



City of Richmond

Report to Committee

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

To Community Safety - Jan 14/03
To Community Safety - Dec. 10/02
Date: December 3, 2002
File: 5000-01

Staff Recommendation

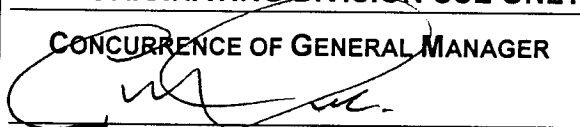
That the RCMP Five Year Plan Priorities be endorsed in principle, and

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

FOR ORIGINATING DIVISION USE ONLY
CONCURRENCE OF GENERAL MANAGER


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

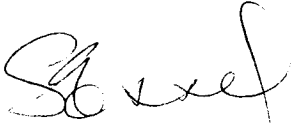
To be determined as part of the 2003 budget process.

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

- 3 -



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

RCMP Five Year Strategic Plan – 2003-2007

Executive Summary

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 5th 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.

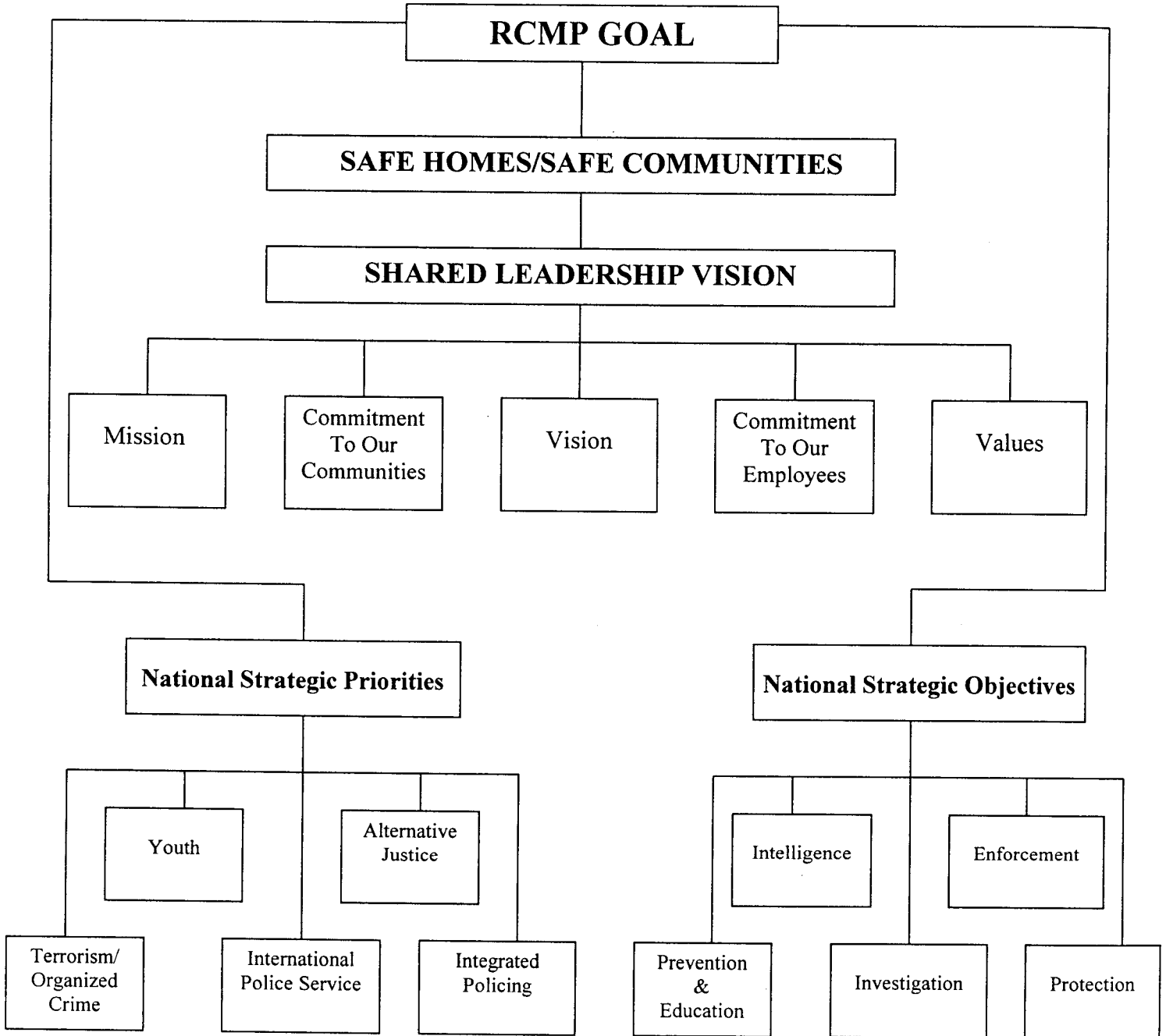
The long-term financial impact to achieve our strategic goals relative to Prevention, Youth, and Organized gang violence over the next sixty months is an appendix attached to the ARLU document.

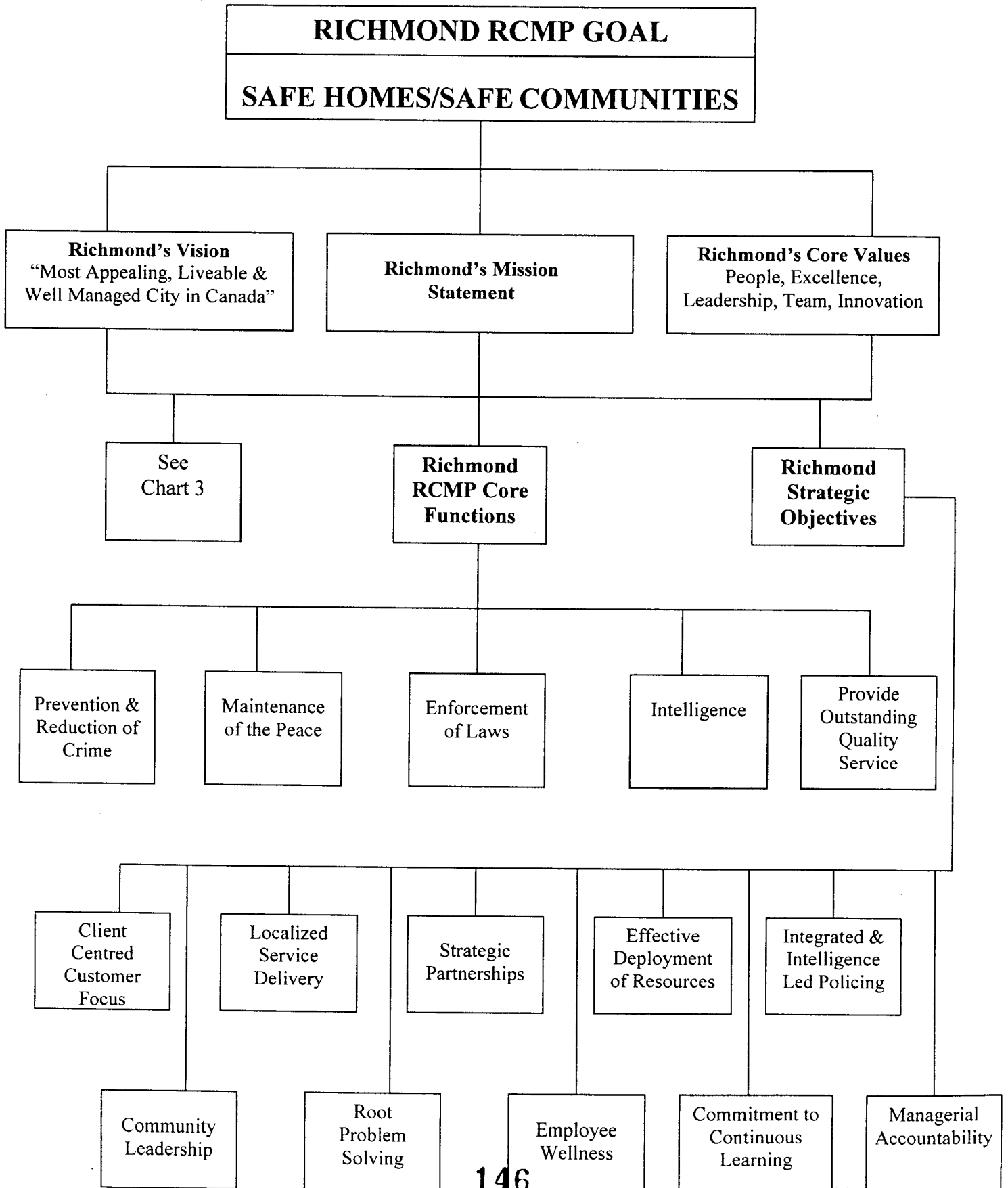
From 2003 to 2007/08 the Richmond Detachment of the RCMP is projecting an increase in police strength of (29) RCMP Officers and (1) crime analyst at a cost of \$3,279,009 dollars and 18 Municipal Employees at a cost of \$1,055,511 dollars.

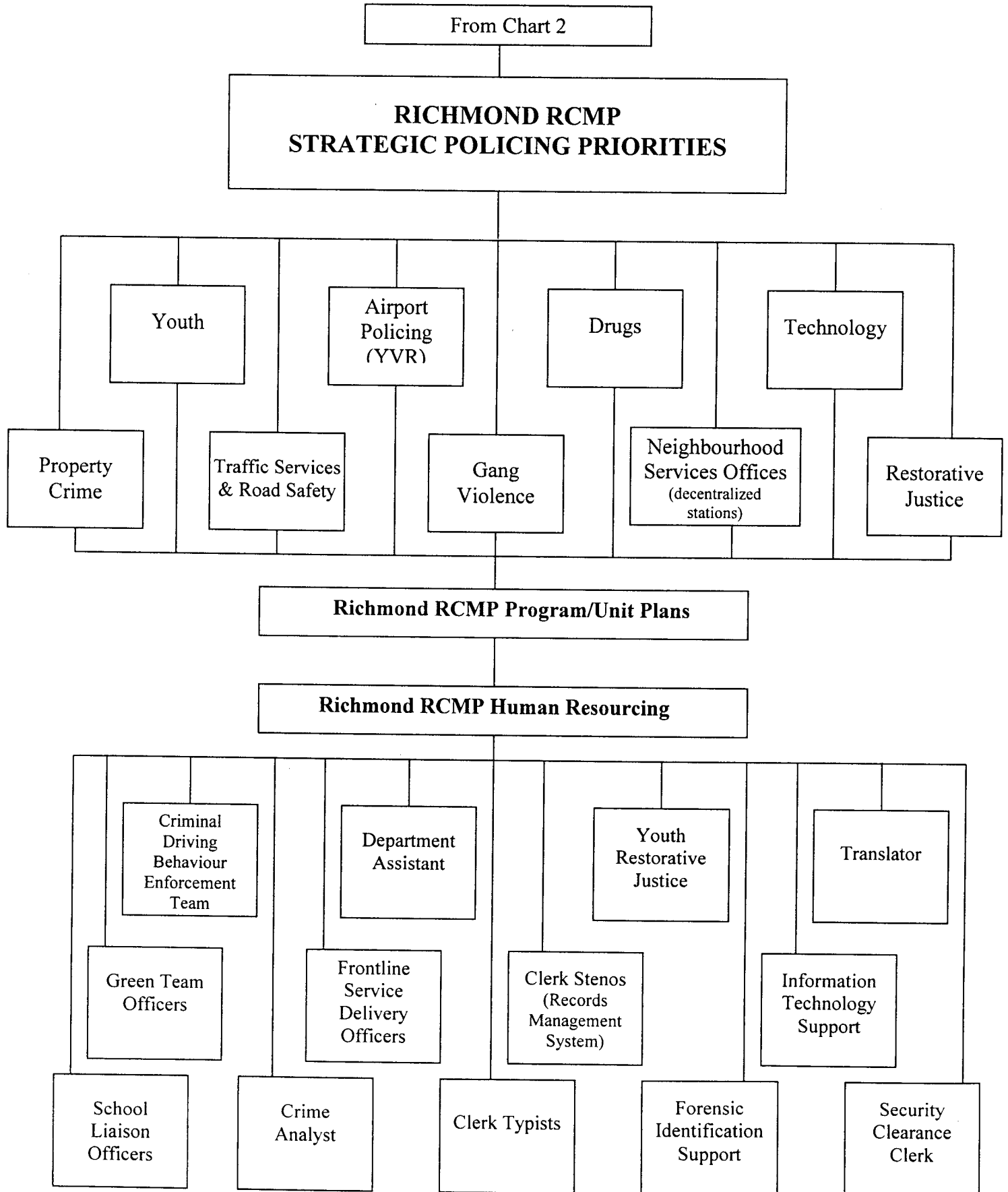
Total cost is projected to be \$4,334,520 over five years.

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







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

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
			Subtotal	3,279,009

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
			Subtotal	1,055,511

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

**This Richmond Police Services Plan 2002/03 to 2007/08
is a collaboration and effort from all our internal and
external clients and partners we serve within the City of
Richmond, British, Columbia, Canada.**

**This document was prepared by Cpl Keith Bramhill of
the Richmond Detachment of the RCMP.**

**Special thanks to the following people for their
research, input, and financial data.**

Sgt. Rob Sundell- Richmond Detachment
Mrs. Julie Klassen- City of Richmond
S/Sgt. Jim Provost- Admin NCO Richmond
Mr. Don Pearson- City of Richmond
Mr. Mike Mack- City of Richmond

Cpl. Keith Bramhill
Advisory Nco to the OIC Richmond Detachment/
Strategic Planning and Analytical Review Unit,
Richmond Detachment of the RCMP.

December 12, 2002

Executive Summary

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Richmond Strategic Priorities

The (10) ten 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 10) Violent Crimes against persons

Program/Unit Plans

In the New Year of 2003 we will build upon individual unit plans, that target and support our ten (10) 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.

Richmond RCMP

General Information - Police Services



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Vision & Mission Statement

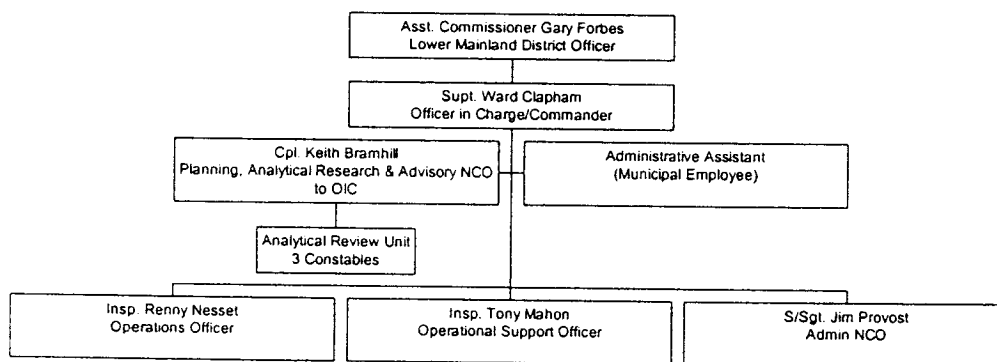
The Richmond RCMP Detachment will strive to provide the community of Richmond with a more open, effective and service oriented Police Service.

Mission Statement

The Richmond RCMP Detachment will strive to provide the community of Richmond with a 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.

Overview of Organizational Structure



See Appendix A – Organizational Charts for further details

Municipal Police Unit Agreement

Contractual Information

General Overview

The contracting of police services, by municipalities in British Columbia, from the RCMP is covered by the Municipal Policing Agreement for British Columbia. The Municipal Police Unit Agreement provides the terms and conditions governing the provision of municipal police services by the RCMP.

There is no provision in the Agreement to have a Police Board oversee the operations and give direction to a RCMP Municipal Police Unit. There is provision in the Agreement, however, to have the local RCMP commander be responsible to the Mayor to the extent possible.

- The minimum number of members which a municipality must have is dependant upon two factors:
 - the number required to maintain an adequate level of police service in conformance with the Police Act; and
 - the number required to maintain a minimum standard of police operations as set by the RCMP.
- It is a primary responsibility of the municipality to provide civilian support staff for the Unit. In the unlikely event that the Municipality defaults on this obligation then the Province or Canada may provide such staff and charge all the costs to the Municipality.
- The internal management of the Municipal Police Unit, which includes police methodologies, personnel management, training, etc. are under the control of Canada.
- The minimum standard of policing operations is a prerogative of the Commissioner. This refers to the application of professional police procedures to various policing tasks and the quantity of police resources required to obtain the expected results in normal circumstances.
- The level of policing service in each municipality is determined by the Attorney General and the Chief Executive Officer (Mayor) in consultation with the Commissioner.
- There must be a balance between the standard of policing and the level of service. The RCMP cannot accept reduction of service levels to a point which would jeopardize their standard of policing operations. On the other hand, if a community wants to have an enhanced level of policing service, the municipality must be prepared to fund the enhanced resource levels.
- The local RCMP commander is responsible to the Mayor with respect to local objectives, priorities and goals for the Municipality and bylaw enforcement.
- The Municipal Police Unit will not routinely enforce municipal bylaws which are regulatory in nature.
- Increases or decreases to the number of police officers assigned to the municipality require an official written request from the Mayor to the Attorney General. The Attorney General then makes a written request to the Solicitor General of Canada. Once an official request is received by the Solicitor General, Canada is obliged to respond within a maximum of one year.
- It is a contractual requirement that the municipality provide proper accommodation for their police operations.

Costing Issues

Municipalities with populations over 15,000 are required to pay 90% of the policing costs when contracting police services from the RCMP. In addition to these costs, the municipality is required to provide suitable accommodation and support staff for police services.

The main factors governing municipal policing costs under this agreement are the direct and indirect costs. Direct costs are expenditures made by the RCMP on behalf of Municipal Policing in each Province. Direct costs are determined by averaging total direct costs against the total number of RCMP members and establishes the cost per member for purposes of the Municipal Police Unit Agreements.

Indirect costs are determined based on the number of members assigned to the Municipality.

Components of Direct Costs

- Salaries and Wages
- Travel and Transportation
- Information (Canadian Police Information Centre, CIIDS, CAA, BC PRIME)
- Professional and Special Services
- Rental (Storage space, equipment, additional office space)
- Repair and Maintenance (Building, equipment)
- Utilities, Supplies and Materials
- Other Expenditures
- Equipment (Computers, phones, desks, chairs)

Components of Indirect Costs

- Employer contributions to pensions
- Employer contribution to Unemployment Insurance
- Divisional Administration costs
- Recruit Training costs
- Amortization of Equipment (Equipment costing in excess of \$100,000 - Communications Systems for example)
- Interest on Amortization
- External Review Committee and Public Complaints Commission costs
- Accommodation supplied by the RCMP
- Police Information Retrieval System (PIRS)

Inherent Benefits of Contracting RCMP Services

In addition to the provision of basic police services to the municipality, there are a number of benefits and advantages included with contracting police services from the RCMP. Some of these benefits and advantages include:

- Access to additional human resources during times of emergency
- Access to specialized units and support services without cost except for overtime
- Convenient access to national and international Law Enforcement Agencies
- No cost for members on long-term sick leave
- No cost when positions are vacant and no charge for members surplus to establishment
- No additional cost for police service dogs

Environmental Factors Influencing Police Services

Community Demographics

As our population continues to increase the demand for police services increases as well.

Many studies have been conducted on the elderly having a high fear of crime. As our population ages this perception will demand greater attention to reduce the calls for service associated to these perceptions.

The increased diversity in the cultural make up of the community creates significant service challenges for the detachment.

Increased growth in our youth population has significant implications on both current and future service strategies.

Crime Trends

Organized crime is becoming more pervasive into every community as a result of technological advancements and the borderless environment this creates.

White collar crime is widespread and frequently goes unreported. Crimes of this type routinely involve extensive investigation, impacting policing costs and resource requirements – for example, the services of a forensic accountant might be required.

The fear of crime continues to increase. Personal safety, violent crime, youth crime, family violence and hate crimes are all issues frequently raised by the public.

Legislation & Legal Rulings

Police investigations are becoming increasingly more complex as a result of legal decisions which impact policing costs and resource demands.

Legislative changes continue to impact police operations as a result of new regulations and procedural requirements.

Community Planning

Municipal decisions relating to land use, new developments (commercial, industrial, residential) and certain types of business ventures all have implications for police services.

Social Values & Expectations

The public continues to press for effective independent reviews and scrutiny of legislation, policies and practices of the criminal justice system.

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.

Public concern with the accountability of government institutions is growing.

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.

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 has seen the accompanying response to increased calls of domestic violence, assaults, thefts and robberies as well as potential for persons to engage in illegal activities such as grow operations, prostitution, smuggling, B&E's etc to supplement income.

Downloading of responsibilities and reduction of transfer payments from senior governments have adversely affected municipalities' ability to deliver the services expected from local governments.

Police Service Delivery - Richmond Detachment

Core Functions

The core functions of the Richmond RCMP Detachment through which we will seek to achieve our Mission are as follows:

PROTECTION- ENFORCEMENT-PREVENTION-SERVICE

Prevention and reduction of crime - To maximize the apprehension rate of offenders and the clearance of crime; to reduce the incidence of crime through identifying and addressing its root causes; and to promote community awareness of and contribution to crime prevention programs.

