



# City of Richmond

## Report to Committee

**To:** Community Safety Committee

**Date:** November 24, 2014

**From:** Rendall Nessel  
Officer In Charge

**File:** 09-5000-01/2014-Vol  
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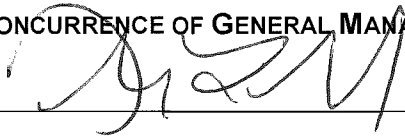


**Re:** Richmond RCMP 2015-2017 Strategic Plan

### Staff Recommendation

That the report titled "Richmond RCMP 2015-2017 Strategic Plan", dated November 24, 2014, from the Officer in Charge, Richmond RCMP be received for information.

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

Att. 1

<b>REPORT CONCURRENCE</b>	
<b>CONCURRENCE OF GENERAL MANAGER</b> 	
<b>REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE</b>	<b>INITIALS:</b> 
<b>APPROVED BY CAO</b> 	

## Staff Report

### Origin

The Officer in Charge of the Richmond RCMP Detachment is committed to the development of three year Strategic Plans.

This report supports Council's Term Goal #1 Community Safety:

*To ensure Richmond remains a safe and desirable community to live, work and play in, through the delivery of effective public safety services that are targeted to the City's specific needs and priorities.*

### Analysis

The Richmond RCMP 2015-2017 Strategic Plan is a guiding document to enhance police service delivery in the City of Richmond and to build strong and enduring relationships with public safety agencies and community stakeholders. Richmond Detachment officers, municipal employees and volunteers are committed to the goal of "Safe Homes, Safe Communities", that supports the Law and Community Safety Department's vision "To be the safest community in Canada", which fundamentally contributes to the City of Richmond's vision "To be the most appealing, liveable and well-managed community in Canada".

This report is the culmination of ongoing dialogue with citizens, as well as focused consultation with Richmond's elected officials, community safety stakeholders, and Detachment employees. It considers current and future challenges and opportunities Richmond Detachment will face as well as enunciates the strategic direction and organizational priorities for the next three years.

### Financial Impact

None.

### Conclusion

The Richmond RCMP 2015-2017 Strategic Plan reflects the on-going consultation with the City of Richmond, citizens, community stakeholders, and Detachment employees. The Strategic Plan allows the Richmond RCMP to play an important role in advancing the City of Richmond's vision "To be the most appealing, livable and well-managed community in Canada."



David A. Edge, Corporal  
Risk Management Unit, Richmond RCMP Detachment  
(604-207-4836)

DE:jl

Att.1: Richmond RCMP 2015-2017 Strategic Plan

2015-2017



ROYAL  
CANADIAN  
MOUNTED  
POLICE

RICHMOND DETACHMENT STRATEGIC PLAN

Committed to Safe Homes, Safe Communities

# Message from the Officer in Charge

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I am pleased to present the Richmond Detachment 2015–2017 Strategic Plan. The Plan is the culmination of our ongoing dialogue with citizens, as well as focused consultation with Richmond’s elected officials, community safety stakeholders, and our employees. It also considers current and future challenges and opportunities our Detachment will face.

The Plan enunciates our strategic direction and organizational priorities for the next three years. It will act as the foundation upon which we will build our Annual Performance Plans. Moreover, while responding to calls for service will always be our core business, the goals and initiatives established in the Plan will provide focal points for our day-to-day crime reduction and public safety activities. By articulating the initiatives required to support our goals, the Plan guides the effective direction of Detachment resources. It also affords accountability and transparency by setting metrics of success.

Supported by City Council and the people of Richmond, our dedicated employees and volunteers embrace the challenges set out in the Strategic Plan. We are confident the Plan will be instrumental in advancing our commitment to the City of Richmond’s vision “to be the most appealing, livable and well-managed community in Canada” and the Detachment’s objective of “Safe Homes, Safe Communities.”

Rendall Nasset, Superintendent  
Officer in Charge  
Richmond Detachment

# Mission, Vision & Values

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As we plan for the future, it is essential we reflect upon the fundamental principles that define, lead, and inspire the Detachment's work.

## Mission Statements

Our strategies are devised within the frameworks laid out in the mission statements of the RCMP, Richmond Detachment, and the City of Richmond.

RCMP	Richmond Detachment	City of Richmond
<ul style="list-style-type: none"><li>•The RCMP 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.</li></ul>	<ul style="list-style-type: none"><li>•The Richmond RCMP Detachment will strive to provide the community of Richmond with open, effective, and service-oriented police service by promoting a partnership between the people and the police.</li><li>•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.</li><li>•Police services must be designed and delivered in such a way that they meet the unique needs of the community of Richmond.</li></ul>	<ul style="list-style-type: none"><li>•To protect and enhance the City's livability and economic well-being for current and future generations through:<ul style="list-style-type: none"><li>•Visionary leadership and responsible decision making</li><li>•Accountable and sustainable fiscal practice</li><li>•The development of a unique and beautiful city</li><li>•Product and service excellence and efficiency</li><li>•Community consultation</li></ul></li></ul>

## Vision Statements

The work of Richmond Detachment's employees and volunteers is also led by the broad goals articulated in the RCMP and City of Richmond vision statements.

### RCMP Vision

The RCMP 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.
- Be 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.

## City of Richmond Vision

We are committed to the City of Richmond's vision "to be the most appealing, livable and well-managed Community in Canada."

## RCMP Core Values

The RCMP core values guide the individual behaviours of RCMP employees toward meeting our mission and vision. 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
- Honesty
- Professionalism
- Compassion
- Respect
- Accountability

# Purpose of the Strategic Plan

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The Strategic Plan serves the following purposes:

- Gain new insights from the perspectives of our employees and community stakeholders.
- Determine community and employee needs and expectations.
- Identify trends, challenges, and opportunities impacting policing and public safety.
- Define our long-term priorities and how to achieve them.
- Ensure resources are allocated responsibly and effectively.
- Afford flexibility to ensure the Detachment remains adaptable to new challenges and opportunities.

# Achievements

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Since the submission of our last strategic plan, Richmond Detachment has experienced some major milestones.

## Community Safety Building

On October 1, 2011, Richmond Detachment relocated to the new Richmond Community Safety Building at 11411 No. 5 Road. Our new home affords a number of important improvements:

- Leadership in Energy and Environmental Design Gold Standard green building construction.
- Better integration and functionality amongst regular members, civilian staff, and volunteers.
- An inviting appearance that improves connectivity to the public.
- Cutting edge non-criminal digital fingerprint scanner that greatly enhances the speed of background searches.
- A modernized cell block that meets national standards and is designed to improve prisoner and officer safety.

## Marine Patrol Program

In 2011, thanks to the donation of a rigid hull inflatable boat from the Department of Fisheries and Oceans, Richmond Detachment implemented a Marine Patrol Program along the waterways surrounding Richmond. Deployment of the boat, named the *Fraser Guardian*, has extended our presence in the community and improved our capacity to respond to marine-related calls for service.

## City Centre Community Police Station

Since its opening in September 2012, the City Centre Community Police Station (CPS) has enhanced our community policing service and visibility above and beyond what was historically available in the City Centre. The new CPS provides the expanding City Centre community an array of crime prevention resources and offers a centralized, convenient base of operations for police officers, City staff, and volunteers to pursue community safety initiatives. Ultimately, the City Centre CPS has led to a greater awareness of crime prevention programs, enhanced public perceptions of police presence and accessibility, and reduced fears of crime.

## Twitter Account

In September 2012, Richmond Detachment established a Twitter account to better communicate with a technically savvy public. Recently, we have substantially increased our Twitter followers. We anticipate our current followership of about 2,200 will expand as we pursue various initiatives to enhance the quality and quantity of Tweets.

## City Centre Foot Patrols

We have sought ways of increasing our visibility and accessibility for face-to-face contacts with the public with the goal of positively impacting the community's perception of safety. The simple act of stepping out of our police cars and performing foot patrols is one important way of accomplishing this. Therefore, in late 2012, Richmond Detachment established regular uniformed foot patrols in the City Centre. This initiative has received very positive feedback from residents and business owners alike.



## **City of Richmond Crime Prevention Guide**

The Crime Prevention Guide, completed in partnership with the City of Richmond, was released in July 2014. This free community-focused guide provides personal and property safety information to encourage active participation in crime prevention. The guide is available online at [www.richmond.ca/crimeprevention](http://www.richmond.ca/crimeprevention) and printed copies are available, free of charge, at Richmond City Hall, the Richmond Community Safety Building, as well as the City Centre, Steveston and South Arm Community Police Stations. In response to the unique needs of our community, the guide is available in Chinese.

## **Online Crime Reporting**

In response to an increasingly “wired” world, Richmond Detachment established a new online crime reporting system in August 2014. Those wishing to report lost, damaged, or stolen property valued under \$5,000 can now do so at our online crime reporting website: [tinyurl.com/RCMPOnlineReport](http://tinyurl.com/RCMPOnlineReport).

# Strategic Planning Process

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The strategic planning process incorporated a number of information sources. Citizen and stakeholder feedback received through on-going consultation with community-based crime prevention bodies, community groups, businesses, and partner agencies were valuable to the process. Direct discussions were pursued with Richmond's elected officials and a number of community stakeholders. Richmond Detachment's employees were also engaged in the process by way of on-going consultation and an internal survey created specifically to support the strategic planning process. Lastly, we pursued an environmental scan that collected information from key organizational documents, police data, and open source records.

## Consultation

### Mayor and Council Consultation

Richmond Detachment engaged in one-on-one interviews with the Mayor and members of City Council. A number of overarching themes were drawn out from these conversations. Overall, there was a shared desire to see property crime, road safety, and community engagement remain as strategic priorities.

### Stakeholder Consultation

The strategic planning process also incorporated one-on-one consultation with key community stakeholders and partners. The consultation sparked forthright and thoughtful input. We received positive feedback respecting the Detachment's commitment to:

- Community engagement
- Communication
- Responsiveness
- Integrated responses to crime and public safety concerns

Our stakeholders suggested we could enhance our service delivery through the following:

- Continued collaboration with partners to broaden communication links amongst the rank-and-file of each other's organizations.
- Enrichment of crime prevention initiatives amongst the business community.
- Intensify officer visibility.
- Conduct more media releases and increase Detachment commentary via Twitter.
- Pursue opportunities to orientate stakeholders and the public generally to the Detachment's day-to-day operations.

### Employee Consultation

In recognition of the value of employee insight to the development of the Strategic Plan, an internal survey was distributed to a cross-section of Detachment staff.

Employees reported positively on the following:

- The Detachment's overall commitment to delivering quality service.

- Community engagement efforts geared toward keeping the public informed about crime prevention strategies and Detachment operations.
- Partnership-building with the City of Richmond, emergency services, volunteer organizations, government agencies, and the business community.

Personnel offered the following suggestions on how the Detachment could enhance its service delivery:

- Community engagement could be enriched by:
  - Boosting officer visibility and face-to-face interactions with the public and our volunteers.
  - Better familiarizing Richmond's diverse communities to the Detachment's operations.
  - Finding ways to overcome the communication challenges stemming from Richmond's large immigrant population.
- Increase internal communication both vertically through the ranks, as well as horizontally amongst various investigation and support units.
- Continued focus on road safety, youth, property crime, and organized crime.

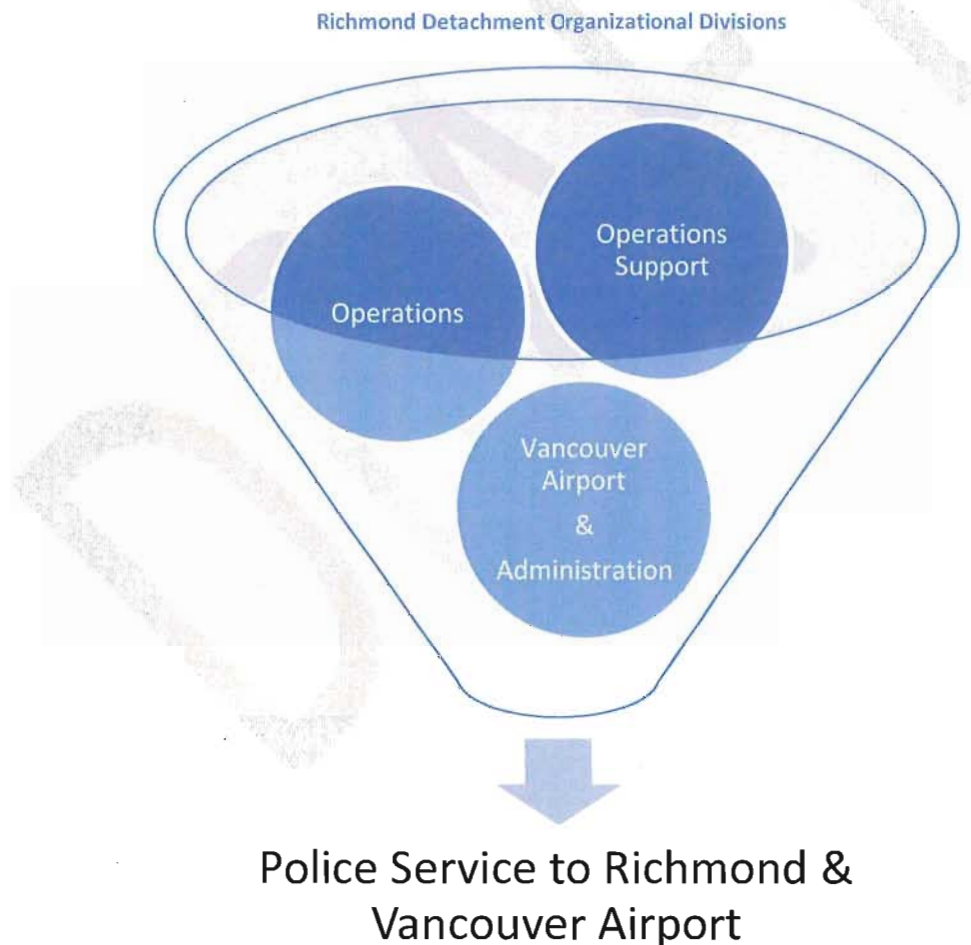
## Environmental Scan

In determining our strategic direction, it is important we are cognizant of the major influences likely to shape the delivery of policing in Richmond over the next three years. Consequently, we completed an environmental scan that looked to Detachment resources, demography, City development, technological change, as well as crime and policing trends.

