



**WEST VANCOUVER
POLICE**

2022-2025 STRATEGIC PLAN

Last Updated: January 2022

MESSAGE FROM THE CHAIR OF THE WEST VANCOUVER POLICE BOARD

On behalf of the West Vancouver Police Board, I want to extend my gratitude to the West Vancouver Police Department who serve and protect our community with integrity, accountability, and honour.

We are fortunate to live, work and have access to a wide range of recreational activities on the traditional, ancestral and unceded territory of the Squamish Nation, Tsleil-Waututh Nation and Musqueam Nation. We recognize and respect them as nations in this territory, as well as their historic connection to the lands and waters around us since time immemorial.

We are proud to share the West Vancouver Police Department's 2022-2025 Strategic Plan which is intended to both convey our commitments to the community and enable us to be proactive and agile in staying relevant to the ongoing changes and challenges in West Vancouver.

To honour and effectively serve the diverse community of West Vancouver, a variety of key stakeholders were engaged as part of the strategic planning process to ensure this plan reflects the spectrum of needs and aspirations of our municipality.

We believe the four goals to reach out, empower, unite and contribute set out in the plan will strongly position us to face today's challenges as well as prepare us to pivot for the unknowns of the future, with safety as our overarching objective.

Mary-Ann Booth, Chair
West Vancouver Police Board





MESSAGE FROM THE CHIEF

On behalf of the West Vancouver Police Department, I would like to express our gratitude for the opportunity to work on the unceded and traditional territories of the Coast Salish peoples and the *skwxwú7mesh* (Squamish) and *səl'ílwətaʔt* (Tseil-Waututh), and *xʷməθkʷəy̓əm* (Musqueam) Nations. We are humbled to serve in a place of unparalleled natural beauty and with communities that are rich in culture and diversity.

It is important to recognize and state openly that the climate around policing has changed. Recent world events have caused the public to question the role of the police and there is now a heightened demand for police accountability and a significant increase in public scrutiny. At the West Vancouver Police Department, we view this critical examination of police agencies as an opportunity for us to listen to the expressed wants and needs of the people we serve. To maintain and build on our community's confidence in us, we must continuously improve and evolve as a police department.

Serving as West Vancouver's Chief Constable, I also recognize that this is a challenging time to be working in the policing profession and that it is essential to ensure that all of our staff feel supported while the eye of the public is on them.

All staff in our Department share in the privilege and responsibilities of protecting and serving our community and supporting one another. Our Strategic Plan focuses our attention on four goals: purposeful outreach with diverse ethnic groups, crime reduction, health and wellness of staff, and contributions to our community.

I am especially excited to see our department progress and to be a part of providing an unsurpassed service delivery to the residents of West Vancouver and *Xwemelch'stn*. On behalf of all staff at WVPD, I am honoured to present our 2022-2025 Strategic Plan.

Chief Constable John Lo
West Vancouver Police Department

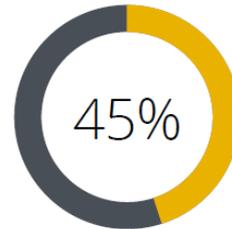


THE COMMUNITY WE SERVE

The West Vancouver Police Department (WVPD) is the municipal police force for the District of West Vancouver. We are honored to serve a culturally diverse community in a setting renowned for its majestic natural beauty.



West Vancouver is primarily a residential community



45% of West Vancouver residents were born outside of Canada



Speak a language other than English at home



Residents are over the age of 65



Are poised to deliver full-service policing



Partnering to keeping West Vancouver safe

OUR STRATEGIC PLANNING PROCESS

As WVPD's 2016-2019 Strategic Plan came to a close, West Vancouverites together with WVPD staff navigated a period of accelerated social change. The appointment of Chief John Lo in March 2021 sealed the opportunity to chart a new vision for WVPD.

This process began with one-on-one interviews with the West Vancouver Police Board as the statutory body created by the *British Columbia Police Act* to oversee policing in the District of West Vancouver. These conversations were designed to draw on Board members' insights on policing priorities, changes in policing demands, and vision. The Chief also invited all staff to participate in an employee survey to identify internal strengths and opportunities for growth.

