



To: Community Safety Committee  
From: Rendall Nasset  
Officer In Charge,  
Richmond RCMP Detachment

Date: October 26, 2010  
File: 09-5000-01/2010-Vol 01

Re: **RCMP Three Year Strategic Plan 2011 – 2013**

**Staff Recommendation**

That the report dated October 26, 2010 from the Operations Officer, Richmond RCMP and the attached report from the Officer in Charge, Richmond RCMP Detachment entitled "RCMP Three Year Strategic Plan 2011 – 2013" be received for information.

Rendall Nasset  
Officer In Charge, Richmond RCMP Detachment  
(604-278-1212)

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b> 		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input type="checkbox"/>	NO <input type="checkbox"/>

## **Staff Report**

### **Origin**

On May 11, 2010 the Officer in Charge of the Richmond Detachment made a commitment to the Community Safety Committee to develop a three year Strategic Plan.

### **Findings of Fact**

The Richmond RCMP Detachment is continuously challenged with making the best use of human and financial resources to remain proactive and responsive to diverse and dynamic public safety needs. Our financial and human resources have also been taxed heavily in responding to increasing demands in service and service level expectations that result from continued population growth and diversity within the City and across the Lower Mainland.

The Richmond Detachment has faced many challenges in recent years. Changes in legislation and government policy, court decisions, technology requirements and increasing complexity of the policing and investigative environment in which the Detachment operates.

More than ever there is a need for consistent and timely measures to increase the public's awareness of the effects of crime on the community, engage the public as partners, and perhaps most importantly, reduce the level of crime.

To ensure our policing efforts are successful, we must not only adopt a strategic and tactical focus on key policing priorities, but also commit to examining and realigning our resources on an ongoing basis.

This strategic plan outlines the overarching policing priorities, action planning objectives, potential indicators, and strategic initiatives developed by Richmond Detachment to provide an effective police service. Proactive planning is essential to clarify objectives and action plans, to identify areas where resources could be used more efficiently and to improve coordination across programs and services. The selection of priorities allows us to strategically-focus on enhancing public safety in critical areas. Our ongoing crime reduction strategies will focus on the priorities identified within the strategic plan. Additionally all Richmond Detachment members will focus projects and daily activities to ensure the five identified strategic priorities are highlighted and addressed continuously.

### **Analysis**

See appendix "A" from Superintendent Rendall Nessel, Officer in Charge, Richmond Detachment.

### **Financial Impact**

There is no financial impact of the report at this time.

## Conclusion

The strategic planning framework that follows establishes the direction and scope of the Richmond RCMP's organization over the long term. This document outlines important information regarding the key objectives, strategic priorities and management strategies for the improvement of police services over the next three years. As such, it has significant implications on the human, physical and financial resources that will be required to see the plan through to fruition. The Strategic Framework will also allow us to modify our objectives as the environment evolves.

It is intended to provide all Richmond RCMP employees with a common framework or roadmap as we move towards achieving our ultimate vision of Safe Homes, Safe Communities. It will establish a level of consistency within the activities undertaken across the Detachment.



Deanne Burleigh  
Operations Officer  
Richmond Detachment  
(604-278-1212)



## **RCMP Richmond Detachment**

### **3 Year Strategic Plan**

**2011-2013**

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## **DETACHMENT COMMANDERS INTRODUCTION**



This three year strategic plan has been created with input from a myriad of sources both internal and external to Richmond Detachment. It is meant as a road map to guide and enhance existing policing services. It will not replace existing services and partnerships, rather it will build upon them and focus enforcement, education and prevention in areas supported by public desire, police officer awareness and statistical analysis.

This plan will identify the 5 strategic priorities that will serve to assist the detachment in providing quality and effective policing to the community in an environment of continuous change. As the Officer in Charge of Richmond Detachment I am pleased to present the Richmond RCMP Strategic Plan for 2011-2013. Our focus for the next three years will be on: Youth, Community Engagement, Property Crime, Traffic Enforcement and Organized Crime.

I am proud of the continuous efforts put forth by the Richmond Detachment in collaboration with the citizens of Richmond. It is a unique community: culturally diverse, multi-lingual, rich in opportunity and receptive to change. It is my belief that by using this Strategic Plan as a road map, our community will become safer and better able to prevent crime before it occurs.

