



2016 – 2019

CRIME REDUCTION

STRATEGY



City of  
**Kelowna**



**OUR CITY IS A SAFE PLACE TO  
LIVE, WORK AND PLAY.**

Downtown Kelowna

## MESSAGE FROM THE MAYOR

On behalf of Kelowna City Council, I'm pleased to support the Crime Reduction Strategy.

This comprehensive plan builds on the 2012-2015 Crime Reduction Strategy and demonstrates that lowering the crime rate and calls for service in Kelowna is a priority. We continue to invest in protective services – 23 additional RCMP members have joined the ranks since 2012 and construction is underway on the new \$48-million Police Services building project – to ensure that the RCMP have the support in place to keep Kelowna safe.

Above all, we want to understand the root causes of crime at the local level and to mobilize around proven strategies that will reduce crime and increase the sense of community safety.

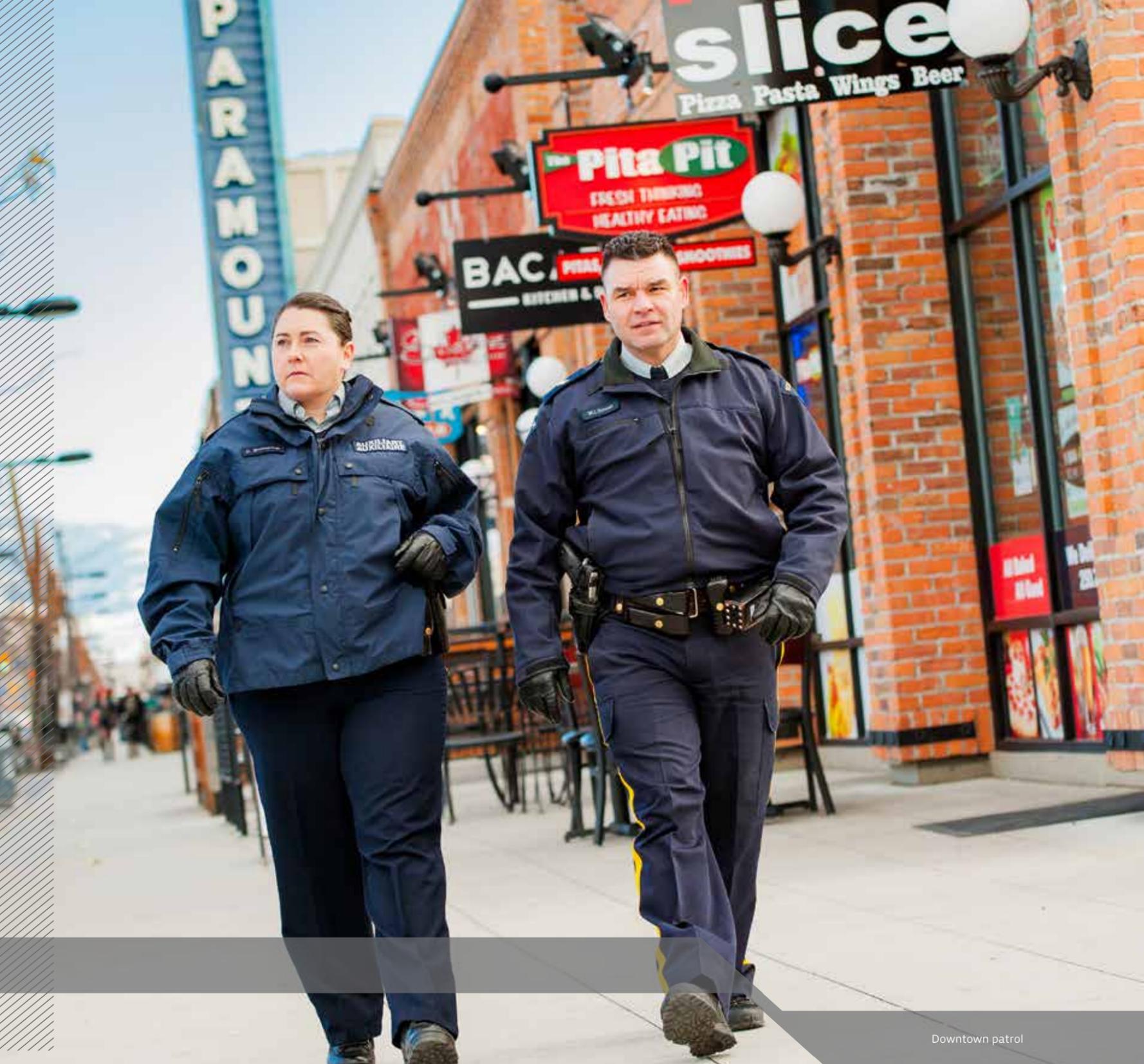
Every person in Kelowna plays a role in making our city a safe place. This strategy is designed to be sensitive to local needs, to respond to Kelowna's unique circumstances, to build on our strengths and successes, and to take a collaborative, community-based approach to reduce and prevent crime. As Mayor, I look forward to seeing its implementation and results.

