

# REPORT TO COUNCIL



**Date:** July 13, 2012  
**File:** 1920-70  
**To:** City Manager  
**From:** Director, Financial Services  
**Subject:** RCMP Crime Reduction Strategy

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**Recommendation:**

THAT Council endorse the RCMP Crime Reduction Strategy for the 2012 to 2015 period, as attached to the Report of the Director, Financial Services dated July 13, 2012.

**Purpose:**

To provide Council with information on the RCMP crime reduction strategy as a follow-up to the RCMP Resourcing Requirements approved earlier by Council.

**Background:**

On April 16<sup>th</sup> Council approved the resourcing requirements for the RCMP based on a consultant's report and staff recommendations. At that time staff were also requested to report back with a Police Services Strategic Plan and Local Crime Reduction Strategy. The attached plan has been developed by Police Services and RCMP senior management of the Kelowna Detachment. It provides the direction that Police Services and the RCMP will take to achieve performance targets for the short and medium term and is tied to the multi-year resourcing plan. Results will be reported annually to Council prior to future resourcing requests being brought forward.

This local crime reduction strategy addresses the recommendations made in the consultant's report and will focus on the following areas for the term of the plan, 2012 - 2015:

- Reduce Crime Rates by 10% overall for the four year period.
- Increase Patrol Availability from 6.7% to 25% by year 2015.
- Reduce calls for service by 5% in 2014 and again in 2015 in order to increase patrol availability.
- Increase internal and external communication related to Crime Reduction.

**Internal Circulation:**

Police Services Manager



**Financial/Budgetary Considerations:**

The 2012 Financial Plan included 11 new RCMP Members and 1 Civilian Member at a part year cost of \$1,296,840. The annualized cost from 2012 along with 3 new Members and 1 Civilian Member will require budget of \$845,480 in 2013. A further \$436,530 is required for 3 Members in 2014 and \$447,450 will be required for 3 Members in 2015. Additional budget for growth requirements and municipal support staff will be requested during the regular budget process.

**Considerations not applicable to this report:**

**Legal/Statutory Authority:**

**Legal/Statutory Procedural Requirements:**

**Existing Policy:**

**Personnel Implications:**

**External Agency/Public Comments:**

**Communications Comments:**

**Alternate Recommendation:**

Submitted by:



K. Grayston, Director, Financial Services

Approved for inclusion:



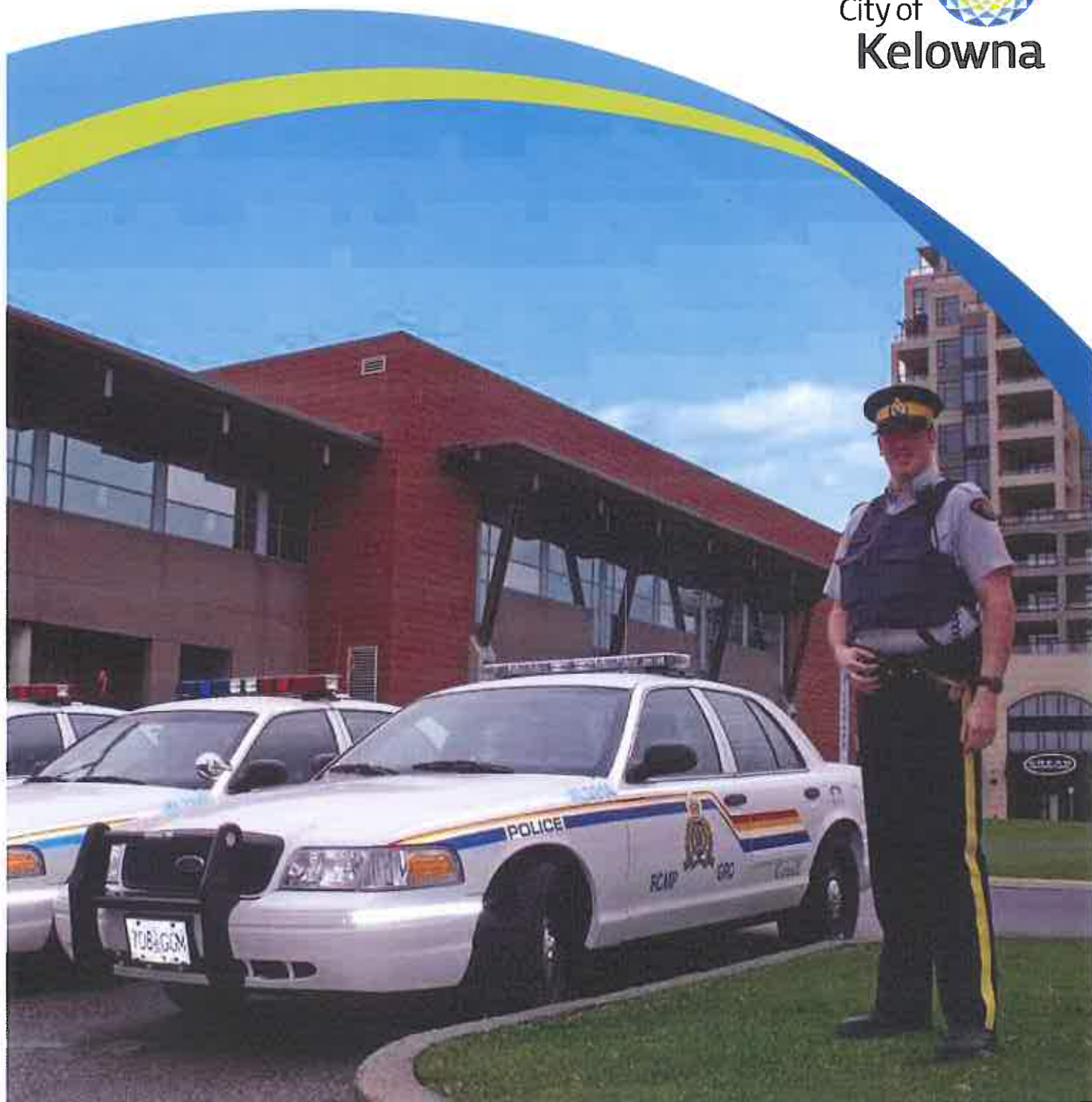
Acting General Manager, Corporate Sustainability

