



PORT MOODY POLICE DEPARTMENT 2021–2023 STRATEGIC PLAN

Message from
the Board

Message from
the Chief

 **PORT MOODY POLICE**

 **CITY OF PORT MOODY**

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MESSAGE FROM THE BOARD

On behalf of the Port Moody Police Board and the Port Moody Police Department, it is my pleasure to introduce PMPD's 2021–2023 Strategic Plan.

This plan's vision affirms the Board's commitment to maintaining a safe, livable and secure community. As a result of recent, high profile police involved events, the police board struck a Task Force in 2020 with the aim to examine the evolution of policing as it relates to our community. The Board engaged in extensive stakeholder consultation and information gathering including: conducting a public online survey, interviewing key community partners, running public focus groups, and commissioning an academic research paper. The Board specifically looked for community input on five modern policing issues: mental health calls, body worn cameras, street checks, uniforms, equipment and vehicles, and the school liaison.

The results of these activities provided the framework and helped to establish the priorities of our current plan.

The Port Moody Police Board joins with the members of the PMPD in upholding the Department's commitment to serve and protect the community of Port Moody, with excellence.



Mayor Rob Vagramov
Chair
Port Moody Police Board



MESSAGE FROM THE CHIEF

Established in 1913, the Port Moody Police have a proud history of serving the citizens of Port Moody. An incredible amount of change has taken place in Port Moody during that time, and we know there is more to come. Our 2021–2023 PMPD Strategic Plan outlines our commitment to modernization and change. The plan identifies a number of strategic objectives, driving us to be more efficient and effective as we move forward.

Modern policing requires innovation, teamwork, and collaboration. We are most fortunate to have the Port Moody Police Board guiding us, and the incredible support of the Port Moody Police Services Union (PMPSU). An increasing number of people want to live, work and play in Port Moody, and the PMPD must evolve to manage and meet community expectations, and to provide the best service possible.

We started crafting this document in early 2020, but had to pause due to the relentless pressures of COVID-19. This hiatus gave us a chance to refine the plan, and have important conversations about the evolution of policing – a subject our community has a strong desire to talk about.

This plan will guide our actions for the next three years. I know it will help us improve the Port Moody Police Department, and the service we provide to the community of Port Moody.



Dave Fleugel
Chief Constable





To serve and protect
the community
of Port Moody,
with excellence.



★ Why we exist, who we serve, and the meaningful impact we hope to have.



- ★ Our beliefs that guide our choices and behaviors and give rise to our workplace culture.



Respect makes room for everyone to belong – even if you disagree it helps you be heard, and it requires you to listen. It works to understand, shows compassion, recognizes the dignity and worth of all people – and each contribution.

Courage walks forward – even in the face of fear. It acts with purpose and determination, makes the tough calls, and stands up for what is right. It responds to setbacks, difficulty and danger with confidence and resolve.

Trust builds relationships – on the streets and in our team and closes the gap between what you say, and what you do. It asks you to show up, tell the truth, act with integrity, and safeguard vulnerability.

Integrity demands strength to do what's right – even when it's hard to stand up for what you believe in – even when you are alone. It requires you to speak the truth, refuse to be compromised and keep your word.

Accountability is the difference between promises and results, the choice to be responsible for your decisions, actions and outcomes. The confidence to be transparent, the humility to admit mistakes and the commitment to find a better way.

GOALS



- ★ Goals describe what our organization should achieve to fulfill its purpose. Goals describe what success is.

A safe and engaged community

This means...

- We proactively prevent crime.
- We respond to calls without delay and provide excellent service.

This is how we create and maintain connections with the community.

Because...our mission is to serve and protect the community of Port Moody, with excellence. To do this we need community trust that we will respond when they need help or support.

As measured
by ►

Crime
rates

Crime
severity index

Call
response

Public
satisfaction

Community
feedback

GOAL #1

A capable organization

This means...

We have the people, leadership, culture, practices and tools needed to serve and reflect community needs now and in the future.

