



RCMP Services & Structure Review

City of Pitt Meadows

January 2020

Engagement & Priorities Committee
(EPC) Meeting
February 18, 2020

12007 Harris Road Pitt Meadows, British Columbia V3Y 2B5 | Phone: 604.465.5454 Fax: 604.465.2404
pittmeadows.ca

FILE: 14-7400-01/20

REPORT DATE: January 23, 2020

FROM: Mark Roberts, Chief Administrative Officer

SUBJECT: RCMP Services and Structure Review

CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL:



The following resolutions were unanimously approved by Council at their January 21, 2020 Closed Meeting and approved for release:

- A. Support in-principle the creation of an independent RCMP detachment.
- B. Approve the engagement of the following stakeholders in January/February 2020 to seek feedback on the concept of an independent RCMP detachment in Pitt Meadows:
 - B.1 City of Maple Ridge, Ridge Meadows Detachment Officer-in-Charge, District and Division RCMP Commanders, Katzie First Nation, MP Marc Dalton and Minister/MLA Lisa Beare; AND
 - B.2 Ridge Meadows RCMP Detachment members and staff; AND
 - B.3 Members of the public at an upcoming Engagement and Priorities Committee meeting.
- C. After the stakeholder consultation, direct Staff to seek a Council motion in February/March 2020:
 - C.1 To confirm Council's desire to create an independent RCMP detachment; AND
 - C.2 To request from the Province of British Columbia the reassignment of one provincial police position to the City of Pitt Meadows and the reassignment of provincial grant monies for the integrated Victim Services to a City of Pitt Meadow's Victim Services program; AND

- C.3 To submit a detailed business case to the Commanding Officer "E" Division and Minister Mike Farnworth, Minister of Public Safety and Solicitor General for their approval.
- D. Whereas a new detachment is a significant "milestone":
 - D.1 Direct Staff to develop a Communications Strategy to be adopted by Council; AND
 - D.2 Upon approval by the Minister, direct Staff to organize a public safety press briefing to include: Min. Farnworth (with an invite to the Premier); Min. Beare; MP Dalton; Chief George; senior local/district & "E" Div. Commanders; the community; and media.
- E. Direct staff to adhere to a transitional plan, during March to June 2020, for the following major components:
 - E.1 Work collaboratively with the City of Maple Ridge and Detachment/District Command and "E" Division staff to identify and redeploy 20 regular members, as follows, to the City of Pitt Meadows Community Police Office (CPO) on a 3 year basis for the 1st term:
 - a) S/Sgt. Non Commissioned Officer (NCO) i/c;
 - b) Sgt. Operations NCO;
 - c) 4 Cpls and 12 Csts on General Duty; and
 - d) 2 Uniformed Crime Reduction Unit (UCRU) positions at CPO.
 - E.2 In collaboration with "E" Division Departmental Security and Property Management, determine infrastructure improvements required to move the CPO to an independent detachment to accommodate an additional 3 serious crime members, 9 municipal support staff, records, vehicles, parking, project space, and exhibits.
 - E.3 In collaboration with the City of Maple Ridge and the Ridge Meadows detachment, where applicable:
 - a) Accommodate movement of Municipal Employee (ME) functions, staff, records, administrative equipment, technology, etc. to the City of Pitt Meadows once space is available; AND

- b) Review, renegotiate and modernize the Housing and Support Agreement or fee-for-service agreements with respect to:
 - Access to cell block;
 - E-Comm;
 - Exhibits, victim services and volunteer program until the City has facilities and staff in place to handle;AND
 - c) Secure mutual aid/fee-for-service agreement(s) similar to the fire services agreements, with one or more neighbouring municipalities;
 - d) Inventory all equipment (vehicles, computers, carbines, radar equipment, IT equipment, etc.) funded by the City of Pitt Meadows and collaborate on distribution; and
 - e) Begin security clearance process for staff.
- F. Approve the utilization of \$1.5 Million from City reserves for transition and infrastructure funding enhancements required to accommodate an independent RCMP detachment.
- G. Direct the CAO to engage a consultant to determine best approach as it relates to space utilization for an independent RCMP detachment; AND approve up to \$25,000 for this purpose.
- H. Release the 'RCMP Services and Structure Review' Staff Report, presented at the January 21, 2020 closed meeting of Council, and related decisions, to open (excluding any yellow highlighted portions that will only be released at the Mayor's or CAO's discretion) to facilitate discussions with the various stakeholders.

REDACTION

This report contains redacted information that is not releasable to the general public as it relates to: consideration of municipal service levels; information that is prohibited from disclosure under sections 12 and 13 of the Freedom of Information and Protection of Privacy Act; and the consideration of information held in confidence with the provincial government, as per sections 90 (1) (k) and (m) and 90 (2) (b) of the Community Charter.

PURPOSE

This report was initially compiled and presented to Council at their January 21, 2020 Closed Meeting to supplement the information and advice contained in the Blueline Vantage Consulting report, titled "*City of Pitt Meadows: Review of Policing Service Delivery*", dated January 2020 (see Attachment I). This report also provided Council with staff's recommendations to proceed with the implementation of an independent and autonomous RCMP police detachment. This report has now been transitioned into an informational report for release to key stakeholders and members of the public, with the exception of certain confidential information which has been redacted.

☒ Information Report

☐ Decision Report

☐ Direction Report

DISCUSSION

Background:

Pitt Meadows is a unique, small City that is made up of a relatively small central and condensed urban core (approx. 2.0 km in diameter) and 78% is in the Agricultural Land Reserve for farming (Attachment A). In contrast, the City of Maple Ridge (CMR) is a much larger City with a substantially spread out community. CMR has all the social services in the region and from a policing/enforcement perspective, it is complex and distinctly different than Pitt Meadows.

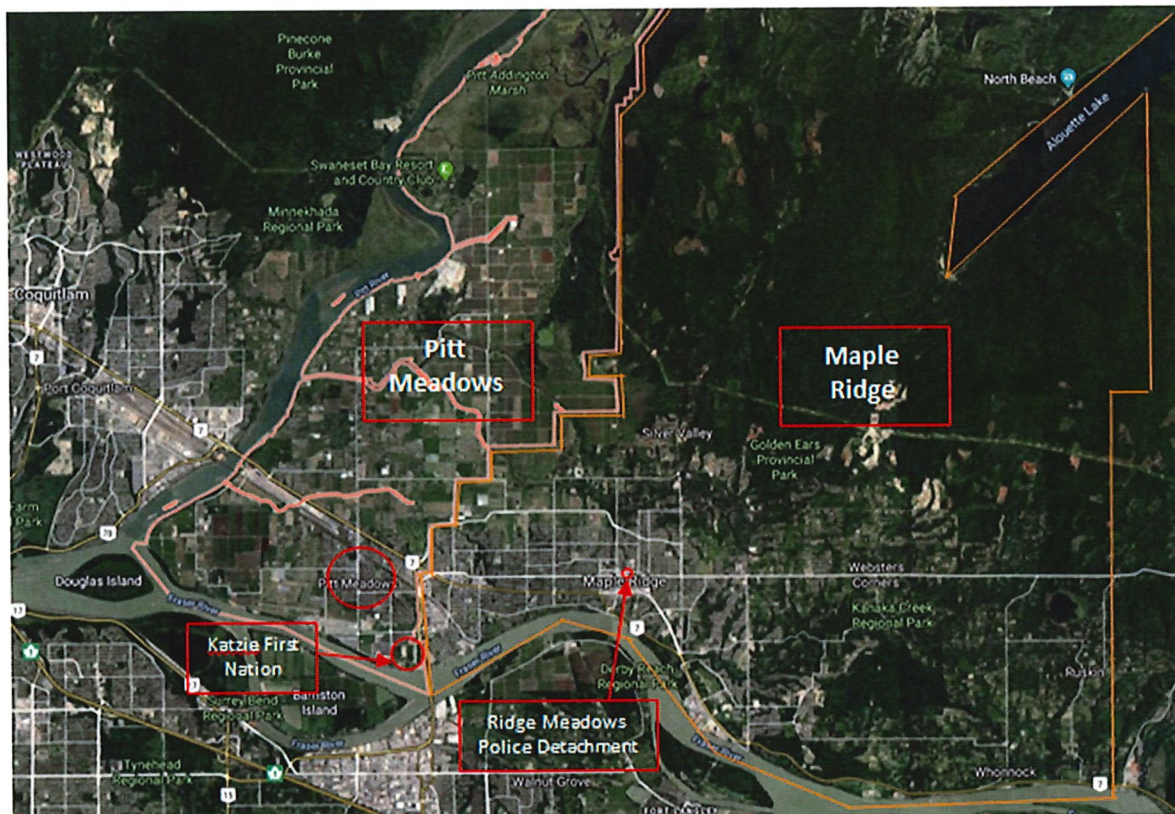


Chart 1 - Population (data from consultant):

	Current Population	Current % of Region	2040 Regional Growth Strategy	New Residents	Projected % in Region
Pitt Meadows	19,772	18.24%	23,500	3,728	16.49%
Maple Ridge	88,626	81.76%	119,000	30,374	83.51%
Ridge Meadows	108,398	100.00%	142,500	34,102	100.00%

*CMR will grow over 8x (30,374 / 3,728) that of CPM, far greater than the current ratio and that of the historical 80/20% distribution.

