



Port Moody Police Department

Strategic Plan

2010 – 2013



Port Moody Police Department Mission Statement

The Port Moody Police Department will serve and protect, with excellence, the community of Port Moody.

We will execute this mission with:

Integrity - *We believe that doing the right thing in all circumstances leads to results that are beyond reasonable challenge.*

Courage – *We will face dangerous, difficult, or painful situations without fear and demonstrate confidence, resolution, and firmness.*

Trust – *We will conduct ourselves in a manner that warrants trust and confidence, both internally and externally.*

Respect - *We strive to be compassionate and respectful in all of our actions.*

*We are **Accountable** and assume responsibility for our actions, performance and conduct. We have and utilize accountability processes to honor our obligations, expectations and requirements.*



PROCESS/METHODOLOGY

In June, 2009, the Police Board and Executive of the Department met and approved the engagement of a facilitator for a new Strategic Plan. As a result of this, wide-ranging interviews were conducted with fifty people who had extensive knowledge of the Department and the community. These included; police officers from all ranks, Police Board members, civilian staff, volunteers, and members of the community.

After all interviews, a committee was formed to work towards a finalized plan. Members of this committee were selected from police members, civilian staff, and members of the Police Board.

An initial strengths, weaknesses, opportunities, and threats (SWOT) analysis was conducted from which a mission statement and core values were developed.

The Mission Statement framed the committee's wide-ranging discussions around the specific goals and objectives that had been identified in the interviews with the facilitator. Through discussion, the specifics were further refined and articulated and have formed an integral part of the new Strategic Plan.



Introduction/Purpose:

The Strategic Plan:

1. Identifies the policing priorities of the Port Moody Police Department and serve as an agreement with respect to these priorities among the Port Moody Police Board, the Chief Constable, and his Management Team.
2. Communicates and outlines our priorities to the residents of Port Moody.
3. Guides and directs decision making on Departmental business plans, programs, operations and investigations

In the next three years, the Port Moody Police Department will continue to face four fundamental challenges being faced by other policing organizations in the region:

1. The Financial Challenge of operating in a fiscally responsible manner by generating the most output and service within the Department's fiscal envelope;
2. The Service Challenge to provide continuing high-quality services to Port Moody residents;
3. The Confidence Challenge of operating in a manner that ensures the ongoing trust, respect and engagement of the residents of Port Moody, and;
4. The Human Resources Challenge to ensure we sustain a highly-trained, professional, and motivated workforce with the required equipment, technology, and knowledge. Our objectives, goals, strategies and tactics focus on these primary challenges.

This Strategic Plan provides a high-level overview of how the Port Moody Police Department will focus the efforts of our sworn members, civilian staff, volunteers, and community partners for the next three years. In these current times of fiscal restraint the challenge of providing the high levels of service that Port Moody citizens have historically been accustomed to, and adhering to the adage "No Call

Too Small” in the face of changing demographics and a rise in regional gang violence, will be no small feat. This Strategic Plan is mindful of these challenges and represents our commitment to a concise, practical, and accountable plan designed to serve the needs of the community and ensure that the police and public safety delivery model is not compromised, but enhanced.



Objectives

The 2010-2013 Strategic Plan has identified 4 Operational and 4 Organizational objectives, listed below.

Operational Objectives:

The Port Moody Police Department is committed to the safety of the community and residents of Port Moody. Operationally there are 4 objectives that speak to this commitment:

- 1) Excellence in Service Delivery
- 2) Focus Resources and Develop Strategies to Target Career Criminals in Port Moody
- 3) Continue with High Visibility Traffic Education and Enforcement Initiatives
- 4) Increase Community Engagement / Outreach ((Youth, Senior Ethnic communities)

Organizational Objectives:

In conjunction with the Operational Objectives, the Port Moody Police Department has also established the following Organizational Objectives:

- 1) Enhance Communication and Leadership
- 2) Increase the Community Profile and Image of the Port Moody Police Department
- 3) Focus on Continuous Organizational Self Improvement (Premier Employer criteria)
- 4) Augment the Department's Green Initiatives



OPERATIONAL OBJECTIVES

Operational Objective #1 – Excellence in Service Delivery

We are committed to providing continued excellent policing services to the residents of Port Moody. Through increased community engagement and partnerships we will balance strategic enforcement, education, and prevention initiatives. Working within our budget we will strive to sustain our policing philosophy of “No Call Too Small”.

