

CITY OF BURNABY
COMMUNITY POLICING COMMITTEE

HIS WORSHIP, THE MAYOR
AND COUNCILLORS

RE: RCMP - STRATEGIC PLAN 1995

RECOMMENDATION:

1. THAT Council endorse the Strategic Plan 1995 for the Royal Canadian Mounted Police, Burnaby Detachment.

REPORT

The Community Policing Committee at its meeting held on 1995 March 09 received and adopted the Strategic Plan 1995 for the Royal Canadian Mounted Police, Burnaby Detachment, **(Distributed to staff and Council members under separate cover).**

The Strategic Plan forms the basis to address changing community needs as well as personnel, accommodation and resource requirements. The objectives in the Strategic Plan will be accomplished over a period of several years and are crucial in meeting the principles and mission statement of the new police service delivery model.

The Committee therefore places the recommendation before Council for approval.

Respectfully submitted,

Councillor D. Evans
Chair

: COPY - CITY MANAGER DESIGNATE
- OFFICER-IN-CHARGE, R.C.M.P.

Councillor J. Young
Vice Chair

Royal Canadian Mounted Police

Burnaby Detachment

Strategic Plan 1995



" Partners For A Safe Community "

**BURNABY DETACHMENT
ROYAL CANADIAN MOUNTED POLICE
STRATEGIC PLAN 1995**

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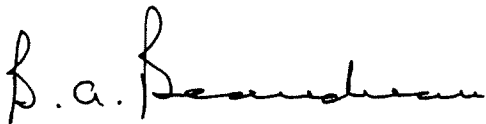
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INTRODUCTION

Over the past eighteen months Burnaby RCMP has completed the research and planning needed to implement a genuine partnership policing model for the City of Burnaby. We have now completed the internal organizational changes required to allow the community partnership to become a reality.

The Strategic Plan forms the basis to address changing community needs as well as personnel, accommodation and resource requirements. The objectives in this strategic plan will be accomplished over a period of several years and are crucial in meeting the principles and mission statement of our new police service delivery model.

I endorse and support the concept for policing outlined in this strategic plan, which will ensure the City of Burnaby remains a safe, harmonious community.



**Bruce A. Beaudreau, Superintendent
Officer in Charge
Burnaby Detachment RCMP**

WHY A STRATEGIC PLAN?

Historically RCMP Detachments have not developed strategic plans. We had a system of Short Term Operational Plans (STOPs) based on directional statements of the RCMP Commissioner, the Commanding Officer "E" Division and the Provincial Attorney General. What is required is a shift in primary focus to the needs of Burnaby. Our plan is to be more a statement of vision, a living document that provides a road map for redevelopment and the flexibility to be responsive to the changing needs of Burnaby.

(a) Where we are now. "The Project"

The research, development and training for a community policing service have taken place under the auspices of a pilot project funded by the RCMP. Implementation through redeployment of present resources has commenced with the support of the City of Burnaby. Responsibility for support of full implementation and operation is shared between the RCMP and the City of Burnaby through contractual obligations. When the basic phases of "The Project" are completed we will have established a new service delivery package.

"The Project" has been divided into five phases:

1. Research
2. Model Building
3. Implementation
4. Community Orientation/Consultation
5. Monitoring and Evaluation

Research

This phase involved travel to several policing jurisdictions to view operating models and the study of written material concerning philosophy of Community Based Policing. Assembling resource material for reference has been completed, however, we continue to review new material almost daily.

2.

Model Building

This phase involved an intense brainstorming exercise which led to the development of five policing objective/principles and 18 points for development. Seven committees have concluded their work on the 18 points and have made recommendations. The Implementation Review Committee endorsed 84 recommendations and management accepted these recommendations for inclusion in the development of the new police service delivery model and organizational restructuring. Internally this phase is complete, however, community consultation will impact on what has been established and may call for changes to the primary plans. Our flexibility to respond to community needs will see us return to this phase as required.

Implementation

Time lines for implementation have been established and tasks have been assigned for completion to the end of 1995. Redeployment of personnel and changing to a district system has been accomplished as of 1995 January 15. This phase is ongoing and will be subject to constant review and updating as community needs are identified and responded to.

