



CITY OF RICHMOND

REPORT TO COMMITTEE

TO: Community Safety Committee
FROM: Shawn Issel
Manager, Divisional Programs

DATE: May 7, 2001

FILE: -

RE: Community Safety Vision and 2001-2003 plan

STAFF RECOMMENDATION

THAT the draft Community Safety Division 2001-2003 plan, be endorsed.

AND THAT staff be directed to continue with Phase II as outlined in the staff report.

A handwritten signature in cursive script, appearing to read "Chuck Gale".

Chuck Gale, P. Eng.
General Manager, Community Safety

STAFF REPORT

ORIGIN

Council's has established community safety as its first priority. When the Community Safety Division was created earlier this year Council indicated that the development of a vision for community safety, and a long term Community Safety plan, be given a top priority.

This report sets out staff's proposal for establishing a *Community Safety Division 2001-2003 plan*.

The purpose of this report is to initiate a dialogue with Committee regarding the Community Safety Division 2001-2003 plan and to receive their input and direction into our planning and implementation process.

FINDINGS OF FACT

The Community Safety Division is comprised of four departments - RCMP, Fire/Rescue, Emergency & Environmental Programs and Community Bylaws. These four departments existed prior to the creation of the new Division earlier this year and resided in three separate divisions. Processes and procedures are in place for delivering services and interacting with the community, but are unique to each department. They do not yet have the benefit of a divisional flavour or context.

In the Community Policing Communications Strategy report to Council, February 12, 2001, R01/3-16 Resolution 3 stated:

That the public awareness campaign include public information/consultation meetings designed to introduce the new Community Safety Division and seek input in developing the overall vision for delivery of public safety services.

In developing this initiative, staff took this direction of Council into consideration, and have developed the proposal so as to include a community participation component.

PROPOSED PROCESS

The undertaking to develop a plan for community safety *with community input*, is a significant undertaking. It is also one with which staff are unfamiliar. As a consequence, we are proposing a phased approach, giving all participants the opportunity to adjust subsequent phases to accommodate learnings from earlier stages. We have developed a three phase approach, as follows:

Phase I - Preparation

- Developing a draft 2001-2003 Plan for the Community Safety Division that is relevant to Richmond's needs.
- Laying out, with the assistance of the Manager, Communications, a communications strategy and a program for community input planned for implementation in Phase II.

- Planning a program of development for the management team focusing on the needs and expectations of our stakeholders
- Developing a program to identify best practices in all aspects of Community Safety

Phase II – Community Input

- Provides for direct involvement of the community and stakeholders so as to hear about their perceptions of community safety and how it could be improved.
- Implementing the Management Team Development Program

Phase III – Development of a 2001-2003 plan for Community Safety

- Incorporate the input from stakeholders and the community into the final version of the plan with supporting strategies and actions.

Phases II and III can not be detailed until Committee have provided their input. Consequently, this report is structured so that discussion can take place principally regarding the content of Phase I. Reports on the subsequent phases of the project will be brought forward by staff for direction by committee before each phase begins. In addition, status reports will be provided at the completion of each phase.

Phase I – Draft 2001-2003 Plan

The draft 2001-2003 Plan is a first attempt at consolidating the work done up until this point into one document. The purpose of the document is to seek direction and input from committee on the three key components - the Long Term Goal, Guiding Principles and proposed initiatives of the plan, before beginning the next phase of the process.

Guiding Principles

As a first step in establishing the new direction, the Division's management staff has had ongoing discussions regarding the concept of community safety. These discussions initially focused on Council's expectations for Community Safety when the new division was created. They included:

- seeking input from the community
- adopting an integrated approach to service delivery
- working collaboratively with other agencies
- increased accountability for cost centres
- adopting a proactive customer service philosophy

Based on these points, a set of "Guiding Principles" was drafted, which steer the Division in its quest to develop a 2001-2003 plan for the Community Safety Division.

Long Term Goal

The Long Term Goal was developed by General Manager, keeping in mind Council's expectations for the Community Safety Division:

"A community where everyone takes responsibility for the safety of people and property"

It attempts to take a balanced approach whereby reactive services are preserved, while placing a greater emphasis on prevention. It also recognizes that the perception of how safe a community is, by the people that live and work there, is enhanced when people take responsibility for the safety of themselves and others.

