



ABBOTSFORD
POLICE DEPARTMENT

2026+ STRATEGIC FRAMEWORK

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Ross Siemens
Chair,
Abbotsford Police Board



Colin Watson
Chief Constable,
Abbotsford Police Department

MESSAGE FROM the Police Board Chair on behalf of the Police Board

On behalf of the Abbotsford Police Board, I am pleased to endorse the Abbotsford Police Department’s 2026+ Strategic Framework. This framework reflects our commitment to strong governance, accountability, and ensuring that policing in Abbotsford is aligned with both legislative responsibilities and community expectations.

The Police Board’s role is to provide strategic direction, oversee the work of the Chief Constable, and ensure policing is delivered lawfully, ethically, and responsibly. This framework supports that mandate by setting clear priorities grounded in statutory obligations while addressing the evolving needs of our growing and diverse city.

We are encouraged by the framework’s focus on adaptability, transparency, and outcomes. The move to a more agile planning framework, supported by the Community

Safety Report Card, strengthens the department’s ability to respond quickly to emerging issues while maintaining alignment with long-term goals.

The Board also recognizes the dedication of AbbyPD’s officers, civilian professionals, and volunteers. Their service, along with the strong support of our residents, reflects the essential partnership captured in #Strength In Community.

As we move forward, the Police Board remains committed to providing steady governance and ensuring this Strategic Framework guides the organization with clarity, integrity, and a steadfast focus on public safety.

MESSAGE FROM the Chief Constable

It is my privilege to present the Abbotsford Police Department’s 2026+ Strategic Framework – our roadmap for strengthening community safety, enhancing public trust, and supporting the exceptional people who serve our city every day. This framework reflects the voices of our staff, our partners, and more than four thousand community members who shared their perspectives through the 2025 Community Safety Survey and recent engagement sessions. Their insights guided our priorities and helped ensure this framework is both meaningful and grounded in the realities of policing in Abbotsford.

Policing is changing rapidly. Evolving legislation, increasing community expectations, growing demand for service, and complex social challenges require us to be more adaptive, collaborative, and innovative than ever before. This Strategic Framework marks a significant evolution in how we approach our work. It introduces a more agile planning model, continuous risk assessment, enhanced use of data, and a strengthened

focus on measurable outcomes – ensuring we remain responsive to emerging issues while staying firmly aligned with our core purpose: to make Abbotsford the safest city in British Columbia.

At the heart of this framework is our commitment to people. Our officers, civilian professionals, and volunteers demonstrate courage, compassion, and professionalism every day. Their work is supported and amplified by the trust and partnership of our community. #Strength In Community is not just a motto; it is a reflection of the bond we share with the people we serve – a bond strengthened through shared challenges, collective resilience, and a mutual desire for a safe and thriving city.

As we look to the future, our commitment is clear: to lead with integrity, serve with honour, act with courage, and uphold the highest standards of public service. Together, we will continue moving Abbotsford forward.



ABBYPD MANDATE AND GOVERNANCE CONTEXT

Under the Police Act, the Abbotsford Police Department (AbbyPD) is responsible for enforcing federal and provincial laws, upholding municipal bylaws, maintaining public order, and preventing crime. The Chief Constable oversees the delivery of these duties and ensures the organization's work reflects the priorities set by the Police Board.

AbbyPD also operates within a broad legal and ethical framework that includes federal and provincial legislation – such as the Criminal Code, the Charter of Rights and Freedoms, and the Controlled Drugs and Substances Act – as well as established common-law responsibilities. These require officers to preserve the peace, protect life and property, investigate crime, and apprehend offenders.

