

TO: UBCM Members
FROM: UBCM Executive
DATE: October 1, 2009
RE: **POLICE SERVICES IN BRITISH
COLUMBIA: AFFORDABILITY AND
ACCOUNTABILITY**

POLICY PAPER

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2009 CONVENTION

1. DECISION REQUEST

To consider recommendations that UBCM might forward to the federal and provincial government regarding the RCMP contract negotiations.

2. INTRODUCTION

The discussion paper overall looks at two key issues of concern to local government regarding policing namely the affordability and accountability of the service provided.

The paper is divided into four parts. The first part of the paper provides a historical overview of how policing costs have been paid for in the past and how they are paid for today. In addition, it looks at what the police costs are today and some of the emerging trends that local governments will be faced with in the future.

The second part of the paper looks at the results of a UBCM survey sent out to local government that looked at the affordability and accountability of police services. In addition, the paper examines a number of issues related to the RCMP contract such as the renewal of the agreement, time frame for renewing the agreement and cost sharing of regional/integrated police units. It also highlights comments provided by local government on the issues and the various actions that might be taken to improve the current arrangements.

The third part of the paper looks directly at the RCMP contract and identifies a list of issues that need to be addressed in future contract negotiations between the federal and provincial government. Each issue is examined and specific changes suggested to the existing agreement.

Finally, the document looks at some basic principles from a local government perspective that might be considered to frame the development of a future partnership on police services and outlines some general recommendations.

3. BACKGROUND

The province has the constitutional responsibility for the administration of justice in British Columbia. Under the Police Act it has the legislative mandate to ensure adequate and effective policing in the province. The province is also responsible for the enactment and enforcement of provincial laws, a responsibility which imposes certain duties on police services. Provincially contracted (RCMP) and municipal police must enforce all laws.

The Police Act requires that all local governments over 5,000 population provide police services. Local governments have the option of establishing their own municipal police force or entering into an agreement with the province for police services to be provided by the RCMP.

The federal government is responsible for the policing of federal laws and works closely with the provinces and municipalities to ensure that federal laws/criminal code are enforced. The federal government funds 10% to 30% of the costs to the province and municipal government for policing services provided by the RCMP. The RCMP Act mandates the RCMP to enforce federal statutes, provide criminal intelligence and support services, and deliver cost-shared policing services.

The federal support for policing in the province is based on two elements:

1. The performance of federal enforcement and investigative duties by the RCMP within the agreements;
2. The “intangible benefits” that flow to the national police force through involvement in these policing services.

Internal analysis undertaken for the federal government in the 1990’s suggested that enforcement of federal laws carries a benefit of about 10% and the “intangible benefits” from the creation of national police force carries a benefit of about 15% for a total benefit of around 25%.

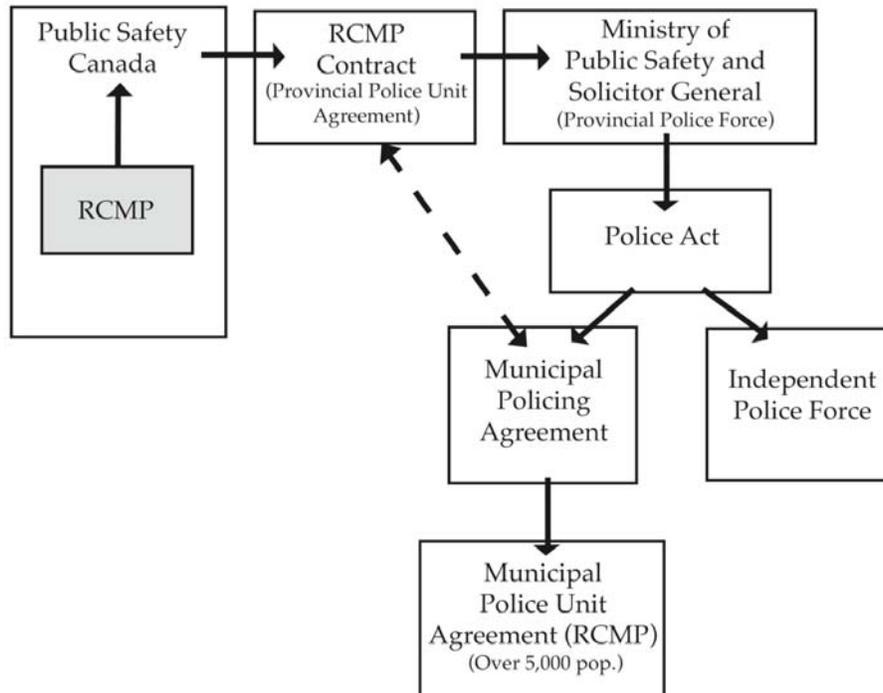
There are three RCMP policing agreements in BC:

- Federal/Provincial agreement entitled – Provincial Police Services Agreement;
- Federal/Provincial master municipal agreement entitled – Municipal Policing Agreement;
- Individual Provincial/Municipal agreement entitled – Municipal Police Unit Agreement.

A total of 58 municipalities have signed Municipal Police Unit Agreements (MPUA) - 28 municipalities between 5,000 and 15,000 population and 30 municipalities over 15,000 population.

The following diagram outlines the general framework used in negotiating the agreement for RCMP services from the federal government.

Federal/Provincial RCMP Contract



Local Government Role: Federal-Provincial RCMP Contract Negotiations

The federal and provincial government view the discussions regarding the provision of services for policing in the context of their authority laid out in the Canadian constitution.

Prior to the 1992 RCMP contract UBCM was consulted on an informal basis by the province about some of the provisions being considered in the federal-provincial discussions regarding the RCMP agreement.

UBCM was involved, as a member of the provincial negotiating team, in the 1992 contract negotiations and appointed a local government representative to the provincial negotiating team. UBCM was asked to participate in the current discussions around the renewal of the RCMP contract after 2012 and has appointed a local government representative to be a member of the provincial negotiating team.

Financial Cost of Policing Services in British Columbia

Municipalities with over 5,000 population are required to provide police services. Presently, 70 municipalities are required to provide police services – this does not include West Kelowna (recently created), Kent or Duncan, all of whom were identified as going over the 5,000 threshold in the 2006 Census.

There are two components to the policing cost issue. The first is how policing costs are divided (cost share) and the second is the make up of the costs (cost base).

Cost Share

Municipalities may choose to establish their own municipal forces or contract with the Royal Canadian Mounted Police (RCMP) or another municipality to provide police services. Currently, 12 municipalities are policed by independent municipal police forces and 58 municipalities were party to a contract for RCMP services (Victoria police force provides policing services for both Victoria and Esquimalt).

The remainder of BC is policed by the RCMP as a provincial police force that is cost-shared between the province and the federal government on a (70% provincial and 30% federal cost share).

Two models exist as the result of decisions made in 1953, when the province decided to shift from a provincial police force to contract for the delivery of RCMP services from the federal government. A number of local governments at that time opted to retain their own municipal police force rather than contract for policing services with the RCMP.

The 12 municipalities that are policed by an independent municipal police force pay 100% of the costs of policing.

The 58 municipalities who obtain policing services from the RCMP through an agreement between the federal and provincial government pay the following costs:

1. Those with a population in excess of 15,000 pay to Canada 90% of the total expenditures, excluding overtime, made by Canada to provide municipal police services in each separate municipality.
2. Those with a population between 5,000 and 15,000 (prior to the latest Census) pay to Canada 70% of the total expenditures, excluding overtime, made by Canada to provide municipal police services in all municipalities between 5,000 and 15,000 in BC.

The Province provides police services in the 86 municipalities of less than 5,000 population and in rural areas. Both small municipalities and rural areas pay a police tax levy, which contributes to the costs of the police services provided, but is not intended to cover the full costs of the service. It is estimated that the provincial costs of providing policing in small communities and rural areas is approximately \$64 million dollars. The amount of funding provided by the police tax was \$32 million in 2007.

The unincorporated areas of the province also receive a tax credit from the provincial rural tax of \$0.10 per \$1000 (all assessment classes) to offset the rural police tax – this is intended to recognize the fact that under the rural property tax rural residents already contribute to the cost of policing rural areas.

In addition, rural areas and small municipalities receive an offset for traffic fine revenue that is subtracted from the police tax allocated to the area. The traffic fine revenues are allocated on the basis of policing costs in each electoral area and small municipality.

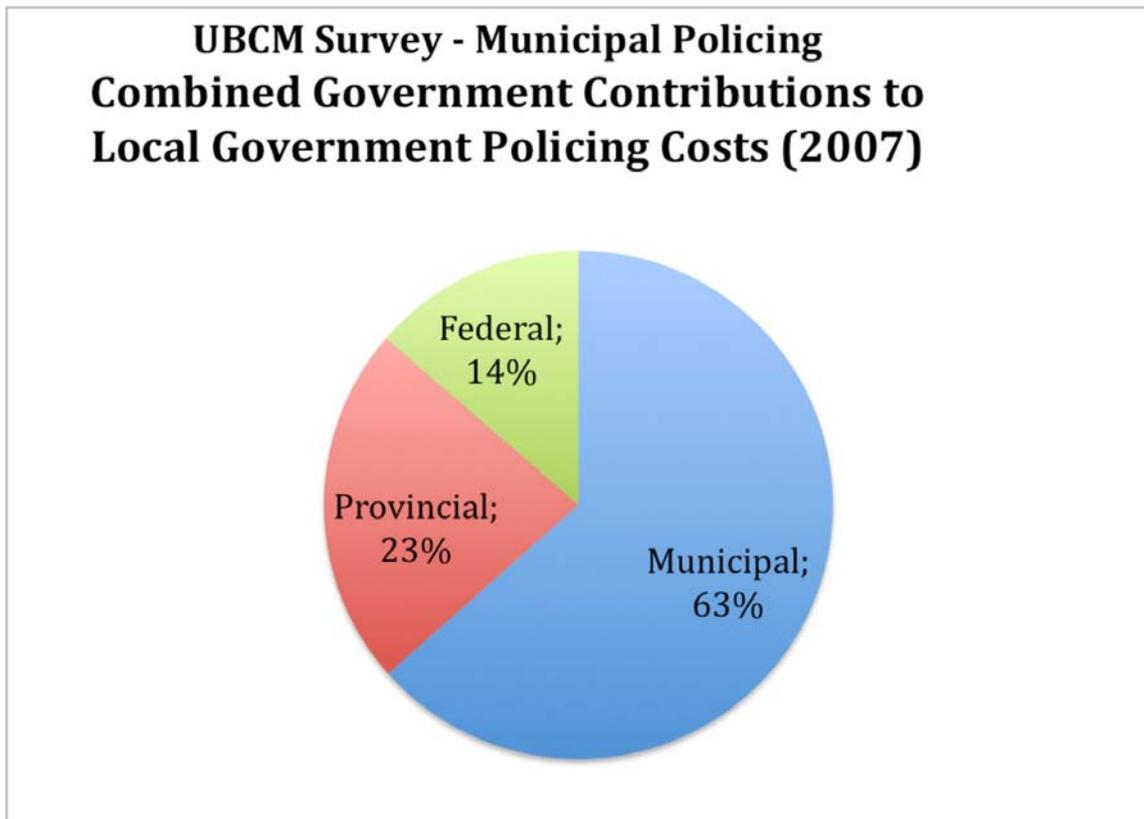
The following table outlines how the costs are divided among the three levels of government:

**GOVERNMENT CONTRIBUTIONS TO LOCAL GOVERNMENT POLICING
(2007 calendar year)**

	NUMBER of MUNICIPALITIES	POLICE	POPULATION	POLICE COSTS
Own Force	12	2,262	1,247,344	\$347,745,929
Over 15,000 RCMP	28	2,696	2,109,601	\$369,652,430
5,000-15,000 RCMP	30	433	303,982	\$ 47,208,611
TOTAL MUNICIPALITIES	70	5,272	3,576,874	\$764,606,970
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PROVINCIAL		POLICE	POPULATION	POLICE COSTS
PROVINCIAL RCMP (cost shared 70% - 30% with federal government)				
86 Munis Under 5000 population			174,388	\$276,252,542
Unincorporated Areas			541,888	
TOTAL PROVINCIAL	-	2,047	716,276	\$276,252,542
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FEDERAL		POLICE	POPULATION	POLICE COSTS
Over 15,000 RCMP (10% costs)				\$31,179,738
5,000-15,000 RCMP (30% costs)				\$14,746,883
Provincial (30% costs)				\$118,393,947
TOTAL FEDERAL	-			\$164,320,568
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TOTAL - ALL BC	-	7,816	4,380,256	\$1,205,180,080

(Note: 2006 Census: Squamish, Colwood and Pitt Meadows were identified as going over the 15,000 population threshold; Kent and Duncan were identified as going over the 5,000 population threshold, West Kelowna was established with a population over the 5,000 population threshold; Mackenzie and Spallumcheen were identified as falling below the 5,000 population threshold)

The following pie chart outlines the contribution made by each level of government to police costs on a percentage basis:



The federal and provincial government provide funding for a broad range of police services (see Appendix E for specific details - note the costs outlined by the province are based on the fiscal year and do not include all the costs that are borne 100% by local government, such as accommodation, support staff, office supplies etc.).

