



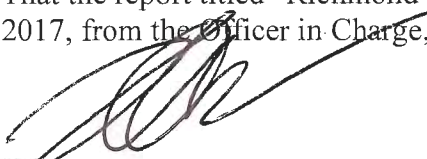
City of Richmond

Report to Committee

To: Community Safety Committee **Date:** November 20, 2017
From: Will Ng **File:** 09-5000-01/2017-Vol
Superintendent, Officer in Charge 01
Re: Richmond RCMP Detachment Strategic Plan 2018-2020

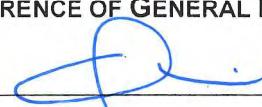

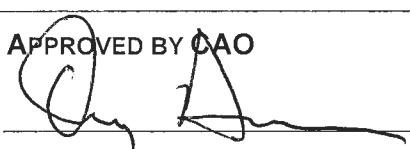
Staff Recommendation

That the report titled "Richmond Detachment Strategic Plan 2018-2020", dated November 20, 2017, from the Officer in Charge, Richmond RCMP be received for information.



Will Ng
Superintendent, Officer in Charge
(604-278-1212)

Att. 1

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

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 2014-2018 Term Goal #1 A Safe Community:

Maintain emphasis on community safety to ensure Richmond continues to be a safe community.

1.1. Policy and service models that reflect Richmond-specific needs.

1.2. Program and service enhancements that improve community safety services in the City.

1.3. Improved perception of Richmond as a safe community.

1.4. Effective interagency relationships and partnerships.

Analysis

The Richmond Detachment Strategic Plan for 2018-2020 is the result of a combined analysis of the needs of our growing city from a public safety perspective. Crime trends, world events, law reform, mental health, homelessness, emergency preparedness, feedback from our elected officials, community stakeholders, volunteers, employees and RCMP strategic priorities have all contributed to this document. The Strategic Plan will serve as a guide and framework for the Richmond RCMP to attain City's Council goals related to community safety.

Since the submission of the last Strategic Plan, Richmond Detachment has been successful in creating a safe, engaged community by enhancing policing services through partnerships. Policing innovations and a strong public presence through participation in community events have also played a significant role in these achievements.

Richmond Detachment, in consideration of present and future policing strategies, has remained proactive and responsive to diverse and dynamic public safety needs. Important factors affecting these evolving needs include growth and development in the City of Richmond, an increasingly more diverse community and increased complexity in Canadian policing.

Three Strategic Priorities have been identified for 2018-2020. Through the input received from our stakeholders and the analysis of crime trends, Richmond Detachment has identified Property Crime, Organized Crime and Vulnerable Persons as our strategic priorities for the next three years.

To ensure that our policing efforts are successful, we must not only adopt a strategic and tactical focus on key policing priorities, but also commit to regularly examining and realigning our resources. In addition, there is a need for consistent and timely measures to increase the public's awareness of the effects of crime on the community through engagement with the public as partners. The Detachment will continue to focus on crime reduction to promote public safety.

Financial Impact

None.

Conclusion

The 2018-2020 Strategic Plan reflects our on-going consultation with the City of Richmond, residents, community stakeholders and our own employees. As we are guided by the priorities in the Strategic Plan for the next three years, we are mindful that our priorities remain current and reflective of concerns emerging from regional and global perspectives. This Plan will ensure that we remain responsive to community expectations and the ever-changing policing landscape. Richmond Detachment remains committed to playing an instrumental role in advancing the City of Richmond's vision "to be the most appealing, livable and well-managed community in Canada."



Will Ng
Superintendent, Officer in Charge
(604-278-1212)

Att. 1: Royal Canadian Mounted Police
Richmond Detachment Strategic Plan 2018-2020

GRC
RCMP



Royal Canadian Mounted Police
Richmond Detachment Strategic Plan
2018–2020



Committed to Safe Homes, Safe Communities



Message from the Officer in Charge, Richmond Detachment



The Strategic Plan for 2018-2020 is the result of a combined analysis of the needs of our growing City from a public safety perspective. Crime trends, world events, law reform, mental health, homelessness, emergency preparedness, feedback from our elected officials, community stakeholders, volunteers, employees and RCMP strategic priorities have all been taken into account in completing this document. The Strategic Plan's purpose is to serve as a guide and framework for the Richmond RCMP to attain City's Council goal for Richmond to become "the most appealing, livable and well-managed community in Canada."

Public safety stands at the forefront of an appealing and livable city, and the Richmond RCMP is committed to making Richmond the safest city in Canada.

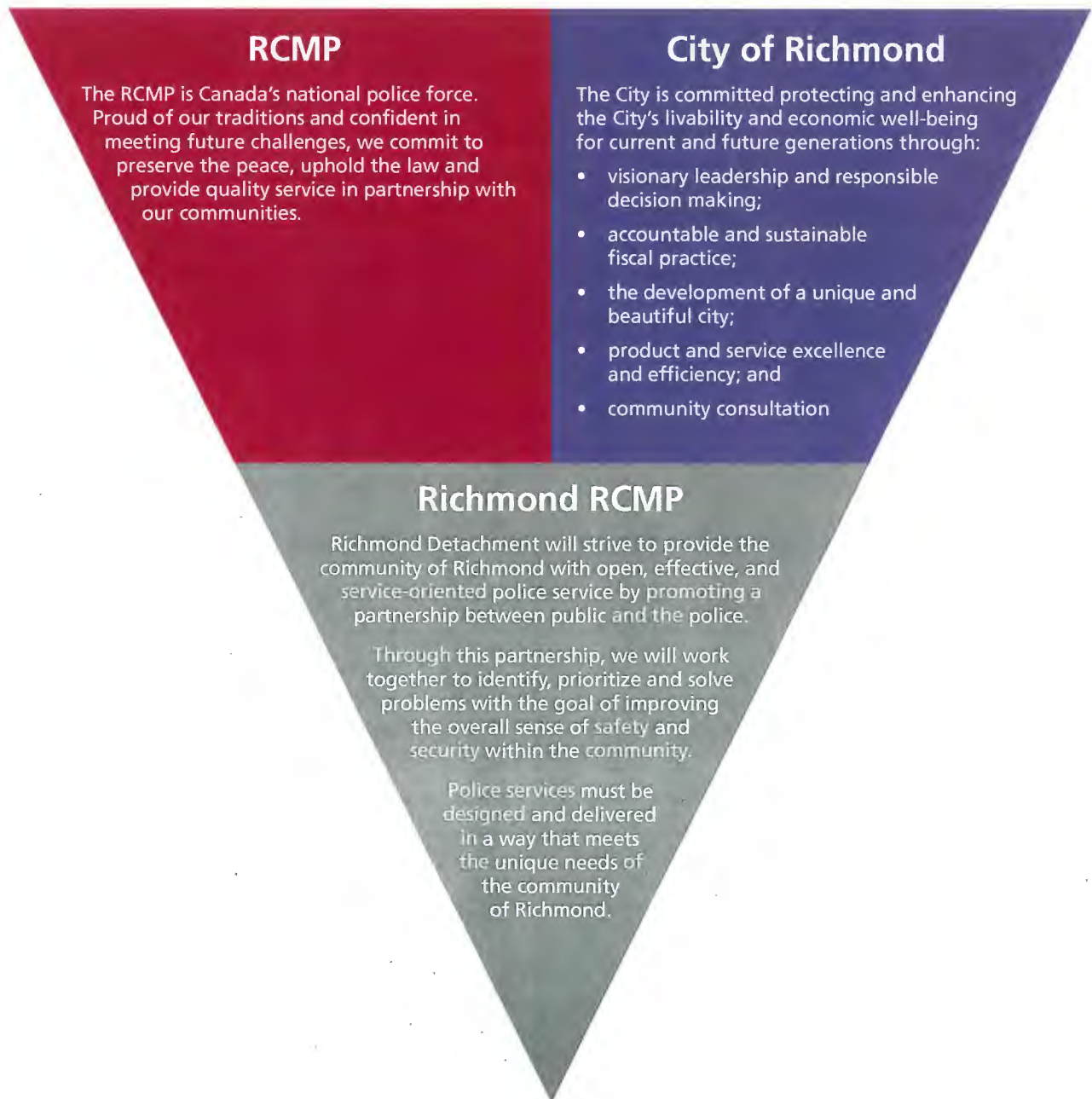
Will Ng, Superintendent
Officer in Charge
Richmond Detachment