2002-2003 Initiatives

A group of proposed initiatives has been identified by the management team in support of the long term goal. Each initiative has been identified as having a significant impact on the Division's programs and services. It is staff's intention to develop these initiatives more fully based on input from the Committee and the community.

The draft "Community Safety Division 2001-2003 plan" is attached for Committee's review. Staff anticipate direction to revise or endorse the plan, as it will form the basis for subsequent phases.

Phase I - Initial Steps

Staff are currently working on a framework for a planning process which will concentrate on several key components; a process to involve the community in the visioning process, developing our management team and undertaking a program to identify best practices in different areas of community safety, such as Fire/Rescue, policing, bylaws, emergency programs, etc.

Historically, life-safety and protection of property issues have been taken very seriously by a community. In order to determine needs and priorities, we need to find out what the community thinks makes a 'safe community', and their issues and concerns regarding public safety. Initially, we propose doing this through a series of focus group sessions, which will include key stakeholders groups, such as: the Community Safety Committee, Community Safety Advisory Committee, the Seniors' Advisory Council, the Youth Advisory Council, as well as randomly selected focus groups from which we can use the input to refine and finalize the plan.

We see the success of any initiative to develop a plan for Community Safety depending upon the ability of the management team and Council to build a relationship with all stakeholders, and most importantly, the community. However, our divisional team has just begun to work together. They have not yet reached a point where team members are fully aware of each other's services or the issues and concerns in each area, and they are just beginning to function as an integrated team. We anticipate using a consultant to help us develop and deliver a program that focuses on customer service, and reflects appropriate strategies for managing the needs and expectations of our key stakeholders.

Extensive work needs to be done to research trends in different aspects of community safety, looking at other communities which have established successful programs. Using the guiding principles to focus on those aspects of community safety we wish to enhance.

Scheduling

The following table outlines a tentative schedule for the completion of the visioning project. Once the framework for the community participation is complete staff will have a better understanding of the scope and timing of Phase II. Committee will be kept informed if the schedule needs to be adjusted.

Phase	Completion	Deliverables
Phase I	November, 2001	<ul style="list-style-type: none"> ▪ framework for communications strategy and community participation ▪ Best Practices strategy developed ▪ program for management team development
Phase II	February, 2002	<ul style="list-style-type: none"> ▪ meetings with key stakeholder groups completed ▪ focus group sessions completed ▪ data from groups analyzed ▪ Best Practices strategy implemented
Phase III	April, 2002	<ul style="list-style-type: none"> ▪ 2001-2003 plan for Community Safety Division

FINANCIAL IMPACT

A funding source for Phases I and II of the project has been identified within the Community Safety Division budget.

CONCLUSION

Council has made a significant commitment to community safety in Richmond through the creation of the Community Safety Division. The model, which integrates the delivery of services is breaking new ground.

The development of the vision and 2001-2003 plan for the division is an ambitious project. The significant community participation component will need to be carefully managed to ensure

May 7, 2001

- 6 -

expectations are met. Ongoing work with the management team will be required to ensure an integrated approach to stakeholders needs is developed.

The ongoing support and direction of Committee will be needed to ensure this project is successfully completed.

A handwritten signature in black ink, appearing to read "Shawn Issel". The signature is fluid and cursive, with the first name "Shawn" being more prominent than the last name "Issel".

Shawn Issel
Manager, Divisional Programs



CITY OF RICHMOND

Community Safety Division 2001 – 2003 Plan

44

DRRAFF

**Community Bylaws
Emergency and Environmental Programs
Fire-Rescue
Police**

October 1, 2001

Table of Contents

PREFACE	3
CHALLENGES AND ISSUES FOR THE COMMUNITY SAFETY DIVISION	3
COMMUNITY SAFETY DIVISION GOAL	4
GUIDING PRINCIPLES	5
INITIATIVES FOR 2002-2003	7
2001 WORKPLAN	8

PREFACE

The development of the Community Safety Division 2001-2003 Plan is part of Council's ongoing commitment to public safety. Richmond City Council identified public safety as the top priority for their Council Term Goals to ensure a more integrated approach to the delivery of public safety services to the community.

