



City of Richmond

Report to Committee

To: Community Safety Committee **Date:** November 22, 2017
From: Cecilia Achiam, MCIP, BCSLA **File:** 09-5350-12/2017-Vol 01
 General Manager, Community Safety
Re: **Lower Mainland District Regional Police Service Integrated Team Annual Report 2016/17**

Staff Recommendation

1. That the report titled “Lower Mainland District Regional Police Service Integrated Team Annual Report 2016/17” from the General Manager, Community Safety, dated November 22, 2017, be received for information; and
2. That copies of the report be provided to:
 - a) the Lower Mainland CAO/PCC (Chief Administrative Officer/Principal Police Contact) Forum to assist in future discussions surrounding cost allocation formulas for the various teams; and
 - b) the Director of Police Services, Ministry of Public Safety for consideration during the Province’s review of the governance of the Integrated Teams.

Cecilia Achiam, MCIP, BCSLA
 General Manager, Community Safety
 (604-276-4122)

Att. 2

REPORT CONCURRENCE	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: CA
APPROVED BY CAO 	

Staff Report

Origin

On October 3, 2017, the Lower Mainland District (LMD) of the RCMP released the “Lower Mainland District Regional Police Service Integrated Team Annual Report 2016/2017” (Attachment 1). An analysis of the RCMP Report has been prepared to examine whether the City is receiving a level of service proportionate to the payment for these services.

This report supports Council’s 2014-2018 Term Goal #1 A Safe Community:

Maintain emphasis on community safety to ensure Richmond continues to be a safe community.

1.4. Effective interagency relationships and partnerships.

Background

The Integrated Teams consist of five specialized units: the Integrated Homicide Investigation Team (IHIT), Integrated Forensic Identification Services, Integrated Collision Analysis and Reconstruction Service, Integrated Police Dog Services and Emergency Response Team. These Integrated Teams provide specialized services for municipalities that contract with the RCMP, the Province and independent police departments. The Integrated Teams provide municipalities with the ability to deal with crimes that are highly complex and are multi-jurisdiction.

Generally, the costs of the Integrated Teams are shared by participating municipalities based on a funding formula¹ with two criteria:

- 1) Criminal Code Offence – 5 year average criminal code offenses accounts for 75% of the cost sharing
- 2) Population – Annual population accounts for 25% of the cost sharing

The base cost for Integrated Teams may differ with the Provincial and Federal contributions. A summary of the base costs is provided in Attachment 2.

In July 2017, the Province has engaged a consultant to conduct the LMD Integrated Teams Governance Review. The consultant will work with the LMD Integrated Teams Advisory Committee and the Chief Administrative Officer/Principal Police Contact Committee to gather suggestions and input for the review.

¹ Population and criminal code offenses statistics are based on the report entitled “B.C. Policing Jurisdiction Crime Trends” from the BC Provincial Ministry of Justice, Police Services Division. Example of the generalized formula:

$$\text{Richmond Overall Cost Share} = 0.25 \left(\frac{\text{Population of Richmond}}{\text{Total Population of Participating Partners}} \right) + 0.75 \left(\frac{\text{Richmond 5 Year Total Average Criminal Code Offenses}}{\text{5 Year Total Average Criminal Code Offenses of Participating Partners}} \right)$$

Analysis

Expenditures on Integrated Teams

The City's expenditure on the Integrated Teams in the last fiscal year was \$3,712,213 (April 1, 2016 to March 31, 2017). The City's last three years expenditures on Integrated Teams are outlined in Table 1.

Fiscal Year	Actual Annual Cost of RCMP Integrated Teams	Equivalent Police Strength
2014/15	\$3,423,691	17.75
2015/16	\$3,709,878	17.77
2016/17	\$3,712,213	16.89

Source: City of Richmond. The financial information contained in Table 1 is based on invoiced statements by the RCMP and is slightly different than the financial information provided in the RCMP Integrated Teams Annual Report.

The equivalent police strength is calculated based on the same funding formula on the police strength for all Integrated Teams. There was a slight decrease in 2016/17 due to new municipalities joining the Integrated Teams. The average cost per police officer is higher due to overtime for complex investigations; specialized training and equipment; and the deployment of higher ranking officers.

Long-term Budgeted Expenditures of the Integrated Teams

The long-term budgeted cost of the Integrated Teams for the City in 2022/23 is \$4,458,407, which equates to an average growth of approximately 1.8 per cent per year for six years. Table 2 outlines the long term cost projection provided by the RCMP.

Should the City experience higher population growth and/or increases in criminal code offences relative to other municipalities, then the cost share would reflect based on the funding formula.

Fiscal Year	Budgeted Cost of RCMP Integrated Teams	Change From Previous Year
2017/18	\$3,995,335	-
2018/19	\$4,071,611	1.9%
2019/20	\$4,175,652	2.6%
2020/21	\$4,276,974	2.4%

Fiscal Year	Budgeted Cost of RCMP Integrated Teams	Change From Previous Year
2021/22	\$4,366,751	2.1%
2022/23	\$4,458,407	2.1%

Source: RCMP 5 Year Plan with IHIT cost distribution at 70/30.

On July 8, 2016, the Supreme Court of Canada released the ruling on *R v Jordan*, a landmark decision that imposed timelines of 18 months from charge to conclusion in the Provincial Court and 30 months in the Supreme Court. Delays caused by defense counsel are excluded from the calculation of this timeline. The impact of this ruling would require the police to begin compiling complete disclosure packages earlier and to work more closely with Crown prosecutors. It is anticipated that an increase in the police support resources would be required in order to meet the deadlines imposed by this ruling, resulting in higher policing costs to the municipality.

Analysis of Cost Sharing by Municipalities

The long term sustainability of any shared services depends on the fairness of cost sharing. With the provision of the regionalized specialized police services, municipalities value the standardized level of service, cost stability and cost equity of the Integrated Teams.

Standardized Level of Service: The City has received standardized level of service from the RCMP Integrated Teams. Recognizing the crimes investigated by the Integrated Teams are multi-jurisdictional, this regionalized deployment model allows timely intelligence sharing and efficiency in investigations.

Cost Stability: The current funding formula is based on population (25% per cent) and criminal code offenses (75 per cent) in the participating municipalities. Under this cost structure, the City pays a share of the cost regardless of the actual calls for service in Richmond for the Integrated Teams.

