

PROGRESSIVE POLICING



GROWING COMMUNITY

**New Westminster Police Department
Strategic Plan 2016 – 2019**



Approachable and environmentally-friendly: Officers are seen day-to-day embracing the City's green initiatives by cycling through the streets and pathways of New Westminster.



Our Changing Community

New Westminister has long been recognized by its regional neighbours as a livable city, with safe, healthy and dynamic neighbourhoods. We were the first capital of British Columbia, and continue today as a vibrant and sustainable hub for the entire lower mainland. But we recognize that many of the things that make our city a convenient nucleus are also challenges for public safety.

Access by rapid transit and railways, proximity to major highways and our location on the Fraser River all shape the daily realities of policing in New Westminister.

Effective management and enforcement of increased traffic volume continues to be a top priority for maintaining quality of life in our City in the years ahead.

And although we take great pride in our heritage, we are increasingly modern and connected, with a bright future. The resurgence and revitalization of New Westminister are evident across the city, reflecting close to \$1 billion invested over the past five years in new residential, commercial and public spaces. Those changes include the new Anvil Centre in the heart of downtown, Royal Columbian Hospital



undergoing a massive refurbishment as well as increasing densification with more residents and people who commute here for work. That's a lot of transformation, and it's brought new policing tasks to the NWPD.

Since our last strategic plan, we've continued to adapt the New Westminister Police Department to keep up with these challenges. Many of those changes are detailed in this document, including the hiring of 23 new officers. And, consistent with our commitment to stay ahead of the change curve, the NWPD is proud to

participate in Canada's second Real Time Intelligence Centre, which provides immediate analytical support to assist in coordinating responses to serious crimes. This Centre allows us to collaborate with peer agencies, sharing information and responses to cross-jurisdictional incidents in real time as events unfold.

Growth and Change in New Westminister

- **Increase in New Westminister population 2006 to 2011 – 7,500**
Population growth has averaged more than 1,000 new residents every year

since 1986, and New Westminister is projected to grow to more than 86,500 residents by 2026

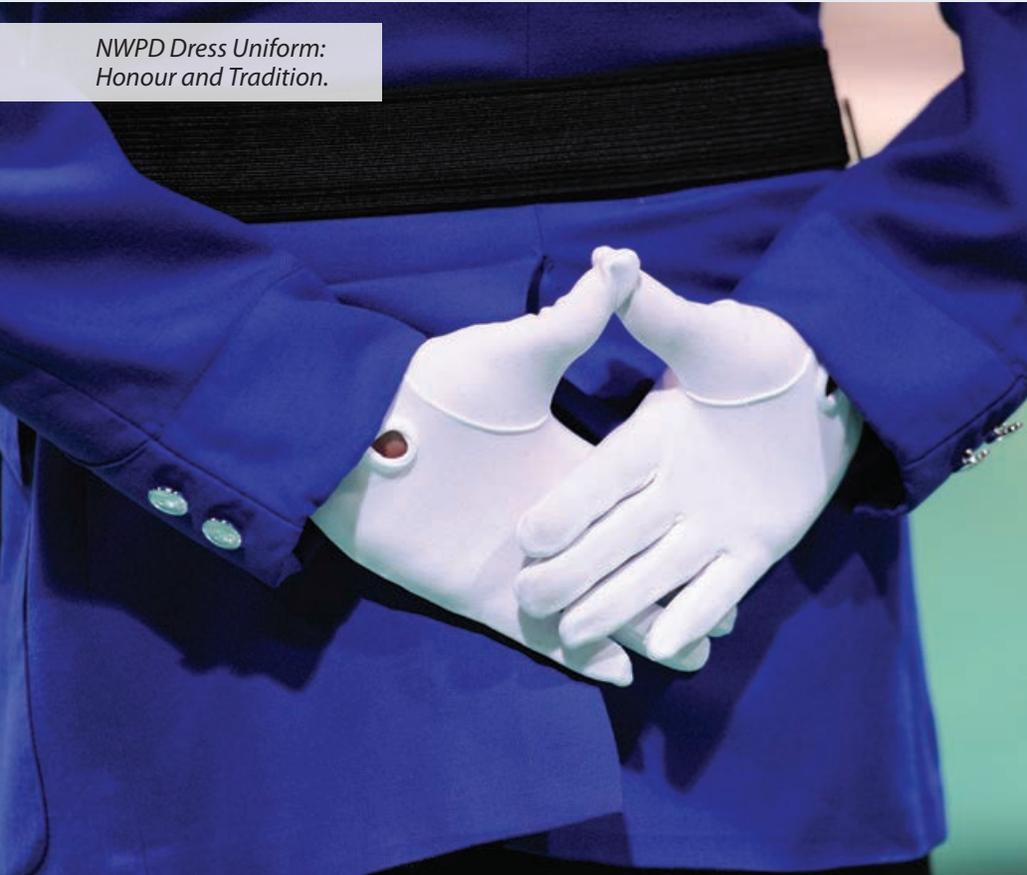
- **New Westminister's immigrant population numbers more than 21,700, 33.4% of our citizens**
Compared to 27.6% of BC's population
- **New Westminister's population of young adults is growing much more quickly than for the same age groups in other Metro Vancouver municipalities (e.g., 19% growth in people aged 20 to 24 years 2006 – 2011 compared to 7% across Greater Vancouver for the same 5 years)**
Young families are also contributing to faster growth in the number of children born in New Westminister compared to other Metro communities

