



City of Richmond

Report to Committee

To: Community Safety Committee **Date:** December 2, 2015
From: Mark Corrado **File:** 09-5350-01/2014-Vol
Senior Manager, 01
Community Safety Policy and Programs
Re: **Lower Mainland District Regional Police Service Integrated Team Annual
Report 2014/15**

Staff Recommendation

That the staff report titled "Lower Mainland District Regional Police Service Integrated Team Annual Report 2014/2015" from the Senior Manager, Community Safety Policy and Programs, dated December 2, 2015, be received for information.

Mark Corrado
Senior Manager,
Community Safety Policy and Programs

(604-276-4273)

| REPORT CONCURRENCE | |
|--|-----------------|
| CONCURRENCE OF GENERAL MANAGER | |
| REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE | INITIALS: DW |
| APPROVED BY CAO | |

Staff Report

Origin

On November 26, 2015, the Lower Mainland District of the RCMP released the “Lower Mainland District Regional Police Service Integrated Team Annual Report 2014/2015” (the “Report”). An analysis of the RCMP Report has been prepared to examine whether the City is receiving a level of service commensurate with 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 (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.

Another integrated 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 formula¹ 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 and federal cost distribution.

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:

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

- 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) 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.

Analysis

Historical Expenditures on Integrated Teams

The City of Richmond expenditure on the Integrated Teams for the completed fiscal year 2014/15 (April 1, 2014 to March 31, 2015) was \$3,423,691. Table 1 outlines the historical expenditures and the 5-year forecast of the cost of the Integrated Teams.

Since 2012/13, the City's expenditure on the Integrated Homicide Investigation Team (IHIT) decreased due to the change in the cost sharing ratio for IHIT from 90/10 to 70/30. However, this ratio is currently disputed by the federal government and could revert to 90/10 in the future. It has not been determined whether the City would be retroactively charged for the IHIT credit since April 1, 2012.

The City's expenditure on Integrated Teams increased from \$2,991,355 in 2010/11 to \$3,423,691 in 2014/15, which equates to a compounded average growth rate (CAGR) of 2.7% annually over a five-year period.

| Table 1 – City of Richmond Historical Expenditures on Integrated Teams | | |
|--|---|---------------------------|
| Fiscal Year | Actual Annual Cost of RCMP Integrated Teams | Change From Previous Year |
| 2009/10 | \$2,953,960 | 9.8% |
| 2010/11 | \$2,991,355 | 1.3% |
| 2011/12 | \$3,363,128 | 12.4% |
| 2012/13 | \$2,937,868 | - 12.6% |
| 2013/14 | \$3,301,957 | 12.4% |
| 2014/15 | \$3,423,691 | 3.7% |

Source: City of Richmond. The financial information contained in Table 1 is based on actual invoiced amounts and is slightly different than the financial information provided in the Report.

Budgeted Expenditures on Integrated Teams

In 2015/16, an additional increase in police dog training for Integrated Police Dog Service has been approved at approximately \$1.2M. The costs are shared based on the Integrated Teams formula with Richmond’s share being approximately \$100,000 or 8.3%.

The long-term projected cost of Integrated Teams for the City of Richmond in 2020/21 is \$4,312,007, which equates to a CAGR of 1.5% over five years (2016/17 to 2020/21).

| Table 2 – Budgeted Expenditures on Integrated Teams | | |
|---|--|---------------------------|
| Fiscal Year | Budgeted Cost of RCMP Integrated Teams | Change From Previous Year |
| 2015/16 | \$4,025,146 | |
| 2016/17 | \$4,008,017 | -0.4% |
| 2017/18 | \$4,031,538 | 0.6% |
| 2018/19 | \$4,120,410 | 2.2% |
| 2019/20 | \$4,215,074 | 2.3% |
| 2020/21 | \$4,312,007 | 2.3% |

Source: RCMP 5 Year Plan with IHIT cost distribution at 70/30, as of May 2015

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 municipalities². 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. 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. However many cases investigated by the Integrated Teams are multi-jurisdictional in nature.
- ii. It is assumed that all cases cost the same. Likewise, it is recognized that some cases 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 data³, with the exception of IHIT where the number of homicides were used.

