



RCMP

ROYAL CANADIAN MOUNTED POLICE



2010/11 ANNUAL REPORT

LOWER MAINLAND DISTRICT INTEGRATED TEAMS

WELCOME MESSAGES



Welcome to the 2010/11 Annual Report for the Lower Mainland District Integrated Teams. This report will provide you with information on the significant achievements of each of the five municipally funded Integrated Teams operating within the Lower Mainland District (LMD). In the following pages you will also find statistics showing the number of calls each attended as well as a financial breakdown of last year's costs and the budget for the 2011/12

fiscal period.

New this year are stories that illustrate some of the accomplishments of each team. These stories range from the use of new technology in solving crime to how a homicide investigation is undertaken. It is our hope that these stories help to increase understanding of how the teams work and why they are a valuable part of the policing services provided by the RCMP in the Lower Mainland.

Since I joined the RCMP as the Lower Mainland District Commander in February 2011, I have been very impressed with the calibre of your Integrated Teams, or I Teams as we sometimes call them. They are highly trained specialists dedicated to providing your communities with the highest quality service.

The leader of each of the teams is committed to continuous improvement of the services provided. As part of this commitment, each are in the final stages of creating

I am confident this report clearly demonstrates the value of the Integrated Teams and the benefits of this approach to specialized policing services.

Sincerely,
A/Commr. Norm Lipinski, MBA, LLB
Lower Mainland District Commander



The first of the Integrated Teams was created in 2003 with the objective of improving several issues including service to citizens, shifting and staffing levels. As you will read in the "Integration" section, the goal of integration was not about saving money, but rather we believed the same level of funding could be used in a better way. I am confident that over the course of the last eight years, this approach has been proven to be successful.

Over the last year or so, I have had the opportunity to visit many of the municipal councils of the areas served by the Integrated Teams to provide information on what the teams do and the many successes they have seen. It has become clear from these meetings that we need to do a better job communicating the responsibilities, accomplishments and value for money of the teams to both councils and citizens. We also need to do a better job sharing our strategic plans with councils, of being accountable for those plans and reporting back to municipalities. This report is a key step in moving forward to improve communications and accountability.

Another important step is creation of the Interim Advisory Committee for the Lower Mainland Integrated Teams that began meeting in February 2011. The mandate of this committee comprised of representatives of the municipalities we serve, is to provide effective and timely information sharing between the RCMP and the municipal partners, responding back to the Mayor's Consultative Forum and making recommendations in relation to the teams.

With this body in place and reports such as this one, I am confident we can look forward to better communication and accountability in 2011/12 as we continue to improve our service to the public.

Sincerely,
C/Supt. Janice Armstrong
LMD Operations Officer & Assistant District Commander



**RCMP Lower
Mainland District**



**Abbotsford
Police Department**



**New Westminster
Police Department**



**Port Moody
Police Department**

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INTEGRATION - DELIVERING EFFECTIVE AND EFFICIENT SERVICE

Over the last decade the Lower Mainland District has evolved from primarily providing administrative support to RCMP detachments in the District, to a role as a leader in providing integrated policing support services.

It started with the creation of the Integrated Homicide Investigation Team (IHIT) in 2003 which led the way for the establishment of the Integrated Forensic Identification Services (IFIS), Police Dog Service (PDS), Integrated Collision Analysis and Reconstruction Service (ICARS) and the creation of a full-time, integrated Emergency Response Team (ERT) in subsequent years.

From the first business case in 2002 to today, the creation of these teams – which provide specialized tactical and investigative support to all LMD detachments, as well as to partner police jurisdictions in the case of IHIT and PDS – was meant to achieve the following five objectives:

- *enhancing service to citizens*
- *better shift coverage*
- *better staffing*
- *better career streaming*
- *better supervision*

Enhancing service to citizens

These objectives have one overall goal in mind – improving police service to the communities served by the LMD.

There is more coverage across the District by all of the Integrated Teams on all shifts and the number of hours per day members from each team are on shift has increased. Regular training opportunities and mentoring by someone with more experience show the members that they are valued and that there are opportunities for advancement. These also ensure the members are constantly improving their skills, which in turn enhances service to citizens.

For IHIT, IFIS and ICARS there is another factor that enhances service. When the members of these teams are not at an active call, they are working on ongoing cases. Instead of being pulled to other unrelated tasks, they are able to focus on furthering the cases that remain open and in the case of IFIS and ICARS continue to process evidence collected at scenes to support the investigators.

In the case of PDS and ERT, when not on active calls, the members on shift are patrolling within the detachments and providing assistance to general duty members as able. It is not unusual for a PDS team to back up detachment officers a dozen times a shift. This ensures that the members are fully engaged while on shift and provides increased service to the detachments.

While the purpose of integrating the teams was not about reducing costs, there is a spin off benefit of bringing them together that results in savings. For several of the teams, improved shifting means fewer callouts and

less overtime. The ongoing training for each specialization and the needed equipment is also shared. Options to increase civilianization – replacing police officers with civilians who are already trained in the specialty where appropriate – are also being pursued.

Overall, the creation of the Integrated Teams has positioned the Lower Mainland District very well to continue to address crime and disorder in the region in a well coordinated and effective manner. Just how this has been accomplished is explained in greater detail below.

Better shift coverage

By amalgamating the officers in these specialized services into one unit, the RCMP has been able to provide more service to communities without adding additional resources for the most part. The exception to this is IHIT, which added 24 additional members to deal with the increasing volume of homicide cases.

An example of how the creation of the teams resulted in better shift coverage is that, prior to the integration of ICARS several detachments did not have a reconstructionist and would have to “borrow” one from a neighbouring detachment, hoping someone was available. Now, each detachment has full access to a reconstructionist at any time of the day or night. Looking at PDS, there were often periods when there were no dog handlers on shift for hours, and sometimes full shifts, at a time. With integration, that no longer happens.

In the case of ERT, team members had their regular posts along with the ‘part-time’ duties as an ERT member. This meant that when an ERT response was needed, the team could take several hours to assemble and the individual officers had to leave their regular duties behind. With a full-time, dedicated team, members are now available on short notice at all times.

Essentially by taking the limited number of officers in each specialty working at detachments and bringing them together, the District is able to ensure much better coverage by the Integrated Teams while also reducing call-outs to off-duty members – improving work-life balance for members and overtime costs in many of the specialized areas.





Bettering staffing levels and continuous training

As with any organization, vacancies are to be expected as members transfer in or out, are promoted, become ill or are on parental leave. The creation of the Integrated Teams significantly improves the ability to cover shifts as a result of any vacancy.

In addition, the members of each of the teams undergo a significant amount of training in their area of expertise. For example, dog handlers attend about 17 weeks of training, forensic specialists will complete three years of training before being fully certified and traffic reconstructionists undertake up to four years of training.

Having a critical mass of resources within each team allows for coverage of vacancies while also allowing coverage for consistent and ongoing training as is required for each specialized area.

In the area of homicide investigations, integration has meant that attention is not diverted from other serious crime investigations at the detachment level. Prior to 2003, if a detachment was large enough to have a serious crime investigation section, it was not uncommon for all other serious investigations to be put on the back burner for days, weeks or more because all investigative focus was on the homicide case. In smaller detachments, a homicide investigation could even take officers away from general duty policing responsibilities. With IHIT, this no longer happens. IHIT investigators may still need assistance for canvassing or searching large crime scenes but they can pull resources from across the district instead of only relying on the resources in one specific detachment. And, IHIT now also covers the cost of any overtime and expenses incurred by detachments or member municipal departments for all work related to a homicide.

Improved opportunities for advancement

An important factor influencing one's job satisfaction level is the opportunity to advance in the organization. As a national police service, RCMP members have many chances for advancement but it often means a transfer to another unit or detachment.

In order to retain the best people, it is important to have promotional opportunities at the local level. With the establishment of the teams – each with its own command structure with different rank levels – the possibility of being promoted locally is now a reality.

Supervision by those with specialized experience

While the access to ongoing training is critical in these specialized services, supervision and mentoring by those who have significant experience is essential. Considering the type of files the Integrated Teams are involved in, there is no second chance. They must get it right the first time.

For example, there is just no going back to a murder scene and there is no second chance at the scene of a fatal car crash – once a scene is cleared it's gone forever. These are both highly complex investigations that must be done right from the start.

That is why it is so critical that there is hands-on supervision within each team. By bringing the members of each specialty together under the direct, daily command of an expert in the field, newer members have constant exposure to those with more experience. This significantly improves the on-the-job learning opportunities for all of the teams.

LMD INTEGRATED TEAMS SUPPORTED BY THE PROVINCE

The Province of British Columbia plays a significant role in supporting the five municipally funded Integrated Teams in the Lower Mainland. The Ministry of Public Safety and Solicitor General has a mandate of ensuring police services for all British Columbians are delivered effectively and efficiently, and contributes funds for 35 positions within the teams.

The Province is a strong proponent of integration of specialized police services such as emergency response or forensic services. It recognizes a need to consolidate police service delivery to meet growing demands and to combat complex criminal activity which increasingly crosses municipal, regional and national boundaries.

The Ministry has encouraged the RCMP and independent municipal police departments to create service delivery models that centralize those services that are highly technical, capital intensive and specialized, while at the same time decentralizing those functions that provide service directly to the public. This has resulted in a fundamental change to the structure of policing in British Columbia, requiring police departments to:

- *Ensure there is maximum flexibility to tackle crimes that occur across the region, and to respond quickly, in a coordinated manner, to major incidents;*
- *Integrate specialized services to eliminate duplication;*
- *Coordinate local police departments to ensure regional policing priorities are identified and addressed;*
- *Share equipment and use common technologies to ensure every officer has access to the best tools and can share information;*
- *Streamline administrative functions and put more police on the streets;*
- *Coordinate recruitment and advance training for personnel development; and*
- *Ensure that all police in the region have equal opportunity for advancement.*

The implementation of this vision has presented many challenges over the years but significant progress has been made. For example, the success of specialized units such as IHIT which includes Abbotsford, New Westminster and Port Moody* police departments along with the RCMP, demonstrates police agencies can combine their efforts to provide more effective and efficient services.

Specialized teams filled with officers wearing different police uniforms, working together to address disorder and crime is the way of the future. It has been shown to optimize operational efficiency and effectiveness without compromising service delivery or increasing costs beyond those associated with policing as a whole. The following pages demonstrate the significant achievements of just five of the many integrated teams in the province that are doing important work very successfully.

* Port Moody Police Department was a member of IHIT until March 31, 2011.





