

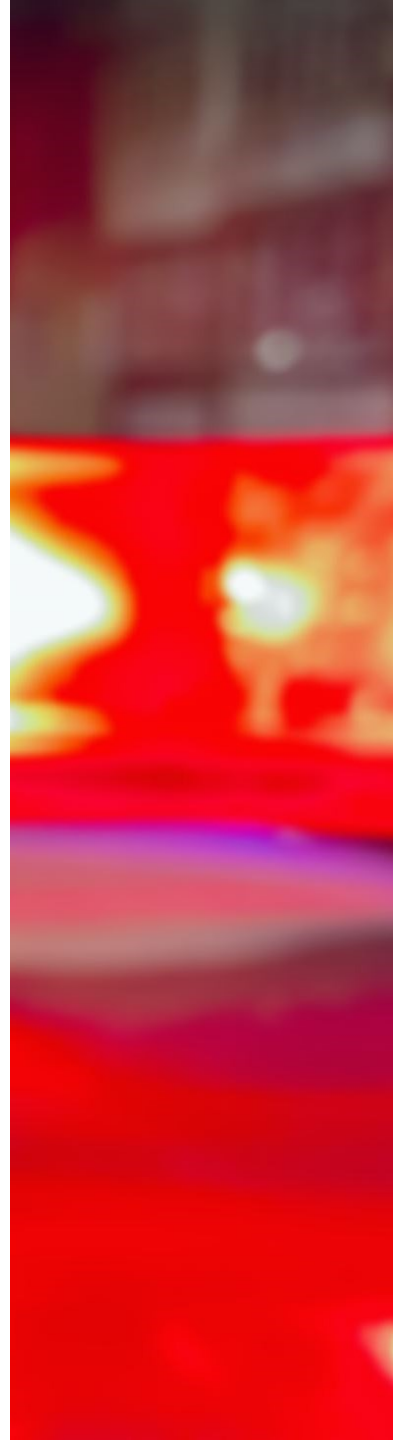
KELOWNA RCMP AND POLICE SERVICES RESOURCE REVIEW

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Objectives of the Review

- **Holistic Framework**
- Identify, Evaluate and Make Recommendations:
 - Mandate of the Detachment/Sections/Units
 - Demands, both internal and external
 - Ability to meet demands
 - Effectiveness and Efficiency of Current Practice
 - Identification of Gaps in Capacity
 - Opportunities for Collaborative Partnerships

Key Foci of a Resource Review

- Police services must demonstrate that current resources are being used as **effectively and efficiently** as possible
- Any additional resources can only be effective if delivered within a best practice, **evidence-based** service delivery framework

Data & Information Sources

- Interviews
- Focus Groups
- Ride Alongs
- Best Practices Review
- Public Information and Statistics
- CAD/RMS data (police databases)
- Other internal data (as available)

Sources of Information

- Detachment Management
- Sworn Members in all Units
- Civilian Municipal Employees
- Community Stakeholders
 - *Kelowna Chamber of Commerce*
 - *Journey Home Society*
 - *Downtown Kelowna Association*
 - *Tourism Kelowna*
 - *BC Housing*
 - *Interior Health*
 - *School Districts*

Previous Reports

- Prosser Report (2012)
 - Resulted in addition of a number of officers
 - Impact difficult to determine, given lack of benchmarks and report-backs
 - Report is 7 years old; many of the issues that existed then have grown exponentially
 - Less holistic framework than the current project
- Ipsos (2018)
- City of Kelowna Public Safety & Crime Survey (2019)
- McKinnon (2018)

Context of Canadian Policing

- Impacts of Court decisions
 - Increasing downloading of responsibility
 - Increasing case complexity
 - Diversification of the police role
 - Increasing public expectations vs. de-policing
- Increasing costs
 - New Developments
 - Tiered policing
 - Intelligence-led policing
 - Performance metrics/evaluation
 - Increasing need for partnerships

Mental Health Of Officers and Civilians

- Increasing focus on mental health issues among members and civilians
- On average, **RCMP members score higher** on key scales such as the Maslach Burnout Inventory, the Depression/Anxiety/Social Stigma Scale and PTSD scale
 - Due in part to chronic understaffing of detachments
 - Extent of mental health issues among civilian staff unknown
- **Under-resourcing** a major source of stress for officers and civilian employees

Kelowna Policing Environment

- Fastest-growing city in BC
 - 5th fastest-growing metropolitan area in Canada (growth rate of 1.8% vs. Canadian average of 1.4%)
- The impact of the downtown core
- The impact of tourist season
- Lack of provincial resources/coordinated plan

Kelowna Policing Environment (*con't*)

- Public Safety & Crime Survey (April, 2019)
 - Nearly all **residents feel very safe or somewhat safe** in their neighbourhood during the daytime
 - Residents in Central Kelowna (69%) are significantly less likely than those in other regions to feel very or somewhat safe in their neighbourhood during the night.
 - Nearly one-quarter (24%) believe property crime rates have increased.
 - Citywide, residents think the most important crime-related problems are breaking and entering/property crimes and drug use (45% and 38% respectively of total residents).

