![City of Richmond logo]

Agenda

Community Safety Committee

Anderson Room, City Hall
6911 No. 3 Road
Tuesday, March 13, 2012
4:00 p.m.

Pg. #   ITEM

MINUTES

CS-5   *Motion to adopt the minutes of the meeting of the Community Safety Committee held on Tuesday, February 14, 2012.*

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NEXT COMMITTEE MEETING DATE

Wednesday, April 11, 2012, (tentative date) at 4:00 p.m. in the Anderson Room

LAW AND COMMUNITY SAFETY DEPARTMENT

1. **RESTORATIVE JUSTICE EVALUATION REPORT 2011**
(File Ref. No. 09-5375-01) (REDMS No. 3467817 v.3)

CS-13   See Page **CS-13** for full report

Designated Speaker: Anne Stevens

STAFF RECOMMENDATION

That the Touchstone Family Association's Restorative Justice Performance Outcome and Evaluation Report, as attached to the staff report dated February 28, 2012 from the General Manager, Law & Community Safety, be received for information.

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2.   **THE FIRE-RESCUE PLAN 2012-2015**
      (File Ref. No.) (REDMS No. 3236395 v.3)

CS-43   See Page **CS-43** for full report

Designated Speaker: Fire Chief John McGowam

STAFF RECOMMENDATION

That the Fire-Rescue Plan: 2012-2015 (as attached to the report dated February 27, 2012, from the Fire Chief, Richmond Fire-Rescue) be endorsed.

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3.   **RICHMOND FIRE-RESCUE – JANUARY 2012 REPORT**
      (File Ref. No.) (REDMS No. 3435067 v.2)

CS-97   See Page **CS-97** for full report

Designated Speaker: Fire Chief John McGowan

STAFF RECOMMENDATION

That the Fire Chief's report dated February 27, 2012 on Richmond Fire-Rescue's activities for January 2012 be received for information.

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4.   **STRATEGIC COMMUNITY INVESTMENT FUNDS**
      (File Ref. No. 09-5375-00) (REDMS No. 3484676 v.2)

CS-105   See Page **CS-105** for full report

Designated Speaker: Anne Stevens

STAFF RECOMMENDATION

That Council authorize the CAO and\or the General Manager, Law and Community Safety to sign the Strategic Community Investment Funds Agreement on behalf of the City of Richmond, as outlined in the staff report dated February 29, 2012 from the General Manager, Law & Community Safety.

☐

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Pg. #   ITEM

5. **INTEGRATED PARTNERSHIP FOR REGIONAL EMERGENCY MANAGEMENT (IPREM) EARTHQUAKE TABLETOP EXERCISE**
(File Ref. No. 09-5125-01) (REDMS No. 3478242)

CS-109   See Page **CS-109** for full report

Designated Speaker: Deborah Procter

STAFF RECOMMENDATION

That the staff report entitled "Integrated Partnership for Regional Emergency Management (IPREM) Earthquake Tabletop Exercise", dated February 24, 2012 from the General Manager, Law & Community Safety, be received for information.

6. **COMMUNITY BYLAWS – JANUARY 2012 ACTIVITY REPORT**
(File Ref. No. 12-8060-01) (REDMS No. 3478345 v.2)

CS-117   See Page **CS-117** for full report

Designated Speaker: Wayne Mercer

STAFF RECOMMENDATION

That the Community Bylaws Monthly Activity Report dated February 27, 2012, from the General Manager, Law & Community Safety, be received for information.

7. **RCMP'S MONTHLY REPORT – JANUARY 2012 ACTIVITIES**
(File Ref. No. 09-5000-01) (REDMS No. 3466989)

CS-123   See Page **CS-123** for full report

Designated Speaker: Supt. Rendall Nesset

STAFF RECOMMENDATION

That the OIC's report entitled "RCMP's Monthly Report – January 2012 Activities" dated February 2, 2012, be received for information.

8. **FIRE CHIEF BRIEFING**
(Oral Report)

Designated Speaker: Fire Chief John McGowan

Item for discussion:

(i)   Upcoming Richmond Fire-Rescue Events

9. **RCMP/OIC BRIEFING**
(Oral Report)

Designated Speaker: Supt. Rendall Nesset

Item for discussion:

(i)   Downtown Community Police Office

10. **MANAGER'S REPORT**

ADJOURNMENT

Community Safety Committee

Date:	Tuesday February 14, 2012
Place:	Anderson Room Richmond City Hall
Present:	Councillor Derek Dang, Chair Councillor Linda McPhail, Vice-Chair Councillor Ken Johnston Councillor Evelina Halsey-Brandt Councillor Bill McNulty Mayor Malcolm Brodie (arrived at 4:45 p.m.)
Also Present:	Councillor Chak Au
Call to Order:	The Chair called the meeting to order at 4:00 p.m.

MINUTES

It was moved and seconded
That the minutes of the meeting of the Community Safety Committee held on Tuesday, December 13, 2011, be adopted as circulated.

CARRIED

NEXT COMMITTEE MEETING DATE

Tuesday, March 13, 2012, (tentative date) at 4:00 p.m. in the Anderson Room

LAW AND COMMUNITY SAFETY DEPARTMENT

1. **INTRODUCTION OF INSPECTOR SEAN MALONEY**

Renny Nesset, OIC, Richmond RCMP, introduced Inspector Sean Maloney and spoke briefly about Inspector Maloney's 30 year service and past experience with the RCMP.

2. **RCMP'S MONTHLY REPORT – NOVEMBER 2011 ACTIVITIES**
   (File Ref. No. 09-5000-01) (REDMS No. 3422437)

   See Item 3. for discussion and action taken on Item 2.

3. **RCMP'S MONTHLY REPORT – DECEMBER 2011 ACTIVITIES**
   (File Ref. No. 09-5000-01) (REDMS No. 3441114)

   Items 2. and 3. were discussed simultaneously.

   OIC Nesset reviewed the RCMP statistics for November and December of 2011 and advised that: (i) robberies had increased as a result of street level, or curbside, theft of cell phones and tablets; and (ii) break-and-enters in residential homes has increased.

   Discussion ensued regarding pedestrian safety issues and auxiliary constables.

   In reply to a query, Phyllis Carlyle, General Manager, Law & Community Safety, advised that she and OIC Nesset had met to discuss activities at the City's Community Police Offices, such as South Arm, and Steveston, and that staff will come back to Committee with further information.

   In response to the Chair's query regarding the increase in sexual offences, OIC Nesset confirmed that, historically, sexual offences occur between acquaintances, not strangers.

   It was moved and seconded
   That the OIC's report entitled "RCMP's Monthly Report – November 2011 Activities" dated December 1, 2011, be received for information; and

   CARRIED

   It was moved and seconded
   That the OIC's report entitled "RCMP's Monthly Report – December 2011 Activities" dated January 5, 2012, be received for information.

   CARRIED

4. **COMMUNITY BYLAWS – NOVEMBER 2011 ACTIVITY REPORT**
   (File Ref. No. 12-8060-01) (REDMS No. 3428370)

   See Item 5. for discussion and action taken on Item 4.

5. **COMMUNITY BYLAWS - DECEMBER 2011 ACTIVITY REPORT**
   (File Ref. No. 12-8060-01) (REDMS No. 3457416)

   Items 4. and 5. were discussed simultaneously

   In reply to a query Wayne Mercer, Manager, Community Bylaws, noted that it was unusual that two parking meters had been stolen in November, though it is not unusual for parking meters to be vandalized. He added that the stolen meters were located in a deserted warehouse.

It was moved and seconded
That the staff report entitled "Community Bylaws – November 2011 Activity Report" dated December 14, 2011, from the General Manager, Law & Community Safety, be received for information.

CARRIED

It was moved and seconded
That the staff report entitled "Community Bylaws - December 2011 Activity Report" dated January 23, 2012, from the General Manager, Law & Community Safety, be received for information.

CARRIED

6. **2012/2013 RCMP ANNUAL PERFORMANCE PLAN – COMMUNITY PRIORITIES**
(File No. 09-5000-01)(REDMS No. 3459169)

OIC Nesset provided background information and in response to comments made by Committee, he noted that pedestrian safety and the development of a community policing presence in the City Centre were identified as objectives for the 2012/2013 performance plan.

Discussion ensued, and in particular regarding: (i) the measured outcomes of success for the 2010/2011 performance plan will be forthcoming soon; (ii) police presence, patrolling on foot, in the City Centre will continue; (iii) besides the two identified objectives, the RCMP will work to abate property-related crimes, and will work on all objectives to attain desired outcomes.

The Chair noted that the D.A.R.E. (Drug Abuse Resistance Education) Program is valuable to the students who participate.

It was moved and seconded
That the two Community Objectives be selected, as identified in the staff report dated January 24, 2012 from the Officer In Charge, Richmond RCMP Detachment, for inclusion in the 2012/2013 Annual Performance Plan.

CARRIED

7. **2011 FOURTH QUARTER REPORT – RICHMOND FIRE-RESCUE**
(File No.)(REDMS No. 3432651)

John McGowan, Fire Chief, Richmond Fire-Rescue (RFR), in response to a query, stated that when 911 receives a call for assistance for a victim of assault, usually the RCMP response first but RFR and ambulance services also attend. He added that there is good communication among the attending parties.

It was moved and seconded

That the report on Fire-Rescue's operations from October 1 to December 31, 2011 be received for information.

CARRIED

8. **CANADIAN COAST GUARD AUXILIARY (STATION 10) PROPOSED BOATHOUSE LOCATION**
(File No. 06-2345-20-ILAN1)(REDMS No. 3355625)

Mayor Brodie entered the meeting (4:45 p.m.)

In response to a query regarding the consultation undertaken with the Scotch Pond Heritage Cooperative (SPHC) Serena Lusk, Manager, Parks Programs and Dave Semple, General Manager, Parks and Recreation, advised that the SPHC's Executive Committee has accepted, in principle, the relocation of the Station 10, Richmond Coast Guard Auxiliary to Scotch Pond. It was noted that the SPHC's Annual General Meeting takes place in March.

- staff worked with members of Station 10, Richmond Coast Guard Auxiliary to review a wide range of potential locations for Station 10 to moor its vessel, and those potential locations, including Imperial Landing, are listed in Attachment 3 of the staff report;

- staff would undertake more consultation, and would come back to Committee with any financial implications;

- after the SPHC's Executive Committee takes the idea to its membership at the March Annual General Meeting, staff would come back to Committee;

- the agreement for the moorage of the Station 10, Richmond Coast Guard Auxiliary is an agreement between the City and the Coast Guard; and

- SPHC operates Scotch Pond under a license from the City and whether the relocation of Station 10, Richmond Coast Guard Auxiliary to Scotch Pond would modify that license in any way.

Brian Hobbs, Coxswain, Station 10, Richmond Coast Guard Auxiliary advised that he was available to respond to questions Committee might have. He noted that Station 10 has waited five years for a relocation site, and that another few weeks, to accommodate the SPHC's Annual General Meeting would be fine.

Mr. Hobbs submitted a report that summarized: (i) the work conducted by volunteer search and rescue in the City; (ii) cost savings incurred at all levels of government; and (iii) current support of other volunteer search and rescue stations. (The report is on file in the City Clerk's Office).

In response to a query, Mr. Hobbs advised that Station 10, Richmond Coast Guard Auxiliary has not yet had an opportunity to address the SPHC.

The Chair noted that negotiations have been between the City and SPHC.

A brief discussion ensued and there was general agreement that further consultation with the membership of SPHC should be undertaken, especially in light of the Cooperative's impending Annual General Meeting.

As a result of the discussion the following **referral** motion was introduced:

It was moved and seconded
That:

(i)   the staff report entitled "Canadian Coast Guard Auxiliary (Station 10) Proposed Boathouse Location" be referred back to staff; and

(ii)   after further consultation with the Scotch Pond Heritage Cooperative, staff bring further information forward to the Community Safety Committee meeting, tentatively scheduled to take place on Wednesday, April 10, 2012.

CARRIED

9. **CHAUFFEURS' PERMITS**
    (File No. 09-5000-01)

Discussion ensued among OIC Nesset, Lainie Goddard, Manager, RCMP Administration, Ms. Carlyle and Committee regarding the process of Chauffeurs' Permits being renewed not on an annual basis, but on a biennial basis, and in particular on:

- what are the consequences to a person with a Chauffeurs' Permit who commits a criminal offence;

- the RCMP controls the issuance and approval of Chauffeur Permits;

- no fee is charged for the Chauffeurs' Permit, but a fee is charged for the Criminal Records Check required as part of the application process; and

- Chauffeurs' Permit processes at other municipalities.

In response to Committee's request that further information regarding the mechanism to cancel or suspend a Chauffeurs' Permit should the permit holder commit, and/or be charged with a criminal offence, OIC Nesset advised that: (i) further information will be furnished to Council before the Monday, February 27, 2012 Council meeting, and (ii) an oral report will be given by the OIC at the next meeting of the Community Safety Committee meeting, tentatively scheduled to take place on Tuesday, March 13, 2012.

It was moved and seconded

That the requirement for the renewal of Chauffeurs' Permits be changed from an annual to a biennial basis beginning January 1, 2013 as outlined in the staff report dated January 31, 2012 from the OIC, RCMP Richmond Detachment.

CARRIED

10. **AIRCRAFT EMERGENCY RESPONSE WITHIN RICHMOND**
(File No.)(REDMS No. 3462128)

In response to a query Fire Chief McGowan, and Tim Wilkinson, Deputy Chief – Operations provided Committee with the following rationale for the viability of training RFR personnel to respond to aircraft emergencies: (i) a recognition of the need to educate RFR employees on specific hazards, and allow RFR personnel to understand the practices specific to aircraft emergency response and work more effectively with YVR emergency services personnel; and (ii) when incidents of aircraft emergency occur in the City, RFR staff will be able to manage these events with greater effectiveness and efficiency, thereby providing a safer community for residents.

Discussion ensued, and in particular with regard to: (i) RFR personnel remaining in Richmond, while external service and training providers would travel to Richmond to deliver the training; and (ii) RFR is working with YVR emergency services personnel to align training methods.

It was moved and seconded

That the staff report entitled Aircraft Emergency Response Within Richmond, dated February 3, 2012 from the Fire Chief, be received for information.

CARRIED

11. **FIRE CHIEF BRIEFING**
(Oral Report)

(i) Pink Shirt Day, February 29, 2012

Fire Chief McGowan reported that RFR personnel would wear pink T-shirts on February 29, 2012, in support of the Stop Bullying Campaign.

(ii) CPR (Cardio Pulmonary Resuscitation) Saves Lives

Deputy Chief Wilkinson noted that February is Heart Smart Month, and RFR supports programs that encourage the general public to get involved with CPR training. A media bulletin this month has reminded the public that CPR saves lives. He added that in the last year's last quarter, RFR responded to 24 cardiac-related calls.

(iii) Pedestrian Safety Campaign – a joint initiative of RFR, RCMP, British Columbia Ambulance Service, ICBC, the City's Corporate Communications team, and Transportation

OIC Nesset, Fire Chief McGowan, and Victor Wei, Director, Transportation, made a brief presentation to Committee and advised that: (i) the campaign is a joint initiative with full participation by many parties, including ICBC; (ii) on February 23, 2012, the campaign will have a presence at a selection of designated high traffic locations; and (iii) the initiative is Citywide, is ongoing, and will be directed at both pedestrians and drivers.

A brief discussion ensued during which comments were made that seniors are a vulnerable group of pedestrians, speeding vehicles within the City are a hazard, and an enforcement component is being explored.

12. **RCMP/OIC BRIEFING**

(i) Downtown CPO - Regional IPREM Table Top

OIC Nesset and Greg Scott, Director, Project Development provided an update on the progress of the Downtown Community Policing Office (CPO). Mr. Scott briefly noted that it is anticipated construction will be complete by the spring, the Office will then be furnished, and after that it will go into operation.

A comment was made that when RCMP headquarters moved out of the City Centre, residents could no longer drop into the centrally located building, but that the soon-to-be-completed Downtown CPO would provide the opportunity to drop in to speak with RCMP personnel.

(ii) RCMP Deputy Commissioner Peter German

OIC Nesset advised that Deputy Commissioner Peter German, a resident of Richmond, has announced his retirement from the force.

(iii) Robberies of Cell Phones

OIC Nesset advised that the RCMP is working on methods to dampen the market for stolen cell phones.

13. **MANAGER'S REPORT**

(i) Mobile Medical – Temporary Placement at Gateway Theatre

Deborah Procter, Manager, Emergency Programs, reported that British Columbia's Mobile Medical Unit, a 100 bed clinic and surgical unit, will be in Richmond, at the Gateway Theatre parking lot, during the week of February 27, 2012 for orientation and training of Richmond Hospital Staff.

Council is invited to tour the facility on Thursday, March 1, 2012.

(ii) Integrated Partnership for Regional Emergency Management

Ms. Procter advised that 23 local authorities in Metro Vancouver have been invited to participate in an Integrated Partnership for a Regional Emergency Management tabletop exercise to examine regional emergency management issues.

The Thursday, February 16, 2012 event is a good opportunity for City staff to participate in the exercise that simulates the scenario of a 7.3 magnitude earthquake in the Georgia Strait.

ADJOURNMENT

It was moved and seconded
That the meeting adjourn (5:40 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the meeting of the Community Safety Committee of the Council of the City of Richmond held on Tuesday, February 14, 2012.

Councillor Derek Dang
Chair

Sheila Johnston
Committee Clerk

City of Richmond

Report to Committee

To:	Community Safety Committee	**Date:**	February 28, 2012
From:	Phyllis L. Carlyle General Manager Law and Community Safety	**File:**	09-5375-01/2012-Vol 01
Re:	**Restorative Justice Evaluation Report 2011**		

Staff Recommendation

That the Touchstone Family Association's Restorative Justice Performance Outcome and Evaluation Report (as attached to the report dated February 28, 2012 from the General Manager, Law & Community Safety) be received for information.

Phyllis L. Carlyle
General Manager, Law and Community Safety
(604-276-4104)

Att. 1

3467817

Staff Report

Origin

On January 1, 2011 the City of Richmond renewed the contract with Touchstone Family Association for the delivery of the Restorative Justice Program. The Touchstone Family Association is required to report to Council annually on:

a) Restorative justice annual budget for the upcoming year;

b) Restorative justice revenues and expenditure from the previous year;

c) Performance indicators including the number of referrals, forums and completed resolution agreements;

d) Milestones and achievements; and

e) Participants' satisfaction survey.

This report ensures the terms of the contract are adhered to.

Analysis

The Provincial Government does not fund restorative justice to a level that would provide comprehensive services to the community. The City has long advocated for increased funding for restorative justice services but the Province maintains it will not advance additional funding. The Province's position has resulted in the City funding the Restorative Justice Program.

In 2008 the City entered into a three year agreement with Touchstone Family Association, renewing this contract in 2011 for three additional years.

The Richmond Restorative Justice Program uses an alternative approach to the courts that places the emphasis on accountability and problem solving as a way of addressing harm that takes place when a crime or incident occurs.

In many cases the program uses two methods to ensure the victim's concerns are addressed and the offenders are held responsible for the offence. These two methods are Community Justice Forum (CJF) and Community Accountability Panel (CAP).

The Richmond Restorative Justice Program is a volunteer driven program which has completed its fourth year of funding a permanent full time coordinator. The Performance Outcome Evaluation Report from Touchstone Family Services is attached (Attachment 1).

In summary the statistics over the last few years are as follows:

	2007	2008	2009	2010	2011
Total Number of Offenders	40	39	52	61	74
Total Number Referrals	40	32	32	48	44
Total Number Forums (CJF)	25	25	23	26	17
Total Number Resolution Agreements	43	39	35	30	23
Total Number Completed Resolutions Agreements	36	38	27	34	21
Total Number of Community Accountability Panels (CAP)				18	39
Total Number of Resolution Agreements				18	45
Total Number of Completed Resolution Agreements				12	35

*A referral can have more than one offender

** Not all referrals result in a forum, hence the lower number of forums than referrals.
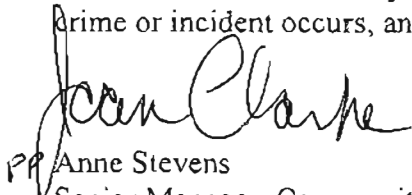
***The number of resolution agreements can be higher than the number of forums, because a forum can have more than one offender.

Financial Impact

The annual cost of the program in the 2011 to 2013 contract is $95,000 per year.

Conclusion

The contract with Touchstone Family Association to administer Richmond's Restorative Justice Program is a service delivery model that strengthens the social health and independence of families and children in our community through effective intervention and support services. This alternative service delivery model to the court system addresses the harm that takes place when a crime or incident occurs, and ensures accountability.

PP Anne Stevens
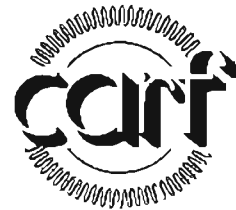Senior Manager, Community Safety Policy & Programs
(604-276-4273)

AS2:as2

Touchstone Family Association
Strengthening Family • Building Community

RESTORATIVE JUSTICE

PERFORMANCE OUTCOME EVALUATION REPORT

January 1, 2011 - December 31, 2011

3479487

EXECUTIVE SUMMARY

Touchstone Family Association is a non-profit society that has been providing services to children and their families in Richmond since1983. Our services have primarily focused on preserving and enhancing family relationships and we offer a variety of services designed to meet the needs of children to ensure their optimum development. Over 1900 children and their families benefit from our services on an annual basis.

The mission of the association is "strengthening the social health and independence of families and children through effective intervention and support services." Our objectives are: to establish and operate preventative services to children, and their families in the City of Richmond and surrounding Municipalities; and to inform the residents of Richmond as to the importance of the services being provided to families and children.

At Touchstone Family Association we pride ourselves on our responsiveness to the needs and wants of the community we serve. This comprehensive *Performance Outcome Evaluation Report* examines and demonstrates the performance and quality of services provided by the Richmond Restorative Justice program. Restorative Justice is an alternative approach to the courts that places emphasis on accountability and problem solving as a way of addressing the harm that takes place when a crime or incident occurs. The Richmond Restorative Justice Program utilizes a model of restorative justice called the Community Justice Forum (CJF).

A CJF is a community-based alternative to the court system, where a trained volunteer brings everyone (Victim, offender, their families and/or supporters, as well as other affected parties) who has been affected by a crime or incident together to discuss the matter and hold accountable the person responsible for the crime or violation. Facilitators (Volunteers) help the participants work together in building a resolution agreement that addresses the harm.

The Richmond Restorative Justice Program:
- Is funded by the City of Richmond and is an integral part of its Youth Strategy
- Is delivered by Touchstone Family Association
- Is partnered with the RCMP
- Accepts suitable RCMP referrals for children (Under 12), youth (12 to 17) and adults who have committed less serious crimes in the community (Theft, fraud, vandalism, mischief, etc.)
- Requires the offender's admission and willingness to be held accountable

- Requires the victim's desire to participate in a CJF that will address the harm that was done as a result of the offender's actions
- Invites family and supporters of both the victim and offender to participate in the CJF to help resolve the matter
- Supports parents in addressing their child's unacceptable behaviour
- Provides offenders with an opportunity to learn from their mistake and regain acceptance in the community
- Treats all of the participants of a CJF with honesty, fairness and respect
- Builds community by encouraging people to collectively resolve conflict
- Aims to prevent people from re-offending in the future
- Helps promote a safe and healthy community

Restorative Justice is a volunteer driven program that has a permanent full time coordinator. Touchstone Family Association trained a coordinator in CJF facilitation back in January 2004. The program began to accept referrals from the R.C.M.P. in February 2004. We presently have one coordinator, and 12 volunteers trained in facilitating Community Justice Forums.

