
**West Vancouver Police Department
2011-2013 STRATEGIC PLAN**





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Message from the Police Board Chair

On behalf of the West Vancouver Police Board it is a pleasure to introduce the WVPD Strategic Plan for 2011-2013. The level of participation and the quality of input provided by our community, elected members of Council and WVPD staff to shape this plan has established a new standard for community engagement as it relates to our police department. This process has shown that we are all prepared to take an increasingly active interest in ensuring that the department's goals are current, achievable and ambitious.

Our vision is to achieve and maintain the highest public safety standards, in service to West Vancouver. We'll get there by focusing on: public safety; community engagement and communications; resource management and leadership and good governance.

Our plan also highlights issues that are unique to West Vancouver such as: How do we reduce crime and enhance perceptions of safety in a community with one of the lowest crime rates in Canada? How do we effectively address the phenomenon of "commuter crime" (i.e., criminals who come to the community but don't live here)? And how do we engage neighbourhoods in a cohesive strategy for crime prevention and public safety?

The 2011-2013 Strategic Plan will help us to tackle these issues and to improve. It sets high expectations for our department for the coming years and we are confident that the WVPD will rise to the challenge. On behalf of the West Vancouver Police Board, we look forward to working with Chief Lepine and his team to create a safer and even better connected community than we enjoy today.

Mayor Pamela Goldsmith-Jones
Chair, West Vancouver Police Board

West Vancouver Police Board



Susan Arnold



Barbara Brink



Carla George



Doug Murphy



Mark Reder



Doug Walden



Message from the Chief Constable

This Strategic Plan reflects a commitment to the excellence of the West Vancouver Police Department and a commitment to the safety and health of the community we proudly serve. It represents countless hours of work by some exceptionally talented, knowledgeable and dedicated individuals from our team, the WVPD Police Board and District Council and the community of West Vancouver and the Capilano Reserve. The building of this plan was truly a collaborative effort and we are committed to achieving our Mission and Vision in that same spirit of collaboration.

The WVPD and the community of West Vancouver are constantly evolving and to be successful we have to focus on long-term goals and objectives even as we react to the daily and sometimes hourly changes that characterize the world of policing. This Strategic Plan provides a road map to help us identify and navigate the challenges ahead as we work to achieve our vision of achieving and maintaining the highest standards in policing and public safety. That road map will also help us build for the future while providing the top quality police service our community needs in the present.

The 2011-2013 plan is not brand new; it represents and reflects the impact of many factors including the strong relationship between the WVPD and our partners on the Police Board, District Council and the Squamish Nation. It also capitalizes on the talent, dedication and drive for innovation displayed every day by WVPD employees and our organization's long history of success and connection with the community, while taking into consideration the complex and dynamic realities of policing in the 21st century.

The WVPD executive understands that our organization faces real challenges moving forward. We know the difficulties of dealing with social issues that, by default, have become the responsibility of the police. We understand that "public safety" is not fully captured by crime statistics; our citizens are only as safe as they feel in their own homes and neighbourhoods. And we know that many of the critical public safety issues in West Vancouver cannot be addressed by the WVPD alone; building strong relationships with our partners is the only way to responsibly achieve the positive outcomes we all desire. But we also know that we have access to a range of tools, techniques and tactics under the umbrella of evidence-based policing that can make us more effective in every way and it is our job to make sure we take full advantage of each one. The 2011-2013 Strategic Plan reflects all of these issues and will be critical to our ability to address them.

