



# Policing for Greater Impact 2024-2026 Strategic Plan



**Kelowna RCMP**

**Draft for Council Review. Not for distribution.**

# Acknowledgements

We acknowledge that the city in which we work sits on the traditional, ancestral, unceded territory of the Syilx/Okanagan people. We recognize, honour, and respect the presence of Indigenous Peoples, past, present, and future.

This Strategic Plan is the culmination of guidance from Council, thoughtful input from health, social service and community partners, and the insights and experience of our policing professionals.

## We thank you for your continued partnership and support for our role in keeping Kelowna citizens safe.

### **This Strategic Plan is a living document.**

This Strategic Plan sets out Kelowna RCMP's strategic direction, areas of focus and desired outcomes. We stay in regular dialogue with the community and review crime data to continuously assess and improve the effectiveness of strategic initiatives in achieving our desired results. As time passes, changing circumstances may result in changes to strategic initiatives in this Plan.

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# Message from the Superintendent

When I stepped into the role of Officer in Charge in 2020, the challenges facing Kelowna RCMP were much different than they are today. As a community, we were navigating disruptions to our daily lives and our connection to each other. As your police service, we also grasped the weight of changes in public trust, stemming from use of force incidents abroad as well past conduct incidents in our own City. 'Show Up at Our Best for Every Citizen' became the theme of our 2021-2024 Strategic Plan. This remains our long-term commitment to Kelowna citizens and your feedback confirms that we are moving in the right direction.

If the last few years have taught us anything, we have learned how quickly our context can change and the need for agility. For example, phases of the pandemic brought increases in intimate partner violence, short-lived declines in property crime, and have been followed by increased concerns for mental health and substance use across our province. Early adopters of agile practices, Kelowna RCMP continuously monitor and respond to these changes.

There are also longer-term shifts that warrant sustained, concentrated effort. Our City is evolving. Kelowna has become the fastest growing Census Metropolitan Area in Canada. Citizens are concerned about Kelowna's Crime Severity Index and British Columbia's increasingly visible mental health and substance use crisis and housing shortages. The factors behind these shifts are indeed complex and structural. Yet, Kelowna RCMP can continuously improve the crime reduction and intervention strategies within the scope of our defined role. We can champion the services that citizens, including reoccurring offenders, need as part of our shared commitment to the safety and wellbeing of our City.



**We all have a significant role in maintaining safe communities. When we work together, the results will speak for themselves.**



This Strategic Plan is the culmination of Council's guidance, collaboration from our many community partners, and the initiative and commitment of our entire team of policing professionals. We all have a significant role in maintaining safe communities. When we work together, the results will speak for themselves.

**KARA TRIANCE (SUPT)**

OFFICER IN CHARGE

KELOWNA RCMP DETACHMENT

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# Understanding Our Community's Needs

The City of Kelowna is one of the fastest growing cities in the country. Attracting more young to middle-age adults, Kelowna now has a median age that is just below the national average. The City honours the history, culture, and connection to the lands of Indigenous people. The City of Kelowna is home to other culturally diverse communities.

At the outset of this Strategic Plan, our country is experiencing an economic slowdown and grappling with an opioid crisis and a housing crisis. Along with other cities, Kelowna is witness to the community impacts of these complex social issues. Recurring property crime, too often committed by people with unanswered health and social care needs, is a significant contributor of Kelowna's crime rates. Traffic was also among citizens' top three priorities for further attention.

Our City's growth, together with political, economic and social changes, have ushered in urban policing needs. **This Strategic Plan describes advanced policing strategies for greater impact.**