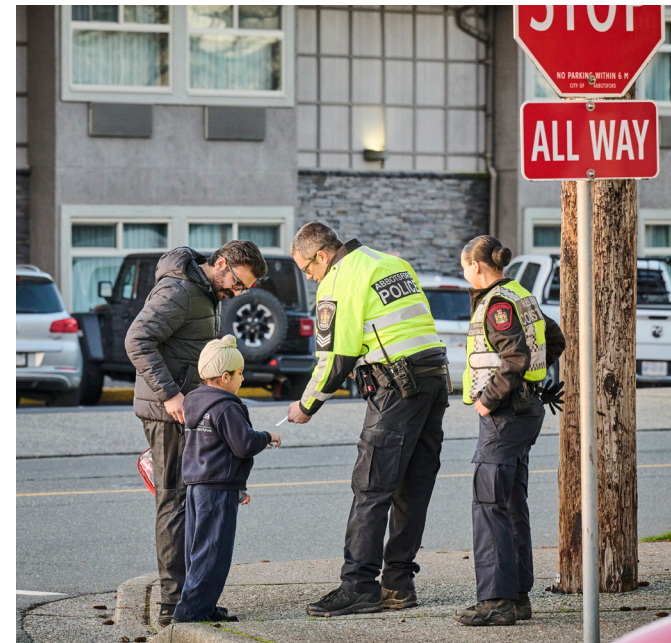
Oversight and accountability are maintained primarily through strong leadership and is strengthened through the Police Board and independent public interest investigative processes established under the Police Act. AbbyPD also aligns its practices with Provincial Policing Standards, which set expectations for areas such as use of force, training, specialized investigations, equipment, and unbiased policing.

The Police Board provides strategic leadership for the department. It establishes priorities, approves the budget, sets expectations for policy development, oversees the work of the Chief Constable, manages service-level complaints, and defines key human resource frameworks.

OUR STRATEGIC FRAMEWORK IN ACTION

EVOLVING OUR APPROACH TO STRATEGIC AND OPERATIONAL PLANNING

Policing is changing – quickly, profoundly, and continuously. Shifts in legislation, evolving community expectations, emerging public policy directions, and the realities of financial and human resource constraints have reshaped the landscape in which modern police services operate. In this environment, success demands a commitment to innovation, adaptability, and continuous improvement. At the Abbotsford Police Department, we are embracing a new way of doing business – one that strengthens our ability to fulfill our core mandate of public safety while seeking meaningful opportunities to enhance our effectiveness and efficiency.



A MORE ADAPTIVE, RESPONSIVE PLANNING MODEL

AbbyPD is transforming both our strategic and annual planning processes to better reflect the dynamic conditions in which policing occurs. We are adopting an approach grounded in agility that offers opportunities that support iterative operational period planning in addition to establishing key focus areas established annually.

This structure allows us to pivot quickly in response to emerging trends, new risks, and evolving community feedback. It ensures our strategies and tactics are informed not only by our vision for the future, but also by real-time observations and the lived experiences of the people we serve.



COMMITMENT TO PUBLIC SAFETY

While our methods are evolving, our purpose remains unwavering. Every adjustment we make – every new process, every shift in direction – is guided by an unrelenting commitment to public safety. This commitment is the constant that grounds our innovation. It is the lens through which we evaluate change and the standard by which we measure progress.

COLLABORATION OVER SILOS

Our new planning framework emphasizes collaboration both internally and externally. A shared approach to public safety strengthens information sharing, improves decision-making, and fosters creativity. By engaging openly with partners across the community, we can identify trends earlier, develop coordinated solutions, and build strategies that reflect shared priorities. Policing does not occur in isolation; neither should the planning that supports it.

TRANSPARENCY AND COMMUNICATION

Transparency is foundational to trust – within our organization and with our community. Our renewed planning approach aligns with our communications strategy prioritizing clear, consistent communication at every level. By openly sharing our goals, our progress, and our challenges, we reinforce accountability and ensure our staff and community understand not just what we are doing, but why we are doing it.

MEASURING WHAT MATTERS: THE COMMUNITY SAFETY REPORT CARD

Success in this new model is not defined by activity alone, but by meaningful impact. AbbyPD will assess progress using comprehensive, data-rich information points captured in our Community Safety Report Card. This tool provides a holistic view of community safety, organizational health, and service effectiveness – guiding decisions, informing priorities, and demonstrating results. The Report Card includes community safety indicators that are evidence-informed and rooted in what matters to the Abbotsford community. The indicators in the Report Card, taken together, will assist AbbyPD and our community consider the state of public safety in Abbotsford and will help inform AbbyPD's operational planning process.