Mission, Vision & Values

As Richmond Detachment plans policing strategies for the future, it is essential to reflect on the fundamental principles that define, lead and inspire the work we perform.

Mission Statements

Our strategies are devised within the frameworks laid out in the mission statements of the Royal Canadian Mounted Police (RCMP), Richmond Detachment and the City of Richmond.




Vision Statements

The work of Richmond Detachment’s employees and volunteers is led by the broad goals established in the RCMP and City of Richmond vision statements and is guided by the RCMP’s core values.

RCMP

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

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

These values guide the individual behaviors 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:



Purpose of the Strategic Plan

The Strategic Plan is a guiding document that outlines, in detail, how Richmond Detachment has identified issues and priorities to be pursued in 2018-2020. The Strategic Plan will direct policing services based on existing resources in order to achieve the Detachment's goal of creating "safe homes, safe communities" over the next three years.

In addition, the Strategic Plan serves to:

- 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.
- Gain new insights from the perspectives of our community stakeholders and Detachment employees.
- Identify community needs and support initiatives which foster community engagement.



Achievements

As the Detachment began to outline the strategic priorities for 2018-2020, we also evaluated the successes we had recently experienced. These achievements have helped establish the processes and strategies that have led the Detachment to positive results. Since the submission of the last Strategic Plan, Richmond Detachment has experienced some major milestones:

Safe Communities

Richmond Detachment has been successful in reducing the overall crime rate and currently has one of the lowest crime rates in the Lower Mainland.¹ The Detachment was able to achieve this through its commitment to on-going crime reduction initiatives, including the monthly Crime Reduction Meetings where all police units in the Detachment are represented and intelligence and strategic policing initiatives are shared. This evidence-driven, collaborative approach to reducing crime results in an increased police presence in problem areas to displace, prevent and discourage identified crime types.

The Detachment also creates opportunities to showcase the policing services we provide. This includes Police Week, which is an educational, community event that increases awareness of police services in the community and facilitates outreach on how police and public can make the city a safer place.

Another significant achievement is a 32 per cent reduction in pedestrian injuries due to initiatives such as pedestrian safety campaigns, distracted driving enforcement and Speed Watch.² These initiatives were implemented by the Detachment, in particular by its Road Safety Unit, Crime Prevention Unit and community policing volunteers, often in collaboration with internal and external stakeholders, including the City of Richmond Transportation Department and ICBC.



¹ Ministry of Justice Police Services Division, Police Resources in British Columbia, 2015, www2.gov.bc.ca/assets/gov/law-crime-and-justice/criminal-justice/police/publications/statistics/police-resources.pdf

² Comparing the 2014-2015 and 2016-2017 fiscal years.

Engaged Communities

The Detachment’s success in making Richmond a safe community is also a result of its commitment to community engagement. Engaging the community in crime prevention initiatives is instrumental in promoting public safety, improving quality of life and advancing social justice.³

Crime reduction initiatives were further advanced through high levels of volunteer participation. This includes the Block Watch program which now has 10,000 participants. After 25 years of serving Richmond, Block Watch will be expanding its ability to connect with the community through its social media launch, scheduled for fall 2017. The 2017 year also marked an important milestone for our Auxiliary Constable Program, as they contributed a record number of volunteer hours, including participation in the wildfire deployments.⁴ After the recent completion of a public review of this program, Richmond Detachment is expected to commence the recruitment of a new troop of Auxiliary Constables in the spring of 2018.

Youth engagement is also important to Richmond Detachment, which is exemplified through its participation in the Richmond School Sports Program. In partnership with the Richmond School District, Rick Hansen Foundation, and community partners, Detachment police officers and students square off in a friendly sporting activity, while other students and school faculty cheer them on in a show of school and community spirit. Richmond Detachment also supports the “On-Side” Program, which involves police officers volunteering their personal time to bring school-aged youths to local professional sporting events. The youth involved often have significant personal challenges and these events serve as an interventional tool to display positive police interactions.



³ Public Safety Canada, An Introduction To Economic Analysis in Crime Prevention: The Why, How and So What, Cameron McIntosh and Jobina Li, 2012-5 www.publicsafety.gc.ca/cnt/rsrscs/pblctns/cnmc-nlss/cnmc-nlss-eng.pdf

⁴ Volunteer hours for the months of July, August and September.

Participation in Community Activities and Events

Police officers from Richmond Detachment are active participants in various community-based fundraising events such as Christmas Toy Drive, Cops for Cancer and the BC Law Enforcement Torch Run. The Detachment participates in raising money and awareness for Special Olympics BC, the Richmond Food Bank, and Day of Caring events hosted by Richmond Cares, Richmond Gives. In addition, the Detachment has a significant presence at events throughout the City including the Maritime Festival, Harvest Festival and Steveston Salmon Festival on Canada Day.



Enhancing Policing Services through Partnerships

Richmond Detachment is committed to addressing social concerns in a strategic, coordinated and collaborative manner. An example of this was the creation of the specialized Vulnerable Persons Unit (VPU) in 2016, which has been providing urgent, effective support for high-risk vulnerable persons who are deemed to be an immediate risk to the public or themselves due to complex issues such as mental health problems, addiction and high risk domestic violence situations. The Detachment works closely with community partners in Crown Counsel, health, education and social services, in wrap-around responses for vulnerable persons to reduce crime and find ways to support individuals who require assistance in the community.

Richmond Detachment is also proud to partner with Richmond Fire-Rescue in the Universal Multi-family Building Access for First Responders project. This involves the use of a Bluetooth-enabled lockbox paired with a smartphone with secured passcodes for the lockbox. Once implemented, this initiative will offer an innovative solution to gain quick access to locked front doors of multi-family buildings for first responders in emergency situations.

