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To:	Community Safety Committee	Date:	May 28, 2002
From:	Ward Clapham Officer in Charge	File:	5000-01
Re:	Community Safety Division - Service Level Review 2002 - RCMP		

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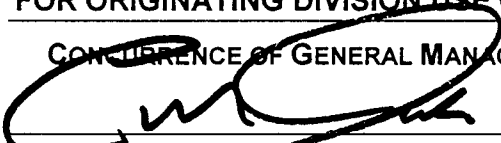
**Staff Recommendation**

That the report regarding Service Levels for the RCMP Detachment, dated May 28, 2002, from the OIC, RCMP, be received for information.

Ward Clapham  
Officer in Charge

Att. 1

FOR ORIGINATING DIVISION USE ONLY  
CONCURRENCE OF GENERAL MANAGER



## Staff Report

### Origin

At the February 25, 2002 Council Meeting, it was resolved:

*“That each General Manager review with their appropriate Committee of Council, departmental programs and service levels prior to the start of the 2003 budget review process;”*

This report responds to that resolution in relation to the Community Safety Division, specifically: the RCMP Detachment.

### Analysis

Attached for information are the following documents:

Attachment 1 - Service level documents presented to Council as part of the 2002 budget deliberations

Attachment 2 - A “functional” chart of policing, and brief descriptions of each of the key areas

Attachment 3 - Roles & Responsibilities document that is being developed by the OIC and the General Manager to define in more detail the relationship between the City and the RCMP. It is considered a “work-in-progress”.

Staff suggest the following process for the Service Level Review:

1. The OIC will make a presentation to Committee, outlining current RCMP service levels and programs.
2. The OIC will address any questions of Committee regarding current service levels.
3. The OIC and Committee members will discuss with Committee, any issues or suggestions they have, regarding possible changes to current service levels.
  - a. Staff will record possible areas of change on flip charts for later reference
  - b. Staff will be available to Committee, to discuss the current service delivery model, and will be prepared to suggest to Committee any aspect of the model that may warrant attention.
4. On completion of discussion, Committee will give direction on areas where they would like staff to explore changes to existing service levels.

This will conclude the review. Staff will report back to Committee, with a formal report, outlining how the interests of Committee can be best achieved, and the related implications of any changes. The OIC anticipates this report will take the form of a five year strategic plan for

policing the City. It would become an attachment to the Roles & Responsibilities document, (attached).

Following acceptance of the five year plan, the OIC will use the plan as a basis for preparing a five year policing budget. The budget would form the basis of any submissions to Committee during the preparation of the 2003 annual city budget.

### **Financial Impact**

The Service Level Reviews will form a basis to the 2003 budget preparations. There are no other financial implications at this point.

### **Conclusion**

The outcome of the Service Level reviews will assist the Division in maintaining its service to the community, and in preparation for the 2003 budget.