Over a period of six months, formal and informal leaders across WVPD's

organizational units were engaged in translating Board guidance, community socio-demographics, WVPD service analytics, national public safety trends and dialogue with partners (including the Squamish Nation) into 4 long-term goals.

To maintain relevance, strategic planning should be a continuous process. **This Strategic Plan is designed to support an agile planning process.** It orients our people on 4 longstanding priorities and holds our focus on results as our steady goalposts from 2022 to 2025. Through shorter planning cycles, our people will be invited to generate **new sprints** (timeboxed work towards a goal) based on their learnings and observations about changes in our context and community.



STRATEGIC PLAN SNAPSHOT



Goal 1: REACH OUT

to diverse ethnic groups in West Vancouver and Xwemelch'stn to address community safety priorities

WE'RE WORKING TOWARDS THESE RESULTS

- Calls from culturally diverse citizens
- Workforce cultural and language diversity
- Culturally safe policing protocols

OUR VISION

Residents of all cultures reach out, with confidence, to the West Vancouver Police for protection & partnership



Goal 2: EMPOWER

our frontline to lead innovative, targeted crime reduction & traffic safety initiatives

WE'RE WORKING TOWARDS THESE RESULTS

- Decreases in residential break and enter
- Decreases in theft from auto
- Decreases in crashes involving pedestrians and cyclists

VALUES

Openness. We seek out people of different backgrounds, experiences, and perspectives on our team and in our community; we know this drives smarter decisions, increased innovation, and lasting solutions.

Service. Our people are energized by their connections with West Vancouver citizens and community partners and arrive every day inspired to exceed expectations and make a meaningful difference in the community.

MISSION

Excellence in response & investigation for a safe West Vancouver



Goal 3: UNITE all of our people

WE'RE WORKING TOWARDS THESE RESULTS

- Employee-reported sense of team
- Decreases in annual voluntary turnover
- Increases in Critical Incident Stress Management utilization
- Number of Peer-Support trained staff



Goal 4: CONTRIBUTE to our community's social wellbeing

WE'RE WORKING TOWARDS THESE RESULTS

- Seniors outreach visits and calls
- Mental health calls with multi-disciplinary response
- Health and social service connections made for high-utilizers
- Referrals to North Shore Restorative Justice
- Decreases in vehicle emissions

VALUES

People. Our people are mission critical for a safe West Vancouver. Recognizing that all of us are committed to this purpose makes us one team and we lift each other up through positivity, confidence and kindness.

Integrity. Each of us take ownership and consider the extent to which our individual actions serve West Vancouver citizens and maintain their trust. We model honesty, accountability, respect and compassion.

A photograph showing the back of a police officer wearing a black tactical vest. The vest has a white patch that reads "POLICE" in large, bold letters, with "Integrated First Nations Unit" written in smaller text below it. The officer is standing next to a woman with blonde hair in a ponytail, wearing a light purple t-shirt. Her left arm, which has a large tattoo, is resting on the officer's vest. The background is blurred, suggesting an outdoor setting.

POLICE
Integrated First Nations Unit

WHAT WE STAND FOR? Openness. We seek out people of different backgrounds, experiences, and perspectives on our team and in our community; we know this drives smarter decisions, increased innovation, and lasting solutions.



REACH OUT

to diverse ethnic groups in West Vancouver and Xwemelch'stn to address community safety priorities

WHY REACH OUT?

West Vancouver continues to be one of the most attractive regions in Canada for new immigrants. Close to half of West Vancouver residents are born outside of Canada and may be most familiar with the role of police in their country of origin. One third of West Vancouver residents speak a language other than English at home, most commonly Mandarin (12%) and Farsi (9%). Our aim is for all West Vancouver citizens to feel 'at home' with WVPD and to reach out, without hesitation, when we can help.

