



MISSION RCMP

Strategic Plan 2023 – 2027

We acknowledge that this place is situated on the unceded, ancestral, and shared territory of the Stó:lō people, who have occupied these lands since time immemorial. The City of Mission is located on Leq'á:mel, Semá:th, Kwantlen, Sq'éwlets, Máthexwi, and Katzie traditional territories.

Message from the OIC

As the Officer in Charge of Mission Detachment, I am pleased to provide you with the Detachment's 2023-2027 Strategic Plan. This plan outlines our vision and goal to make Mission the safest and most liveable community possible. As the Royal Canadian Mounted Police reaches its 150th anniversary this year, we look at ways of improving and enhancing our service delivery.



The Mission Detachment is here for you and is committed to addressing community needs, including the modernization our operations and procedures to align ourselves with the community's vision, values and expectations.

Handwritten signature of Inspector Ted Lewko.

Inspector Ted Lewko
Officer in Charge
Mission RCMP Detachment

About This Plan

The Mission RCMP strategic plan for 2023–2027 came together over a period of six months and represents the input of Detachment leadership, regular members, municipal employees, and stakeholders in the community.



We started with secondary research, checking multiple sources (including recent public opinion surveys conducted by the City of Mission) to build a profile of our home community. By doing so we were able to create a common context for planning and to highlight local issues and concerns. We supplemented these inquiries with a series of conversations with community representatives to gather additional perspectives on public safety and policing in Mission. In the process, we connected with City officials and staff, business owners and operators, leaders in local Indigenous and multicultural communities, and representatives of Mission School District 75.



We also secured invaluable input from within the Detachment, canvassing regular members as well as municipal employees in a wide-ranging online staff survey. Results of the survey were shared and discussed in a focus group session with unit heads and other Detachment leaders to confirm observations and glean additional insights into the challenges of front-line policing in Mission.



The centrepiece of the Mission RCMP’s strategic planning process was a day-long, face-to-face workshop with Detachment leadership and staff to review the input gathered and to identify Detachment priorities for the coming four years. From there we developed accompanying goals, objectives, outcomes, and measures we’ll use to chart our progress and successes in the months ahead.



The results of the Detachment’s planning process are reflected in the pages that follow.

Our Mission, Vision & Values

OUR MISSION

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

OUR VISION

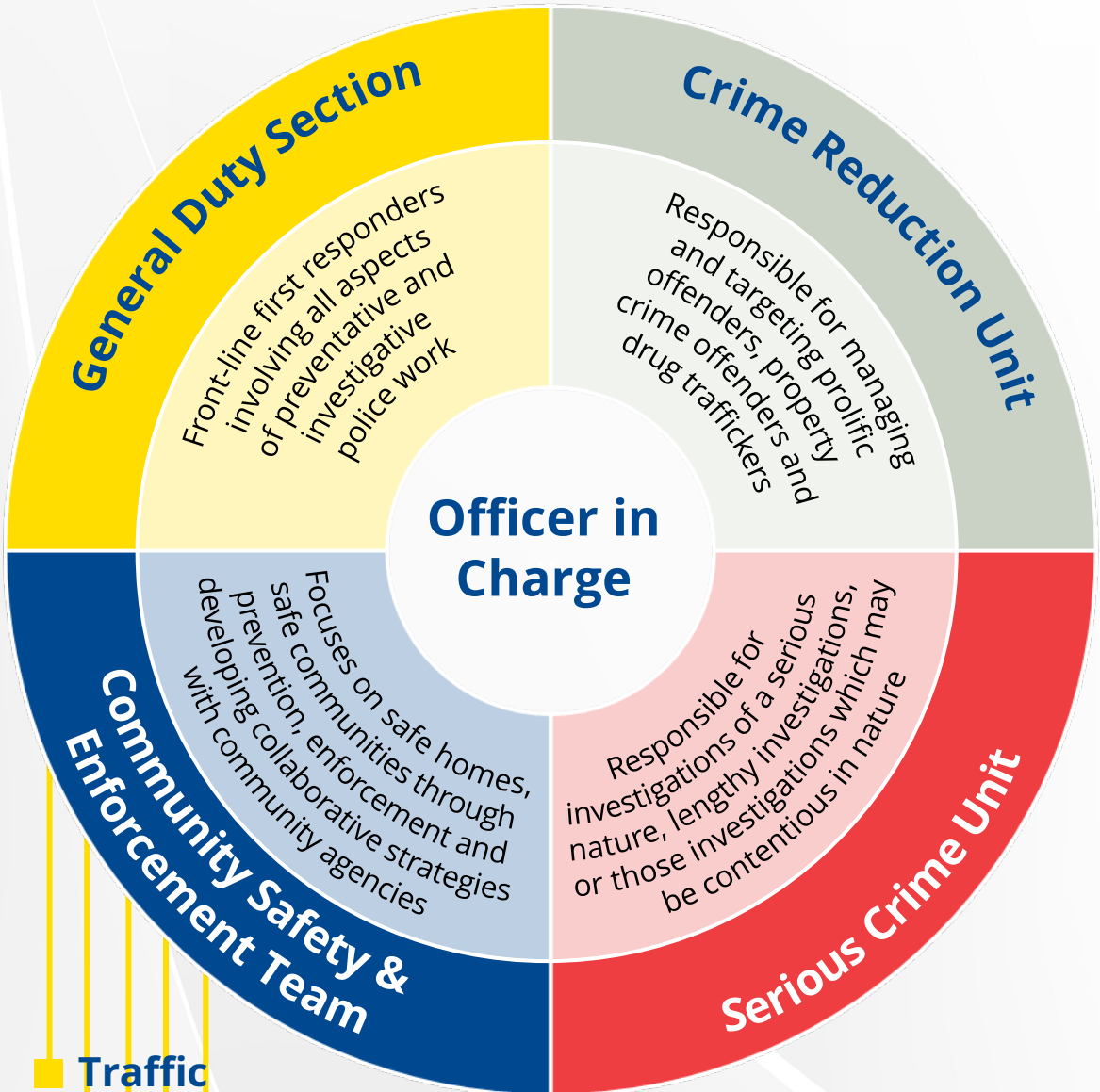
- The RCMP is a healthy and inclusive organization trusted by employees, partners and the public that keeps Canada safe by consistently delivering exceptional policing services and continually striving to grow and improve.