## Detachment Resources, Structure & Service Demands

### Resources

Richmond Detachment has a total authorized strength of 229 regular and civilian RCMP members. The authorized strength for the City of Richmond is 202 members, while 27 are allotted to the Vancouver Airport Authority. These members are supported by 85 full-time equivalent municipal employees. Detachment staff are led by the Officer in Charge, Superintendent Rendall Nasset, who oversees the three organizational divisions of the Detachment that contribute to the delivery of police service: Operations; Operations Support; and Vancouver Airport/Administration.



The functional police services provided by the RCMP members and support staff at the Detachment are:

Operations	
General Duty	• Round-the-clock uniformed first response to all calls for service.
Quick Response Team	• Targets prolific and high-risk offenders, as well as crime hot spots employing a proactive intelligence-led approach.
Operations Support	
Road Safety Unit	• Makes Richmond's roads safer through evidence-based traffic enforcement, investigation of serious vehicle collisions, and public education programs.
Youth Section	• Strives to make youth safer through mentoring and modeling pro-social behaviours, as well as the pursuit of early intervention amongst those at risk of offending.
Crime Prevention Section	• Reduces crime and enhances community engagement through public awareness and dialogue initiatives.
Victim/Witness Services	• Provides victims and witnesses with professional and timely support to lessen the impact of trauma resulting from crime.
Mental Health Coordinator	• Collaborates with stakeholders in the mental health community to create long-term solutions for those who, as a result of a mental health challenge, generate police calls for service.
Domestic Violence Unit	• Ensures family violence investigations are given priority, investigated thoroughly, and victims' needs are met.
Media Relations Officer	• Disseminates accurate and timely information to the public through various media platforms.
Serious Crime Unit	• Investigates major criminal offences requiring a prolonged dedication of time and investigational resources. Investigations include serious assaults, sexual offences, high-risk missing persons, kidnappings, extortions, and robberies.
Unsolved Homicide Unit	• Investigates approximately 40 unsolved Richmond murders dating back to 1973.
Watch General Investigation Section	• First response and investigation of all major crimes, as well as investigational support to General Duty and Plainclothes units.
Economic Crime Unit	• Investigates financial crimes, including accounting and business frauds, counterfeiting, identity theft, and intellectual property violations.
Property Crime Unit	• Targets prolific property crime offenders involved in break and enters, thefts, and possession of stolen property.
Bike Squad	• Provides high-visibility proactive patrols in crime hotspots and densely populated areas of Richmond, most notably the City Centre district.
Marijuana Enforcement Team	• Combats the harm caused to Richmond as a result of the criminal production and trafficking of marijuana by dismantling and eradicating grow operations associated to organized crime.
Electrical Fire Safety Team	• In partnership with Richmond Fire-Rescue, the City of Richmond, and B.C. Hydro, locates and shuts down marijuana grow operations that pose a safety risk to the community.
Criminal Intelligence Section	• Through various investigational techniques, gathers evidence to support the prosecution and disruption of organized crime groups operating in Richmond.
Drug Team	• Reduces the supply of drugs to Richmond through intelligence-led enforcement of street and mid-level drug production and trafficking.
Vancouver Airport & Administration	
Professional Standards Unit	• Investigation of RCMP Code of Conduct and public complaints.
Administration Support	• Administrative units within the Detachment include Continuous Learning, Risk Management, Records, Exhibits, Court Liaison, Informatics, Cells, Finance, Transcription, and Front Counter Services.
Vancouver Airport General Duty	• Delivers uniformed first response to all calls for service originating from Vancouver International Airport, as well as the residences and businesses of Sea Island.
Vancouver Airport Crime Unit	• First response and investigation of all major crimes stemming from the Airport, as well as investigational support to Airport General Duty.

The Richmond Detachment is honoured to have close to 200 volunteers who contribute countless hours of work to the community. Our volunteer programs, operating out of the Richmond Community Safety Building and three Community Police Stations, include:

### Auxiliary Program

- Supports public safety and crime prevention through participation in, assisting City bylaw officers, Crime Watch, Lock Out Auto Crime, Safety Patrols, boat safety checks, and "ride-a-longs" with General Duty officers.
- For more information, visit <http://www.richmond.ca/safety/police/prevention/auxiliary.htm>

### Block Watch

- Community-based crime prevention program aimed at helping neighbors organize themselves to prevent crime.
- Residents can receive email alerts of neighbourhood residential break and enters by registering their email addresses at: [blockwatch@richmond.ca](mailto:blockwatch@richmond.ca)
- More information is available at <http://www.richmond.ca/safety/police/prevention/blockwatch.htm>

### Business Link

- Volunteers travel door-to-door talking to business operators.
- An information package is handed out containing program information.
- Businesses wishing to receive break and enter alerts may register their business name and street address at [RCMP\\_Business\\_Link@richmond.ca](mailto:RCMP_Business_Link@richmond.ca)

### Distracted Driving Program

- Trained volunteers monitor intersections and observe distracted drivers.
- A letter is sent to the registered owner of the offending vehicle with information on the safety risks associated to the observed behaviour and applicable fine amounts.

### Lock Out Auto Crime

- Co-sponsored by the Insurance Corporation of B.C. (ICBC), volunteers patrol city streets and parking lots looking for automobile security vulnerabilities.
- Notices are issued to every vehicle inspected indicating to the owner what issues, if any, need to be addressed in order to keep the vehicle and its contents secure.

### Speed Watch

- Co-sponsored by ICBC, promotes safe driving habits by alerting drivers of their speed.
- Trained volunteers are equipped with radar and a speed watch reader board that give drivers instant feedback regarding their speed.
- A letter is sent to the registered owner of the offending vehicle with information on the safety risks associated to the observed behaviour and applicable fine amounts.

### Stolen Auto Recovery

- Co-sponsored by ICBC, trained volunteers equipped with portable computers identify stolen vehicles.
- These volunteers recover hundreds of stolen vehicles each year throughout Metro Vancouver.

### Volunteer Bike and Foot Patrol Program

- Trained volunteers patrol Richmond neighbourhoods reporting suspicious activities and providing a visible deterrent to crime and public order issues.

Richmond Detachment has the strength of the entire RCMP behind it. Through the integration of a number of specialized police services across the province, the RCMP has established effective means by which to confront inter-jurisdictional crimes and provide cost-effective specialized services. Some of the Lower Mainland integrated units Richmond Detachment utilizes include:

### Emergency Response Team

- **Mandate:** Provides enhanced response to frontline policing by assisting and dealing with tactical and technical situations where extreme danger is present.
- **Mission:** To provide superior enhanced tactical support to frontline members in the most professional manner, while maintaining police and public safety.
- **Richmond-related Calls for Service in 2013/14 Fiscal Year:** 50.

### Integrated Collision Analysis and Reconstruction Service

- **Mandate:** Responsible for investigating the forensic aspect of all vehicle collisions that result in serious injury or death occurring within jurisdictions served by Lower Mainland RCMP detachments.
- **Mission:** Dedicated to improving public safety through the application of forensic science in collision reconstruction.
- **Richmond-related Calls for Service in 2013/14 Fiscal Year:** 17.

### Integrated Forensic Identification Services

- **Mandate:** Responsible for collecting, processing, analyzing, and interpreting evidence found at the scene of a crime.
- **Mission:** To be world leaders in forensic examinations, guided by personal and professional integrity and recognized for excellence during their search for the truth.
- **Richmond-related Calls for Service in 2013/14 Fiscal Year:** 808.

### Integrated Homicide Investigation Team

- **Mandate:** Responsible for investigating homicides, high-risk missing persons, and suspicious deaths.
- **Mission:** Through humility, perseverance, determination, and its relentless pursuit of excellence, IHIT is committed to bringing those who kill, to justice.
- **Richmond-related Calls for Service in 2013/14 Fiscal Year:** 2.

### Integrated Police Dog Service

- **Mandate:** Trained for tracking and searching for suspects, evidence, drugs, and explosives.
- **Mission:** To provide world class Police Dog Service to citizens and provide assistance to Lower Mainland law enforcement agencies.
- **Richmond-related Calls for Service in 2013/14 Fiscal Year:** 935.

The integrated teams are an essential element of the Detachment's success and emblematic of the policing partnerships being pursued by the RCMP. Many policing challenges extend beyond Richmond's boundaries. The integrated partnerships play a salient role in addressing such challenges. Richmond also benefits from the increasingly stronger working relationships that are fostered amongst Lower Mainland policing through the integrated teams. Furthermore, service integration permits Richmond to stretch its policing budget by pooling resources with other communities thereby affording the Detachment access to sophisticated equipment and expertise that might otherwise be unaffordable.

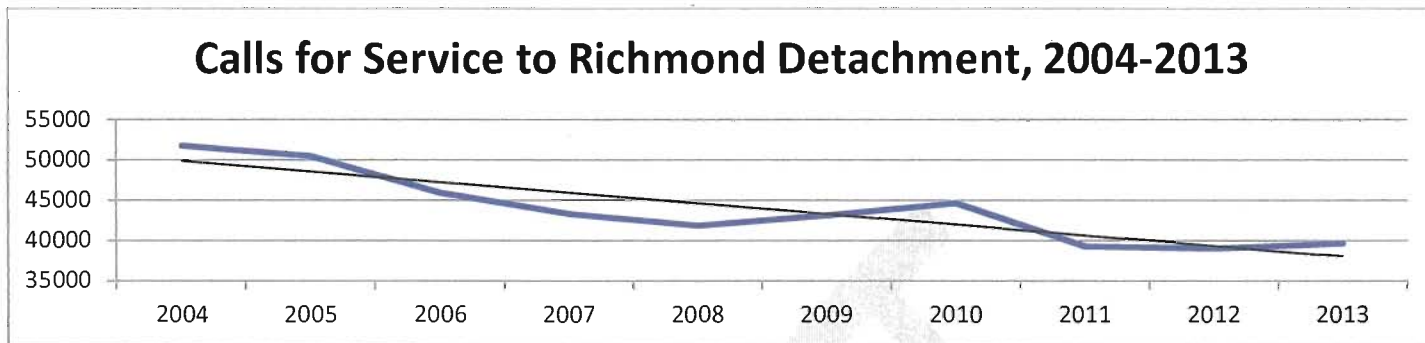
Other cost effective provincial services provided to Richmond include, but are not limited to:





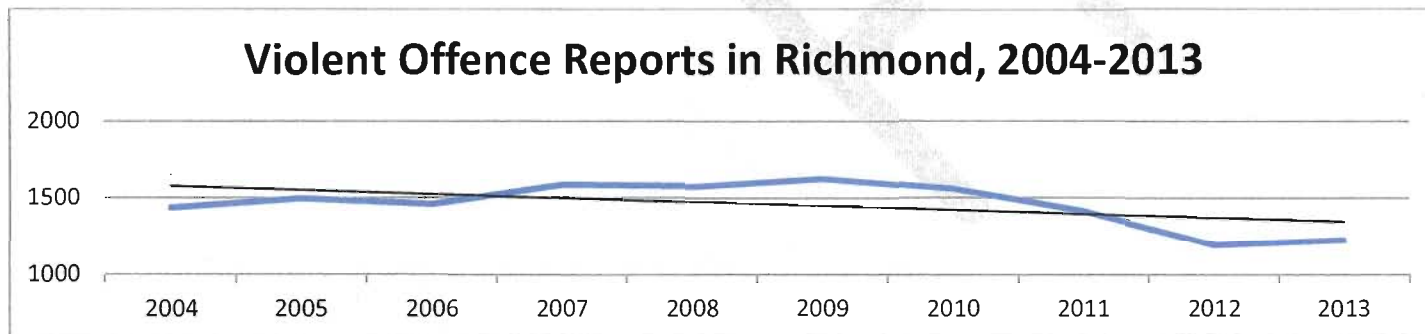
### Calls for Service, Crime, Road Safety

In 2013, Richmond Detachment responded to 39,689 calls for service from the public, which translates into slightly more than 174 calls a year per officer. Calls for service in 2013 increased marginally from the year before. However, over the last decade, the Detachment has experienced a downward trend in calls for service.

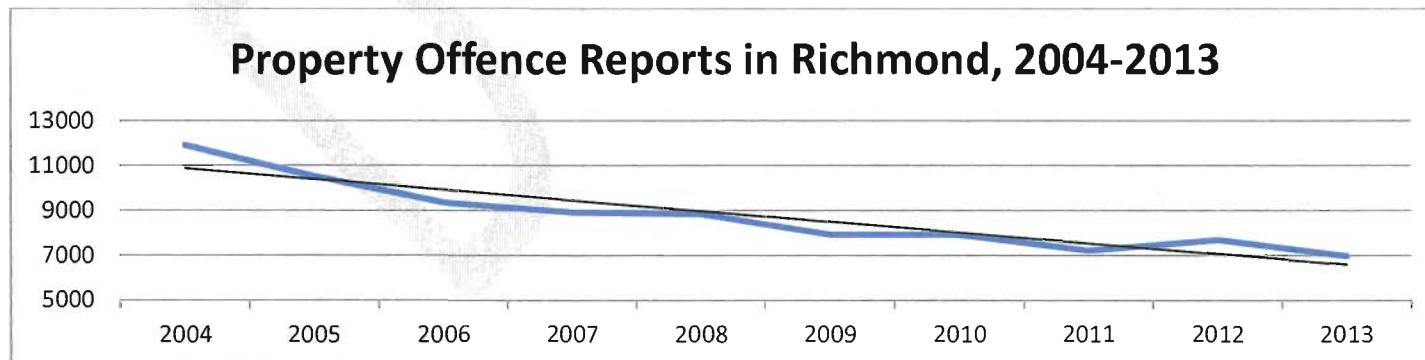


Source: Police Records Information Management Environment, 2014.