cc: Police Services Manager  
RCMP Superintendent, Kelowna Detachment

# RCMP Crime Reduction Strategy 2012-2015

Kelowna Police Services

July 2012



## **Executive Summary**

The purpose of the Kelowna RCMP Crime Reduction Strategy 2012-2015 is to provide a framework for the cost effective and efficient delivery of police services to the City of Kelowna.

The strategy will:

- Provide a four year vision of the deployment of police officers and support staff recently approved by City Council including efforts to reduce crime by 10% over the four year period.
- Provide a four year vision into efforts to reduce crime, reduce calls for service and increase the patrol availability of police officers.
- Provide a vision into efforts to enhance communication between the RCMP and the City of Kelowna. It will also include enhanced communication from the Strategic Plan to the Staff at Kelowna Police Services.

## **History of the Kelowna Police Services Provision**

City of Kelowna Policing Services is provided by the RCMP. In 1950, the British Columbia Provincial Police was replaced by the RCMP Detachment. Currently, the RCMP Detachment is an integrated unit consisting of City of Kelowna, West Kelowna, Lake Country and provincially funded members totaling 223 officers. Police Services (City) operate 24/7, with 148 officers (plus 11 new approved in 2012), one Civilian Member (additional Civilian Member approved in 2012) and 76 municipal support staff (69 FTEs and 7 Casual Employees). The City Detachment includes General Duty members, who are uniformed first responders, a Plainclothes Section which handles serious crimes, a Traffic Unit and a Crime Prevention Unit. Police Services Management administers all facets of police services, including; client services, records management and administration.

## **Background: Kelowna Police Services**

### **Department Goals**

- To ensure the citizens of Kelowna are provided with the finest protection services available.
- To maintain Police Services commitment to the RCMP's mandate of "Safe Homes, Safe Communities"
- To continue a highly visible police presence in all of Kelowna's city parks and the Mission Park Greenway utilizing community policing initiatives.
- To continue with Crime Reduction strategies targeting emerging crime trends and prolific offenders.
- To improve the overall effectiveness of Community Policing offices and store front operations at the University of British Columbia Okanagan and the Kelowna International Airport.
- To reduce calls for service through strategic planning and crime reduction strategies.

## **Objectives of the RCMP Strategy**

### **Reducing Crime:**

The objective of this plan is to reduce the crime level within the City of Kelowna. Crime rates across Canada have trended downward over the last few years and the work of the Target Team and investigation teams have helped reduce Kelowna's numbers. With the approval of four RCMP Road Supervisors in 2012 and one additional Crime Analyst, the process of reducing crime will continue in 2012.