Recruitment, retention and training of volunteers are crucial to the success of the Restorative Justice Program. The RJ coordinator engages all Volunteer applicants in a formal interview process which includes a criminal record check and two reference checks and also takes into account several key criteria that may include but is not limited to:
- life experience
- professional employment history
- education
- commitment to the program
- amount of time available
- Experience/Confidence in leading a group discussion
- Flexibility
- Knowledge of Restorative Justice
- Reasons behind wanting to become involved
- Experience/comfort level with conflict
- oral and written skills

Given the intensity of the training and the role of the facilitator it is important to recruit solid, committed individuals. Once the intensive interview process and reference check are complete the volunteer would then attend an intense 3 day training program. Once the volunteer has been provided with a certificate of training, they can now facilitate a CJF in conjunction with a certified/accredited facilitator. In order to reach certification a volunteer must facilitate 5 forums with a

certified facilitator. Although this may seem cumbersome it is a measure of quality assurance as it ensures that the facilitator is comfortable with the model and clearly understands their role as a facilitator. The philosophy of CJF is one of community ownership. Touchstone Family Association is very proud of our success with this volunteer-driven program. The majority of our volunteers live in Richmond and have an investment involving and empowering the affected participants through the justice process, increasing community capacity to recognize and respond to community bases of crime.

Touchstone receives $2500.00 annually from the Ministry of Justice for volunteer recruitment/retention and recognition. The program is very fortunate to have a committed and passionate core group of volunteers several of whom have been with the program for over 4 years.

Inclusive in this report is a comprehensive evaluation of the Restorative Justice program's utilization, effectiveness and overall performance. Given that we consider Consumer and community input invaluable in designing and evaluating program effectiveness, this report will have an extensive section analyzing and reviewing, participant surveys. At the end of each forum all participants are encouraged to complete a brief one page survey asking specifically about the forum and the process. The survey results are reviewed in detail.

The Richmond Restorative Justice Program has now completed its fourth year of full funding with a full time coordinator. A new component of Restorative Justice began in 2010 year which is a six step conferencing model (presently being used in the Surrey RJ Program.) This option which is described in more detail below is being offered primarily to businesses where theft has occurred but they do not have the resources or desire to participate in a forum but are more than willing for the young person to experience a restorative approach.

A Community Accountability Panel (CAP) is a conferencing model utilized when victims are agreeable to a restorative justice approach but are unable to directly participate in a meeting with the offender. In such cases a CAP is arranged. The CAP consists of Surrogate Victims. At the CAP, the surrogate victims are responsible for introductions and explaining the purpose of the meeting. They will then aim to build trust and relationship with the young person, getting to know them as a person, and bringing the parent and/or guardian into the discussion as well. Following this, the surrogate victims will get the youth's story about what happened, getting as much information as is necessary to paint a picture of what occurred.

The surrogate victims will then move the discussion to the harm stage, where the youth will be asked to discuss who was harmed, in what way each person was

harmed, and how he or she intends to address the harm in each case. Prior to the Cap the victims are asked and encouraged to submit a victim impact statement and offer any suggestions on how the situation may be resolved. The surrogate victims will then assist the youth in creating an agreement that contains all of the conditions and reasonable deadlines, and ensuring that the youth and their family and/or supporters understand what must be completed. Everyone signs the agreement and receives a copy. In closing, the surrogate victims will address any other outstanding issues, needs, requests for information, etc.

In Summary, the following six steps are carried out:

1. Opening and Greeting
2. Building Trust and Relationship
3. Story Telling
4. Harm Stage
5. Agreement
6. Closing

There have been a total of 39 Community Accountability Panels (CAP) in the 2011 year. All have been successful and resolution agreements are being completed. During the 2011 year we have had 44 referrals to the RJ program. Presently the RJ program has had 17 community justice forums.

OBJECTIVES OF THE RESTORATIVE JUSTICE PROGRAM
1. Focus on the harms of wrongdoing more than the rules that have been broken;

2. Show equal concern and commitment to victims and offenders, involving both in the process of justice;

3. Work towards the restoration of victims, empowering them and responding to their needs as they see them;

4. Support offenders while encouraging them to understand, accept and carry out their obligations;

5. Provide opportunities for dialogue, direct or indirect, between victims and offenders as appropriate;

6. Encourage collaboration and reintegration rather than coercion and isolation;

7. Involve and empower the affected community through the justice process, and increase its capacity to recognize and respond to community bases of crime;

8. Show respect to all parties including victims, offenders and justice colleagues.

9. Parents of offenders feel supported in addressing their children's behaviour. Incidents are dealt with promptly.

10. For communities surrounding the victim and offender, it provides an understanding of the root causes of conflict.

CS - 22

Program Efficiency

This section below will review the cost-efficiency of the Restorative Justice Program.

In January, 2008 the Richmond Restorative Justice Program received full funding from the City of Richmond and has now completed its fourth year of operation with core funding.

During this reporting period, referral levels are similar to 2010 with a total of 44 referrals to the program. The option of the Community Accountability Panel (CAP) has been a great success as many more stores are supporting files coming to RJ. It is important to note that a referral is considered a case file, however, one file may involve anywhere from one to eight or more offenders. The number of offenders determines the amount of work hours a file demands. Every offender is interviewed privately with their families/supporters; thus the pre-screening interviews become quite labour intensive the greater the number of offenders.

It is important to note that the core funding for Restorative Justice comes from the City of Richmond through the Law and Community operating budget and we have now completed year 1 of a second 3 year contract. Touchstone Family Association continues to engage other levels of government regarding not only the need but the responsibility in cost sharing this program across the three levels of government. Restorative Justice receives a small amount of money from the Community Actualization Program which provides some funds for volunteer training and recruitment. Touchstone will continue to raise the profile of this extremely cost effective alternative to court and will seek out funding partners. Although funding continues to be an ongoing challenge we are very appreciative to the City of Richmond for not only believing in the Restorative Philosophy but understanding the role it plays in creating safer and healthier communities.

RESTORATIVE JUSTICE WEEK 2011

Mayor Malcolm Brodie and the City of Richmond proclaimed November 13 -20, 2011 as *Restorative Justice Week in Celebration with communities around the world. In honor of this* occasion, Touchstone Family Association hosted an event titled "Planting the Seeds." Citizens of Richmond were invited to attend a presentation on *Re-Visioning Justice* by Touchstone's Restorative Justice Program Coordinator, Haroon Bajwa. The presentation was well received and was followed by a screening of the RCMP produced documentary "Planting the Seeds," and a good discussion on restorative justice and the program at the end.
The event took place on November 17, 2011 and the venue was filled to capacity

with the Mayor and many members of the community in attendance. Many people expressed their appreciation for having the opportunity to learn more about restorative justice.

RESTORATIVE JUSTICE AND THE SCHOOL DISTRICT:

Touchstone Family Association is committed to promoting the Restorative Justice philosophy or approach in the Richmond School District. Often referred to as *Restorative Action* amongst educators in schools to help distinguish it from the justice system, this approach offers many benefits to administrators, teachers, students and parents.

Restorative Action is derived from the concept of Restorative Justice and, simply put, is an alternative to the traditional school discipline that is geared towards punishment and isolationism. Fundamentally, this approach contends that conflict creates harm in our inter-personal relationships, making it necessary to address the needs and obligations on behalf of everyone who has been affected and/or has a stake in the outcome.

The aim of creating safe and caring schools requires that we focus on reparation of harm, restoration of relationships and the re-building of community. Restorative Action has proven to be effective in places where it has been successfully implemented and supported. This approach has saved administrators time and it has reduced absenteeism, detentions, expulsions and teacher-student disputes. In addition to this, and more importantly, it has provided social and emotional learning for students.

Touchstone has produced a handout for schools, explaining Restorative Action and what it has to offer. This is not a tool that enables something to be done "to" or "for" students. Rather, this is an approach to working "with" kids.
In addition to this handout, *Building Safe and Caring Schools*, Touchstone will endeavor to establish a working group in partnership with interested and/or like-minded professionals from the Richmond school system to begin a dialogue on what is essentially a paradigm shift with respect to handling behavioral issues inside schools.

It is our hope that this collaboration will lead to effective strategies that contribute to the goals of promoting, implementing and sustaining a new culture inside of our schools in the coming months and years.

Referrals Received and Forums and Caps held

Referrals: 44   Forums: 56
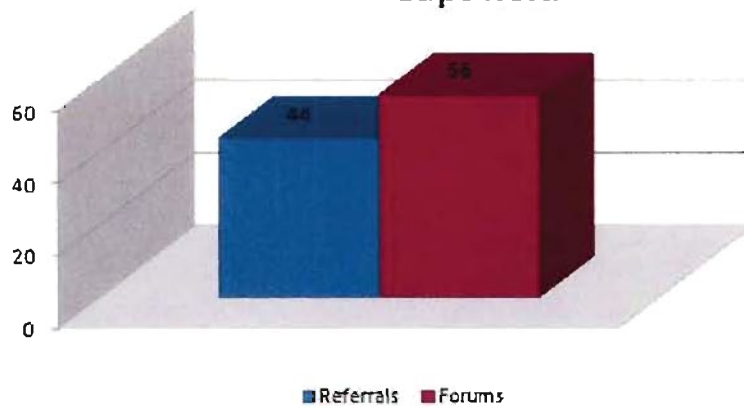
Resolution Agreements Drawn Up from both CJF and CAP

Forums: 56   Resolution Agreements: 68

CS - 25
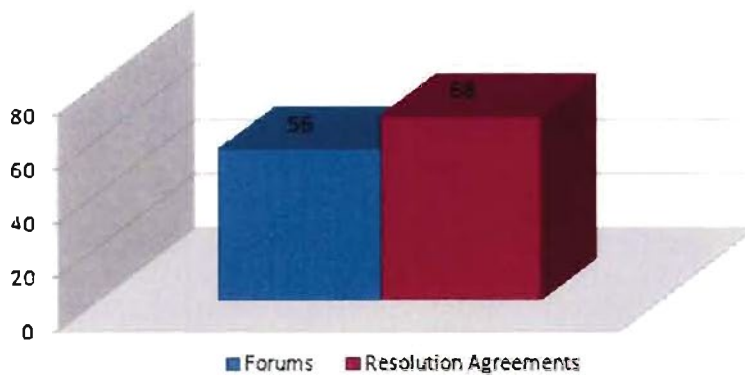
Successful Completion of Resolution Agreements in both CJF and CAP

68 56 12

■ Resolution Agreements ■ Completed Resolution Agreements ■ Pending Completion

Offenders per Forum

43 5

Number of offenders
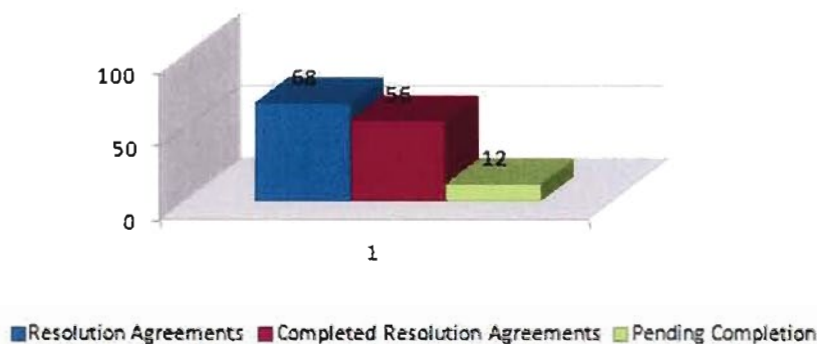
■ 1 offender ■ 2 offenders ■ 3 offenders
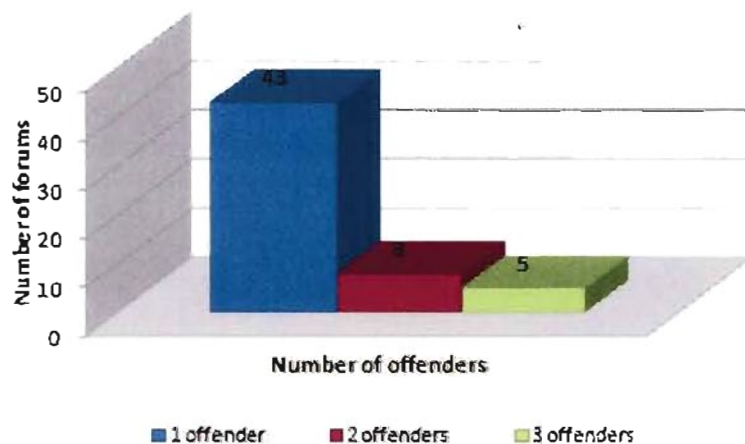
Gender of Offenders Referred

- Female
- Male

Age of Offenders Referred

- 12 yrs old
- 13 yrs old
- 14 yrs old
- 15 yrs old
- 16 yrs old
- 17 yrs old
- 18-29 yrs old
- 30-39 yrs old
- 40 and over
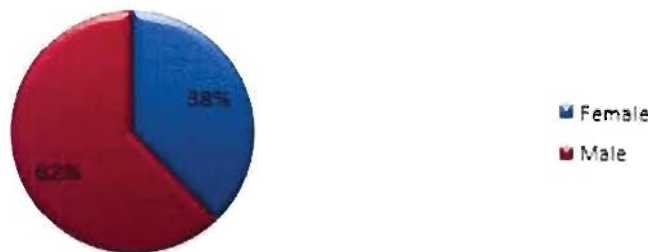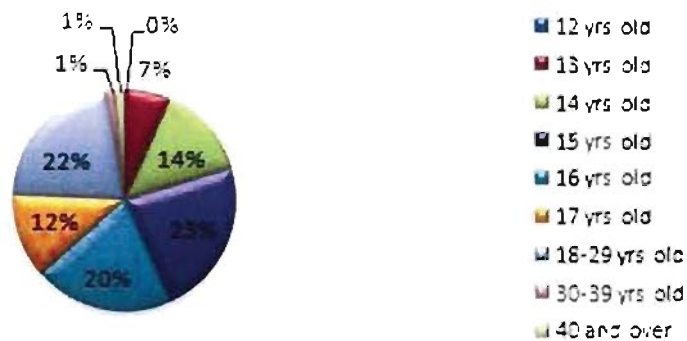
Most Common Offences Referred

Legend: Mischief | Theft under $5,000 | Assault | Theft over $5000 | Break and Enter | other
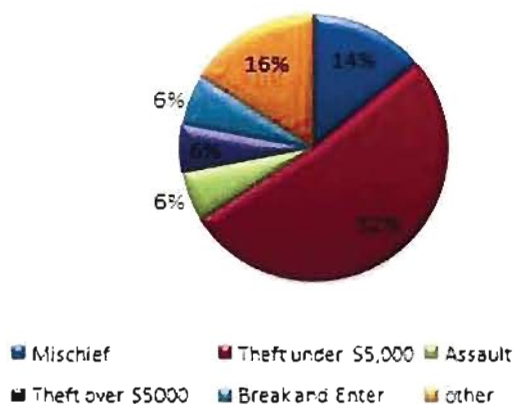
SECTION 2

Follow-up Evaluation

Touchstone Family Association has utilised a survey method of evaluation in order to elicit written feedback from the people who utilize the services; this includes the participants in the Restorative Justice Program. As a result of this practice we have produced a collated report of the ratings and comments provided by our consumers in this report. The survey asks a variety of questions, designed to elicit feedback regarding: role in the forum; level of satisfaction with the CJF or CAP process and if any barriers were encountered.

During this reporting period there were 56 forums and Caps that took place. Each participant is asked at the end of the process to complete a very brief survey and for the most part participants are happy to do this.

The responses to the rating-scaled questions were very positive for the staff,

volunteers and services of the RJ Program. Touchstone Family Association is committed to utilising the feedback from program participants to evaluate with the community the impact that participating in the CJF or CAP has for all involved. We are committed to continuously modifying and enhancing our programs and practices. The response from the participants is reviewed separately below.

Restorative Justice Follow-Up Survey

The results of the survey are below; it is interesting to note that on the question section of the survey respondents are identified as their role in the forum or CAP. For example a comment will be followed by the role of the participant in brackets. Below are the survey results from participants in a Community Justice Forum.

How long after the file was referred did the forum take place

■ 5-15 working days   ■ 15-30 working days   ■ 30-45 working days   ■ 45-60 working days

Roles of Participants in Forums

- Victims
- Victim Supporters
- Offenders
- Offender Supporters
- Officers
- Others
- witnesses
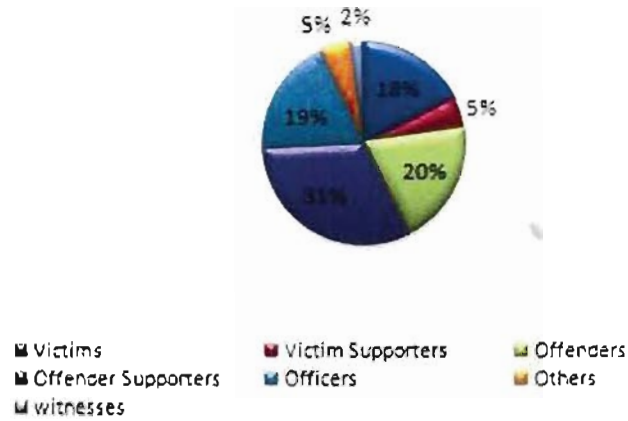
How Fair was the Community Justice Agreement

- Excellent
- Good
- Average
- Unsatisfactory

CS - 30
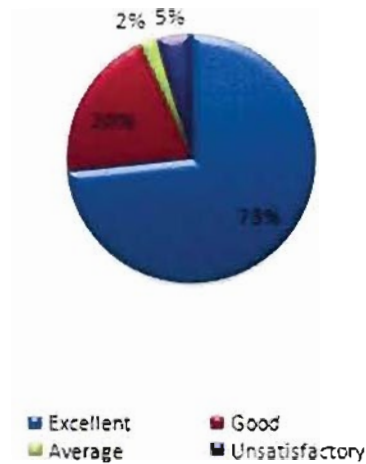
How Fair was the Community Justice Process

2% — 1%

20%

77%

■ Excellent ■ Good ■ Average ■ Unsatisfactory

How was your overall experience with the Community Justice Forum

5% — 1%

22%

72%

■ Excellent ■ Good ■ Average ■ Unsatisfactory
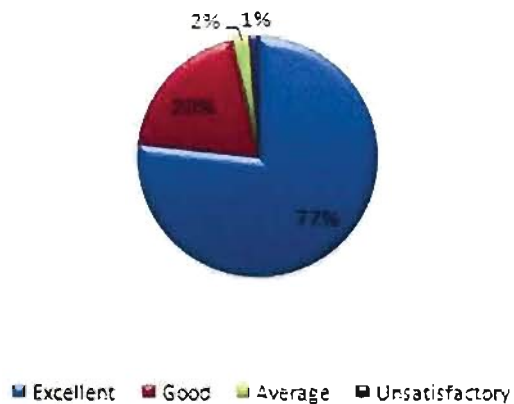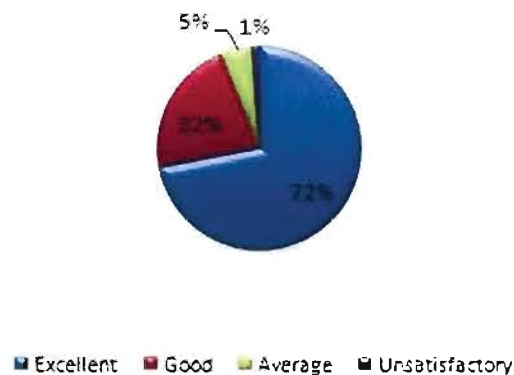
The answers below are for the 2 open ended questions we ask respondents. The statements below are from participants in a community justice forum and their role within the forum is noted in brackets after the comment.

Question 6: Did you encounter any barriers to service, which affected or interfered with your participation in the program?	
Answer options	Response Count
	16
Answered question	16

Respondents	
1.	No it was fair and helpful.(offender)
2.	Time lines (offender supporter)
3.	Emotionally charged atmosphere. Parent and victim was angry from each other's action during the conduct of the investigation. (officer)
4.	Yes just that he was pointing fingers and convicting us of planning this crime. (offender)
5.	Not at all, very thorough, I just thank 'God' for such a program. What wonderful, non-judgmental people running this program. (offender supporter)
6.	No very accessible and flexible (offender supporter)
7.	No barriers that I can identify. (victim)
8.	No the program was excellent and I am happy to have the privilege of participating. (offender)
9.	Excellent participation by all involved. (officer)
10.	None, my wife had trouble with English but the forum participants were patient and understanding. (Offender supporter)
11.	No the process was clearly outlined and defined. (victim)
12.	No I haven't it was a very effective process. (offender supporter)
13.	I was really nervous and it was hard to say what I really wanted to say. (offender)
14.	Length of time from actual incident. Not directly involved – not being the first responder. (victim)
15.	No I felt as though a lot of the program was scheduled around me even though I was the harm doer in this. (offender)
16.	Attitude of youth (Victim)

Question 7: Is there anything else you would like to comment on?	
Answer options	Response Count
	38
Answered question	38

| Respondents	
1.	Thanks to the volunteers! (offender supporter)
2.	Not at this time. (victim)
3.	Excellent as always (officer)
4.	Very good program for first time offenders. Gives them a chance to learn from their mistakes. (offender)
5.	The facilitator was wonderful everything ran smoothly. (offender supporter)
6.	I am glad the Restorative Justice program is an option. (victim supporter)

7.	Just that it was a great experience. (victim)
8.	Very fair resolution (offender)
9.	Great Program (offender supporter)
10.	Very good alternative to Justice system (offender supporter)
11.	Haroon did an excellent job. (victim)
12.	Went very well. (officer)
13.	Nothing really, I am very impressed with this program. (victim)
14.	Apology expressed with sincerity important to healing. (victim)
15.	Very very good and helpful program. (offender supporter)
16.	I am impressed with the program and hope the results are as effective. (offender supporter)
17.	I highly agree and support this process, and the results it brings are fulfilling for all parties and are long lasting. (offender)
18.	I am very happy that this program exists and hope that it will expand and be used on as many harm doers as possible. (offender)
19.	Great Program (officer)
20.	It was a good session. (officer)
21.	Impact on the family. (victim)
22.	Forum was very positive. (officer)
23.	It was all good. (Offender supporter)
24.	It was a better way of solving community problem and I highly recommend it. (Victim)
25.	Very good in solving problem (Offender supporter)
26.	Continue this kind of service to the community. Good job thank you very much. (offender supporter)
27.	Was nice to see the RJ program in action .I think it is a great way to deter youth from the criminal system and further criminal activity. (officer)
28.	This is a very fair alternative to other potential repercussions. I am very fortunate and thankful for everyone's participation and realize that it's for my benefit. (offender)
29.	Well run forum which was fair and considered the perspectives of everyone involved. A good process which will be considered in the future. Overall a good resolution to the issue was established. (officer)
30.	A wonderful system giving "youth" the opportunity for accountability, and making a wrong right – without having to pay for the rest of their life. Very well done! (offender supporter)
31.	A great alternative to discuss openly with all the parties. Very well done. (victim)
32.	We are so thankful that this opportunity was made available to our son. The meeting proved to be a way for all involved to work through a situation together and come to a resolution. Thank you to all. (Offender supporter)
33.	Felt very informative and friendly way to come to agreement/deal with problem. (offender supporter)
34.	No everything was discussed. (offender)
35.	Great opportunity to give these youths a second chance. (officer)
36.	I support this program and would recommend it continue. Our facilitators were excellent. (Offender supporter)
37.	I am thankful for this program. (Offender supporter)

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38.	Police made excellent points. (victim)

The results of the survey for the Community Accountability Panel are below.

How long after the file was referred did the CAP take place

5% 2%

13%

44%
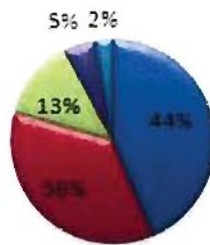
■ 5-15 working days ■ 15-30 working days ◡ 30-45 working days ■ 45-60 working days ■ 60-75 working days

Roles of Participants in CAPS

49%

51%
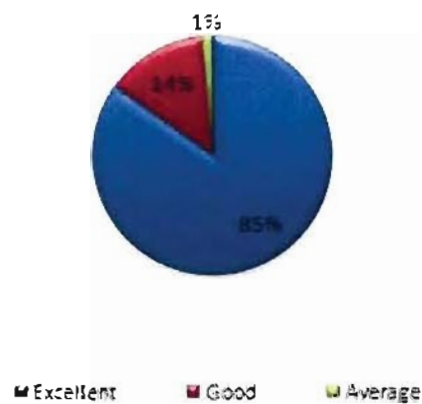
■ Offenders   ■ Offender Supporters

How Fair was the Community Accountability Agreement

Excellent   Good
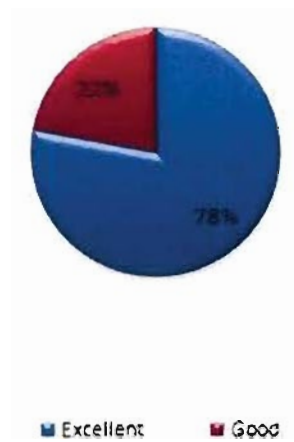
How Fair was the Community Accountability Panel Process

Excellent   Good   Average

How was your overall experience with the Community Accountability Panel?