- **Head offices are moving to New Westminister**
New regional headquarters established in the city during the last three years include Translink and the Health Sciences Association.

- **Average increase in business licenses per year 2003 to 2013 – 180/year**
This is three times the rate of increase across greater Vancouver during the same period ■

A Message from the Chief Constable

NWPD Dress Uniform:
Honour and Tradition.



with the aging of the “baby boom” generation. More than ever before, we must invest in leadership development and pay attention to both our culture and our subculture, so we maintain our capacity to be a modern, healthy and desirable employer.

I’m confident we will address opportunities that lie ahead, along with both internal and external challenges, from a position of strength. We have a committed, skilled and diverse workforce with a high degree of collegiality and mutual respect. Our leadership team strives to be open and responsive to employee suggestions, while working hard to ensure the NWPD continues to be a great place to work.

I encourage you to review this document and we welcome your feedback. In the years ahead, I look forward to reporting regularly on our progress towards achievement of these targets and our overall success in keeping New Westminster safe and secure. ■

It is my pleasure to present the New Westminster Police Department’s Strategic Plan for the next four years. As in the past, this document is the result of an inclusive and reflective process. Over the past several months, we have consulted widely, drawing on the insights of citizens, community groups, business representatives and elected officials, as well as the knowledge and expertise of our own employees.

This planning process took into account the key trends shaping the future of our community. Traffic and property crime, issues related to mental health and addictions, and preventing criminal activity, all remain top of mind for New Westminster citizens. Per-capita crime rates remain low, while our City’s population grows, as does the diversity of the people we serve.

Thanks to changing demographics, successful crime reduction strategies and an attentive population, calls for police service in New Westminster are declining. At the same time, there is increasing public scrutiny of our finances and value delivered for costs incurred. And there is growing public attention to the integrity, performance and behaviour of police officers, across BC and beyond. We are proud to say that the misconduct issues which raised these concerns relate to incidents in other jurisdictions, but they remind us that the New Westminster Police Department must maintain the highest conduct standards in order to earn your respect.

We also have internal challenges to address. Our Department is experiencing the wave of retirements and related staffing changes that come



Chief Constable Dave Jones

New Westminster Police Board

The New Westminster Police

Board provides civilian oversight and governance of the Police Department as required by the Police Act. The Board works with the Chief Constable and the senior management team to develop and approve a strategic plan, an annual plan/budget and objectives, and guiding policies. The Chief Constable and the senior management team are responsible for the day-to-day management and operation of the New Westminster Police Department within the parameters of the strategic plan.