## Our Mission & Values



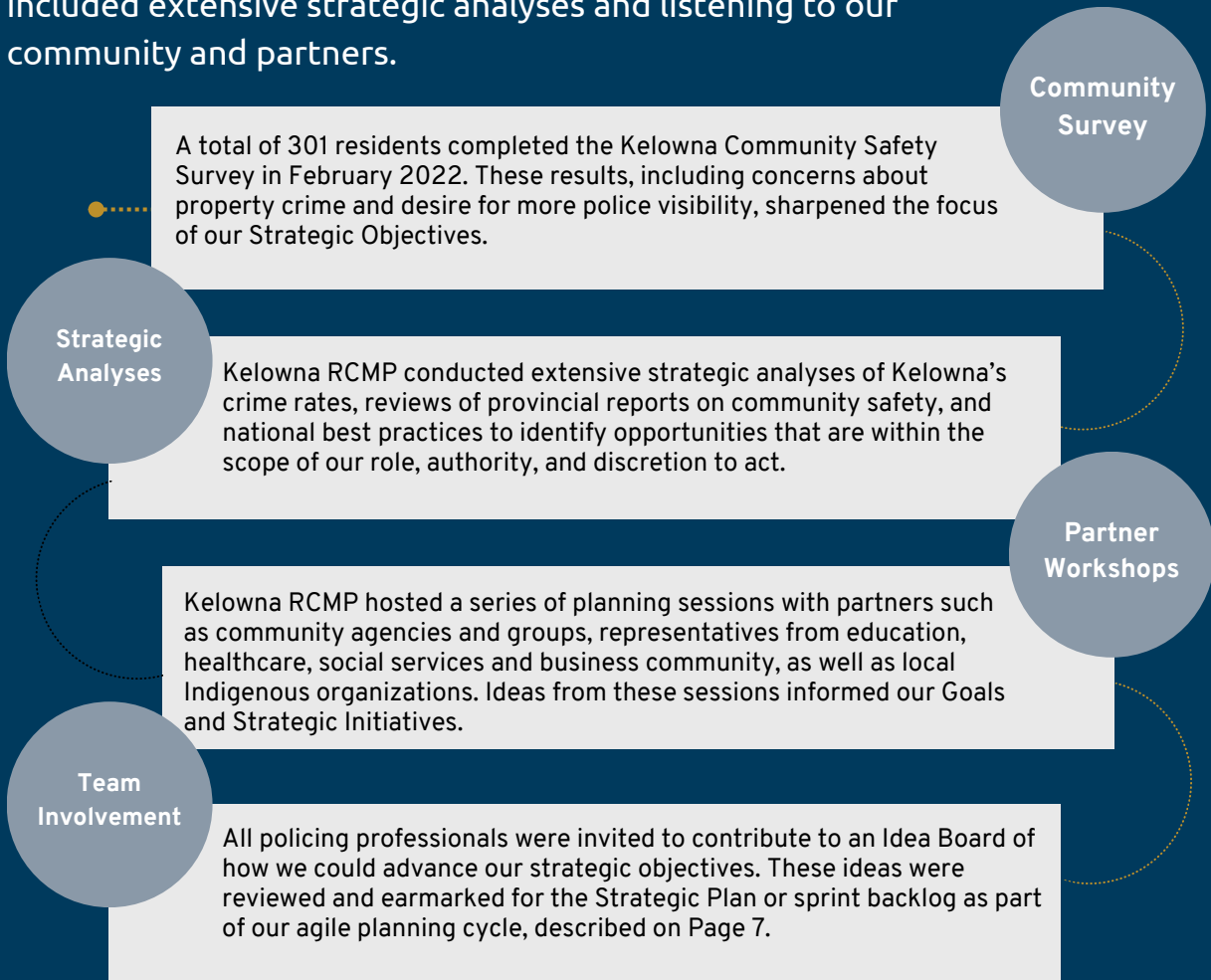
# Our Planning Process

## SETTING PRIORITIES

The RCMP provides police services for 63 municipalities in BC, including the City of Kelowna. Kelowna RCMP's accountability as a service provider to the City is important and underpins our strategic planning process. As outlined in the Municipal Police Unit Agreement, Mayor (and Council) may set objectives, priorities and goals for Kelowna RCMP, alongside provincial policing objectives priorities and goals. Council fulfills a governance role in guiding Kelowna RCMP's strategy. As such, Kelowna City Council's priorities for crime and safety, released in March 2023, serve as high-level direction for this Plan.

## LISTENING TO OUR COMMUNITY AND PARTNERS

The objectives, goals, and strategic initiatives in this Plan were developed through a comprehensive process that included extensive strategic analyses and listening to our community and partners.