- Excellent
- Good
- Average

Question 6: Did you encounter any barriers to service, which affected or interfered with your participation in the program?	
Answer options	**Response Count**
	16
Answered question	16

Respondents	
1.	None (offender Supporter)
2.	No everything went very well and everyone was very nice and I participated 100%. (offender)
3.	No, I did not encounter any barriers to service. (offender supporter)
4.	No nothing interfered in our participation. (offender)
5.	The translator was good, not the best.(offender)
6.	No,not at all, I was really satisfied. I felt comfortable, which was important. (offender)
7.	No I did not. (offender)
8.	This conference was a great opportunity for all of us to express how we Feel. (supporter)
9.	No but I would have appreciated a bit more information prior to the session. (supporter)
10.	No I was very comfortable with the program. And know that my son has learned from his mistake. The Touchstone Family Program will help a lot of families. Thank you so much. (offender supporter)
11.	There were no barriers everything was explained clearly and in detail. (offender)
12.	Nothing affected me and I would like to participate in this program. (supporter).
13.	I didn't encounter any barriers to service. I found it very helpful having an interpreter. (Supporter)
14.	No this is an excellent and constructive process and alternative. (Supporter)

15.	This is a wonderful program that should be replicated in Vancouver. Good use of resources – keep up the good job. (supporter)
16.	Not having a babysitter. (offender)

Question 7: Is there anything else you would like to comment on?	
Answer options	**Response Count**
	39
Answered question	39

Respondents	
1.	This is an excellent program and hope it can continue to help the community in the future. (offender supporter)
2.	Very helpful and appreciated. (offender)
3.	Thanks for giving me the opportunity to attend the program that can give my children a good lesson. (offender supporter)
4.	No, I have learned my lesson completely. (offender)
5.	This talk helped me get back on track. (offender)
6.	The guy was really nice; he listened to both sides of the story which was great. (offender)
7.	The conference process was good, I was able to voice out how the situation affected me and I heard my daughter's feelings, how she feels about the incident. (offender supporter)
8.	This program is a good opportunity for those that know they've made a mistake and need to right the wrongs they've done. (offender)
9.	Thanks for the support and guidance. (offender supporter)
10.	Thank you. (offender)
11.	I think it was useful to have some tough questions asked of the harm doer. We all come away, having a clearer understanding of events, very satisfied with conclusion. (offender supporter)
12.	An excellent method of allowing a young offender to make amends and to understand the impact of their action. (offender supporter).
13.	I just want to say thanks to everyone for their time and effort they put into our children. (supporter)
14.	That I am sorry for my actions and know this will never happen again. (offender)
15.	It is an excellent program. (supporter)
16.	This is a great initiative (supporter)
17.	I am very grateful to be referred to this program instead of being dealt with by the RCMP. (offender)
18.	Thanks for the program that gives the opportunity for them to think and learn more for their good. (supporter)
19.	Thank you for letting me express my feelings on this. (offender)
20.	I like the fact that there is an open discussion. I also like the fact that we are trying to restore and build the child rather than being punitive in the process. (supporter)
21.	Thank you for taking the time to talk to my Dad and I. Both volunteers were friendly and easy to talk to and open up too. (offender)
22.	Thank you for the time spent, walking us through everything that happened; I know my son was quiet and not overly talkative, but I also know that he is the type to listen. I'm sure this process has affected in a positive way. As he always seems to pick up the messages. Thanks

	again for you time and concern. (Offender supporter)
23.	I felt comfortable and was well informed with how the program works and how it will help my child. Thank You. (Offender Supporter)
24.	I appreciate having this program as an alternative to the court system. It gives the young offender a last chance to set things right. (supporter)
25.	Although we are here because unfortunate circumstance, this is a great program. Thank you. (Offender supporter)
26.	That I got a thorough understanding of the store that was impacted and how and who it impacts. (offender)
27.	This service is an excellent opportunity for the youth and adults. (supporter)
28.	This program is excellent, and it is good that everyone can benefit from it and can resolve problems through the program. (Supporter)
29.	Thank you for your time. (Supporter)
30.	Thank you for your time you helped a lot. (offender)
31.	I think that the Richmond Restorative Justice program was very fair with this particular incident. (supporter)
32.	Very open environment and understanding (Offender)
33.	Just thanks for the second chance. (offender)
34.	This is a very good system. Sometimes parent are left alone to talk to their kids who are in conflict with the law – already the parent is upset and frustrated and distrusts their own ability to get their kids to understand the impact of their behavior. Thank you for making it possible to talk to our kids and hear them. (Supporter)
35.	Thank you for this program, which allows me to express how I feel and deal with this problem. (offender)
36.	Thank you for all the people (staff) for having the opportunity to resolve family and community issues. It was a positive experience for us. (supporter)
37.	I would like to thank the people of Richmond Restorative Justice Program and everybody who has been involved for presenting me with this opportunity to make amends and for being so very helpful. (offender)
38.	I appreciate very much the people behind the RRJP with special commendation to the facilitators.
39.	Thank you so much for talking to me about the incident and telling about the different ways I cause a huge impact on many people. This really made me feel better letting out the feelings I felt when it happened. Feels like a huge pain in my heart went away. Again than you for doing this process with me. (offender)

Follow-up Evaluation Summary

Restorative Justice is about giving all parties involved in a conflict the opportunity to take an active role in a safe and respectful process that allows open dialogue between the victim, offender and the community. For the offenders, it is about taking responsibility and being held accountable for the harm caused. For victims, it provides an opportunity to talk about the harm caused and ask questions that may

be necessary as a part of the healing process. For communities surrounding the victim and offender, it provides an understanding of the root causes of conflict. Community involvement in restorative justice is one of the core components of the approach thus the feedback is an integral part of understanding the effectiveness of the overall restorative experience.

In regards to our follow up information eliciting feedback for general satisfaction with the RJ Program, the participant feedback indicated a high satisfaction rating. The Restorative Justice Program responds to the needs of young people and the community by repairing harm, restoring the moral bond of community and teaching responsibility and accountability to the young person. The responses are very similar to past year responses with the majority of people being very grateful for the opportunity to participate in such a program.

This is the fourth year of operation for the program as a fully funded program with dedicated appropriate resources and the sixth year of the program in the Richmond community. The Restorative Justice Program will continue to utilize feedback information to develop and improve our service delivery, and we thank all the participants for the valuable feedback provided.

The Restorative Justice Program has demonstrated a very successful twelve months of service provision. The key strengths of the program have been the collaborative working relationships developed with the community, the co-operative partnership with the Richmond RCMP and other community service providers; of great significance was in 2008 the City of Richmond demonstrated their full support of the Restorative Justice program and provided Touchstone Family Association with a three year contract establishing a core funding base. The City of Richmond continues to support this initiative and has entered into another 3 year agreement with Touchstone Family Association.

2008-2012
Strategic Plan (Summary)
Restorative Justice

Strategic Priority 1– To maintain and strengthen a balanced base of volunteers – At Touchstone we will endeavour to round out the compliment of current skill sets to create increased sustainability, and accountability. The RJ Coordinator will identify key characteristics/ qualities and will actively engage in ongoing recruitment campaigns

1. The RJ Coordinator will create and support meaningful ongoing learning opportunities (internally and externally) for volunteers.
2. The RJ Coordinator will advocate for specific training opportunities or recognition ceremonies on behalf of the volunteers.

Strategic Priority 2 – To hold 2 Restorative Justice Facilitator training events annually for both volunteer recruitment and community education purposes.
1. To create a partnership with Volunteer Richmond in order to assist in recruitment.

Strategic Priority 3 – To provide Restorative Justice Services, which are, open, accessible and flexible, and meet the needs of the community as a whole. At Touchstone we will endeavour to ensure that the RJ program and service is guided by community need, cultural diversity and political and social necessity.

1. Continue commitment to accreditation process
2. Conduct ongoing needs assessments (internal/ external)
3. Continue to commit to community work, sector involvement and other mechanisms for stakeholder engagement

Strategic Priority 4 – To raise community awareness of the Restorative Justice Program and its role in addressing youth crime. The organization will actively seek to educate the community members such as RCMP, Big Box stores, the Richmond School District in the value of Restorative Justice as an alternative to punitive interventions to youth anti social behaviour.

1. The RJ Coordinator will actively work/advocate to promote the RJ program by attending community events and liaising with school district staff, RCMP Loss Prevention Officers (box stores).
2. To accept referrals directly from the school district and big box stores for CJFs'.

Restorative Justice Statement of Income 2011

	Jan to Mar 2011	Apr to Jun 2011	Jul to Sep 2011	Oct to Dec 2011	Total 2011	YTD Budget	Variance
Revenue							
Grant from City of Richmond	23,750	23,750	23,750	23,750	95,000	95,000	0
Expenses							
Wages and benefits	16,019	15,440	15,440	14,311	61,210	60,000	-1,210
Rent	5,695	5,695	6,210	6,210	23,810	25,000	1,190
Mileage	140	300	140	395	975	1,000	25
Office supplies	703	750	530	995	2,978	3,000	22
Telephone	230	300	200	326	1,056	1,000	-56
Supervision	1,265	1,265	1,230	1,240	5,000	5,000	0
	24,052	23,750	23,750	23,477	95,029	95,000	
Net surplus (deficit)	-302	0	0	273	-29	0	

Restorative Justice budget for $95,000 contract to cover January 1 – December 31, 2012

	Annual $	Monthly $	Quarterly $
Wages	60,000.00	5,000.00	15,000.00
Rent	25,000.00	2,083.33	6,250.00
Mileage	1,000.00	83.33	250.00
Cell phones	1,000.00	83.33	250.00
Office expense	3,000.00	250.00	750.00
Supervision	5,000.00	416.67	1,250.00
	95,000.00	7,916.67	23,750.00

![City of Richmond logo]

City of Richmond
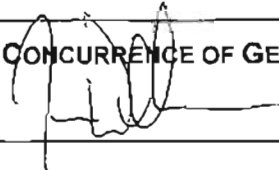
To:	Community Safety Committee	**Date:**	February 27, 2012
From:	John McGowan Fire Chief Richmond Fire-Rescue	**File:**	
Re:	**The Fire-Rescue Plan 2012-2015**		

Staff Recommendation

1. That the *Fire-Rescue Plan: 2012-2015* (as attached to the report dated March 13, 2012, from the Fire Chief, Richmond Fire-Rescue) be endorsed

For John McGowan
Fire Chief
(604-303-2734)

Att. 1

FOR ORIGINATING DEPARTMENT USE ONLY		
CONCURRENCE OF GENERAL MANAGER		
REVIEWED BY TAG	YES ☑	NO ☐
REVIEWED BY CAO	YES ☑	NO ☐

3236395

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Staff Report

Origin

Council has supported the development of a long–term business work plan for Richmond Fire-Rescue.

Findings of Fact

Richmond Fire-Rescue continuously reviews the best use of its human and financial resources while providing high levels of service in responding to the needs of the community.

The rapidly changing community, as well as the forecasted growth and increased population expectations within the community, will result in higher demands for services. The *Fire-Rescue Plan: 2012-2015* (the Plan) will serve as a framework for organizational, financial and operational decisions affecting Richmond Fire-Rescue.

Analysis

Council, City staff and the community were consulted in the preparation of the Plan and the need for future public engagement is evident. As well, the present commitment to create prevention and public safety programs that maintain a liveable city supports the philosophical direction outlined in the Plan. To ensure life safety programs and educational efforts are successful, consistent and timely, performance measures need to be developed in order to increase not only capacity but also effectiveness in delivering appropriate service to our community.

The Corporate Strategic Focus Areas have provided the framework for the creation of this business plan. Over the course of the next four years, Fire-Rescue will manage the work plan and report annually to Community Safety Committee on all status and key decision points on the initiatives in the Plan.

The review process for the preparation of the Plan highlighted the diversity of the people we serve in the community. Several key initiatives are planned to accomplish effective outreach and education programs for Fire-Rescue's services to better inform and provide enhanced communications avenues for all residents.
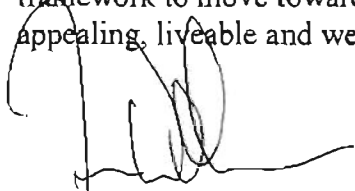
Financial Impact

None.

Conclusion

The Fire-Rescue Plan: 2012-2015 is intended to serve as a planning framework for organizational, financial and operational decisions affecting Richmond Fire-Rescue. A path is outlined within the Plan for the short, medium and long term, and provides the business plan and Council's term goals that are the cornerstone of the corporate strategic plan.

The Plan is intended to provide Council, residents, City staff, service partners and fire staff a framework to move towards achieving the City's vision of making Richmond the most appealing, liveable and well-managed community in Canada.

for John McGowan
Fire Chief
(604-303-2734)

JW:

The Fire-Rescue Plan 2012–2015

A Community Driven Future

FIRE
EST. 1897
RICHMOND
RESCUE

Richmond

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Executive Summary

Richmond Fire-Rescue is embarking in a new direction, with the objective of becoming a fire department that delivers services and programs through an approach that balances prevention, education and emergency response. This new direction is based on the belief that prevention, education and emergency response programs must be well established and integrated to have a positive impact on community safety. At the same time, Richmond Fire-Rescue acknowledges the importance of the continued delivery and advancement of its core 9-1-1 emergency Fire and Rescue response services to Richmond.

Richmond Fire-Rescue has taken the initiative to develop a plan using a consultative process that considered input from various stakeholders and is intended to serve as a planning framework for policy, organizational, capital and operational decisions affecting Richmond Fire-Rescue. A path is outlined within The Plan for the short, medium and long term time periods and provides the business plan which embraces the corporate strategic plan that was developed from Council Term Goals. In addition, research was undertaken to determine best practices from fire services across North America.

Alignment with Corporate Vision

Richmond Fire-Rescue's mission is, "*To protect and enhance the City's liveability through service excellence in prevention, education and emergency response.*" This contributes to the advancement of the City of Richmond's corporate vision, "*to be the most appealing, livable and well-managed community in Canada*".

Within the City of Richmond's strategic planning framework, there are eight strategic focus areas which are intended to guide the City's work programs. To ensure alignment with the City's vision and the Corporate Strategic Focus Areas, six Richmond Fire-Rescue Targeted Outcomes were identified. The Targeted Outcomes support the Corporate Strategic Focus Areas that the Department has the opportunity to impact through prevention, education, and emergency response. The key findings indicate the focus of the plan should be on competencies for service standards and measures to gauge performance; communications, customer service, and leadership. The competencies were compared to the Corporate Strategic Focus Areas to establish alignment with the Corporate Strategic Plan.

Corporate Strategic Focus Area	Richmond Fire-Rescue's Targeted Outcomes
Organizational Transformation	Goal oriented, innovative, and striving to continuously improve
Serving the Customer	Provide high quality services to the community
Our People	Be prepared for the future
Financial Strategies	Fiscally responsible and sustainable
Sustainability	Decisions are made that consider the environment, economy and community
Safe Community	Prevention focused and responsive

Organizational Transformation

As the provision of fire services becomes increasingly complex, it is important to be able to develop standards against which programs and services can be measured to ensure the level and type of service provided to the community is appropriate for its needs. Richmond Fire-Rescue will:

- Undertake an analysis of service deployment to determine need in terms of risk, population, demographics, and the current and predicted call volume for emergency response.

- Explore moving from level 3 to level 2 in the Fire Insurance Underwriters Ranking. Level 2 in the ranking would provide reduced fire insurance premiums to the business community and residents. The last Fire Underwriters' Survey was conducted in 1999. The City and Richmond Fire-Rescue have changed significantly since that time; therefore the ranking established in 1999 may no longer be accurate. An investigation of whether there are financial benefits as a result of a change in ranking to the community would be undertaken.

- Leverage technology to maximize prevention and public education messaging opportunities, through both electronic and traditional non-electronic media.

- Develop a planning function within Richmond Fire-Rescue to consolidate the strategic planning initiatives in the various sections of the division, and monitor and evaluate progress of the Fire Plan, and performance measures.

- Develop E-Business solutions in coordination with Information Technology to introduce electronic solutions for permits, plans and bookings. Develop electronic platforms for citizens to interact, obtain permits and submit applications.

Serving the Customer

The City's demographics illustrate a need to focus on providing customer service, communication, fire prevention and education initiatives that are targeted to various groups whether they be different in ethnicity, age or certain groups at risk.

Richmond Fire-Rescue will:

- Enhance community volunteer partnerships. This includes the desire within Richmond Fire-Rescue of having volunteer groups to help move forward in community education and outreach.

- Create a communication and outreach plan for Richmond Fire-Rescue. This Plan will identify how we can reach the community: what we do; how we do it and when; how much it costs to provide service; and how to better serve the community through service feedback.

- Build on the current public education initiatives to develop a comprehensive Public Education Plan. This includes the creation of program goals including use of resources and timeliness of delivery; and includes the introduction of a system that incorporates a complete examination cycle (monitor, evaluate, recalibrate) of the overall plan for public fire and safety program. In-depth delivery into the community through volunteers and community partnerships; and, a more inclusive delivery of fire and life safety programs by Richmond Fire-Rescue personnel.

- Develop mechanisms and processes to create a system where citizens of Richmond have open access to Richmond Fire-Rescue. This would include requests for service; reporting of hazards and customer complaints; and customer feedback on Richmond Fire-Rescue services utilizing mechanisms such as: web enhancements, and the use of social mediums like Twitter and Facebook.

- Collect feedback through fire staff face-to-face discussions at non-emergency events; community drills and inspections; course evaluations; and/or focus groups.

- Develop a Fire Prevention Service Plan to increase the delivery of fire and life safety information through the development of support materials that recognize the diversity and needs of Richmond through a more inclusive delivery of fire and life safety programs by Richmond Fire-Rescue personnel.

- Update the Fire and Life Safety Bylaw. The current bylaw requires updating to include areas such as high rise access protocols.

- Develop a Staff Resource Plan. Growth in the City, particularly the City Centre will create service delivery areas requiring training and possibly staffing for Technical Rescue, Aircraft Firefighting, Shipboard and High Rise Firefighting.

- At the same time, face to face communication will be expanded with crews at the Fire Halls interacting with their local neighbourhood.

Our People

Richmond Fire-Rescue is preparing for the future by hiring and creating leaders to address the need for an inclusive, diverse and multi-generational workforce. Although great strides have been taken over the past several years, there is always more that can be accomplished.

Richmond Fire-Rescue will:

- Develop a large training site. A partnership proposal has been endorsed by Council. The proposal addresses Fire's need for a large training site to conduct multi company exercises, a variety of other training, and an Emergency Vehicle Driver course.

- Develop a recruitment strategy which enhances diversity. This is to ensure Richmond Fire-Rescue is capable of serving our diverse community.

- Continue to pursue outreach opportunities within the community. This would include firefighter and community partnerships. Potential partnerships, as well joint recruitment programs with other jurisdictions, would be explored.

- Develop and deliver a New Recruit and Probationary Training Program. A holistic program which includes early firefighter rotation exposure to Fire Prevention Officer and other components of the fire service.

• Further enhance the critical incident stress management program. As first responders, Richmond Fire-Rescue personnel are exposed to traumatic events in the course of their work. This program ensures the appropriate training and tools are available to those that may require them.

Financial

Operating a fire service requires significant capital and operating budgets. To ensure fiscal responsibility and sustainability Richmond Fire-Rescue will:

• Diversify the long-term financial strategy. This includes planning for revenue from non-traditional sources: partnerships; seed program funding; grants; fee-for-service; the identification of strategies to pay for new services and addressing the fundamental relationship between Fire and revenue as a performance indicator.

• Introduce an automated system to link and maintain an inventory of all assets, track their management and replacement through reserves. The City recently developed a Capital Asset program to track its combined assets over $50,000. The program identifies the average life span of the asset type with larger cost single items detailing their specific replacement date. Items contained in the Capital Asset program are not always linked to a source of replacement funding.

• Develop a sustainable funding model for vehicles and equipment. The current vehicle and equipment reserve fund is underfunded and will be depleted by 2016. The vehicle and equipment reserve for Richmond Fire-Rescue was reviewed in relation to the overall growth in the City to ensure future needs are met. Careful monitoring of these trends combined with tracking of responses and other critical measures will identify when changes should be considered.

• Conduct a Standards of Response Coverage and future deployment analysis. Richmond Fire-Rescue's service delivery performance requires analysis as a prelude to future service delivery considerations for apparatus, staffing and fire vehicle dispatch.

• Implement a telephony system. The current method of managing rostering and payroll is inefficient. Funding is in place and a new program is being identified.

Sustainability

In keeping with the Corporate Sustainability agenda, Richmond Fire-Rescue will make decisions that consider the environment, economy and community by:

• Developing relationships with the Port Authorities to ensure collaboration and cooperation for a coordinated approach to service delivery. The Port Authority, and in particular the Fraser Port site, have specific requirements with respect to the provision of fire services. To ensure these are provided in as effective a manner as possible it is important to ensure a cooperative approach to service delivery.

• Developing an environmental sustainability plan for Fire Halls. In keeping with the City's corporate focus on sustainability, new Fire Hall facilities are currently built to LEED gold standard. These facilities are well positioned to incorporate environmentally sustainable initiatives into day-to-day operations.

• Supporting the Corporate Waste Management Target through participating in ongoing solid waste management and recycling initiatives.

• Promoting the Corporate Energy Reduction goals through in-house training of staff and embracing energy reduction initiatives as well as recognizing staff for high levels of participation.

• Strategically managing the delivery of operational fuel uses through existing Public Works delivery systems to create synergies and reduce vehicle emissions and costs.

Safe Community

As part of Law & Community Safety, Richmond Fire-Rescue is committed to working in partnership with other City departments to identify needs and provide services within Richmond. Richmond Fire-Rescue will:

• Re-evaluate the Home Safe Inspection Program. This program, utilized by Richmond Fire-Rescue several years ago, has the potential to provide prevention programs to the community at the neighbourhood level. More work is required to determine the benefit of the program vs. staffing required.

• Create and implement a pilot emergency trail marker system. The number of trails and parks located within the City requires a system of directional signage. The system should be developed to be used by multiple agencies, such as Parks, Fire, Police, Community Bylaws and Ambulance.

• Develop an outreach strategy for linking fire halls to the communities they serve. In response to the community consultation regarding enhancing customer service this would involve firefighters in their local neighbourhood acting as ambassadors and soliciting input from the community, in addition to providing training and education on prevention.

The Plan provides Council, City Administration and Richmond Fire-Rescue with the framework and analysis necessary for informed, objective decision making. The Plan lays out strategies and initiatives which support the direction of becoming a prevention-focused department by embracing Council Term Goals which are the cornerstone of the established Corporate Strategic Focus areas.

As Richmond Fire-Rescue begins the plan implementation, they will regularly communicate on its progress through the appropriate senior administrative reporting channels. Through this process, any potential future needs will be identified and reported to Council.

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Fire Chief's Message

As Richmond's Fire Chief I am proud of the men and women who serve our citizens with courage, skill, and integrity.

The Fire-Rescue Plan is important as it links together and advances the City's vision, Council's community safety goals and Fire-Rescue's mission. Through the implementation of strategies and actions, Richmond Fire-Rescue will move toward a new service delivery model which balances prevention, education and emergency response. The Plan focuses on advancing competencies to enhance organizational transformation, customer service, communications, our people, financial integrity and Richmond's place as a safe community which are the foundation of the Corporate Strategic Focus areas and fully supported throughout this plan.

Although the Plan contains targets designed to stretch the organization in pursuit of its mission, Richmond Fire-Rescue acknowledges the importance of the continued delivery and advancement of its core 9-1-1 emergency Fire and Rescue response services.

As Richmond Fire-Rescue moves forward with its service delivery in a complex and demanding environment, the Plan will serve the citizens of Richmond, Council, community safety stakeholders and the staff of Richmond Fire-Rescue into the future.

This Plan represents the work of many Richmond Fire-Rescue members and is a result of looking critically at values, philosophies, beliefs, service delivery, and our culture. The consultation process used allowed the development of a Plan that is well grounded and easily supported by its stakeholders.

