p>CoV LGBTQ2S+ Advisory Committee</p> <p>Independent transgender advocates</p>	<p>Safe Place decals covered under the VPD media budget.</p> <p>Funding grant to be submitted to CFO for translation of <i>Walk with Me</i> video and creation of new LGBTQ2S+ education video.</p>
Strategy 6	Sustain and foster existing positive relationships with new immigrants and multi-cultural communities.	<ul style="list-style-type: none"> On-going attendance at the Immigrant Services Society of British Columbia (ISSofBC) Welcome House by one to two VPD Constables per week. Executive and Frontline members participate in community events such as the Vaisakhi Parade and Chinese New Year annually. Attend education sessions and events at Mosques in and around Metro Vancouver. Continue to engage multicultural communities in the Citizen’s Police Academy. Continue to engage new immigrant youth through the <i>NewKids</i> Program. Continue to work with MOSAIC to increase referrals to the <i>Redirecting Youth Through Empowerment: Wraparound Program</i>. Work with and support community partners in the opening of the new Strathcona Community Policing Centre. 	<p>Ongoing strengthening of existing relationships with multicultural populations and newcomers along with associated community partners.</p> <p>Increase understanding of cultural ceremonies and events through ongoing participation.</p> <p>Greater overall knowledge and understanding of multicultural backgrounds and experiences among VPD members.</p> <p>Enhanced safety for and increased engagement of at-risk multicultural populations (including new immigrant youth) through existing programming.</p>	<p>Provide ongoing multicultural outreach services at least twice per week.</p> <p>Deliver workshops and <i>Newcomer</i> packages once a week to new immigrants serviced by ISSofBC.</p> <p>Attend a minimum of 4 cultural events per year.</p> <p>Increase the VPD’s total number of community contacts and community partners.</p> <p>Enroll 20 new immigrants in the Citizen’s Police Academy.</p> <p>Enroll 15 to 20 new immigrant youth in the <i>NewKids</i> program.</p> <p>Increase participants in the <i>Wraparound Program</i> from 20 to 40 over the next three years.</p>	<p>Deputy Chief Constable Rai</p> <p>Constable Radons</p> <p>Diversity Programming Coordinator</p>	<p>ISSofBC</p> <p>Imam’s representing Mosques in Vancouver and the Tri-Cities</p> <p>Khalsa Diwan Society</p> <p>Settlement Workers in Vancouver Schools</p> <p>MOSAIC</p>	<p>Funding grant submitted to CFO to cover workshops and newcomer packages.</p> <p>CFO and VPF funding for the <i>NewKids</i> Program.</p> <p>Citizen’s Police Academy funded by the Chief’s Office.</p>

Vancouver Police Department Annual Business Plan (2018)