Chart 2 - Calls for RCMP Service (data from consultant):

	2014	2015	2016	2017	2018
Pitt Meadows	5,118	5,304	4,902	4,691	4,687
Maple Ridge	23,500	25,704	25,468	24,788	25,880
Ridge Meadows	28,616	31,008	30,505	29,613	30,567
CPM % of total calls	17.89%	17.09%	16.07%	15.84%	15.33%

*CPM files are dropping despite increases in population whereas CMR files are increasing.

*CPM % of overall Ridge Meadows Detachment files decreased from 17.89% (2014) to 15.33% (2018).

*The current housing and support agreement is based on a split of 18.24% (approx. 3% higher than the file count).

Chart 3 - 2017 Adjusted Police to Population and costs/capita – (data from consultant):

	Population	Police to Pop	Crime Rate	Case Load/Member	Cost/Capita
Coquitlam	150,198	875	50	43	\$215
Langley Township	128,524	853	66	57	\$232
White Rock	19,187	810	79	57	\$284
Maple Ridge	88,032	804	74	59	\$252
Port Coquitlam	62,201	791	61	48	\$246
Pitt Meadows	19,580	790	59	46	\$235

*CPM Police to Population is the lowest in the table, which is positive, indicating the City enjoys a higher than average number of officers/1,000 citizens.

*CMR members have a 28% higher caseload/member than CPM members ((59-46) / 46).

*CMR crime rate is 20% higher than CPM ((74-59) / 59).

*The data includes contribution to Integrated Teams

ANALYSIS

Costs and Structure

The City of Pitt Meadows (CPM) has participated in an integrated detachment Ridge Meadows policing model for many years. The total 2020 policing budget is \$5,410,100, which represents 24% of the overall City budget.

Chart 4 – Housing & Support 2018 Actuals and 2020 RCMP Overall Budget:

	Housing & Support 2018 Actual	2020 Budget	Autonomous Detachment Proposed Budget	Comments
General Administration	671,830	758,515	839,948	Conservative revenue estimate, 8 FTE
Building	257,672	290,919	50,000	Excludes PM CPO existing O&M
Victim Services	6,077	6,861	45,786	.50 FTE, grant funding uncertain
Community Policing	59,994	67,735	82,730	1 FTE, vehicle & program costs
Custodial	77,031	86,970	43,000	Fee for Service based on actual need instead of on population
Housing & Support Total	1,072,604	1,211,000	1,061,464	
Other		23,300	54,400	Includes existing CPO O&M, DNA, Crimestoppers
RCMP		4,175,800	4,294,500	Reduction in position vacancies
TOTAL	1,072,604	5,410,100	5,410,364	

Based on high level estimates an autonomous detachment is possible within the existing \$5.4 million budget.
5% variation for potential unknowns would be plus or minus approx \$270,000

The autonomous detachment proposed budget was developed based on a hybrid of the 2018 Actual Housing & Support amounts, extrapolating relevant values from the 2020 total Housing & Support budget, estimating other operational costs using White Rock budgets as a guide and adding in the 2020 RCMP Member and I-Teams budgets.

As noted, currently CPM pays for:

- 23 regular members (\$4,175,800)
- Housing and Support:
 - An agreement with the CMR (2018 actuals) for shared costs not including regular members is: \$1,072,604 (2018 actuals) and \$1,211,000 (2020 budget). The agreement covers support staff, accommodation, equipment, etc. and is split on a population based cost sharing arrangement that historically was 80/20% and is currently 18.24% for CPM.
 - While the CPM has its own contract for E-COMM, the costs for CPM (\$198,413 – 2018 actual) are shared through the “Housing and Support” agreement at 18.24%. By comparison, the file count trend shows CPM decreasing (2018 – 15.33%) and CMR increasing.
 - CPM pays for the cost of the police radio leases separately (\$87,602/year).
 - Historically, when general expense increases are requested by the detachment, CMR makes the decision and CPM is required to pay their portion without independent decision making authority.

- The 5 year forecast received from CMR in 2019 for housing and support sees the PM contribution rising **\$242,396** over the 2018 actuals (roughly 1% city tax increase) to **\$1,315,000** at a time when the file load is dropping.
 - 2020 1,211,000
 - 2021 1,226,600
 - 2022 1,284,000
 - 2023 1,284,000
 - 2024 1,315,000
- The Lower Mainland (LMD) District Integrated Units:
 - **\$397,494** (Table 6 of consultant's report – equiv. to 2 additional members in costs).
 - Integrated Teams calls for service for RM Detachment (17/18 & 18/19) PM v. MR
 - Emergency Response Team ERT: 2 out of 32 (6.2%)
 - Collision Analysis Reconstruction Services: 2 out of 16 (12.5%)
 - Forensic Identification Services: 32 out of 756 (4.23%)
 - Homicide Investigation HIT: 1 out of 4 (25%)
 - Police Dog Service IPDS: 220 out of 1456 (15.11%)

Community Policing "Satellite" Office - CPO (Attachment B - REDACTED)

- A 1,520 sq. ft. community policing office (CPO) was opened in Pitt Meadows in 2000 next to City Hall.
- After initial discussions beginning in 2011 (where citizens raised concerns about police presence in the City¹), in 2013, CPM invested approx. \$1M² to increase the CPO by 2,065 sq. ft. along with repurposing a multi-purpose room (920 sq. ft.) for the CPO use. These changes transform a traditional CPO into a fully functioning 4,505 sq. ft. "satellite detachment". The new office included significantly more office space, interview room, lockers, kitchen, etc. (Attachment B floor plan/layout & photo - REDACTED).
- In 2018, an enhanced "start – stop" model was implemented where new generation "major" telecommunications equipment was installed to connect via video to the detachment with the intention of GD members to start and stop their shifts in the CPM as opposed to 8 km away (20 minutes) at the CMR detachment. Inventory at the CPO includes: an RTID Machine (e-fingerprint) and Intoximeter (breathalyzer), bikes, etc. As

¹Maple Ridge Pitt Meadows News article Oct. 27, 2011 – Attachment C

²MR PM News article Nov 13th, 2013 – Attachment D

part of the orientation, on April 30th, 2019, Council did a walkthrough of the satellite detachment and learned that:

- o The office is well under-utilized with many vacant offices;
- o That GD shifts sometimes have only one member working out of 3 (with backup assistance from Maple Ridge); and
- o GD members rotate in/and out of CPM every 4-6 months.

This raised significant concerns from Council and the CAO perspective with respect to continuity, relationship building between CPM, the community and officers, and little continuity with local issues/criminals, etc.

With constant rotation and loss of community continuity, members miss out on the opportunity to develop community awareness (e.g. mental health or other social issues, truancy, poverty, develop sources, confidently know who is and who is not from PM), problem areas, etc.

- Council observed anecdotally and was also aware that citizens frequently commented in person and social media that there was a lack of policing visibility in the City. [REDACTED]
[REDACTED]
[REDACTED]
- It was determined by an independent consultant that:
 - o Of the 3 members assigned to each of the 4 watches, the 4 watch NCO's (Sgt. and 3 Cpls) do not start-stop in CPM and work strictly out of the main detachment;
 - o Some of the constables prefer to attend the watch briefings at the main detachment instead of utilizing the start-stop model and electronic investment at the CPO, resulting in a minimum of 20 minutes lost driving each way at beginning and end of shift besides other activities outside the City;
 - o Likewise, a good number of GD constables prefer the busy pace of policing in CMR over that of CPM;
 - o While there is a Cpl. and 2 Csts working out of the CPO as part of the Uniformed Community Response Unit, there is no local centralized leadership, direction nor alignment, and the various units that work in CPM are working in silos (GD, traffic, UCRU, strike force, Serious Crime) and are not aware of CPM priorities or concerns;
 - o Given the 4-6 month postings, GD members from CMR carry their higher file load to CPM (which requires time and effort while in CPM); and
 - o There is significant lost travel time to/from the main detachment in CMR for prisoners, exhibits, briefings, physical file retention, meetings with supervisors, breaks, and if start/stop is from CMR.

