



**City of Richmond**

**Report to Committee**

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**To:** Community Safety Committee  
**From:** Ward Clapham  
Officer in Charge  
**Re:** RCMP Five Year Plan

*To Community Safety - Dec. 10/02*  
**Date:** December 3, 2002  
**File:** 5000-01

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**Staff Recommendation**

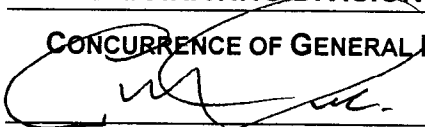
That the RCMP Five Year Plan Priorities be endorsed in principle, and

That the staffing resources identified in the RCMP Five Year Plan for 2003, be included for Council Consideration as part of the City's budget process, and

That staff be directed to update the RCMP Five Year Plan, based on the outcomes of the budget process and report back to Council.

Ward Clapham  
Officer in Charge

Att. 1

<b>FOR ORIGINATING DIVISION USE ONLY</b>
<b>CONCURRENCE OF GENERAL MANAGER</b>


## Staff Report

### Origin

In the spring of 2002, the City of Richmond and Richmond Detachment of the Royal Canadian Mounted Police (RCMP) embarked upon a process to prepare a five year strategic policing plan. The need to develop a new plan was based upon the expiration of the previous plan (1996-2001) and new initiatives and pressures placed upon the detachment over the past fifteen months.

RCMP staff have been working over the past six months to develop a very extensive plan which identifies policing priorities for the next five years. The planning process has now reached the point where Council input is required in order to proceed.

### Analysis

It is important to bring forward the RCMP Five Year Strategic Plan so that Council can provide input and to ensure they are aware of the costs associated with the plan.

*Attachment 1 - RCMP Five Year Strategic Plan Executive Summary* outlines the external and internal factors affecting policing services, overall trends and the Richmond RCMP Detachment policing priorities for the next five years.

*Attachment 2 – RCMP Flowchart* overviews the Richmond detachment priorities, objectives and related staff resourcing and how they relate to the overall RCMP national priorities and objectives.

*Attachment 3 - Summary Of The Anticipated Resource Requirements* shows two tables listing the staffing resources and costs members and municipal staff, associated with the policing priorities for the next five years. These cost are also reflected in the 2003 additional level requests for the RCMP, however in order to finalize the policing plan these additional levels need to be considered by Council as part of the budget process.

Once the 2003 budget process has concluded staff will report back to Council with a finalized RCMP 5 Year Strategic Plan.

### Financial Impact

To be determined as part of the 2003 budget process.

### Conclusion

The Richmond Policing Services Plan is a living document. The strategic priorities and goals set out in this plan will be reviewed regularly to ensure they incorporate changes in Richmond Detachment's operating environment. By working together towards the same goals and in support of each the Richmond Detachment of the RCMP and the City of Richmond other will ensure that the community has the highest level of satisfaction with their police service.

December 3, 2002

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*for* Keith Bramhill  
Advisory NCO to the OIC  
Richmond Detachment, Strategic Planning

# RCMP Five Year Strategic Plan – 2003-2007

## Executive Summary

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### Introduction

In the spring of 2002 the City of Richmond and Richmond Detachment of the Royal Canadian Mounted Police (RCMP) embarked upon a process to prepare a five year strategic policing plan. The 1996 to 2001 plan had expired and over the past fifteen months new initiatives and pressures have been placed upon Richmond's policing service. The purpose of this planning process is to develop a clear, agreed upon and cost effective direction for the police services in the City of Richmond. This process will identify priorities, goals, and strategies that all members and employees at the Detachment may work towards achieving.

The development of the Richmond Policing Services Plan is critical for both the City of Richmond and the Richmond RCMP. Financial sustainability is one of eight strategies of the City of Richmond's 2001-2003 corporate plan, while public safety is City council's top priority. For the City, policing services is the largest budgetary item that represents 16% of the total City budget. It is important to understand what the policing pressures, policing priorities, and what the expected human resourcing requirements may look like to achieve our goal of "Safe homes, Safe Communities".