In the last decade, Richmond Detachment has witnessed steady downward trends in overall violent crime and property crime.



Source: Police Records Information Management Environment (PRIME), 2014. Total founded Richmond-based Criminal Code offences using Uniform Crime Reports 1000 codes, primary line scoring only.

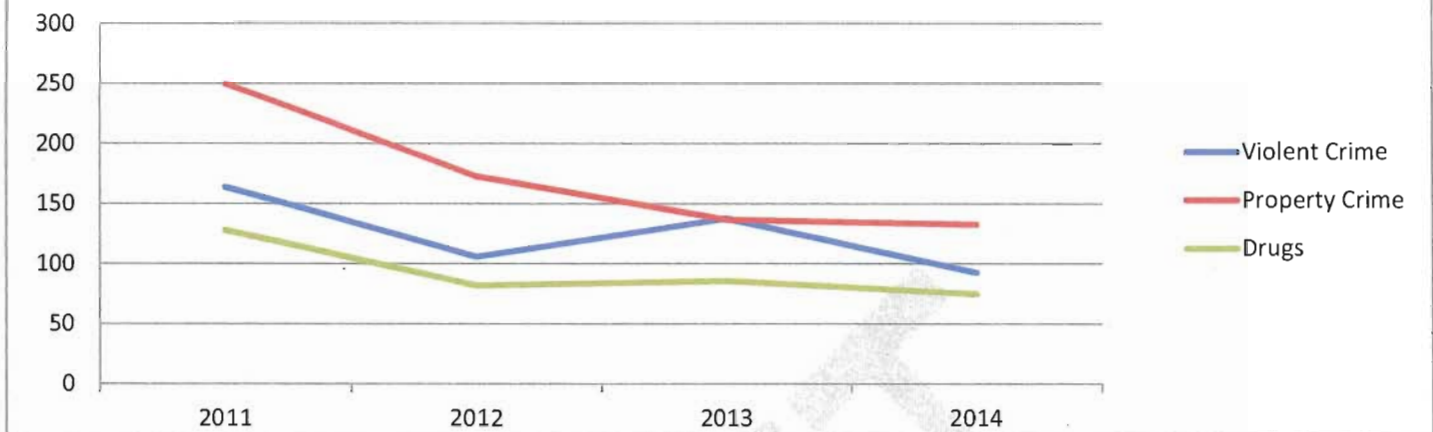


Source: Police Records Information Management Environment (PRIME), 2014. Total founded Richmond-based Criminal Code offences using Uniform Crime Reports 2000 codes, primary line scoring only.

### Decreased Youth Offending

Over the last decade, youth offending and victimization have been key concerns for the Detachment. We are pleased to report our work is paying off as all categories of police-reported youth crime are in decline.

## Police Reported Youth Crime, Richmond, 2011-2014



Source: PRIME. Figures comprise number of Richmond Detachment police files wherein a person aged 12 to 17 years is indexed as charged, recommended charged, subject of complaint, suspect chargeable or suspect. Figures for 2014 are projections based on year-to-date data available at the time of the query.

This data reveals the meaningful, positive impact the Detachment's crime reduction strategy has had upon making Richmond a safer place to live, work, and recreate. We believe our work is also translating into positive perceptions amongst citizens respecting their safety. A recent study conducted by Angus Reid Global shows a substantial majority of Richmond residents (71 percent) rated safety in their community as excellent or good<sup>1</sup>.

While proud of our achievements, our commitment to continuous improvement has not diminished. We are dedicated to confronting those crime types and public safety matters that remain areas of concern, such as recent increases in residential break and enters, shoplifting, and mental health related calls for service. Further, while the figures surrounding youth crime are encouraging, the latest available statistics on youth victimization underscore the importance of maintaining our focus on the safety of Richmond's youth. According to the General Social Survey conducted in 2009<sup>2</sup>, instances of violent and property crime victimization were highest amongst the 15 to 24 age group. For example, people between the ages of 15 and 24 years were almost 15 times more likely than those aged 65 and older to report being a victim of a violent crime.

### Organized Crime

The activities of Lower Mainland organized crime<sup>3</sup> are profit-driven and marked by intimidation, torture, and murder. While gang-related homicides have declined since a peak in 2009<sup>4</sup>, some of these murders have taken place in high-density areas, which put innocent citizens at risk.

<sup>1</sup> Vancouver Sun, October 23, 2014.

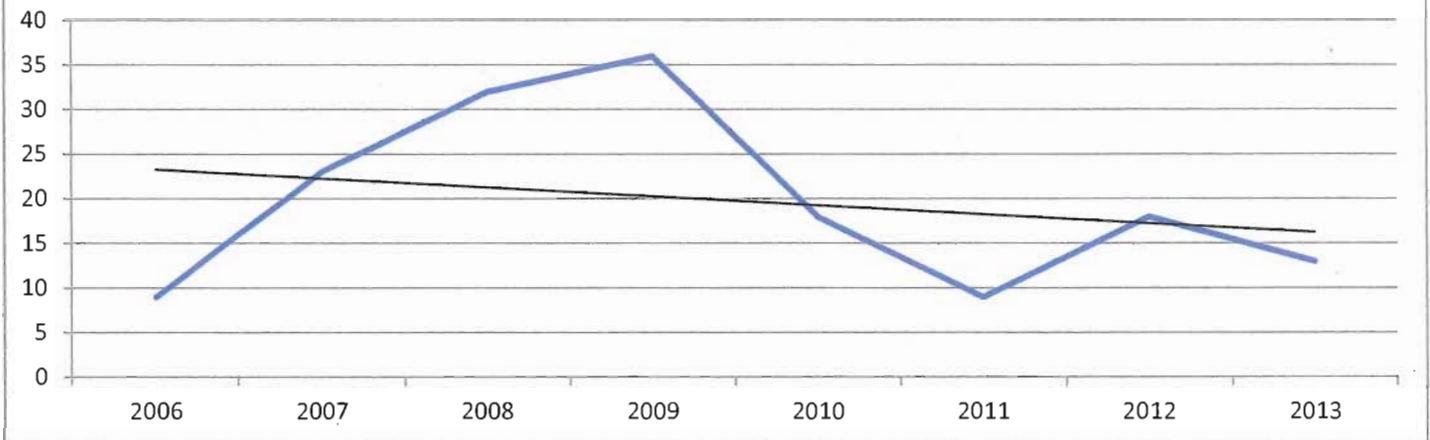
<http://www.vancouversun.com/news/Very+Surrey+residents+feel+safe+poll+finds/10319249/story.htm>

<sup>2</sup> Statistics Canada, General Social Survey, 2009, <http://www.statcan.gc.ca/pub/85-002-x/2010002/article/11340/tbl/tbl4-eng.htm>

<sup>3</sup> Section 467.1 of the Criminal Code defines a criminal organization (or gang) as an organized group comprised of three or more people that has as one of its main purposes or activities the facilitation or commission of one or more serious offences, that if committed, would likely result in the direct or indirect receipt of material benefit, including financial benefit, by the group or any one of the persons who constitute the group.

<sup>4</sup> B.C. Combined Forces Special Enforcement Unit, 2014, <http://bc-anti-gang.com/>

## Gang-Related Homicides in B.C., 2006-2013



Source: B.C. Combined Forces Special Enforcement Unit, 2014

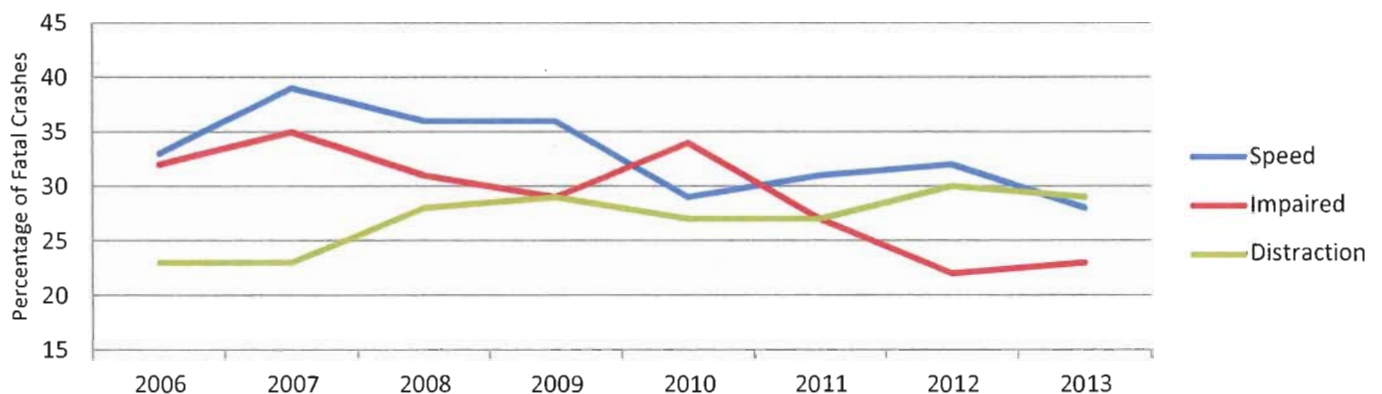
Organized crime continues to have a considerable impact on crime and police resource expenditure in Richmond. Organized crime is the root of drug production and trafficking, loansharking, gun violence, home invasions, prostitution-related offences, and credit card fraud. The investigation of these offences is often the most time consuming and resource intensive for our investigators.

The widespread impact of organized crime on overall quality of life of Richmond residents underlines the need to maintain a strategic focus on this area.

### Road Safety

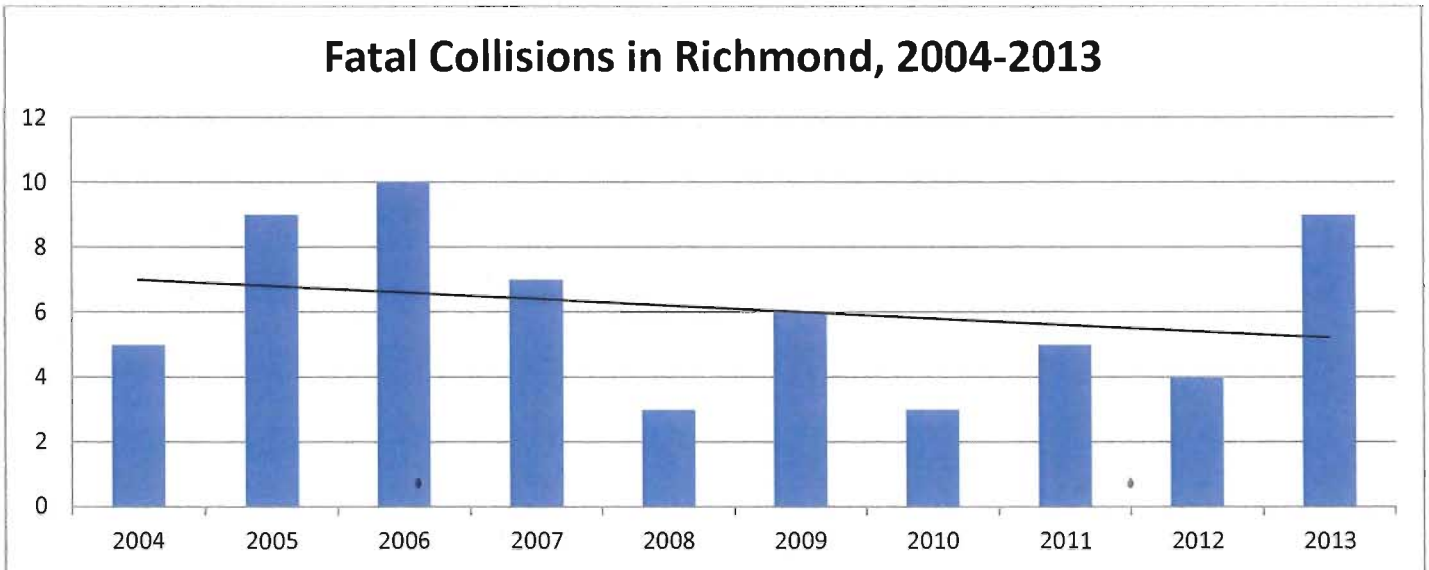
British Columbia has witnessed a decline in speed and impaired related fatal collisions since 2006. However, there has been an upward trend in distracted driving related fatal collisions over the same time period. The Detachment has responded to distracted driving by pursuing enforcement activities and educational campaigns that directly target this threat to road safety.