The four Road Supervisors for General Duty will allow for enhanced supervision of first responders, therefore ensuring that all that can be done is being done at the time of the incident and not at a later date. This will, in fact, reduce further incidents. Enhanced supervision will also ensure that intelligence required to target prolific offenders is forwarded to the Crime Analyst.

The additional Crime Analyst will allow for real time analysis of crime trends which is essential in order to target prolific offenders as well as address crime trends in a timely fashion.

City Council has approved an additional seven RCMP Members in 2012; however these Members will not be in place until January, 2013. Three additional Members have also been approved for 2013. The additional Members will be deployed in the following areas;

- 5 to Crime Reduction Target Team
- 1 to Professional Standards Investigation Team
- 2 to General Investigation Team
- 1 to Serious Crime Team
- 1 to School Liaison Section

The additional Target Team members will target Marijuana Grow Operations and Prolific Offenders. The additional General Investigation members will target parolees, robberies and arson investigations. The additional Professional Standards investigator will augment the current investigator in responding to public complaints against members of the RCMP. The addition to the Serious Crime Team will allow for follow up investigation on historical homicide files (cold cases) and the addition of a School Liaison member will allow for crime reduction and investigation within the school district.

In addition to the RCMP members fulfilling their duties, the Municipal Support Staff will be closely involved with crime reduction strategies. Council has approved additional support staff on a case by case basis. The Community Policing Coordinators will work closely with the Crime Analysts and general membership to implement crime prevention initiatives. The Crime Prevention Supervisor position presently sits vacant and will be requested to be re-instated in 2013 in order to address management of Community Policing Coordinators and recruitment and retention of RCMP volunteers.

Two additional support staff, to be requested in the 2013 budget, will be assigned as follows;

- 1 FTE to Exhibit Control (evidence)
- 1 FTE to General Investigation Section (administration)

In 2014 two additional support staff will be requested as follows;

- 1 FTE to assist the PRIME Coordinator (.5) and to assist Computer Support (.5)
- 1 FTE to assist the Training Coordinator (.5) and to assist the Transport Coordinator (.5)

An increase of the crime rate in 2013 of approximately 5% is anticipated as a result of the increase in targeted enforcement. Commencing in 2014, the crime rates are expected to be reduced by 7% and a further 7% in 2015 for an overall reduction of 10% over the four year period.

Crime Trends: Crime rates are based on Criminal Code and Drug Cases per 1,000 persons.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Projected	Projected	Projected	Projected
<b>Criminal Code, Drug Offences</b>	15,478	14,324	12,351	12,324	12,900	12,031	11,189
<b>Crime Rate</b>	128.1	118.1	102	101	106	99	92

**Reduction in calls for Service:**

A second objective of this plan is to reduce calls for service over the course of four years and beyond. With the implementation of the crime reduction strategies which include crime prevention, calls for service will be reduced. Calls for service have increased by 12% for the first five months of 2012. The increase equates to approximately 3,000 calls over the same time frame in 2011. 1,800 calls are attributed to 911 "hang-ups" and another 800 are attributed to traffic ticket disputes. A strategy to reduce the 911 "hang-ups" is underway.

With the increase of enforcement that is going to occur with the increase of police officers, the calls for service and crime rate will climb over the first years of the plan. However, a reduction of 5% per year in 2014 and 2015 is projected.



Calls for Service within the City of Kelowna Limits;

2009	2010	2011	2012 Estimate	2013 Estimate	2014 Estimate	2015 Estimate
48,786	49,067	48,760	54,800	54,800	52,060	49,457

**Increased Patrol Availability:**

A third objective is to increase the patrol availability of the General Duty members from 6.7% to 25%. A reduction in crime and a reduction in calls for service will increase the patrol availability of the first responders. An increase in patrol availability will allow the first responders to be involved in more proactive activities, therefore further reducing the calls for service and increase crime reduction. These steps will allow for the reduction in increases of police officers and support staff.

Patrol Officer Availability;

2009	2010	2011	2012 Estimate	2013 Estimate	2014 Estimate	2015 Estimate
6.7%	N/A	13%	13%	15%	20%	25%

**Communication:**

A final objective is to increase Police Services internal and external communication. Quarterly reports will be generated by the Crime Analysts and presented to Council by the Officer in Charge of the Kelowna RCMP Detachment.

