



NEW WESTMINSTER POLICE DEPARTMENT
Strategic Plan 2012 – 2016

Table of Contents

A Message From The Chief Constable	1
Our Changing Community	2
About The NWPD	3
<i>Crime Statistics 2009 – 2011</i>	4
Summary Of New Westminster Police Department Activity Statistics 2009 – 2011	5
Our Mission And Vision	6
NWPD Strategic Plan 2012 – 2016 “At a Glance”	8
Strategic Direction #1 Reduce Crime And Enhance Safety	9
Strategic Direction #2 Improve Communications And Strengthen Relationships	11
Strategic Direction #3 Optimize Use Of Department Resources	13
<i>Looking Ahead</i>	15



A Message from the Chief Constable

It is my pleasure to present the New Westminster Police Department's Strategic Plan for the next four years. This document is the result of an inclusive and reflective process in which the Department has been engaged over the past few months, drawing on the insights of citizens, community groups, business representatives and elected officials, as well as the knowledge and expertise of our own employees. Our planning process took into account the key trends that are shaping the future of our community: crime is decreasing, and our population is increasing, along with the complexity and diversity of the citizens and the City we are here to serve.

Thanks to changing demographics, successful crime reduction strategies and an attentive population, calls for police service in New Westminster are decreasing. At the same time, we are providing service to emerging and rapidly growing communities in Queensborough, Victoria Hill, the Brewery District, and Port Royal. More high-rise towers and higher population density mean different kinds of policing, and the geographic realities of our community require that service be provided not only in patrol cars but on foot, by bicycle and even by boat.

The way in which we provide police services will continue to evolve as the community grows and changes. Technological advances are altering the range of tools criminals use to commit their offences, and we are committed to maintaining current standards for technology, training and expertise so that we can effectively anticipate and thwart their efforts. We currently participate in a number of regional (Metro Vancouver) Integrated Service Teams, in areas where it makes the most economic and policing sense to pool specialized expertise. In the years to come, we will work to ensure we use the most effective tools possible, particularly to fight types of criminal activity that are 'blind' to municipal boundaries, such as gang-related incidents.



The heart of the New Westminster Police Department is our people, both sworn members and civilian employees. Together, this group of 170 dedicated individuals makes all our success possible. We work hard to ensure that our Department maintains its reputation as a desirable and sought-after law enforcement employer of the highest calibre, in the face of a highly competitive recruitment market, the high cost of living in southwestern BC and as members retire.

I encourage you to review this document and give us your feedback. In the coming months and years, 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.

Chief Constable Dave Jones

Our Changing Community



Located at the centre of British Columbia's Lower Mainland, New Westminster is the oldest city in western Canada and the first capital of British Columbia. New Westminster is a city deeply connected to a rich past, building a bright future on a foundation of public safety and security.

Our urban community has maintained its small-town charm over the years and today New Westminster continues to attract new families and businesses. Five Skytrain stations link the City to centres throughout Metro Vancouver and close access to major road, rail, air and water connections provides a competitive advantage for business activity. Our central location and its links to surrounding communities brings prosperity, but also means easy access to those who would bring harm and disorder.

As a regional town centre, New Westminster actively promotes local development and higher density, while working to remain a truly liveable city, where residents can live, work and play with peace of mind. In order to create and promote economic development opportunities that will ensure prosperity in years to come, New Westminster's residents rely on their city's police force to maintain order and ensure public safety.

Our City's population is forecast to grow at an average annual rate of about 2% per year from 2003 to 2021, resulting in a population of about 84,000 people by 2021, up from 58,549 (2006 census). As in many other Canadian communities, the average age of the population will increase in the years ahead, as much of our population growth will be in the 50 to 75 age cohorts.

per year of new development between 2003 and 2021, most of which will be apartments. Most recently, the downtown area is enjoying a residential renaissance.

With the influx of more residents come changes in retail, business, service and institutional development around our city. Our retail and service sectors are expanding to meet the needs of new residents and also serve demands from surrounding areas, employees, and commuters. Office space is also forecast to grow as will institutional/public sector agencies, to serve the growing population. For example, Fraser Health is expected to add facilities to deliver health services to the growing and aging population, including through the continuing redevelopment of Royal Columbian Hospital.



“New Westminster’s residents rely on their city’s police force to maintain order and ensure public safety.”