I believe this Plan, and our continued partnership approach to community safety will ensure Richmond Fire-Rescue's position as a leader within the British Columbia Fire Service. Our desire for innovation contained within the Plan and our commitment to excellence demonstrates our aim to be a fire service leader in Canada.

John McGowan
Fire Chief, Richmond

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Introduction

Traditionally, fire services developed plans which focused on the identification of fire hazards and establishing the appropriate mitigation response. However, fire services have evolved considerably over the last 20 years. The concept of a fire plan in a modern day department is far more complex and robust.

There is an increased focus on prevention and education activities to improve community safety, and efficiently manage and mitigate the breadth and depth of hazards and emergency response demands. Due to the changing nature of cities there is a wider range of hazards than in the past, including medical incidents, hazardous materials, complex fire incidents, and large scale emergencies.

In response to the increasing complexity of issues facing Fire Services, the planning to address these hazards has broadened. Rather than a particular focus on emergency response, a more holistic approach to planning is required that scrutinizes every aspect of a department.

"Prevention, Preparedness, and Response are the key components of service delivery. They work on the underlying principle that safety is everyone's responsibility".[1]

The Plan takes into account how the division interacts with other areas of the City organization, and considers input from external stakeholders and the public. The Fire-Rescue Plan takes into consideration the three primary responsibilities within the Department – Prevention, Education and Emergency Response, with the accompanying internal support services required.

The purpose of the Plan is to provide Council with a framework for policy, organizational, capital and operational planning decisions. The Plan is intended to provide the Department with the overall direction to be followed for the next several years identifying the Department's priority areas, and within those areas specific initiatives for the short, medium and long term.

Care was taken to ensure, that throughout its development, the Plan was in compliance with Council's plans and the City's strategic vision. The Plan is strategically aligned with the City's Corporate Strategic Focus Areas. This alignment was achieved through the identification of a targeted outcome for each Strategic Focus Area.

Finally, as Richmond Fire-Rescue is a key service provider within the Law and Community Safety Department, the Plan supports and is aligned with the department's overall planning priorities.

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1   City of Richmond website, www.richmond.ca/safety/overview.htm

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Where We Are Today

This section provides an overview of the environment in which Richmond Fire-Rescue operates today, and identifies future trends with respect to the City's demographics.

This section also provides the findings and recommendations identified through the consultation process. It is an evaluation of trends, opportunities, potential risks and challenges affecting the Department, as well as an assessment of what is working well or needs improvement within the Department.

Current and Future Conditions in Richmond

The City of Richmond is situated on an island bounded by the Fraser River and Pacific Ocean, with an area of 129 square kilometres, and an estimated population of 199,141[2] residents in 2011. It is a diverse community with residents from 125 ethnic backgrounds. Since 1999, Richmond's population has increased by 13%. By 2021, Richmond's population is expected to reach 225,000[3].

One of our significant community patners, the Vancouver International Airport (YVR) situated in the northwest corner of the City, is a major transportation hub. In 2010, YVR had 16.8 million passengers, and more than 293,000 aircraft take-offs and landings. These numbers will increase as the airport continues to expand according to its 20 year master plan "YVR: Your Airport". YVR is a significant employment centre with 23,600 employees in 2010. YVR houses large amounts of jet fuel on airport land, with a jet fuel line running east to west across the north end of Lulu Island. Canada Post is planning to construct a 700,000 square foot mail processing plant on a portion of 42 acres of land at YVR; the largest Canada Post facility in Canada. Construction of this new project is underway and is expected to be fully operational by 2014.

The Fraser Port includes mixed, port terminal and industrial park uses. Similarly, the Fraser Port sees high volumes of ship traffic and is surrounded by a number of large warehouses. Since the area has deep-sea berthing capacity, approximately 200 acres are reserved for deep-sea and coastal terminal development, with a potential for up to four berthing facilities[4].

Although Richmond has grown and evolved into an urban centre, a significant portion of the City's land area remains agricultural and within the Provincial Agricultural Land Reserve. As such, Richmond's ability to expand the physical footprint of the developed portion of the City is confined, for the most part, to the west side of Lulu Island.

The OCP Update to 2041 is currently underway, with completion anticipated in 2012. Council has endorsed that the OCP update will emphasize moving more towards sustainability; managing growth outside the City Centre, building on the existing City building blocks (e.g., City Centre densification, ALR, single family neighbourhoods, parks, transportation, and sustainability initiatives).[5]

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2 BC Stats, Ministry of Labour and Citizens' Services, September 2011
3 Metro Vancouver Regional Growth Strategy Projections Population, Housing and Employment, 2006–2041, Assumptions and Methods, December 2011, p.17
4 Port Metro Vancouver – Consolidated Land Use Plan 2010, p.39
5 2041 OCP Update – First Round of Public Consultation Findings & Next Steps Report to Committee, City of Richmond, May 27, 2010, p.3

The City Centre Area Plan will have a significant influence on the City's urban landscape. The demand for affordable housing and the number of people living in the City Centre is expected to grow over the next 10 years.[6] Richmond Fire-Rescue will be impacted most specifically by the direction of significant growth towards the City Centre consisting of compact, higher density urban villages which are expected to result in more mid to high rise dwellings.[7]

As the City continues to grow, its population is also changing. Like the rest of Metro Vancouver the City's population is aging, with the greatest increase in the 55-64 age range. The City is also multiculturally diverse. Immigrants make up 57.4% of the City's population, the highest proportion of any municipality in Canada. The proportion of the population whose mother tongue is not English continues to increase – 58.7% in 2006[8].

In addition to these changes, Richmond is implementing modifications to the transit infrastructure to support sustainable and alternate transportation modes. Richmond's streets are being built to reflect narrower, European style streets. Trails and paths are being developed to encourage pedestrians and cyclists. As a result of these changes Richmond is experiencing more green vehicles. Its trails, paths and streets are seeing increased pedestrian, cyclist and vehicle volumes.

Richmond has become known as the home of world class major event venues. The number of major events hosted in Richmond will increase resulting in intermittent spikes in the City's population and an increased demand for services and access to major event venues.

Richmond Fire-Rescue Responsibilities

Richmond Fire-Rescue's responsibilities with respect to current and future buildings and structures in the City are to provide fire prevention and emergency response services. These buildings and structures have an estimated total improvement value, according to the 2009 authenticated roll, of $15 billion. Richmond Fire-Rescue protects the safety of over 199,000 Richmond residents, over 100,000 workers in 12,000 businesses, as well as the large numbers of visitors to the airport, major events or to tourist destinations in the City.

The insurance industry funds the Fire Underwriters Survey program. This program routinely examines the level of public fire protection in communities and gives recommendations for improvement. A ranking system is used with a scale of 1 to 10, one being the highest level of fire protection. This ranking takes into account many factors: water supplies and distribution; fire department operations, communications and fire safety control within the community. These rankings are used by the insurance industry to calculate premiums on commercial and residential properties. The last Fire Underwriters Survey conducted in Richmond was in 1999. At that time, Richmond moved from a Class 4 to Class 3 ranking.

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6   Richmond Official Community Plan, City Centre Plan, Bylaw 7100, Schedule 2.0, September 14, 2009
7   Richmond Official Community Plan, City Centre Plan, Bylaw 7100, Schedule 2.0, September 14, 2009, p.1-1
8   City of Richmond Hot Facts, 2006 Census Profile of Richmond, revised April 14, 2008

Generally, these surveys are conducted approximately every ten years, therefore it is likely that the City can expect to undergo a Fire Underwriters Survey sometime during the course of The Plan.

Richmond Fire-Rescue provides prevention services through an inspection program, a fire investigation program, and building and fire safety plan reviews. Richmond Fire-Rescue works closely with City Building Approvals in the review of building plans to ensure all matters that affect fire and life safety are addressed. Scheduled inspections are performed to ensure residential, business and industrial establishments comply with the BC Building and Fire Codes, and Fire and Life Safety Bylaw No. 8306. Richmond Fire-Rescue is responsible to inspect approximately 10,800 of 84,000 properties within Richmond and conducts regularly scheduled inspections based on building occupancy risk level. In addition, building owners' fire safety plans are also reviewed. Richmond Fire-Rescue does not review plans for small building renovations or building plans for structures under federal jurisdiction such as YVR or Fraser Port.

The Electrical and Fire Safety Inspection program, which falls under the Property Maintenance Bylaw, and developed under the new BC Safety Standards Act legislation, provides a means for Richmond Fire-Rescue to receive information from BC Hydro on residential properties which consume excessive levels of electricity. From this information, fire safety inspections can be performed to ensure there are no safety risks.

In addition, Richmond Fire-Rescue investigates every fire incident in Richmond as required by the BC Fire Services Act and reports the cause and origin of the fire to the Office of the Fire Commissioner.

Today, community partnerships and the delivery of educational programs that focus on fire prevention and harm prevention are the focus of Richmond Fire-Rescue's education program. One-off events such as open houses are planned and executed. Specific, ongoing programs include: infant car seat, home safe, school visits and fire drills, falls prevention, meth watch and fire safety for English as a Second Language. Community partnerships are also cultivated with Richmond School District, Richmond Chamber of Commerce, Vancouver Coastal Health Authority and Safe Communities Richmond.

The City's primary public safety providers are Fire-Rescue, the RCMP, Emergency Preparedness, and Community Bylaws. They work in partnership with each other as part of Law and Community Safety, and together with City departments, local and provincial agencies to identify needs and provide services in Richmond. Richmond Fire-Rescue is also one of the three primary 9-1-1 emergency service providers (Fire, Police, Ambulance) in the City of Richmond who deliver services 24/7/365.

Currently, Richmond Fire-Rescue responds to 9-1-1 emergencies that include fires, motor vehicle incidents, medical situations, and other emergency calls as shown in the following table. Over the last three years, the level of emergency response service provided by Richmond Fire-Rescue has remained stable. The proportion of responses has remained consistent with medical calls making up approximately 51% of total alarms. The remaining calls were to address fires, hazardous materials, motor vehicle incidents, public hazard, public service and technical rescue incidents.

Richmond Fire-Rescue 9-1-1 Calls for Service

	2007	2008	2009	2010	2011
Emergency Medical Incidents	4,688	4,187	4,583	4,709	4,668
Fires	491	458	538	451	399
Motor Vehicle Incidents	1,506	1,424	1,305	1,202	1,154
Hazardous Materials Incidents	129	125	116	106	108
Explosions	2	1	0	1	0
Public Hazard Calls	215	214	216	202	138
Public Service Calls	760	717	710	691	637
Technical Rescue Incidents	13	6	8	2	7
Fire Alarms Ringing	1,680	1,857	1,764	1,684	2,030
Totals	**9,484**	**8,989**	**9,240**	**9,048**	**9,141**

Operating Budget

Richmond Fire-Rescue's 2011 contractual costs for wages represent 97.12% of its annual operating budget.

Each year, Richmond Fire-Rescue explores opportunities to gain efficiencies in their operating budget for example: gas (natural and vehicle) consumption; electrical consumption; uniform purchases and maintenance of equipment.

Capital Budget

Richmond Fire-Rescue replaces its apparatus and equipment from its Equipment Replacement Reserve Fund. Replacements are based on fire industry national standards and an individual assessment of the condition of the capital asset. Buildings and Information Technology capital costs reside in other City Departments' capital budgets. The City currently contributes $683,300 annually to the Equipment Replacement Reserve Fund. The Reserve receives interest which is allocated back into the fund.

The following table details recent and anticipated capital expenses, the annual reserve contribution and balance.

YEAR	2010	2011	2012	2013	2014	2015	2016
OPENING BALANCE	1,152,498	1,712,660	1,166,513	400,743	732,718	559,413	363,038
Annual Reserve Contribution	683,300	683,300	683,300	683,300	683,300	683,300	683,300
Purchases	-181,000	-1,263,700	-1,472,400	-359,340	-871,260	-890,863	-2,325,674
Interest	57,862	34,253	23,330	8,015	14,654	11,188	0
BALANCE	1,712,660	1,166,513	400,743	732,718	559,413	363,038	-1,279,336

Fire-Rescue is currently engaged with the Finance Department to create a sustainable solution which allows the continuation with its planned replacement strategy.

Consultation Findings

The consultation process included focus groups with citizens, community partners and Richmond Fire-Rescue staff, City staff; both web and paper based surveys; and interviews with key stakeholders (Appendix II).

Through the focus groups and surveys, groups were asked to rate:
1. The importance of prevention, education and emergency response.
2. Richmond Fire-Rescue's performance in the areas of prevention, education and emergency response.
3. The importance for Richmond Fire-Rescue to:
    a) Be goal oriented, innovative and strive to continuously improve.
    b) Provide high quality services through partnerships with community stakeholders.
    c) Ensure that Richmond remains a safe and desirable City.
    d) Ensure it has a workforce to serve the City now and into the future.
    e) Ensure it has the capacity to fulfill the needs of our customers and the division's personnel now and into the future.
4. Richmond Fire-Rescue's performance against each of the above statements.

The most important objective identified by citizens and community partners, was to *"ensure Richmond remains a safe and desirable city through an interdisciplinary approach to safety"*.

This objective was followed by *"ensuring Richmond Fire-Rescue has the capacity to fulfill the needs of customers and the division's personnel now and into the future"*.

All groups expressed limited knowledge of Richmond Fire-Rescue's prevention and education programs, and it was clear that emergency response is the top priority for stakeholders.

The focus groups, interviews and surveys conducted with community partner; staff consultation; and the assessment of Richmond's changing environment highlighted a number of requirements and competencies required to enhance existing Richmond Fire-Rescue practices and the ability to respond to potential future risks. These competencies were compared to the Corporate Strategic Focus Areas. The Corporate Strategic Focus Areas that were consistent with the competencies identified were:

- Organizational Transformation
  - Service Standards & Performance Measurement
  - Communication
- Serving the Customer
- Our People

Using the Corporate Strategic Focus Areas identified above, an in depth investigation was conducted into the practices of four North American fire services (Appendix III), selected from across the continent. As well, an analysis of the programs and services currently provided by Richmond Fire-Rescue was undertaken to identify areas of competence or suggested improvement.

Consultation Recommendations

These recommendations are based on the Corporate Strategic Focus Areas and are related to the environmental scan of the changing conditions in Richmond as a community, the services Richmond Fire-Rescue provides, as well as the consultation process that was conducted including all groups.

Organizational Transformation
Service Standards and Performance Measurement

Research has shown that progressive fire-rescue departments define performance measures and service standards for their programs. Ongoing reporting and monitoring enables departments to assess their performance and identify areas for improvement. These performance measures are publicly reported on a regular basis. The frequency of reporting varies from monthly to annually and in some cases, departments report the information on their web sites in an open data format. This provides transparency and increased accountability to all stakeholders.

Performance reporting, through a Standards of Response Coverage analysis is used by other fire-rescue jurisdictions to assess future requirements. The need for updated or new equipment is impacted by city growth and the type (and height) of structures being protected. Careful monitoring of these trends combined with tracking of response time, ability to contain fires to room of origin and other critical measures would identify when changes should be considered.

The Standards of Response Coverage analysis looks at a full range of activities within a professional fire service including: training, staffing, equipment, maintenance, emergency response and prevention. The analysis reflects statistical need in terms of risk, population,

demographics, current and predicted call volume for emergency response. The analysis documents and evaluates emergency response deployment including, but not limited to, fire hall locations, shift scheduling, staffing levels, apparatus type and location, specialty teams and mutual aid considerations. A Standard of Response analysis is a critical element as it is the first step in the creation and evaluation of response coverage.

At the present time, performance measurement tracking and reporting is lacking at Richmond Fire-Rescue. This is due in part to a lack of time and resources to analyze the data and more importantly the adoption of standards and performance measures. Richmond Fire-Rescue needs to capture, track, analyze and report on the details required to support effective decision-making. This is being partially addressed in Richmond Fire-Rescue's 2012 Work Plan but further work in this area is required and supported through the following recommendation.

Organizational Transformation Recommendations:

1. That a Standards of Response analysis be undertaken on emergency fire and rescue services, and
2. That performance measures be identified and presented in a Report to Council for consideration.

Communication

Reviews of other jurisdictions have shown that many types of media are used to support a focus on recruitment, community partnerships and education. The web presence of many of these jurisdictions has increased and improved significantly. Compared to others researched, Richmond Fire-Rescue's site is not easily found or navigated. Best practices identified from the review of fire-rescue websites visited in Canada, the US and UK included:

• transparency of performance statistics (in some cases in 'real time' published on the web site pages)

• social interaction (including Facebook, YouTube, Twitter, video and news streaming)

• education for adults, youth and children (with interactive sites) – listing all programs that are delivered, with schedules

• on-line forms and downloads

• community partnerships (highlighting community events and joint activities with the fire-rescue departments)

Communication and awareness of the services offered by Richmond Fire-Rescue has been identified by Council, citizens and stakeholders as a focus area for Richmond Fire-Rescue. From the external customer's perspective, Richmond Fire-Rescue needs to develop tools to communicate the types of non-emergency services and programs that are offered and how to access those services; highlighting community events and investigating the use of social media tools.

A Communication Plan which recognizes the diversity of the people who are served by Fire-Rescue needs to identify in detail any gaps in the current forms of communication to internal stakeholders, specific demographic groups, and strategies to address these areas. Care needs to be taken to ensure communication tools and strategies are consistent with the City's Corporate Communications.

Communication Recommendation:

1. That Richmond Fire-Rescue create a non-emergency communications plan that identifies opportunities in a multi-year work plan to enhance its internal and external communication capabilities.

Serving the Customer

Over the last 3-5 years, other fire-rescue departments have used peer review, internal audits and customer satisfaction surveys to assess needs. In addition, departments have provided customers with processes to provide customer feedback and easily accessible information on their web sites.

Using the feedback from customers, fire-rescue departments tailor their programs to the needs in their community and work with community partners on defined programs that focus on extending the role of firefighter to community helper – all with the goal of preventing emergencies, reducing risk and preventing harm.

Richmond Fire-Rescue does not currently have a mechanism in place to gather community input in a standardized and consistent manner. There is however a regularly monitored email address – fire@richmond.ca, which receives between 80 and 100 emails per month. There is no link to the City's web-based feedback form, nor is there a system to track issues and facilitate action towards improved customer service.

While educational programs are delivered in the community, there is no evaluation process in place to assess the content and effectiveness of these programs.

While Richmond Fire-Rescue has developed a solid foundation in educating the community on fire and harm prevention, it needs to influence more members of the community. Programs and materials which accommodate the demographics in the City should be developed. Examples of initiatives include working with specific groups such as Richmond public schools, seniors and multicultural groups; introducing multi-lingual messaging through a variety of communication mediums and collecting/analyzing data for trend analysis.

Richmond Fire-Rescue should work with the City's social planning section and not-for-profit agencies in Richmond to identify relevant social planning issues and groups at risk. This would include Richmond Fire-Rescue's involvement in planning, program development, emergency response partnerships and preventative inspections.

Richmond Fire-Rescue should enhance its ability to identify and address issues that impact its community in a more proactive manner. Suggestions for improvement include:

- Involving firefighters in the community to not only provide prevention and education training, but also to act as ambassadors of Richmond Fire-Rescue and actively solicit community issues and concerns.

- Establishing a feedback management process that includes:
  - A tracking and reporting system to monitor feedback and improvements.
  - Customer service standards for response to community/citizen feedback, (an example of a standard would be acknowledging emails within 24 hours).
  - On-line and paper based forms to capture community/citizen feedback.
  - A defined process for addressing feedback, together with a process to action improvements.

- Creating a customer satisfaction program to identify gaps in current service delivery. This program could include:
  - A customer experience survey.
  - Community forums, with standard methods to rate performance.

Serving the Customer Recommendations:

1. That educational programs and materials which recognize and accommodate the demographics in the City be developed through community partnerships and City Hall partners.
2. That Richmond Fire-Rescue proactively identify and address trends and issues that would have a positive impact on community safety with the goal or preventing emergencies, reducing risk and preventing harm.
3. That a customer service satisfaction processes which allows for feedback, tracking and evaluation be developed.
4. That customer access to information and service be increased.

Our People

Like many other organizations, Richmond Fire-Rescue is preparing for the future by hiring and creating leaders to address the needs of a diverse and multigenerational workforce. Richmond Fire-Rescue has made great strides over the past several years in developing outreach and recruitment tools to increase its diversity.

During the Learning Interviews, the four North American Fire Services were asked to identify some of their human resource initiatives. Examples these agencies are actively pursuing and updating include:

- Mechanisms that facilitate the entry of required recruits including partnerships with college and university programs.

- Joint recruiting programs with other emergency response operations in their jurisdictions and neighbouring jurisdictions.

- Joint training programs and shared training facilities with neighbouring jurisdictions.

- Mentoring programs for identified future leaders.

- Enhancing relationships and cooperative programs with internal corporate departments such as Human Resources.

Richmond Fire-Rescue must ensure it has the capacity to provide excellent service to the community. The creation of a comprehensive recruitment and outreach strategy should include looking at demographic and generational barriers and how they might be addressed, with the potential for changes to recruitment and training practices. This strategy may lead to partnerships with other Fire-Rescue departments and universities. Joint programs with Corporate Departments and neighbouring jurisdictions should be undertaken, together with a greater involvement with community colleges and universities to support and possibly reduce the time and resources required for internal training of recruits.

Although recruiting assists in building an inclusive department, the current workforce culture must be receptive and inclusive to differences in employees and the citizens. To build on current successes, more internal training is needed. In advance of these activities, Richmond Fire-Rescue must ensure that the current organizational alignment and assignment of roles and responsibilities is appropriate to address the mission and targeted outcomes.

Richmond Fire-Rescue is developing the leadership skills of its employees. Leadership competencies that align with the City's competency framework have been developed. The competencies form a large part of the areas of evaluation in the Employee Evaluation Program. Training has been begun to build the knowledge and skills within the Leadership Competency Model. These competencies are focused on the people skills necessary to develop a more balanced firefighter and leader that has all the technical and people skills to serve the community.

Our People Recommendations:

1. That a comprehensive and inclusive recruitment and outreach strategy be developed.
2. That Richmond Fire-Rescue review its current organizational alignment and assignment of roles and responsibilities to ensure it is appropriate to address the mission and targeted outcomes.
3. That further diversity education and training be delivered and ongoing.
4. That updated job specifications, descriptions, career path coaching and evaluation be completed.
5. That Richmond Fire-Rescue work with Corporate Human Resources to address programming for leadership training and to investigate the potential for collaborating with neighbouring universities and post secondary institutions.

Our Planning Roadmap

The Fire-Rescue Plan is grounded in research and was developed through a participatory process. The steps Richmond Fire-Rescue took to develop the Plan are outlined below.

Background Research

The assessment undertaken included a review of 28 documents to identify trends, challenges or opportunities impacting Richmond Fire-Rescue (Appendix I). These documents included:

- The City's planning documents such as, the City Centre Area Plan, the Richmond Major Events Plan, the Richmond Waterfront Strategy, and work undertaken to date on the OCP to 2041.

- Plans from other authorities which reside in the City such as the Fraser Port Authority Land Use Plan and YVR's "YVR: Your Airport 2027 20-Year Master Plan".

- Documents specifically related to the delivery of fire services. These included the Dangerous Goods Spill Response Plan, the Greater Vancouver Mutual Aid Agreement, the RCMP Master Plan and the Richmond Emergency Management Plan.

Stakeholder and Staff Consultations

The AtFocus consulting group was retained to conduct the stakeholder and staff consultations. An extensive consultation process with Council, City Administration, the public, stakeholders, and staff within Richmond Fire-Rescue and other City departments was undertaken. The process included the use of public open houses, focus groups, workshops, web and paper based surveys, and individual interviews (Appendix II).

Learning Interviews

The AtFocus consulting group conducted interviews and research to identify leading practices in the fire-rescue industry. Four fire-rescue departments (Edmonton; Saskatoon, Tempe, Arizona; and Toronto) were selected from across North America and interviewed based on their size, similarity to Richmond and/or their role in the fire-rescue industry as leaders (Appendix III). The learning interviews were designed to address areas where the consultants identified a gap based on their review and understanding of Richmond Fire-Rescue and their knowledge in general regarding fire services and strategic planning.