EMERGENCY RESPONSE TEAM

In response to rising violent crime in 2006, the Lower Mainland District Regional Police Service phased in a full-time 67-member Emergency Response Team (ERT) to support front-line police officers in the LMD's 13 detachments. Two of the positions are civilian support staff and funding for the unit is 50% municipal, 30% provincial and 20% federal.

Although the members are part of a full-time team, they are based out of different detachments where they participate in briefings, liaise with local units to provide tactical advice and patrol the detachment area as available. This ensures each municipality not only benefits through access to the emergency response capabilities, but also has access to the expertise of each member on an ongoing basis, and the team has a visible presence in each municipality.

ERT is also responsible for coordinating call-outs of the 135-member Lower Mainland Tactical Troop. This troop is comprised of officers from across the LMD, as well as from Delta, Abbotsford, New Westminster and the South Coast BC Transportation Authority. These police officers assist with crime scene sweeps, search and rescue efforts, and public order issues. ERT also coordinates the Crisis Negotiation Team of 16 members, called in from various detachments and units in hostage, barricaded persons and suicide situations.

Some of the highlights for the team in 2010/11 are:

- *Responded to 1391 calls for service, all of which were resolved peacefully;*
- *Provided support to federal and provincial units including many long-term investigations within the LMD;*
- *Continued to increase ability to support front-line policing and communities by ensuring highly skilled and well-equipped personnel are available and able to work in a wide variety of tactical situations. In 2010/11 several ERT members completed training to operate in confined spaces and training is underway for helicopter long-line operations;*
- *Continued to provide backup support to general duty officers in detachments across the district as able;*
- *Continued support of the Repeat Offenders Parole Enforcement (ROPE) program under which ERT targets and arrests repeat offenders who have violated parole conditions;*
- *Maintained nearly full staffing levels and successfully attracted experienced ERT members from other parts of the country.*

ERT PROFILED

The LMD Emergency Response Team is called into action in many potentially dangerous situations including high-risk arrests and search warrant executions, situations where a suspect is known to be armed, barricaded or hostage incidents, and to provide tactical support in countless types of other situations.

In order to be prepared for anything, members of LMD ERT are trained to work within a variety of environments and situations. These 'profiles' ensure the team is able to do everything from rescuing a mountain climber or handling a plane hijacking to operating in a chemical attack or boarding a ship posing a criminal threat.

The following outlines the profiles represented within LMD ERT.

Breacher profile

The Breacher Unit provides specialized assistance related to entry techniques. The specially trained breachers are responsible for providing expert entry into any structure.

The unit is trained in advanced entry concepts such as explosive entry, vehicle pulls and hydraulic-assisted entries and using a cutting torch to breach a metal structure such as a ship.

In addition to its work as part of LMD ERT and assisting other emergency response teams when requested, the unit also assists investigative units with getting into structures for searches.



Aerial extraction profile

The Aerial Extraction Team is trained in specialized climbing, ascending and descending techniques that may be required in incidents that occur high above or below the ground. Some examples where the team could be called in would be protesters who have climbed a bridge or a tower or possibly to rescuing an injured climber, particularly one in a very confined space. The team can also conduct search and rescue and recovery operations in remote, rugged terrain.

They will also soon be the first police team in Canada able to conduct helicopter long-line operations where a member is suspended on a fixed line below the helicopter. Training is underway and will soon be completed allowing them to use this technique in various situations including entering an unfolding criminal incident from above or rescuing people in locations where they can only be reached by air and there is no ability to land a helicopter.

Chemical, biological, radiological & nuclear (CBRN) profile

The CBRN Unit is responsible for responding to tactical situations involving, or that have the threat of involving hazardous chemicals, biological contaminants or radioactive materials. The unit is also trained to respond to a police situation outfitted with air tanks to provide full protection to officers involved. They are the only team west of the Manitoba/Ontario border trained for this type of response.

Recognizing that an event of this nature may involve many part-

ners, they have trained with local Hazmat teams, as well as with the national CBRN Response Team.

Due to the dangers of the chemicals involved, it is the CBRN Unit that is called out when a clandestine drug lab is suspected or found. The members clear the location of any danger before any other officers enter.

Marine profile

Close to half of the team is trained in the marine profile. These members are able to board underway vessels of any size in stealth or in the dark of night. They would also be called in if there was a threat situation involving a waterborne approach to a land-based target.

The Marine Team maintains its readiness by training in pools and scenario-based situations out on the open water. The team also has members with the specialized breaching, CBRN and confined spaces training for use in a marine environment.

Aircraft assault profile

All members of LMD ERT are trained in this profile which prepares them for the need to contain, evacuate or assault any sized aircraft. These skills would most likely be used if a plane was hijacked.

The team does scenario-based training at an airport every year and similar training in Ottawa with others from across the country every two years. They also run random 'no-notice deployment' drills to ensure operational readiness.



ERT STATISTICS AND FINANCIALS

	2009/2010	2010/2011	2011/2012 Projected
COSTS AND REVENUES			
Salaries/Costs	4,243,097	5,458,835	6,267,500
OPERATIONS/MAINTENANCE			
Transportation and Telecommunications	384,583	286,849	486,882
Information	-	1,395	-
Professional Services (Legal/Advisory)	474,545	754,226	836,875
Rentals and Leases	122,534	154,375	135,252
Repairs	116,271	361,949	240,200
Utilities/Supplies	361,389	404,463	405,500
Minor/Major Fixed Assets	707,693	745,371	497,500
Subsidies/Payments	9,524	13,233	8,000
DIRECT COSTS	6,419,636	8,180,696	8,877,709
Credits	(216,052)	(226,890)	(191,375)
TOTAL DIRECT COSTS	6,203,584	7,953,806	8,686,334
INDIRECT COSTS			
Pensions	444,112	570,453	816,813
Employment Insurance	41,341	49,356	192,888
Divisional Administration	923,808	1,162,067	1,339,200
Recruit Training	168,035	195,090	217,000
Building Lease Costs	-	1,158	-
External Review Committee/ Public Complaints Commission	19,170	22,407	27,900
Public Service Employees Indirect Costs	12,623	12,438	20,457
Temporary Civilian Employees/ Employment Insurance Indirect Costs	17,729	38,784	42,362
TOTAL INDIRECT COSTS	1,626,818	2,051,753	2,656,620
TOTAL COST	7,830,402	10,005,559	11,342,954
E-Comm - dispatch & 911 (listed above in Professional Services)	327,430	580,994	632,600

Cost share per municipality

50% Municipal share	2009/10	2010/11	2011/12 Projected
Burnaby	484,751	610,729	674,510
Chilliwack	220,638	281,831	319,604
Coquitlam	243,892	298,167	332,965
Hope	19,403	24,277	26,512
Kent	9,414	12,818	13,408
Langley City	82,079	104,010	114,882
Langley Township	215,428	268,810	300,266
Maple Ridge	179,173	231,793	263,381
Mission	102,409	131,345	145,600
North Vancouver City	103,051	134,172	152,135
North Vancouver District	129,448	161,087	178,675
Pitt Meadows	33,491	45,979	54,113
Port Coquitlam	118,040	150,876	168,219
Richmond	342,029	420,695	473,200
Sechelt	14,159	18,932	21,804
Squamish	53,188	67,752	75,282
Surrey	966,896	1,269,794	1,475,220
Whistler	30,048	39,303	45,506
White Rock	36,938	44,109	48,816
Municipal TOTAL	3,384,476	4,316,480	4,884,098
Province*	100,723	132,740	159,835
TOTAL	3,485,199	4,449,220	5,043,933

* Does not include provincially funded positions

Calls for service by fiscal year

Jurisdiction	2009/10	2010/11
Burnaby	116	116
Chilliwack	129	156
Coquitlam	75	58
Hope	See Chilliwack	2
Kent	See Chilliwack	7
Langley City	103	54
Langley Township	See Langley City	69
Maple Ridge	41	53
Mission	17	41
North Vancouver City	38	65
North Vancouver District	See North Van City	45
Pitt Meadows	See Maple Ridge	15
Port Coquitlam	See Coquitlam	29
Richmond	107	73
Sechelt	0	0
Squamish	3	7
Surrey	364	549
Whistler	3	0
White Rock	1	6
Assistance to municipal police services	35	32
Other RCMP Districts	3	1
Provincial jurisdictions	1	13
TOTAL	1036	1391

ERT LOOKING FORWARD

Some of the initiatives the LMD Emergency Response Team will be working on in 2010/11 include:

- Classify and staff a full-time training/logistics position for LMD Integrated Tactical Troop;
- Rewrite and acquire appropriate approvals for the governance model and MOU related to the mandate, funding, deployment and commitment required to be a participating agency in the LMD Integrated Tactical Troop;
- Identify appropriate training, office and storage facilities for the LMD Integrated Tactical Troop;
- Conduct a thorough evaluation of the LMD Crisis Negotiator Program and write policy and protocols to ensure a timely deployment in cases that meet an agreed upon benchmark in terms of threat to the public, officers or others.
- Fully track performance metrics: use of time when not on a call and proactive work by ERT members.



INTEGRATED COLLISION ANALYSIS AND RECONSTRUCTION SERVICE

In 2010/11 there were 89 traffic fatalities in RCMP-policed areas in the Lower Mainland. And for the loved ones left behind, finding out what happened and why, is vitally important. Investigators only get one chance to examine the scene of the crash and must close roads and highways. But they do so under significant pressure, knowing communities, motorists and businesses need roads reopened as soon as possible.

ICARS is responsible for investigating all vehicle collisions that result in serious injury or death in the RCMP detachment areas within the Lower Mainland District. Its members are highly trained specialists who are able to investigate collisions to determine the cause, the sequence of events and even speeds involved.

In the event of a serious collision, there are a minimum of two ICARS investigators dispatched to the scene. This approach enhances the quality of evidence collected in a shorter time period and it is the sole focus for these officers. For the motoring public and local business, this improvement means that roads and highways are opened more quickly. Prior to the 2008 creation of ICARS, the reconstructionists would also be tasked with directing traffic and tow trucks, supervising investigators and meeting with the coroner or families connected to a file.

There are 22 people in ICARS including two civilian support staff. The Province of BC provides funding for four officers with the municipalities sharing the cost of the rest of the members.