In partnership with the Vancouver Airport Authority, relocation of the sub-detachment to inside the Vancouver Airport's Domestic Terminal Building was completed in March 2016. The proximity of the new location to the centre of activities at the Vancouver International Airport enhances police visibility and facilitates face to face interactions between police and public. The sub-detachment also delivers services to all businesses and residential homes in the area, including the McArthur Glen Designer Outlet.



Policing Innovations

The Detachment is continuously searching for ways to improve its service delivery as well as use its resources to their full potential. There have been recent innovations promoting public safety:

- Police coverage has been enhanced through a pilot shift change project launched in March 2016 for General Duty officers. The new shift improves peak time coverage and police response times.
- Richmond Detachment recently upgraded the police radios and radio network, which now have enhanced coverage, improved audio clarity and GPS tracking. The upgrade provides the ability to communicate on multiple channels and with multiple partner agencies, which will facilitate more effective, coordinated response times in emergency situations.
- In 2016 the Detachment launched the Richmond “Can You Identify” portal on its website.⁵ This page began featuring surveillance footage images of persons of interest and encourages the public to take an active role in partnering with police to combat crime.

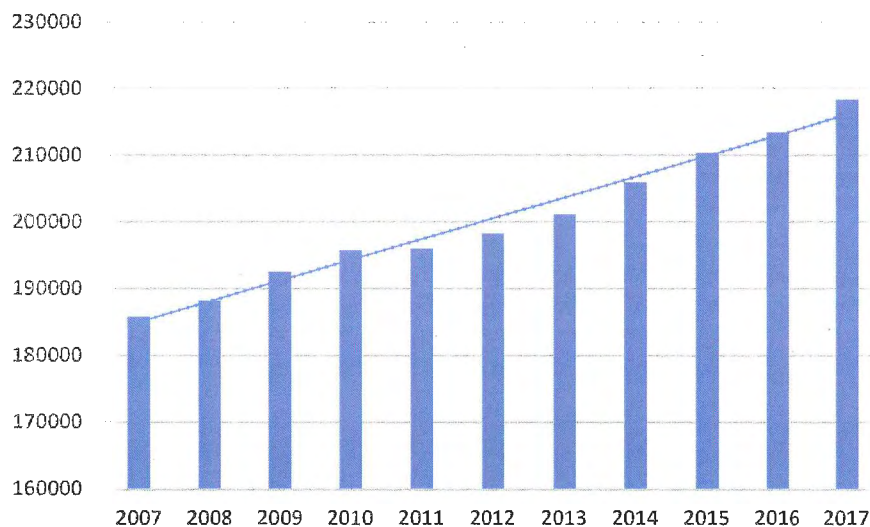
Strategic Planning Process

Environmental Scan

Richmond Detachment has been systematically reviewing factors that will shape the direction of Richmond’s policing strategies over the next three years. This process takes into consideration city demographics, Detachment resources, crime trends and changes in the Canadian Criminal Justice System.

Growth and Development in the City

City of Richmond Population, 2007–2017



⁵ Richmond Help Identify, www.rcmp.ca/richmondidentify

Richmond has seen significant growth in the last few years. The city's population is currently at 218,307, which represents a growth of 17 per cent over the last ten years.⁶ The population is expected to reach 235,797 by the year 2020.⁷ In addition, the city has seen the number of private dwellings grow nine per cent in five years: from 71,170 in 2011 to 77,478 in 2016.⁸

The most significant growth has occurred in the downtown core. In April 2011, Council endorsed a 2041 Official Community Plan to allow 75 per cent of the city's new apartment development to occur in the City Centre. One of the objectives of the new Plan is to have population growth directed to the "urban villages" in the city centre where high density mixed use development can be accommodated.⁹ As a result, the city centre area has received the highest growth in population density.¹⁰

In response, Richmond Detachment has strategically positioned the City Centre Community Police Station in the downtown core. The City Centre Community Police Station is staffed by RCMP municipal staff and volunteers and offers community programs that focus on crime prevention and community safety. To further enhance public safety and provide increased police visibility, police officer foot and bike patrols are deployed from the station to help serve as a deterrent against crime in the area.

Richmond has also experienced a significant increase in travellers arriving at the Vancouver International Airport (YVR), which is the main centre for air traffic in the region. In 2017, an estimated 24.8 million travelers will pass through the terminal, which is 2.5 million (11 per cent), more travelers than in 2016.¹¹



⁶ City of Richmond, 2017, www.richmond.ca/__shared/assets/Population_Hot_Facts6248.pdf

⁷ Long Range Facility Plan for Richmond Fire-Rescue and Richmond RCMP, March 2016, University of the Fraser Valley, Dr. Irwin Cohen, Dr. Garth Davies and Christine Neudecker.

⁸ Stats Canada, www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=5915015&Geo2=PR&Code2=59&Data=Count&SearchText=Vancouver&SearchType=Begins&SearchPR=01&B1=All

⁹ City of Richmond, Building and Development Overview, www.richmond.ca/plandev/overview.htm

¹⁰ City of Richmond, 2014, www.richmond.ca/__shared/assets/Immigration6252.pdf

¹¹ YVR Risk-Based Passenger Forecast, 2017–2037 – 1 May 2017

Cultural Diversity

The City of Richmond is a culturally diverse municipality. Immigrants from different countries of origin are attracted to the city due to its island shoreline, abundance of natural beauty and its parks and open space. Its proximity to the Vancouver International Airport, the downtown Vancouver area, and the U.S. border also make this municipality an attractive destination for tourists and immigrants. The City's commitment to heritage preservation and its vibrancy in celebrating interculturalism also draw international recognition.

The most recent information on immigration indicates that nearly 60 per cent of Richmond residents are immigrants.¹² According to the 2016 census, 62 per cent of Richmond residents reported their mother-tongue to be a non-official language.¹³ Richmond Detachment is proud to reflect the language diversity in the community through the language capability of our force. A total of 32 different languages and dialects are spoken by our police officers. This diversity in our policing population not only helps our operational policing abilities when responding to calls for service, but also enables our officers to be more engaged with members of our community and increases opportunities for community outreach.



¹² City of Richmond, 02014, www.richmond.ca/__shared/assets/Immigration6252.pdf

¹³ Stats Canada, www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=5915015&Geo2=CD&Code2=5915&Data=Cbunt&SearchText=Richmond&SearchType=Begins&SearchPR=01&B1=Language&TABID=1