CONTINUOUS, EMBEDDED RISK ASSESSMENT

Risk is no longer viewed as an annual check-in; it is a continuous process embedded within both strategic and operational functioning and planning. This ensures that emerging threats, vulnerabilities, and opportunities are identified quickly and addressed proactively. Continuous risk assessment allows AbbyPD to remain vigilant, agile, and ready to adjust course when necessary.

OUR STRATEGIC VISION

We are a trusted and community-connected police department – protecting and strengthening Abbotsford through excellence in policing.

#STRENGTH IN COMMUNITY

The Abbotsford Police Department has long understood that our greatest strength comes from the community we serve. #Strength In Community represents the powerful connection we have with the Abbotsford community. Born from shared experiences of community successes and challenging times, #Strength In Community is representative of the importance of police and community being united in pursuit of community safety.

Through every challenge, our residents have shown unwavering appreciation for the dedication of our officers, civilian professionals, and volunteers. We believe this continued support reflects the meaningful relationship AbbyPD has built with the community. Our commitment remains clear: to cultivate trust and foster strong, authentic connections with the people of Abbotsford, knowing that our ability to serve effectively is grounded in those relationships.

OUR VISION STORY

Our Strategic Vision Story serves as a vivid expression of our identity and long-term aspirations. It weaves together the story of who we are, the work we do, and the people and communities we serve. It also articulates the meaningful impact we strive to make – capturing not only what we aim to achieve, but the purpose and values that guide us forward.

OUR WORK

Together with our community, our mission is to keep Abbotsford safe. We fulfill this responsibility through consistent, professional, and compassionate policing that prioritizes safety, security, and well-being.

We respond to calls from our community with care, competence, and integrity, and conduct thorough, lawful, and ethical investigations that support justice and public confidence. We are proactive and prevention focused. We use intelligence-led strategies, modern technology, and collaborative partnerships to reduce crime, address emerging risks, and enhance community safety.

Our approach is grounded in continuous improvement and accountability. By leveraging data, innovation, and inter-agency coordination, we strengthen operational effectiveness, adapt to evolving challenges, and deliver policing services that meet the highest professional standards.

OUR PEOPLE

Our people are individuals who are committed to ethical, professional, and community-focused policing. Our people demonstrate sound judgment, resilience, emotional intelligence, and a strong sense of responsibility to one another and to the community we serve. Every member of AbbyPD, sworn, civilian, and volunteer plays a vital role in achieving our mission and sustaining public trust.

We invest in our people by recognizing excellence, supporting wellness and work-life integration, and providing inclusive, merit based opportunities for learning, development, and advancement. We intentionally develop leaders at every level, strengthening succession, decision-making, and long-term organizational resilience.

We foster a culture of respect, inclusion, and collaboration – one where diverse perspectives and lived experiences are valued as strengths. We support one another through both our greatest successes and our most difficult moments, united by a shared commitment to professionalism, accountability, service, and teamwork.



OUR COMMUNITY

We are a community-connected police department. Every resident, business, and visitor matter, and we serve our multicultural community with fairness, empathy, and respect. Through meaningful engagement, education, and open communication, we work alongside our community to identify concerns, build solutions, and strengthen trust.

We believe safety is a shared responsibility. Through prevention initiatives, advocacy, and strong partnerships, we address the root causes of harm and support community resilience. We are visible, approachable, and responsive – listening to diverse perspectives and ensuring people have a voice in matters that affect their safety.

The relationships we build are foundational. Trust is earned through transparency, accountability, and follow-through, and it sustains us through both challenge and change. When our community needs strength, we strive to provide it - just as their support strengthens us.

We measure success by the safety and well-being of our community and the confidence it places in us. Reduced crime and disorder, strong public trust, timely and effective responses, and positive investigation outcomes reflect our commitment to excellence.

Through responsible, evidence-based growth, we ensure readiness to meet emerging or evolving demands while supporting the health and sustainability of our workforce. We continuously assess our performance against legislative, professional, and community expectations, striving not only to meet standards, but to exceed them.

We are recognized as a trusted, progressive, and community-connected police department – leading with integrity, accountability, and innovation. Together, with our community, we are stronger and safer.

OUR MISSION

OUR MISSION

In partnership with our community, we serve to keep Abbotsford safe.