Ward Clapham  
Officer in Charge

ppp

2002 Community Safety Division Programs

Dept.	Department	Program/Service	Net Cost (approx. program and service level net costs)	Service Level	FTE (assigned to programs and service levels)	IMPACT						
						Technical & Safety	Community & Partners	Socio-Economic	Financial	Political	Environmental	
09	RCMP	Four General Duty Watches operating 24hrs/day, 7 days a week (Respond to 911 and general calls)	\$ 6,580,224	Daily	68	X	X	X			X	
09	RCMP	Four YVR Watches - Response as per General Duty Watches only on Sea Islande	\$ 1,064,448	Daily	11	X	X	X			X	
09	RCMP	General investigations - includes Serious Crimes, Gangs, B & E and Drugs	\$ 3,870,720	Daily	40	X	X	X			X	
09	RCMP	Traffic - investigate major traffic accidents, target enforcement/commercial vehicle regulations	\$ 1,645,056	Daily	17	X	X	X			X	
09	RCMP	Dog Squad - 3 explosive and 3 drug profile dogs. Tracking suspects, missing persons evidence etc.	\$ 483,840	As required	5	X	X	X			X	
09	RCMP	Forensic Identification - Crime scene examinations, fingerprints, DNA, photographs, video recording etc.	\$ 387,072	Daily	4	X	X	X			X	
09	RCMP	Community Police Stations - Four members each station. Investigate criminal community complaints	\$ 1,354,752	Daily	14	X	X	X			X	
09	RCMP	Bike Squad - General Duty Policing and problem oriented policing	\$ 870,912	Daily	9	X	X	X			X	
09	RCMP	School Liaison - 11 Secondary Schools, enforcement, protection, prevention/education programs, etc.	\$ 580,608	Daily	6	X	X	X			X	
09	RCMP	Crime Prevention through environmental design, victim services	\$ 387,072	Daily	4	X	X	X			X	
09	RCMP	Administration - Analytical review, exhibits, Prime pilot project, training and internal investigations	\$ 677,376	Daily	7	X	X	X			X	
09	RCMP	Senior Management Team - Policy and strategic planning	\$ 387,070	Daily	4	X					X	
09	RCMP	YVR Contract	\$ 2,046,000	Daily	20	X	X	X			X	
09	RCMP	Management/General Administration of Community Policing Operations	\$ 1,150,750	Daily	16	X	X	X			X	
09	RCMP	Management of police records supporting police operations	\$ 921,200	Daily	18.0	X						
09	RCMP	Police Telecoms - Operational support Unit to police functions and public	\$ 1,637,200	Daily	24.0	X						
09	RCMP	Community Police Stations Facility Building Maintenance	\$ 9,600	On Demand		X						
09	RCMP	Crime Prevention - Richmond Block Watch Program	\$ 98,200	Daily	2.0		X	X				X
09	RCMP	Victim Assistance Services - Variety of support services provided to the public	\$ 134,800	Daily	2.0		X	X				X

2002 Community Safety Division Programs

Dept	Department	Program/Service	Net Cost (approx. program and service level net costs)	Service Level	FTE (assign to programs and service levels)	IMPACT						
						Technical & Safety	Community & Partners	Socio-Economic	Financial	Political	Environmental	
09	RCMP	Custodial Guards - securing prisoners requiring short term incarceration	\$ 261,000	Daily	4.0	X						
09	RCMP	Youth Family Services - Youth Intervention Program (Crime Prevention Initiatives)	\$ 126,500	Daily	2.0	X	X					X