I encourage you to read the 2011 -2013 Richmond RCMP Strategic Plan in it's entirety and challenge you to become part of the future.

Superintendent Rendall Nasset  
Officer in Charge  
Richmond Detachment

## EXECUTIVE SUMMARY

The members of the Richmond Detachment of the RCMP are committed to working in partnership with the citizens of Richmond to achieve the goal of "Safe Homes and Safe Communities". To assist in the development of this Strategic Plan, we consulted with various stakeholders in the Community. It was through this consultative process both externally and internally that the policing priorities for 2011 through 2013 emerged.

The Policing priorities that have been established are areas of mutual concern and require a focused policing effort to achieve meaningful and measurable results. These priorities are not an indication of all the policing that the Richmond RCMP do - they have been established to enhance core service delivery (core service delivery is police response to calls for service vs enhanced service which would include pro-active and preventive policing).

The Strategic Plan for 2011-2013 is intended to provide Richmond RCMP and the community it serves with a Road Map for enhanced service delivery over the next 3 years. The Strategic Plan is built on the foundations of the City of Richmond's vision, the Richmond Detachment's mission statement and the RCMP's National and Divisional priorities. Through the collaborative process employed, five local priorities have been identified:

- 1 - Youth
- 2 - Property Crime
- 3 - Community Engagement
- 4 - Traffic Safety
- 5 - Organized Crime.

The plan calls for the building of strong and enduring relationships with other public safety agencies and community stakeholders with a committed focus on the unique needs of the City of Richmond. The City of Richmond is, and continues to be, a growing and ethnically diverse community of more than 185,000 people with a projected population in five years in excess of 250,000. Transportation and technology advances have enabled crime and criminals to remove boundaries. The integration of task forces, units and services with other enforcement partners throughout the district, the lower-mainland and the province allows the Richmond RCMP to optimize its own resources with additional access to other resources, expertise and intelligence enabling it to achieve success in solving crimes that are cross jurisdictional.

Technological advances have led not only to more sophisticated levels of crime but also to further demands on limited resources and subject matter experts. It is imperative that police be led by sound intelligence to ensure that the most effective use is being made of police resources to address both crime reduction and the reduction of public fear of crime. Richmond Detachment has, and continues to embrace crime reduction

strategies to monitor, analyze and target crime. The analysis of crime data is pivotal in achieving success with the crime reduction strategies. Richmond Detachment is in the forefront of crime analysis with two civilian members dedicated to analytical support of police operations.

It is also recognized that the general public plays a significant role in assisting with keeping Richmond neighborhoods safe. The Richmond RCMP is committed to the philosophy of Community Engagement and will continue to champion new ways of becoming more engaged with the community it serves.

By embracing the Strategic Plan the members of Richmond Detachment are affirming their accountability to the residents of Richmond. The Strategic Plan provides direction to the police officers with respect to current and projected needs of the community.

The Richmond RCMP is very fortunate to receive tremendous support from the City of Richmond, its residents and the hundreds of RCMP volunteers across the community. The Richmond RCMP embraces the challenges that lay before it and are proud to work with the community in continuing to provide the safest and most liveable city for its residents to enjoy.



## MISSION STATEMENTS

The Richmond RCMP actively supports the City of Richmond's vision to be the "most appealing, liveable, and well-managed community in Canada." We also support the City of Richmond's 5 Strategic priorities for 2008-2011 (People; Planning, Prevention and Preparedness; Emergency Response; Investigation and Enforcement and Collective Partnerships).

Richmond Detachment Officers, employees and volunteers all share the mission, vision and values of the RCMP nationally. We have also identified a local mission statement taking into account the priorities of Richmond as a community.

### Richmond RCMP Mission Statement

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.

### Mission Statement of the Royal Canadian Mounted Police

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.