The New Westminster Police Board is accountable to the community, the BC Ministry of Public Safety and Solicitor General. The Board is comprised of the Mayor, who is designated chair, one member appointed by municipal council and three members appointed by the Lieutenant Governor-in-Council.

As the senior governance and oversight body, the Police Board is the employer of all NWPD employees, both sworn and civilian staff. It is responsible for financial oversight, and for approving the priorities and policies that set direction for the Department. The Board is also the authority for policy and service complaints.

In November 2014, former City Councillor Jonathan Coté was elected as the Mayor of New Westminster. In his new role, Mr. Coté also assumed the chairmanship of the City's Police Board. Along with the Mayor, the following members of the New Westminster Police Board participated in the development of this strategic plan: Ms. Christine Dacre, Mr. Allen O. Domaas, Ms. Carla Hotel and Mr. Baj Puri. ■



A MESSAGE FROM THE MAYOR

In the few months I've served as Chair of the Police Board, I've learned a lot about our City's police force. Being part of the planning process gave the Board members special insight into the dedication and thoughtfulness of all the NWPD employees who have contributed to this document.

As a Board we are all very proud of the past and current successes of the NWPD, and we're grateful for the exemplary service they provide to New Westminster's citizens around the clock. Their commitment to public safety is a key factor in making our city a great community now, and we're confident in their pledge of service going forward. ■

Mayor Jonathan X. Coté

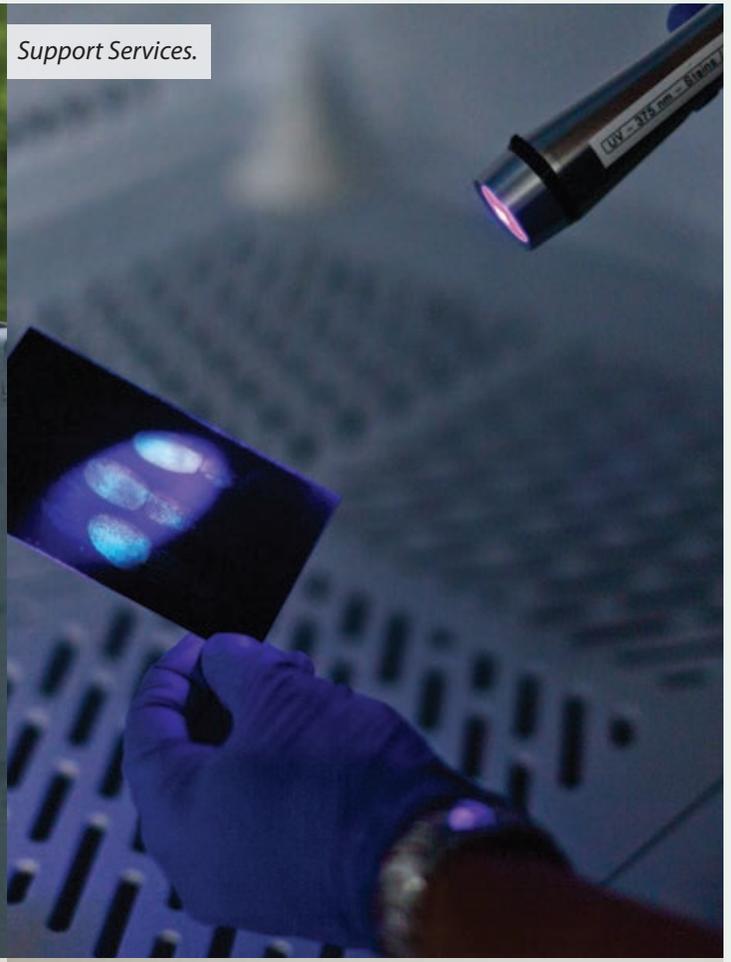
New Westminster Police canine teams are proud to be a part of the Lower Mainland RCMP Integrated Police Dog Service.