- There is some space (2,208 sq. ft.) within the recreation centre and adjacent to the current CPO (4,505 sq ft.) that could potentially be utilized for the CPO expansion to accommodate the needs for an independent detachment. This includes relocation of existing programs/leasee's, potentially dedicating both underground and surface parking for police vehicles and staff, and potentially adding on to the existing structure. See more detailed "transition plan" Attachment E & L (REDACTED).

RCMP Police Services Review

During Q1 & Q2 of 2019, Council had a variety of closed discussions around policing that included concerns over:

- Police visibility in the community;
- Lack of continuity of GD members transferring out every 4-6 months;
- Lack of clarity/accountability around the organizational structure, deployment and financial expenditures demonstrating value for \$ expended, lack of financial tracking to monitor costs for specific investigations or services; and
- Communication and the relationship between the detachment leadership were not as frequent and at the level the City believed it needed to be. For instance, the CAO met with the OIC or designate on an adhoc basis and there was no contact from the CPO 50' away. In comparison, the Corporate Leadership Team (CLT), consisting of the CAO and Directors, met formally at least 2x/week as a group and periodically in between.

As a result, on May 21st, 2019, there was a unanimous Council motion to create a RCMP Police Services Review committee³ and to conduct a policing review to:

- Enhance visibility, public safety, service levels and responsiveness to the community;
- Increase sense of pride, spirit, ownership and involvement in the community;
- Augment the direct relationship between the RCMP, City Hall and our Community;
- Promote more direct accountability and a better understanding and appreciation of the nuances in Pitt Meadows; and
- Deliver a higher quality of service tailored to the PM community at the same cost.

Since the beginning of the review and with complete information, Council and the CAO have since realized there will be transitional costs to a new model/structure that would require one-time capital investment to enhance and increase the CPO to accommodate more members, support staff, parking and equipment etc. While this comes at a one-time cost, the ongoing

³ Committee included Mayor Dingwall and Councillor Nicole MacDonald (previous Vancouver Police Department officer); CAO Mark Roberts, Director Samantha Maki (Engineering, Facilities & Operations); Director Cheryl Harding (Financial Services); Director Stephanie St. Jean (Corporate Services); and Kerrie Dykeman (EA).

and significant public safety service level improvements provided to the community would continue in perpetuity. This was relayed to the consultant.

A variety of discussions then took place with the detachment command, the CMR, the RCMP LMD District commanders including A/Commr. Stephen Thatcher, and Katzie First Nation Chief George and her Council (noting the main part of their Nation is located in Pitt Meadows) and SD42. Discussions also occurred with previous MP Dan Ruimy and current MP Marc Dalton, along with CPM MLA Minister Lisa Beare.

Worthy of note, on June 6th, 2019, Mayor Dingwall met with C/Supt. Manny Mann (Operations Support Officer for the LMD District) along with Supt. Jennifer Hyland, OIC Ridge Meadows Detachment. Supt. Hyland stated that there are *"distinct differences" between CMR and CPM, that it may be time to do away with the Joint Police Liaison Committee⁴, and that she would support a separate detachment"*.

On June 7th, 2019, the Mayor, on behalf of Council, submitted a letter to A/Commr. Thatcher regarding the city's intent to seek approval-in-principle to build a business case supporting an independent detachment model (Attachment F – portions REDACTED). Min. Beare provided a letter of support (Attachment G) should the City decide to pursue the creation of their own detachment.

On June 27th, 2019, the CPM and CMR mutually agreed to undertake a policing review (CPM News Release and MR PM News article June 27th, 2018 (Attachment H).

On July 9th, 2019, the CPM authorized the hiring of (Rtd) Chief Superintendent Tonia Enger from Blueline Vantage Consulting to conduct a review. Ms. Enger has significant experience in policing⁵ and with the Provincial Police Services Division that oversees policing in BC. During the review, the LMD District provided support through then Supt. Brian Edwards (now A/Commr. OIC Surrey), replaced by Supt. Julie DeDecker and "E" Division assigned S/Sgt. Kerri Cooke to assist.

⁴ JPLC was created around the year 2000. Over the years the committee made up of the detachment commanders and representatives from each City (Mayor, a councillor and CAOs) would meet 2-3 x year to discuss policing issues.

⁵ Retired RCMP Executive – Chief Superintendent with significant operational, First Nations and detachment experience.

Findings Referenced in the Consultant's Report (Attachment I)

Chart 5 - 2018 Crime Severity Ratings & Various Call Types for Service (data from Consultant):

	Crime Severity Index	Calls/Member	Susp. Person/Vehicle	Mental Health	Criminal Code
Coquitlam	61				
White Rock	83	262	1,139	618	1,496
Maple Ridge	93	254	1,010	1,541	7,805
Port Coquitlam	67				
Pitt Meadows	68	204	129	190	1,178
PM % of total RM			11.33%	11.98%	13.11%
BC > 15,000 pop		243			

*CPM calls / member is 16% lower (243 vs 204) than the BC average for over 15,000; and 19.7% lower (254 vs 204) than CMR.

- The CPM has:
 - 11.33% of Suspicious Person/Vehicle files;
 - 11.98% total Mental Health;
 - 14.9% total property files (758 out of 5,048); and,
 - 13.75% of victim service files & 11.75% of crisis call-outs over a 4 year period (2016-2019).
- The CMR crime severity index is 93 (25.7 points higher than CPM at 68).

CPM Reporting Data

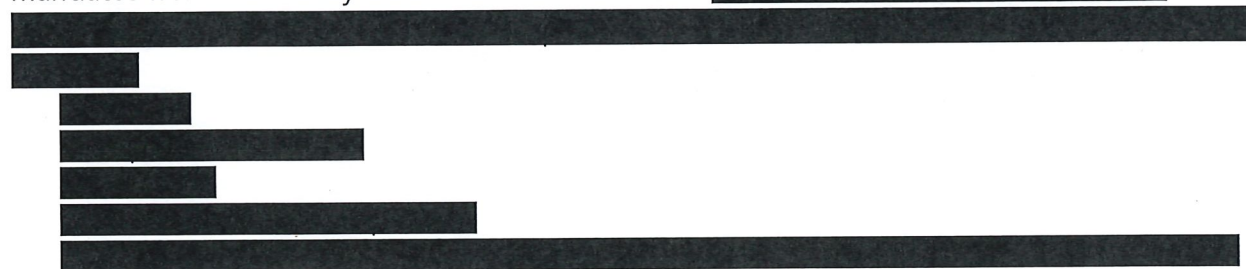
Over time, the detachment appears to have morphed into more of a single entity from an operational, administrative, financial and statistical perspective resulting in the loss of transparency around demonstrating value for \$ expended and return on investment for the CPM. By example:

- Accurate prisoner data was unavailable and only an estimate of 10% was available – well under the "Housing and Support" cost sharing of 18.24%. The consultant advised that the true % of 10% is likely considerably lower when considering the arrest of suspects on warrants from other jurisdictions – which are not costed back to the CPM;

- Insufficient number of tracking systems are in place (eg; cost of investigations, OT worked in one jurisdiction over another, etc.); and
- During the review, the consultant was unable to determine the number of "reports to crown counsel" (RTCC) was generated out of CPM files.

CPM RCMP Resource Deployment

Many of the RCMP members and support staff duties were combined into org. charts and mandates were not readily able to demonstrate ROI. [REDACTED]



The Consultant has since confirmed the following current member resource deployment:

Chart 6 – Member Resource Deployment (data from consultant):

	Current PM Structure	Potential New Detachment Structure	White Rock
NCO i/c – Commander		S/Sgt.	S/Sgt.
Operations NCO		Sgt.	Sgt.
General Duty	Sgt. + 3 Cpls. + 8 Csts = 12	Cpl. + 3 Csts (16)	Cpl + 3 Csts (16)
Traffic	Cpl. + 1 Csts		
UCRU/Comm. Response	Cpl. + 2 Csts	2 Csts.	4 Csts.
Serious Crime	Cpl. + 2 Csts	Cpl. + 2 Csts.	Cpl. + 2 Csts.
Street enforcement	Cst.		
Operational Support	S/Sgt. + Cpl.		
<i>Potential Provincial Position (Katzie First Nation, Provincial Areas)</i>		Cst.	
TOTAL RCMP MEMBERS	23	24	25

*Note: CPM pays for 9 NCO positions of 23; whereas, White Rock has 7 for 25. NCOs salary is higher than Csts.

*White Rock increased by 2 to 25 in 2019 and has a larger file count than PM.

PM Positions working in MR or Assigned Specific Det. Duties

Many of the RCMP members and support staff duties were combined into org. charts and mandates that were not readily able to demonstrate ROI. If CPM had their own detachment (similar to White Rock), at least 8 positions currently working in MR or assigned specialized tasks/roles would now be available operationally in CPM and immediately enhance service levels and visibility in the City.