On 1994 September 19, implementation plans were formulated after eight months of consultation with staff. These plans divide the city into four districts:

1. Hastings/Brentwood
2. Lougheed
3. Edmonds
4. Metrotown

Working in each district will be:

Staff/Sergeant (District Commander)
Neighbourhood Liaison Constable
School Liaison Constables
General Duty Constables and Corporals

The watch system was abandoned in favour of a district/ownership system. District Commanders have been given an extensive mandate covering implementation and leadership in community policing. This mandate includes such things as establishing consultative groups, consultation on needs for Community Police Stations, identification of community problems, overseeing problem solving activities within

their districts, etc. New positions were created that required the redeployment of personnel. These positions include:

- Neighbourhood Liaison Constables to assist in developing problem solving initiatives
- School Liaison Constables to work in schools as a direct policing resource and problem solvers
- Neighbourhood Response Team to be a tactical resource for problem solving
- Crime Analysis Quality Assurance Unit to analyze criminal trends and problem areas as well as monitoring effectiveness of our efforts
- Traffic law enforcement/problem solving teams
- Operational Response Commanders to monitor and direct calls for service response

A problem solving approach to policing has been adopted and will be implemented using the philosophy of ownership of both area and problems in partnership with affected neighbourhoods.

Community Orientation/Consultation

The Community Policing Committee of Council has been fully briefed on project implementation plans and City Council has been briefed on this project's status to date. District Commanders have been mandated to consult with neighbourhoods in their districts to determine local policing needs. We anticipate the development of a citizen survey in the near future to help us identify the concerns of Burnaby residents.

The Community Policing Committee of Council is assisting with this important phase of the project acting as an important conduit for public participation. Input from the community will be actively sought and used in rebuilding our service delivery model and implementation planning.

4.

Monitoring and Evaluation

This phase demands we develop new tools for measuring the effectiveness of community policing. Current yardsticks will not completely satisfy the needs of this phase. We have commenced research in how best to evaluate our service with the assistance of RCMP "E" Division Management Services. A meeting of stakeholders was held in December and it included representatives from the City of Burnaby, the British Columbia Ministry of the Attorney General, the Solicitor General of Canada's Ministry and the RCMP, federal, provincial and local. This meeting was facilitated by Professors Paul and Pat Brantingham of Simon Fraser University. The emphasis of the meeting was on what was to be measured. From this meeting Management Services Section is preparing a report which will identify methods to be used. This group will meet again to discuss and establish division on labour, funding and development.

Short Term Operational Plans

Project implementation time lines have been established and are proceeding on schedule. We anticipate further expansion of these Short Term Operational Plans as tasks are identified. To date we anticipate "The Project" conclusion by the end of 1995. The strategic plan will then replace the project mandate as the guiding document for our detachment.

(b) The Future - Policing Needs

The philosophies of community policing demand constant responsiveness to community needs. This means continual consultation with the people we serve through City Council, Committees of Council, city staff, community organizations, social service delivery agencies and citizens.

We will be responsive to Burnaby citizens' expectations and willingness to request, support and utilize the services we can provide. As the city grows and changes, the needs for specific levels of police service will grow and change. Statistics and forecasts from RCMP data systems and the City of Burnaby Planning Department will provide insight as to demographic growth and change expected and what trends in crime and safety issues are emerging.

The City of Burnaby Planning Department currently estimates the population of Burnaby to be 166,000. Projections for the year 2000 based on approximately 1%

growth will see a population of 177,000 people. The existing Official Community Plan provides for a potential of 183,000 people.

The Greater Vancouver Regional District is currently considering a regional plan entitled "Liveable Region Strategic Plan." This plan, if adopted, will focus growth in a "compact metropolitan area" of the region which includes the City of Burnaby. It will impact on the areas of green zones, regional town centres, municipal town centres and transportation choices. This plan will start to have a visible impact in Burnaby within five years and development will continue through the next fifteen years and beyond.

The establishment of a regional centre in the Metrotown area and municipal centres in the Brentwood/Hastings, Lougheed and Edmonds areas is inevitable whether this plan proceeds or not. In fact, the Planning Department already recognizes these areas as major planning districts comprised of several neighbourhoods that have been historically identified. Of major significance to Burnaby is the development of transportation corridors that will allow movement of people through Burnaby to destinations within Burnaby and other GVRD cities and municipalities. One such corridor envisioned is the Lougheed corridor proposed to include a light rapid transit system.

The City of Burnaby has already entered phase two of the development plan review process for the Brentwood Town Centre Plan. The plan calls for the redevelopment of this area to accommodate multiple and integrated usage. Development of a core area with higher density residential housing, commercial uses such as retail, office space, hotel accommodation, etc., is anticipated.