# Policing

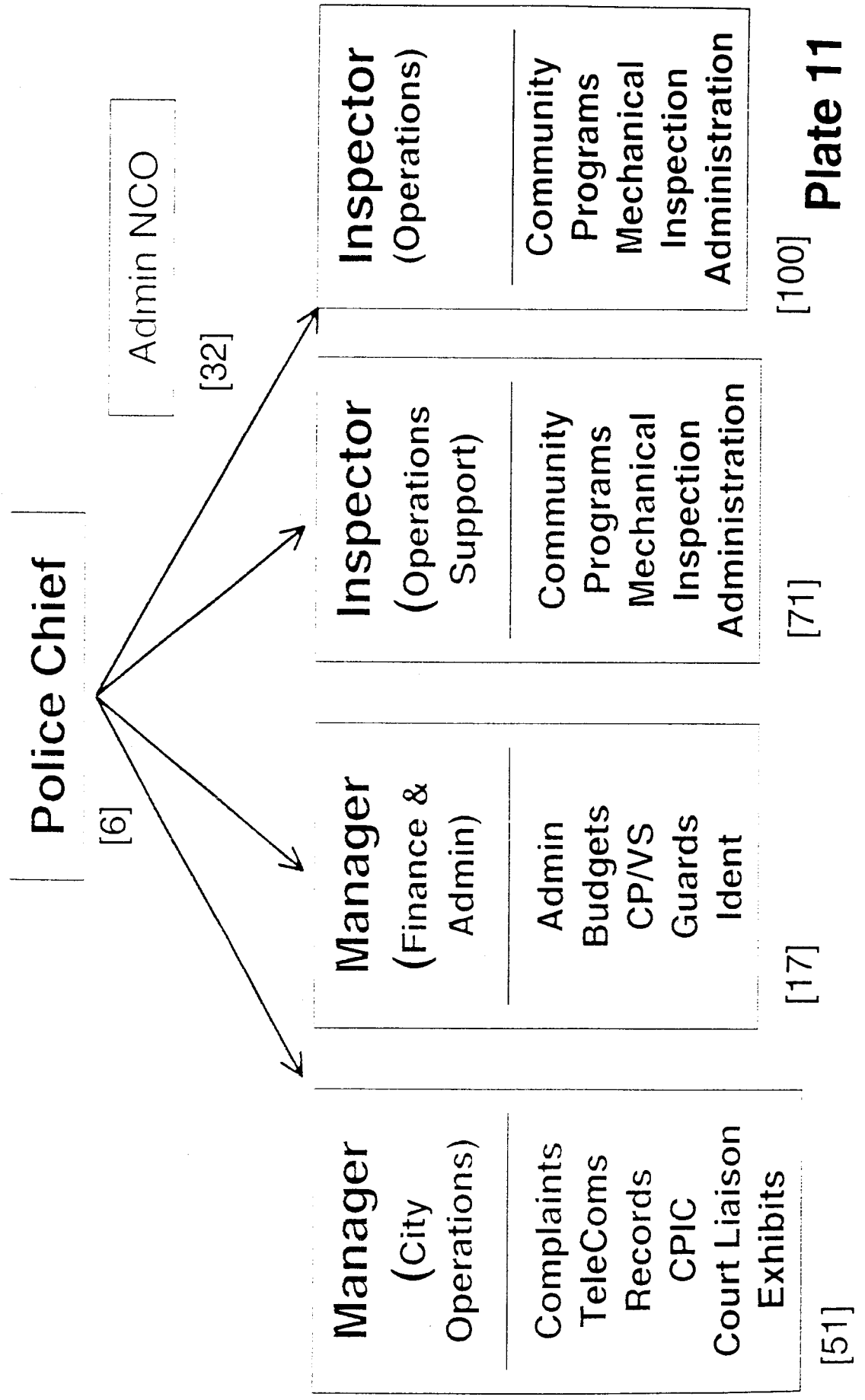


Plate 11

## **Report to Community Safety Division – Organizational Review Team**

The Royal Canadian Mounted Police are contracted by the City of Richmond to provide policing services to the community. These services are contracted through the Provincial Policing Contract through Police Services Branch. The contract stipulates that the City of Richmond is responsible for 90 % of policing costs with the Federal government responsible for the remaining 10 %.

There are 186 RCMP regular member positions in Richmond and 69 municipal staff for a total of 255 employees under the municipal contract. In addition to this number, there are 24 regular member positions contracted to police YVR that work under Richmond Detachment management.

The Senior Management Team of the Richmond Detachment consists of the Officer in Charge at the rank of Superintendent, the Operations Support Officer and Operations Officer at the Inspector rank, the Administration NCO at the Staff Sergeant rank and the Planning NCO at the rank of Corporal.

The Administration consists of seven regular members. The NCO in charge of Administration manages the unit. Three others are in Administration Support and they look after analytical reviews and support, exhibits and a number of other administrative responsibilities as required. One is the senior administration support informatics NCO who is currently responsible for the PRIME pilot project. This member is also responsible for the Administrative PIRS/OSR supervisor, Court Liaison and Telecoms units. The remainder of the team is comprised of the Training NCO, who co-ordinates all training in the detachment and the Internal Investigations NCO who is responsible for investigating complaints against members and employees at Richmond Detachment.

The Operations Officer is responsible for the four Watches on General Duties, the YVR contingent and the custodial guards. Each Watch is composed of a Staff Sergeant, a Sergeant, two Corporals and fourteen constables. They provide 24-hour general duty policing for the city and represent the majority of the uniformed presence. The YVR contingent is composed of one Staff Sergeant, two Corporals, and 24 constables. There are four custodial guards.

General Duties have a total of 68 members on the four Watches and are able to field 9 to 10 constable on duty in any given shift. They are responsible for responding to 911 and general calls as well as traffic enforcement, preventative patrols and elementary school liaison. They work in single member patrol units and are deployed in districts throughout the city. They are involved in projects dealing with marijuana grow operations, massage parlors, liquor control, and Rave parties. These members provide 24-hour coverage within the City of Richmond. The contingent at YVR also provides 24-hour service.

