



**2014 - 2016**

**Strategic Plan**

**Port Moody Police Department**



*l - r:* Rosemary Rawnsley, Jeanette Jackson, Terry Hawes, Robert Simons, Peter Schmidt, Mayor Mike Clay, Devi Manhas

## Message from the Police Board

The PMPD Board is an autonomous and independent body. The governing mandate of the Board is to ensure policies and processes are in place for maintaining the integrity of the department, compliance with law and ethics, and relationships with all stakeholders.

The Board conducts its affairs in adherence to the department's values of integrity, courage, trust and respect, provides governance by guiding the direction and priorities of the department, and establishes and implements best practices for governance.

The Police Board is accountable for strategic oversight, risk assessment, risk mitigation management, and approving and monitoring adherence to annual and long-term financial plans.

The Board is also responsible for selecting, evaluating and compensating the Chief Constable, overseeing the Chief and senior executive succession planning and the development of the executive leadership team.

*We are pleased to have a strategic plan that charts the course for the PMPD over the next three years – a plan that commits to ensuring Port Moody is a safe and livable community.*

**Mayor Mike Clay,  
Chair, Port Moody Police Board**

## Message from the Chief Constable

As Chief Constable, I am pleased to introduce our police department's 2014-2016 Strategic Plan. This plan builds upon the commitment to the quality of service the Port Moody Police Department continuously demonstrates through the leadership of all our employees, both sworn and civilian members, and as such represents an assurance to the safety of the community we proudly serve.



This plan was truly a collaborative effort and represents many hours of work by dedicated individuals from our team; the Port Moody Police Board, City Council members, police staff and the citizens of Port Moody. The creation of this plan points to our commitment to achieving our mission and vision with the same spirit of cooperation.

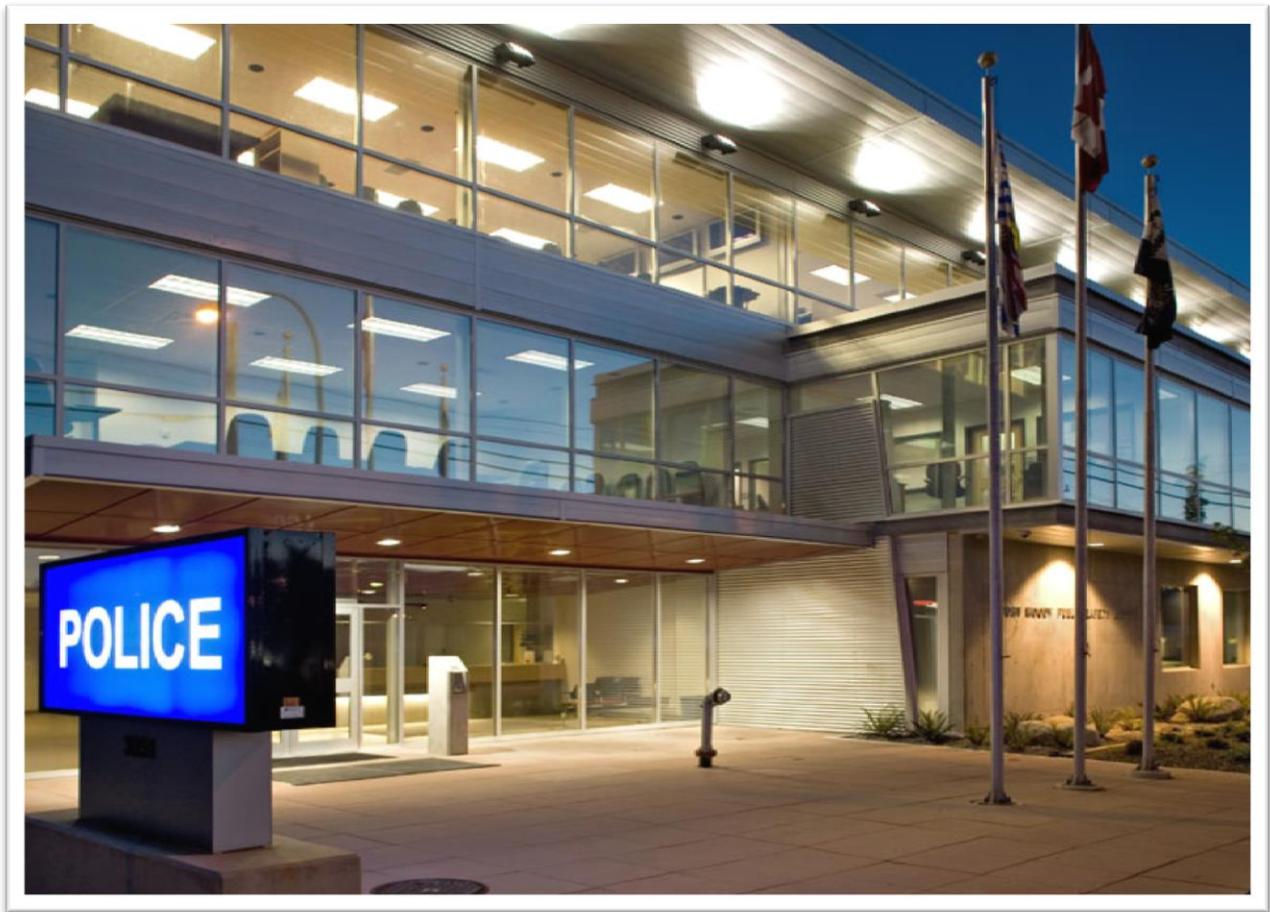
As our world continues to evolve the Port Moody Police Department and the community of Port Moody must meet this challenge. To be successful we must have goals and outcomes to strive for even as we deal with the daily changes that characterize policing. Our plan focuses on two goals; a Safe and Engaged Community and Organizational and Service Excellence. This plan charts our course in making the future and achieves our vision whilst maintaining our high standards of policing.