Other areas of significant growth in the near future are:

- infilling of the Metrotown area
- residential development in the Cariboo area
- completion of the Oaklands development will see 539 residential units, housing 1,315 people
- a new community plan for the Edmonds area
- redevelopment of the old Burnaby South School area
- significant growth in light industry in the Big Bend area of the Fraser River

6.

- residential development of the George Derby area with 413 ground level units, housing 1,033 people
- A new community based planning review is being initiated in and around the Lougheed Town Centre area. New development opportunities will likely be identified.

The pace of development and growth will have a significant impact on the calls for police service, required staffing levels, service delivery centres, i.e., community police stations and equipment requirements.

Unforeseen changes will have an effect on this strategic plan. As previously stated the plan must be flexible enough to allow consideration and response to the type of changes in demand for service that will occur. The principles and strategic objective may remain the same but the tactical objectives must be constantly reviewed to ensure validity.

PRINCIPLES

Five principles have been adopted. They are the guiding principles for our change to community policing.

1. BETTER SERVICE TO THE COMMUNITY

Staff of Burnaby RCMP will continue to strive to uphold the tradition and motto of the Royal Canadian Mounted Police by "MAINTAINING THE RIGHT" of democratic mechanisms and providing a level of service consistent with its heritage and regulations. They will ensure the principles set forth in the Canadian Charter of Rights and Freedoms and guarantees enjoyed by Canadians under the Charter are applied equally, striving always to keep the respect and trust of the citizens of the City of Burnaby and Canada.

The basic mission of Burnaby RCMP will be to refocus to effectiveness with efforts directed toward the prevention of crime, maintenance of order and the building of relationships with the community to reduce citizen fear of criminal victimization. The need to provide rapid response service to emergency situations and competent follow-up investigation capabilities is recognized as essential elements in the mandate of police service for Burnaby.

Burnaby consists of a series of communities within its boundaries that are united by geographical location and/or concerns about crime or social issues. We will strive to identify these communities/groups in order to establish community consultative groups that will allow direct communication and input between police managers, street level officers and community leaders. Burnaby RCMP staff will thus reinforce the importance of neighbourhood communities, react to local residents concerns and be accountable to the community.

Burnaby RCMP staff is providing a policing service to communities/groups within the City of Burnaby; they must recognize they are an integral part of these communities and it is incumbent upon them to make themselves aware of concerns, needs and expectations. On the other hand the citizens of Burnaby must be aware of the concerns, abilities and limitations of the police so that their demands are appropriate and able to be met by the police.

The goal is for the community and Burnaby RCMP Detachment to form a "PARTNERSHIP" which will create open lines of communication and add strength to Sir Robert Peel's principle "the public are the police and the police are the public."

Burnaby Detachment staff individually accepts "OWNERSHIP" of citizens' problems or concerns and, in partnership with citizens, attempts to work towards mutual resolutions to improve levels of "customer satisfaction," reduce calls for service and crime.

2. MORE EFFECTIVE ORGANIZATION OF SERVICE DELIVERY

Decentralization

The operational and management hierarchy within Burnaby RCMP will be flattened, realigned and reorganized (yet remain flexible) to best meet the needs of the community. A new service delivery model will effectively provide a structure to address local citizens' concerns. Patrol members will remain within a designated district for an extended period. Supervisors will encourage members to build professional relationships within their assigned communities, establish neighbourhood community police stations (if supported by local citizens), establish groups of citizen volunteers and initiate community based policing programs.

8.

Back to the Basics

Burnaby RCMP staff will redirect their efforts from a contemporary reactive style of law enforcement to a proactive approach of concentrating on crime reduction and prevention, not just crime control. When a member leaves the detachment or sub-office it will be for a purpose: monitoring a problem, follow-up investigation, taking preventive initiatives on a problem, liaising with local residents, merchants or people on the street, providing a visible uniform presence in a problem area or attending a complaint. It is acknowledged that law enforcement is a necessary component of the function of the police but it is only one of the tools we use in solving community problems.

Empowerment

Senior management will recognize that staff working within a community and frequently consulting with citizens are the most qualified to decide how best to serve. The reins of central control will be lessened. Front line officers will be supported in taking proactive community based policing initiatives and allowed to make decisions and resolve matters at their level providing the actions are diplomatic, moral, ethical and legal. Supervisors are directed and encouraged to support such action.

