



Here to Listen, Here to Serve

Kelowna RCMP
Detachment's
2021-2024 Strategic Plan



MESSAGE FROM THE OFFICER IN CHARGE



Image credit:
Phil McLachlan/
Kelowna Capital News

Our 2021-24 Strategic Plan represents the desire of all our policing professionals to make a difference in citizens' sense of safety and Kelowna's crime rates. When we pull together - with our eyes on clear goals - we can and will have an impact.

Contracted by the City of Kelowna, we are here, first and foremost, to serve Kelowna citizens. That's why our strategic planning process is centred on our clients. *Here to Listen, Here to Serve* is a plan grounded in citizen input gathered through surveys in 2019 and 2020. This Strategic Plan is informed by service analytics to focus on our best opportunities, given complex social factors, to improve crime rates. It also affirms citizens as valued partners in crime prevention. Council, as representatives of citizens' interests, provided guidance on our objectives and goals.

Being Kelowna's chosen policing service is a privilege and with that, comes the responsibility of continually improving our service orientation. Above all, the wellness of every one of our policing professionals is prerequisite for showing up at our best for every citizen. What follows are the principles of customer service - empathy, listening and follow-up - embedded through this Plan.

Superintendent Kara Triance

ABOUT KELOWNA'S RCMP DETACHMENT



Frontline Policing

Our 100-member frontline policing unit provide 24-hr response to calls from Kelowna citizens. General investigative support as well as our highly trained police dogs complement our frontline policing members.

Operations Team

Our Detachment relies on 110 municipal team members and 16 for operations, including answering non-emergency calls, front counter services and much more.

Expert Investigators

Our Detachment has: 11 serious crime investigators; a Target Team focused on persistent property crime; a Drug Section; a Forensic Identification Section; a dedicated Sexual Assault Team and a Domestic Violence Unit.

Traffic

Our award-winning Kelowna Municipal Traffic Section works tirelessly to protect all road users, informing the City's transportation planning and proactively stopping distracted, impaired and careless drivers.

Community Safety

Our Community Safety Unit includes officers that patrol the Downtown, and other areas, on foot and bike and are accessible to its residents and business owners. It also includes the Police and Crisis Team (PACT), a dyad of a specially trained police officer and a psychiatric nurse. It also has 4 members dedicated to working with youth in schools.

Four Crime Reduction experts seek to increase community awareness and education about crime and safety issues and engage citizens in reducing their risk of crime and victimization.

GUIDING OUR SERVICE TO KELOWNA



RCMP Mission

Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities.



Vision

We will:

- be a progressive, proactive and innovative organization
- provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve
- be accountable and efficient through shared decision-making
- ensure a healthy work environment that encourages team building, open communication and mutual respect
- promote safe communities
- demonstrate leadership in the pursuit of excellence

STRATEGIC PLAN SNAPSHOT



Our 2021-24 Strategic Plan is informed by citizen input gathered through surveys in 2019 and 2020, in-depth service analytics, Council input, and conversations with community partners. This Plan focuses on where we will make a measurable difference in public safety outcomes, while maintaining other critically important services - frontline policing, traffic enforcement, drug enforcement and youth engagement to name a few.

For each of our 3 strategic objectives and our strategic enabler, this Plan includes specific goals and outcome-oriented measures.

WHAT MAKES OUR CITIZENS FEEL SAFE OR UNSAFE?



98% of Kelowna citizens
felt safe in their neighbourhood day & night

2341
Disorder calls per year from Downtown Kelowna

Nearly all Kelowna residents feel safe in their neighbourhoods with one noteworthy area for improvement. Residents of Central Kelowna, including the Downtown, felt less safe in their own neighbourhood, citing homelessness and open substance use as the foremost reasons, followed by crime rates. Residents from other regions in the City also singled out Downtown as the area they felt less safe in. The social and public health issues, including persons living with mental illness, that are most visible in the Downtown as well as other areas of Kelowna, such as Rutland, cannot be solved through law enforcement action. It is also a rare exception when there are legal grounds for arrest.



A COLLABORATIVE APPROACH



In 2020, social issues and associated safety concerns were top of mind for citizens reflecting on their quality of life in Kelowna. The City of Kelowna has shown leadership in bringing together cross-sector partners to collaboratively address homelessness through its *Journey Home* Strategy. In 2021, it will also convene cross-sector partners to develop Kelowna's Community Safety Plan. Our Detachment will be contributing to these collaborative efforts. While law enforcement alone is not the answer, we share in the responsibility of Kelowna citizens feeling safe. We also have a role to fulfill in improving residents' understanding of safety risks and increasing our visibility in shared public spaces.

OBJECTIVE 1: INCREASE THE SENSE OF SAFETY IN OUR PUBLIC SPACES



OUR GOALS

- 1 Partner on actions in Kelowna's Community Safety Plan
- 2 Double our foot and bike patrol presence in public spaces and, with partners, equip Downtown citizens with knowledge of safety risks and alternatives for concerns about persons experiencing homelessness
- 3 Co-create safety & security plans with 5 supportive housing units or shelters by 2024

WHAT GETS MEASURED

- Quarterly: Citizen calls for service related to street disorder in the Downtown & Rutland areas
- Quarterly: Officer hours assigned to public spaces: Downtown, Rutland & parks
- Quarterly: Response time to Priority 1 and Priority 2 calls in Downtown & Rutland areas
- Periodically: Citizen perceived level of safety in Downtown & Rutland areas

PROPERTY CRIME AND PERSISTENT OFFENDERS



On average in 2019-2020

2488

Thefts from Auto

310

Residential Break and Enters

622

Bike Thefts

Property crime, too, is intrinsically linked to societal conditions. These crime rates can vary with rates of addictions, among other factors, and the presence or absence of alternate means to support substance use disorders.