## **CORE VALUES & CORE FUNCTIONS**

The Core Values of the members of the Royal Canadian Mounted Police are:

**CORE VALUES:** Integrity  
Honesty  
Professionalism  
Compassion  
Respect  
Accountability

The Core Values recognize the dedication of all RCMP employees and guide their individual behaviours

The Core Functions of the RCMP are:

**CORE FUNCTIONS:** Maintenance of the peace  
Enforcement of the laws  
Prevention and Reduction of crime  
Protection of the public  
Intelligence  
Provision of quality service & investigations

Richmond Detachment strives to enhance these primary Core Functions through:

Client Centered Customer Service  
Localized Service Delivery  
Strategic Partnerships  
Effective Deployment of Resources  
Intelligence Led Policing  
Integrated Policing  
Community Involvement and Leadership  
Root Problem Solving  
Employee Wellness  
Commitment to Continuous Learning  
Accountability in Management and Investigations

## National, "E" Division and District Priorities

### Lower Mainland District Priorities



### "E" Division Priorities



### National



## STRATEGIC PRIORITIES

Richmond RCMP's commitment to the goal of maintaining "Safe Homes and Safe Communities" is supported by this three year Strategic Policing Plan. The Richmond RCMP's Strategic Priorities address the needs of the City of Richmond and are balanced with the priorities established at the District, Provincial and National level of the Royal Canadian Mounted Police. The local priorities were established after a lengthy review of the raw data collected through a consultative process (fully described in the next section). The Richmond RCMP Detachment Strategic Priorities for 2011 - 2013 are:

**Youth** This priority focuses on the prevention and reduction of youth involvement in criminal activity and the criminal justice system, both as victims and offenders. The Richmond RCMP are aiming to create an environment where youth can interact and develop in responsible and productive ways.

**Community Engagement** This priority emphasizes partnerships between police, the community and other community agencies and resources with the goal of proactive mutual problem solving. Increased visibility and a commitment to establish relationships and develop trust are key factors in this priority.

**Property Crime** This priority aims to reduce property crime related incidences (for example: auto theft, break and enter, theft and fraud). Prevention, education, and the implementation of intelligence led proactive policing initiatives are the foundation of this strategy, all supported through the implementation of Crime Reduction Strategies based on data analysis.

**Traffic Safety** The goal of this priority is to reduce the number of motor vehicle collisions and associated injuries. The emphasis of this strategy is placed on prevention through combined enforcement, education and problem solving.

**Organized Crime** This priority focuses on intelligence led policing to identify criminal groups and utilize resources to target and reduce the impact of these groups on crime and the community.

## METHODOLOGY

The development of the Richmond RCMP's current three year Strategic Plan included direct consultation and participation by City of Richmond officials, Richmond RCMP Management and key partners in the community. It also included the participation of all Richmond RCMP employees including regular members, municipal employees and volunteers. The residents of Richmond were also invited to participate by completing a survey. The overall process was led by a strategic planning committee and a sub-committee that represented all categories of employee at Richmond RCMP Detachment. The plan was then drafted and delivered to the Officer in Charge of Richmond Detachment for his review and approval. Once approved by the Officer in Charge the plan was presented to Richmond City Officials for their review.

Key steps involved in the formulation of the Plan are listed below:

### Background and Review

The planning process began with a review of several documents obtained from the City of Richmond, National RCMP, Provincial RCMP, District and local Richmond RCMP resources. Some of the relevant documents reviewed were:

- City of Richmond Corporate Plan
- Richmond Law and Community Safety - Strategic Plan
- City of Richmond Law and Community Safety Planning discussion documents
- Ministry of Attorney General Statistics - Police Crime
- Richmond Policing Services Plan
- National RCMP Environmental Scan
- E- Division RCMP Environmental Scan
- RCMP Lower Mainland District Strategic Plan
- PRIME - Police Records Information Management Environment
- Policing Plans from various jurisdictions throughout Canada.

### Dialogue with City Officials and Key City Staff

Throughout the previous year there has been open and bilateral communication between the Mayor, Council, City managers, City staff and the RCMP Strategic Planning Committee. Informal and formal discussions with respect to time lines and expectations of the Strategic Policing Plan were held regularly and all relevant discussions or revelations were included in the development of the plan.

## Targeted Focus Group Session

Key Stake holders and Client partners were identified within the community and invited to participate in a forum held on May 13<sup>th</sup>, 2010. Participants included Richmond General Hospital, Touchstone, the Multi-cultural Advisory Committee, ECOMM, Coast Guard, Transit Police, Steveston Harbour Authority, BC Ambulance Service, Pathways, Mental Health and Addictions, Cadillac Fairview, Intercultural/Senior Advisory Committee, BC Gaming, YVR and the Richmond Chamber of Commerce. Open and frank dialogue was fostered in response to key questions that revolved around Richmond RCMP service delivery. Fundamental input for consideration was received from these client partners with regard to what the Richmond RCMP is doing well, where service delivery can be enhanced and what new initiatives could be considered for implementation.

