



WORKING TOGETHER TO KEEP OUR COMMUNITIES SAFE

NORTH VANCOUVER RCMP 2019-2023 STRATEGIC PLAN



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This Strategic Plan identifies specific goals and actions to address our communities' leading priorities.

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Introduction from the North Vancouver Policing Committee

The North Vancouver Policing Committee provides information, advice and recommendations on policing matters to the District of North Vancouver and City of North Vancouver Mayors and Councils and the RCMP Officer in Charge. The Committee includes the City and District Mayors, Chief Administrative Officers and one appointee from each Council.

While the City and District may face unique pressures, they have shared public safety concerns.

Detachment's partnership in increasing their sense of security, starting from hubs of activity in the City and District outwards into our neighbourhoods.

Our residents' firsthand experience when they call for help has a significant impact on this sense of security.

These shared priorities are outlined in a Strategic Plan that will guide the efforts of the North Vancouver RCMP Detachment over the coming years.

We recognize the increasing complexity of the policing mandate as well as interdependencies with other services the City and District deliver to their residents. This Strategic Plan includes initiatives that better utilize the valuable skill sets of our police officers and municipal staff. By sharing resources and working together collaboratively, the Detachment, together with the City and District and other partners will achieve more.

With our approval of this Strategic Plan, the Policing Committee joins the Detachment's officers and municipal team members and invites you to be an active partner in keeping our communities safe, secure, and supported.

The Detachment provides policing services to the City of North Vancouver and the District of North Vancouver, within the unceded ancestral and traditional territories of the Coast Salish peoples, including the territories of the x^wməθkwəy əm (Musqueam), Skwxwu7mesh (Squamish), and Səl ilwətaʔ/Selilwitulh (Tseil-Waututh) Nations.

The Detachment asked our communities for their top concerns and they answered: road safety for all road users is the top priority within both municipalities. Our communities also requested the

City of North Vancouver



Mayor Linda Buchanan



Councillor Holly Back



CAO Leanne McCarthy

District of North Vancouver



Mayor Mike Little



Councillor Jim Hanson



CAO David Stuart

Message from the Officer in Charge

On behalf of all of the police officers, municipal team members, and volunteers at the North Vancouver Detachment, I am honoured to outline how we are addressing our communities' priorities through our 2019–2023 Strategic Plan.

This Strategic Plan outlines North Vancouver RCMP's commitment to having a measurable impact on our communities' leading concerns while sustaining the many other services we deliver. Community engagement remains at the centre of our everyday work.

In early 2019, the North Vancouver Detachment invited a broad range of community groups and partners to help identify the City's and District's top policing priorities. This guided our emphasis on **improving road safety** and **increasing the sense of security in our communities** through to 2023.

Beginning as your Officer in Charge in September 2019, I am proud to lead a detachment that is distinctively community-oriented and indebted to your active partnership in keeping our communities safe.

We have grown increasingly sensitive to the **social impact** of policing, acknowledging opportunities to value our diverse communities, minimize our footprint on traditional territories, and strengthen partnerships for people living with mental health and substance use challenges.

Our police officers, municipal team members and volunteers often encounter people on their worst days. No matter what the crisis, our team is determined to act with compassion and empathy. Ongoing investment in the capacity and resilience of our people is our **strategic enabler**.

This Strategic Plan is built upon a proven, progressive policing approach – beginning with education and prevention, and followed up with enforcement - to more effectively address our communities' top priorities.