Maintenance of the peace - To preserve and protect public order and foster a sense of security in the community.

Enforcement of laws - To enforce and uphold the law at the Federal, Provincial, and Municipal level. To maintain and respect the Supreme law of Canada: The Constitution Act, 1982.

Intelligence - Working together with our partners in the community, and all levels of law enforcement agencies on key crime priorities.

To provide outstanding Quality Service- To provide a 24 hour service everyday of the year which is responsive to individual needs and to act as a willing and effective first point of call.

Purpose & Direction - Strategic Objectives

Consistent with our Mission, our Strategic Objectives define the focus of our organization and provide direction on our approach to service delivery.

Client Centered Customer Focus - To put community needs and priorities first. Through consultation and communication, to enable us to demonstrate commitment to satisfying those needs with professional integrity.

Community Leadership - To position ourselves within the community as a leadership body, which not only delivers certain services, but ensures the effective contribution of other organizations with the necessary skills and resources to meet the safety and security needs of the community.

Localized Service Delivery - To develop action plans and strategies based on intelligence, experience and partnerships, reflecting the different needs and priorities of local communities within the City of Richmond, including emergency preparedness coordination.

Root Problem Solving - To become increasingly more proactive in our approach to policing throughout the city by focusing attention on the causal factors of incidents requiring police attention rather than merely dealing with incidents as they arise.

Strategic Partnerships - To develop purposeful partnerships with other organizations and the community at a local, city, regional, provincial and national level in order to develop optimal solutions to problems and to ensure the input and contribution of others to their implementation.

Employee Wellness - Employee wellness is a philosophy that is integral to our decision making process. It's about focusing on priorities, living by principles, and supporting our employees in word and deed to lead healthy lives in our work environment.

Effective Deployment of Resources - To maximize the efficient allocation, and use of financial, human and physical resources towards the achievement of objectives and priorities. Appropriate levels of support, both technical and other, must be made available to enable informed and effective decisions to be made.

Commitment to Continuous Learning - To develop and motivate our personnel by increasing the quality of working life, empowering front line staff with the knowledge, confidence and ability to make decisions, continuously improving the training and education opportunities available, and revising policies and procedures to foster innovation, creativity and effective decision making.

Integrated & Intelligence Led Policing - Working together with our partners in the community, and all levels of law enforcement agencies on key crime priorities. Our ability to work cohesively with each other, exchanging criminal intelligence, sharing tactical and operational knowledge, planning joint and individual actions, and communicating effectively.

Managerial Accountability - That decision making within our organization is based upon defined expectations, known responsibilities and measurable outcomes.

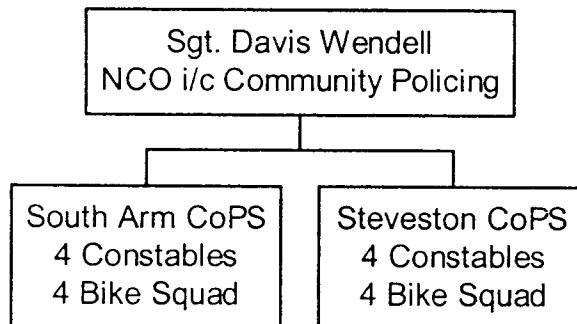
Investigation – To ensure our members are equipped with the requisite skills, knowledge, abilities and resources to take appropriate investigative action on diverse matters of varying complexity. The art of investigation is one that is developed over time through practical experience in concert with on-going formal and self-directed learning and development. Keeping abreast of changing case law and the perpetual evolution of our legal framework, is a formidable task; *ipso facto*, the specialization of investigative functions is a necessity for highly complex issues.

Community-Based Policing - Decentralized Service Delivery

In consultation with the City of Richmond and the visionary support of the City Council in 1995, the Richmond RCMP adopted the decentralized service delivery strategy for community-based policing. The establishment of Community Police Stations and the decentralization of police resources is an enhanced level of police service. Decentralized police services have improved the quality of service, community interaction, and community involvement in the delivery of police services.

Objectives of Decentralized Service Delivery

- Provide better access to the public to receive the police services required.
- Provide a delivery strategy for police service to be more responsive to the residents of the community.
- Provide the opportunity to increase public participation in the delivery of police services.
- Identify and resolve problems that impact on livability issues in the community and generate repeat calls for police service.
- Increase the communities sense of security and safety.

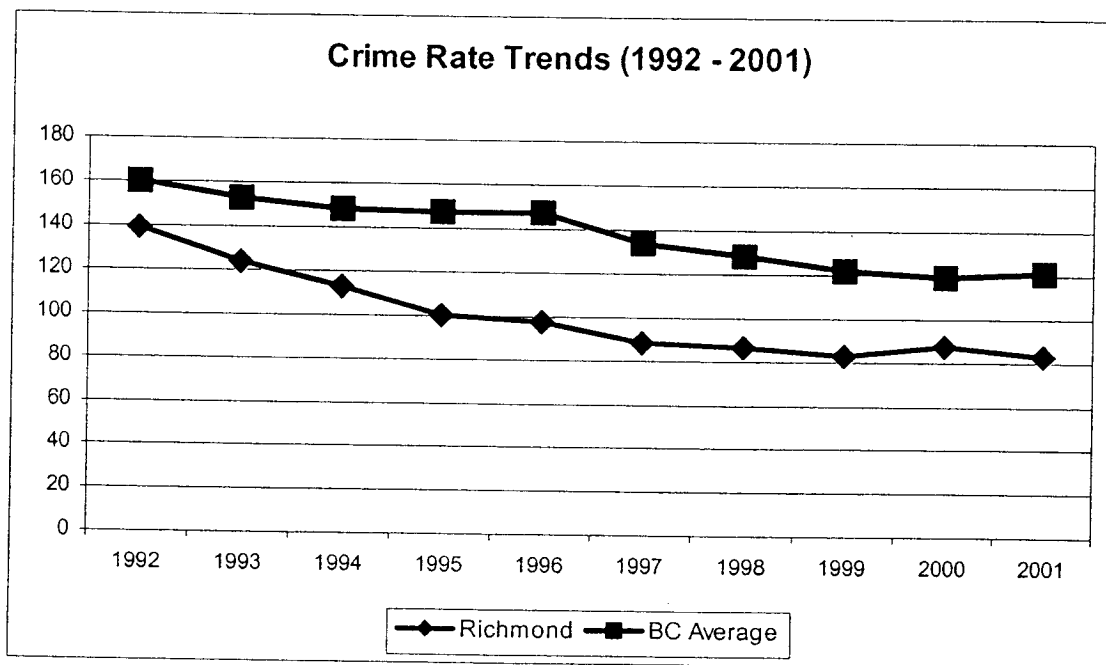


Overview of Crime Statistics

Data Summary & Explanation - General (Most Recent Provincial Data)

In 2001, the crime rate for Richmond was 83 crimes per 1,000 population, a decrease of 4.8% from the 2000 crime rate of 87, and a decrease of 67.5% over 10 years. This is representative of the overall trend in British Columbia, which has seen an overall decrease in the crime rate over the past 25 years. It is important when looking at these figures to recognize that only reported crime is included. There is a serious concern at all levels that the amount of unreported crime is significant.

Several theories have been proposed to explain the decreases, but fluctuations in the incidence of criminal activity are not easily explained or understood. Many factors influence changes in the number of crimes. For instance, a change in the crime rate may be due to policy decisions, or changes in the law which affect police enforcement practices. Factors such as age, gender, and level of income, culture and education of either the victim or offender may also affect the incidence and reporting of certain types of crimes. In addition, it has been suggested that population density and changes in public attitude may contribute to changes in the incidence and reporting of crime.

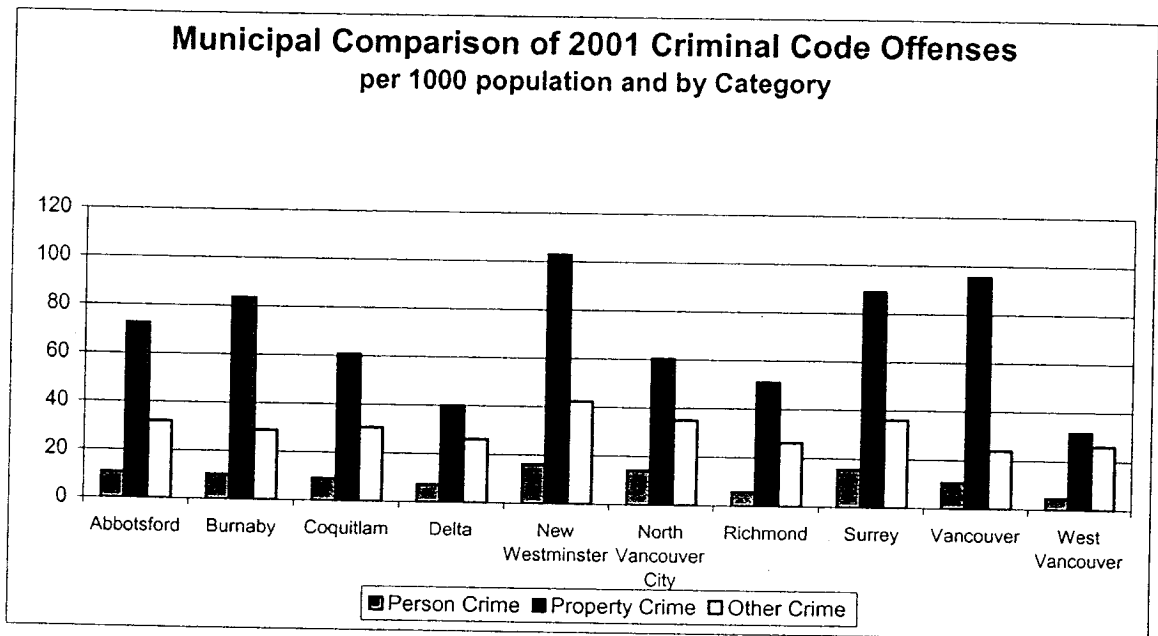


Criminal Code Offences

Criminal Code offences are divided into three major categories: crimes against persons (violent crimes), crimes against property and other crimes. These three Criminal Code categories do not include drug offences or offences under other federal statutes such as the Customs Act or the Canada

Shipping Act. They also do not include offences under provincial statutes such as the Liquor Control and Licensing Act or the Securities Act nor do they include Criminal Code traffic offences, provincial and municipal traffic offences, or other municipal bylaw infractions.

In 2001, crimes against persons (violent offences) represented 7% of all Criminal Code offences reported in Richmond; crimes against property accounted for 61.5%; while the remaining 31.5% were other crimes. Over the last decade, the percentage of property crimes has not shown any significant change, while the percentage of crimes against persons has dropped from 11% of all Criminal Code offences to 7% in the past five years.



Crime Rate

The crime rate is the number of Criminal Code offences reported for every 1,000 people. It is often a better measure of trends in crime than the actual number of offences because it allows for population growth.

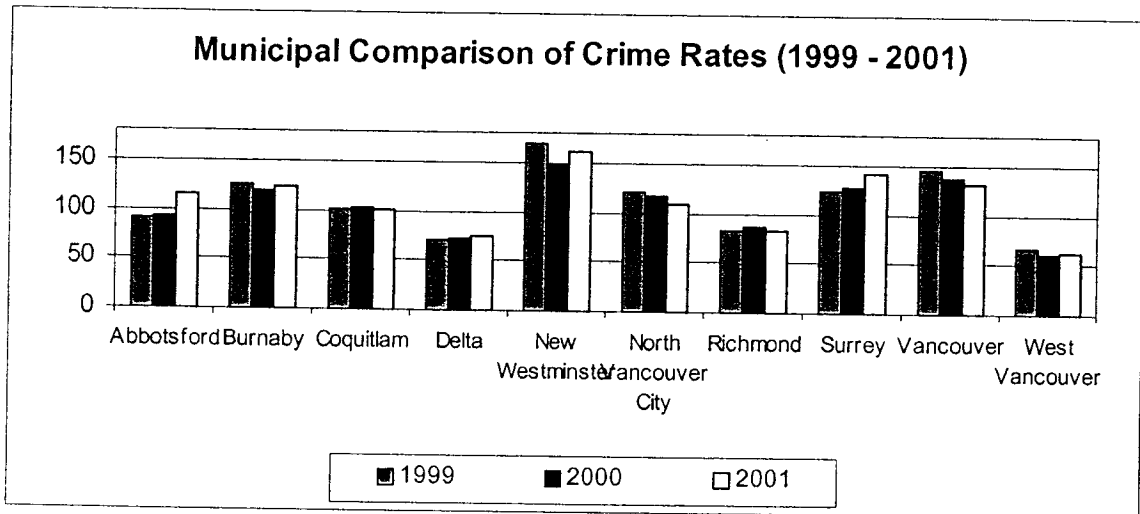
Fluctuations in the crime rate are quite often the result of changes in the number of property crimes. Property offences have a major impact on the crime rate as they account for more than 60% of total reported crime.

British Columbia's crime rate is traditionally higher than the national average. It is also higher than the other provinces. Crime rates tend to increase from east to west; the Atlantic provinces are generally lower than those in Quebec and Ontario, which in turn are lower than rates in the western provinces. There is no satisfactory explanation for this phenomenon.

It is important to keep in mind that the crime data collected for analysis is limited to those crimes reported to or by the police. Victimization surveys indicate that a substantial number of crimes are never reported to the police.

Municipal Crime Rates

The average crime rate for municipalities in British Columbia in 2001 was 121 crimes per 1,000 population. Although slightly higher than the 2000 rate (119), it is still indicative of an overall downward trend in the average crime rate. Although municipal crime rates cannot be used to measure the relative safety of one location over another, they can be used as an indication of the trend in crime in each municipality. If two municipalities share similar characteristics, comparing their actual crime rates may be valid, however these comparisons should be made with a great deal of caution.



Crimes Cleared

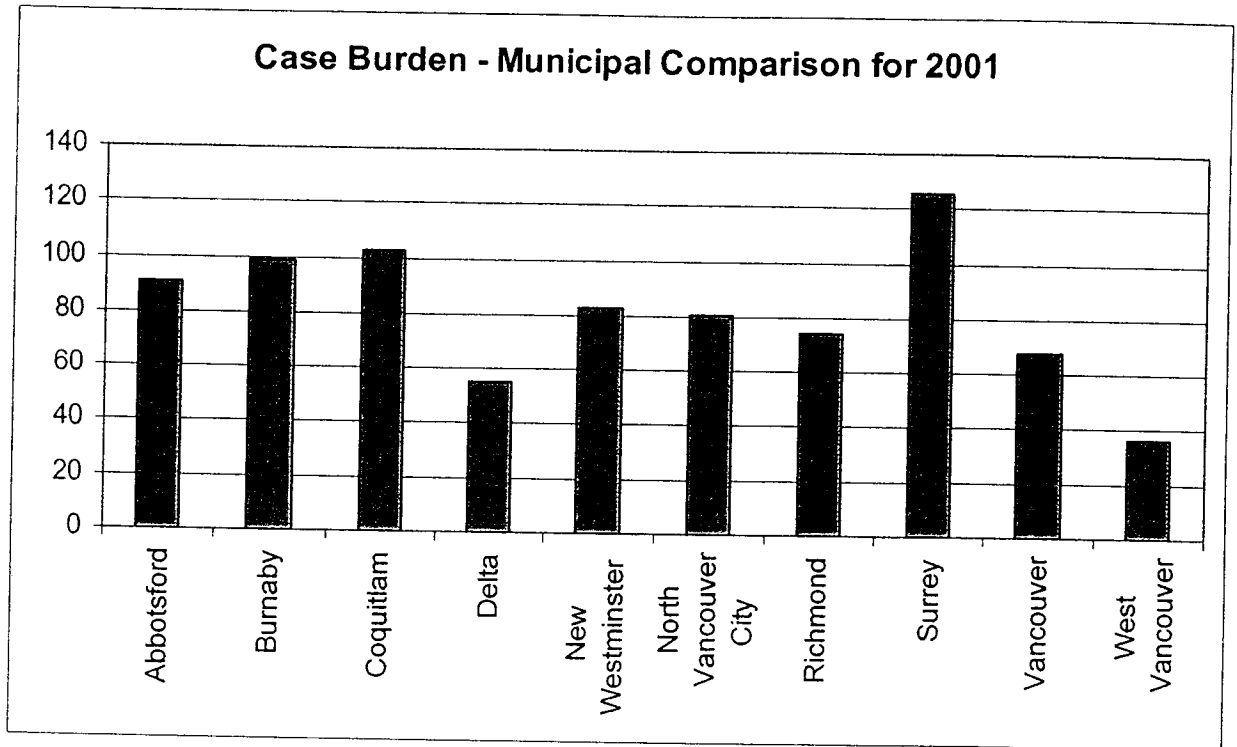
When police solve an offence, they record that it has been cleared by charge or cleared by other means. An offence is cleared by charge when police recommend to Crown counsel that a charge be laid against an alleged offender. An offence is cleared by other means when the police have identified the offender and have enough evidence to support a charge, but for a variety of reasons do not recommend a charge. For example, the police may not recommend charges if an offender or a complainant or an essential witness dies, a victim or essential witness is unable or unwilling to assist police in their investigation, an offender is committed to a mental hospital, an offender has diplomatic immunity, an offender is under the age of 12 or an offender has already been sentenced for another offence.

The clearance rate is the number of crimes solved by police as a percentage of the number of crimes reported to police. There is a considerable difference in the clearance rates for violent crimes compared to property and other crimes. In 2001, 50% of violent crimes were cleared as opposed to only 13% of property crimes and 22% of other crimes. The total clearance rate in 2001 for all reported crimes in Richmond, including non-criminal code offences, was 45%.

Case Burden

When comparing municipalities, the "Case Burden" criteria is often used in preference to crime rate as an indication of the demand for police services. Case burden is the total number of Criminal Code

offences divided by the force authorized/sworn strength. While this measure is relatively reliable, it must be noted that this figure does not include non Criminal Code offences, such as traffic or provincial regulations. It also does not take into account any shortfall in the actual number of officers as compared to the authorized number.



Non-Criminal Code Offences

In addition to Criminal Code Offences, Richmond RCMP deal with a large number of other Federal, Provincial and Municipal offences. The majority of files created are for non-criminal code activity such as traffic violations.

Total Reported Crime

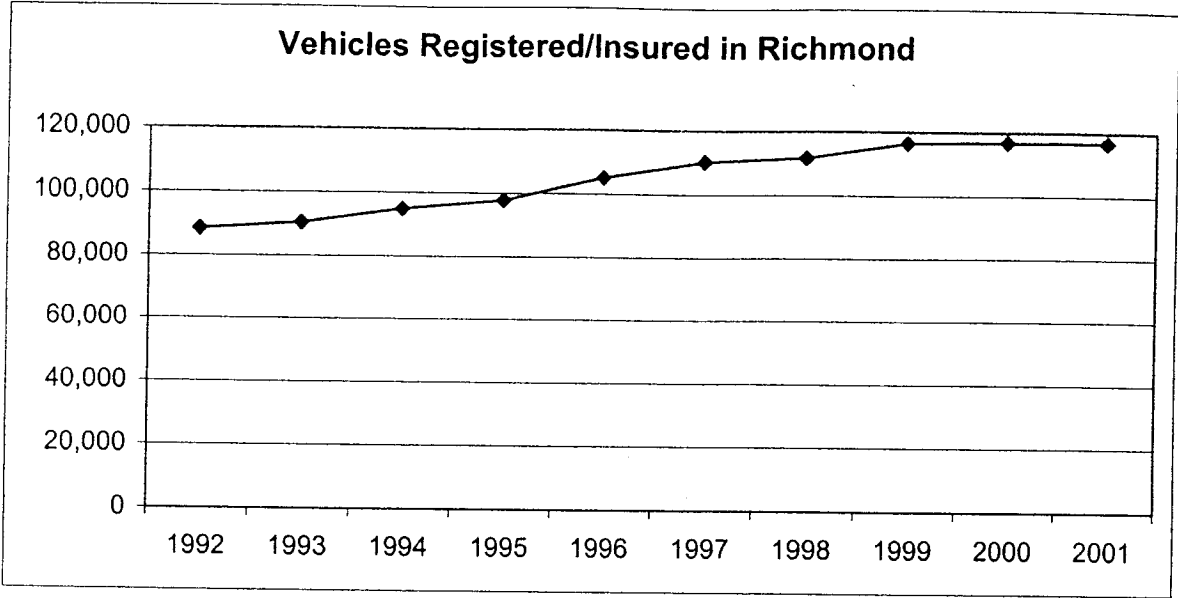
2001 Reported Crime - Richmond

Category	# of		Cleared	
	offences	Charged	Other	% Cleared
Criminal Code	15102	1422	1341	18
Federal Statutes	190	67	21	46
Other Federal Acts	203	27	10	18
Drugs	1322	183	489	51
Provincial (excl. Traffic)	704	6	10	2
Liquor Act (incl. Intox Persons)	903	68	492	62
Provincial Traffic	23510	19326	215	83
Municipal (By-Laws & Traffic)	2084	217	142	17
Criminal Code - Traffic	785	227	33	33
Other Reported Crime	9710	0	0	0
Total All Crime Reported	54513	21543	2753	45

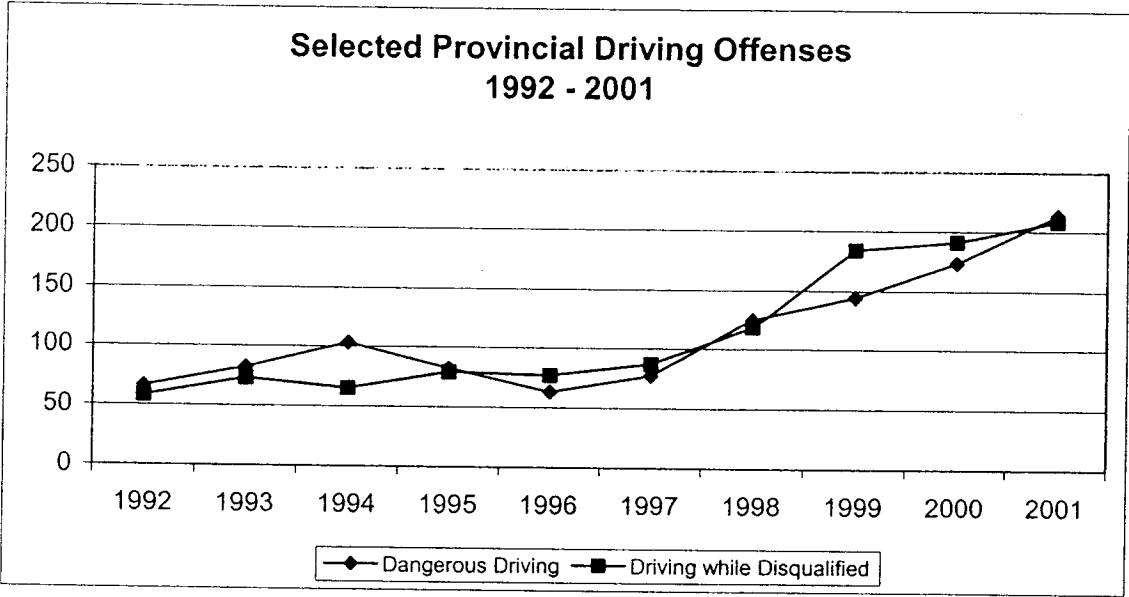
Traffic Offences

By far, Traffic offences comprise the most significant portion of total crime in Richmond. Offences ranging from Failure to Stop to Dangerous Operation of a Motor Vehicle made up approximately 45% of all operational files in 2001.