Based on a three year average, the City had received 1,909 calls for service of Integrated Teams per year and the average annual cost of the Integrated Teams to the City was \$3,191,662 (cost per calls for service is \$1,672). The figures are provided in Table 3 below.

The City has consistently paid more than the value of service received. In 2014/15, the City paid \$373,211 more than the value of service received through calls for service.

² The cost share is calculated separately for each Integrated Teams due to the differences of participating municipalities.

³ 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.

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

| All Integrated Teams – 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 | 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 |
| 2014/15 | 1,745 | 3,357,641 | 2,984,430 | 373,211 | 1,924 |
| 3 Year Average | 1,909 | 3,191,662 | 2,986,063 | 205,599 | 1,672 |

For a cost share comparison to the “Value of Services Received” of Integrated Teams for all participating municipalities (excludes Provincial figures), please refer to Attachment 1. For Richmond’s cost share to the “Value of Service Received” for individual teams, please refer to Attachment 2.

A review of the cost sharing compared to the calls-for-service showed that most municipalities pay more than their usage in terms of calls-for-service. Table 4 is a comparison of other larger participating municipalities cost share compared to the value of service received.

Table 4 – Comparison of Major Cities Over Two Years

| City | 2014/15 | | | 2013/14 | | |
|-------------------------|------------|---------------------------|-------------------------------------|------------|---------------------------|-------------------------------------|
| | Cost Share | Value of Service Received | Difference: Paid More / (Paid Less) | Cost Share | Value of Service Received | Difference: Paid More / (Paid Less) |
| Burnaby | 4,379,129 | 4,476,100 | (96,971) | 4,391,771 | 3,465,605 | 926,166 |
| City of North Vancouver | 1,059,810 | 681,037 | 378,773 | 1,051,233 | 671,566 | 379,667 |
| Richmond | 3,357,641 | 2,984,430 | 373,211 | 3,290,570 | 2,918,115 | 372,455 |
| Surrey | 11,014,955 | 13,483,705 | (2,468,750) | 10,691,696 | 13,834,701 | (3,143,005) |

The current funding formula for the Integrated Teams is based on 25% population and 75% of all criminal case offences. As highlighted in Attachment 1, 16 out of the 24 (67%) contracting partners of Integrated Teams paid more than the value of service received in 2014/15. The Integrated Teams ensure a regional cost sharing model for potentially costly and unforeseen investigations.

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.