The Operations Support Officer is responsible for the Plain Clothes section, the Traffic Section, the Police Service Dog section, the Forensic Identification section and the

Community Policing/Crime Prevention/Victim Services section. The Plain Clothes Section is managed by a Staff Sergeant and is composed of the Serious Crime unit with one sergeant in charge of three teams of investigators, each having one Corporal and four constables. A fourth team also reports to this Sergeant and is responsible for Fraud investigations. Other sections under the Plain Clothes commander are the Criminal Intelligence/Gang unit with a Corporal and five constables, the Break and Enter/Auto Theft unit, with a Corporal and five constables and the Drug section with a corporal and five constables.

A Sergeant runs the Traffic section responsible for two Corporals and 14 constables. They are scheduled to meet community traffic enforcement needs. They do major traffic accident investigations, commercial vehicle regulation enforcement and high-risk area enforcement. This unit has two officers trained as traffic analysts who do accident scene and crime scene reconstruction. They are also involved in street racing enforcement initiatives.

The Forensic Identification Section is led by a Sergeant with three Corporals on staff. They do crime scene examination dealing with fingerprints, DNA, photographs, video and crime scene diagrams. These members give expert evidence in court.

The Community Policing unit is run by a Staff Sergeant who is responsible for a Sergeant in charge of school liaison (six constables), Block Watch (2 municipal employees), Victim Services (2 municipal employees), Youth Intervention Program (2 municipal employees) and Crime Prevention/Victim Services (2 constables).

There is a Corporal in charge of Community Policing and the two community policing stations in South Arm and Steveston. There are four constables assigned to each station. These members deal with community problem solving initiatives and general policing problems in the two areas. They work with community volunteers in each of the stations.

The Bike squad is composed of a Corporal and eight constables and they are responsible for supporting the community police stations initiative and targeting high crime areas in the city on their bikes.

The School Liaison unit deals with 11 secondary schools and 43 elementary schools. They deal with enforcement, protection, prevention and education. They are mentors and role models within the schools and are the front line of youth intervention.

The Police Service Dog Section is composed of a Corporal and 4 constables. They have a total of 6 dogs, with three of the dogs capable of doing explosive investigation and 3 drug profile dogs. They do emergency response to major crimes and track suspects, missing persons and evidence. They are also used for crowd control.



# Roles and Responsibilities

A Statement of Understanding

BETWEEN

*The City of Richmond*

- AND -

*Royal Canadian Mounted Police  
Lower Mainland District Officer (LMDO)*

- AND -

*Royal Canadian Mounted Police  
OIC Richmond Detachment, (OIC)*

## PREAMBLE

In order for the City to be in a position to ensure that adequate, effective and efficient police services are provided by the RCMP it is desirable to define the reporting relationship between the RCMP and the City. Such an arrangement will provide for effective management and accountability of the dedicated resources of the RCMP to the City.

This document elaborates on the agreed upon principles, roles, and responsibilities between the City and the RCMP, notwithstanding that nothing in this agreement shall conflict with the terms of the current Provincial Police Services Agreement or relative federal or provincial legislation. This document is intended to reflect the spirit of good faith and cooperation upon which the parties defined this relationship, and is not intended to be legally binding upon the parties.

## UNDERSTANDINGS

The parties agree to this Statement of Understanding regarding Roles and Responsibilities. There is further agreement that the RCMP and the City will work together to find acceptable solutions to matters of concern.

1. Within the spirit of this statement, the City, the LMDO and the OIC have agreed to this Statement of Roles and Responsibilities, which establishes the expectations of the parties with regard to policing service delivery expectations<sup>1</sup>. Policy changes, financial controls and administrative initiatives which support these service delivery expectations, and which are agreed to through consultation, will be implemented as they are endorsed.
2. This document shall be reviewed annually, prior to the start of the budgeting cycle, (January to March).
3. The OIC undertakes to provide this document to all personnel within the Detachment for which it has relevance.
4. The City supports the RCMP Lower Mainland District structure, and will work to promote its success.
5. The City will participate as a member of the Lower Mainland Policing Advisory Committee, and recognizes the Committee as the agreed-upon structure for supporting the LMDO. (See Attachment "A")
6. The positions of the OIC and "Principal Policing Contact", (PPC), are responsible for ensuring open and continuous communications between the RCMP and the City. The PPC shall be designated by Council Resolution.