Problem Oriented Policing Strategies (POPS)

POPS will be emphasized and employed. A problem is defined as a group of incidents which are similar and concern to both the community and police. They usually result in a tremendous drain on police resources. The responsibility for resolving problems must be shared by the citizens and the police through prevention, innovative solutions and enforcement. Individual members will accept ownership of specific problems and work with the community toward successful resolutions. The focus will be attacking the root cause of a problem so the problem itself, not just the symptoms, is removed.

3. IMPROVED JOB SATISFACTION

Burnaby Detachment will place a renewed emphasis on supporting the front line officer. Senior management acknowledges that for community based policing to be a success the general duty officer in direct daily contact with the community is recognized as a key factor in police service. All functions of

Burnaby Detachment will be directed to bolstering front line personnel by providing increased accessibility to support services, updating equipment and in general creating better working conditions.

Burnaby Detachment's senior executive will ensure officer safety issues are addressed within budget allotments and are consistent with the expectations of the citizens of Burnaby.

Senior management acknowledges that control, input, environmental conditions and ownership of one's daily routine are major contributing factors to an employee's satisfaction with his or her job. Burnaby Detachment's senior executive will strive to create opportunities for all ranks to participate directly in management decisions to allow constructive input in achieving objectives under community based policing.

New initiatives will be undertaken to reduce the paper burden by evaluating the paper flow system and encouraging ideas from personnel. Senior management will use risk management techniques in an attempt to reduce the paper burden throughout the detachment.

Positive Feedback

Interaction with general public is acknowledged to be one of the strongest forms of motivation. Senior management and supervisors will support staff initiatives and activities within their assigned communities that are deemed to be consistent with the principles of Burnaby Detachment's community based policing initiative. Emphasis will be placed on official acknowledgment.

4. IMPROVED INTERNAL AND EXTERNAL COMMUNICATION

Senior management of Burnaby RCMP will attempt to improve lines of communication within the detachment by holding meetings with any group(s) who request same and by publishing minutes of such meetings.

Senior management of Burnaby will continue to support the concept of a Constables' Committee which will have direct access to the Officer in Charge.

The senior management of Burnaby RCMP acknowledges the news media is an extremely important element of our society which keeps the public informed. The news media can be effective in helping the police fulfil its mandate to

10.

provide better communication with citizens. Considerable effort will be made to keep this medium updated. Fostering a cooperative, constructive relationship is deemed essential.

Two full time media liaison persons will be appointed for the detachment; however, it also will be incumbent on all of our members to treat the media with respect and when circumstances dictate, act in a professional manner as a spokesperson for Burnaby Detachment.

Many problems referred to the police are social issues which could best be handled by other agencies. Burnaby RCMP staff will foster "INTER-AGENCY COOPERATION," by forming constructive working relationships and in a cooperative manner, striving to resolve mutual problems.

The establishment of a core of local citizen "VOLUNTEERS" within districts under the community policing initiative of Burnaby Detachment is anticipated. The purpose of these groups would be to work within community policing stations and/or promote crime prevention programs. All staff of Burnaby RCMP are required to communicate with as many volunteers as possible and to help establish a healthy working relationship with each.

5. MORE/IMPROVED ONGOING TRAINING

Complexities of modern policing require senior management to be conscious of the importance of ongoing in-service training. They will strive to provide as much training as possible within the confines of operational requirements and allotted budgets.

It is imperative all staff are equipped with an array of information, skills, knowledge and adaptability. These qualities are best acquired through on-the-job experience in all aspects of police work. Increased opportunities will be made available to all staff of Burnaby RCMP to acquire these attributes by exposure to a variety of roles.

Emphasis will be placed on ensuring front line supervisors are providing a positive work atmosphere for their subordinates, with proper guidance and support, effective, positive leadership and, most importantly, on-site practical training.

CORE VALUE STATEMENT

The Burnaby RCMP has selected a Core Value Statement which reflects our commitment to community policing and provides a focus for our staff. It also allows us to measure our efforts and decisions against a common yardstick.

The Core Value Statement for Burnaby RCMP is:

"PARTNERS FOR A SAFE COMMUNITY"

STRATEGIC OBJECTIVE

"To implement community policing as the method of police service delivery in the City of Burnaby"

Community policing is a style of service delivery that is based on a recognition that communities have a legitimate role to play in police decision making. To be effective police must operate with the support and assistance of citizens, therefore, the concerns of these same citizens must be recognized and assigned priority. Community policing is not a program or a series of programs or projects.

Community policing requires that police personnel have many skills to satisfy community needs, including the ability to respond quickly to crisis and emergency situations where the public expect us to maintain order, protect life and property. The ability is required to detect, analyze and address problem situations in a proactive manner and to investigate and bring offenders to the legal system where the offence has caused the community or citizens, in particular, to be victimized or offended.