For the Richmond Detachment, we have been facing increasing challenges with regards to escalating public demands for service and in some cases workloads that are unrealistic. The Richmond Detachment would benefit from agreed upon local strategic priorities that mirror the Royal Canadian Mounted Police National and Divisional priorities. Once agreed upon in consultation with our contracting partner your policing service must then **Focus** and **Execute** on these local strategic priorities.

The Richmond Policing Services Plan is a living document. The strategic priorities and goals set out in this plan need to be regularly reviewed to ensure that they incorporate changes in Richmond Detachment's operating environment. The Richmond Detachment of the RCMP and the City of Richmond wish to work together to provide the most efficient and effective police service to the community. Continuing to work together towards the same goals and in support of each other will ensure that the community has the highest level of satisfaction with their police service.

### Environmental Factors Influencing Police services

#### **Community Demographics**

As our population continues to increase the demand for police service increases as well. The projected population growth between the years 2002 to 2007 is 13,126 people for the City of Richmond (Stats Canada Data, 2001). We continue to see increases in the numbers of seniors, and seniors 85+. The elderly have a high fear of crime and as our population ages this perception will demand greater attention to reducing criminal activity, especially violent personal crime, and organized gang activity. Over half of our new immigrants have little or no English language ability, as language translation services continue to be required. The increased diversity in the cultural make up of the community creates significant police service challenges

for the detachment. Employment is on the rise, though unemployment remains high for youth 15-24 years. Volunteering is and has been declining within the city.

### **Crime Trends and Caseloads**

The nature of crime has changed significantly in Richmond in the past 10 years. The fear and non-reporting of crime continues to increase. Personal safety, violent crime, youth crime, family violence and hate crimes are all issues frequently raised by the public. Organized crime is becoming more pervasive in Richmond, as a result of technological advancements and the borderless environment this creates. The changing nature of criminal activity locally and regionally is severely impacting police services relative to perceptions of safety, and our ability to keep up and solve organized violent crimes. Criminal code cases have consistently declined in Canada, B.C., and Richmond proportionately over the past decade. However, unreported crime has increased dramatically over the last 10 years and given our multicultural demographics this fact is magnified even greater. White-collar crime is widespread and frequently goes unreported. Crimes of this type routinely involve extensive investigation, impacting policing costs and resource requirements.

While many traffic offences, such as non-moving violations are generally down, Dangerous Driving has increased over 320% over the last 10 years, and Driving while Disqualified/Suspended has increased almost 360% during the same period. Typical Organized Crime offences include Extortion, Offensive Weapons, Counterfeiting Currency and selected Drug offences (heroin, cocaine and marihuana). Overall, there has been an increase in these activities of 300% over the last 10 years. During this time, Richmond's authorized complement has increased 27%. Specific changes are as follows: Offensive Weapons **312%**, Counterfeiting Currency **510%**, Extortion **325%**, Heroin (decrease) <20%>, Cocaine 8%, and Marihuana **345%**. *(note: small increases and decrease in heroin drugs stats are reflective of all enforcement efforts placed upon marijuana and cannabis grow ops)*

The number of homicides and attempted murders in Richmond has grown significantly over the past 10 years. Where traditionally Richmond would have only one or two murder investigations per year, 2001 saw 4 homicides and 6 attempted murders. There have been 10 homicides in Richmond since 2000. This increasing trend and source intelligence shows every sign of continuing in the near future, and is believed to be associated with the increase in organized/gang crime, especially drug related crime. While the numbers are still objectively low, homicide investigations are exceptionally labour intensive, often requiring the services of 25 or more members, especially during the stages of the initial investigation.

Although the crime rate has shown a steady decrease, calls for service have increased, roughly correlated to the population increase in Richmond. In 2001, a total of 93,147 calls for service were received. Of these calls, 54,513 resulted in the creation of an operational file, resulting in a total case burden (files divided by authorized strength) of approximately 288.