7. The OIC shall supply periodic reports, on matters of policing service delivery and staffing, through the PPC to the Mayor and Council, or as otherwise requested by the PPC.
8. The RCMP are responsible for the internal management of the RCMP. Within this context, it is agreed that the City will be consulted, through the PPC, regarding significant changes to resource allocation, (financial and staffing), that may be required to maintain an efficient and adequate policing service and to meet operational policing requirements.
9. The City, through the PPC, shall involve the OIC in all matters that impact on policing service delivery within the City.
10. The LMDO will make every effort to maintain the complement of the Detachment at authorized strength. It is understood and accepted that vacancies will occur as a result of long-term sickness, maternity leave and other legitimate reasons. The OIC will undertake to inform the PPC of any staffing issues that may impact service delivery.
11. The PPC will, in cooperation with the LMDO, determine the appropriate process and level of input by the City, regarding the appointment of senior officers.
12. When the RCMP is required to redeploy municipal members for special events outside the City, there shall be no financial ramifications of the redeployment on the City. The LMDO will ensure that the OIC, and the PPC, receive sufficient notice of the redeployment to enable them to mitigate the impacts of the redeployment
13. With the exception of the RCMP security clearance process, the personnel policies of the City apply to City Employees.
14. The City will administer City policies affecting Municipal Employees working at the Detachment. These employees will report only to City managers for administrative matters. However, the RCMP may be required to give operational direction to City staff regarding their day-to-day work.
15. Periodic reviews of policing functions and processes, (both RCMP and Municipal support functions), may be conducted. Both the PPC and the LMDO must agree upon the terms of reference for any such reviews. The results of any reviews will be shared with the LMDO, the OIC and the PPC.
16. For further clarification of this agreement, specific related documents will be attached or referred to in Attachment "B", and such documents and policy shall not be changed without prior consultation.

This document shall come into effect upon the date of signature and shall remain in force until amended or terminated.

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**Principal Policing Contact, City of Richmond - (PPC)**

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**Lower Mainland District Officer - (LMDO)**