As a result of this priority, the Community Safety Division was created by Council in Spring, 2001. The Division was created by consolidating the City departments - Community Bylaws, Emergency & Environmental Programs, Fire/Rescue and RCMP responsible for public safety.

The Community Safety Division 2001-2003 Plan is the next step in fulfilling of Council's goal for public safety. The 2001-2003 plan identifies priority areas and initiatives which will ensure the service delivery of public safety related programs and operations are relevant, effective and based on the needs and priorities of the Richmond community.

CHALLENGES AND ISSUES

The Community Safety Division is facing many of the same challenges as other City departments. Community growth and urbanization, changing demographics, downloading from other levels of government, and the expansion of YVR have impacted the ability of the Division to provide service.

The public tends to take for granted the public safety services they receive, while at the same time there is a heightened expectation for service. The public expects an immediate response when they call for service, this becomes increasingly difficult to provide when managing limited staff resources.

We have in the past been viewed as the 'experts', with the public taking for granted that their public safety service providers knew which programs and initiatives would be most effective. This perspective is changing, there is a growing realization by the Division and the community, that public input is critical in determining the most effective public safety strategies. The challenge will be developing the mechanisms for receiving this input.

How well prepared is the public to deal with emergencies? There is a higher reliance on skilled personnel in urban areas (there are fewer members of the general public skilled in CPR or First Aid), than in rural communities where people may be more aware of what they can do in the event of an emergency. How can we better prepare the public to deal with emergencies?

The Division is well prepared for everyday emergencies, but not for a large scale emergency. Some of our facilities are inadequate and corporate and community preparedness needs improvement. With the public safety departments coordinated under the Community Safety Division we have the opportunity to become leaders in this area.

COMMUNITY SAFETY DIVISION GOAL

Statistics show that Richmond is a safe community. We respond to everyday emergencies quickly and efficiently. However just one incident in a neighbourhood can affect people's perception of how safe each of them feels.

47

The traditional reactive approach to public safety deals with incidents once they have occurred. In order to go a step further the Division believes it is necessary to develop a balanced approach which ensures the delivery of reactive services are maintained, while putting a greater emphasis on the identification of the root causes of crime, fire and medical emergencies, and developing programs for prevention.

Keeping in mind Council's direction to ensure services are delivered based on the needs and priorities of the community, the development of programs and services which give members of the community more ownership and control over their personal safety is embodied in the Community Safety Division's long term goal, which is...

"A community where everyone takes responsibility for the safety of people and property"

GUIDING PRINCIPLES

The Guiding Principles were developed based on discussions with Council regarding their expectations for the Community Safety Division. They are intended to focus staff on developing programs and services which support the goal of the Community Safety Division.

Community Involvement

Community participation is the key to determining what a safe city looks like. People have a 'perception' about the level of safety in their community. People have a sense of ownership about their community or neighbourhood, and when something such as a 'grow-op' occurs, there is a sense of vulnerability and a loss of control which results in anger and frustration. Active participation in community safety programs by the people that live and work in the community, will enhance that sense of ownership and control, and engender a more cooperative approach between the community and the Division.

Consideration must be given to the representation of groups which may be perceived as 'at risk', i.e. seniors, youth, etc. We must be aware of the cultural diversity within the City and ensure obstacles such as language, customs, or fear of authority figures by other cultures are overcome.

Integrated Approach

In the past, Community Bylaws, Emergency & Environmental Programs, Fire/Rescue and the RCMP resided in four separate divisions. Each department had their own programs and services. The opportunity to identify common issues and concerns was infrequent and each department tended to function in isolation. With the creation of the Community Safety Division we now have the opportunity to be more open to new ideas, looking at service delivery in different ways (partnership, volunteers, contracts, revenue sources).to develop a more integrated approach to service delivery.

There are other components to community safety beyond what our division is responsible for, i.e. health, building inspections, urban development, BC Ambulance Service. The Division needs to be "smart" in how we work together; and how we interact with different levels of government and outside agencies. Building partnerships with other departments or agencies will allow our programs to become more comprehensive, and encourage open communication.

Prevention

There is a reactive component to each departments' mandate - the RCMP, Fire/Rescue and Emergency Programs respond to emergencies, Community Bylaws and Environmental Programs enforce regulations. There will always be the need for this reactive component, but the ability to keep up with the demand for service expected by the public is becoming more challenging.