I believe this strategy will ensure our city is a safe place to live, work and play – a community we will be even more proud to call home.

**Colin Basran**

Mayor, City of Kelowna





Downtown patrol

## SUPERINTENDENT'S MESSAGE

Four years ago, Kelowna had the highest crime rate amongst all Census Metropolitan Areas in Canada. Through our crime reduction efforts, we have made significant progress and have dropped to the #4 position by 2014; however, we have much more work to do.

The Kelowna RCMP and the City of Kelowna have worked collaboratively to develop this crime reduction strategy that will guide our collective efforts.

Public safety is not a job for the police alone; we must work together towards our common goal of building safe communities.

This strategy outlines Kelowna RCMP's goals and targets, as well as key performance measures, to significantly reduce crime and improve public safety over the period 2016-2019.

The issues surrounding crime, the perception of crime and community safety are complex. Less than half of the calls for service we receive are related to crime, meaning many of the issues that we deal with will not be solved by police action alone and require a coordinated and collaborative effort by all stakeholders.

One of the primary focuses of our strategy will be to engage those groups and agencies which have the ability to impact these difficult issues. The members and staff at the Kelowna RCMP are proud to serve the City of Kelowna and work hard to make our community safe for both residents and visitors. A safe community is a vibrant and prosperous community.

Another major component of our crime reduction strategy focuses on sound decision-making based on the analysis of data and crime issues. Our crime analysts prepare data to assist in the decision-making of where resources can most efficiently and effectively be deployed. Our continued use of the CompStat model will ensure that we base our operational decisions on real-time analytical data to have the biggest impact on crime.

On behalf of the members and staff at Kelowna Detachment, I pledge our continued hard work and dedication to making Kelowna the best mid-sized community in North America.

**Superintendent Nick Romanchuk**

Officer in Charge  
Kelowna RCMP Detachment





**CREATING A SAFE, HEALTHY, AND VIBRANT COMMUNITY IS THE RESPONSIBILITY OF ALL CITIZENS.**

Community event as part of the City's Strong Neighbourhoods program

## INTRODUCTION

The City of Kelowna's vision is to be the best mid-sized city in North America — a safe, vibrant and sustainable city.

A safe and healthy community is one that works to narrow the gaps between advantage and disadvantage, to ensure healthier children, resilient families and stronger neighbourhoods.

Creating a safe, healthy, and vibrant community is the responsibility of all citizens — everyone has a role to play. In addition to the RCMP, it's essential that community participation, coordination between community and social agencies, and the continued work of courts and corrections all contribute to increased community safety and improved perceptions of safety.

## Crime Reduction

The City of Kelowna and the RCMP are committed to reducing crime and recognize that in order to succeed in making the city safer, they will need to continue work with community partners to develop further strategies in prevention, education and treatment. These strategies look to identify the root causes of criminal behaviour and prevent them from occurring.

