



# City of Richmond

## Report to Committee

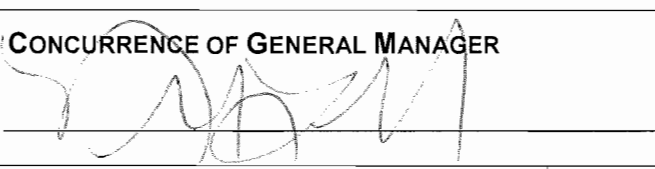
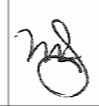
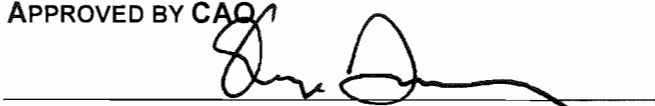
**To:** Community Safety Committee **Date:** November 19, 2014  
**From:** Anne Stevens **File:** 09-5350-01/2014-Vol  
Senior Manager, Community Safety Policy and Programs 01  
**Re:** **Lower Mainland District Regional Police Service Integrated Team Annual Report 2013/14**

### Staff Recommendation

That the report titled “*Lower Mainland District Regional Police Service Integrated Team Annual Report 2013/2014*” from the Senior Manager, Community Safety Policy and Programs, dated November 19, 2014, be received for information.

Anne Stevens  
Senior Manager,  
Community Safety Policy and Programs

(604-276-4273)

<b>REPORT CONCURRENCE</b>	
<b>CONCURRENCE OF GENERAL MANAGER</b> 	
<b>REVIEWED BY STAFF REPORT /  AGENDA REVIEW SUBCOMMITTEE</b>	<b>INITIALS:</b> 
<b>APPROVED BY CAO</b> 	

## Staff Report

### Origin

In August 2014, the Lower Mainland District of the RCMP released the “*Lower Mainland District Regional Police Service Integrated Team Annual Report 2013/2014*” (the “Report”). An analysis of their Report has been prepared to examine whether the City is receiving a level of service commensurate with the payment made.

This report supports Council’s Term Goal #1 Community Safety:

*To ensure Richmond remains a safe and desirable community to live, work and play in, through the delivery of effective public safety services that are targeted to the City's specific needs and priorities.*

### Background

The Integrated Teams consist of five specialized units: the Integrated Homicide Investigation Team (IHIT), Integrated Forensic Identification Services (IFIS), Integrated Collision Analysis and Reconstruction Service (ICARS), Integrated Police Dog Services (IPDS) and Emergency Response Team (ERT). 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 span multiple jurisdictions.

A new service called the Real Time Intelligence Centre (RTIC) was established in May 2014 and provides real-time situational awareness and a proactive response to serious crimes that cross jurisdictional boundaries with a coordinated approach to information and intelligence sharing between agencies.

The costs of the Integrated Teams are shared by participating municipalities and the funding formula<sup>1</sup> has two criteria:

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

The federal and provincial governments provide contributions for the cost of the Integrated Teams while the administration of the Integrated Teams costs are charged back to municipalities at full costs. The contributions and charge backs are as follows:

- a) The Emergency Response Team has a 50% municipal and 50% provincial cost distribution.
- b) All other Integrated Teams have a 90% municipal and 10% federal cost distribution.

<sup>1</sup> 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:

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

- c) The Integrated Homicide Investigation Team has a 70% municipal and 30% federal cost distribution (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.
- d) Accommodation and Public Service Employee costs are charged to the municipal sector at 100%.
- e) Independent police services that utilize the Integrated Teams contribute 100% of their costs.
- f) The provincial contribution to the individual teams is noted in the Report under the section pertinent to the team.

## Analysis

### City of Richmond Expenditures on Integrated Teams

The City of Richmond expenditure on the Integrated Teams for the completed fiscal year 2013/14 (April 1, 2013 to March 31, 2014) was \$3,301,957. Table 1 outlines the historical expenditures and the 5-year forecast of the cost of the Integrated Teams. The financial information contained in the table below is based on actual invoiced amounts and is slightly different than the financial information contained in the Report.

Table 1 – City of Richmond Expenditures on Integrated Teams

	Fiscal Year	RCMP Integrated Teams	Increase / (Decrease)	Percentage Change from Previous Year
Actual	2008/09	\$2,690,816		
	2009/10	\$2,953,960	\$263,144	9.8%
	2010/11	\$2,991,355	\$37,395	1.3%
	2011/12	\$3,363,128	\$371,773	12.4%
	2012/13	\$2,937,868	\$(425,260)	-12.6%
	2013/14	\$3,301,957	\$364,089	12.4%
Budgeted	2014/15	\$3,566,386	\$264,429	8.0%
	2015/16	\$4,399,004	\$832,618	23.3%
	2016/17	\$4,464,305	\$65,301	1.5%
	2017/18	\$4,505,098	\$40,793	0.9%
	2018/19	\$4,581,286	\$76,188	1.7%
	2019/20	\$4,663,690	\$82,404	1.8%

Note: 2008/09 to 2013/14 is actual expenditures. 2014/15 is year-end forecast as of July 2014. 2015/16 to 2019/20 is 5 year projection provided by "E" Division RCMP with IHIT cost distribution at 90/10, as of May 2014.