As Canadians awaken to injustices against Indigenous people, we are challenged to grow in our cultural safety and humility. This includes

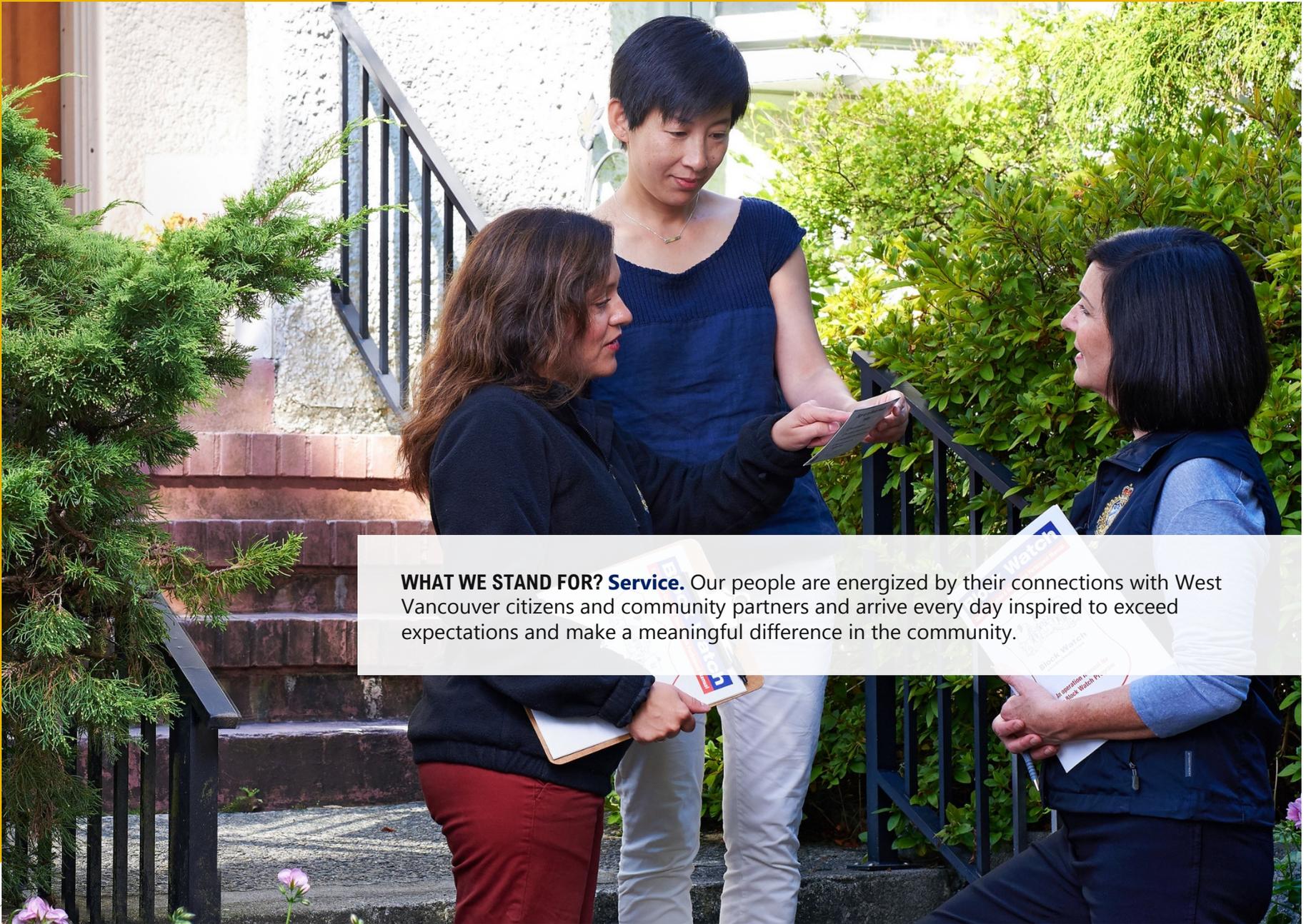
recognizing the deficits in our understanding of the history, values, preferences and expressed community safety needs of the traditional village of Xwemelch'stn. It means approaching our partnership with Squamish Nation with equal curiosity, as learners rather than experts.

2022 SPRINTS

- Dedicate time for foot patrols
- WVPD-wide briefing on socio-demographics and service needs of Chinese, Persian and Xwemelch'stn communities
- Expand WVPD's Language Access Plan
- Collaborate with immigrant-serving partners to develop Policing 101 videos in Mandarin and Farsi
- WVPD-wide Indigenous Cultural Safety training
- Co-create role/process for ongoing guidance from Xwemelch'stn elders

2022-2025 RESULTS

- Increases in calls from culturally diverse citizens
- Workforce cultural and language diversity
- Number of culturally safe policing protocols



WHAT WE STAND FOR? Service. Our people are energized by their connections with West Vancouver citizens and community partners and arrive every day inspired to exceed expectations and make a meaningful difference in the community.