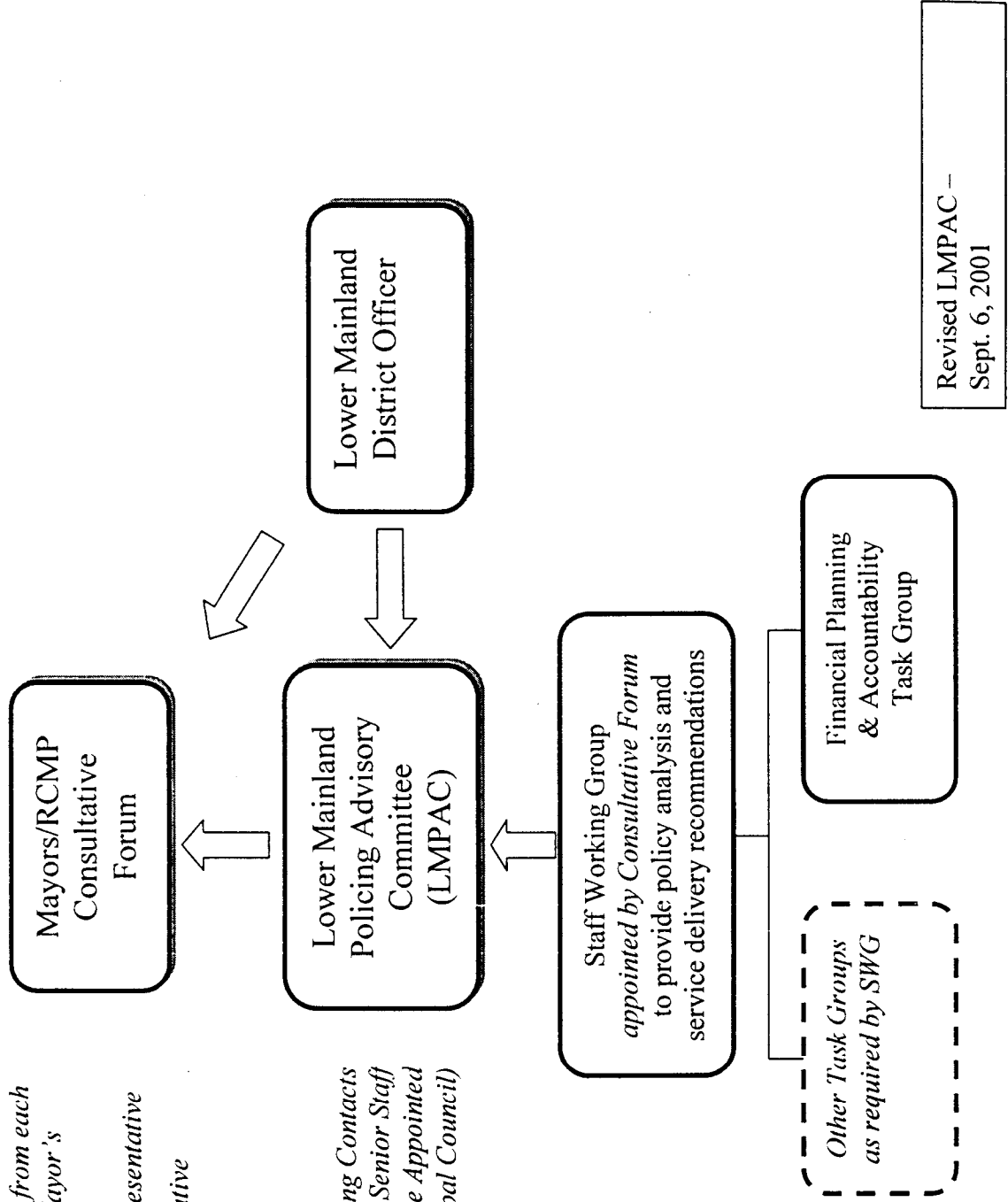
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**OIC Richmond Detachment – (OIC)**

# Lower Mainland Policing Advisory Model

- 1 Political Representative from each municipality (Mayor or Mayor's appointed designate)
- 1 Provincial policing representative
- 1 "E" Division representative

*Principal Policing Contacts  
(1 Senior Staff Representative Appointed by each Municipal Council)*



Revised LMPAC –  
Sept. 6, 2001



## INDEX

### DOCUMENTS RELATED TO THIS STATEMENT OF UNDERSTANDINGS

1. RCMP Staff Retention Policy for Lower Mainland Detachments
2. Financial Planning and Administration Manual
3. Policing Plan
4. City of Richmond-Related Policies
5. Efficiency Reviews

## RCMP Staff Retention Policy for Lower Mainland Detachments

### **Transfer to the Lower Mainland**

#### **1) General**

For the purposes of this policy the Lower Mainland Detachments will consist of: Burnaby, Coquitlam, North Vancouver, Richmond, Surrey, University Detachment, White rock, Ridge Meadows, Langley

#### **2) Hiring Practices**

The RCMP is committed to recruiting cadets from the Lower Mainland for assignment back to the Lower Mainland, upon their graduation.

#### **3) Recruit Transfers From Depot**

Recruits from Depot who are posted to a Lower Mainland Detachment must remain at that initial posting for a minimum of five years. Transfer prior to the completion of five years service will only be approved if a **substantiated operational or compassionate** need arises. This decision will be made in consultation with the Detachment Commander.

#### **4) Lateral/Promotional Transfers**

Lateral/Promotional transfers to a Lower Mainland Detachment will be completed with the understanding of a minimum three year commitment to the Municipality. Transfers prior to the completion of three years service will only be approved if a **substantiated operational/compassionate** need arises or if the member is successful in the promotion process. This decision will be made in consultation with the Detachment Commander.

#### **5) Selection Process for Senior Officers**

- a) The selection process for Senior Officers in the Lower Mainland Detachments will include direction participation by the municipality.
- b) Each municipality will establish a Principal Policing Contact who will work with the Commanding Officers of "E" Division to determine the appropriate process and level of input into the appointment of senior officers for their respective municipality.