The City's expenditure on Integrated Teams increased from \$2,953,960 in 2009/10 to \$3,301,957 in 2013/14, which equates to a compounded average growth rate (CAGR) of 2.3% annually over a 5 year period. The long-term projected cost of Integrated Teams for the City of Richmond in 2019/20 is at \$4,663,690, which equates to a CAGR of 4.6% over 6 years (2014/15 to 2019/20).

Since the RCMP's Multi-year Plan was released earlier this year, there has been one increase in contract costs that was not included in the original budget estimate. An additional increase in personnel for Integrated Forensic Identification has been approved and are shared based on the Integrated Teams formula with Richmond's share being approximately 9.6%.

The RTIC commenced operations in May 2014 and is currently providing services to municipalities in the Metro Vancouver region only. Staffing and resource increases will be conducted in stages and the targeted date for full operational capacity is January 2015. The full cost of RTIC to the City of Richmond is budgeted at \$151,000 in 2015/16.

The forecasted 2014/15 year-end cost<sup>2</sup> of the Integrated Teams for the City is \$3,566,386 which is \$264,429, or 8%, higher than last year. Salary, pension (employer's portion), and the newly established Real Time Intelligence Centre (RTIC) are the main drivers for the cost increase.

In 2012/13, the City's expenditure on Integrated Teams decreased by \$425,260, a change of -12.6%, due to the change in the cost sharing for IHIT from 90/10 to 70/30 cost distribution.

#### Lower Mainland Integrated Teams 2014/15 Budget

In 2013/14, the budget for all Integrated Teams was \$58.3 million and in 2014/15 the budget is \$56.1 million, a decrease of \$2.2 million or 3.8%<sup>3</sup>. Table 2 below outlines the key areas of the projected cost increases and decreases for the 2014/15 budget (amount represents all Integrated Teams, except for RTIC). In summary from 2013/14 to 2014/15, the direct cost<sup>4</sup> of all of the Integrated Teams decreased \$1,471,051 or 3.5%, while the indirect cost<sup>5</sup> decreased \$735,979 or 4.4% compared to the previous year.

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<sup>2</sup> Year-end forecast as of July 2014 and is subject to change.

<sup>3</sup> Table 2 is compared based on budgeted figures supplied by the RCMP and does not include RTIC. For 2013/14, the Integrated Teams ran a budget surplus of \$6.54M (approximately 11% variance). This impacts the 2014/15 percentage increase represented in Table 1 because the amount is compared based on actual cost - not budgeted. 2014/15 cost is based on latest year-end forecast (in July 2014) including the cost of RTIC and reduction based on IHIT 70/30 split, while the 2013/14 is the actual cost to the City for Integrated Teams.

<sup>4</sup> Direct Cost is defined as: Salary costs, allowances, and operations and maintenance.

<sup>5</sup> Indirect Cost is defined as: Pension, employer contributions (EI, CPP, etc.), National Programs, administration support, accommodation and training.

Table 2 – 2014/15 Budgeted Increases by Category

Category	Increase / (Decrease)	Percentage Change from Previous Year
Salary	\$(1,277,405)	- 4.4%
Divisional Administration	\$(1,342,900)	- 19.3%
Building and Accommodation	\$(120,000)	- 3.3%
Pension	\$677,998	16.7%
Professional Services	\$670,617	13.8%
Other	\$(815,340)	- 8.3%
<b>Total Cost</b>	<b>\$(2,207,030)</b>	<b>- 3.8%</b>

#### Analysis of Cost Share by Municipalities Compared to "Value of Services Received"

The current cost sharing formula for Integrated Teams is by population (25%) and criminal code offenses (75%) of participating municipalities<sup>6</sup>. As such, the cost for Integrated Teams should increase or decrease based on the relative change in population and criminal code statistics of the participating municipalities. There is often no direct correlation between the cost sharing and the utilization of the Integrated Teams by municipalities.