Top 10 Priority 1 Calls

Significant increases across numerous serious incident classes since 2014

Top 10 Priority 1 Calls, all call types	2014	2015	2016	2017	2018	Grand Total
<i>DOMI</i>	444	500	464	532	649	2,589
<i>SUICID</i>	327	388	503	636	710	2,564
<i>MARINE</i>	464	165	192	45	75	941
<i>DISTB</i>	145	183	185	182	208	903
<i>WEAPON</i>	104	117	129	141	192	683
<i>ALARMF</i>	121	108	104	84	119	536
<i>MHA</i>	39	56	66	88	98	347
<i>ASLT</i>	48	67	59	77	65	316
<i>SHOTS</i>	51	51	47	40	73	262
<i>MVIINJ</i>	46	48	55	50	47	246

Top 10 priority 1 calls (% change)

Significant increases in Suicide calls and Mental Health Act calls

Top 10 Priority 1 Calls, all call types (% change)	2014	2015	2016	2017	2018	% change 2014-2018
<i>DOMI</i>		13%	-7%	15%	22%	46%
<i>SUICID</i>		19%	30%	26%	12%	117%
<i>MARINE</i>		-64%	16%	-77%	67%	-84%
<i>DISTB</i>		26%	1%	-2%	14%	43%
<i>WEAPON</i>		13%	10%	9%	36%	85%
<i>ALARMF</i>		-11%	-4%	-19%	42%	-2%
<i>MHA</i>		44%	18%	33%	11%	151%
<i>ASLT</i>		40%	-12%	31%	-16%	35%
<i>SHOTS</i>		0%	-8%	-15%	83%	43%
<i>MVIINJ</i>		4%	15%	-9%	-6%	2%

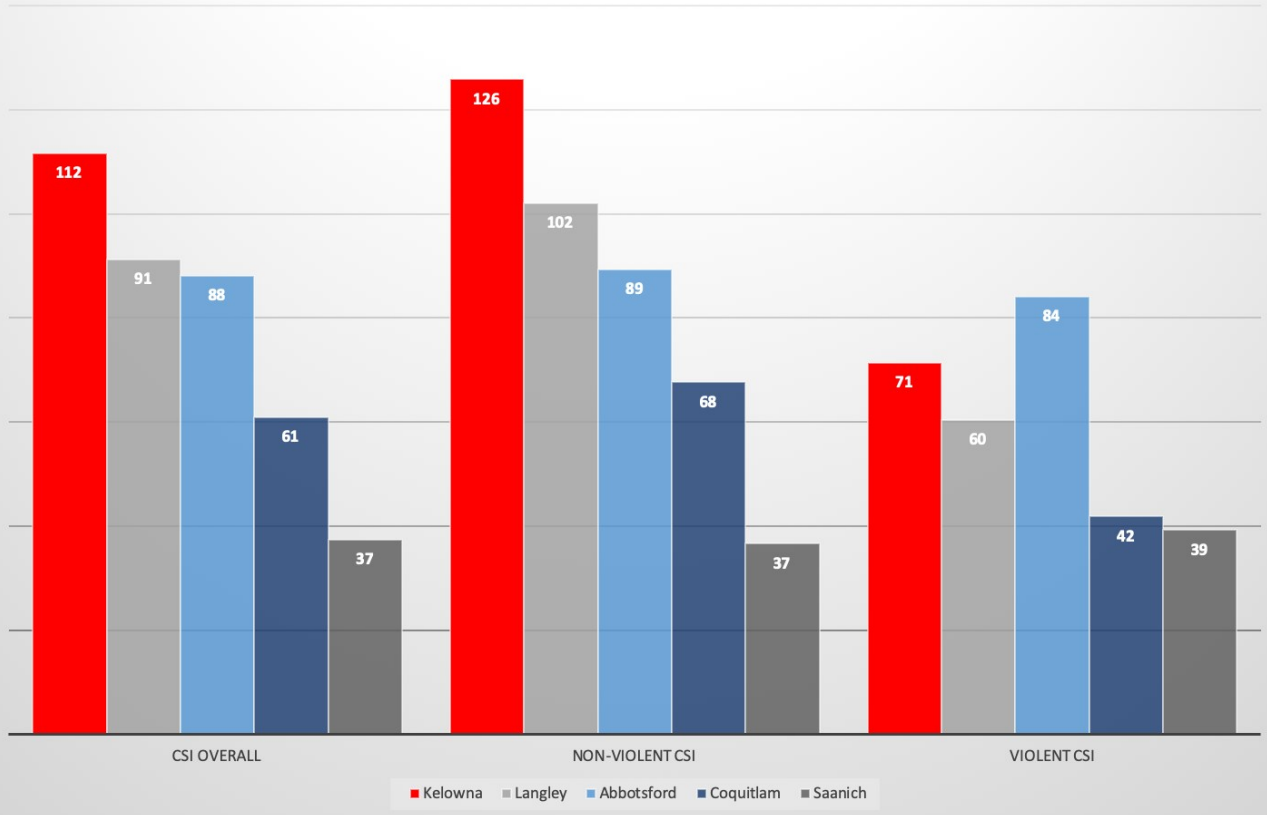
Kelowna and Comparison Areas

TYPE OF POLICING	POLICING JURISDICTION	2008	2017	% Change
Independent Municipal	Abbotsford Mun (1)	132,890	145,184	9%
RCMP Municipal	Coquitlam Mun (1)	122,673	150,198	22%
RCMP Municipal	Kelowna Mun	117,722	127,330	8%
RCMP Municipal	Langley Township Mun (1)	102,179	128,524	26%
Independent Municipal	Saanich Mun	112,311	115,864	3%