OUR VALUES

- **Act with integrity:** We conduct ourselves ethically, and do so with honesty, dignity, and honour.
- **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 experience of others.
- **Demonstrate compassion:** We care for each other and the communities we serve by approaching each situation with empathy and a genuine desire to help.
- **Take responsibility:** We are transparent about our decisions and actions and hold ourselves accountable for the results and impacts.
- **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.

The Mission RCMP Detachment



- Traffic
- Indigenous Liaison
- Youth Liaison
- Mental Health Liaison
- Community Liaison

Mission RCMP Strategic Plan at a Glance

OUR MISSION

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

Strategic Priority 1: COMMUNITY SAFETY

GOAL: Reduce crime and improve public safety in Mission through enhanced enforcement, increased visibility, and timely response.

DESIRED OUTCOME: Mission is a safe community for all, as evidenced by increased feelings of safety and security, reduced incidents of safety risk, improved community health, and enhanced community resilience.

- **Objective 1.1:** Reduce the rate of violent crime in Mission and mitigate its impact.
- **Objective 1.2:** Reduce property crime.
- **Objective 1.3:** Increase road safety and reduce collisions and fatalities through enhanced traffic enforcement.

- **Objective 2.1:** Strengthen the relationship between the Detachment and Indigenous communities in the Mission area.
- **Objective 2.2:** Identify meaningful opportunities to proactively connect with youth in our community.
- **Objective 2.3:** Maintain outreach to Mission's South Asian community to build trust and confidence in the Detachment now and into the future.
- **Objective 2.4:** Collaborate with partners to support those experiencing drug addiction, homelessness, and mental health issues.

Strategic Priority 2: COMMUNITY CONNECTIONS

GOAL: Continue building meaningful relationships with our local communities.

DESIRED OUTCOME: Stronger relationships with our communities and partners built on foundations of trust, respect, and mutual understanding.

Strategic Priority 3: ORGANIZATIONAL RESILIENCE

GOAL: Support our people to better serve the public.

DESIRED OUTCOME: Happier, healthier employees who experience enhanced job satisfaction, improved wellness, less burn-out, and increased performance.

- **Objective 3.1:** Provide an effective and supportive work environment for regular members and municipal staff.
- **Objective 3.2:** Provide members with education and training opportunities for purposes of professional development as well as enhancing the quality of service.
- **Objective 3.3:** Promote effective internal communication to strengthen cohesiveness and alignment.
- **Objective 3.4:** Support modernization initiatives to ensure the Detachment has the tools, techniques, and technology to deliver high quality and effective policing.
- **Objective 3.5:** Advocate for appropriate resourcing by bringing forward evidence-informed requests for staff and material resources to meet organizational and police service delivery needs.

OUR 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.

Mission RCMP Strategic Plan

Strategic Priority 1: COMMUNITY SAFETY

Goal 1

Reduce crime and improve public safety in Mission through enhanced enforcement, increased visibility, and timely response.