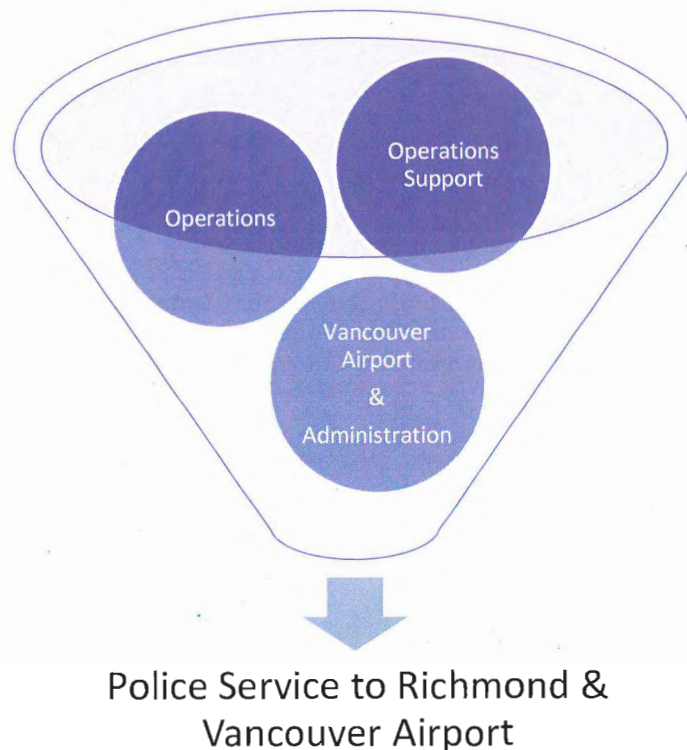
Increased Complexity in Canadian Policing

The Canadian Charter of Rights and Freedoms and the courts, through developments in case law pertaining to evidentiary and disclosure requirements, have imposed greater investigative and administrative burdens on police. This was recently exemplified through the *R. v. Jordan* Supreme Court ruling which stated that the “presumptive ceiling” from the time charges are laid, to the date of the trial, is 18 months for cases tried in the provincial court, and 30 months for cases in the superior court (or cases tried in the provincial court after a preliminary inquiry).¹⁴ This case is ground-breaking in Canadian jurisprudence as it establishes a time frame to the judicial process and addresses the constitutional right Canadians have to a trial within a reasonable time.

While this case law prevents the infringement of the Charter Rights of accused persons, the *R. v. Jordan* ruling means that many processes must occur within this new time frame; the primary one affecting policing is disclosure. When this framework is considered, along with the increasingly more labour intensive disclosure process for court, the new scenario for policing means significant investigative and administrative demands are now part of daily police work. Investigations are becoming more technologically complex and laws are attempting to keep pace with these advancements, including rules for strict disclosure requirements when dealing with electronic communications.

Detachment Resources and Structure

Richmond Detachment Organizational Divisions



¹⁴ Supreme Court of Canada, scc.csc.lexum.com/scc-csc/scc-csc/en/item/1605/index.do

Policing Resources

The RCMP has been serving the community of Richmond since 1950. Richmond has the third largest detachment in Canada, behind Surrey and Burnaby. The 2017 authorized strength of 252 members, which includes 27 police officers allotted to the Vancouver Airport Authority, are supported by 82 full-time equivalent municipal employees.

Detachment staff is led by the Officer in Charge, Superintendent Will Ng, who oversees organizational divisions of the Detachment which contribute to the delivery of police services: Operations, Operations Support, and Vancouver Airport/Administration. The RCMP members and support staff at Richmond Detachment provide the following policing services:

OPERATIONS	
General Duty	Provides round-the-clock, uniformed first response to calls for service.
Bike Squad	Provides high-visibility proactive patrols in high crime and densely populated areas, most notably the city centre district.
Road Safety Unit	Makes Richmond's roads safer through evidence-based traffic enforcement, investigation of serious vehicle collisions, and public education programs.
OPERATIONS SUPPORT	
Prolific Offender Suppression Team (POST)	Targets prolific and high-risk offenders, as well as crime hot spots, employing a proactive intelligence-led approach.
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 and/or traumatic events.
Vulnerable Persons Unit	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. Ensures family violence investigations are given priority, investigated thoroughly and that victims' needs are met.

OPERATIONS SUPPORT	
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 murders in Richmond dating back to 1973.
Watch General Investigation Section	Provides 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.
Drug Section	Reduces the supply of drugs to Richmond through intelligence-led enforcement of street and mid-level drug production and trafficking.
Criminal Intelligence Section	Through various investigational techniques, gathers evidence to support the prosecution and disruption of organized crime groups operating in Richmond.
VANCOUVER AIRPORT & ADMINISTRATION	
Professional Standards Unit	Investigates RCMP Code of Conduct and public complaints.
Administration Support	Administrative units within the Detachment include Continuous Learning, Policy and Reporting, Records, Exhibits, Court Liaison, Informatics, Cells, Finance, Transport, 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	Provides first response and investigation of all major crimes stemming from the Airport, as well as investigational support to Airport General Duty.

Richmond Detachment's operational capacity is further advanced through the Marine Patrol Program, which provides a uniformed police presence on the waters surrounding the city. The "Fraser Guardian" is the only RCMP patrol vessel in lower Fraser River areas and specially trained RCMP members on duty respond to marine related calls for service for Richmond, as well as Langley, Surrey, and the University of British Columbia.



Another important component of policing in Richmond is its participation in the Lower Mainland Integrated Teams.¹⁵ 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. This integration allows Richmond Detachment to have these services readily available and be called upon when required. Service integration also permits Richmond to stretch its policing budget by pooling resources with other communities thereby affording the Detachment access to sophisticated equipment and expertise in a cost-efficient manner.

¹⁵ These include the Emergency Response Team (ERT), Integrated Collision Analysis and Reconstruction Service (ICARS), Integrated Forensic Identification Services (IFIS), Integrated Homicide Investigation Team (IHIT) and Integrated Police Dog Service (PDS).

Community Crime Prevention and Volunteer Engagement

Richmond Detachment is privileged to have 200 volunteers operating out of the Richmond Community Safety Building and three Community Police Stations, and over 500 volunteers operating under the Block Watch Program, all of whom contribute countless volunteer hours to the community.¹⁶

The following table highlights volunteer programs and initiatives which promote crime prevention:

<p>Auxiliary Program</p>	<p>Citizen volunteers that work as uniformed Peace Officers supporting community and special events, as well as many crime prevention programs, such as Block Watch, Crime Watch, Coastal Watch, Home Security Checks, Speed Watch, Safety Talks, and Youth Engagement.</p> <p>More information is available at: www.richmond.ca/safety/police/prevention/auxiliary.htm</p>
<p>Block Watch</p>	<p>Community-based crime prevention program aimed at helping neighbours organize themselves to prevent crime.</p> <p>There are currently over 500 active captains and co-captains throughout Richmond. By registering their email addresses at blockwatch@richmond.ca, residents can receive email alerts of neighbourhood residential break and enters. Additional information is available at www.richmond.ca/safety/police/prevention/blockwatch.htm</p>
<p>Business Link</p>	<p>Businesses are educated in crime prevention strategies to help reduce crime.</p> <p>Businesses wishing to receive break and enter alerts may register their business name and street address at RCMP_Business_Link@richmond.ca</p>
<p>Crime Watch</p>	<p>Trained community station volunteers, along with Auxiliary Constables, perform late-night weekend patrols in Richmond neighborhoods in order to observe and report suspicious activity.</p>
<p>Stolen Auto Recovery</p>	<p>Co-sponsored by ICBC, trained volunteers equipped with portable computers identify stolen vehicles.</p> <p>These volunteers recover hundreds of stolen vehicles each year throughout Metro Vancouver.</p>
<p>Volunteer Bike, Foot and Van Patrol Program</p>	<p>Trained volunteers patrol Richmond neighbourhoods reporting suspicious activity and providing a visible deterrent to crime and public order issues.</p>
<p>Lock Out Auto Crime</p>	<p>Co-sponsored by the Insurance Corporation of BC (ICBC), volunteers patrol city streets and parking lots looking for automobile security vulnerabilities.</p> <p>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.</p>

¹⁶ The Block Watch program has an additional 10,000 participants.

