



# Policing for Greater Impact

**Draft 2024-2026 Strategic Plan**

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# Thank you

This draft 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.

## Today's Purpose

○ Request Council's endorsement of Kelowna RCMP's 2024-2026 Strategic Plan



# About this Draft Plan

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

- Council fulfills a governance role in guiding Kelowna RCMP's strategy. As such, Council's priorities for crime & safety, (March 2023) serve as high-level **direction for this Plan**.
- **Objectives, goals & strategic initiatives** developed through a comprehensive process that included extensive strategic analysis, and listening to community, partners, and Council.
- **Measures** reflect the outcomes we aim to shift through the Strategic Plan, includes standardized indicators from [The Canadian Police Performance Metrics Framework](#)



# Embracing Agility



## Our Strategic Plan is a Living Document.

- Regular dialogue with the community and each quarter, review data to continuously improve the effectiveness of strategic initiatives in achieving desired results.
- Learnings and changing community circumstances may result in changes to *how* we approach our goals (**Strategic Initiatives** in this Plan)





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



## GOALS

Establish a rigorous cadence for data-driven hotspot policing in neighbourhoods/ districts, including traffic enforcement

Lean into community safety concerns of diverse communities

## STRATEGIC INITIATIVES

- Recalibrate patrols in high priority neighbourhoods
- Leverage technology to focus on traffic hotspots
- Develop analytics environment for efficient, advanced crime analysis
- Harness GPS to capture proactive policing, including traffic enforcement
- Explore advisory body of leaders from culturally diverse communities
- Ensure leader capacity for further reconciliation, relationships with historically or systemically marginalized groups

## MEASURES

- Percent change in:
- Property crime
  - Persons crime
  - Collisions



## TARGET recurring property theft

### GOALS

Further adoption of proven crime prevention solutions

Lead best practice for repeat offender management

With partners, advance case for increased justice response

### STRATEGIC INITIATIVES

- Build evidence for increased security monitoring
- Reach out to businesses with trends & toolkits
- Activate community in securing their own property

- Assess feasibility of High-Risk Target Team
- Implement methodology to target ‘persons, places and behaviours
- Monitor repeat offenders in alignment with provincial approach

- Illuminate the additional capacity needed for Kelowna Integrated Court, ReVOII and KOaST

### MEASURES

- Percent change in property crime rate per 100,000
- Percent of CSI represented through repeat offender management program
- Percent change in number of individuals that meet ReVOII criteria



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

GOALS	STRATEGIC INITIATIVES
<p><b>Visibly support first response by the right providers</b></p>	<ul style="list-style-type: none"> <li>• With the City and Interior Health, co-design the protocol to directly connect people in crises to community-based responders, police assistance when needed</li> <li>• With Interior Health, optimize the Integrated Crisis Response Team for for increased response, proactive outreach to high-risk individuals</li> <li>• Recognize partner commitments to community mental health and addictions services</li> </ul>
<p><b>Equip frontline to serve persons with barriers</b></p>	<ul style="list-style-type: none"> <li>• Provide early career members with on-the-job learning</li> <li>• Sponsor shared learning opportunities</li> </ul>
<p><b>Contribute to provincial dialogue on policy, health &amp; social services</b></p>	<ul style="list-style-type: none"> <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

GOALS	STRATEGIC INITIATIVES
<b>Optimize staffing mix to increase capacity</b>	<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></ul>
<b>Shift total vacancy (unfilled &amp; absences)</b>	<ul style="list-style-type: none"><li>• Promote career opportunities at recruitment events</li><li>• Fill vacancies</li><li>• Embrace Trauma-Informed Leadership</li><li>• 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

### GOALS

Engage frontline in community safety priorities

Build individual ownership of citizen experience

With partners, advance case for increased justice response

### STRATEGIC INITIATIVES

- Sustain bi-weekly, multi-channel communications to inform frontline of hotspots, high-risk individuals and key results
- Empower frontline members to lead special projects related to key result areas
- Leverage data from public complaints and body worn cameras
- Train all frontline members in advanced de-escalation techniques
- Ensure all policing professionals have completed cultural humility & anti-racism training
- Illuminate the additional capacity needed for Kelowna Integrated Court, ReVOII and KOaST