Some highlights of ICARS activity during 2010/11:

- *ICARS investigated 233 collisions in 2010/11 of which 89 resulted in fatalities. Members also provided investigative support on eight IHIT files and arrested two impaired drivers during the course of their duties.*
- *To improve the coordination of operations, all ICARS personnel moved to a single location in January 2010. For the first 19 months of its existence, members were dispersed across the district. Due to the need for access to expensive and specialized equipment, the team will be most effective with one shared home base.*
- *In 2010 three members were brought into ICARS to replace two who had left and one member who was being transferred. Six collision analysts who were already on the unit were trained as collision reconstructionists, which is the highest level of technical collision investigators.*
- *ICARS worked with colleagues in the North District to conduct testing on 'rollover' collisions to better develop investigation techniques. The experiments received significant media coverage and a specialty channel is considering featuring this valuable initiative.*
- *In efforts to continue to improve road safety, one ICARS member is working with the Ministry of Transportation and Highways Infrastructure to identify and address road design issues contributing to collisions.*
- *Another ICARS investigator is working with Transport Canada in regards to safety standards after seeing repeated examples of a specific type of crush damage in some vehicles as a result of a collision.*



TECHNOLOGY DRIVES ICARS

When one first comes upon the scene of a vehicle collision, it can often seem obvious what happened. Looking at where the cars ended up and where the damage on the vehicles is, one could be forgiven for thinking they have it all figured out with a passing glance.

But what were the drivers doing before the collision? How fast was each going? What actually caused the collision? Was there a mechanical failure or was it human error?

These are not questions that can be answered by a passing glance. Instead it takes years of training and the leading-edge technology of the Integrated Collision Analysis and Reconstruction Service (ICARS) to figure out the who, what, where, when, why and how of serious and fatal collisions within the Lower Mainland District.

The ICARS reconstructionists are specially trained police officers who examine and reconstruct traffic collisions, interpret the findings and provide expert witness testimony in court when required.

Lower Mainland District is very fortunate to have some of the best reconstructionists in the country. In fact, about 95% of those who train reconstructionists from across Canada are from British Columbia. "We have a very strong commitment to collision reconstruction in this province by the senior management of "E" Division," explains Sgt. Bruce McGowan who has seen the specialty change significantly over the nearly two decades he's been doing it.

When he first started in this area close to 17 years ago, he took general surveying from BCIT. Now, members are trained by expert police officers with a curriculum that is specific to the work they will be doing – including what is now called forensic mapping – and often taught at the RCMP Pacific Region Training Centre in Chilliwack.

Along with the improved training, improved technology has allowed the members to not only do their work more quickly in many cases, but also with improved accuracy.

Over the last few years, ICARS has acquired four robotic surveying transits which enable one officer to survey a scene while another is collecting other evidence. In the past, surveying to create to-scale diagrams of a scene required two people – one to operate the

surveying unit that collects data from various points and the other to move around with the surveying rod which has a prism on top. The surveying unit takes measurements by reflecting a laser off the prism and electronically records them. Then the data would be taken back to the office and painstakingly plotted on paper and drawn out.

Now, the robotic unit stays in one place and a single person, or rover, moves around with the rod. The rover can control the unit remotely to collect the measurements. Back at the office, the reconstructionist simply downloads the data, the points are plotted out by software and the officer draws out the diagram on the computer.

"Our initial testing of the robotic versus the older models found that the robotic was about 50% faster," says Sgt. McCowan. "It was as fast as the operator could travel."

In 2010/11, ICARS bought software that will allow the robotic unit to scan vehicles and create 2- and 3-D images, allowing reconstructionists to scan the damage and have a more accurate diagram of it.

While the robotic surveying units work well if there is nothing obstructing direct views at a scene, another unit that uses GPS has been acquired for mapping scenes where there are obstructions. This unit captures GPS coordinates that can easily be mapped using computer software.

ICARS officers have also been called to map out scenes for IHIT, drug investigations, the Explosive Disposal Unit and plane crashes for Transport Canada.

Forensic mapping is a critical part of the role of a reconstructionist but there is much more. They also identify, collect and preserve physical evidence and take photos of everything. The physical evidence can range from tire marks to vehicle debris. They then analyze all of the evidence, photos and measurements of the scene to determine what happened, why it happened and how it happened.

"Technology has taken us far beyond where we were a decade ago," says Sgt. McCowan. "All of this new equipment and software allows us to more accurately analyze these crashes."

This all demonstrates that the science of collision reconstruction is a detailed and exacting one, going far beyond what one could glean from a passing glance.

PATTERNS IMPROVE SAFETY

As a result of investigating hundreds of collisions, the reconstructionists with ICARS are in a unique position to see patterns others might miss.

These patterns may be several collisions in the same place with the same cause or one where a specific model of vehicle repeatedly has damage it shouldn't.

Sometimes, patterns such as these can be the result of a flaw in the design of a roadway, or even in the design of a vehicle. That is why ICARS sometimes works with the BC Ministry of Transportation, vehicle manufacturers and Transport Canada to develop safer roads and vehicles.

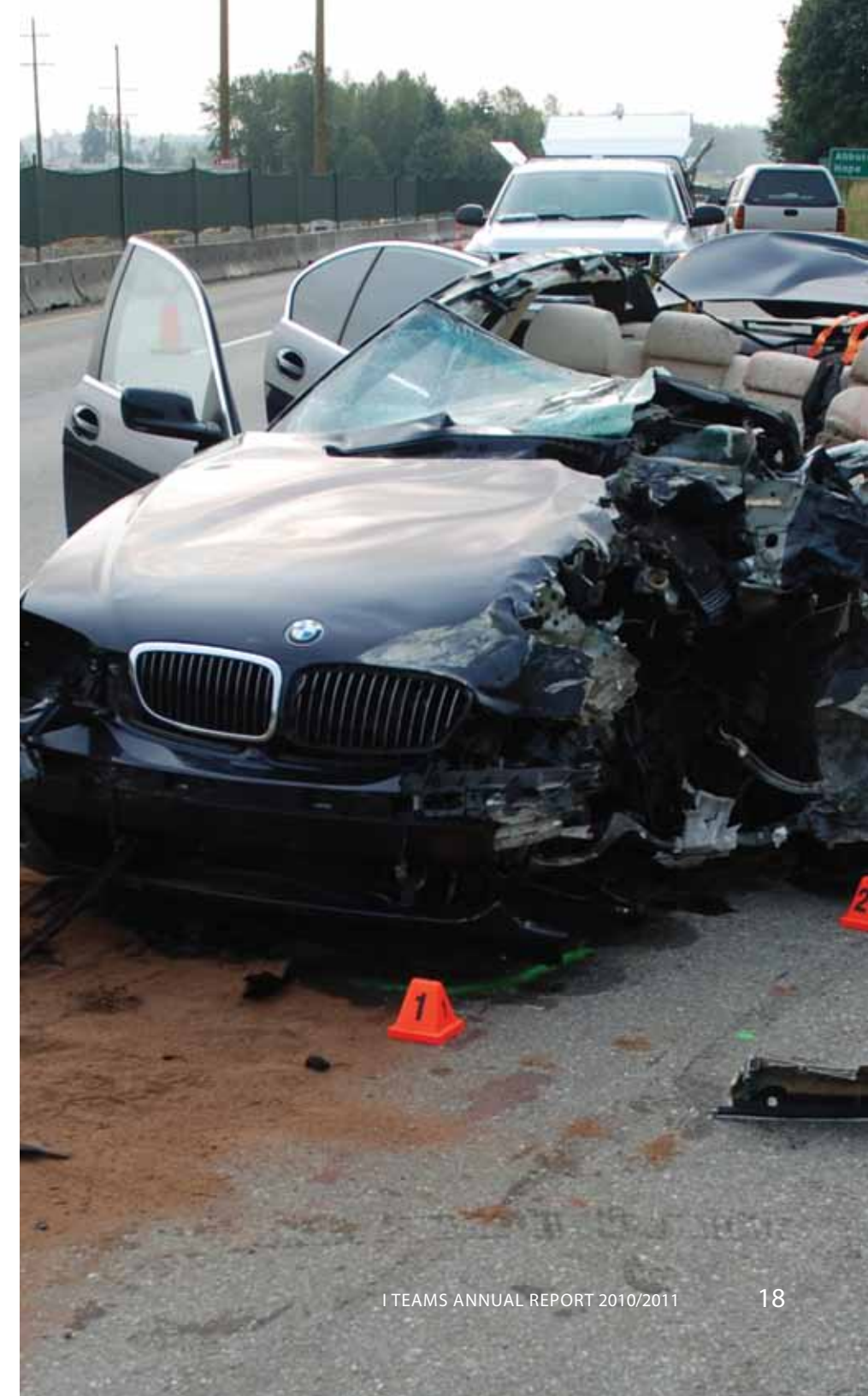
Several years ago Sgt. Bruce McCowan noted that there were repeated head-on crashes on a stretch of the King George Highway between Highway 10 and Colebrook Road in Surrey. He brought this to the attention of provincial highway planners and his work with them resulted in a highway divider being installed to eliminate these types of very dangerous collisions.

Other ICARS officers have teamed up with Transport Canada to improve the design of how child seats are secured in vehicles and an officer is currently working with a pickup truck manufacturer after it was noted that the roof of the cab flattens when the truck is in a rollover collision.

Vehicle manufacturers can't simulate everything in lab-based crash tests such as the vast number of angles that a vehicle could be hit from or the reaction, explains Sgt. McCowan. But ICARS can provide them with information from its investigations that may lead to safer designs.

Seeing these patterns is an unsung benefit of having a highly trained group of reconstructionists within the Lower Mainland District, says Sgt. McCowan.

"Some of the conclusions that have been reached in investigations of serious and fatal collisions have led to highway and vehicle design improvements to increase the safety of the motoring public."



