

WEST KELOWNA RCMP

FIVE YEAR STRATEGIC PLAN

2024-2028

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 the community of West Kelowna.

STRATEGIC PRIORITIES 2024-2028

- 1. Reinforce Road Safety**
- 2. Reduce and Prevent Property Crime**
- 3. Abate Violent Crime**
- 4. Enhance Police/Community Relations**



MESSAGE FROM THE OFFICER IN CHARGE KELOWNA REGIONAL DETACHMENT

Our 2024-2028 Strategic Plan represents the desire of our West Kelowna RCMP police officers and support staff to make a difference in the citizen’s sense of safety and West Kelowna’s crime rates. When we pull together with our eyes on clear goals; we can and will have an impact.



Through excellence in policing services, we are here to serve the citizens of West Kelowna. That’s why our strategic planning process is centered on our clients. We are here to listen and here to serve. This strategic plan is informed by service analytics to focus on our best opportunities amidst complex social factors and to improve crime rates and overall community safety. We also affirm our citizens as valued partners in crime prevention. The West Kelowna Mayor and Council, as representatives of citizens’ interests, provided guidance on our objectives and goals.

Being West Kelowna’s chosen policing service is a privilege and with that comes the responsibility of continually improving our service delivery. The wellness of everyone of our policing professionals is a prerequisite for showing up at our best for every citizen. What follows are the principles of client centred service – empathy, listening and follow through – embedded throughout this Strategic Plan.

Superintendent Kara Triance



MESSAGE FROM THE REGIONAL OPERATIONS OFFICER RESPONSIBLE FOR WEST KELOWNA RCMP

As the Regional Operations Officer responsible for policing services in West Kelowna, I am excited to present our 5-year Strategic Plan for policing in your community. West Kelowna is growing at a rapid pace and with that comes the need to maintain citizen safety as a priority through education, prevention and law enforcement. We are here for you and we commit to making a positive difference in the community.

Our four strategic priorities encompass community feedback, workshops with elected officials, consultation with your West Kelowna police officers and, of course, data and analytics gathered as we respond to calls for service in your community. We will continue to respond to calls for service and to provide excellence in service delivery while also pro-actively addressing the priorities this process has identified: road safety, property crime, violent crime and police/community relations. We look forward to serving you and interacting with you in our community.

Inspector Rob Pikola



THE CITY OF WEST KELOWNA

The City of West Kelowna is gathered on the traditional territory of the syilx/Okanagan people.¹

West Kelowna has an estimated population of 38,311 residents (BC Stats, 2021), living in more than 12,500 homes located within an area of 123.53 km² (Stats Canada). The municipality is the third largest city by population in the Okanagan. The community continues to grow rapidly with a population increase of 17.3 per cent between the 2016 and 2021 censuses (Stats Canada).²

Approximately 31.4% of the population in West Kelowna has a high school diploma (9,380 residents). West Kelowna locals holding a college diploma (7,075 people) account for 23.7% of the resident pool. Additionally, 18.7% of them hold a university degree (5,585 people). The median after-tax household income is \$87,000. There are 13,970 total households in West Kelowna - 82.6% are owned and 17.4% are rented. Most employed people in West Kelowna travel 15-29 minutes to get to work – 36% of those working actually work in West Kelowna while 62.5% commute to another municipality.³

West Kelowna has a diverse economy including agriculture, manufacturing, tourism, retail and construction.⁴ West Kelowna's approach to Economic Development is focused on providing programs and services that support the many faces of investors in the community including: builders, artists, farmers, entrepreneurs, social enterprises, and government.⁵

ABOUT THE WEST KELOWNA RCMP-GRC

The West Kelowna RCMP Detachment is located at: 2390 Dobbin Road, West Kelowna. They are part of the larger Kelowna Regional Detachment, which covers a geographic area beginning in Lake Country and ending mid-way between Peachland and Merritt on Highway 97C.

The West Kelowna RCMP is comprised of 36 police officers and 11 support staff broken down as follows:

- Senior Leadership: 2 Police Officers
- Front line policing: 23 Police Officers (21 x General Duty and 2 x Traffic)
- Specialized policing: 11 Police Officers (4 x General Investigation Section, 3 x Crime Reduction Unit, 1 x School Resource Officer, 2 x Serious Crime and 1 x Forensic Identification Section)
- Support Services: 11 Municipal Employees

¹ [About West Kelowna - City of West Kelowna \(westkelownacity.ca\)](https://www.westkelownacity.ca/about-west-kelowna)

² [West Kelowna Statistics - City of West Kelowna \(westkelownacity.ca\)](https://www.westkelownacity.ca/west-kelowna-statistics)

³ [West Kelowna Household Income, Population & Demographics | Point2 \(point2homes.com\)](https://www.point2homes.com/en/insights/west-kelowna-household-income-population-demographics)

⁴ [Strategies and Priorities - City of West Kelowna \(westkelownacity.ca\)](https://www.westkelownacity.ca/strategies-priorities)

⁵ [2017-Economic-Development-Strategic-Focus-Plan---Final.pdf \(westkelownacity.ca\)](https://www.westkelownacity.ca/2017-economic-development-strategic-focus-plan-final)



In addition to the City of West Kelowna policing resources working at the Detachment, there are 17 Kelowna Regional Detachment Provincial Policing officers attached to the West Kelowna Detachment as well as 4 Peachland Police officers, 3 Indigenous Policing Service Officers, and 4.5 Public Service Employees (who support the provincial policing component).