The key to success is a matter of properly identifying the issues, collecting sufficient information to understand the issues, correctly analyzing the issues and then directing resources and engaging the appropriate agencies to help solve the issues.

As an example, it is well known that prolific offenders are a significant drain on resources. Knowing the identity of these repeat offenders as well as the location of crime hot spots and crime patterns is essential to reducing incidents of crime.

## Unique Challenges

Kelowna's mild climate and reputation as a popular year-round destination brings its own unique challenges when it comes to policing – not many cities of 123,500 also welcome 1.5 million visitors per year, with most of them compressed into the three months between the May long weekend and the Labour Day long weekend.



The City's 2015 Citizen Survey ranked concerns about personal safety relatively low, well behind other priorities such as transportation, recreation and culture services or the local economy. In the same survey, however, citizens put protective services as the top priority for community investment.

Although the overall crime rate continues to decline and people generally feel safe in Kelowna, the survey findings tells us that they want to continue investing in services such as the RCMP, crime prevention and bylaw enforcement to maintain community security.

Kelowna devotes nearly a quarter of its tax dollars to Police Services. More than half the new tax dollars collected in 2016 will go to support RCMP and construction on the new Police Services building. The existing detachment is well past its service life

and too small for current policing needs, and the new facility will improve RCMP efficiency and keep pace with safety needs in our growing community.

The \$48-million facility will create space for more members as needed, upgrade necessary policing technologies and improve effectiveness by consolidating departments under one roof, as well as meet future expansion as the city continues to grow. It is expected to open in spring 2017.



Rendering of the new Police Services building, expected to open in 2017

## Why a Crime Reduction Strategy?

Kelowna has had significant success in driving down its crime rate over the past five years — the Okanagan Valley was identified as having the highest crime rate per capita in Canada, among Census Metropolitan in 2012. By 2014, it had dropped to fourth place. Based on the 2012-2015 Crime Reduction Strategy, the target was to cut the crime rate by 10 per cent over those four years. Council is pleased that the crime rate was reduced by an additional 5.8 per cent beyond the goal, and in a shorter period of time.

In addition, the City has followed through on its 2011 financial strategy to hire 23 additional RCMP members by 2015. The final six new members were added this year.

The Kelowna RCMP credits the improvement to identifying risk factors, situations and circumstances that negatively impact safety and taking action to address these factors

and reduce crime. The most successful crime reduction initiatives are those that build on community strengths and resources, reflect local priorities, and are led by the community.

The 2016-2019 strategy builds on the previous plan's success and will further reduce the crime rate through collaboration with other agencies and the use of crime data to improve resource allocation.

This strategy also meets Kelowna residents' desire to keep protective services a priority in the community, with continued investment to maintain security.



## PROACTIVE POLICING DETERS OR PREVENTS CRIME FROM HAPPENING.

RCMP Volunteer helps prevent theft from vehicles

## GOAL #1

### To prevent crime before it occurs through a proactive approach

The community relies on the RCMP to curb disorder and help in times of emergency. The RCMP, on the other hand, rely on the community to report crime and provide vital information necessary for them to solve crimes and address community concerns.

Policing is all too frequently reactive. In other words, police respond to a crime or disturbance after it has occurred.

Proactive policing deters or prevents crime from happening. In many ways, our proactive policing efforts are not new — the Block Watch program is a neighbour-helping-neighbour program and has been around for many years — but reflect improvements made to our past approaches. We want to continually find ways to build strong communities and reduce the crime rate, not just arrest people. The City of Kelowna has a number of community policing programs such as Citizen's Patrol, Crime Stoppers and Block Watch to help deter crime and provide a security presence in neighbourhoods.

These proactive approaches do not replace or reduce reactive policing. We are continually finding ways to shift and balance the reactive response with more proactive approaches where possible.