- CPM pays for a S/Sgt. and Cpl. (media) in Ops. Support positions. Very few media releases apply to CPM and White Rock has both these positions absorbed into their structure as opposed to dedicated resources.
- Cpl. & Cst. in Traffic Services and White Rock has all of their GD resources handling traffic enforcement. NOTE: If a serious incident/collision occurs, the City can draw down on assistance for the Integrated Collision/Analyst program; and,
- 1 Sgt. and 3 Cpl. Supervisors for GD are located in MR – could be available for calls and dedicated leadership/mentoring in PM.

Under the proposed General Duty Independent Detachment Structure, the Sgt. Operations NCO – a uniformed position - would work dayshift (or when required), and could be available to attend calls, mentor, etc. In addition there would be a Cpl. + 3 Csts. on each watch (total of 16 members). When including the Sgt., there are 17 mandated to General Duty uniform patrol. Current there are 2 Constables/Watch = 8 in CPM. In addition, the S/Sgt., Sgt. or, if delegated, the Cpls. could handle media inquiries.

3 Provincial Positions

Ridge Meadows Detachment has 3 provincially funded positions to support provincial responsibilities such as:

- Two (2) provincial correctional facilities (Fraser Regional Corrections Centre and Alouette Correctional Centre for Women) located in Maple Ridge;
- Golden Ears Provincial Park (which provides overnight camping) situated in Maple Ridge;
- Lougheed Highway, which runs through both Maple Ridge (20.16 km) and Pitt Meadows (5.19 km); and
- Katzie First Nation (not solely provincial members).

Of particular note, CPM enjoys an excellent relationship with KFN Chief and Council. Their main territory is located in Pitt Meadows (with First Nations lands in Langley, Surrey – Barnston Island, a grave site in CMR and longhouse at Alouette Lake – Prov.). CPM has service level agreements with KFN for Fire Services, water and sewer, and their main lands are located adjacent to South PM residents. The Chief and Council have indicated a willingness to enter into a police services agreement with the City of Pitt Meadows. CPM also has part of Pitt Lake, Pitt River, Fraser River and Lougheed Highway within its jurisdiction.

The consultant has recommended, under Option 3 (Independent Detachment) in her report, that one provincial position be requested from the Province out of the 3 assigned to the Ridge Meadows detachment to support KFN and other provincial areas in the CPM. Any decision on redeployment of these provincial positions will require further consultation between the BC RCMP and Provincial Police Services.

Housing and Support Municipal Employee Org. Structure

Since 1992, the CPM participates in a housing and support agreement with CMR (support staff, facilities, equipment, E-Comm, support services, etc.). This includes a 5% administrative fee paid to CMR (approx. \$42,000). There are 49.3 municipal employees (ME – CUPE positions) of the CMR. The overall housing and support costs to CPM = \$1,072,603.

If CPM went to their own independent detachment, then referring to the White Rock structure, 9 ME positions would be required (Chart 7).

Chart 7 – Estimated Annual Cost for City of Pitt Meadows Municipal Staff:

	Pay Grade	Salary Range	Annual Average	PM Benefits (22%)	Annual Total
Operations Support Staff					
Support Services Manager	-	-	\$ 82,000	\$ 18,040	\$ 100,040
Court Clerk	17 or 22	\$34.12-\$40.18	\$ 67,873	\$ 14,932	\$ 82,805
Front Counter	12	\$22.84-\$26.81	\$ 45,355	\$ 9,978	\$ 55,333
Police Clerk	14	\$24.69-\$29.02	\$ 49,064	\$ 10,794	\$ 59,858
Admin/Exhibits	17	\$27.85-\$32.80	\$ 55,404	\$ 12,189	\$ 67,593
Operations Clerk	no exact match		\$ 48,333	\$ 10,633	\$ 58,967
CPIC/Admin Support	15	\$25.71-\$30.19	\$ 51,065	\$ 11,234	\$ 62,299
Sub Total			\$ 399,094	\$ 87,801	\$ 486,895
Volunteer Support Staff					
Community Pol	no exact match		\$ 59,122	\$ 13,007	\$ 72,129
CP Coordinator	18 or 20	\$31.48-\$37.05	\$ 62,602	\$ 13,772	\$ 76,375
Sub Total			\$ 121,724	\$ 26,779	\$ 148,503
Total Estimated Cost			\$ 520,818	\$ 114,580	\$ 635,398

Other Considerations

- In 2016, the CMR decided to dissolve the joints Park and Recreation Agreement with the CPM which had been in place since 1996 (i.e. 20 years) and through a one year transition period, city staff in both locations professionally worked through the complicated transition that by all accounts went very smoothly and for CPM within the same budget allocations. In many respects (e.g.: hiring municipal employees/union issues, equipment, facilities, contracts, policies, etc.), the transitional requirements are very similar to those with transitioning to an autonomous policing model. CPM hired 13.8 FTEs + 28 auxiliaries = 41.8 municipal employees for the independent Parks and Recreation Department.
- The CPM has a \$15m capital project approved for a new fire hall (expected completion in 2022) that will also include the construction of an Emergency Operations Centre. The City employs Emergency Planning Coordinator who supports all first-responder emergencies in CPM.
- Previous MP Dan Ruimy had indicated that access to Federal grant monies may be available given the benefit to First Nations Policing (KFN) as well as the unique transitional initiative to an independent detachment model.

Consultant Options & Recommendations

Option 1 – Status Quo – remain in an integrated detachment while trying to address concerns raised by CPM.

Option 2 – Service Level Agreement – to address concerns raised by CPM

- Redeploy S/Sgt. as an on-site commander and Sgt. operations NCO to CPO;
- 4 Cpls and 12 Csts to work out of CPO on GD;
- 2 UCRU positions at CPO;
- 3 positions to remain in MR for serious crime and street enforcement unit
- Review, renegotiate and modernize the Housing and Support Agreement
- 3 year min. deployment period for members to PM;
- Negotiate with MR the release of some MEs to CPO – not a requirement of current agreement;
- Continue with victim services through MR;
- Volunteer program aligned to PM; and
- Increase engagement between NCO i/c of the CPO and CPM, staff, Council, Katzie First Nation⁶.

⁶ S/Sgt. would still report to OIC Ridge Meadows for all major decisions (business planning, media, operational decisions, etc.) which does not reinforce an autonomous detachment nor independent

Consultant advises this would provide for "surge capacity" if a major incident occurs. That said, it needs to be recognized that throughout BC, the value of contracting with the RCMP provides "every detachment" with surge capacity and "insurance" through "E" Division, Districts, integrated units, neighbouring detachments through mutual aid agreements, and ultimately a more recent practice of detachments/cities offering OT to neighbouring detachment's members to cover short-term time sensitive needs.

Option 3 – Autonomous Detachment

Requires:

- CO "E" Division and Ministerial approval
- Facility upgrades and transitional financial investment
- Fee-for-service agreements for things like cell block services and E-Comm
- Transition period to secure 9 MEs, equipment, files, etc.
- Approval from the Province to move one provincial position over to service KFN and other provincial areas within the city limits.

The Consultant Recommendation:

"While an autonomous RCMP detachment will require some initial capital investment, it is the best option to address the key principles expressed by Pitt Meadows, the tailored service delivery they desire, while enhancing public safety and providing more direct accountability (p.5)

This move would take place using a phased approach and would require the appropriate capital investment to address the accommodation requirement of a stand-alone detachment. The first phase of this transition would implement the activities outlined in option two, including a dedicated leader on site and dedicated police and support resources working from a Pitt Meadows RCMP Detachment. With an autonomous detachment, Pitt Meadows programs can be developed locally, integrated and aligned with the city and other NGOs, be more focused on municipal objectives, and better connected to the community (p. 52)."

CAO Recommendations

CPM is a small unique community that will not see significant growth unlike virtually all other cities in the Metro area. The Agricultural Land Reserve remains a priority for the City as do all of the Metro Vancouver and City parks, pathways and green spaces. Council has expressed

decision making, responsiveness and relationship building with CPM, the Corporate Leadership Team, and Council.

their vision of a policing model to *"truly embrace community policing"* where the police and the community build a strong relationship around safety, security, families and improving on quality of life. Even the strategic priorities approved by Council in late 2019 reflect *"a small city policing model"* that includes policing visibility and traffic enforcement (Attachment J).

The CAO recommendations contained at the beginning of this report are based on achieving the goals as set out at the beginning of the review and are restated as:

- ✓ Enhance visibility, public safety, service levels and responsiveness to the community;
- ✓ Increases sense of pride, spirit, ownership and involvement in the community;
- ✓ Augment the direct relationship between the RCMP, City Hall and our Community;
- ✓ Promote more direct accountability and a better understanding and appreciation of the nuances in Pitt Meadows; and,
- ✓ Deliver a higher quality of service tailored to the PM community at *"relatively the same operating costs, but based on the assumption that there will be one-time transitional and capital costs required"* (emphasis has been adjusted to meet Council's direction to consultant).