Very respectfully,

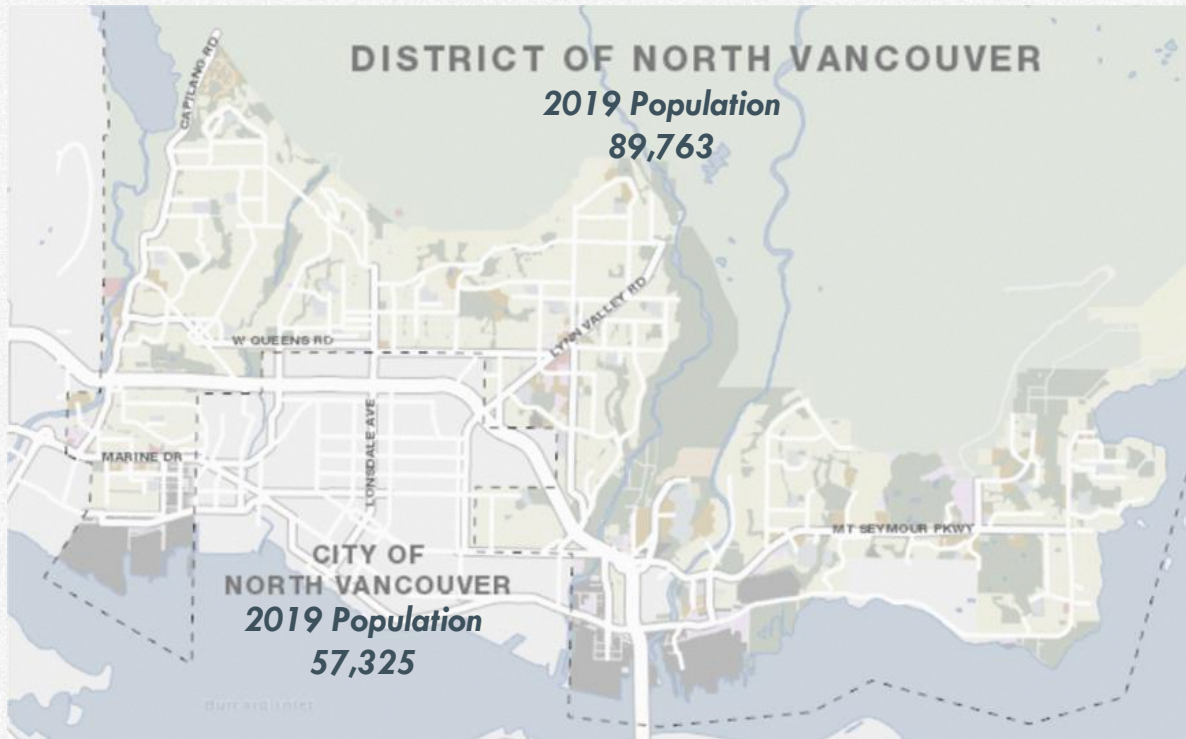
Superintendent Ghalib Bhayani
Officer in Charge North Vancouver RCMP



Our Communities

North Vancouver residents share what is regarded as one of the safest, cleanest and most beautiful places to live in Canada.

While the District and City may be distinct, they have common public safety interests.



Source: 2019 BC Stats

The City of North Vancouver is a compact, urban community, growing at 0.6% per year, where the majority of residents live in multi-family dwellings.

The District of North Vancouver has been traditionally made up of single-family detached homes. Growing at 0.1% per year, it is introducing more multi-family developments.

28%

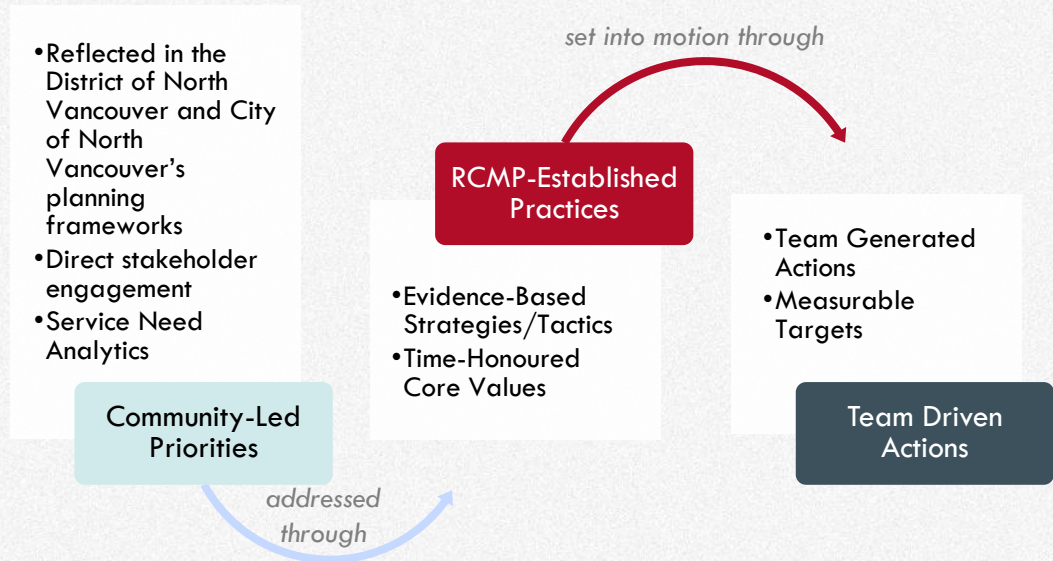
use **alternate modes of transportation** to commute to work