Much of the population growth has been spurred by the increased availability of development sites that are appropriate for residential expansion such as the BC Penitentiary and Woodlands sites, development around Skytrain stations, and the availability of former industrial lands near Westminster Quay. On average, the City will see on the order of 700 units

The regional transit authority Translink is currently reviewing a variety of options for possible location and design changes to the 74-year old Patullo Bridge crossing between Surrey and New Westminster. At this stage, no decisions have been made. One thing is certain though; effective management and policing of any increase in traffic volume will be an essential task for maintaining road safety and quality of life in our City in the years ahead.

About the *NWPD*



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 table 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)	54	–
	Police Service Dog Unit	3	–
	Operational Support Unit	5	–
	Traffic Unit/Collision Analysis and Reconstruction Team	3	–
	Municipal Integrated Emergency Response Team	2	–
SUPPORT SERVICES	Criminal Investigations (Major Crimes, Domestic Violence, Forensic Identification and Street Crime Units)	17	2
ADMINISTRATION	Property Services	–	1
	Human Resources and Training	3	–
	Community Services (Victim Assistance, Community Constables, Media Relations and Crime Prevention Units)	3	6
	Communications / Information Technology	1	17
	Records Section	–	11
	Other positions	12	6
SECONDMENTS	Members seconded to regional integrated units	16	–
SENIOR MANAGEMENT	Chief Constable, Deputy Chief Constable, Inspectors, Comptroller, Executive Assistant	5	2
TOTAL		124	46



Recruitment and retention are always top of mind for the smaller policing agency. However, with a sound reputation within the profession for strong performance, solid integrity and a versatile working environment, together with temporary assignment opportunities, 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 impact and visibility of the New Westminister Police Department will be further bolstered by the introduction of thirteen Reserve Constables in the summer of 2012.

Two key partnerships are also essential to the NWPD's success: collaboration with regional policing partners, and strong support from New Westminister'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 New Westminister Police Department are given the opportunity to develop and hone their skills in cross-jurisdictional criminal investigations and the provision of specialized services. Of our 124 current members, today 16 are seconded to work as valued members of these Integrated Units.

- The provision of crime prevention services has long been the foundation on which the rest of the Department has been built. The volunteers, staff and officers who work in the schools, help the victims of crime, and participate in a myriad of community events and programs throughout the year add enormously to the presence of the police department within the City as well as adding to the quality of life for the entire community.

Crime Statistics 2009 – 2011

We are pleased to report that analysis of data on the incidence of crime, and related calls for police service, show downward trends in New Westminister. These trends are shared in some – but not all – greater Vancouver municipalities, and are the result of a combination of successful policing, improved citizen awareness and demographic trends.

The table on the next page reports on trends in selected categories. Analysis of these and other data, including comparison of our experience with that of regional partners, allows us to zero in on priorities for policing and resource deployment in the years ahead. These statistics also allow us to demonstrate concrete evidence of the effectiveness of specific policing and public safety initiatives, such as targeting prolific offenders; augmented enforcement at traffic "hot spots"; and reducing resource inefficiency associated with responding to false alarms.

2009 – 2011

Summary of New Westminster Police Department Activity Statistics

Total calls for service

2009	2010	Change 2009 – 2010	Change 2009 – 2010 %	2011	Change 2010 – 2011	Change 2010 – 2011 (%)	Change 2009 – 2011 (%)
24,997	24,509	-488	-2%	24,136	-373	-2%	-3%

Criminal Code crime categories

5,862	5,696	-166	-3%	5,383	-313	-3%	-8%
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Violent offences including *Homicide, Attempted Murder, Sexual Assault, Assault and Robbery*

432	456	24	6%	381	-75	6%	-12%
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Property crime offences including *Break and Enter (business, resident, other), Motor Vehicle Theft, Theft from Motor Vehicle, Theft over/under \$5,000, and Mischief \$5,000 or under*

3,062	2,972	-90	-3%	2,819	-153	-3%	-8%
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Municipal/Traffic including *Bylaw offences, Domestic Disputes (no assault), False Alarms, Suspicious Person/ Vehicle/Occurrence, and Non-fatal Collisions*

6,382	5838	-544	-9%	5,545	-293	-9%	-7%
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NOTES: Year 2011 data are preliminary only. Year 2009 Updated as of 2011-03-30. Year 2010 updated as of 2012-03-21. The latest dated report reflects the most current information available. Source: Police Records Information Management Environment (PRIME) CCJS-funded. Offences Only-New Westminster Police Service data only.