Risk Assessment

Information collected from background research, the corporate planning framework, staff and stakeholder consultations, learning interviews and a high level comparison of Richmond Fire-Rescue's current programs to industry benchmarks was analyzed. Planning workshops were held with community partners, stakeholders, Law and Community Safety peers, emergency service providers and Richmond Fire-Rescue's senior leadership to gather input.

In 2006, an extensive environmental scan of Richmond Fire-Rescue was carried out by the Centre for Public Safety Excellence using standards established by the Commission on Fire Accreditation International. The findings from the 2006 environmental scan are consistent with the assessment undertaken in the development of this Plan.

Plan Development

The Richmond Fire-Rescue Plan was developed through a series of discussions and workshops involving the Richmond Fire-Rescue leadership team, staff and IAFF 1286 representatives. This collaborative and inclusive process was designed to share and analyze the learning interviews, the stakeholder and staff consultation, and risk assessment results. The product of these workshops was an identification of Richmond Fire-Rescue's Targeted Outcomes, prioritized strategies and action items.

Our Destination
Integrated Prevention, Education and Emergency Response Service Delivery

"The world is more complex and demanding than it was 50 years ago and the fire service needs to evolve.

In order to save more lives, reduce injuries and protect the environment more effectively a fundamental change is required."

— Tony McGuirk, Chief Fire Officer, Merseyside Fire & Rescue Service, England 2010

The goal of Richmond Fire-Rescue is to become a leader amongst Fire Departments across British Columbia. This is to be achieved through the implementation of a prevention-focused service delivery model.

In recent years the importance of fire prevention and education, and how they are integrated with emergency response in a modern Fire Department has taken on greater significance.

"What is needed now is a system to tackle the problem before fire starts. The new emphasis must be on the prevention of fire, rather than the methods of dealing with fire after it has started. The approach should be grounded in community fire safety; the Fire Service has to engage more with the community to prevent fire."[9]

This concept of a prevention based model is reflected in the 2041 OCP Update currently underway. Under the topic of a Safe City, one of the proposed objectives is to provide a *"framework for a safe community that incorporates a prevention focused, citizen engagement and public education model"*.[10]

To this end Richmond Fire-Rescue has been working towards implementing a prevention-based model of community safety. This model is based on a belief that prevention, education and emergency response programs must be well established and integrated to have a positive impact on community safety. This not only includes how Richmond Fire-Rescue functions internally, but in how this model can be applied to working on joint initiatives with Community Safety stakeholders and members of Law & Community Safety – the RCMP, Community Bylaws and Emergency Programs.

Long-Term Strategies and Action Plans

"A Master Fire Plan is a strategic blueprint for fire protection that addresses all local needs and circumstances based upon costs the community can afford. It also makes significant findings and recommendations relating to fire risks and hazards, fire protection capabilities, public education, fire risk reductions and management, community preparedness and response, and funding and fiscal measures relating to fire protection.

The benefit behind Master Fire Planning is that it allows municipalities and fire departments to provide a systematic and comprehensive approach to evaluating risk and existing capabilities within a municipality and the fire department. It also helps formulate and communicate strategic direction and highlights opportunities for optimizing service delivery, in each municipality. Because members of the public, fire departments and council

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9   The Future of the Fire Service: reducing risk, saving lives, The Independent Review of the Fire Service December 2002, George Bain, Michael Lyons, Anthony Young, December 2002
10   City of Richmond Website, Proposed 2041 OCP Update Concept Staff Report, April 4, 2011

participate in the development of a Master Fire Plan it also provides an objective basis to support decision-making with respect to community fire protection and prevention services needs."[11]

The Plan provides Richmond Fire-Rescue and Council with the data and analysis necessary for informed, objective decision making. The Plan lays out the strategies and timelines, which can be categorized as short (1 year), medium (2-5 years) or long term (up to 10 years). Many of the short and medium term strategies are intended to establish the foundation upon which to build long term strategies. The strategies in the Richmond Fire-Rescue Plan support the goal to become a prevention-focused Department, delivering services and programs that aim to prevent or mitigate harm in the community.

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11 Essentials of Municipal Fire Protection, A Decision Makers' Guide; Office of the Fire Marshal (Ontario) Version 2, 2007

The Route to Follow

Richmond Fire-Rescue's goal of becoming a leader amongst Fire Departments within BC is built on the implementation of a prevention-focused service delivery model. This goal is ambitious but achievable. The initial work of understanding the current conditions in the City and region, analyzing Richmond Fire-Rescue's existing service delivery and researching best practices in leading Fire Services across North America is complete. As a result of this foundational work, a series of focused strategies has been identified which are intended to guide Richmond Fire-Rescue's work in achieving their goal.

Targeted Outcomes and Strategies

Richmond Fire-Rescue's overarching goal is to transition to a prevention focused service delivery model, which enhances prevention and education services responsive to community needs, community safety and harm reduction, while at the same time continues to improve emergency response. Richmond Fire-Rescue acknowledges the importance of the continued delivery and advancement of its core Emergency Response services. It also recognizes that by engaging the community in prevention and education, the delivery of fire and rescue services into the future could be more sustainable.

In this section, strategies to be undertaken within each of the Targeted Outcomes are set out. These items will require further investigation and research. A more detailed business case will be developed to address the highest priority strategies with an accompanying report to Council. Should any of these items have financial implications they will be incorporated into the budget process and form part of Richmond Fire-Rescue's budget request for Council's consideration.

The strategies identified are aligned with the Corporate Strategic Focus Areas and fall under the Targeted Outcomes identified by Richmond Fire-Rescue.

Corporate Strategic Focus Area: Organizational Transformation
Targeted Outcome: Be goal oriented, innovative and strive to continuously improve

Key Initiative	Background	Timing
Explore moving from Level 3 to Level 2 in the Fire Insurance Underwriters Ranking	The Fire Underwriters' Survey was conducted in 1999. The City and Richmond Fire-Rescue have changed significantly since that time. The ranking established in 1999 may not be accurate. This would include a review of Richmond Fire-Rescue and explain the benefits of moving to Level 2 in the ranking to potentially provide reduced fire insurance premiums to the business community and residents. In relation to the Fire Insurance Underwriters Ranking, investigate whether there are tangible financial benefits to the community.	Long Term
Leverage technology	Maximize prevention and public education messaging opportunities, through both electronic and traditional non-electronic media. Increase Fire-Rescue's reporting and data analysis capabilities.	Short Term
Develop a planning function within Richmond Fire-Rescue	The purpose of the planning function is to consolidate the strategic planning initiatives in the various sections of the department, and monitor and evaluate progress of the Fire Plan, and performance measures.	Short Term
Develop E-Business solutions	In coordination with Information Technology introduce electronic solutions for permits, plans and bookings. Develop electronic platforms for citizen to interact, obtain permits and submit applications.	Short Term

Corporate Strategic Focus Area: Serving the Customer
Targeted Outcome: Provide high quality services to the community

Key Initiative	Background	Timing
Enhance Community Volunteer partnerships	This includes the desire within Richmond Fire-Rescue of having volunteer groups adjoined to Richmond Fire-Rescue to help move forward in community education and outreach.	Long Term
Create a communication and outreach plan for Richmond Fire-Rescue	This Plan will identify how Richmond Fire-Rescue can reach the community: what we do; how we do it and when; how much it costs to provide service; and how to better serve the community through service feedback.	Medium Term
Build on the current public education initiatives to develop a comprehensive Public Education Plan	This includes the creation of program goals including use of resources and timeliness of delivery and a system that incorporates a complete examination cycle (monitor, evaluate, recalibrate) of the overall plan for public fire and safety program. In-depth delivery into the community through volunteers and community partnerships; and, a more inclusive delivery of fire and life safety programs by Richmond Fire-Rescue personnel.	Medium Term
Develop mechanisms/ processes to create a system where citizens of Richmond have open access to Richmond Fire-Rescue	This would include requests for service; reporting of hazards and customer complaints; and customer feedback on Richmond Fire-Rescue services utilizing mechanisms such as: web enhancements; use of social mediums like Twitter and Facebook. The Collection of feedback through: fire staff face-to-face discussions at non-emergency events; community drills and inspections; course evaluations; and/or focus groups.	Medium Term
Develop a Fire Prevention Service Plan	To increase the delivery of fire and life safety information through the development of support materials that recognize the diversity and needs of Richmond and a more comprehensive delivery of fire and life safety programs by Richmond Fire-Rescue personnel.	Short Term
Update the Fire and Life Safety Bylaw	The current bylaw requires updating to include areas such as high rise access protocols.	Short Term
Develop a Resource Plan	Growth in the City, particularly the City Centre will create service delivery areas requiring training for Technical Rescue, Aircraft Firefighting, Shipboard and High Rise Firefighting.	Short Term

Corporate Strategic Focus Area: Our People
Targeted Outcome: Be prepared for the future

Key Initiative	Background	Timing
Implement the training site for Richmond Fire-Rescue	A partnership proposal has been endorsed by Council. The proposal addresses Fire's need for a large training site to conduct multi company exercises, a variety of other training, and an Emergency Vehicle Driver course.	Short Term
Develop a recruitment strategy which enhances diversity	This is to ensure Richmond Fire-Rescue is reflective of the diverse community it serves.	Short Term
Continue to pursue outreach opportunities within the community	This would include firefighter and community partnerships. Potential partnerships would be explored, as well joint recruitment programs with other jurisdictions.	Short Term
Further develop and deliver a New Recruit and Probationary Training Program	A holistic program which includes early firefighter rotation exposure to Fire Prevention Officer and other components of the fire service.	Short Term

Corporate Strategic Focus Area: Financial Strategies
Targeted Outcome: Fiscally responsible and sustainable

Key Initiative	Background	Timing
Diversify the long-term financial strategy	This includes planning for revenue from non-traditional sources: partnerships; seed program funding; grants; fee-for-service; the identification of strategies to pay for new services and addressing the fundamental relationship between Fire and revenue as a performance indicator.	Long Term
Introduce an automated system to link and maintain an inventory of all assets, track their management and replacement through reserves	The City recently developed a capital asset program to track its combined assets over $50,000. The program identifies the average life span of the asset type with larger cost single items detailing their specific replacement date. Items contained in the City's Capital Asset program are not linked to a source of replacement funding.	Medium Term
Develop a sustainable funding model for vehicles and equipment	The vehicle and equipment reserve for Richmond Fire-Rescue was reviewed in relation to the overall growth in the City to ensure future needs are met (report to Council, 2011). Careful monitoring of these trends combined with tracking of response time and other critical measures will identify when changes should be considered. The current vehicle and equipment reserve fund is underfunded and will be depleted by 2016.	Short Term
Conduct a Standards of Response Coverage and future deployment analysis	Richmond Fire-Rescue's service delivery performance requires analysis as a prelude to future service delivery considerations for apparatus, staffing and fire vehicle dispatch.	Short Term
Implement a telephony staffing management system	The current method of managing rostering and payroll is ineffective. Funding is in place and a new program is being identified.	Short Term

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Corporate Strategic Focus Area: Sustainability
Targeted Outcome: Decisions are made that consider the environment, economy and community

Key Initiative	Background	Timing
Develop relationships with the Port Authorities to ensure collaboration and cooperation for a coordinated approach to service delivery	The Port Authority, and in particular the Fraser Port site, have specific requirements with respect to the provision of fire services. To ensure these are provided in as effective a manner as possible it is important to ensure a cooperative approach to service delivery.	Short Term
Develop an environmental sustainability plan for Fire Halls	Although most of the fire halls are built to LEEDS standards, there are additional opportunities to contribute to corporate sustainability initiatives through changed staff behaviours, operational practices in and around fire halls.	Short Term
Support the Corporate Energy and Emissions Strategic Program (BEAM)	Develop a process for staff education to continue and determine efficient workplace procedures to reduce energy use, emissions and renew resource uses.	Medium Term
Support the Corporate Waste Management Target	Continue to promote the recycling program within Fire-Rescue, and further enhance the solid waste management and green waste programs.	Short Term
Reduce vehicle movements	Continue to partner with City I.T. to implement technological solutions to provide virtual learning and meeting tools to reduce vehicle and staff movements.	Short Term

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Corporate Strategic Focus Area: Safe Community
Targeted Outcome: Prevention focused and responsive

Key Initiative	Background	Timing
Re-evaluate the Home Safe Inspection Program	This program, utilized by Richmond Fire-Rescue several years ago, has the potential to provide prevention programs to the community at the neighbourhood level. More work is required to determine the benefit of the program vs. staffing required.	Short Term
Create and implement a pilot emergency trail/park marker system	The number of trails and parks located within the City requires a system of directional signage. The system should be developed to be used by multiple agencies, such as Parks, Fire, Police and Ambulance.	Short Term
Develop an outreach strategy for linking fire halls to the communities they serve	In response to the community consultation regarding enhancing customer service this would involve firefighters in their local neighbourhood acting as ambassadors and soliciting input from the community, in addition to providing training and education on prevention.	Medium Term

Commitment to Progress

The Fire-Rescue Plan is the first step in the development of a balanced prevention, education and emergency response service delivery model. Through the development of this Plan gaps in communication, customer service, leadership development and performance measurement have been identified. Future trends such as continued growth in the City, and the development of mid to high rise buildings in the City Centre and future development at YVR and Fraser Port were researched to determine the impact on Richmond Fire-Rescue service delivery. This information was used to develop the strategies and actions which will be implemented over the next three years.

The Fire-Rescue Plan is intended to have multiple uses. The Plan will be used to reinforce the emphasis on a balanced prevention, education and emergency response service delivery model to the citizens of Richmond. The Plan will allow Richmond Fire-Rescue to educate the community on priorities, specifically prevention and education, and provide an opportunity for dialogue.

The Plan manages the demand for, and growth of Richmond Fire-Rescue's services into the future. For Council the Plan will provide a means to identify Richmond Fire-Rescue priorities and to monitor progress against those priorities.

The Plan will be used within Richmond Fire-Rescue as a management tool to educate staff on the direction the division will be going over the long term.

Many of the services and programs provided by the City Departments have some connection or overlap with one another. Just as the Plan was developed taking into consideration other department's plans, the Plan is intended to be used as a tool to provide information to other City departments about Richmond Fire-Rescue's priorities over the long term.

The Plan should not be considered as a static document. The Plan will require monitoring and evaluation on a regular basis. There are specific elements within the Plan that will require further analysis.

Communicating Performance

Richmond Fire-Rescue is committed to an open and transparent reporting on the progress made in achieving the goals of the Plan.

As a demonstration of that commitment, performance measures and targets are currently in development. The performance measures Richmond Fire-Rescue is considering are accepted current measures in the fire-rescue industry and have been adopted as guidelines by many career fire departments in Canada and the United States.

Richmond Fire-Rescue is committed to developing targets which are ambitious but still achievable. The performance data will be used to monitor progress, identify areas for improvement and plan future work. The purpose of these targets is to stretch the organization and support its transformation to an organization that achieves service excellence in prevention, education and emergency response.

Once reasonable performance measures have been identified and shared with City Administration, a report to Council providing full detail and analysis will be prepared. Subsequent to Council approval Richmond Fire-Rescue will report annually on performance to City Council's Community Safety Committee.

Finances

This Plan contains a number of recommendations, strategies and actions for Fire-Rescue to manage and implement over the next number of years. The purpose of performance measurement and data analysis is based on creating capacity in service delivery and improving the way Fire-Rescue operates within the City. The purpose is not to require increased costs, however the potential exists and any requests for funding will be included in the annual Capital and Operating budget submissions, reported through the City Corporate Administration and where required will be the subject of separate reports to Council.

Appendices
Appendix I – Documents Reviewed

All documents reviewed for the development of the *Fire-Rescue Plan* are listed below:

1. Corporate Sustainability (2007)
2. Council adopted report on the Cultural Transformation Action Plan (2006)
3. Council Term Goals (2008-2011)
4. Fire 20/20 Multicultural Health and Safety Research Project (2007)
5. Fire Department Establishment Bylaw No. 4987
6. Fire Protection and Life Safety Bylaw No. 8306
7. Fire Service Underwriters Survey Findings on Richmond (1999)
8. Fraser Port Authority Land Use Plan (2008)
9. Greater Vancouver Fire Departments Mutual Aid Agreement (1995)
10. Industrial Inquiry Commission into the B.C. Ambulance Services (Chris Trumpy 2010)
11. Law & Community Safety Strategic Plan (2008-2011)
12. Merseyside England Fire - 10 Years of Change - Strategic Plan
13. Pre-Hospital Care in BC (Peter Cameron 2007)
14. Richmond City Centre Area Plan (2009)
15. Richmond Dangerous Goods Spill Response Plan (2003)
16. Richmond Emergency Management Plan (2010)
17. Richmond Evacuation Plan (2008)
18. Richmond Fire Hall Facility Alterations Reports (2007)
19. Richmond Fire-Rescue Services (2009)
20. Richmond Fire-Rescue Strategic Plan (2007-2008)
21. Richmond Major Events Plan (2007-2012)
22. Richmond Official Community Plan and Growth Strategy (1999)
23. Richmond Sport Hosting Strategy (2010-2014)
24. Richmond Trail Strategy (2010)
25. Richmond Waterfront Strategy (2009)
26. Transforming the Fire-Rescue Services in BC (2009)
27. Vancouver International Airport (YVR) Master Plan to 2027

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Appendix II – Overview of Consultation

The consultations were advertised in local newspapers, through new releases and on the City's web site. During the consultations, people were asked to share their opinion and/or rate:

• Richmond Fire-Rescue's mission and long-term goals

• Richmond Fire-Rescue's Prevention, Education and Emergency Response Programs

A number of techniques were used including focus groups, public open houses, interviews and web/paper surveys. In total, Richmond Fire-Rescue received feedback from 366 people and used this information to build the Fire-Rescue Plan.

Group Consulted	Consultation Method	Date	No. Consulted
Council	Workshop and Interviews	March 15, 2011	7
Citizens	Public Open Houses (8) including City Hall static display between February 10-28, 2011	February 20-28, 2011	89
Citizens	Web Survey/Paper	February 1, 2011 to March 10, 2011	51
Targeted Stakeholders/ Community Partners	Web Survey	February 1, 2011 to March 10, 2011	44
Key Stakeholders/ Community Partners	Interviews	February 14 to March 10, 2011	10
Staff	Fire Staff Open House (2)	January 12, 2011	45
Staff	Focus Group (2)	January 12, 2011	18
Staff	Web Survey	January 21, 2011 to February 7, 2011	102
IAFF 1286 Executive	Interviews	October, 2011	2
Total No. Consulted			366

City of Richmond Partners:

• Building Approvals

• Community Bylaws

• Community Safety Policy & Programs

• Corporate Communications

• Corporate Customer Service Team

• Corporate Safe Community Team

• Corporate Strategic Planning

• Emergency Programs

- Facilities
- Finance
- Human Resources
- Information Technology
- Policy and Social Planning
- Real Estate Services
- Recreation (Youth Programs)
- Richmond RCMP
- Sustainability Office

9-1-1 Emergency Safety Partners:
- BC Ambulance Service
- BC Hydro, Safe Use Advisor
- Canadian Coast Guard
- City of Vancouver Fire & Rescue Services
- Delta Fire & Emergency Services
- E-Comm
- Global Medical Health
- New Westminster Fire Department
- Richmond General Hospital: Chief Operating Officer, Richmond & Chief Nursing Officer & Executive Lead, Professional Practice
- Richmond Medical Health Officer, Vancouver Coastal Health
- Vancouver Coastal Health Authority: Community Engagement Office

Community Organizations:
- Cambie Community Associations
- Canadian Mental Health Association – Richmond Pathways Clubhouse
- CHIMO Crisis Services
- City Centre Community Associations
- Developmental Disabilities Association
- Hamilton Community Associations
- Insurance Corporation of British Columbia
- Justice Institute of British Columbia
- Minoru Seniors Society
- MOSAIC Multilingual Orientation Service Assoc.
- Richmond Addiction Services Society
- Richmond Centre for Disability
- Richmond Chinese Community Society
- Richmond Committee on Disability
- Richmond Community Services Advisory Committee to Council

- Richmond Intercultural Advisory Committee to Council
- Richmond Multicultural Concerns Society
- Richmond School District 38
- Richmond Society for Community Living
- Richmond Women's Resource Centre
- Richmond Youth Services Advisory Council
- Safe Communities, Richmond
- Sea Island Community Associations
- Seniors Advisory Committee to Council
- South Arm Community Associations
- SUCCESS – United Chinese Community Enrichment Services Society
- Touchstone Family Assoc. Services
- Volunteer Richmond
- West Richmond Community Associations
- WorkSafe BC

Local Intergovernmental Authorities:
- Vancouver International Airport Authority (YVR)
- Metro Vancouver Port
- Richmond Chamber of Commerce
- Steveston Harbour Authority

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Appendix III – Overview of Leading Practice Fire-Rescue Departments

During late February and early March, 2011, extensive interviews were conducted with four fire-rescue departments:

• Saskatoon Fire and Protective Services

• Edmonton Fire-Rescue Services

• Toronto Fire Services

• Tempe Arizona Fire Department

The table below provides an overview of the population and geographic area of each department, as well as each department's operating budget, total staff, call volume, number of fire halls and front line apparatus.

City	Population	Geographic Area	Operating Budget (Millions)	Staff	Call Volume	Fire Halls	Front Line Apparatus
Richmond	193,255	129 sq km	$27.0	200+	9,240	7	10
Edmonton	752,412	684 sq km	$138.6	1,049	35,028	25	100
Saskatoon	223,200	144 sq km	$32.1	311	13,769	10	16
Tempe	166,000	102 sq km	--	181	18,873	6*	12
Toronto	5,600,000	7,124 sq km	$361.3	3,181	142,014	82*	179

*Additional fire halls are planned to be built

Appendix IV – Consultation Summary

During the consultation process, citizens, stakeholders, community partners, and Richmond Fire-Rescue staff were asked to rate the importance of each program area. Emergency response was rated most important by the staff, citizens and stakeholders/community partners. Staff and stakeholders/community partners rated prevention as the second most important program area, whereas citizens rated education second and prevention third. Education was rated third by both staff and stakeholders/community partners.

Importance Ratings (Programs)

Program Area	Community Partners	Citizens	Staff
Prevention	3	3	2
Education	2	2	3
Emergency Response	1	1	1

Both citizens and stakeholders/community partners expressed limited knowledge of Richmond Fire-Rescue's education and prevention programs and reported that ensuring Richmond remains a safe and desirable City through an interdisciplinary approach to safety was most important outcome for Richmond Fire-Rescue. However, both groups also identified the provision of high quality services through community partnerships as the second most important outcome. The importance of this outcome was reinforced by staff who rated it most important. This suggests that there is support from the staff, citizens and stakeholders/community partners to continue the cultural shift towards an integrated approach to community safety that includes education, prevention and emergency response and leverages community partnerships.

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Acknowledgements

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City of Richmond

Report to Committee
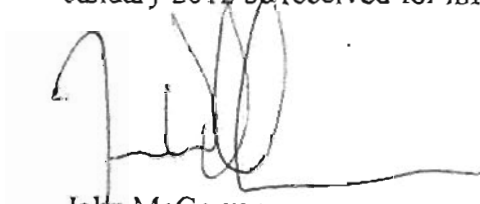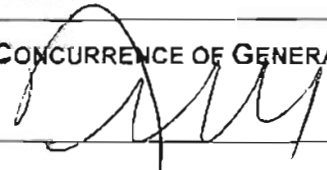
To:	Community Safety Committee	**Date:**	February 27, 2012
From:	John McGowan Fire Chief	**File:**	
Re:	Richmond Fire-Rescue – January 2012 Report		

Staff Recommendation

That the Fire Chief's report dated February 27, 2012 on Richmond Fire-Rescue's activities for January 2012 be received for information.

John McGowan
Fire Chief
(604-303-2734)

3435067

Staff Report

Origin

Fire-Rescue is committed to open and transparent reporting on its performance and progress. Monthly reports provide Council with current information on Richmond Fire-Rescue activities.

Analysis

Fire-Rescue's report for January 2012 is set out below.