Patrol.



Support Services.



Secondments.



Administration.



About the NWPD 2015

The New Westminster Police Department was founded in 1873 and today is one of Canada's most modern and well-respected municipal police forces. The information below describes our current labour force and its deployment across our organizational divisions.

Division	Services and Units	Sworn Members	Civilian Employees
Patrol	• Patrol officers (including Marine Division)	55	–
	• Operational Support Unit	3	–
	• Traffic Unit/Collision Analysis and Reconstruction Team	8	–
	• Commercial Vehicle Enforcement Team (Special Constables)	2	–
Support Services	• Criminal Investigations (Major Crimes, Forensic Identification and Street Crime Unit, Professional Standards)	27	4
Administration	• Property Services	–	1
	• Human Resources and Training	3	1
	• Prevention Services (Victim Assistance, Community Constables, Media Relations, Mental Health, Domestic Violence and Crime Prevention Units)	7	5
	• Communications/IT	–	3
	• Records Section	–	15
	• Other positions	2	6
Secondments	• Members seconded to regional units	20	–
Senior Management	• Chief Constable, Deputy Chief Constable, Inspectors, Comptroller, Executive Assistant	5	2

Recruitment and retention are always top of mind for the smaller policing agency. We meet these tasks with a sound reputation within the profession for strong performance, solid integrity and a versatile working environment. These factors, together with temporary assignment opportunities, mean that those who join the NWPD tend to stay, reaping the rewards of a workplace full of variety.

Supporting and sustaining these officers is our dedicated and experienced civilian staff team, without whom none of the sworn members' work would be possible. The New Westminster Police Department Reserve Constable program was created in 2011 and currently has 18 Reserve Constables assisting with a wide variety of work in our Prevention Services section.

Two key partnerships are also essential to the NWPD's success: collaboration with regional policing partners, and strong support from New Westminster's citizens, businesses and municipal government:

Through strong relationships with Integrated Units (from Homicide Investigation Teams to Gang Task Force and Road Safety Units) the men and women of the NWPD develop and hone their skills in cross-jurisdictional criminal investigations and the provision of specialized services. Of our 132 current members, today 20 are seconded to work as valued members of these Integrated Units, working with the regional Emergency Response Team (ERT), the Integrated Homicide Investigations Team (IHIT) and the Lower Mainland Integrated Police Dog Service (LMIPDS).

The provision of crime prevention services has long been central to our public safety agenda. A diverse team comprised of volunteers, staff and sworn officers delivers these services. They work in the schools, help the victims of crime, deliver crime reduction education, and participate in a myriad of community events and programs throughout the year. Their efforts contribute to the presence of the police department within the City as well as enhancing the quality of life for the entire community. ■

Our Mission

Keeping New Westminster Safe and Secure.

POLICE LINE DO NOT CROSS

The New Westminster Police Soccer School is a unique community-based program bringing together our police officers and youth for a fun filled week.



Our Vision

**New Westminster:
A Safe Community to
Live, Work and Play.**



The Strategic Plan



The New Westminster Police Department serves its community with integrity and pride.

The Strategic Plan presented in the balance of our document is designed to guide us as we pursue our mission and thereby make concrete, measurable progress towards our desired future vision. This Plan is grounded in research and consultation, including:

- A targeted consultation involving presentations to 17 community groups and key public safety partners including representatives of business, neighbourhood and service organizations
- A public opinion survey conducted in December 2014 and January 2015. The opportunity to participate in the survey was widely promoted across the City through our traffic reader board, newspaper ads, and the NWPD website. Participation was anonymous, and the survey was open to anyone who chose to respond
- An internal staff survey to gather the views of employees and sworn members across the organization,

with questions on both community safety and NWPD as a workplace

- A review of activity statistics, trends and other policing data; and
- A two-day facilitated planning session involving sworn members and employees from functions all across the NWPD, joined by several members of the New Westminster Police Board including His Honour Mayor Jonathan Coté.