Goal – Strengthen mental health programs and processes

Champion – Inspector Lynn Nofle

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to develop and implement a youth mental wellness program by working upstream and focusing on youth in school.	<ul style="list-style-type: none"> Implement a ‘train-the-trainers’ component involving high school students (including Cadets) within the <i>Here4Peers</i> mental wellness program. Deliver ‘train-the-trainer’ training to elementary students via the <i>FUNdaMENTALS</i> program. Evaluate the <i>Here4Peers</i> and <i>FUNdaMENTALS</i> programs and make modifications as required. Report-back to stakeholders with recommendations. Explore a potential relationship with the Vancouver Canucks for both the program launch and continuing support. 	<p>Increased awareness of mental wellness among School Liaison Officers (SLOs), Vancouver School Board (VSB) staff, and students.</p> <p>Increased access by students and staff to mental health services.</p> <p>De-stigmatization of mental illness in students and staff.</p>	<p>The <i>Here4Peers</i> and <i>FUNdaMENTALS</i> initiatives to be delivered to three Vancouver high schools (David Thompson, Vancouver Technical, and Killarney).</p> <p>One-year evaluation of programs completed once delivered.</p>	Sergeant Prasobsin	<p>VPD Cadets</p> <p>SLOs</p> <p>Vancouver Police Foundation (VPF)</p> <p>VSB</p> <p>Vancouver Coastal Health (VCH)</p> <p>Canadian Mental Health Association Vancouver –Fraser Branch (CMHA V-F)</p> <p>City of Vancouver (CoV)</p>	<p>\$150,000 over 5 years from VPF.</p> <p>\$16,000 one-time funding from CMHA V-F.</p> <p>\$40,000 from CoV for program evaluation.</p>
Strategy 2	Evaluate the viability of a tele-triage system in partnership with the Vancouver General Hospital (VGH) Access and Assessment Centre that enables remote off-site mental health assessments of clients.	<ul style="list-style-type: none"> VPD Patrol and Car 88 to continue with Phase 2 of the ‘proof of concept’ tele-triage project. Evaluate the ‘proof of concept’ tele-triage project and make modifications as required. Report-back to stakeholders with recommendations. 	<p>Reduction in unnecessary Section 28 Mental Health Act (MHA) apprehensions.</p> <p>Reduced visits to hospital emergency departments for Section 28 apprehensions.</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 clients meeting the criteria for discharge from hospital after an initial assessment.</p>	Inspector Nofle	<p>Patrol</p> <p>Car 88</p> <p>VGH Access and Assessment Center</p> <p>VPD IT</p> <p>Doctors of BC</p>	<p>\$50,000 grant from VPF titled <i>Instruments of Change</i>.</p> <p>\$320,000 from Doctors of BC.</p>
Strategy 3	Continue to work with external partners on the opening and operation of the HUB and the VPF Transitional Center at Saint Paul’s Hospital (SPH).	<ul style="list-style-type: none"> 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>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 56 minutes.</p> <p>50% reduction in patient re-admission to hospital post discharge from the HUB and VPF Transitional Centre.</p> <p>50% increase in engagement with community health services post discharge from VPF Transitional Centre.</p>	Inspector Nofle	<p>Patrol</p> <p>VGH Access and Assessment Centre</p> <p>VPF</p> <p>CoV</p>	\$750,000 from VPF

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Continue to collaborate with health partners to create system efficiencies to reduce both police mental health apprehensions and police hospital wait-times.	<ul style="list-style-type: none"> • Work with VGH, SPH, and contracted hospital security (Integrated Protection Services) to improve VPD Patrol member handoff of Form 21 clients. • VPD to support the implementation of the Psychiatric Emergency Assessment Triage (PEAT) Unit at VGH. 	<p>Reduced Section 28 Mental Health Act apprehensions.</p> <p>Reduced hospital wait-times.</p> <p>Improved quality of care for patients.</p>	<p>Reduction in hospital wait-times for Form 21 clients to 20 minutes, measured from time of registration.</p> <p>5% reduction in Section 28 apprehensions.</p> <p>Reduction in average hospital wait-times to 56 minutes (Project Link goal set in 2011).</p>	Staff Sergeant Fincham	<p>VPD Patrol</p> <p>VGH</p> <p>SPH's contracted hospital security (Integrated Protection Services)</p>	Nil
Strategy 5	Collaborate with New Westminister, Burnaby, and Surrey to improve services for clients most-at-risk and living with severe mental health and substance use (MHSU).	<ul style="list-style-type: none"> • Develop Working Groups. • Share 'best practices'. • Create a framework for the timely sharing of information and collaboration between police agencies and health authorities. 	<p>Improved sharing of information resulting in optimal client care.</p> <p>Improved quality of life and consistent application of services for MHSU patients across Greater Vancouver.</p>	<p>Completion of a Memorandum of Understanding (MOU) among police agencies and health authorities.</p> <p>Reduction in negative police contacts, MHA apprehensions, emergency department visits, and acute bed days for mutual clients.</p>	<p>Supt. Davey</p> <p>Staff Sergeant Fincham</p>	<p>VCH and Fraser Health Authorities</p> <p>Cities of Vancouver, New Westminister, Burnaby, and Surrey</p> <p>VPD</p> <p>New West PD</p> <p>Burnaby RCMP</p> <p>Surrey RCMP</p> <p>Ministry of Mental Health and Addictions</p>	Nil

Vancouver Police Department Annual Business Plan (2018)