### **Legislation & Legal Rulings**

On the enforcement front police investigations have become more complex, labour intensive and expensive in the past 15 years. Changes in legislation, onerous administrative requirements, and convoluted legal measures have made general police duties and investigations more difficult, costly, and time consuming. Legislative changes continue to impact police operations as a result of new regulations and procedural requirements.

## **Social Values & Expectations**

Public expectation of the police role is directed towards efforts in preventing and reducing violent crime, family violence, violence against women, hate crime and youth crime. Changing social values, such as increased tolerance of anti-social behaviour, reduced expectations for personal accountability and increased social acceptance for the propagation of violence in our society all have a serious impact on policing. The public continues to press for effective independent reviews and scrutiny of legislation, policies and practices of the criminal justice system.

## **Economic Climate**

Growth in the legitimate economy may also be accompanied by a growth in economic crime, particularly organized crime. Policing services will continue to be adversely affected by resource constraints. The reduced economic activity in BC causing rising unemployment and accompanying response to calls for increased domestic violence, assaults, thefts and robberies as well as potential for persons to engage in illegal activities such as marijuana grow operations, economic/tech crime, extortion, smuggling, property crimes etc to supplement income.

## **Challenges and Opportunities**

Richmond's population will continue to grow at a gradual pace of over 1 %. Between 1996-2001 Canada Census periods, Richmond grew by 1.56% per year, which translates to a net addition of 15,480 people. Compared to other municipalities in the GVRD, Richmond (10.4%) ranked 5<sup>th</sup> in it's growth rate.

Vancouver Airport continues to be the fastest growing employer in the province. YVR is Canada's second busiest airport, with some 15.5 million passengers, approximately 229,000 tones of cargo and 274,400 take-offs and landings in 2001.

Immigration levels are down 34% in the Vancouver area over 1997. Asia and the Pacific Region still account for over 70% of all immigrants to the region, with the top source countries being China, Taiwan, and the Philippines

Richmond is now experiencing substantial residential sales increases with prices rising. This impacts the city as property tax rates are based on assessed values.

Richmond has more jobs than resident workers, the highest ratio in the region. With the draw of the airport, Fraser port development, and services available, job growth is expected to continue.

The high tech sector (manufacturing and services) outpaced the provincial economy in growth for the past seven years. It is expected to continue to grow.

Richmond businesses are becoming more interested in contributing back to the community in various ways. This positive business climate supports Richmond RCMP's Community Policing philosophy of client centered focus and partnership building.

Aging workforce – Historically new entrants to the work force (age 15-24) far exceed the retiring population (55-64). This is now changing rapidly and will increase as the young age group levels off and the retiring age booms.

We can expect to see continued demand for recognized public input into decisions affecting the livability of our citizens in the community.

Volunteers in our community are being asked to take on more responsibility and their work increasingly requires supervision. At the same time volunteering is declining. Volunteers require more support, training, and funding to allow them to carry out their duties.

It is now estimated that over 55% of Richmond residents have access to the internet either at work or at home. Technology based crime has exploded and Richmond has been affected by the internet to perpetuate criminal activity. (*Action: The OIC Richmond created the first RCMP Detachment Tech Crime Unit.*)

Personal safety & livability is a key issue. While Richmond crime rates (not calls for service) have dropped in the past decade, the perceived safety of the community will continue to be a priority for residents and business owners.

Transportation issues with the expected growth in the downtown core (double the population and a third more jobs in the next 8-10 years), will become an even greater issue. In order to respond to calls for emergency and non-emergency service there must be safe access to and from the downtown services, pedestrian, and cycling safety, parking, implementation of rapid bus, and improved transit planning.

Social issues such as poverty, homelessness, drug abuse, mental health concerns, and family conflict in our community will come more to the forefront over the next 5 to 8 years.

Over 300 citizen volunteers currently work with the police to root problem solve community issues. Volunteers are active within our Neighbourhood Community Safety Offices at Steveston, South Arm, and YVR storefront, Bike Patrols, Crime watch, Community Consultative Groups, Lock-out auto crime, Home Security Audits, Property Crime Fan-out program, speed watch, and Victim Assistance Volunteers.