Under the current cost sharing structure, the City pays a fixed fee for access to the services of the Integrated Teams, regardless of actual responded incidents. This section of the report attempts to ascertain the "value of service received" based on "calls for service" data presented in the Report 2012/2013. The underlying assumptions are:

- i. It is assumed that the cost allocation is based on the municipality where the crime is reported, detected or committed. With this in mind, it is recognized that crimes investigated by Integrated Teams are multi-jurisdictional in nature.
- ii. It is assumed that all occurrences cost the same. Likewise, it is recognized that some occurrences are far more complex and require more investigative resources than others.

Tables 3 through 8 provide a comparison of the City's cost share under the current funding formula and the value of service received based on the calls for service data<sup>7</sup>, with the exception of IHIT where the number of homicides were used.

Based on a three year average, the City had received 2,084 calls for service of Integrated Teams per year and the average annual cost of the Integrated Teams to the City was \$3,188,738 (cost per calls for service is \$1,530). The figures are provided in Table 3 below.

<sup>6</sup> The cost share is calculated separately for each Integrated Teams due to the differences of participating municipalities.

<sup>7</sup> The cost share amount, calls for service data and other relevant information used in this section of the analysis were obtained from the RCMP Integrated Teams Annual Report. As well, the 3 year average of the Value of Service Received is based on the total average cost and the total average occurrences for the 3 years. Therefore, the 3 Year Average Value of Services Received provided in the tables is not a straight average of the presented data.

The City has consistently paid more than the value of service received. In 2013/14, the City paid \$372,455 more than the value of service received through calls for service – this is two times (2.04 multiple) the amount compared to the 3 year average of \$182,355.

Table 3 – City of Richmond Integrated Team Cost Share Compared to Value of Services Received

<b>All Integrated Teams – Richmond</b>					
<b>Year</b>	<b>Calls For Service</b>	<b>Cost Share – Richmond</b>	<b>Value of Service Received</b>	<b>Difference: Paid More / (Paid Less)</b>	<b>Annual Cost per Calls For Service</b>
2010/11	2,356	2,987,087	1,933,686	1,053,401	1,268
2011/12	2,270	3,348,869	3,152,891	195,978	1,475
2012/13	2,169	2,926,774	2,896,848	29,926	1,349
2013/14	1,812	3,290,570	2,918,115	372,455	1,816
<b>3 Year Average</b>	<b>2,084</b>	<b>3,188,738</b>	<b>3,006,383</b>	<b>182,355</b>	<b>1,530</b>

Table 4 – Emergency Response Team Value of Service Received

<b>Emergency Response Team – Richmond</b>					
<b>Year</b>	<b>Calls For Service</b>	<b>Cost Share – Richmond</b>	<b>Value of Service Received</b>	<b>Difference: Paid More / (Paid Less)</b>	<b>Annual Cost per Calls For Service</b>
2010/11	73	420,695	234,277	186,418	5,763
2011/12	114	467,302	210,755	256,547	4,099
2012/13	122	441,654	319,063	122,591	3,620
2013/14	50	487,186	194,742	292,444	9,744
<b>3 Year Average</b>	<b>95</b>	<b>465,381</b>	<b>246,536</b>	<b>218,845</b>	<b>4,882</b>

Table 5 – Integrated Collision Analysis and Reconstruction Service Value of Service Received

Integrated Collision Analysis and Reconstruction Service – Richmond					
Year	Calls For Service	Cost Share - Richmond	Value of Service Received	Difference: Paid More / (Paid Less)	Annual Cost per Calls For Service
2010/11	7	195,773	76,023	119,750	27,968
2011/12	19	208,378	224,608	(16,230)	10,967
2012/13	13	196,262	160,035	36,227	15,097
2013/14	17	201,774	229,132	(27,358)	11,869
<b>3 Year Average</b>	<b>16</b>	<b>202,138</b>	<b>204,006</b>	<b>(1,868)</b>	<b>12,376</b>

Note: For 2013/14, the ICARS CFS on Provincial Highways were counted as Provincial Jurisdictions.

Table 6 – Integrated Forensic Identification Services Value of Service Received

Integrated Forensic Identification Services – Richmond					
Year	Calls For Service	Cost Share - Richmond	Value of Service Received	Difference: Paid More / (Paid Less)	Annual Cost per Calls For Service
2010/11	847	675,535	700,892	(25,357)	798
2011/12	954	779,269	914,136	(134,867)	817
2012/13	994	766,673	812,913	(46,240)	771
2013/14	808	866,008	964,712	(98,704)	1,072
<b>3 Year Average</b>	<b>919</b>	<b>803,983</b>	<b>894,447</b>	<b>(90,463)</b>	<b>875</b>

Table 7 – Integrated Homicide Investigation Team Value of Service Received

Integrated Homicide Investigation Team – Richmond					
Year	Number of Homicide	Cost Share - Richmond	Value of Service Received	Difference: Paid More / (Paid Less)	Annual Cost per Calls For Service
2010/11	0	1,205,389	0	1,205,389	n/a
2011/12	2	1,326,837	919,687	407,150	663,419
2012/13	3	949,151	964,029	(14,878)	316,384
2013/14	2	1,112,800	876,221	236,579	556,400
<b>3 Year Average</b>	<b>2</b>	<b>1,129,596</b>	<b>942,215</b>	<b>187,381</b>	<b>484,113</b>

Note: Number of homicides was used to tabulate value of service received, instead of calls for service.