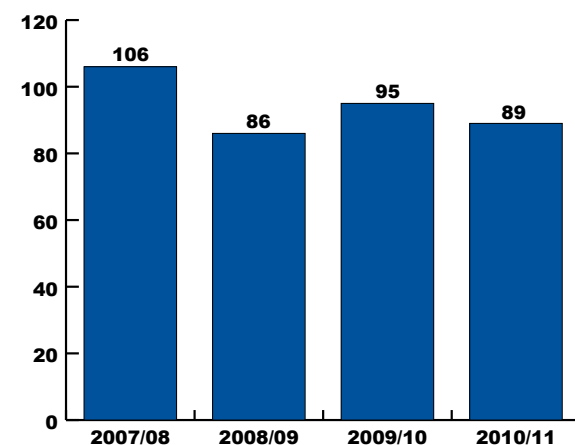
ICARS STATISTICS AND FINANCIALS

	2009/2010	2010/2011	2011/2012 Projected
COSTS AND REVENUES			
Salaries/Costs	1,039,122	1,145,440	1,381,501
OPERATIONS/MAINTENANCE			
Transportation and Telecommunications	92,272	41,254	21,433
Information	135	709	193
Professional Services (Legal/Advisory)	116,499	171,692	74,884
Rentals and Leases	31,827	55,324	54,220
Repairs	251,237	79,977	33,118
Utilities/Supplies	70,646	79,999	52,986
Minor/Major Fixed Assets	163,283	225,915	146,564
Subsidies/Payments	1,070	6,905	400
DIRECT COSTS	1,766,091	1,807,215	1,765,299
Credits	(79,580)	(8,795)	-
TOTAL DIRECT COSTS	1,686,511	1,798,420	1,765,299
INDIRECT COSTS			
Pensions	102,852	116,445	182,822
Employment Insurance	8,800	10,369	48,850
Divisional Administration	196,653	244,130	339,157
Recruit Training	35,770	40,985	54,956
Building Lease Costs	-	-	-
External Review Committee/ Public Complaints Commission	4,081	4,707	7,066
Public Service Employees Indirect Costs	11,630	10,373	14,902
Temporary Civilian Employees/ Employment Insurance Indirect Costs	-	3,542	-
TOTAL INDIRECT COSTS	359,786	430,551	647,753
TOTAL COST	2,046,297	2,228,971	2,413,052
E-Comm - dispatch & 911 (listed above in Professional Services)	55,415	104,759	41,400

Cost share per municipality

	2009/10	2010/11	2011/12 Projected
Burnaby	266,803	284,183	300,205
Chilliwack	121,426	131,132	142,249
Coquitlam	134,242	138,749	148,192
Hope	11,104	11,458	11,946
Kent	5,389	6,050	6,041
Langley City	45,169	48,393	51,132
Langley Township	118,572	125,085	133,640
Maple Ridge	98,612	107,854	117,225
Mission	56,360	61,113	64,804
North Vancouver City	56,720	62,433	67,711
North Vancouver District	71,264	74,969	79,520
Pitt Meadows	18,434	21,395	24,084
Port Coquitlam	64,970	70,206	74,870
Richmond	188,268	195,773	210,604
Sechelt	8,105	8,937	9,824
Squamish	29,270	31,523	33,507
Surrey	532,167	590,850	656,583
Whistler	17,197	18,550	20,504
White Rock	20,332	20,526	21,726
TOTAL	1,864,405	2,009,178	2,174,367

Traffic fatalities in Lower Mainland District (RCMP jurisdiction)



Calls for service by fiscal year

Jurisdiction	2009/10	2010/11
Burnaby	23	14
Chilliwack	16	6
Coquitlam	10	13
Hope	5	0
Kent	10	5
Langley City	5	4
Langley Township	12	15
Maple Ridge	9	11
Mission	6	15
North Vancouver City	6	6
North Vancouver District	7	5
Pitt Meadows	2	1
Port Coquitlam	4	2
Richmond	22	7
Sechelt	2	2
Squamish	2	0
Surrey	59	75
Whistler	3	1
White Rock	1	3
Provincial jurisdictions	54	48
TOTAL	260	233

ICARS LOOKING FORWARD

Some of the initiatives the Integrated Collision Analysis and Reconstruction Service will be working on in 2010/11 include:

- Continuing to research and test improved ways to capture data at crash scenes, including sourcing funds for the acquisition of additional GPS Robotic work stations;
- Creating a full-time position to lead the unit, improve supervision and development of the program's direction;
- Examining shift scheduling options to ensure the most efficient coverage while still meeting the work/home life balance needs of the members;
- Continuing its active role in collision prevention in partnership with engineering representatives from the client municipalities and districts in the Lower Mainland by identifying problem areas.



INTEGRATED FORENSIC IDENTIFICATION SERVICES

The men and women of the Integrated Forensic Identification Services (IFIS) are responsible for collecting, processing, analyzing and interpreting evidence found at the scene of a crime.

It is a painstaking job that requires years of special training and an eagle eye for detail. Often it is the evidence gathered by the forensic identification officers and assistants that leads to a guilty plea or a conviction in court.

The Lower Mainland's IFIS is the largest integrated forensics service in the country with 83 employees. The team is comprised of 55 highly trained, experienced police officers with three years of specialized forensic training; 11 forensic identification assistants who are civilian scientists with backgrounds in areas such as chemistry or anthropology; six video analysts; and 11 support staff. Seven positions are currently funded by the Province of BC, three by the federal government and the remaining are municipally funded.

The integrated model has allowed the RCMP to improve the availability of forensic services and to improve training and mentorship of junior members. Centralized administration and budgeting also assisted in standardizing the purchase of and access to high-cost, specialized equipment.

The team continues to evolve and has moved to a 'hub' concept, which has team members assigned to geographic areas within the LMD to reduce employee travel time and improve relationships with detachments. IFIS members are on shift 17 hours a day, seven days a week.

Some of the highlights of 2010/11 include:

- *Implementation of the 'hub' system was completed – the LMD was divided into four geographic areas for scheduling purposes. The members based in the detachments within each area only respond to calls in their area. This has resulted in shorter response times, a reduction of time spent traveling, and has increased the level of supervision at scenes and during the investigational process. Also, with IFIS members working out of each detachment,*

they are able to work more closely with detachment investigators, something that the officers in charge of each detachment are very pleased with.

- *A new four-watt laser has been acquired for each lab. This laser significantly increases the detail that can be seen in fingerprints and other trace evidence. It also is able to detect trace evidence that cannot be seen by the naked eye. Other new acquisitions include new cameras and equipment used for scene and computer examination of evidence.*

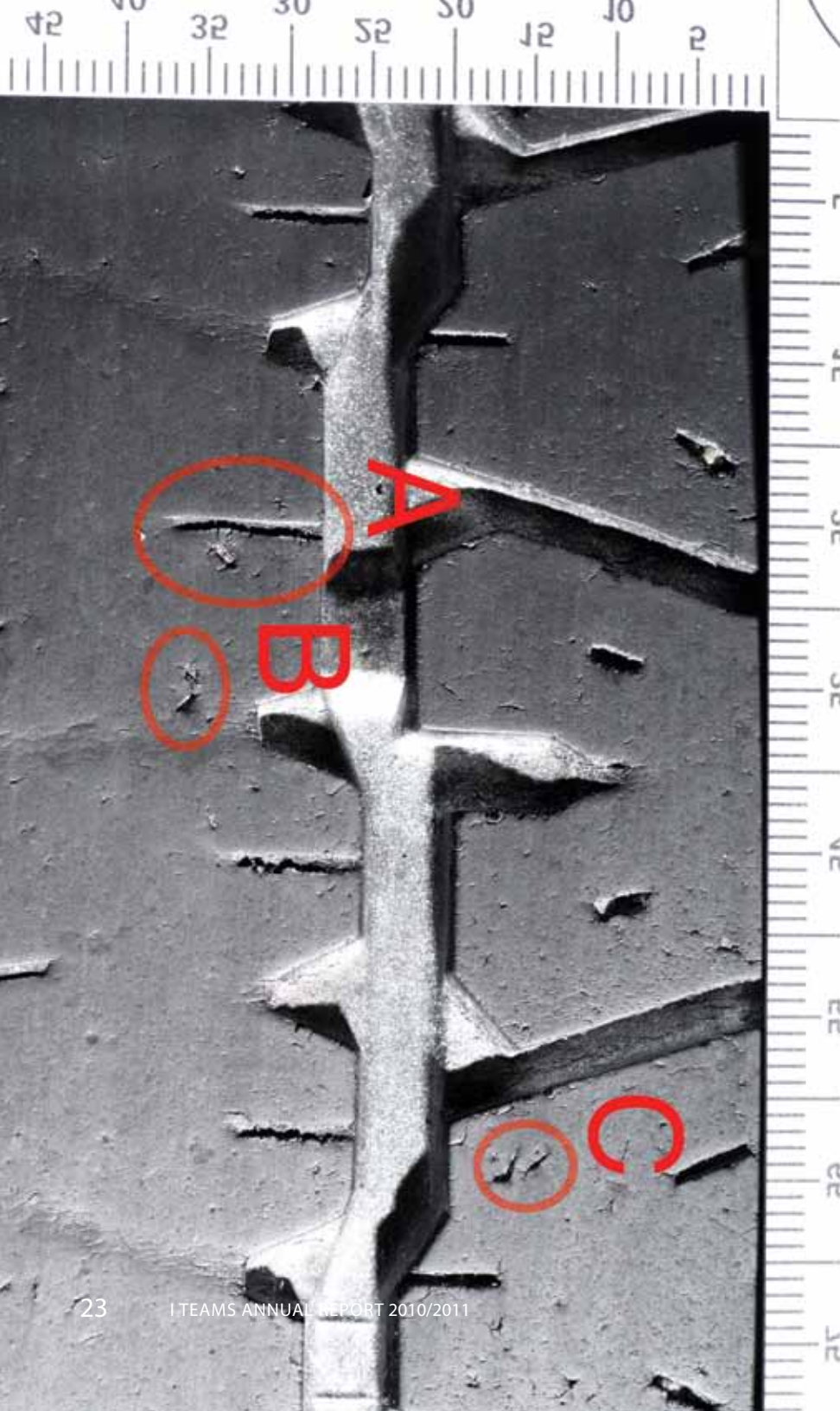
- *The pilot project utilizing forensic identification assistants (FIAs) that started in 2009 has proven to be a successful, innovative and cost-effective way of delivering a high-quality forensic service. During the two-year project the FIAs were contract employees. Nine of the ten positions have now been classified as permanent civilian member positions. A permanent funding stream for these positions has yet to be established.*

- *The remaining FIA position was changed to a Forensic Video Analyst Coordinator position. The change in technology for video capture from disc to digital video recorders has greatly increased the level of specialized knowledge required by video analysts. The creation of this position for a person with the high level of technological skill required to manage and supervise the analysts will ensure recognized video analysis practices are observed.*

- *The creation of a new website for IFIS is underway and it will be live by Spring 2011.*

- *The creation of a three-person, federally funded unit that will handle federal files such as drug cases.*





A TALE OF TWO MURDERS AND A TIRE

A deep affection for a car and tire marks on the arm of a murdered woman played an important role in a story of murder, dogged determination, ingenuity and going above and beyond.