Many problem oriented policing projects over the past five years and currently on-going have resolved several serious community problems. Ie. Multiple Arson(s) project, Silver-city Auto theft initiative, Crime-free multi-housing project, Public Disturbances in our Parks, Computer smash n grab thefts at Riverside Industrial Park, and Mental Health Patients protocol to name a few.

In the last 18 months development of new initiatives has lead Richmond to be International specialists in many new areas. Ie. Teaching Richmond's Community Policing Philosophy to 13 Central Latin America countries, and policing agencies in Turkey, China, U.K. and Taiwan. Asset building partnerships with Boys & Girls Club, Nightshift partnership with City Parks n Rec., Youth Positive Ticket program, adopt a school initiative, operation Green Clean Team, creation of a made in Richmond Technological Crime unit, and the list continues.

## **The Foundation for Priorities and Actions**

### **Our Purpose – Goal**

Within our strategic framework links our strategic goal – providing “**Safe Homes & Safe Communities**”, meaning lowering the barometer of crime in Richmond.

### **Vision**

The Richmond RCMP adheres to our National Shared Leadership vision of our own Mission, Vision, Values, Commitment to our Employees and Community. We further support and believe in the City of Richmond’s vision to be the “ **most appealing, livable, and well-managed community in Canada**”.

### **Mission**

The Richmond RCMP has developed a Mission Statement that supports the City of Richmond’s vision: “**The Richmond RCMP Detachment will strive to provide the community of Richmond with more open, effective and service-oriented Police Service by promoting a partnership between the people and the police. Through this partnership, we will work together to identify, prioritize and solve problems with the goal of improving the overall sense of safety and security within the community. Police services must be designed and delivered in such a way that they meet the unique needs of the community of Richmond.**”

### **Core Functions**

The core functions of the Richmond RCMP Detachment through which we will seek to achieve our Mission are as follows: **Prevention and reduction of crime, Maintenance of the peace, Enforcement of laws, Intelligence, and to provide outstanding Quality Service.**

### **Richmond Strategic Objectives**

Consistent with our Mission, our Strategic Objectives define the focus of our organization and provide direction on our approach to service delivery. Richmond Detachment of the RCMP believe in: **Client Centered Customer Focus, Localized Service Delivery, Strategic Partnerships, Effective Deployment of Resources, Integrated & Intelligence Led Policing, Community Leadership, Root Problem Solving, Employee Wellness, Commitment to Continuous Learning, and Managerial Accountability.**

### **Richmond Strategic Priorities**

The (9) nine strategic policing priorities outlined below take into account community concerns, and repeat calls for service, which involve the trends in crime, traffic safety, and public order issues. Richmond strategic priorities for 2002/02 to 2007/08 are:

- 1) Property Crime**
- 2) Youth**
- 3) Traffic Services & Road Safety**
- 4) Airport Policing**
- 5) Gang Violence**
- 6) Drugs**
- 7) Neighborhood Services Offices**
- 8) Technology**
- 9) Restorative Justice**

### **Program/Unit Plans**



In the New Year of 2003 we will build upon individual unit plans, that target and support our nine (9) local strategic priorities. Program managers will develop these unit plans into action plans and commitments. Assignment and responsibilities will be accountable to program managers who will prepare timelines for completion.

### **Richmond RCMP Human Resourcing**

The City of Richmond currently supports 185 officers at Richmond Detachment and 24 officers attached to YVR services. Collectively we have made terrific strides in areas of enhanced policing services and community-policing initiatives however there is much more to be accomplished. Front line service delivery personnel is being taxed, administrative support staff has not kept pace with police strength and demands, and violent organized gang crime is desperately affecting how we deliver police service and jeopardizing our Serious Crime Investigators well being.