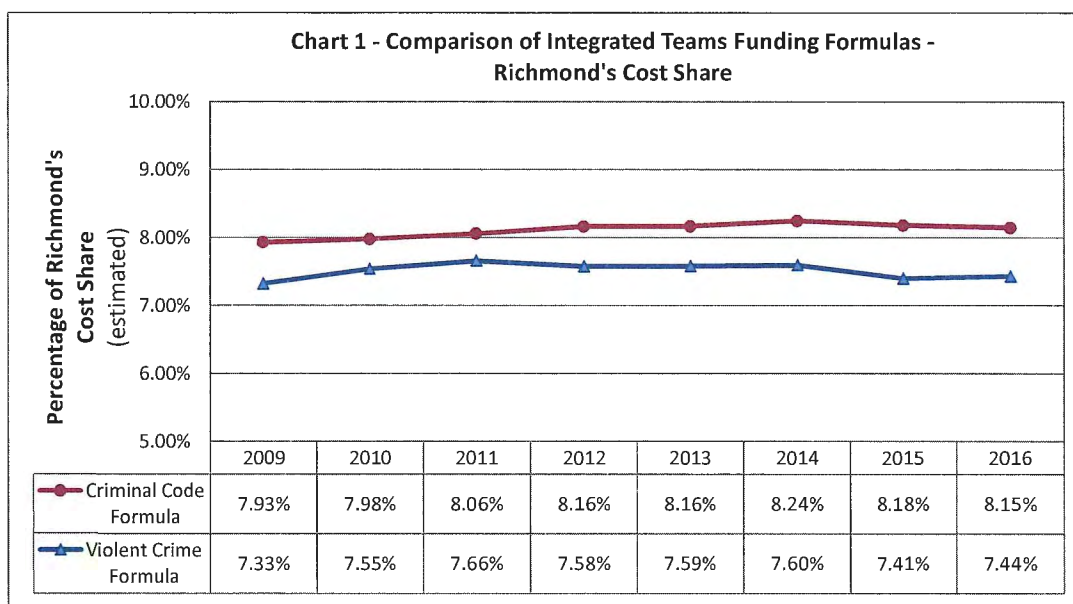
Cost Equity: The Integrated Teams tend to investigate files that are multi-jurisdictional and are categorically violent². For example, the Integrated Homicide Investigation Team and the Integrated Forensic Identification Service would be called upon to investigate homicides; the Integrated Police Dog Service would be called upon to assist in high risk offences such as robbery or assaults. As such, the funding formula should reflect seriousness of these call response.

² Policing and Security Branch of the BC Ministry of Justice defines “violent crime” as, “the offences of homicide, attempted murder, sexual and non-sexual assault, sexual offences against children, abduction, forcible confinement or kidnapping, firearms, robbery, criminal harassment, extortion, uttering threats, and threatening or harassing phone calls and other violent offences.” These are the type of criminal offences that the RCMP Integrated Teams are called upon for service.

Alternative Funding Formula Option for Consideration

Examination of the violent crime statistics and calls for service data published in the RCMP Integrated Teams Report suggests that violent crime rates may impact the calls for service of the Integrated Teams in Richmond. Between 2011 and 2016, the Richmond’s violent crime rate declined and correspondingly, the Integrated Team response also declined.

Given the nature of the criminal offences investigated by the Integrated Teams, the funding formula should consider violent crime statistics to ensure cost equity to municipal partners. With the trend of a lower violent crime rate in Richmond compared to other jurisdictions, Richmond’s share of the Integrated Teams cost would be less if the funding formula was to be replaced with violent crime than criminal code. Chart 1 below depicts the average estimated percentage of cost share⁴ using both the criminal code and violent crime.



With the current funding formula using criminal code offences, the City’s cost share of the Integrated Teams is about 8.15 per cent of the total cost. If the funding formula is revised to use violent crime offences, the City’s cost share would drop to 7.44 per cent, a decrease of 0.71 per cent. With the total municipal partners cost of approximately \$42.5 million per year, this would translate into a savings of \$301,750 per year. Attachment 3 shows the cost sharing difference for all municipalities participating in the Integrated Teams

Financial Impact

None.

⁴ The percentage of cost share estimated includes all partner municipalities only. Provincial jurisdiction is excluded. In practice, each unit of the Integrated Teams are calculated separately because not all municipalities participate in all of the Integrated Teams units. Provincial and Federal contributions have to be included in the calculation. As such, the actual percentage cost share would be slightly different than presented in Chart 1.

Conclusion

Staff will continue to examine and monitor the annual costs and benefits to the City of Richmond of the RCMP Integrated Teams. The Integrated Teams primarily respond to violent crime such as homicide, robbery and assaults. Richmond has seen a decline in violent crime over the last five years and correspondingly, a reduction in call response of Integrated Teams. Violent crime, rather than general criminal code offences, is a better metric that reflects the multi-jurisdictional nature of serious crimes. For a sustainable regionalized police service such as the Integrated Teams, the use of violent crime statistics for the funding formula reflects better cost equity and cost stability.

This annual comparison would be beneficial to the Lower Mainland Municipalities in future discussions at the CAO/PPC (Chief Administrative Officer/Principal Police Contact) Forum with regard to governance and funding of the Integrated Teams. The contents of this report might also assist the Director of Police Services in his review of the governance of the Integrated Teams.