- **Objective 1.1:** Reduce the rate of violent crime in Mission and mitigate its impact.
 - **Action 1.1.1:** Continue targeted and proactive enforcement based on analysis of criminal intelligence.
 - **Action 1.1.2:** Continue interdicting violent offences and addressing concerns about drug trafficking in Mission.
 - **Action 1.1.3:** Implement trauma-informed practices and interventions to address domestic violence.
- **Objective 1.2:** Reduce property crime.
 - **Action 1.2.1:** Identify priority areas for proactive patrols with a focus on enforcement and increase visibility to downtown Mission business owners.
 - **Action 1.2.2:** Target prolific offenders through the gathering and analysis of criminal intelligence.
 - **Action 1.2.3:** Engage the courts as partners in a cross-sector approach to persistent property theft offenders.
 - **Action 1.2.4:** Continue public education efforts and crime prevention audits aimed at crime-proofing local homes and businesses.
- **Objective 1.3:** Increase road safety and reduce collisions and fatalities through enhanced traffic enforcement.
 - **Action 1.3.1:** Undertake and promote campaigns targeting speeding, distracted driving, impaired driving, and other motor vehicle violations.
 - **Action 1.3.2:** Enhance road safety in in school zones, parks, and pedestrian walkways.
 - **Action 1.3.3:** Launch safety education and awareness initiatives for pedestrians, cyclists, and other vulnerable road users.
- **Desired outcome:** Mission is a safe community for all, as evidenced by increased feelings of safety and security, reduced incidents of safety risk, improved community health, and enhanced community resilience.

Ways to measure success:

- Crime severity index and clearance rates for offences occurring in the City of Mission
- Number of violent offences
- Number of property offences
- Number & nature of motor vehicle incidents
- Number of speeding and distracted driving violation tickets issued
- Number of impaired driving investigations completed, and driving prohibitions issued
- Community survey results assessing public feelings of safety and security in the City of Mission



Strategic Priority 2: COMMUNITY CONNECTIONS

Goal 2

Continue building meaningful relationships with our local communities.

Objective 2.1: Strengthen the relationship between the Detachment and Indigenous communities in the Mission area.

- Action 2.1.1:** Enhance members' understanding of Indigenous voices through the participation of the Detachment's Indigenous liaison and other members in culturally sensitive events, community functions, and reconciliation.
- Action 2.1.2:** Involve more members in face-to-face engagement opportunities with Indigenous communities.
- Action 2.1.3:** Increase referrals to local restorative justice programs.
- Action 2.1.4:** Ensure new Detachment initiatives are always filtered through an Indigenous lens.



Objective 2.2: Identify meaningful opportunities to proactively connect with youth in our community.

- **Action 2.2.1:** Increase positive engagement and relationships with school communities.
- **Action 2.2.2:** Work with the Mission School District to explore the feasibility of launching a local RCMP Youth Academy work experience program.
- **Action 2.2.3:** Encourage Mission youth to make healthy choices by providing them with information regarding alcohol and drug use, sexual consent, and digital safety, and by continuing to champion gang suppression programs.
- **Action 2.2.4:** Pursue opportunities for non-enforcement engagement with local youth, including mentorship, coaching at soccer camps and other sporting activities, open houses, and other drop-in events featuring youth programs in various community locations.



Objective 2.3: Maintain outreach to Mission’s South Asian community to build trust and confidence in the Detachment now and into the future.

- **Action 2.3.1:** Partner with community organizations to develop and deliver a series of workshops, presentations, and public forums aimed at introducing new community members to policing in Canada.
- **Action 2.3.2:** Strengthen local partnerships to address complex social issues and community concerns.
- **Action 2.3.3:** Encourage more Detachment members to become involved in community outreach work.



Objective 2.4: Collaborate with partners to support those experiencing drug addiction, homelessness, and mental health issues.

- **Action 2.4.1:** Continue involvement with Mission Active Support Team to identify wrap-around supports for vulnerable individuals.
- **Action 2.4.2:** Enhance the capacity of the Mission Detachment’s Mental Health Liaison through a working partnership with Fraser Health.
- **Action 2.4.3:** Co-create safety and security plans with local supportive housing units or shelters.
- **Action 2.4.4:** Support collaborative harm reduction initiatives including providing at risk persons with referrals to substance use services.
- **Action 2.4.5:** Work with Mission Outreach Support Team to establish a coordinated approach for addressing potential encampments.

Desired outcome: Stronger relationships with our communities and partners built on foundations of trust, respect, and mutual understanding.