The federal and provincial government spend approximately \$14.5 for First Nation police services. This is cost shared at 48% provincial and 52% federal support.

The federal and provincial government have set up a number of specialized police teams, (independently and jointly) to address the growing complexity of criminal investigations – cyber crime, international, drugs, gangs etc. In many cases the costs of these teams are shared, but it is not clear how the level of funding is determined.

The federal and provincial government have established 23 specialized police units to deal with crime. Local governments in the Lower Mainland are directly involved in five of the specialized units and have been requested to pay \$12.5 million toward the operation of these integrated units. A number of specialized units are in the process of being set up in RCMP regional offices (i.e. for murder investigations, gangs and drugs, etc.).

Both the federal and provincial government pay for the cost of provincial integrated teams (provincial contribution is \$63 million and federal contribution is \$29 million) and DNA testing (\$910,000 provincial contribution and \$390,000 federal contribution).

The province paid \$45 million in infrastructure costs to create a new communication system for police services in British Columbia (PRIME).

The province is currently providing \$59 million in traffic fine revenue grants to local government. The traffic revenue grants are intended to be used for policing and crime prevention measures in the community. The provincial government sees this as a contribution toward local government police costs.

Cost Base

The Treasury Board of Canada funds the RCMP and has the sole authority to approve the terms and conditions of costs related to employment within the Force, including matters of compensation.

In the early 1990's, the salaries for all federal employees, including the RCMP were frozen. After the freeze was lifted, a new approach was adopted and a Pay Council of staff representatives and management under a neutral chair was formed to develop a methodology for comparison with the larger police forces in Canada. The Pay Council was also intended to provide a forum within which the needs of both management and members could be aired.

The total compensation methodology currently used for regular members up to the Superintendent level was created by evaluating each component of compensation within eight major municipal Canadian police forces including the Vancouver Police Department, Ontario Provincial Police and Sûreté du Québec (Quebec Provincial Police). The RCMP's compensation package is based on the average of the top three national police forces.

While the Pay Council makes a recommendation to the RCMP Commissioner for changes to the compensation package, the sole authority rests with the Treasury Board, and they may or may not accept the RCMP Commissioner's recommendation. The final decision by Treasury Board then applies to pay packages for all RCMP regular members across the country.

Costs

Direct Costs: Total direct costs for the seven year period of 2002 – 2009 indicate a growth rate of 2.73% a year. Direct costs include the following:

- Wages and allowances
- Overtime
- Operating and Maintenance Expenditures
- Capital (excluding real property)

Indirect Costs: Indirect costs include items such as pensions, employment insurance and training. The indirect costs associated with an average full-time RCMP member have increased in the past seven years at the following annualized rates:

Per RM Pensionable Cost	8.2%
Rate/per RM EI Contribution	-3.1%
Div Admin	5.7%
ERC/PCC per RM	4.9%

Annual Full Cost per RCMP Member (100% dollars): The annual average cost for a typical full-time RCMP Municipal member has increased from approximately \$110,000 in 2002 to \$138,000 in 2009, reflecting 3.3% annualized growth. These figures include pay plus operations and maintenance (O&M). When the federal government's share of costs is factored, actual costs to municipalities are less than the noted figures – note the federal government pays 10% for municipalities over 15,000 population and 30% for municipalities between 5,000 and 15,000 population.

Average Salary per RCMP Member (100% dollars): The average salary per full time employee has increased from \$66,159 (2002) to \$78,675 (2009). These figures indicate an overall increase of 18.92% or 2.51% annualized.

Cost for an Average Police Car: An average police car costs \$31,000 (Crown Victoria model) plus \$11,000 for fit-up, totaling \$42,000 – the cost of police vehicles for municipalities between 5,000 and 15,000 population are pooled.

O&M Cost Drivers: The O&M cost drivers that have increased more than 4% annually are:

Overtime	7.95%
Training	11.53%
Fuel	7.25%
Vehicle Fit-up	16.06%

Police Financing - Emerging Issues

The original intent of the RCMP contract was that a community would be entering into an agreement with the province that included a complete package of policing services. The agreement would provide some certainty as to the police costs that the local government would need to pay.

In the Pickton murder case to date the province has spent over \$89 million and the federal government has spent over \$38 million on investigating and gathering evidence to obtain a murder conviction. One of the realizations of this case appears to be a recognition on the part of the federal and provincial government that more specialized police resources are required to deal with police investigations and to view these specialized resources as extra services – murder investigations involving gangs, drugs or international links etc. It raises the question: Is this increased specialization of police officers required for

delivering local police services? and, if not, - Who should pay for the costs of training the specialized officers and the increased costs associated with this (i.e. salary, equipment and ongoing training etc.)?

Due to the increased complexity of crimes, there is a growing trend to assign additional costs to local government that are not identified in the RCMP contract. For example, local governments are being charged additional investigation fees where specialized policing services are needed, such as the District Major Crime Unit. Depending on the complexity of the case, these costs could be as high as \$1,000,000.

Local governments are also being charged for new technology that is needed to make policing more effective. For example, the cost of putting computers in police cars and the future maintenance of this technology is a cost that local governments are required to pay. This is only a small example of an increasing range of technological changes that might be introduced into policing in future years.

In addition, the province introduced a new communication system for policing services called PRIME. Local governments are now charged a monthly fee for the use of this system, which was initially intended to replace a system that the RCMP was using in the province. The cost of operating the system appears to be increasing rapidly. The fee is currently \$500 per officer per year and is scheduled to increase to \$1,000 per officer per year next year. The RCMP is also in the process of developing a new national communication system and it is not known at this time whether or not local government may be asked at some point in the future to cover some of the costs of this new system.

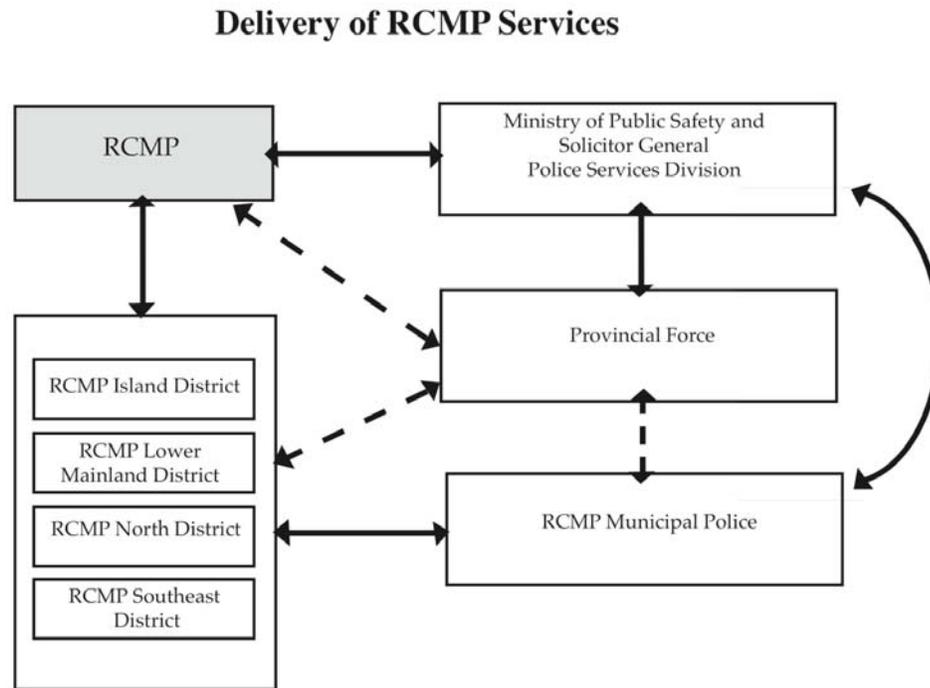
In general, the management of the RCMP contract continues to be a challenge and it raises a number of questions: Who is responsible for the management of the RCMP contract? Who is managing the RCMP contract? How is the RCMP contract being managed?

Under the current contract it would appear that the province is responsible for the management of the RCMP contract. However, the province does not have the resources and does not have the information to monitor the various contracts that are in place. The complexity of this issue is highlighted in communities where there is a joint detachment and a large First Nations band in the area. The costs are split among the municipal force, provincial force and a federal/provincial component. It becomes unclear whose resources are being used in this case and how the cost-share formula is allocated becomes uncertain. There is no clear indication as to who is responsible for ensuring that the costs are monitored and allocated appropriately.

In the past 5 to 10 years large municipalities, as a result of the increasing costs, have focused additional resources on the management of the contract. They have employed staff to monitor the contract and work directly with the RCMP. The need for this type of action was not contemplated during earlier RCMP contract negotiations. In other cases the municipality has had to rely on the provincial government to address contract/billing issues that arise. The province has responded on a complaints basis and has attempted to address the issue raised.

Delivery of Policing Services in British Columbia

The diagram below provides an overview of how police services are delivered by the RCMP and the province to local government.



The province, based on the legislative framework and RCMP contract, is responsible for the delivery of policing services and in consultation with the RCMP determines the level of service that will be provided in each area. There are a number of underlying factors in this decision. One is the minimum standard (# of resources) set by the RCMP Commissioner, which is intended to ensure that the safety of RCMP members is not compromised and adequate/effective police services is provided throughout the province. The second is the goals and objectives set by the province in the delivery of policing services.

There appears to be two growing trends that are challenging the traditional model of delivering police services. One trend is recent efforts by the RCMP/province to regionalize the delivery of police services to establish a more effective and efficient police service. The second trend is the increasing specialization of police services caused by the growing complexity of criminal activity and technology.

The RCMP in consultation with the province has established the following district based policing units:

RCMP Island District

RCMP Lower Mainland District

RCMP North District

RCMP Southeast District

In addition, the delivery of service in some areas has been re-organized to provide service on a regional basis, such as in the Elk Valley, Chilliwack area and Nelson area. This has meant combining a number of detachment offices that existed in smaller communities and delivering the service from a single community.

Specialized policing units have been created in the past few years to deal with a number of crime issues on a regional basis. These specialized units report directly to the RCMP and the province. Local governments in the Lower Mainland contribute \$12.5 million in funding toward these specialized policing units.

There is a perception amongst some local governments that they are subsidizing the delivery of police services at both the federal and provincial level. It is difficult to assess the extent to which this may be taking place, however, the size of the provincial RCMP force has seen limited growth over the 10 year period between 1998-2007 - growing from 695 to 784 police officers in provincial detachments. In the survey undertaken by the UBCM a number of local governments commented on the current situation. One local government outlined the issue from an urban perspective as follows:

Local governments are subsidizing the federal government's policing costs. The number of municipal police positions has increased significantly while positions responsible for federal policing has dropped. The municipal police officers are taking on more federal policing responsibilities in the areas of border security, drug investigations and cyber crime. Additionally, local governments pay 100% of the cost of detachment support staff and facilities.