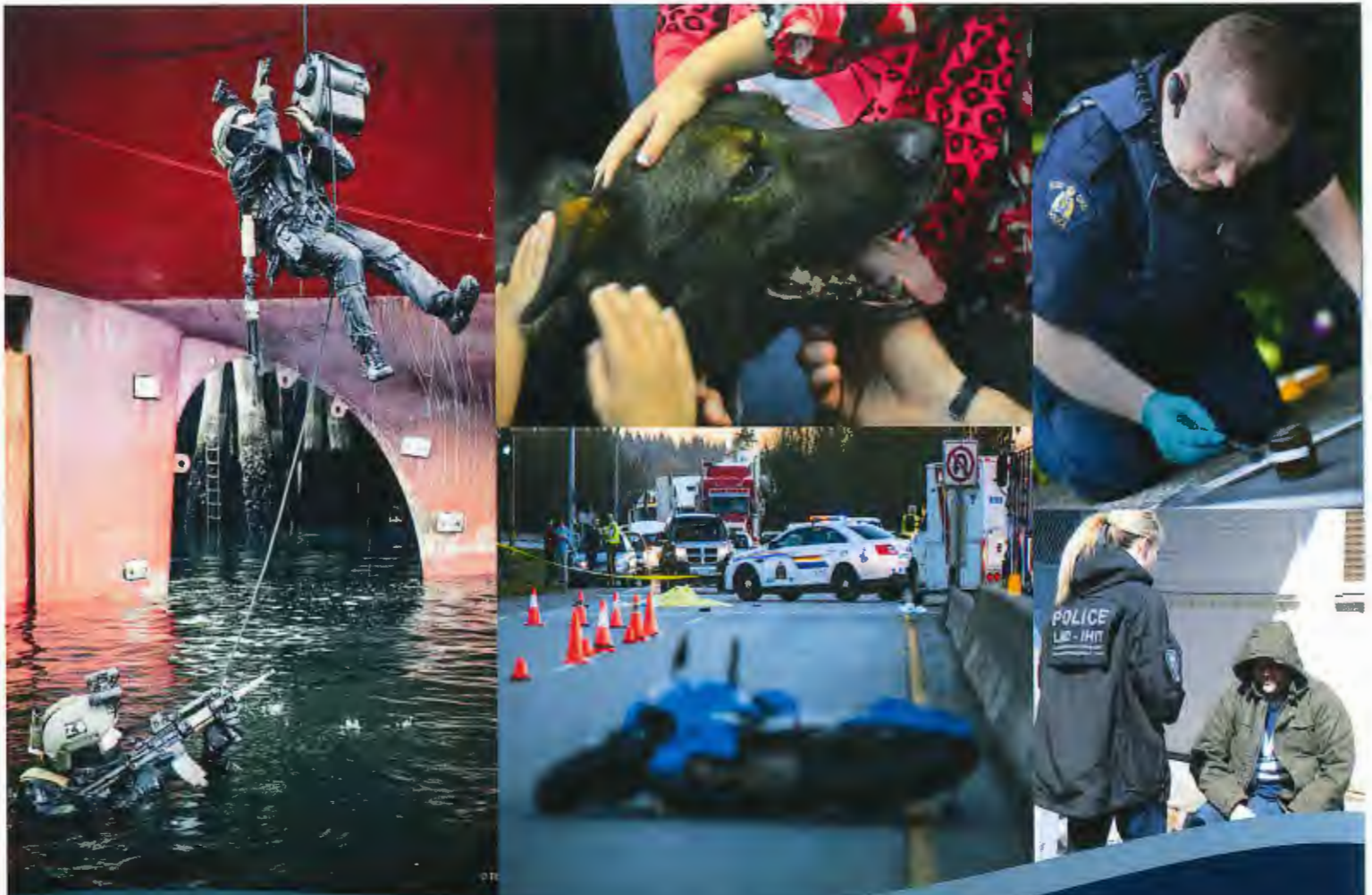


Douglas Liu
Manager, Business and Operational Analysis
Community Safety Division
(604-276-4004)

- Attachment
- 1: Integrated Teams 2016-2017 Annual Report
 - 2: Base cost of Integrated Teams
 - 3: Cost Share Comparison Using Criminal Code and Violent Crime Statistics (excludes Provincial figures)

INTEGRATED TEAMS

2016 - 2017 ANNUAL REPORT





Message from the Lower Mainland District Commander

Assistant Commissioner Stephen Thatcher
Lower Mainland District Commander

Welcome to the 2016-17 Integrated Teams Annual Report. This publication highlights the work of the RCMP and independent police services which make up the Integrated Teams, the yearly financial expenditures, forecasts and calls for service.

Our team members are some of the country's leading experts in their fields. The exceptional skill-set they bring and the positive impact that has on the enhancement of public safety around the Lower Mainland is truly impressive.

The integrated model is a collective effort and its success is the result of the support and guidance we receive from municipal leaders and the constituencies they represent. We are grateful for your continued support and recognition of the expertise we bring to your front doors, and we will continue to review and enhance the way we engage with the municipalities we serve. The provincial and federal governments complete our collective effort as partners in public safety from Pemberton to Boston Bar.

To some, policing may look easy from the outside, but it is a sophisticated and ever-evolving line of work. Safety, training and legal requirements change often and necessitate ongoing updates to the business models which underpin the teams. The support, guidance and feedback provided by our partners allows us to continue to adjust to those realities.

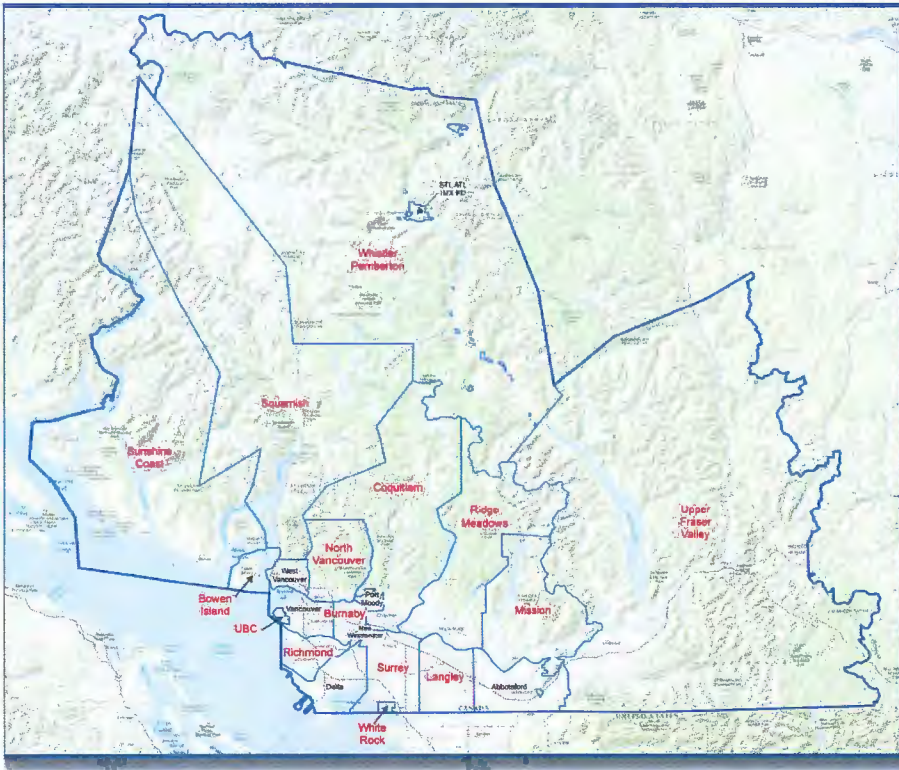
Each of our teams work together. Whether it's ERT assisting Delta Police Department with warrants or the complex work of a collision reconstructionist supporting our partner in the West Vancouver Police Department, our teams work collaboratively with all agencies to provide specialized policing services wherever and whenever required.

I am impressed with the level of expertise and unique skills of the dedicated women and men—police officers and civilian staff—who serve these teams often going beyond what is required to deliver quality service to the citizens of Lower Mainland.

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About the Lower Mainland District



- The Lower Mainland District covers 30,969 square kilometres from Pemberton to Boston Bar and as far south as the United States border.
 - Geography is diverse in the Lower Mainland as it includes mountains, international borders, and bodies of salt and fresh water all through both urban and rural settings.
 - There are 13 RCMP detachments, 28 communities and 1.8 million people within the Lower Mainland District boundaries.
- Over 40 aboriginal communities.
 - Approximately 92* known languages spoken by residents.
 - Close to 3,500 police officers and civilian staff, as well as volunteers support all functions of front line policing, law enforcement and public safety.
 - Five specialized integrated teams serve five Lower Mainland municipal jurisdictions - Abbotsford, Delta, New Westminister, Port Moody and West Vancouver.
 - Includes Regional Duty Officers who are senior level officers that monitor RCMP operations in the Lower Mainland and coordinate major cross-jurisdictional incidents 24 hours a day, 7 days a week.
 - District is supported operationally and administratively by various provincial and federal teams when needed.