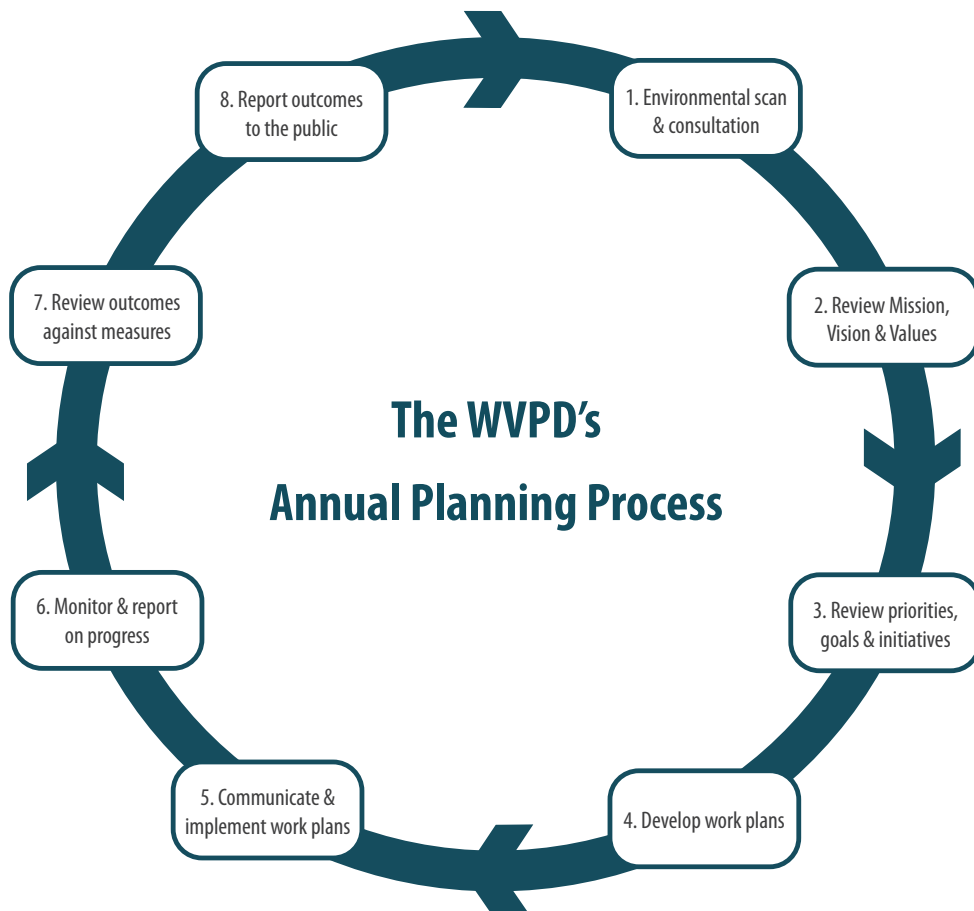
The WVPD is built on the values of accountability, collaboration, integrity, professionalism and respect. These values are the heart of our organization and are reflected in every aspect of our operations. While police work is often conducted under the glare of media cameras and intense public scrutiny, there are hundreds of incidents every day that are witnessed only by residents and visitors of West Vancouver and the men and women who proudly serve to protect their safety and security. But whether in front of the lens or behind the scenes, the values of the WVPD guide our people in every situation. West Vancouver's residents and visitors expect and deserve a community where they feel safe at any time of the day or night. This plan is an important part of meeting those expectations and creating a safe, healthy, vibrant community that we can all be proud of and enjoy.

Chief Constable Peter Lepine
West Vancouver Police Department

The Purpose of this Plan

This Strategic Plan charts a course for the West Vancouver Police Department for 2011-2013 to achieve the following:

- Define the department's policing priorities for the community of West Vancouver, the Squamish Nation, the West Vancouver Police Board and the West Vancouver District Council, the Chief Constable, the WVPD executive team and all WVPD employees.
- Inform the citizens of West Vancouver and the Squamish Nation about the issues the WVPD will focus on and the policing services and standards they can count on.
- Establish benchmarks for success that support performance measurement by the Police Board, the Chief Constable and the WVPD executive team.
- Provide a clear starting point to direct the WVPD's business planning and budgeting processes.
- Provide a solid foundation for discussions with partners and stakeholders with respect to coordination of services to enhance public safety and reduce both crime and victimization in the community of West Vancouver and the Squamish Nation.



The WVPD's Mission, Vision & Values

Our Mission

Through innovation and policing excellence, the WVPD is committed to community engagement and crime reduction in cooperation with our partners.

Our Vision

To achieve and maintain the highest standards in policing and public safety.

Our Values

Respect

We practice respect and compassion in all of our internal and external interactions.

Professionalism

We uphold the highest standards of conduct and performance.

Collaboration

We provide superior service through teamwork.

Integrity

We build public trust and confidence through honourable and ethical service.

Accountability

We practice organizational stewardship and effective communication within our team as well as with our partners in the District, the Board and the community.



The WVPD's Commitment to Our Community

The WVPD appreciates the strong support it receives from the community and will:

- Undertake innovative policing approaches to enhance public safety.
- Practice unbiased treatment of West Vancouver's residents and visitors.
- Uphold the highest standard of justice.
- Deliver top quality policing, public safety and customer service.
- Work in collaboration with our community to achieve our Mission and Vision.

The WVPD's Commitment to Our Employees

The West Vancouver Police Department will create and maintain a workplace that:

- Fosters and rewards empowerment and creativity.
- Encourages and exemplifies open communication.
- Is free from all forms of discrimination and harrassment.
- Offers the highest standard of training and equipment.

