



**Upper Fraser Valley  
Regional Detachment**

**STRATEGIC PLAN**

**2024 - 2027**

*The Upper Fraser Valley Regional Detachment acknowledges the Traditional Custodians and traditional lands of the Stó:lo and the Nlaka'pamux people, on which we are honoured to live and work and to pay our respects to their Elders, past and present.*

**April 2024**



# Table of Contents

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## 05

Message from the  
Officer In Charge

## 06

Purpose of the Plan and  
Planning Process

## 07

RCMP Mission, Vision and Core  
Values

## 08

Organizational Overview

## 10

Strategic Plan at a Glance

## 11

Enhance Community Safety

## 12

Strong Partnerships

## 14


Enhance Communication

## 15

Support Our People &  
Organizational Excellence

## 17

Our Accountability Framework





# Message from the Officer in Charge

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I am honoured to present the 2024 - 2027 strategic plan for our communities on behalf of the dedicated team at the Upper Fraser Valley Regional Detachment.

This comprehensive plan is a testament to our collective vision, dedication, and collaborative spirit. It defines our communities and organization, outlining clear objectives, actionable strategies, and measurable outcomes to guide us in the years ahead.

This plan is the result of a comprehensive year-long planning process, which included extensive engagement with our members, operational support staff, citizens, and community partners on policing and safety priorities in the communities we serve.

Key highlights of our strategic plan:

1. Increased community safety through increased police visibility and presence, high-quality investigations, and crime prevention;
2. Strengthened partnerships with Indigenous leaders, businesses, youth, and residents to deliver pro-active community policing and crime prevention;
3. Improved communication within our organization and with our communities; and
4. Organizational excellence through ongoing professional development, provision of a supportive workplace, and meaningful recognition.

We are excited to implement this plan and will regularly review each action's progress. We will engage within and outside our organization to ensure the plan stays relevant to your policing and safety concerns.

We invite you to stay engaged and actively support our work to enhance safety in your community as we implement this plan.

Respectfully,

Superintendent Davy Lee, Officer in Charge  
Upper Fraser Valley Regional Detachment

# Purpose of the Plan & Planning Process

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## Purpose

This strategic plan outlines the priorities, goals, and objectives for the next three years to which the Upper Fraser Valley Regional Detachment (UFVRD) is committed. Due to the evolving nature of policing environments and current pressures impacting the communities we serve, this plan will be reviewed and updated as needed to ensure continued relevance and effectiveness.

## Planning Process

In 2023, the UFVRD initiated an extensive strategic planning process incorporating input from local governments, Indigenous community leaders, community partners, citizens and RCMP employees.

The focus was on policing initiatives, public safety concerns, priorities, and collaborative efforts to enhance public safety.

We gathered feedback through online surveys, community meetings, interviews with community partners and focus group discussions.

We compiled these findings into a consultation report, which guided us through a full-day workshop to create the framework for the new strategic plan.

The team then identified four primary priorities to focus on over the next three years, along with a list of accompanying activities and key performance indicators to track our progress.

To ensure the plan stays relevant and addresses critical public safety issues, we will continue to engage with our communities throughout the year through:



- Participation in community events
- Meetings with civic leaders and community partners
- Communicating through media platforms

# RCMP Mission, Vision & Core Values

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## Mission

To preserve the peace, uphold the law, and provide quality service in partnership with our communities.

## Vision

The RCMP is a healthy and inclusive organization trusted by employees, partners and the public that keeps Canada safe by consistently delivering exceptional policing services and continually striving to grow and improve.

## Core Values

### Take Responsibility

We are transparent about our decisions and actions, and hold ourselves accountable for the results and impacts.

### Show Respect

We treat all people with fairness. We value and promote reconciliation, diversity, and inclusion by being considerate of the democratic rights, history and lived experiences of others.

### Serve with Excellence

We commit to continuous learning, and work collaboratively with colleagues, communities, and partners to provide and support innovative and professional policing services.

### Demonstrate Compassion

We care for each other and the communities we serve by approaching each situation with empathy and a genuine desire to help.

### Act with Integrity

We conduct ourselves ethically and do so with honesty, dignity, and honour.