The PMPD executive understands that our department must tackle challenges moving forward. We know the difficulties of dealing with social issues that have become the responsibility of the police. And we know that many of the critical public safety issues in Port Moody cannot be addressed by our department alone. Our community policing philosophy will build strong relationships with community partners to achieve the positive outcomes we all desire.

The Port Moody Police Department is built on the values of integrity, courage, trust and respect and in order to continue to maintain public trust these values must be at the heart of our department and reflected in all aspects of our operations. Every hour of every day, the men and women of the PMPD proudly connect with our community and serve to protect the safety and security of its citizens. Port Moody residents expect and deserve a community where they feel safe at all times and this plan plays an important role in meeting residents expectations and creating a community of safe and livable neighbourhoods that we can all be proud of.

A handwritten signature in black ink, appearing to read 'Chris Rattenbury'.

**Chief Constable Chris Rattenbury**  
**Port Moody Police Department**



**Committed to Ensuring a Community of Safe and Livable Neighbourhoods**

*Mission*

A proud partner in serving and protecting, with excellence, the community of Port Moody.



*Values*

- **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

# About the Plan

In 2013, the Port Moody Police Board and the Department's Executive Team, with additional resources from the City of Port Moody and a contracted facilitator, began a review of the Department's previous plan and developed a process for the new 2014 - 2016 Strategic Plan.

The Board and Executive agreed to maintain, with minor alterations, the Mission Statement and Values from the 2010 plan and to engage focus groups comprised of: Port Moody residents and business leaders, neighbouring municipalities, City Council and staff, other local political and police representatives and sworn, civilian and volunteer members of the Department. The results of the stakeholder engagement were compiled and reviewed by the Board and Executive and specific strategies and measurements were developed.

As a result of this work, the Port Moody Police Department's 2014 - 2016 Strategic Plan is a high-level guiding document for both the Police Board and the Department. The plan identifies the priorities, goals and outcomes of the Department and the strategies to be implemented to reach those goals. Furthermore, this plan communicates the priorities and goals to the overall community and partners, and guides the Board, Executive, employees and volunteers of the Department in determining operational priorities and outcomes.

Looking forward, the City of Port Moody and the Port Moody Police Department are faced with many challenges shared by other municipalities and some unique challenges due to the changes being brought in with the introduction of the Evergreen Skytrain Line into our community.