The World Around Us: The WVPD Environmental Scan

The key to building an impactful, ambitious and achievable strategic plan is knowing the context in which it will be implemented. Our 2011–2013 Strategic Plan was developed based on a multi-faceted environmental scan of the community we serve and the factors that we know will present our biggest challenges and opportunities in the next three years.

One critical component of that analysis was the **stakeholder consultation process** our team was engaged in for most of 2010. Another important source of information is the **WVPD CompStat process**, which provides information and analysis on crime and safety in our community.

Our environmental scan also considered data from the District of West Vancouver's regular **Quality of Life and Community surveys** and the **annual police resource statistics** compiled by the Police Services Division of BC's Ministry of Public Safety and Solicitor General.

What We Learned: Opportunities & Challenges

The following factors were revealed through our environmental scanning process and present the most significant challenges to the WVPD's ability to achieve our mission and vision.

Legislative, Regulatory & Policy Changes

The policing environment is heavily influenced by legislative, regulatory, policy and legal decisions taken at all levels of government.

In 2010, road safety enforcement changed significantly due to legislation brought into force in January that introduced penalties and definitions for distracted driving and new regulations and penalties for impaired driving that came into force in September. In 2011 we expect revisions to the Police Act to affect many aspects of how we do business.

See our plan:

Goal 3, p. 12

Each of these changes brings with it a need to train and equip our team for new enforcement, administrative and investigative strategies as well as more time spent in court as new regulations and legislation are tested. Our team is also impacted by legal decisions related to policing technology, tools, techniques and tactics.

We already work closely with partners throughout the justice system and at all levels of government as well as our colleagues in other police agencies to ensure we are responding to these changes as efficiently as possible and with no negative ramifications for the service we deliver to our community. But more can be done in this area as we move forward.

Integration & Regionalization

Integration and regionalization have been trends in the public sector since the early 1990s as a way to realize economies of scale. And policing is following the same trend. In Metro Vancouver the last 10 years have seen the emergence of regional and integrated police units in areas like homicide and collision investigation, gang and drug suppression, security for international events like Olympic and Paralympic Games and specialized services like forensic investigations, emergency response and police service dogs.

Integration and regionalization promise benefits for the WVPD such as access to expertise and equipment we could not otherwise afford and career development and training opportunities for our team that we could not otherwise offer. However, we are acutely aware that we are accountable to our Board and our community to provide a top quality local police service.

As we work to develop strategies that balance fiscal accountability, community commitment and policing excellence we will examine every opportunity to maximize the benefits and mitigate the risks of integration and regionalization.

See our plan:

Goal 1, p. 10

Goal 2, p. 11

Goal 4, p. 13

Human & Financial Resource Planning

The WVPD is working hard to find, attract, retain and develop the best employees in an increasingly competitive job market.

Like many other public sector and policing organizations, we are concerned about the impending retirement of our most experienced people and the impact that retirement wave will have on how we supervise, mentor and develop our junior people. Another challenge is found in the constant movement of talented, skilled policing and public safety professionals between and among the many municipal police departments, integrated police agencies and RCMP detachments in Metro Vancouver.

Planning for our future and attracting applicants from diverse backgrounds and those with practical experience and specialized skills will be key to our success moving forward.

See our plan:

Goal 3, p. 12

Goal 4, p. 13

Strategic Partnerships

See our plan:

Goal 2, p. 11

Goal 3, p. 12

The West Vancouver Police Department has established several innovative and effective partnerships with social service, community and government agencies in West Vancouver and with the Squamish Nation; however, more can and must be done in this area.

In West Vancouver, as in police jurisdictions across Metro Vancouver, British Columbia and Canada, our resources are increasingly impacted by issues that are beyond our ability to resolve in isolation. We must work more diligently to identify, communicate and collaborate with partners whose mandates and resources can support and complement our own.

Technology & Facilities

Like any other public service, police need the proper equipment, infrastructure and facilities to fulfill their duties and meet the community's needs.

Technology is often talked about as a challenge for police in terms of its growing applications in the commission of crimes at all levels from cyber-bullying and stalking to international fraud and identity theft rings that impact our residents as well as citizens across our province, our country and beyond. But technology also offers tremendous potential for the WVPD in areas like community engagement and partnership-building as well as streamlining administrative duties and even detecting, interrupting and investigating criminal and disorderly activity.

As we build for the future we are committed to incorporating technology to provide top quality policing service and ensuring our team has the facilities and equipment it needs to achieve our mission and vision.

See our plan:

Goal 2, p. 11

Goal 3, p. 12

Goal 4, p. 13

High Volume Crimes & Calls for Service

See our plan:

Goal 1, p. 10

Goal 2, p. 11

Property crime affects more residents and visitors to West Vancouver than any other type of crime. Both the volume and the nature of property crime make it a challenge for police (i.e., there are often no witnesses or physical evidence on which to base an investigation). Prevention strategies are the most effective means of reducing crime and victimization.