The numbers of vehicles on the road continue to increase every year at a rate higher than the population increase. The overall GVRD increase is approximately 25% over the last decade, while Richmond has seen a significantly higher increase of 32%. This rate of increase is expected to continue, and will most likely continue to be reflected in an increase in traffic related offences.



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.



Synopsis of Policing Issues - Richmond Detachment

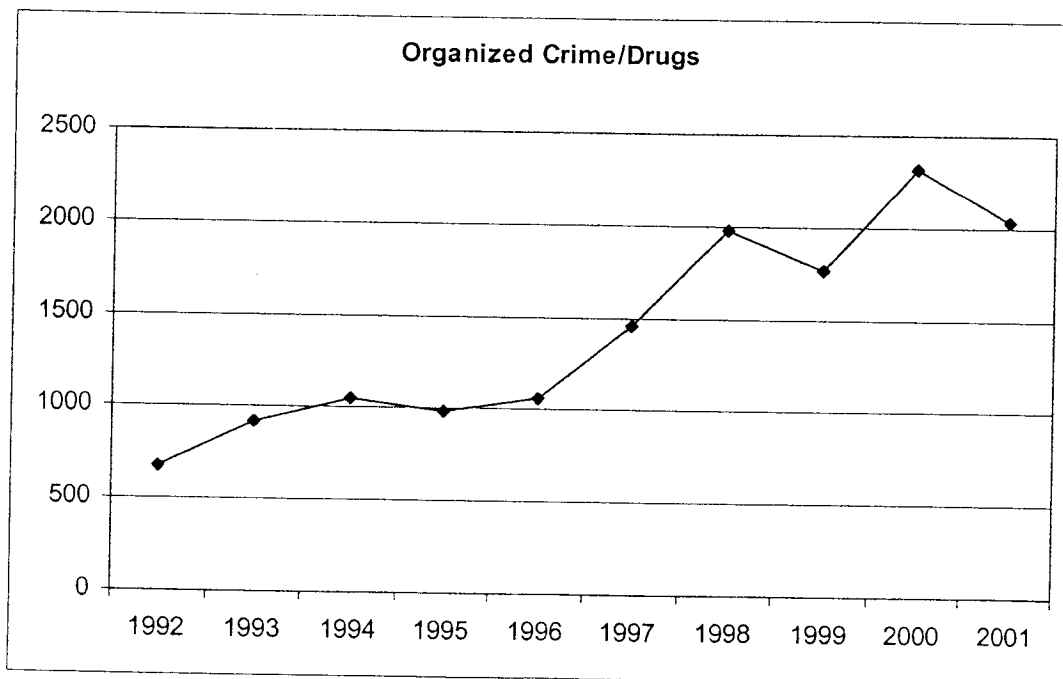
Nature of Crime

The nature of crime has changed significantly in Richmond in the past 10 years. Organized crime has increased while other criminal code offences, such as physical assault, have decreased. While the overall crime rate has shown a fairly stable downward trend over the last decade, the increase in these types of crimes has resulted in a need for more labour-intensive investigations, and therefore, higher costs.

It is also important to recognize that many crimes go unreported. Where retribution is feared, such as in the case of organized crime, it is expected that the rate of unreported crime is higher than in other types of crime, such as general property crime.

Organized Crime/Gang Activity

Organized criminal activity takes a number of different faces, ranging from gang-related violence to weapons and drug trafficking. Local forces may also influence the nature of organized crime - for example, a port city might have a higher volume of immigration-oriented crime. While it is important to note that not all offenders in these classes are associated with organized crime, trends in these areas can be a reliable indicator of the presence of organized crime.



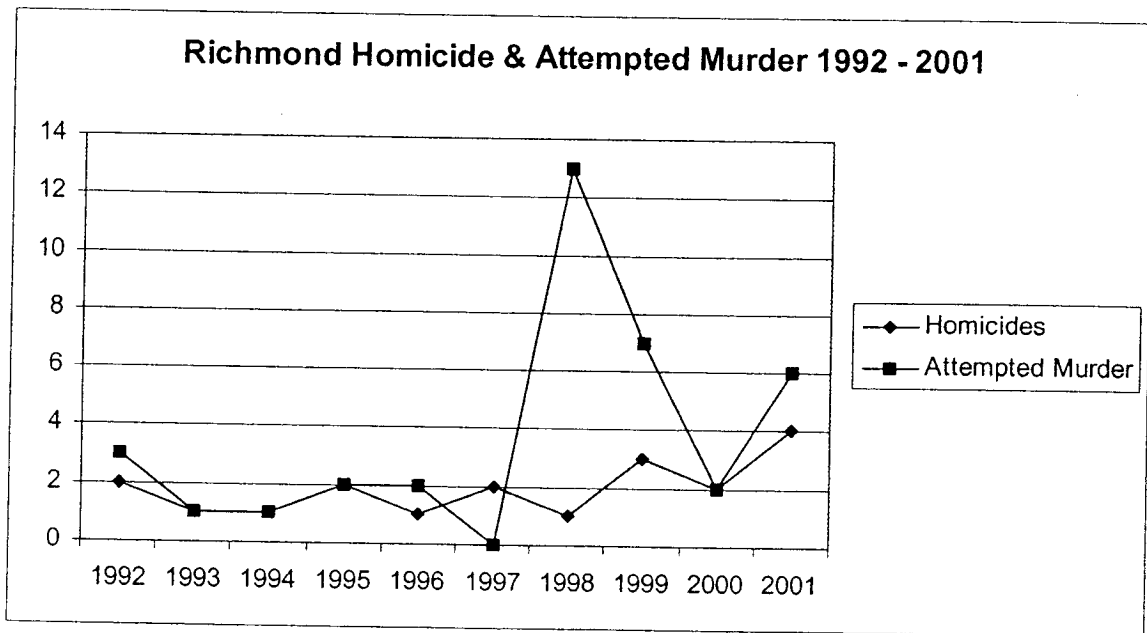
Offences included in the above chart are Extortion, Offensive Weapons, Counterfeiting Currency and selected Drug offences (heroin, cocaine and marihuana).

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 29%. Specific changes are as follows:

Offensive Weapons	312%
Counterfeiting Currency	510%
Extortion	325%
Heroin	(decrease) <20%>
Cocaine	8%
Marihuana	345%

Homicide/Attempted Murder

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. Unfortunately there have been a staggering 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 initial stages of the investigation.



Service Delivery

Scheduling of Resources - Maintaining Service Levels

The Richmond RCMP Detachment currently has a complement of 210 RCMP members (185 at Richmond Detachment and 24 at YVR), one federal position and 69 Municipal employees. In order to provide a satisfactory level of police service within the municipality 24 hours per day, 365 days per year, the detachment must have an adequate number of human resources available to meet the daily scheduling needs. There are a number of factors that affect the availability of human resources and therefore impact the detachment's resourcing requirements to maintain adequate police service.

The following example illustrates the factors that impact the scheduling of uniformed members for duty on a watch. There are 4 Watches that are responsible for providing initial police response to calls for service and routine policing duties, 24 hours per day. Each watch is comprised of 13 General Duty constables and 4 Supervisors. A minimum of 11 members (8 constables on the road, 1 in the radio room, and 2 NCO's) are needed to provide the required service for each 12 hour shift the watch is scheduled for duty.

Example

Shift Calculation

365 days/year x 2 shifts/day = 730 shifts/year
730 shifts/year ÷ 4 Watches = 182.5 shifts/year for each Watch
182.5 shifts/year x 12 hours/position = 2190 hours/year required for each position
11 positions x 2190 hours = 24,090 person hours to provide minimum shift coverage/year

Member Calculation

Members Annual Scheduling Data

2080 hours/year of scheduled compensation
200 hours/year of holidays
144 hours/year of sick time (1 shift per month for sick leave allotted for)
48 hours/year for training (4 shifts/year)
88 hours/year for Statutory Holidays
2080 - (200+144+48+88) = 1600
Each member is available for 1600 hours of duty annually on average.

Scheduling Requirements

24,090 hours/year
 $24,090 \div 1600 = 15$ members required on each watch to maintain 11 positions

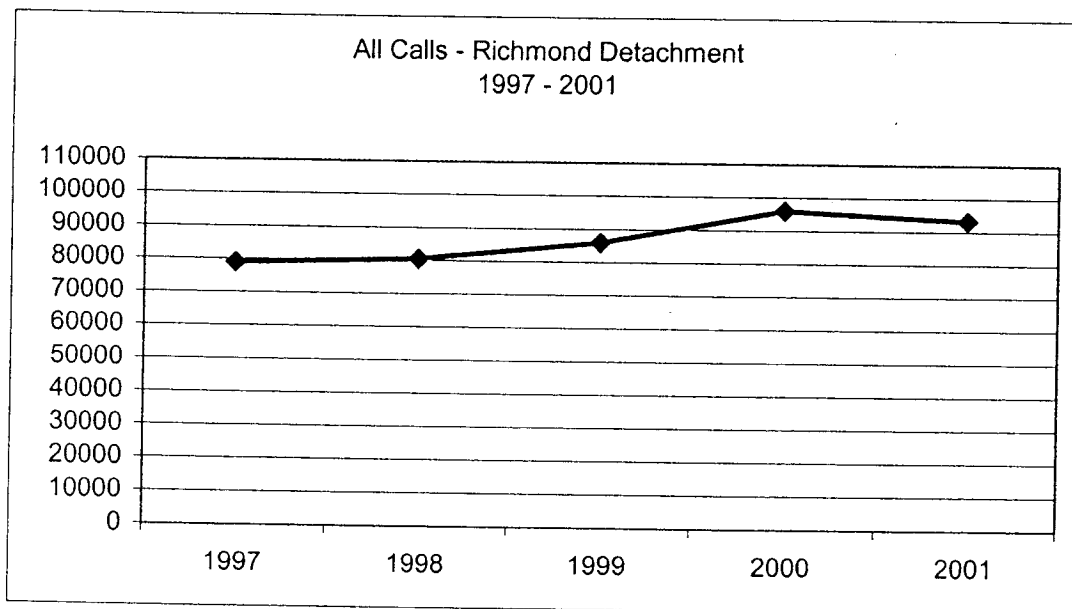
At least 15 members are required on each watch to provide minimum service levels to the municipality. This level of resourcing would not accommodate any circumstances or conditions that have not been factored into the Member Calculation such as long term ODS, special or compassionate leave, promotions, transfers, etc.

The above example illustrates resources needed to provide a 'minimum' level of police service to the municipality (11 members on duty). In order to provide the preferred level of service 13 members would be scheduled for work on each shift.

Case Load and Requests for Service

Another factor in service delivery, especially the perception of service delivery by the public, is the number of calls for service received, and the timing of those calls. When a request for service is received, it is treated in one of two ways. The majority of calls will result in the opening of an operational file or case. However, approximately one-third of all requests for service become part of one of 28 “bulk files”, such as requests for Criminal Records Checks or Crime Prevention Talks. This is done to reduce the number of operational files created for those items that will likely not require follow-up or investigation, and to provide a more efficient and cost effective Records Management System.

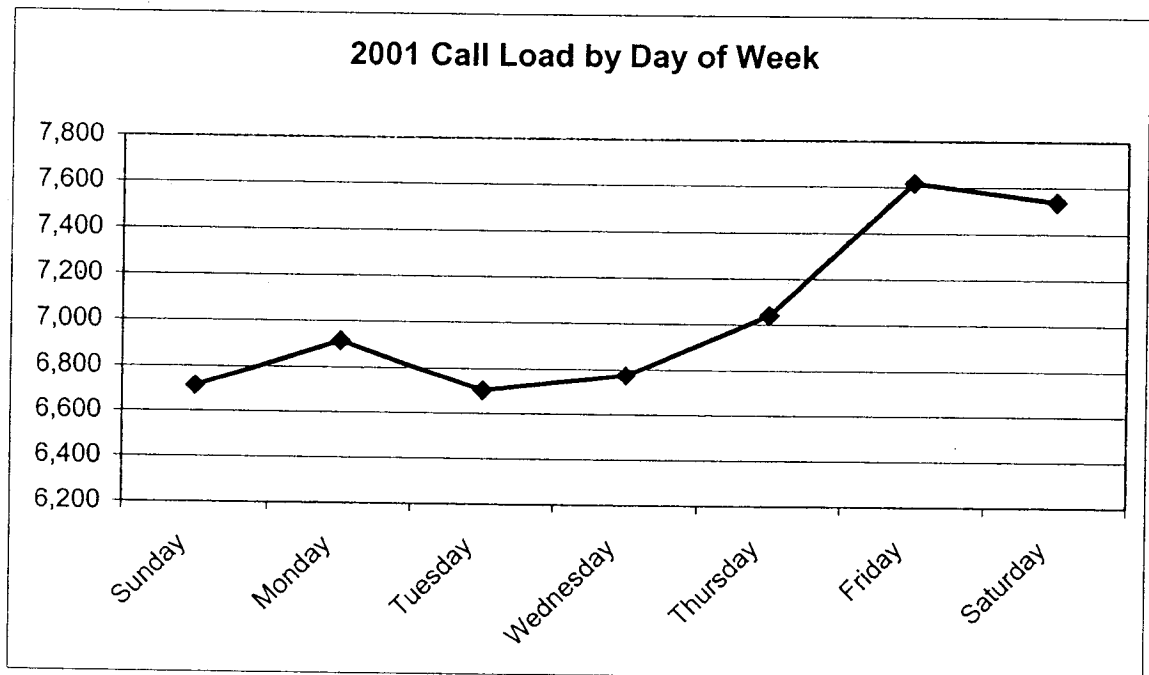
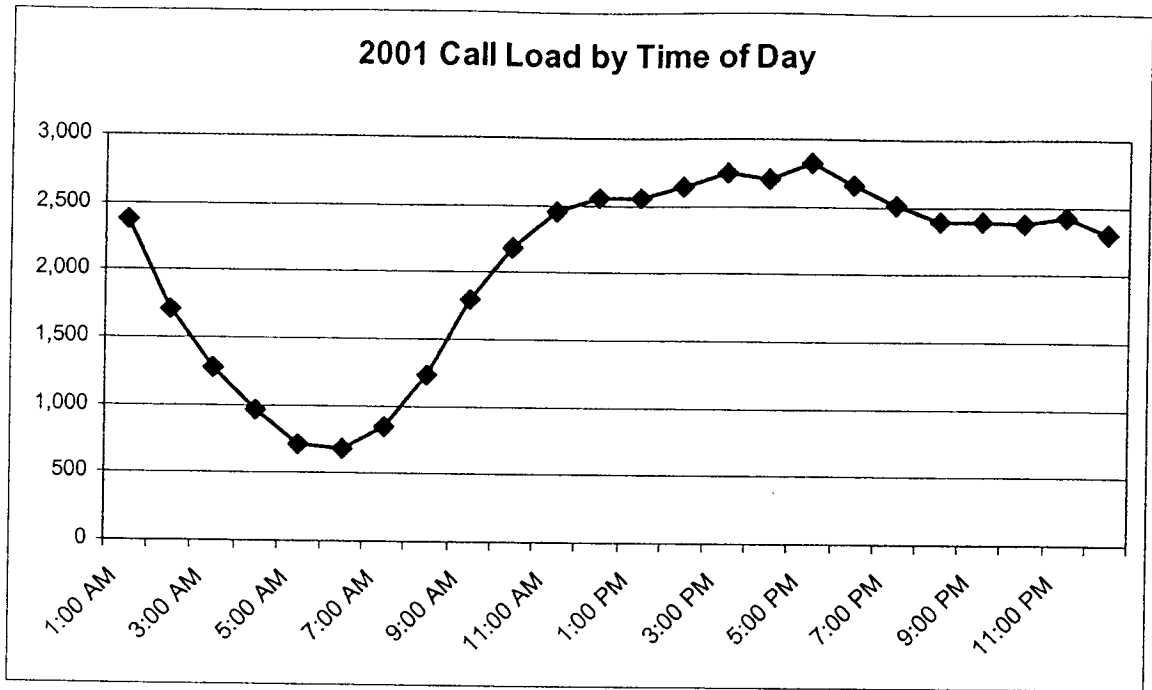
Although the crime rate has shown a steady decrease, calls for service have increased, roughly correlated to the population increase in Richmond.



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.

In addition to recording the total call volume, the time of day and day of week that the calls are received is also recorded. This allows for strategic deployment of resources if needed to compensate for additional volume.

The highest volume time period in 2001 was 00:00 – 01:00 am Sunday, the lowest was 04:00 – 05:00 am Monday.