Goal – Fight violent crime and its causes

Champion – Superintendent Mike Porteous

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Through community initiatives and public awareness campaigns, increase awareness of the risks and dangers to the public from sexual offences and highlight concerning trends and behaviors.	<ul style="list-style-type: none"> Gather information on current trends and issues affecting youth safety. Hold a Youth Connect Symposium for youth education based awareness. Deliver an online <i>Be Date Safe</i> awareness campaign. Enact a <i>Make Your Move</i> campaign in partnership with <i>BarWatch</i>. 	<p>Greater collaboration with community groups to educate and provide foundational awareness of safety risks to youth.</p> <p>Community sexual assault concerns and trends will be identified and targeted.</p> <p>Bar patrons and bystanders will be encouraged to watch for and intervene against predators of vulnerable individuals in situations involving alcohol consumption.</p> <p>Increased reporting of incidents of sexual abuse occurring in licenced establishments.</p> <p>Overall reduced incidents of sexual abuse in licensed establishments.</p>	<p>Provide youth safety tools to at-risk youth and peer mentors in grades 8 through 10 as well as to teachers and counsellors.</p> <p>Increase webpage hits for information related to risks of online dating.</p> <p><i>Make Your Move</i> posters will be placed in all <i>BarWatch</i> establishments.</p>	<p>Inspector Richards</p> <p>Staff Sergeant Deans</p> <p>Sergeant Lowe</p> <p>Acting Sergeant Wigglesworth</p> <p>Detective Addison</p>	<p>Public Affairs</p> <p>Youth Squad/SLO</p> <p>Diversity Unit</p> <p>Child and Youth Advocacy Centres</p> <p>Vancouver School Board (VSB)</p> <p>Transit Police</p> <p>BarWatch</p>	<p>Civil Forfeiture Grants</p> <p>Vancouver Police Foundation (VPF) Grants</p>
Strategy 2	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 Spearn</p> <p>Sergeant McConnell</p> <p>Sergeant Tutkaluke</p>	<p>Operations Division</p> <p>Organized Crime Section</p> <p>Emergency & Operational Planning Section</p>	<p>Nil</p>
Strategy 3	Enhance information sharing between the VPD's Major Crime Section (MCS), Organized Crime Section (OCS), and Patrol, as well as with other police agencies and partners.	<ul style="list-style-type: none"> Continue enhancing an information-sharing platform/protocol between MCS, OCS, Patrol, as well as with other agencies across the region, province, and country. Based on the sharing of intelligence, initiate short-term enforcement projects against targeted violent drug traffickers/organized crime and gang members. 	<p>The enhanced sharing of information will increase the real-time intelligence available to OCS investigators to help target violent criminals associated to the drug trade.</p> <p>The unlawful activities of organized crime groups will be disrupted through drug or other criminal 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 as well as with external partners.</p> <p>Reduced firearms based crime along with reduced overall violent crime.</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>Staff Sergeant Byrne</p> <p>Inspector Spearn</p> <p>Inspector Thomas</p>	<p>MCS</p> <p>OCS</p> <p>Patrol</p> <p>Combined Forces Special Enforcement Unit – BC (CFSEU-BC)</p> <p>RCMP</p> <p>Real-Time Intelligence Centre</p>	<p>Criminal Investigation Fund (CIF)</p> <p>Alternative external funding.</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 4	Strategically target high-risk violent offenders utilizing a proactive inter-divisional, inter-agency, and regional approach.	<ul style="list-style-type: none"> Align Provincial Tactical Enforcement Priorities (PTEP) and leverage external partnerships to identify and target organized crime group members. Continue to utilize 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, arsons, conspiracies, 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 will gain experience in advanced investigative techniques.</p> <p>Success on a large scale project leads 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>Inspector Spearn</p> <p>Inspector Thomas</p> <p>Staff Sergeant Byrne</p> <p>Sergeant Kenney</p> <p>Accredited Team Commanders</p>	<p>MCS</p> <p>OCS</p> <p>Patrol Districts</p> <p>CFO</p> <p>CFSEU-BC</p> <p>RCMP</p> <p>Municipal Police Agencies</p>	<p>CIF</p> <p>Alternative external funding.</p> <p>Budget implications are anticipated, but are expected to be mitigated by leveraging partnerships and alternative funding means.</p>