# Embracing Agility

This Plan sets out Kelowna RCMP's strategic direction, areas of focus and desired outcomes: the changes seen through implementation of strategic initiatives. As policing professionals, we operate in a complex adaptive system and it is crucial we embrace a planning model that encourages agility, experimentation, reflexive learning and iteration. Since adopting agile practices in 2021, Kelowna RCMP views strategic planning as a continuous process and this Plan as a living document that can be easily modified based on community data, observations and learnings. Our agile, short-cycle planning cadence is depicted below. Each quarter, we review data and feedback from our community to determine how effective we have been in achieving different results, what work should continue and what should cease. Learnings are then shared along with any proposed adjustments or changes, potentially resulting in updates to the strategic initiatives in this Plan.

Every quarter, we examine each strategic objective:

- What's changing about what our community needs & expects from us?
- What are our results so far? What is our data telling us about where we need to lean in further?
- What could we accomplish in the next 3 months? Who could lead this 'sprint'?

Annually, we review:

- How much value have we captured, in policing outcomes, for Kelowna so far?
- Where do we want to be in 1 year?



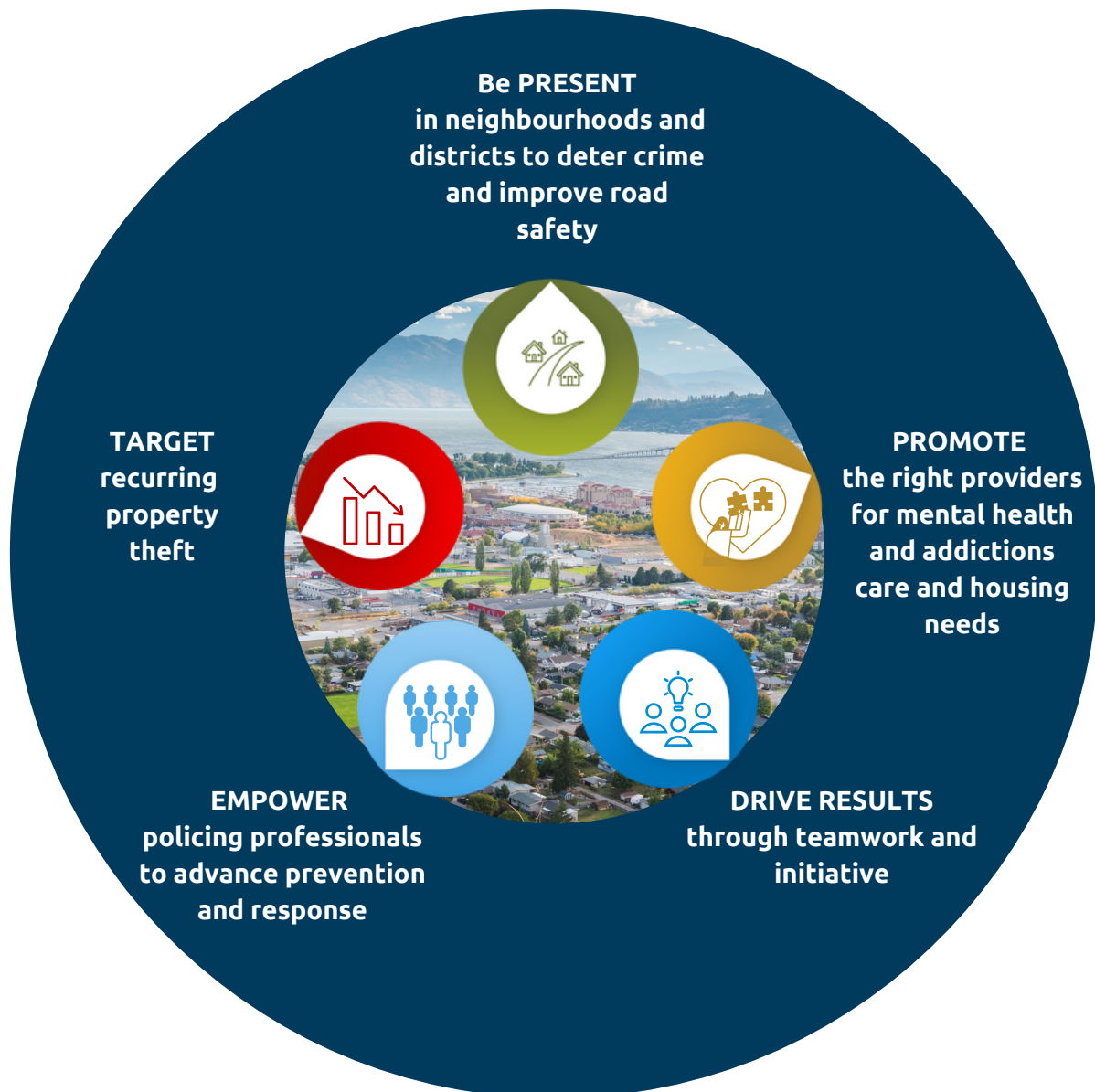
# At a Glance

We prioritized Kelowna's leading concerns along with the capacity and capabilities we need to 'move the dial' for our community.

## Council's 2023-2026 Priorities for Crime & Safety

- Property crime strategy
- Support for safety issues in business districts
- Provincial collaboration on mental health and substance use

Our Strategic Plan orients the attention of all of our policing professionals on Kelowna's top concerns and strategic initiatives that augment our core and specialized services. It will take people capacity, effective processes, technology and systems to power projects that increase our visibility, adapt new strategies for recurring property theft, and elevate the right providers for complex social needs. To set up our Plan for success, we have sharpened our focus on 3 community-oriented objectives as well as 2 enabling objectives.