Table 8 – Integrated Police Dog Service Value of Service Received

Integrated Police Dog Service – Richmond					
Year	Calls For Service	Cost Share - Richmond	Value of Service Received	Difference: Paid More / (Paid Less)	Annual Cost per Calls For Service
2010/11	1,429	489,695	922,493	(432,798)	343
2011/12	1,181	567,083	883,705	(316,622)	480
2012/13	1,037	573,034	640,808	(67,774)	553
2013/14	935	622,802	653,308	(30,506)	666
<b>3 Year Average</b>	<b>1,051</b>	<b>587,640</b>	<b>719,179</b>	<b>(131,539)</b>	<b>559</b>

A review of the cost sharing compared to the calls for service showed that few municipalities receive a one to one ratio of expenditure to the value of services received. Table 9 is a comparison of other larger participating municipalities cost share in 2013/14 and 2012/13 compared to the value of service received.

Table 9 – Comparison of Major Cities Over Two Years

City	2013/14			2012/13		
	Cost Share	Value of Service Received	Difference: Paid More / (Paid Less)	Cost Share	Value of Service Received	Difference: Paid More / (Paid Less)
<b>Burnaby</b>	4,391,771	3,465,605	926,166	4,061,874	3,748,292	313,582
<b>City of North Vancouver</b>	1,051,233	671,566	379,667	935,260	605,999	329,261
<b>Richmond</b>	3,290,570	2,918,115	372,455	2,926,774	2,896,848	29,926
<b>Surrey</b>	10,691,696	13,834,701	(3,143,005)	9,325,498	12,027,459	(2,701,961)

The current funding formula for the Integrated Teams is based on 25% population and 75% of all criminal case offences. The drawback of this formula is there is no apparent correlation between population and general criminal codes to the specialized files investigated by IHIT, ERT, IFIS, etc. As well, the current funding formula is not flexible to reflect changes to service demands to distribute costs equally amongst contracting partners. Certain municipalities are consistently paying more or paying less based on the services received through calls for service. As highlighted in Attachment 1, 14 out of the 23 (60%) contracting partners of Integrated Teams paid more on a 3 year average cost per call than the total average (\$1,756).



Recently, the Ontario Provincial Police (OPP) had revised their billing model to include the calls for service component to reflect a “fair and transparent distribution of policing costs”<sup>8</sup>. The OPP new billing model will be comprised of 60 percent base policing cost and 40 percent calls for service. The new cost structure “eliminates the large differences in the amounts municipalities were charged and provides municipalities with better data so they can understand the types of calls for police service in their community...”<sup>9</sup> A similar approach could be examined for the funding of the Integrated Teams to correlate costs to demand for service.

In summary, the cost sharing formula aims for equitable distribution of costs. Over the past three years, the City has paid a total of \$598,359 more for the Integrated Teams than the value of the services received and thus, future annual monitoring is required.

### **Financial Impact**

None

### **Conclusion**

Staff will continue to examine and monitor, based on historical usage, the annual costs and benefits to the City of Richmond of the RCMP Integrated Teams.



Anne Stevens

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(604-276-4273)

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<sup>8</sup> Ontario Provincial Police Billing Model News Release: <http://www.opp.ca/ecms/files/281607112.pdf>

<sup>9</sup> Ontario Provincial Police Billing Model News Release: <http://www.opp.ca/ecms/files/281607112.pdf>

# ATTACHMENT - 1

Cost Share Compared to Value of Services Received by Integrated Teams for All Participating Municipalities (excludes Provincial figures)