Appendices

Appendix A – Organizational Structure, RCMP Richmond Detachment

Appendix A - RCMP Richmond Organizational Charts

Chart 1 – Overview

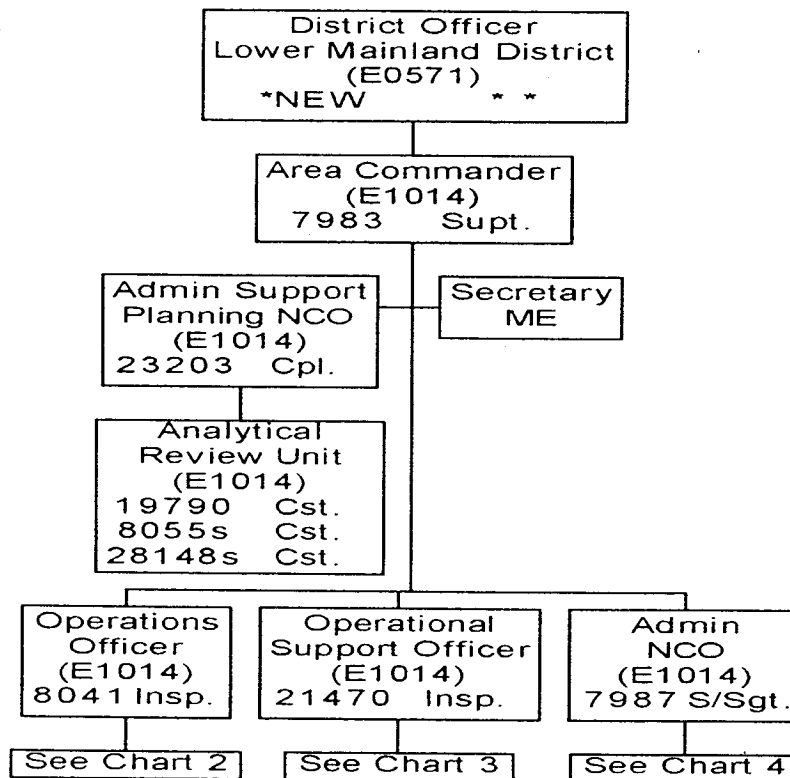


Chart 2 – Operations Officer

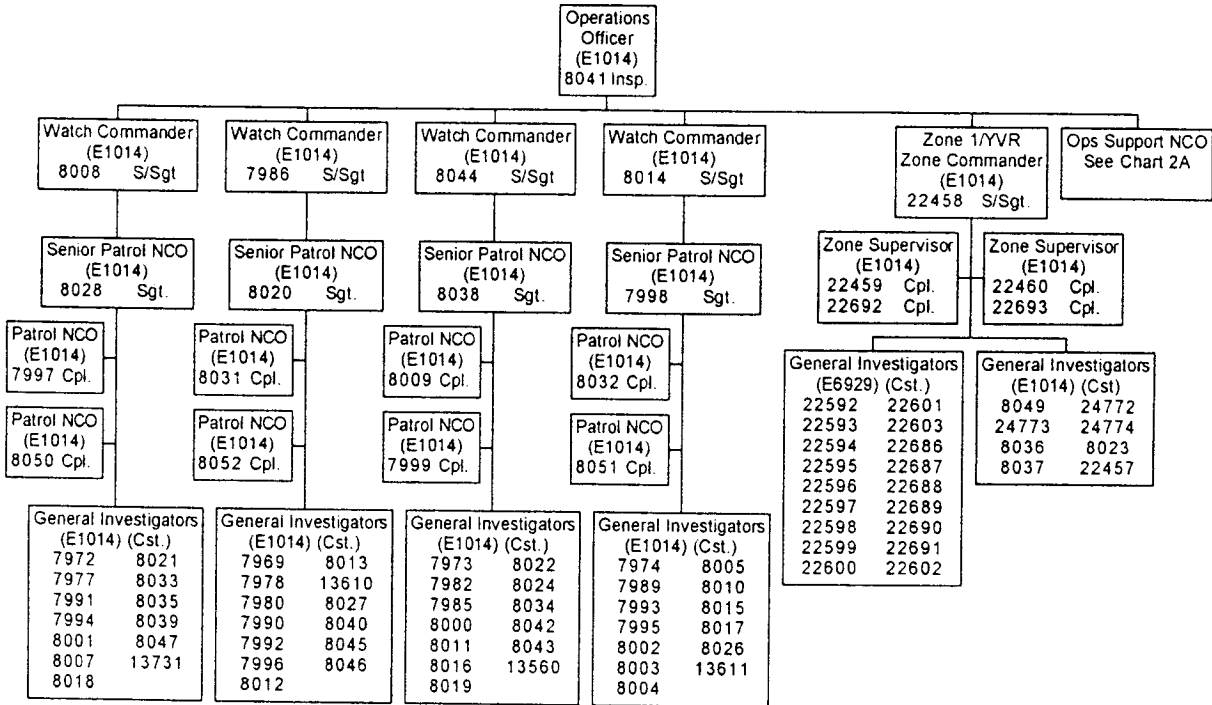


Chart 2A – Operations Officer

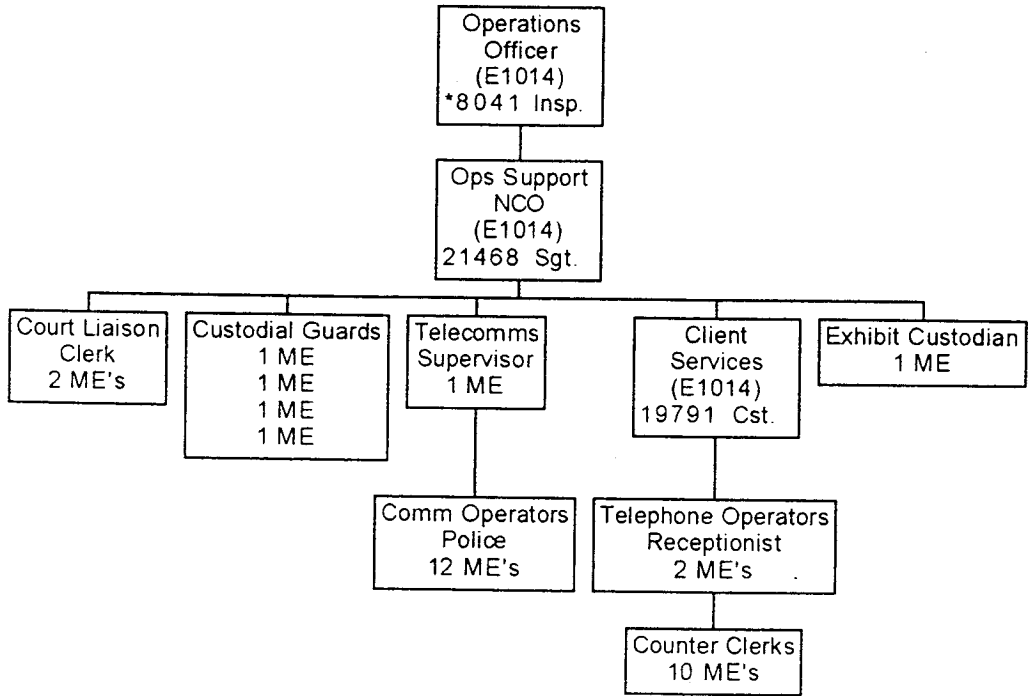


Chart 3 – Operational Support

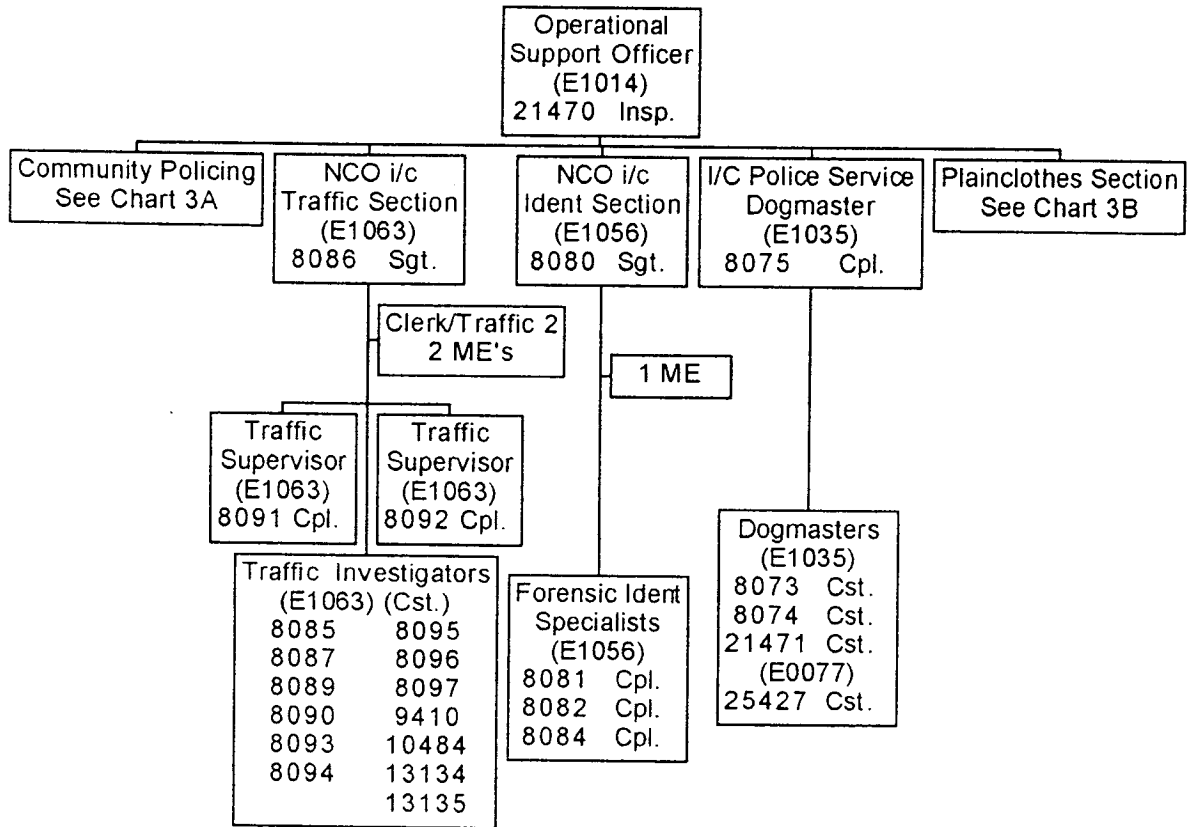


Chart 3A – Operational Support

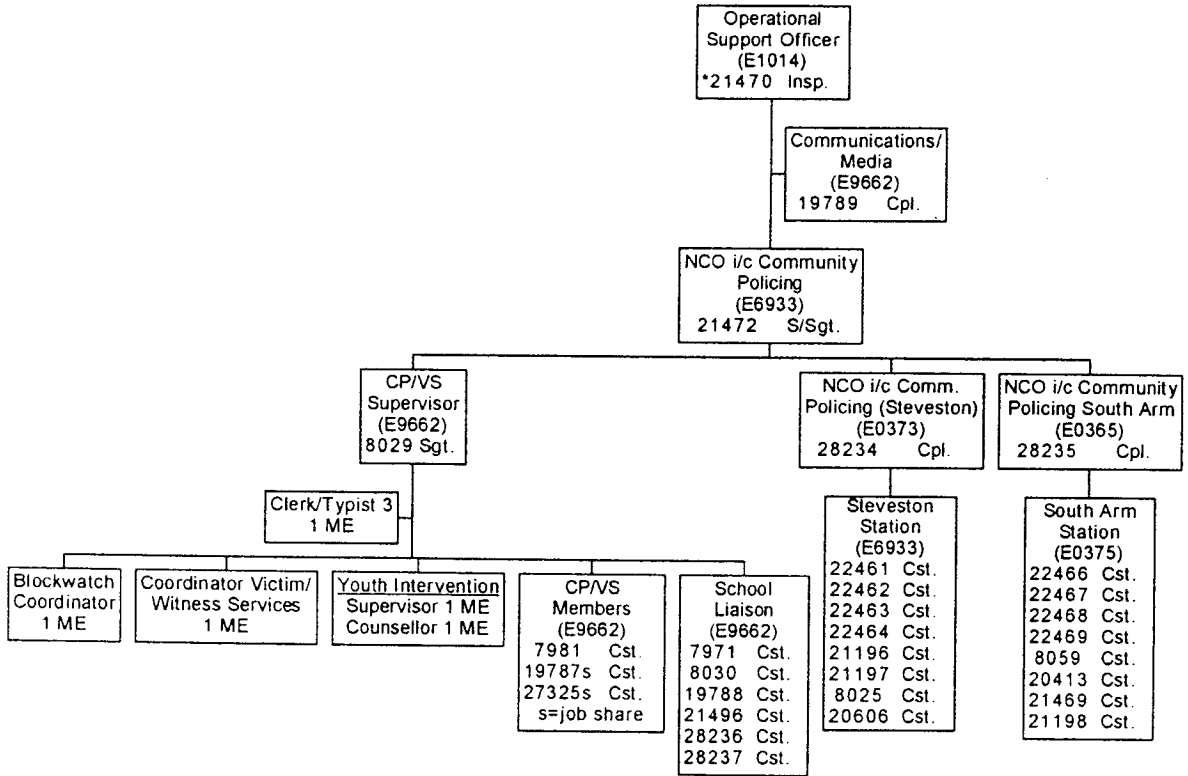


Chart 3B – Operational Support

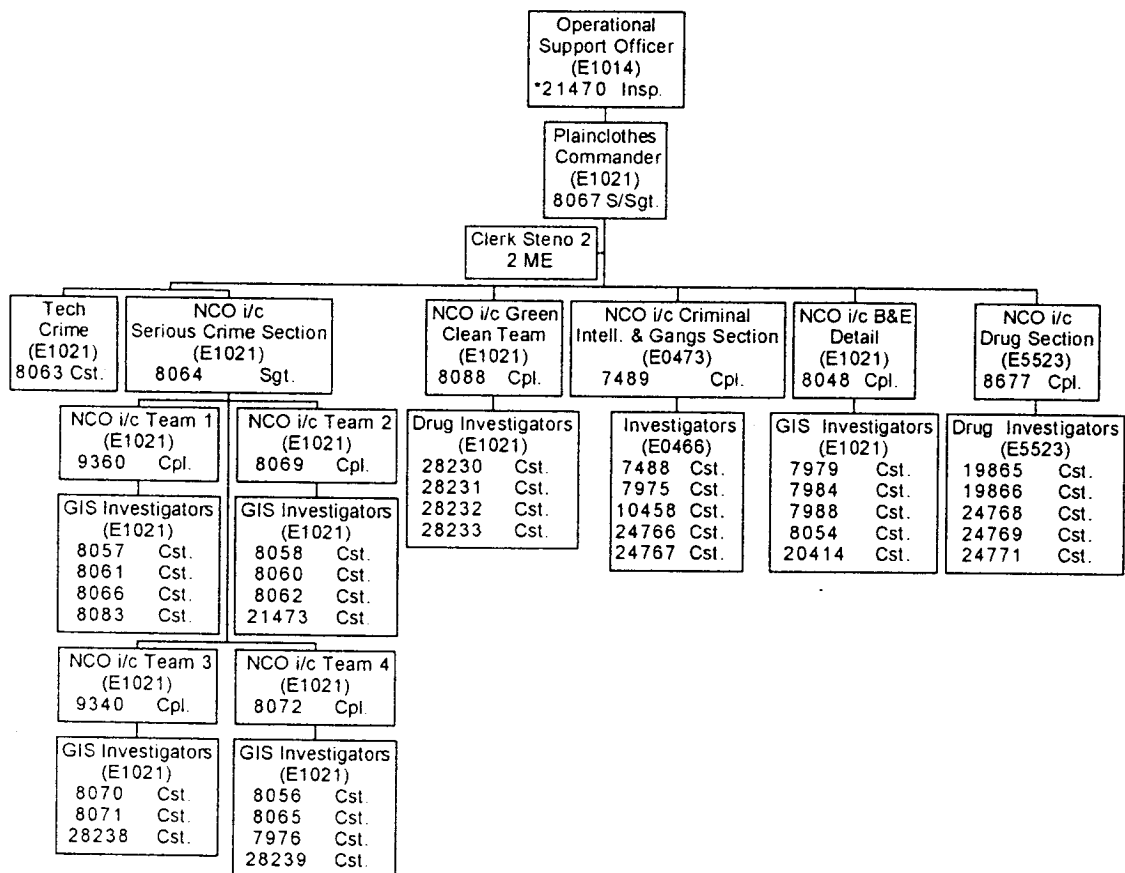
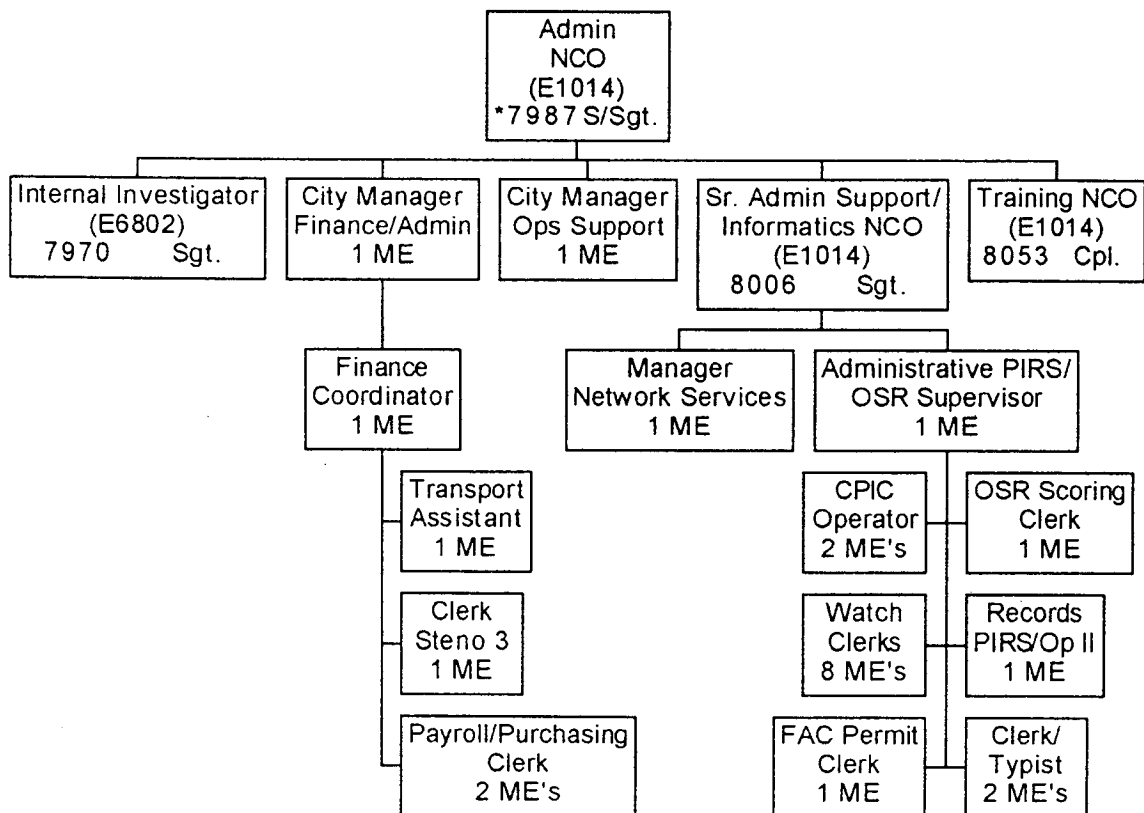


Chart 4 – Admin NCO



Richmond Policing Services Plan



2002/03 to 2007/08

Richmond Policing Services Plan for the Richmond Detachment of the Royal Canadian Mounted Police

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DECEMBER 12, 2002

1. 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 timing of this process is very important as the 1996 to 2001 had expired and over the past fifteen months new initiatives and pressures have been put upon Richmond's policing service. The purpose of any planning process is to develop a clear, agreed upon and cost effective direction for the police services in the City of Richmond. Specifically, the process is to 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 Detachment of the RCMP. Financial sustainability is one of eight strategies of the City of Richmond's 2001-2003 corporate plan, while public safety is City councils top priority. For the City, policing services is the largest budgetary item that represents 16% of the total City budget. The City has a good idea where police services are directed in the community through regular forums like service level review, quarterly reports, and monthly community safety division meetings. However, all stakeholders would benefit from having a better understanding of 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. These pressures have a significant bearing and a direct impact upon member and employee morale and overall job satisfaction. 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 the policing service must then **Focus** and **Execute** on these local strategic priorities.

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. In order for this to happen the Richmond Detachment RCMP must continue to build lasting relationships with our internal and external partners. We must continue to foster solid communication and accountability lines with our community safety division partners in Richmond Fire and Rescue, Emergency Preparedness, and Bylaw enforcement. The development of this plan is the foundation for that synergistic and collaborative team approach.

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 Detachments operating environment.

2. Methodology

The development of the Richmond Policing Services Plan involved a great deal of consultation and participation by City Officials, members at all levels in the detachment, municipal employees, volunteers, and community consultative groups. The overall process was led by the Richmond Strategic Planning NCO in consultation with all stakeholders who then drafted the plan and delivered it to the Officer in charge of Richmond Detachment for his review and approval. Once approved the plan was presented to Richmond City Officials for review and input.

The key steps in the process are described below.

Review of Documentation

The planning process began with a review of a number of documents from the City of Richmond, the Richmond Detachment and the RCMP National Headquarters in Ottawa and Vancouver. Some of the key documents reviewed were:

- ✓ City of Richmond Official Community Plan
- ✓ City of Richmond Corporate Plan 2001-2003
- ✓ City of Richmond Corporate Planning discussion documents
- ✓ Ministry of Attorney General's Statistics-Police Crime-2001
- ✓ Richmond RCMP 5 year Business Plan 1996-2001
- ✓ National RCMP "HQ" Environmental Scan 2002
- ✓ Statistics Canada selected police stats-2001
- ✓ Commissioner of the RCMP Directional Statement 2003/2004
- ✓ "E" Division Traffic Services Plan 2002-2006
- ✓ "OIC" Richmond Detachment Guiding Principles document
- ✓ RCMP Report on Plans and Priorities 2002-2003
- ✓ Policing Plans from USA, Australia, and the UK via internet
- ✓ Ministry of Public Safety and Solicitor General Service Plan 2002

Interviews with City Officials and Key City Staff

Over the past fifteen months discussions were held with the Mayor, City Administrator, General Manager principle policing contact, and the eight city councilors through the service level review process. Some of these discussions were formal through community safety committee. Many other these informal discussions occurred after meetings and visits to the detachment by City staff and elected officials. These open and honest lines of bi-lateral communication was essential to meet the City's expectations of the Strategic Plan and their priorities for their police service.

Information Sharing with Detachment Personnel

Information sharing and bi-lateral communications has been part of the process since April, 2002 with all members and municipal employees of the Detachment. The intent of this was to inform all employees about the strategic planning cycle, strategic plan itself, business planning, implementation, and performance evaluation. Members and municipal employees were encouraged and continue to express their creative ideas and opinions relative to this process and the priorities within. The overall general purpose of this exercise was to dispel any concerns or misconceptions that one may have about this process and how we arrived at the final document stage.