In addition to these initiatives, the Detachment continues to support road safety programs to promote safe driving practices and increased awareness for pedestrians and motorists alike.

Fail to Stop	<p>Trained volunteers monitor stop sign intersections, including those with pedestrian crossings, to make sure that drivers come to a full stop.</p> <p>An informational letter is sent to the registered owner of any vehicle that does not come to a full stop and advises them on the safety risks associated with the observed behaviour.</p>
Pedestrian Safety	<p>Station volunteers along with the Road Safety Unit, Community Policing Unit, Transit Police and Richmond Fire Rescue canvas in the spring and fall to provide reflective armbands to pedestrians, especially children and seniors, so that they can be seen by motorists.</p>
Speed Watch	<p>Promotes safe driving habits by alerting drivers of their speed. Co-sponsored by ICBC, trained volunteers are equipped with radar and a Speed Watch reader board which give drivers instant feedback on their speed.</p> <p>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 fines.</p>

Consultation

As Richmond Detachment charts the course of the next three years' policing priorities, we take into consideration input and feedback from our community partners, stakeholders and employees.

Mayor and Council Consultation

An important component of this consultation was one-on-one interviews with Mayor Malcolm Brodie and members of Richmond City Council. The Mayor and Councillors provided positive feedback on a number of Richmond Detachment programs including: End Gang Life Campaign, Project 529, the Drug Abuse Resistance Education Program (DARE) and Community Policing initiatives, including the Auxiliary Constable and Block Watch programs.

The Detachment is encouraged by Council to continue to embrace the city's diversity and to explore new opportunities to engage more community groups in crime prevention endeavours. Council supports initiatives involving more community partners and agencies to tackle mental health issues and partnerships with the City of Richmond to engage youth during after school hours. Council members have also encouraged the Detachment to extend outreach to the community by exploring the expansion of the Community Police Station program.

Stakeholder Consultation

One-on-one consultation was also conducted with key community stakeholders and partners through which several positive themes emerged. Positive feedback was received regarding crime prevention initiatives and community engagement, including the positive tickets program.¹⁷ Stakeholders also expressed satisfaction with police visibility and response times, as well as language diversity and open communication with police officers at the Detachment, including personal relationships established with senior management. Appreciation was also expressed for flexibility in problem solving and the ability to de-escalate situations involving vulnerable persons.

The stakeholder consultation also resulted in suggestions for where services could be enhanced including continued increases to police visibility, traffic enforcement and improved knowledge and skills to address mental health issues and violence in relationships. Communication could also be enhanced through increased interagency exchange of information and additional joint projects to share resources. In addition, communication with the general public could be improved through enhanced media releases.

Employee Consultation

An internal survey was disseminated to employees regarding police service delivery. Employees noted positive feedback regarding strong community engagement, police visibility and community partnerships. Employees were satisfied with their equipment and training opportunities offered through the support of senior management.

Employees also identified how service delivery could be improved. The primary suggestions were improving General Duty staffing to enable more proactive police work and increase rotational assignments between units to broaden experience and skill sets of police officers and encourage more inter-unit collaborations. Employees noted that service delivery could be further improved through enhanced recruit training and continued specialized training, as well as increasing social media coverage.

¹⁷ Program through which police officers take notice good deeds and reinforce model behaviour by issuing a voucher or coupon for free admission to City recreational facilities.

Strategic Priorities

The strategic priorities for 2018-2020 are the result of extensive research and consultation with internal and external stakeholders. The 2015-2017 Strategic Plan was successful in accomplishing many of its outlined objectives. This included improving road safety, reducing property crime, expanding youth programs and increasing community engagement.

The 2018-2020 Plan focuses on three strategic priorities and aims to build on the successes Richmond Detachment has experienced as well as tackle new, emerging issues. Many strategies have been enhanced and innovations have been pursued.



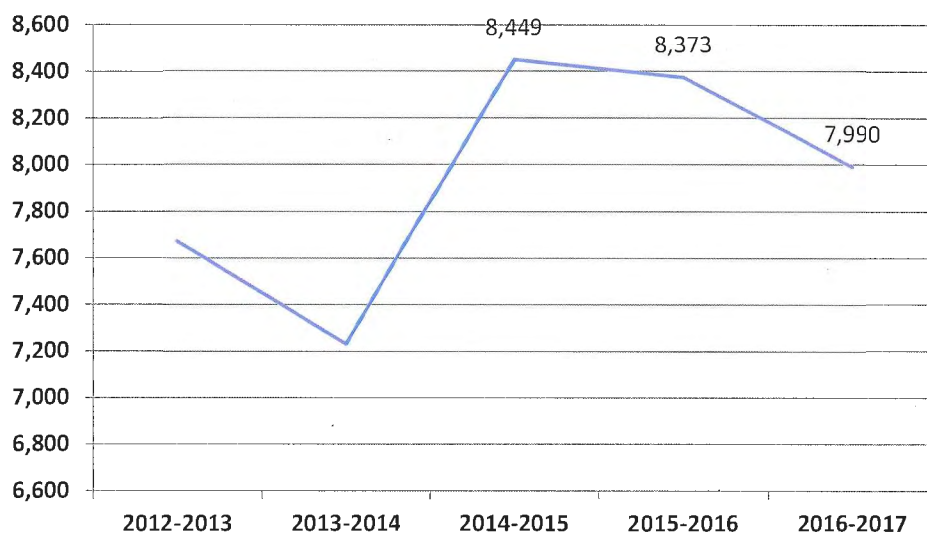
Strategic Priority 1 – Property Crime

Richmond Detachment is committed to reducing property crime through innovative solutions to combat theft including breaking and entering, theft to and from automobiles, and mail theft, while actively engaging the community to be vigilant in preventing property crime.

Property crime types present a wide spectrum of offences including breaking and entering, burglary, shoplifting, auto theft, mail theft, arson and vandalism. The motives behind these crimes range from a crime of opportunity to a targeted and planned act. This means that while there are numerous factors which can contribute to the commission of these offences, there are also varied opportunities to address and reduce these crime types.

Richmond Detachment is proud of its contribution to the overall decline in the property crime rate. In order to maintain these gains, as well as to continue being effective in this endeavor, several elements will be employed to reduce property crime.

Property Crime Offences 2012-2013 to 2016-2017



Source: Richmond Detachment Crime Analyst derived from PRIME

Crime Reduction Strategy

Proactive Policing

One of the key components of Richmond’s Crime Reduction Strategy is the Crime Reduction Meetings, which are held every 28 days and includes the participation of all Detachment police units. High crime areas are identified through analyzed statistics and trends. Uniformed units take ownership increasing police visibility and enforcement in the identified locations and plainclothes police officers conduct proactive surveillance on known offenders. Each unit shares best practices, successes, and intelligence at the next meeting.