All Integrated Teams 2013/14 - Comparison of Cost Share to Value of Services Received									
Municipality	Cost Share Amount 2013/14	Value of Service Received 2013/14	Cost per Call 2013/14	3-Year Total Cost	3-Year Total CFS	3-Year Avg Cost Per Call	Cost per Call 2013/14	Value of Service Received 2013/14	Cost Share Amount 2013/14
Abbotsford	1,797,560	1,541,407	1,884	5,175,937	2,628	1,970	1,884	1,541,407	1,797,560
Burnaby	4,391,771	3,465,605	1,930	13,226,299	7,373	1,794	1,930	3,465,605	4,391,771
Chilliwack	2,119,481	2,078,276	1,539	6,298,548	4,427	1,423	1,539	2,078,276	2,119,481
Coquitlam	2,229,918	2,844,977	1,693	6,614,587	4,260	1,553	1,693	2,844,977	2,229,918
Delta	275,291	128,530	8,342	275,291	33	8,342	8,342	128,530	275,291
Hope	202,652	115,372	1,894	570,718	373	1,530	1,894	115,372	202,652
Kent	99,777	75,601	1,559	283,748	229	1,239	1,559	75,601	99,777
Langley City	801,607	953,311	1,306	2,330,076	1,806	1,290	1,306	953,311	801,607
Langley Township	2,107,592	1,540,806	1,738	6,113,431	3,475	1,759	1,738	1,540,806	2,107,592
Maple Ridge	1,764,206	1,985,974	1,742	5,226,510	3,145	1,662	1,742	1,985,974	1,764,206
Mission	959,757	471,084	2,651	2,870,830	1,364	2,105	2,651	471,084	959,757
New Westminster	988,373	1,649,287	11,105	2,341,458	91	25,730	11,105	1,649,287	988,373
North Vancouver City	1,051,233	671,566	2,022	3,062,853	1,895	1,616	2,022	671,566	1,051,233
North Vancouver District	1,201,522	847,744	2,981	3,550,316	1,410	2,518	2,981	847,744	1,201,522
Pitt Meadows	365,223	168,028	1,932	1,077,632	563	1,914	1,932	168,028	365,223
Port Coquitlam	1,071,488	785,660	3,070	3,259,544	1,046	3,116	3,070	785,660	1,071,488
Port Moody	224,329	27,264	32,047	224,329	7	32,047	32,047	27,264	224,329
<b>Richmond</b>	<b>3,290,570</b>	<b>2,918,115</b>	<b>1,816</b>	<b>9,566,213</b>	<b>6,251</b>	<b>1,530</b>	<b>1,816</b>	<b>2,918,115</b>	<b>3,290,570</b>
Sechelt	169,750	116,479	2,496	476,566	153	3,115	2,496	116,479	169,750
Squamish	476,108	571,521	3,353	1,448,862	454	3,191	3,353	571,521	476,108
Surrey	10,691,696	13,834,701	1,820	30,458,248	19,160	1,590	1,820	13,834,701	10,691,696
Whistler	344,570	58,640	6,756	985,244	203	4,853	6,756	58,640	344,570
White Rock	341,748	116,272	4,681	993,025	267	3,719	4,681	116,272	341,748
	<b>36,966,222</b>	<b>36,966,222</b>	<b>1,955</b>	<b>106,430,265</b>	<b>60,613</b>	<b>1,756</b>	<b>1,955</b>	<b>36,966,222</b>	<b>36,966,222</b>

**NOTES**

- (1) Abbotsford: IHIT and PDS only
- (2) Delta: ERT only. Joined ERT less than 3 years
- (3) New Westminster: ERT and IHIT only. Joined ERT less than 3 years
- (4) Port Moody: ERT and IHIT only. Joined ERT and IHIT less than 3 years

**ATTACHMENT - 2**

The cost per call statistics may be distorted due to the low number of occurrences, variability of the location and the cost of IHIT. As such, the summary table below is for All Integrated Team with the **exclusion** of IHIT.