Of particular note are the following indicators (comparing data from 2009 to 2011):

- Municipal and traffic offences combined account for 80% of total NWPD calls for service
- Total calls have dropped by more than 3.4%
- Violent crime is down 9%, with just four homicides in New Westminster over three years, and property crime has dropped 7.5%
- Our emphasis on education and prevention around false alarms has paid off, with a 21.5% decrease in false alarm calls over two years
- Other significant reductions have occurred in motor vehicle theft (down 35%); robbery (down 22.5%); and assaults (down 9.3%)

While celebrating our team's achievements in these areas, we recognize that there is still much work to do in other areas, where the data reveal increases of concern. These include evidence that thefts from motor vehicles have increased by 3.7% since 2009, and that domestic disputes (not involving assaults) have increased over the same period by 6.9%.

Our Mission

Keeping New Westminster Safe and Secure



Our Vision

New Westminster: A Safe Place to Live, Work and Play



The New Westminster Police Board is comprised of volunteer citizens who provide governance and oversight of the NWPD. As a Board we are all very proud of the past and current successes of the NWPD and the tremendous effort put forward each and every day by all of our staff. It is their commitment to public safety that makes New Westminster the great place it is today, and in the future.

Mayor Wayne Wright

The Strategic Plan presented in the balance of our document is our specific plan of action designed to pursue our mission and thereby make concrete, measurable progress towards our desired future.

This Plan is built on a foundation of research and consultation, including:

- A public opinion survey conducted in December 2011 and January 2012. 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;
- A targeted consultation involving interviews with key partners and representatives of business, community and service organizations;
- 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 detailed review of activity statistics, trends and other policing data; and
- A two-day facilitated planning session involving more than 35 members and employees from all areas of NWPD, plus several members of the New Westminster Police Board.

The illustration on the next page, NWPD Strategic Plan 2012 – 2016 “At a Glance”, summarizes our Plan. Three major Strategic Directions are highlighted, each supported by three 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: how we’ll report to our community on progress and success in implementing this Plan.





Our Mission:

Keeping New Westminster Safe And Secure

Our Vision:

New Westminster: A Safe Place To Live, Work And Play

STRATEGIC DIRECTION #1

Reduce Crime and Enhance Safety

1.1 Improve traffic safety and enforcement

1.2 Increase police visibility and improve public safety through intelligence based policing

1.3 Implement effective crime prevention strategies

STRATEGIC DIRECTION #2

Improve Communications and Strengthen Relations

2.1 Strengthen external communications and partnerships

2.2 Optimize use of communications technology and social media

2.3 Strengthen internal communications and partnerships

STRATEGIC DIRECTION #3

Optimize Use of Department Resources

3.1 Implement strategic Human Resources Management and training practices

3.2 Optimize use of current and appropriate technology

3.3 Foster a Healthy Work Environment

1 Strategic Direction

Reduce Crime And Enhance Safety

Effective crime reduction strategies, changing population demographics, and an observant population have all contributed to a continuing reduction in calls for police service in New Westminster over the past two years.

A detailed analysis of our activity statistics indicates that crime has gone down due to demographic shifts; the cohort of males from 18 – 25 years of age has decreased in New Westminster and across the Lower Mainland, and historically this group is responsible for a disproportionately high share of criminal activity. As they “age out”, communities across North America are experiencing reductions in overall criminal activity. At the same time, community-oriented policing has had a positive impact on our ability to enforce the law. We are more effective because our work is supported by New Westminster citizens and businesses, which collaborate with the police department, provide us with information, testify for us in court, and notify us promptly of suspicious activity.

As a modern and evolving police force, the NWPD increasingly relies on intelligence based policing. This is an operational strategy that reduces crime through intelligence gathering and analysis, helping us to formulate crime reduction approaches that concentrate on the enforcement and prevention of active and repeat offenders’ activity.

This approach emphasises information gathering through the extensive use of offender interviews, analysis of recorded crime and calls for service, surveillance of suspects, confidential informants, and community sources of information. For the NWPD, intelligence based policing is evolving into a management philosophy that places greater emphasis on information-sharing and collaborative, strategic solutions to crime problems at both local and regional levels.