The effectiveness of the Detachment's property crime reduction strategy is built on intelligence-led crime analysis and the ability to link suspects to multiple files through vigorous and disciplined investigative police work. Crime analysts are able to identify trends, problem residences and crime "hot spots," which serve to direct policing resources.

An additional strategic measure that the Detachment has employed to target property crimes is the management of prolific offenders. The Prolific Offender Suppression Team (POST) plays a key role in this initiative.¹⁸ Targeted surveillance is conducted on prolific offenders in order to apprehend them while they are either committing a new offence or breaching their probation or bail conditions.

Partnerships with Stakeholders

Another key component of addressing prolific offenders involves police working closely with Crown Counsel. Members in POST monitor files generated by General Duty police officers in relation to prolific offenders. The team co-ordinates the files of suspects who are linked to multiple files and subsequently forwards these in a single Report to Crown Counsel with several substantial charges against the accused. This increases the likelihood of longer and more severe sentences for offenders. Crown Counsel is also able to request modifications to the wording of a subject's future release conditions, which allows police to more easily forward charges for breach of probation when a criminal reoffends.

Another example of Richmond Detachment's partnerships is the joint initiative with Canada Post Security and Investigations where local efforts to curb mail theft are discussed. Strata and property managers have been encouraged to purchase mailboxes endorsed by Canada Post, or to target harden existing mailboxes with upgrades such as lock bars, reinforced lock mechanisms and customized cage enclosures.



¹⁸ Previously known as the Quick Response Team.

Promoting Crime Prevention in the Community

As has been noted, there are hundreds of volunteers engaging in crime prevention and community and business outreach in Richmond, which include the Auxiliary Constables, Community Police Station volunteers, and Block Watch captains and co-captains. Under the coordination and guidance of Richmond Detachment police officers and RCMP municipal employees, these volunteers contribute to crime prevention and outreach initiatives like Lock out Auto Crime, Crime Watch, Stolen Auto Recovery and Volunteer Bike, Foot and Van Patrol.

The Detachment's Property Crime Unit and Crime Prevention Unit, along with volunteers also encourage Crime Prevention through Environmental Design (CPTED): a crime prevention strategy which promotes that "the proper design and effective use, maintenance and management of the built environment can lead to a reduction in the incidence and fear of crime and an improvement in the quality of life."¹⁹

Another collaborative initiative is the Crime Prevention Guide, which was launched in July 2014 under a partnership between Richmond Detachment and the City of Richmond. This free, community focused guide provides tips and suggestions on personal security, home and property safety, and promotes a safer residential and business community.²⁰

Leveraging Technologically-Based Crime Prevention Tools

The Project 529 program, which allows riders to easily and securely register their bikes online and have missing bikes broadcasted to the 529 community and social networks, was launched in 2016. Since its launch, there has been a dramatic reduction in bike theft.²¹ There are currently 2,000 bikes in the Richmond registry. In 2016, the Detachment also launched "bait bikes," which function with the same premise as the Bait Car program, notifying police of an activation and using GPS tracking to subsequently catch offenders.



¹⁹ RCMP infoweb, http://infoweb.rcmp-grc.gc.ca/edivision/branches/crim_ops/cps/programs/cpted/index-eng.htm

²⁰ Crime Prevention Guide, www.richmond.ca/_shared/assets/CrimePreventionGuide39159.pdf. A Chinese version is also available on request.

²¹ A 31 per cent reduction when comparing PRIME data from 2015 to 2016, with a continuing reduction projected for 2017.

Another informational tool is the Richmond RCMP Criminal Activity Map, which is an interactive web page which plots the locations of recent property crimes in the city.²² This information empowers residents in crime prevention by raising awareness of crime activities in their neighbourhoods. The map also offers direct links to crime prevention tips for homes and businesses. Residents and businesses can also register to receive email alerts, which notify if a residential or commercial break and enter has occurred in their neighbourhood. The alerts contain incident details, prevention tips, and links to the Richmond RCMP Criminal Activity Map.

The Detachment is continuing to develop more technological opportunities to enhance media releases and public communication. The number of followers for the Richmond Detachment Twitter account has grown by 19 per cent over the last year and there are currently 7,268 followers. The number of followers is expected to continue to grow as various initiatives are being explored to enhance the quality and quantity of Tweets, which have included promoting community events and crime fighting initiatives such as the “Richmond Help Identify” page.

Strategic Priority 2 – Organized Crime

Richmond Detachment is committed to sharing intelligence and collaborating with partners at the municipal, national and international level to identify and target organized crime groups with the intention of disrupting their illegal activities, ultimately leading to criminal prosecution.

Organized criminal groups have become more sophisticated at adapting their criminal activities, which are increasingly more varied in scope. As they are continuously looking for ways to exploit new opportunities, their criminal activities are no longer geographically confined. With advancements in technology, organized crime groups have been able to more easily expand their operational base, making it an increasingly challenging battle for local law authorities to investigate and prosecute the crimes that arise.

Drug production and trafficking continue to be the primary sources of revenue for gangs but organized crime groups have diversified their activities to include financial crimes, human smuggling, fraud, theft, loansharking and trafficking in contraband and counterfeit goods. Nationally, the RCMP has identified the fight against organized crime as a strategic priority. On May 20, 2017, the RCMP and Chinese authorities struck a deal to combat opioid smuggling in an attempt to address the alarming increase in illicit opioid deaths.²³

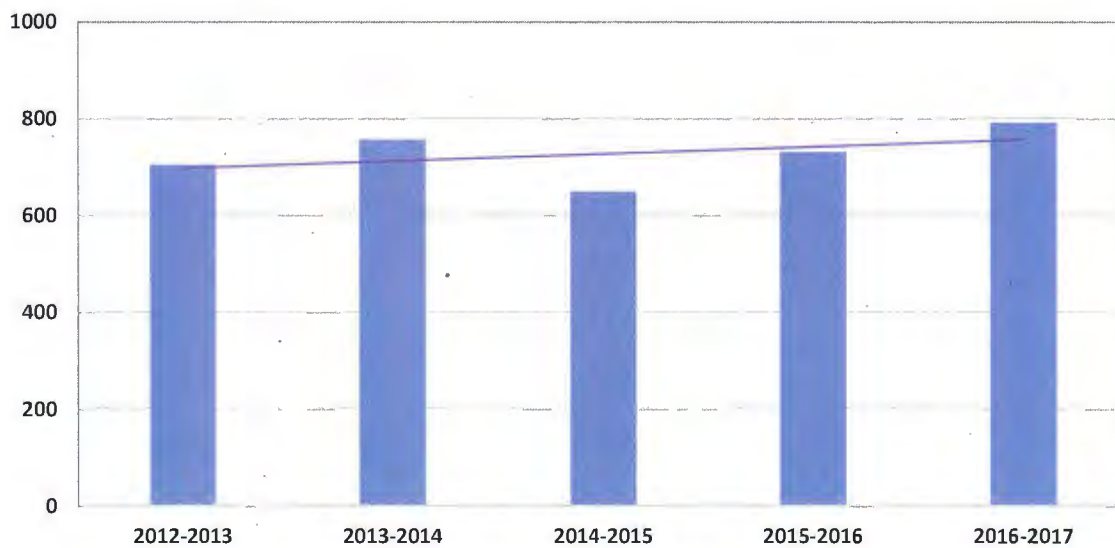
²² City of Richmond, Criminal Activity Maps, www.richmond.ca/safety/police/crime.htm

²³ The Globe and Mail, May 21, 2017, beta.theglobeandmail.com/news/politics/rcmp-and-china-strike-deal-to-combat-opioid-smuggling/article35077197/



Photo: RCMP-GRC

Total Drug Offences 2012-2013 to 2016-2017



Source: Richmond Detachment Crime Analyst derived from PRIME

Crime Reduction Strategy

Proactive Policing

Richmond Detachment remains committed to the collection of frontline intelligence. This includes the collection of information on gangs through consultation with the public and community stakeholders, street checks, criminal investigation, surveillance, the cultivation of confidential informants and the use of Crime Stoppers.

