

Report to Council



Date: April 12, 2021

To: Council

From: City Manager

Subject: Kelowna RCMP's 2021-24 Strategic Plan

Department: Community Safety / Kelowna RCMP

Recommendation

THAT Council receives for information the report from the RCMP dated April 12, 2021 regarding the RCMP 2021-24 Strategic Plan.

Purpose

To present the Kelowna RCMP's 2021-24 Strategic Plan for final feedback by City Council before it is finalized for production.

Background

In fall 2020, the Kelowna RCMP commenced a process to renew its now expired [2016-2019 Crime Reduction Strategy](#). A Crime Reduction Strategy is a requirement for all RCMP detachments and serves as its strategic and operational plan.

Through the Municipal Police Unit Agreement and contractual obligations, cities inform priorities for the contracted RCMP agency. The Officer in Charge (OIC) also holds accountability for ensuring that Kelowna RCMP deliver on police duties and functions (established pursuant to BC's Police Act and regulations). Accordingly, Kelowna RCMP's Strategic Plan is *aligned* with Council's community safety priorities and, recognizing that community safety necessitates a cross-sector approach, holds a place for its role in Kelowna's upcoming Community Safety Plan.

Strategic Planning Process

The planning process for the Kelowna RCMP's 2021-24 Strategic Plan included:

| <i>Steps</i> | <i>Informed By</i> | <i>Timeline</i> |
|--|----------------------------------|-------------------------------|
| 1. Cross-referencing of Kelowna's 2019-22 Priorities including Council's three Community Safety Priorities as well as the City's five OIC Outcomes | City of Kelowna, Mayor & Council | December 2021 |
| 2. Inviting insights from Mayor & Council on current and future policing demands via an online survey | Mayor & Council | December 9-23, 2021 |
| 3. Citizen policing needs through in-depth service analytics (e.g. calls for service and crime heat mapping) | Citizens | November 2020 to January 2021 |

| <i>Steps</i> | <i>Informed By</i> | <i>Timeline</i> |
|---|---------------------------------------|---|
| 4. Citizen input via 2019 and 2020 surveys, including drivers of citizens' sense of safety, differences between Kelowna neighbourhoods and scan of 2020 media headlines | Citizens | January 2021 review of existing data |
| 5. Council review of and feedback on four strategic directions and draft metrics | Mayor & Council | January 18, 2021 |
| 6. Engagement of Kelowna RCMP leadership team in identifying goals and strategic initiatives (how Kelowna RCMP will make a measurable difference) <ul style="list-style-type: none"> Analysis of the 2019 Kelowna RCMP Resource Review and national RCMP Vision150 | Kelowna RCMP OIC and leadership team | January 4 to February 11, 2021 |
| 7. Scan of innovative practices for community engagement and diversity and inclusion | North American policing organizations | February 1 to 28, 2021 |
| 8. Conversations to explore feasibility of strategic initiatives with community-based social services and communications experts | Community partners | January 14 to March 1, 2021 |

From this comprehensive process, four strategic priorities emerged:

- 1) increase the sense of safety in our public spaces;
- 2) decrease the risk of property crime;
- 3) earn the trust of more citizens that have experienced persons crimes; and
- 4) show up at our best for every citizen.

The Strategic Plan focuses on the areas where Kelowna RCMP will make a measurable difference in public safety outcomes in 2021-24, while maintaining many other critically important services - frontline policing, traffic enforcement, drug enforcement and youth engagement, to name a few.

Ongoing Strategic Performance Management

Kelowna RCMP's executive team and unit leaders are poised for strategy deployment and will be reviewing progress internally on a monthly basis going forward.

In addition to establishing a strategic roadmap for the RCMP in the coming years, this Plan includes a framework of more extensive and meaningful metrics that move beyond conventional crime statistics as the sole measure of police effectiveness. With Council's support, success measures for the 2021-24 Strategic Plan will be reported to Mayor and Council on a quarterly basis, alongside the Detachment's standardized policing performance indicators (as modelled on [February 22, 2021](#)).

Submitted by: Supt. K. Triance, Officer in Charge, Kelowna Detachment
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Approved for inclusion:



S. Leatherdale, Divisional Director