OUR VALUES

INTEGRITY

The Abbotsford Police Department believes that individual and organizational integrity is the foundation of community trust. We will act with honesty and adhere to the highest ethical standards in our personal and professional behavior.

HONOUR

The Abbotsford Police Department will act with the best interests of the community we serve and the people we employ. We will pay homage to those who came before us and perform to the best of our ability to achieve excellence, now and into the future.

COURAGE

The Abbotsford Police Department resolves to address challenges in our city with selfless devotion to duty, the moral strength to do the right thing in the face of adversity, and to lead through innovation in our approach to policing.

SERVICE

Service to our community and within our organization is at the core of everything the Abbotsford Police Department does. All people are valued and respected by the AbbyPD.

OUR VALUES



PILLAR ONE



OUR STRATEGIC FRAMEWORK IS BASED ON THREE STRATEGIC PILLARS

This Strategic Framework sets out AbbyPD’s priorities for 2026+ across three pillars – Our Work, Our People, and Our Community. It aligns core statutory and governance obligations with community expectations, operational realities, and perspectives from the 2025 Community Survey. The framework emphasizes lawful, effective policing; modern training and technology; a focus on our people; and maintaining deep community partnerships to enhance safety and trust.

PILLAR ONE: OUR WORK – PUBLIC SAFETY AND POLICING SERVICES

SUMMARY

The Abbotsford Police Department has a number of mandated responsibilities that represent the core of why we exist. These include a responsibility to enforce the criminal law, uphold provincial statutes and municipal bylaws, maintain public order, and prevent crime.

Operational duties are reinforced by common-law obligations to preserve the peace, prevent crime, protect life and property, investigate crime, and apprehend offenders.

Provincial Policing Standards established by the Solicitor General, set mandatory expectations for use of force, training, equipment, specialized investigations, and unbiased policing.

STRATEGIC OBJECTIVES

1. Consistently Provide Strong Police Service in Incident Response and Investigation.

- Respond to calls for service in a timely, professional, and consistently effective manner, ensuring the community receives reliable, high-quality support when it is needed most.
- Uphold the highest investigative standards, delivering lawful, ethical, thorough, and outcomes-focused policing that strengthens public trust and supports successful case resolution.

2. Demonstrate Leadership in Building and Sustaining a Safe, Resilient Community through Proactive Policing and Strong Public Safety Partnerships.

- Take proactive, intelligence informed actions to target offenders, prevent crime, reduce offences, maintain safe streets, secure community events, and strengthen the community’s overall sense of safety.
- Leverage our expertise as public safety professionals to support and enhance both internal initiatives and collaborative community safety efforts with partners across Abbotsford and beyond.

3. Continue to Strengthen AbbyPD’s Operational Effectiveness by Leveraging Modern Tools, Data-driven Insights, and Innovation.

- Use analytics, digital-evidence systems, and modern technology tools to enhance efficiency, support decision-making, and improve investigative and operational outcomes.
- Deepen inter-agency coordination to ensure timely information-sharing, unified responses, and stronger partnerships in addressing complex crime and social challenges.



PILLAR TWO

PILLAR TWO: OUR PEOPLE – PEOPLE AND CULTURE

SUMMARY

Policing effectiveness depends on a skilled, healthy, and well supported workforce. Continuous training – beyond mandatory standards – is required, including investigative skill development, officer safety, cultural competency, trauma-informed practice, and leadership training.

Employee wellness, peer support, and mental health resources are essential for resilience and long-term occupational health.

The Police Board, together with the Chief Constable and the Senior Leadership Team, helps set human resource frameworks, recruitment expectations, succession planning, and accountability mechanisms, forming the governance foundation of professional development and fair, consistent processes.

STRATEGIC OBJECTIVES

1. Maintain a Skilled, Competent, and Professionally Developed Workforce.

- Support a strong internal network of professionals who will deliver or support policing operations.
- Deliver modern, continuous employee training aligned with strategic objectives, police sector expectations, and provincial standards with an emphasis on continuously strengthened leadership development and succession planning.