It is a sad story that ended with two women dead and the February 2011 conviction of Davey Mato Butorac on two counts of second-degree murder. But it is also a story of an RCMP forensic specialist who refused to give up, ultimately finding the trace evidence needed to lock Butorac up for life with no chance of parole for 23 years.

As with any homicide investigation, there were many people who had an important role in bringing Butorac to trial in the deaths of Gwendolyn Jo Lawton, 46, who was found in March 2007 in a rural area near Abbotsford, and Sheryl Lynn Koroll, 50, found dumped in July 2007 in an industrial area in Langley.

IHIT led the investigations, seizing video surveillance, tracking down leads and researching hundreds of vehicles to identify possible suspects. And they did identify suspects; several of them in fact. Then they turned to Cpl. Daryl Krumbhols of the Integrated Forensic Identification Services (IFIS) who lived this case day and night for five months.

On July 7, 2007, IFIS was called to Langley where the body of a woman had been found in an industrial area. Cpl. Krumbhols was part of the team that responded. He and his partner collected evidence including footprints, tire tracks, DNA swabs and cigarette butts. Much of what was collected was ruled out as belonging to employees but there was one set of footprints and one set of tire tracks that could not be accounted for. There was also a tire track on Koroll's right wrist. She was run over by the very car from which she'd been dumped.

The dogged determination piece of the story involved that unaccounted for tire track. Not only was it not accounted for but the impression left didn't match any tires that Cpl. Krumbhols could find. He submitted the measurements of the vehicle tracks to the Canadian Police Service Information Centre which resulted in 11 pages of information about different vehicles with no match. He submitted

the 5-rib tire impression to SICAR – a commercial application that compares tracks to more than 8,500 tires in a database called Tread-Mate – with no match. He searched the Internet, visited tire shops to compare the tread with tire catalogues. On his own time he checked the tires on about 400 vehicles as he walked through parking lots, just looking for a match so he could attach a tire name to the impression and provide it to IHIT investigators. He even happened upon the Library of Tire Tread Patterns on the website of the Illinois Mathematics and Science Academy where he found a photo of a match but there was only a brand name attached and no way to confirm the information. When he called the manufacturer, they could not find any matching treads.

The impression was eventually matched through that photo to a BF Goodrich Radial T/A that is a 7-rib in larger sizes and a 5-rib in the size that would be used on sedans and coupes, just like the white Chevy Cavalier that is seen in the surveillance video from the lot where Koroll was found.

While this is all going on, Cpl. Krumbhols continued to work on other cases, mentor a constable who was apprenticing in IFIS, and supervise a forensics team.

Shortly after Koroll's murder, IHIT investigators began sending Cpl. Krumbhols photos of tires on the vehicles of possible suspects for comparison to the impression at the scene. Investigators located more than 30 in all that warranted a physical comparison.

Day or night, on shift or not, Cpl. Krumbhols dropped everything to do the evaluations. It is not just a matter of glancing at a photo; a comparison involves hours spent resizing, calibrating and augmenting the submitted photos to enable a meaningful comparison.

In addition, Cpl. Krumbhols did seven full-vehicle examinations searching for hair, blood, fibres, anything that might link back to Koroll. Again, unlike one might think, this type of exam is so detailed that it can take more than a half day on a vehicle that, in the end, produces no evidence. And again, day or night, working or not, Cpl. Krumbhols was there whenever IHIT needed him.

The last of those full vehicle examinations began Oct. 18, 2007 and lasted three days. It was of a white Cavalier owned by Davey

Butorac. A comparison of the tires found they couldn't be ruled out and Butorac had been seen cleaning the car out. And remember those shoe impressions found at the scene? Again after a lot of searching, Cpl. Krumbhols determined the type of shoe they came from – the same type of shoe investigators saw Butorac wearing.

Butorac had taken extreme measures to clean out the car that he was so attached to, no one else was allowed to drive it. Despite the efforts to clean the car, Cpl. Krumbhols found blood on the trunk seal and behind the trunk hinges. He found hair and fibre in the trunk and determined that there had been blood on the passenger door and on the driver's floor mat. He then seized the vehicles tires for further examination.

With the tires in hand, and one of them of significant interest, Cpl. Krumbhols had to prove it was this tire that had run over Koroll's wrist. This is where the ingenuity part of the story comes in.

In order to compare the tire with the impression on the arm, he would have to recreate the scenario using the tire to see if it created the same pattern. So he created a fake arm using an axe handle for the bone, wrapped in padding for tissue, and covered by leather for skin. Then on Oct. 26, 2007 he put the tire on a car similar to Butorac's Cavalier and rolled it over the 'arm.' The resulting impression matched the marks left on Koroll's arm, providing a critical piece of the case.

Ultimately it was the tire impression that led to the search of the vehicle and all the other evidence. And it was DNA evidence found in the car by the meticulous examination that linked Butorac to Gwendolyn Jo Lawton. Koroll's DNA was also found in the car and on Butorac's shoes.

It cannot be overlooked that the IHIT investigation narrowed the field of suspects and it was their work that identified Butorac. It cannot be forgotten that other forensic specialists – including some from the Abbotsford Police Department – and a variety of other officers also diligently worked on this case. Cpl. Krumbhols – who will be awarded a Commanding Officer's Certificate of Appreciation for his work on this file – did not work alone. He did, however, show dogged determination and ingenuity to go above and beyond in bringing an end to this sad story of murder.

CIVILIAN PILOT SUCCESSFUL

Unlike their police colleagues who wear the RCMP uniform, their uniform consists of a jacket with the word “forensics” written on the back. But this may be the only noted difference between the police members of IFIS and the civilians who have been hired under a two-year pilot project to increase the capacity of IFIS at a lower cost.

The pilot, which came to an end in 2010/11, has dramatically demonstrated the value of adding civilians to complement the police contingent. There was a 27% increase in the number of suspects identified in the last year of the pilot and a 35% increase in the number of crime scenes attended over the two-year period.

Sandy Tregonning has been with the program since its first day. Not only does she have a degree in forensic sciences but she was also a police officer in Wales for five years. She returned to Canada, saw the ad for the forensic identification assistant (FIA) position and jumped at the chance. “The timing was perfect,” she says.

Tregonning is one of 11 FIAs hired on contract who have been working side-by-side with the forensic identification specialists – police officers with three years specialized training in forensic sciences – for the past two years. “I really enjoy working with my team. I love coming to work. You never have the same day twice.”

The pilot came about because there was a need to increase the capacity of IFIS. The team was generally limited to attending the most serious crimes, unable to attend lesser crimes such as vandalism or thefts from vehicles because there were not enough forensic specialists to handle all the calls. Now, the FIAs handle property crimes on their own and assist the forensic officers on the more serious calls. And the cost of hiring an FIA is significantly less than filling the position with a police officer.

Each assistant has an educational and work background in science or laboratory environments. Some have worked in labs, one is an anthropologist, and others have direct forensic experience.

Based out of detachments across the LMD, the FIAs have become a key part of the investigative process, working with investigators from all sections. Cst. Jason Boyce is with Richmond Detachment’s

Drug Target Team and he credits Tregonning’s work with leading to the arrest of a suspect and charges in the seizure of several hundred thousand Ecstasy pills. She meticulously examined hundreds of plastic bags the drugs were found in and located several fingerprints. The prints were matched to a suspect who is now charged with possession for the purposes of trafficking.

“Sandy was an intricate part in the investigation and this is only one small example of the great work she does on a daily basis,” Cst. Boyce says. “She is a highly valued resource.”

FIAs have played an important role in hundreds of cases. In 2010/11, FIAs were at 1730 of the 8503 scenes IFIS attended. The fiscal year before, they were at 1521 of the 7832 scenes attended.

There has also been a significant increase in the number of scenes IFIS is able to attend. In the first fiscal year of the pilot, the number of calls attended grew 24% to 7832 from 6300 in 2008/09. There was an additional 9% increase in 2010/11. There has also been a 27% increase in the number of suspects identified in the most recent fiscal year to 877 from 690 in 2009/10.

With the success of the pilot, a permanent civilian job classification has been created and Insp. Gary Leydier, head of IFIS, is now working on getting permanent funding for the positions.

Another pilot project is being launched at Surrey Detachment in which two FIAs will be working exclusively for the detachment and will focus on crimes such as theft from vehicles, attempted break-and-enters, vandalism and other property offences. Surrey Detachment is funding one position while IFIS will provide the second person. The one-year pilot will determine if having FIAs at the detachment level increases the number of suspect identification, arrests and solve rates for these types of crime.

“Using FIAs has made more of a difference than we even expected,” Insp. Leydier says. “By using civilians in these positions, we are able to hire some very talented people who are doing an amazing job for the communities we serve.”

“We will always need the skilled investigative experience that seasoned police officers bring to forensic identification but this pilot has proven that there is an important place for civilians as well.”



IFIS STATISTICS AND FINANCIALS

	2009/2010	2010/2011	2011/2012 Projected
COSTS AND REVENUES			
Salaries/Costs	4,284,914	3,790,471	4,888,482
OPERATIONS/MAINTENANCE			
Transportation and Telecommunications	102,398	189,583	112,010
Information	-	806	-
Professional Services (Legal/Advisory)	794,145	1,155,288	1,039,375
Rentals and Leases	419,924	433,387	688,732
Repairs	98,002	107,390	84,000
Utilities/Supplies	145,393	223,150	192,262
Minor/Major Fixed Assets	250,306	560,225	488,878
Subsidies/Payments	20,482	1,518	273
DIRECT COSTS	6,115,564	6,461,818	7,494,012
Credits	(191,208)	(277,173)	(280,178)
TOTAL DIRECT COSTS	5,924,356	6,184,645	7,213,834
INDIRECT COSTS			
Pensions	397,172	362,974	698,958
Employment Insurance	33,170	31,071	155,555
Divisional Administration	741,202	731,556	1,080,000
Recruit Training	134,820	122,815	175,000
Building Lease Costs	-	7,002	11,733
External Review Committee/ Public Complaints Commission	15,381	14,106	22,500
Public Service Employees Indirect Costs	5,690	4,744	10,382
Temporary Civilian Employees/ Employment Insurance Indirect Costs	241,057	228,266	28,303
TOTAL INDIRECT COSTS	1,568,492	1,502,534	2,182,431
TOTAL COST	7,492,848	7,687,179	9,396,265
E-Comm - dispatch & 911 (listed above in Professional Services)	40,793	104,163	189,835

