



# New Westminster Police Department

## 2022-2024 STRATEGIC PLAN





We recognise and respect that New Westminster is on the unceded and unsundered land of the Halq'eméylem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a city, we are learning and building relationships with the people whose lands we are on.

# Halq'eméylem

The following Strategic Plan has been developed as a three-year roadmap for the New Westminster Police Department (NWPD). It sets out concrete actions, building and expanding upon the significant work that has been completed over the last several years.

The last three years have been characterized by resiliency. The NWPD remained flexible during the COVID-19 pandemic to ensure the community received the policing services it needed during a challenging time and placed a continued emphasis on organizational wellness. A Gang Unit was created, and crime was reduced throughout the City of New Westminster.

The NWPD respects its unique position to serve the community and protect each of its residents, regardless of race, ethnicity, age, and mental or physical ability. The Department is focused on tackling systemic discrimination in all its forms, working with the community to better understand how diverse groups of people experience NWPD policies and services and ensuring its workforce composition is reflective of the community it serves. The NWPD's Strategic Plan lays out three priorities for the next three years, including:

- **Strengthening community engagement**

The NWPD will continue serving the community at a time when people continue to face significant challenges as a result of the pandemic, and racialized and marginalized people face historic and present-day barriers that limit their full participation in the community.

- **Modernizing community safety**

The NWPD will continue its transformation to a modern police department through innovation, transparency, inclusiveness, and community partnerships.

- **Investing in our people**

The NWPD recognizes its people as its greatest asset and will continue putting significant effort towards the growth and development of its team members and building future leaders, while ensuring diversity and inclusion are a pillar of its operations.







## OUR PURPOSE

We serve everyone in our community with integrity, excellence, and compassion.

### We serve everyone.

We want every person, in particular those that have had negative experiences with police, to feel safe enough to reach out to us, and to be served with compassion, integrity, and professional excellence.

We want to earn the trust of everyone in our community, so that we can assist in the moments when they need help.

### With integrity, excellence, and compassion.

In 2019, a member of our community came to us looking for help. She explained that, as a sex worker, she had many negative experiences with police and, as a result, did not trust police.

However, as we worked with her, she was surprised to be treated with respect, compassion, and dignity. Because she felt safe, and that we cared for her well-being, she had confidence to continue with the investigation, and allowed us to help.



## OUR VALUES

Integrity | Excellence | Compassion

### Integrity

We are open, honest, and accountable for the work we do. We are transparent about our successes and failures.

### Excellence

We serve with commitment and dedication to the highest standard.

### Compassion

We treat everyone with dignity, humility, and empathy and we are sensitive to each person's experiences.



# STRATEGIC GOALS

The New Westminster Police Department (NWPD) has set three strategic goals that define its direction over the next five to ten years. These goals align to the NWPD’s vision and will be used to evaluate the department’s progress towards its vision. The NWPD’s strategic goals are as follows:

## NEW WESTMINSTER POLICE DEPARTMENT STRATEGIC GOALS



### STRATEGIC GOALS

### MEASURED BY

#### 1 LISTENING TO OUR COMMUNITY

We are a valued community partner. We engage with our diverse community, listen to their needs, and collaborate to ensure their needs are met.



- 1. Public satisfaction
- 2. Public trust of police
- 3. Stakeholder satisfaction

#### 2 SERVING OUR COMMUNITY

We ensure community safety with integrity, compassion, and excellence.



- 4. Crime rates
- 5. Response times
- 6. Police costs
- 7. Police effectiveness

#### 3 SUPPORTING OUR PEOPLE

We have a diverse, inclusive, healthy, and engaging workplace that promotes employee equity, growth, wellness, and fulfillment.



- 8. Employee engagement
- 9. Attrition
- 10. Vacancy

# OUR ACCOUNTABILITY

The 2022 – 2024 New Westminster Police Department (NWPD) Strategic Plan was prepared under the direction of the Police Board, Chief Constable, and police department. Collectively, we are committed to implementing the Strategic Plan.

We are accountable for the contents of this plan and for regularly communicating progress on our results. Publishing this strategy is the first step towards transparency and accountability. Looking forward, we will regularly make available public-facing progress reports to identify how we are tracking against our milestones and report out on our key performance indicators, annually. It is our expectation that the community, the Police Board, our leaders, and every member of our department, holds us accountable to each of the priorities we have committed to.

Continuous engagement with the community will be key to our progress – and feedback received during these discussions and touchpoints will allow us to evolve our policies and programs in a way that best serves the community. Ultimately, this plan will only be successful if it is executed in a way that best aligns our policing services with the needs of the entire community.

The New Westminster Police Board, Chief Constable and Police Department are committed to implementing this Strategic Plan and the priorities and goals outlined within that will support us in listening, serving, and supporting our people and community. These activities will bring us closer to creating a future where the department is known and recognized for its integrity, excellence, and compassion.

**Mayor Jonathan X. Cote**  
Chair, New Westminster Police Board

**Dave Jansen**  
Chief Constable, New Westminster Police





## 2022-2024 PRIORITIES:

Over the next three years we will focus on three priorities and several key milestones to help us achieve our strategic goals.



### Strengthen Community Engagement

**By December 31, 2022**

- Create an Indigenous Peoples Engagement Plan
- Establish an NWPD Diversity and Engagement Team
- Begin community engagement

**By December 31, 2023**

- Engage with local Indigenous communities
- Engage with community groups
- Identify and Implement recommended actions

**By December 31, 2024**

- Continue engagement activities
- Identify and Implement recommended actions



### Modernize Community Safety

**By December 31, 2022**

- Complete the operations review
- Support committee work to clarify police role for homelessness, mental health and addiction
- Establish Key Performance Indicators

**By December 31, 2023**

- Milestones for this year will be identified based on committee work, public engagement and the operations review

**By December 31, 2024**

- Milestones for this year will be identified based on committee work, public engagement and the operations review



### Invest in our People

**By December 31, 2022**

- Implement an employee engagement survey
- Implement DEIAR recommendations
- Pilot performance and growth reviews

**By December 31, 2023**

- Create a module-based leadership development program
- Implement performance and growth reviews
- Continue to act on employee engagement results

**By December 31, 2024**

- Measure impact of leadership development
- Expand leadership development program
- Continue to act on employee engagement results

