



ABBOTSFORD POLICE DEPARTMENT

2023 – 2026 Strategic Plan

Strength in Community



ABBOTSFORD
POLICE DEPARTMENT



Message from the Police Board Chair and the Police Chief

We are pleased to present the Abbotsford Police Department 2023-2026 Strategic Plan.

The Strategic Plan was developed through a robust process of community, stakeholder, and employee engagement. It places an emphasis on building the programs, relationships, and key partnerships that will help us to address pressing issues in public safety, and the needs of our community and employees. It also supports the department's ongoing commitment to accountability, equity, inclusivity, and fiscal responsibility.

In creating the plan, we considered key trends influencing public safety and the policing profession. This resulted in a forward-thinking plan with a framework for developing proactive, multifaceted, and measurable strategies.

Our work was guided by the following priorities:

- **Public Safety and Policing Services (Our Work)**
- **People and Culture (Our People)**
- **Partnerships and Connections (Our Community)**

On behalf of the Abbotsford Police Board and Senior Leadership Team, we would like to thank members of the public, community stakeholders, policing partners, and our employees for their assistance in developing the 2023-2026 Strategic Plan. We are confident that this plan will bring us closer, each year, to our mission of making Abbotsford the safest city in BC.



Ross Siemens, Chair
Abbotsford Police Board



Mike Serr, Chief Constable
Abbotsford Police Department



Strength in Community

The Abbotsford Police Department truly knows the meaning of Strength in Community, which became our department's vision statement in 2018, following the tremendous outpouring of support when Cst. John Davidson was tragically lost in the line of duty.

We are grateful that the community has continued to support us in our daily work. Through challenges such as the heat dome and the floods, they have shared their strength and shown their appreciation for the work of our police officers, civilian professionals, and volunteers. This support, we believe, is a direct result of AbbyPD's strong community connection. As a department, we are committed to creating and maintaining meaningful relationships with the citizens we serve, knowing that our success wholeheartedly depends upon the trust we build with our community.

Sir Robert Peel is often referred to as the father of modern policing. When forming London's Metropolitan Police Force in 1829, Peel said,

“ **The police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.** ”

To be able to do the public safety work that we do, and do it well, we know that we need the support of our community and our employees.

With *Strength in Community* as our guiding vision, and feedback from community members, stakeholders and employees, we have developed the framework for a three-year Strategic Plan that will move us forward in our mission of making Abbotsford the safest city in BC.

The 2023-2026 Strategic Plan focuses on three priorities:

1. Our Work
2. Our People
3. Our Community



How was AbbyPD's three-year strategic plan developed?

AbbyPD embarked on a community consultation project in June 2022 to better understand the needs of our community and inform our Strategic Plan. We began by asking questions through a community survey, meeting with the residents, visitors, and business community of Abbotsford throughout the summer.

To increase the survey response rate and collect as much information as possible about public safety needs and issues from all stakeholders, we used a range of innovative approaches. We communicated with the community through a household mailer, pop-up booths at parks and malls, at the movie theatre, in newspaper advertisements, on social media and public transit, and included options for individuals who did not have internet access, to complete the online survey.

Our team recognized that while engagement begins by asking questions, the most important aspect of the process is to listen to the feedback that is shared, to determine how to weave it into an optimal strategy for improving public safety.

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“The feedback informed our planning process, and it will continue to influence departmental policies and operational strategies as they are developed.”

AbbyPD also conducted a survey of staff. Our police officers, civilian professionals, and volunteers are an integral part of public safety in Abbotsford, and their feedback supports ongoing organizational improvements. We know that our strength as a department is rooted in a positive workplace culture that promotes values such as fairness, open dialogue, inclusion, accountability, and acknowledgement. To grow as an organization, we must invest in our most important resource, our people.

The information from both surveys was presented to the Abbotsford Police Board and AbbyPD's Senior Leadership Team. They met to discuss the results and determine the department's strategic focus for the next three years. The feedback informed their planning process, and it will continue to influence departmental policies and operational strategies as they are developed. While this Strategic Plan will be the basis for what AbbyPD does over the next three years, it will have room to evolve as public safety priorities and community needs change over time.

AbbyPD will continue to engage with the community on a regular basis, so that our strategies are aligned with community issues. **We believe that with Strength in Community as our guiding vision, the City of Abbotsford will continue on the path of becoming the safest city in BC.**



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PRIORITY #1 OUR WORK

The Abbotsford Police Department's strategies, initiatives, and programs will result in enhanced safety for the citizens of Abbotsford over the next three years.

AbbyPD is committed to increasing public safety through proactive initiatives that target violent offences, property crime, and road safety. Community feedback shows that the public shares our concerns with these issues. In addition to department-led solutions, we will collaborate with community stakeholders to develop a multilayered approach to public safety.

2

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The strategic objectives and actions that AbbyPD will focus on are:

Prevention, Suppression, and Investigations of Violent Crimes

AbbyPD is committed to developing and employing public safety strategies to address gang violence, intimate partner violence, sexual offences, and violent crimes associated with street disorder.