All stakeholders involved in the review have been responsive and helpful, including the LMD District Commander A/Commr. Stephen Thatcher.

The Mayor, on behalf of Council, believes: *"this initiative is the most important legacy they can leave for the community – being enhanced public safety, confidence, quality of life and return on investment."*

COUNCIL STRATEGIC PLAN ALIGNMENT

- ☒ Principled Governance ☐ Balanced Economic Prosperity ☒ Corporate Excellence
☒ Community Spirit & Wellbeing ☐ Transportation & Infrastructure Initiatives
☐ Not Applicable

FINANCIAL IMPLICATIONS

- ☐ None ☐ Budget Previously Approved ☐ Referral to Business Planning
☒ Other

Details of policing costs, 2020 budget, and an estimated budget for the proposed detachment can be found in Attachment K.

Based on high level estimates, an autonomous detachment is anticipated to be achieved within the existing \$5.4 million budget. A 5% variation for potential unknown factors would be plus or minus approximately \$270,000 and onetime transitional costs could be funded from the Operating Reserve. \$1.5M from City reserves is available to be put towards the cost of

renovating the existing CPO building or a new facility. [REDACTED]

[REDACTED] It is necessary to determine the scope of the capital investment to better articulate the potential cost and appropriate funding mechanisms.

PUBLIC PARTICIPATION

☐ Inform ☒ Consult ☐ Involve ☐ Collaborate ☐ Empower

Comment(s): As outlined in the report.

KATZIE FIRST NATION CONSIDERATIONS

Referral ☒ Yes ☐ No

Comment(s): As outlined in the report.

SIGN-OFFS

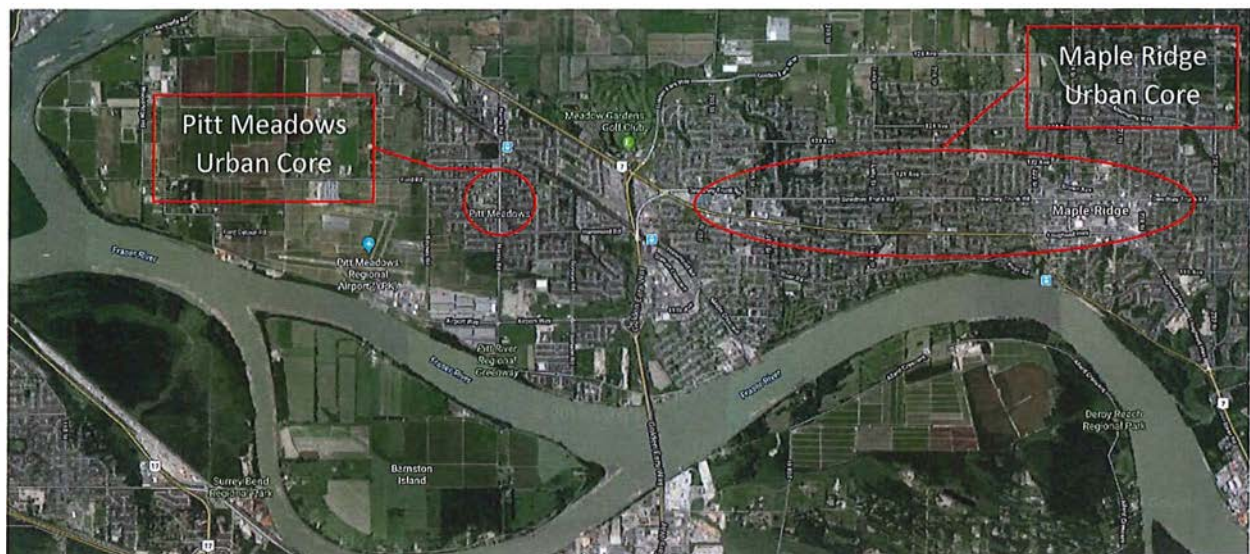
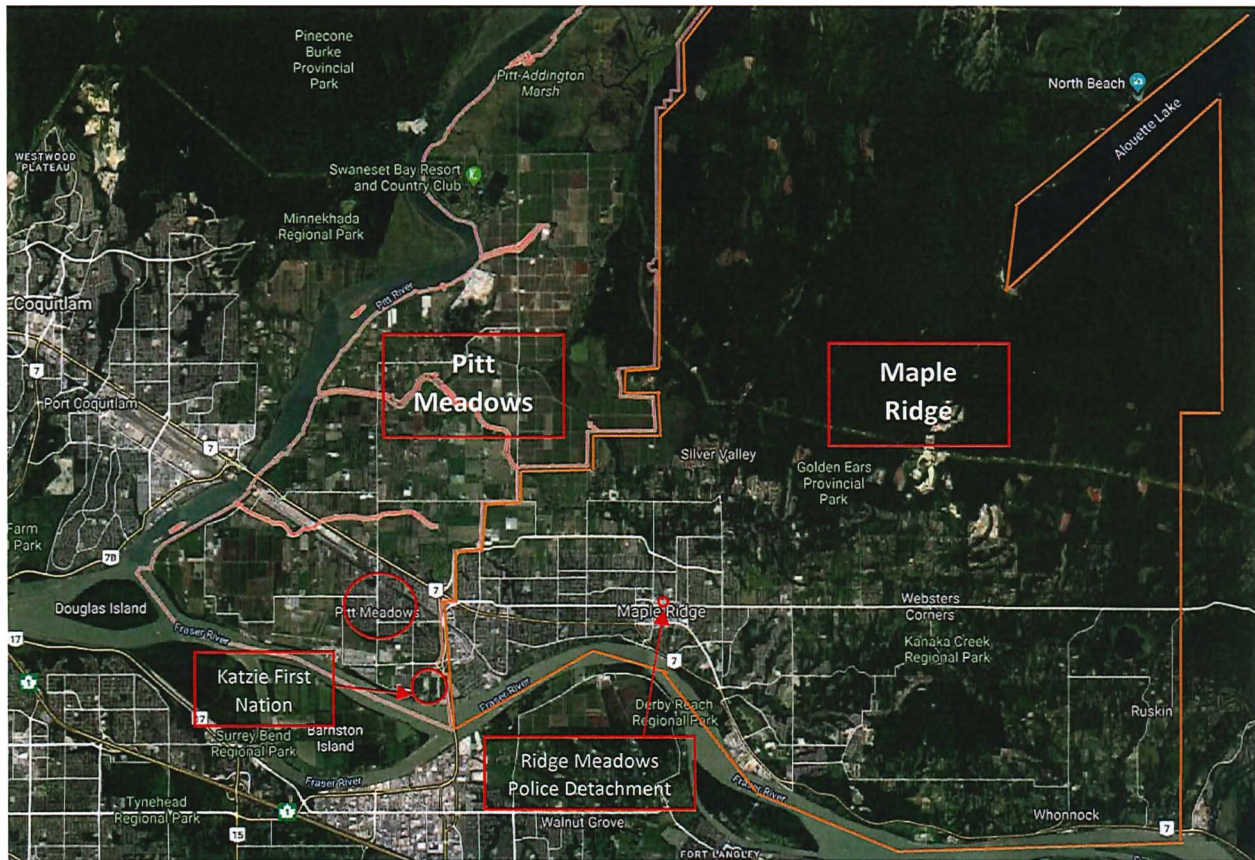
Written by:

Mark Roberts, CAO

ATTACHMENT(S):

All attachments noted below can be viewed in the online version of the staff report at <https://www.pittmeadows.ca/policereview>

- A. CPM and CMR Urban Core Maps
- B. CPO Floor Plan - REDACTED
- C. Maple Ridge Pitt Meadows News article October 27th, 2011: CPO
- D. Maple Ridge Pitt Meadows News article November 13th, 2013: CPO Renovation
- E. Detailed Transition Plan - REDACTED
- F. Letter from the Mayor, on behalf of Council, dated June 7th, 2019, to A/Commr. Thatcher (partial REDACTION)
- G. Letter of Support from MLA Beare, dated July 2, 2019
- H. CPM and CMR Press Release, dated June 27, 2019, announcing Police Services Review
- I. Blueline Vantage Consultant Report dated January 2020 (partial REDACTION)
- J. CPM Police Strategic Priorities
- K. Detailed Police Services Budget
- L. RCMP Detailed Space Analysis - REDACTED



ATTACHMENT - B

This attachment has been redacted.

Police look to expand office in Pitt Meadows

Attachment C

Cost estimated at \$1.3 million

MONISHA MARTINS / Oct. 27, 2011 3:00 p.m. / NEWS



Ridge Meadows RCMP constables Krista Doncaster and Mathew Condon share this cramped office space in Pitt Meadows.