The following summarizes the recurring themes which emerged during these discussions :

### **Q: What is the RCMP doing well and what would you like to see continued?**

The group indicated that currently there are successful partnerships in place with commitments to ethnic diversity through membership and action. Positive involvement with Richmond Youth and the community itself was also identified.

### **Q: What can the RCMP do to enhance their service delivery to your organization?**

A desire by the group to further strengthen existing partnerships and further increase community involvement was noted. Increasing police visibility was also a recurrent theme as was the need for better and more effective communication and relevant education to a growing ethnically diverse population. There was an expressed need for more Senior RCMP representation sitting on RCMP diversity committees.

### **Q: What new initiatives would you like to see the RCMP explore?**

The group held a desire to see more members embrace the community as their own both in terms of living here and establishing personal connections here. The group expressed a need for the RCMP to use technology to more effectively communicate prevention and education programs to citizens. There was an expressed desire for increased foot and bike patrols to enhance community engagement. The group identified a need for better links to, and more effective use of, media both to accurately inform and manage image.

## External Client Survey

A comprehensive external survey was constructed through consultation with local RCMP Management for dissemination and completion by residents of Richmond. Access to the external survey was supported by the City of Richmond via placement on the Richmond City web site. Media releases were issued through various local media venues alerting the public of the opportunity to participate and thus provide input to the development of the plan. Hard copies of the external survey were also made available for completion at all City of Richmond Parks and Recreation venues, the main RCMP Detachment as well as Community Policing locations. The survey was also made available through the active participation of a planning committee member at the Richmond City Works Yard Open House. Completed surveys provided input from residents representing all neighbourhoods in Richmond.

The survey was comprised of eighteen questions. Questions addressed topics such as public opinion on current Richmond RCMP service delivery performance, what policing programs/services should continue or be enhanced, perceptions of crime rates and what crime types Richmond RCMP should place priority upon.

Of the surveys received, overall levels of satisfaction with the Richmond RCMP were, for the majority, either somewhat satisfied or satisfied.

The policing programs that the public placed priority upon included:

- 1 - School Liaison
- 2 - Block Watch
- 3 - Citizen Crime Watch.

The public rated the top policing priorities for themselves personally as:

- 1 - Organized Crime
- 2 - B&E
- 3 - Fraud
- 4 - Youth violence.

They rated the top policing priorities for the community to be:

- 1 - Organized Crime
- 2 - Fraud
- 3 - Sexual Offences
- 4 - Youth Violence.

The external survey also identified a desire to see increased police visibility with associated increases in community involvement. .

## Internal Employee Survey

An Internal survey was drafted and disseminated to all categories of employee in the Richmond RCMP. This survey was comprised of five open ended questions and twenty five percent of the employee base completed the survey. The questions posed in the internal survey addressed employee input on the following:

- 1 - What is Richmond RCMP doing right in the delivery of policing services?
- 2 - What areas of service delivery need improvement?
- 3 - What programs could be added to enhance existing police services?
- 4 - What direction would employees like to see management take to enhance police services? and
- 5 - What areas of current police service delivery are not working and how can they be corrected?

Employees of Richmond RCMP believe the following is being done correctly:

- 1 - Our commitment to youth
- 2 - Being visible
- 3 - Offering a variety of support units providing balanced service delivery to the community.

Employees recognize the need for improvement with respect to:

- 1 - Improving visibility
- 2 - Improving support units targeting organized crime and prolific offenders
- 3 - Conducting improved traffic enforcement.

The internal survey identified a desire to see management support the following:

- 1 - Enhance a marine presence
- 2 - Increase foot patrols
- 3 - Enhance existing support units to achieve policing objectives.

Employees have a desire to download some of the administrative burden to administrative clerks, particularly at the general duty level to assist in increased visibility.

In relation to what may not be working employees recognize a need to review current use and staffing of existing Community Police Stations to enhance service delivery to the residents of Richmond.



