



Vancouver Police Board Strategic Plan 2012 - 2016

Introduction

The Vancouver Police Board, established under the *Police Act*, is the employer of all uniformed and civilian employees in the Vancouver Police Department. Key responsibilities of the Board include: appointing the Chief Constable; overseeing the development and implementation of a departmental Strategic Plan; oversight of the annual budget and expenditures, and resolving service and policy complaints.

The Vancouver Police Board has established a good foundation for its governance through the following:

- Comprehensive policy and procedure manual, including Terms of Reference for key positions and committees;
- Annual Board Reports
- Performance evaluation process for the Chief Constable
- Budget process developed in partnership with the Department's funding agency, the City of Vancouver
- Annual Board evaluations, including peer evaluations
- Board competency matrix utilized in the filling of Board vacancies
- New Board member orientation
- Annual calendar
- Annual agenda
- Public information brochure
- Retention of an Ethics and Conflict of Interest Advisor
- Annual Strategic Planning workshop
- Board Website
- Annual Community Survey
- Quarterly review of Key Performance Indicators
- Monthly review of compstat operational statistics
- Bi-annual review of Strategic business plan

While the Department has had a strategic planning process in place for several years, this represents the first Board Strategic Plan. It is intended to dovetail with, and enhance, the Departmental Plan.

Mission

To provide independent civilian oversight, governance and strategic leadership to the Vancouver Police Department, reflecting the needs and values of the communities of Vancouver.

Vision

To be Canada's leader in police governance, through excellence in civilian oversight.

Guiding principles and values

- **Independence:** our decisions are strategic and policy-oriented, and free of political or partisan influence
- **Integrity:** we promote and exhibit the Departmental values of integrity, professionalism, accountability and respect
- **Objectivity:** we support the Department through critical oversight, advocacy and strategic direction, all in the best interests of the community, free of special interests and partisanship
- **Accountability:** we hold the VPD accountable by monitoring and challenging, and we are accountable to the community
- **Diversity:** we embrace diverse views, skills and backgrounds, both on the Board and in the Department
- **Fiscal responsibility:** we advocate for the VPD's budget and oversee the effective allocation of resources

Strategic Objectives

What?	How?	Outputs and measurements
<p>Conduct complaints</p> <p>To become fully informed about the history, experience, and trends associated with police conduct complaints</p>	<ul style="list-style-type: none"> ○ Develop regular reporting and review of police misconduct allegations, including historical statistics, trends, and comparisons to other police agencies. ○ Ensure full briefing of the Board following the resolution of all serious misconduct allegations, including recommendations to prevent recurrence and recommended policy changes. ○ Be proactive in communicating with the public about the Department's conduct complaints experience ○ Ask VPD to circulate regular "discipline digests" within the department to advise personnel of conduct breaches and outcomes <p>Lead committee: Governance</p>	<ul style="list-style-type: none"> ○ Improved policies associated with conduct complaints ○ Improved public perceptions around allegations of police misconduct ○ Direction provided to the VPD in order to ensure sound policies and compliance.
<p>Financial stability</p> <p>To maintain financial support for achieving the goal of becoming Canada's safest major city</p>	<ul style="list-style-type: none"> ○ Maintain equitable and stable funding partnership with City of Vancouver ○ Maintain a balanced budget ○ Continue to ensure efficient service delivery ○ Advocate to funding authorities for appropriate resources ○ Advocate in support of major capital initiatives and requirements <p>Lead committee: Finance</p>	<ul style="list-style-type: none"> ○ Funding is adequate to ensure strategic priorities are met

What?	How?	Outputs and measurements
<p>Community engagement</p> <p>To strengthen connections with the community and community partners, and address upstream drivers of crime;</p>	<ul style="list-style-type: none"> ○ Meet with other Boards such as the Coastal Health Board, Police Foundation Board, CAPB and BCAPB, to discuss and address issues of mutual concern; ○ Ensure that practical orientation and ongoing engagement is developed for City Councillors (in addition to briefings provided to new Councillors) which includes ride-alongs, facility tours, operational videos and demonstrations; ○ As part of the Annual Police Board Agenda identify meetings where the focus will be topic-specific and invite related community partners; ○ Consider use of social media as part of Board communications strategy ○ Identify issues for proposed policy and legislative changes; ○ Communicate with all levels of government and work with other policing organizations <p>Lead committee: HR</p>	<ul style="list-style-type: none"> ○ We make headway on important issues through combined work with partner agencies ○ City officials have a better appreciation of police work and challenges ○ We enhance our connections with the community through initiatives such as social media and community meetings ○ Policy and legislative changes are made