WE WILL:

- Utilize intelligence-led policing, advances in technology, and targeted investigations to combat violent crime
- Collaborate with our community and regional partners to address cross-jurisdictional offenders and offences
- Strategically target gang associates and gang activity posing a risk to the community
- Implement proactive communication strategies and outreach programs to address systemic barriers to reporting
- Facilitate departmental training to ensure a trauma-informed approach to investigations and support for victims of violent crimes

Road Safety

AbbyPD is dedicated to improving road safety through educational programs, awareness campaigns, technological enhancements, and targeted enforcement.

WE WILL:

- Utilize analytical data to target high-collision locations and implement initiatives to reduce crashes
- Initiate education programs and awareness campaigns to highlight unsafe driving behaviors and the negative impact of impaired driving
- Leverage technology and inter-agency partnerships to detect and target unsafe vehicles and driving behavior
- Provide enhanced training for AbbyPD officers specific to impaired driving investigations

Property Crime

AbbyPD will reduce property crime through intelligence-led initiatives that target repeat offenders, support community collaboration, and seek opportunities to address the underlying causes of offending.

WE WILL:

- Utilize intelligence-led policing to target repeat offenders
- Engage with community and businesses to proactively promote crime prevention initiatives
- Seek to identify root causes of offender behavior and connect with community resources to reduce criminal justice encounters
- Reduce street disorder through a collaborative response model to decrease survival crimes



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PRIORITY #2 OUR PEOPLE

The Abbotsford Police Department will continue to build a well-trained, engaged, healthy and productive workforce that is reflective of our community.

Our staff are our most valuable resource. AbbyPD's support for its people is, unequivocally, one of the most important factors contributing to our success in keeping our community safe.

Policing is a demanding occupation. To ensure that our team continues to provide excellent service to the community, they need to be well-trained, emotionally and physically healthy, feel safe and supported in the workplace, and cared for when they face traumatic incidents or go through life challenges.

2

3



The strategic objectives and actions that AbbyPD will focus on are:

Culture and Leadership Development

AbbyPD will foster an environment that supports professional development and a safe and inclusive workplace.

WE WILL:

- Provide supervisory training for all new supervisors
- Provide ongoing professional development opportunities for staff
- Ensure an equitable promotion and transfer process
- Promote opportunities for leadership with a lens on merit, equity, and diversity
- Develop internal support networks for diverse employees to assist in identifying opportunities for workplace improvements

Recruitment and Retention

AbbyPD will attract and retain skilled employees.

WE WILL:

- Develop a comprehensive recruitment and retention strategy
- Develop and use time-limited initiatives to bolster recruitment and retention of experienced members

Employee Wellness

AbbyPD will foster a workforce that is engaged, healthy, and resilient with an emphasis on employee wellness

WE WILL:

- Commit to supporting and monitoring employee mental and physical wellness
- Conduct an employee wellness survey every three years and prioritize the implementation of key findings





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PRIORITY #3 OUR COMMUNITY

The Abbotsford Police Department will collaborate with community partners to enhance public safety and continue to build community trust and confidence.

Strong community relationships are a proven asset to our department, directly impacting the support and cooperation we receive from the public, and the success of our initiatives. AbbyPD is committed to addressing community concerns around crime, road safety and a range of social issues through collaboration and partnerships. It is crucial that we make genuine connections with our diverse community and foster relationships that are welcoming and collaborative.

2

3

The strategic objectives and actions that AbbyPD will focus on are:

Community Partnerships

AbbyPD will prioritize partnerships to enhance community engagement and improve public safety.

WE WILL:

- Forge effective community partnerships and support vulnerable populations to enhance public safety
- Strengthen public engagement and officer visibility opportunities through community connections
- Expand the use of communication platforms to meaningfully engage and inform the community of AbbyPD initiatives, programs, and events
- Increase youth engagement with a focus on gang prevention, on-line awareness, and road safety
- Conduct scheduled community surveys and implement the results

Equity, Diversity, Inclusion (EDI) and Reconciliation

AbbyPD will seek opportunities to enhance community relations and develop connections with Abbotsford's diverse populations.

WE WILL:

- Collaborate and engage with diverse populations to enhance community connections
- Ensure ongoing cultural sensitivity and trauma-informed practice training for AbbyPD staff
- Centralize EDI programs and review departmental policies and practices through an EDI lens



ABBOTSFORD
POLICE DEPARTMENT

Mission

To make Abbotsford
the safest city in
British Columbia

Vision

Strength in
Community

Values

INTEGRITY – The Abbotsford Police Department believes that 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 and the moral strength to do the right thing in the face of adversity.

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.

The goals and strategic objectives detailed in the 2023-2026 Strategic Plan are important to every police officer, civilian professional, and volunteer of the Abbotsford Police Department. With the support of members of the public, community partners, the Abbotsford Police Board, City Council, and the dedicated staff of the AbbyPD, we will achieve our mission of making Abbotsford the safest city in BC.