## Strategic Planning Sub-committee analysis and review

A sub-committee was formed and included representatives from all categories of employee at Richmond Detachment as well as representation of varying service levels, gender and ethnic diversity. The purpose of the committee was to collectively review and analyze all open ended questions on both the internal and external survey responses.

## Direct Consultation with Mayor, Council and Law and Community safety Committee.

On June 15<sup>th</sup> 2010, Richmond RCMP Management made a presentation to the Richmond Council at the Law and Community Safety Committee meeting. During the course of the presentation, input to the Strategic Plan was sought via three questions:

Q: What new initiatives would you like to see the RCMP explore?

Q: What can the RCMP do to enhance their service delivery to the City?

Q: What is the RCMP doing well that you would like to see continued?

Throughout the course of these consultations the City of Richmond representatives echoed the sentiments of the general public in a desire to see enhanced police visibility in the form of foot and bike patrols.

Richmond Council was also provided an overview of the preliminary results of the external survey as well as the results of the internal survey. Input gathered from the focus group session was also presented to them. Through this consultative process the City of Richmond Mayor and Council agreed in principle with the themes and input that had been presented to them.



## Environmental Scan & Strategic Considerations Impacting Strategic Priorities

- \* A significant proportion of the Richmond population is comprised of youth, with approximately 17% being under the age of 15. (GVRD figures) It is recognized that youth are an important focus for proactive policing initiatives. Richmond RCMP is considered a leader in its approach to the development of youth and will continue to asset build through education and alternative justice enforcement.
- \* Richmond population figures as of January 1<sup>st</sup>, 2008 indicated in excess of 188,000 people with a projected population growth of 1.7 % annually. As population increases, demand for policing services is projected to increase as well.
- \* Richmond is a uniquely diverse community with a population that boasts the largest proportion of immigrants of any Canadian municipality. The City of Richmond is comprised of 57 % immigrants. Additionally, 58% of the overall population speak a first language other than English or French. This cultural diversity within the community poses significant challenges for the Detachment.
- \* Richmond also has the highest jobs to labour force ratio in the lower mainland which translates to significant commuter movement both into and out of the city on a daily basis. There is, on average, a net influx of 31,000 workers entering the City of Richmond each day. With population growth and fixed access points into Richmond, traffic concerns will remain prevalent.
- \* Richmond is also unique in that it is surrounded by waterways and incorporates a number of islands. There is a broad spectrum of land use ranging through agricultural, suburban, high density residential, commercial and industrial. The Fraser River arms are potential access points for cross border smuggling. All of these factors influence police service delivery.
- \* Richmond is also the home to the second busiest International airport in Canada, Vancouver International Airport (YVR). Richmond is under contract to provide general response policing to the airport and surrounding community of Sea island. YVR continues to grow annually and with heightened security concerns service demands increase and change in nature.

- \* The Canada Line officially opened in the fall of 2009. This transportation facility provides commuter access between the Richmond downtown core, Vancouver International Airport and the City of Vancouver. The Bridgeport Station has become a hub for many bus routes re-routed into Richmond from Surrey, Delta and other municipalities to transfer to the Canada Line. Increased pedestrian influx to the city will associate to increased calls for service although preliminary statistics have revealed little influence on crime rates along the Canada Line corridor in comparison to the previous year .
- \* The 2008 RCMP "E" Division Environmental Scan tells us that the most demanding and pervasive crime threat in British Columbia involves organized crime groups operating within the province and their linkages to the drug trade, illegal weapons, cross-border smuggling and related criminal activity. This has what is known as the trickle down effect into local property crime and has an impact on local policing priorities.
- \* Again, the 2008 RCMP "E" Division Environmental Scan tells us that Internet related crimes are on the rise which include fraud, commercial crime related activity, and the luring of children and young persons for illegal sexual purposes. There has been a significant increase in the use of social networking Internet sites which will pose new challenges to law enforcement. These challenges will range from incidents of inappropriate information being disclosed through to the prevalence of sexual predators.
- \* Public fear of crime is anticipated to outpace the actual occurrence of crime. Statistics have shown a general downward trend in the rate of criminal code offences reported. Public opinion demonstrates there is still a perception that crime rates have increased. As a result the public continues to correlate police visibility with efficient policing. Richmond RCMP in developing this plan remain cognizant of the strong desire at all levels of the community to see increased police visibility whether it be in the form of foot patrols or bike patrols.
- \* The BC economy remains strong in comparison to the rest of North America. This translates to continued opportunity for crime at all levels. This includes property crime, assaults, organized crime activity associated to illegal drugs and weapons, and sophisticated commercial crime activities.
- \* In general terms crime has been observed to become more complex in nature, organized, and multi-jurisdictional which translates in an ever increasing need for police to respond with integrated service delivery to achieve greater success. .