Constables Krista Doncaster and Mat Condon have to carefully manoeuvre around the office they share in Pitt Meadows Family Recreation Centre.

Opening a drawer, moving their chairs or having a conversation on a phone can be tricky in the cramped space.

A disused shower next to their office has been turned into a storage room.

The traffic section's computer has been relegated to a chilly room in a corner shared with a shotgun safe, Christmas decorations, two bicycles and the "Safety Bear" mascot costume.

The boardroom doubles as an interview room when needed, the table has been folded and propped against a wall behind three flags.

"It's not ideal," says Const. Doncaster.

On Wednesday, a man wanted on a Canada-wide warrant walked into the office to turn himself in, just as a group of children from Pitt Meadows elementary stopped by to treat themselves to Halloween candy.

Originally opened as a community policing office, the space has become a satellite detachment to Maple Ridge, where people walk in to report crimes and officers conduct interviews with little privacy.

“As Pitt Meadows gets busier, the office gets used more and more,” said Doncaster.

The 1,480-square-foot office is shared by two constables per watch, an office manager, volunteers and other general duty or specialized team officers who may need access RCMP database while in the city.

Driving to Maple Ridge – a 20-minute trip – just isn’t practical, especially for the constables who are required to remain in the city throughout their shift.

“Clearly this location has evolved. People are literally using it as a police office,” Supt. Dave Walsh told council on Tuesday.

“They are coming in to the front counter, making sensitive complaints, and there really is no place for them to speak to an officer. The only alternative is to kick officers out of their offices to give them some privacy.”

As a result, RCMP has requested a \$1.3 million expansion to the office, to be done in two phases.

The first would see the office grow by 884 square feet, into an adjacent craft room, while the second would see the space turn into a “full” police office with an additional 2,100 sq. ft.

Money for the project, though, has to be found. Details about funding will be discussed during the budget planning process, which begins Nov. 29.

“We want to have a police presence on the ground, but we need to prioritize limited resources,” said Coun. John Becker, who is seeking the mayor’s seat.

The sale of 4.67 hectares of farmland in Bonson, so it can be developed into townhomes and low-rise apartments, could net the city millions of dollars and perhaps cover the costs.

Becker, though, would prefer that the money be used to pay down the city’s current debt instead of spending it on new projects.

“While I support the concept of expanding the police facility, I would struggle with the notion of borrowing,” he added.

“We do have a functional CPO right now and we do have a greater police presence and we do have a safe community, but borrowing \$1 million is not something I would approve come November.”

Coun. Deb Walters, who is also vying for the mayor’s seat, isn’t keen on borrowing money to fund the expansion next year, either, but realizes that officers “are literally sitting on top of each other” and need more space.

“Our citizens always ask about police presence. The [police] have made a great effort to be here. But whenever they have to process anyone, they have to leave Pitt Meadows and go up to Maple Ridge,” Walters said. “It is important that we provide interview rooms for that so they can start their day here and end their day here. Then we are assured that those officers are in our community.”

She added that there will be extra space when the seniors’ vacate the family recreation centre, “and there is expression of interest in the sale of our property, so debt could be paid off and then we could proceed with other things that need to be done in our community.”



Get local stories you won't find anywhere else right to your inbox.

Sign up here

\$1.4-million renovation for Pitt Meadows policing office

Current accommodations are too cramped, inconvenient

MONISHA MARTINS / Nov. 13, 2013 2:00 p.m. / NEWS



Ridge Meadows RCMP constables Krista Doncaster and Mathew Condon at the Pitt Meadows community policing office.

Renovations are set to begin on the RCMP's cramped community policing office in Pitt Meadows.

The \$1.4-million project, which includes

Community Infrastructure Improvement Fund grant of \$242,750, will see the space inside the recreation centre transformed into a fully functioning office for Ridge Meadows RCMP.

Originally opened as a community policing office, the space has become a satellite detachment to Maple Ridge, where people walk in to report crimes and officers conduct interviews with little privacy.

The 1,480-square-foot office is currently shared by two constables per watch, an office manager, volunteers and other general duty or specialized team officers who may need access to the RCMP database while in the city.

Driving to Maple Ridge – a 20-minute trip – isn't practical for constables who are required to remain in the city throughout their shifts.

The renovations will add an additional 2,100 sq. ft. to the office, including interview rooms and a space for Breathalyzer tests.

The renovations will also combine the weight and multipurpose rooms into a larger space for people to exercise.

Michael Millward, facilities operation manager for the Maple Ridge-Pitt Meadows Parks and Recreation Service, said the renovations were originally meant to take place in two phases.

The first phase, which involved converting the former seniors' lounge, did not proceed as quotations came in much higher than anticipated.

Millward said staff will try to incorporate some of the planned renovations to the seniors' lounge in this phase of construction by using funds from the city's facilities infrastructure life cycle reserve.

Millward said Pax Construction has been chosen to complete the renovations, but a timeline for completion won't be determined until later this week.



Get local stories you won't find anywhere else right to your inbox.

Sign up here

ATTACHMENT - E

This attachment has been redacted.



City of Pitt Meadows
OFFICE OF THE MAYOR

June 7, 2019

File: 14-7450-01

"Confidential"

Assistant Commissioner Stephen N.S. Thatcher
Lower Mainland District Commander, RCMP
Acting Criminal Operations Officer, Core Policing
14200 Green Timbers Way, Mailstop #506
Surrey, BC V3T 6P3

Dear A/Commr. Thatcher:

Stephen,

Re: City of Pitt Meadows Request for an Independent Detachment -
Seeking Preliminary Approval in Principle from
the Commanding Officer "E" Division & Provincial Government

Our previous discussions with Chief Superintendent Mann, Supt. Edwards and yourself refer.

As you are aware, our City Council was unanimous in supporting a motion to review our policing model and service delivery levels with a view to shifting to our own independent detachment (similar to that of White Rock). We believe this would significantly enhance public safety and the relationship between the RCMP, City Hall and our Community, and would promote more direct accountability and a better understanding and appreciation of the nuances in Pitt Meadows.

Pitt Meadows is currently part of an integrated detachment with the City of Maple Ridge and has been for many years. The Detachment is located right next door to Maple Ridge (MR) City Hall.

Historically, PM represented about 20% of the regional population and cost-sharing was based on this formula. In recent years, this % gap is widening with tremendous residential growth occurring in MR that will continue as part of the regional growth strategy for the Metro Vancouver area (expected to increase by 1 million by 2040).

	2018	2040	Increase
Maple Ridge	88,626	119,000	30,374
Pitt Meadows	19,772 (18.24%)	23,500 (16.49%)	3,728
	108,398	142,500	34,102

Pitt Meadows is a unique small City that is made up of an urban core and 78% is in the Agricultural Land Reserve. Out of 229 cities across Canada (Maclean's "Canada's Most Dangerous Places 2018"), PM is ranked 101 for all crime types (MR = 54). (Attach. A - rankings for PM & MR). MR is a busy detachment and from a policing/enforcement perspective, is complex and distinctly different than Pitt Meadows and likely creates a resource utilization imbalance between the two cities. From personal experience as a Constable at the Detachment (1984-88), as the OIC (1998-2002) and now anecdotally as the Mayor and long-time resident, Maple Ridge has always been the significantly busier jurisdiction with its share of serious crime and social issues (in part due to all of the support services being located in MR). Again from serving 35+ years, officers are naturally and for officer safety reasons, drawn to the busier pace and more exciting/serious calls for service.

Visibility of officers has long been a complaint from our citizens. Our principle policing contact is either the Supt. OIC or the Operations Officer Inspector so there is little communication between the CPO staff and City Hall/Council. The plain clothes units are located at the MR Detachment along with the municipal employees, and general duty officers rotate in/out of PM frequently (possibly every 4-6 months) resulting in lost continuity with our community and local issues.

The total budget for PM is \$5,741,740 which includes 23 members (Attach. B - org. chart – which is somewhat confusing given the integrated model). We also pay our share of housing and support with MR (Municipal Employees), and integrated units (IHIT, dogs, Ident, ERT, ICARS reconstruction, internal investigations and the intel unit).

We have a Community Policing Office (CPO) adjacent to City Hall that is spacious, well-designed with a boardroom, front counter, offices, lockers, etc., but is significantly under-utilized and could accommodate our 23 officers. (Attach. C). With approval of our own detachment, we anticipate being able to deliver a higher quality of service tailored to the PM community at the same cost.

PM population, police to population, and police budget/resource levels are very similar to White Rock, Squamish, and Cranbrook (App. D with metrics and organizational charts for White Rock and Cranbrook. Of Note: White Rock just added 2 positions this year). These independent detachments have a S/Sgt. In charge, an Operations Sgt., 4 GD watches, a General Investigation Section (GIS plain clothes) and community policing constables.