Vancouver Police Department Annual Business Plan (2018)

Goal – Combat property crime and its drivers

Champion – Superintendent Michelle Davey

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Enhance the process for referring chronic property crime offenders to the Downtown Community Court (DCC).	<ul style="list-style-type: none"> Meet with the DCC to align chronic offender related definitions and purposes. Provide a list of accused parties to the DCC for charge approval to ensure proper streaming of offenders regardless of where they are arrested. Work with the DCC to change geographic parameters for offender admission to the DCC. Ensure designated chronic offenders are effectively managed and held accountable through surveillance, compliance checks, and investigative strategies. Use i2 software to track and target offenders that are at risk of being added to the chronic offender list. 	<p>The VPD's Chronic Offender Unit (COU) can better target the most prolific chronic property crime offenders.</p> <p>Admission to the DCC will depend on the offender in question rather than on geographic considerations.</p> <p>Enhanced support for chronic offenders who require treatment and other supports.</p> <p>Reduced recidivism of chronic offenders who have been provided with support</p> <p>Reduced need for chronic offenders to commit property crime due to addiction, poverty, homelessness, and mental health.</p> <p>Increased sentencing for prolific offenders where the only way to keep the public safe is to keep them in custody.</p>	<p>Increase number of chronic offenders who receive support and alter their crime patterns (i.e., reduced number of arrests).</p> <p>Overall crime reduction in categories such as thefts from auto, commercial break and enters, and residential break and enters.</p> <p>Increase number of prolific offenders who remain in custody as a result of enhanced enforcement strategies.</p>	<p>Inspector Andersen</p> <p>Sergeant Farragher</p>	<p>VPD COU</p> <p>DCC</p> <p>Drug Court</p>	<p>Nil</p>
Strategy 2	Proactively use intelligence to combat both residential and commercial break and enters.	<ul style="list-style-type: none"> Undertake an education campaign to help owners of unoccupied homes better secure their homes. Create and use of a target selection matrix for selecting the most prolific break and enter offenders. Use surveillance to target the most prolific offenders. Expand the Regional Automated Property Information Database (RAPID) program across Greater Vancouver. Use predictive GeoDASH in concert with other analytics to inform targeted enforcement. Evaluate the predictive GeoDASH deployment model using Community Safety Personnel (CSPs). Update Patrol with investigative strategies through Patrol briefings. Work with BC Police Services on a provincial strategy to include drug safe measures in commercial cannabis regulations. 	<p>Fewer unoccupied homes are broken into.</p> <p>Prolific break and enter offenders will be deterred from committing further offences.</p> <p>Increased recovery of stolen goods through expansion of RAPID program.</p> <p>Evidence-based assessment of predictive GeoDASH will allow for an assessment of current deployment model viability.</p> <p>Patrol will be provided with the latest investigative requirements from Crown Counsel via parade briefings.</p>	<p>Reduction in the number of break and enters into unoccupied homes.</p> <p>Increased number of arrests of prolific break and enter targets.</p> <p>Increased number and dollar value of stolen goods recovered from pawn shops across Metro Vancouver.</p> <p>Improved break and enter detail in police General Occurrence (GO) reports.</p> <p>Overall positive responses in the citizen satisfaction survey.</p>	<p>Inspector Andersen</p> <p>Sergeant Bellia</p> <p>Sergeant M. Laurin</p> <p>Sergeant Taylor</p> <p>Special Constable Prox</p> <p>Director Heer</p>	<p>COU</p> <p>Crime Analysis Unit (CAU)</p> <p>Public Affairs</p> <p>DCC</p>	<p>Possible Criminal Investigation Fund (CIF) budget implications</p>