## Top Contributing Factors in Fatal Crashes in B.C., 2006-2013

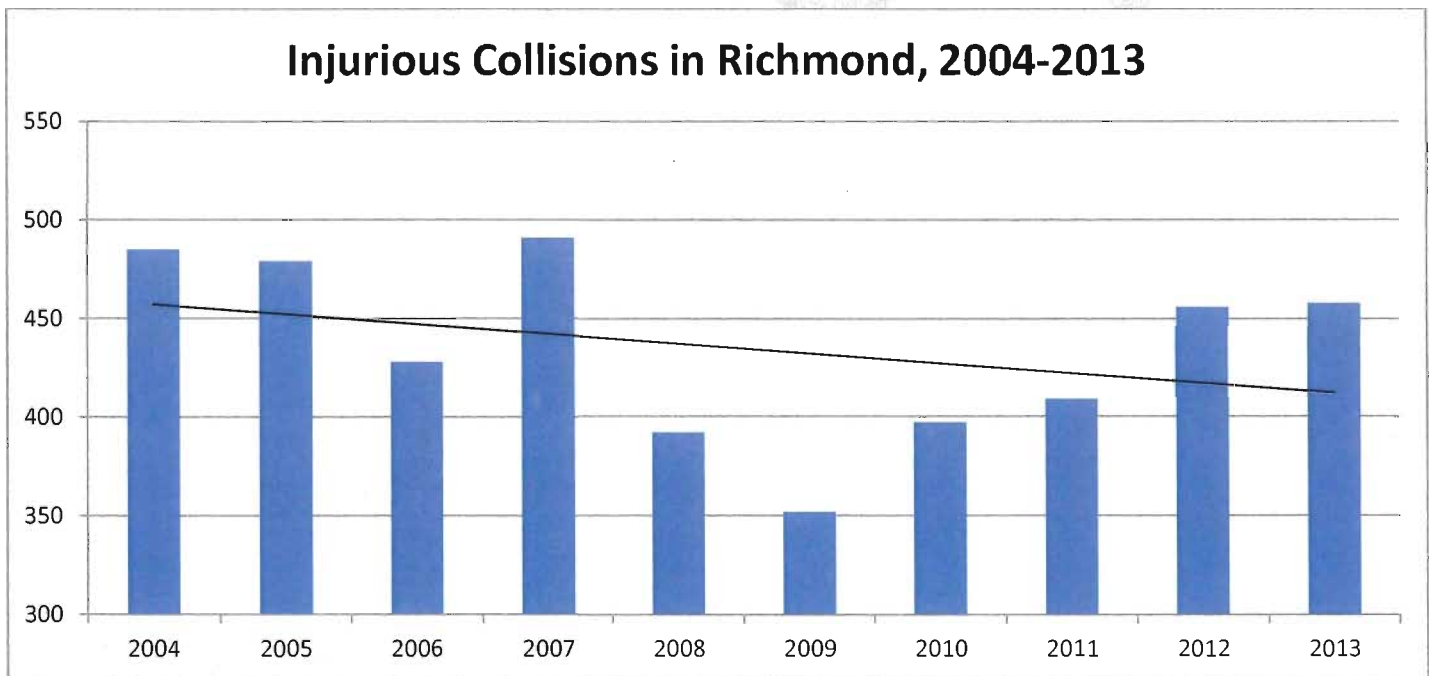


Source: ICBC, 2014 <http://www.icbc.com/about-icbc/newsroom/Documents/quick-statistics.pdf>

While there has been a long term gradual downward trend in fatal and injurious collisions in Richmond, the last several years have seen an increase in these types of collisions. The majority of fatalities have been pedestrians.



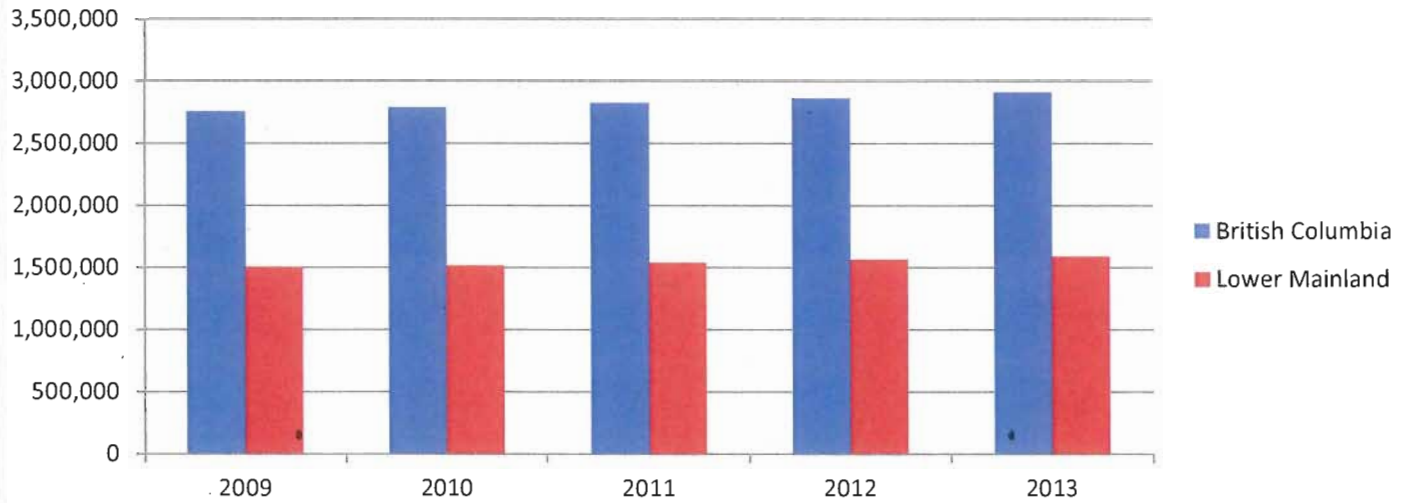
Source: ICBC, 2014.



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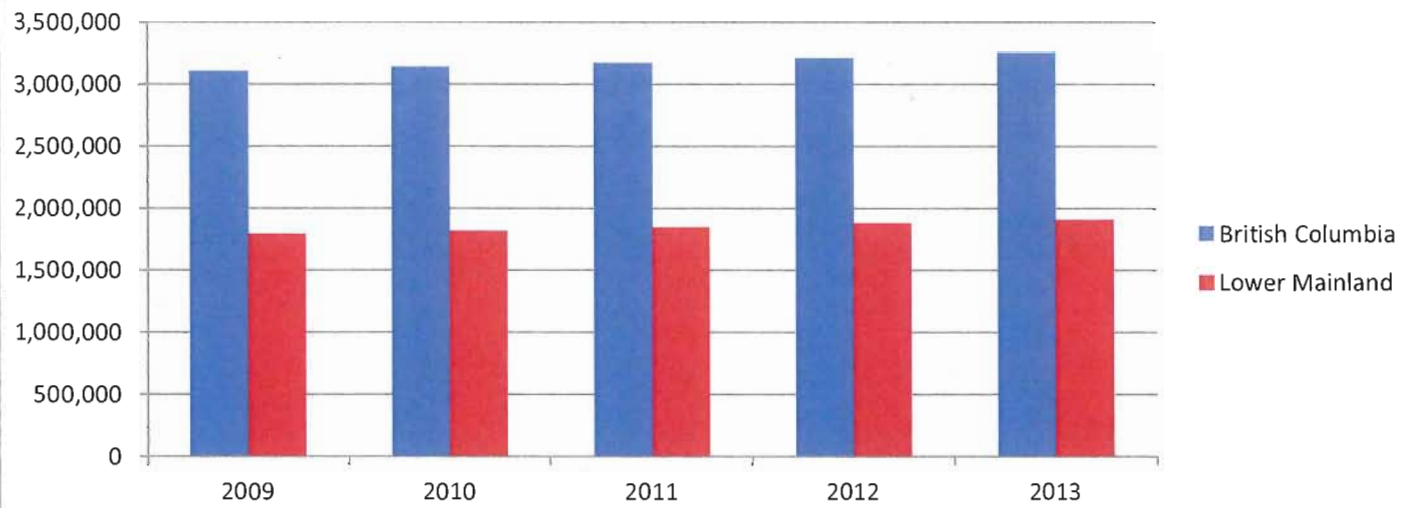
Despite recent efforts to get people out of their cars and onto more environmentally sustainable forms of transportation, the number of vehicles on Lower Mainland roads has steadily grown over the preceding years as evidenced by an increase in registered vehicles and licensed drivers.

## Vehicle Insurance Policies In-force, B.C. and Lower Mainland, 2009-2013



Source: ICBC, 2014, <http://www.icbc.com/about-icbc/newsroom/Documents/population.pdf>

## Active B.C. Driver's Licenses, B.C. and Lower Mainland, 2009-2013



Source: ICBC, 2014, <http://www.icbc.com/about-icbc/newsroom/Documents/population.pdf>

The recent rise in fatal and injurious collisions in Richmond and the continued growth of vehicle traffic on City streets evidence the need to renew a strategic focus on road safety.

## Demands on Resources

Crime rates and calls for service do not paint a complete picture of the demands placed on police resources. Some calls for service require the attention of more officers and support staff than others. A large portion of police work is not related to crime, such as traffic enforcement, proactive community engagement and visibility, and responding to social disorder concerns. Furthermore, like all Canadian police forces, Richmond Detachment must deal with increasing complexity in policing. Such complexity has substantially impacted the amount of time and effort officers must expend responding to each individual investigation or call for service. The growth in the complexity of police work originates from a number of fronts:

- **Technology** – Technological advancements have resulted in new tools for criminals and additional avenues of investigation police must pursue<sup>5</sup>.
- **Social Disorder and Mental Health Related Calls for Service** – Canadian police forces are experiencing an escalation in social disorder and mental health related calls for service as they have become de facto frontline social and mental health workers<sup>6</sup>. Richmond's recent experience is illustrative of this. Between 2010 and 2013, the Detachment responded to 4,200 Mental Health Act-related calls for service. Over this same time period, there has been a 52 percent increase in such calls. Mental Health Act-related calls consume considerable Detachment resources in terms of the number of calls, as well as the length of time officers must spend to find both short and long-term solutions for those who, as a result of a mental health challenge, generate police calls for service.
- **Demand for Transparency and Accountability** – Judicial decisions, findings from public inquiries, and calls from the public at large demanding greater police transparency and accountability have led to an unprecedented level of investigative and administrative burden being placed on police forces. A study by the University of the Fraser Valley<sup>7</sup> found the amount of time required by B.C. police officers to handle a case from initial call to acceptance by Crown Counsel increased substantially between 1983 and 2003. Break and enter cases required 58 percent more time, impaired investigations required 250 percent more time, and domestic assault files required 964 percent more time.

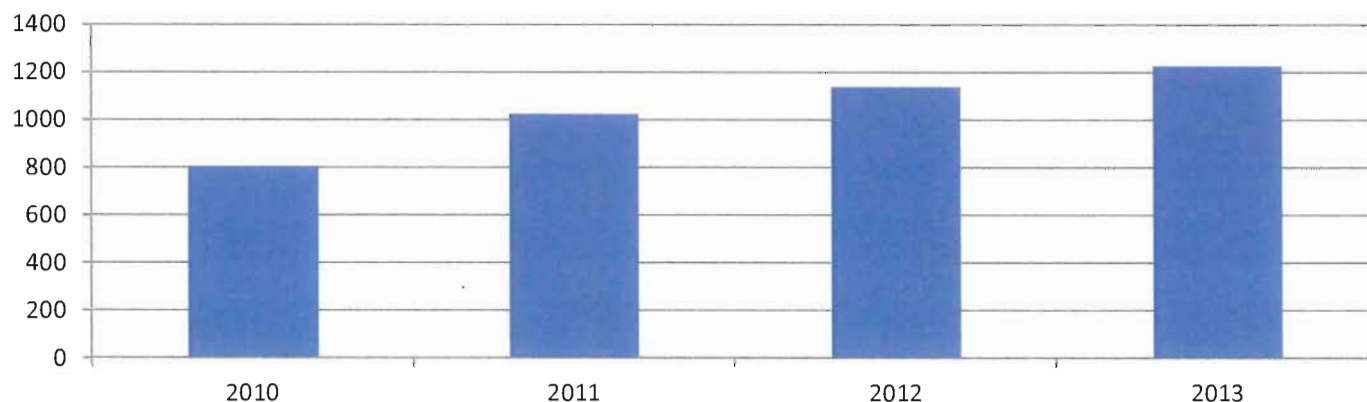
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<sup>5</sup> Standing Committee on Public Safety and National Security, 2014,  
<http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=6583312&Mode=1&Parl=41&Ses=2&Language=E>.

<sup>6</sup> Standing Committee on Public Safety and National Security, 2014,  
<http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=6583312&Mode=1&Parl=41&Ses=2&Language=E&File=48#9>.