2. Cultivate a Workplace Where Well-being, Integrity, and Professionalism are Embedded in Everything We Do.

- Ensure comprehensive employee wellness programs and peer support systems promote psychological and physical well-being, health, resilience, and long-term career sustainability.
- Model and reinforce ethical leadership and professional conduct in all interactions ensuring decisions and behaviours consistently reflect the values and expectations of a modern police service.

3. Recruit, Retain, and Support a Capable and Diverse Workforce.

- Maintain proactive, evidence-informed recruitment strategies that draw in skilled candidates who represent the diversity, strengths, and lived experiences of Abbotsford.
- Promote and sustain an inclusive, respectful, and equitable workplace culture where every employee feels valued, supported, and empowered to contribute to organizational excellence.



PILLAR THREE

PILLAR THREE: OUR COMMUNITY – CONNECTIONS AND IMPACT

SUMMARY

Modern policing requires strong relationships built on transparency, trust, and shared responsibility. Community feedback highlights the importance of visible police presence, accessible communication, proactive engagement, and strengthened youth outreach programs. Public expectations include rapid emergency response, crime prevention, school safety, and engagement through direct interaction, pop-up events, cultural liaison work, and open data transparency.

Customary policing responsibilities extend beyond legislation and include community engagement, proactive prevention, interagency partnerships, and programs enhancing community safety such as education, harm reduction support, and emergency preparedness.

STRATEGIC OBJECTIVES

1. Strengthen Community Engagement and Trust Building.

- Actively engage in liaison programs and community partnerships, strengthen relationships, support outreach efforts, and ensure police presence is visible, approachable, and responsive to community needs.
- Advance public trust through timely, transparent, accountable, and open communication, including accessible information sharing, open-data practices, and clear channels for dialogue and feedback.

2. Enhance Community Safety Through Prevention, Partnership, and Advocacy.

- Sustain and grow proactive crime-prevention initiatives, youth mentorship, and early-intervention programs that address the root causes of crime and support positive pathways for young people.
- Maintain partnerships with community stakeholders to coordinate responses, share insights, and support community well-being.
- Advocate for community resources, supports, and public policies that promote public safety and enhance the community's capacity to prevent and respond to harm.

3. Continuous Pursuit of Public Safety Excellence.

- Meet or exceed legislative, regulatory, and professional policing standards through continuous improvement and a commitment to evidence-informed practices.
- Advance cultural competency across the organization to ensure every interaction reflects respect, fairness, and an understanding of the diverse communities we serve.
- Strengthen organizational readiness and adaptability so AbbyPD can effectively respond to evolving policing priorities, emerging threats, and unforeseen emergencies with resilience and operational excellence.

RECOGNIZING OUR HISTORY AND OUR COMMUNITY

The Abbotsford Police Department (AbbyPD) traces its origins to the Matsqui Police Department, first established in 1955, serving the historic District of Matsqui. The modern AbbyPD emerged on January 1, 1995, when the Districts of Matsqui and Abbotsford formally amalgamated following a successful 1993 referendum, creating the present-day City of Abbotsford and its unified police force. This amalgamation marked a significant transition, requiring harmonization of bylaws, services, and organizational structures to meet the needs of a growing municipality.

As the largest municipality in British Columbia by land area – spanning approximately 375 square kilometres – Abbotsford is known as the “Hub of the Fraser Valley,” with a central location that borders the Fraser River, Mission, Langley, Chilliwack, and the U.S. boundary. This geography positions the city as a regional centre for transportation, culture, and economic activity, while also presenting unique demands for dedicated local policing.

Abbotsford is also one of Canada’s fastest growing communities, experiencing sustained increases in population, development, and diversity. Rapid growth has required AbbyPD to evolve operationally to meet expanding public safety needs within a large geographic area and a dynamic urban-rural landscape. Abbotsford has the distinction of being home to an international airport, the University of the Fraser Valley, and a professional sports team. Agriculture is at the core of the city, with farmers producing a significant percentage of food for British Columbia.

AbbyPD has established itself as a strong, community-connected police service, delivering policing that aligns closely with the values and expectations of the Abbotsford community. Through meaningful engagement, transparency, and a focus on community safety and well-being, AbbyPD has built a high level of public trust. Beyond Abbotsford, the department’s leadership and innovation have positioned it as a respected and influential voice in policing across British Columbia.