Cost share per municipality

	2009/10	2010/11	2011/12 Projected
Burnaby	961,466	980,561	1,171,273
Chilliwack	437,577	452,463	554,997
Coquitlam	483,763	478,746	578,181
Hope	38,292	39,589	46,860
Kent	18,583	20,905	23,698
Langley City	162,775	166,976	199,496
Langley Township	427,293	431,599	521,405
Maple Ridge	355,362	372,144	457,361
Mission	203,102	210,867	252,837
North Vancouver City	204,399	215,421	264,180
North Vancouver District	256,811	258,678	310,255
Pitt Meadows	66,431	73,824	93,966
Port Coquitlam	234,129	242,243	292,109
Richmond	678,454	675,506	821,687
Sechelt	27,950	30,877	38,538
Squamish	105,479	108,770	130,729
Surrey	1,917,746	2,038,700	2,561,708
Whistler	59,301	64,092	80,433
White Rock	73,271	70,825	84,766
TOTAL	6,712,183	6,932,786	8,484,479

Forensic identification statistics Comparison of 2009/10 to 2010/11

	# of Calls	Suspect ID'd	Prints obtained	DNA obtained	Physical evidence obtained
2009/10	7832	690	5804	N/A*	N/A*
2010/11	8503	877	5815	599	544

* Not available

Forensic identification statistics for 2010/11

Jurisdiction	# of Calls	Suspect ID'd	Prints obtained	DNA obtained	Physical evidence obtained
Burnaby	1164	103	812	85	82
Chilliwack	636	84	448	46	45
Coquitlam	709	58	486	51	50
Hope	105	10	65	7	6
Kent	220	9	152	15	14
Langley City	152	23	107	12	9
Langley Township	276	36	197	21	18
Maple Ridge	426	66	306	34	26
Mission	426	45	188	22	18
North Vancouver City	486	23	336	16	30
North Vancouver District	205	3	148	14	12
Pitt Meadows	41	14	29	3	2
Port Coquitlam	241	28	175	17	16
Richmond	847	62	590	62	55
Sechelt	31	2	19	1	0
Squamish	91	4	63	6	5
Surrey	2221	272	1541	170	144
Whistler	45	1	32	4	3
White Rock	56	9	37	5	3
Provincial jurisdictions	40	2	28	1	1
Federal units	85	23	56	7	5
TOTAL	8503	877	5815	599	544

IFIS LOOKING FORWARD

Some of the initiatives the Integrated Forensic Identification Services will be working on in 2010/11 include:

- Developing plans to create a forensic video hub at the new "E" Division HQ in Surrey which is set to open in 2013. The plan will see the video analysts centralized and dealing with the most complex cases.
- Expansion of lab facilities will continue and every forensic unit will be trained to use new cutting-edge laser technology.
- A pilot project will be run in Surrey in which two forensic identification assistants – one funded by Surrey Detachment – will join the detachment to attend scenes of lower-level property crimes to collect fingerprints and other evidence. This is expected to enhance service delivery at the detachment level and increase suspect identification, arrests and solve rates.
- Work will continue to normalize the civilian forensic identification assistant positions as civilian members.
- Developing business rules for the new three-member Federal IFIS Unit and determine the best location to house the unit.
- Relocating Richmond IFIS to the new Richmond Detachment building.



INTEGRATED HOMICIDE INVESTIGATION TEAM

Homicide investigations are often extremely complex. These cases require very experienced investigators as quickly as possible, to give police the best opportunity to solve the case. Prior to the creation of IHIT, homicides were investigated by members at the municipal level, whether an independent department or the RCMP.

IHIT brings highly trained investigators together to focus exclusively on homicides. These investigators provide seamless service and establish priorities across the region, resulting in reduced demands on municipal-level serious crime resources. Communities benefit through better sharing of serious crime resources, intelligence that's gathered more effectively, and maximized coverage across the district through improved shifting.

Established in 2003, IHIT was the first of the integrated teams created in the LMD. The team is responsible for investigating homicides that occur within the Lower Mainland areas policed by the RCMP, Abbotsford, New Westminster and Port Moody police departments.

With 106 employees, including 83 police investigators, IHIT is the largest integrated homicide unit in the country. There are eight teams which are based out of Surrey and Chilliwack. In 2010/11 the Abbotsford Police Department contributed four members, the New Westminster Police Department two officers and the Port Moody Police Department one officer. As of Apr. 1, 2011, Port Moody was no longer a member of IHIT.

The Province of BC provides funding for a total of 19 employees – 17 police officers and two civilian employees. Since IHIT covers all areas including provincial policing jurisdiction, the contribution from the province covers the cost for any cases in these areas.

Below are some of the IHIT accomplishments in 2010/11:

- *IHIT took on 38 homicide investigations in 2010/11 of which 15 have been solved. An additional five homicides from previous years were also solved during this fiscal year. The number of homicides in 2010/11 is a 21% reduction in homicides since 2009/10. Since the creation of IHIT in 2003, 55% of cases have been cleared. As of March 31, 2010, there are 155 cases at various stages of investigation.*
- *In two long-term investigations, more than 15 charges were laid against seven UN Gang members and associates.*
- *A change in shift schedules was implemented to improve work/life balance and to reduce overtime for IHIT members.*
- *A wellness program developed by IHIT to promote a psychologically healthy workplace which includes: ensuring selected officers are well suited to homicide work; equipping investigators with the right tools to effectively mitigate stressors in the workplace and stressors brought on by homicide work; ensuring critical incident stress debriefings are used when necessary; and providing supervisors with the tools they need to create a positive work environment.*
- *A new IHIT website providing insight into the work of the team and featuring short profiles of ongoing and solved investigations is under development. It will be launched in 2011.*
- *Disclosure of evidence to Crown Counsel continues to require significant resources. IHIT has eight full-time employees whose primary responsibility is file disclosure. During 2010/11 disclosure was provided to Crown on the 15 cleared investigations and five major projects also completed in this fiscal year.*

IHIT members attended and testified at a number of lengthy murder trials which often require a great deal of preparation and witness management. Below are two examples from this reporting year in which IHIT experienced the successful conclusion to two long, high-profile trials:

- *Charles Kembo was arrested on July 29, 2005 after a 10-month investigation that started as a single homicide in Richmond and developed into a probe of four deaths. Once Kembo's trial began in October 2009, two full-time IHIT employees were with the Crown to answer any questions and conduct any last minute tasks that required immediate attention throughout the trial which lasted until June 2010. KEMBO was convicted of four counts of first-degree murder and sentenced to life in prison with no chance of parole for 25 years.*
- *Davey Butorac was arrested in January 2008 after an 18-month investigation into the discovery of a body in Langley. Forensic evidence also linked Butorac to a woman found murdered in Abbotsford several months earlier. The trial began in the spring of 2010 and ended in mid-July with a double guilty verdict. Butorac was sentenced to life in prison with no chance of parole for 23 years. Since then, IHIT investigators have secured another charge against Butorac in connection to the May 2006 murder of an Alder-grove woman. (See Page 23 for a story on the role of forensics in this case.)*





ANATOMY OF A HOMICIDE

His bookshelf is packed with black notebooks, each representing the final indignity to a life. Each book represents the death of someone whose life was ended at the hands of another.

The shelf is in the office of S/Sgt. Dwayne McDonald, one of four team commanders in the Lower Mainland Integrated Homicide Investigation Team. He has been with the team for only three and a half years, and the shelf is full with his notebooks for the cases he has worked. And these are the just the unsolved ones.

The other notebooks – like those for the March 2009 murders of Laura Lynn Lamoureux in Langley and Marc Bontkes in Surrey that McDonald and his team investigated for 16 months and closed with charges against a woman and two men in August 2010 – are with the investigation files that are turned over to the Crown for prosecution.

“The Lamoureux-Bontkes case was one of those one that you look at and think will never be solved,” explains S/Sgt. McDonald. “It was a very complicated file that truly required full integration.” (See Page 33 for a story on this investigation.)

It is this very integration that makes the IHIT such a valuable asset within the Lower Mainland. Any homicide that occurred within Abbotsford, New Westminster, Port Moody or the jurisdictions policed by the RCMP in the district during 2010/11 was investigated by IHIT.

The team’s \$15 million budget for 2010/11 was funded by the municipalities it serves with each contributing a percentage based on their average crime rate over the last five years and population. The Province of BC also contributed about \$343,000 in addition to funding 19 positions.

Being part of IHIT brings many benefits through direct access to the wide range of support services within the RCMP.

Other integrated teams supported by the municipalities, such as Integrated Forensic Identification Services, Police Dog Services or the Emergency Response Team, are often called to assist depending on the location and situation.

But then there is the Tactical Troop if a wide-scale search or neighbourhood canvas is needed, the general duty officers who guard the crime scene for days sometimes, the major crime investigators from the jurisdictional service, the surveillance and undercover officers needed to further an investigation, the Gang Task Force members and criminal analysts who provide intelligence about gang-related homicides, maybe witness protection services or even investigators in other parts of the country. These support services are all among those regularly used by IHIT during investigations.

“Even our most simple files require a high degree of integration with local police and other support services,” S/Sgt. McDonald explains.

IHIT, however, does not pay for these support services. The only cost to IHIT is any overtime worked by the support service members, or any expenses they may incur as part of the investigation.

Starting in 2008, gang-related homicides in the Lower Mainland captured the headlines as brazen day-time shootings in public places put the public at risk. Since then, many of the suspects in these murders have been arrested, charged and are either awaiting trial or have been convicted and are in custody. There were 56 murders in 2008/09, 48 in 2009/10, and 38 in 2010/11.

Generally speaking about four in 10 homicides investigated by IHIT are categorized as drug and organized crime related. This ratio is pretty consistent year to year. Domestic-related homicides account for about 22% of all cases since the team was created in 2003. The remaining cases are those that don’t fit in either category.

It is the gang-related crimes that are often the most difficult, lengthy and expensive to solve. Witnesses are scared to talk and suspects often have networks across the country or around the world to help them evade police.

The cost of investigating homicides is significant. In addition to salary dollars, IHIT pays for overtime incurred by those people who provide support for the investigators and all expenses related to an investigation. For example, the cost of an investigation that lasted five months was about \$229,000 for overtime and expenses and another \$235,000 in salaries. Even a 30-day investigation will run well

over \$125,000.

When a homicide occurs investigators ‘front-end load’ the investigation. It is the first two or three days during which most of the overtime occurs. That is when evidence at the crime scene is collected, when searches of areas around the scene are conducted and when witnesses are found and questioned. And all this work requires a lot of police officers. “It is critical because that is when you are most at risk of losing evidence,” says S/Sgt. McDonald. “The scene is perishable and witnesses are transient.”