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 3	Establish a Cybercrime Unit whose mandate will focus on prevention, education, and enforcement.	<ul style="list-style-type: none"> • Develop a mandate for the new Cybercrime Unit. • Develop a cybercrime toolkit for front-line VPD members • Instruct front-line officers, Neighbourhood Police Officers (NPOs), and the Business Liaison Officer on how to deliver messaging around cyber safety to the business community. • Brief investigative units on the role of new Cybercrime Unit. • Specific to identity theft, work with Canada Post and City Bylaws to transition to the use of secure mailboxes in apartments as opposed to panel-style mailboxes. 	<p>An integrated Cybercrime Unit will support investigations into crimes that have a technological component.</p> <p>Patrol will be educated on cybercrime and will be comfortable giving advice to victims.</p> <p>Proactive enforcement strategies to prevent cybercrime will be shared with businesses.</p> <p>Panel mailboxes will be replaced with a more secure option.</p>	<p>Conduct a qualitative assessment of improved understanding among Patrol members and detectives on cybercrime types and prevention strategies.</p> <p>Establish baselines for the number of files the Cybercrime Unit will support.</p> <p>Reduced number of total commercial break and enters due to less panel mailbox break-ins.</p> <p>Reduction in incidents of identity theft.</p>	<p>Inspector Andersen</p> <p>Sergeant Van Beek</p> <p>Sergeant M. Laurin</p>	<p>Patrol</p> <p>Investigation Division</p> <p>Canada Post</p> <p>City of Vancouver (CoV) Bylaw Office</p>	Nil
Strategy 4	With over 12,000 theft from auto incidents reported to police per year, the VPD will focus on reducing these crimes through targeted enforcement projects and various innovative education campaigns.	<ul style="list-style-type: none"> • Patrol to conduct theft from auto projects in high crime areas. • COU will identify and target theft from auto offenders using the DCC's prolific offender list. • Use of Radio-frequency identification (RFID) and Bail projects in high crime areas to supplement Patrol projects. • Review of previous theft from auto public education and awareness campaigns for effectiveness, and develop new initiatives to reduce the frequency of visible property being left in vehicles. 	<p>Less acts of auto theft will be committed in Vancouver.</p> <p>Increased auto theft enforcement will deter notable offenders from committing such crimes.</p> <p>A larger audience will be reached through expanded auto theft prevention public awareness campaigns.</p>	<p>A minimum of 4 patrol-based theft from auto projects in high crime areas.</p> <p>Increased arrests for theft from auto.</p> <p>Reduction in theft from autos in high crime areas.</p>	<p>Inspector Andersen</p> <p>District Commanders</p> <p>Sergeant Farragher</p> <p>Sergeant Taylor</p> <p>Director Simi Heer</p>	<p>COU</p> <p>CAU</p> <p>District Analysts</p> <p>DCC</p>	Nil

Vancouver Police Department Annual Business Plan (2018)

Goal – Address community concerns that affect public safety

Champion – Superintendent Marcie Flamand

	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. Ongoing usage of liquor pour-outs and violation tickets to deter drinking in public spaces. 	<p>Public drinking and intoxication will be deterred.</p> <p>Greater compliance with liquor regulations pertaining to capacity and service.</p> <p>Enhanced public safety in the entertainment districts.</p> <p>Reduction in incidents of drunken and disorderly conduct on beaches.</p>	<p>Overall reductions in the number of fights, breaches of the peace, and disturbances in the entertainment districts.</p> <p>Conduct a minimum of 10 liquor licence and/or business licence reviews.</p> <p>Reduction of disorder incidents on the beaches.</p>	<p>Supt. Flamand</p> <p>Staff Sergeant Searwar</p> <p>Inspector Porteous</p> <p>Inspector Forsberg</p> <p>Constable Clarke</p>	<p><i>BarWatch</i></p> <p>Park Board</p> <p>Provincial Coast Guard</p>	Nil
Strategy 2	Continue to 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 with the City of Vancouver engineering department and non-profit organizations, in dealing with street vending issues.</p> <p>Reduction in complaints by citizens regarding illegal street vending through coordinated responses to decrease this activity.</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 Rabinovitch</p>	<p>Beat Enforcement Team (BET)</p> <p>CoV</p> <p>Non-profit organizations</p>	The CoV Social Planning Section pays a portion of the annual salary of 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 continue to brief patrol on how to manage pop-up encampments and rough sleepers. 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. Continue working with BC Housing and non-profit organizations to help keep Single Room Occupancy (SRO) buildings and Social & Supportive Housing (SSH) sites safe and secure. 	<p>Patrol officers will continue to be 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 people bedded down in open areas not designed for habitation (e.g. - doorways, parks or bus shelters).</p> <p>Overall increases in the number of homeless people placed into shelters and permanent housing.</p> <p>Ongoing 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	Continue focusing on enhancing public safety regarding the use of fentanyl.	<ul style="list-style-type: none"> Proactively target individuals or groups manufacturing and/or distributing fentanyl in the city of Vancouver. VPD participation in the Provincial Opioid Task Force. Convey information to the public in a timely manner, especially to those groups most at risk from accidental exposure and overdose. Supplement public awareness campaigns by developing additional awareness initiatives (i.e., youth presentations and other programs). Continue raising awareness on the need for treatment-on-demand for opioid users. 	<p>Disruption of the groups involved in the trafficking of fentanyl and a reduction of the supply to the street level.</p> <p>Increased public awareness around the dangers of fentanyl and its analogs.</p> <p>Youth will be better informed on the risks associated with fentanyl and other drug use.</p>	<p>Increase in the number of arrests made, charges recommended, and the quantity of fentanyl-laced drugs seized.</p> <p>Overall reduction in overdose deaths occurring in the city.</p> <p>Further the scope of fentanyl public awareness campaigns.</p> <p>Create and deliver presentations to youth regarding fentanyl.</p>	Inspector Spearn	<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 (2018)