This plan includes strategies to identify changing needs brought about by the introduction of the Evergreen Skytrain Line while addressing the ongoing challenges of:

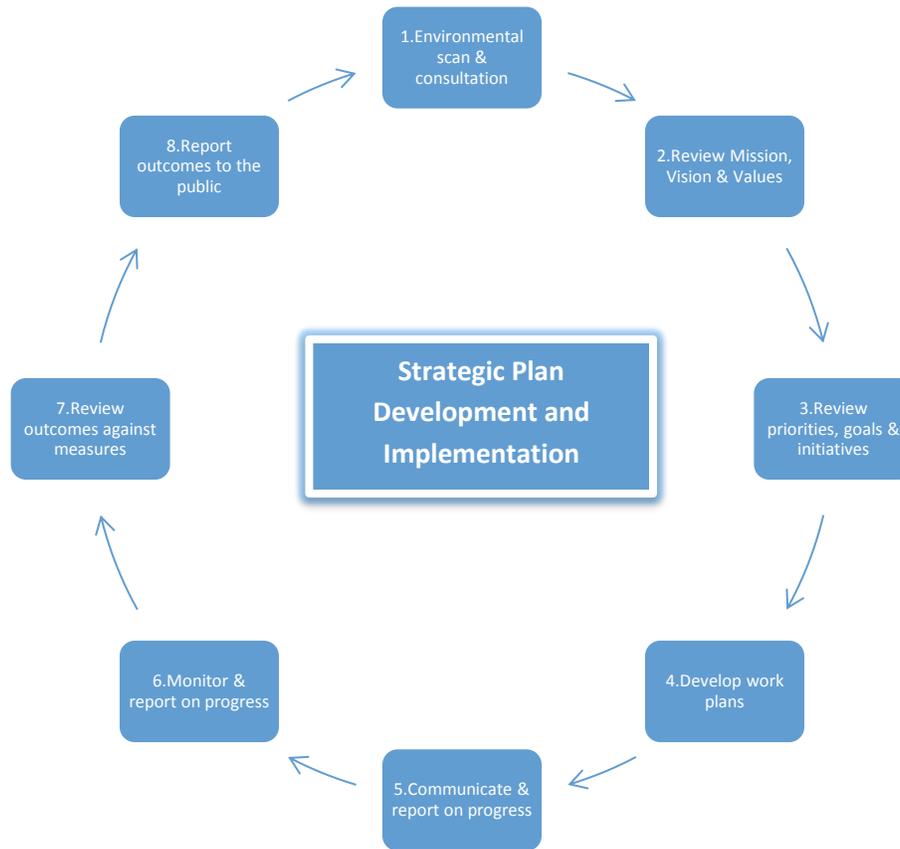
- a growing region with increasing density and demographics
- increased demand from residents and open communication
- a well-funded, tech savvy and increasingly brazen criminal element
- financial pressures and the increasing cost of necessary technologies

**The path to achieving our plan for the Port Moody Police Department rests on two goals:**

- 1. A Safe and Engaged Community**
- 2. Organizational and Service Excellence**

It is important that as the Board of the Port Moody Police Department, we define the details of these goals and how they fit together to convey a complete strategic plan. The Department, under the leadership of the Police Board and the Executive Team, has developed tactics for how we will carry out the accomplishment of our goals.

# Process



# Purpose

- Define the department's policing priorities for the community of Port Moody, the Port Moody Police Board, the Chief Constable, the PMPD executive team and all PMPD employees.
- Inform the residents of Port Moody about the issues the department will focus on and the policing services and standards they can rely on.
- Establish standards for success that support performance measurement by the Police Board, the Chief Constable and the PMPD executive team.
- Provide a basis for discussions with partners and stakeholders with respect to coordination of services to enhance public safety and reduce crime and disorder in our community.

# Goals & Outcomes



# Goal 1:

## A Safe and Engaged Community

Through the process of development of this Strategic Plan, it became evident that in addition to having an exemplary and professional Police Department, it is equally important that the stakeholders are aware of the facts and reality of crime and disorder in our community and the initiatives being employed to maintain safe neighbourhoods.