- \* Crime Reduction as a strategy is more prevalent in policing and involves the use of analytical review of crime data to target habitual offenders and local hot spots for crime. There is an increasing need to focus on integrated, intelligence led community policing, forming innovative partnerships in the community and with other arms of the justice system to use all available resources to cure not just the symptom, but the root problem.
- \* Richmond RCMP are aware of the level of homelessness within the community and the resulting crime and community safety issues that arise. Homeless persons are affected by a variety of issues that impact service delivery and include mental illness, drug addictions and unemployment.
- \* Finally, it should be noted that our annual crime statistics were also referenced in our environmental scan and strategic considerations (refer pages 18 and 19 of this report). There was a total increase in the top 20 calls for service of 3.05% between 2008 and 2009. Violent Crime increased 1%, Property Crime decreased 9.8% and drug offences increased 6.7% for the same time period.



## Top 20 Calls for Service (CFS) in Richmond 2008 - 2009

(YVR data not included in this chart)

Entries highlighted in blue demonstrate significant decreases, red signifies increases or areas of concern.

RANK	CATEGORY	2008 CFS	2009 CFS	Annual %Change
1.	911-False Abandoned calls *	2509	5492	+118.89
2.	Theft from Motor Vehicle - under \$5000	2296	2373	+3.35
3.	False Alarms	1920	1829	- 4.74
4.	Lost Property	1696	1687	- 0.53
5.	Cause Disturbance	1383	1553	+12.29
6.	Traffic - Motor Vehicle Act Offences	1079	1369	+26.88
7.	Mischief - \$5000 or under	2046	1312	- 35.87
8.	Suspicious Occurrence	1893	1154	- 39.04
9.	Theft - under \$5000	1291	1104	- 14.48
10.	Cancelled Files	1067	1073	0.56
11.	Bylaw - Noise	873	860	- 1.49
12.	Misc Bylaw - after hours calls such as barking dogs, garbage complaints etc...	777	855	10.74
13.	Collision - Damage Over \$1000	687	805	+17.18
14.	Mental Health Act - Attempt Suicide	836	803	- 3.95
15.	Unspecified Assistance	1775	797	- 55.10
16.	Breach of Peace	691	782	+13.17
17.	Shoplifting Under \$5000	523	678	+29.64
18.	Assault - Common or Trespass	642	659	+2.65
19.	Residential Break and Enter	777	613	- 21.11
20.	Possess Cannabis 30gms or Under	392	580	+47.96
<b>TOTAL</b>		<b>43,145</b>	<b>41,866</b>	<b>+ 3.05%</b>

\* Note: there has been a significant increase in false abandoned 911 calls due to new cell phone technology where dropped cell phone 911 calls can now be triangulated to a specific location

**CRIMINAL CODE & DRUG OFFENCES**  
**Calls for service (CFS)**  
**Richmond 2008-2009**

**Overview of Major Offence Types**

	<b>Annual Totals</b>		
	<b>2008 CFS</b>	<b>2009 CFS</b>	<b>% Change</b>
<b>Violent Crime</b>	<b>1800</b>	<b>1818</b>	<b>1.0%</b>
<i>Robbery</i>	116	98	- 15.5%
<i>Assault</i>	630	619	- 1.7%
<i>Assault with Weapon</i>	163	189	16.0%
<i>Sexual Assault</i>	55	53	- 3.6%
<b>Property Crime</b>	<b>9282</b>	<b>8370</b>	<b>- 9.8%</b>
<i>Business B&amp;E</i>	503	544	8.2%
<i>Residential B&amp;E</i>	709	521	- 26.5%
<i>Motor Veh Theft</i>	503	512	1.8%
<i>Theft from Motor Veh</i>	2381	2431	2.1%
<i>Theft</i>	1388	1201	- 13.5%
<i>Shoplifting</i>	567	714	25.9%
<i>Metal Theft</i>	179	79	- 55.9%
<i>Fraud</i>	544	558	2.6%
<b>Other Criminal Code</b>	<b>2243</b>	<b>2535</b>	<b>13.0%</b>
<i>Arson - Property</i>	119	130	9.2%
<b>TOTAL</b>	<b>13325</b>	<b>12723</b>	<b>- 4.5%</b>
<b>CDSA - DRUGS</b>	<b>1172</b>	<b>1250</b>	<b>6.7%</b>