TACTICAL OBJECTIVES

To reach our strategic objective a series of tactical objectives must be met. Tactical objectives will span a five-year period. The project has given us a foot up in establishing and quickly moving towards our strategic objective; however, beyond the project we must maintain the vision and the principles it has been built on. We must have a road map to take us to the strategic objective. This road map will comprised of our tactical objectives and their yearly Short Term Operational Plans (STOPS). Tactical objectives may be subject to addition, revision and adjustment to meet community needs.

Decentralization

The creation of districts and redeployment of personnel to them has been the first step. Decentralization is intended to provide two attributes central to our policing concept:

1. To create a sense of ownership
2. To take our service closer to those who use it

Neighbourhood Police Stations

The development of district community police stations and storefront offices will be driven by the community's needs and willingness to support their operation. The use of community police stations is an important aspect of the overall strategy. They will provide us the ability to make police services more accessible and they will alleviate space problems.

Calls for Service: Management of Differential Response

Establish a call management system which ensures rapid response to emergency calls and assigns priority to all other calls. Differential response methods must be designed to meet public approval. Emphasis on call management will provide our personnel with required time to work on problem solving rather than reporting and recording.

Crime Analysis

Create an effective unit to provide all measure of analysis required to problem solve and manage calls for service. Systems will be designed to provide access to up-to-date situational analysis for operational commanders. It will be used to assist in the monitoring and evaluation of the effectiveness of service provided.

Problem Solving Training

Develop and maintain an ongoing training program aimed at developing and refining problem solving skills.

Improve Internal Communication

Through the use of technology increase and improve our ability to share information within and outside the detachment.

Deploy Personnel to Operational Positions as Priority

The highest priority is to ensure all personnel are providing a direct service to the public or supporting directly those personnel who are.

Public Consultation

Develop and maintain partnerships with neighbourhoods, business, industry, cultural groups, media, service organizations and agencies. This will open continuous dialogue and provide consultation that leads to shared involvement in problem solving initiatives.

Consultation with Government

Develop and maintain partnerships with the City of Burnaby and regional government in the areas of social planning, planning and building, integrated service delivery and problem solving capabilities. Strategies such as Crime Prevention Through Environmental Design, vehicular traffic management and enforcement are vital areas of police concern as they do have an immediate impact on police resources.

Reduce Paperwork

Paperwork tasks will be eliminated where possible.

Appropriate Supervision

Lower decision making responsibilities to the lowest possible level to empower personnel to take initiative in problem solving and service delivery. Supervisory support will be encouraged rather than supervisory control.

Monitoring and Evaluation

Develop a means of evaluating effectiveness as opposed to efficiency. Monitoring initiatives and tasks related to tactical objectives is required to ensure efforts remain dedicated to the principles established and targeted on the strategic objective.

SHORT TERM OPERATIONAL PLANS (STOPS)

STOPs are made up of several tasks associated to the tactical objectives and are scheduled for completion yearly. They are subject to addition and revision as new initiatives arise.

SUMMARY

This strategic plan is based on an assessment of where we are today, what we foresee and where we are going in the next five years of policing the City of Burnaby. Its operative features are:

- **Strategic Objective**
- **Tactical Objectives**
- **Short Term Operational Plans**

It is an energetic living document containing the vision that will guide us in meeting the needs of the citizens of Burnaby into the next century.

**Burnaby Detachment RCMP
STRATEGIC PLAN**

**SHORT TERM OPERATIONAL PLANS
(STOPS)**

95-01-01 to 95-06-30

Short Term Operational Plans will be used to identify, describe and assign tasks related to the achievement of Tactical Objectives included in our overall Strategic Plan. These short term plans will be submitted annually and are subject to revision and/or addition throughout the operational year.

We are redefining our operational planning year to coincide with the City of Burnaby's planning and budget cycle, therefore, our planning year is adjusted to commence 1995 July 01.

TASKS

1. ***Develop and prepare detachment five-year strategic plan for endorsement of City Council***

Completion by 95 March 01, Cpl. HARRISON

Priority Links: Burnaby Strategic Plan, Attorney General's Priority "Local policing priorities should establish the criterion for deployment of police resources to meet the unique needs of the community serviced."