Crime in Kelowna

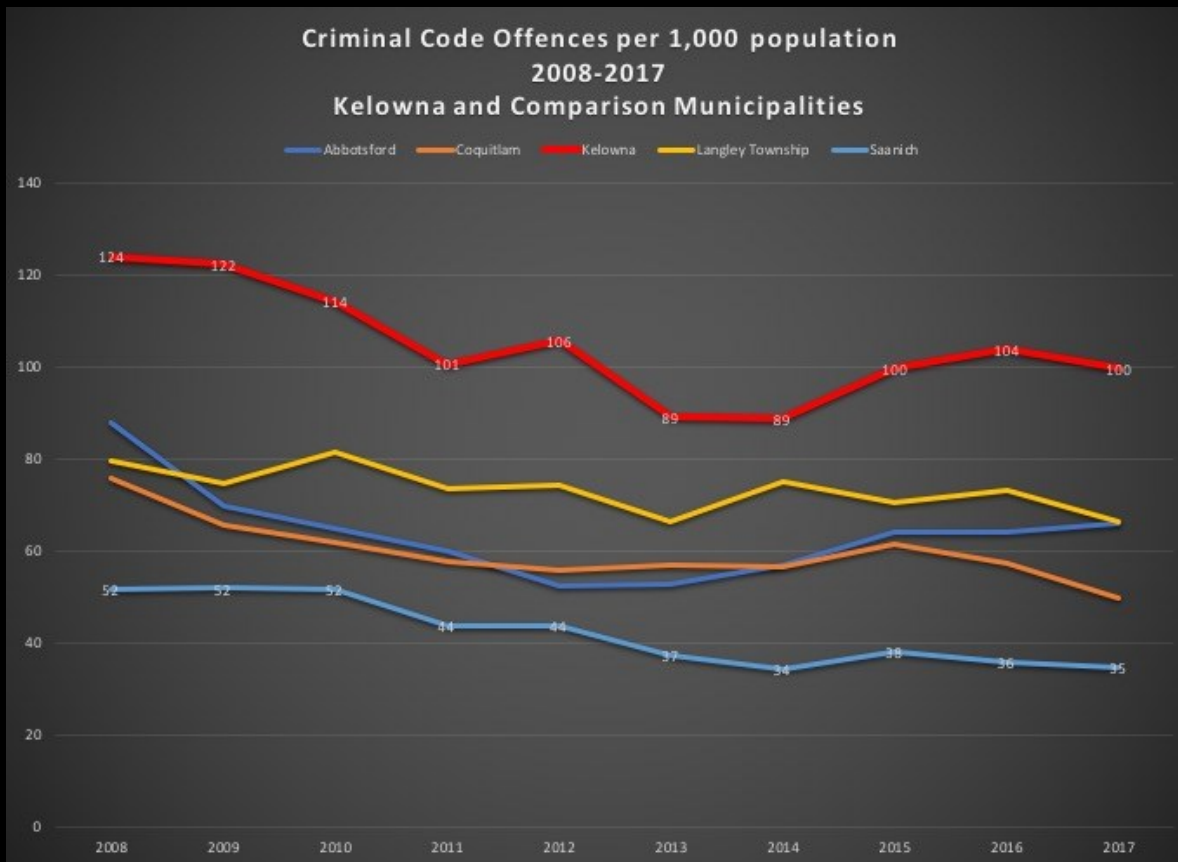
Kelowna CSI far higher than comparable Detachments/
Departments in BC Overall and Non-Violent CSI