EMPOWER

our frontline to lead innovative, targeted crime reduction & traffic safety initiatives

WHY EMPOWER?

WVPC's nimble size, structure and the desire to do right by West Vancouver citizens means that staff develop skills across the continuum of policing functions.

On-the-job skill development is a key element of WVPC's employee value proposition and a strength to leverage for a safe West Vancouver. Short-term assignments with specialty units can expose members to new crime reduction and traffic safety approaches. WVPC can also build internal practices that invite staff to identify crime and traffic safety trends within West Vancouver neighbourhoods, propose innovative strategies to address these trends, and empower them,

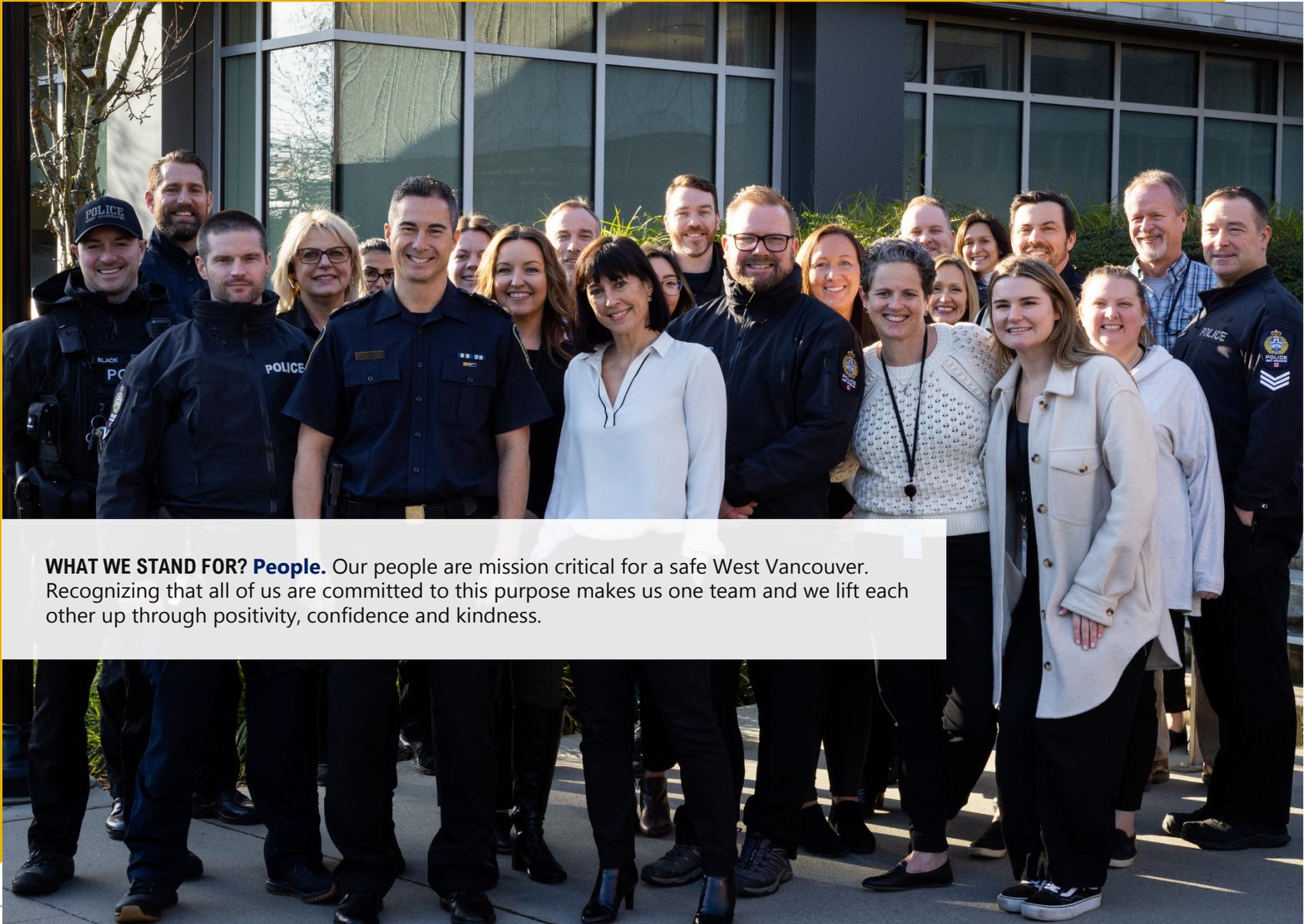
irrespective of rank, to lead successful interventions.