Goal – Improve road safety for everyone

Champion – Superintendent Steve Eely

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Coordinated participation in Provincial road safety campaigns.	<ul style="list-style-type: none"> Ongoing coordination of road safety enforcement efforts between the BC Association of Chiefs of Police (BCACP) Traffic Safety Committee, the Insurance Corporation of British Columbia (ICBC), 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 (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"> Ongoing 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. Pursue funding for Traffic Skills Education Program (TSEP) to train all Patrol members. 	<p>Increased road safety enforcement awareness, ability, and engagement by Patrol members.</p> <p>Improved road safety.</p>	<p>Increased traffic enforcement numbers across all Patrol Districts.</p> <p>Minimum of 50 patrol-based road safety projects undertaken.</p> <p>Funding request(s) submitted for the TSEP course.</p>	<p>Patrol District Commanders</p> <p>Inspector Zuccato</p> <p>Staff Sergeant Duncan</p> <p>Betty Froese</p>	<p>Traffic Section</p> <p>Patrol District Staff Sergeants</p> <p>Crime Control Sergeants</p> <p>Training Section</p>	<p>Pending Civil Forfeiture Grant Request</p>

Strategy 3	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
	Ongoing commitment to road safety education and enforcement within the VPD Traffic Section.	<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 child restraint clinics throughout the city. • Undertake education and enforcement initiatives during <i>Bike-to-Work</i> week (1st week of June). • Focus on targeting the big four road safety violations (Speed, Distracted Driving, Impaired Driving, and Seatbelt use) during the May and Thanksgiving long weekends. • Ongoing VPD Commercial Vehicle Unit (CVU) 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>Increases in ticket production within all Traffic squads.</p> <p>A minimum of 40 total road safety presentations delivered to youth, PACs, and seniors by the School Safety Patrol Team.</p> <p>2 child restraint clinics delivered.</p> <p>Total of 500 Level 1 & 2 commercial vehicle inspections conducted by the VPD CVU.</p> <p>A minimum of 150 members Standardized Field Sobriety Test (SFST) certified.</p> <p>A minimum of 8 members Drug Recognition Expert (DRE) certified.</p>	<p>Inspector Zuccato</p> <p>Staff Sergeant Duncan</p> <p>Sergeant Rice</p>	<p>VPD Traffic Services</p> <p>VPD Traffic Analyst</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>Pacific Region Training Centre</p> <p>Transit Police</p> <p>BCACP</p> <p>BC Association of Municipal Chiefs of Police (BCAMCP)</p>	<p>Nil</p>