All Integrated Teams 2013/14 - Comparison of Cost Share to Value of Services Received (**IHIT EXCLUDED***)									
Municipality	Cost Share Amount 2013/14	Value of Service Received 2013/14	Cost per Call 2013/14	3-Year Total Cost	3-Year Total CFS	3-Year Avg Cost Per Call	Cost per Call 2013/14	Value of Service Received 2013/14	Cost Share Amount 2013/14
Abbotsford	542,668	665,187	570	1,587,062	2,622	605	570	665,187	2.3%
Burnaby	2,906,545	2,589,384	1,279	8,533,185	7,363	1,159	1,279	2,589,384	12.4%
Chilliwack	1,402,687	2,078,276	1,019	4,064,219	4,426	918	1,019	2,078,276	6.0%
Coquitlam	1,475,803	1,530,646	1,123	4,269,105	4,255	1,003	1,123	1,530,646	6.3%
Delta	275,291	128,530	8,342	275,291	33	8,342	8,342	128,530	1.2%
Hope	123,636	115,372	1,155	349,029	372	938	1,155	115,372	0.5%
Kent	60,875	75,601	951	173,497	229	758	951	75,601	0.3%
Langley City	530,506	953,311	864	1,504,939	1,805	834	864	953,311	2.3%
Langley Township	1,394,836	1,540,806	1,150	3,948,915	3,471	1,138	1,150	1,540,806	6.0%
Maple Ridge	1,167,570	1,109,753	1,155	3,373,251	3,140	1,074	1,155	1,109,753	5.0%
Mission	635,174	471,084	1,755	1,852,527	1,360	1,362	1,755	471,084	2.7%
New Westminster	249,111	334,956	2,897	249,111	86	2,897	2,897	334,956	1.1%
North Vancouver City	695,720	671,566	1,338	1,977,660	1,894	1,044	1,338	671,566	3.0%
North Vancouver District	795,204	409,634	1,978	2,291,234	1,408	1,627	1,978	409,634	3.4%
Pitt Meadows	241,710	168,028	1,279	695,593	562	1,238	1,279	168,028	1.0%
Port Coquitlam	709,129	347,550	2,038	2,102,020	1,045	2,012	2,038	347,550	3.0%
Port Moody	69,635	27,264	9,948	69,635	7	9,948	9,948	27,264	0.3%
<b>Richmond</b>	<b>2,177,770</b>	<b>2,041,895</b>	<b>1,203</b>	<b>6,177,425</b>	<b>6,244</b>	<b>989</b>	<b>1,203</b>	<b>2,041,895</b>	<b>9.3%</b>
Sechelt	103,566	116,479	1,523	291,469	153	1,905	1,523	116,479	0.4%
Squamish	315,092	133,411	2,235	934,177	453	2,062	2,235	133,411	1.3%
Surrey	7,075,878	7,701,156	1,208	19,682,424	19,114	1,030	1,208	7,701,156	30.3%
Whistler	210,219	58,640	4,122	602,638	203	2,969	4,122	58,640	0.9%
White Rock	226,175	116,272	3,098	641,409	267	2,402	3,098	116,272	1.0%
	<b>23,384,800</b>	<b>23,384,800</b>	<b>1,239</b>	<b>65,645,815</b>	<b>60,512</b>	<b>1,085</b>	<b>1,239</b>	<b>23,384,800</b>	<b>100%</b>

## NOTES

- (1) Abbotsford: PDS only
- (2) Delta: ERT only. Joined ERT less than 3 years
- (3) New Westminster: ERT only. Joined ERT less than 3 years
- (4) Port Moody: ERT only. Joined ERT less than 3 years

**ATTACHMENT -3**

Emergency Response Team 2013/14 - Comparison of Cost Share to Value of Services Received							
Municipality	Cost Share Amount 2013/14	Value of Service Received 2013/14	Cost per Call 2013/14	3-Year Total Cost	3-Year Total CFS	3-Year Avg Cost Per Call	
Burnaby	650,403	447,906	5,656	1,929,157	434	4,445	
Chilliwack	314,038	817,916	1,495	918,803	779	1,179	
Coquitlam	330,183	202,532	6,350	965,019	195	4,949	
Delta	275,291	128,530	8,342	275,291	33	8,342	(1)
Hope	27,776	-	No CFS	78,568	20	3,928	
Kent	13,665	11,685	4,555	39,060	16	2,441	
Langley City	118,797	276,533	1,673	340,125	306	1,112	
Langley Township	312,145	510,224	2,383	892,417	459	1,944	
Maple Ridge	261,347	190,847	5,334	762,531	279	2,733	
Mission	142,203	136,319	4,063	418,802	259	1,617	
New Westminster	249,111	334,956	2,897	249,111	86	2,897	(1)
North Vancouver City	155,703	38,948	15,570	446,987	94	4,755	
North Vancouver District	177,805	70,107	9,878	517,923	83	6,240	
Pitt Meadows	54,092	31,159	6,762	157,233	52	3,024	
Port Coquitlam	158,674	101,266	6,103	475,286	95	5,003	
Port Moody	69,635	27,264	9,948	69,635	7	9,948	(1)
<b>Richmond</b>	<b>487,186</b>	<b>194,742</b>	<b>9,744</b>	<b>1,396,142</b>	<b>286</b>	<b>4,882</b>	
Sechelt	23,247	62,317	1,453	65,596	16	4,100	
Squamish	70,540	3,895	70,540	211,239	26	8,125	
Surrey	1,583,840	1,955,208	3,155	4,447,445	2,214	2,009	
Whistler	47,227	3,895	47,227	135,634	15	9,042	
White Rock	50,604	27,264	7,229	144,953	22	6,589	
	<b>5,573,512</b>	<b>5,573,512</b>	<b>3,895</b>	<b>14,936,957</b>	<b>5,776</b>	<b>2,586</b>	