# Be PRESENT in neighbourhoods and districts to deter crime and improve road safety

## WHY THIS MATTERS

Nearly all Kelowna residents feel safe in their neighbourhood during the daytime and more than three-quarters feel safe at night. While these are high proportions, we recognize that crime, victimization and complex social issues can erode this sense of safety. Our communities see police as playing the largest role in community safety and 92% of Kelowna residents identified increasing police visibility as an important means for keeping the City safe. Kelowna citizens also identified traffic issues as one of the top three issues in their City and, in response, Council has prioritized road safety presence.

In 2022, we demonstrated the impact of proactive patrols in Kelowna districts on property crime rates. There is a growing body of evidence that highly visible police presence – including traffic checks, community contacts, business district visibility - is a proven and effective strategy that addresses both crime and crashes. Moreover, these studies indicate that place-based policing, rather than simply displacing the crime, also reduces crime in surrounding areas.

GOALS	STRATEGIC INITIATIVES
<p>Establish a rigorous cadence for data-driven hotspot policing in neighbourhoods and business districts, including traffic enforcement</p> <p>Lean into community safety concerns of diverse communities</p>	<ul style="list-style-type: none"><li>• Recalibrate patrols in high priority neighbourhoods for greater impact</li><li>• Leverage technology to focus on traffic hotspots and improve driver attention</li><li>• Develop analytics environment for efficient, advanced crime analysis</li><li>• Harness GPS to efficiently capture proactive policing, including traffic enforcement</li><li>• Explore advisory body of leaders from culturally diverse communities to advise us on culturally responsive policing practices</li><li>• Ensure leader capacity for further reconciliation and relationships with historically or systemically marginalized groups</li><li>• Work with Westbank First Nation to plan for future policing needs</li></ul>
MEASURES	
<p>Percent change in:</p> <ul style="list-style-type: none"><li>• Property crime</li><li>• Persons crime</li><li>• Collisions</li></ul>	





# TARGET recurring property theft

## WHY THIS MATTERS

Our teams use advanced data and analytics to understand and respond to crime. Nearly a quarter of Kelowna’s Crime Severity Index (CSI) is attributable to break and enters. Kelowna residents have also identified property crime as the most important crime in the city. Between 2020 and 2022, 20 individuals were responsible for more than 3,575 property crimes. This retrospective analysis, reflecting the recurring theft activity of a subset of arrested individuals, prompts us to apply more advanced intelligence towards stopping high-frequency offenders that are still active in our community.