(Rev: "E"-3, 2001-02-09)



Financial Policy and Procedures Manual

Reference: see Financial Policy and Procedures Manual created by Financial Planning and Accountability Taskgroup, sub-committee of the Lower Mainland Police Advisory Committee, 2001

City Policing Plan

Planning Assumptions

- 1) The City has expressed, in general terms, that it wants to see it's community safety programs delivered in an "integrated" way. For the purposes of developing a City Policing Plan, the OIC shall:
  - (a) Assume the lead roll in the preparation of the plan
  - (b) Consider where other stakeholders or other City departments may, at a later date, become involved in the delivery of some services identified in the plan.
  - (c) Take into account that initial thinking is that "the neighbourhood", (yet to be defined or re-defined), may become the basis for city-wide service planning and delivery.

Annual Policing Plan

- 2) Priorities for the delivery of policing services within the City shall be established by the City Council in the following way:
  - (a) During each budget cycle, commencing in April of each year, the OIC shall prepare a City Policing Plan, substantially in the form provided in Attachment "1". The Plan shall include:
    - (i) An outline of the Services and Programs to be delivered by the Detachment.
    - (ii) How each Service or Program in the Plan will be measured for efficacy
    - (iii) The minimum Service Level for each Service or Program
    - (iv) An estimate of the costs associated with each Service or Program.
    - (v) Additional Levels of Service that council may consider for each Service or Program and its associated cost impact.

CP Plan Review Process

- (b) Prior to preparing the annual budget for policing, the OIC shall review the Community Policing Plan with the City's Community Safety Committee in a "Closed" meeting. The review shall include:
  - (i) A review of the past years plan
  - (ii) An overview of current and anticipated policing issues of significance to the City and the OIC for the coming year.
  - (iii) New challenges and issues for consideration which shall include:
    1. Suggested changes to current Service Levels
    2. Proposed new Services
  - (iv) Estimated financial impacts of the suggested changes to the plan.
  - (v) Expected outcomes associated with the proposed changes to the plan.
    1. The outcomes must be measurable.
    2. Measures must demonstrate whether or not the initiatives achieved their stated objectives.

CP Plan  
Approval process

(c) Following the review of the plan with committee, the OIC shall revise the City Policing Plan to reflect the directions of the Community Safety Committee. The revised plan shall be returned to the Committee for review and recommendation to City Council. Once the Plan is approved, the OIC shall prepare an annual budget to support the approved City Policing Plan.

CP Plan  
Outcomes

- 3) The City Policing Plan shall not address *how* an objective is achieved. Rather it shall focus on desired outcomes for policing the community. The success of the plan shall be determined by whether or not the outcomes were achieved according to the agreed measures. In circumstances where the PPC or OIC feels the *how* of an initiative may be controversial or place the City or Members in a compromised position, the initiative may be discussed and guidance sought from the Community Safety Committee.
- 4) The Committee may elect to invite the Lower Mainland Commander, (LMDO), to attend the committee meeting for the presentation of the City Policing Plan.
- 5) Where the City Policing Plan conflicts with provincial or federal priorities, clarification shall be sought from the LMDO. The LMDO may choose to review these issues with the Community Safety Committee.

CP Plan  
Dispute process

- 6) In the event of a dispute regarding the City Policing Plan, the PPC will meet with the LMDO to resolve the issues(s). If resolution is not achieved, either the City or the RCMP have the option of referring the dispute to the Attorney General.
- 7) Performance measurement for the Detachment Commander shall be based, in part, on a measure of how well the detachment has achieved the outcomes set out in the City Policing Plan.

Unscheduled  
Initiatives

- 8) From time-to-time, the detachment will be approached to participate or collaborate in joint initiatives with other police detachments or forces not provided for in the City Policing Plan.
  - (a) Where the program or service is complementary to the services provided for in the CPP, and funding is available in the detachment's budget, the OIC may elect to participate in the initiative.
  - (b) If, on the other hand, participation in the initiative will take resources away from programs provided for in the CPP, or funding is not provided for, the OIC should seek direction from the Community Safety Committee for participation. In these circumstances, participation is equivalent to the establishing of a new or different Service Level, and that should involve the Community Safety Committee.