The article spanning the next six pages, NWPD Strategic Plan 2016-2019 “At a Glance”, summarizes our Plan. Three major Strategic Directions are highlighted, each supported by several Objectives — areas for which specific performance goals will be pursued over the years ahead. The balance of the document provides greater detail on each of the Strategic Directions, Objectives, and associated Outcome targets. The final section speaks to our commitment to transparency and reports on progress and success in implementing our previous plan. ■

STRATEGIC DIRECTION

#1:

Reduce Crime and Enhance Safety

Objectives:

Strategic Direction #1: Reduce Crime and Enhance Safety

Our Core Business Is Reducing Crime And Enhancing Safety — All Our Other Strategic Directions And Related Objectives Support This Top Priority.

1.1 Enhance traffic and road safety

1.2 Increase police visibility and improve public safety

1.3 Focus resources on high crime areas and prolific offenders

Objective 1.1: Improve traffic safety and enforcement

As part of the public consultation and survey processes we conducted during development of this strategic plan, issues related to traffic enforcement and road safety were at the top of the list.

When we asked the community what we can do to make a positive difference in New Westminster, we heard that speeding, impaired driving, pedestrian safety, distracted driving and traffic noise were among the priority concerns expressed.

We anticipate more pedestrian and traffic interactions as density intensifies, and that growth cannot happen at the cost of pedestrian safety. The NWPD commits to an action plan combining enforcement, education, new ways of deploying traffic resources and enhanced accountability for specific initiatives, to achieve the following outcomes:

Outcomes

- 1.1.1 Reduce reported incidents in the top five traffic offence categories
- 1.1.2 Reduce rates of bodily and fatal injuries due to collisions and pedestrian-motor vehicle accidents

- 1.1.3 Enhance traffic enforcement related to impaired and distracted driving

Objective 1.2: Increase police visibility and improve public safety

We understand that public safety is not only a matter of fact but also perception. If people don't feel safe and secure, they can't fully reap the many benefits of living in New Westminster. The public opinion survey we conducted as part of our 2015 strategic planning process revealed that 55% of respondents rank police visibility as a high or very high policing priority. However, when we asked "In your opinion, what does the NWPD do well in the community?" the single most common response was a comment relating to police visibility and presence.

Rounding out the top three responses were appreciation for the department's responsiveness/quick response to calls, and having a high degree of community engagement (including being good natured, approachable, friendly and helpful).

This objective reaffirms our commitment to enhancing public safety across our City. Our action plan to achieve the



outcomes listed below focuses on gathering and using information to make the most of our existing resources. Increased awareness and knowledge of all members will enhance their ability to achieve crime reduction results.

Outcomes

- 1.2.1 Increase police visibility and accessibility in areas with the highest volume of calls for service
- 1.2.2 Increase capacity to respond to mental health calls for service
- 1.2.3 Increase public education and awareness activities targeting high-risk groups

Objective 1.3: Focus resources on high crime areas and prolific offenders

Keeping New Westminster safe and secure means preventing crime whenever possible. In the past, NWPD's targeted crime prevention strategies have proven cost effective and productive, and with this objective we assert our continued commitment to intelligence-based policing. This strategic, future-oriented, targeted approach to crime control uses intelligence to guide operations and resource allocation, focusing on the identification, analysis and management of both continuing and emerging risks and problems. Last year, our Forensic Identification Service members identified more known offenders than ever before, allowing the NWPD to focus our efforts on those individuals who are disproportionately responsible for criminal activity. This approach proved that understanding patterns of crime, and the conditions that increase criminal activity, allows for more strategic and effective deployment of police resources.