*Reducing chronic police contact involving a mental health factor is a high priority of the Port Moody Police Board and the Executive Team. The goal is to realize an annual 10% reduction in these types of calls for service. We look to partnering with other community agencies to develop a pro-active approach.*



# Outcomes & Strategies

Outcomes	Strategies
Reduce Crime and Disorder	<ul style="list-style-type: none"> <li>• Reduce chronic police contact involving a mental health factor</li> <li>• Reduce disorder and calls for service in and around liquor primary establishments</li> <li>• Reduce property crime</li> <li>• Implement Flex Team</li> </ul>
Increase Public Confidence	<ul style="list-style-type: none"> <li>• Improve external communications</li> <li>• Increase community presence</li> <li>• Inspire all staff to fully live our values</li> </ul>
Successful Integration of Skytrain	<ul style="list-style-type: none"> <li>• Seek approval for actions required to move forward</li> <li>• Develop and execute plan</li> </ul>
Official Community Plan Alignment	<ul style="list-style-type: none"> <li>• Develop and implement sustainable policing practices</li> <li>• Work in greater partnership with City departments</li> </ul>

- We strive to achieve by the end of year 2016:***
- ✓ 10% reduction in mental health calls annually
  - ✓ 10% reduction in calls for service involving disorder in and around liquor primary establishments annually
  - ✓ 10 % reduction in property crime annually
  - ✓ 4 Town Hall meetings held per year
  - ✓ 15 Volunteer Sessions held per year
  - ✓ Fully developed plan for successful Evergreen Skytrain Line integration
  - ✓ Implementation of intelligence led software

## Goal 2: Organizational and Service Excellence

Organizational and Service Excellence describes both the internal and external operations of the Port Moody Police Department. Ensuring all employees, volunteers and contractors are respected, supported and safe in the workplace provides a high level of service to stakeholders. Seeking opportunities to partner with like-minded organizations and to work on integrated teams provides increased levels of policing, additional career opportunities for members and financial efficiencies to protect the future of the Department and its programs.



*Strong governance, oversight  
and fiscal responsibility  
are the pillars of the  
Port Moody Police Department  
2014 – 2016  
Strategic Plan*

# Outcomes & Strategies

Outcomes	Strategies
Engaged Workforce	<ul style="list-style-type: none"> <li>• Improve leadership effectiveness</li> <li>• Improve internal communications</li> <li>• Ensure all staff feel valued</li> </ul>
Effective and Efficient Organization	<ul style="list-style-type: none"> <li>• Effective use of technology</li> <li>• Develop and implement a succession plan</li> <li>• Complete review of organizational structure</li> </ul>
Financial Stability	<ul style="list-style-type: none"> <li>• Explore opportunities to partner with external integrated units</li> <li>• Work with the City to maintain 5 year financial plan</li> <li>• Identify ways to improve efficiencies through resource optimization</li> </ul>
Strong Governance and Stakeholder Relations	<ul style="list-style-type: none"> <li>• Expand the presence and profile of the Police Board both internally and externally</li> <li>• Address the impact of community mental health issues for the Department</li> <li>• Enhance governance effectiveness</li> </ul>

***We strive to achieve by the end of year 2016:***

- ✓ Fully developed and implemented staff succession plan
- ✓ Maintenance of a 5 year financial plan in partnership with the City of Port Moody
- ✓ Completed organizational review with efficiencies identified
- ✓ External integrated unit opportunities established
- ✓ Greater Board engagement and increased communication with the community around important issues
- ✓ Strong Board team effective in its oversight responsibilities
- ✓ Completion of the Duxbury Study on Sustainable Policing in Canada



## 2014 Port Moody Police Board

**Mayor Mike Clay, Board Chair**

**Terry Hawes, Provincial Appointee**

**Jeanette Jackson, Provincial Appointee**

**Devi Manhas, Provincial Appointee**

**Rosemary Rawnsley, Municipal Appointee**

**Peter Schmidt, Provincial Appointee**

**Robert Simons, Provincial Appointee**

## Port Moody Police Executive Team

**Chris Rattenbury, Chief Constable**

**Andrew Richards, Deputy Chief Constable**

**Ken MacDonald, Inspector**

**Rhonda Doig, Executive Assistant**

Questions? Comments?

Port Moody Police Department

Public Safety Building

3051 St. Johns Street

Port Moody, BC V3H 2C4

t: 604.461.3456 e: [info@portmoodypolice.com](mailto:info@portmoodypolice.com)

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