PM is already paying for municipal employee support positions and the integrated district units noted previously.

The City is committed to working with both the District and the Detachment Commander, along with the City of Maple Ridge to complete a business case outlining the proposed model and service level expectations, along with outlining mutual aid or fee-for-service agreements, transitional costs and timelines.

City Council strongly believes that a policing model similar to that enjoyed by the City of White Rock would provide significantly enhanced visibility, responsiveness, augmented service levels and continuity to our community and most importantly, increased public safety. It will also allow the OIC of the Maple Ridge Detachment to focus all of their efforts in support of the City of MR. The Mayor of Maple Ridge is aware of the interest of PM to move to an independent detachment model.

We would respectfully request, pending the completion of a detailed business case, that approval in principle be provided by both the RCMP and the Province.

Yours truly,



Bill Dingwall | Mayor
BGS, LL.B., CPHR

City of Pitt Meadows

12007 Harris Road, Pitt Meadows, BC V3Y 2B5

Phone: 604.465.2416

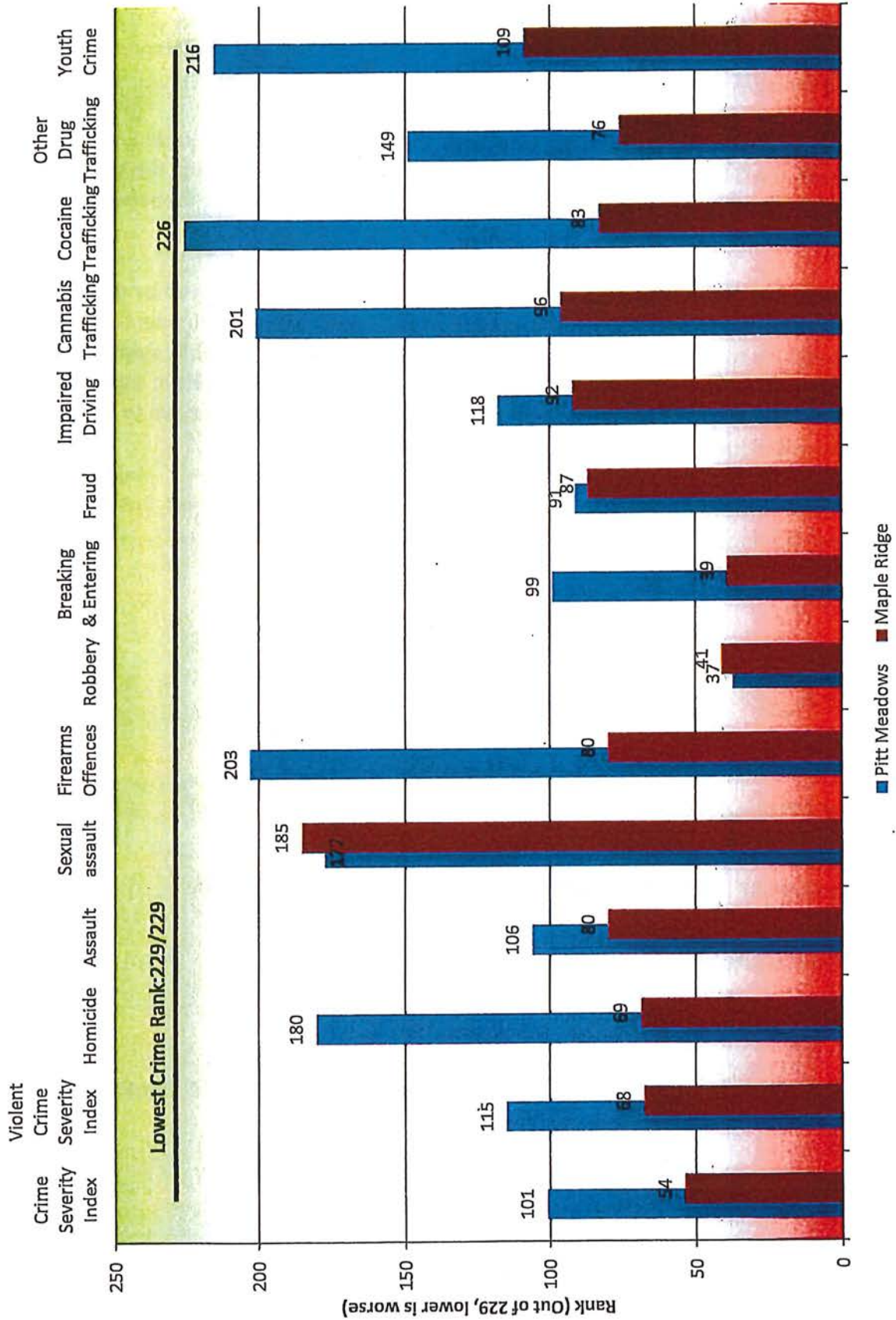
pittmeadows.ca | [Facebook](#) | [Twitter](#) | [HaveYourSay](#) | [Council Meetings](#)



cc: Minister Lisa Beare, Pitt Meadows/Maple Ridge MLA
Council
CAO Mark Roberts
Supt. Brian Edwards, Corporate and Client Services Officer, LMD District Office

Attach. (REDACTED)

Maclean's: Canada's Most Dangerous Places: Rankings





July 2, 2019

RE: Pitt Meadows Independent RCMP Detachment Request

Dear Mayor Dingwall,

Thank you for copying me on your letter to Assistant Commissioner Thatcher, of June 7, 2019.

As the MLA for Maple Ridge-Pitt Meadows, I understand the complexities and distinctly different policing needs of the two cities. I appreciate Mayor and Council anticipating the future needs of the City of Pitt Meadows and support you moving forward with this proposal.

I support the City of Pitt Meadows' work to continue developing the detailed business case for service delivery and the appraisal of the financial impacts with the RCMP and the City of Maple Ridge

I look forward to being kept apprised of the developments as they are available.

Sincerely,

Lisa Beare, MLA

Maple Ridge – Pitt Meadows



City of Pitt Meadows and City of Maple Ridge Working with Ridge Meadows RCMP Detachment to Launch Policing Service Review

Thursday, June 27, 2019

File Number: 2019-19

PITT MEADOWS, BC – Both the City of Pitt Meadows and the City of Maple Ridge have seen tremendous growth over the last decade or more resulting in new challenges in the way the Ridge Meadows RCMP Detachment delivers services to each community.

As a national police force, the RCMP has access to technologies and evidence based best practices developed here in our community and in communities across the country, to address the scope and context of new challenges that both communities are dealing with on a day-to-day basis.

One of the most important roles of local government is public safety. The cities of Pitt Meadows and Maple Ridge have come together to work with the RCMP on a Policing Service Review that will look at how local RCMP resources can be deployed to enhance service and responsiveness to citizens in both communities.

“Before I became a Councillor and Mayor of the City of Pitt Meadows I had the honour to serve as the Officer in Charge of the Ridge Meadows RCMP Detachment. I fully understand the pressures as well as changing complexities and challenges on our RCMP to address community expectations and within the broader context of the criminal justice system. This review is an opportunity for Maple Ridge, Pitt Meadows and the RCMP to collaborate and explore new opportunities to enhance public safety in our region to keep pace and address the changing environment, emerging challenges and population growth in the decades to come. The RCMP has the full support of our Council and we recognize and appreciate the dedication, commitment and sacrifices made every day to protect both communities. We look forward to the collaboration,

discussions and outcomes that will enhance public safety and public confidence,” said Pitt Meadows Mayor Bill Dingwall.

“The City of Maple Ridge is a fast growing city that is currently dealing with the impacts of complex urban problems that are affecting local government in every city in the region. This service review will allow us to work with the RCMP to understand what’s happening here in our community and ensure that our public safety delivery meets the needs of our citizens and businesses. We look forward to working together with the RCMP leadership team to develop a dynamic and responsive policing model that serves us all now and for our future,” said Maple Ridge Mayor Mike Morden.

“This initiative by the City of Maple Ridge and the City of Pitt Meadows is an opportunity for the RCMP to work collaboratively as a partner to ensure that the Ridge Meadows Detachment resources and deployment model is responsive to ever-evolving community needs. Our Detachment is always looking for ways to improve the effectiveness and efficiency of policing and this type of review is one tool that the RCMP and its city partners can use to help us attain that objective,” said Superintendent Jennifer Hyland, Officer in Charge of the Ridge Meadows RCMP Detachment.

Details and progress on the service review will be shared through each agencies media channels as it becomes available in the coming weeks.