It also spotlights an intersectoral challenge of arrested offenders being released back to the community without addressing the circumstances that led them to property crime. The City of Kelowna, business community and many others have been steadfast partners in advocating for a greater justice response to high-frequency offenders. At the heart of our community’s efforts is a recognition that there are those that perpetually reoffend because of poverty and/or inadequate supports, including mental health and substance use care and housing needs. By working together, we established a cross-sector situation table in 2019 to intervene and connect at-risk individuals to reduce potential harm and Kelowna Integrated Court in 2021 to address the root causes of recurring property theft for offenders with underlying health and addictions care needs. In May 2023, the provincial government also responded by launching the Repeat Violent Offending Intervention Initiative (ReVOII) supported by a dedicated regional prosecution team.

GOALS	STRATEGIC INITIATIVES
<p>Further adoption of proven crime prevention solutions within business districts and neighbourhoods</p> <p>Lead best practice for repeat offender management</p> <p>With partners, advance case for increased justice response</p>	<ul style="list-style-type: none"> <li>• Reach out to businesses with trends and toolkits</li> <li>• Activate community in securing their own property</li> <li>• Regularly inform citizens of outcomes of property theft arrests</li> <li>• Assess feasibility of High-Risk Target Team</li> <li>• Implement methodology to target ‘persons, places and behaviours’ associated with property crime</li> <li>• Monitor repeat offenders in alignment with provincial approach</li> <li>• Build commitment to increased security monitoring and registry</li> <li>• With partners, illuminate the additional capacity needed for Kelowna Integrated Court, ReVOII and KOaST</li> </ul>

MEASURES
<ul style="list-style-type: none"> <li>• Percent change in property crime rate per 100,000</li> <li>• Percent of CSI represented through repeat offender management program</li> <li>• Percent change in number of individuals that meet ReVOII criteria</li> </ul>



# PROMOTE the right providers for mental health and addictions care and housing needs

## WHY THIS MATTERS

Kelowna RCMP recognizes that community safety is a conversation encompassing many complex social issues in addition to crime and victimization. Listening to Kelowna citizens, we recognize that their perceptions of safety can be impacted by non-criminal ripple effects of provincial health and social systems and policies. For this reason, community safety outcomes are also measured by how well police work with community partners to divert individuals toward the appropriate supports. This requires coordination between various agencies, interested parties and rights-holders, and we will continue to work with all levels of government and community organizations to support improved access to health and social services that further community safety and well-being in our City.



GOALS	STRATEGIC INITIATIVES
<p>Visibly support first response by the right providers for mental health and addictions care needs</p> <p>Equip frontline to serve persons with barriers in the community</p> <p>Contribute to provincial dialogue on public policy, health and social services</p>	<ul style="list-style-type: none"> <li>• With the City of Kelowna and Interior Health, co-design the protocol to directly connect people experiencing mental health crises to community-based responders with police assistance when needed</li> <li>• With Interior Health, optimize the Integrated Crisis Response Team for increased response and proactive outreach to high-risk individuals</li> <li>• Recognize partner commitments to community mental health and addictions services</li> <li>• Provide early career members with on-the-job learning and mentorship</li> <li>• Sponsor shared learning opportunities ('cross-sector partners that learn together, work together')</li> <li>• Collaborate on academic evaluation of community impact of public policy or local changes in health and social services</li> </ul>
MEASURES	
<ul style="list-style-type: none"> <li>• Percent of mental health related calls where police are second responders</li> <li>• Referrals to KOaST</li> </ul>	



# EMPOWER policing professionals to advance prevention and response

## WHY THIS MATTERS

Our Strategic Plan can be compared to the visible tip of an iceberg. It outlines priorities and strategic initiatives in addition to our continuous improvement of core and specialized services. Underneath these services, it takes people capacity to power projects that move the dial on safety in our neighbourhoods and districts.

Policing agencies across Canada have been challenged by significant vacancies, staffing and workload issues. Recruitment is slow across the country and, to deliver the prevention and response Kelowna needs, we will need to be more innovative in our recruitment as well as our staffing and workload model. In fact, our ability to deliver on a Strategic Plan in addition to excellence in existing core and specialized services will depend on innovation in our staffing and workload models.