*source: 2011 census

Provincial Support



The provincial government is committed to building the best police structure in B.C. Integration is the cornerstone of policing in BC as a means for leveraging resources that are highly technical, capital intensive, and specialized, resulting in efficiencies for participating jurisdictions.

The Province works closely with local governments and the RCMP, playing a significant role in supporting the Lower Mainland District's five integrated teams including the Integrated Homicide Investigation Team (IHIT), the Lower Mainland District Emergency Response Team (LMD-ERT), Integrated Collision Analysis and Reconstruction Service (ICARS), Integrated Forensic Identification Services (IFIS), and Integrated Police Dog Service (IPDS).

The Province provides over \$11 million in funding towards participating in the LMD Integrated Teams and recognizes that the scope of policing operations constantly evolves. Policing must adapt to external and internal requirements such as increased training and officer safety, specialized skills and equipment, and pressures that may arise from legal decisions.

Integration of services amongst jurisdictions encourages cooperation and collaboration among police agencies on specialty policing, eliminating duplication, streamlining administrative and operational functions and sharing necessary expertise, equipment and critical information. It is something this government continues to emphasize, encourage and support.

2016-17 Authorized Strengths

	RM	CM	Ind	PSE	ME	Total
IHIT Muni	57	11	8	15		91
IHIT Prov	15	3		1		19
IHIT Total	72	14	8	16	0	110
ICARS Muni	15		1			16
ICARS Prov	4					4
ICARS Total	19	0	1	0	0	20
FIS Muni	47	14	3		9	73
FIS Prov	5	1		1		7
FIS Fed	1	2				3
FIS Total	53	17	3	1	9	83
ERT Muni	28		5	2		35
ERT Prov	20					20
ERT Fed	13					13
ERT Total	61	0	5	2	0	68
PDS Muni	33		11			44
PDS Prov	4					4
PDS Total	37	0	11	0	0	48
III/Admin Hub	1	1		6		8
Muni Total	181	26	28	23	9	267
Prov Total	48	4	0	2	0	54
Fed Total	14	2				16

Legend:

RM - RCMP Regular Member

CM - RCMP Civilian Member

Ind PD - Independent Police Department

PSE - Public Service Employee

III - Integrated Internal Investigator

Integrated Team Municipal Partners



Chief Constable Bob Rich
Abbotsford Police Department



There are inherent challenges that come with policing. Organized crime and career criminals know no boundaries, so police agencies must work together to keep all communities safe. The most effective policing strategies are based on a combination of a police service responding to its community's issues, as well as using inter-agency cooperation to address crime that is crossing jurisdictional boundaries. In addition, many police services are best delivered in multi-agency teams that provide efficiencies and benefit from economies of scale.

The Abbotsford Police Department is exceptionally pleased to work in partnership with the RCMP and other municipal police agencies in integrated teams such as the Integrated Police Dog Services (IPDS), the Integrated Road Safety Unit (IRSU) and the Integrated Homicide Investigation Team (IHIT). Together, we have successfully partnered to improve public safety in the Lower Mainland.



Chief Constable Len Goerke
West Vancouver Police Department



West Vancouver Police officers proudly serve on a wide range of integrated units carefully selected to provide the most effective deployment of staff and resources, while continuing to provide police services to the communities we protect. Integration of police services allows individual departments to remain highly responsive to local community priorities, while ensuring effective and seamless operations across municipal boundaries.

Our involvement in the Integrated Homicide Investigation Team (IHIT), Integrated First Nation Policing Unit (IFNU), Combined Forces Special Enforcement Unit (CFSEU-BC), Integrated Forensic Identification Services (IFIS), Integrated Collision Analysis and Reconstruction Service (ICARS), and Integrated Road Safety Unit (IRSU) illustrates our commitment to strong regional partnerships that allow the West Vancouver Police to meet the needs of our community and provide excellent opportunities for skill development and personal growth of our officers, all while helping meet regional policing challenges.

Integrated Team Municipal Partners



Chief Constable Neil Dubord
Delta Police Department



As policing continues to increase in both complexity and required investment, all police agencies including the RCMP, Delta Police and other municipal forces depend on each other to ensure the best possible service to our public. As the Chief of Delta Police, I truly appreciate the integrated teams we work with. The high level of special skills developed in the integrated teams provides great confidence to our community. Integrated teams give our officers the chance to develop in a variety of specialty areas which benefits local and provincial public safety initiatives. As a result of the integrated teams' work our officers can focus on our local community policing strategies.



Chief Constable Dave Fleugel
Port Moody Police Department



Port Moody Police is a very proud partner with the RCMP, and other metro Vancouver police agencies in these integrated policing teams. The integrated teams provide a very high level of service to the citizens of Port Moody and the entire region. The integrated teams allow our own local members the opportunity to grow and gain unique experience. Port Moody members are embedded into the teams and bring all of that unique experience back to the City of Port Moody. Finally, having the Integrated Homicide Investigation Team, the Integrated Police Dog Services and the Regional Integrated Emergency Response Team serve the City of Port Moody allows the Port Moody Police Department the time to fully concentrate on local community policing priorities.



Chief Constable Dave Jones
New Westminster Police Department



The New Westminster Police Department is proud to invest in partnerships with other municipal police departments and the RCMP. Integrated teams such as the Integrated Road Safety Unit, Combined Forces Special Enforcement Unit, Integrated Homicide Investigative Team, Lower Mainland District Emergency Response Team and Integrated Police Dog Services show the unwavering commitment each of these agencies share, which is to keep communities across Metro Vancouver safe places to live, work and play.

Safety and security across the Lower Mainland requires an integrated approach. Crime has no boundaries. By working with integrated teams the members of the New Westminster Police Department benefit from expanding their expertise and maintaining strong regional partnerships through integrated services allowing us to respond to local needs and play our part in meeting the challenges of larger regional policing concerns.

ERT - Emergency Response Team

Mandate: ERT's mandate is to respond to calls for service that, by their nature and through sound risk assessment, exceed the abilities and capabilities of first responders and patrol resources. These calls can include hostage situations, highrisk search warrants, VIP protection duties, airal extraction, high-riskdog tracks, ship and aircraft boarding.

Resources: 66 employees

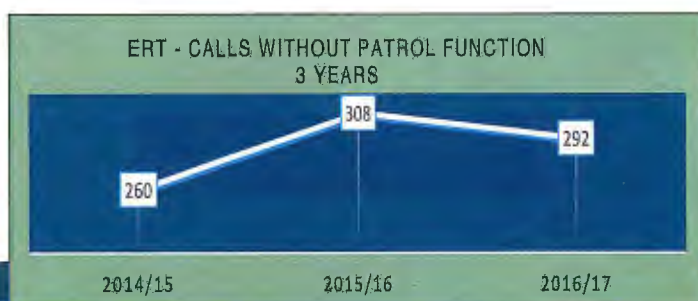
- 53 police officers—48 RCMP, remaining officers are from Delta, New Westminster and Port Moody.