## City of Richmond Policing Plan (2003 – 2007)

**Note:**

**To be developed and presented to Committee following the service Level Review process with Community Safety Committee.**

**(see docs 676742 – RCMP Program/Service Levels)**

## City of Richmond-Related Policies

- |   |  |
|---|--|
| Policy Impacting<br>City Employees          | <ol style="list-style-type: none"><li>1) With the exception of the RCMP security clearance process, the personnel policies of the City of Richmond apply to City Employees.</li><li>2) The RCMP may not change City policy affecting City employees working at the Detachment without input and prior approval of the City.</li><li>3) City employees report only to City managers. RCMP staff may give operational guidance to City staff with the approval of the appropriate Manager.</li></ol> |
| Review of<br>City Programs                  | <ol style="list-style-type: none"><li>1) The RCMP may conduct an audit or review of any RCMP related City program or function with the approval of the appropriate City manager, who may appoint a city employee to work with the RCMP in performing an audit or review. The results of any approved reviews must be shared fully with the City manger.</li></ol>  |
| Resolution of<br>Administrative<br>Disputes | <ol style="list-style-type: none"><li>1) Where an administrative issue cannot be resolved internally between an RCMP manager and a City manager, the General Manager, Community Safety, and the OIC Richmond Detachment shall decide on how the issue is to be resolved.</li></ol>   |
| Integrated<br>Budgets                       | <ol style="list-style-type: none"><li>1) ensure that RCMP budgets are integrated with municipal policing budgets in a way that minimizes duplication and provides timely and accurate reporting of City policing costs, in a format acceptable to the City.</li><li>2) supports the LMPAC</li></ol>  |
| City will Train                             | <ol style="list-style-type: none"><li>1) The municipality will, upon the request of the OIC, provide training and familiarization to Members of the detachment who are not familiar with City budgetary, financial and purchasing policy. Training will include familiarization with the agreed-upon Policy and Procedure Manual for Municipal/RCMP administration.</li></ol>  |

## Efficiency Reviews

### Efficiency Reviews of Organization

- 1) As part of each annual review of this agreement, the OIC and the General Manager Community Safety, shall consider the need for any organizational or efficiency reviews of either RCMP or City operations. The reviews shall be planned as part of the annual Work Plan process that is reviewed by the City's Community Safety Committee.
  - (a) The scope, Procedures and participants of potential reviews will be established jointly by the PPC and the OIC.
  - (b) The results of the efficiency review will be considered as part of the performance measurement for the detachment.

### 2001-2002 Review

- 2) During the 2001-2002 budget years, an organizational review shall be conducted and the outcomes reported to the OIC and the General Manager Community Safety.
  - (a) The review shall include identification of redundancies between work performed by members and work performed by municipal staff. Where redundancies exist, a recommendation on rationalization is to be made.
  - (b) The review shall identify opportunities for "civilianization" of member positions. The review shall set out reasons for or against conversion, and identify the operational and financial implications of the recommendations.
    - (i) The following positions shall be reviewed for conversion:
      1. Front counter Constable
      2. Analytical Review Unit – 2 positions
      3. Planning NCO
      4. Administrative Support NCO
      5. Exhibit Custodian
      6. Training NCO
      7. Emergency Planning NCO
      8. Administrative NCO
      9. Any other position that the Review Team identify as appropriate for consideration during the course of their review.
  - (a) The review of the Organization shall include comments regarding:
    - (i) reporting relationships for municipal staff
    - (ii) Adequacy and appropriateness of administrative and financial controls
    - (iii) Suitability of staff for functions being performed, in terms of expertise, training, and numbers of staff.
  - (b) Individual Programs are not intended to be reviewed during this process. However, the Review Team is expected to identifies areas that they feel merit further review as a consequence of their activities.

**Organization  
Review Team**

- (c) The Organization Review Team shall consist of:
- (i) Manager Divisional Programs - Shawn Issel – (Chair)
  - (ii) Manager Administration – Mike Mack
  - (iii) HR representative – Gail Tremeer
  - (iv) RCMP Inspector – TBA
  - (v) RCMP Municipal Managers – Don Pearson & Parissa Aujila