



WHITE ROCK RCMP 2020-2023 STRATEGIC PLAN

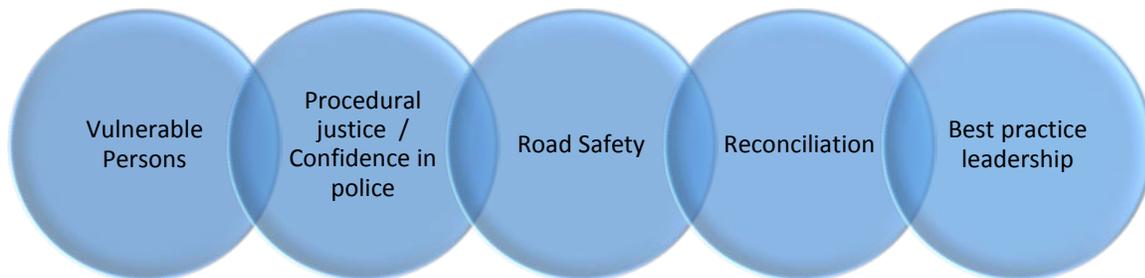


The White Rock RCMP's three-year Strategic Plan was developed after an environmental scan; an analysis of calls for service; a review of current literature on policing; and consultation with the public, detachment employees, & Mayor and Council.

Our strategic plan is a long term strategy to ensure that the policing service in White Rock is world class. It is a plan available to the public to understand what we are doing to continually adapt to an ever changing society and to be progressive. This strategic plan looks beyond our core responsibility of responding to calls for service and conducting investigations, and provides direction to our overall approach to policing in White Rock.

Based on our consultations, we have identified five priority areas that each have their own strategic objectives. Our detachment will identify current initiatives that are working and develop new initiatives to achieve these objectives.

Priority Areas



“Policing is about addressing the safety and protection needs of the community through connection and accessibility to the police for residents, business owners, and visitors. This three-year plan will focus our strategic leadership and continuous improvement efforts in a variety of areas as to exceed White Rock’s desires. It is very rewarding for all of us at the detachment to work in a community that is supportive of their police officers, detachment staff, and volunteers. More importantly, we want you to feel valued when you call upon us to provide a policing service.”



Kale Pauls (Staff Sergeant)
White Rock RCMP - Detachment Commander

PRIORITY AREA: Vulnerable Persons

The police have an impactful role in the lives of marginalized people and people that have been victims of crime. Continuous professional development and constant adaptation of procedures are required to ensure that best practices are being followed, and that police maintain awareness of the lived experiences of marginalized and victimized people.

Strategic Objectives	Initiatives	Performance Indicator
Increase accessibility and transparency of processes	1. Develop information on police processes for offences that are typically under-reported	# of products developed
Enhance victim-centered focus	1. Continued education for employees on the victim's experience/perspective.	# of employees completing education sessions
Enhance trauma-informed practice	1. Continued education on trauma informed investigations/ interviews.	# of employees completing education sessions
Strengthen Mental Health partnership	1. Development of police mental health liaison with current resources	Establish position and development of process

PRIORITY AREA: Procedural Justice / Confidence in Police

Procedural justice is the manner in which police interact with the public, displaying fairness in process, transparency in actions, provide opportunities for a voice, and demonstrate impartiality. Although this is already a core practice of the White Rock RCMP, this needs to be constantly demonstrated and highlighted to maintain confidence in police.

Strategic Objective	Initiatives	Performance Indicator
Increase communication with the public on issues that matter	1. Development of a communications / media strategy	# of media releases Activity on social media
Increase complainant satisfaction through communication	1. Monitor complainant follow-up on all applicable files	Maintain a high complainant follow-up rate on all applicable files (to be determined)
Increase community engagement activity	1. Continue hosting community events (RCMP/Fire open house, Savvy Seniors, Coffee with Cops, etc) 2. Accessibility to detachment commander	# of engagement activities
Explore equipment available to officers that promote confidence in police	1. Business case to City for in-car camera systems & body cameras 2. Research and business case for less-lethal option (rubber projectile)	Determination of necessity and support for items
Ensure detachment business continuity & autonomy from some current services provided by Surrey	1. Information Technology and protective technical services review/implementation 2. Detachment resource review	Complete reviews/implement recommendations

PRIORITY AREA: Road Safety

Road safety has an impact on everyone - regardless of if you are a driver, passenger, cyclist, pedestrian, resident, or business owner - our roadways surround us and are a defining part of our community. Being safe and feeling safe are key components to this priority area, and the police have a role in addressing this through enforcement and education.

Strategic Objectives	Initiatives	Performance Indicator
Strengthen community and intelligence led traffic enforcement	1. Interactive traffic intelligence website for the community to identify problem locations and for us to communicate our enforcement activity. 2. Volunteers to operate a passive speed monitoring system to understand speeds in specific areas and inform action.	Development of traffic intelligence website # of interactions on the website # of areas surveyed for speed
Increase community quality of life through regulatory enforcement	1. Address noisy vehicles that are not in compliance with the Motor Vehicle Act/Regulation	Reduction in noisy vehicle complaints Increase in enforcement activity
Enhance road safety education	1. Create a video series specific to White Rock to highlight common issues and explain misunderstood traffic laws.	# of engagements

PRIORITY AREA: Reconciliation

The City of White Rock is situated on the traditional unceded territory of the Semiahmoo First Nation and the broader Coast Salish people. In recognition of the history and current situation of Indigenous people in Canada, it is paramount that the employees of the White Rock RCMP detachment are well versed on local Indigenous culture and history. The further understanding of inquiry recommendations will promote better empathy, compassion, and understanding that is applicable to Indigenous people and humanity in general.

Strategic Objectives	Initiatives	Performance Indicator
Continuous Indigenous relationship building	Participation in dialogue and cultural events with the Semiahmoo First Nation	# of dialogue forums / events
Strengthen culturally informed procedures	Develop system to have certain detachment policy reviewed with an Indigenous (and other) cultural lens	# of policy reviews
Missing and Murdered Indigenous Women and Girls (MMIWG) / Truth and Reconciliation Calls for Action - Employee engagement	Education/awareness program for RCMP officers and municipal employees to understand recommendations and calls for action on these important documents	# of internal education events

PRIORITY AREA: Best Practice Leadership

The leadership of a detachment is paramount to an effective, competent, and compassionate police service. Leadership is not one person, but a team approach that understands the perspectives of employees and harnesses the knowledge of the experts on the frontline. Every employee has an important role in leading the detachment to ensure a healthy and inclusive workplace.

Strategic Objectives	Initiatives	Performance Indicator
Strengthen detachment policy and procedure, examining them through the lens of employee wellness	1. Solicit input from employees on the impact of policy on wellbeing	# of policy reviews
Strengthen inclusive internal communication	1. Ensure leadership team meeting summaries are available for all staff 2. Develop internal communication 'media wall'	Internal communications review # of information postings
Enhance employee informed leadership	1. Utilize internal electronic anonymous surveys to solicit opinion and assess detachment operations	# of surveys