A second local government with a joint police detachment that serves both the municipality and the surrounding areas (rural and small communities) described the situation in the following way:

While the rural (regional) areas of [the community] have grown significantly over the past twenty years the staffing levels of the Provincial Unit has not changed and often has vacancies. Inadequate member strength for the Provincial (rural/regional) areas has had a significant impact to enforcement to the city. The city has increased its member strength in an effort to address this issue. This is not only "not sustainable", but will have a staggering effect on the city when the detachment is at full strength and the city is subsequently billed accordingly.

Service Delivery - Emerging Issues

Regionalization and Specialization of Police Resources

The increasing complexity of criminal activities has resulted in an overlapping of jurisdictional and inter-jurisdictional investigations. The increasing gang and drug

activity at the provincial, national and international level has raised questions about how policing services should be delivered in the future.

In the past, ordinary criminal activity committed entirely within the boundaries of a municipality was determined to be the responsibility of the local community. Today a significant portion of major criminal activity appears to be carried out on an organized provincial, inter-provincial or international level. The reality is that local communities do not have the resources or the expertise to deal with this type of activity.

This is not a new issue, but as we move forward into the future it will become increasingly important. Under the present system the process it is not clear as to when and how a criminal investigation is shifted from a local responsibility to a provincial and/or federal responsibility. Local governments are currently left paying a portion of the costs of ongoing investigations that go well beyond their jurisdictional boundaries.

The increased complexity around the delivery of policing services raises a number of questions that need to be addressed - Who is responsible for investigating crimes which have regional, inter-provincial and international implications and the costs related to these investigations? When do the provincial and the federal government take responsibility for the criminal investigation and the costs associated with it? Who gets to make the decision that an investigation is no longer a local matter?

Brown Report

A Task Force on Governance and Cultural Change in the RCMP (Brown Task Force) prepared a report entitled "Rebuilding the Trust" which was submitted to the federal government on December 14, 2007. The Brown Task Force made a total of 49 recommendations for changes in the structure, accountability, independence and oversight of RCMP operations. The federal government created a Reform Implementation Council to guide and assist the RCMP reform process until March of 2009.

The report made four major recommendations:

- conversion of the RCMP to a separate entity from government and separate employer status;
- establishment of a Board of Management to independently oversee the RCMP's financial affairs, personnel, property, services, resources and procurement;
- creation of an independent Commission for complaints and oversight of the RCMP;
- implementation of a renewal Council to oversee the renewal process and provide public updates.

The Task Force made two key recommendations of particular interest to local government:

Recommendation 41 – Delegation of Decision Making with Respect to Contract Policing
The RCMP should examine and review its approval authorities to ensure that those closest to operational police activity have the requisite authority to make decisions in a timely manner.

Recommendation 42 – Contract Partner Participation

Headquarters should give greater weight to the views and priorities of contracting authorities and should involve them in a more meaningful way in decisions that have an impact on their jurisdictions.

The RCMP has established a Change Management Team to coordinate the many initiatives identified in the report.

Ontario Court Decision – RCMP Labour Relations

A recent decision by the Ontario Supreme Court has brought into question the future direction of labour relations between the federal government and police officers employed by the RCMP. Two underlying issues were raised. The first issue was whether or not RCMP officers have the ability to unionize if they choose to. The second issue was what the nature of the labour relations model should be between the federal government and police officers employed by the RCMP.

The court ruled that *Royal Canadian Mounted Police Regulations* (s. 96) was unconstitutional - of “no force and effect” - and gave the federal government 18 months to consider its options and provide a new statutory framework for collective bargaining before the decision came into effect.

The federal government has reviewed the decision and is appealing it to the Supreme Court of Canada.

4. UBCM SURVEY - POLICE SERVICES: COST AND ACCOUNTABILITY

UBCM sent out a survey to all local governments in June of 2008 (see Appendix A for details). The survey looked at three specific issues. The first issue was the cost of policing, including whether or not it was sustainable and what actions the different levels of government could take to contain policing costs.

The second issue was whether or not the police were accountable to local government in the delivery of the police services provided, including what specific measures could be implemented to improve the accountability of the delivery of policing services.

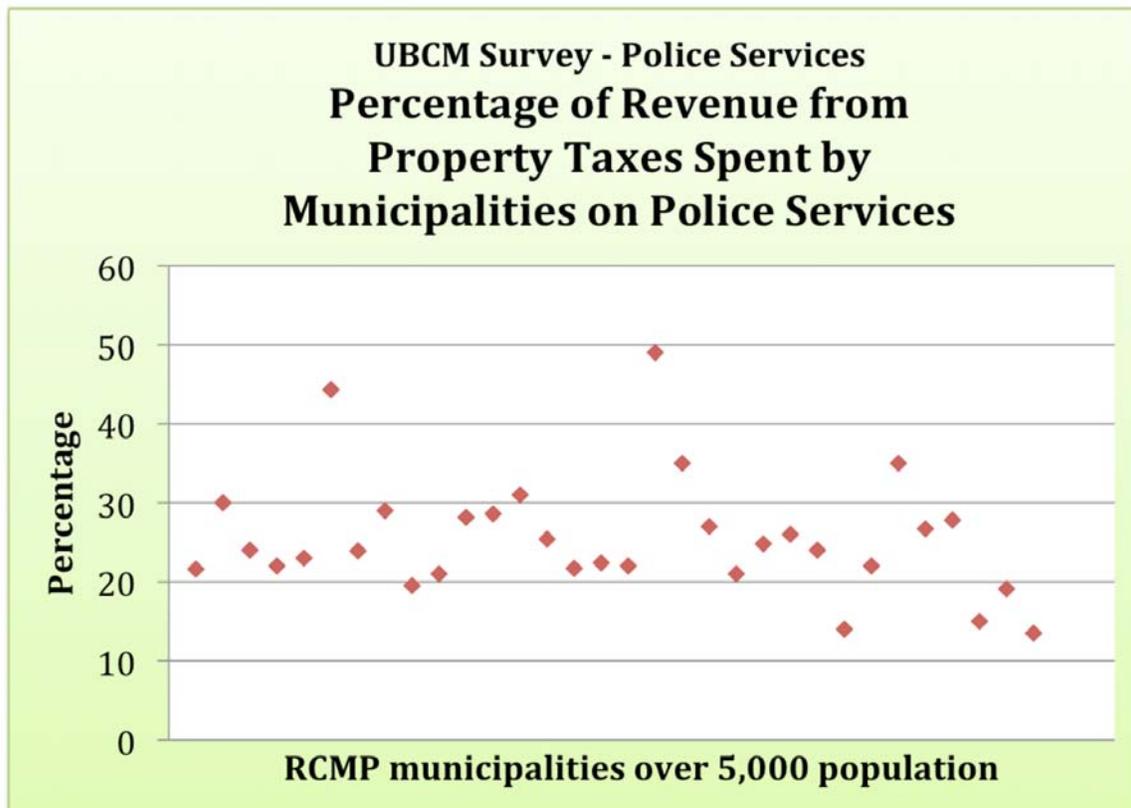
The third issue examined a number of concerns related to the RCMP agreement that will expire in 2012, such as whether or not the agreement should be renewed and if so, for how long, and whether or not the current cost-sharing formula was seen as fair.

Police Costs – Are they Sustainable?

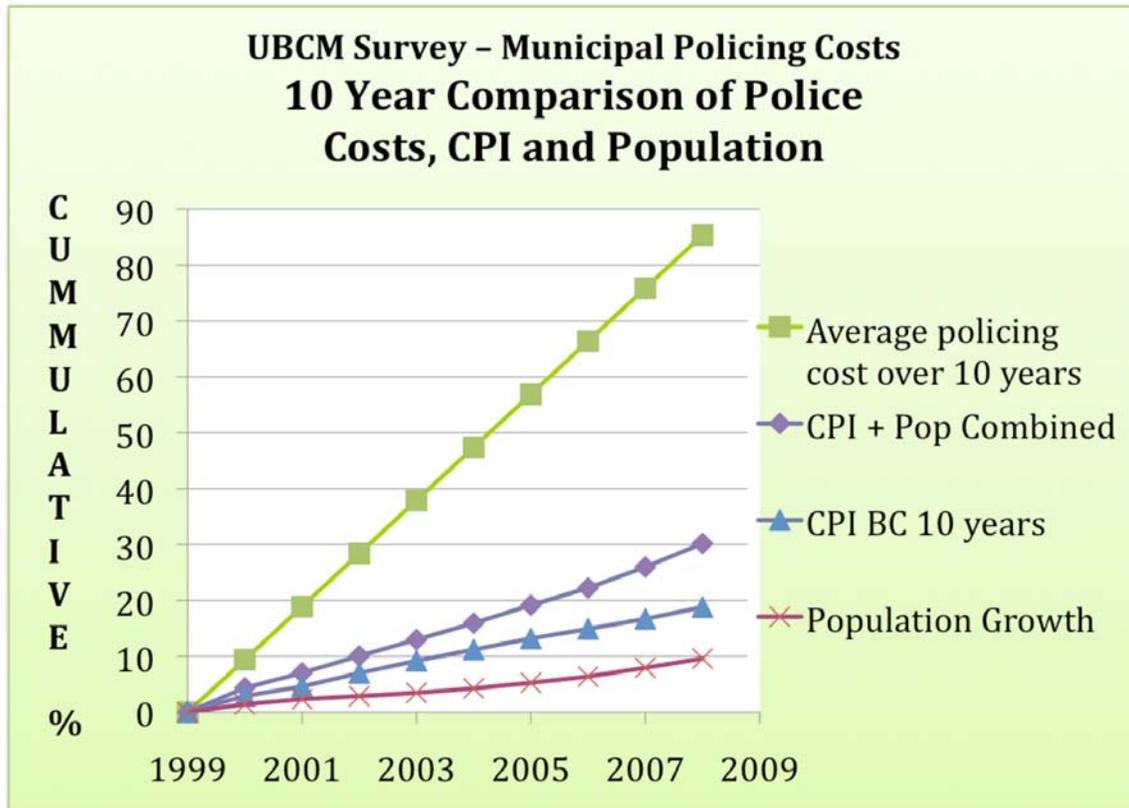
The first issue examined in the survey focused on policing costs and whether given the current trends, costs could be sustained. If policing costs were not affordable in the future what action might be taken to contain the costs?

A total of 70 local governments responded to the survey (see Appendix B for details). Approximately 69% of the local governments that operate directly under an RCMP agreement responded to the survey.

The UBCM survey requested that local government provide financial information on what it was spending on police costs in relation to a number of different indicators - % of revenue from property taxes, % of local government operating budget, % of local government expenditures – to determine if any clear patterns emerged. Of the three indicators only the data from the percentage of revenue from property taxes that was spent on police costs appeared to provide any meaningful information. The graph below indicates that local governments on average spent between 20 to 30 cents of every tax dollar collected from property taxes on police services.



Local government was also asked to provide information on whether or not the current trend in policing costs was sustainable. The following graph shows a comparison of the average cost of policing over the last ten years compared to the rate of inflation and the provincial population growth. The graph indicates that the costs of policing are increasing at a much faster rate than either the cost of living or the growth in population, which suggests that local governments will not be in a position to pay for these types of cost increases in the future.