West Vancouver's property crime rate has dropped almost 20% from a 2003 peak of almost 40 incidents per 1,000 population to a 2008 rate of less than 27. But property crime has accounted for 50-56% of West Vancouver's total Criminal Code complaints for the past 10 years. Our team is committed to working with the community to break that pattern and to address the fact that, while property crime is our highest volume crime category, in 2009 seven of our top 10 calls for service were not related to criminal activity.

Meeting the Challenge: Our Goals for 2011-2013

Goal 1: Enhance Public Safety

We recognize that most of the criminal and disorderly activity that impacts our community falls into a few categories and is perpetrated by a relatively small number of people. And we know that we can maximize the impact of our limited resources by being strategic about the people, places and issues that we target and by monitoring, evaluating and improving our tactics and techniques. To enhance the safety of the community of West Vancouver we will employ the following strategies:

Make the Predictable Preventable: Make sure we are ready for high risk/low frequency incidents that present a legitimate threat to officer and public safety and investigational outcomes.

Learn from the Best: Study what has been tried in other police and public safety agencies as well as academic institutions and adopt the best initiatives for WVPD.

Evidence-based Policing: Put top priority on effectiveness by setting clear objectives, challenging assumptions about “what works”, and holding our people, projects and programs accountable for results.

Intelligence-led Policing: Make data analysis and crime intelligence central functions. So we can quickly identify trends, problems and causation factors; develop and implement enforcement and prevention projects; and rigorously evaluate outcomes.



Performance Measures

MEASURABLE	2011	2012	2013
OPERATIONAL RISK MANAGEMENT			
Identification of risk areas	100% complete		
Risk matrix to establish likelihood & impact of outcomes	50% complete	100% complete	Annual update of matrix
Standard Operating Procedures (SOPs) for risk areas	SOPs: 50% complete	SOPs: 100% complete Best practice document: 50% complete	Best practice document: 100% complete
PROLIFIC AND PRIORITY OFFENDER MANAGEMENT			
Signal crime activity	Reduce by 10%	Reduce by further 10%	Reduce by further 10%
FIRST NATIONS COMMUNITY POLICING			
Comprehensive local strategy	Strategy development: 100% complete	Strategy goals achieved	Strategy goals achieved
# repeat offenders/victims	Benchmark	Reduce by 15%	Reduce by further 15%
DOMESTIC VIOLENCE INTERVENTION			
Comprehensive local strategy	Strategy development: 100% complete	Strategy goals achieved	Strategy goals achieved
# repeat offenders/victims	Benchmark	Reduce by 15%	Reduce by further 15%
YOUTH			
“Reaching Out” initiative	Initiative revision: 100% complete	Initiative goals achieved	Initiative goals achieved
Youth crime & victimization stats ¹	Benchmark	Reduce by 10%	Reduce by further 10%
TRAFFIC/ROAD SAFETY			
# collisions involving “vulnerable road users” ²	Reduce 15%	Reduce by further 20%	Reduce by further 20%
# collisions involving “high risk drivers” ³	Reduce 15%	Reduce by further 20%	Reduce by further 20%

¹ Source: Juristat, Statistics Canada

² “Vulnerable road users” are pedestrians, motorcyclists, cyclists and persons in personal mobilized devices. (Source: “Road Safety Strategy 2015”, Canadian Council of Motor Transport Administrators.)

³ “High risk drivers” are repeat offenders with patterned illegal driving behaviour. (Source: “Road Safety Vision 2010”, Canadian Council of Motor Transport Administrators.)

Goal 2: Increase Community Engagement & Improve Communication

Building a safe, healthy, vibrant community is a collective effort and we know that our success depends on the active support, engagement and participation of the citizens we serve. To ensure community involvement in and support of our organization and our objectives we will employ the following strategies:



Leverage technology: Maximize the impact of the time, energy and resources invested in our website and e-policing platform by assessing user needs and improving the user experience.

Connect with our people: Encourage a sense of team and high morale within the WVPD by developing and executing an internal communication plan to help increase staff understanding of, support for and involvement in our goals and initiatives.

Connect with our community: Communicate more effectively with the residents of West Vancouver and the Capilano Reserve by developing and implementing a comprehensive communications plan to help increase our community's understanding of, support for and involvement in the WVPD's programs and initiatives.

Partner with purpose: Increase the number and quality of working partnerships in place with government and community organizations by adopting a strategic approach to identifying and connecting with key public safety stakeholders.