Crime analysts and other specialists within NWPD will generate and share intelligence across the force so we can deliver on the following targets:



Outcomes

- 1.3.1 Continue to evaluate and improve effectiveness of resources allocated for crime prevention
- 1.3.2 Reduce overall per capita incidence of property and personal crime in New Westminster annually
- 1.3.3 Reduce calls for service in the top five reported locations for criminal activity ■

#2:

Improve Engagement with Key Partners and Communities

Objectives:

2.1 Improve external communication

2.2 Build effective relationships

2.3 Maintain strong relationships with policing partners

Strategic Direction #2: Improve Engagement With Key Partners And Communities

Police officers are not alone when it comes to creating safer communities. We must build on past success and continue to collaborate with the school system, health care providers, business associations, media, citizen and neighbourhood groups, City and Provincial government representatives and their staff across the region. This Strategic Direction recognizes that effective external communication and meaningful engagement with stakeholders are an ongoing priority for modern law enforcement.

Objective 2.1 Improve external communications

Collaboration is most effective when based on direct and effective two-way communication. Over the past few years, NWPD has invested in a range of tools and channels to disseminate information to those we serve, including a revamp of our website and work to establish a social media presence via Twitter, YouTube and Facebook. A video gallery on the NWPD website offers re-enactments based on the real-life professional activities of our members.

In this world of instant communications, we are but one source for media content about public safety and policing. We realize that much of what citizens learn about the NWPD and our activities is communicated indirectly through others, including social media, broadcasters and print publications. None the less, like all public agencies we are expected to maintain high standards of integrity, transparency and public accountability. We can't always share everything the media and the public

want to know, when they want to know it, but we commit to doing our best to ensure that we make the most of the communications resources at our disposal.

Outcomes

- 2.1.1 Enhance strategic and effective use of digital communication channels
- 2.1.2 Increase internal capacity to use social media effectively for policing duties
- 2.1.3 Maintain New Westminster citizens' approval of and satisfaction with NWPD

Objective 2.2: Build effective relationships

Part of our community consultation process for this strategic plan included invited presentations to community and business groups across the City. We were welcomed by informed, engaged and concerned citizens who consistently expressed an interest in working with us to understand and meet public safety needs.



Some of the NWPDP team; dedicated to community safety.



We define communities in many ways: geographically, culturally, and also by age, sexual orientation, and socio-economic levels as well as groups coalescing around issues of common concern. In addition to continuing our long-standing practice of involvement in community activities and celebrations, we will review and update our approach to community partnership to ensure we make the most of these crucial relationships. To be effective, our strategy for building relationships must be shaped by listening. We will seek the input of current and potential partners to learn how and when they'd like to engage with us.

Outcomes

- 2.2.1 Enhance relationships with New Westminister interest groups, community and merchant associations, including but not limited to those serving youth, seniors, immigrants and refugees.
- 2.2.2 Formalize and enhance liaison activities with Royal Columbian Hospital (Fraser Health) and other mental health agencies to target reductions in wait times related to *Mental Health Act* cases.

Objective 2.3: Maintain strong relationships with policing partners

In geographic and population terms, New Westminister is a relatively small partner in the centre of the large and populous Metro Vancouver region. As such, we are uniquely located as the site of criminal activity that crosses jurisdictions. To meet this challenge we have emphasized development and maintenance of strong, effective communication with policing partners.

On June 4th, 2013, the New Westminister Police Department's emergency call-taking and dispatch services successfully integrated into the E-Comm regional emergency communications centre. This change expanded our service capacity and integration with neighbouring forces, while freeing up resources for reallocation to improve other NWPDP services.

Integrated units are another effective way to deal with complex, cross-jurisdictional crime and provide specialized services. Comprised of highly experienced, well-trained, well-equipped experts from multiple police organizations they are able to produce excellent results for the citizens across the region.

They are coordinated by the RCMP's Lower Mainland District Police Service (LMDPS), a recognized leader in integration of policing services in areas that required highly specialized tactical and investigative support. Involvement in integrated units via secondments allows NWPDP members to gain new skills and experience that are essential to both their effectiveness and their career development.