In addition to the general information outlined above, a number of local governments provided some specific examples of how police costs in their community compared to increases in inflation, increases in population, and expenditures in other local government departments:

- *police costs have increased 46% over 5 years and 88% over 10 years while inflation increased 10% over 5 years and 21% over 10 years.*
- *police costs have increased 34% over 5 years and 93% over 10 years, while in the same period the population has increased 1% over 5 years and 4% over 10 years.*
- *police costs have increased 74% over 10 years, in comparison the fire department has only increased 51% and other police costs 29% over 10 years.*

The majority of local governments faced with direct policing costs indicated that police costs based on the current trends were not affordable. They indicated that:

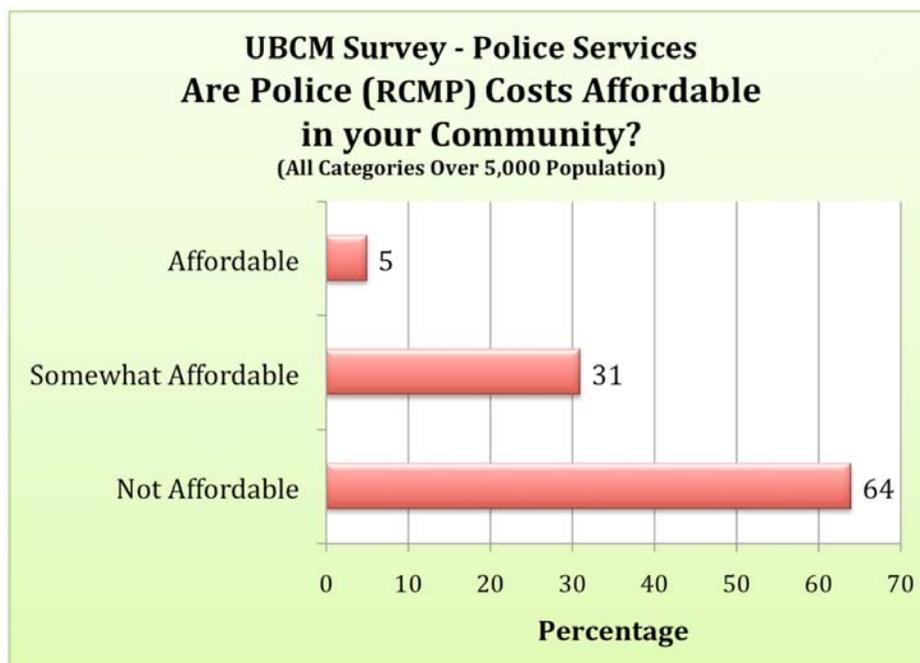
- *The trend is not sustainable. The police cost increases have been double the rate of increase in property taxes. The extent to which the police cost increase has exceeded the rate of increase in property taxes is a direct negative impact on the ability to fund other city functions.*
- *The increasing police expenses put pressure on other needed municipal services as there is limited overall tax tolerance.*
- *Police costs are not affordable especially if current trends are extrapolated over the next 5 years. The combined effect of population growth and inflation over the last 10 years would suggest that the police services budget should have increased by 55%. The police services budget increased by more than double that percentage.*

Local government suggested that the increasing cost of policing is having an impact on how it operates and outlined some of the actions it had taken to contain police costs:

- *the increase in the police services budget is at the expense of other goals and objectives of Council. Council sets an overall goal for tax increases each year, and where the policing services budget exceeds the goal, other programs must suffer to keep the overall impact in line.*
- *Becoming more difficult to afford overtime as the costs have a significant impact on the city budget and can mean other service areas are not able to be funded without large tax increases.*
- *Policing costs are becoming increasingly unaffordable . . . numbers would be higher, however the City has pushed the local detachment to consider civilianizing some members positions, the City has 10 unfunded member positions.*
- *Our municipality has offset increases in policing costs from dollars from new growth, reduction in service levels of other municipal services etc.*
- *Council has recently had to discontinue adding additional RCMP members to the municipal force as the tax impact would be too great.*

There were a range views, depending on the type of police services provided, as to whether or not police costs were affordable. Overall, 56% of the local governments indicated that policing costs were not affordable, 34% indicated that policing costs were somewhat affordable and 10% indicated the policing costs were affordable.

Approximately 64% of the municipalities policed under a direct RCMP contract suggested that police costs were not affordable and 31% suggested that the costs were somewhat affordable. The graph below illustrates the survey results on the affordability of police services in RCMP communities.



Local governments identified a number of different measures that the federal and provincial government might implement to contain policing costs:

- *The senior levels of government need to have more responsibility and fiscal investment in policing in order to provide the incentive to better deal with the factors contributing to the extraordinary increase in policing costs.*
- *Social policy changes to help address issues related to mental illness/homelessness and addictions – these issues currently spill onto our street and it is the police who deal with it – police costs rise accordingly.*
- *Provincial policing costs are unclear. There are a myriad of provincial and regional teams functioning in the province, with varying levels of provincial, federal and municipal funding dependent upon the team. A clear understanding of each level of governments' responsibilities with respect to policing and whether they are meeting those responsibilities is needed.*

A number of measures were also identified that local government could take to help reduce policing costs:

- *We are doing what we can; volunteers, community policing and civilianization of policing by providing more clerical help to put police on the street rather than behind desks.*
- *Utilize other resources to target community issues (i.e. by-laws, youth services, hire security company for down-town issues).*
- *Increase bylaw enforcement (i.e. attendance at local venues and functions, monitor pawn shops, bicycle controls etc.).*
- *Establish a Community Safety Officer (similar to the Community Policing model).*
- *Support volunteer partnership with police (streamline police action to criminal investigation through neighbourhood watch programs, citizens on patrol and auxiliary police).*

As one local government pointed out the initiatives taken by local government “will not decrease or hold the line on costs associated with enforcement and policing issues. These costs will be borne by the local government.”

The survey suggested there maybe an underlying level of frustration amongst local governments over their ability to deal with police costs:

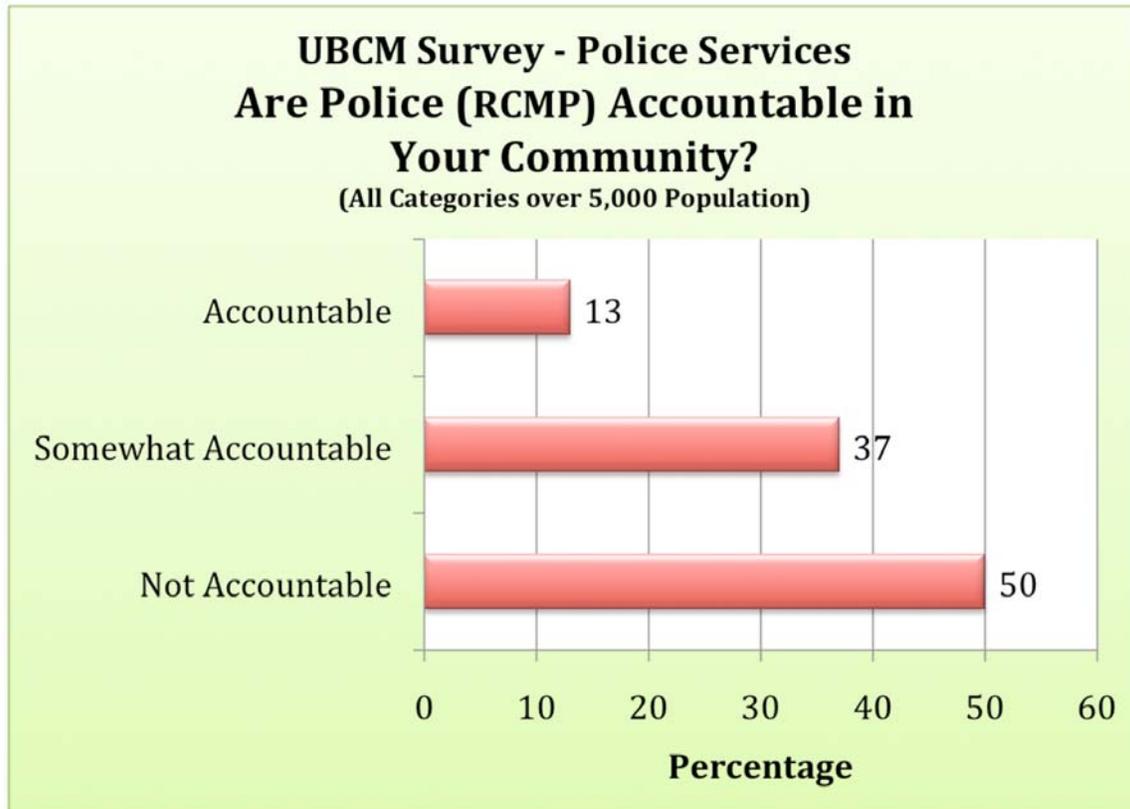
- *Currently, the only real variable the local government has is in the determination of the number of RCMP members. Without changing the ability of local government to have direct input over all local police related costs, there is little action that can be taken.*
- *It is frustrating because we are not in a position to do much, we are expected to pay whenever the RCMP tells us of impending cost increases, without having any real input into the process. Our costs keep increasing at double the rate of inflation, and our service levels do not seem to improve.*

Police Services: Accountability

The second issue reviewed focused on whether or not the police were accountable to local government in the delivery of the police services provided and what specific

measures might be implemented to improve local government accountability over the delivery of police services.

A large number of the local governments felt that the police were not fully accountable to local government for the services delivered. The graph below illustrates the results from the survey.



Local government suggested a high level of level of skepticism around the issue of accountability regarding the delivery of police services:

- *We pay the bulk of the local RCMP costs and accordingly the detachment does attempt to address local priorities. However, when there are discrepancies between local priorities and RCMP needs what E Division and Ottawa deem as priority supercedes local concerns.*
- *The police provide very little information on non-manpower budget items. RCMP is not willing to assist local government with local community problems – street parking, vandalism, security at public events.*
- *RCMP and agencies costs are continuously increased (even during mid-budget year) without consultation. There is a lack of transparency in budgeting and project planning (eg. side-arm replacement, pension costs, police vehicle replacement cycle, PRIME costs etc.).*

One local government described the general relationship between the local government and the local RCMP as follows:

The level of accountability is highly dependent upon the current relationship between the City (Mayor and Council, and the PPC) and the OIC. The OIC attends Community Safety Committee (Standing Committee of Council) for the purpose of informing them of activities, but not for consultation.

There are no performance standards in place by which to measure accountability. Financial procedures are not rigorous enough to ensure accountability for the policing budget, for example an accurate accounting of how overtime is utilized.

Local governments with their own police force appeared to be evenly split between those that felt policing services were fully accountable and those that felt it was not accountable. As one local government representative described the situation: *Council has not much of a say – Police Board accountable for Budget, and is not answerable to Council.*

Limited accountability due to current Police Board Governance Structure:

- *Generally Police Board Goals & Objectives setting exercise is done in isolation of Council;*
- *Council is presented with Police Board Budget as a “fait accompli”.*

In the case of those local governments under 5,000 population, who do not have an RCMP detachment office in the community, the general view was that the police were not accountable to local government for the services delivered. The situation was described as follows:

The local detachment has no direct accountability to the local government under 5,000 (pop.). The existing reporting structure of the rural detachment is unclear. There is no regular feedback between the local government and the local detachment.

All of the municipalities indicated that formal measures to improve accountability would be of assistance. The following measures were highlighted on a number of occasions:

- *Standardize police reporting at the detachment level (more than just stats) including a standard for the frequency of such reports.*
- *Develop and formalize a graduated dispute mechanism that would allow local government to resolve issues with the detachment/district directly.*
- *Allow local government participation in the selection of the OIC and key positions at the detachment, and in the OIC’s annual performance appraisal.*
- *Valid input into the budget process – often the forecast does not include decisions made at the local level regarding member strength increases, vehicle replacements, computer hardware etc. The city is asked to essentially approve the forecast yet has little to no detail on what the numbers include.*
- *Move decision making to the detachment level where possible. Quite often, National standards are not reflective of regional and local needs. The local detachment should be focused on understanding and delivering on the local police services priorities.*

The following accountability measures were identified in the survey, according to their perceived importance in assisting local government in ensuring that policing services are more accountable to the community:

- Establishment of a Formal Report on the Delivery of Police Services to Local Government and Approval of the Local Community Goals & Priorities established

- Development of 5 year Financial Plan by Police Force
- Local Government Role in the Appointment of OIC (Commanding Officer)
- Establishment of a Formal Dispute Process
- Establishment of an Independent Public Complaints Process
- Establishment of Provincial Committee on Policing
- Creation of a Local Police Services Committee

The need for these types of measures is best summarized in the following local government observation:

In the last thirty years, [our municipality] has had periods when the local RCMP detachment was very accommodating of the Council and community priorities, and open and accountable in dealing with the broader community. That is the current situation. On the other hand, there have been other times when the detachment communicated very little or not at all with the Council or the community. In the environment that exists today, which circumstance your community finds itself in depends on the philosophy and capacity of the officer in charge. It would be preferable if formalized processes solidified these requirements rather than leaving them to the discretion of the OIC.