### Strategies

Proactive community policing requires police and citizens to join together as partners. The Kelowna RCMP's Downtown Enforcement Unit works in conjunction with the Downtown Kelowna Association (DKA), City of Kelowna's Bylaw Services, Kelowna Parking, private security partner Paladin and BC Transit to actively patrol the downtown core and nearby parks to curb crime before it occurs.

- Continue a visible police presence in the community, including crime hot spots, public gathering places and major events. This includes high visibility patrols and street checks.
- When appropriate, communicate incidents and police response to the public to promote public education to assist in prevention. When the community feels informed about crime in their neighbourhoods and police strategies are in place to reduce it, the public is more likely to take an active role in preventing crime problems — reporting crime and providing information to police about who is participating in crime.
- Use Auxiliary RCMP members and volunteers through crime reduction programs such as Citizen's Patrol, the Auxiliary Constable Program and Block Watch.
- Continue with the partnership between the RCMP's Downtown Enforcement Unit and its existing partners, with an eye to exploring new partnerships to build and expand opportunities.

### Target

- Reduce crime a further 5 per cent by 2019.
- 25 per cent of a general duty Constable's time on shift will be available for proactive policing.
- Maintain over 9300 volunteer hours per year.



**DIVERSE STAKEHOLDERS WITH DIFFERENT VALUES, INTERESTS AND PERSPECTIVES MUST WORK TOGETHER TO PREVENT AND SOLVE CRIME.**

RCMP officers, Auxiliary and Volunteers work closely in the community

## GOAL #2

### To work with partner agencies for more effective policing

It's important to understand why people turn to crime if we are to try and prevent it.

The diverse mix of persons who commit crime means there are diverse stakeholders with different values, interests and perspectives who must work together with the RCMP to prevent and solve crimes. This requires a high level of coordination between government and non-government community resources, program providers and service groups.

For example, the City of Kelowna and Kelowna RCMP participate in a number of community partnerships and programs, including Partners for a Healthy Downtown, School District Liaison Program, Central Okanagan Restorative Justice Program, and Strong Neighbourhood Strategies.

The Assertive Community Treatment Team (ACT) provides an intensive, team-oriented range of support for individuals with serious mental health issues and substance use challenges. The ACT team includes professionals from various health backgrounds, working together to provide treatment, rehabilitation and support. Different from traditional programs, as the name states, the ACT team reaches out directly to clients 24 hours a day, seven days a week, making client contact in the community as frequently as two to three times per day, based on individual needs.

Further to the ACT team, Interior Health provides two resources as part of the Partnership with Mental Health and Substance Use (MHSU) for on-call mental health responses.