28%

identify as belonging to a **visible minority**

Source: Statistics Canada North Vancouver 2016 Census Profile

About this Document: Community-led priorities






This Strategic Plan is grounded in community-led priorities that are addressed through RCMP-established practices and set into motion through team-driven actions.

In January and February 2019, the RCMP North Vancouver Detachment invited key stakeholders to inform its 2019-23 Strategic Plan, including community groups, service organizations, public safety partners, and the North Vancouver Policing Committee.

In this document, our communities' leading concerns take shape as 4 key objectives.

1. Increase Road Safety
2. Improve Sense of Security in Our Communities
3. Partner for Social Impact
4. Optimize People Capacity

Long-standing public safety concerns in our communities require smart policing. We undertook further analysis and mapping of service calls to help us sharpen our focus. Under each objective, we define:

-  Goals (what we want to achieve, in numbers)
-  Strategic Initiatives (how we will get there)
-  Measures (how we will demonstrate our progress)

About this Document: Guiding our work

North Vancouver residents rely on us to keep their community safe through the RCMP's proven operating model and evidence-based, legally-sound policing practices. Our work to address community priorities is guided by the RCMP's Mission, Core Values and Vision.

Mission

The RCMP is Canada's national police service. 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.

Vision

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

Our Core Values



integrity



honesty



professionalism



compassion



respect



accountability

Strategic Plan snapshot

In this Strategic Plan, the first two objectives are focused on measurable improvements to important public safety indicators for North Vancouver.

A third objective represents our commitment to *do our part* in responding to mental health and substance use challenges, valuing our diverse communities, and supporting North Vancouver’s environmental goals.

Objective 1. Improve road safety

1.1 Decrease road users injured in collisions by 5%

Objective 2. Increase sense of security

2.1 Enhance presence in our shared public spaces, such as our transit hubs, along with crime prevention partnerships

2.2 Achieve response time targets for Priority 1 and Priority 2 calls

Objective 3. Partner for social impact

3.1 Connect people with mental health and substance use challenges to the right supports

3.2 Invest in our capacity to be more responsive to our diverse communities

3.3 Do our part to reduce greenhouse gas emissions

Strategic
Enabler

Objective 4. Optimize people capacity

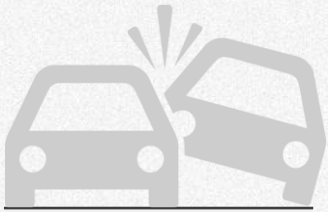
4.1 Increase utilization of resilience supports by 2024



**Objective 1:
Improve road
safety for all road
users**



Road safety in North Vancouver



Annually in North Vancouver

283

vehicle crashes resulting in injury

58

crashes involving cyclists*

39

crashes involving pedestrians*

Sources: North Vancouver RCMP, 2019 & *ICBC Crash Maps, 2017

We invited our communities to identify the most important issue we need to address as North Vancouver RCMP and what we could do to make a positive difference. The safety of all road users - including pedestrians, cyclists and drivers - was the highest priority.