RCMP Contract

The third issue examined in the survey was a number of issues related to the RCMP agreement which will expire in 2012, such as:

- renewal of the RCMP agreement – Should it be renewed?;
- time frame for renewing RCMP agreement;
- cost-sharing of integrated and/or regional policing teams;
- fairness of the current cost-sharing formula.

Over 85% of the local governments indicated a desire to renew the RCMP contract. The following observations were made:

- *The RCMP represents a cost effective model for police service in consideration of the current 10% contribution from senior governments and ability of local detachments to access assistance from larger organizations.*
- *There would be no benefit to trying to establish a provincial force. The existing federal and municipal models both work, but could function better. The goal should be to improve the existing models.*

There were different views on the length of the RCMP contract renewal. However, a majority felt that the contract should be renewed for 20 years for the following reasons:

- *20 years is supportable as long as an opportunity exists to amend every 5 years.*
- *As a proviso to the 20 year term there should be 5 year reviews of the agreement. There should be a Review Committee with municipal representation, and with appropriate mechanisms in place to solicit input from contracting municipalities.*
- *If the proper dispute resolution mechanisms are built in, with contractual flexibility to handle emergency issues, a longer term provides certainty for all parties. The renewal/negotiation process is arduous and expensive, and shorter than 20 years could result in instability.*

Over 70% of the local governments did not feel that local government should be required to pay for the cost of integrated and/or regional policing teams. The following reasons were outlined:

- *Integrated teams or regional teams that are dealing with federal/provincial related issues should be funded by the federal/provincial government.*
- *Costs for municipalities at 90/10 or even 70/30 share are too high. Federal and provincial government set most legislation regarding laws to be enforced. Should pay more toward enforcement than they currently do.*
- *The province should fund (through provincial taxation) costs associated with integrated and regional policing teams. While it is recognized that the majority of the costs associated with same are utilized by larger centres (i.e. Vancouver). It is also recognized that the cost of one incident in a smaller community would essentially place an undue financial hardship on the local government.*

It was suggested that an initiative in this area was one way that the province might help local government in containing police costs:

- *A key action by which the provincial government can make police services more affordable to local governments is for them to bear the expense of these integrated/regional teams. Again, other provinces routinely contribute to police costs for their municipalities.*

In looking at whether or not the current cost-sharing formula was fair the majority of local governments (approximately 75%) suggested that it was not fair. Local government provided the following points of view on the matter:

- *More and more of the issues facing the police are related to provincial issues such as gangs and social issues, and that should be reflected in the funding.*
- *Greater contribution from Federal Government is required. The Province needs to also provide a direct contribution to policing costs.*

Additional comments provided by local governments highlighted the reality of the situation that they feel they are faced with:

- *There is a significant amount of dissatisfaction with the formula simply due to the fact that the local government pays for 90% of the costs but has almost no say on the inputs driving those costs with the simple exception of the number of officers.*
- *The rationale for the current cost share formula has never been clearly defined. In addition, there is a greater degree of ambiguity around policing responsibilities across the three levels of government than in the past. For example, federal policing issues continue to grow, but the resources allocated to federal policing have dropped significantly.*
- *At the detachment level, there is no measurable accountability for police work that relates to local responsibilities versus provincial and federal responsibilities. Local governments just don't know how much time is spent on non-local police work.*

A number of comments were provided on the development of a partnership between the federal, provincial and local government in the delivery of police services. The comments reflected an underlying theme in the survey results – one of the most referenced issues in the survey – the need for the federal and provincial government to

recognize that they have a responsibility to provide police services and to provide direct funding for the police services required:

- *The roles, responsibilities, performance targets and most importantly the authority of each party should be clearly established.*
- *New cost allocation formula that more evenly distributes costs.*
- *If municipalities continue to pay the largest proportion of policing costs they must have input into service levels, priorities for enforcement, implementation of new initiatives.*

As one local government summarized the current situation:

Since the contract for municipal policing is with the Province not the federal government, it is the Province's responsibility to interact more closely with local government on policing issues and to actively represent municipal interests in negotiations with the federal government. This would also include advocating for changes to RCMP policy to acknowledge there are times when local government and provincial needs take precedence.

5. RCMP CONTRACT NEGOTIATIONS

The federal and provincial/territorial governments began discussions to identify the issues that needed to be addressed when renewing the RCMP agreement in 2007. UBCM held a meeting in March 2007 to discuss concerns that local governments may have about the current RCMP contract and identified a range of issues. It is anticipated that formal discussions on the renewal of the RCMP contract may begin in the fall of 2009.

Local Government Working Group

UBCM in 2008 appointed a local government representative to the Provincial Negotiating team discussing the renewal of the RCMP agreement and a local government working group to assist in this process (see Appendix C).

The Local Government Working Group in its initial review of changes required to the RCMP contract identified the following list of issues (see Appendix D for details):

Policing Costs

1. Funding Formula
2. RCMP Pay
3. Special Events/Emergency Planning
4. Financial Planning and Reporting
5. Accommodations
6. Equipment
7. Training Costs
8. Staffing - Vacancy Rates
9. Regional Integrated Teams

Accountability

10. Community Priorities
11. Support Staff
12. Performance Measures – Standards Policy
13. OIC Selection
14. Federal Policing (i.e. National Security, Border Patrol etc.)
15. Dispute Resolution Mechanism
16. Principal Police Contact
17. Term of Contract – Length of Agreement

There were some key policy issues raised, most of which have been raised previously with the UBCM, such as:

- Proceeds of Crime – sharing the benefits of financial assets obtained through criminal investigations that in many cases local governments have been involved in. This issue is also linked to the broader issue of the need for new revenue sources for local government to meet policing needs in the future;
- Keep of Prisoner – the fee paid by the province for prisoners kept in jails maintained by local government does not cover the costs;
- PRIME – the costs of the provincial communication system established to improve the delivery of policing is increasing significantly. Local governments have been notified that the cost for PRIME will increase from \$500 per officer to \$1,000 per officer next year.

6. PRINCIPLES

The federal and provincial/territorial governments are currently in the process of developing a set of principles on which to frame their future discussions with the federal government on the RCMP contract and the final outcome of the agreement. It would seem imperative that local government develop its own principle based approach so as to have a framework to assess future changes to the RCMP agreement.

Outlined below are some basic principles, based on UBCM general policy, which could be used for the development of a partnership between local government and the federal and provincial government to better address the financing and delivery of policing services provided by the RCMP:

- *Senior government policies and regulations that affect local government should respect the varying needs and conditions of different areas of the province.*
- *Governments at all levels should be committed to consultation and coordination of their actions to serve the public.*
- *Local government should be involved in the development and delivery of the programs of other levels of government which are designed to meet local needs.*
- *Governments should be committed to consultation and joint decision-making whenever they have responsibilities within the same area of jurisdiction.*
- *Programs that are exclusively determined by senior government should be financed by senior government from their revenue sources.*

- *Financial assistance should be provided to local governments when their policies over-ride local priorities or impose an additional financial burden on local government and that assistance should equate to the added cost burden.*
- *Conflicts on matters of public policy between local government and senior government should be settled by negotiation.*

7. CONCLUSION

UBCM undertook a survey of local government that looked at the following issues:

- cost of policing and whether or not current policing trends were sustainable;
- accountability of the police to local government in the delivery of police services at the community level;
- RCMP contract issues – renewal of the agreement, time frame for renewing the agreement, cost-sharing of regional/integrated police units, fairness of the current cost-sharing formula and the development of a partnership between the three levels of government.

The benefits derived from a national/provincial police force may be greater today given national security concerns and the Pickton incident, than have previously been recognized given federal and provincial responsibilities under the federal Criminal Code and the provincial Police Act.

The RCMP contract may no longer accurately reflect the model of police services being delivered today. The previous contract is based on a community policing model, but with the increased complexity of policing issues the federal and provincial government appear to be moving toward a regional/integrated policing model.

In the UBCM survey on police services 56% of the local governments indicated that police costs were not affordable. Local governments further indicated that increases in police costs were outstripping increases in inflation, population and expenditures in other local government departments and that current trends were not sustainable. Local governments indicated that police costs were already having an impact on its operations and the increasing costs were limiting the delivery of other services in the community.

There is an increasing need for the federal and provincial government to take more responsibility and provide an increased fiscal investment in police services.

The federal and provincial government need to address the root problems of crime and provide increased funding for mental health treatment, drug rehabilitation, homelessness, and crime prevention initiatives at the community level – these issues currently spill over into the street and it's the police who deal with them.

A majority of the local governments indicated that the police were not fully accountable to local government for the police services delivered. Local governments in general supported the introduction of formal measures to maintain and enhance police accountability:

- Establishment of a Formal Report on the Delivery of Police Services to Local Government and Approval of the Local Community Goals & Priorities established
- Development of 5 year Financial Plan by Police Force
- Local Government Role in the Appointment of OIC (Commanding Officer)
- Establishment of a Formal Dispute Process
- Establishment of an Independent Public Complaints Process
- Establishment of Provincial Committee on Policing
- Creation of a Local Police Services Committee

Over 85% of the local governments that are covered under the current RCMP contract supported renewing the agreement. The majority of local governments supported renewing the agreement for a 20 year term provided there were provisions to review the agreement every 5 years and effective ways of addressing new issues or problems that may rise.

Over 70% of the local governments did not feel that local government should be required to pay for regional/integrated police units. The general view was that regional/integrated units were established by the federal and provincial government to address major crime issues and were responsible to them for the actions undertaken.

Local government comments regarding the development of a partnership between the three levels of government on policing focused on the need to clearly identify the roles and responsibilities of each level of government and the authority that each party had. There was an underlying sentiment that the police costs that each level of government paid needed to more accurately reflect the level of responsibility exercised over the delivery of the service.

8. RECOMMENDATIONS

That UBCM request that the federal and provincial government implement the following measures related to the financing and delivery of police services.

Principles

Principles for the development of a partnership between local government and the federal and provincial government to better address the financing and delivery of policing services provided by the RCMP:

- *Senior government policies and regulations that affect local government should respect the varying needs and conditions of different areas of the province.*
- *Governments at all levels should be committed to consultation and coordination of their actions to serve the public.*
- *Local government should be involved in the development and delivery of the programs of other levels of government which are designed to meet local needs.*
- *Governments should be committed to consultation and joint decision-making whenever they have responsibilities within the same area of jurisdiction.*
- *Programs that are exclusively determined by senior government should be financed by senior government from their revenue sources.*

- *Financial assistance should be provided to local governments when their policies over-ride local priorities or impose an additional financial burden on local government and that assistance should equate to the added cost burden.*
- *Conflicts on matters of public policy between local government and senior government should be settled by negotiation*

Affordability of Policing

Measures to assist in making police costs more affordable to local government:

The federal and provincial government provide increased funding for mental health treatment, drug rehabilitation, homelessness, and crime prevention initiatives at the community level.

A study be undertaken by the federal and provincial government to assess the benefits derived from a national/provincial police force today given the increased concerns related to organized crime and international security.

The federal and provincial government consider increasing direct funding for police services and change the way police services are financed.

The federal and provincial government pay for the delivery of all regional/integrated police services.