AbbyPD’s history is also marked by sacrifice. Constable John Goyer died in the line of duty on April 19, 2006, after injuries sustained during a violent arrest in 2001 led to a diagnosis of ALS linked directly to his service. His death followed a prolonged medical battle and left a lasting impact on the department and community.

Tragically, Constable John Davidson was shot and killed on November 6, 2017, while responding to reports of a stolen vehicle. His death, the first AbbyPD shooting fatality in the line of duty, prompted an outpouring of national and international support, culminating in a full regimental funeral attended by thousands of first responders and community members. His legacy as a dedicated Youth Liaison officer and community advocate remains deeply embedded in Abbotsford’s collective memory.

Together, these events underscore AbbyPD’s long-standing commitment to community safety and its role in policing one of British Columbia’s largest and most dynamic municipalities.





OUR DIVERSE COMMUNITY

Abbotsford is a proud and richly multicultural community, strengthened by the many cultures, traditions, and perspectives of its residents, with more than 50 languages spoken across our city. This diversity is a defining feature of our community and a vital source of resilience, connection, and shared belonging.

The Abbotsford Police Department places great importance on fostering meaningful, trust-based relationships with our community. Guided by our core values, we remain committed to working alongside Indigenous communities and all those who call Abbotsford home to support safety, well-being, and a strong, inclusive, and thriving community.

OUR CONNECTION TO OUR FIRST NATIONS

The Abbotsford Police Department respectfully acknowledges the Matsqui (Màthexwi), Sumas (Semá:th) and Leq'á:mel First Nations, whose traditional territories encompass much of the region we are privileged to serve. We recognize the Indigenous peoples of these Nations as the original caretakers of this land and honour their enduring presence, knowledge, and cultural strength.

AbbyPD is committed to building and sustaining meaningful, trust-based relationships with these communities through open dialogue, ongoing collaboration, and culturally informed policing practices. We remain dedicated to serving the Matsqui, Sumas, and Leq'á:mel First Nations with integrity, respect, and accountability as we work together to promote safety, well-being, and a shared vision for a strong, inclusive, and thriving community.

HOW OUR STRATEGIC FRAMEWORK WAS DEVELOPED

The AbbyPD Strategic Framework was developed through a deliberate, inclusive process that balanced strong organizational leadership with meaningful internal and external engagement. The goal of this approach was to ensure the framework reflects both the core identity and purpose of AbbyPD and the evolving needs and expectations of our community.

A PURPOSE-FOCUSED, BALANCED AND COLLABORATIVE APPROACH

The AbbyPD Strategic Framework is rooted in the legal responsibilities of policing in British Columbia and shaped through internal and community engagement. It provides clear long-term direction while allowing teams the flexibility to define the initiatives that deliver it.

INTERNAL ENGAGEMENT AND INFORMATION GATHERING

Internal engagement was central to developing the Strategic Framework. AbbyPD sought staff input on the vision, mission, values, and strategic objectives to ensure they accurately reflect the organization. Senior Leadership began the process through strategic planning sessions, followed by organization-wide feedback on draft content.

While overall direction remains the responsibility of the Police Board and Chief Constable, employee input was essential in refining the plan and reinforcing a shared understanding that leadership sets the goals and staff shape how they are achieved.

EXTERNAL ENGAGEMENT AND INFORMATION GATHERING

External engagement was designed to be strategic and efficient. It began with the 2025 AbbyPD community safety survey, which received 4,101 responses, a 13.6% increase from 2022, and provided key insight into community priorities.

AbbyPD also reviewed statutory policing responsibilities and aligned the framework with the priorities of City Council and the Solicitor General.

POLICE BOARD STRATEGIC PLANNING

The Chief Constable and Police Board took part in a planning session to review the draft vision, mission, values, and strategic objectives. The discussion led to several refinements and included the Police Board's approval to shift from a traditional strategic plan to a more adaptive strategic framework, reflecting AbbyPD's approach to ongoing planning.

BOARD APPROVAL

In April 2026, the Police Board and the Chief Constable reviewed the draft Strategic Framework with a group of community leaders. In May, 2026, the Police Board reviewed and approved the Framework with an effective date of July 1, 2026.



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