Crime Severity Index Rating 2017
Overall, Non-Violent & Violent CSI



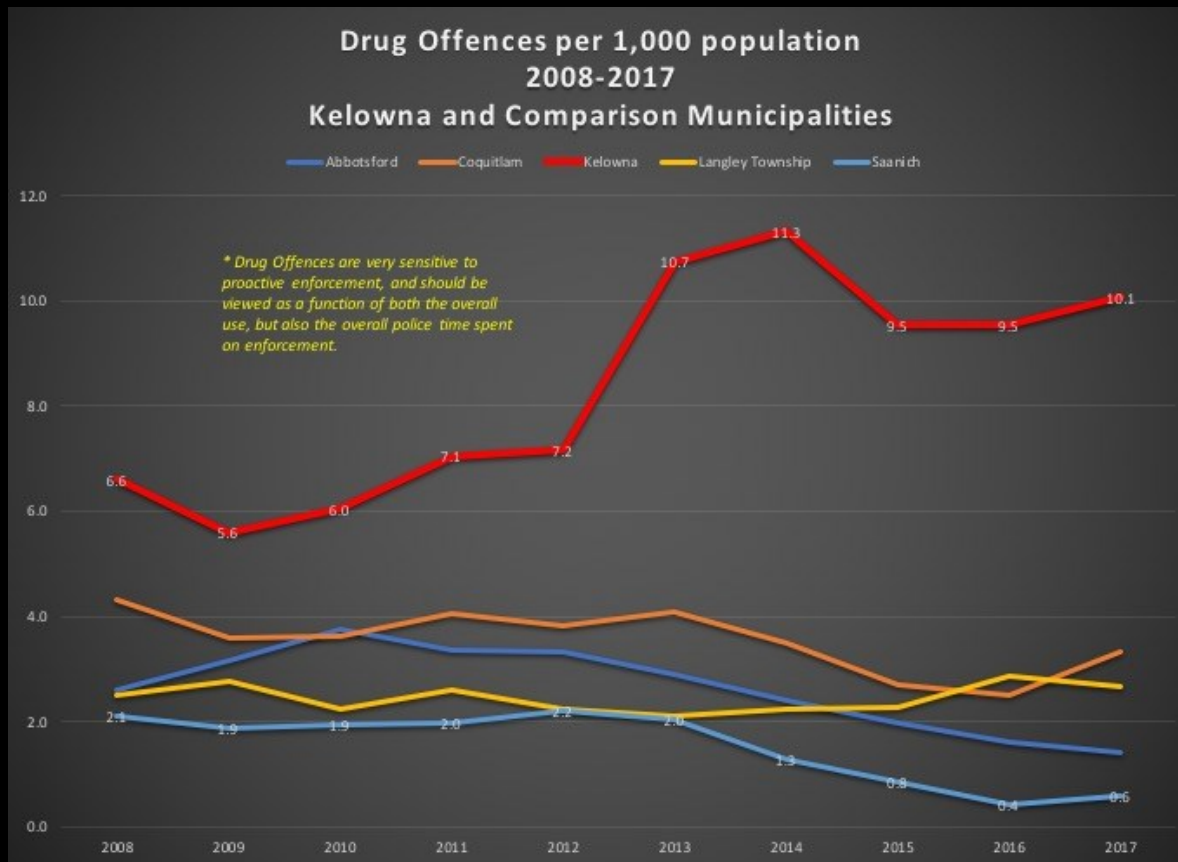
Crime in Kelowna

Has remained high, and above comparison Detachments/ Departments since 2008



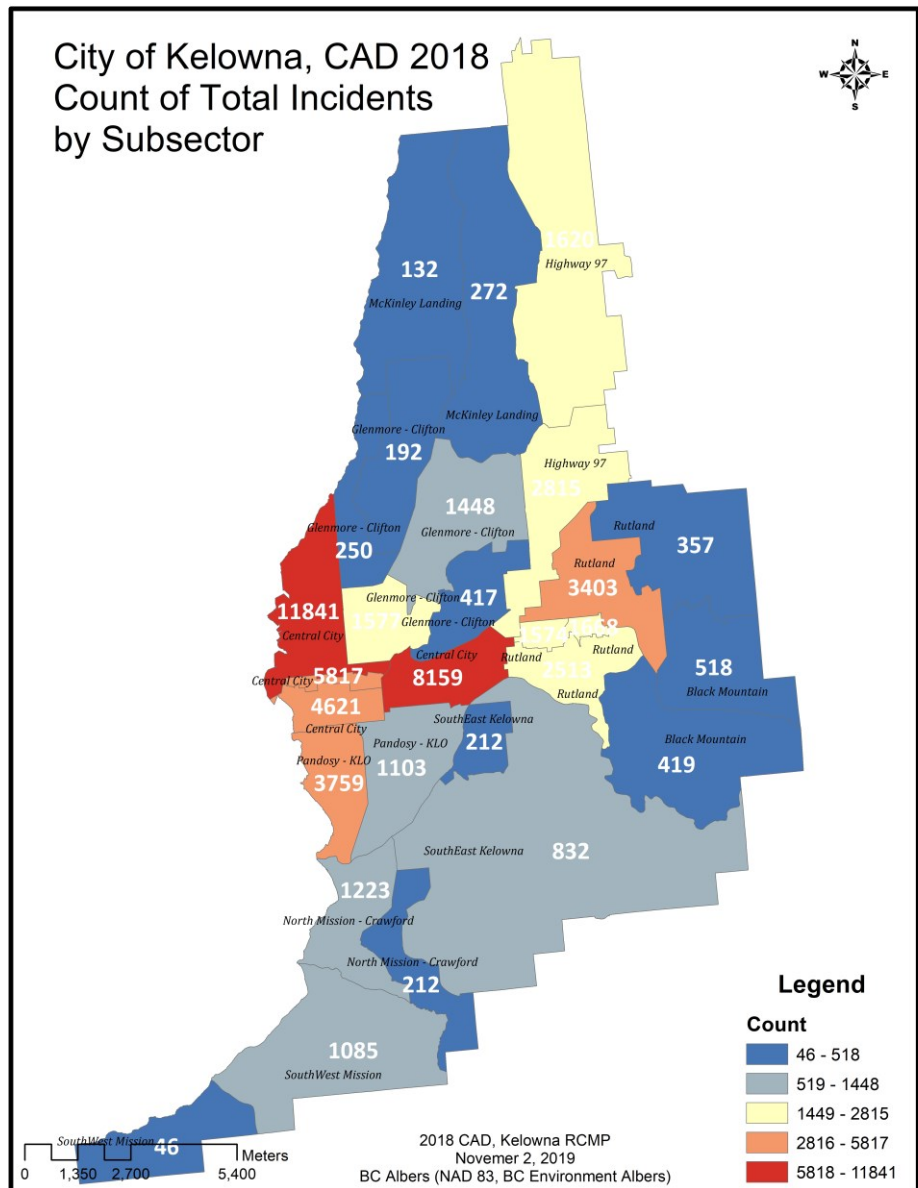
Crime in Kelowna

Drug offences are significantly above comparison areas

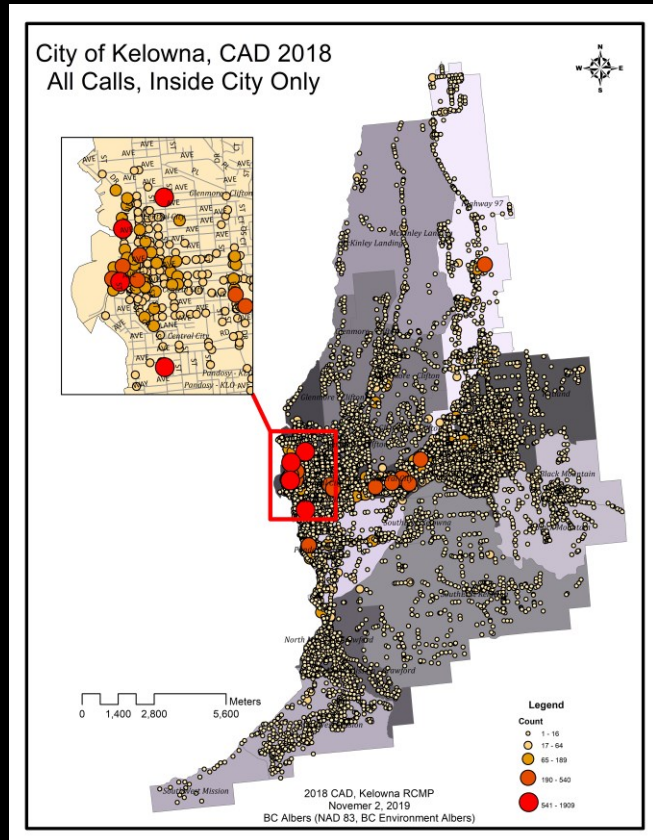
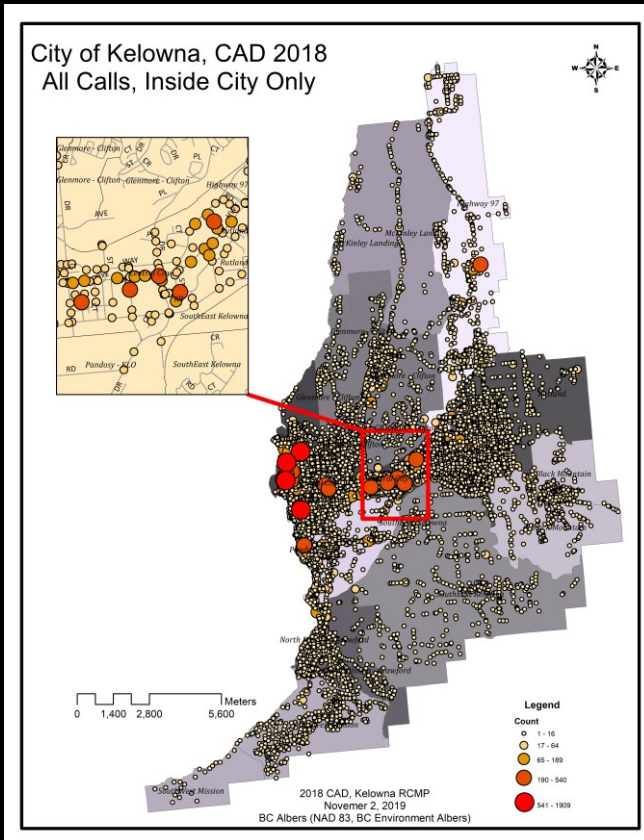


High Crime Areas in Kelowna

Downtown and Rutland demand the most police response



Downtown and Rutland



Community Stakeholders

- Safety/security in downtown/growing street disorder
- Lack of transparency from service providers (BC Housing, BC Health, RCMP) about solutions to concerns
- Concern with lack of treatment beds; need more than supportive housing
- City downloading core municipal services onto business improvement associations