# Organizational Overview

The UFVRD operates under a regional policing model. Its Chilliwack headquarters oversees four Community Policing Offices (CPOs) in Agassiz, Boston Bar, Chilliwack, and Hope. Each CPO delivers core policing services through uniformed response, specialized investigative units, and community response units, to its respective communities and neighbouring Indigenous communities.

Our team polices a diverse geographical area that range from small rural areas to Chilliwack, the eighth-largest city in British Columbia. The UFVRD's region includes mountains, rivers, and lakes that draw visitors for seasonal recreation, leading to significant variations in the population served and the responses required throughout the year.



## UFVRD Regional Headquarters Office

The Head Quarters office houses detachment leadership, coordination, and cross-region functions. It currently operates with 11 RCMP officers and nine operations support staff. Key resources include the Officer in Charge, Indigenous Policing Members, Professional Responsibility Unit, Client and Corporate Services, and the Regional Detachment Records Support Unit.

## Indigenous Policing Services

This unit comprises the Indigenous Policing Services and the Urban Indigenous Liaison Team. They serve 23 Indigenous communities and urban Indigenous populations within the UFVRD jurisdiction. Both teams are committed to providing enhanced policing services that are professional, dedicated, and responsive to the needs and cultures of Indigenous Peoples.

## Lower Mainland District RCMP

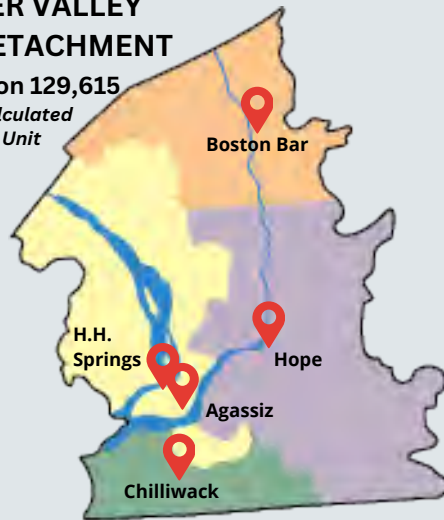
The Lower Mainland District RCMP provides enhanced policing services through integrated teams composed of RCMP and municipal forces in various communities within the Lower Mainland area. These teams include the Integrated Homicide Investigation Team (IHIT), Integrated Police Dog Services (IPDS), Integrated Emergency Response Team (IERT), Integrated Forensic Investigational Services (IFIS), and Integrated Collision Analysis Reconstruction Unit (ICARS).



## UPPER FRASER VALLEY REGIONAL DETACHMENT

UFVRD population 129,615

*\*2023 projections calculated  
by the Data Analysis Unit*



### Agassiz CPO

Fifteen Officers serve the District of Kent (pop. 6,300), Harrison Hot Springs (pop. 1,905 residents and approximately 10,000 visitors in summer months), Hemlock Valley, Popkum (pop. 1,710) and surrounding areas, including six Indigenous communities.

Nine operations support employees who handle clerical duties, exhibit management, victim services, court liaison, and quality assurance support these officers. Additionally, four guard positions are contracted with the Commissionaires. The Agassiz CPO also has a serious crime unit that assists with in-depth and complicated investigations complimenting the general duty uniformed police.

### Boston Bar CPO

Three Officers are assigned to this location, serving the community of Boston Bar and surrounding area, which includes three Indigenous communities. They engage with the community through various programs and initiatives, working closely with local residents to address concerns and build strong relationships. Their duties encompass responding to emergencies, conducting investigations, and collaborating with other agencies to support the well-being of the area.

### Chilliwack CPO

Serving the City of Chilliwack (pop. 101,700), Columbia Valley, Cultus Lake, Chilliwack River Valley and surrounding area, and nine Indigenous communities, the Chilliwack CPO has two branches:

**Operations:** Comprised of four general duty watches providing 24/7 service and a Seasonal Policing Team enforcing laws in recreational areas during the summer months.