The Kelowna RCMP Detachment has established a Crime Reduction Committee consisting of a cross-section of stakeholders within Police Services. The Committee meets monthly and is responsible for determining crime reduction strategies. Detailed reports will then be delivered to Senior Management and the general membership.

Crime Analysts will generate weekly reports that will be shared with the general membership. In order to keep the membership and staff up to date on crime trends, prolific offenders and other operational requirements, a large digital reader board will be placed within the General Duty office.

The Detachment Media Liaison personnel will continue to inform the public of ongoing issues. The Crime Prevention Unit will continue with programs aimed at engaging the public and assisting Detachment Members and City Staff in addressing ongoing and emerging issues.



**Other issues:**

Overtime is an ongoing issue with the police officers and Kelowna Detachment. Not only is overtime costly to the City of Kelowna, the 'burnout' of the police officer is a major concern. Plans are in place to redeploy members of the Downtown Enforcement Unit to the Enhanced Policing Unit that polices the downtown core on weekends. This plan will reduce the requirement of overtime and allows for a more consistent approach to policing of the downtown core.

09/10 Actual	10/11 Actual	11/12 Actual	12/13 Estimate	13/14 Estimate	14/15 Estimate
\$811,701	\$829,701	\$1,305,461	\$800,000	\$800,000	\$800,000

Overtime costs have remained fairly steady, however in 2011/12; an increase was due to two major murder files that cost the City \$453,000 in overtime. A significant portion of overtime cost relates to paying out of statutory holidays for General Duty Members. This will continue over the plan horizon. The cost of enhanced policing in the downtown core has required \$88,000 of overtime cost. With the redeployment of the Downtown Enforcement Unit to the Enhanced Policing Unit, overtime costs will be reduced by 30%. An increase in the deployment of Reserve Constables will also decrease the overtime requirement in areas such as, the guarding of prisoners at Kelowna General Hospital, crime scene protection, special events etc. Overtime is monitored and maintained very carefully but is still a requirement to provide for both planned and unexpected events.

'Best Practices' was also discussed in the Prosser Report. Members and Support Staff are in constant contact with other Detachments and Agencies in order to share best practices and improve service delivery and crime reduction strategies. Ideas such as, the cooperation with other agencies to best suit the needs of the Detachment and Community, streamlining of workflows in order to allow police officers to be more proactive rather than spending much of their time on paperwork, crime reduction conversations with other Detachments and Agencies and a more pointed direction on dealing with prolific offenders will all help to improve policing efficiency.

## **Summary of Recommendations**

The RCMP Crime Reduction Strategy addresses most of the recommendations from the Prosser Report 2012. In his report, Mr. Prosser recommended an immediate increase of 20.5 police officers in order to properly address the shortfalls in human resources and the lack of the ability to properly address crime rates and crime trends within the City of Kelowna. He also recommended an increase in support staff in order to properly support the increases in police officers and related workflows.

Mr. Prosser noted that if this recommendation was not implemented, additional increases would be required that would far surpass the 20.5 additional resources. However, as desired outcomes are achieved, the number of patrol constables can be reduced with the members then able to be allocated to Investigative Services, Traffic and Community Support areas.