The attached Annual Resource Level Update (ARLU) provided to the City in the summer of 2002 realizes some of the policing pressures placed upon Richmond Detachment of the RCMP at both the regular and municipal member level. Since then some additional requests have been added at the request of Richmond Mayor and council relative to street racing strategies. Richmond RCMP cannot afford to remain status quo while the population increases, which is driven by new housing, and development starts. As we enter the 2003 budgetary year we recognize that since 2000, when the City last realized additional resources, the policing environment has become more difficult. The ARLU document identifies policing pressures at our front line response, proposed East Richmond & Thompson neighborhood services offices, School Liaison, Youth, Green Team, Criminal Driving Enforcement Team, civilian crime analyst, and a desperate need for more municipal support staff.

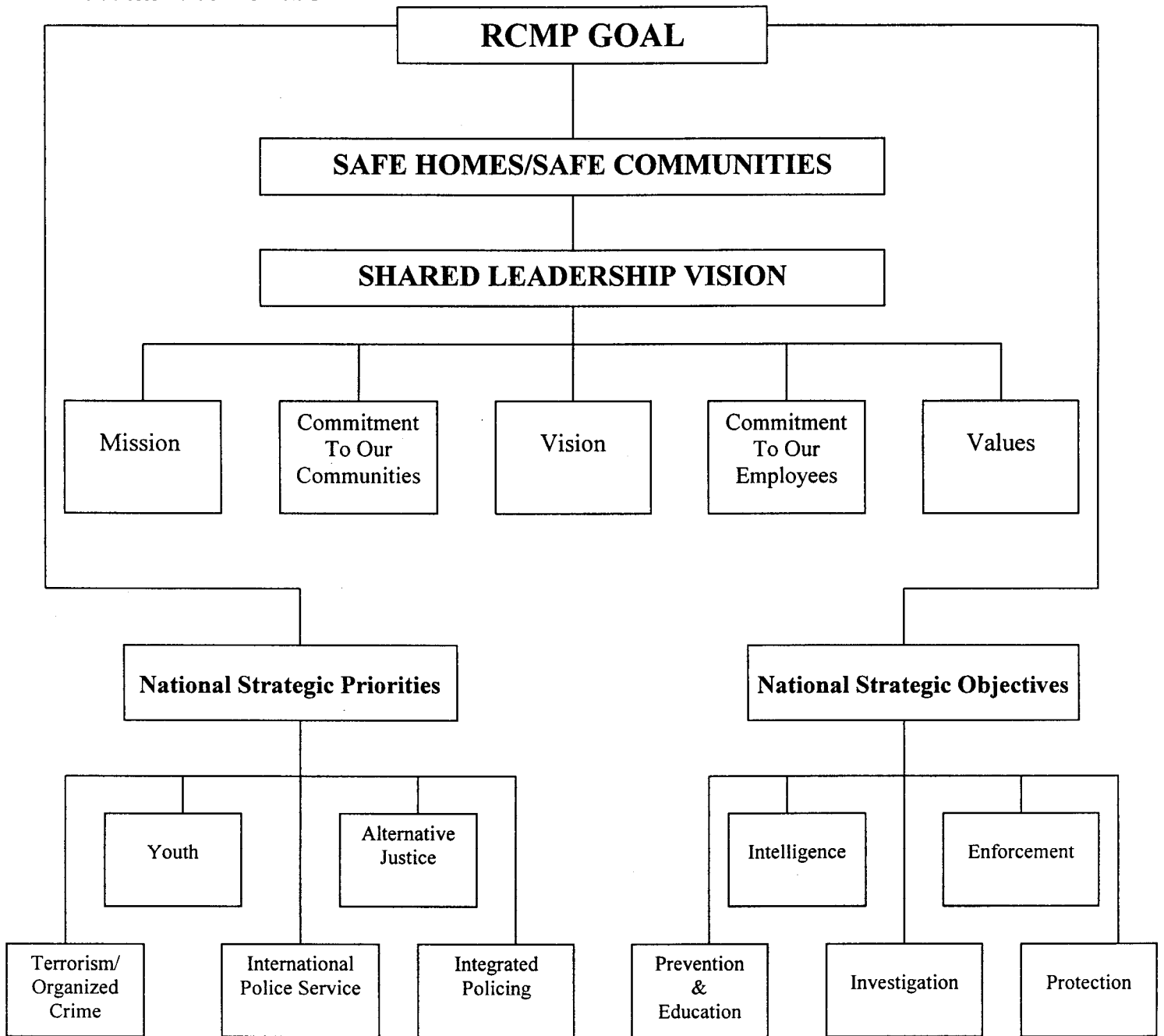
The long-term financial impact to achieve our strategic goals relative to Prevention, Youth, and Organized gang violence over the next sixty months is an appendix attached to the ARLU document.