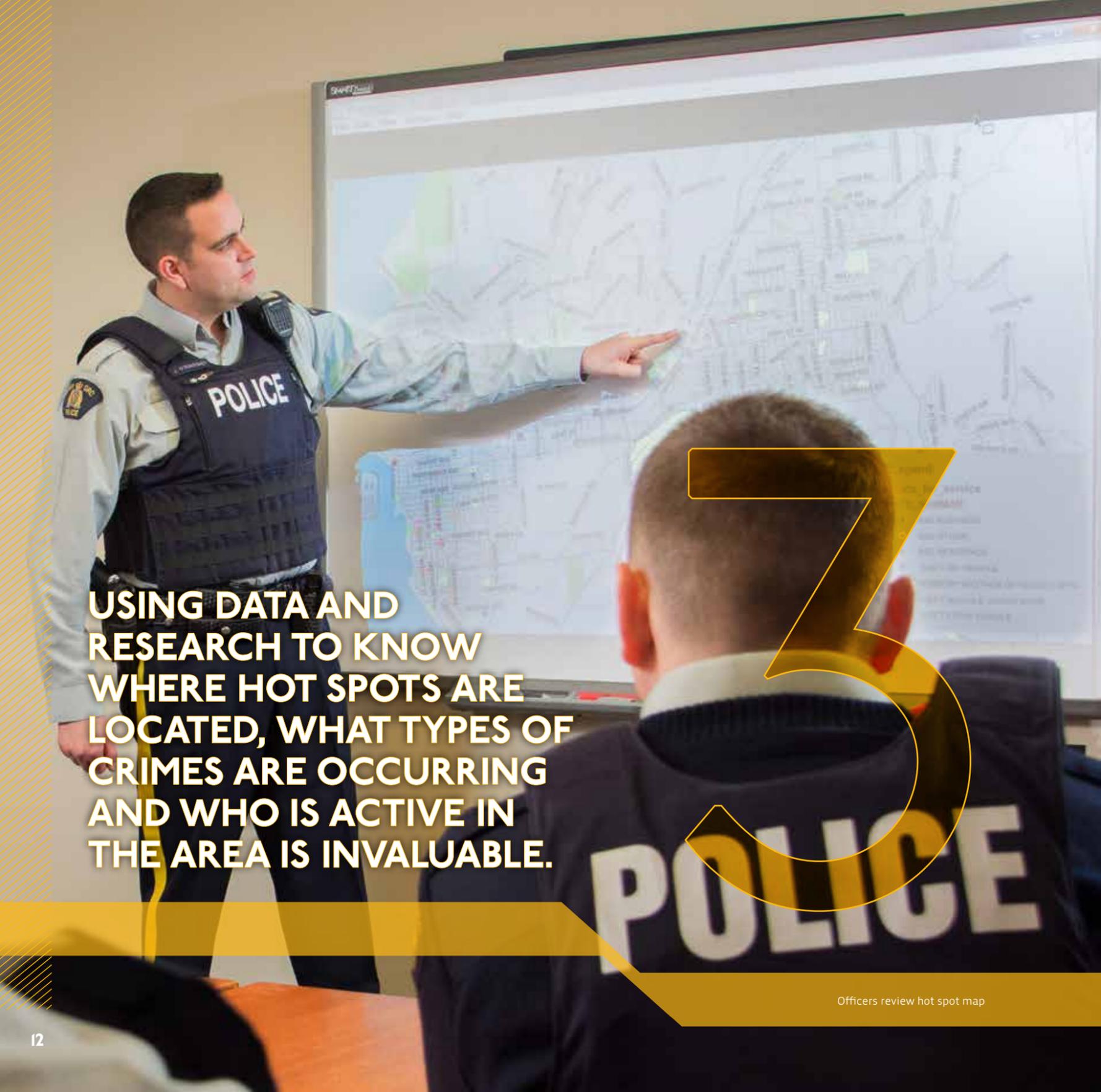
New to Kelowna RCMP is the Domestic Violence Unit, one of three RCMP detachments in BC that initiated the program in September 2014. Resources from the RCMP, Ministry of Children and Family Development and Community and Police-Based Victim Services monitor and work with victims and offenders.

### Strategies

- Continue to work with government, non-government and social service agencies to determine which are most effective in dealing with offenders, rather than only relying on the traditional criminal justice system approach. These include the Partners for a Healthy Downtown, School District Liaison Program, Central Okanagan Restorative Justice Program, Strong Neighbourhood Strategies and the Assertive Community Treatment Team (ACT).
- Continue to support and report outcomes from the RCMP's Domestic Violence Unit.
- The City's Bylaw Services, working in conjunction with the RCMP, continue to build effective bylaws to assist in crime reduction. As an example, a new Good Neighbour Bylaw will allow the City to take remediation action on properties that use extraordinary resources and are affecting the neighbourhoods' quality of life. Other bylaws being reviewed and enhanced include the Panhandling Bylaw, Traffic Bylaw, and the Parks Bylaw.
- RCMP continue to meet regularly with senior Crown members to address emerging matters relating to the criminal justice system, through the Crown Counsel Partnership.
- Enter into and renew partnerships that can affect or prevent crime.

### Target

- Steady increase in the number of adult and youth referrals to the Restorative Justice program.
- Review and update nuisance bylaws with City of Kelowna Bylaw Department over 2016 and 2017.