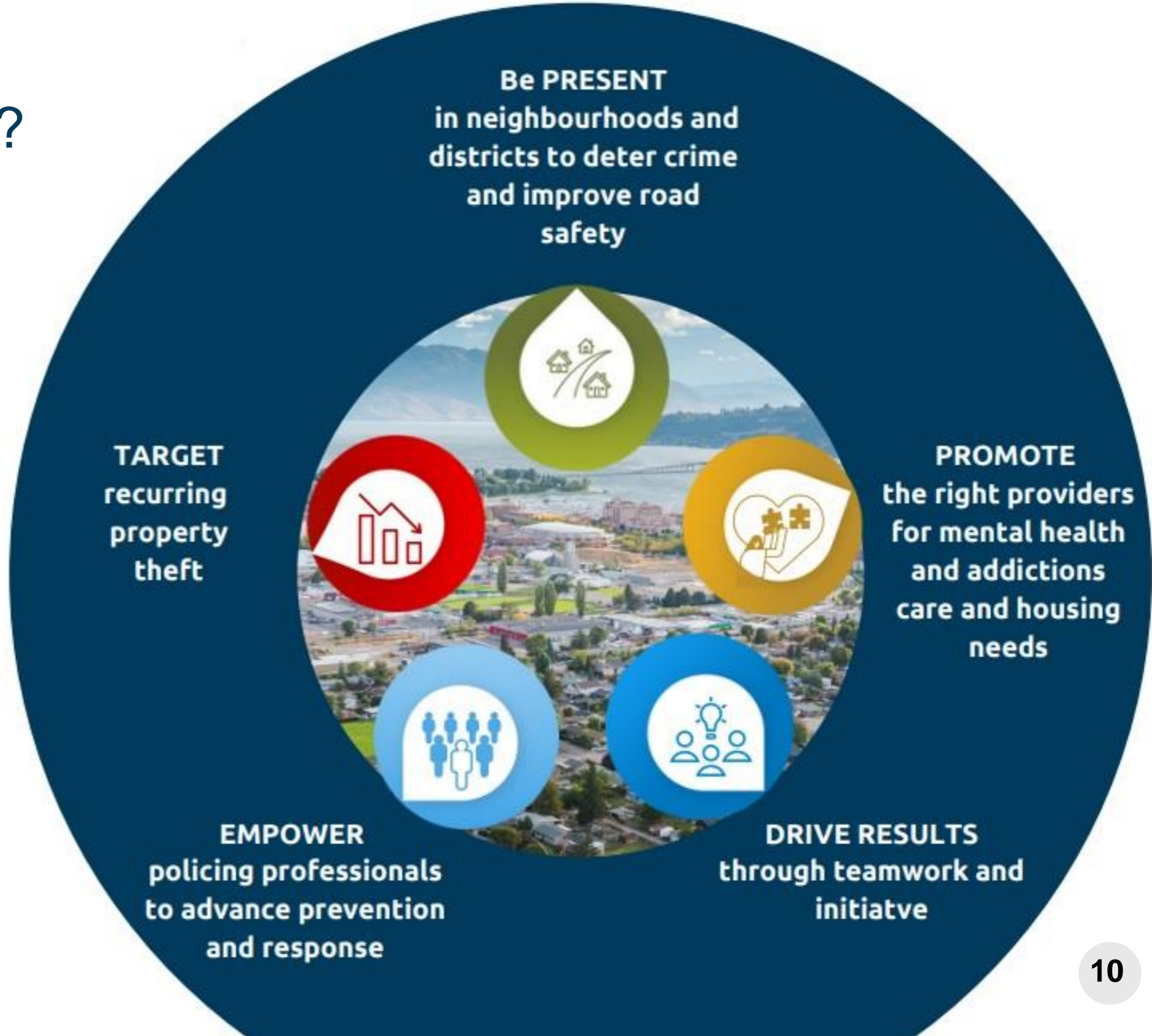
### MEASURES

- Public satisfaction with police services (bi-annual)
- Frontline initiated projects
- Percent of all policing professionals completing cultural humility, anti-racism training

# Questions / Comments?

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

## Contact

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