Over the years, the North Vancouver RCMP has established valuable partnerships with ICBC as well as volunteers on proven traffic safety initiatives, ranging from Speed Watch digital displays to Counterattack road checks and distracted driving campaigns. Our community members affirmed our presence on North Vancouver roads as one of our strengths.

Fatalities may be rare, but we consider every collision a risk to the lives of North Vancouver residents.

Listening to our communities' foremost public safety concern, we can do more to realize the cumulative effects of synchronizing our public awareness, education, and enforcement activities to correspond with high collision areas, vulnerable road users, and seasonal road safety risks.

Many North Vancouver residents remain dependent on auto travel. Persistent road safety challenges are exacerbated by traffic congestion. As identified by the North Shore Transportation Planning Project, "travel to, from and around the North Shore is one of the major traffic hotspots in Metro Vancouver". North Vancouver RCMP will pursue collaboration with other first responders, traffic authorities, and the municipalities to collaborate on safe road design and address upstream bottlenecks that present risks to the people in North Vancouver neighbourhoods.

Road safety in North Vancouver



1. Improve road safety for all road users

1.1 Decrease the number of road users - pedestrians, cyclists and drivers - injured in North Vancouver road collisions by 5% by 2024

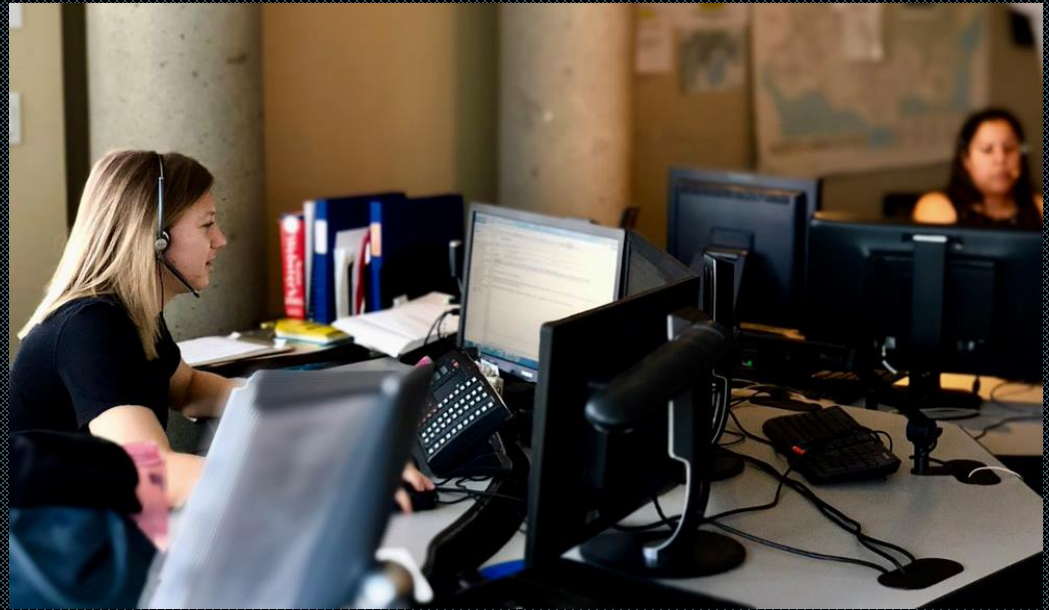


EDUCATE	PREVENT		ENFORCE
In partnership with ICBC, expand youth road safety education	With partners, contribute to safe road design planning within the City and District	Expand volunteer action to improve safety of vulnerable road users	Consistently allocate traffic enforcement resources to the top 5 areas that present the greatest potential for harm

Synchronize education, prevention and enforcement efforts in an annual road safety calendar



Number of youth engaged in simulations and education	Number of recommendations contributed for traffic infrastructure projects and road redesign	Percent increase in volunteers engaged in road safety awareness initiatives	Percent increase in traffic citations issued	Percent decrease in persons injured in road collisions
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**Objective 2:
Increase sense of
security**



A sense of security from community to home

855

Calls for Service
from Lonsdale and
Phibbs transit hubs

Source: North Vancouver RCMP,
2019

As public life in our shared spaces continues to change so will our efforts to foster a sense of safety and belonging for all North Vancouver residents.