Suppression Activity

The following is a month comparison chart on the number of incidents that have occurred for the years 2011 and 2012. For January 2012 there were a total of 795 incidents compared to 725 in 2011.
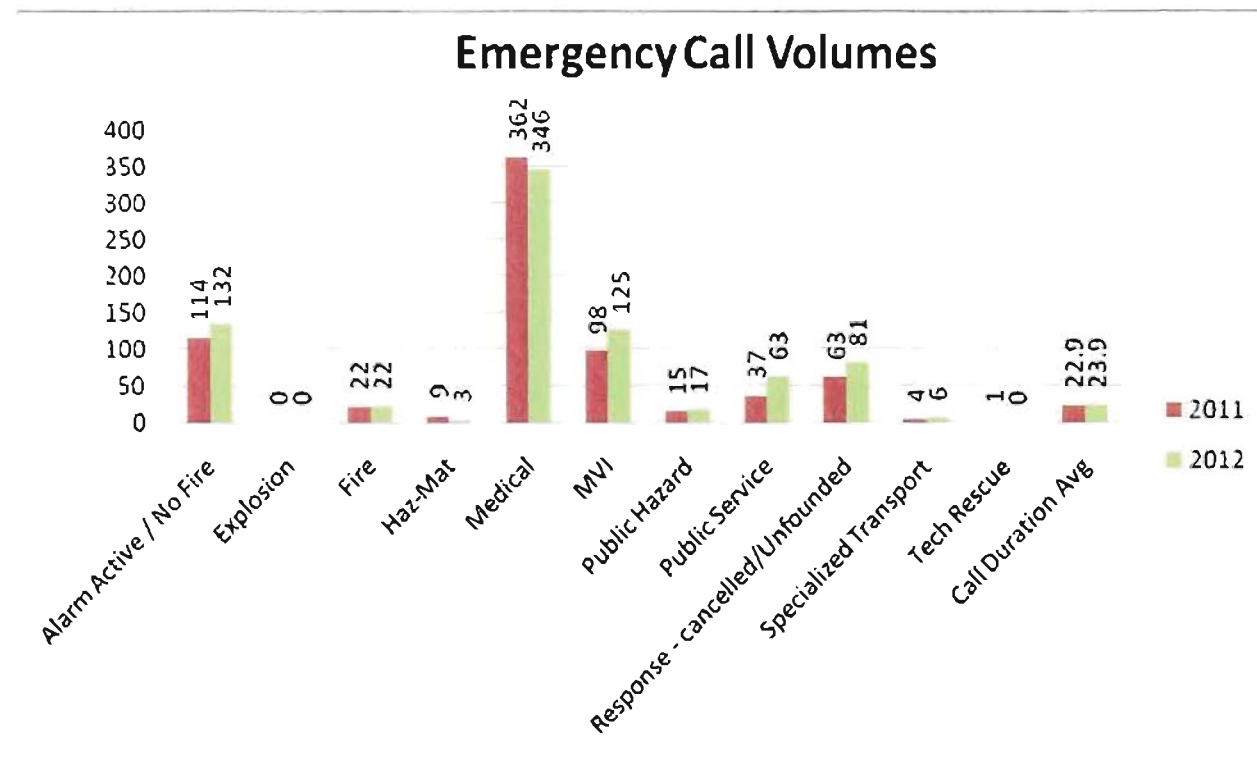
Call Type Legend:
Medical includes: cardiac arrest, emergency response, home or industrial accidents
Alarm No Fire includes: accidental, malicious, equipment malfunctions
Public Service includes: assisting public, ambulance or police, locked in/out, special events, trapped in elevator, water removal
Public Hazard includes: aircraft emergency, bomb removal standby, object removal, or power lines down
Hazardous Materials includes fuel or vapour: spills, leaks, or containment
Explosion includes ruptured: boilers, gas pipes, or water pipes
Technical Rescue includes: aircraft, confined space, high angle, or water

The month of January 2012 saw an increase in MVI incidents over the same period in 2011. The call volumes fluctuate from year to year and can be influenced by variables such as extreme weather conditions.

Hazmat

Hazmat Calls By Type - January	
HazMat Calls	**Details**
Natural Gas/Propane Leaks (small)	2
Fuel Containment	1
Misc. (empty containers to unknown powder)	0
Total	**3**

First Responder Totals

A detailed breakdown of the medical calls for January 2011 and 2012 by sub-type is set out in the following chart and table. The medical calls make up the majority of activity for RFR which is 43.5% of total calls.

The month of January 2012 saw a decrease in medical calls over the same period in 2011. However, there were a significant increase of chest pain incidents which could be attributed to the colder weather conditions.
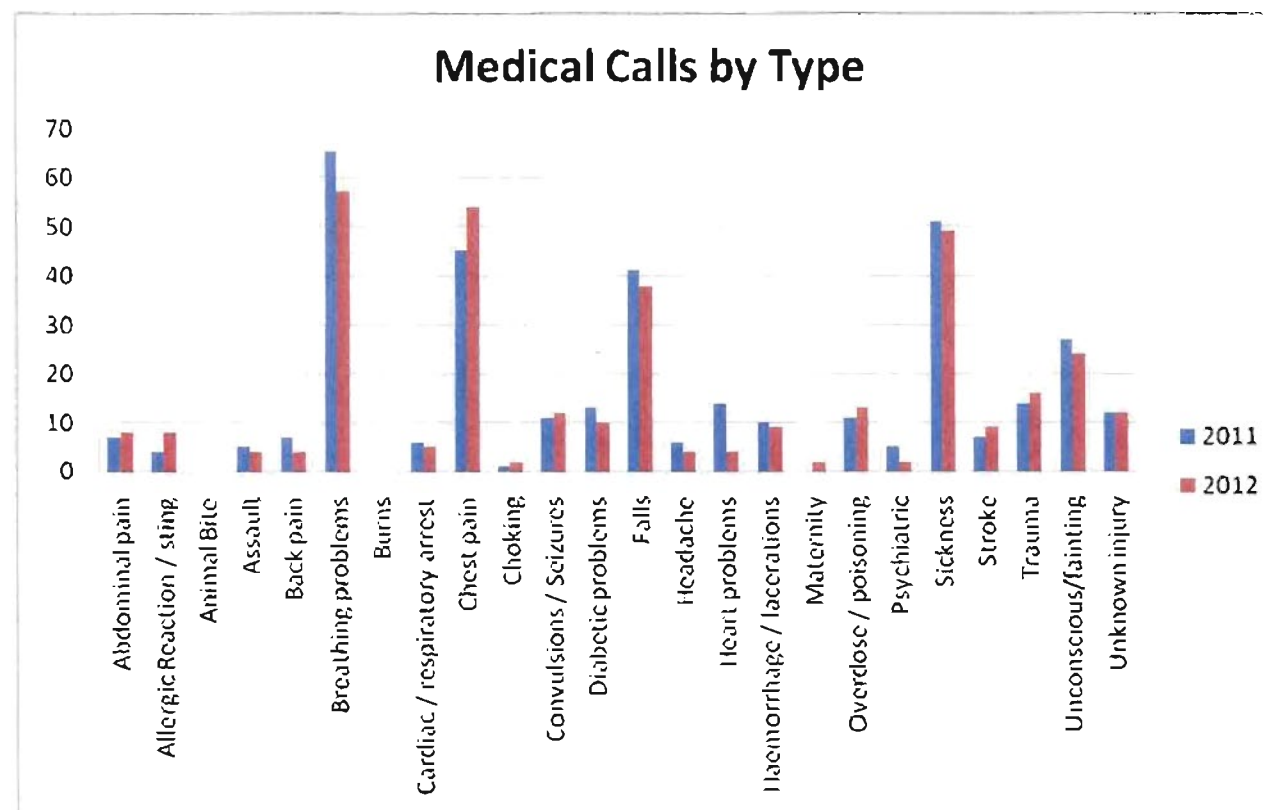
Medical Calls by Type - January					
Medical	**2011**	**2012**	**Medical**	**2011**	**2012**
Abdominal pain	7	8	Falls	41	38
Allergic reaction / sting	4	8	Headache	6	4
Animal bite	0	0	Heart Problems	14	4
Assault	5	4	Haemorrhage/Lacerations	10	9
Back pain	7	4	Maternity	0	2
Breathing problems	65	57	Overdose/Poisoning	11	13
Burns	0	0	Psychiatric	5	2
Cardiac/ respiratory arrest	6	5	Sickness	51	49
Chest pain	45	54	Stroke	7	9
Choking	1	2	Trauma	14	16
Convulsions / Seizures	11	12	Unconscious / Fainting	27	24
Diabetic problems	13	10	Unknown Injury	12	12
			Totals	**362**	**346**

Incidents

Notable emergency incidents, which involved RFR for January 2012, are:

Medical Events

RFR crew regularly attend to medical assignments including social issues. In January, for example, crew attended a medical call to attend an attempted suicide. Assistance was also provided to a call after an assault occurred at a robbery.

RFR crew regularly attend medicals where CPR skills are required. In January RFR crews started a new CPR protocol and experienced a patient recovering resulting in pulse being restored. RFR crew also assisted BCAS in the delivery of a baby boy.

Auto Extrication/Major Motor Vehicle Accident

During the snowy and icy conditions a serious MVI occurred on Highway 91 involving the operator of a tow truck. The operator was struck by a vehicle that lost control on the icy roads. The operator was taken to VGH trauma center where RFR crew visited and reported the operator was in good spirits.

Fires – Residential

RFR report that there were four kitchen/stove fires within the month of January. RFR crew attended a townhouse for a reported stove fire by neighbours. Crew arrived in time as fire had already starting to spread to cabinets. This incident resulted in a third degree burn. Fire Prevention is aware of these statistics and in the process of creating a program of education.

Abandoned buildings continue to be an issue for the City with a number of incidents being reported this month. One of which was an abandoned house fire on Alberta Road.

Community Response

The estimated building loss for January 2012 is $451,950 and estimated content loss is $32,600, for a total estimated loss of $484,550. The total estimated value of building protected is $28,657,250.

Fire Calls By Type and Loss Estimates - January					
Incident Type Breakdown	Call Volume	Estimated Value of Building Protected	Estimated Building Loss	Estimated Content Loss	Estimated Loss Totals
Fire – Structure Total:	13				
Residential - Single-family	5	$1,650,000	$447,000	$30,050	$477,050
- Multi-family	6	$14,000,000	$200	$50	$250
Commercial/Industrial	2	$13,000,000	-	$2,500	$2,500
Fire – Outdoor	8	$3,250	$750	-	$750
Vehicle	1	$4,000	$4,000	-	$4,000
Totals*	**22**	**$28,657,250**	**$451,950**	**$32,600**	**$484,550**

*The dollar losses shown in this table are preliminary estimates. They are derived from Fire's record management system and are subject to change due to delays in reporting and confirmation of actual losses from private insurance agencies (as available).

Training and Education

The training team at RFR deliver and facilitate training programs to all members of RFR in disciplines ranging from: personal protective equipment, firefighting and rescue practices to emergency vehicle operating and incident management. The training team also delivers leadership and interpersonal skills programs through in-house instructors, on-line training, and the use of external trainers. For January 2012, the following highlights are noted:

Leadership Development

Six RFR fire officer candidates completed all their qualifications and education in order to serve as officers in suppression. These new officers are fully qualified to serve in the capacity as a company officer at any time and at any Fire Hall, and some of the notable topics they learned include:

- Leadership
- Supervision
- Emergency Scene Management
- Safety

- Respectful Workplace Management
- Interpersonal Skills and Communications
- Conducting Code Based Fire inspections
- Completing post Incident Reports for Analysis and Statistics
- Instructional Techniques
- Coaching, Evaluating and Performance Management
- Fire Scene Strategy and Tactics
- Technical Rescue

Recruit Training

The recruit training and evaluation program is ongoing and the recruits and evaluators are currently in preparation for the first series of evaluations in late March.

A reviewed of the recent recruits' learning plans in support of their ongoing education as new operational staff showed that all nine are developing well and they are effective operational resources.

Fire Prevention

The total inspection statistics for January 2011 and 2012 are listed below:

January	2011	2012
Fire (total)	86	251
Electrical Fire Safety Inspection Team (EFSIT)	2	2
Abandoned Properties	2	5

The above shows the outcome of the reintroduction of Fire Suppression crew's participation in this important prevention activity of Fire and Life Safety inspections.

Fire Prevention Investigations

Fire Investigations - January			
Suspicious (No further investigation required)	7	Property at Risk	$48,657,250
Accidental	11	Property Loss	$451,950
Undetermined	4	Property Protected	$48,205,300
Incendiary	0	Contents Risk	$18,337,000
		Contents Loss	$32,600
Total	**22**	**Contents Protected**	**$18,304,400**

Fire Prevention Investigations Billable Activities

Billable Activities (number and dollar amount) - January			
False Alarms Billed	5	@ $ Various	$1,422.00
Burning Permits	4	@ $ 101.75	$325.75
Fireworks Permits	1	@ $ 102.00	$102.00
Fire Safety Plans	1	@ $ Various	$105.00
Vacant Premises – Cost Recovery (Apparatus)	1	@ $ Various	$710.00
Electrical Safety Inspections	2	@ $ 4,200	$8,400.00
Total Dollars / Costs Recovered			$11,064.75

Community Relations / Public Education

Richmond Fire-Rescue participated in numerous events and activities for public education this month. Some of the event attended by RFR crew and Prevention Officers were as follows:

- Pumper visits and hall tours carried out with schools and Guide, Scout and Brownie groups.
- Tree Chip event at Garry Point Park.
- YMCA family literacy and reading week where crews attended and read to children.
- 32 car seat inspections were carried out in January at No 1 Hall with the Fire and Life Safety Educator in attendance.

Financial Impact

None

Conclusion

Fire-Rescue is committed to providing Council with regular updates on its activities. The Fire Chief welcomes the opportunity to discuss Fire's activities and priorities with Community Safety Committee.

John McGowan
Fire Chief
(604-303-2734)

JM:js

City of Richmond

Report to Committee

To:	Community Safety Committee	**Date:**	February 29, 2012
From:	Phyllis L. Carlyle General Manager, Law & Community Safety	**File:**	09-5375-00/Vol 01
Re:	**Strategic Community Investment Funds**		

Staff Recommendation

That Council authorize the CAO and the General Manager, Law and Community Safety to sign the Strategic Community Investment Funds Agreement on behalf of the City of Richmond (as outlined in the report dated February 29, 2012 from the General Manager, Law & Community Safety)

Phyllis L. Carlyle
General Manager, Law & Community Safety
(604-276-4104)

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ROUTED TO:	**CONCURRENCE**	**CONCURRENCE OF GENERAL MANAGER**	
Budgets	Y ☑ N ☐		
REVIEWED BY TAG	YES ☑	NO ☐	**REVIEWED BY CAO** YES ☑ NO ☐

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Staff Report

Origin

On February 24, 2012 the City of Richmond received a communication from the Province outlining the Strategic Community Investment Funds program which provides for cities to receive annual revenue from the Traffic Fine Program. Under the proposed Strategic Community Investment Funds agreement the Province agrees to pay funds to the City in five installments as listed.

Over the past few years the City of Richmond has utilized these funds for the Restorative Justice Program, and to offset policing costs. An annual report has been submitted to the Province on how the funds have been expended.

Analysis

The Traffic Fine Revenue has been used in the past to mitigate the City's costs of public safety initiatives such the RCMP Integrated Teams, additional RCMP members for the local detachment and the Restorative Justice Program provided by Touchstone Family Services.

Past Traffic Fine Revenue grants are illustrated below:

TABLE 1

2004	$1,809,317
2005	$2,011,525
2006	$2,126,589
2007	$2,180,432
2008	$2,203,831
2009	$2,396,882
2010	$2,048,465
2011	$2,931,972

The amount for each city is determined by provincial legislation, and is reflective of the proportioned amount the City pays for policing, the annual amount received for traffic fines, and provincial policing expenditures.

The City was advised on February 24th, 2012 that the original agreement has expired and to continue receiving these funds the City is required to sign and deliver a Strategic Community Investment Funds Agreement before March 23, 2012. Under the new Strategic Community Investment Funds Agreement, the City would receive funds for 2012 through to 2014.

Payments to the City of Richmond under the proposed agreement will be:

TABLE 2

Assured Funds	Use	Date	Amount
Traffic Fine Revenue Sharing Grants	Defray the cost of local police enforcement	March 31, 2012	$1,181,008
		June 30, 2012	$1,912,357
		March 31, 2013	$393,669
		June 30, 2013	$1,125,018
		June 30, 2014	$1,518,688
Total 2012-2014			**$6,130,740**

Financial Impact

In the event that the City does not enter into the Strategic Community Investment Funds the City will not receive its share of the Traffic Fine Revenue funds.

Conclusion

In order to continue receiving Traffic Fine revenue funds from the Province, an agreement is required. The Strategic Community Investment Funds Agreement for 2012 through to 2014, would benefit the City through the receipt of $6,130,740.

Anne Stevens
Senior Manager, Community Safety Policy & Programs
(604-276-4273)

AS2:as2

To:	Community Safety Committee	Date:	February 24, 2012
From:	Phyllis L. Carlyle General Manager, Law & Community Safety	File:	09-5125-01/2012-Vol 01
Re:	Integrated Partnership for Regional Emergency Management (IPREM) Earthquake Tabletop Exercise		

Staff Recommendation

That the Integrated Partnership for Regional Emergency Management (IPREM) earthquake tabletop exercise report (dated February 24, 2012 from the General Manager, Law & Community Safety) be received for information.

Phyllis L. Carlyle
General Manager, Law & Community Safety
(604-276-4104)

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CONCURRENCE OF GENERAL MANAGER			
REVIEWED BY TAG		YES ☑	NO ☐
REVIEWED BY CAO		YES ☑	NO ☐

3478242

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Staff Report

Origin

The Integrated Partnership for Regional Emergency Management (IPREM) is an intergovernmental entity for regional emergency management planning with a vision of *"a disaster-resilient region where all levels of government and key stakeholders work together seamlessly."* The development of a regional concept of operations is one of their priority initiatives and their first step towards this was to look at regional priorities and decision making under the current provincial regional concept of operations in response to an earthquake scenario impacting the Metro Vancouver region.

Analysis

The current provincial concept of operations has four levels:

1. Site Level. The Incident Command System, used throughout much of British Columbia, is used to manage the response to an emergency with a single incident commander or unified command.

2. Site Support Level. When the site level requires additional support, the local authority may activate an Emergency Operations Centre (EOC) to assist in communications, providing policy guidance and providing resources.

3. Provincial Regional Coordination Level. When the site support level (EOC) requires additional support, the Provincial Regional Emergency Operations Centre (PREOC) activates to assist with providing resources, prioritizes the deployment of resources, especially critical resources, coordinates emergency response services where incidents cross local authority boundaries, and coordinates ministry response.

4. Provincial Central Coordination Level. When a PREOC activates, the Provincial Emergency Coordination Centre and the Central Coordination Group activate to provide communications and coordination support by managing the overall provincial support to the regions by seeking direction from senior provincial elected officials, obtaining authority from the minister for a declaration of a provincial emergency, if required.

There has never been a significant large scale, multi-jurisdictional emergency event in the Metro Vancouver region. Additionally, the exact process for determining regional priorities and regional decisions in the Metro Vancouver region is not contained in any document. Accordingly, IPREM hosted a tabletop earthquake exercise on Thursday February 16, 2012 to gain an understanding of the current concept of operations and its strengths and challenges.

Senior officials, emergency managers, and Fire and Police Chiefs from each of the local authorities in the Metro Vancouver region were invited to participate in discussing the response to a 7.3 M_w earthquake in the Georgia Strait, with violent to strong shaking resulting in moderate to heavy damage. Response was examined at intervals from immediately after the earthquake, to 12 hours, 48 hours and 8 days after the event and focused on:

   o Communications within each City participating and across the region;

   o Disaster response routes to move response resources and supplies through the region;

   o Establishing priorities for restoration for critical infrastructure providers (power, gas, etc) across the region; and

   o Managing disaster debris.

Staff from Emergency Management BC and IPREM sought to gain an understanding of local authority response and whether the current concept of operations structure for regional priorities and decision making would work in such a large emergency.

An IPREM subcommittee will be established to review the outcomes and recommendations from the tabletop exercise and develop a work plan to move forward on a regional concept of operations.

Financial Impact

None.

Conclusion

The General Manager, Law and Community Safety, Fire Chief, and Manager Emergency Programs attended the tabletop exercise in what will be the first step in moving forward in the development of a regional concept of operations to respond to a significant emergency event impacting the entire Metro Vancouver region. Updates will be brought forward to Council as the project moves forward. The attached IPREM bulletin provides updates on the other IPREM initiatives.

Deborah Procter
Manager, Emergency Programs
(604-244-1211)

DP:dp

att.

Message IPREM Co-Chairs

IPREM has now completed its reorganization and continues to focus on the six major priority initiatives, which are discussed more fully in this bulletin. We are particularly pleased with the support from the public sector and other stakeholders for IPREM, as evidenced in part by their active participation in the Regional Emergency Communications Strategy Validation Workshop (October 26, 2011). The Integrated Regional Concept of Operations Table Top Exercise (February 16, 2012) promises to be equally well attended and will provide further opportunities for collaboration, strengthening relationships and clarifying processes, which will assist all of us in moving towards achieving greater disaster resilience for the Metro Vancouver Region.

We are also preparing for the remaining Regional Hazard/Risk Assessment workshops, receiving feedback on the Regional Disaster Debris Management draft work plan, and are in the process of reinstating Regional Working Groups for Critical Infrastructure Assurance and the Disaster Response Routes.

The valuable contributions our stakeholders are making to support all these regional initiatives continues to be recognized and valued. As IPREM Co-Chair Lori Wanamaker adds, "the IPREM team is always looking for ways to leverage existing meetings, committees and working groups to maximize collective productivity. If you have any suggestions, please contact us".

On behalf of IPREM, we thank you for the ongoing support!

Jake Rudolph
IPREM Co-Chair
Chief Administrative Officer
City of Pitt Meadows

Lori Wanamaker, FCA
IPREM Co-Chair
Deputy Solicitor General
Ministry of Justice

IPREM Vision

A disaster–resilient region where all levels of government and key stakeholders work together seamlessly.

Inside this Issue:

IPREM Project Focus

Regional Table Top Exercise February 16, 2012

On February 16, a large group of cross sector multi disciplinary representatives from across the region will gather to look at regional priorities and decision making under the current Provincial Regional Concept of Operations. This facilitated table top exercise will use an earthquake scenario affecting the entire Metro Vancouver Region as a backdrop to identify strengths and challenges of the current model during a region wide emergency event.

Representatives will include Chief Administrative Officers, Emergency Program Coordinators, Fire, Police, Engineering, Public Works, Emergency Management BC, FortisBC, BC Hydro, Metro Vancouver, Public Safety Canada, Ministry of Transportation and Infrastructure, Ministry of Environment, Health Authorities, Translink, BC Ambulance and EComm.

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IPREM Projects Update

Integrated Regional Concept of Operations

Purpose:

- To utilize an integrated team of local, regional, provincial and other stakeholder agencies (including private sector) to develop an all hazard, integrated framework for coordinating regional emergencies in the Metro Vancouver Region

Project Update:

- Table Top Exercise - February 16, 2012
- Working Group will be established (March 2012) to review the outcomes and recommendations

Regional Emergency Communications Strategy

Purpose:

- To develop a strategic plan and governance framework for interoperable communications across the Lower Mainland of British Columbia. The intent of the strategic plan and governance framework is to address oversight, planning coordination, implementation and ongoing support for regional emergency communications interoperability among emergency response agencies and key stakeholders.

Project Update:

- Draft strategic plan and proposed governance model received from consultant
- Working Group has been Identified, will be brought together March 2012 and tasked with:
    - Reviewing outcomes from the validation workshops, including draft terms of reference, strategic plan and governance model
    - Developing a work plan and recommendations for additional sub-working groups after examining opportunities to leverage similar groups or committee's that are in existence

IPREM Mission

To develop and deliver a coordinated seamless regional emergency management strategy supported by an integrated concept of emergency operations, strategic priorities and supporting plans.