Interviews with RCMP Senior Management

Meetings, strategy sessions, formal interviews, and daily discussions were held with the Richmond Detachment Senior management team to gather information and truly understand the key challenges facing Detachment personnel and the police service we provide to our community.

Bi-lateral Communication with Richmond members and municipal employees

The following venues are just some of the ways our employees may creatively share information, problem solve, and seek solutions that make our operations more effective and efficient to our citizenry:

- Daily 9:00am morning meetings
- Information sessions
- Detachment Improvement team
- Constable's Committee
- Senior Management Team & Senior Management Team bulletin board
- Quarterly Meetings with Municipal Staff
- Senior NCO Operational Meetings
- General membership and NCO interactive e-mail address book

Town Hall Meetings with the People

Since 1996 Richmond Detachment decentralized community police personnel, our crime prevention specialists, and senior leaders of Richmond Detachment have been available to our residents in the community and debated public safety issues and priorities. Some of the topics in the past have included:

- Community Policing- **A philosophy - not a section**
- Youth Vandalism-Graffiti
- “Arsons” in our neighborhood
- Community Partnerships-Volunteerism
- Multi-cultural diversity forum
- Road-Racing forum
- Internet Safety Forum for our children.

Strategic Planning-Harrison Workshop

On April 28th –30th, 2002 all senior managers of the Richmond RCMP organized and attended a first ever manager retreat workshop. Historically, the RCMP has not utilized this getaway training opportunity the private and some public sector entities have realized as a great morale building, and planning opportunity. With many NCO positions filled due to recent promotions and notwithstanding the constant turnover of RCMP personnel, the OIC of Richmond felt this workshop was time and money well spent. Over the two and half days the OIC of Richmond Detachment and his support and operation officers espoused their Leadership Guiding Principles.

A trained facilitator brought out the respective section managers concerns relative to pressures on the membership from the community. Some examples discussed were: *the expansion of decentralized Community Policing-is this the model we support or a district style of service, Road-Racing & Aggressive driving in Richmond, Grow-operations-out of control and the pressure on the general duty watch members, YVR Airport rotational positions, School Liaison Officers expanding their role into a dedicated Richmond Youth Team, the urgent need for a Detachment Crime Analyst, more municipal support service, and trying to control violent crime against person(s).*

Program Reviews

This is a process where individual managers regularly review and examine their sections from both an administration and operational viewpoint. The June 6th, 2002 Service level review before community safety committee gave both the Richmond Detachment and City of Richmond a detailed examination of where monies are tied into specific programs and how they align with our multi-faceted mandate of the RCMP and City councils priorities and strategies for Community Safety. Listed are the following programs that service the needs of our community:

- General Duty-911 Response Members
- YVR-Airport Response & YVR Contract
- General Investigation Section (Serious Crimes, Gangs, B&E, Drugs, Sex Crimes)
- Traffic
- Police Dog Service
- Forensic Identification Section
- Enhanced Police Services Program (*decentralized Police stations, Crime Prevention, School Liaison, Bikes, Victim Services, Block Watch, Youth Intervention, Auxiliaries, Restorative Justice, Community Relations*)
- Senior Management Team
- Records
- Police Telecoms
- Custodial Guards
- Fleet Management
- Finance Section
- Court Liaison
- Front Counter Service
- Administration Support-Secretaries, tape transcription.
- Administration (*Analytical Review, exhibits, Prime-records management, training, and Internal Investigations*)

Communication with Community Safety Division - Key Partners

There is daily open-honest dialogue between the partners in the Community Safety Division (CSD). Interaction between the Police Chief, Fire & Rescue Chief, Manager in charge of by-law enforcement and emergency preparedness is also facilitated by monthly CSD meetings. A senior NCO from the general duty response unit supports Crown Counsel and Regional Crown Counsel liaison. All these key partners were consulted to gather information on the working relationship between these departments and the Richmond Detachment of the RCMP.

Benchmarking Research

Benchmarking statistics were gathered where possible. These statistics were used to compare the Richmond Detachments delivery of police services with that of other Detachments and service delivery agencies. Key areas examined were as follows:

- Costs of policing
- Crime statistics- 1991-2001
- Criminal case burden per member
- Crime rate
- Criminal Code Offences
- Population growth
- Police personnel strength
- Population/Police ratio
- File management
- Delivery of crime prevention
- Implementation of Community based policing initiatives

Specific Issue Analysis

Additional research continues to be conducted into the areas of concern to the City and/or RCMP management. These issues are human resource allocation management, (filling all the positions the City supports), BC Prime records management system flaws, high personnel turnover rates, regular member civilianization, and alignment of all volunteers under one municipal contact.

Report Outline

An outline of the Richmond Policing Services Plan was issued. As mentioned earlier in this planning process this report is a living document in real time, ever evolving and changing with the state of the environment. This plan will now identify our Detachments global mandate, mission, vision, values, objectives, and strategic priorities. In the New Year of 2003 we will build upon the programs one section at a time. Program managers will create objectives and commitments to form individual unit plans that support our ten (10) local strategic priorities. Assignment and responsibilities will be accountable to program managers who will prepare timelines for completion.

The purpose of the unit performance measurements is to hold each unit accountable to the Detachment priorities, to **Focus** and **Execute**.

Sharing and Communicating the Plan

Once the Richmond Policing Services Plan is complete the document will be shared with the management and staff of the Detachment to articulate Richmond RCMP direction over the next five years. To clearly communicate with all our people what the strategic priorities are and where we are headed as Richmond's Police Service.

Individual Unit Meetings

As noted in the report outline, individual unit meetings will be held in the New Year to develop individual unit goals and strategies assign responsibilities and prepare timelines for completion.

Presentation of Draft Documents

The Final draft documents of the Richmond Policing Services Plan were presented to the OIC Richmond Detachment of the RCMP for his approval.

Final Report & Presentation to Richmond City Council

After months of consultation with our internal and external clients and partners the plan will be presented to the City of Richmond. It is hoped that the police service delivery strategy proposed by the RCMP will meet and exceed the expectations of our contracting partner and we may move forward in a unified manner.

3. State of the Environment

The City of Richmond contracts with the Province of British Columbia for the provision of police services to the City of Richmond by the Royal Canadian Mounted Police (RCMP). As a result, the direction of the Richmond Detachment is impacted by the Ministry of Public Safety and Solicitor General, and the overall National RCMP direction relative to strategic priorities and objectives.

Core Business Area: Police Services

Goal: ADEQUATE, EFFECTIVE, ACCOUNTABLE POLICING AND LAW ENFORCEMENT THROUGHOUT BRITISH COLUMBIA

- **Objective:** Enhance effectiveness of police agencies through technological, structural and operational changes.
- **Strategies:** Focus on critical infrastructure, specialized police services, and strategic planning. Integrate overlapping and duplicate police services.
- **Objective:** Ensure police have adequate resources to protect the public and apprehend offenders.
- **Strategies:** Administer and monitor agreements for the delivery of RCMP services. Pilot an RCMP reserve program, similar but like our auxiliary program
- **Objective:** Ensure that appropriate and effective accountability mechanisms are in place.
- **Strategies:** Implement accountability measures resulting from evaluations and internal audits. Update training requirements, curricula and training regulations.
- **Objective:** Strengthen public confidence in policing and law enforcement.
- **Strategies:** Coordinate implementation of a provincial auxiliary and reserve constable policy.

MISSION

The Royal Canadian Mounted Police is Canada's National police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities

VISION

We will:

- Be a progressive, proactive and innovative organization.
- Provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve.
- Become accountable and efficient through shared decision-making.
- Ensure a healthy work environment that encourages team
- Building, open communication and mutual respect.
- Promote safe communities.
- Demonstrate leadership in the pursuit of excellence.

Core Values of the RCMP

Recognizing the dedication of all employees, we will create and maintain an environment of individual safety, well-being and development. We are guided by:

- ***Integrity** - beyond reproach.*
- ***Honesty** - true in word and deed.*
- ***Professionalism**- exemplary conduct in application of skills and knowledge.*
- ***Compassion** - being considerate and caring.*
- ***Respect** - appreciate and respect the views and opinions of others.*
- ***Accountability** – accepting responsibility for your actions.*

COMMITMENT TO OUR COMMUNITIES

The employees of the Royal Canadian Mounted Police are committed to our communities through:

- Unbiased and respectful treatment of all people;
- Accountability;
- Mutual problem solving;
- Cultural sensitivity;
- Enhancement of public safety;
- Partnerships and consultations;
- Open and honest communication;
- Effective and efficient use of resources; and
- Quality and timely service.

RCMP National Strategic Priorities

Richmond Detachment of Royal Canadian Mounted Police is the third largest detachment in Canada and as such must mirror our national objectives and priorities. At the local level we must be in alignment with our national strategic framework. We must focus on the following five strategic priorities as the best way to lower the “barometer” of crime.

- Terrorism/Organized Crime
- Youth
- International Police Services
- Alternative Justice
- Integrated Policing

RCMP National Strategic Objectives

The primary means we have of realizing the strategic priorities is through our ongoing commitment to improving our core functions- our Strategic Objectives are:

- Prevention and Education
- Intelligence
- Investigation
- Enforcement
- Protection

RCMP National Service Delivery Strategies

- Combating Organized Crime
- Reducing Violent Crime
- Workforce Engagement/Wellness
- Financial information Strategy
- Modern Comptrollership
- Youth Strategy

Richmond Detachment RCMP Efficiency Priorities

- Upgrading existing Information Technology – Prime Records Management System. LEIP protocol (law enforcement information portal)
- E-Comm transition – municipal position gains and efficiency redeployment

Organizational Renewal Priorities

- Lower Mainland Policing Model – BC Policing Study
- Integrated Lower Mainland Homicide Unit
- Future Integrated Support Services Units – ERT, PDS, IDENT
- Community Safety Neighborhood Services Offices – further decentralized service delivery

Human Resource Leadership Priorities

Employee development is the cornerstone, the foundation to being the police force of choice into the next decade. The Richmond RCMP Leadership model is about people development, which includes communication, continuous learning, professional improvement, career management, support and incentives, coaching and mentoring.

- Richmond Promotional/Leadership/Mentoring sessions
- Richmond employee morning training sessions
- Dr. Stephen R Covey – 7 habits & facilitator training
- Leadership Team Initiatives
- International Job Share work experience
- Asian Radio Program – “Talk with the Police Chief”
- Annual Senior Leadership workshop
- Improvement Team
- Constable Committee
- Police Leadership Conference
- Quarterly Senior NCO & Municipal Employee meetings
- Strategic Planning workshop
- Advanced Community Policing seminars – International & Local
- Continuous Learning Developmental Program
- Richmond Auxiliary Program

Challenges and Opportunities

Issues Facing the Richmond Detachment of the RCMP and the City of Richmond

In addition to being impacted by global, international challenges and the national direction of the RCMP, the Richmond Detachment is also impacted by specific community trends and livability issues. Some of the most prevalent issues are as follows:

- Population Growth - Over the past ten years Richmond has enjoyed a 23% increase in overall population growth (1992- 134,584 to 2002- 166,809). 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 5th in it's growth rate. Richmond has one of the lowest proportions of seniors at 12%
- Changing Immigration – 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. * Almost half of these new immigrants and more than ¾ of their children, cannot speak English.
- House prices to rise – While prices and figures have remained fairly constant over the past few years, Richmond is now experiencing substantial sales increases with prices rising. *This impacts the city as property tax mill rates are based on assessed values.
- Job growth to continue – 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.
- Growth in high tech sector – 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.
- Growth in tourism and related services – Tourism will continue to be a strong player in Richmond's economy, with the further expansion of the "Open Skies" policy, with major hotel development in recent years, and with positive financial spin-off of local services.

- Business support for community initiatives – 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. * These demographics may help continue the downward crime rate trend of the past few years. (see General Police Services section)
- More public input – Changes to the local Government Act reinforce the need for public input into budgeting and other areas of City Administration. We can expect to see continued demand for recognized public input into decisions affecting the livability of our citizens in the community.
- More demands on fewer Volunteers – Volunteers in our community are being asked to take on more responsibility and their work increasingly requires supervision and higher skill levels than ever before. At the same time there are fewer volunteers. City of Richmond and RCMP volunteers desperately require more support, training, and funding to allow them to carry out their duties.
- Creating neighbour friendly communities – A national study found that people living in single detached homes are the most likely to have contact with their neighbours and higher frequency of contact than those in townhouses or apartments. The shift to higher density housing could change the sense of neighbourhood in our community. Building design, neighbourhood development and Crime Prevention through Environmental Design must be looked at to increase neighbourliness, ie * Richmond RCMP and CSD support the Richmond Home Safe Program.
- Growing use of Technology – 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 for all policing agencies around the world. Richmond has been greatly affected by the use of such tools as 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.

- Improved Transportation - With the expected growth in the downtown core (double the population and a third more jobs in the next 8-10 years), transportation will become an even greater issue. Among the pressing needs is the alternate means of travel in an already congested downtown city core. In order to respond to calls for emergency and non-emergency service the City must ensure access to and from the downtown services, pedestrian, and cycling safety, parking, implementation of rapid bus, and improved transit planning.

- Gap between rich and poor widening – The gap is widening between the rich and poor in BC and indeed in Richmond. The poorest 20% of BC families have 20% of the income of the richest 20% of families (after taxes and govt. transfers).

- Social Infrastructure needed – 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. This will require the City, community and all stakeholders to look for strategies, networks, and in some cases facilities to address these needs.

- Amalgamation of Greater Vancouver Cities – Finally, issues and priorities for the Greater Vancouver Region will impact Richmond’s growth and development. There is growing trend towards merging of cities into large metropolitan area, such as London, England, Toronto, and Ottawa, for reasons such as economy and efficiency in public service delivery. It is expected that within the next three to five years this discussion will begin in the Vancouver area. This could have a great impact of the City of Richmond. The need for greater coordination in addressing regional crime and transportation issues could be the catalyst for such discussions.

4. Directional Statement

“Safe Homes and Safe Communities”. Nationally, provincially, and at the municipal level our operational goal in the Royal Canadian Mounted Police is constant. We are driven by the public's expectations and changing economic, global and social environments. Our strategic framework links our goal providing safe homes, safe streets for all Canadians including the community of Richmond. In order to lower the barometer of crime though we must be strategically aligned at all levels of government. In order to achieve this mandate we must continue to be a strategy focused police service at Richmond Detachment of the RCMP on both the management and operational fronts.

Since 1996 the Richmond Detachment of the RCMP has accomplished a great deal in support of our Community Based Policing philosophy, when our contracting partner supported and adopted this philosophy as a service delivery strategy here in Richmond. For example:

- 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. Volunteers are also active with our 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. 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, etc, etc.

Although Richmond Detachment of the RCMP has been successful in many new public safety initiatives addressing crime and repeat problem calls for service, there is still very much to be accomplished. Locally we must be diligent, prepared, and intelligence led to the global threat of terrorism and organized crime. We must work smarter towards harmonizing our financial planning and budgeting cycles, synchronizing them within our strategic framework. Our small City of Richmond has grown-up and with that comes big city crime trends. Although reported general criminal code stats show a decline provincially over the past several years, violent crimes against person(s) have escalated substantially in the GVRD and Richmond has felt the effects. Drug related, cannabis production grow operations have fuelled our Homicide rate of 1.1 to 1.5 deaths per year to ten (10) Homicides since year 2000.

Aggressive driving and street racing is a top priority for all employees at Richmond Detachment of the RCMP. 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.

We must continue to expand our decentralized service delivery model to all residents of Richmond. Our vision is to provide our root problem solving philosophy and neighbourhood services offices to our citizenry in east Richmond and Thompson. We must *focus and execute* on our strategic objectives and priorities to realize the benefits of integrated policing with our partners and stakeholders.

Our mission, vision, values, which are expressed in this Richmond Police Services Plan, demonstrate Richmond RCMP Detachment's commitment to, " Safe Homes and Safe Communities" and to lead Richmond over the next five years in reaching beyond that goal. The Richmond RCMP Detachment passionately looks forward to building upon new and existing relationships with our internal and external partners and clients. By working together we will strengthen our police service, so it continually meets the needs of our community.

Ward Clapham
Superintendent, Richmond Detachment
Officer in Charge.

The Corporate Vision

The Richmond RCMP Police Service, like many other police agencies, is operating in a rapidly changing environment. To meet the resulting challenges, we need to ensure that we have the ability to successfully assess and predict the impact of such changes on our police service and the provision of community safety and security needs.

Defining our responses to these changes in the environment are critical to the success of our service delivery. The speed of change in the environment is such that anything other than a planned response will prove unsuccessful and, more importantly, unacceptable to the community and City Council.

The Richmond RCMP prides itself on being a flexible agency by quickly adapting to an environment of change. As Canada's national police service, we are fully committed to responsively and pro-actively meeting Canadians needs. Our operational goal is to ensure:

SAFE HOMES & SAFE COMMUNITIES

This report has outlined a strategic direction for the Richmond RCMP through a clear definition of:

- the Mission of our police service, which states the fundamental reason for our services;
- the Core Functions of the Richmond RCMP, which defines the services we provide;
- our Strategic Objectives, which outlines the direction of our organization and defines the framework within which our programs and plans can be developed and implemented; and
- the Statement of Common Values, which illustrates the shared organizational beliefs which govern the work practices, decision making and behaviour of our employees.

This Corporate Vision does not define detailed strategies for implementation, but instead aims to provide direction for each member of the organization and define activities and action plans that will contribute to the collective achievement of our Mission. It represents a blueprint which people at all levels can use in fulfilling their responsibilities in order to provide better police services to the City of Richmond. As noted on page # 7:

In the New Year of 2003 we will build upon the programs one section at a time. Individual unit plans, that target and support our ten (10) local strategic priorities, be developed into action plans and commitments by program managers. Assignment and responsibilities will be accountable to program managers who will prepare timelines for completion.

5. Vision, Mission, and Values

The Foundation for Priorities and Actions

Vision:

The Vision Statement for the City of Richmond is:

For the City of Richmond to be the most appealing, livable, and well-managed community in Canada.

Mission Statement:

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.

Values:

The Richmond RCMP is committed to the following values of the City of Richmond:

- 1) People
- 2) Excellence
- 3) Leadership
- 4) Team
- 5) Innovation

6. Core Functions

The core functions of the Richmond RCMP Detachment through which we will seek to achieve our Mission are as follows:

PROTECTION- ENFORCEMENT-PREVENTION-SERVICE

Prevention and reduction of crime - To maximize the apprehension rate of offenders and the clearance of crime; to reduce the incidence of crime through identifying and addressing its root causes; and to promote community awareness of and contribution to crime prevention programs.

Maintenance of the peace - To preserve and protect public order and foster a sense of security in the community.

Enforcement of laws - To enforce and uphold the law at the Federal, Provincial, and Municipal level. To maintain and respect the Supreme law of Canada: The Constitution Act, 1982.

Intelligence - Working together with our partners in the community, and all levels of law enforcement agencies on key crime priorities.

To provide outstanding Quality Service- To provide a 24 hour service everyday of year which is responsive to individual needs and to act as a willing and effective first point of call.

Purpose & Direction = Strategic Objectives

Consistent with our Mission, our Strategic Objectives define the focus of our organization and provide direction on our approach to service delivery.

The Strategic Objectives of the Richmond RCMP are:

Client Centered Customer Focus - To put community needs and priorities first. Through consultation and communication, to enable us to demonstrate commitment to satisfying those needs with professional integrity.

Community Leadership - To position ourselves within the community as a leadership body, which not only delivers certain services, but ensures the effective contribution of other organizations with the necessary skills and resources to meet the safety and security needs of the community.

Localized Service Delivery - To develop action plans and strategies based on intelligence, experience and partnerships, reflecting the different needs and priorities of local communities within the City of Richmond.

Investigation – To ensure our members are equipped with the requisite skills, knowledge, abilities and resources to take appropriate investigative action on diverse matters of varying complexity. The art of investigation is one that is developed over time through practical experience in concert with on-going formal and self-directed learning and development. Keeping abreast of changing case law and the perpetual evolution of our legal framework, is a formidable task; *ipso facto*, the specialization of investigative functions is a necessity for highly complex issues.

Root Problem Solving - To become increasingly more proactive in our approach to policing throughout the city by focusing attention on the causal factors of incidents requiring police attention rather than merely dealing with incidents as they arise.

Strategic Partnerships - To develop purposeful partnerships with other organizations and the community at a local, city, regional, provincial and national level in order to develop optimal solutions to problems and to ensure the input and contribution of others to their implementation.

Employee Wellness- Employee wellness is a philosophy that is integral to our decision making process. It's about focusing on priorities, living by principles, and supporting our employees in word and deed to lead healthy lives in our work environment.

Effective Deployment of Resources - To maximize the efficient allocation, and use of financial, human and physical resources towards the achievement of objectives and priorities. Appropriate levels of support, both technical and other, must be made available to enable informed and effective decisions to be made.

Commitment to Continuous Learning - To develop and motivate our personnel by increasing the quality of working life, empowering front line staff with the knowledge, confidence and ability to make decisions, continuously improving the training and education opportunities available, and revising policies and procedures to foster innovation, creativity and effective decision making.