Efficiencies and Capabilities:

- Prior to an efficiency review, calls for service included calls involving a patrol and back-up function. *See Calls for Service Table – 2 year comparison.*
- Following the review, calls for service are calculated differently. They now consist of ERT's core mandate of high-risk events and elimination of patrol and back-up functions. *See the three-year comparison chart for further details.*
- Not captured in the calls for service is ERT's required minimum of 480 hours training per member per year.
- On average, ERT participates in up to 25 community engagement events a year.
- A planned ERT event can take up to 110 hours while a reactive operation can take up to 90 hours.
- The vast majority of ERT files are resolved peacefully and without injury to the public, subject of the complaint or police officers. These positive results are due to ERT's extensive training, planning and specialized skill development.

Calls for Service by Jurisdiction - 2 year Comparison

Jurisdiction	2015/16	2016/17
Abbotsford	0	4
Burnaby	34	16
Coquitlam	35	21
Delta	15	0
Hope	4	See UFVRD
Langley City	14	11
Langley Township	45	20
Maple Ridge	36	11
Mission	16	11
New Westminster	40	14
North Vancouver City	3	1
North Vancouver District	12	2
Pitt Meadows	8	3
Port Coquitlam	18	6
Port Moody	6	1
Richmond	51	3
Sechelt	1	1
Squamish	9	5
Surrey	213	99
UFVRD	105	23
University	0	1
Whistler	2	0
White Rock	0	2
Assistance to municipal police services	8	3
IHIT	0	8
Federal sections	19	9
Other Government Departments	7	17
TOTAL	719	292



ERT - Financials



Cost Share Per Municipality

50% Municipal Share	2015/16	2016/17	2017/18 Projected
Burnaby	656,813	640,798	695,304
Chilliwack	318,845	323,466	350,980
Coquitlam	346,274	350,076	379,853
Delta	278,724	271,400	294,734
Hope	25,245	24,390	26,403
Kent	12,573	13,254	14,348
Langley City	135,041	137,859	149,585
Langley Township	331,747	342,482	371,613
Maple Ridge	251,901	254,155	275,773
Mission	141,129	142,006	154,085
New Westminster	257,137	257,927	280,103
North Vancouver City	159,319	154,138	167,248
North Vancouver District	180,298	175,154	190,052
Pitt Meadows	50,127	51,199	55,554
Port Coquitlam	164,292	168,385	182,708
Port Moody	69,300	67,777	73,604
Richmond	507,814	516,949	560,920
Sechelt	23,157	21,983	23,797
Squamish	68,983	69,463	75,371
Surrey	1,710,378	1,774,567	1,925,511
Whistler	46,757	44,886	48,591
White Rock	51,335	51,796	56,202
Municipal Total	5,787,187	5,854,108	6,352,341
Provincial Total*	2,967,230	2,986,372	3,243,135
Federal Total*	4,451,872	4,493,253	4,884,667
GRAND TOTAL	13,206,090	13,333,733	14,480,142

ERT Financials	2015/16	2016/17	2017/18 Projected
DIRECT COSTS			
RCMP Salaries	5,701,442	5,653,626	6,205,975
OPERATIONS & MAINTENANCE			
Transportation & Travel	264,032	238,217	209,000
Information	2,425	2,265	-
Professional Services	1,443,488	1,464,748	1,536,500
Rentals & Leases	62,758	89,903	50,000
Repair & Maintenance	229,288	186,883	231,000
Utilities & Supplies	931,456	919,246	1,079,500
Minor & Major Fixed Assets	878,996	1,023,313	782,100
Subsidies & Payments	17,203	20,779	-
DIRECT COSTS	9,531,088	9,598,980	10,094,075
Credits/Adjustments	(185,523)	(92,146)	-
TOTAL DIRECT COSTS	9,345,565	9,506,834	10,094,075
INDIRECT COSTS			
RCMP Pensions	1,089,588	1,075,794	1,239,992
RCMP CPP	129,157	127,223	144,472
RCMP EI	59,217	55,850	66,230
Divisional Administration	1,236,079	1,215,710	1,454,640
Recruit Training	202,063	219,437	270,982
National Programs	76,405	70,482	139,491
Building Lease Costs	1,023,802	1,023,802	1,024,000
Temporary Civilian Employees Indirect Costs	-	-	-
Public Service Employees Indirect Costs	44,214	38,601	46,260
TOTAL INDIRECT COSTS	3,860,525	3,826,899	4,386,067
TOTAL COSTS	13,206,090	13,333,733	14,480,142

Provincial Total* (Detail)			
GVRD Provincial - Muni Resources	193,951	186,288	202,305
Provincial ERT Share	2,773,279	2,800,084	3,040,830
Federal Total* (Detail)			
Federal ERT Share	2,641,218	2,666,747	2,896,028
Fed Contribution - Muni Resources	1,810,454	1,826,506	1,988,638



Municipally funded - 35 positions Provincially funded - 20 positions
 Federally funded - 13 positions

ICARS - Integrated Collision Analysis & Reconstruction Services



Mandate: The Integrated Collision Analysis and Reconstruction Service is responsible for the forensic reconstruction of collisions that result in serious injury or death throughout the Lower Mainland and province.

Resources:

- 20 police officers —19 RCMP, 1 West Vancouver.

Efficiencies and Capabilities:

- Purchase of 3D scanners enable investigators to make a 3D diagram of everything at a scene—a reduction from two hours to 40 minutes of time for an investigator.
- Changes to overtime call out policy have reduced costs.
- Many concluding investigations lead to improved safety for roadways.

Calls for Service by Jurisdiction - 2 year Comparison

Jurisdiction	2015/16	2016/2017
Burnaby	28	14
Chilliwack	9	12
Coquitlam	12	7
Harrison Hot Springs	1	0
Hope	1	0
Kent	1	2
Langley City	0	0
Langley Township	18	13
Lions Bay	1	0
Maple Ridge	8	5
Mission	7	5
North Vancouver City	4	3
North Vancouver District	5	2
Pitt Meadows	3	0
Port Coquitlam	3	3
Richmond	14	13
Sechelt	0	0
Sunshine Coast	4	3
Squamish	0	0
Surrey	60	48
West Vancouver	7	5
Whistler	1	0
White Rock	1	1
Provincial jurisdictions	47	50
TOTAL	235	187



Our mission is to be dedicated to improving public safety through the application of forensic science in collision reconstruction.