**USING DATA AND RESEARCH TO KNOW WHERE HOT SPOTS ARE LOCATED, WHAT TYPES OF CRIMES ARE OCCURRING AND WHO IS ACTIVE IN THE AREA IS INVALUABLE.**

Officers review hot spot map

## GOAL #3

### To maximize the effectiveness of resources using an intelligence-led model

Part of proactive policing is staying one step ahead of those who are committing crime — using data and research to find out who is connected to whom, how and why people are connected, when and where they are connected, and under what circumstances they are connected.

Because crime tends to be concentrated in certain areas, referred to as “crime hot spots”, using data and research to know where these hot spots are in a neighbourhood, what types of crimes are occurring, and who is active in that area is also invaluable. Police can then develop targeted strategies to respond effectively.

Kelowna RCMP employs crime analysts to study and analyze these crime patterns and trends across the city. Just as important as determining who is committing crime and where, the information provided by crime analysts is used to direct available police and other resources to areas where the most impact will be made to prevent and deter crime.

A clear indicator of accomplishment is how much the RCMP is successfully integrating and using the intelligence generated by the crime analysts into operations. Essentially, we want the information produced by analysts to allow police to be more proactive, to be aware of emerging crime trends before they become established. This enables RCMP to develop strategies to deter crime, to be in a position to interrupt offenders before they become prolific and to identify upcoming policing challenges before they become a strain on police and community resources.

### Strategies

- To maintain RCMP resource levels, through the use of the 7/10/25/2 target, that keep pace with the growth of the community and the level of necessary policing to address Kelowna’s unique characteristics.
- Maximize resources through efficient geographic staff deployment and effective staff scheduling. Analyze dispatch data and officers’ consumed time to determine how to best divide the city geographically and then deploy resources accordingly. Efficient police resource allocation will allow appropriate response times and service standards.
- Leverage the use of crime analysts to study and examine the crime patterns and trends in the city, as the information is valuable in determining where to best deploy resources to prevent and deter crime.
- Target crime patterns through analysis and/or investigation so that they can be disrupted as early as possible.
- Target repeat offenders, including rigorous monitoring of their court/bail conditions.
- Target hot spots.
- Educate the public and media on crime patterns and prevention opportunities.

### Target

- Standard of 7/10/25/2 - meaning that Police will respond within 7 minutes to Priority 1 calls and within 10 minutes to Priority 2 calls for service, that 25 per cent of a general duty Constable’s time on shift will be available for proactive policing, and two units will be available at all times for community and officer safety.



**94 PER CENT OF RESPONDENTS TO THE CITY'S 2015 CITIZEN SURVEY SAID THEY FELT THE COMMUNITY IS SAFE.**

RCMP interactions shape the public perception of community safety

## GOAL #4

### To effectively communicate public safety

As a testament to the role the RCMP plays in protecting and maintaining the quality of life in Kelowna, 94 per cent of respondents to the City's 2015 Citizens Survey said they felt the community is safe.

In some cases, despite efforts of the police and community crime strategies, a community's perception may not always mirror the realities of crime and safety. It is important to understand the community perspective in this regard, and work toward making improvements.

Communications is key on a number of fronts — it's important to educate the public about incidents of crime and how they can avoid being victims of crime, along with educating potential offenders about the effects and consequences of crime.

### Strategies

- Establish regular reporting to Kelowna City Council and include a review of performance measures, strategy progress and discussion on emerging issues.
- Enhance communication opportunities between the RCMP and City of Kelowna Bylaw Services.
- Look for RCMP opportunities to use social media to inform the public of matters relating to policing and crime prevention.
- Establish the RCMP online tool in Kelowna for the public to report non-emergent crime through the Internet for action by the RCMP.
- Where appropriate, communicate incidents and police response to the public to promote public education to assist in crime prevention.