Overall, IHIT has a 55% solve rate since 2003. And while the number of new homicide cases dropped to 38 in 2010/11 from 48 the year before, the team is still incredible busy.

If things do happen to slow down for a period in terms of new cases, that is when S/Sgt. McDonald turns to his bookshelf – the one holding the black notebooks. There are leads to follow, undercover operations to plan, people to interview, bad guys to lock up. So there is never a dull moment because these black books are never really out of his thoughts.

Cost of a homicide investigation *

Approximate length of investigation	Overtime and expenses**	Average salary costs**	TOTAL COSTS
30 days	\$48,000	\$85,000	\$133,000
60 days	\$100,000	\$145,000	\$245,000
150 days	\$229,000	\$235,000	\$464,000
180 days	\$368,000	\$265,000	\$633,000
12 months	\$477,000	\$445,000	\$921,500
18 months	\$805,000	\$625,000	\$1,430,000

* Costs are based on investigations that ran the approximate periods listed.

**Amounts are rounded to the nearest thousand.



COMPLEX MURDER INVESTIGATION NETS CHARGES IN 2010

Neither Laura Lynn Lamoureux nor Marc Bontkes were obvious targets. She was known to be a low-level drug dealer; he was a husband and a father with a drug addiction and unpaid drug debts. But there was nothing that one would think would target on either for murder.

That just made it all the more shocking when the pair was found murdered five days apart in March 2009. Lamoureux, 36, was gunned down in Langley on Mar. 14 and Bontkes, 33, was found dead in Surrey on Mar. 19, just blocks from where Lamoureux was killed.

While IHIT investigators linked the two deaths and identified suspects early on, it was a complex, multi-faceted operation that cost more than \$800,000 (excluding IHIT salaries) to gather the needed evidence to support charges.

By November 2009, there was enough evidence to launch a full-fledged undercover operation targeting the suspects. Project E-Pugil included IHIT investigators and officers from the Langley RCMP Serious Crime Street Enforcement Unit, Surrey RCMP Serious Crime Street Enforcement Unit and "E" Division RCMP Covert Operations. A major focus of this team was preparing over a dozen legal applications for search warrants, tracking warrants and production orders to present to the Court. There was also a 300-plus page application to obtain permission for wire taps and investigators had to travel to several provinces and BC communities to pursue leads.

After 16 months of intense investigation, murder charges were approved against two men and a woman in late July 2010. Charged is 30-year-old Roy Michael Thielen and 26-year-old Robert David Bradshaw. Both men face two counts of first degree murder in relation to both homicides and one count of conspiracy to commit murder in relation to the Bontkes homicide. The woman, who was just shy of her 18th birthday, is charged under the Youth Criminal Justice Act with one count of first degree murder and one count of conspiracy to commit murder in relation to the murder of Bontkes.

UN GANG MURDER ARRESTS MARK SIGNIFICANT ACCOMPLISHMENT

No one who lives in the Lower Mainland will forget the days of violent open gang conflict on the streets of some communities between 2007 and early 2009. The battle for turf between the UN Gang and the Red Scorpions, which was controlled by the infamous Bacon brothers, resulted in about a dozen murders and attempted murders.

In January 2011, IHIT, partnered with the Combined Forces Special Enforcement Unit (CFSEU), announced charges against seven UN Gang members and associates in relation to two murders, an attempted murder and a conspiracy to kill the Bacon brothers. It was the culmination of a three year, highly complex investigation that involved many of the same players who were already in custody on similar conspiracy charges.

"When you target sophisticated gang members, the rules of the game change," says IHIT's Insp. Kevin Hackett, who led the homicide portion of the investigation. "Because of the sophistication, they become more difficult targets and the investigative challenges increase and become more complex."

About four in 10 of all murders investigated by the IHIT in the Lower Mainland are related to drugs or organized crime. And some of these – like one of the murders in which the UN Gang members were charged in January 2011 – involve innocent victims who got caught in the middle.

Jonathon Barber was murdered and Vicky King injured in a hail of gunfire in Burnaby in May 2008. Just 24-years old, Barber had picked up a vehicle belonging to one of the Bacon brothers to install a stereo when he was mistaken for one of the Bacons and gunned down on a busy roadway. His girlfriend, Vicky King who was following in her own vehicle, was also hit with automatic gunfire and received serious injuries resulting in permanent disfigurement.

These shootings and the February 2009 murder of Kevin LeClair, a high-ranking Red Scorpion member, in a busy parking lot in Langley were the subject of Project E-PRION, a multifaceted investigation led by IHIT with support from CFSEU.

These types of cases are difficult for several reasons including:

- *Witnesses, and even victims of attempted murder, are not cooperative with police, refusing to provide any information;*
- *Sophisticated gangs know police techniques. For example it is not unusual for officers conducting surveillance to find that the gang is actually doing counter surveillance;*
- *These gangs have access to lots of money which enables them to use cutting edge technology, which, because of limited financial resources, police are not able to address;*
- *Having access to funds and criminal connections across Canada and internationally, some suspects can evade police for extended periods;*
- *There is a lot of background work that needs to be done when conducting an undercover operation or using sources as part of an investigation. The most onerous is preparing documents to request court authorization for a wire tap – the affidavit for this type of application can easily run 600 pages.*

"These types of cases challenge teams," says Insp. Hackett. "The level of sacrifice and dedication by the entire unit who worked to support the core eight investigators was impressive."



IHIT STATISTICS AND FINANCIALS

	2009/2010	2010/2011	2011/2012 Projected
COSTS AND REVENUES			
Salaries/Costs	9,275,827	9,361,187	9,438,205
OPERATIONS/MAINTENANCE			
Transportation and Telecommunications	423,949	405,953	636,900
Information	-	135	800
Professional Services (Legal/Advisory)	1,907,108	2,242,472	2,241,438
Rentals and Leases	112,874	103,844	145,800
Repairs	400,218	57,737	127,600
Utilities/Supplies	268,969	277,703	372,000
Minor/Major Fixed Assets	307,098	396,934	195,500
Subsidies/Payments	151,562	438,471	353,435
DIRECT COSTS	12,847,605	13,284,436	13,511,678
Credits	(120,138)	(143,941)	(165,386)
TOTAL DIRECT COSTS	12,727,467	13,140,495	13,346,292
INDIRECT COSTS			
Pensions	572,541	639,636	827,648
Employment Insurance	47,722	52,375	192,888
Divisional Administration	1,066,392	1,233,159	1,339,200
Recruit Training	193,970	207,025	217,000
Building Lease Costs	120,921	475,233	121,639
External Review Committee/ Public Complaints Commission	22,129	23,778	27,900
Public Service Employees Indirect Costs	75,478	74,047	97,560
Temporary Civilian Employees/ Employment Insurance Indirect Costs	373,502	374,360	527,750
TOTAL INDIRECT COSTS	2,472,655	3,079,613	3,351,585
TOTAL COST	15,200,122	16,220,108	16,697,877
E-Comm - dispatch & 911 (listed above in Professional Services)	275,959	424,437	541,700

Cost share per municipality

	2009/10	2010/11	2011/12 Projected
Abbotsford	1,068,731	1,136,665	1,153,713
Burnaby	1,661,181	1,750,204	1,774,881
Chilliwack	756,152	807,793	840,949
Coquitlam	835,756	854,390	876,174
Hope	67,628	70,935	70,391
Kent	32,809	37,442	35,602
Langley City	281,304	298,134	302,275
Langley Township	738,234	770,312	790,119
Maple Ridge	614,019	664,312	693,031
Mission	350,964	376,463	383,109
New Westminster	630,409	663,262	668,528
North Vancouver City	353,138	384,503	400,321
North Vancouver District	443,524	461,462	470,208
Pitt Meadows	114,765	131,761	142,391
Port Coquitlam	404,500	432,366	442,648
Port Moody	164,695	181,020	-
Richmond	1,172,001	1,205,389	1,245,225
Sechelt	49,341	55,298	57,897
Squamish	182,286	194,204	198,082
Surrey	3,313,446	3,639,035	3,881,773
Whistler	104,733	114,841	120,820
White Rock	126,575	126,390	128,457
Municipal TOTAL	13,466,192	14,356,182	14,676,594
Provincial*	343,095	387,727	424,408
TOTAL	13,809,287	14,743,909	15,101,002

* Does not include provincially funded positions

Homicide cases by fiscal year

Jurisdiction	2009/10	2010/11
Abbotsford	8	4
Burnaby	5	5
Chilliwack	2	5
Coquitlam	1	3
Hope	0	0
Kent	2	0
Langley City	0	0
Langley Township	1	1
Maple Ridge	4	1
Mission	1	2
New Westminster	0	3
North Vancouver City	1	1
North Vancouver District	0	0
Pitt Meadows	0	0
Port Coquitlam	1	0
Port Moody	0	0
Richmond	2	0
Sechelt	1	0
Squamish	0	0
Surrey	17	12
Whistler	0	0
White Rock	0	0
Provincial jurisdictions	2	1
TOTAL	48	38

IHIT LOOKING FORWARD

Some of the initiatives the Integrated Homicide Investigation Team will be working on in 2010/11 include:

- Aggressively dealing with the large number of open files resulting from the spike in gang violence in the Lower Mainland District in 2008 and 2009;
- Building a refreshed service delivery model and subsequent business case for IHIT;
- Leading the way in a shared and collaborative learning environment;
- Addressing major and complex investigations throughout the area;
- Improving on the employee wellness program created in 2010/11 and creating a sustainable and winning culture for Major Crime investigators and support staff.



POLICE DOG SERVICE

The LMD Police Dog Service (PDS) is the largest in the country with 44 police-dog teams. Forty-one of the teams are from the RCMP and three are from the Abbotsford Police Department. Each team is comprised of an officer – called a handler – and a dog who work side-by-side day in and day out. Generally the officer has raised his or her dog since about six weeks old. When the dog reaches the age of about two, the duo heads to 17 weeks of training at the RCMP's Police Dog Service Training Centre in Alberta.

All of the dogs are trained for tracking and searching for suspects, evidence, drugs and explosives.

Prior to integration, dog teams were based out of some detachments in the LMD. Detachments that did not have teams on shift relied on borrowing a team, if available, from a neighbouring detachment. Since integration, the entire district is covered by teams strategically placed around the LMD to ensure quick response. In addition, when the teams are not on a call, they are patrolling the communities and providing backup to general duty officers.

Of the 44 teams, four are funded by the province and one by the federal government. The municipalities served share the cost of the other 39.