Integrated & Intelligence Led Policing - Working together with our partners in the community, and all levels of law enforcement agencies on key crime priorities. Our ability to work cohesively with each other, exchanging criminal intelligence, sharing tactical and operational knowledge, planning joint and individual actions, and communicating effectively.

Managerial Accountability - That decision making within our organization is based upon defined expectations, known responsibilities and measurable outcomes.

Client Centred Customer Focus

For the Richmond RCMP to effectively meet the needs and expectations of its external and internal customers, we must be committed to understanding and satisfying those needs at every possible opportunity. We must also insure that the community has confidence in the integrity, accountability and professionalism of our personnel.

To become a more customer focused organization, we will:

- Evaluate the progress of the newly created Client Centered service NCO. Making sure this leadership position is monitoring and tracking our client centered service excellence at all levels in the detachment and in our City.
- Market our commitment to becoming more focused on satisfying customer needs through the implementation of a Customer Service Survey.
- Establish closer consultative links with different customer groups, including residents, visitors, minorities, the elderly, and youth at the local level. To develop understanding of their needs, priorities and perceptions. We will incorporate these needs and priorities into action plans.
- Improve our internal investigation practices and enhance our complaint reduction strategies.
- Constantly seek ways to improve our efficiency and effectiveness at every point of contact with our customers.
- Increase police responsiveness to victims of crime and demonstrate a positive attitude towards minor crime.
- Encourage customers to take greater ownership of problems and provide opportunities for them to participate in the development and implementation of solutions. ie. C.S.D. Home Safe Program.
- Emphasize customer service as a critical component in our recruiting process at the member and municipal level, performance assessments, promotion criteria and all other opportunities when dealing with our citizenry.

Community Leadership

If the Richmond RCMP is to effectively meet the safety and security needs and expectations of the community, it must position itself within the local and wider communities as a leadership body, coordinating community-wide efforts to deal with problems and ensuring the effective contribution of other organizations with appropriate skills and resources.

To position the Richmond RCMP in a leadership position at a community level we will:

- Continue to evaluate community crime trends and strategically monitor issues which impact on our core business of policing.
- Establish central groups or task forces aimed at addressing specific issues and with responsibility for directing and coordinating efforts at the local community level. ie. City task force on street racing and TSAC.
- Participate in developing alternative solutions and implementing procedures that involve other levels of the criminal justice system. ie. Restorative Justice Conferencing.

To position the Richmond RCMP in a leadership position at the local level we will:

- Proactively inform members of the community on how they can contribute to resolving problems and provide the means through which participation can be achieved.
- Co-ordinate and ensure the involvement of key local individuals and groups, for example, ethnic and special interest groups, private sector organizations, other government agencies, local authorities, and victims and support groups.

Localized Service Delivery

For the Richmond RCMP to effectively meet the needs and expectations of the community we must ensure that delivery of policing services and the development of strategies to deal with issues reflects the differing needs of local communities within the City of Richmond. Responsibility will be assigned to all members of Richmond Detachment who, through their knowledge, experience and contacts, will develop effective strategies to respond rapidly to safety and security issues within our community.

To ensure effective service delivery at the local level we will:

- Change the organization structure to enable more effective management of human resources and overall service delivery at the local level.
- Maintain appropriate central squads and support units and communicate clear policy guidelines regarding the use and control of such resources.
- Assign responsibility and accountability for managing financial, human and other physical resources to local levels, ensuring that they are adequately trained and supported by appropriate technology and administrative and specialist support staff.
- Implement an effective strategic management framework, that is in alignment with our national planning and reporting accountability process, including an annual quality assurance and planning cycle. This is also driven by local needs and reflects the expectations, priorities and direction of the Pacific Region and Richmond Detachment leaders.

Investigation

Richmond Detachment embraces a balanced approach to policing endeavors incorporating proactive and reactive strategies in the context of intelligence lead policing. Team-based approaches to investigations are necessary to solve complex crimes. In agreement with the National Strategic Objectives, the Richmond RCMP recognizes that investigations are fundamental and integral to our service delivery. Quality investigations contribute to the effectiveness of our justice system and to our end-goal of “Safe Homes and Safe Communities”. More so than ever, functional specialists are required in view of mounting bodies of knowledge, the pace of change and the availability of information; today’s judicial decisions frame tomorrow’s investigative strategies.

To enhance our investigative competence, we will:

- Always seek to uncover the truth in the context of unbiased, objective investigations;
- Guide, coach, mentor and train front line service providers, those members who encounter a wide spectrum of reported crimes, to enable them to appropriately diagnose the nature of incidents and take appropriate first response action;
- Develop the distinctive skill sets required of functional experts who investigate and solve complex crimes, such that our detachment is endowed with competent specialists;
- Forge relationships with centers of excellence across the police universe and partners elsewhere in the arena of criminal justice to keep abreast of best practices, changing case law, evolving legislation, commissions of inquiry, and inquest reports;
- By understanding the rationale supporting key legal decisions, employ cutting-edge investigative strategies;
- Employ contemporary major case management practices to assure the integrity of complex investigations;
- Deploy resources strategically, in a balance of priorities, in support of complex investigative strategies.

Root Problem Solving

While it is recognized that the police alone cannot prevent and control crime, we must co-ordinate the development of joint action plans to deal directly with the underlying causes of criminal and anti-social behaviour.

To become increasingly more proactive in our approach to policing we will:

- Continue to re-emphasize the role and responsibilities of the people in our community relative to crime prevention. We must enhance our opportunities in public awareness to improve personal and property security and encourage a greater intolerance of all forms of criminal and anti-social behaviour.
- Enhance our ability to co-ordinate a wide range of initiatives to address problems common to all local areas within the community but continue to emphasize solutions tailored to local community needs.
- Re-define the role of centralized squads and support unit activities to be supportive of community policing efforts to develop solutions to problems and issues.
- Emphasize the use of targeted enforcement initiatives in known problem areas.
- Integrate problem-solving strategies within detachment action plans and continuously assess their relative success.
- Continue to self generate work, be proactive, solve crimes, develop informants, be intelligence led, for this is the true spirit and intent of Root Problem Solving.

Strategic Partnerships

For the Richmond RCMP to effectively meet the needs and expectations of the community, we must address many causes and effects of criminal and anti-social behaviour through the development of purposeful partnerships at the local, regional and provincial level. Responsibility for developing and implementing action plans must increasingly be shared between organizations with the appropriate skills and resources.

To continue to develop a greater partnership approach to policing we will:

- Identify and liaise with potential contributors in the development and implementation of solutions to priority issues.
- Encourage other parties to contribute to defining the problems, which need to be resolved, identify potential solutions, and take joint ownership of the solution and the outcomes of action taken.
- Incorporate details of partnership approaches to priority issues within detachment action plans and monitor the relative success of such approaches.
- Encourage partners to incorporate crime prevention strategies within their own planning processes. ie. City permits & planning and police crime prevention thru environmental design applications (CPTED).
- Proactively increase our participation in regional public forums and town hall meetings on policing.
- Recognition is paramount. We shall never become complacent and forget our external partners. We will formally recognize these people and groups from verbal, to written, and even small gifts or tokens of our appreciation.

Employee Wellness

For the Richmond RCMP members to effectively meet the needs required of them, their own well being and ability to maintain a balance between their professional and personal life is of paramount importance. We must and will ensure that our members and staff maintain a healthy mental outlook and a level of fitness required to perform their duty and to enjoy life to its fullest.

To ensure our employee wellness, we will:

- Continue to fully consider and support any "humanitarian" request made by an employee while respecting the operational needs of the detachment.
- Budget for continued education of our employees with respect to lifestyle, physical, mental and financial development, as well as the identification, recognition and management of stress.
- Standardize an in-house training schedule with respect to continued education of our employees with respect to lifestyle, physical, mental and financial development.
- Continue to budget for, and support the detachments 22 member Critical Incident/Member Employee Assistance Team.
- Continue to budget for and support the education of our members with respect to leadership and mediation development.
- Form partnerships with other agencies critical interventions teams and/or organizations.
- Continue to fully support and act as a test site for the Forces new Wellness pilot project.
- Educate our managers in, and fully support the "E" Divisions new policies governing employee health and safety with particular attention to employee illness. There will be an accountability requirement placed on our managers to ensure compliance.
- Maintain current practices and continually seek other avenues for employees to voice concerns without fears of reprisal.
- Develop and support the availability of in-house intermural sports as well as encourage our employees to partake in local sporting events.

Effective Management of Resources

For the Richmond RCMP to effectively meet the needs and expectations of the community we must effectively manage human, financial and physical resources in accordance with priorities set at the local and city level.

In ensuring that we make efficient and effective use of resources we will:

Management responsibility and autonomy

- Delegate the responsibility for making resource decisions to section/unit managers, watch commanders and a resource allocation committee, and ensure restrictive management practices are removed.
- Constantly assess the impact of existing systems and procedures on the quality of service to the community, including deployment of resources, information flow, reporting relationships and organizational structures.

Establishing boundaries of police activities

- Re-examine the scope of police activities, investigate opportunities to divest those, which are non-core after considering appropriate criteria, and rationalize those non-core activities that continue to be delivered.

Human resource management

- Improve both managerial and operational capabilities and ensure the development of personnel placed in supervisory positions.
- Seek to implement employment conditions and practices which promote greater availability, flexibility and productivity.

Physical resource management

- Constantly assess the adequacy of current physical resources, including facilities, equipment and technology and identify opportunities for resource sharing.

Commitment to Continuous Learning

For the Richmond RCMP to effectively meet the needs and expectations of the community, we must recognize that our personnel are our most important assets. We must demonstrate in word and deed commitment to creating and maintaining a working environment that meets the expectations and requirements of our personnel and ensures the development and motivation of individuals, sections, units and support services.

To effectively develop and motivate our personnel we will:

- Provide developmental opportunities for staff through improving our own training development practices and through forming relationships with external agencies/institutions.
- Provide front line staff with the knowledge, confidence and ability to make decisions, and seek the removal of prohibitive working practices.
- Demonstrate a commitment to rewarding/recognizing superior levels of commitment or performance.
- Recognize that the RCMP supports a developmental based learning environment and recognizes the efforts of our employees with job opportunities and the promotional process.
- Value learning and development, that is measured comprehensively by: consistency of learning opportunities with the RCMP mission, vision, values and strategic directions.
- Foster a continuous learning culture by promoting access by all its employees to modern cost-effective professional development consistent with our eight core competencies.
- View learning and development as an essential investment in our people. Respect all forms of learning that are valued by the RCMP: experiential, formal, self-instruction, coaching and mentoring.
- Allow learners the opportunity to practice techniques and apply learning in a relatively risk-free environment, free from inappropriate criticism.
- Be committed to entering into partnerships with other departments and agencies to achieve economies of scale, through shared expertise and resources.

Integrated & Intelligence Led Policing

To meet the needs of the City of Richmond and the residents we serve the Richmond RCMP must continue to work cohesively with all agency levels. We must remain a strategically focused organization in which we truly understand the environment in which we are working. Organized and localized criminal elements do not respect police jurisdictional boundaries and as such have taxed police human resources to the limit. One of the pillars within the RCMP is intelligence. Being an intelligence led organization emphasizes that our actions and activities must be based on well-founded knowledge, from the front-line to the international scene. It encompasses operational and management information, and strategic intelligence to assess our rapidly changing environment.

To be a Integrated & Intelligence led police service we must:

- Continue to work together with our partners at all levels in the community, and other law enforcement agencies internationally on key crime priorities.
- At all stages provide quality investigative and enforcement work and fulfill our obligations under our memorandums of understanding with key federal, provincial, and municipal partners.
- Be committed to working with and sharing financial, physical, and human resources with other law enforcement agencies throughout our region. Joint task forces, integrated homicide units, and other support services will break down our traditional silos and be critical to community safety issues locally, nationally, and globally.
- Develop long-term professional relationships with confidential human sources, build trust, and act upon reliable lawful information that achieves our goal of lowering the barometer of crime in our community.
- Build support mechanisms and increase our front line police service at the general duty level to enable our investigators to cultivate police informants, spend more time with key witnesses, and truly listen to the citizenry about how to solve problems in their neighbourhood.

Managerial Accountability

For the Richmond RCMP to effectively meet the needs and expectations of the community, we must ensure that individuals are held accountable for the results of their decisions and actions. Delegation of authority must be matched by acceptance of responsibility and accountability. This involves a change in attitudes of individuals at all levels within the organization as well as a change in decision-making policies/procedures and approaches to performance management.

To achieve greater managerial accountability we will:

- Continually delegate authority and responsibility to front line officers, and review management practices to remove those that restrict effective leadership and decision-making.
- Develop improved methods of monitoring, measuring, evaluating and reporting on individual and organizational performance.
- Promote a leadership guiding principles philosophy which encourages individuals to make decisions and accept accountability, through greater communication of objectives and expectations, ongoing timely performance feedback, tolerance of honest mistakes, and timely coaching and mentoring.
- Formally establish and communicate responsibilities, measurable outcomes and boundaries to accountabilities for each individual, based on both rank and position requirements, and link more effectively to an improved performance appraisal system.
- Ensure that individuals are appropriately trained and experienced prior to holding them accountable for performance in new positions, through the implementation of an improved selection system through the resource allocation committee.

7. Strategic Policing Priorities

The policing priorities outlined in this report take into account community concerns, and repeat calls for service, which involve the trends in crime, traffic safety, and public order issues. After much discussion and consultation, as noted in the plan Richmond Detachment of the RCMP are now dedicated to “focusing and Executing” upon the following ten (10) strategic policing priorities for the City of Richmond during the duration of this Richmond Policing Services Plan 2002/03 to 2007/08:

FOCUS & EXECUTE

- ✓ **PROPERTY CRIME**
- ✓ **YOUTH**
- ✓ **TRAFFIC SERVICES & ROAD SAFETY**
- ✓ **AIRPORT POLICING (YVR)**
- ✓ **GANG VIOLENCE**
- ✓ **DRUGS**
- ✓ **NEIGHBOURHOOD SERVICES OFFICES (decentralized police stations)**
- ✓ **TECHNOLOGY**
- ✓ **RESTORATIVE JUSTICE**
- ✓ **VIOLENT CRIMES AGAINST PERSONS**

Property Crime

Issues and Trends

The number of reported property crimes offences has declined both provincially and in the City of Richmond over last decade. However this category of crime involving property damage offenses (vandalism), mischief, residential, and business break-ins has increasing gone unreported for police statistical purposes. Some of reasons why may be attributed to the sheer volumes of calls for service relative to property crime. Another public sentiment is the lack of faith within the justice system in apprehension and prosecution of the adult and young offenders involved in these crimes.

In order to address the continued concern of residents regarding their perception of safety in the community, increased partnerships and cooperative efforts aimed at reducing these types of criminal activities must continue to be established.

Performance Measures

- Number and percentage change in crimes against property
- Increased perception of safety in our residents' homes, businesses, and property
- Clearance rates for offences against property
- Clearance rates for offences against person

Strategies

- Increase community awareness and public education for the need to provide appropriate security measures for personal property, dwelling houses, and businesses with our community.
- Educate and involve the citizenry in crime prevention initiatives and programs that reduce incidents of property crime.
- Target the sources and suppliers of illegal narcotics in our community and deal with the health issues of substance abuse users to reduce property crimes.
- Continue to encourage the use of victim impact statements during the judicial process to assist in sentencing of accused and to realize the actual effect this crime has on the community
- Be intelligence driven and continue to build relationships with owner/operators of "second-hand" shops to stop the criminality cycle at the street level

Youth

Issues and Trends

Youth involvement in crime - both as victims and offenders - is significant. Many key partners such as community leaders, social and criminal justice agencies, parents and youth themselves have broad expectations about the role of policing and do not believe that a criminal justice response alone will prevent crime. It is a logical extension of the RCMP's Mission, Vision and Values and commitments, and our community policing philosophy that the RCMP continue to improve and expand existing partnerships in reducing the enormous emotional, social and financial costs of youth crime and youth victimization to society.

The RCMP is expected to provide leadership and expertise to assist in addressing the social causes of crime in partnerships that contribute to the overall sustainability of communities. This work will unfold along a continuum that focuses on mainstream youth (in schools and communities) through to at-risk youth, requiring more targeted responses that stretch from prevention and intervention through to restorative justice approaches. This continuum naturally links with our other RCMP priorities, especially Organized crime, and Richmond Gang Violence.

Performance Measures

- Number and percentage change in criminal charges approved against Youth
- Decreased criminal activity in organized crime and gang related violence
- Clearance rates for offences against laid against Young Offenders
- Increased involvement of stakeholders - youth and youth serving organizations in determining effective RCMP service delivery
- Evaluating community wellness and safer homes/safer communities
- Enriched and more effective partnerships to address youth crime and violence prevention comprehensively and from a social development perspective

Strategies

- Decentralize further into the community with Neighbourhood Service Offices in East Richmond and Thompson. This will enable youth needs to be addressed by police at every geographical point of service in our city
- Continue to asset build and form partnerships with Youth at risk. ie Boys & Girls Club, City Parks & Recreation, Night-shift program, positive tickets initiative
- Human resourcing goal of a school Liaison officers in every High School in Richmond within the term of this plan
- All police officers will continue to support the Adopt-a-school program
- Be Intelligence led from our response constable to our community officers by reducing violent youth crime in Richmond
- We must continue to train, educate and encourage members to be proactive and use problem-solving to address the social factors that lead to crime
- Support and fund Richmond Restorative Justice initiative that focuses on addressing the harms done to victims and communities by holding offenders accountable for their crimes
- Future move to a Richmond Youth Liaison officer philosophy

Traffic Services & Road Safety

Issues and Trends

Over past few years traffic safety services and road safety have become publicized more often in the print and televised media. Aggressive driving (road rage, street-racing, driver intolerance, etc) has become a very real problem for public safety in our community. Criminal driving behaviour relative to Impaired driving, dangerous operation of a motor vehicle and hit and runs are a real threat to our daily lives whether in a vehicle or a pedestrian on our street. While the Richmond Detachment of the RCMP has had an impact on aggressive driving and criminal driving behaviour there is much more to be accomplished. Although enforcement efforts have reduced some of these types of driving behaviours, we must focus now focus on our education component of our traffic safety strategy.

Our mandate and goal is clear and meets the expectations of our national directive and adheres to the needs of our community citizenry. We will continue to focus on reducing collisions, increase seat belt awareness, driving habit education for schools, reduce alcohol related collisions, put in place commercial vehicle enforcement guidelines for the City, change in aggressive driving attitudes, target Criminal driving behavior, driver and pedestrian awareness.

Performance Measures

- Reduction and decrease in aggressive driving incidents and complaints
- Reduction and decrease in criminal driving behaviour monitored by statistics and public perceptions
- Reduced calls for service and reports of accidents by targeting traffic related problem areas (high crash locations, alcohol related crash sites, aggressive driving, and criminal driving enforcement)
- Monitor young driver behaviour and attitudes with our young people at the school level and in the community
- Conduct a complete assessment on our short and long term traffic safety initiatives

Strategies

- Richmond RCMP in consultation with Mayor and council and Richmond Community Safety Division will swiftly implement the short and long term strategies that were identified in the street racing report to committee on October 18,2002
- Partner with City, I.C.B.C., School District, other jurisdictions for problem solving related to traffic issues.
- Investigate traffic collisions to ensure proper file conclusion for criminal and civil purposes.
- Ensure vehicles operating on the roadways are mechanically safe.
- Ensure commercial vehicles are safe, and reduce wear and tear on city streets.
- Continue to provide continuing education for traffic members as well as other first responders.
- Target traffic related problem areas (high crash locations, alcohol related crash location, aggressive driving, criminal driving enforcement.)
- Ensure enforcement tools available for all members and ensure shifting patterns meet needs of the tasks at hand.
- Respond to high crash locations for targeted enforcement, and engineering review to reduce collisions.
- Target problem areas for criminal driving such as "hang outs", and or crash locations.
- Selective counter attack enforcement taking into account the seasons, and statistics.
- Utilizing the City of Richmond Traffic Safety Committee to problem solve traffic related issues that come to light with the partners.
- Continue to train traffic members in collision investigation, and embracing technology as and investigative tool.
- Enforcement of Motor Vehicle Act, and Regulations, to reduce vehicle infractions.
- As the conduit, the Richmond Traffic Safety Committee to bring the city by-laws in line with provincial authorities related to commercial vehicles

Airport Policing (YVR)

Issues and Trends

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. YVR is also the second largest international passenger gateway on the West Coast of North America.

Policing such a large growing domestic and International airport presents some typical challenges. Increased calls for service at security check points and trace alarm points far exceed expectations at time of contract with YVR. The strategic planning for YVR and Canada Transport are forecasting steady growth and increased travel especially on the international side. With YVR's increased traffic comes expansion, with a larger International building planned for construction starting in the next eighteen months, calls for police service have and will increase rapidly. South side terminal will also undergo a three-year multi phase expansion and the immediate increase for security screening. All of which will result again in even higher calls for service. Richmond RCMP members have also monitored an increase in calls to deal with irate and troubled passengers as well as to cover both Customs and Immigration and Passport during checks with traveling criminals.