Police presence contributes to a sense of security in our shared public spaces.

Residents and businesses value the April-October foot patrol program, supported by the City, in the Lower Lonsdale area. We will extend our presence through initiatives that enable Frontline Policing to spend even more time within District and City neighbourhoods.

Our increased visibility around the North Shore's hubs will be complemented with enhanced criminal intelligence efforts to stop repeat property theft offenders.

When a crime or other public safety incident does occur, residents of the City and District want to know that they can count on the police to respond quickly.

In 2019, our average response time was 10 minutes for Priority 1 (emergency) calls and 24 minutes for Priority 2 (urgent) calls. Taking into account our geography, we have established the following target response times.

Priority 1 call (emergency incl threat to life)	<10 mins
Priority 2 call (in-progress theft)	<22 mins
Priority 3 call (assaults not in progress or disturbances requiring timely follow-up)	<70 mins
Priority 4 (minor theft or mischief)	Same day

Working together, we will introduce reporting options and process improvements that can help us respond to emergency calls in even less time.

Presence and prevention at gathering places



2. Increase sense of security

2.1 Enhance proactive policing presence in shared public spaces, such as our transit hubs, and expand crime prevention partnerships

EDUCATE		PREVENT		ENFORCE
Together with community partners, deliver targeted personal safety workshops for youth and seniors		Establish a workspace for Frontline Policing & Community Police Services in Lonsdale Quay (see 2.2 for Phibbs Exchange)	Whenever possible, position marked cars at transit hubs while completing reports	In partnership with Transit Police, establish a strategic resource to intercept repeat property crime offenders
Number of youth reached through education on recognizing & addressing risks to their personal and online safety	Number of participants in shared public spaces workshops Number of senior participants	Percent decrease in calls for service to Lonsdale Quay	Percent decrease in calls for service to Phibbs Exchange	Percent decrease in reports of theft from auto, business or home

Our timely response when you call



2. Increase sense of security

2.2 Achieve response time targets for Priority 1 calls (<10 minutes) and Priority 2 calls (<22 minutes) by 2024

INNOVATE



Establish a joint Frontline Policing and municipal team member process improvement group - online reporting of select minor crimes, closing the loop with callers

Establish a workspace for Frontline Policing within District of North Vancouver

Implement Frontline Policing zone ownership (patrol cars stay in zone for shift) and calibrate shifts with peak call periods



Average response time to Priority 1 calls
Average response time of Priority 2 calls



Objective 3: Partner for social impact



Our social impact

Heightened public interest is driving accountability for social impact across the public and private sector. This also holds true for the North Vancouver Detachment as the role of police officers and staff intersects with complex social and health issues.

Every year, one in five British Columbians will be directly affected by a mental health and/or substance use issue. In service to the safety of our communities, our members are called upon to de-escalate crisis situations, assess whether criminal activity has occurred, apprehend an individual for their safety and/or connect them to health services. There are gaps in mental health and substance use care for British Columbians and police are widely recognized as the frequent first point of contact. We need collaborative approaches to connecting people living with mental health and substance use challenges to the spectrum of services that can help them.

Those who have experienced trauma and inequity are particularly vulnerable.

For more: Please refer to the roadmap, *A Pathway to Hope*, from the Ministry of Mental Health and Addictions

Our police officers and staff meet people at a point of need and we are increasingly aware of our potential to improve an individual's capacity to cope with their circumstances or make it worse.

Outside our detachment stands the Strength and Remembrance Pole, a poignant call to action to ensure our service respects the value of every person and every community - Indigenous Peoples and every person's race, cultural identity, gender expression, sexual orientation, residency, social status, age, and ability.