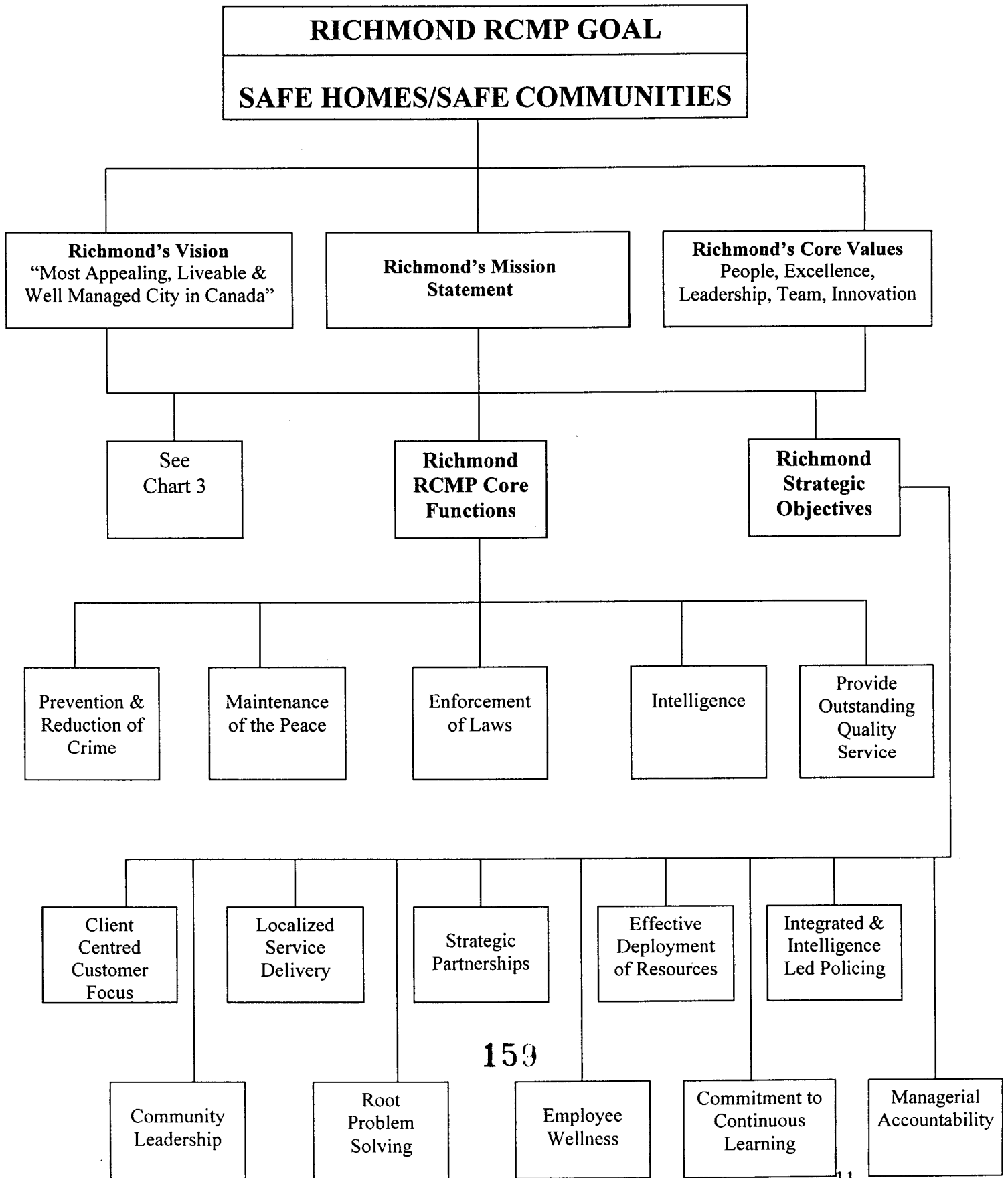
**From 2003 to 2007/08 the Richmond Detachment of the RCMP is projecting an increase in police strength of (29) RCMP Officers and (1) crime analyst at a cost of \$3,279,009 dollars and 18 Municipal Employees at a cost of \$1,055,511 dollars.**