Luggage thefts and vehicle thefts at the Airport continue to be a concern for Richmond Detachment RCMP members and our commuting public. Further the present YVR sub detachment is too small for present resources and continues to deteriorate without proper maintenance or capital improvements. This will have to be addressed with our contracting partner, YVR Airport Authority, as they own the building.

Performance Measures

- Ability to meet the needs of YVR contract and the commitment to City and other clients as well as maintain good working environment for our members
- Decrease in number of calls for specific crime type
- Clearance of files investigation through arrest and charges of suspects
- A workable sub-detachment environment that meets the needs of members, support staff and volunteers
- Client centered focused customer satisfaction survey with contracting partner and public users

Strategies

- Increase traveling public's awareness of potential crimes through partnerships with airlines and airport clients to educate the public prior to and after arrival via announcements and signage
- Increase police presence and utilize outside resource partnerships to work on task force enforcement
- Work with YVR authority to establish video surveillance camera at high risk areas
- Work with YVR and City to ensure projected need for services is met with adequate increase of human resources
- Work with other clients to ensure that proper training and handling of situations does not unduly increase need for police response
- Work with Senior Management, YVR and City Contract partners to increase the size and condition of office space.

Gang Violence

Issues and Trends

With the influx of the Asian population and our natural demographics, Richmond continues to be a major player for Asian criminals in the Lower Mainland. Richmond offers many amenities that appeal to the Asian community not found anywhere else in British Columbia. This, unfortunately, has also contributed to an increase in Asian Organized Crime. Source information reveals an increase in street level gang membership. There are currently three very well organized local street gangs operating within the city of Richmond. Each gang is believed to have in excess of 400 members ranging in age between 16 & 25 years. They are comprised in large part, of what is known as "astronaut kids" whereas the parents spend the majority or all of their time back in Asia while they leave their kids in Canada to study, resulting in little or no supervision. Many of these teenagers find glamour in belonging to these gangs and/or seek their protection. Others are simply coerced into joining such gangs. In addition to paying a monthly fee, gang members engage in a wide variety of criminal activities in order to increase their financial gains. The main criminal activities involving these gang members are illicit drugs, home invasions, extortions, loan sharking, counterfeit credit cards and finally plain gang violence or gang related fights.

Indo-Canadian criminal activity is also a high priority for the Gang Unit as this city has seen an unprecedented escalation of violence in the past two years. While there have been many investigations related to Indo Canadian crime these have been central to the specific crime committed and not the collection of intelligence to assess the threat of Indo Canadian as an Organized Crime Group similar to Asian Organized Crime.

The violence which results from these Organized Crime Groups conducting their criminal activity affects not only other criminals or groups but affects all citizens as it is often carried out for the most part in public places with weapons and little or no regard for the safety of our citizens.

Performance Measures

- Number and percentage change in organized crime
- Disruption and dismantling of the three organized gang criminal activities
- Increased perception and real sense of safety in our community
- All information is ultimately being collected to support operations/investigations
- Operational Plans, Collection Plans & Strategic/Tactical Reports are to be utilized as a performance measure along with the release of statistical data and increased community awareness

Strategies

- Criminal Intelligence is a long term commitment and police leaders must recognize that it takes a minimum of 3 to 5 years of experience to have any real insight as to how to disrupt and dismantle an organized crime group
- There is a significant expectation for members to actively cultivate and handle human sources at the highest possible level. As such, all Criminal Intelligence/Gang members should receive proper training in the area of source development through appropriate training opportunities.
- Public forums, school presentations, and community awareness is required to educate the general public and students about Organized Crime and gang activity
- The support of a Crime Analyst is paramount to the overall success of any intelligence unit. Information collected by the Criminal Intelligence members would be shared with the analyst. The benefit of a crime analyst would then provide a more focused strategic direction for the unit. In turn, the members would be in a position to develop extensive dossiers identifying OC groups, members, associates, criminal activities, trends, forecasts, financial status and impact on the city of Richmond. The mandate for the unit is to be proactive and Intelligence driven
- Information sharing and relationship building with all law enforcement agencies locally, nationally, and internationally is paramount to the success of Richmond Criminal Intelligence Unit

Drugs

Issues and Trends

The volume and availability of all illicit drugs within the City of Richmond has increased significantly, to alarming levels. These types of drugs include "hard" drugs (heroin, cocaine, crack cocaine, methamphetamine) and "soft" drugs (marihuana, ecstasy, designer drugs).

Drugs are readily available in all levels of society, including the ease of access at the schools. Additionally, there has been a dramatic rise in the number of marihuana grow operations. The community sustains a huge impact as a result of these trends; the increase in violent crimes that are directly related to drug activity is increasing, the level of violence is escalating, and the number of property crimes is also affected. Additionally, there are a large number of health issues, which relate to this issue.

Performance Measures

- Decrease in the "user" populism
- Decrease in the volume of drugs, and limit availability of drugs
- Decrease in the number of marijuana grow-operations
- Decrease in violent crime, property offences
- Community perception regarding drug availability

Strategies

- Focus investigations on the mid to high level drug traffickers
- Focus investigations on the supplier/source of drugs
- Recruit and develop human sources/agents
- Conduct "buy/bust" operations
- Utilize existing resources to provide drug/substance abuse education to the community, including the schools ie. Implement the DARE program.
- Work in partnerships with the City, RADAT, health agencies and other agencies to develop and implement an effective Municipal Drug Strategy
- Utilize the media to enhance community awareness.

Neighbourhood Services Offices

Issues and Trends

In 1996 Richmond Mayor and Council supported and adopted Community based policing as a service strategy and delivery model for policing in Richmond. Since that time two decentralized and operational community stations were opened in Steveston and South Arm, and a third storefront operation at YVR airport. This proactive partnership with the city has allowed their police force to go from a reactive style of service delivery to a proactive problem orientated policing approach. Many members have and are currently fulfilling their policing dreams by working side by side with hundreds of volunteers, conducting root problem solving projects, and providing a first class service to the residents. Our members, who are trained in the CAPRA model of problem solving, can truly operationalize their learned skills when they are posted to Richmond.

While some storefront operations disguised as operational police stations closed over the past few years across Canada, Richmond Detachment of the RCMP has followed the course laid out in the implementation plan. Mayor and council decision to fully staff the station with adequate personnel and financially support police operations has made Richmond's model an International success story that other cities and countries have learned from and come to envy.

Under the direction and leadership of our current OIC community based policing is not limited to a geographical area or section. Community based policing speaks to the heart of everything the Richmond RCMP espouse in our shared leadership vision. Community policing is a philosophy that is engrained into every officer who is a leader at this detachment.

Over the next sixty months, Richmond RCMP members and volunteers wish to take community policing and the two decentralized stations (neighbourhood services offices) to the next level. In order to meet our goal of Safe Homes and Safe Communities, and be the most appealing, livable, and well-managed community in Canada we must decentralize to all four regions of our city.

The Richmond Detachment RCMP believe that in order to address our *strategic priorities* and tackle the issues involving *Youth, Property Crime, Traffic & Road Safety, Gang Violence, Drugs*, and implement *restorative justice* reforms we must continue to work directly in partnership in the communities affected. The areas of **East Richmond** and **Thompson** are two of these geographically areas that require decentralized police services that mirror our community based policing operations at South Arm & Steveston.

Mayor and council have been very supportive in the past and have already dedicated four human resources to an undetermined East Richmond location. In the interim those four positions were deployed to our front line general duty response, but most recently were redeployed to fund our Operation Green Team. It is the RCMP belief that once the Green Team is funded that those positions would return to our front line until a third station is supported. The positions would then be attached to an East Richmond neighborhood services office, and then onto Thompson. Although this venture can be expensive we must continue to invest in this service delivery model that will help us achieve the cities and RCMP mandate of Safe Homes and Safe Communities.

Performance Measures

- Reduced calls for service to the Richmond Detachment of the RCMP
- Reduction of criminal code, and other statute law offenses reported to police
- Greater sense of public safety and perception of safety in our community
- Number and percentage change in crimes against person and property
- Increased Volunteerism and support for community policing initiatives

Strategies

- Future integration of general duty and specialized sections working in and around existing neighbourhood services offices
- Continued efforts to support all community safety division efforts that affect the area we serve. ie City of Richmond Home Safe program
- Train and optimize the use of our new auxiliary police officers at enhanced community police functions and have them work directly out of our neighborhood services office
- Utilize our volunteers and auxiliary members to directly focus and execute upon prevention, youth, and education programs
- Continue to seek out “hot spots” of crime (through new crime analyst), crime mapping, and employ CAPRA policing projects to the problem areas
- Continue to advertise and market Richmond RCMP Community Policing initiatives and develop a marketing plan to showcase Richmond as a safe city
- Examine differential call response paths as police service changes and growth in calls for service continues

- Examine and develop service delivery strategies that does not adversely affect direct police service but allows members to be redeployed to other problems rather than incidents
- Continue to work on a feasibility plan to occupy two new decentralized neighbourhood services offices with store front operations attached to the new fire halls
- Continue to educate our citizenry at public functions, town hall meetings, and on a dedicated web site for them to become more involved in public safety and problem solving in their neighborhoods
- Explore options with the private developers to accommodate future decentralized neighbourhood services offices while respecting locations, community need, crime statistical analysis, and not placing the RCMP in a restrictive setting that compromises our functional mandate
- With four neighbourhood stations eventually open, bridge our Youth liaison team and school liaison officers into the stations so that they are in direct contact with our youth daily
- Continue to apply and market our outreach programs from all of the stations that have an affect on our strategic priorities
- Continue to rotate personnel from the front line through the stations to balance the skill set, and intelligence of every officer in Richmond

Technological Crime Unit

Issues and Trends

Technology has grown exponentially over the past five years. Most traditional crimes are now taking place on the Internet which now provides great accessibility but includes virtually a vulnerability unrecognized by many users, especially our children. Through 2001/2002 there were approximately 20 abductions or attempted abductions as a result of on-line chatting. Due to the ubiquitous nature of the Internet, investigations are considerably more complicated as they present both technical and jurisdictional challenges.

There is a strong demand for technological investigative support, education, and training for our front line investigators and proactive initiatives in the areas of community education and awareness. The social and economic impact from both violent and economic technological crimes demands a more organized and continuous application of police resources.

Performance Measures

- Number and percentage change in Internet related complaints
- Status of training of front line Investigator training
- Implementation of Community Programs toward Internet safety.
- Number and percentage change of charges
- Number and percentage change of convictions
- Evaluation of Unit mandate after one year trial
- Community Feedback
- Organizational Feedback
- Number of Provincial and National partnered programs

Strategies

- To provide investigative support to on going investigations
- To establish a clear mandate and market same to partners
- To provide guidance to partners within and externally
- To establish necessary training needs for the position and acquire same
- To build power point presentations for in house training and road shows within the community
- While providing investigative support ensure members learn the techniques
- To identify and assemble necessary equipment for the position to keep pace with investigators' needs
- Expand the volume and accuracy of tracing both electronic mail and Internet Provider (IP) addresses
- Maintain resource files such as sample warrants at Internet Service Provider. (ISP)
- Establish and communicate clear guidelines for electronic crime scenes and the seizure for exhibits
- Document all activity and maintain logs to establish effectiveness and ensure efforts are focused
- Act as the technological advisor for senior management. Research and respond to issues as they relate to our effectiveness policing in Richmond
- Establish a technological advisory team within the detachment. This body would assemble the electronic talents within and act as a brainstorming vehicle in assessing member/community needs. It would identify and utilize unidentified skill sets/resources within
- Identify and develop members with demonstrated interest and skill sets for future positions. Maintain memberships in organizations established for sharing information across agencies and jurisdictions
- Conduct pro-active investigative projects

Detachment Technology

Issues and Trends

In order to support the operational and administrative requirements related to the delivery of police services in an efficient and effective manner; the Informatics Section of the Richmond RCMP is committed to maintaining a stable network infrastructure and the necessary hardware/software to enable police service personnel to use technology in an efficient and effective manner in the performance of their duties.

Performance Measures

- Maintaining the established ratio of computer workstations per member dictated by policy
- Ensuring network stability 7/24
- Ensuring systems recovery within 4 hours of reported failure
- Maintaining 24 hour response to help desk trouble reports
- Maintaining evergreen policy related to network components

Strategies

- Implement inventory controls for each section/unit related to network equipment
- Establish Help-Desk protocols and tracking for network systems
- Develop and maintain Business Recovery processes for all network systems
- Track resolution times for trouble tickets initiated through the Help Desk
- Monitor inventory to ensure compliance with evergreen policy
- Semi-annual meeting with Section/Unit Heads to review hardware & software needs or requests.

Restorative Justice

Issues and Trends

In recent years, Canadians have begun to question the adequacy of justice in Canada. Many Canadian communities and justice system professionals are dissatisfied with the way justice is conceived and delivered in Canada. Many communities are turning to alternatives to adversarial justice – the idea of restorative justice. The RCMP, as a national police service has an important role to play in reworking the Canadian justice system. Restorative justice is a priority in the community policing philosophy.

On February 4, 2002, Parliament passed Bill C-7, the Youth Criminal Justice Act (YCJA). The new law will replace the Young Offenders Act (YOA), and will be proclaimed in force on April 1, 2003. Police forces across Canada will be expected and required by the YCJA to use extra judicial measures before deciding to charge a young person with a criminal offense.

Restorative Justice is a community response to crime that focuses on addressing the harms done to victims and communities by holding offenders meaningfully accountable for their crimes. Richmond RCMP Detachment has seconded a talented front line police officer to prepare the rollout of restorative justice here in our city by April, 2003. The Richmond RCMP will emulate our national vision and support one specific process, Community Justice Forums. We will train facilitators in Richmond and assist offenders in resolving the effects of crime.

Performance Measures

- Victim/Offender satisfaction using restorative justice by participating together in the resolution of issues arising from crime
- Achieve clear and coherent principles to improve decision making in the youth justice system
- Facilitate more appropriate use of Youth court by addressing less serious cases effectively outside the court process
- Fairness in sentencing
- Reduction in the high rate of youth incarceration (Note: *Canada has the highest youth incarceration rate in the Western world, including the United States*)
- Effective reintegration of young person back into the community
- Achieve clear distinction between serious violent offenses and less serious offenses

Strategies

- Educate all regular members and municipal employees relative to the implementation of restorative justice at Richmond Detachment of the RCMP
- Blend the restorative justice process including community justice forums, conferencing, mediation and circle remedies with our Youth Intervention Program (YIP)
- Reach out to our external partners and clients and share this mandated legislation with them to seek community support at all levels
- Look toward the short term future and create a full-time municipal position dedicated to Restorative Justice initiatives in the city of Richmond
- Richmond RCMP shall support our community who has an inherent responsibility to address the developmental challenges and needs of young person in Richmond
- Internally fund and allocate monies to support the implementation of restorative justice in Richmond
- Monitor and track the necessary mechanisms to ensure that the YCJA is applied appropriately and consistently within our community as a whole
- Course training standards be adopted and implemented for facilitators and participants
- Educate and promote the features and benefits of restorative justice with Richmond Youth
- Solicit feedback post implementation from all users within restorative justice framework

Violent Crimes Against Persons

Issues and trends

Personal safety, violent crimes, and family violence are all issues frequently raised by the public. Violent crimes jeopardize the very basic physiological needs of individuals. Violence crimes against an individual will have residual effects across our community in general, as people's behaviors are changed as a function of heightened fear for personal safety. We have seen this example throughout the lower mainland as home invasions destabilized the safety and security needs of elderly persons living on their own.

The rationalization of services such as the Regional Integrated Homicide Unit will cause us to examine crime data, trends and patterns on a regional basis, for dramatic increases in one municipality might result in a depletion of services available to another. In instances when the Regional Homicide Unit is operating at capacity, the Richmond RCMP will step up to fill the gap with investigators.

There is ample evidence that the trend for gang violence and organized crime is on the increase. In these circles, threats to personal safety and violence are used to control and intimidate. The resulting fear affects people's willingness to cooperate with the police in the reports of crimes.

Many violent crimes fall outside the concept of organized crime. For instance, reports of violence against women, sex crimes and child abuse must be investigated with urgency.

There are also many crimes of violence that draw less attention in the public media, notwithstanding the significant impact on victims. Our attention is quickly drawn to robberies with violence, many of which occur at street side.

The investigation of violent crimes against persons and strategies aimed at preventing and reducing such incidents derive directly from our core purpose – Safe Homes, Safe Communities.

Performance measures

- Reduction in violent crime statistics, on a population density basis;
- Solve rate of reported violent crimes;
- Greater sense of safety among community residents;
- Person-hours spent assisting the Regional Integrated Homicide Unit, or investigating homicides should the new unit be operating at capacity.

Strategies

- Targeted enforcement aimed at known offenders;
- Enhanced education and communication with community groups and residents to break down barriers, real and/or perceived;
- Continue with the immediate action plans when investigating family violence and violence against women;
- Build integrated service teams to address complex issues of child abuse, the protection of children, and other at-risk groups;
- Proactively analyze crime trends to identify risk areas and implement multi-faceted enforcement and crime prevention strategies.

8. Unit Plans

A noted on page # 7 and # 21 individual unit plans are an integral part of this five year policing plan and as such program managers will be completing their unit plans across the entire detachment in early 2003.

COMING IN 2003

9. Resourcing

Over the past decade and since 1992 the City has increased police strength by 27% to our current complement of 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 as detailed in this plan 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 the effectiveness of our Serious Crime Investigators.

The attached Annual Resource Level Update 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 Criminal behaviour team officers.

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 for the duration of this Richmond Police Services Plan 2002/03 to 2007/08.

10. Follow-up Review and Evaluation

The successful implementation of any plan requires proper monitoring and follow-up. It is recommended that progress towards achieving the strategies identified in the plan be reviewed on a regular basis in order to ensure that everyone is focusing on the priorities identified in the plan. The progress monitoring does not need to be a time or paper intensive process. The priorities, goals, and strategies in the plan could be discussed at regular unit, Detachment and/or City meetings or reviewed in employee and member memos or information briefings or circulated through network e-mail.

The strategic plan is a “high level” inclusive document and it is not meant to micro-analyze or specify, “how we do all these things”. This plan is a “living” document with strategies becoming part of member’s and employees working environment. The foundation for this to happen has been established through the extensive consultation process with clients and partners in our community. It is recommended that individuals in all positions at the Detachment be kept involved with the implementation of this plan. In some cases special groups or committee’s will be formed to deal with specific issues that may arise during the execution of the plan.

The Richmond Police Services Plan provides the foundation for improved communication and accountability between the City of Richmond and the Richmond Detachment. The plan sets out identifiable objectives, goals, and strategies, which the Detachment will be working towards, and can report on when required. In addition to reporting on progress, the Detachment will also report on the challenges we face. The Richmond Detachment of the RCMP should continue to work together to overcome any challenges that maybe encountered along the way.

On an annual basis the Richmond Detachment should formally review the Richmond Police Services Plan, resourcing requirements, and any efficiency gains that maybe realized. Regular formal updates should be presented to community safety committee members outlining the Detachments progress. In addition, the Detachment should assess whether their priorities, goals, strategies, and objective timelines need to be adjusted due to changes in the environment.

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Richmond RCMP Detachment Annual Reference Level Update Projections for years: 2003-2007

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Updated: November 25, 2002

Richmond RCMP Senior Management Team

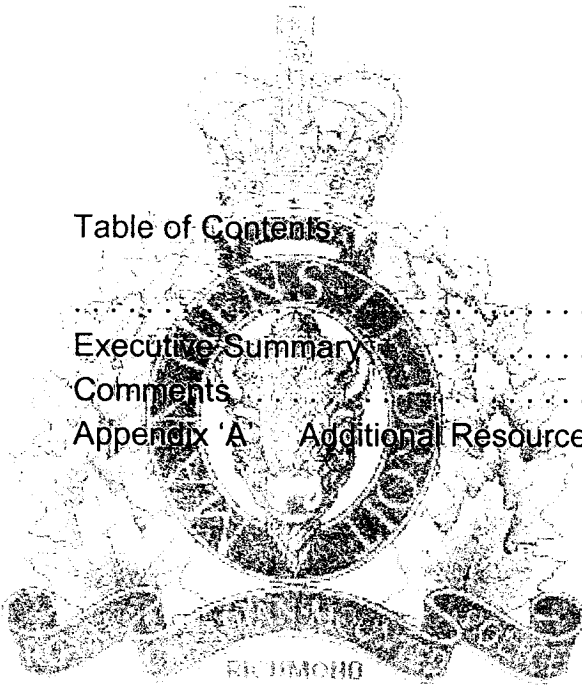


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Executive Summary

The additional resource levels being submitted by the Richmond RCMP Detachment to the City of Richmond for the years 2003-2007 are required to enable the Richmond Detachment to maintain current levels of police service. Preliminary budget projections have been provided in Appendix 'A' for the resources requested.

Based on an evaluation of national data and considering the enhanced level of police services provided by the Richmond RCMP, the City of Richmond is receiving the most effective and efficient level of policing in Canada. In order to maintain this level of service additional resources are required. Adding these additional resources will ensure Richmond RCMP Detachment will remain the most efficient and effective police service in Canada.