Demands and Responses

General Duty

Demands And Responses

- High demand environment
 - Call load increasing
 - Call severity increasing
 - Most calls dispatched; little triaging
- **Lack of detachment capacity to respond**
- Deployment of patrol officers does not match the demands for service
- Little to no ability to be proactive or focus on problem solving

Seasonal and Temporal trends, 2018

- May-August tourist “surge”
- Call impact significant during the day and weekend increases during the “surge”
- dispatched calls, p1-p4 only

Hour	Jan-April							May-Aug							Sept-Dec						
	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Sun	Mon	Tues	Wed	Thur	Fri	Sat
6 AM	28	32	30	42	40	28	40	47	49	47	59	52	49	52	35	31	36	41	43	30	59
7 AM	41	88	71	53	61	60	65		108	113	91	101	84	81	51	81	98	90	88	94	56
8 AM	65	109	103	100	92	97	69		104	119	121	136	142	102	56	123	98	128	103	109	89
9 AM	71	117	97	103	104	98	95	122	137	131	135	138	142	116	99	144	119	139	135	135	122
10 AM	89	122	126	117	135	116	100	124	160	154	158	159	156	130	122	144	122	123	144	122	149
11 AM	87	150	133	133	107	116	109	137	168	154	160	156	172	149	123	143	118	143	131	133	123
12 PM	113	143	134	101	129	127	98	126	154	191	161	168	167	149	133	128	135	136	129	120	118
1 PM	109	135	141	123	114	132	117	135	166	179	169	170	154	141	117	143	151	151	112	156	136
2 PM	111	137	154	119	141	158	116	148	180	180	189	188	177	139	131	158	149	154	143	154	125
3 PM	105	133	133	162	140	156	122	131	151	196	198	187	187	159	134	184	178	166	153	186	139
4 PM	125	144	166	132	139	154	141	131	192	191	188	174	209	141	123	159	162	174	160	186	141
5 PM	100	123	141	115	120	138	112	110	164	196	167	173	178	149	101	125	137	130	149	134	131
6 PM	92	130	112	110	103	117	105	112	138	135	154	179	181	159	90	121	116	124	131	107	93
7 PM	106	115	112	119	99	114	111	112	156	158	144	158	186	151	112	151	128	132	116	158	139
8 PM	91	91	102		109	115		124	123	146	148	168	168	141	100	100	111	124	123	133	127
9 PM	74	96	97	88	118	118	104	125	135	126	136	141	166	141	113	85	113	97	91	130	126
10 PM	78	69	97	78	84	103	106	131	109	136	107	133	144	176	93	95	94	93	74	112	122
11 PM	86	71	63	75	71	92	98	112	117	95	124	112	141	151	108	90	71	67	67	88	126
12 AM	100	70	50	52	48	45	91	162	105	93	97	70	93	131	110	64	52	65	64	55	128
1 AM	70	67	30	40	38	58	107	113	85	64	73	51	84	121	128	51	55	63	49	59	115
2 AM	78	59	30	30	42	55	81	121	56	48	62	58	88	131	104	45	41	34	49	40	95
3 AM	68	33	22	26	19	30	55	70	65	38	41	56	56	71	70	33	34	40	25	61	58
4 AM	48	20	26	18	26	33	44	56	40	27	31	39	38	57	40	21	33	28	27	36	45
5 AM	25	21	17	8	20	15	23	24	24	24	20	24	22	22	32	32	22	14	24	18	30
Totals	1,091	1,285	1,176	1,031	1,103	1,163	1,119	1,715	1,988	2,026	1,951	2,016	1,961	2,076	1,138	1,467	1,376	1,453	1,311	1,563	1,611
Period Total	15,009							20,736							17,097						