**Total cost is projected to be \$4,334,520 over five years.**

It is expected that the Richmond Detachment of the RCMP will continue to engage in meaningful dialogue with our contracting partner relative to the human resourcing needs of their police force today, and for the duration of this Richmond Police Services Plan 2002/03 to 2007/08.

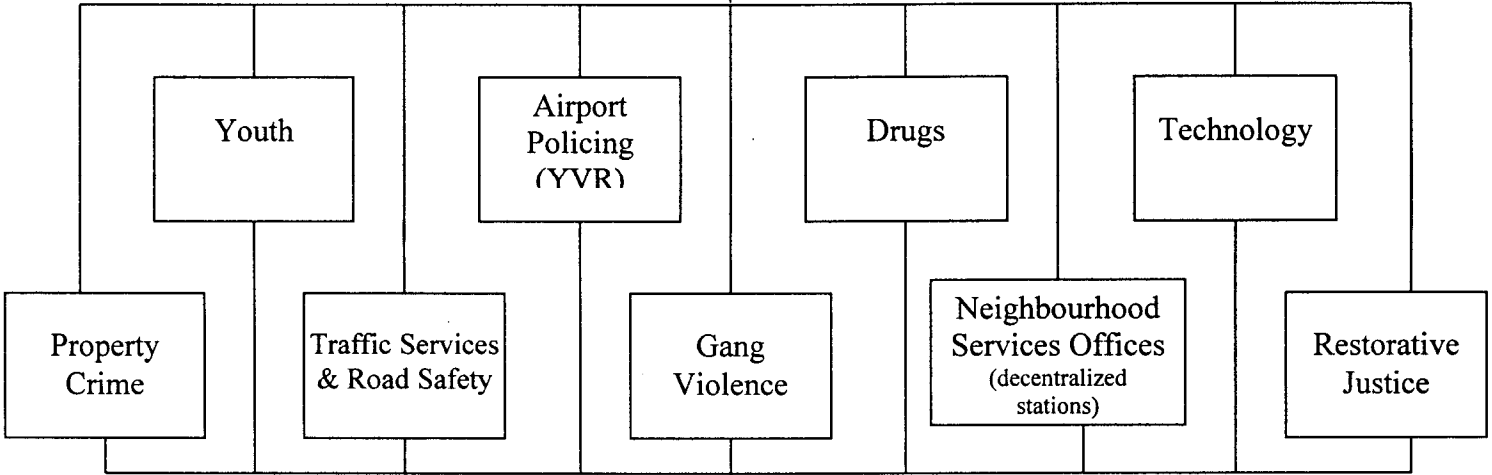
RCMP Flowchart





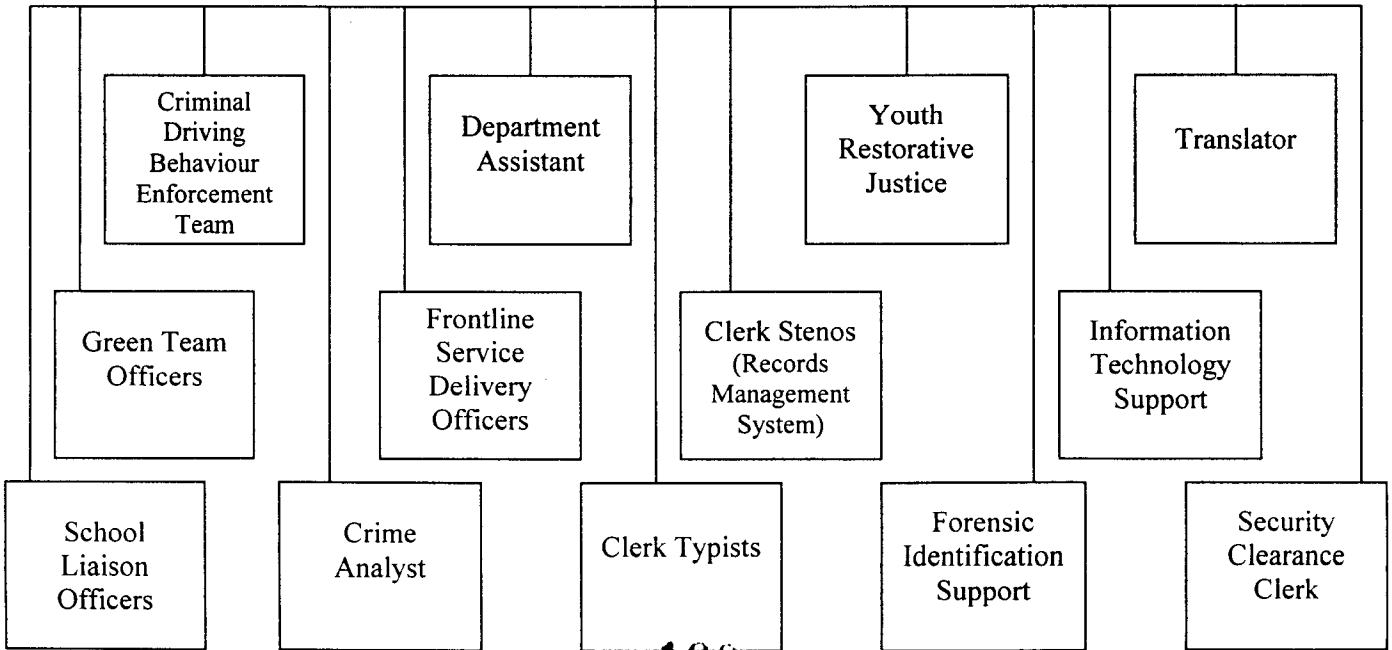
From Chart 2

**RICHMOND RCMP  
STRATEGIC POLICING PRIORITIES**



**Richmond RCMP Program/Unit Plans**

**Richmond RCMP Human Resourcing**



## Summary of Anticipated Resource Requirements- RCMP 5 Year Strategic Policing Plan

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### Police Officers

Year	#	Position	Salary	Total
2003	2	School Liaison Officers	*\$137,231	\$274,462
2003	4	Green Clean Team Officers	*\$137,232	\$548,928
2003	4	Criminal Behaviour Officers	\$104,000	\$416,000
2003	1	Crime Analyst 1	\$63,619	\$63,619
2004	5	General Duty/School Liaison Officers	\$104,000	\$520,000
2005	5	General Duty/School Liaison Officers	\$104,000	\$520,000
2006	5	General Duty/School Liaison Officers	\$104,000	\$520,000
2007	4	General Duty/School Liaison Officers	\$104,000	\$416,000
			<b>Subtotal</b>	<b>3,279,009</b>

### Municipal Employees

Year	#	Position	Salary	Total
2003	1	Department Assistant 1	\$50,909	\$50,909
2003	1	Clerk Typist III	44,602	44,602
2004	4	Municipal Employee	\$60,000	\$240,000
2005	4	Municipal Employee	\$60,000	\$240,000
2006	4	Municipal Employee	\$60,000	\$240,000
2007	4	Municipal Employee	\$60,000	\$240,000
			<b>Subtotal</b>	<b>1,055,511</b>

**TOTAL COSTS FOR 2003-2007 - \$4,334,520**