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ATTACHMENT - 1

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

| All Integrated Teams 2014/15 - Comparison of Cost Share to Value of Services Received | | | | | | | |
|---|-------------------------------------|---------------------------|-------------|-----------------------------------|-------------|------------------------|-----------------------|
| Municipality | Number of Calls For Service 2014/15 | Cost Share Amount 2014/15 | | Value of Service Received 2014/15 | | Paid More/ (Paid Less) | Cost per Call 2014/15 |
| <i>Abbotsford</i> | 1,091 | 1,691,189 | 4.4% | 1,193,432 | 3.1% | 497,757 | 1,550 |
| Burnaby | 2,375 | 4,379,129 | 11.5% | 4,476,100 | 11.8% | (96,971) | 1,844 |
| Chilliwack | 1,395 | 2,099,579 | 5.5% | 2,886,829 | 7.6% | (787,250) | 1,505 |
| Coquitlam | 1,309 | 2,243,471 | 5.9% | 1,669,728 | 4.4% | 573,743 | 1,714 |
| <i>Delta</i> | 208 | 535,273 | 1.4% | 256,584 | 0.7% | 278,689 | 2,573 |
| Hope | 94 | 191,561 | 0.5% | 126,678 | 0.3% | 64,883 | 2,038 |
| Kent | 48 | 94,976 | 0.2% | 587,121 | 1.5% | (492,145) | 1,979 |
| Langley City | 564 | 852,428 | 2.2% | 657,858 | 1.7% | 194,570 | 1,511 |
| Langley Township | 1,292 | 2,135,985 | 5.6% | 2,432,023 | 6.4% | (296,038) | 1,653 |
| Maple Ridge | 1,054 | 1,704,626 | 4.5% | 1,954,819 | 5.1% | (250,193) | 1,617 |
| Mission | 437 | 956,904 | 2.5% | 904,902 | 2.4% | 52,002 | 2,190 |
| <i>New Westminster</i> | 323 | 1,217,821 | 3.2% | 1,059,825 | 2.8% | 157,996 | 3,770 |
| North Vancouver City | 435 | 1,059,810 | 2.8% | 681,037 | 1.8% | 378,773 | 2,436 |
| North Vancouver District | 334 | 1,205,842 | 3.2% | 345,700 | 0.9% | 860,142 | 3,610 |
| Pitt Meadows | 208 | 347,687 | 0.9% | 210,712 | 0.6% | 136,975 | 1,672 |
| Port Coquitlam | 334 | 1,082,778 | 2.8% | 634,348 | 1.7% | 448,430 | 3,242 |
| <i>Port Moody</i> | 79 | 336,160 | 0.9% | 132,172 | 0.3% | 203,988 | 4,255 |
| Richmond | 1,745 | 3,357,641 | 8.8% | 2,984,430 | 7.8% | 373,211 | 1,924 |
| Sechelt | 51 | 170,050 | 0.4% | 339,311 | 0.9% | (169,261) | 3,334 |
| Squamish | 174 | 474,111 | 1.2% | 214,579 | 0.6% | 259,532 | 2,725 |
| Surrey | 7,136 | 11,014,955 | 28.9% | 13,483,705 | 35.4% | (2,468,750) | 1,544 |
| <i>West Vancouver</i> | 86 | 228,630 | 0.6% | 119,494 | 0.3% | 109,136 | 2,658 |
| Whistler | 69 | 340,020 | 0.9% | 330,020 | 0.9% | 10,000 | 4,928 |
| White Rock | 97 | 343,482 | 0.9% | 382,698 | 1.0% | (39,216) | 3,541 |
| | 20,938 | 38,064,108 | 100% | 38,064,108 | 100% | | 1,818 |

NOTES

(1) Abbotsford: IHIT and PDS only

(2) Delta: ERT and PDS only. Joined ERT and PDS less than 3 years

(3) New Westminster: ERT, IHIT and PDS only. Joined ERT and PDS less than 3 years

(4) Port Moody: ERT, IHIT and PDS only. Joined ERT, IHIT and PDS less than 3 years

(5) West Vancouver: ICARS and IFIS only. Joined ICARS and IFIS less than 3 years

ATTACHMENT – 2

| Emergency Response Team – 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 | 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 |
| 2014/15 | 47 | 513,702 | 258,378 | 255,324 | 10,930 |
| 3 Year Average | 73 | 480,847 | 277,802 | 203,045 | 6,587 |

| 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 |
| 2014/15 | 21 | 204,817 | 245,517 | (40,700) | 9,753 |
| 3 Year Average | 17 | 200,951 | 212,707 | (11,756) | 11,821 |

| 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 |
| 2014/15 | 787 | 907,594 | 900,474 | 7,120 | 1,153 |
| 3 Year Average | 863 | 846,758 | 899,232 | (52,473) | 981 |

| 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 |
| 2014/15 | 4 | 1,127,113 | 1,026,789 | 100,324 | 281,778 |
| 3 Year Average | 3 | 1,063,021 | 968,868 | 94,153 | 354,340 |

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

| 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 |
| 2014/15 | 886 | 604,415 | 553,272 | 51,143 | 682 |
| 3 Year Average | 953 | 600,084 | 627,454 | (27,370) | 630 |