<sup>7</sup> Malm, Aili et al, 2005,  
[https://www.ufv.ca/media/assets/ccjr/ccjr-resources/ccjr-publications/30\\_Year\\_Analysis\\_\(English\).pdf](https://www.ufv.ca/media/assets/ccjr/ccjr-resources/ccjr-publications/30_Year_Analysis_(English).pdf)

## Mental Health Act Related Calls for Service to Richmond Detachment, 2010-2013

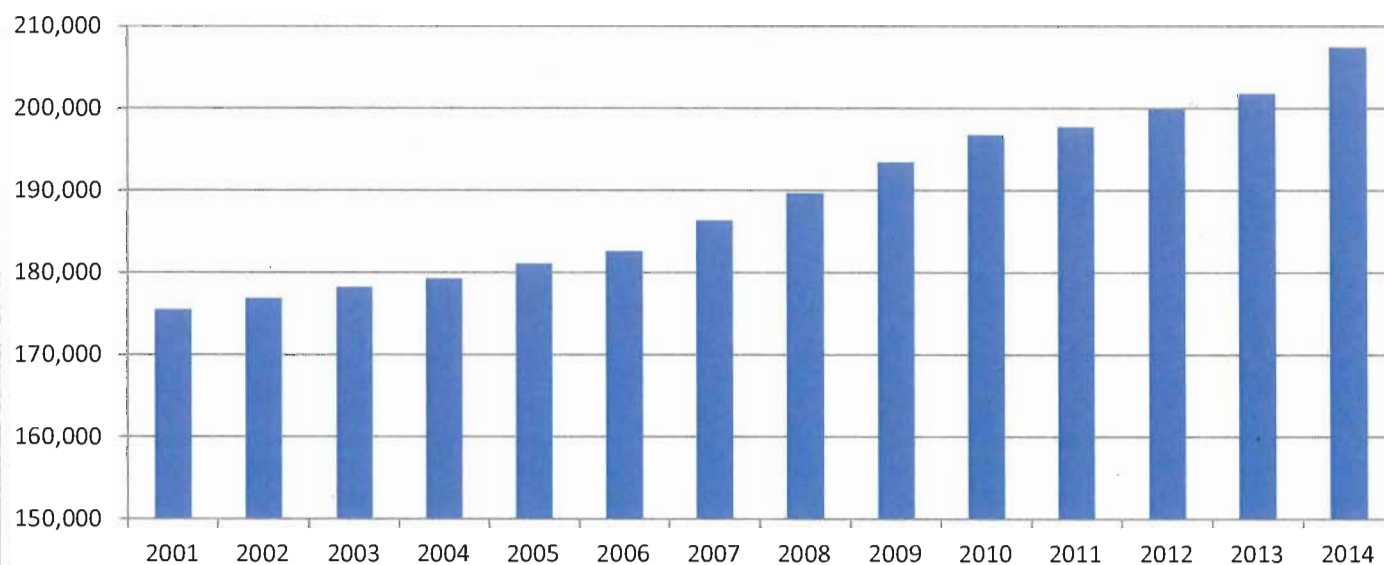


Source: Police Records Information Management Environment (PRIME), 2014.

### Richmond's Demography, Development & Culture

Richmond is the fourth largest municipality in the Greater Vancouver region behind Vancouver, Surrey, and Burnaby<sup>8</sup>. In 2014, Richmond's population is estimated to have grown to 207,500<sup>9</sup>. By 2017, the City's population is forecasted to reach 213,280<sup>10</sup>. We expect continued growth will impact demand on current Detachment resources.

## City of Richmond Population Estimates, 2001-2014



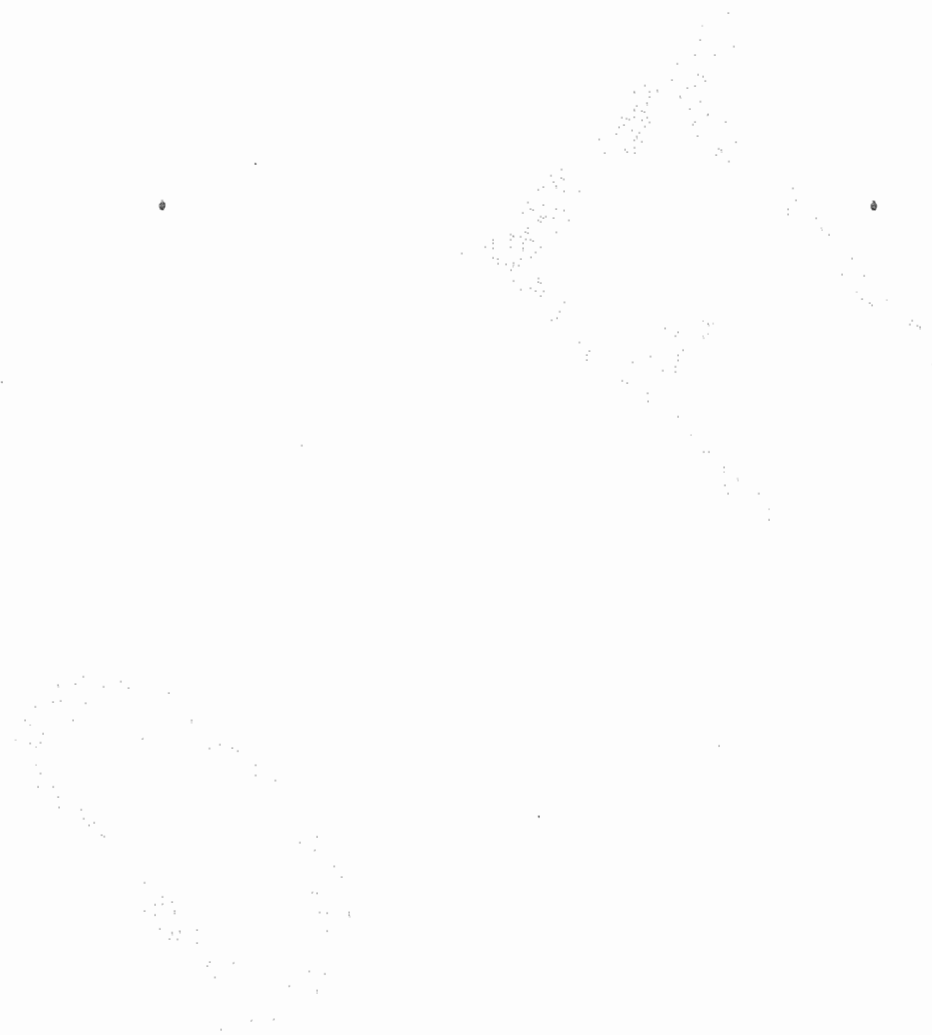
Source: BC Stats, 2013; City of Richmond Projections (with Urban Futures Inc.), 2014.

<sup>8</sup> Statistics Canada, 2011 Census, [http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=5915015&Geo2=PR&Code2=01&Data=Count&SearchText=Richmond, CY \[CSD\], B.C.&SearchType=Begin&SearchPR=01&B1=All&Custom=&TABID=1](http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=5915015&Geo2=PR&Code2=01&Data=Count&SearchText=Richmond, CY [CSD], B.C.&SearchType=Begin&SearchPR=01&B1=All&Custom=&TABID=1)

<sup>9</sup> City of Richmond (with Urban Futures Inc.), October 2014, [http://www.richmond.ca/\\_\\_shared/assets/Population\\_Hot\\_Facts6248.pdf](http://www.richmond.ca/__shared/assets/Population_Hot_Facts6248.pdf)

<sup>10</sup> BC Stats, 2014, <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationProjections.aspx>

Between 2006 and 2011, the most accelerated population growth was witnessed in the City Centre<sup>11</sup>. In those five years, it experienced an annual growth rate of five percent, representing more than half of Richmond's overall growth. The Canada Line, which began operating in 2009, has undoubtedly played an important role in the residential and commercial development of this neighbourhood. The growth experienced in the City Centre will continue to impact the Detachment's strategic thinking. Our response to City Centre development has taken many forms, including the formation and mobilization of the Detachment's Bike Squad, Quick Response Team, Beat (Foot) Patrol Program, and the establishment of the City Centre Community Police Station.

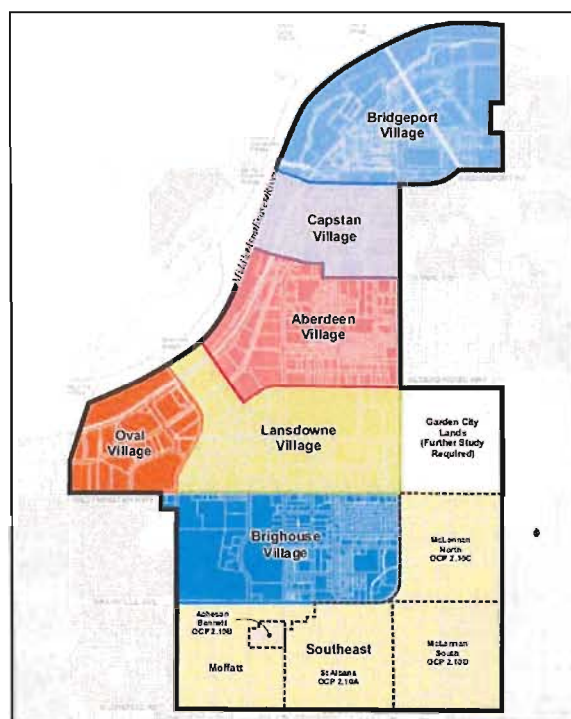


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<sup>11</sup> City of Richmond (with Urban Futures Inc.), October 2014, [http://www.richmond.ca/\\_\\_shared/assets/Population\\_Hot\\_Facts6248.pdf](http://www.richmond.ca/__shared/assets/Population_Hot_Facts6248.pdf)



## City Centre Village & Sub-Areas Map



Further contributing to Richmond's vitality is its incredible diversity. According to Statistics Canada:

- The mother tongue of 60 percent of Richmondites was a non-official language<sup>12</sup>.
- Approximately 43 percent of Richmond residents most often spoke a non-official language at home<sup>13</sup>.
- About 60 percent of the population of Richmond was foreign-born<sup>14</sup>.
- The most common origins of immigrants living in Richmond were China (accounting for 31.9 percent of the immigrant population in Richmond) and the Hong Kong Special Administrative Region (20.5 percent)<sup>15</sup>.
- Just over 70 percent of Richmond's population belongs to a visible minority group<sup>16</sup>. The largest visible minority groups living in Richmond were Chinese and South Asians.

<sup>12</sup> Stats Canada, 2011 Census. [http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=5915015&Geo2=PR&Code2=01&Data=Count&SearchText=Richmond, CY \[CSD\], B.C.&SearchType=Begins&SearchPR=01&B1=All&Custom=&TABID=1](http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=5915015&Geo2=PR&Code2=01&Data=Count&SearchText=Richmond, CY [CSD], B.C.&SearchType=Begins&SearchPR=01&B1=All&Custom=&TABID=1)

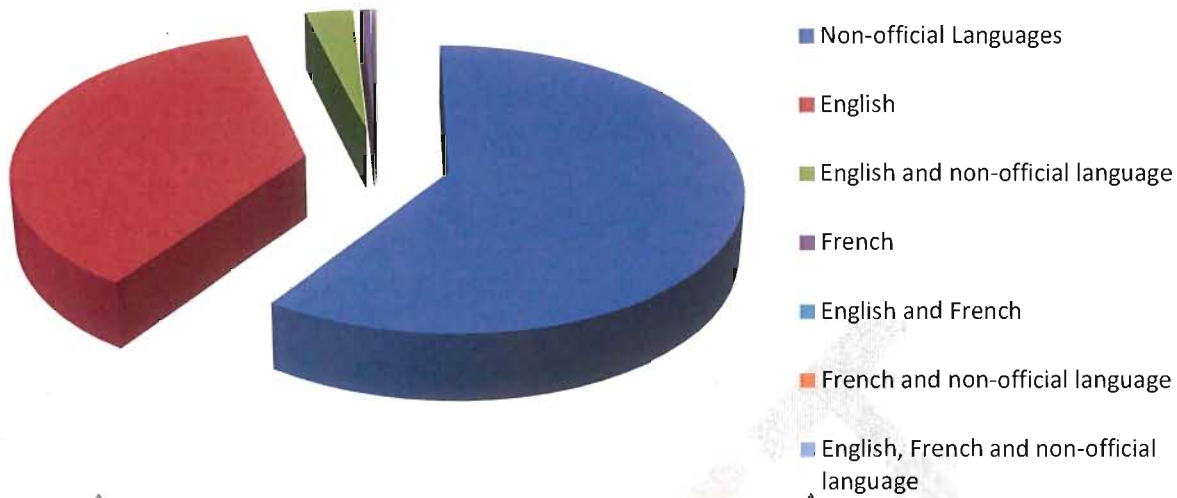
<sup>13</sup> Statistics Canada, 2011 Census. [http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=5915015&Geo2=PR&Code2=01&Data=Count&SearchText=Richmond, CY \[CSD\], B.C.&SearchType=Begins&SearchPR=01&B1=All&Custom=&TABID=1](http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=5915015&Geo2=PR&Code2=01&Data=Count&SearchText=Richmond, CY [CSD], B.C.&SearchType=Begins&SearchPR=01&B1=All&Custom=&TABID=1)

<sup>14</sup> Statistics Canada, National Household Survey, <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=4&GeoCode=5915015>

<sup>15</sup> Statistics Canada, National Household Survey, <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=4&GeoCode=5915015>

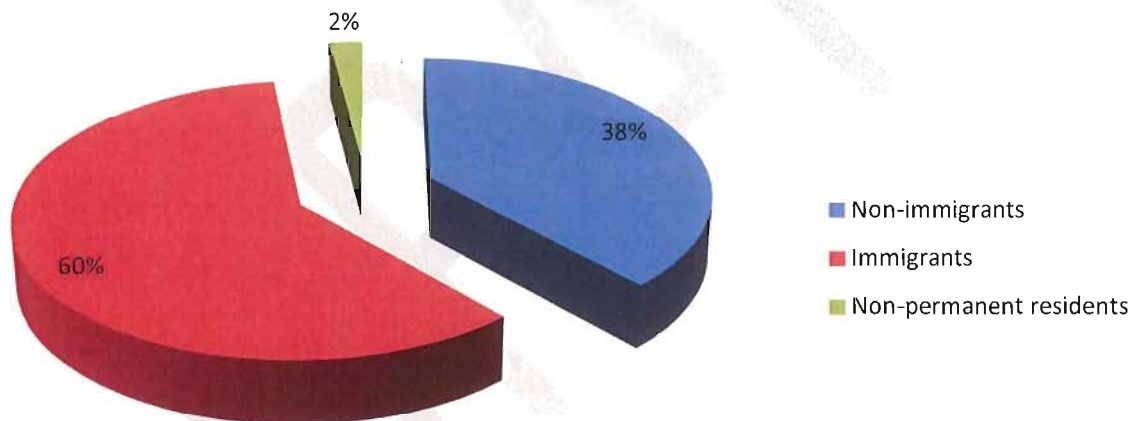
<sup>16</sup> Statistics Canada, National Household Survey, <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=4&GeoCode=5915015>

**Mother Tongue of Richmond Residents, 2011**



Source: Statistics Canada, 2011 Census.