Accountability of Policing

The federal and provincial government implement the following measures to maintain and enhance police accountability:

- Establishment of a Formal Report on the Delivery of Police Services to Local Government and Approval of the Local Community Goals & Priorities established
- Development of 5 year Financial Plan by Police Force
- Local Government Role in the Appointment of OIC (Commanding Officer)
- Establishment of a Formal Dispute Process
- Establishment of an Independent Public Complaints Process
- Establishment of Provincial Committee on Policing to address RCMP contract issues
- Creation of a Local Police Services Committee

The federal, provincial and local government work together to identify the roles and responsibilities of each party and the authority that each party has over the delivery of police services.

Appendix A

**POLICE SERVICES:
COST AND ACCOUNTABILITY**

PART A. ISSUES

ISSUE IDENTIFICATION

POLICE COSTS

1. What does your local government spend on police costs based on the following indicators?

_____ % of revenue from property taxes

_____ % of local government operating budget

_____ % of local government total expenditures

Comments:

2. What is the trend in policing costs in your community?; How does this compare to increases in other local government expenditures, increases in inflation and increases in population?

_____ % increase of police costs over 5 years

_____ % increase of police costs over 10 years

Comments:

(continued on Page 2)

- Page 2 -

3. Are police costs based on the current trends affordable in your community?

On a scale of 1 = affordable to 5 = not affordable

Please circle one.

1	2	3	4	5
affordable		somewhat affordable		not affordable

Comments:

4. What actions (3 key actions) might the federal government take to contain police costs?

1.

2.

3.

Comments:

5. What actions (3 key actions) might the provincial government take to contain police costs?

1.

2.

3.

(continued on Page 3)

- Page 3 -

Comments:

6. What actions (3 key actions) might local government take to contain police costs?

1.

2.

3.

ACCOUNTABILITY

7. Is the police force in your community accountable to local government for the police services delivered? (i.e. Do the services reflect the goals and objectives established by the local government?)

On a scale of 1 = fully accountable to 5 = not at all accountable

Please circle one.

1	2	3	4	5
fully		somewhat		not at all
accountable		accountable		accountable

Comments:

(continued on Page 4)

- Page 4 -

8. **What actions (3 key measures) might the federal and provincial government take to improve accountability over the delivery of police services in your community?**

- 1. _____
- 2. _____
- 3. _____

Comments:

9. **Which of the following measures, if implemented, does your local government feel might assist in improving accountability over the delivery of police services? (please check)**

- Local Government Role in the Appointment of OIC (Commanding Officer)
- Establishment of a Formal Report on the Delivery of Police Services to Local Government and Approval of the Local Community Goals & Priorities established
- Development of 5 year Financial Plan by Police Force
- Establishment of a Formal Dispute Process
- Creation of a Local Police Services Committee
- Establishment of an Independent Public Complaints Process
- Establishment of Provincial Committee on Policing
- Other _____

(continued on Page 5)

- Page 5 -

Comments:

The following questions are specifically directed to local governments that receive policing services from the RCMP. (If the following questions do not apply to your community: **Please fill out the Contact Information on page 9**).

RCMP CONTRACT:

10. Is your community policed by the RCMP?

- Yes No

11. How should police services be provided in the future?

- Renew RCMP contract in 2012
- Establish Provincial Police Force
- Establish Municipal Police Service
- Other _____

Comments:

(continued on Page 6)

- Page 6 -

If the RCMP contract is to be renewed:

12. How long should the RCMP contract be renewed for?

(Note: the existing RCMP contract is for 20 years 1992-2012, with a 5 year review clause – Is the current length of the contract long enough to provide your local government with the stability required to delivery police services?)

- 10 years
- 20 years
- 30 years
- Other _____

Comments:

13. Should local government be required to pay for the costs of integrated and/or regional policing teams (i.e. gangs, drugs, homicides etc.)

On a scale of 1 = none of the costs to 5 = pay all of the costs

Please circle one.

- | | | | | |
|----------------------|---|----------------------|---|-------------------------|
| 1 | 2 | 3 | 4 | 5 |
| None of
the costs | | Some of
the costs | | Pay all of
the costs |

Comments:

(continued on Page 7)

- Page 7 -

14. Is the funding formula under the RCMP contract a fair allocation of police costs given the services provided?

(Note: Under the current RCMP agreement policing costs are shared as follows:

- Provincial/Federal policing – 70% provincial/30% federal
- Municipalities between 5,000 and 15,000 pop. – 70% municipal/30% federal
- Municipalities over 15,000 pop. – 90% municipal/10% federal
- Rural areas and municipalities under 5,000 pop., pay approximately 50% of the provincial cost of policing these areas)

On a scale of 1 = fair to 5 = not at all fair

Please circle one.

1	2	3	4	5
fair		somewhat fair		not at all fair

Comments:

15. What changes to the funding formula might be considered to ensure a fairer allocation of policing costs?

Comments (Please explain):

(continued on Page 8)

- Page 8 -

16. What measures (3 key measures) are required to develop a partnership in the delivery of police services between the federal, provincial and local government?

- 1. _____
- 2. _____
- 3. _____

Comments:

17. Are there any other changes to the RCMP agreement that you would like to see made? What are the reasons for this change?

Comments:

(continued on Page 9)

- Page 9 -

PART B. CONTACT INFORMATION

1. Name of municipality/regional district:

2. Name of person completing this form:

3. Telephone number and e-mail address of person named above:

(Note: If you have any questions please contact Ken Vance, Senior Policy Advisor at email: kvance@civicnet.bc.ca)

Appendix B

**LIST OF LOCAL GOVERNMENTS WHO
RESPONDED TO UBCM SURVEY**

RCMP Municipal Forces over 15,000 Population

Burnaby
Chilliwack
Coquitlam
Cranbrook
Fort St. John
Kelowna
Langley City
Langley Township
Maple Ridge
Mission
Nanaimo
North Cowichan
North Vancouver City
Penticton
Pitt Meadows
Port Alberni
Port Coquitlam
Prince George
Richmond
Salmon Arm
Surrey
Vernon
White Rock

RCMP Municipal Forces 5,000 to 15,000 Population

Colwood
Dawson Creek
Merritt
North Saanich
Prince Rupert
Qualicum Beach
Quesnel
Revelstoke
Sechelt
Sidney
Smithers
Sooke
Summerland
View Royal
West Kelowna
Whistler

Williams Lake

RCMP Provincial Forces Under 5,000 Population and Rural

Armstrong

Cache Creek

Chase

Chetwynd

Duncan

Fruitvale

Grand Forks

Hazelton

Highlands

Houston

Kent

Mackenzie

Montrose

New Denver

New Hazelton

Osoyoos

Pouce Coupe

Salmo

Sicamous

Sparwood

Radium Hot Springs

Central Kootenay RD

Sunshine Coast RD

Independent Municipal Police Forces

Abbotsford

Central Saanich

Delta

New Westminster

Port Moody

Saanich

Victoria

Appendix C

LOCAL GOVERNMENT REPRESENTATIVES

Local Government Representative to the Provincial Negotiating team for the RCMP Contract:

Murray Dinwoodie, CAO/City Manager. City of Surrey

UBCM Local Government Working Group – RCMP Contract:

Murray Dinwoodie, CAO/City Manager. City of Surrey

Andy Laidlaw, General Manager Community Services , City of Nanaimo

Paul Gill, General Manager, Corporate & Financial Services, District of Maple Ridge

Phyllis Carlyle, General Manager of Law and Community Safety, City of Richmond

Chad Turpin, Deputy City Manager, City of Burnaby

Keith Grayston, Financial Planning Manager, City of Kelowna

Jim Chute, CAO, City of Dawson Creek

Fred Banham, CAO, Peace River Regional District

Corien Speaker, CAO, District of Elkford

Victor Kumar, CAO, City of Grand Forks

Ken Vance, Senior Policy Advisor, UBCM

Appendix D

**RCMP CONTRACT NEGOTIATIONS –
MUNICIPAL POLICE UNIT AGREEMENT REVIEW**

OVERVIEW OF ISSUES

Policing Costs

1. Funding Formula
2. RCMP Pay
3. Special Events/Emergency Planning
4. Financial Planning and Reporting
5. Accommodations
6. Equipment
7. Training Costs
8. Staffing - Vacancy Rates
9. Regional Integrated Teams

Accountability

10. Community Priorities
11. Support Staff
12. Performance Measures – Standards Policy
13. OIC Selection
14. Federal Policing (i.e. National Security, Border Patrol etc.)
15. Dispute Resolution Mechanism
16. Principal Police Contact
17. Term of Contract – Length of Agreement

1. FUNDING FORMULA

ISSUE

The cost of policing for local government is no longer sustainable. Police costs are rising faster than inflation and municipal growth levels.

BACKGROUND

Prior to 1992, different cost sharing arrangements prevailed between the Federal government and local governments. In 1966, the Federal government was responsible for 60% of the costs of local detachment salaries and equipment with the local government being responsible for 40% of the costs. Between 1966 and 1972, the cost sharing for larger municipalities (those with populations over 15,000) shifted from 60/40 Federal/Municipal to 30/70 Federal/Municipal. Between 1972 and 1992, the cost sharing formula further changed for larger local governments at the rate of 1 percent per year on average such that by 1992 the cost sharing formula for larger local governments was 10% Federal/90% Municipal. This cost sharing formula for larger local governments has continued through the term of the current Contract (1992 – 2012).

RECOMMENDED APPROACH

Option #1

1. The Provincial and Federal governments change the cost-sharing formula for RCMP police services to 70/30 split for those local governments with a population greater than 15,000;
2. The Provincial and Federal governments change the cost-sharing formula for RCMP police services to 50/50 split for those local governments with populations greater than 5,000 but less than 15,000, or

Option #2

1. In the absence of the Federal government agreeing to a change in the cost sharing formula - as referenced in Option #1 - that the Provincial government provide on-going sustainable funding to B.C. local governments with a population of more than 5,000 equal to 20% of the local government's RCMP contract costs in each year.
2. The Federal and Provincial governments pay 100% of the cost of all current and future integrated teams in the Lower Mainland.
3. The province work with local government to identify new revenue streams to ensure that the financing of policing services is sustainable in the long term.

2. RCMP PAY

ISSUE

The total compensation package for RCMP members is currently based on the average of the top three forces in Canada. This compensation is the same all across the country. In addition, when members move from one jurisdiction to another, their accumulated time

off moves with them. Detachments with more senior members are therefore responsible for the expenses related to the paid time off.

BACKGROUND

The Treasury Board of Canada is the ‘employer’ of the RCMP and has the sole authority to determine the terms and conditions of employment within the Force, including matters of compensation.

In the early 90’s, the salaries for all federal employees, including the RCMP were frozen. After the freeze was lifted, a new approach was adopted and a Pay Council of staff representatives and management under a neutral chair was formed to develop a methodology for comparison with the larger police forces in Canada. The Pay Council was also intended to provide a forum within which the needs of both management and members could be aired.

The total compensation methodology currently used, was created to value each component of compensation within a police force and is applied to eight of the largest forces in the country. The RCMP compensation package is based on the average of the top three police forces.

While the Pay Council makes a recommendation for changes to the compensation package, the sole authority rests with the Treasury Board, and they may or may not accept the recommendation.

Historically, the RCMP compensation package is the same all across Canada. A member working in the Lower Mainland of British Columbia is paid the same as a member in New Brunswick, yet the cost of living varies a great deal within the Country. It therefore, creates hardship for BC municipalities because attracting RCMP members is difficult. Often, when they do move to BC, they are not able to stay because of affordability.

RECOMMENDED APPROACH

1. The RCMP pay and benefit structure should reflect the cost of living in each of the regions in which it operates.
2. There should be local government representation on the Pay Council.
3. Salary Increases could be tied to a relative index.

3. SPECIAL EVENT/EMERGENCY RE-ASSIGNMENT

ISSUE

Local detachment resources are taken away from local detachments and put to use for regional/provincial/national events and that there is no formal accounting for the member-hours that are lost through this process to the local detachment.

BACKGROUND

In the past, RCMP members from local detachments all over British Columbia have been temporarily redeployed for events such as the G8 Conference and for critical situations such as the fires in Kelowna. The user of the emergency policing resource, or the

organizer of the special event pays for the cost of the member's salary and transportation. However, other costs that are incurred by the 'home' municipalities such as extra ordinary overtime for members remaining at the local detachment are not recovered.