## NOTES:

(1): Joined ERT less than 3 years

**ATTACHMENT -4**

Integrated Collision Analysis and Reconstruction Service 2013/14 - Comparison of Cost Share to Value of Services Received									
Municipality	Cost Share Amount 2013/14	Value of Service Received 2013/14	Cost per Call 2013/14	3-Year Total Cost	3-Year Total CFS	3-Year Avg Cost Per Call	Cost per Call 2013/14	Value of Service Received 2013/14	Cost Share Amount 2013/14
Burnaby	269,235	175,219	20,710	838,567	56	14,974	20,710	175,219	269,235
Chilliwack	129,880	175,219	9,991	399,169	31	12,876	9,991	175,219	129,880
Coquitlam	136,724	121,305	15,192	419,350	26	16,129	15,192	121,305	136,724
Hope	11,828	-	No CFS	34,834	5	6,967	No CFS	-	11,828
Kent	5,828	-	No CFS	17,327	8	2,166	No CFS	-	5,828
Langley City	49,113	175,219	3,778	147,668	21	7,032	3,778	175,219	49,113
Langley Township	129,198	40,435	43,066	387,540	45	8,612	43,066	40,435	129,198
Maple Ridge	108,127	53,913	27,032	331,280	20	16,564	27,032	53,913	108,127
Mission	58,814	26,957	29,407	181,976	12	15,165	29,407	26,957	58,814
North Vancouver City	64,438	148,262	5,858	194,124	15	12,942	5,858	148,262	64,438
North Vancouver District	73,706	13,478	73,706	225,100	8	28,138	73,706	13,478	73,706
Pitt Meadows	22,388	-	No CFS	68,308	3	22,769	No CFS	-	22,388
Port Coquitlam	65,690	-	No CFS	206,653	3	68,884	No CFS	-	65,690
<b>Richmond</b>	<b>201,774</b>	<b>229,132</b>	<b>11,869</b>	<b>606,414</b>	<b>49</b>	<b>12,376</b>	<b>11,869</b>	<b>229,132</b>	<b>201,774</b>
Sechelt	9,915	-	No CFS	29,094	4	7,274	No CFS	-	9,915
Squamish	29,177	-	No CFS	91,829	4	22,957	No CFS	-	29,177
Surrey	655,291	876,094	10,081	1,930,258	178	10,844	10,081	876,094	655,291
Whistler	20,112	-	No CFS	60,157	6	10,026	No CFS	-	20,112
White Rock	20,953	26,957	10,477	62,956	5	12,591	10,477	26,957	20,953
	<b>2,062,191</b>	<b>2,062,191</b>	<b>13,478</b>	<b>6,232,604</b>	<b>499</b>	<b>12,490</b>	<b>13,478</b>	<b>2,062,191</b>	<b>2,062,191</b>

## NOTES:

(a): For 2013/14, the CFS on Provincial Highways were counted as Provincial Jurisdictions.

**ATTACHMENT -5**

Integrated Forensic Identification Services 2013/14 - Comparison of Cost Share to Value of Services Received							
Municipality	Cost Share Amount 2013/14	Value of Service Received 2013/14	Cost per Call 2013/14	3-Year Total Cost	3-Year Total CFS	3-Year Avg Cost Per Call	
Burnaby	1,155,550	1,127,089	1,224	3,330,076	3,291	1,012	
Chilliwack	557,443	672,194	990	1,585,938	2,072	765	
Coquitlam	586,819	798,753	877	1,666,413	2,349	709	
Hope	48,959	97,904	597	136,597	277	493	
Kent	24,121	51,340	561	67,917	158	430	
Langley City	210,792	316,397	795	587,348	722	814	
Langley Township	554,515	569,514	1,163	1,541,657	1,425	1,082	
Maple Ridge	464,079	471,611	1,175	1,316,472	1,229	1,071	
Mission	252,427	194,614	1,549	722,856	560	1,291	
North Vancouver City	276,567	327,142	1,009	772,008	1,161	665	
North Vancouver District	316,346	140,886	2,681	894,629	511	1,751	
Pitt Meadows	96,091	25,073	4,576	271,506	81	3,352	
Port Coquitlam	281,940	51,340	6,557	820,241	144	5,696	
<b>Richmond</b>	<b>866,008</b>	<b>964,712</b>	<b>1,072</b>	<b>2,411,950</b>	<b>2,756</b>	<b>875</b>	
Sechelt	41,039	42,982	1,140	114,115	79	1,444	
Squamish	125,226	76,413	1,957	364,447	216	1,687	
Surrey	2,812,496	2,826,081	1,188	7,684,706	8,134	945	
Whistler	83,244	47,758	2,081	235,830	135	1,747	
White Rock	89,931	41,788	2,569	250,426	146	1,715	
	<b>8,843,593</b>	<b>8,843,593</b>	<b>1,194</b>	<b>24,775,132</b>	<b>25,446</b>	<b>974</b>	