Objective 1.1: Improve Traffic Safety and Enforcement

Public consultation and survey processes in support of the development of this strategic plan indicated that traffic safety and enforcement are high priorities for New Westminster. Construction, commuters, all contribute to new challenges and frustrations. To meet these challenges, the NWPD commits to achievement of the following:

Outcomes

- 1.1.1 Reduce traffic related incidents in the top 3 high crash related locations.
- 1.1.2 Increase commercial vehicle safety compliance.
- 1.1.3 Improve overall traffic safety.





Objective 1.2: Increase Police Visibility and Accessibility and Improve Public Safety through Intelligence Based Policing

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 enjoy the many benefits of living in New Westminster. This objective is designed to address both the reality and the perception of public safety in our community, through tactics that are collectively known as intelligence based policing. This is a strategic, future-oriented, targeted approach to crime control in which intelligence serves as a guide to operations and resource allocation. This approach focuses on the identification, analysis and management of both continuing and emerging risks and problems. 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 to support achievement of the following targets:

Outcomes

- 1.2.1 Increase police visibility and accessibility in high crime areas.
- 1.2.2 Reduce overall per capita incidence of crime in New Westminster.
- 1.2.3 Improve internal sharing and use of crime trends data.

- 1.2.4 Continue to repatriate all eligible and identified criminals with outstanding warrants to other jurisdictions.
- 1.2.5 Complete and submit Reports to Crown Counsel for identified criminals within 14 days of identification being made.

Objective 1.3: Implement Effective Crime Prevention Strategies

Keeping New Westminster safe and secure means preventing crime whenever possible. This objective addresses our work to anticipate and prevent crime, as well as our efforts to work in partnership with citizens and businesses who are our "eyes and ears" around the community. We also understand that improving our ability to work with calls related to Mental Health Act (MHA) issues will have a direct impact on crime prevention. In the past, NWPD crime prevention strategies have proven cost effective and productive, and we will build on this record going forward to achieve these targets:

Outcomes

- 1.3.1 Evaluate and improve effectiveness of resources allocated and implemented for crime prevention.
- 1.3.2 Enhance Problem-Oriented Policing (POP) activity.
- 1.3.3 Improve capacity for member response to MHA issues.

2 Strategic Direction

Improve Communications And Strengthen Relationships

In this era of constrained public resources, and given the rapid pace of change in the City of New Westminster and across this region, it is essential that the NWPD invest resources in building and maintaining relationships with our diverse partners.

At the same time, we must ensure that our internal communications activities are effective and support efforts to align all our divisions, sections and functions towards achievement of shared goals.

This Strategic Direction targets the need to strengthen both internal and external communications and relationships.

Objective 2.1: Strengthen External Communications and Partnerships

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 governments, Parks and Recreation staff, and law enforcement/justice system partners across the region – in order to effectively prevent and fight crime. This collaboration is most effective when based on direct and effective two-way communication.

We also understand that much of what our citizens learn about the NWPD and our activities is communicated indirectly through the broadcast and print media. Like all public agencies, we are expected to maintain high standards of integrity, transparency and public accountability.

At the same time, we can't always share everything the media and the public want to know, when they want to know it, in this world of instant communications. We are but one source for media content about public safety and policing, alongside (e.g.) citizens' cell phones and the interpretations of special interest groups. Accordingly, effective media relations are one of the greatest communication challenges of modern law enforcement.

Outcomes

- 2.1.1 Conduct a review with a view to formalizing/ enhancing liaison activities with Royal Columbian Hospital and Mental Health agencies to target reductions in wait times related to *Mental Health Act* (MHA) cases.
- 2.1.2 Conduct annual reviews of strategic partnerships with appropriate peer and partner organizations.
- 2.1.3 Enhance relationships with New Westminster resident and merchant associations.

- 2.1.4 Improve New Westminster citizens' approval of/ satisfaction with NWPD.
- 2.1.5 Enhance quantity and quality of NWPD communication with local and regional media to increase positive coverage.

Objective 2.2: Optimize Use of Communications Technology and Social Media

For many, the Stanley Cup riots of 2011 were seen as a turning point in the role played by social media in community safety and more specifically, in policing. But even before YouTube became a vehicle for naming and shaming those who commit senseless public mischief, the NWPD had learned that new communications technologies present both opportunities and challenges for police. Smart phones, Twitter, text messaging and other new technologies have been embraced by all sectors of the public, including criminals and other wrong-doers, and to deal with them effectively we must also make the most of these technologies. We must do this in the context of existing legal frameworks, particularly with regard to privacy, integrity of evidence and chain of custody, even when those frameworks are not quite consistent with the latest toys and tools.