Regional Hazard/Risk Assessment

Purpose:

- To conduct a Regional Hazard Risk/Assessment based on an all hazard approach
- To establish a comprehensive understanding of potential hazards, risk priorities and existing vulnerabilities that will impact jurisdictions from across Metro Vancouver

Hazard Rating:

- Completed Workshops (November 2011) - Human Accidental and Technological
- Remaining Workshops:
    - February 29 - Human Intentional
    - March 1 - Terrorism CBRNE (Chemical, Biological, Radiological, Nuclear and Explosives)
    - March 7 - Natural (Earthquake, Landslide, Disease -Animal, Food and Health)
    - March 8 - Natural (Extreme Weather Events, Flooding, Wildfire)
    - March 28 - Initial Reporting Out of Findings and Discussion of Next Steps

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IPREM Projects Update

Disaster Response Routes (DRR)

Purpose:

- Establish a DRR system comprised of an integrated multi-modal transportation network of air, rail, road and marine transportation corridors. Designated response routes leave available all other arterials for egress in the highly unlikely event that large-scale or regional evacuations are required. A few dedicated disaster response routes can:
    - Be maintained as the disaster transitions to recovery operations
    - Support the region's reception of relief supplies
    - Provide greater opportunities for regional recovery and business resumption

Project Update:

- The Regional Working Group was re-established to:
    - Review the Integrated Network for Emergency Transportation (iNET) Master Project Plan and its implications for this Region
    - Develop Terms of Reference (including a proposed work plan) for approval by the IPREM Steering Committee

Critical Infrastructure Assurance

Purpose:

- The overall approach is to develop from a regional perspective, a recommended Regional Critical Infrastructure Assurance Plan for Metro Vancouver and to champion initiatives that support critical infrastructure assurance in the Region

Project Update:

- The Working Group has produced an outline for a draft one year work plan and 4 year strategy, which includes consideration of:
    - Situational Awareness to support Response and Short Term Recovery Priorities
    - Information Management Tools
    - Scoping and Definitions
    - Gap Analysis
    - Data Sharing Governance
    - Resource Requirements

Regional Disaster Debris Management

Purpose:

- To develop a regional disaster debris management model that local authorities and stakeholder agencies can support and adopt within their jurisdiction

Project Update:

- The draft work plan:
    - Proposes an ongoing debris management program
    - Recommends, based on the scope and scale of the event, the need for specific disaster debris management project(s)
- The draft is currently being reviewed by stakeholders. Their comments will be considered by the Working Group for final recommendations to the Steering Committee this spring

IPREM Working Groups

focus on specific regional initiatives with membership from local and regional authorities, responder agencies, utilities, provincial ministries, crown corporations, federal departments, private sectors and other organizations who may be involved in emergency management.

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2011 Stanley Cup Riot Review

IPREM has agreed to help coordinate and support eight of the recommendations from the Independent Riot Review Report that are directly relevant to existing IPREM initiatives. They centre on Regional Hazard Risk Assessment, All-Hazard Integrated Regional Concept of Operations, and the Regional Emergency Communications Strategy.

IPREM Co-Chair, Jake Rudolph, states that "the work that IPREM has already begun dovetails with some of the recommendations produced in the recent Independent Review of the 2011 Stanley Cup riot. It is prudent to act on efficiencies by linking the work IPREM has initiated with inherently related recommendations from the Review".

It is important to note that IPREM is not involved in recommendations related to Policing Costs, Liquor Control Measures or Transportation Planning – only those related to the IPREM mandate and within the scope of pre-existing projects.

IPREM's involvement capitalizes on synergies, leverages resources, reduces duplication and creates limited additional workload. It also bolsters a higher profile amongst public safety agencies and strengthens engagement with existing and future IPREM initiatives.

The Integrated Partnership for Regional Emergency Management (IPREM) is an intergovernmental entity working to improve emergency management with all levels of government and stakeholders across Metro Vancouver. It was established in 2009 with full support from local, regional and provincial governments.

IPREM's role is to facilitate multi-sector cooperation between private and public sector organizations involved in emergency management and public safety.

The Integrated Partnership for Regional Emergency Management in Metro Vancouver

www.iprem.ca
Email: info@iprem.ca

2012 Emergency Management Events

March 31 – April 5
2012 Wildland Urban Interface Symposium, Kamloops, British Columbia http://www.toic.ca

April 9 – 11
2012 Partners in Emergency Preparedness Conference, Tacoma, Washington https://www.cm.wsu.edu/ehome/index.php?eventid=25597&

April 22 – 25
9th Annual International Conference on Information Systems for Crisis Response and Management, Vancouver, British Columbia http://www.iscram2012.org

May 5
6th Annual Emergency Social Services Association (ESSA) Conference, Prince George, British Columbia http://www.essa.ca/conferences.html

May 7 – 10
Disaster Forum 2012, Banff, Alberta http://www.disasterforum.ca/events.html

May 15 – 16
Emergency Preparedness for Industry and Commerce Council (EPICC), Vancouver, British Columbia http://www.epicc.org

May 15 – 17
9th Annual Pacific Northwest Border Health Alliance (PNWBHA) Cross Border Workshop Conference on Information Systems for Crisis Response and Management, Tacoma, Washington http://www.pnwbha.org/?page_id=305

City of Richmond

Report to Committee

To:	Community Safety Committee	**Date:**	February 27, 2012
From:	Phyllis L. Carlyle General Manager, Law & Community Safety	**File:**	12-8060-01/2011-Vol 01
Re:	Community Bylaws – January 2012 Activity Report		

Staff Recommendation

That the Community Bylaws Monthly Activity Report dated February 27, 2012, from the General Manager, Law & Community Safety, be received for information.

Phyllis L. Carlyle
General Manager, Law & Community Safety
(604.276.4104)

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ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Budgets	Y ☑ N ☐	
Engineering	Y ☑ N ☐	
Parks	Y ☑ N ☐	

REVIEWED BY TAG	YES ☑	NO ☐	REVIEWED BY CAO	YES ☑	NO ☐

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Staff Report

Origin

This monthly activity report for the Community Bylaws Division provides information on each of the following areas:

1. Parking Program
2. Property Use
3. Grease Management Program
4. Animal Control
5. Adjudication Program
6. Revenue & Expenses

Analysis

1. Parking Program

Customer Service Response

The average number of daily calls for service fielded by administration staff on parking issues for January 2012 was 41 – this includes voice messages, directly answered calls as well as emails; an increase of approximately 41.38% when compared to the number of service calls reported for the month of December 2011.

Enforcement Activity

- The number of parking violations that were either cancelled and/or changed to a warning for the month of January 2012 was 224; which represents 9.26% of the violations issued in January 2012. The following table provides a breakdown of the most common reasons for the cancellation of bylaw violation notices, pursuant to Council's Grounds for Cancellation Policy No. 1100:

Section 2.1 (a)	Identity issues	11.16%
Section 2.1 (c)	Poor likelihood of success at adjudication	12.50%
Section 2.1 (d)	Contravention necessary - health related	2.23%
Section 2.1 (e)	Multiple violations issued for one incident	7.14%
Section 2.1 (f)	Not in public interest	47.32%
Section 2.1 (g)	Proven effort to comply	17.86%

- A total of 2,420 notices of bylaw violation were issued for parking / safety & liability infractions within the City during the month of January 2012 – this reflects an increase of approximately 12.61% when compared to the number of violations issued during the month of January 2011.

Program Highlights

- Installation for the new Hollybridge parking meters is complete; popular on-street option to Richmond Oval parkade.

- Physical vault reinforcement was undertaken on several of the City's older parking meters and has proven successful in deterring vandalism.

- Two incidents of meter vandalism / revenue theft were reported during January 2012.

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- Parking meters that were previously deployed at the Richmond Oval parkade have been moved to replace older, unreliable equipment at Gateway Theatre. This relocation has proven successful in reducing customer service complaints by about 90%.

Following is a month-to-month comparison chart for the number of violations that have been issued in the years 2009, 2010, 2011 and 2012:

2009 - 2012 Comparison for Parking Violations Issued

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
2009	2,451	1,959	1,776	1,560	2,721	2,071	2,074	2,169	2,091	1,966	1,956	1,866
2010	2,102	1,918	2,305	1,933	2,278	1,774	1,833	2,264	2,166	2,320	2,392	2,135
2011	2,149	1,909	2,165	2,312	3,237	2,572	2,880	3,028	2,306	2,463	2,415	2,232
2012	2,420											
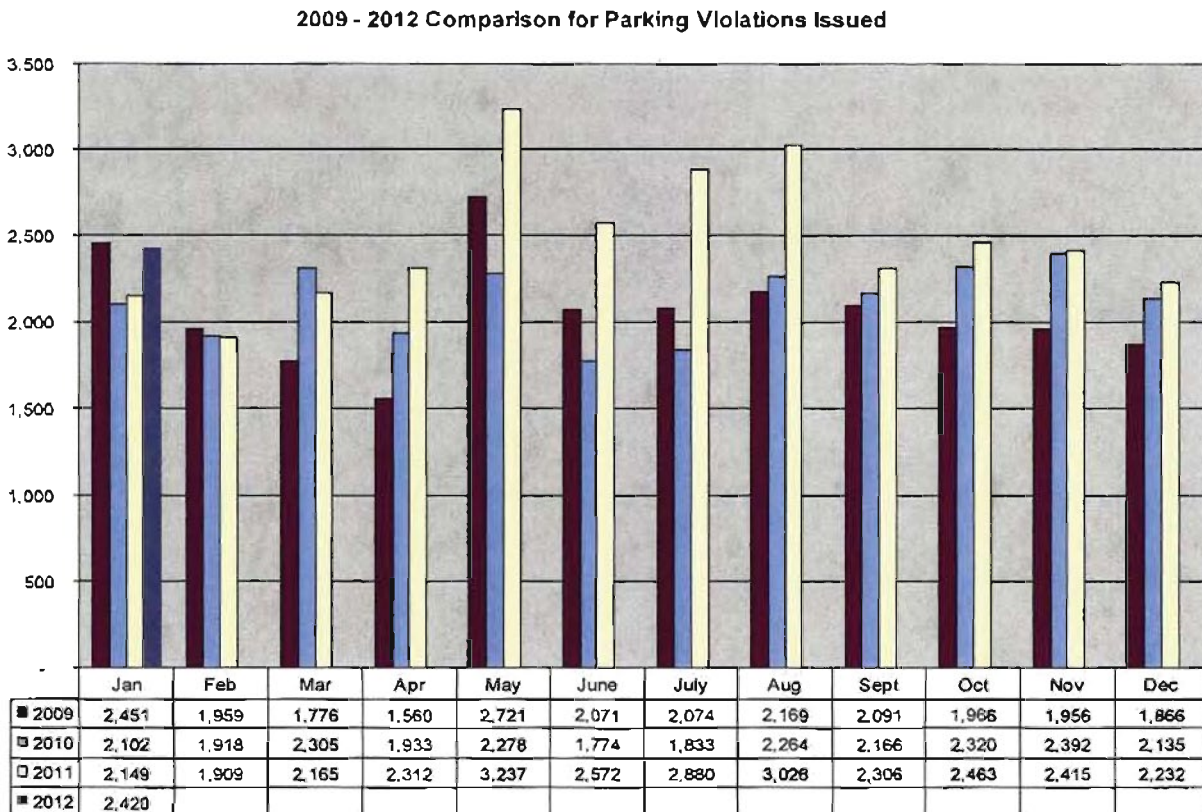
2. Property Use

Customer Service Response

The average number of daily calls for service fielded by administration staff on property use issues for January 2012 was 11 – this includes voice messages, directly answered calls as well as emails and represents an increase of approximately 22.22% when compared to the number of daily service calls reported for the month of December 2011.

For January 2012, 156 inspection files were created and assigned for investigation and appropriate enforcement – this represents an increase of approximately 113.70% when compared to January 2011 and highlights the increased pro-active enforcement related to abandoned and vacant buildings.

Enforcement Activity

Bylaw Liaison Property Use Officers continue to be committed to the delivery of professional by-law enforcement in a timely and effective manner. The mandate is to achieve compliance with the City's regulatory by-laws through education, mediation and, as necessary, progressive enforcement and prosecution.

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- Proactive enforcement efforts continue with regard to the abandoned/vacant home joint operations program with RCMP and Richmond Fire-Rescue that began in June 2011. There were 82 abandoned/vacant home inspections conducted during the month of January 2012.

- On January 28, 2012, staff conducted a dedicated patrol for unauthorized signs. The roadways patrolled included: Moncton, Chatham, Bayview, Ferndale, Katsura, Alberta; Granville, Blundell, No. 1 Rd, No. 2 Rd, No. 3 Rd, Garden City, Steveston Hwy, Bridgeport, Westminster Hwy and Lynas Lane.

- A total of 187 illegal signs were removed from City Property as follows:

  1) 36 Sandwich Board Signs – Highest incidence at 45% in Katsura, Alberta, Ferndale and Granville area (between Garden City & No. 4); both the Steveston area and Bridgeport both were next at 20%.

  2) 19 Free Standing Signs

  3) 132 Pole Signs – No 3 Road had the highest number at 47% followed by No. 1 Road at 22% and Westminster Hwy at 15%.

The following charts delineate Property Use service demand by type, for January 2011 and January 2012, as well as a year-over-year running comparison:

Service Demand - Month to Month Comparison

	Animal Control	Blvd Main	Noise Dogs	Pesticide	Pollution	Private Lots	Recycling Reg.	Sign Reg	Towing	Traffic PU	Unsightly Premises	Water Rest.	Weed Control	Zoning Reg.	Aband Bldg -UP	Soil Sch B	Grease
Jan 2011	5	17	3	0	4	1	3	4	0	0	14	0	0	11	0	0	24
Jan 2012	1	5	7	0	0	3	1	1	0	7	12	0	0	11	82	0	24

Service Demand - Year Over Year Comparision

	Animal Control	Blvd Maint	Noise Dogs	Non Farm Use	Pesticide	Pollution	Private Lots	Recycling Reg	Sign Reg	Towing	Traffic PU	Unsightly	Water Rest	Weed Control	Zoning Reg	Soil Complaint	BU-Unsightly	Grease
2009	201	122	103	13	0	17	36	25	28	5	15	253	35	52	113			
2010	80	213	87	16	3	14	41	23	63	1	16	295	14	57	103			
2011	82	326	88	0	2	39	20	42	46	0	3	412	49	73	107	14	309	
2012	3	5	7	0	0	0	3	1	1	0	7	12	0	0	11	0	82	24

3. Grease Management Program

The Grease Management Inspector conducted 24 regulatory visits to food sector establishments during the month of January 2012. The enforcement efforts were focused in the Lansdowne Mall working very closely with the mall management to ensure compliance and provide education and expectations to business owners. There were two violation tickets issued during the month of January for failure to provide access to the facility's grease trap.

4. Dispute Adjudication Program

There were 11 cases processed during the month of January 2012, all infractions and related fines were upheld by the independent adjudicator. The next hearing is scheduled for March 20, 2012.

5. Animal Control

- For the month of January 2012, there were 2 dog bite incidents reported.

- Staff issued 93 new dog licences during January 2012 to bring the total number of dogs licensed in Richmond for 2012 to 2716. The number of dangerous dog licenses issued or renewed in Richmond as of January 2012 is 14.

6. Revenue and Expenses

The following information is a month-to-month analysis of January 2012 Parking Program revenue from various sources compared to January 2011.

Consolidated Parking Program Revenue The total of meter, monthly permit and enforcement revenue is up approximately 4.7% over 2011. Revenues for January 2012 are $125,125 compared to $119,554 for the same period last year. The increase is a result of increased enforcement by our staff.

Meter Revenue is down approximately 6.6% over the same period last year. Revenue for January 2012 is $31,256 compared to $33,483 for 2011. Meter revenue has been affected by and
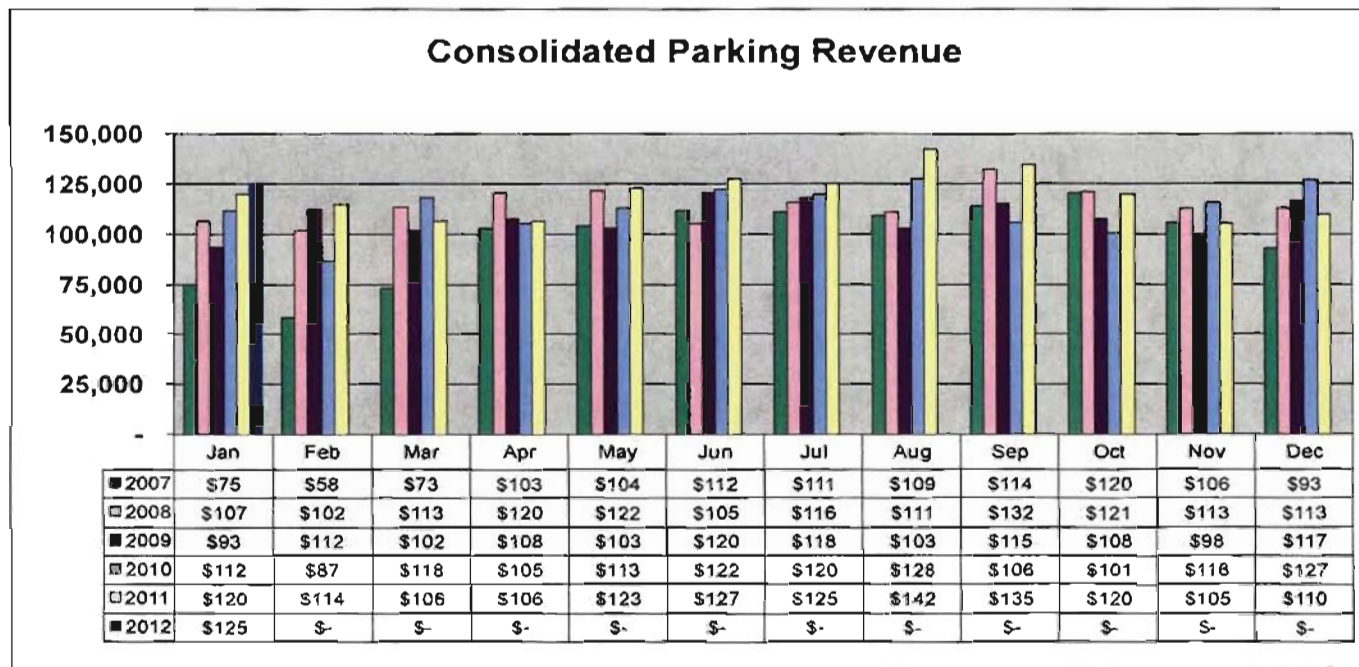
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incidences of meter vandalism. The result is stolen revenue as well as missed revenue opportunities while the meters are decommissioned for repairs.

Permit Revenue is up approximately 27.1% over the same period last year. Revenue for January 2012 is $20,440 compared to $16,085 for 2011. This increase is a result of many individual permit holders and organizations prepaying their monthly permit fee for the year.

Enforcement Revenue is up approximately 16.0% over the same period last year. Revenue for January 2012 is $73,429 compared to $63,299 for 2011. This is a result of increased enforcement efforts by our staff.

Richmond Oval Parkade Management Fee Revenue: Revenue for the month of January 2011 was $6,687. Effective December 19, 2011, Richmond Oval Corporation assumed full responsibility of the operation and management of the parkade. As a result, the City will no longer be garnering management fee revenue from this site.

The following chart provides a consolidated revenue comparison from 2007 through 2012:

Consolidated Parking Revenue

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
■2007	$75	$58	$73	$103	$104	$112	$111	$109	$114	$120	$106	$93
▣2008	$107	$102	$113	$120	$122	$105	$116	$111	$132	$121	$113	$113
■2009	$93	$112	$102	$108	$103	$120	$118	$103	$115	$108	$98	$117
▣2010	$112	$87	$118	$105	$113	$122	$120	$128	$106	$101	$118	$127
▢2011	$120	$114	$106	$106	$123	$127	$125	$142	$135	$120	$105	$110
■2012	$125	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-

Conclusion

Community Bylaw staff continue to strive to maintain the quality of life and safety of the residents of the City of Richmond through coordinated team efforts with many City departments and community partners while promoting a culture of compliance.

Wayne G. Mercer
Manager, Community Bylaws
(604.247.4601)

CT:ct

3478345

City of Richmond

Report to Committee

To:	Community Safety Committee	**Date:**	February 2, 2012
From:	Rendall Nesset Officer In Charge, Richmond RCMP Detachment	**File:**	09-5000-01/2010-Vol 01 (12.02)
Re:	RCMP's Monthly Report – January 2012 Activities		

Staff Recommendation

That the OIC's report entitled "RCMP's Monthly Report – January 2012 Activities" dated February 2, 2012, be received for information.

(Rendall Nesset) Superintendent
Officer in Charge, Richmond RCMP Detachment
(604-278-1212)

FOR ORIGINATING DEPARTMENT USE ONLY

CONCURRENCE OF GENERAL MANAGER

REVIEWED BY TAG	YES ☑	NO ☐
REVIEWED BY CAO	YES ☑	NO ☐

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Origin

At the request of the Community Safety Committee, the OIC will keep Council informed on matters pertaining to policing in the community and has developed a framework to provide regular reporting cycles.

Analysis

Below is the RCMP's Monthly Report – January 2012 Activities.

Noteworthy Files:

Robbery Suspect Arrested

On January 20th at approximately noon, the Detachment received a report of a robbery at the Su-Hui-Da Currency Exchange located at 5461 No 3 Road. A masked man entered the business, produced a firearm and unsuccessfully tried to gain access to the rear of the business. Police were in the area at the time of the report and observed a male that matched the description flee the business. The 36-year-old male was arrested and charged with Attempted Robbery, Wearing a Disguise With the Intent to Commit an Indictable Offence and Using an Imitation Firearm in the Commission of an Offence.

In the past 3 weeks the Detachment's Serious Crime investigators have been working on a series of armed robberies at currency exchange businesses. During the same time period investigators at Burnaby RCMP were also dealing with a string of robberies. After recognizing similarities in the offences, a joint investigation began between the two cities. Burnaby's four robberies occurred between December 30th, 2011 - January 12th, 2012 and investigators in Richmond identified five robberies that occurred between January 5th - January 20th, 2012. Together, several incidents were linked to the 36-year-old male who has subsequently been charged with 11 counts of Robbery, nine counts of Wearing a Disguise in the Commission of an Indictable Offence and seven counts of Using an Imitation Firearm in the Commission of an Indictable Offence.

Investigators from both Richmond and Burnaby RCMP have been committed to this joint investigation and the overall success is directly attributed to the cooperative information-sharing efforts of both detachments. Richmond Detachment recognizes the importance of working together with other detachments and agencies and will continue to do so in the future.

Residential Property Seized After Tenant is Convicted of Housing a Grow Operation

In March 2008, the Detachment's Marihuana Enforcement Team received information of a possible grow operation in the 12,000 block of Mellis Drive. A search warrant was executed based on this information. The warrant uncovered a sophisticated grow operation with over 800 plants at different stages of growth. The range of value at the poundage level starts from $257,760 to $429,600. The grow was immediately dismantled and the tenant, a 49 year old male was arrested.

Shortly after the discovery on Mellis Drive, a search of another property in the 700 block of 50th Avenue in Vancouver was conducted. Grow equipment, cash and documents linked to the address on Mellis Drive were located and this allowed officers to make an application for the residential property on Mellis Drive to be restrained under the Controlled Drugs and Substances Act. In April of 2008, a court order was in place, which allowed for approving the sale of the property in February of 2011. The surplus from the sale of the property, after payout of the mortgage and associated costs, was just over $266,000.00.

Marihuana grow operations are a recurring problem that communities and their respective police agencies deal with in British Columbia and across Canada. Grow operations pose significant public safety issues to the neighbourhoods in which they exist. In the past, the Detachment has noticed reluctance by the general public to call police when they suspect there may be a marihuana grow operation in a neighbouring residence. The public is encouraged to report crimes to the Detachment or through Crime Stoppers.

http://www.richmond.ca/safety/police/prevention/citizens/crimestoppers.htm

Auxiliary Constables

For the month of January, Richmond Detachment Auxiliary Constables recorded 581volunteer hours:

Time Period	Community Policing Duties	Training and Administrative Duties	Patrol Ride-Along Duties	Total Hours
January	154	141	286	581

Summary of Auxiliary Constable Duties for January

Auxiliary Constables have focused on Pedestrian Safety initiatives, in addition to other ongoing community policing programs. Activities have included:
- Pedestrian Safety Campaigns
- Bike and foot patrols
- Business Watch
- Lock-out Auto Crime

Additional duties included assisting regular members with:
- General Duty
- Road Safety Unit

On January 30, Auxiliary Constables received a call-out to assist regular members with a search for a missing person. Even though this was during normal working hours for most Auxiliary Constables, there were four Auxiliaries in uniform and on-duty within one hour of the call-out.