**Percentage of Canadian Born (Non-Immigrants), foreign Born (Immigrants) and Non-Permanent Residents in Richmond, 2011**



Source: Statistics Canada, 2011 Census.

The City's diversity enriches the community and makes it an exciting place to live, do business, and visit. From a policing perspective, it affords opportunities to enrich our volunteer base and stakeholder networks. However, such diversity presents certain challenges to the delivery of policing. These challenges include language barriers and traditional fears of the police. Furthermore, the City's high proportion of immigrants translates into an internationally mobile community that presents certain opportunities to criminals and challenges to investigators.

## Richmond Growth and Development

Richmond has experienced remarkable development, transforming from a rural, local community to a cosmopolitan centre marked by a strong residential and economic base. Indicators of such development include:

- The number of private dwellings in Richmond rose from 64,367 in 2006<sup>17</sup> to 71,170 in 2011<sup>18</sup>.
- Since 2010, Richmond has seen \$2.7 billion in new building permits issued within the City<sup>19</sup>.
- Richmond is home to the Vancouver International Airport, Canada's second busiest airport, which in 2013 welcomed close to 18 million people, handled over 300,000 take-offs and landings, facilitated the conveyance of over 228,000 tonnes of cargo<sup>20</sup>, and employed more than 26,000 people<sup>21</sup>.
- The Canada Line, opened in August of 2009, has so far exceeded all expectations, with ridership already near the level expected by 2021<sup>22</sup>. It is estimated there were approximately 8.95 million trips per direction in 2013 for the Canada Line stations located within Richmond's Lulu Island<sup>23</sup>.

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<sup>17</sup> Statistics Canada, Census 2006, <http://www12.statcan.gc.ca/census-recensement/2006/dp-pd/prof/92-591/details/page.cfm?Lang=E&Geo1=CSD&Code1=5915015&Geo2=PR&Code2=59&Data=Count&SearchText=richmond&SearchType=Begin&SearchPR=01&B1=All&Custom=>

<sup>18</sup> Statistics Canada, Census 2011, <http://www12.statcan.ca/census-recensement/2011/dp-pd/hlt-fst/pd-pl/Table-Tableau.cfm?LANG=Eng&T=302&SR=526&S=51&O=A&RPP=25&PR=59&CMA=0>

<sup>19</sup> Mayor Malcolm Brodie's 2013 Annual Address, January 21, 2014, <http://www.richmond.ca/cityhall/council/about/messages/annualaddress2013.htm>

<sup>20</sup> Vancouver Airport Authority, <http://www.yvr.ca/en/about/facts-stats.aspx>

<sup>21</sup> Vancouver Airport Authority, <http://www.yvr.ca/en/about/careers.aspx>

<sup>22</sup> The Globe and Mail April 18, 2014 <http://www.theglobeandmail.com/news/british-columbia/riders-on-popular-translink-line-unfazed-by-more-congestion/article18070031/>

<sup>23</sup> Translink, 2014. Please note that while the number of station entries and exits are a good indicator of train boardings and alightings, they are not the same. Also, this figure includes passengers travelling between those Canada Stations located within Richmond's Lulu Island.

## Technology

Internet access is now an important facet of most people's lives. According to the Canadian Internet Registration Authority's 2014 Factbook<sup>24</sup>:

- Canadians' Internet usage is much greater than their global counterparts.
- British Columbia and Alberta lead the nation in household Internet access at 86 percent.
- Smartphone ownership has increased to 57 percent in Canada, well above the global average of 42 percent.
- Six in 10 Canadians used a mobile device to access the Internet in 2013.
- Social media is popular in Canada, with 69 percent of the population visiting at least one social networking site last year.
- Twenty-six percent of Canadians use a mobile device to access social networking services.

The Internet and social media present many advantages for police services to share information quickly, broadly, and inexpensively. Indeed, social media is a vehicle for advancing community policing into an increasingly "wired" age. The Detachment has embraced this concept, as evidenced by our break and enter email alert system, crime mapping website, electronic Crime Prevention Guide, online crime reporting, and the development of a Detachment Twitter account.

The benefits technology affords policing are accompanied by certain challenges. One challenge for the Detachment in the coming years will be to maintain our currency in and ability to capitalize upon web-based communication platforms. Equally challenging are the benefits Internet and related technologies afford criminals. Offenders are increasingly exploiting the convenience and concealment the Internet and progressively mobile computer technology offer. Almost any traditional crime can be committed with the help of technology. These include fraud, threats, harassment, and extortion. Major Internet risks include viruses, data theft, privacy violations, and sexual exploitation of children. Internet and technology-based crimes are more difficult to investigate due to jurisdictional issues, anonymity, and the nature of evidence involved. Consequently, prevention is key in battling Internet and technology-based crimes. It will be necessary for Richmond Detachment to develop its capacity to educate youth and adults alike on how to defend against Internet safety threats.

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<sup>24</sup> <http://www.cira.ca/factbook/2014/index.html>

# Strategic Priorities

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Our research and consultation show the Detachment's previous strategic plan has not only been responsive to community concerns and needs, but also effective in realizing a safer, more livable City. Calls for service are down, as is the overall crime rate. The vast majority of Richmond residents report feeling safe in their community. Given the overall success of our previous strategic plan, recent input received from external and internal stakeholders, as well as the current and projected trends affecting the policing environment, we have determined to stay the course and renew the following five priorities in the 2015 – 2017 Strategic Plan:



## Crime Reduction Strategy

We believe the downward trends associated to calls for service and overall reports of violent and property crime are indicative of the success of the crime reduction model Richmond Detachment has pursued. For this reason, we will continue to apply the crime reduction philosophy to the planning and implementation of service delivery.

The key elements of our crime reduction strategy comprise:

- Community engagement and partnering
- Intervention
- Prevention
- Enforcement

### Community Engagement and Partnering

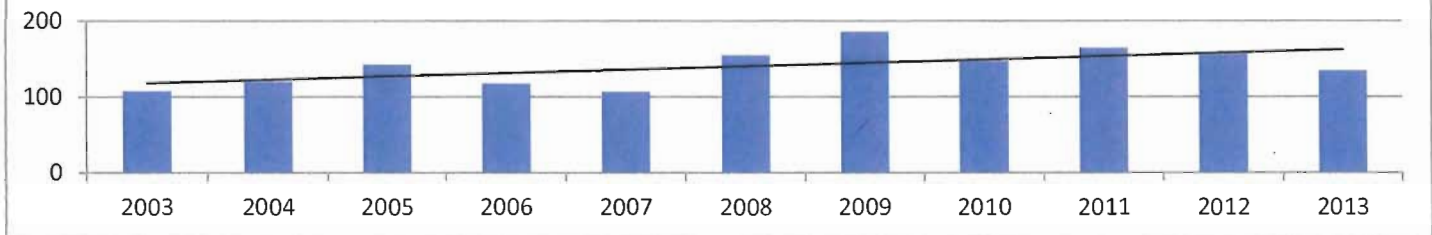
Community engagement and partnering are the conduits by which the Detachment receives the information necessary to mount effective intelligence-led policing initiatives that are responsive to Richmond's unique crime and public order concerns. Equally important, community engagement is the means by which we receive vital feedback on our performance. The importance of engagement also derives from its promotion of police visibility within the community which has a positive influence over public perceptions of safety. Just some examples of our community engagement and partnering work include:

- RCMP Multicultural Advisory Committee
- Business Link
- Downtown Richmond Crime Reduction Initiative
- School Sports Program
- Routinized City Centre foot patrols
- Auxiliary constable and volunteer crime prevention programs
- Establishment of the City Centre Community Police Station

### Intervention

Intervention is crucial to removing risk factors that contribute to offending. Recognizing intervention is most effective early in life, Richmond Detachment connects youth who have offended or are at risk of offending to the RCMP Youth Intervention Program and Touchstone Family Association's Restorative Justice Program. These programs provide long term solutions to the risk factors that motivate youth consequently offering significant social and financial benefits to the community, including reduced crime and decreased costs associated to court processes.

## Richmond Detachment Youth Intervention Program Referrals, 2003-2013



Source: Richmond Detachment Youth Intervention Program, 2014.

The Detachment also seeks to find positive interventions for adults at risk of offending or generating repeat calls for service. Through our partnerships with those in community corrections, mental health care, housing, and addictions services, Richmond Detachment works to steer offenders toward community support services that remove risk factors to offending, such as drug addiction, mental illness, and lack of appropriate shelter.

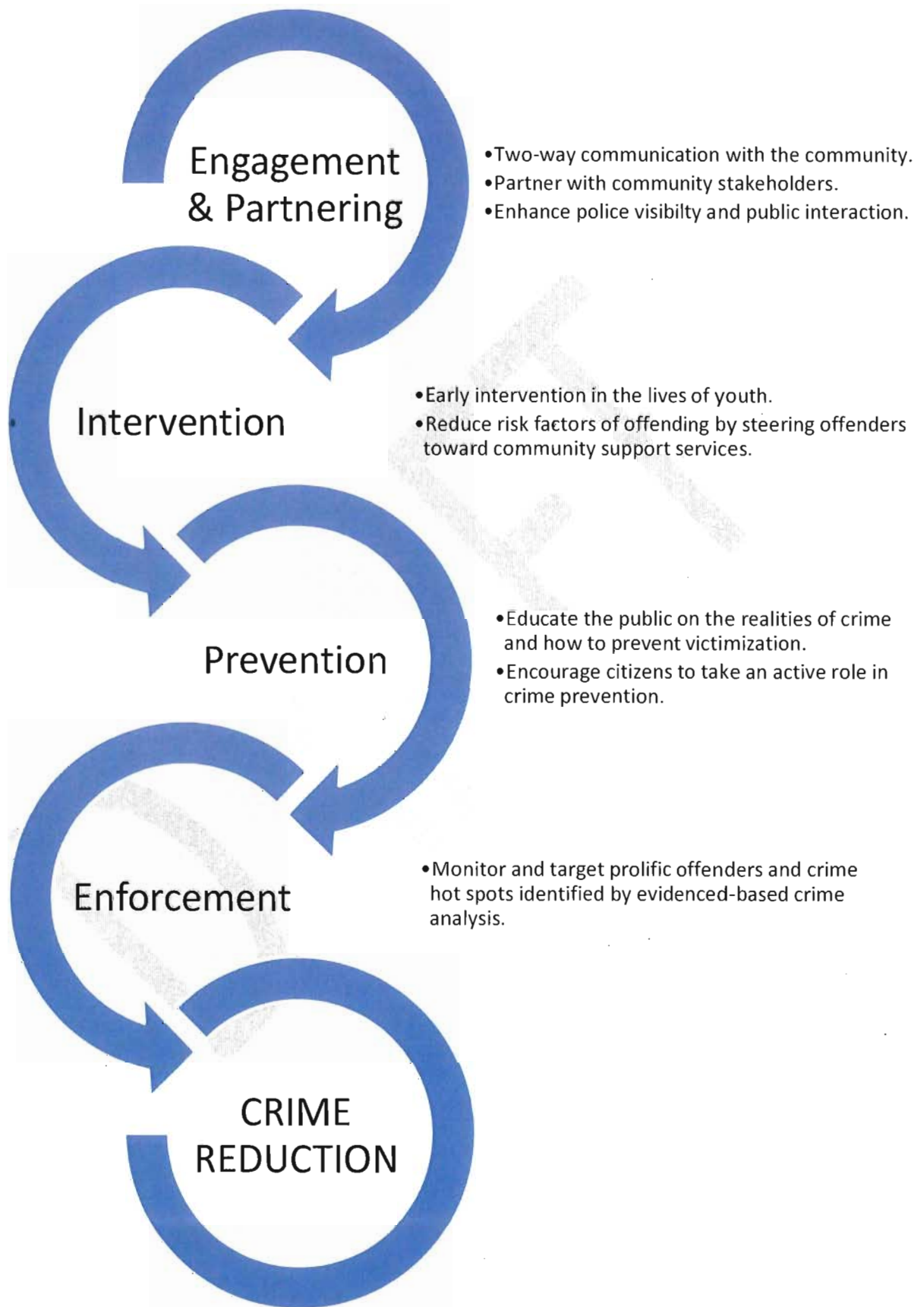
### Prevention

Prevention initiatives founded on awareness building and target hardening are an essential element of the Detachment's crime reduction strategy. To this end, we strive to implement innovative and effective methods of educating the people of Richmond about crime affecting their neighborhoods and how they can avoid being victimized. We see great promise in our email crime alert systems made available through the Block Watch and Business Link programs. These alerts directly link citizens to up-to-date property crime maps where visitors can view exactly where crime is occurring, access specific details about the circumstances surrounding each event, and obtain relevant prevention advice.

### Enforcement

The Detachment also pursues intelligence-led enforcement. Relying on criminal analysis, enhanced monitoring, and focused intervention, we identify and target for investigation the small cohort of criminals that commit the majority of crime. This approach will result in the most dramatic reductions in crime.

The Detachment's employment of the crime reduction strategy ensures we are reducing crime and disorder, contributing to a cost-effective justice system, and increasing public confidence in our ability to keep Richmond safe.