A formal regular method of reporting and accounting for such usage of member time needs to be established to ensure that local governments are not paying for police services that are not of a local nature and that local police service needs do not unduly suffer due to constrained resources brought on by member absences for events outside the local jurisdiction.

RECOMMENDED APPROACH

The temporary redeployment of members from a local detachment to a special event or emergency situation needs to be cost neutral to the home detachment. The full cost of the deployment of the member needs to be identified - including overtime to back fill the members regular duties as well as all of the indirect costs related to the redeployment.

4. FINANCIAL PLANNING AND REPORTING

ISSUE

The financial planning and reporting provided by the RCMP is not sufficient to meet local government financial needs.

BACKGROUND

Local governments now use rolling five year financial plans that are reviewed annually. While the RCMP also prepare longer term plans, the plans essentially project salary costs, with little regard for future capital requirements. Further, the reporting format used by the RCMP is, at times, inconsistent with common accounting principals and this creates confusion. For instance, the current format treats the employer's portion of pension costs as an indirect cost, rather than a direct cost and this creates the impression that indirect costs are much higher than they actually are. Improvements would give contracting partners greater confidence in the information provided and would assist them in longer term financial planning.

RECOMMENDED APPROACH

Financial Planning - The Member in Charge of the Municipal Police Unit should be responsible for developing 5 year financial plans and outlining the underlying assumptions behind the plan (i.e. pay increases, benefit costs etc.), in consultation with Council's designate. The plans should include long term operating and capital requirements and must be submitted by August 1st of each year.

Financial Reporting - The RCMP submit monthly financial statements within 14 days of month end, that show actual costs in relation to budget. The statements must be presented in a format that adheres to GAAP. The statements should include projected costs to year end and explanatory notes on significant variances are to be provided. The RCMP implement the current technology to provide more timely and up-to-date financial information.

5. ACCOMMODATION

ISSUE

There are no standards or guidelines around the accommodation to be provided or a definition that clearly outlines what is meant by accommodation. Local government does not have the ability to discuss the accommodation issue and build it into its capital planning process.

BACKGROUND

Under the current MPU agreement the local government is to provide and maintain, at no cost to Canada or the Province, accommodation for the local Police Unit and related support staff. The current MPU agreement language is very one-sided in that it states that the accommodation shall be to the satisfaction of the Commissioner and meet the security standards of the Force. The RCMP has the right, after sufficient notice, to make their own arrangements for accommodation if the municipality fails to act. This may include renovations to an existing municipal building by the RCMP without the authorization of Council. All costs for such accommodations are billed back to the respective local government.

There is no indication of the standards that the accommodation is to meet. In some cases, local governments have been requested to provide new or upgraded accommodations at the request of the RCMP without proper notice. Reasonable guidelines need to be established so that local governments have an understanding of the physical requirements for accommodation for the local police detachment and there needs to be some balance in relation to the timing of requests for new space. The timing of requests for new RCMP facilities has not always coincided with the municipal capital planning processes.

RECOMMENDED APPROACH

The clauses in the MPU agreement need to be amended to require agreement between the RCMP and the local government on space requirements for the local detachment based on guidelines developed for such accommodations. There should also be the ability to use a dispute resolution mechanism if the municipality and the RCMP are not able to agree on accommodation requirements.

The MPU agreement should also require that a 5 Year Capital Plan be developed for the local RCMP detachment through consultation between the detachment CO and the respective local government.

6. EQUIPMENT

ISSUE

There is no clear definition of equipment, no standards for when the equipment is to be replaced and no asset management planning process.

BACKGROUND

Canada is responsible to supply the municipal police unit with equipment necessary to carry out its responsibilities. For equipment purchased by Canada at a cost greater than

\$100,000 there is a formula for reimbursement if it is lost, damaged or destroyed. In the event of termination of the agreement there needs to be a determination of ownership of the equipment or assets.

There are no standards for when equipment is to be replaced.

RECOMMENDED APPROACH

Clear language must be in place that indicates ownership of all assets is based on the percentage paid by each party. The current wording under article 12 is reasonable but needs to be expanded by including a definition of 'equipment' (at the front of the agreement) and also by including information on assets such as files and data that need to be considered in the event of termination of the agreement.

Business cases should be developed for individual asset replacement that ensures the equipment is safe and efficient but also being used to its highest economic benefit.

7. TRAINING COSTS

ISSUE

Local government does not generally pay for the training costs of employees that are hired, the expectation is that they are fully trained to provide the service required.

BACKGROUND

Depot Training Headquarters requires new cadets to attend mandatory training in Regina. Cadets are paid for their training time participation. The cost of recruit training is approximately 2% of the per member budget. Local Government feels the RCMP has a comparatively large staffing turnover and local government in addition invest a large amount of time and money into field training new recruits. These costs are not normal for an employer that would expect a new recruit at a base level of training at no charge prior to the new member being available in the community to deliver policing service. This would be no different than hiring a lifeguard or a public works engineer, they come with qualifications to perform the job.

RECOMMENDED APPROACH

Expense (cost associated with) should be that of the Contractor (RCMP).

Review every five (5) years.

8. STAFFING - VACANCY RATES

ISSUE

Local government is concerned that the RCMP means is not able to meet the staffing needs of local communities for police officers – high vacancy rates, high cadet to veteran ratios, high turnover rates.

BACKGROUND

The RCMP is not able to provide the number of police officers requested by local government at times and is unable to fill vacancies that arise for health or other reasons.

RCMP member vacancy rates continue to fluctuate beyond acceptable levels to local government in a number of local detachments.

There is a concern that federal and provincial RCMP positions are being left vacant to fill RCMP contract positions within local government detachments. The vacancies in these areas may in fact be causing more serious crimes at the local level since these positions address areas such as drug trafficking and organized crime, both of which if left unchecked cause serious crime in local communities.

The RCMP is unable to respond to peak policing needs, such as is required in resort based communities which may double in size on the weekends during certain times of the year.

Concern has been raised that the number of cadets in some detachments is disproportionately high in comparison to veteran members. This ratio needs to be consistent across detachments so that local policing is not compromised due to lack of reasonable experience.

There is concern with the constant turnover of members in detachments that tends to undermine the development of strong relationships, a good understanding of and an empathy for the needs and priorities of the local community.

RECOMMENDED ACTION

RCMP develop a human resource management plan to meet the policing requirements of local government and deliver the number of police officers required by local government.

RCMP develop a human resource management plan to address the vacancy rates in local detachments and the peak manpower requirements in some communities.

The ratio between the number of cadets and veteran members needs to be consistent across detachments so that local policing is not compromised due to lack of reasonable experience.

The turnover of RCMP members in detachments be reduced as long serving members have a better understanding of the priorities and needs of the community.

9. REGIONAL INTEGRATED TEAMS

ISSUE

Integrated teams are designed to address policing issues that cross municipal boundaries and are generally perceived to be the responsibility of the province.

BACKGROUND:

There is no provision in the current agreement for the District structures that have been established in the Province or the concept of regional teams that receive funding from municipalities. To use the Lower Mainland District as an example, there is now a

regional structure in place which is funded by the Province, and there are five regional teams in the LMD that are funded for the most part by municipalities:

- IHIT (Integrated Homicide Investigation Team)
- PDS (Police Dog Services)
- ERT (Emergency Response Team)
- FIS (Forensic Identification Services)
- ICARS (Integrated Collision Analyst and Reconstruction Services)

There are many cross jurisdictional teams in the Province for example, the Integrated Gang Task Force and the Integrated Road Safety Unit. The funding source for the five teams in the LMD is an anomaly when compared to the other cross jurisdictional policing. In every other case, these teams are provincially and federally funded.

A substantial portion of the funding for these teams comes from municipalities, yet there is no approval mechanism for municipalities to address requests to enlarge or enhance these teams. The municipal formula is troublesome for some municipalities, and some do not want to participate. The RCMP has given conflicting messages about whether or not municipalities must contribute funding for these teams.

In the current agreement there is an acknowledgement of the municipal/civilian political oversight over the local detachment's activities. Although status reports are provided for the LMD and the regional teams, there is no governance or oversight which is equivalent to the municipal oversight of the detachment. Nor do the municipalities in the Lower Mainland District have the authority to set up a structure for the governance of the LMD or the regional teams.

Unless there is direction from Provincial Police Service, the RCMP will continue to manage these teams without a governance structure which ensures accountability for the funding provided. Should these teams not be run and funded by the Province.

RECOMMENDED APPROACH

The regional integrated teams report to the RCMP and province and deal with policing issues which cross municipal boundaries and therefore the regional/integrated teams should be funded by the federal and provincial government.

10. COMMUNITY PRIORITIES

ISSUE

Current process for communication on policing priorities is more "informative" driven than "collaborative" driven. Local governments need a voice in setting the priorities and need to be shown how the RCMP have done in meeting those objectives.

BACKGROUND

Local detachments are responsible for preserving the peace, protecting life and property, and preventing crime and offences against the laws of Canada and the Province. In

carrying out these duties, Members apprehend criminals, offenders and others who may be lawfully taken into custody, execute warrants and perform other related duties.

The current contract does not clearly define how local government policing priorities are to be reflected in the activities of the local detachment.

RECOMMENDED APPROACH

The contract needs to be more explicit in stating that the goals, objectives and priorities of the local government be reflected in the actions of the RCMP. Further, that the RCMP provide reports as reasonably required by Council or its designate on how the goals, objectives and priorities of the local government are implemented.

11. SUPPORT STAFF

ISSUE

The Municipality does not have a contractual right to be a party to the determination of support staff requirements.

BACKGROUND

Within Municipal Police Units (MPU), the Municipality shall provide all necessary support staff, to meet the job and other related requirements as determined by the Commissioner. If the Municipality fails to provide the support services, the Province or Canada may provide the support staff, and the Municipality is to pay 100% of the cost of the support staff.

RECOMMENDED APPROACH

Amend the contract to require mutual agreement with the local government prior to requesting increases to Support Staff.

The Municipality should have access to a dispute resolution process if the Municipality and the OIC disagree on the level of Support Staff needed.

12. PERFORMANCE MEASURES - STANDARDS

ISSUE

There is no standard measuring and reporting system for each RCMP detachment in the Province to report to the respective local government(s) served by the detachment.

BACKGROUND

The Provincial Police Services Agreement (PPSA) and the Municipal Police Unit Agreement (MPUA) provide contractual obligations and rights to establish standard levels of policing services and priorities.

There are a number of clauses in the agreements that direct the level of service, the standard of service and the staffing levels within RCMP detachments. Local Governments served by Municipal Police Units (MPU) have a few contractual rights to influence some of these standards. MPU local governments may set objectives, priorities

and goals for the MPU. Local Governments served by Provincial Policing Units (PPU) have no contractual rights to influence these standards.

Responsibility for the minimum level of policing service rests with the Commissioner following consultation with the Minister (provincial). The actual level of policing in a PPU is established by the Minister in consultation with the Commissioner, although it must meet the minimum level. The actual level of policing in a MPU is established by the Minister and the CEO (Mayor) in consultation with the Commissioner, and must meet the minimum level.

RECOMMENDED APPROACH

The development of a performance standards and a more standardized means of reporting out needs to be established.

The primary challenge with the service standards is the need for two different approaches – one for MPUs and one for PPUs.