- Continue to interact positively with the marginalized population so that they feel comfortable in reporting crime.
- Continue to explore new and effective ways of communicating with the public and keep them informed with respect to public safety issues, crime trends and crime rates, the geographic distribution of crime and crime prevention tips.
- Include questions in the City of Kelowna Citizen Survey to consistently measure perception of crime and safety in the community.

### Target

- Report quarterly to public and council.
- Perception of community safety in Kelowna remains or improves from level of 94 per cent measured in 2015.

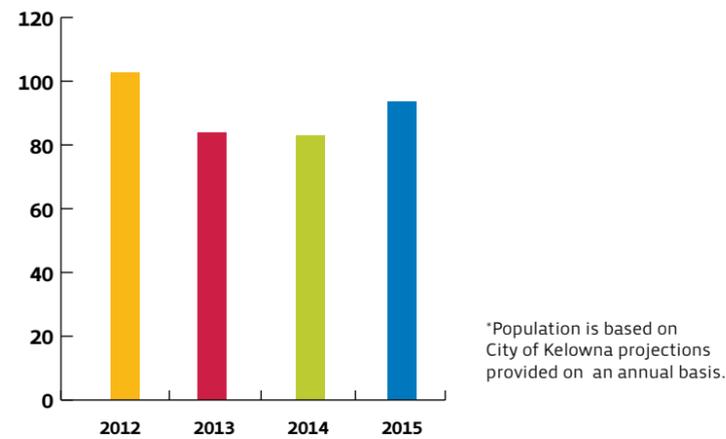


# PERFORMANCE MEASURES

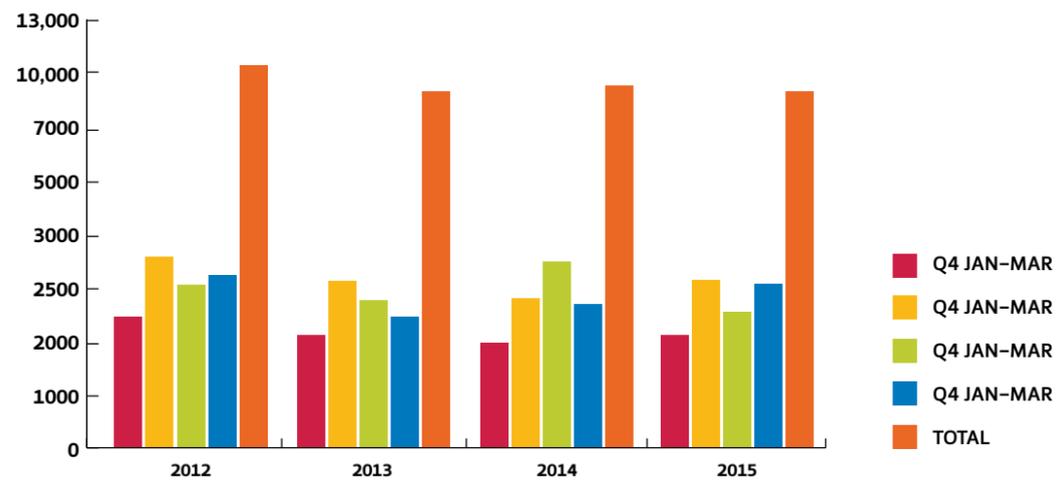
Performance measures and the supporting analysis will not only inform the public and Council on progress towards a reduction in crime, but will also be an opportunity to identify continuous improvement opportunities. Measures will form part of the communication goals of the strategy.