2. ***Short Term Operational Planning Cycle to be changed to July 01 to June 30 of each year to coincide with City Planning and Budget cycles***

Completion by 95 February 01, Cpl. HARRISON

Priority Link: as above

3. ***Establish differential response procedures (create Call Path Chart)***

Completion by 95 January 01, Cpl. LAWRENCE

Priority Links: Burnaby Strategic Plan, Tactical Objective "Calls for Service: Management of Differential Response," Attorney General's Priority "The Police should increase their emphasis on use of problem solving strategies....."

4. *Prepare Operational Response/Station NCO job descriptions and implement new function*

Completion by 95 January 07, S/Sgt. PEARSON

Priority Links: as above

5. *Develop and implement Information/Intelligence Bulletin System*

Completion by 95 January 15, Sgt. HUNDT

Priority Link: Burnaby Strategic Plan, Tactical Objective "Improve Internal Communications," Commanding Officer's priority "Information Management."

6. *Realign Readers function to Quality Assurance and redeploy personnel*

Completion by 95 January 15, S/Sgt. PEARSON

Priority Links: Burnaby Strategic Plan, Tactical Objectives "Deploy personnel to operational positions as priority." Priority #2 Attorney General's provincial policing priorities "Local policing priorities should establish the criterion for deployment of police resources to meet the unique needs of the community served."

7. *Develop and post new District Maps*

Completion by 95 January 15, Cst. LOWE

Priority Link: as above

8. *Redevelop format and content of briefings to provide more meaningful use of time*

Completion by 95 January 15, Insp. SCHLECKER

Priority Link: Priority #4 Commanding Officer's priorities, "Information Management."

9. *Establish newspaper column to communicate progress towards community policing*

Completion by 95 January 15, Sgt. BROWN

Priority Link: Priority #1 Attorney General's priorities. "The police should enhance community involvement in the process of establishing local policing priorities."

10. Realign Radio Room Constables function and redeploy personnel

Completion by 95-01-15, S/Sgt. PEARSON

Priority Link: As per Task #4

11. Implement District and Team System

Completion by 95-01-15, Insp. SCHLECKER

Priority Link: As per Task #6

12. Review local procedures on submission of Form 5.2 on all exhibits

Completion by 95-01-30, Cpl. GAVEN

Priority Link: Burnaby Strategic Plan, Tactical Objective "Reduce Paperwork"

13. Paperwork direction statement to be formulated to establish acceptable reporting quality levels

Completion by 95-01-30, Cpl. COUSINS

Priority Links: Burnaby Strategic Plan, Tactical Objective "Reduce Paperwork."
Commanding Officer's Priority "Information Management."

14. Research and develop evaluative processes for community policing.

Completion by 95-06-30, Cpl. HARRISON, Cst. LOWE

Priority Links: Burnaby Strategic Plan, Tactical Objective "Monitoring and Evaluation."

15. *Develop orientation package for new members and recruits coming to Burnaby*

Completion by 95-02-01, Cpl. HOBBS and Cst. LOWE

Priority Links: Burnaby Strategic Plan, Tactical Objective "Problem Solving Training." Attorney General's Priority "The Police should increase their emphasis on use of problem solving strategies...."

16. *Create Detachment Information Resource Centre*

Completion by 95-02-01, Sgt. BIRD

Priority Links: Burnaby Strategic Plan, Tactical Objective "Improve Internal Communication." Commanding Officer's Priority "Information Management."

17. *Complete supervisors problem solving training*

Completion by 95-02-15, Cpl. HOBBS

Priority Links: Burnaby Strategic Plan, Tactical Objectives "Appropriate Supervision," "Problem Solving Training." Attorney General's Priority "Police should increase emphasis on problem solving strategies....."

18. *Research possibility of upgrading and/or moving Operational Communication Centre*

Completion by 95-02-28, S/Sgt. PEARSON

Priority Links: Burnaby Strategic Plan, Tactical Objectives "Improve Internal Communications," "Calls for Service: Management of Differential Response."

19. *Revise Form 2500 and eliminate use of 2500-2 Person Vehicle Report*

Completion by 95-02-28, Cpl. COUSINS

Priority Links: Burnaby Strategic Plan, Tactical Objective "Reduce Paperwork."

20. *Revise Crown Counsel Reports*

Completion by 95-02-28, Cpl. BROCK

Priority Link: Burnaby Strategic Plan, Tactical Objective "Reduce Paperwork."

21. *Research possibility of Auxiliary Constables to perform foot patrols*

Completion by 95-03-15, Cpl. HOBBS

Priority Link: Burnaby Strategic Plan, Tactical Objective " ? "

22. *Research and develop professional training package for detachment*

Completion by 95-06-01, Cpl. HOBBS

Priority Link: Burnaby Strategic Plan, Tactical Objective "Problem Solving Training."