Strategy 4	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
	Leverage technology to address current and anticipated road safety enforcement challenges.	<ul style="list-style-type: none"> • Deployment of Automatic Licence Plate Reader (ALPR) technology within the VPD Traffic fleet. • Use of social media tool to increase community engagement and awareness. • Delivery of E-Ticketing pilot project, in co-operation with Road Safety BC. • Prepare for impact of 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>Implementation of 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>Sergeant Rice</p>	<p>VPD Traffic Services</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>BCACP</p> <p>BCAMCP</p>	TBD

Vancouver Police Department Annual Business Plan (2018)

Goal – Foster a culture of employee engagement and effective communication

Champion – Chief Adam Palmer

	Strategy	Activities	Outcome	Target Measures	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Improve communication between VPD Executive members and front-line sworn and civilian members.	<ul style="list-style-type: none"> Executive to provide timely organizational updates using various communication methods including personal contact as often as possible. Executive to participate in operational shifts with front-line members. Executive to attend select supervisor meetings. Executive to seek opportunities to engage with members at Patrol or Investigation Division parades, briefings, and/or training events. Chief to attend Patrol parade briefings. Executive to debrief crisis situations and other significant events. 	<p>Greater Executive understanding of front-line challenges and concerns.</p> <p>Opportunity for supervisors 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 participation in higher-level decision-making processes by all members.</p> <p>First-hand issues impacting front-line members will be directly shared with the Executive resulting in actionable items.</p> <p>Executive debriefs following crisis and other significant events will ensure that accurate related information is disseminated to VPD members.</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 supervisor meetings.</p> <p>Patrol parade briefings to be routinely attended to by the Chief.</p> <p>Overall positive employee satisfaction survey results.</p>	<p>VPD Executive Team</p> <p>VPD Senior Management Team</p>	<p>All VPD members</p> <p>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. Each Division to identify an inter-divisional issue and to provide and communicate a potential solution to all involved parties. Determine how to best assess improvements in inter-divisional communication. 	<p>Greater understanding throughout the organization of what each Division and their Section do.</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>Patrol members to have a clear line of communication with the Investigation Division.</p> <p>Successful resolution of 1 or more identified inter-divisional communication issues.</p> <p>Identification of the method to survey inter-divisional communication.</p>	<p>VPD Executive Team</p> <p>VPD Senior Management Team</p>	All VPD staff	Nil

Vancouver Police Department Annual Business Plan (2018)

Goal – Promote a healthy work environment

Champion – Superintendent Martin Bruce

	Strategy	Activities	Outcomes	Target Measures	Leads	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to support and foster member wellness.	<ul style="list-style-type: none"> Continue to hold informational presentations on resiliency delivered by Dr. Mackoff. Increased promotion of the VPD's <i>Wellness Program</i> and the health services provided by the Department. Ongoing promotion of the medical check-ups provided by Cira Medical Services. Provide transition coaching for members nearing retirement. Complete a wellness gap analysis. Continue to provide support to civilian members following traumatic incidents through the civilian Critical Incident Stress Management Team (CISM). 	<p>Increased resiliency and coping strategies provided to all 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>Increased support provided to members preparing to retire.</p> <p>Any deficiencies in the VPD's existing <i>Wellness Program</i> will be identified.</p>	<p>Hold 6 informational sessions on resiliency.</p> <p>Create additional brochures regarding VPD health and wellness services.</p> <p>Increased use by members of medical check-ups.</p> <p>Offer of coaching sessions to members that have indicated a desire to retire in 2018.</p> <p>Implement the recommendations identified in the Wellness Gap Analysis.</p>	<p>Sergeant Torvik</p> <p>Sergeant Jette</p> <p>Sergeant Fawcett</p> <p>Staff Sergeant Murdock</p>	<p>Police Employee Relations & Advisory Services Unit (PERASU)</p> <p>VPD Peer Support Unit</p> <p>Career Development Unit (CDU)</p> <p>CISM</p> <p>Vancouver Police Union (VPU)</p> <p>Cira Medical</p>	<p>Vancouver Police Foundation (VPF) provided funding for Athletic Management Software.</p> <p>All other activities funded within the existing HR/wellness budget.</p>
Strategy 2	Enhance the professional development of VPD members.	<ul style="list-style-type: none"> Increase the use of the <i>360 Review</i> program. Implementation of the new Tenure Policy lengths and bring all sworn members into compliance. 	<p>Increased development of members for promotion or positional advancement.</p> <p>Increased return of sworn members to the Operations Division through ensured consistency in the application of Tenure Policy.</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 (A&TU).</p>	<p>Sergeant Kim</p> <p>Staff Sergeant Kenney</p>	<p>CDU</p> <p>A&TU</p>	<p>Nil</p>
Strategy 3	Enhance member 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. Continue to explore the development of a reliable resiliency test to be used by the Recruiting Unit to assess sworn member applicants. 	<p>Increased response to and accountability for members who are off sick or injured.</p> <p>Increased support and engagement for members.</p> <p>Less member absenteeism.</p> <p>The VPD's resiliency test will act as a key additional screening tool as part of the pre-hiring recruiting process.</p>	<p>Implement Phase 1 of the Parklane Software System.</p> <p>Complete a bi-annual survey of members who have been off long-term sick or injured.</p> <p>Complete an evaluation of reliable sworn member applicant resiliency measures to be used by the Recruiting Unit.</p>	<p>Sybillie Jackel</p> <p>Staff Sergeant Chan</p> <p>Recruiting Unit</p>	<p>PERASU</p> <p>Civilian and Auxiliary Police Services Unit (CAPSU)</p> <p>Recruiting Unit</p> <p>VPU</p>	<p>Nil</p>