**Operational Support:** Including Municipal Traffic Services, Community Response Teams, Crime Prevention Services, School Liaison and Youth Section, Mental Health Liaison (in partnership with Fraser Health to deploy a Mobile Integrated Crisis Response Team), Crime Reduction Teams (focusing on Property Offences, Priority Offenders, and Drug and Organized Crime), and Investigative Services (covering Serious Crime, General Investigative Support, Digital Field Triage, Intimate Partner Violence, and Missing Persons Coordination).

There are 103 municipal staff that perform key support functions including: switchboard and front counter, records management, quality assurance services, keep of prisoners, victim services, crime reduction data and analysis, crime prevention services, administrative and financial services, exhibit, fleet and IT management, court liaison, information officers and watch clerks

### Hope CPO

A team of 19 Officers serves the District of Hope, Yale, Sunshine Valley, Manning Park and surrounding area (pop. 6,300) including five Indigenous communities. In addition to the uniformed police (General Duty), the Hope CPO has a serious crime unit that assists with more in-depth and complicated investigations. Five operations support staff include an office manager and a quality assurance reviewer, as well as clerical staff, exhibits and fleet management, victim services, court liaison, and guards.

# Strategic Plan: At a Glance



## ENHANCE COMMUNITY SAFETY

- Focus on road and traffic safety.
- Enhance visible presence.
- Reduce crime through public education and engagement.
- Implement Unit Level Quality Assurance reviews on high risk files.
- Engage with justice partners to support charge approvals.
- Continued support of Restorative Justice.



## STRONG PARTNERSHIPS

- Enhance and increase employee knowledge of Indigenous culture and protocols.
- Ensure regular communications with Indigenous Peoples.
- Develop a Priority Partnerships Plan to proactively address crime trends.
- Increase positive interactions with youth in schools and continue participation in youth events.



## ENHANCE COMMUNICATION

- Develop a communications strategy to guide detachment reporting and information sharing.
- Utilize existing and new communication tools to facilitate proactive, timely and transparent external information sharing.
- Promote career opportunities with the RCMP.



## SUPPORT OUR PEOPLE & ORGANIZATIONAL EXCELLENCE

- Provide ongoing opportunities for skills training and professional development.
- Implement a consistent leadership approach to supervision and offer training and professional development opportunities.
- Acknowledge individual and team accomplishments in a meaningful way.
- Create a supportive workplace through effective internal communications.



# Enhance Community Safety

## What We Heard

Through our community engagement process, we affirmed the significant importance our citizens place on police presence. Officers' visibility and prompt response to calls for service are highly valued, enhancing the community's sense of safety. The importance of thorough and high-quality investigations, which lead to successful charge approvals and convictions, was also emphasized as key to maintaining public confidence in the RCMP.

Effective crime prevention, which includes anticipating, recognizing and mitigating crime risks, was another priority. Additionally, property crime, drug-related offenses and dangerous driving behaviour emerged as top concerns across our service area.

## Strategic Actions



### Increase Police Visibility

Enhance visibility by increasing targeted enforcement, visibility patrols and continuing presence at community events across the region.



### High-Quality Investigations

Continue to consult with and engage Crown Counsel in quarterly meetings and training days and ensure thorough documentation is place through the implementation of Unit Level Quality Assurance reviews.



### Crime Prevention

Continuing targeted and proactive enforcement based on analysis of criminal intelligence.

Continue to develop partnerships with local community and Indigenous organizations to increase the number of restorative justice referrals.

Continue to advance initiatives to raise public awareness about the role everyone can play in building a safer community.



# Strong Partnerships

## What We Heard

Consistent and meaningful consultation and collaboration with stakeholders and partners are crucial for fostering cultural sensitivity, community-led policing and public safety. These collaborations enhance service delivery by ensuring initiatives are tailored to the unique needs of all communities, including Indigenous populations and youth, while also supporting reconciliation and healing through mutual respect and understanding. By sharing resources, knowledge and expertise, these partnerships drive innovative solutions and community empowerment, contributing to a safer community for everyone.



## Strategic Actions



### Advance Reconciliation with Indigenous Communities

Advance reconciliation with Indigenous communities and persons through relationship-building, education, and partnerships while respecting the principles of the United Nations Declaration on the Rights of Indigenous Peoples

Continue to enhance Indigenous cultural awareness and knowledge of protocols through training and participation in cultural events, increasing communication with all Indigenous Peoples, and working collaboratively to address key issues affecting Indigenous Peoples.