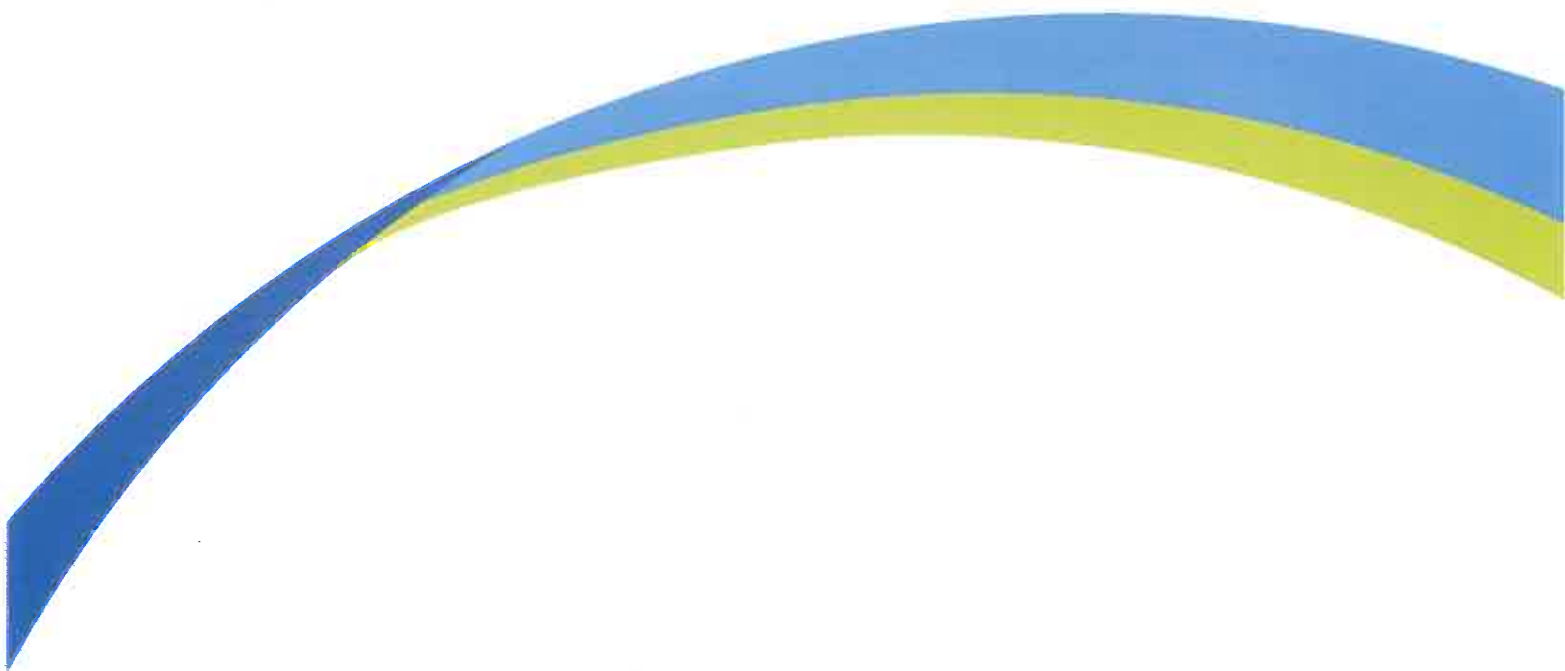
City Council has approved a plan to increase the number of police officers as well as support staff over the term of 2012-2015. The number of staff increase meets with the recommendations in the Prosser Report 2012 and the Detachment recognizes that this plan is tied to the outcome performance targets. Results will be reported annually to Council prior to future resourcing requests being brought forward.

The Police Services RCMP Crime Reduction Strategy will focus on the following areas for the term of the plan, 2012 – 2015;

- Reduce Crime Rates by 10% overall for the four year period.
- Increase Patrol Availability from 6.7% to 25% by year 2015.
- Reduce calls for service by 5% in 2014 and again in 2015 in order to increase patrol availability.
- Increase internal and external communication related to Crime Reduction.

In consideration of long-term outcomes, future resource increases of member positions will be conditional on achieving the specific, measurable targets for crime reduction and a reduction in calls for service.

<b>Police Services Resourcing Plan</b>						
					Inflation	2.5%
	2012 Prov	2012	2013	2014	2015	TOTAL
<b>Baseline Requirement</b>						
Number of Members	4	7	3	3	3	20.00
Cost of Members		138,500	141,963	145,512	149,149	
		969,500	425,888	436,535	447,448	2,279,370
<b>Growth Requirement</b>						
Number of Members			2.65	2.69	2.73	8.07
Cost of Members		138,500	141,963	145,512	149,149	
		0	376,080	391,264	407,061	1,174,406
<b>Civilian Members</b>						
Number	1		1			2.00
Cost		90,000	92,250	94,556	96,920	
		0	92,250	0	0	92,250
<b>Municipal Staff</b>						
Number			2.22	1.90	1.91	6.02
Cost		60,000	61,500	63,038	64,613	
		0	136,308	119,538	123,395	379,240
<b>TOTALS</b>						
RCMP Members		7	6.65	5.69	5.73	25.07
Municipal Staff		0	2.22	1.90	1.91	6.02
Cost		969,500	1,030,525	947,337	977,904	3,925,266
TAXATION IMPACT	96,759,000	97,810,800	99,767,016	101,762,356	103,797,603	
PERCENTAGE CHANGE		1.00%	1.05%	0.95%	0.96%	
PERCENTAGE CHANGE (exclg growth)		1.00%	0.67%	0.56%	0.56%	



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