

Vancouver Police Board Strategic Plan: 2012-16

Mission To provide independent civilian oversight, governance, and strategic leadership to the Vancouver Police Department, reflecting the needs, values, and diversity of Vancouver's communities.	
Vision To be a leader in police governance, through excellence in civilian oversight.	
Guiding Principles and Values	
Independence:	Our decisions are strategic and policy-oriented, and free of political or partisan influence.
Integrity:	We promote and exhibit the Departmental values of integrity, professionalism, accountability, and respect.
Objectivity:	We support the Department through critical oversight, advocacy and strategic direction, all in the best interests of the Department and the community.
Accountability:	We hold the Department accountable by monitoring, measuring and challenging. We are accountable to the community.
Diversity:	We embrace diverse views, skills and backgrounds, both on the Board and in the Department.
Fiscal Responsibility:	We advocate for the Department's budget and oversee the effective allocation of resources.
Innovation:	We seek innovative and creative solutions and are not constrained by traditional approaches;

2012-2016 Strategic Goals

- I. Enhance the Board's effectiveness in its oversight and governance of the Department.
- II. Strengthen the Board's external and internal engagement.
- III. In conjunction with stakeholders enhance the Board's focus on key societal issues that impact public safety.
- IV. Optimize Internal Functionality and Strength of the Board.

I. Enhance the Board's effectiveness in its oversight and governance of the Department.

Objectives	Tasks	Measures & Outcomes	Progress
1. Improve our legal environment.	<ul style="list-style-type: none"> Advocate for changes to legislation (eg. Police Act, Criminal Code) which enable the Board and the Department to fulfil their roles more effectively. Present proposals, both Provincially and Federally, for legislative changes; Urge changes through the BCAPB and CAPB as well as directly with Government officials 	<ul style="list-style-type: none"> Heightened awareness in government about legislative changes needed; Policy and/or legislative changes are made which facilitate better policing and better oversight 	<p><u>Board advocated for the following (2013-14):</u></p> <ul style="list-style-type: none"> Mental Health Act amendments to improve timely transfer of patients Creation of Provincial Missing Persons Act Amend Criminal Code to criminalize bullying via social media Creation of legislation mandating standard minimum cell phone capabilities Require DNA from those convicted of residential b & e Changes to federal prostitution laws which protect marginalized & vulnerable persons Changes to policies associated with police record checks to ensure greater understanding of collection, use, and disclosure of information Legislation to facilitate emergency access to multi-residential buildings by police & other emergency responders <p><u>The following amendments were achieved (2013-14):</u></p> <ul style="list-style-type: none"> Amendments to Police Act to enable two more Board members; Amendments to Criminal Code to protect police service animals
2. Protect and foster our positive reputation, both external and internal.	<ul style="list-style-type: none"> monitor community survey to ensure meaningful and relevant; Introduce other means of gauging community reactions. Continue to work closely with CPC's as 	<ul style="list-style-type: none"> The Department and Board continue to experience a good reputation in the community; the complaints process is 	<ul style="list-style-type: none"> presentation to the Board on the Department's use of social media and its growing influence engagement with CPC's – scheduling of CPC's at Board meetings continues

	<p>representatives of the community.</p> <ul style="list-style-type: none"> Regularly assess key indicators such as media, complaints, community satisfaction surveys, employee surveys. Advocate for improvement to and streamlining of complaint process, which has a big impact on our reputation. 	<p>viewed by the public as fair and independent;</p> <ul style="list-style-type: none"> the Board is in a position to be more proactive in addressing threats to reputation 	
3. Enhance the financial sustainability of the Department.	<ul style="list-style-type: none"> Critically oversee budget preparation to ensure reasonable, realistic budgeting; Critically oversee operations to ensure they continue within budget; Proactively address external pressures or realities that threaten sustainability; Support and encourage programs which maximize value for dollars ; Require assessment and justification of programs to ensure optimal value. 	<ul style="list-style-type: none"> Operations remain 'on budget'; The City is a supportive partner in the budget process; New programs and initiatives are designed to enhance effectiveness and minimize costs. 	<ul style="list-style-type: none"> 9th straight year of on-budget operations Community Safety program designed to enhance effectiveness and minimize costs
4. Ensure adequate mitigation and management of material risks.	<ul style="list-style-type: none"> Require periodic presentations about risk mitigation strategies in operations, such as business resumption, disaster planning, human resource early warning systems, audits etc.; Require a dashboard report on material risks and mitigation from the Department (to be updated and reviewed annually by the full board); Document Board Risk Management initiatives (to be updated and reviewed annually by full Board) Annual risk management review by full board is incorporated into annual strategic planning session. 	<ul style="list-style-type: none"> The Board has a better understanding of risks affecting the Department and Board A risk management lens is routinely applied to the assessment of new initiatives and programs The Board and Department are better equipped to proactively address risks 	<ul style="list-style-type: none"> Board and Departmental risks have been documented; Update at annual workshop; annual risk review <p>COMPLETED – ANNUAL REVIEW CYCLE INSTITUTED</p>
5. Measure effectiveness of crime-prevention initiatives.	<ul style="list-style-type: none"> When crime prevention programs such as youth services, school liaison, and mental health present to the Board, ensure they describe their 'measures of success'. Research ways to measure prevention programs in policing 	<ul style="list-style-type: none"> Better rationale exists to support funding of crime prevention programs There is a greater emphasis on prevention as a means to ensure sustainability 	<ul style="list-style-type: none"> Continue to monitor research on measuring crime prevention