Richmond Detachment will continue to leverage the value provided by its Crime Analysis Unit, through the in-depth research on the patterns, trends and modus operandi of crime activities. The resulting information is invaluable in steering resources to target, disrupt, and prosecute all criminal activities, including organized crime. In addition, the Detachment will continue to actively monitor individuals on parole and probation who are connected with organized crime groups, including regular meetings between offenders and police and consistent curfew checks.

Police officers from the Organized Crime Unit will continue to partner with General Duty patrol members to conduct proactive gang patrols throughout the City of Richmond. The selection of gang patrol locations is based on crime statistics which strategically identify where criminals are known to congregate. These locations include bars, restaurants, licensed body rub parlours, karaoke bars and internet cafes. Detachment police officers work collaboratively to identify every enforcement opportunity through the Criminal Code, Controlled Drugs and Substance Act and Civil Forfeiture Act.

Government Partners and Resources

A valuable intelligence resource is the Real Time Intelligence Centre-BC (RTIC-BC), which provides round-the-clock analytical support relating to crimes that pose a substantial threat to public safety, such as gang violence. By mining intelligence and resources available through the multiple databases of provincial and federal law enforcement partners, RTIC-BC helps overcome challenges associated with criminal investigation due to jurisdictional boundaries.

Richmond Detachment will also continue to work closely with provincial law enforcement partners such as the Combined Forces Special Enforcement Unit of British Columbia (CFSEU-BC), an integrated anti-gang police agency, and will continue to collaborate with CFSEU-BC in advocating their "End Gang Life" campaign through community outreach groups involving youth and young adults.²⁴

Drug Awareness and Education

The City of Richmond is the only municipality in British Columbia to have the Drug Abuse Resistance Education (DARE) program delivered to every grade 5 student. The Youth Section at Richmond Detachment successfully delivered DARE to all 1,700 grade 5 students in the 2016-2017 school year. The team is striving for similar results in the coming school year.

²⁴ CFSEU, www.cfseu.bc.ca/end-gang-life/

In a collaborative effort between Richmond Detachment and the Richmond School District, Vancouver Coastal Health, Richmond Fire Rescue and the BC Ambulance Service, a Fentanyl awareness information package is delivered to parents and students in the Richmond School District to address and prevent illicit opioid deaths in students. Richmond Detachment will continue to be involved with partner agencies in student drug education as a preventive measure.



Strategic Priority 3 – Vulnerable Persons

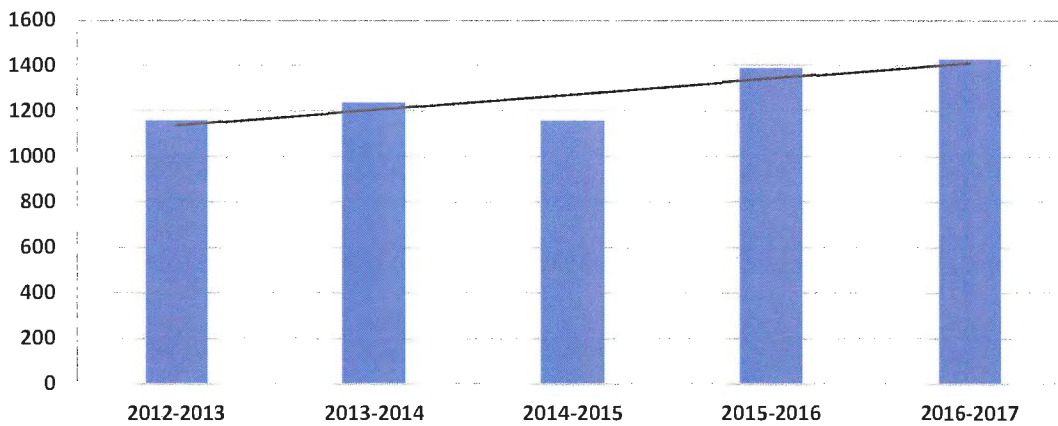
Richmond Detachment is committed to working collaboratively with community partner agencies in relation to vulnerable persons coming into contact with the criminal justice system. The objective, within our mandate, is to facilitate the referral of treatment in order to prevent deterioration of the situation. Our goal is to have every frontline police officer trained and proficient in dealing with mental health and domestic violence calls according to established provincial standards, while respecting the human rights of such individuals.

While certain individuals may be more vulnerable to mental health issues and domestic violence, these social issues are not confined to social class, gender, geographic areas, religious beliefs or ethnic groups. A vulnerable person can be defined as any person who, because of their diminished mental capacity, physical state, living arrangements/environment, relationship status, mental illness, addictions, and/or engaging in a 'high risk' lifestyle is:

- at heightened risk of harm to their health and wellbeing;
- not capable of protecting themselves from risk; and
- unable to fully understand consequences or be understood by those working in the criminal justice system.

The World Health Organization (WHO) strongly promotes the human rights of individuals affected by mental illness and advocates for the prevention and care of mental health disorders. They highlight that there is a connection between mental health problems and domestic violence and aim to reduce the associated stigma and discrimination and improve the quality of life for vulnerable persons. The 2013-2020 Mental Health Action Plan further suggested that integrated and responsive community-based services with an emphasis on prevention, treatment, and rehabilitation offered through multi-sectors is key to addressing and reducing mental health issues.²⁵