## Goal 1 Measures

### Annual Crime Rate

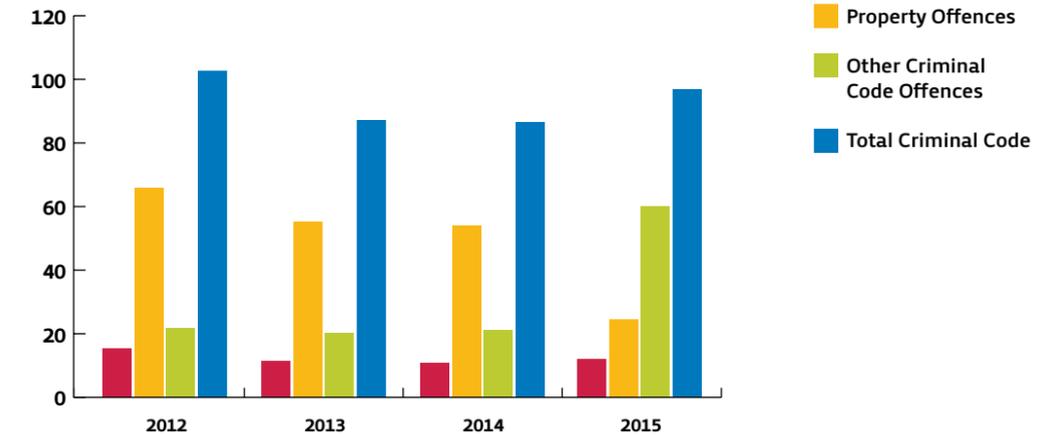


### Hours of Community Policing



## Kelowna Offences

### Annual Kelowna Offences (per 1,000 people)



## Offence Definitions:

- **Person Offences** – Includes as an example assault, or harassment or uttering threats.
- **Property Offences** – Includes as an example business break and enter, theft of auto or theft from an auto.
- **Other Criminal Code Offences** – Includes as an example disturbances, breaching conditions of probation and obstructing peace/police officers.

# PERFORMANCE MEASURES

## Goal 2 Measures

### Bylaw Offenses

Starting in 2016 the number of offences will be tracked for panhandling activity under the Panhandling Bylaw, transient behaviour under the Parks and Public Spaces Bylaw, obstruction of roads and sidewalks under the Traffic Bylaw and infractions under the Good Neighbour Bylaw.



### Referrals to Restorative Justice

	2012	2013	2014	2015
Adult	65	54	83	86
Youth	83	67	60	44

At an officer's discretion, offenders who meet established criteria may be referred to the Restorative Justice program rather than entering the Criminal Justice system.

Restorative Justice is a proven alternative to the Criminal Justice system. 85 per cent of those referred do not re-offend. Restorative Justice also reduces administrative time and court time for RCMP officers.

- **Priority 1 Calls** – The response time goal for Priority 1 calls is seven minutes. Officers are dispatched immediately for Priority 1 calls and will use emergency lights and siren (Code 3) to travel to the scene as needed. Priority 1 calls are for crimes in progress and include offences like robbery, assault, person with a weapon, or break and enter of a home or business.
- **Priority 2 Calls** – The response time goal for Priority 2 calls is 10 minutes. While Priority 2 calls also typically result in a rapid response from police, the immediate threat to an individual's safety or that of a premise is limited. Calls that fall under this priority level include domestic arguments where there is no physical altercation occurring or when a prowler is reported around a residence.

### Patrol Availability

The workload of General Duty investigators is broken down into three categories – investigational, administrative and proactive time. Computer software is used to measure the amount of time investigators contribute to each category. Proactive time is defined as the time that investigators have to conduct patrols and complete self-generated enforcement or crime prevention activities that align with the crime reduction strategies. Through increasing efficiencies and effectiveness, the goal is to have investigators spending 25 per cent of their time doing proactive policing and at least two members available for proactive policing at all times.

This is a new system and data collection. Quarterly reporting will start in 2016.

## Goal 3 Measures

### Response Time

#### Average Report Time in Minutes for November 2015

PRIORITY	Dispatched File Count	Response Time
1	156	8.5
2	1,141	9.9

\*Average Report Time is a new measure and data has only been collected since November 1, 2015. Going forward data will be collected and reported quarterly.

## Goal 4 Measures

### Perception of Safety

The public perception of safety will be tracked through the City of Kelowna's biannual (every second year) Citizen Survey. In the 2015, 94 per cent of survey respondents said they felt the community is safe. The next survey will be in the spring of 2017.



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