Performance Measures

MEASURABLE	2011	2012	2013
EFFECTIVE COMMUNICATION			
Audit of WVPD communications	Audit: 100% complete		
WVPD communications plan	Plan: 100% complete	Plan deliverables achieved	Plan deliverables achieved
CONNECTING WITH OUR COMMUNITY			
# of program volunteers & hours	Benchmark by program	Improve on benchmark	Improve on benchmark
Community satisfaction	Benchmark	Improve on benchmark	Improve on benchmark
CONNECTING WITH OUR PEOPLE			
Employee engagement/satisfaction	Benchmark	Improve on benchmark	Improve on benchmark
USE OF TECHNOLOGY			
Web analytics for www.wvpd.ca	Benchmark web analytics stats Web optimization plan: 100% complete	Optimization plan goals achieved	Optimization plan goals achieved
Usage stats for e-policing initiative	Benchmark	Improve on benchmark	Improve on benchmark

Goal 3: Strengthen Leadership & Governance

We recognize that our success in the future will depend on our ability to build and maintain a healthy organization and a team that lives its values every day. That means setting a strong foundation by evaluating and updating our approach to leadership and governance. To ensure effective board governance and executive leadership capable of building and supporting a high functioning organization, we will employ the following strategies:



Connect with our people:

Encourage a sense of team and high morale within the WVPD by developing and executing an internal communication plan to help increase staff understanding of, support for and involvement in our goals and initiatives.

Build a strong foundation:

Strengthen the role of the Board and the effectiveness of the WVPD leadership team by reviewing and updating policy manuals related to governance and leadership.

Partner with purpose: Increase the number and quality of working partnerships in place with government and community organizations by adopting a strategic approach to identifying and connecting with key public safety stakeholders.



Performance Measures

MEASURABLE	2011	2012	2013
STRONG FOUNDATION			
Audit Board & departmental policy manuals	Audit: 100% complete		
Update Board & departmental policy manuals	Policy update project plan: 100% complete	Project plan deliverables achieved	Project plan deliverables achieved
CONNECTING AND PARTNERING			
Board stakeholder engagement plan	Plan: 100% complete	Plan deliverables achieved	Plan deliverables achieved
Internal communications audit	Audit: 100% complete		
Internal communications plan	Plan: 100% complete	Plan deliverables achieved	Plan deliverables achieved
Employee satisfaction/engagement	Benchmark	Improve on benchmark	Improve on benchmark

Goal 4: Effective Resource Management

We value all of our people, including uniformed officers, civilian staff and volunteers. We recognize that, like all police forces, we will face challenges recruiting, retaining, training, housing and equipping our team in the coming years. To ensure that the WVPD is managing our human, financial and physical resources for success we will employ the following strategies:

Invest in the best: Make sure every member of our team has what they need to excel in their roles by adopting a comprehensive approach to needs assessment and the acquisition, maintenance and replacement of technology and infrastructure as well as working with the Board and Council on long-term resource planning that considers all of our needs, including the construction of a new public safety building

Quality recruiting: Attract and hire the best, most qualified candidates using a modern, fair and transparent process that is consistent with best practices in policing and serves the needs of our organization and our community.

Make our people our priority:

Encourage continuous improvement and professional development by leveraging integrated and regional teams, supporting employee wellness and engagement and cultivating training and advancement opportunities within WVPD.



Performance Measures

MEASURABLE	2011	2012	2013
RECRUITMENT AND RETENTION			
Staff & member retention	98% of all FTEs	98% of all FTEs	98% of all FTEs
Employee engagement/satisfaction	Benchmark	Improve on benchmark	Improve on benchmark
Competency-based performance appraisal system	System: 100% complete	Appraisals for all staff: 100% complete	Appraisals for all staff: 100% complete
PREPARE FOR THE FUTURE			
WVPD resource plan	Plan: 100% complete	Plan deliverables achieved	Plan deliverables achieved
Annual career & learning plans	Plans for all staff: 100% complete	Plans for all staff: 100% complete	Plans for all staff: 100% complete

Acknowledgements

The West Vancouver Police Department would like to thank all of the staff, volunteers, partners, stakeholders and citizens who took the time to participate in the creation of the 2011-2013 Strategic Plan.

In addition, we would like to acknowledge the following people and groups for providing the dedication, leadership and direction we needed to move the 2011-2013 Strategic Plan forward:

West Vancouver Police Board

Mayor Pamela Goldsmith-Jones, Chair

Susan Arnold

Barbara Brink

Carla George

Doug Murphy

Mark Reder

Doug Walden

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