Mental Health Calls for Service 2012-2013 to 2016-2017

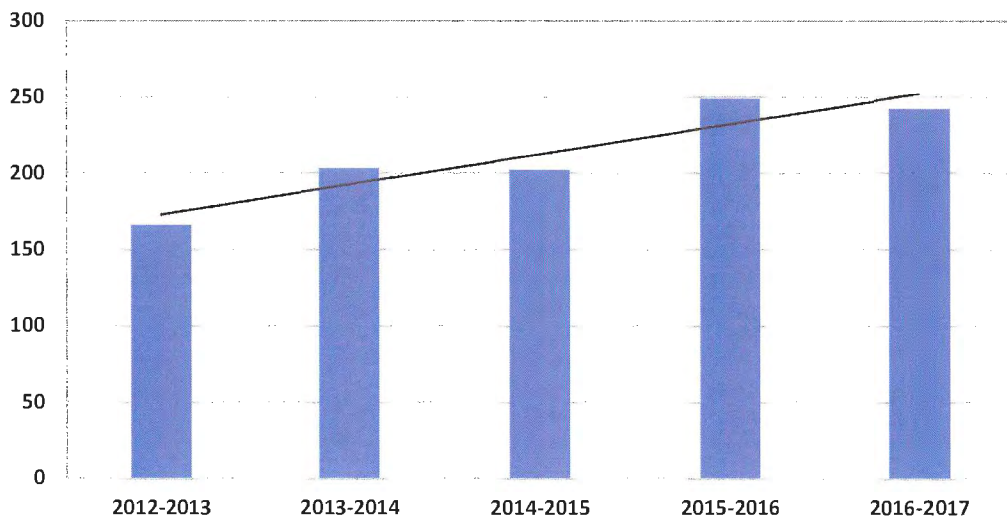


Source: Richmond Detachment Crime Analyst derived from PRIME

²⁵ WHO Mental Health Action Plan 2013-2020, www.who.int/mental_health/publications/action_plan/en/

Domestic violence, including Intimate Partner Violence (IPV), is a public safety concern and is a Detachment priority as the number of reported partner abuse cases in Richmond continues to trend upwards.²⁶ In 2016, the BC Coroners Service released a report on domestic violence deaths which identified that the majority of victims were women (78 per cent) with a known history of IPV. The report also included numerous recommendations for addressing the concerns identified, which included the need to strengthen IPV safety planning and early collaborative case management.²⁷ The BC Coroners Service panel also found that few victims of IPV report the crime to police, underlining the potential for continued increases in the reporting of partner abuse. Victims may become more inclined to report the violence with reduced barriers to reporting, such as reduced cultural stigma and increased access to social services.

Violence in Relationships 2012-2013 to 2016-2017



Source: Richmond Detachment Crime Analyst derived from PRIME

Community Safety Strategy

Inter-agency Collaboration

Richmond Detachment's Vulnerable Persons Unit (VPU) has dedicated time and resources to build trust and form strong relationships with community partners in order to foster inter-agency collaboration to address mental health issues and domestic violence. The VPU has been engaging community partners and agencies in open dialogues in order to build mutual respect and have a clear understanding of each other's mandate limitations when dealing with vulnerable persons. The unit is committed to striving for the best outcome for vulnerable people through active involvement in community programs and care plans. There is a strong effort to employ wrap around responses to cases involving vulnerable persons. Richmond Detachment will continue to be actively involved and supportive of the Joint Operations Team, homelessness initiatives and the Richmond shelters.

²⁶ A 46% increase in Violence in Relationships was recorded from 2012-2013 to 2016-2017.

²⁷ BC Coroner's Service, <https://news.gov.bc.ca/releases/2016PSSG0241-002546>

One of the most significant collaborations the Detachment is engaged in with regards to vulnerable persons is the Richmond Inter-Agency Case Assessment Team (RICAT). RICAT is a collaborative approach which fosters open discussion among agencies and addresses immediate risk factors for victims of high risk domestic violence, often linked to addiction and mental health issues. Richmond Detachment and partner agencies manage the highest risk domestic violence cases, ensuring safety for victims by strengthening IPV safety planning and early collaborative case management.

Since 2012, the RICAT has met on a monthly basis. Chaired by police officers from the VPU, and co-chaired by a partner agency, RICAT facilitates the development of a safety plan for victims based on information sharing amongst partner agencies including the Ministry of Children and Family Development, Ministry of Social Development and Poverty Reduction, Vancouver Coastal Health, Richmond School District, Richmond Addiction Services, Chimo Community Services, and Victim Services as per provision in provincial and federal legislation.²⁸ In 2016, the Detachment's VPU was featured in the RCMP *Gazette* magazine. The article, entitled "High risk homes: Inter-agency collaboration helps address family violence" highlighted Richmond's participation in the Inter-Agency Case Assessment Teams (ICAT) model.²⁹



²⁸ Violence Against Women in Relationships Policy, December, 2010 by Ministry of Public Safety and Solicitor General, Ministry of Attorney General, & Ministry of Children and Family Development.

²⁹ Gazette magazine, Vol. 78, No. 2 High-risk homes.

Specialized Training

As Canadian police forces have been experiencing a consistent increase in calls for service involving persons suffering from mental health issues, they have become de facto frontline social and mental health workers.³⁰ In addressing the complex challenges that these situations create for policing, Richmond Detachment is committed to providing increased training for its members.

One of the primary initiatives the Detachment is pursuing is Crisis Intervention and De-escalation (CID) training. The objective is to have at least two police officers from each General Duty Watch and from specialty sections trained in CID. A total of 20 police officers are expected to be trained by March 31, 2018. CID training enables police officers to recognize signs of mental illness, in particular, when a person is acting in a manner likely to endanger his/her safety or the safety of others. Police learn proper techniques to de-escalate mental health generated incidents and minimize risks associated with clients displaying at-risk behaviours. This initiative supplements the resources of the Vulnerable Persons Unit (VPU) by providing front-line police officers with the specialized training to more effectively respond to mental health related calls for service.

As first responders, police assume a critical responsibility in identifying highest risk cases of domestic violence and initiating the flow of information and communication amongst response agencies. Richmond Detachment has been providing training to police officers to better assess risks in a domestic violence situation. One of the most recent examples of this is the E Division Best Practices for Dealing with Violence in Relationships, which trains frontline police officers on how to be familiar with the 19 risk factors associated with high risk domestic situations, and how to take appropriate actions.³¹

Measuring Performance

Tracking measurable statistics is a key component to 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 strategic priorities we have identified in this plan. Detachment employees will be assigned ownership of the initiatives supporting our strategic priorities and will be accountable for quarterly reporting on progress, challenges and lessons learned from the pursuit of the established objectives. Every year, the successes and challenges are reviewed and a new community consultation process is undertaken. These assessment tools are integral to confirming that the Strategic Plan is performing as designed, as well as determining whether or not our strategies need adjustments to meet changes within the operational environment. The Detachment will provide these updates to the City of Richmond on a quarterly basis.

³⁰ Standing Committee on Public Safety and National Security (2014). www.parl.gc.ca/HousePublications/Publication.aspx?DocId=6583312&Mode=1&Parl=41&Ses=2&Language=E&File=48#9

³¹ BC Ministry of Justice, BC Summary of Domestic Violence Risk Factors.

Conclusion

The 2018-2020 Strategic Plan reflects our on-going consultation with the City of Richmond, residents, community stakeholders and our own employees. It is based on local and regional factors which will continue to shape the direction of public safety strategies and initiatives. The Strategic Plan we have developed will ensure that we remain responsive to community expectations and the ever-changing policing landscape. Richmond Detachment will continue to pursue dialogue with the community, fostering mutually beneficial collaborations with community stakeholders, and enhancing police visibility and public interaction.

As we are guided by the priorities in the Strategic Plan for the next three years, we are mindful that our priorities remain current and reflective of concerns emerging from regional and global perspectives and are confident that the Strategic Plan will allow us to play an instrumental 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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