A fundamental shift in focus from reactive to prevention strategies is occurring within the Division. Recognizing that solving long-term problems by dealing with the root causes, instead of reacting to the symptoms is a more effective approach the Division will continue to develop and implement strategies for preventing incidents before they occur.

Accountable

The combined budgets for Fire/Rescue and the RCMP alone make up almost one third of the City's annual operating budget. Key stakeholders should have the assurance that the money being sent on Community Safety programs is well spent. The Division needs to be able to publicly demonstrate it is well-managed. Resources should be rationalized to ensure the delivery of programs is coordinated.

Being accountable to the community as a whole for the programs and services delivered, means being able to gauge the public's needs and priorities through a 'barometer' of community safety – measuring facts and the perception of the community about public safety. A good example might be identifying how many people in Richmond feel safe going for a walk in their neighbourhood in the evening.

Responsive

Issues are often those that are current, coming to the forefront of public attention very quickly. We have to be responsive and flexible when an incident occurs, dealing with community concerns for the next few weeks or months after an incident that could potentially lessen the community's sense of safety.

Community Involvement

- **Volunteers** – There are a large number of volunteers used in different departments in Community Safety. There is an opportunity to use this resource more effectively. Volunteers could be used to take the Community Safety message out into the community both formally and informally, e.g. Community Safety Ambassadors. Explore creation of a divisional coordinator.
- **Neighborhood Approach** – possibility of pilot program linked to Corporate Neighbourhood Program.
- **CSAC (Community Safety Advisory Committee)** – explore possibility of establishing an advisory committee which has a mandate to advise on a broad range of community safety issues.
- **Education** – Identify opportunities for prevention education in the community, and link to the Community Safety Communication Strategy.

Integrated Approach

- **New Community Safety Stations as neighborhood Centres of Excellence** – This is an opportunity to integrate Community Safety service delivery, by incorporating Community Police Stations and community meeting space into the building of new Fire Halls into the planning stages of new facilities, make them places where people in neighbourhood want to come. For example, in Burkeville children go to the Firehall to use pop machine and buy chocolate bars.
- **RCMP CCG's (Community Consultative Groups)** – consider expanding the mandate of the CCG's to become Community Safety CCG's
- **Special Events** – establish procedures for a coordinated approach to all special events, e.g. Halloween, Chinese New Year, etc.
- **Arson Task Force** – investigate possibility of a Divisional Task Force
- **Fire/Rescue at MVA's** - RCMP to investigate Fire/Rescue assuming some policing functions (record keeping) at MVA's
- **Emergency planning and preparedness** – expand on the integrated approach
- **Joint training** – investigate opportunities for joint training, e.g Incident Command Training

Prevention

- **Riskwatch Program** - a safety prevention program targeted at elementary school children. This will be proposed as a joint initiative with Fire Prevention and RCMP School Liaison officers.

- **Children's Safety Village** – long term initiative which identifies the development of a 1/3 scale village where first aid, cpr, earthquake preparedness, Water safety activities, ie. Boat use – life jackets, how to operate vessel. Gear to Richmond use, Recycling education,– Track for defensive driving, skid control, etc for staff to practice – retired personnel involvement, etc could be taught. Sponsored by various businesses, using coop students, community volunteers. In mock-up environment the consequences of incidents could be captured. Potential for city's investment in project – small
- **Environmental Management Strategy** - a program designed to establish priorities relating to environmental strategies and initiatives for Richmond.

Accountable

- **Performance Targets** – the Division Stats Team drafted a work program, which identified a quarterly report and Annual Report, as the first initiatives which will form one component of benchmarking where we are now and identifying targets for improvement.
- **Monitoring system** for emergency, home protection – investigating opportunities to provide a new level of security, new communication link. Response times could be ahead of conventional form, acting as alifeine to responders. The cost could be user pay if beyond what is normally provided.

51

Responsive

- **Noise complaints** – investigate possibility of Fire/Rescue attending complaints to reduce response time to calls
- **Graffiti** – working with the cross-divisional team to develop an approach to eliminate graffiti promptly and identify offenders for prosecution