23. *Develop supervisor refresher course for local level in consultation with "E" Division Training*

Completion by 95-06-30, Cpl. HOBBS

Priority Link: Burnaby Strategic Plan, Tactical Objective "Problem Solving Training."

RCMP BURNABY DETACHMENT COMMUNITY POLICING 1995

OFFICER IN CHARGE BURNABY DETACHMENT

COMMUNITY POLICE PROJECT
COORDINATORS 1 CPL 1 CST

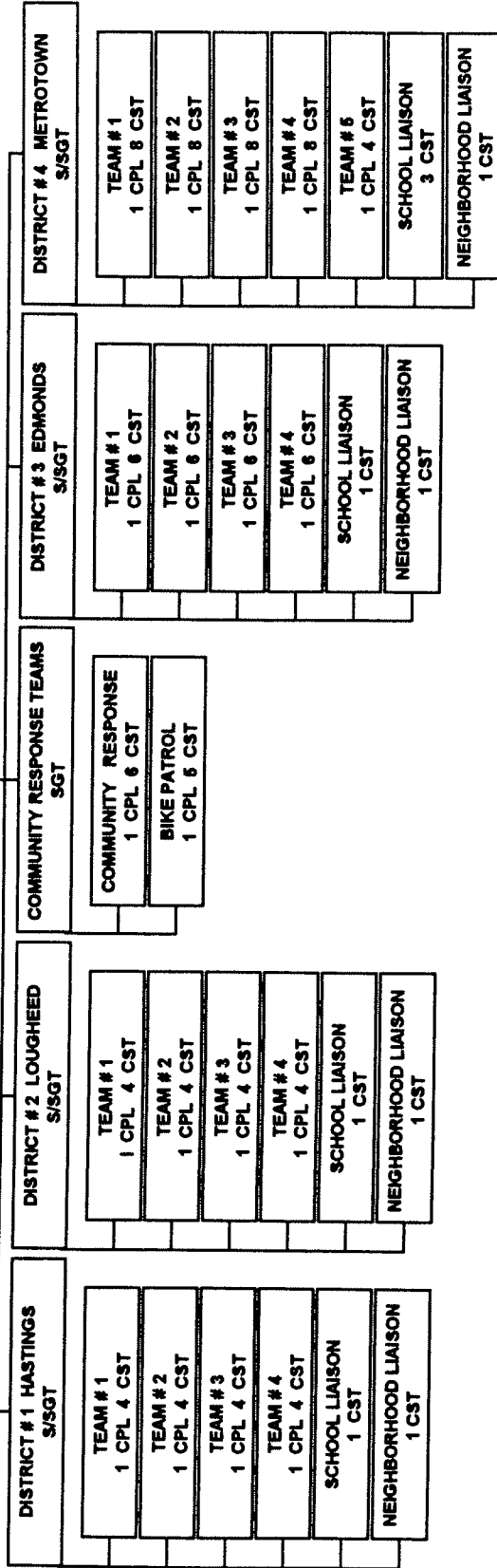
OFFICER IN CHARGE
OPERATIONS

NCO IN CHARGE
ADMINISTRATION

OFFICER IN CHARGE
OPERATIONS SUPPORT

RCMP BURNABY DETACHMENT COMMUNITY POLICING - OPERATIONS

OFFICER IN CHARGE OPERATIONS



RCMP BURNABY DETACHMENT COMMUNITY POLICING - ADMINISTRATION

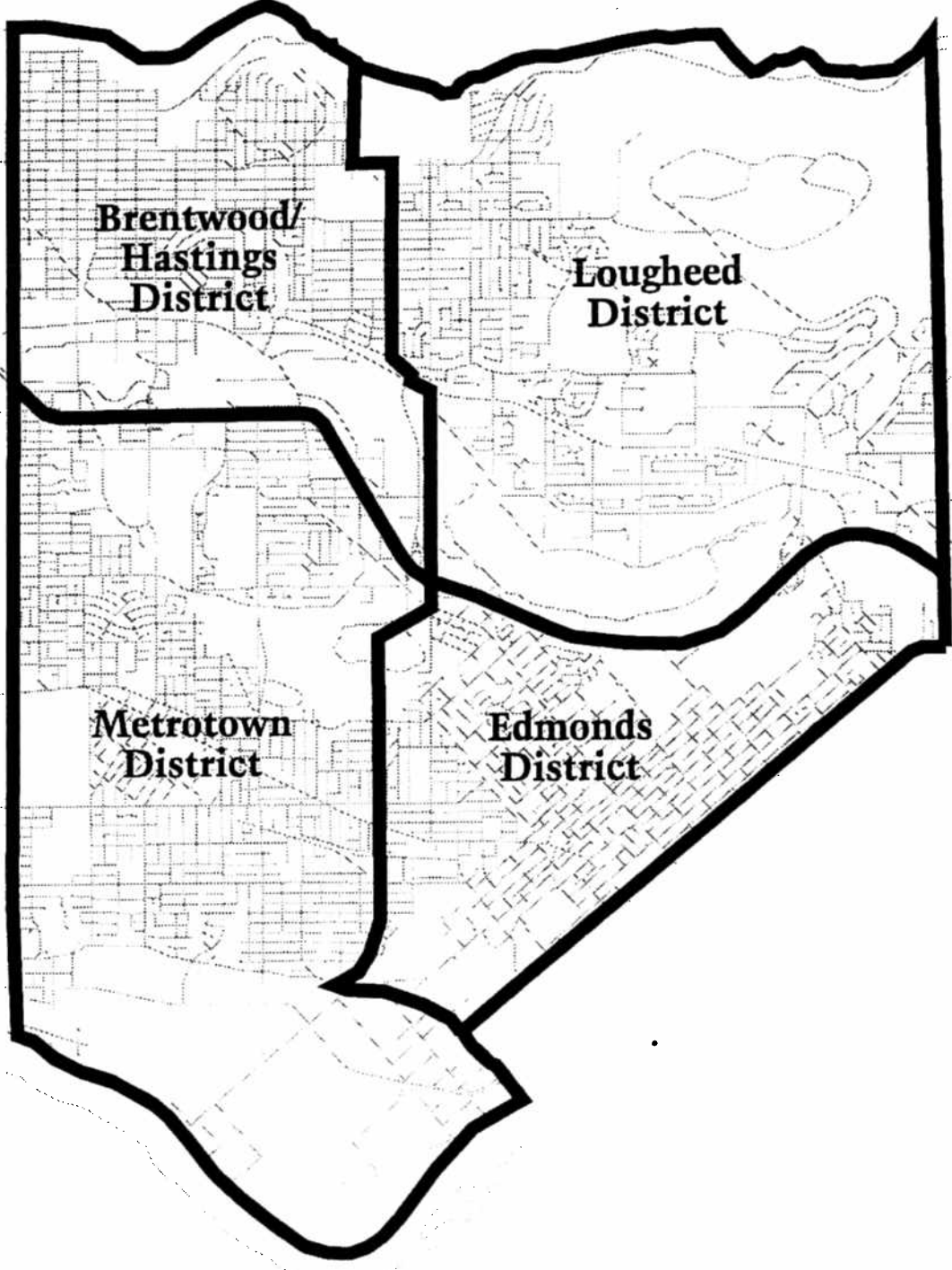
STATION NCO \ OCC SUPERVISOR 4 SGT