The intelligence-led efforts of our Target Team to identify and arrest persistent offenders in Kelowna have proven successful and must continue. Police services depend on the courts to address persistent offenders, appreciating more and more that ending a cycle of addictions and crime for persistent offenders must include partners beyond police services and justice organizations.



RECOGNIZING CITIZENS AS OUR CRITICAL PARTNERS



While our societal context will continue to change, what remains constant is the capacity of Kelowna citizens to decrease crimes of opportunity. In this digital age, our Detachment is embracing channels that enable citizen participation in new and dynamic ways. Social media can deliver targeted crime prevention messages quickly. Neighbourhood social networks can also efficiently engage citizens in crime prevention as well as offering the opportunity for us to improve investigations. These networks can serve as modern-day neighbourhood watch programs.

OBJECTIVE 2: DECREASE THE RISK OF PROPERTY CRIME



OUR GOALS

- 1 Activate citizens as partners in preventing theft from their home or car, of their bike, and at their workplace
 - 9 PM Routine quarterly blitzes
 - Establish presence on neighbourhood social networks for select neighbourhoods
 - Crime prevention audits for businesses
- 2 Engage the courts as partners in cross-sector approach to persistent property theft offenders

WHAT GETS MEASURED

- Quarterly: Thefts from auto
- Quarterly: Bike theft
- Quarterly: Residential break and enter
- Quarterly: 9 PM Routine media impressions
- Annually: Percent of theft from residence or car with no evidence of forced entry
- Quarterly: Percent of reports to Crown Counsel receiving charge approval
- Annually: Percent of property offence charges that resulted in a conviction
- Annually: Percent of property offence charges referred to Community Court



WHAT CAN INFLUENCE PERSONS CRIMES?



Persons crimes are intrinsically linked to societal stressors. For example, in 2020, disruptions to our daily activities, relationships, income, and employment resulted in an increased risk of persons crimes, particularly domestic violence, nationally and internationally.

Both the Sexual Assault Team, established in 2020, and the Domestic Violence Unit, established in 2014, have fostered strong working relationships with community-based victim services programs. Our multi-disciplinary Domestic Violence Unit includes the Ministry of Children and Family Development and community-based victim services workers.

ELEVATING OUR RESPONSE TO PERSONS CRIMES



We recognize that the number of persons crimes can also be indicative of the willingness of victims to involve police. Learning from our community's concerns over past classification of sexual assault reports as well as the National Inquiry into Missing and Murdered Indigenous Women and Girls, we are increasingly aware of our potential to improve an individual's capacity to cope with the trauma they have experienced or make it worse. In response, we are committing to a trauma-informed approach across our policing units and responsiveness to all domestic violence and sexual assault reports.

In 2020, approximately

1 out of 5

persons reporting domestic violence or sexual assault subsequently connected with a community-based victim services program

Source: Kelowna RCMP Detachment & Central Kelowna Elizabeth Fry Society

OBJECTIVE 3: EARN THE TRUST OF MORE CITIZENS THAT HAVE EXPERIENCED PERSONS CRIMES



OUR GOALS

- 1 Increased awareness of options for and what to expect when reporting persons crimes
- 2 70% of our Detachment trained in and has adopted the 'Start by Believing' pledge to improve our responses to sexual violence
 - Dedicated units invite peer groups at post-secondary institutions to do the same
- 3 70% of our Detachment trained in trauma informed-practice

WHAT GETS MEASURED

- Annually: Increase in percent of third-party reports (by victim services workers on behalf of victims)
- Annually: Increase in percent of Detachment referrals to community-based victims services
- Annually: Participation rate in 'Start by Believing' pledge
- Annually: Detachment participation in trauma-informed practice training



OUR PEOPLE, OUR STRATEGIC ENABLER



The City of Kelowna and Detachment are working to address the *2019 Kelowna RCMP and Police Services Resource Review*, recognizing the staffing needs that correspond with Kelowna's growth and practices that promote effective and efficient service delivery. We are also investing in the psychological resilience our policing professionals need to show up at their best for every citizen, many of whom may be experiencing victimization, personal loss, or mental health and substance use challenges.

By focusing on our people, we can better serve our communities. The initiatives in this pillar include investment in the wellness and cultural competence of our policing professionals and a renewed commitment to customer service principles, including listening, empathy, and follow-up.



With the privilege of being Kelowna's police service comes our responsibility of continuously improving our service orientation to all its citizens.

In 2020

83% of Kelowna citizens were very or somewhat satisfied with police services

Source: 2020 City of Kelowna Citizen Survey

STRATEGIC ENABLER: SHOW UP AT OUR BEST FOR EVERY CITIZEN



OUR GOALS

- 1 Develop comprehensive Equity Diversity and Inclusion plan
- 2 Increase officer capacity and support policing professionals' resilience through annual mental wellness training
- 3 80% of citizens who call us about an in-progress or time-sensitive crime hear back from us about the outcome of their call

WHAT GETS MEASURED

- Quarterly: Percent of seats at senior decision-making table held by underrepresented groups (women; Indigenous, Métis, Black and People of Colour; LGBTQ2S+)
- Annually: Percent of Detachment participating in unconscious bias training and Indigenous Cultural Safety
- Quarterly: Calls for service requiring a police presence per officer
- Annually: Detachment participation in mental wellness training and crisis debrief supports
- Quarterly: Percent of Priority 1 to Priority 3 calls that receive a status callback within 3 days
- Annually: Citizen satisfaction with police services



Here for You



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