Lastly, both the City of North Vancouver and the District of North Vancouver have taken a visible stand for environmental sustainability. We recognize climate change as a threat to the wellbeing of our residents and the livability of our communities, and as such, environmental stewardship is unquestionably one of the Detachment's responsibilities. We are committed to doing our part, continuously elevating green culture and our efforts to reduce carbon emissions and waste.

1141

Annual Files with a
Mental Health component

606

**Annual Mental
Health
Apprehensions** by
North Vancouver RCMP

Source: North Vancouver RCMP,
2019

Our impact on mental health and substance use



3. Partner for social impact

3.1 Connect people living with mental health and substance use challenges to the right supports



EDUCATE	PREVENT	
Build professional competency of officers and municipal staff through trauma-informed training	With health care partners, test and refine an on-location mental health assessment model	Work with partners to connect high utilizers with individualized wrap-around support
Percent of police officers participating Percent of public-facing municipal team members opting-in	Percent decrease in Mental Health apprehensions	Percent decrease in annual files for high utilizers

Our impact on our diverse communities



3. Partner for social impact

3.2 Invest in our capacity to be more responsive to our diverse communities

EDUCATE

Offer bias-free policing sessions to all Detachment officers and municipal staff

Percent of police officers participating
Percent of municipal staff participating

SUPPORT

Cultivate relationships and trust by providing practical supports for girls and youth to lead in activities that reinforce the value of Aboriginal culture (IFNU and Pulling Together canoe families) and involve more Frontline Policing officers in these cultural activities

Number of contacts with IFNU and the North Vancouver Detachment that are initiated by Indigenous communities



Our impact on the environment



3. Partner for social impact

3.3 Do our part to reduce greenhouse gas emissions

PREVENT

Whenever possible, reduce calls requiring police presence in cars by leveraging technology to follow up on minor crimes reports

Begin gradual transition to electric vehicles

Percent of service time in cars

Percent of Frontline Policing cars that are electric





**Strategic Enabler,
Objective 4:
Optimize people
capacity**



About Your Detachment

It is because of our police officers and municipal team members that we have earned the confidence of North Vancouver residents.

Continued development is one way we can support our people in responding to the changing needs of our communities.

Source: North Vancouver RCMP Employee Survey, 2019

The North Vancouver Detachment workforce is comprised of 130 police officers divided into 5 sections or teams:

1. Frontline Policing (uniformed patrol officers)
2. Traffic Section
3. Investigative Support Services (plain clothes detectives)
4. Community Police Services (community relations, youth outreach and crime prevention)
5. Office of the Officer in Charge and Senior Leadership

The North Vancouver Detachment (along with the West Vancouver Police and the Squamish RCMP), participates in the Integrated First Nations Policing Unit (IFNU) providing policing services to the Squamish and Tsleil Waututh First Nations. IFNU was created in 2008 to provide enhanced First Nations policing services; a key mandate of the Unit is to build communication and understanding between police and indigenous communities.

Working hand in hand with RCMP Members, 82 municipal team members, and 48 casual staff provide operational support services to RCMP officers and the public. These include answering 911 and non-emergency calls, police dispatching, and front counter services. They also contribute to police file management, as cell guards, leading Crime Reduction, Victim Services, Community Policing and Crisis Intervention, and Detachment administration and finance services.

More than 50 volunteers provide countless hours of support to police services. Among these are 15 Auxiliary Constables. Volunteers staff our Community Policing Centres and participate in a wide range of programs including Block Watch, Road Safety (Speed Watch, Distracted Driving, Lock Out Auto Crime), Citizen Crime Watch and Business Link.

Our people, our strategic enablers



4. Optimize people capacity

4.1 Increase utilization of resilience supports by 2024



EDUCATE	PREVENT		
Offer mental wellness sessions to officers and municipal team members	Increase Supervisor access and endorsement of crisis debrief support and annual wellness day		
Percent of police officers participating Percent of municipal team members opting-in	Total number of hours of crisis debrief support accessed by all Detachment officers and municipal team members	Percent of police officers using annual wellness day	Percent decrease in other absence rate



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