COURT LIAISON 1 CPL 2 CST
TRAINING \ AUX CST NCO 1 CPL
CRIME ANALYSIS \ QUALITY ASSURANCE 1 SGT 1 CPL 4 CST
TELECOMMUNICATIONS 1 CPL 2 CST

NCO I/C ADMINISTRATION
S/SGT

RCMP BURNABY DETACHMENT COMMUNITY POLICING - OPERATIONS SUPPORT

GENERAL INVESTIGATIONS 1 S/SGT 2 SGT 4 CPL 16 CST
DRUG ENFORCEMENT 1 S/SGT 1 SGT 1 CPL 6 CST
FORENSIC IDENTIFICATION 1 SGT 7 CPL
TRAFFIC PROGRAM 1 S/SGT 1 SGT 4 CPL 20 CST
COMMUNITY PROGRAMS \ MEDIA LIAISON 1 SGT 2 CST
POLICE DOG SERVICE 1 CPL 4 CST
CRIMINAL INTELLIGENCE 1 CPL 1 CST
INTERNAL INVESTIGATIONS \ EMERGENCY PLANNING 1 SGT
YOUTH SERVICES 3 C \ E

OFFICER IN CHARGE
OPERATIONS SUPPORT



**Brentwood/
Hastings
District**

**Lougheed
District**

**Metrotown
District**

**Edmonds
District**