<b>Strategic Priority</b>	<b>Action Plan</b> <i>What actions will support this priority?</i>
<p><b>YOUTH:</b> Prevention and reduction of youth involvement in criminal activity and the criminal justice system both as offenders and victims</p> <p><b>Measurement of Success:</b> Number of youth involved in criminal activity - either as an offender or a victim</p>	<p>Continued DARE instruction in local schools. (Drug Abuse Resistance Education) (Indicator of success: number of DARE graduates)</p> <p>Renewed emphasis on Youth Intervention (YIP) and Restorative Justice Programs (RJ). i.e. Alternative Justice measures that provide accountability and problem solving for young offenders in concert with their families and those impacted by their crime. (Indicator of success: number of alternative justice referrals)</p> <p>Crime prevention instruction through a variety of topics brought to both elementary and higher schools by local members. i.e. Stranger danger, bicycle safety. (Indicator of success: number of school lectures)</p> <p>Adopt a School program. Uniformed officers are assigned to all local elementary schools as part time liaison. Positive interaction with youth. (Indicator of success: number of school visits by each officer)</p> <p>Youth Academy support. Partnership with the Lower Mainland District in a program where area youth are invited to attend a mock "Boot Camp" similar to RCMP Cadet training for one week. (Indicator of success: number of Richmond youth participating in "Boot Camp")</p> <p>Cop Card program. Police Officers provide a baseball style card to local youth as an "ice breaker". (Indicator of success: number of cards distributed)</p>

<b>Strategic Priority</b>	<b>Action Plan</b> <i>What actions will support this priority?</i>
<p><b>COMMUNITY ENGAGEMENT:</b> Emphasizing partnerships between police, the community and other community agencies and resources with the goal of pro-active mutual problem solving.</p> <p><b>Measurement of Success:</b> The number and type of initiatives established to increase officer visibility. The number of newly established working partnerships per the Client Interactions List.</p> <p>* Client feedback (both solicited and unsolicited) in all forms is important but not necessarily measurable.</p>	<p>Increased visibility in the community with the combined resources of foot patrols and enhanced bike patrols. (Indicator of success: number of foot and bike patrols conducted by officers)</p> <p>Crime Prevention and Victim Services (CPVS) continuing to partner with volunteer resources to further enhance existing crime prevention programs, for example: Block Watch and Rent Safe. (Indicator of success: number of crime prevention initiatives delivered to the community)</p> <p>Involvement with the community through appropriate attendance to key community functions. (Indicator of success: number of community events attended)</p> <p>Building of positive and pro-active relationships with community groups in the pursuit of educational programs for our youth and our elderly. (Indicator of success: number of educational programs delivered)</p> <p>Increased engagement with the community through effective communication and consultation strategies. (Indicator of success: number of communications, media releases, brochures, forums etc. distributed or released)</p> <p>Build upon current relationships with key client partners and seek new and innovative partnerships with others . A current example is the newly formed relationship with Ports Authority allowing for real time information access with respect to activity on the waterways. (Indicator of success: number of crime reduction strategies that engage community resources through effective partnerships)</p>



<p><b>Strategic Priority</b></p>	<p><b>Action Plan</b> <i>What actions will support this priority?</i></p>
<p><b>PROPERTY CRIME:</b> The reduction of property crime (auto theft, break and enter, theft, fraud etc.)</p> <p><b>Measurement of Success:</b> Number of property related crimes.</p>	<p>Introduction of a new Crime Reduction Strategy where all Detachment Units contribute to the overall strategy. While crime reduction is not new, the impetus behind the current strategy is analysis of data to identify &amp; focus resources on prolific offenders and crime hot spots. (Indicator of success: number of crime reduction initiatives that are implemented)</p> <p>Innovative partnerships with other justice officials, probation, prosecutors, mental health &amp; drug addiction services with the common objective of root problem solving. (Indicator of success: number of projects undertaken with partners aimed at root problem solving rather than enforcement)</p> <p>Use of combined resources, Crime Prevention/Victim Services, General Duty and Economic Crime for education and awareness sessions addressed to the public to reduce victimization. (Examples: Home Security Inspections, Identity theft, Block Watch and Business Watch programs.) (Indicator of success: number of residential and commercial break and enters)</p>