Priority 1 Call Patterns

Higher frequency of calls during the day; however, more serious calls at night

Hour	Jan-April							May-Aug							Sept-Dec						
	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Sun	Mon	Tues	Wed	Thur	Fri	Sat
6 AM	1%	1%	1%	1%	1%	0%	0%	1%	1%	1%	0%	1%	1%	2%	1%	0%	0%	1%	0%	0%	1%
7 AM	1%	1%	0%	0%	0%	0%	0%	1%	1%	0%	1%	1%	1%	1%	1%	0%	0%	1%	0%	0%	1%
8 AM	1%	1%	0%	0%	0%	0%	0%	1%	0%	1%	0%	0%	1%	0%	1%	0%	0%	1%	1%	0%	1%
9 AM	1%	0%	0%	0%	0%	0%	1%	1%	0%	0%	0%	1%	0%	0%	1%	1%	0%	0%	0%	0%	0%
10 AM	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%
11 AM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
12 PM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	1%	0%
1 PM	0%	0%	0%	0%	0%	1%	0%	0%	1%	0%	0%	0%	0%	1%	0%	0%	1%	0%	0%	0%	0%
2 PM	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	1%	0%	1%
3 PM	0%	1%	0%	0%	1%	0%	1%	1%	0%	1%	1%	1%	0%	0%	0%	0%	1%	0%	0%	0%	1%
4 PM	0%	0%	1%	0%	1%	1%	1%	0%	1%	1%	1%	1%	1%	0%	1%	0%	0%	0%	0%	0%	1%
5 PM	0%	1%	1%	1%	1%	0%	0%	1%	0%	0%	1%	0%	1%	1%	1%	1%	1%	0%	1%	1%	0%
6 PM	0%	1%	1%	0%	0%	0%	1%	0%	1%	0%	1%	0%	1%	1%	1%	0%	1%	0%	1%	1%	1%
7 PM	1%	0%	1%	1%	0%	1%	0%	1%	0%	1%	1%	1%	0%	1%	0%	1%	0%	1%	1%	1%	1%
8 PM	1%	0%	0%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%	0%	1%	1%	0%	1%	1%	0%	0%
9 PM	1%	0%	1%	0%	1%	0%	1%	1%	1%	1%	0%	1%	1%	1%	0%	1%	1%	1%	1%	1%	1%
10 PM	1%	1%	1%	1%	1%	1%	1%	0%	0%	0%	1%	1%	1%	1%	1%	1%	2%	1%	2%	1%	1%
11 PM	1%	1%	2%	1%	0%	1%	0%	0%	1%	0%	0%	0%	1%	1%	1%	0%	1%	0%	1%	0%	1%
12 AM	1%	1%	1%	1%	1%	0%	1%	1%	1%	0%	2%	1%	1%	1%	1%	1%	1%	0%	1%	1%	1%
1 AM	1%	0%	1%	1%	0%	1%	1%	1%	1%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
2 AM	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%	1%	1%	0%	0%	1%
3 AM	0%	1%	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	1%	1%	1%
4 AM	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%	1%	1%	1%	1%	0%	0%	1%	1%
5 AM	1%	0%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	0%	0%	0%
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Period Total	100%							100%							100%						

PRIORITY 1 CALLS ONLY

Demands And Responses (con't)

- PACT patrol unit effective as initial response
 - Need additional multi-agency team for long-term problem-solving for individuals
- 12% of Priority 1 calls for service attended by a single officer and increasing since 2015
 - Indicates insufficient officers for back-up
 - Safety/liability issues/Mental health issues

Demands And Responses (con't)

- Current patrol staffing is not in line with 1) call load; 2) file load average; or 3) comparison regions
- Members carry an average caseload of 66 files per authorized member (patrol and investigations); in contrast, municipal officers carry an average of 32 files per authorized officer

General Duty

- Chronic Understaffing
 - *“Six years ago, 16 Constables hit the road every shift. They did regular roadblocks and had proactive time to do other things as well. Now, we’re lucky to get 11 or 12 officers on the road and **there is no proactive time.**”*
- Concerns with Officer Mental Health
 - *“We can’t fill the watches, in part, due to burnout.”*
 - *“Members are getting overworked and stressed.”*
 - *“**75% of my unit has mental health issues due to overwork and burnout.**”*

The By-Law Officers

- Provide an order maintenance presence in the downtown core
- Can be a valuable component of tiered policing
- Important to set strict parameters on activities/authorities
 - Issues of public safety and municipal liability
 - Guard against “mission creep”
- Training/supervision/interface issues

Staffing Calculation

General Duty

Response Times & Service Times

<i>Time in Minutes</i>	Priority 1 <i>N = 1,576</i>	Priority 2 <i>8,451</i>
Average	8:06	12:11
Median (50th percentile)	5:46	7:50
75% of calls responded to within:	9:41	14:11
<i>2018 only, files with "on scene" time only, and only 9-1-1</i>		

SERVICE TIMES	Priority 1	Priority 2	Priority 3	Priority 4
<i>Time in Minutes</i>	<i>N = 2,312</i>	<i>16,141</i>	<i>21,077</i>	<i>3,279</i>
Average	1:21:26	50:53	47:44	38:02
Median (50th percentile)	1:03:47	31:42	30:24	22:42
75% of calls cleared within:	1:46:26	1:04:06	57:53	46:56
<i>2018 only, files with "on scene" time only, all receipt types</i>				

Percentage Unallocated Time

When GD is deployed at minimums (which is most of the time)

<i>When deployed at minimums...</i>			
<i>HOUR</i>	<i>total average time needed</i>	<i>time per member on shift</i>	<i>% of Proactive Time</i>
12 AM	8:14:19	0:41:12	32%
1 AM	7:59:28	0:39:57	35%
2 AM	7:16:39	0:36:23	40%
3 AM	6:49:46	0:34:09	43%
4 AM	5:57:04	0:29:45	52%
5 AM	5:13:30	0:26:08	57%
6 AM	6:02:35	0:30:13	50%
7 AM	7:41:59	0:38:30	37%
8 AM	8:45:44	0:43:49	28%
9 AM	9:32:22	0:47:42	22%
10 AM	10:11:46	0:50:59	17%
11 AM	10:22:16	0:51:51	15%
12 PM	10:21:52	0:51:49	15%
1 PM	10:28:35	0:52:23	13%
2 PM	10:47:06	0:53:56	12%
3 PM	11:25:52	0:57:09	5%
4 PM	11:38:47	0:58:14	3%
5 PM	10:27:57	0:52:20	13%
6 PM	9:50:29	0:49:12	18%
7 PM	10:28:14	0:52:21	13%
8 PM	9:44:28	0:48:42	20%
9 PM	9:32:25	0:47:42	22%
10 PM	9:01:39	0:45:08	25%
11 PM	8:46:23	0:43:52	28%