2022 SPRINTS

- Fill frontline vacancies
- Build a program for patrol members to gain experience through short-term assignments with WVPC specialty units or secondments to specialty units in other departments
- Establish monthly review of crime trends with staff
- Establish a process that encourages WVPC's frontline to pitch innovative crime reduction & traffic safety initiatives and, if selected, receive mentorship, sponsorship and resourcing to implement

2022-2025 RESULTS

- Decreases in residential break and enter
- Decreases in theft from auto
- Decreases in crashes involving pedestrians and cyclists



WHAT WE STAND FOR? People. Our people are mission critical for a safe West Vancouver. Recognizing that all of us are committed to this purpose makes us one team and we lift each other up through positivity, confidence and kindness.



UNITE

all of our people

WHY UNITE?

WVPD possesses unique talent attraction and retention factors. Of the latter, costs of housing around West Vancouver mean fewer of our staff live in the community we serve. Feeling connected to WVPD is critical to employee engagement. That's why WVPD is committed to reinforcing a sense of team, from the frontline up.

Our staff stand beside citizens and their families as they are experiencing personal loss, victimization, mental health and substance use challenges. The secondary trauma and fatigue employees experience can impact their own health and wellbeing and their families. Because our people are mission critical to a safe West Vancouver, we are also investing in the psychological resilience of our people.

2022 SPRINTS

- Establish a Belonging and Inclusivity Committee to provide direction on increasing WVPD's sense of team
- Leader-initiated team rituals (in-person and virtual)
- Expand Critical Incident Stress Management (CISM) support
- Expand Peer Support Program
- Review mental wellness options that are available to staff

2022-2025 RESULTS

- Employee-reported sense of family or team
- Decreases in annual voluntary turnover
- Increases in CISM utilization
- Number of Peer-Support trained staff



THE WELCOME FIGURE at Ambleside Park, a gift from the Skwxwú7mesh Úxwumixw (Squamish) First Nation, reminds us to respect the land, animals and all people who come to these shores of our home.

Photo by [Vince Lee](#) on [Unsplash](#)



CONTRIBUTE

to our community's social wellbeing

WHY CONTRIBUTE?

In a milieu where organizations of all sizes and sectors are considering their impact, WVPD has clear opportunities to make a difference in local, social issues.

More than a quarter of West Vancouver's population is over 65 years with greater vulnerability to social isolation and certain types of crime. Secondly, mental health concerns are on the rise across socio-demographics. There is increasing public will towards responding to calls for service with mental health professionals and trained civilians. There are citizens that, without connection to the right social and health supports, have become high utilizers of police services.

WVPD also joins the District in recognizing climate change as a threat to our community's safety

and owning our part in reducing emissions and waste.

2022 SPRINTS

- In collaboration with the DWV Seniors Outreach Committee, designate Seniors Safety leads in the Community Services Team and define offering
- Establish a situation table with community partners for vulnerable persons
- Expand relationships with LGBTQ2S+ community groups
- Pilot response to mental health calls that involves mental health professionals and/or trauma-informed responders
- Undertake joint scenario planning for climate events
- Develop WVPD's Sustainability Framework, including online reporting and long-term transition to electric vehicles

2022-2025 RESULTS

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- Mental health calls with multi-disciplinary response
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- Decreases in vehicle emissions



WHAT WE STAND FOR? Integrity. Each of us take ownership and consider the extent to which our individual actions serve West Vancouver citizens and maintain their trust. We model honesty, accountability, respect and compassion.



West Vancouver Police



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[@WestVanPolice](https://twitter.com/WestVanPolice)