To pursue our desired future, we commit to achievement of the following:

Outcomes

- 2.3.1 Continue to conduct annual reviews of strategic partnerships with appropriate peer and partner organizations (e.g. City of New Westminister Communications Department and Fire Department, LMDPS Integrated Teams, E-COMM)
- 2.3.2 Continue to second NWPDP members to Integrated Team assignments and expand secondment opportunities where appropriate and available. ■

#3:

Optimize Use of Department Resources

Objectives:

3.1 Ensure efficient use of personnel and technology

3.2 Support training and leadership development

3.3 Enhance internal communication and foster a healthy workplace

Strategic Direction #3: Optimize Use Of Department Resources

Policing costs represent approximately 25% of the budget for a typical community, and understandably the public expects their police force to use these resources wisely. In New Westminster, we are privileged to enjoy a constructive and supportive working relationship with our civic government, through the City's Police Board. This relationship is the result of many years of collaborative work to ensure that the valuable financial and human resources available to us are used efficiently and effectively. Over the life of this Strategic Plan we intend to maintain our long-standing record of fiscal responsibility. This includes continuous reviews of resource allocation to optimize staffing and respond to the changing needs of our community.

Objective 3.1: Ensure efficient use of personnel and technology

We need to ensure that our people, our most valuable resource, have the training, supervision, tools, leadership and career development opportunities they need to provide the best possible service to New Westminster. Like many other employers, we face the demographic reality of a "perfect storm" — retiring baby boomers and a larger than normal cohort of relatively junior officers. Our operational success relies upon development and management to strengthen and guide the performance of a dedicated work force that is more diverse than ever before, in terms of culture, gender, sexual orientation and background.

competencies and grow to take on new responsibilities. This objective aims to make it possible for every employee to have the appropriate training and skill set required for their position not only today but in the years ahead as they mature and progress through their careers.

Outcomes

- 3.1.1 Review of resource deployment and scheduling completed to enhance staffing for proactive policing and improved visibility and response times during peak call loads and at top crime locations
- 3.1.2 Ensure more efficient use of technology through effective training and implementation

Objective 3.2: Support training and leadership development

NWPD has been very successful in attracting and retaining the committed

To make the most of the significant portion of our budget that is allocated to wages and benefits, we must ensure our employees not only stay current and maintain their skills; we must also make certain that they have appropriate and timely opportunities to build new



and skilled people who make it possible to deliver the high quality of service we offer to New Westminster citizens. In the three years since our last Strategic Plan in 2012, we have hired 23 new sworn members. Of these new officers, nine are female, and three are visible minorities.

With the addition of all our new recruits, and the retirement of some of our long-serving members, we must ensure that training, mentoring and career development support is provided to people taking on new assignments. Our efforts in this regard will be focused on achievement of the following targets:

Outcomes

- 3.2.1 Provide all NWPD members and employees with access to up-to-date, relevant training opportunities
- 3.2.2 Ensure all NWPD employees (civilian and sworn members) participate in formal performance appraisals annually.

Objective 3.3: Enhance internal communication and foster a healthy workplace

Our recent internal survey showed that more than 80% of members and employees reported “good” or “excellent” job satisfaction, and more than 90% believe the quality of service delivered by the department is good or excellent. These are very positive findings, given that police work is stressful and demanding. Our members are required to maintain a high standard of physical and mental preparedness for whatever their shifts might bring. Civilian employees also cope with the demands of shift work, and are called upon to support members of the public at times of crisis. We will maintain that level of satisfaction and pride, by continuing to support our people and

provide a healthy working environment characterized by effective internal communications and the availability of employee wellness resources.

To ensure our team continues to be well-prepared to meet the challenges of their occupations, we are committed to meeting the following targets:

Outcomes

- 3.3.1 Enhance employee health and wellness
- 3.3.2 Enhance employee satisfaction and engagement
- 3.3.3 Improve internal communication at NWPD
- 3.3.4 Enhance internal collaboration across and between units, functions and sections ■



NWPD patrol member staying connected with the latest technology.







New Westminster Police Department

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ON THE COVER: NWPD members on foot patrol in the downtown core; engaging with the community and keeping New Westminster safe.

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