Staffing Calculation GD

To meet current demand, these are the necessary 'roadable' resources

Row	Detail	P1, P2, P3	All Calls	P 1 and 2 only
1	Number of dispatched calls	48,744.0	52,842	22,208
2	Hours per call (median)	1.15	1.15	1.15
3	Call hours per year	56,056	60,768	25,539
4	<i>Proactive Time (50%)</i>	<i>28,028</i>	<i>30,384</i>	<i>12,770</i>
5	<i>Backup Required (50%)</i>	<i>28,028</i>	<i>30,384</i>	<i>12,770</i>
6	Total hours per year	112,111	121,537	51,078
7	Hours per officer per year	1,456	1,456	1,456
8	Minimum Deployed Officers	77	83	35

Recommended Staffing in GD

- This estimate of 104 officers corresponds to the minimum roadable estimate for all calls when factoring in the 70 percent relief factor.
- Therefore, in order to meet the current demand in Kelowna (and presuming it remains constant), the general duty teams should be increased to 26 members (104 overall).
- This would necessitate a net increase of 24 officers to general duty.

Row	Staffing Ratio to Staff 1 Car	24 hours/day, 365 days/year
1	2	A/B
2	2	C/D
3	4	total
4	2,080	total possible hours per officer
5	8,320	person hours needed
6	1,456	work hours available (70% of total)
7	5.7	officer ratio (x:1)
8	18	minimums per 24 hours
9	104	employed officers

Other Units/Work Areas

Shortfalls and Opportunities

Investigations

- The workload of investigators results in serious cases being downloaded to the GD members
- GD members are carrying files that involve serious and complex offences, including ICE (Internet Child Exploitation) and Frauds over \$100,000.00.

“We do not have the ability to investigate historical child abuse cases, since we have new ones coming in all the time.”

“Domestic violence cases: we are only able to take the highest risk domestic violence cases. The mandate of our unit is that we take cases where there is a fear of death or serious violent injury. The cases come from GD; however, if we don’t take the file, we assist GD with the investigation.”

Crime Prevention In Kelowna

- Lack of a comprehensive crime prevention strategy
- Requires
 - Goals
 - Assessment metrics
 - Analytic support
 - Sworn member integration
- Should be an integral part of a community policing plan

Airport Security

- *“Aviation security- security of aircraft, airports and all elements of the aviation sector-is a key component of Canadian national security”*
(Federal Minister of Transport, 2006)
- Exponential increase in passenger/aircraft traffic
- 10th busiest airport in Canada
- Under-policed: currently one officer, 8-hour shift, M-F
- Most common call: **Weapons**

The School Resource Officer Program

- SRO programs, if properly implemented, can be highly successful and provide a good ROI (c.f. Peel Regional Police)
- 5th largest school district in BC
- Currently 3 SROs with as many as 18 schools each
- Delta (BC) PD SRO program good comparable/ best practice model; SRO officers' tenure 3-5 years
 - Delta: 1 SRO per high school; 1 SRO for elementary; patrol officer “adopt a school” program

Analytics

- The workload of the analytics unit is not sustainable
- **Insufficient capacity** to support patrol, investigations, crime prevention, business analysis
- **Limited capacity** for intelligence-led policing and problem-solving analytics, e.g. problem premises; chronic offenders; predictive policing

Civilian Municipal Employees

- Highly dedicated and professional
- Lack of capacity in critical areas, e.g. disclosure, transcription, exhibits
- Staff are overloaded with work
 - Often come into the detachment on evenings, holidays, and weekends.
 - High stress levels and at risk of mental health issues
- Need “floaters” (rovers) rather than casuals

Recommendations

Summary of Sworn and Civilian Positions

Recommendations

The detachment should develop the capacity to assess on an ongoing basis the effectiveness and efficiency of its operations

Report-backs should be provided to municipal council on the impact of any additional resources

The detachment should develop a community policing strategy that would include prevention, enforcement, and partnerships

The detachment can be a major contributor /component of a community safety and well-being plan via the community policing strategy

Recommended Sworn Positions

POSITION

NUMBER

Assertive Community Team (ACT) officer

1

Foot General Duty

6

General Duty

24

School Resource Officer

5

Investigations (all units)

10

Total recommended sworn positions

56

Recommended Civilian Positions

Position	Number
Analyst	3 (one each for General Duty, crime prevention, and business analysis)
Volunteer Coordinator	1
Watch Support Officers (WSOs)	5 (one per Watch + Supervisor)
Forensic Video Analyst	1
Court Liaison Officers	2
Community Safety Officer Program (program development)	1 (program development)
Exhibits	1
Disclosure	1
Transcription	2
Crime Reviewer	1
Police Information Clerk (Front Counter)	1
Police Service Records Clerks	4
Police Services Exempt Floaters	4
Communications and Media Relations	1
Total Recommended Civilian Positions	28



Questions