II. Strengthen the Board's external and internal engagement.

Objectives	Tasks	Measures & Outcomes	Progress
1. Strengthen Board engagement with the Community.	<ul style="list-style-type: none"> Schedule evening Board meeting (s); reverse Board meeting order so that public portion of meeting starts later. Record and webcast Board meetings; Advocate to Province to do more education about Boards generally Plan community policing forum (s) to discuss safety issues in the community Put a link on website to enable direct email to Board office Continue joint department/stakeholder presentations at Board meetings Make greater use of social media 	<ul style="list-style-type: none"> More public input at Board meetings and through emails; Better dialogue with community partners and stakeholders; Joint solutions developed for community safety issues. Meetings more accessible to community through webcasts. More online interest from the public 	<ul style="list-style-type: none"> Website overhaul Twitter Account initiated Live Webcasts of Board meetings Regular Community presentations scheduled Better Link from VPD website to Board website Evening meeting scheduled 1 community-located meeting
2. Strengthen Board engagement with City Council.	<ul style="list-style-type: none"> Schedule, jointly with the Department, three to four workshops with Council annually to discuss policing issues. 	<ul style="list-style-type: none"> Board continues to enjoy good relations with City Council; City Council has better understanding of policing issues 	<ul style="list-style-type: none"> Four workshops with Council held (2013-14)
3. Strengthen Board engagement with the Department.	<ul style="list-style-type: none"> Include bonus question on Sergeant's exam about Police Board; Board to participate in informal departmental functions (eg. open house, new sergeant's reception) and formal events; Continue to take opportunities to extend congratulatory letters from the Board. 	<ul style="list-style-type: none"> VPD staff develops better understanding of who the Board is and what it does. 	<ul style="list-style-type: none"> Bonus question included on sergeant's exam Board sends out many letters to staff Continue to attend swearing in ceremonies, awards ceremonies and other formal events.

III. In conjunction with stakeholders, enhance Board's focus on key societal issues which impact public safety.

Objectives	Tasks	Measures & Outcomes	Progress
1. Engage a broad group of health and social service stakeholders in developing actions/solutions around safety issues and mental illness.	<ul style="list-style-type: none"> Finalize research that sets out nature and scope of the issue; Develop high level draft action plan; Schedule fall meeting of expanded stakeholder group and seek consensus agreement on proposed action plan. Schedule opportunities for community to talk about mental illness and community safety. Reflect community input in action plan. Increase advocacy and communication around mental illness and other societal issues such as addiction and homelessness Department, City and Board advocate action plan to Government 	<ul style="list-style-type: none"> The nature and scope of the problem agreed upon by all stakeholders; A broadly supported action plan to address community safety issues; A forum for continued discussion and problem-solving around mental health Greater engagement with community around important issues; Community-based solutions; Heightened community awareness of issues and need for broader advocacy. Coordinated understanding and approach by stakeholders and the community Implementation of plans and initiatives to address public safety and mental illness; 	<ul style="list-style-type: none"> Good progress with LINK meeting Action plan communicated to Government Chair expands dialogue with community Government engaged in future solutions Mayor's Roundtable discussions engaged larger community Increased advocacy and discussion Improved provincial cooperation New funding provided by Province for ACT Teams and other mental health services
2. (NEW 2014) Enhance Board's focus on domestic violence and its repercussions in the community.	<ul style="list-style-type: none"> Organize presentation on domestic violence including stakeholders like Family Services of Greater Vancouver & Provincial Office of Domestic Violence Get better statistics and information on the frequency and repercussions of domestic violence Explore partnerships to support effective responses to domestic violence and to reduce serious injuries and death 	<ul style="list-style-type: none"> Better understanding of the issues Supported actions to reduce domestic violence More public awareness & education 	<ul style="list-style-type: none">
3. (NEW 2014) Enhance Board's focus on traffic fatalities	<ul style="list-style-type: none"> Organize presentation with stakeholders – ICBC & the City Target goal of zero traffic fatalities 	<ul style="list-style-type: none"> Better understanding of the issues Supported actions to reduce traffic fatalities More public awareness & education 	<ul style="list-style-type: none">
4. (NEW 2014) Enhance Board's understanding of regional issues	<ul style="list-style-type: none"> Bring more information to the Board about regional issues – including progress of regional initiatives 	<ul style="list-style-type: none"> Broader understanding of regional issues Better context for safety issues affecting the larger community 	<ul style="list-style-type: none">

IV. Optimize Board Internal Functionality and Strength

Objectives	Tasks	Measures & Outcomes	Progress
1. Prioritize education/orientation for Board members.	<ul style="list-style-type: none"> Enhance education and development for Board members by bringing expert speakers to address the Board at meetings and urge Police Services / JIBC to improve training. Continue training around VPD operations and related policing organizations through orientations, facility tours and presentations 	<ul style="list-style-type: none"> A more knowledgeable Board able to make informed decisions relative to the governance of the Department 	<ul style="list-style-type: none"> New orientation developed for Board members Includes use of Citizens Police Academy
2. Support a recruitment process which ensures new Board members bring needed backgrounds and skills to the Board.	<ul style="list-style-type: none"> Work with Police Services to ensure recruitment process utilizes the Board skills matrix and identifies appropriate candidates 	<ul style="list-style-type: none"> A strong Board with a mix of skills and backgrounds. 	<ul style="list-style-type: none"> Worked with police service; updated and communicated Board skills matrix