GUIDING OUR SERVICE TO WEST KELOWNA

RCMP MISSION:

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

VISION:

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.

CORE VALUES:

- Act with Integrity
- Show Respect
- Demonstrate Compassion
- Take Responsibility
- Serve with Excellence



WEST KELOWNA RCMP

STRATEGIC PLAN GRAPHIC

2024-2028

WEST KELOWNA RCMP

STRATEGIC PLAN

2024-2028

Ensure sustainable workloads
Investments in wellness and cultural awareness training

Show up at our best for every citizen



PREVENT & REDUCE PROPERTY CRIME

- Reduce residential and commercial break-and-enters
- Reduce theft from vehicles and businesses
- Intelligence-led projects that focus on repeat and problem offenders



ENHANCE COMMUNITY RELATIONS

- Increased awareness of mental health challenges through officer response training
- Support and expand Crime Prevention programs
- Strengthen relationships with community youth, seniors, and vulnerable citizens



ABATE VIOLENT CRIME

- Increase enforcement in violent crime hotspots
- Reduce assaults
- Raise awareness of intimate partner violence and support programs



REINFORCE ROAD SAFETY

- Increase traffic enforcement
- Target impaired driving and prohibited drivers

TOGETHER WE CAN DRIVE CHANGE.





OUR 2024-2028 WEST KELOWNA POLICING PRIORITIES:

1. REINFORCE ROAD SAFETY

Our newly formed and dedicated Traffic Unit, assisted by front line members and reservists, contribute to traffic enforcement with the goals of improving both road safety and the overall safety of the West Kelowna community. Some of the many areas of traffic safety we focus on are: school zones, distracted driving, impaired operation, speeding, seatbelt usage and improper equipment for inclement weather.

We commit to:

- Increase the visibility of traffic enforcement officers through intelligence-led initiatives (school zone initiatives, speed enforcement, seatbelt enforcement, distracted driving enforcement and deployment of current technology and tools to assist in targeted enforcement)
- Target impaired driving by alcohol and by drug
- Reduce motor vehicle collisions
- Target prohibited drivers

How we will measure our actions (through quarterly reporting):

- Staffing of a dedicated Traffic Unit to include 4 police officers and 1 supervisor by the end of 2026
- Number of dedicated Traffic Unit shifts per quarter (Note: for the second year of the plan this will shift to: Number of initiatives / special projects by the Traffic Unit per quarter)
- Number of motor vehicle collisions (Target: 2% annual reduction 2024-2028)
- Number of:
 - Impaired driving initiatives (dedicated roadblocks, Alexa Team Award recipients)
 - Impaired driving violations and recommended charges (impaired operation, IRP's, 24-hour suspensions)
 - Recommended charges submitted to BC Prosecution Service for prohibited drivers police removed from the road
 - Speeding violation tickets / excessive speed violation tickets
 - School zone initiatives

2. REDUCE AND PREVENT PROPERTY CRIME

Property crime has increased in West Kelowna by 18% over the 10-year period 2012-2021. Having your property broken into, being defrauded in a transaction, retail prices rising because of excessive shoplifting, having your identification stolen or local businesses vandalized all lead to increased stress, financial loss and concerns over personal safety. Our Crime Reduction Unit and specialized policing units target these crimes and those committing them.

We commit to:

- Reduce residential break and enters
- Reduce commercial break and enters
- Enhance external communication to increase public awareness and decrease crimes of opportunity
- Increase the number of recommended charges for theft under \$5,000 with a focus on theft from auto and recidivism in shoplifting
- Implementing intelligence-led projects / initiatives focused on repeat and / or problem offenders

How we will measure our actions (through quarterly reporting):

- Number of:
 - Files where: 1) recommended theft under \$5,000 charges are forwarded to BC Prosecution Service, 2) recommended theft under \$5,000 from motor vehicle charges are forwarded to BC Prosecution Service and 3) recommended theft under \$5,000 for shoplifting charges are forwarded to BC Prosecution Service. (Target: increase in the % of files where theft under \$5,000 charges are recommended to BC Prosecution Service)
 - Residential break and enters (Target: 2%-4% annual reduction 2024-2028)
 - Commercial break and enters (Target: 2%-4% annual reduction 2024-2028)
 - Curfew checks (Target: 5% annual increase 2024-2028)
 - Number of intelligence-led projects / initiatives focused on repeat and / or problem offenders
- Continued strategic deployment of bait vehicles (Target: 2% annual increase 2024-2028)
- Police-led crime reduction public education releases based on crime trends (Target: At least 1 educational media release per quarter)

3. ABATE VIOLENT CRIME

Violent crime has risen by 113% in the 10-year period 2012-2021. More recently in the years 2020 – 2023 there have been notable increases in assaults, extortion, harassment, intimate partner violence, sexual assaults and uttering threats. Through the use of intelligence-led policing strategies and a combination of existing resources and a soon-to-be formed Pro-Active Enforcement Team supported by your Mayor and Council, an emphasis will be put on reducing these violent, and personal, crimes.