CNCL - 167

ICARS - Financials



Cost Share Per Municipality

Jurisdiction	2015/16	2016/17	2017/18 Projected
Burnaby	318,621	310,050	334,898
Chilliwack	154,750	156,528	169,072
Coquitlam	167,938	169,376	182,950
Hope	12,360	11,878	12,793
Kent	6,150	6,454	6,951
Langley City	65,566	66,717	72,063
Langley Township	160,945	165,716	178,996
Maple Ridge	122,225	122,980	132,835
Mission	68,495	68,718	74,225
North Vancouver City	77,301	74,582	80,559
North Vancouver District	87,403	84,735	91,526
Pitt Meadows	24,315	24,773	26,758
Port Coquitlam	79,697	81,474	88,003
Richmond	246,289	250,116	270,160
Sechelt	11,328	10,703	11,528
Squamish	33,479	33,613	36,307
Surrey	829,984	858,702	927,518
West Vancouver	48,714	47,665	51,540
Whistler	22,894	21,860	23,544
White Rock	24,900	25,061	27,070
Municipal Total	2,563,355	2,591,702	2,799,293
Provincial Total*	390,328	461,118	474,952
Federal Total*	419,756	455,326	485,284
GRAND TOTAL	3,373,439	3,508,146	3,759,529

Provincial Total* (Detail)			
Provincial ICARS Resources	390,328	461,118	474,952
Federal Total* (Detail)			
Fed Contribution - Muni Resources	252,472	257,704	281,734
Fed Contribution - Prov Resources	167,284	197,622	203,551

Municipally funded - 16 positions Provincially funded - 4 positions



ICARS	2015/16	2016/17	2017/18 Projected
DIRECT COSTS			
RCMP Salaries	1,291,592	1,185,399	1,481,828
OPERATIONS & MAINTENANCE			
Transportation & Travel	28,118	32,278	40,300
Information	3,197	156	-
Professional Services	289,801	328,811	241,000
Rentals & Leases	910	1,369	3,000
Repair & Maintenance	3,881	11,559	20,600
Utilities & Supplies	67,904	78,215	58,900
Minor & Major Fixed Assets	207,876	318,877	230,500
Subsidies & Payments	751		
DIRECT COSTS	1,894,029	1,956,664	2,076,128
Credits/Adjustments	1,573	1,838	
TOTAL DIRECT COSTS	1,895,602	1,958,502	2,076,128
INDIRECT COSTS			
RCMP Pensions	256,305	252,527	281,449
RCMP CPP	30,169	28,196	31,726
RCMP EI	13,832	12,378	14,544
Divisional Administration	288,729	269,437	319,440
Recruit Training	47,199	48,634	59,508
National Programs	17,847	15,621	30,632
Building Lease Costs	255,000	255,000	255,000
Temporary Civilian Employees Indirect Costs	-	-	-
Public Service Employees Indirect Costs	11,144	9,111	12,599
TOTAL INDIRECT COSTS	920,225	890,905	1,004,899
TOTAL COSTS	2,815,827	2,849,407	3,081,027
Provincial ICARS Resources	557,612	658,740	678,502
ICARS Total	3,373,439	3,508,146	3,759,529

IFIS - Integrated Forensic Identification Services



Mandate: Responsible for collecting, processing, analyzing and interpreting evidence found at the scene of a crime.

Resources:

- 57 police officers—54 RCMP, 3 West Vancouver.
- 26 support staff including: video analysts, video technicians, identification assistants, and an administrative assistant.

Efficiencies and Capabilities:

- Implementation of FSERT (Forensic Search & Evidence Recovery Team) model to investigate complex homicides involving scattered, burnt or buried human remains.
- Purchase of UAV (Unmanned Aerial Vehicle) allows greater accuracy reducing time needed to hold and record a scene.
- 1,181 Identifications in 2016/17.



Calls for Service by Jurisdiction - 2 year Comparison

Jurisdiction	2015/16	2016/17
Agassiz	59	47
Boston Bar	15	14
Bowen Island	6	3
Burnaby	1375	1035
Chilliwack	465	501
Coquitlam	714	420
Hope	80	71
Langley City	140	122
Langley Township	518	441
Maple Ridge	360	346
Mission	252	146
North Vancouver (City)	263	182
North Vancouver (District)	98	190
Pemberton	12	10
Pitt Meadows	26	23
Port Coquitlam	34	101
Richmond	626	687
Squamish	66	103
Sunshine Coast (Municipal)	24	27
Sunshine Coast (Provincial)	8	15
Surrey	2435	2376
University Detachment (UBC)	33	46
West Vancouver	102	159
Whistler	44	40
White Rock	25	51
Federal units	41	54
Other Jurisdiction	64	62
TOTAL	7885	7272

IFIS - Financials



Cost Share Per Municipality

Jurisdiction	2015/16	2016/17	2017/18 Projected
Burnaby	1,224,048	1,216,105	1,343,938
Chilliwack	594,504	613,945	678,481
Coquitlam	645,170	664,342	734,175
Hope	46,891	46,146	50,887
Kent	23,330	25,073	27,648
Langley City	251,885	261,682	289,190
Langley Township	618,303	649,983	718,308
Maple Ridge	469,553	482,361	533,065
Mission	263,139	269,530	297,863
North Vancouver City	296,970	292,530	323,280
North Vancouver District	335,776	332,355	367,291
Pitt Meadows	93,411	97,165	107,379
Port Coquitlam	306,174	319,565	353,156
Richmond	946,171	981,026	1,084,149
Sechelt	42,974	41,583	45,855
Squamish	128,618	131,839	145,698
Surrey	3,188,555	3,368,070	3,722,113
West Vancouver	188,008	187,612	207,496
Whistler	86,855	84,926	93,651
White Rock	95,659	98,298	108,631
Municipal Total	9,845,994	10,164,135	11,232,254
Provincial Total*	775,159	673,325	693,524
Federal Total*	1,353,790	1,339,721	1,468,937
GRAND TOTAL	11,974,944	12,177,181	13,394,715

Provincial Total* (Detail)			
Provincial FIS Resources	775,159	673,325	693,524
Federal Total* (Detail)			
Fed Contribution - Muni Resources	1,021,579	1,051,153	1,171,712
Fed Contribution - Prov Resources	332,211	288,568	297,225

Municipally funded - 73 positions Provincially funded - 7 positions Federally funded - 3 positions



FIS	2015/16	2016/17	2017/18 Projected
DIRECT COSTS			
RCMP Salaries	4,907,958	5,080,056	5,807,407
OPERATIONS & MAINTENANCE			
Transportation & Travel	251,538	216,669	124,000
Information	1,118	2,424	500
Professional Services	1,526,650	1,531,914	1,609,500
Rentals & Leases	559,090	709,550	662,000
Repair & Maintenance	90,054	145,986	78,000
Utilities & Supplies	319,779	325,126	279,000
Minor & Major Fixed Assets	518,824	494,172	366,600
Subsidies & Payments	4,066	2,392	4,100
DIRECT COSTS	8,179,077	8,508,289	8,931,107
Credits/Adjustments	(110,228)	(124,427)	
TOTAL DIRECT COSTS	8,068,849	8,383,862	8,931,107
INDIRECT COSTS			
RCMP Pensions	974,489	983,274	1,202,420
RCMP CPP	123,608	125,835	144,472
RCMP EI	56,672	55,241	66,230
Divisional Administration	1,182,971	1,202,452	1,454,640
Recruit Training	193,382	217,044	270,982
National Programs	73,123	69,714	139,491
Building Lease Costs	158,913	149,148	158,300
Temporary Civilian Employees Indirect Costs	1,721	594	-
Public Service Employees Indirect Costs	33,846	28,123	36,324
TOTAL INDIRECT COSTS	2,798,724	2,831,426	3,472,859
TOTAL COSTS	10,867,573	11,215,288	12,403,966
Provincial FIS Resources	1,107,370	961,892	990,749
FIS Total	11,974,943	12,177,180	13,394,715

IHIT - Integrated Homicide Investigation



Mandate: Responsible for investigating homicides, high-risk missing persons and suspicious deaths.