## Strategic Priority 1 – Property Crime

Richmond Detachment is proud of its contribution to the overall decline in the property crime rate. However, based on our analysis of crime data and our conversations with Richmond’s citizens and businesses, the Detachment understands more work is required. While there has been an overall reduction in property crime of late, we have witnessed a recent rise in residential break and enters, thefts from automobiles, and shopliftings. Property crime has a considerable financial impact on property owners, consumers, and taxpayers, including the monetary loss of the property stolen, insurance costs, increased consumer product pricing, and justice system expenditures. Moreover, there is the emotional toll on victims, families, and neighbours as a consequence of having personal space violated or trust abused. Ultimately, property crime leaves citizens feeling insecure and afraid, negatively impacting community vibrancy.

### Goal

We will reduce property crime, including residential and business break and enters, theft of and from automobiles, shoplifting, and frauds.

### Action

We will improve the exchange of information with the public pertaining to the incidence of property crime and how to prevent it. A better informed public will translate into greater community involvement in property crime prevention and an overall enhancement in the security and livability of Richmond’s neighbourhoods. Furthermore, an enriched exchange of information between the public and the police affords the Detachment a more accurate picture of the crime landscape which can then be used to deliver a police resources more effectively and responsively. Some of the initiatives Richmond Detachment will pursue to energize communication and prevention will include:

- Richmond RCMP Online Crime Reporting – We will increase public awareness and utilization of the Richmond Detachment Online crime reporting website ([tinyurl.com/RCMPOnlineReport](http://tinyurl.com/RCMPOnlineReport)). This program, launched in August 2014, responds to an increasingly “wired” world. Due to its functionality and accessibility, we anticipate this new method of crime reporting will encourage victims of crime who would not otherwise make a complaint to report. The Detachment will gain a more accurate sense of the prevalence of property crime in Richmond. Furthermore, it will provide greater opportunities for our officers to reunite recovered stolen property with rightful owners.
- Richmond RCMP Criminal Activity Maps – We will increase awareness of and visits to the interactive crime mapping website (<http://csgeo.city.richmond.bc.ca/>). Crime mapping details where and what kind of property crime is occurring in the City. Each offence is indicated by an electronic marker on a map that when selected links the viewer to specific details on the incident and relevant prevention information.
- Richmond RCMP Email Alerts – We will increase awareness of and registrations to our email alerts systems managed under the Block Watch and Business Link programs. Residents and business owners alike can register their email addresses at [blockwatch@richmond.ca](mailto:blockwatch@richmond.ca) and [rcmp\\_business\\_link@richmond.ca](mailto:rcmp_business_link@richmond.ca), respectively, to receive emails alerting them to recent break and enters in their neighbourhoods. These alerts contain incident details, prevention tips, and links to the Richmond RCMP Criminal Activity Maps.
- Crime Prevention Guide – We will revise and update the 2014 Crime Prevention Guide in the event new crime trends or public safety concerns arise. By keeping the Guide relevant and responsive, we will ensure the Detachment continues to enhance personal and property safety and increase citizen participation in crime prevention.

- Business Outreach – We will bolster our lines of communication with Richmond’s business community through increasing the number of businesses registered with the Detachment’s Business Link program ([www.richmond.ca/businesslink](http://www.richmond.ca/businesslink)). Business Link provides timely and relevant crime reporting and prevention information through the publication of a monthly newsletter, email alerts, and crime mapping. Moreover, we will build new relationships with the Chinese, Punjabi, and Tagalog speaking business communities through the development and distribution of outreach cards composed in these languages. These cards contain important information on the police and how to report crime. Community response to this initiative has been overwhelming positive.

We will enhance our capacity to steer those at risk of property offending away from crime by:

- Conducting interviews with offenders to better assess what risk factors are contributing to their persistent involvement in crime and offering assistance through community resources to those willing to seek change.
- Linking those at risk of property offending toward supportive community services that reduce risk and promote resilience. To this end, we will strengthen our current relationships with such agencies as Vancouver Coastal Health Mental Health and Addiction Services and the B.C. Ministry of Social Development and Social Innovation’s local Integration and Outreach workers who assist the homeless with securing various social services, such as shelter, medical care, and income assistance.
- In concert with Crown Counsel and community correctional services, we will monitor offender compliance with court orders through frequent curfew and street checks. Such checks impose accountability upon the offender and provide valuable intelligence on offender lifestyle.

We will evaluate and improve the effectiveness of our property crime enforcement strategies through:

- Monthly Richmond Detachment Crime Reduction Committee meetings. The Committee comprises the key players in our crime reduction efforts: the Detachment Leadership Team, Criminal Analysis Unit, Property Crime Unit, General Duty, Quick Response Team, Economic Crime Unit, Bike Section, and Crime Prevention Unit. The Committee is a formalized venue that affords the timely exchange of intelligence amongst those Detachment units that act as champions of our crime reduction strategies. It also provides an important forum for the development of short and medium term integrated, intelligence-led enforcement strategies that confront the small group of offenders conducting the lion’s share of crime. The sharing of information and coordination of resources results in comprehensive and effective approaches to driving down crime and enhancing Richmond’s confidence in their police service.
- Strengthening the effectiveness of our partnerships with Crown Counsel and community corrections to ensure prosecution and sentencing are being used to their maximum for those offenders unwilling to seek positive change.
- We will collaborate with the City of Richmond and Richmond Fire-Rescue to identify and confront problem residences that act as hubs for high-risk and prolific property criminals.

## Strategic Priority 2 – Road Safety

Based on our conversations with citizens and stakeholders alike, it is clear road safety remains a significant concern in the community. Such concerns are supported in the available data. Automobile collisions impose a significant financial and human toll on our community. There is an increasing amount of vehicles on the road. Furthermore, despite some notable successes in driving down fatal and injurious collisions in previous years, Richmond has experienced a recent increase in such collisions. These factors speak to the need to keep road safety a strategic priority.

### Goal

We will make Richmond's roads safer by reducing motor vehicle collisions, particularly those that result in death or injury.

### Action

The Detachment will take a three-pronged approach to the Road Safety priority comprising education, engineering, and enforcement. Education consists of preventing motor vehicle collisions through spurring positive changes in driving, cycling, and pedestrian behaviours. Engineering pertains to working with our road safety partners in seeking improvements to vehicle, bicycle, and pedestrian infrastructure. Enforcement entails ensuring road safety laws are being abided by.

Richmond Detachment's strategy to educating the public on driving, cycling, and pedestrian safety will be multifaceted. We will pursue an integrated approach that brings together the Detachment's sworn officers, volunteers, and auxiliary constables, as well as ICBC, Richmond Fire-Rescue, B.C. Ambulance Service, Transit Police, CN Police Service, and the City of Richmond Transportation Division. Our educational initiatives will include:

- Project SWOOP – A partnership between officers, Speed Watch volunteers, and ICBC focused on confronting high-risk driving behavior, such as speeding and distracted driving, in collision-prone areas and school zones.
- Speed Watch – Promotes safe driving habits by alerting drivers to their vehicles' speed. Trained volunteers, equipped with a radar speed reader board, give drivers instant feedback regarding their speed. The volunteers record the license plates of speeding vehicles and follow-up with letters to the vehicles' registered owners notifying them of the driving infractions observed and what the applicable fines would be.
- Distracted Drivers Program – Trained volunteers watch for drivers engaged in distracted driving, such as texting on their cell phones. The volunteers make note of the vehicle's description, license plate number, and what the driver was doing. A letter is sent to the registered owner with information on the safety risks of their actions, and the fine amounts they would face if ticketed.
- SLOW Campaign - The bulk of recent traffic fatalities in Richmond have been pedestrian related. Contributing factors to these incidents include jaywalking, dark attire, rushing, and inattentiveness. Educating pedestrians is fundamental to addressing this issue. Therefore, in October 2014, Richmond Detachment launched a three-year pedestrian safety campaign called "SLOW" (Stop, Look, Observe, Walk). We will mobilize regular members and volunteers to high pedestrian traffic locations including areas surrounding Canada Line stations. There will be extensive public awareness initiatives through the darkest days of the year. Social media will form a salient element of this campaign. Educational material and reflective bands will be handed out to the most at-risk pedestrians. This campaign is a joint effort with ICBC, City of Richmond Transportation Division, Richmond Fire-Rescue, B.C. Ambulance Service, and Transit Police.

Richmond Detachment will contribute to the identification and implementation of engineering solutions to road safety concerns through its membership in a number of governmental committees, such as:

- The Richmond Traffic Safety Advisory Committee (TSAC) – Through collaboration between City of Richmond Transportation Division, City Community Bylaws Division, Richmond Fire-Rescue, Richmond School District, Richmond District Parents Association, ICBC, and Richmond Detachment, TSAC seeks to boost traffic and pedestrian safety in Richmond. As a member of TSAC, Richmond Detachment will contribute to the local development of traffic management and engineering measures that remedy identified traffic safety concerns.
- B.C. Chiefs of Police Traffic Safety Committee – Since 2012, Richmond Detachment has participated in the B.C. Chiefs of Police Traffic Safety Committee. This is the most active of all B.C. Chiefs committees and includes representatives from the police, ICBC, Justice Institute of B.C., the Ministry of Justice, and the Ministry of Transportation. The committee helps promote road safety by identifying, prioritizing, and addressing issues common to police and their partners, as well as advancing legislative changes and improvement in support of increased road safety.
- Safe Vehicles and Safe Road Users Standing Committee – Richmond Detachment is a member of the Safe Vehicles and Safe Road Users standing committee that meets monthly and which supports the newly established Provincial Road Safety Steering Committee. The committee is comprised of the Superintendent of Motor Vehicles, Assistant Deputy Ministers from ministries with responsibilities in road safety and representatives from Crown entities with road safety roles, such as ICBC.

We will improve road safety while ensuring the effective and efficient mobilization of resources through the following enforcement approaches and initiatives:

- Data-Driven Enforcement – Timing and location of enforcement will be led by ICBC-supplied collision data analyzed through the computerized B.C. RCMP Traffic Services Collision Enforcement Tool which readily identifies collision hot spots.
- Automated License Plate (ALPR) Technology – Richmond Detachment will continue to utilize ALPR technology loaned to us from B.C. RCMP Traffic Services. ALPR uses colour, infrared cameras and recognition software to read license plates at a rate of over 3,000 per hour. The ALPR technology is particularly effective against prohibited, unlicensed, and uninsured drivers who are a major road safety threat given they lost their licenses because of poor driving and are overrepresented in serious collisions. The Detachment will explore the purchase of an ALPR system for exclusive use by Richmond Detachment.
- Capitalize on Mutually Beneficial Enforcement – We will seek cooperative enforcement initiatives with other police forces and regulatory bodies, such as Commercial Vehicle Safety Enforcement and the City of Richmond Community Bylaws Division. An example of this is the railway crossing enforcement and education campaign that brings together Richmond Detachment, CN Police Service, and City Bylaw Enforcement personnel.
- Given the growing demands being placed on investigations surrounding serious injury and death, Richmond Detachment Road Safety Unit will develop its capacity to manage such investigations under the Major Case Management model. This will be accomplished through training in investigative techniques, advanced interviewing, judicial authorization drafting, file coordination, and court disclosure.
- Integrated Collision Analysis and Reconstruction Service (ICARS) – ICARS is an integrated RCMP Lower Mainland District unit that provides forensic services to Richmond Detachment collision investigations involving serious injury or death. ICARS provides specially trained officers and sophisticated equipment that Richmond may not otherwise afford on its own.

- The Integrated Road Safety Unit (IRSU) – IRSU is comprised of both RCMP and municipal traffic enforcement officers. IRSU is deployed throughout the Lower Mainland, including Richmond. The program’s priorities include impaired driving, aggressive driving, seatbelt compliance, and intersection violations. IRSUs compliment the enforcement activities pursued by Richmond Detachment-based units.
- Participation in Provincial and National Enforcement Campaigns – Richmond Detachment will participate in annual enforcement campaigns sponsored by the Province and ICBC, including the Distracted Driving Campaign, Occupant Restraint Campaign, Electronic Device Blitz, High Risk Driving Campaign, Project SWOOP, Summer and Winter Impaired Driving Campaigns, Speed Relative to Conditions Campaign. We will also be involved in national campaigns sponsored by Transport Canada, such as Road Safety Week that targets high-risk driving behaviors and Operation Impact, a national campaign targeting aggressive drivers, drunk drivers, and seatbelt violations.

## Strategic Priority 3 – Community Engagement

Our stakeholders indicate they are quite pleased with our community engagement efforts. Indeed, when asked what Richmond Detachment was doing right, the majority of stakeholders stressed our commitment to engagement. And while this was the most commonly commended attribute, the majority of stakeholders emphasized their desire to see the Detachment seek ways to further nourish its engagement with the community.

We at Richmond Detachment believe community engagement takes many forms. It means face-to-face interaction, be it a result of an officer responding to a call for service or merely having an informal discussion. It also entails routine visibility and accessibility in the community, such as operating community police stations or getting our officers out of their patrol cars for proactive foot patrols. Furthermore, community engagement involves an effective dialogue between the Detachment and citizenry wherein they can communicate policing strategies, responses, and outcomes. Lastly, community engagement demands cultivating and nourishing partnerships with individual citizens and public safety stakeholders. Ultimately, community engagement enables crime reduction, increases perceptions of safety, and bolsters our legitimacy.

### Goal

We will enrich our engagement with the community by improving accessibility, visibility, communication, and partnering.