Ways to measure success:

- Number and nature of Detachment engagements with Indigenous communities
- Feedback from Indigenous communities about their interactions with Detachment members and feelings of trust, confidence, and safety
- Number of outreach initiatives targeting Mission youth
- Number of files or occurrences where youth are labelled as subjects of complaint, suspected or accused
- Feedback from youth about their interactions with Detachment members and feelings of trust, confidence, and safety
- Number of community-focused outreach initiatives
- Number of regular members engaged in outreach initiatives
- Feedback from identified communities about their interactions with Detachment members and feelings of trust, confidence, and safety



Strategic Priority 3: ORGANIZATIONAL RESILIENCE

Goal 3

Support our people to better serve the public.

Objective 3.1: Provide an effective and supportive work environment for regular members and municipal staff.

- **Action 3.1.1:** Prioritize mental health resources, resiliency training, and wellness programs to provide Detachment staff with the supports they deserve.
- **Action 3.1.2:** Review and update Detachment procedures for onboarding of new team members to ensure effective integration.
- **Action 3.1.3:** Provide timely critical incident and trauma counselling supports.
- **Action 3.1.4:** Promote healthy lifestyle activities and physical fitness.
- **Action 3.1.5:** Increase recognition and appreciation of regular members and municipal staff for exemplary service and outstanding achievement.
- **Action 3.1.6:** Provide a safe and respectful work environment aligned with the RCMP's strategy for equity, diversity, and inclusion.



Objective 3.2: Provide members with education and training opportunities for purposes of professional development as well as enhancing the quality of service.

- **Action 3.2.1:** Ensure all members have current Independent Learning Plans that reflect training needs as well as career path interests.
- **Action 3.2.2:** Provide internal training by Detachment support units on priority topics including Impaired/Immediate Roadside Prohibition, Missing Persons Investigations, Crime Scene Management, Statements, Mental Health, Informant/Sensitive Information, and Drug Investigations.
- **Action 3.2.3:** Pursue external and general training opportunities in priority areas including Immediate Action Rapid Deployment, Conducted Energy Weapons (for new users), and Child Interview Statements/Requirements.
- **Action 3.2.4:** Explore and enable cross-training for developmental and growth opportunities.

Objective 3.3: Promote effective internal communication to strengthen cohesiveness and alignment.

- **Action 3.3.1:** Increase information sharing between Detachment units through daily pass-on reports and at Watch Briefings.
- **Action 3.3.2:** Review Detachment policies, processes, and procedures with an eye towards reducing ambiguity and clearly articulating who is responsible for which parts of the Detachment's work.
- **Action 3.3.3:** Provide regular opportunities for members and municipal staff to offer feedback and use the insights gathered to enhance Detachment culture and service delivery.
- **Action 3.3.4:** Encourage a Detachment culture in which difficult situations are addressed directly.
- **Action 3.3.5:** Identify creative, healthy, and productive ways to champion change initiatives.
- **Action 3.3.6:** Communicate the Detachment strategic plan and ensure all members and municipal staff understand their roles in its implementation.



Objective 3.4: Support modernization initiatives to ensure the Detachment has the tools, techniques, and technology to deliver high quality and effective policing.

- **Action 3.4.1:** Develop strategies for response to new and emerging types of crime.
- **Action 3.4.2:** Enhance the Detachment's investment in new tools and equipment.
- **Action 3.4.3:** Participate in E Division pilot program re. body-worn cameras.
- **Action 3.4.4:** Continue dialogue with the City of Mission regarding infrastructure investments in new Detachment headquarters.

Objective 3.5: Advocate for appropriate resourcing by bringing forward evidence-informed requests for staff and material resources to meet organizational and police service delivery needs.

- **Action 3.5.1:** Articulate best practices in terms of optimal personnel/staffing levels and overall budget requirements within the Detachment and demonstrate effective resource use.
- **Action 3.5.2:** Initiate discussions with the City of Mission to arrive at a set of metrics aimed at securing agreement on a set of indicators by which Detachment performance will be assessed.

Desired outcome: Happier, healthier employees who experience enhanced job satisfaction, improved wellness, less burn-out, and increased performance.



Ways to measure success:

- Level of employee job satisfaction
- Number and duration of staff absences due to physical or mental health issues
- Number, nature, scope, and participation in Detachment training initiatives
- Staff feedback about the effectiveness and value of education and training opportunities
- Formal evaluations of Detachment operational and administrative capacity to inform staffing and material resource requests
- Staff feedback about the effectiveness and efficiency of internal engagement and communication initiatives
- Feedback from City of Mission representatives (political and administrative) about the interactions with the Mission Detachment





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