**ATTACHMENT -6**

Integrated Homicide Investigation Team 2013/14 - Comparison of Cost Share to Value of Services Received							
Municipality	Cost Share Amount 2013/14	Value of Service Received 2013/14	Cost per Call 2013/14	3-Year Total Cost	3-Year Total CFS	3-Year Avg Cost Per Call	
Abbotsford	1,254,892	876,221	627,446	3,588,875	6	598,146	
Burnaby	1,485,226	876,221	742,613	4,693,114	10	469,311	
Chilliwack	716,794	-	No CFS	2,234,329	1	2,234,329	
Coquitlam	754,115	1,314,331	251,372	2,345,482	5	469,096	
Hope	79,016	-	No CFS	221,689	1	221,689	
Kent	38,902	-	No CFS	110,251	-	No CFS	
Langley City	271,101	-	No CFS	825,137	1	825,137	
Langley Township	712,756	-	No CFS	2,164,516	4	541,129	
Maple Ridge	596,636	876,221	298,318	1,853,259	5	370,652	
Mission	324,583	-	No CFS	1,018,303	4	254,576	
New Westminster	739,262	1,314,331	246,421	2,092,347	5	418,469	
North Vancouver City	355,513	-	No CFS	1,085,193	1	1,085,193	
North Vancouver District	406,318	438,110	406,318	1,259,082	2	629,541	
Pitt Meadows	123,513	-	No CFS	382,039	1	382,039	
Port Coquitlam	362,359	438,110	362,359	1,157,524	1	1,157,524	
Port Moody	154,694	-	No CFS	154,694	-	No CFS	(1)
<b>Richmond</b>	<b>1,112,800</b>	<b>876,221</b>	<b>556,400</b>	<b>3,388,788</b>	<b>7</b>	<b>484,113</b>	
Sechelt	66,184	-	No CFS	185,097	-	No CFS	
Squamish	161,016	438,110	161,016	514,685	1	514,685	
Surrey	3,615,818	6,133,545	258,273	10,775,824	46	234,257	
Whistler	134,351	-	No CFS	382,606	-	No CFS	
White Rock	115,573	-	No CFS	351,616	-	No CFS	
	<b>13,581,422</b>	<b>13,581,422</b>	<b>438,110</b>	<b>40,784,450</b>	<b>101</b>	<b>403,806</b>	

NOTES:

(1): Joined IHIT less than 3 years

**ATTACHMENT -7**

Integrated Police Dog Service 2013/14 - Comparison of Cost Share to Value of Services Received							
Municipality	Cost Share Amount 2013/14	Value of Service Received 2013/14	Cost per Call 2013/14	3-Year Total Cost	3-Year Total CFS	3-Year Avg. Cost Per Call	
Abbotsford	542,668	665,187	570	1,587,062	2,622	605	
Burnaby	831,357	839,169	692	2,435,385	3,582	680	
Chilliwack	401,326	412,947	679	1,160,309	1,544	751	
Coquitlam	422,077	408,056	723	1,218,323	1,685	723	
Hope	35,073	17,468	1,403	99,030	70	1,415	
Kent	17,261	12,577	959	49,193	47	1,047	
Langley City	151,804	185,162	573	429,798	756	569	
Langley Township	398,978	420,633	663	1,127,301	1,542	731	
Maple Ridge	334,017	393,382	593	962,968	1,612	597	
Mission	181,730	113,194	1,122	528,893	529	1,000	
North Vancouver City	199,012	157,213	884	564,541	624	905	
North Vancouver District	227,347	185,162	858	653,582	806	811	
Pitt Meadows	69,139	111,796	432	198,546	426	466	
Port Coquitlam	202,825	194,944	727	599,840	803	747	
<b>Richmond</b>	<b>622,802</b>	<b>653,308</b>	<b>666</b>	<b>1,762,919</b>	<b>3,153</b>	<b>559</b>	
Sechelt	29,365	11,180	1,835	82,664	54	1,531	
Squamish	90,149	53,103	1,186	266,662	207	1,288	
Surrey	2,024,251	2,043,772	692	5,620,015	8,588	654	
Whistler	59,636	6,987	5,964	171,017	47	3,639	
White Rock	64,687	20,263	2,231	183,074	94	1,948	
	<b>6,905,504</b>	<b>6,905,504</b>	<b>699</b>	<b>19,701,122</b>	<b>28,791</b>	<b>684</b>	
				<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	