Resources:

- 80 police officers—72 RCMP, 4 Abbotsford, 2 New Westminister, 1 Port Moody, 1 West Vancouver.
- 30 support staff including: civilian members and administrative.

Efficiencies and Capabilities:

- Partner agreements amended to allow more efficient use of detachment resources over the first 72 hours, which reduces IHIT overtime.
- Use of specialty units such as Tactical Troop or Emergency Response team is assessed on a case-by-case basis to reduce IHIT overtime.

Homicide Cases by Jurisdiction - 2 year Comparison

Jurisdiction	2015/16	2016/17
Abbotsford	4	7
Agassiz	0	1
Burnaby	4	7
Chilliwack	1	4
Coquitlam	1	2
Gibsons	0	1
Langley City	2	1
Langley Township*	1	2
Maple Ridge	2	2
Mission	4	0
New Westminister	1	1
North Vancouver City	2	0
North Vancouver District	1	1
Pitt Meadows	0	0
Port Coquitlam	1	3
Port Moody	0	1
Richmond	3	6
Rosedale (& Langley)*	1	0
Sechelt	0	0
Surrey	9	14
Whistler	1	0
White Rock	0	0
Yarrow	1	0
TOTAL	38	53

**This investigation had multiple victims in two locations (Rosedale & Langley) and has been double counted in this table to reflect same.*



IHIT - Financials



IHIT	2015/16	2016/17	2017/18 Projected
DIRECT COSTS			
RCMP Salaries	9,947,285	11,119,168	11,861,404
OPERATIONS & MAINTENANCE			
Transportation & Travel	463,892	443,401	473,000
Information	556	2,182	-
Professional Services	2,200,076	2,557,850	2,206,500
Rentals & Leases	4,483	29,868	6,000
Repair & Maintenance	62,434	80,194	60,000
Utilities & Supplies	236,586	294,769	276,000
Minor & Major Fixed Assets	179,629	247,074	281,000
Subsidies & Payments	753,594	1,088,275	750,000
DIRECT COSTS	13,848,535	15,862,781	15,913,904
Credits/Adjustments	199,337	292,378	
TOTAL DIRECT COSTS	14,047,872	16,155,159	15,913,904
INDIRECT COSTS			
RCMP Pensions	1,376,754	1,418,359	1,608,671
RCMP CPP	146,015	154,130	185,846
RCMP EI	66,946	67,662	85,197
Divisional Administration	1,397,420	1,472,824	1,871,218
Recruit Training	228,438	265,846	348,585
National Programs	86,378	85,389	179,438
Building Lease Costs	1,351,500	1,366,500	1,351,500
Temporary Civilian Employees Indirect Costs	3,537	5,520	-
Public Service Employees Indirect Costs	153,421	154,659	196,370
TOTAL INDIRECT COSTS	4,810,409	4,990,888	5,826,825
TOTAL COSTS	18,858,281	21,146,047	21,740,729
Provincial IHIT Resources	3,735,376	3,462,475	3,566,349
IHIT Total	22,593,657	24,608,522	25,307,078

Municipally funded - 91 positions Provincially funded - 19 positions

Cost Share Per Municipality			
Jurisdiction	2015/16	2016/17	2017/18 Projected
Abbotsford	1,107,245	1,191,469	1,224,976
Burnaby	1,417,392	1,513,728	1,556,298
Chilliwack	688,116	764,754	786,261
Coquitlam	747,226	826,695	849,944
Hope	67,833	71,878	73,900
Kent	33,778	39,005	40,102
Langley City	291,456	326,135	335,306
Langley Township	715,914	809,223	831,980
Maple Ridge	543,617	600,619	617,510
Mission	304,577	335,741	345,183
New Westminster	721,748	792,736	815,029
North Vancouver City	343,818	364,190	374,432
North Vancouver District	389,039	413,299	424,922
Pitt Meadows	108,172	120,945	124,346
Port Coquitlam	354,539	397,801	408,988
Port Moody	194,474	207,841	213,686
Richmond	1,095,820	1,220,828	1,255,161
Sechelt	62,213	64,687	66,506
Squamish	148,875	164,204	168,822
Surrey	3,691,159	4,194,672	4,312,638
West Vancouver	-	302,990	311,511
Whistler	125,636	132,284	136,004
White Rock	110,778	122,349	125,790
Municipal Total	13,263,424	14,978,074	15,399,297
Provincial Total*	6,520,216	6,740,286	6,906,720
Federal Total*	2,810,017	2,890,162	3,002,062
GRAND TOTAL	22,593,657	24,608,522	25,307,078

Provincial Total* (Detail)			
GVRD Provincial - Muni Resources	544,413	572,669	588,774
Provincial IHIT Credit	3,361,040	3,743,884	3,820,501
Provincial IHIT Resources	2,614,763	2,423,733	2,496,444
Federal Total* (Detail)			
Fed Contribution - Muni Resources	1,689,404	1,851,420	1,932,157
Fed Contribution - Prov Resources	1,120,613	1,038,743	1,069,905

IPDS - Integrated Police Dog Services



Calls for Service by Jurisdiction - 2 year Comparison

Jurisdiction	2015/16	2016/17
Abbotsford	1366	1316
Agassiz	19	27
Boston Bar	0	6
Burnaby	1018	782
Chilliwack	1012	1363
Coquitlam	723	574
Delta	321	367
Gibsons	23	19
Hope	23	19
Langley City	306	314
Langley Township	617	574
Maple Ridge	665	622
Mission	217	190
New Westminster	315	287
North Vancouver City	278	228
North Vancouver District	205	151
Pitt Meadows	135	113
Port Coquitlam	383	306
Port Moody	64	53
Richmond	647	640
Sechelt	13	11
Squamish	69	90
Surrey	4670	3990
University	22	22
West Vancouver	18	13
Whistler/Pemberton	7	10
White Rock	46	51
Provincial jurisdictions	303	293
Federal units	30	8
Other units and jurisdictions	108	66
TOTAL	13623	12505

Mandate: Integrated Police Dog Services is trained for tracking and searching for suspects, evidence, drugs and explosives.

Resources:

- 48 police officers—37 RCMP, 4 Abbotsford, 3 Delta, 3 New Westminster, 1 Port Moody.
- Lower Mainland IPDS is the largest dog unit in Canada.

Efficiencies and Capabilities:

- Purchase bulk dog food to save costs.
- LMD dogs trained in specialties—explosives, narcotics, ERT, public order, avalanche.
- 46,734 proactive patrol hours—all jurisdictions.
- 20,474 crime reduction hours on identified hotspots.
- 1,537 captures.