	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) to deliver a presentation on <i>Respectful Workplace</i> Legislation and case law changes. The HR Section to hold <i>Respectful Workplace</i> lunch sessions. HR to update Labour Process Guidelines. 	<p>Increased knowledge and understanding by all members of <i>Respectful Workplace</i> protocols and impacts.</p> <p>Increased labour process understanding, compliance, and transparency.</p>	<p>6 <i>Respectful Workplace</i> sessions to be held.</p> <p>Updated labour process guidelines available to all members.</p>	<p>Staff Sergeant Chan</p> <p>Sergeant Fawcett</p>	<p>SMT</p> <p>PERASU</p> <p>CAPSU</p> <p>VPU</p>	Nil
Strategy 5	Enhance employee safety and security at VPD facilities.	<ul style="list-style-type: none"> Regularly scheduled fire and evacuation drills at all VPD facilities. Undertake construction of the Safe Drug Handling Facility. Create new protocols for handling of unknown substances in the Safe Drug Handling Facility. 	<p>Increased emergency evacuation knowledge and safety of VPD members.</p> <p>A state of the art facility will exist for members to process and examine unknown toxic drugs.</p> <p>VPD members will be fully equipped with the necessary training and procedures to ensure the safe handling of drugs.</p>	<p>1 scheduled evacuation drill for each VPD facility.</p> <p>To complete the opening of the Safe Drug Handling Facility prior to year-end.</p> <p>The publication of new drug handling protocols.</p>	<p>Tracy Mathews</p> <p>Staff Sergeant Murdock</p>	<p>Facilities Section</p> <p>Public Safety Counter</p> <p>E-Comm</p> <p>VPU</p>	Facility construction costs have been added to 2018 Budget.
Strategy 6	Implement recommendations of the comprehensive Operational Review of the VPD's staffing requirements.	<ul style="list-style-type: none"> VPD Operational Review Project Implementation team to coordinate ongoing implementation of recommendations. Chief to provide an Operational Review Implementation update. 	<p>Updated Departmental staffing needs will be implemented based on comprehensive consultations, research, and analysis.</p> <p>Enhanced feelings of inclusion in higher-level decision-making processes by all staff.</p>	<p>Development of implementation timelines and tiers.</p> <p>Implementation of 2018 staffing/resource additions and preparation for 2019 staffing/resource additions.</p>	<p>Deputy Chief Constable Rai</p> <p>Staff Sergeant Heard</p>	<p>All VPD staff</p> <p>VPU</p> <p>Vancouver Police Officers Association</p> <p>Teamsters</p>	City of Vancouver (CoV) Council approved the 2018 Budget on Dec. 12, 2017, committing to a 5-year delivery plan for additional VPD positions.