We commit to:

- Form and begin staffing a new Pro-Active Enforcement Team to address rising violent crime
- Reduce assaults
- Raise awareness of intimate partner violence and availability of support programs
- Increase visibility in violent crime hot spot areas based on operational intelligence
- Disruption of mid-high level criminal activity in West Kelowna
- Remain an active partner with the Child Advocacy Centre

How we will measure our actions (through quarterly reporting):

- Staffing of a dedicated Pro-Active Enforcement Team (Target: 4 new positions created by end of 2026)
- Number of assault occurrences (Target: reduce the number of reported assault files by 5 % annually)
- Number of Child Advocacy Centre referrals (Target: increase 5% annually 2024-2028)
- Police-led community awareness sessions on intimate partner violence and assaults / violent behaviour (Target: at least 1 per quarter – to include high schools)
- Number of:
 - Files where recommended drug charges are forwarded to BC Prosecution Service
 - Firearms seized
 - Targeted violent crime hot spot initiatives
 - Number of initiatives focused on disrupting mid-high level criminal activity in West Kelowna



4. ENHANCE POLICE / COMMUNITY RELATIONS

We respect the rich cultures and histories of the neighborhoods and communities we work and live in. We strive to excel in providing transparent communication, accountability and responsiveness to community concerns and feedback. We aim to increase awareness of options for, and what to expect when, reporting crime. Developing and fostering partnerships with the community at all levels is a priority for us.

We commit to:

- Mental health awareness / response training for our membership
- Participation in the Greater Westside HUB (a HUB, or Situation Table, is where front line staff from the public safety, health, and social service sectors work together to identify vulnerable people and collaboratively and rapidly connect them to services before they experience a negative or traumatic event. The Greater Westside HUB is comprised of West Kelowna, Westbank First Nation and Peachland)
- Supporting and expanding crime prevention programs
- Developing and fostering partnerships to enhance integrated community mental health response and strengthen key stakeholder relations
- Enhance relationships with community youth, seniors and vulnerable citizens

How we will measure our actions (through quarterly reporting):

- Training sessions incorporated into watch briefings (Target: 2 sessions per watch per quarter)
- Expand Coffee with a Cop sessions (Target: 1 per quarter)
- Number of community events attended by members where the focus is on youth, seniors or vulnerable citizens
- Increase the number of referrals to the Greater Westside HUB (Target: increased number of referrals by 5% annually 2024-2028)
- Number of meetings with community mental health partners
- Introduce Crime-Free Multi-Housing as a new crime prevention program (Target: Program explained to, and adopted by, OIC and Mayor and Council by end of March 2024. At least 1 complex approached per quarter 2024-2028)



KELOWNA REGIONAL DETACHMENT STRATEGIC ENABLER:

As part of the Kelowna Regional Detachment, the West Kelowna RCMP have adopted and continue to support the Kelowna Regional Detachment strategic enabler:

Show up at our best for every citizen.

As your police of jurisdiction, the West Kelowna RCMP commit to a comprehensive understanding of the law enforcement and safety needs of your community, including partnerships with key stakeholders for the purposes of identification and remedy of the root causes of increases to unwanted criminal behaviours.

To be able to show up at our best for every citizen and serve your community with dedication, professionalism and the necessary skill sets, we must focus on our people. We will invest in their wellness, cultural competence and training.

To ensure our people show up at their best for every citizen we commit to:

- Advocate for increased staffing levels proportionate to published crime statistics for both police officers and civilian support staff
- Participating in the Kelowna Regional Detachment comprehensive Equity, Diversity and Inclusion program
- Ensuring each police officer in West Kelowna participates in annual mental wellness training
- Implement a formal Differential Call Response Model

How we will measure our strategic enabler (through quarterly reporting):

- Continued priority staffing to general duty policing (necessary to respond to all incoming calls for service, particularly 911 calls) of a minimum of 2 police officers annually
- Addition of 2 watch support officers to assist with: priority 3 and 4 calls for service; member requested follow-up; administrative duties and more
- Percentage of West Kelowna RCMP personnel participating in Unconscious Bias training and Indigenous Cultural Safety training
- Number of mental wellness training sessions and crisis debriefings
- Quarterly reports highlighting crime trends (which ultimately identify resource requirements)
- Increase the percentage of callbacks within 3 days, to citizens who contact West Kelowna RCMP with a Priority 1,2 or 3 call for service (Target: minimum 80%)