### Action

Richmond Detachment will enhance its visibility and accessibility through the following:

- Removing the patrol car as a barrier to community engagement. Our members will conduct routine foot and bicycle throughout Richmond.
- Regular member patrols will be augmented by the continued recruitment and deployment of auxiliary constables and volunteers under the auspices of various Richmond Detachment crime prevention and traffic safety programs.
- As part of our continued efforts to pursue innovative ways to interact with the public, the Detachment will mobilize patrols in areas inaccessible to officers in cars or on foot. We will mount all-terrain vehicle patrols of Richmond's parks and trail systems, as well as marine patrols along the waters surrounding Richmond by way of the Detachment's marine patrol vessel, Fraser Guardian.
- Richmond Detachment will promote employee and volunteer participation in community events and charity functions. High profile events and campaigns our people are involved in include Canada Day/Steveston Salmon Days Festival, Remembrance Day, Cops for Cancer, School Sports Program, On-side program, Movember, Special Olympics Torch Run, and Dreams Take Flight.
- Through the continued study of resource deployment schedules, we will increase opportunities for community engagement while also ensuring cost and service effectiveness. Efficiencies in our Operations Support and Administrative units have already been realized. We will study General Duty shifting to determine what efficiencies can be realized in frontline policing delivery.
- In partnership with the Vancouver Airport Authority, we will improve the public's accessibility to our Airport members through the relocation of the Sub-detachment office from a separate exterior building to inside the Airport's Domestic Terminal Building.

Richmond Detachment will improve its capacity to communicate and partner through the following initiatives:

- We will improve our capacity to engage those with mental health challenges. Simultaneously, we will reduce calls for service related to mental health issues thus affording General Duty members more time to engage in informal interactions with the public. We will accomplish this by:
  - The development of Detachment monitoring systems for high-risk or frequent-contact clients to ensure integrated community responses are properly prioritized and tailored to the unique needs of the client.
  - Participation in a mental health community consultation group.
  - Advance our partnership with the City of Richmond, Richmond Fire-Rescue, and Richmond Mental Health that seeks to improve coordinated community responses to our most complex and vulnerable clients, such as those with mental health and/or addiction issues, hoarders, the homeless, and those with dementia.
  - Delivery of Crisis Intervention and De-escalation training to all sworn officers at Richmond Detachment. The course is designed to ensure police officers are able to use crisis intervention and de-escalation techniques to effectively resolve crisis situations, including incidents involving intervention in a mental health crisis.
- We will extend the reach of our engagement into the Internet by capitalizing on an increasingly technologically savvy public, the ubiquity of Internet access and smart phones, and the availability of low cost networking platforms such as web domains, Twitter, and Facebook. Toward this end we will:
  - Increase the number of visits to the online property crime activity maps.
  - Grow public use of the online crime reporting system.
  - Develop the number of registrants for residential and business break and enter email alerts.
  - Broaden our social media reach by cultivating more Twitter followers.
  - Enhance timeliness and activity surrounding our social media messaging by diffusing responsibility for Twitter updates amongst multiple officers.
- We will further improve communication with the public by enhancing our capacity for media relations. We will train and assign ad hoc media relations officers to augment the single fulltime Media Relations Officer position. This initiative will permit greater timeliness in providing information via the media. The ad hoc team will also offer opportunities to relay media communications in languages other than English, thus allowing the Detachment to be more responsive to Richmond's diverse array of cultures.
- Richmond Detachment is fortunate to participate in numerous partnerships with the public, private, and charitable sectors that seek out collaborative solutions to areas of mutual concern. These partnerships are crucial to our crime and social disorder reduction initiatives, reducing fear of crime, and maintaining our legitimacy. We will enhance existing partnerships and seek new ones when appropriate. Just some examples of recently initiated partnerships include:
  - Emergency services communications interoperability project with ECOMM, Richmond Fire-Rescue, and B.C. Ambulance Service.
  - Regular community safety brainstorming sessions amongst Richmond Detachment General Duty Watch Commanders, Richmond Fire-Rescue Battalion Chiefs, and City Bylaw Managers.
  - Joint marine patrols between Richmond Detachment, Richmond Fire-Rescue, and Delta Police Department.
  - Basing City of Richmond bylaw enforcement officers out of the Richmond Detachment Community Police Stations with the goal of spurring familiarization with RCMP staff, routinization of information sharing, and development of cooperative initiatives.

- Exploration of developing a Transit Watch Program in concert with Transit Police.
- SLOW pedestrian safety campaign in collaboration with ICBC, Richmond Fire-Rescue, the City of Richmond Transportation Division, B.C. Ambulance Service, and Transit Police.



## Strategic Priority 4 – Youth

The heightened vulnerability of youth, the long-term benefits of early interventions, and the feedback we have received from the community respecting the importance of our emphasis on youth have motivated us to sustain a strategic focus in this area.

We recognize that safe, vibrant communities begin with youth that feel purpose, meaning, and pride. Richmond Detachment will focus on strategies that contribute to safe and healthy pathways essential to the development of productive and civic-minded adults.

### Goal

We will enhance the safety of Richmond youth and prevent their entry into the criminal justice system.

### Action Plan

The Detachment's youth strategy will comprise two key approaches: engagement and intervention. Engagement will entail influencing prosocial, preventative behavior amongst youth by reaching out to, modeling, and mentoring youth. Intervention will consist of steering at-risk youth to extra-judicial measures, restorative justice programs, and community services that remove risk factors and build resiliency.

Our youth engagement initiatives will include:

- **School Liaison** – Every Richmond secondary school will have a Detachment Youth Section member assigned to it. The liaison officer will conduct regular proactive visits, delivering crime prevention and public safety education, and early identification and intervention with at-risk youth. As part of our secondary school liaison, we will build on our Internet safety initiatives, including “Delete Day” wherein students are asked to become safer, more responsible Internet users. Additionally, under the “Adopt-a-School” program, all Richmond elementary schools will be assigned a uniformed police officer to act as a liaison. Through regular visits, officers will engage in both formal and informal interactions with youth and school staff, thereby building positive relationships. Such relationships will afford an enhanced awareness amongst Detachment members of public safety issues affecting youth, enrich the compliment of developmental assets of students, and increase community confidence in police.
- **Drug Abuse Resistance Education (DARE)** – In partnership with the Richmond School District and private schools, Richmond Detachment will deliver the DARE program to approximately 1,700 fifth graders each year. The value of the DARE program transcends equipping school-aged children with skills to recognize and resist drug use. It serves as an important vehicle for the Detachment to establish long-lasting connections with the City's youth and promote pro-social values and protective factors.
- **Youth Academy** – Directed at Grade 11 and 12 students with an interest in policing as a career, the Academy gives candidates an opportunity to experience police training and to partake in police work simulations. The program is built on a partnership between the school districts of Richmond, Burnaby, North Vancouver, Coquitlam, and Surrey, and the RCMP detachments from each of those municipalities.
- **Children's Summer Camp** – Richmond Detachment and Richmond Fire-Rescue will collaborate to offer local youth an opportunity to participate in RCMP Summer Youth Camps. The camps enable youth 9 to 12 years of age to personally interact with first responders and learn about different aspects of police work and fire safety.
- **Youth Squad** – Provides an eight-week course wherein Richmond students in Grades 10 to 12 are introduced to facets of policing. Students are given the chance to meet police officers working in specialized units and learn about their day-to-day work in Road Safety, Police Dog, Drug, Emergency Response, and Forensic Services

units. The Canadian Armed Forces, B.C. Ambulance Service, and Richmond Fire-Rescue also participate in this program.

- On-side Program – Richmond Detachment police officers take school-aged youth to local professional sporting events. This program provides a fun and informal environment wherein youth and police can interact.
- School Sports Program – RCMP officers and students square-off in friendly sporting matches while school faculty and fellow students cheer them on in a show of school and community spirit. The matches are accompanied by a motivational presentation made by positive role models such as Olympic athletes.
- Cop Cards and Positive Tickets – Cop Cards, similar to collectible baseball cards, feature a photograph of individual officers with information about them and a motivational quote on the back. Positive Tickets, good for free admission to various City recreation facilities, are awarded to youth observed engaging in safe and prosocial behaviors. These two programs accomplish the same goal of breaking down traditional barriers between police and youth.

Intervention will be achieved through:

- Youth Intervention Program (YIP) – Through YIP, Richmond Detachment will provide assessment, counselling, and referral services to youth identified as having actual or potential conflict with the law. The YIP will prevent youth from committing further offences by resolving the root causes of criminal or problematic behaviour.
- Restorative Justice Program (RJ) – In partnership with Touchstone Family Association, Richmond Detachment will support victims of crime, hold young offenders accountable, and ultimately reduce the prevalence of crime through participation in the RJ Program. Richmond Detachment and Touchstone will study the viability of establishing a system that allows Richmond retailers to make direct referrals of youth accused of shoplifting and other minor offences to the RJ Program. Such a system promises to further reduce crime in Richmond while simultaneously reducing human resource expenditures surrounding calls for service response.

## Strategic Priority 5 – Organized Crime

Organized crime remains a significant threat to Richmond’s social and economic well-being. Drug production and trafficking continue to be the primary sources of revenue for gangs. Other activities pursued by organized crime include extortion, loan sharking, money laundering, prostitution, and credit card fraud. These activities result in physical, emotional, economic, and social harms to both individuals and society as a whole. It is the pervasive impact organized crime continues to pose to Richmond that has led us to renew this strategic priority.

### Goal

We will disrupt organized crime in Richmond.

### Action

We will enhance Detachment and regional knowledge of organized crime activities through:

- Frontline Intelligence Collection – We will collect information on gangs through consultation with citizens and community stakeholders, street checks, criminal investigation, surveillance, cultivation of confidential informants, and utilization of Crime Stoppers. While our Organized Crime Unit will spearhead much of this work, all Detachment members will play a role in collecting intelligence on organized crime.
- Criminal Analysis – Employing complex research and analysis techniques, our Crime Analysis Unit will collect, collate, examine, and interpret of a wide array of intelligence sources to provide our investigators disruption prioritizations and investigative leads
- Support and Utilization of the New Real Time Intelligence Centre of B.C. (RTIC-BC) – The recently established RTIC-BC provides immediate and round-the-clock analytical support relating to crimes that pose a substantial threat to public safety, such as gang violence. By mining intelligence resources through multiple databases, RTIC-BC provides an unprecedented level of help to our frontline officers in quickly identifying and locating dangerous criminals. This enables the Detachment and its Lower Mainland policing partners to overcome challenges associated with jurisdictional boundaries, fiscal restraint, and limited resources.
- Support and Utilization of the Provincial Targeting Enforcement Priorities (PTEP) Program – PTEP is a provincial process that coordinates efforts between policing agencies, improves information sharing, maximizes disruptions by selecting high-risk viable targets, and increases accountability by measuring outcomes.

We will make Richmond an inhospitable place for organized crime through:

- Strengthening Protective Factors in Youth – Richmond Detachment will reduce risks of gang membership by pursuing collaborative initiatives with community support agencies, families, and service organizations to create positive social environments for youth.
- Overt Gang Patrols – We will discourage gang members from frequenting Richmond’s restaurants, bars, and lounges through high-visibility premise checks of known gang hang-outs.
- Parole and Probation Monitoring - Intensive monitoring of organized crime figures on parole and probation will be accomplished through curfew checks and monthly meetings between offenders and police.
- Anti-gang Education – The Detachment will support local and regional anti-gang education initiatives. An example is Richmond Detachment’s participation in the End Gang Life campaign developed by the province’s anti-gang unit, the Combined Forces Special Investigation Unit. Visually powerful posters appear in public areas of Detachment facilities as do promotional decals on our police cars. These materials provide links to the [endganglife.ca](http://endganglife.ca) webpage where people can view anti-gang public service announcements, obtain information about how to exit gangs, research, prevention information, and obtain other educational tools.

- Enforcement – Proactive organized crime enforcement and disruption will be pursued through Criminal Code, Controlled Drugs and Substances Act, and civil forfeiture act investigations conducted by our Criminal Intelligence Section, Marijuana Enforcement Team, Drug Team, Economic Crime Unit, and Airport Crime Unit. The Serious Crime Unit will investigate major violent offences stemming from organized crime activities. Moreover, the Unsolved Homicide Unit will advance historical murder investigations to prosecution thereby sending a strong message to the killers that time is no defence to answering for one's crimes.

# Measuring Performance

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Transparency in goal setting and performance are key elements of our accountability to the Strategic Plan.

Through our Annual Performance Plan process, we will establish measurable objectives and launch detailed work plans in support of the five priorities delineated in the Strategic Plan. Detachment employees will be assigned ownership of the initiatives supporting our strategic priorities. These individuals will be accountable for quarterly reporting on progress, obstacles, and lessons learned arising from the pursuit of our stated objectives. These assessment tools are critical to confirming our Plan is performing as designed, as well as determining whether or not our strategies require adjustment to meet changes within the operational environmental.

Citizens and stakeholders will be able to track our performance via monthly activity reports and quarterly Annual Performance Plan updates submitted to the City of Richmond. We will augment these transparency and accountability mechanisms with public reporting and consultation via our website, Twitter, local media channels, consultative groups, and informal engagement mechanisms.

# Conclusion

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The Richmond Detachment 2015–2017 Strategic Plan reflects our on-going consultation with the City of Richmond, citizens, community stakeholders, and our own employees. It is mindful of the challenges and opportunities that will influence our public safety initiatives. Our community consultation efforts coupled with our deliberations over the current and future policing landscape have steered the selection of our strategic priorities and will ensure we remain responsive not only to community expectations, but also to an ever-changing policing landscape.

Supported by City Council and our community partners, our dedicated employees and volunteers embrace the challenges set out in the Strategic Plan. We are confident the Plan will allow us to play an important role in advancing the City of Richmond’s vision “to be the most appealing, livable and well-managed community in Canada.”

# Acknowledgements

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We would like to thank the residents, community safety stakeholders, and City Council of Richmond, as well as our employees and volunteers for their valuable input to the development of 2015-2017 Strategic Plan.

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