1. Municipal Police Unit Agreement recommendations:
 - a) Maintain the current language in the contract regarding Council involvement in setting objectives, priorities and goals, and in setting actual service levels, and include the following:
 - to consult with and advise MPU local governments on minimum levels of service.
 - to involve the local government in the annual performance evaluation of the MPU service.
 - b) Encourage the Province to establish a local government advisory committee for MPU and Independent police force local governments – to advise and guide the Province on issues and decisions that impact the standards, service levels, and policing priorities for the Province as it relates to these local governments.
2. PPUs serving local governments with a population < less than 5,000, unincorporated communities, and Regional District recommendations:
 - a) Encourage the Province to establish a local government committee to advise the Province on policing priorities on rural / small local government policing issues.
 - b) Encourage the Province to establish policies requiring consultation with rural / small local governments on:
 - Setting the minimum service level
 - Setting the actual service level
 - Setting objectives, priorities and goals for the unit / service to these communities
 - Involving the local governments in the annual performance evaluation of the unit / service

13. OFFICER IN CHARGE / KEY POSITIONS

ISSUE

There is no requirement that local government be consulted about or involved in the selection process and appointment of senior RCMP officers in the community.

BACKGROUND:

Canada is responsible for the overall management and administration of the policing units within the RCMP structure. The Provincial Police Servicing Agreement (PPSA) allows the Minister to have input into the selection of a Commanding Officer or a Criminal Operations Officer for the Division. Neither contract has language to address the selection of an Officer in Charge of a unit within the Division.

RECOMMENDED APPROACH

1. Municipal Police Unit Agreement recommendation:
 - a) Add a clause to the MPUA to allow a local government to be part of an OIC recruitment committee and to approve the appointment of an OIC to the MPU serving the local government.
 - b) Add a clause to the MPUA to allow a local government to be part of the OIC's annual performance review.
 - c) Add a clause to the MPUA to allow a local government to approve the appointment of an acting OIC during extended absences.

2. PPU's serving local governments with a population < less than 5,000, unincorporated communities, and Regional District recommendation: request the Provincial Government to implement a policy that:
 - a) Provides for local government involvement in the recruiting process and local government approval of the preferred OIC for the PPU that serves the rural or small local government.
 - b) Provides for local government involvement in the recruiting process and local government approval of the officer supervising a community office in communities that are served by integrated detachments.

14. FEDERAL POLICING (i.e. National Security, Border Patrol etc.)

ISSUE

Some local governments have within their boundaries, federal policing responsibilities such as international airports, international border crossings, port authorities and/or first nation lands. While it is generally understood that police officers will from time to time, be re assigned from general detachment responsibilities to federal responsibilities for reasons of national security, this could create a greater financial burden for those local governments with federal responsibilities regarding national security within their boundaries.

BACKGROUND

The RCMP is responsible for national security. Those municipalities using RCMP as their local police force are compensated for the fact that RCMP members may from time to time, be required to perform duties related to national security. This compensation is the federal portion of the cost sharing formula, which is 10 percent for municipalities greater than 15,000 and 30 percent for those municipalities with a population greater than 5,000 but less than 15,000.

The current contract does not provide a clear distinction between local government policing responsibilities and federal responsibilities. In particular, those municipalities with areas of federal responsibility within their boundaries are more likely to have their RCMP members re assigned to federal responsibilities than those members assigned to municipalities with no federal responsibilities within their boundaries.

In order to help offset this apparent inequity, the federal government currently assigns federal RCMP members to detachments that have areas of responsibility related to national security. However, there is no assurance that the addition of these federal members offsets the cost of having local members re assigned for federal duties.

The actual time spent by local detachment RCMP members on issues related to national security is not to clear municipal staff and therefore it is not clear whether or not municipalities are fully compensated for the re assignment of their members.

RECOMMENDED APPROACH

1. The contract needs to more clearly specify federal responsibilities versus local responsibilities.
2. Local detachment RCMP members time should be separately tracked when re-assigned to federal responsibilities. The total cost of that time spent, including direct, indirect and overtime for back filled members should be made available to municipal staff on a regular basis, in order that cost comparison can be conducted to determine the level of compensation that will be required by the federal government.
3. The level of federal members housed in local detachments should reflect the level of federal responsibility in the local jurisdiction.

15. DISPUTE RESOLUTION MECHANISM

ISSUE

There is no mechanism in place to effectively and efficiently address disputes that may arise between the local government and the RCMP over the provision of police services in the community.

BACKGROUND

The current agreement has a 20 year term, during that period there have been substantial changes to the municipal and policing environments. The agreement does not contain a forum in which municipalities may raise and resolve concerns with regard to the contract.

Neither does the agreement have a mechanism for municipalities to raise service concerns with the RCMP. In general, disputes are settled based on the relationship established between the OIC and the municipalities, rather than any external criteria or process, or as a last resort someone independent to adjudicate on the result.

The Provincial Police Service Agreement makes reference to an Advisory Committee, with representatives from provinces, territories and the federal government. This role of this Committee is to identify and address concerns with the agreement over time.

RECOMMENDED APPROACH

A process be included in the agreement, which consists of a graduated dispute resolution, e.g. the OIC would meet with the PPC, if not resolved then the CAO would meet with the District Commander, and so on. As a final step an arbitrator/mediator may be asked to respond to clauses in the contract that are open to interpretation.

As an example of when this graduated dispute resolution process could be used, if the RCMP requested a new building and the municipality disputed the need for such a building then this mechanism could be utilized to come to a mutually agreed upon resolution.

16. PRINCIPAL POLICE CONTACT

ISSUE

The current RCMP contract does not currently require that local government (Council/Board) be consulted about the policing priorities and does not reflect the way that priorities are established by local government. In addition, the agreement is not clear who the RCMP should consult with concerning administrative issues.

BACKGROUND

The current language in the Municipal Police Unit Agreement identifies the CEO, not Council for the purposes of identifying the goals and priorities for the detachment.

The Terms of Reference for the RCMP Lower Mainland District and Mayor's Group, define the PPC (Principal Policing Contact) as the person in each Municipality that is responsible for the day to day professional contact with the local RCMP. The PPC's role is to ensure municipal service delivery expectations and priorities are defined, and that services are delivered in a manner satisfactory to Council.

RECOMMENDED APPROACH

That the current language under Article 5 - Direction and Reporting, in the MPUA (Municipal Police Unit Agreement) be amended to identify:

- Council as setting the objectives, priorities and goals for the detachment
- the PPC (Principal Policing Contact) as the primary contact with the OIC

The relevant clauses be amended in keeping with Council authority, as defined in the Community Charter, to clarify that Council, not the Mayor (CEO), are responsible for setting goals and priorities for the OIC. Defining the role of the PPC as the designate of Council, including acting as a representative of Council on the implementation of goals and priorities:

- The Member in charge of Municipal Police Unit shall report as reasonably required with the designate of Council on the matter of law enforcement in the Municipality, and on the implementation of objectives, priorities and goals for the Unit.
- The Member in charge of Municipal Police Unit shall provide reports as reasonably requested by the PPC or the Council.

17. TERM OF CONTRACT: LENGTH OF AGREEMENT

ISSUE

The RCMP contract does not provide local government the opportunity to formally review the agreement and address issues which may arise over the term of the agreement.

BACKGROUND

There are three types of RCMP Policing Agreements in BC. The Federal-Provincial Agreement (Provincial Police Services Agreement-PPSA); Federal-Provincial Master Municipal Agreement (Municipal Policing Agreement) and the Individual Provincial/Municipal Agreements (Municipal Police Unit Agreements-MPUA).

These Policing Agreements with specific *Lengths of Contract* in force between the Municipal Police Unit Agreement (MPUA) and the Provincial Police Service Agreement (PPSA) involves a contractual obligation to provide services in return for compensation.

The MPUA is the Memorandum of Agreement dated April 1st, 1992 that is between the Province of B.C. and the individual local governments over the population threshold of 5,000. There are 59 local governments with MPUA. Twenty seven (28) local governments with more than 15,000 population threshold cost share police services at 90/10-Local Government-Federal Government. Thirty-two (30) local governments with between 5,000 and 15,000 population threshold cost share at 70/30 Local Government - Federal Government. Eighty-five (85) local governments with population threshold of less than 5,000 are policed with no MPUA and are under PPSA. PPSA also covers unincorporated regions or Electoral Areas of Regional Districts. All PPSA are cost shared at 70/30-Provincial Government-Federal Government. The PPSA is the Memorandum of Agreement dated April 1st, 1992 that is between the Government of Canada and the Province for the employment of RCMP.

The *length of the contract* is 20 years commencing April 1st, 1992 and terminates on March 31st, 2012. The law of contracts is the heart of the Agreement. The specified length of the contract commits the parties to deliver services within the terms and conditions of the three Policing Agreements.

RECOMMENDED APPROACH

1. There be each 5-year formal reviews within the Length of the Agreement and that there be language in the Agreement for reviews and the objectives and process for the reviews detailed in a supplementary “interpretation guidelines”. The contract language should reflect the provision of notice of six-months prior to the intended process of review to be undertaken.
2. There is a requirement in the Agreement for formal continual ongoing discussions on local government policing needs between the Province, the municipalities, regional districts and the RCMP and that the forum and process for the ongoing consultation is set out in a supplementary “interpretation guidelines”
3. That the Length of the Term of Agreement of 20 years is reasonable provided the above two requirements are referenced with contractual language in the Agreement.

Appendix E

**Contributions to Policing in British Columbia
(2007/2008 fiscal year)**

Contributions to Policing in BC (2007/2008)

Municipal Responsibility	(\$ in Millions)		
	Mun	Prov	Fed
Contract Policing (Pop. 5k to 15k)	34.62		11.54
Contract Policing (Pop. >15k)	283.17		31.46
Airports	3.19		0.00
Independent Forces	346.23		
Emergency Response Team/Public Safety Unit	2.68	1.92	1.35
Forensic Ident Section			
Integrated Collision Analyst Reconstr. Section			
Integrated Homicide Investigation Team	9.82	0.27	1.05
Police Dogs Service			
LMD Integrated Teams Subtotal	12.50	2.19	2.40
Municipal Subtotal	679.71	2.19	45.40

Federal Responsibility	(\$ in Millions)		
	Mun	Prov	Fed
Federal Policing			110.05
Coordinated Marijuana Enforcement Team		0.38	0.63
Integrated Border Enforcement Team		0.38	3.89
Integrated National Security Enforcement Team		1.06	2.89
Integrated Proceeds of Crime		0.17	5.38
Federal Integrated Teams Subtotal		1.99	12.79
Federal Subtotal		1.99	122.84

Additional Contributions	(\$ in Millions)		
	Mun	Prov	Fed
Rural Police Tax	32.00		
Traffic Fine Revenue Sharing		58.80	
Police Officers Recruitment Fund Total			74.00
Federal Subtotal	32.00	58.80	74.00

NOTES:

- Cost-sharing of ICARS, FIS and PDS commenced in fiscal year 2008-09
- Total Provincial Expenditures on Policing paid to RCMP for 2007/08: approx. \$283 million
- Pickton (Project Evenhanded): \$89 million Provincial Contribution and \$38 million Federal since 2001/02
- \$45 million Provincial Contribution, up to 2007-08 for PRIME

Provincial Responsibility	(\$ in Millions)		
	Mun	Prov	Fed
Provincial Policing		184.33	78.05
Combined Forces Special Enforcement Unit		17.30	9.20
High Risk Offender Coordinator		0.28	0.13
Integrated Child Exploitation Team		0.82	0.36
Integrated Gang Task Force		10.00	4.30
Integrated Illegal Gaming Enforcement Team		1.30	0.56
Integrated Road Safety Unit (incl. IMPACT)		18.00	6.50
Integrated Sexual Predator Observation Team		2.04	0.88
Integrated Technological Crime Unit		1.85	2.05
Integrated Threat Evaluation and Management		0.28	0.12
Integrated Witness Protection Services		0.20	0.09
Lower Mainland District Helicopter Patrol Unit		0.72	0.31
National Sex Offender Registry/ISPIN		0.36	0.12
Project Evenhanded		7.26	3.11
Unsolved Homicide Unit		2.26	0.97
Provincial Integrated Teams Subtotal		62.67	28.70
First Nations Policing		7.00	7.50
Provincial Support Services		21.00	9.00
PRIME Implementation	2.40	3.16	1.97
DNA		0.91	0.39
Provincial Subtotal	2.40	279.07	125.61