IPDS - Financials



Cost Share Per Municipality

Jurisdiction	2015/16	2016/17	2017/18 Projected
Abbotsford	595,637	552,070	613,352
Burnaby	984,287	905,103	1,005,683
Chilliwack	478,696	457,673	508,532
Coquitlam	518,471	494,136	549,046
Delta	420,675	386,055	428,909
Hope	37,117	33,807	37,576
Kent	18,416	18,318	20,360
Langley City	203,020	195,304	217,007
Langley Township	497,309	483,979	537,762
Maple Ridge	377,807	359,280	399,205
Mission	211,874	200,930	223,258
New Westminster	388,963	367,627	408,435
North Vancouver City	238,930	217,809	242,013
North Vancouver District	269,511	246,837	274,267
Pitt Meadows	75,098	72,316	80,353
Port Coquitlam	246,193	237,877	264,312
Port Moody	104,300	96,157	106,831
Richmond	760,409	729,759	810,853
Sechelt	33,937	30,377	33,763
Squamish	103,554	98,255	109,173
Surrey	2,566,279	2,509,808	2,788,711
Whistler	68,765	62,219	69,154
White Rock	76,902	73,153	81,282
Municipal Total	9,276,151	8,828,850	9,809,836
Provincial Total*	443,059	472,708	486,890
Federal Total*	1,070,874	1,043,392	1,141,851
GRAND TOTAL	10,790,084	10,344,951	11,438,576

PDS	2015/16	2016/17	2017/18 Projected
DIRECT COSTS			
RCMP Salaries	3,378,906	3,164,763	3,722,248
OPERATIONS & MAINTENANCE			
Transportation & Travel	60,493	164,339	41,000
Information	4,724	6,158	1,000
Professional Services	2,334,044	2,180,924	2,234,000
Rentals & Leases	139,761	152,124	140,000
Repair & Maintenance	216,677	201,712	220,000
Utilities & Supplies	640,374	684,212	700,000
Minor & Major Fixed Assets	616,748	625,483	521,500
Subsidies & Payments	114,969	108,165	1,500
DIRECT COSTS	7,506,696	7,287,879	7,581,248
Credits/Adjustments	(325,298)	(332,501)	
TOTAL DIRECT COSTS	7,181,398	6,955,378	7,581,248
INDIRECT COSTS			
RCMP Pensions	651,741	603,866	737,181
RCMP CPP	79,433	74,944	86,788
RCMP EI	36,419	32,900	39,786
Divisional Administration	760,206	716,149	873,840
Recruit Training	124,272	129,265	162,786
National Programs	46,990	41,520	83,796
Police Dog Service Training	1,224,522	1,067,355	1,110,252
Building Lease Costs	31,200	31,200	43,200
Temporary Civilian Employees Indirect Costs	-	-	-
Public Service Employees Indirect Costs	20,961	17,076	24,142
TOTAL INDIRECT COSTS	2,975,745	2,714,275	3,161,771
TOTAL COSTS	10,157,143	9,669,653	10,743,020
Provincial PDS Resources	632,941	675,298	695,557
PDS Total	10,790,083	10,344,951	11,438,576

Provincial Total* (Detail)			
Provincial PDS Resources	443,059	472,708	486,890
Federal Total* (Detail)			
Fed Contribution - Muni Resources	880,992	840,803	933,184
Fed Contribution - Prov Resources	189,882	202,589	208,667

Municipally funded - 44 positions Provincially funded - 4 positions





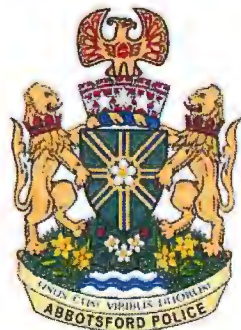
Port Moody Police
Department



Royal Canadian
Mounted Police



West Vancouver
Police Department



Abbotsford Police
Department



Delta Police
Department



New Westminster
Police Department



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada

Base cost of Integrated Teams:

- a) Funding for the Emergency Response Team has a 50% municipal and 50% provincial and federal cost distribution.
- b) The Integrated Homicide Investigation Team has a 70/30 cost split, where municipalities are responsible for 70% of the costs (as of April 1, 2012). However, this distribution is currently being discussed between the Provincial and Federal governments and may revert to 90/10 in the future.
- c) All other Integrated Teams have a 90% municipal and 10% federal cost distribution.
- d) Costs associated to accommodation and Public Service Employee are charged to the municipal sector at 100%.
- e) Independent police services that utilize the Integrated Teams contribute 100% of their costs.

Cost Share Comparison Using Criminal Code and Violent Crime Statistics (excludes Provincial figures)

Comparison of Funding Formulas (Municipal Partners Only, Provincial Jurisdiction Excluded)			
Municipality	2016 Cost Share Criminal Code	2016 Cost Share Violent Crime	Difference
<i>Abbotsford</i>	5.62%	6.89%	1.28%
<i>Burnaby</i>	9.69%	9.00%	- 0.69%
<i>Chilliwack</i>	5.62%	5.21%	- 0.41%
<i>Coquitlam</i>	5.68%	5.23%	- 0.45%
<i>Delta</i>	3.62%	3.36%	- 0.26%
<i>Hope</i>	0.51%	0.64%	0.13%
<i>Kent</i>	0.26%	0.44%	0.17%
<i>Langley City</i>	2.32%	1.86%	- 0.45%
<i>Langley Township</i>	5.51%	4.56%	- 0.95%
<i>Maple Ridge</i>	4.26%	4.59%	0.33%
<i>Mission</i>	2.35%	2.58%	0.24%
<i>New Westminster</i>	3.54%	4.05%	0.51%
<i>North Vancouver City</i>	2.41%	2.48%	0.07%
<i>North Vancouver District</i>	2.69%	2.48%	- 0.21%
<i>Pitt Meadows</i>	0.86%	0.91%	0.04%
<i>Port Coquitlam</i>	2.73%	2.75%	0.02%
<i>Port Moody</i>	0.92%	0.94%	0.01%
Richmond	8.15%	7.44%	- 0.70%
<i>Sechelt</i>	0.40%	0.49%	0.09%
<i>Squamish</i>	1.01%	1.39%	0.38%
<i>Surrey</i>	28.75%	29.57%	0.83%
<i>West Vancouver</i>	1.46%	1.58%	0.13%
<i>Whistler</i>	0.80%	0.88%	0.08%
<i>White Rock</i>	0.84%	0.67%	- 0.17%
	100.00%	100.00%	

The percentage of cost share estimated includes all partner municipalities only. Provincial jurisdiction is excluded. In practice, each unit of the Integrated Teams are calculated separately because not all municipalities participate in all of the Integrated Teams units. Provincial and Federal contributions have to be included in the calculation as well. As such, the actual percentage cost share would be slightly different than presented in Chart 1.