Some highlights of the 2010/11 for PDS are:

- *PDS attended 8674 calls in 2010/11. During the calendar year of 2010, PDS tracked down 311 suspects, conducted 272 successful searches and had successful deployments where both tracking and searching were used. In addition, PDS members assisted in 128 files where they were instrumental in bringing an investigation to a positive conclusion without the use of their dogs.*
- *Shift schedules for the teams in the north and south of the district have been re-aligned resulting in increased flexibility and close to 24-hour coverage. Teams are available by call-out during the few hours not covered.*
- *Regularly worked with ERT, IHIT, the Tactical Team and other enforcement teams in the district.*
- *Continued to provide training for civilian search dogs and regularly worked with search and rescue outfits throughout the Lower Mainland in searches for missing people.*
- *Three PDS members are training for avalanche search and rescue. These officers and their dogs will be able to assist with searches on the North Shore mountains, around the Coquihalla or any other back country area in the event of an avalanche.*
- *There is a total of 15 'imprinters' raising pups in the Lower Mainland, three of whom will be starting dog handler training in 2012. To learn more about imprinters, see story on Page 39.*
- *Members continued to participate in community and educational events including emergency preparedness presentations, school talks and the Junior Police Academy.*





PUPPIES 'PRINTED' FOR POLICING

Within two weeks of starting her first posting out of the RCMP Training Academy, Cst. Kelly McQuade knew exactly where she wanted to go in her policing career.

"My training officer took me to the Police Dog Service office where I met a couple of the handlers and their dogs. That was it, I knew right then," she explains.

That was 2005 and after more than five years of raising pups, Cst. McQuade and her 15-month old charge Boss, will soon head to Innisfail, Alberta to the PDS Training Centre where she will learn to be a dog handler and he will learn to be a police dog.

Dogs play an important role in policing and are used in a variety of situations including tracking and apprehending suspects or locating drugs, explosives or evidence.

The training to nurture the traits they need to be successful starts shortly after birth. The RCMP started its own German Shepherd breeding program in 1998 and it is recognized as one of the best around the world. Of the 150 dog teams across the country – 44 here in the Lower Mainland – 85% of the dogs are from the breeding program. One third of the pups born in Innisfail make it to be police dogs.

At around nine weeks, the pups are sent to an 'imprinter' to be raised until the age of about two. An imprinter is an RCMP member who raises pups after completing a week-long puppy course. Anyone interested in becoming a dog handler must be an imprinter first and volunteer to help active teams do ongoing training at the local level.

Cst. McQuade has been helping with local training and raising pups for years now. In fact, Boss is her fifth pup. Three of the others are fully trained police dogs and one other, the only female, went back to Innisfail to be part of the breeding program. With Boss soon to be in service, she has a pretty good track record.

The role of an imprinter is diverse. The goal is to raise a pup who will be a good tracker and who is dominant enough to have an appropriate level of aggression so the dog won't back down in a tough

situation.

It is also critical that the dog can handle any situation they may encounter on the job. So Cst. McQuade takes Boss on elevator rides, up and down escalators, up on ledges, onto school buses, into crowds of people, near busy traffic and around loud noises. "You want him to be comfortable," she says. "So you need to encourage him and expose him regularly."

The imprinter also needs to introduce the dog to tracking and teach the dog the difference between work time and play time. For example, when Cst. McQuade puts a harness on Boss, he knows it is time to track and when he has his regular collar on, it is time to play.

While the imprinters and pups develop a very strong bond, these are not house dogs. From the start, the dogs are trained to live in kennels in the imprinter's backyard, year round. The kennel, supplied by the RCMP, includes a dog run and dog house surrounded by chain link fencing. There are also kennels at many detachments allowing imprinters to take the pups to work so the dog isn't alone for a 12-hour shift. When Boss was really young, Cst. McQuade would bring him on patrol with her in a crate. "He was a great ice breaker," she laughs.

One of her previous pups is now part of a team with LMD PDS and another is in Nova Scotia working. When asked about letting them go after raising them, Cst. McQuade admits it can be really hard. But at the same time, "the dog has been raised to go to work so that makes it a little easier." She gets an email every once in a while from the Nova Scotia handler when his dog has been instrumental in a big case. "That's really rewarding. You know you did a good thing."

Boss is a beautiful Shepherd who no longer looks like a pup but definitely acts like one. On the grass outside of the Burnaby Detachment where Cst. McQuade is posted until going to PDS training, Boss is crazy for his Kong – a popular throwing toy. If you hold it he thinks you're playing, if you hide it to try to get him to calm down, he thinks you're playing hide-and-seek so there is really no option but to keep throwing it.

Cst. McQuade is really looking forward to the next step in her career. "I'm excited about getting out and working with my dog, actually doing the work instead of thinking about it," she says. "I get to train with my best friend and then go to work with him every day. What can be better than that."

Did you know?

- A new dog handler requires a minimum of 750 hours or four months of training.
- Today, multi-purpose dogs are German Shepherds and specialty narcotic dogs are Labrador Retrievers, Golden Retrievers or German Shepherds.
- The RCMP Police Dog Service implemented an in-house breeding program in 1998. The RCMP Puppy Program located in Innisfail, Alberta produces on average 120 German Shepherd puppies a year. Children across Canada name each of the dogs through the Name the Puppy Contest.
- Of the 150 RCMP police dog teams in the RCMP, 85% are from the breeding program.
- Of the dogs produced by the breeding program, a third make it through training to be working police dogs.
- The RCMP breeding program is recognized as the program for breeding police service dogs with the best results in the world.
- Puppies are sent to imprinters at about 9- to 10-weeks old.
- Imprinters must have raised pups for a total of 24 months before they are eligible to enter handler training.
- Imprinters are members who are interested in becoming handlers and have undergone special training.

PDS STATISTICS AND FINANCIALS

	2009/2010	2010/2011	2011/2012 Projected
COSTS AND REVENUES			
Salaries/Costs	2,956,030	3,102,968	3,530,168
OPERATIONS/MAINTENANCE			
Transportation and Telecommunications	173,832	260,802	82,643
Information	25	-	100
Professional Services (Legal/Advisory)	1,104,291	898,150	1,562,985
Rentals and Leases	244,965	262,931	281,468
Repairs	195,669	163,449	193,263
Utilities/Supplies	385,687	399,117	397,161
Minor/Major Fixed Assets	888,266	484,483	874,521
Subsidies/Payments	16,884	11,692	20,148
DIRECT COSTS	5,965,648	5,583,592	6,942,457
Credits	(165,669)	(665,919)	(226,886)
TOTAL DIRECT COSTS	5,799,979	4,917,673	6,715,571
INDIRECT COSTS			
Pensions	314,430	318,388	492,822
Employment Insurance	26,961	27,865	115,111
Divisional Administration	602,467	656,087	799,200
Recruit Training	109,585	110,145	129,500
Building Lease Costs	-	5,252	9,774
External Review Committee/ Public Complaints Commission	12,502	12,651	16,650
Public Service Employees Indirect Costs	-	3,852	-
Temporary Civilian Employees/ Employment Insurance Indirect Costs	-	3,542	-
TOTAL INDIRECT COSTS	1,065,945	1,137,782	1,563,057
TOTAL COST	6,865,924	6,055,455	8,278,628
E-Comm - dispatch & 911 (listed above in Professional Services)	153,312	362,520	218,300

Cost share per municipality

	2009/10	2010/11	2011/12 Projected
Abbotsford	527,334	463,796	618,676
Burnaby	812,484	711,008	950,012
Chilliwack	369,845	328,151	450,334
Coquitlam	408,762	347,095	468,870
Hope	32,272	28,466	37,505
Kent	15,655	15,026	18,954
Langley City	137,592	121,110	161,893
Langley Township	361,069	312,936	422,877
Maple Ridge	300,320	269,869	371,041
Mission	171,661	152,931	205,148
North Vancouver City	172,719	156,202	214,284
North Vancouver District	216,912	187,477	251,460
Pitt Meadows	56,131	53,527	76,215
Port Coquitlam	197,840	175,646	236,922
Richmond	573,208	489,695	666,217
Sechelt	23,543	22,192	30,823
Squamish	89,160	78,891	106,083
Surrey	1,620,612	1,478,324	2,078,057
Whistler	49,978	46,084	64,378
White Rock	61,906	51,346	68,733
TOTAL	6,199,004	5,489,773	7,498,482

Police Dog Service calls by fiscal year

Jurisdiction	2009/10	2010/11
Abbotsford	571	616
Burnaby	1160	1253
Chilliwack	512	389
Coquitlam	656	693*
Hope	29	41
Kent	18	5
Langley City	597	488*
Langley Township	See Langley City	65^
Maple Ridge	704	559*
Mission	197	124
North Vancouver City	645	544*
North Vancouver District	See North Vancouver City	47^
Pitt Meadows	See Maple Ridge	16^
Port Coquitlam	See Coquitlam	20^
Richmond	1449	1429
Sechelt (Sunshine Coast)	15	24
Squamish	24	36
Surrey	2518	2098
Whistler**	2	19
White Rock	21	38
Support to other units and jurisdictions	178	93
Provincial jurisdictions	47	77
TOTAL	9343	8674

*Tracking of calls for each municipality began January 2011. Prior to that, the calls were tracked for each detachment area. These numbers reflect the Detachment total for April 1, 2010 to Dec. 31, 2010 plus the calls to the municipality between January 1, 2011 and March 31, 2011.

** includes Pemberton calls

^ Number of calls from January 1, 2011 to March 31, 2011

PDS LOOKING FORWARD

In looking ahead to 2011/12, Police Dog Services will be working towards the following objectives:

- Due to space shortage at detachments, PDS is in need of a central location to house management and support staff, along with many of the teams. Early analysis indicates this will improve supervision and mentoring of team members, provide appropriate space for equipment storage and parking while also freeing up much needed space at several detachments. It is expected that the cost of a central facility will be less than the current cost to lease space at detachments.
- PDS will be preparing a business case to increase the number of teams. There has been no increase in positions since integration and little increase in the number of teams at detachments for 20 years prior to integration.
- Creation of a full-time training officer who would be responsible for all PDS training and ensuring all members are up-to-date on mandatory training and re-certifications.
- Fully track performance metrics: use of time when not on a call and proactive work by PDS members.



LMD Integrated Teams 2010/11 Annual Report

*Abbotsford Police Department
New Westminster Police Department
Port Moody Police Department
RCMP Lower Mainland District Regional Police Service*

*Prepared by:
Lower Mainland District Communications Services
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