GOALS	STRATEGIC INITIATIVES
<p>Optimize staffing mix options to increase capacity of teams</p> <p>Shift total vacancy rate (unfilled positions and absences)</p>	<ul style="list-style-type: none"> <li>• Expand use of civilian police professionals to release frontline capacity and extend Investigative Services</li> <li>• Bolster Analytics team</li> <li>• Identify available resources locally and plan with BC RCMP for major incidents</li> <li>• Promote career opportunities at recruitment events in the region</li> <li>• Fill vacancies</li> <li>• Embrace Trauma-Informed Leadership</li> <li>• Sustain and promote participation in mental health program</li> <li>• Increase connection with members off duty sick or injured</li> </ul>

MEASURES
<ul style="list-style-type: none"> <li>• Ratio of authorized strength to civilian staff (incl. civilian members, public servants, municipal employees)</li> <li>• Policing professionals onboarded into 'open to hire' positions</li> </ul>



# DRIVE RESULTS through teamwork and initiative

## WHY THIS MATTERS

Achieving results for our top priorities - increased visibility, recurring property theft, and cross-sector collaboration - will take teamwork. Our police officers spend their days observing safety issues and interacting with residents in Kelowna's micro-communities. They hold exceptional insights into crime and safety issues, concerns of residents and business owners, underlying issues and potential solutions. This Plan includes bringing intelligence closer to the frontline and empowering officers to identify solutions and drive positive changes in community safety, beyond responding to calls for service. It also includes increasing frontline ownership for overall community satisfaction with police services.

GOALS	STRATEGIC INITIATIVES
<p>Engage frontline in moving the dial on community safety priorities</p> <p>Build individual ownership of citizen experience with Kelowna RCMP</p>	<ul style="list-style-type: none"><li>• Sustain bi-weekly, multi-channel communications to inform frontline of hotspots, high-risk individuals and key results</li><li>• Empower frontline members to lead special projects related to key result areas</li><li>• Leverage data from public complaints and body worn cameras</li><li>• Train all frontline members in advanced de-escalation techniques</li><li>• Ensure all policing professionals have completed cultural humility &amp; anti-racism training</li></ul>

MEASURES
<ul style="list-style-type: none"><li>• Public satisfaction with police services (bi-annual)</li><li>• Frontline initiated projects</li><li>• Percent of all policing professionals completing cultural humility, anti-racism training</li></ul>



# Measuring Progress

Outcome measures help our teams see the impact of their efforts and continuously adjust to get closer to our desired results.

Kelowna RCMP tracks indicators of community safety that are universal across the country and has adopted *The Canadian Police Performance Metrics Framework: Standardized indicators for police services in Canada* to inform our own corporate performance framework.

The measures in this Plan reflect the outcomes Kelowna RCMP hopes to shift by pursuing the five objectives and strategic initiatives. Kelowna RCMP alone cannot move the bar in these areas, but the actions of all of our policing professionals can contribute. Monitoring these measures allows us to continually improve the effectiveness of our strategic initiatives and our collaboration with community partners.

Objective	Measure
Be PRESENT in neighbourhoods and districts to deter crime and improve road safety	<ul style="list-style-type: none"> <li>Percent change in property crime, persons crime and collisions</li> </ul>
TARGET recurring property theft	<ul style="list-style-type: none"> <li>Percent change in property crime rate per 100,000</li> <li>Percent of CSI represented through repeat offender management program</li> <li>Percent change in number of individuals that meet ReVOII criteria</li> </ul>
PROMOTE the right providers for mental health and addictions care and housing needs	<ul style="list-style-type: none"> <li>Percent of mental health-related calls where police are second responders</li> <li>Referrals to KOaST</li> </ul>
EMPOWER policing professionals to advance prevention and response	<ul style="list-style-type: none"> <li>Ratio of authorized strength to civilian staff (incl. civilian members, public servants, municipal employees)</li> <li>Policing professionals onboarded into 'open to hire' positions</li> </ul>
DRIVE RESULTS through teamwork and initiative	<ul style="list-style-type: none"> <li>Public satisfaction with police services (bi-annual)</li> <li>Projects initiated by frontline</li> <li>Percent of all policing professionals completing cultural humility, anti-racism training</li> </ul>



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