Because...our community expects we will be able to answer every call no matter how small or how large it may be. Our job is to be ready to serve.

As measured
by ►

Staff
engagement

People and
technology capacity

Crimes
solved

Financial effectiveness
and efficiency

GOAL #2



PORT MOODY
POLICE

ACTIONS

- ★ Our action items identify the most important areas to improve over the next three years, and clarify what we intend to achieve.



ACTION ITEM #1

EVOLVE POLICING

The Port Moody Police Department commits to evolve the delivery of policing services to meet the changing needs and expectations of the community.

By Dec 31, 2021

- Engage local and provincial health organizations through the Fraser Health Authority to request mental health resources to attend calls with police
- Identify opportunities to meet needs of schools and youth while being sensitive to the diverse perceptions of police

By Dec 31, 2022

- Identify options for Tri-Cities Advisory Council to strengthen the voice of our diverse community
- Improve Restorative Justice practices in Port Moody
- Undertake an Equity, Diversity and Inclusivity (EDI) review and identify EDI opportunities for PMPD
- Prepare for expected changes from the provincial government's reform of the Police Act.

Note: Provincial guidance on the use of street checks is likely to be included in this reform.

By Dec 31, 2023

- Complete body-worn camera impact assessment



ACTION ITEM #2

SERVICE EXCELLENCE

The Port Moody Police Department will continue to enhance police services to meet the needs of the community

By Dec 31, 2021

- Pilot digital forensic services provider to assist cyber investigations
- Enhance specialized training of members assigned to investigate online crimes targeting children
- Identify methods to improve road safety and address related community concerns
- Develop and propose an internal audit framework for Board Review

By Dec 31, 2022

- Explore partnership with a Child and Youth Advocacy Centre to better serve child victims of crime
- Increase cyber crimes investigation capacity
- Increase number of officers that have participated in phase two of trauma-informed practice training
- Expand outreach activities online and in-person to engage with the community

By Dec 31, 2023

- Explore dispatch options to increase effectiveness of police radio communications to meet community needs now and in the future

ACTION ITEM #3

ENGAGE OUR PEOPLE

The Port Moody Police Department will increase employee engagement and support the development and health of every employee

By Dec 31, 2021

- Create a development and support plan process
- Create a performance management process
- Provide enhanced training to new supervisors
- Introduce leadership development training

By Dec 31, 2022

- Complete an employee engagement survey, action recommendations, and set targets for future years
- Expand support for workplace stress and employee trauma
- Expand annual psychological check-ins to civilian employees
- 100% of employees have a development plan
- 100% of employees participate in performance management

By Dec 31, 2023

- Evaluate the effectiveness of development and support plan process
- Evaluate the effectiveness of the performance management program
- Evaluate leadership development program

ACTION ITEM #4

STRENGTHEN TECHNOLOGY & POLICY

The Port Moody Police Department will continue to invest in technology and policy

By Dec 31, 2021

- Launch an internal intranet
- Implement 2020 digital security recommendations
- Transition to integrated forensic identification services
- Expand PMPD's wireless capability

By Dec 31, 2022

- Establish online crime reporting
- Complete policy renewal project
- Prepare for digital evidence through PRIME and identify resources required
- Begin digital disclosure to Crown Counsel Phase I
- Incorporate pandemic learnings into the business continuity plan
- Assess feasibility of an electric vehicle fleet

By Dec 31, 2023

- Conduct a PMPD policy and technology review
- Begin digital disclosure to Crown Counsel Phase II
- Establish funding for electric fleet infrastructure



THE PLAN – AT A GLANCE

GOAL 1

A safe and engaged community

OBJECTIVE 1

Evolve Policing

OBJECTIVE 2

Service Excellence

As measured by ▼

Crime rates

Crime severity index

Call response

Public satisfaction

Community feedback

GOAL 2

A capable organization

OBJECTIVE 3

Engage our People

OBJECTIVE 4

Strengthen Technology & Policy

As measured by ▼

Staff engagement

People and technology capacity

Crimes solved

Financial effectiveness and efficiency