Police services are a social cost that all municipalities need to provide. Because of the need for and nature of the services provided by a police force, there are no direct financial benefits to the municipality. However, there are significant social and economic benefits which are realized by the community. Business Cases which have been submitted previously for additional police resources have indicated the intangible benefits in relation to costs associated to increases in police resources.

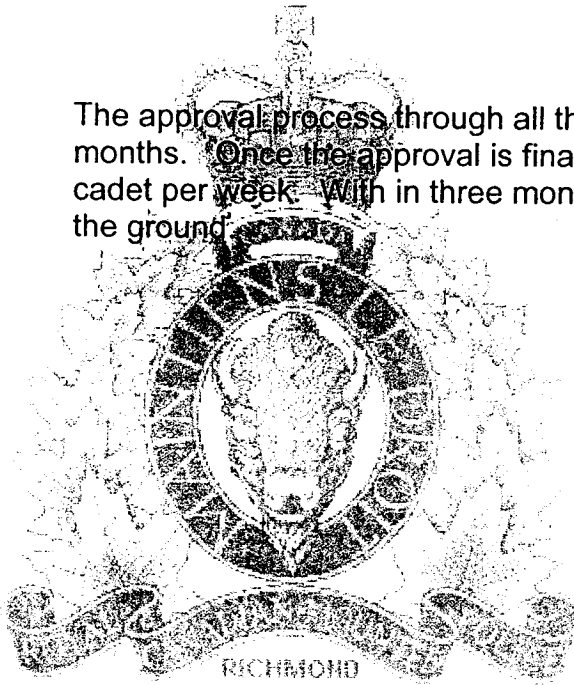
The following are the human resources required by the Richmond RCMP Detachment over the next 5 years;

- 29 RCMP Officers
- 1 Civilian Officer
- 18 Municipal Employees

Outlined below is a brief synopsis of the rationale for the human resources requested. Beyond 2003, we list in their entirety the projected resources required for Richmond Detachment but the actual determination of priorities will be assessed on a year to year bases as we become able to evaluate our most immediate needs.

The RCMP are committed to provide resources as quickly as possible. Police resource approved by Council from the 2003 additional levels can be in place with in with in three months following the approval process.

The approval process through all three levels of government is three months. Once the approval is final, Division Staffing would identify a cadet per week. Within three months we could realize all resources on the ground.



29 Additional Police Officers - 1 Civilian Member

School Liaison Officers - 6 Additional Resources

Richmond Detachment's objective is to have one school liaison member in each secondary school. The need for six additional School Liaison Officers has been driven by the Ministry of Education's re-configuration of the structure for Secondary Schools in British Columbia. In 1996 the Ministry determined that the separation of Grades 8-10 and 11-12 was no longer necessary. Prior to this decision, there were four Senior Secondary Schools in Richmond that were provided with School Liaison Officers. This was an enhanced level of police service that Richmond City Council endorsed. However, with the amalgamation of Junior and Senior Secondary Schools in Richmond the workload for the Detachment's School Liaison Officers doubled.

Over the past six years, with the new configuration, it has become evident that the School Liaison Officers cannot meet the demand. This is due to the fact that the Detachment has only increased the number of School Liaison Officers by two to handle the re-configuration that established six additional client schools. The Detachment also continues to provide a Liaison Officer for Station Stretch (Re-entry school) and the Incentive School.

The value of having police officers in daily contact with youth cannot be overstated. Crime prevention, positive contact, early intervention and continued interaction are components of officer involvement within the schools. This service was initially designed to provide proactive policing within the school system. However, recent communication with school officials has clearly indicated that they have seen a degeneration of service to the point where the School Liaison Officers are simply reactionary.

The School Liaison Program was originally intended to provide positive, proactive, daily police interaction with youths in the Senior Secondary Schools. In the past six years this situation has proven to be unmanageable with current resources, furthermore, with the addition of McMath Secondary, the workload for the School Liaison Officers has increased substantially in the past few years.

In order to maintain the viability of the School Liaison Program, six additional resources are required over the next 5 years in order to provide an adequate

level of service.

Green Clean Team Program - 4 RCMP Investigators

Richmond detachment needed to move quickly in creating this unit to address the Grow House problem in Richmond. Over the past few months the Richmond RCMP Detachment has redeployed five existing resources to create the Green Clean Team. Four were taken from front line general duties and the supervisor position was created from traffic position. This team has been dedicated to proactive duties related to marijuana grow operations within the community. The success of this unit over the past few months pertaining to the detection and elimination of grow operations has significantly reduced the prevalence of grow operations in this community. Although this unit has had a significant impact on local grow operations, the fact remains that the criminal profits associated to marijuana grow operations still remains quite lucrative.

In order to maintain a proactive degree of enforcement in this area, it is necessary to deploy these resources full time to this initiative. To facilitate the allocation of full-time resources to the Green Clean Team an additional five RCMP officers are required. We do not anticipate this type of crime will go away, Richmond management will conduct an annual review of this program. Due to operational demands and other program resource needs, the secondment of these five officers is no longer viable and in order to maintain this unit, permanent resources must be provided.

Criminal Driving Behaviour Enforcement Team - 4 Traffic Officers

The dedicated unit would integrate its work with other RCMP Detachments, Municipal Police Services and other Traffic enforcement partners and target specific time periods for enforcement activities. This team would be dedicated to co-ordinating all enforcement related activities and working with all other partners in the initiative. Richmond management will conduct an annual review of this program.

Crime Analyst

The Richmond Detachment has been requesting the addition of a Crime Analyst position for over 5 years. In order to effectively implement problem oriented policing techniques we require a resource properly trained in crime analysis techniques. Our computerized systems capture enormous

amounts of crime related data and statistical information related to delivery of police services. However, in order to utilize this information appropriately we require a dedicated resource properly trained and experienced in statistical analysis and strategic planning techniques.

Over the past five years there has been an increase in the need for providing statistical analysis of crime data as well as the ability to provide information pertaining to the delivery of police services for strategic planning purposes. In order to properly evaluate the delivery of police services in the City of Richmond there is a definite need to have access to current and timely reports pertaining to local crime data. Furthermore, in order to assess the delivery of police services for the City of Richmond, the Detachment requires a resource with the appropriate knowledge, skills and abilities to conduct the required analysis of the data collected by our various systems to provide the pertinent information.

The addition of a Crime Analyst will significantly improve the ability of the Richmond Detachments Senior Management to assess and respond to criminal trends and activities within the City of Richmond. As well, the addition of a Crime Analyst will enable the Detachments Senior Management to respond in a timely manner to the increasing requests for information by City Departments and staff related to crime statistics and police service delivery data.

Front Line Service Delivery - 15 General Duty Officers

The projected population growth between the years 2001 to 2007 is 13,126 (Stats Canada Data, 2001). In order to maintain the appropriate level of front line resources to respond to calls for service within the City of Richmond, the General Duty compliment of police officers needs to be increased by 15 officers over the next 5 years, based on an officer to population ratio of 1 to 900 (the Canadian average for police to population being 1:544).

In order to maintain an adequate level of Uniformed Response personnel to handle the daily calls for service within Richmond, it has been necessary to routinely augment uniformed police resource levels on an overtime basis. This recourse is neither effective or efficient and the continued reliance on this means to provide adequate staffing levels of uniformed response personnel not only jeopardizes the safety of our officers, but creates an unacceptable level of risk management, in that we are relying on overtime

to constantly meet resourcing requirements.

18 Municipal Employees

In 1994 the Richmond RCMP Detachment had 150 police officers and 69 municipal employees. In 2002 the Richmond RCMP Detachment has 210 police officers and 69 municipal employees.

Rapid growth in computerization over the past seven years at the detachment has significantly increased the detachments efficiency and effectiveness in providing police services. However, with the dependency on computerization it becomes critical that system maintenance and reliability remain high. Also, as a result of the commitment and cooperation of the Richmond RCMP Senior Management towards the City of Richmond's strategic planning process and participatory management philosophy, there has been a significant increase in the area of administrative responsibilities and expectations for police personnel in administrative positions.

Department Assistant I

Over the past five years the administrative workload of the three Executive Officers at Richmond Detachment has consistently increased and can no longer be managed by the Executive Assistant to the Officer In Charge. In order to effectively manage the administrative workload of the Operations Officer and the Operations Support Officer the Richmond RCMP requires a Department Assistant to handle a variety of administrative duties as required by the Detachments two Inspectors.

This position will provide similar administrative support functions for the two Inspectors that the OIC's Executive Assistant performs, but will not be responsible for subordinate staff.

Clerk Typist III - 6 Clerks

There are two areas of police operations that have generated the need for additional municipal support that cannot be met with current resources. The administrative workload of the Detachment's Administration NCO requires the support of one full time Clerk Typist to manage the various administrative duties related to an organization with over 200 police personnel.

The second area of operations requiring additional administrative support is

our decentralized service delivery. With the implementation of Community Police Stations to enhance police service delivery, there is a need to provide the same clerical support at each of the Community Police Stations that is provided at the main Detachment.

Clerk Steno II (3) - CPIC Operator Clerk (1) - Records Management System Coordinator (1) - OSR Clerks (4)

With the exception of the addition of a Network Manager and a Network Services Assistant to handle the detachment's computerization/technology needs, there has not been an increase in Municipal Staffing levels for the past eight years to cope with the increased demands for support services in this area.

During this same time period police resources at the detachment have increased by 60 members. The increase in police resources are attributable to the City's Community-Based Policing initiative which saw the implementation of two community police stations and the additional responsibility of policing the Vancouver International Airport.

The RCMP is an 'intelligence based' organization by nature. With recent world events the focus on being 'intelligence driven' and information sharing with police and other enforcement agencies has increased dramatically. There is an aggressive move towards electronic data storage, retrieval and analysis to combat crime at the local, regional, national and international levels. Richmond detachment is the forerunner in this area because our business process was re-engineered to gain efficiencies in collecting, processing and availability of information on criminals, associates, property, vehicles and many other entities to our front line officers and partnering agencies within minutes. What used to take 3 to 4 months to process data for usage by front line officers now is available within minutes of receiving that information. The RCMP is moving towards an operational records management system with a full suite of integrated applications. We are presently testing one product and have not yet decided if the application is acceptable. As with any new implementations there are 'warts'. Two major 'warts' are related with the interfaces between three major systems, Computer Aided Dispatch/Records Management System and our Police Information Retrieval (legacy) System, resulting in efficiency losses. In the short and medium term, this has caused an increase in work load in our records unit

and supervisor in-car review process. The RCMP has been very generous in funding all aspects of the pilot testing. The reality is any records management system chosen will impact work load. Until the interfaces are clean and the full suite is implemented, four additional OSR Clerks will be required to handle the additional work load and a system coordinator who will need to be intimately familiar with the system to coordinate training, roll-out new modules, identify new applications such as JUSTIN and evaluate each stage of the implementation. I anticipate the enhancements to overcome the major issues will be a minimum of 15 months to two years. Presently the support has been coming from Division and National Headquarters team resources who will eventually withdraw to roll-out to other sites. The long term impact is that these resources are needed to assist supporting the projected increase in policing resources over the next five years.

The administrative demands placed on municipal staff, as a result of these additional police resources and services, have reached the point where our current level of municipal support is inadequate. The projected increases will increase the support staff inadequacies. Over the past eight years efficiencies have been implemented within the administrative services area which have accommodated previous service demands. However, the service levels resulting from the additional responsibility of policing the Vancouver International Airport and decentralized police service delivery, now require additional resources to provide clerical support. This is a critical resource need as current service requirements exceed administrative support levels and with the demands of Community Based Police service, projected population growth and increased client demands at the Vancouver International Airport, our service demands and expectations are creating a stressful work environment for our municipal support staff.

Youth Restorative Justice Resource

Restorative Justice is one of the Commissioner's priority youth programs. The program focuses on co-operation between the victim, offender and members of the community to come together in a safe environment to participate in the resolution of issues arising from the crime, often with the help of a fair and impartial third party. The RCMP supports one specific process, Community Justice Forums. This program directly supports Youth strategies set out by the RCMP and City of Richmond. Presently a

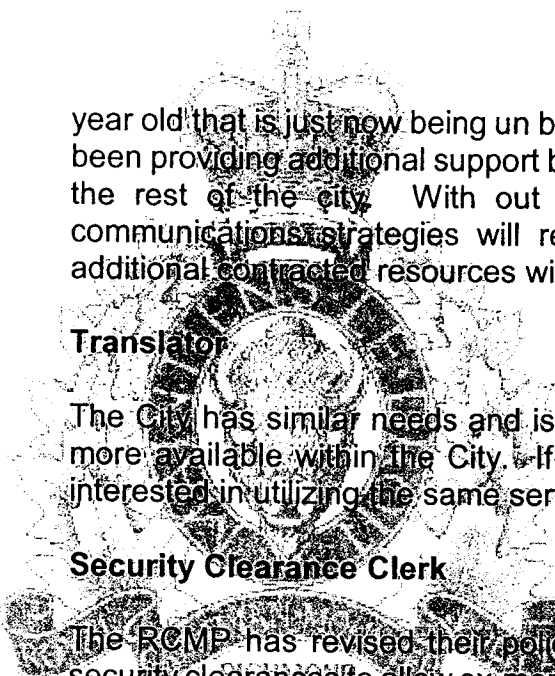
police resource has been seconded to start up the program. A resource is needed to coordinate the process. The program coordination is not dependent on a regular member. There maybe opportunities to use the second YIP resource being requested in this years additional levels.

Forensic Identification Section Technician

The strategy between the RCMP and lower mainland regional municipalities, including Richmond, to centralize selected support units may impact on this support service resource. The police resources will be funded from existing positions. Our tech position funding source may also be effected by this strategy. If the integrated unit position is funded from our existing position, then a new position will be needed to maintain tech support at the detachment. These duties provide direct support to front line services in the form of compiling electronic line ups and electronic composites, processing and preparing crime scene video tapes for court, processing of fingerprints, to mention only a few. If not supported the duties would have to be performed by regular members.

IT support

Richmond detachment is the forerunner in this area because our business processes were developed to gain efficiencies in collecting, processing and availability of information on criminals, associates, property, vehicles and other entities to our front line officers and partnering agencies within minutes. We are focused on being an 'intelligence driven' police agency to better combat criminal activity and create a more safe/livable community. The introduction of in-car terminals, computer aided prisoner booking systems, electronic property tracking, electronic finger print scanning, the move to an electronic records management system, and the recent move to sharing information with two other police agencies, our IT department has become more involved in the first level trouble shooting of these systems. The City network in the detachment has expanded. Richmond detachment has a number of remote sites housing a significant number of personnel. Communications and training between these areas is a continuous challenge. Development and implementation of strategies to enhance audio/video linkages between the remote sites for more efficient communications and training has been slow because our IT support staff are over burdened with day to day IT issues. There is equipment 6 months to a



year old that is just now being unboxed and put into circulation. City IT has been providing additional support but it is limited due to their commitments to the rest of the city. Without increased support, new initiatives and communications strategies will remain inefficient. Police resources or additional contracted resources will need to be considered.

Translator

The City has similar needs and is exploring avenues to make this service more available within the City. If this becomes reality, we would be very interested in utilizing the same service.

Security Clearance Clerk

The RCMP has revised their policies relating to the work to be done on security clearances to allow ex-members of the Force to do this type of work. This could be either an ex-member on contract or a City resource with the applicable qualifications, similar to our Court Liaison positions.

Additional Impacts on Resource Strategy

The move of the police Telecommunications center moving to E-Comm centralized dispatch is set for January 15th, 2003. Any resource recovery due to the move could be used to offset some of the above resource needs. The two areas likely impacted are the telecommunications operator group and the front counter complaint takers group. There are 12 communications centre positions that are being eliminated with the move to E-Comm. Additionally, one supervisor and three front counter positions will be deleted in time due to the changes in the way business is being done.

The finance and administration area will be examined for resource efficiency gains and if any residual positions can be re-directed to any a/n positions.

There may be other human resources that exist in other departments within the City that may provide an opportunity to offset our needs over the next five years. I know in 1994 and again in 1997 there was some restructuring that resulted in available resources that were used in other city departments that were under similar

pressures of expansion at the time.

These projected resource levels will continue to be impacted by the Assistant Commissioner Gary Forbes and his group's centralization resource strategies in discussions with the City. "E" Division HR, at the direction of the Commanding Officer of the Pacific Region and "E" Division, is also looking at strategies to contract retired members to provide additional levels of resources to offset the 'baby boomer' exodus phenomena that is presently effecting all aspects of Canadian business and society.

Additional Financial Projections 2003-2007

A significant increase in vehicle and fuel costs will be incurred over the next 5 years based on the projected increase of police personnel. It is estimated that an additional 13 police vehicles, two of which have been funded with Council approval for the Criminal Driving Behaviour Enforcement team, will need to be acquired to provide an adequate ratio of transport for an increase of 29 police officers. The approximate cost of a fully equipped police vehicle is \$37,500 which will therefore require an annual increase of approximately \$90,000 per year in our vehicle budget.

Based on our current rate of consumption for fuel, our fuel budget will have to be increased substantially as it has not been properly adjusted over the past few years to reflect the increased cost of fuel and our annual consumption rate. Currently the year end forecast for our fuel budget will exceed the budgeted amount by over \$235,000.

Comments

The Richmond RCMP Detachment prepared a 5 Year Business Plan in 1996. With the City of Richmond's Strategic Re-engineering Plan, the Richmond Detachment's plan is being modified and updated to align with the City's Key Success Factors.

Each of the additional resources that the Richmond RCMP require directly support one or more of the Core Strategies the City of Richmond has identified in its Strategic Plan. The Richmond RCMP fully supports, and the requests submitted endorse, the City of Richmond's strategic initiatives. Current resource requests are in alignment with the strategic values and goals of the City of Richmond.

Appendix 'A'



Additional Resources - Projected Costs

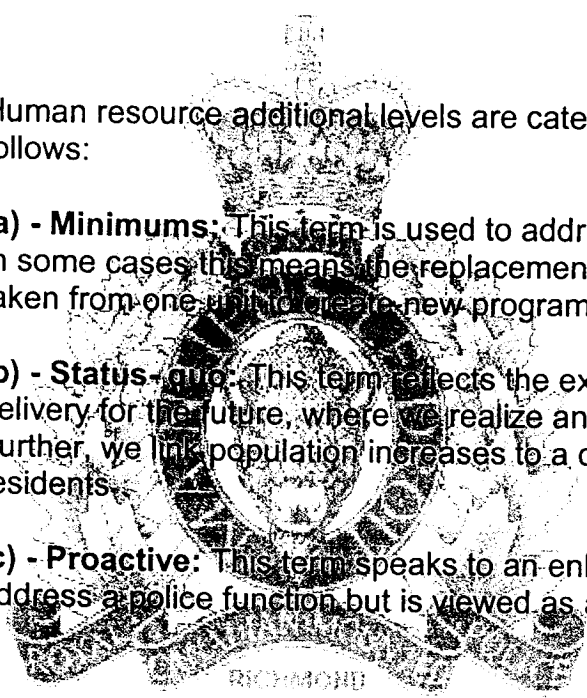
Police Officers

Year	#	Position	Salary	Total
2003	2	School Liaison Officers (b)	* \$137,231	\$274,462
2003	4	Green Clean Team Officers (a)	* \$137,232	\$548,928
2003	4	Criminal Behaviour Officers (c)	\$104,000	\$416,000
2003	1	Crime Analyst (a)	\$63,619	\$63,619
2004	5	Police Officers- Operations (a) & (b)	\$104,000	\$520,000
2005	5	Police Officers- Operations (a) & (b)	\$104,000	\$520,000
2006	5	Police Officers- Operations (a) & (b)	\$104,000	\$520,000
2007	4	Police Officers- Operations (a) & (b)	\$104,000	\$416,000
		<i>* includes one time capital costs</i>	TOTAL	3,279,009

Note: \$104,000 represents the total municipal costs. Years 2004/2007 represent an average cost per member. Costs maybe adjusted due to salary increases, fringe benefits, and operational costs.

Municipal Employees

Year	Position	#	Salary	Total
2003	Department Assistant 1 (a)	1	\$50,909	\$50,909
2003	Clerk Typist III (a)	1	\$44,602	\$44,602
2004	Municipal Employee (a)	4	\$60,000	\$240,000
2005	Municipal Employee (a) & (b)	4	\$60,000	\$240,000
2006	Municipal Employee (b) & (c)	4	\$60,000	\$240,000
2007	Municipal Employee (c)	4	\$60,000	\$240,000
	<i>*includes one time capital costs</i>		TOTAL	\$1,055,511



Human resource additional levels are categorized into three request levels as follows:

(a) - Minimums: This term is used to address actual minimum resource levels. In some cases this means the replacement or back-fill of resources that were taken from one unit to create new programs of urgent need.

(b) - Status quo: This term reflects the existing state of affairs relative to service delivery for the future, where we realize an anticipated growth in population base. Further, we link population increases to a defined ratio of 1 officer for every 900 residents.

(c) - Proactive: This term speaks to an enhanced service delivery that may address a police function but is viewed as a preventative action.