Training

Auxiliary Constable Bruce Curtiss took a 2-week leave from his employment to complete the Drug Abuse Resistance Education (DARE) course at the RCMP's Pacific Region Training Centre in Chilliwack. This Auxiliary Constable will now be assisting the Youth Section in delivering the DARE program to Richmond schools. Additionally, Auxiliary Constables have been providing ongoing support to the Training Section assisting with local training courses for regular members. http://darebc.com/

Community Policing

Crime Prevention Unit

The Crime Prevention Unit sent 376 residential break and enter letters to Richmond residents informing them of a recent neighbourhood break and enter, as well as suggesting that this neighbourhood start a Block Watch group. 56 residential break and enter email alerts were sent to Richmond residents to notify residents of a neighbourhood break and enter. Crime Prevention techniques were given to help prevent future break and enters. There are currently 2,961 Richmond residents that receive these mail and email alerts.

Nine (9) commercial break and enter letters were sent out to the victims, who were informed of the web page www.richmond.ca/businesswatch for security tips. 13 commercial break and enter email alerts were sent to Richmond Businesses to notify the business community of a commercial break and enter and directed them to the Crime Prevention web pages. Currently there are 488 Richmond businesses that receive the mail and email alerts.

The fourth issue of the 2011 Business Watch Newsletter (attachment 1) was emailed to registered Richmond businesses with information on commercial break and enters for the last three years with an article regarding computer scams.

Road Safety Unit

Richmond Detachment Traffic Statistics

Name	Act	Example	Nov	Dec	Jan
Violation Tickets	Provincial Act Offences	Speeding	1196	1005	1,146
Notice & Orders	Equipment Violations	Broken Tail-light	473	581	482
Driving Suspension	Motor Vehicle Act	24 hour driving prohibition for alcohol or drugs	54	34	29
Parking Offences	Municipal Bylaw	On or off the street Municipal parking offences	17	22	28
MTI's	Municipal Ticket Information	Any other Municipal Bylaw offence	4	1	0

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South Arm Community Police Office

Richmond Detachment Stolen Auto Recovery and Lock out Auto Crime Statistics for 2012

Month	# Of Stolen Auto Recovery and Lock out Auto Crime Deployments	Vehicles Viewed For Signs Of Auto Crime Only	Vehicles Scanned Through Stolen Auto Recovery (SAR)*[1]	Vehicles Issued A Crime Prevention Notice[2]	Patrol And Admin Hours
January	10	1,766	1,138	628	46

Richmond Detachment Speed Watch Statistics for 2012

Month	# Of Speed Watch Deployments	Total Vehicles Checked	Over 10 Km/h	Admin Hours For Office Duties	Number of Warning Letters Issued
January	12	8,025	1,936	68	358

Richmond Detachment Distracted Drivers Statistics for 2012[3]

Month	Deployments	Number of Letters Sent
January	8	38

Volunteer Bike Patrol for 2012

Month	Deployments	Hours
January	4	150

The main objective of the Volunteer Bike Patrol is to observe and report suspicious activity, abandoned houses, grow operations, graffiti and distracted drivers. This month the volunteers started foot patrols in the downtown core and focused on the "Fail to Stop" initiative, which focuses on motorists that are failing to stop at stop signs. There were 87 "Fail to Stop" letters sent to motorists.

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[1] A complete description of all categories has been previously circulated in the June Monthly Activity Report.
[2] Ibid
[3] A complete description of all categories has been previously circulated in the June Monthly Activity Report.

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Steveston Community Police Office

Volunteer Stats for January 2012

Speed Watch		
Volunteer Hours 39	3,327 Vehicles Checked	86 Letters Sent Out
Lock Out Auto Crime (LOAC)		
Volunteer Hours 30	1,835 Vehicles Checked	314 Notices Written

Victim Services

In January of 2012, Victim Witness Services provided support to 46 new clients in addition to an active caseload of over 125 ongoing files. Victim Services assisted 12 crime and trauma scenes over this time period. Medical related sudden deaths and robberies dominated calls for service. Victim Services responded to a homicide and attempted suicide by providing assistance to surviving family members who are trying to cope with the trauma.

Crime Statistics

Crime Stats – see Appendix "A".
Crime Maps – see Appendix "B"

Financial Impact

There is no financial impact associated with this report.

Conclusion

The Officer in Charge, Richmond Detachment has developed a framework and will continue to provide a monthly report to the Community Safety Committee.

Lainie Goddard
Manager, RCMP Administration
(604) 207-4767

Richmond RCMP
Crime Prevention Unit

Commercial Break and Enters for: October, November & December 2009, 2010 & 2011

Zone	October 2009	October 2010	October 2011	November 2009	November 2010	November 2011	December 2009	December 2010	December 2011
1	1	0	0	1	1	0	0	0	0
2	4	3	0	2	5	2	7	0	3
3	13	21	14	12	21	10	15	11	9
4	26	17	13	16	4	2	16	6	2
5	6	7	6	3	1	4	3	4	11

For business security information, visit:
www.richmond.ca/businesswatch

Virus Scams....

account for 70 to 80 % of frauds reported daily to the Canadian Anti Fraud Centre. A caller claims to work for a reputable software company asks if your computer is running slowly because of a virus, offers to repair it. Never allow a 3rd party to download software or remotely access your computer as they can capture your data, bank account, and/or personal identity information.

Use an anti-virus software that you've acquired from a reputable source and keep it up to date. If someone calls claiming to be able to protect your computer from viruses, just hang up.

Report all criminal activity to the Police at 604-278-1212.

To receive email alerts of neighbourhood commercial break and enters, register your business name and street address at:
RCMP_Business_Watch@richmond.ca

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JANUARY 2012 STATISTICS

This chart identifies the monthly totals for all founded Criminal Code offences, excluding Traffic Criminal Code. Based on Uniform Crime Reporting (UCR) scoring, there are three categories: (1) Violent Crime, (2) Property Crime, and (3) Other Criminal Code. Within each category, particular offences are highlighted in this chart. In addition, monthly totals for Controlled Drugs and Substances Act (CDSA) offences are included.

The Average Range data is based on activity in a single month over the past 5 years. If the current monthly total for an offence is above average, it will be noted in red, while below-average numbers will be noted in blue.

Year-to-Date percentage increases of more than 10% are marked in red, while decreases of more than 10% are blue. Please note that percentage changes are inflated in categories with small numbers (e.g.: Sexual Offences).

	CURRENT MONTH	5-YR AVERAGE RANGE	YEAR-TO-DATE TOTALS		
	Jan-12	January	2011 YTD	2012 YTD	% Change
VIOLENT CRIME (UCR 1000-Series Offences)	134	122-154	112	134	19.6%
Robbery	30	2-19	12	30	150.0%
Assault	43	38-53	40	43	7.5%
Assault w/ Weapon	13	8-18	12	13	8.3%
Sexual Offences	5	4-9	7	5	-28.6%
PROPERTY CRIME (UCR 2000-Series Offences)	623	649-842	715	623	-12.9%
Business B&E	33	31-80	22	33	50.0%
Residential B&E	69	50-91	101	69	-31.7%
MV Theft	17	29-64	35	17	-51.4%
Theft From MV	163	159-178	178	163	-8.4%
Theft	119	122-132	131	119	-9.2%
Shoplifting	59	39-62	51	59	15.7%
Metal Theft	3	2-17	1	3	200.0%
Fraud	44	29-61	48	44	-8.3%
OTHER CRIMINAL CODE (UCR 3000-Series Offences)	173	123-193	141	173	22.7%
Arson - Property	2	4-7	5	2	-60.0%
SUBTOTAL (UCR 1000- to 3000-Series)	930	932-1152	968	930	-3.9%
DRUGS (UCR 4000-Series Offences)	109	72-95	82	109	32.9%

Business Break & Enters
January 1st - January 31st, 2012

Appendix 'B'

N E W S

Legend

★ Business B&Es: Total of 33

No 7 Rd

Hwy 99

Shell Rd

Granville Ave

Hwy 99

Shell Rd   Shell Rd

Garden City Rd

Steveston Hwy

Garden City Rd

Francis Rd

Westminster Hwy

No 3 Rd

No 2 Rd

Railway Ave

No 1 Rd

Westminster Hwy

Hwy 99   Hwy 99

Kilometers

0   0.5   1
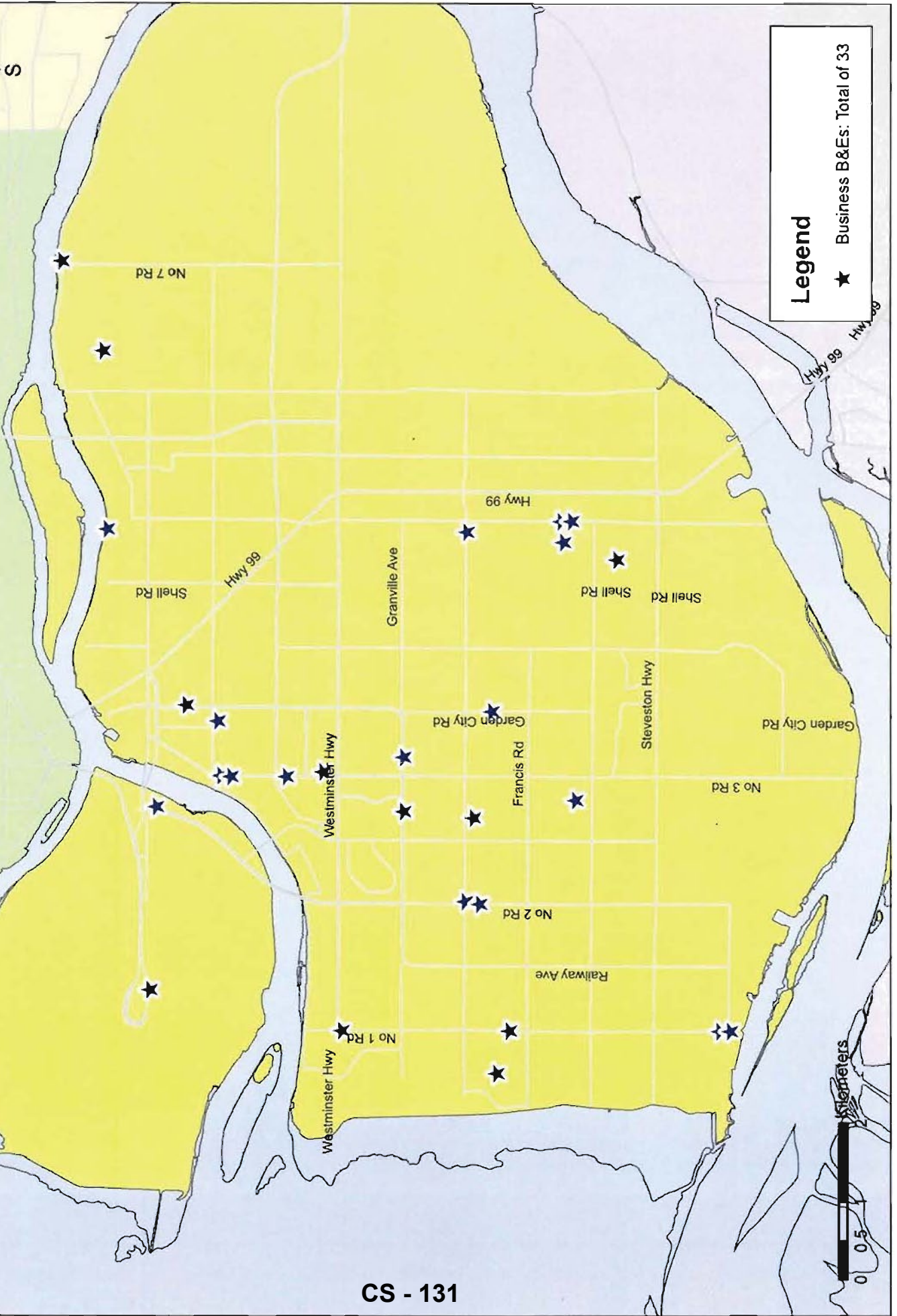
Residential Break & Enters
January 1st - January 31st, 2012
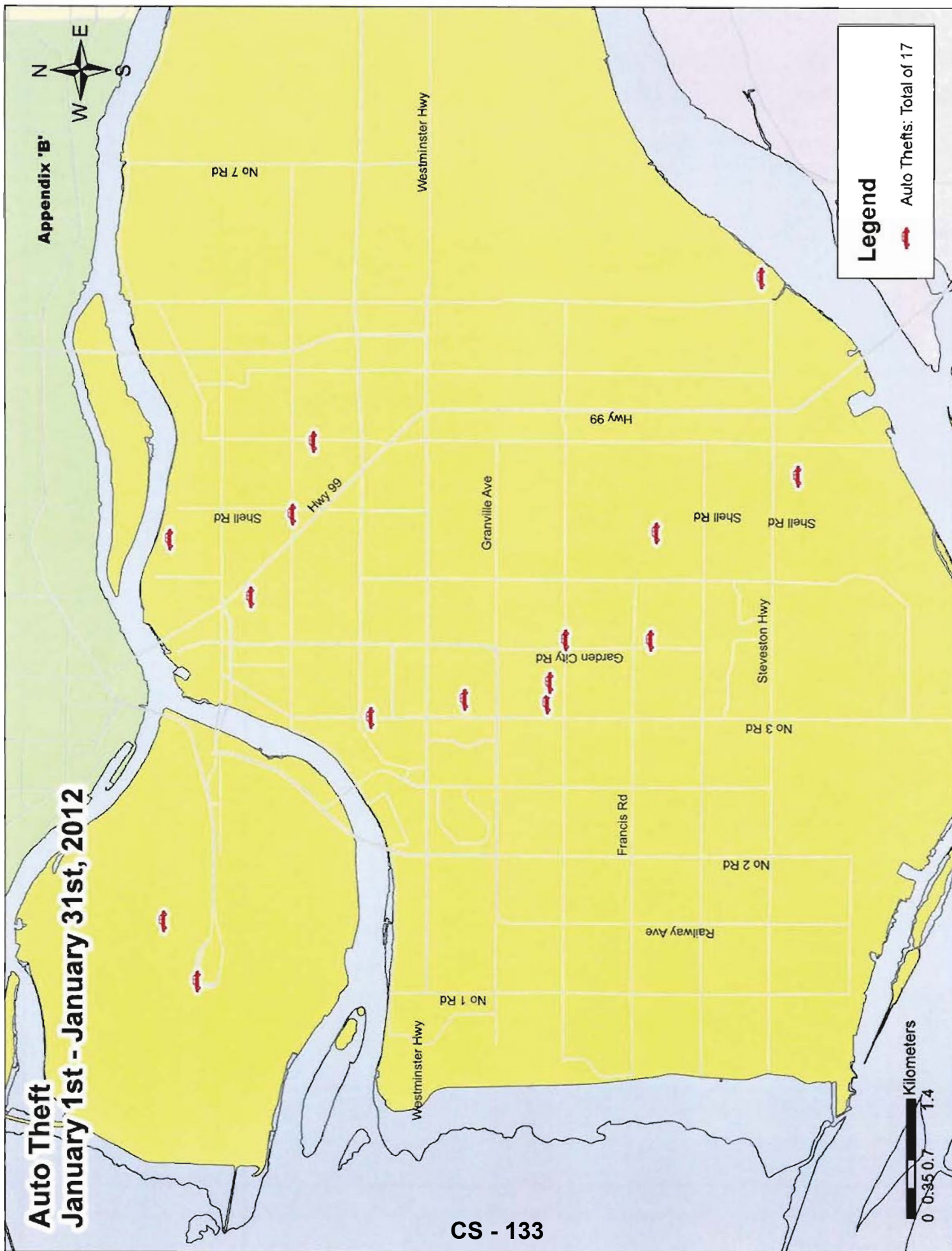
Appendix 'B'

Legend

Residential B&Es: Total of 69

CS - 132
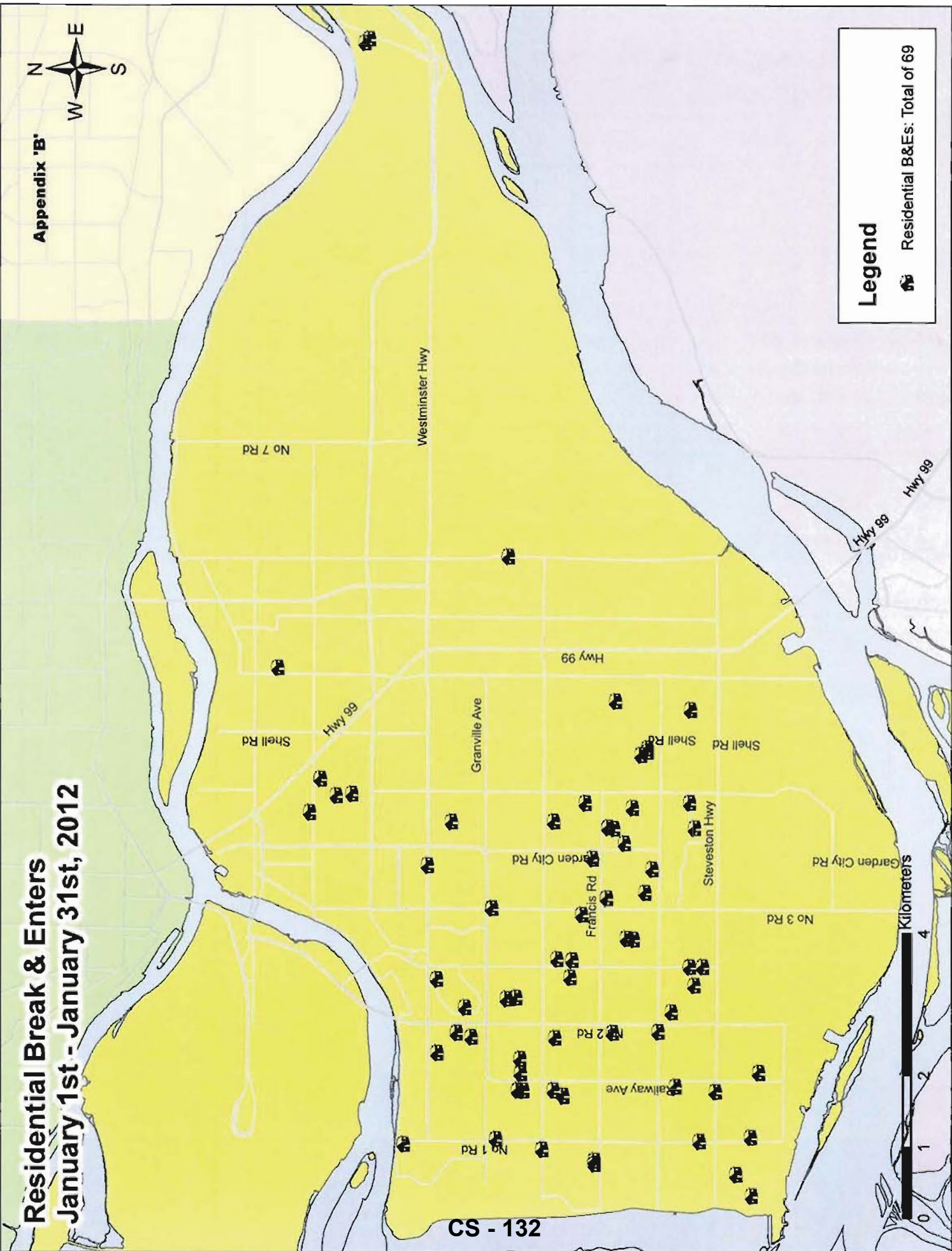
Auto Theft
January 1st - January 31st, 2012

Appendix 'B'

N
W — E
S

Legend

Auto Thefts: Total of 17

Westminster Hwy

No 7 Rd

Hwy 99

Shell Rd

Hwy 99

Granville Ave

Shell Rd

Shell Rd

Steveston Hwy

Garden City Rd

No 3 Rd

Francis Rd

No 2 Rd

Railway Ave

No 1 Rd

Westminster Hwy

Kilometers

0 0.35 0.7   1.4

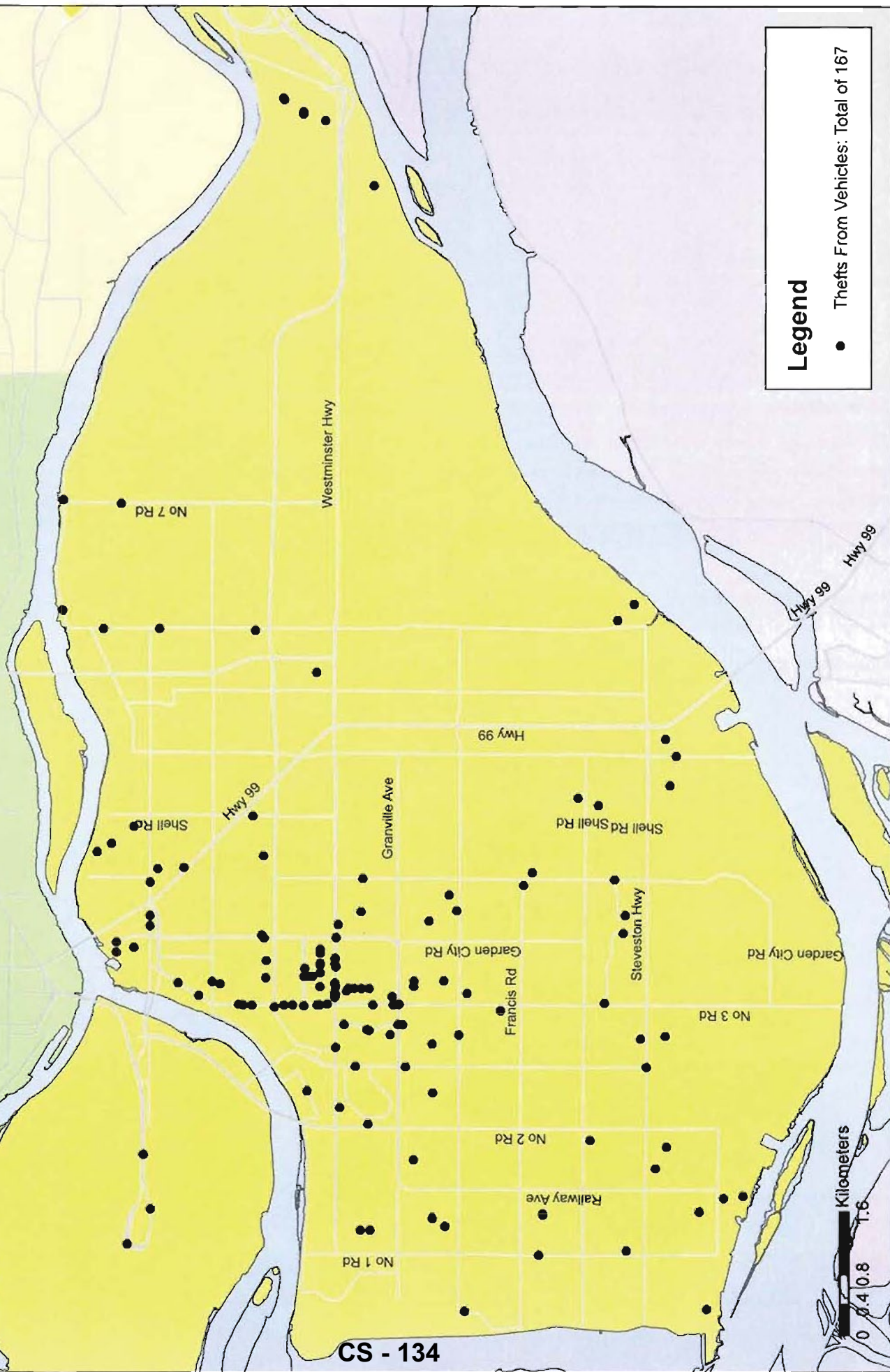# Thefts From Vehicles
January 1st - January 31st, 2012

N
W E
S

Legend

● Thefts From Vehicles: Total of 167

No 7 Rd

Westminster Hwy

Hwy 99

Shell Rd

Hwy 99

Granville Ave

Shell Rd Shell Rd

Steveston Hwy

Garden City Rd

Garden City Rd

Francis Rd

No 3 Rd

No 2 Rd

Railway Ave

No 1 Rd

Hwy 99

Hwy 99

Kilometers

0 0.4 0.8 1.6

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