This Objective therefore describes our commitment to enhancing our ability to use communications and social media as effectively as possible to pursue our mission, including achievement of the following outcomes:

Outcomes

- 2.2.1 Enhance strategic and effective use of social media by NWPD.
- 2.2.2 Optimize communication effectiveness of NWPD website.
- 2.2.3 Increase internal capacity to use social media effectively for policing duties.

Objective 2.3: Strengthen Internal Communications and Partnerships

We recognize the need to enhance information-sharing internally to make the most of our existing resources. To be effective, we must ensure vital policing intelligence is shared and accessible when and where our members need it. Effective internal communication also involves ensuring that we maintain an open, two-way dialogue across all levels and sub-groupings of the organization so that everyone's activities are aligned and well-informed.

To ensure that everyone understands their contributions to fulfilling our mission, every person on the NWPD team needs to know where we are going as a Department, why, and how we are going to get there. Our current "infoweb" is no longer meeting this challenge, and we need to update it. We need to identify and implement appropriate technologies and effective communication techniques to ensure that all employees can achieve their own optimal professional performance. To pursue that desired future, we commit to achievement of the following:

Outcomes

- 2.3.1 Improve internal communication at NWPD.
- 2.3.2 Enhanced internal collaboration across and between units, functions and sections.



3 Strategic Direction

Optimize Use Of Department Resources

Policing costs represent approximately 25% of the budget for a typical community. In New Westminster, we are privileged to enjoy a constructive and supportive working relationship with our civic government, through the 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. We are proud to say that today when requesting budget increases from the Police Board and the City, the NWPD makes it a policy to always include a detailed analysis of the costs, benefits and other alternatives considered. 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: Implement Strategic Human Resources Management and Training Practices

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.

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 competencies and grow to take on new challenges. 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 Complete analysis of NWPD staffing for “current state” and “future needs.”
- 3.1.2 Reduce number of substantiated professional standards complaints involving NWPD Members.
- 3.1.3 Provide all NWPD members and employees with access to up-to-date, relevant training opportunities.

Objective 3.2: Optimize Use of Current and Appropriate Technology

It seems that hardly a day goes by without the introduction of a new “must have” smart phone, tablet, computer, GPS or other technological device. And just as quickly as these new devices come onto the market, it seems that wrong-doers are inventing new ways to use them to commit crimes. While it is inappropriate for publicly-funded law enforcement staff to always have the “latest and greatest” gadgets, we must never the less ensure our members have appropriate and current equipment to effectively investigate and counter criminal activity supported by modern tools.





When we invest in new technology, it is also incumbent upon the NWPD to ensure we keep these resources in good working order, and provide appropriate training to our employees so that use of the tools is optimized. Our efforts in this regard will be focused on achievement of the following targets:

Outcomes

- 3.1.1 Provide all NWPD employees and members with appropriate technology and associated training.
- 3.2.2 Ensure all NWPD vehicles are equipped with appropriate and current technology.

Objective 3.3: Foster a Healthy Work Environment

Police work is stressful and demanding, requiring that all our members maintain a high standard of physical and mental preparedness for whatever their shift might bring. At the same time, the civilian employees also cope with the demands of shift work, and are called upon to support members of the public at times of crisis. 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. We aim to maintain that level of satisfaction and pride, by continuing to support our people. To ensure that this team continues to be well-prepared to meet the challenges of their occupations, we are committed to the ongoing development and provision of a healthy work environment, and to meeting the following outcome:

Outcome

- 3.3.1 Enhance employee health and wellness.



Looking Ahead

This plan is tangible evidence of the NWPD's commitment to transparency and public accountability. Its publication marks the beginning of a new approach to reporting results. Our past annual reports have shared our crime statistics along with anecdotes that illustrate our values in action. Now, we'll build on that approach by reporting on our progress with respect to the specific targets articulated in this plan.



We're Here For You

New Westminster Police Service
Victim Assistance Unit &
Emergency Social Services

Staff and volunteers serving victims of crime and trauma
in the City of New Westminster

POLICE

POLICE

vision effective community protect
strategic stability confidence work
innovative partnership intelligence play secure
enforcement quality integrity versatile skilled
action safety prevention strength public
environment observant philosophy sources
resourceful historical evolving solutions
collaborative supportive trends productive



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