GOALS:

Although the public is generally very satisfied with the delivery of policing services in Port Moody, we are cognizant that there is always room for improvement. We want to ensure that our services are effective, efficient, and meet the expectations of the community. To ensure that our priorities are in line with and responsive to the expectations and needs of the public, we commit to developing and delivering a community survey in 2010. We will use the results of this community survey to assist in focusing and refining our direction and service delivery strategies during the course of this Strategic Plan. We will continue to explore new and effective ways of communicating with the public and keeping them informed with respect to public safety issues and crime trends. Through continual evaluation we will strive to maximize our effectiveness and maintain the flexibility required to adapt to changing demands. Also, we will continue to engage in integrated partnerships with regional units (Homicide Unit, Gang Task Force, Traffic, K9 Section, Marine Policing, and Emergency Response) to leverage resources and develop our people.

Operational Objective #2 – Focus Resources and Develop Strategies to Target Career Criminals in Port Moody

We will focus resources and strategies on identified career criminals committing crimes in Port Moody.

GOALS:

Like most other communities in the Lower Mainland Port Moody is impacted negatively by the activities of career criminals (prolific property crime offenders, drug traffickers, and gang members). Through a coordinated, intelligence-led, and proactive targeting approach we are committed to lessening the negative impact of career criminals on our community and making Port Moody an inhospitable place for career criminals to operate.

Operational Objective #3 – Continue With High Visibility Traffic Education and Enforcement Initiatives

We will continue to focus resources and efforts on Traffic Safety initiatives, both educational and enforcement.

GOALS:

Port Moody continues to be a growing bedroom community with high volumes of both commuter and local traffic. Building on the success of the 2002-2005 Strategic Plan we will strive to maintain high visible levels of traffic education and enforcement with a dedicated Traffic Unit. This will serve to reduce motor vehicle accidents and increase road safety in our community.

Operational Objective #4 – Increase Community Engagement/Outreach (Youth, Seniors, Ethnic communities)

We will increase our efforts to engage and connect with identified groups in the community – Youth, Seniors, and Ethnic communities.

GOALS:

In keeping with the 2002-2005 Strategic Plan we want to increase community partnerships and engagement with a view to identifying issues and developing collaborative solutions to specific crime and disorder problems. Through enhanced public communication via the media and our interactive website, and using the new (2009) Newport Community Police Office and our volunteers, we plan to develop partnerships with more members of the community. Considerable efforts will be made to engage and involve three particular segments of our community;

the youth, senior, and ethnic communities. These relationships will serve to develop effective community-based strategies which will assist in maintaining a safe community.

Youth issues consume considerable police resources and attention in Port Moody. Working closely with the schools our Youth Services Section members focus on “at risk” youth and youth-related crime. This Strategic Plan envisions expanding our Department’s proactive outreach and education programs throughout the community to include involvement at the Middle and Elementary levels.

We intend to extend our community outreach and education programs to the growing seniors population in Port Moody as well as identifiable ethnic groups, where appropriate, and as needs are identified.



ORGANIZATIONAL OBJECTIVES

Organizational Objective #1 – Enhance Communication and Leadership

We will improve our communication and develop effective internal and external communication strategies. We will consistently demonstrate strong communication and performance leadership and foster those leadership qualities in our staff.

GOALS:

We want to ensure we maximize the effectiveness of our external and internal communications. As such, we will evaluate our communications mechanisms and strategies. Further, we will adopt strategies and processes to develop our staff into leaders in the areas of communication and performance. These efforts will maximize our external and internal responsiveness and assist in building an effective organization that is connected to the community it serves.

Organizational Objective #2 – Increase the Community Profile and image of the Port Moody Police Department

Utilizing the communication strategies described in the objective above, we will raise the community profile and image of the Department.

GOALS:

The community of Port Moody is proud of their Police Department and its service delivery model. They deserve to be informed of the Department's activities and successes, which are many. Strategies will be developed and implemented to raise the profile of the Department in the community and enhance its overall image.

Organizational Objective #3 – Focus on Continuous Organizational Self Improvement (Premier Employer criteria)

As an organization we will strive for continuous improvement in our workplace.

GOALS:

We will focus on making our workplace a highly desirable place to be. The subsequent benefits to our employees will be transferred to the public in the form of highly professional service delivery by motivated, loyal staff. These initiatives will also allow us to attract the “best of the best” in our employee recruitment and retention strategies. The areas of improvement, where warranted, will include:

- (1) Physical Workplace;
- (2) Work Atmosphere & Social;
- (3) Health, Financial & Family Benefits;
- (4) Vacation & Time Off;
- (5) Employee Communications;
- (6) Performance Management;
- (7) Training & Skills Development; and
- (8) Community Involvement.

Organizational Objective #4 – Augment the Department’s Green Initiative

Within the framework of provincial legislation, regional government, and accepted best practices, we will implement policies and practices which impact positively on the environment.

GOALS:

The Port Moody Police Department recognizes the responsibility of environmental stewardship and the social obligation to ensure that the environment is ecologically sound and enhances the health, safety and well-being of its residents. We will assess our current practices and implement environmentally sound procedures to reduce waste and conserve energy where possible.