### Enhancing Partnership with Correctional Facilities

Enhance collaboration and information sharing with institutional partners to assist in addressing the safety concerns of correctional staff and inmates.



### Strengthening Partnership with Local Businesses

Through this plan, we will engage with the business community through annual town hall meetings and collaborations with organizations such as the Chamber of Commerce, Business Improvement Associations, and local government public safety committees. Additionally, we will work directly with business owners to identify and implement crime prevention strategies tailored to address emerging crime trends.



### Connect with Youth

Continue to build rapport with youth by participating in youth events, increasing our visibility at community and school activities and engaging with schools and parent advisory committees to share information and foster collaboration.





# Enhance Communication

## What We Heard

Regular and consistent communications enhance employee morale, engagement, productivity, and organizational satisfaction while promoting teamwork. They also play a key role in public engagement by raising crime prevention awareness, sharing policing initiatives, promoting positive news, and enhancing community safety. During rapidly unfolding events, timely communications are crucial for keeping the community informed, providing a sense of security.



## Strategic Actions



### Internal Communications

Consistent communication across the organization is crucial. To better understand and address potential communication gaps, we are committed to ongoing engagement with employees through surveys, increased communication within watches, bi-annual townhall meetings, weekly meetings with direct reports, monthly state of the union updates from the Officer in Charge.



### External Communications

Develop a communications strategy to guide detachment reporting and information sharing supported by a Media Relations Officer.



### Promote Career Opportunities with the RCMP

Continue to support divisional and national recruiting initiatives by engaging with recruiting sections, attending recruiting events, and supporting the applicant ride-along program.



# Support Our People & Organizational Excellence

## What We Heard

The strategic actions outlined below reflect the UFVRD's dedication to running operations efficiently and effectively while meeting the high standards expected by our communities. It is the people of the RCMP that make these high standards possible. We have a duty to support and equip them and to develop their skills so they can promote and further our organizational excellence. The objectives for this strategic priority have been developed in consideration of feedback we received internally.

## Strategic Actions

- Member Development**

We remain committed to ensuring that all employees, both officers and civilians, collaborate with their supervisors to maintain their skills and pursue career development goals. Considering operational limitations and course availability, we will strive to fulfill learning plans.
- Consistent Leadership Approach**

This objective underscores our dedication to providing timely access to leadership and career development and prompt training for supervisors and managers as they assume new roles. To maintain consistent leadership among frontline officers, we will continue to promote and fill long-term vacancies with qualified and experienced personnel, aiming to ensure a minimum of three Non-Commissioned Officers (NCOs) and one senior NCO per watch.



### Meaningful Employee Recognition

Acknowledging our team's vital contributions to community safety and well-being is essential. This objective is to elevate the celebration of our achievements, ensuring they are recognized more frequently and meaningfully. We aim to honour accomplishments formally and informally within our organization and the broader community.



### Foster a Supportive Workplace

Creating a supportive workplace is crucial for maximizing job satisfaction and performance. To achieve this, we will engage regularly with employees to understand their needs and identify areas for improvement. Our Continuous Improvement, Workplace Health and Safety, and Diversity, Equity and Inclusion Committees will spearhead these efforts. Quarterly, we will report to Senior Leadership Team with recommendations on priorities such as upgrades to uniforms, vehicles, equipment, and facilities within the constraints of our capital and operational budgets.





# Our Accountability Framework

This dynamic plan will serve as our roadmap for the future. Each objective has designated team members responsible for quarterly updates on progress, challenges, and lessons learned.

Ongoing public engagement ensures the plan stays relevant and addresses key public safety issues. We will maintain strong connections with our communities through events such as meetings with civic leaders and community partners and informal gatherings.

The Upper Fraser Valley Regional Detachment is dedicated to working with the community and our partners to enhance the safety and quality of life in our communities.



## UFVRD Regional Headquarters Office

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If you have questions or would like to learn more, please contact us:

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## Chilliwack RCMP

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Royal Canadian  
Mounted Police

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