<b>Strategic Priority</b>	<b>Action Plan</b> <i>What actions will support this priority?</i>
<p><b>TRAFFIC SAFETY:</b> Reduction of motor vehicle collisions, impaired driving investigations, pedestrian accidents and related injuries.</p>	<p>Participation on "Alexa's Team" - enforcement of impaired driving legislation following the publicity of Alexa Middelaer's death from an impaired driver. (Indicator of success: number of impaired driving and IRP - Immediate Roadside Prohibition - investigations completed)</p> <p>Traffic enforcement in identified high collision areas including intersections and areas identified as high risk for pedestrian accidents. (Indicator of success: number of collisions in previously identified high collision areas)</p>
<p><b>Measurement of Success:</b> Number of motor vehicle collisions, impaired driving investigations and pedestrian accidents involving motor vehicles.</p>	<p>Criminal Driving Behaviour Enforcement. Strategies undertaken to eliminate criminal driving behaviour through enhanced member training, public education and other enforcement methods. (Indicator of success: number of aggressive driving complaints received at the detachment)</p> <p>Support of Speed Watch (volunteers place electronic boards to remind drivers to slow down in areas of high risk such as schools). Data assists in prioritizing areas of enforcement. (Indicator of success: number of speed watch operations conducted annually)</p>

Strategic Priority	Action Plan What actions will support this priority?
<p><b>ORGANIZED CRIME:</b> Intelligence led policing focused on identifying and targeting criminal groups.</p> <p><b>Measurement of Success:</b> Number of Organized Crime group disruptions (ie. number of significant drug seizures, number of Grow-Ops dismantled, number of guns seized).</p>	<p>Crime Reduction Strategies utilizing crime data analysis to assist in identifying elements of organized crime. (Indicator of success: number of Crime Reduction projects introduced targeting organized crime)</p> <p>Work with local governance and community stake holders to ensure an environment difficult for organized crime groups to operate. (For example: human trafficking, loan sharking, money laundering etc....) (Indicator of success: number of formal meeting with identified stakeholders addressing these issues)</p> <p>Drug and Marihuana Enforcement Unit (Green Team) to continue identifying criminal groups and employing resources to dismantle them. (Indicator of success: number of drug offences linked to organized crime)</p> <p>Utilize appropriate resources at YVR to combat groups committing luggage theft and the Interdiction of drug traffickers through behavioural profiling. (Indicator of success: number of luggage thefts and drug interdictions at YVR annually).</p>

## ACCOUNTABILITY

In keeping with the commitment to both the community and to the employees of Richmond RCMP, accountability is essential for the path to success. Continuous monitoring and evaluation of the progress made towards achieving the defined objectives will be conducted.

The Richmond Detachment Officer in Charge or his delegate will be responsible for ensuring the monitoring of the Strategic Plan and to ensure tasks are met within adequate time lines.

Regular policing reports will continue to be prepared and provided to the Richmond Council. These reports will continue to detail crime, crime statistics, clearance rates, policing initiatives, current crime trends and defined results of initiatives emerging from the Strategic Plan.

It must also be recognized that the Richmond Detachment Strategic Plan is based upon a policing environment that is marked by ongoing change. The plan is a living document and as such subject to periodic review and periodic adjustment. As the plan is a three year plan, it is imperative that priorities remain current and relevant in order to ensure that strategic objectives are met, measured and achieved and fulfill the desired expectations of the community and of the Detachment.

## CONCLUDING REMARKS

This 3 year Strategic Plan will serve as a road map to assist Richmond RCMP members in focusing their efforts toward priorities identified through a collaborative process. Crime reduction strategies currently employed at the detachment will compliment our Strategic Plan and the positive outcome will be safer homes and a safer community.

## ROAD MAP

A one page graphic representation of the Richmond RCMP 2011-2013 Strategic Priorities - Currently under construction.