-30-

For more information please contact:

Carolyn Baldrige,
Manager of Communications & Community Engagement
City of Pitt Meadows

✉ cbaldrige@pittmeadows.ca

p. 604.460.6704

Read more below



Maple Ridge and Pitt Meadows are conducting a joint police services review. (Black Press)

Complainants want improved police response says Maple Ridge mayor

Review will look at separate Pitt Meadows RCMP detachment

NEIL CORBETT / Jun. 29, 2019 3:00 p.m. / NEWS

There is a possibility Pitt Meadows council will want its own police detachment, but “we’re not there yet,” said Mayor Bill Dingwall.

“We” is the cities of Maple Ridge and Pitt Meadows, whose councils have agreed to conduct a policing service review. Dingwall was not willing to pre-suppose the results of that process, which was announced late Thursday in a

joint press release from both city halls. But he said a separate detachment for Pitt Meadows is on the table.

Maple Ridge Mayor Mike Morden said his council is taking action based on public complaints, most often about police response to property crimes.

“The public is very clear – residents and businesses don’t feel they are being responded to adequately,” he said.

He noted the city doubled private security in the downtown this spring, and these officers will deal with lesser or non-criminal complaints in the downtown core, freeing the RCMP to deal with more serious crime. The police review also fits with the community safety plan the city is developing, said Morden.

“We’re working to make sure the community is safe,” Morden said. He adding that a more vibrant downtown core is also a goal, along with increased community pride.

He said the review should offer councillors details about where police officers are deployed, and what they are doing. For example, whether they are involved in overdose response, or if they get tied up at hospital with mental health calls.

What does the mayor want from the police service review?

“Appropriate policing for the various problems that present themselves today,” he answers.

“We’ve got urban problems here. They have showed up.”

He said property crime to support addiction and “manic behaviour” caused by drugs are concerns for him and the public.

Dingwall, a former RCMP superintendent, said Maple Ridge and Pitt Meadows are different cities, and because Pitt Meadows lacks many social services provided in Maple Ridge, some of the associated problems are not evident there.

“Maple Ridge is a very different community in many respects, in that criminal justice piece,” Dingwall.

Maple Ridge is also fast growing, while Pitt Meadows is projected to remain a small city, peaking at 25,000 population.

However, he also said Pitt Meadows residents have said for a long time they want a strong police presence.

“Our community has been very vocal about police visibility,” said Dingwall.

The review will show how much time officers who are allocated to Pitt Meadows spend responding to calls in Maple Ridge under the current model, he said.

“Where you need help, the help will go.”

Pitt Meadows having its own detachment is part of the discussion, he said. The city has a population of approximately 18,600, and comparably-sized cities such as White Rock, Squamish and Cranbrook all have their own detachments.

White Rock is next to the largest RCMP detachment in Canada in Surrey, but has its own detachment, he noted.

Dingwall said the review will look at whether the cities have the right number of officers and other issues. The review will be done by each city, the detachment and the RCMP’s Lower Mainland district staff where needed.

Coun. Nicole MacDonald will serve on the police review task force for Pitt Meadows, along with Dingwall and city staff. The notary is a former Vancouver Police officer.

She said the operational cost of having a Pitt Meadows detachment may not cost the city more than it currently pays. She noted that for the budget of almost \$5.7 million the city spends on policing, the comparably-sized municipalities such as White Rock all run their own detachments.

“There’s a lot of policing you can get in that \$5.7 million,” she said.

When people mention policing in the neighbourhood or on social media, she said it often concerns mischief, petty crime or a desire for “that feeling of safety.”

“Public safety is the number one concern for the city,” she said. “People want to see police – we feel safe when they’re accessible and local.”

MacDonald said a start-and-stop model was supposed to see Ridge Meadows officers beginning and ending their shifts at the Pitt Meadows station, and she will be interested to see whether that has been happening, and whether that model is working to have them spend more time in Pitt Meadows.

Ultimately, when the review is complete, MacDonald wants to do what’s best for her city. The review will either re-establish city hall’s confidence in the existing model, or initiate change, so “only good can come of it.”

“We’re taking a collaborative approach, but our priority is Pitt Meadows,” she said.

Morden said Dingwall’s experience as a former RCMP Superintendent, and Ridge Meadows detachment commander will be invaluable during the review.

“This initiative by the City of Maple Ridge and the City of Pitt Meadows is an opportunity for the RCMP to work collaboratively as a partner to ensure that the Ridge Meadows Detachment resources and deployment model is responsive to ever-evolving community needs. Our Detachment is always looking for ways to improve the effectiveness and efficiency of policing and this type of review is one tool that the RCMP and its city partners can use to help us attain that objective,” said Superintendent Jennifer Hyland, officer in charge of the Ridge Meadows RCMP Detachment.

CITY OF PITT MEADOWS: REVIEW OF POLICING SERVICE DELIVERY

January 2020



TABLE OF CONTENTS

Executive Summary	3
Introduction.....	6
The Purpose of the Review	6
Background	8
Methodology	9
Structure of Policing in British Columbia	9
Current Policing Model in the Ridge Meadows RCMP Detachment.....	11
Organizational Structure of Ridge Meadows Detachment	11
Operational Structure	12
Municipal Support Services	14
Crime Prevention and Victim Services	16
Current Ridge Meadows RCMP Detachment Deployment Model.....	17
Lower Mainland RCMP Integrated Teams	20
911 and Police Dispatching Services	22
Crime Statistics	23
Crime Severity Index.....	23
Crime Rate	24
Traffic Collisions and Crashes	28
Observations and Findings of the Review	29
Tracking and Reporting Considerations.....	29
Partner Engagement.....	30
Review of Deployment Model	32
Summary of Review Findings.....	37
Options	38
Option 1 – Status Quo	39
Pros.....	39
Cons	39
Option 2 – Service Level Agreement	40

Pros	42
Cons	42
Option 3 – Autonomous Detachment	43
Pros	47
Cons	48
Financial Analysis of Option 3	49
Conclusion	52

Appendix A: List of Acronyms

Appendix B: Housing and Support Agreement for Pitt Meadows Cost Share 2018

Appendix C: **Confidential not for public release** - RCMP Contract - Financial Comparators for City of White Rock and City of Pitt Meadows

Appendix D: 2017 Police Resources – Comparitors for Municipalities near Pitt Meadows

Appendix E: Detailed Budget Estimate for an Autonomous Pitt Meadows Detachment

Appendix F: Map of Pitt Meadows and Maple Ridge’s partial jurisdictional boundary

EXECUTIVE SUMMARY

On June 7, 2019, Mayor Bill Dingwall, City of Pitt Meadows (Pitt Meadows), directed a letter to the Royal Canadian Mounted Police (RCMP), notifying them that Pitt Meadows City Council was unanimous in supporting a motion to review the existing consolidated police service delivery model, wherein police services are provided to Pitt Meadows and the City of Maple Ridge (Maple Ridge) through the integrated Ridge Meadows RCMP Detachment, and consider the option to move to separate detachments. The core drivers for the review are to examine policing options that will enhance public safety, allow for more direct accountability, and provide policing services that are more tailored to the needs of Pitt Meadows, recognizing its uniqueness and size.

The desire to review the policing model is due to a notable disparity in the needs and priorities of the two municipalities, which are further represented by the differences in population size, land mass, and services, therefore requiring different policing approaches.

The Police Review (the Review) gathered and analysed data from several sources, including reports from the Ridge Meadows Detachment, the RCMP, the City of White Rock (White Rock), and the Province. Further, stakeholder interviews were conducted to better understand the current structure and context of policing in the Ridge Meadows Detachment. These included, but were not limited to, representatives from Pitt Meadows, Ridge Meadows Detachment, Maple Ridge, Katzie First Nation Chief and Councillors, and School District 42 executive.

Current Policing Model in Ridge Meadows Detachment

In 2012, Pitt Meadows signed a *Municipal Police Unit Agreement* (MPUA) with the government of British Columbia (BC) for the continuation of policing services from the RCMP through the integrated Ridge Meadows Detachment. This detachment is located in the heart of Maple Ridge and is central to other support services in the city, however, it is eight kms from the community center of Pitt Meadows and Pitt Meadows' RCMP Community Police Office (CPO).

Ridge Meadows Detachment has an authorized police officer strength of 129 full time equivalents (FTE) that contribute to policing and law enforcement services ranging from general duty, frontline officers, to the proactive Uniformed Community Response Unit (UCRU) and specialized Serious Crime Section. Additionally, there are 49.3 Municipal Employees (ME) and 89 volunteers who support the police service infrastructure. Pitt Meadows funds 23 police officer positions, or 18 percent of the Ridge Meadows Detachment officers, while Maple Ridge funds 103, and the province funds three.

The Ridge Meadows Detachment is provided Municipal Support Services through Maple Ridge. Through the *Housing and Support Agreement*, Pitt Meadows is billed by Maple Ridge for their proportionate cost share for Support Services, based on population ratios. In 2018 the cost shares were 18.25 percent for Pitt Meadows and 82.75 for Maple Ridge. The *Housing and Support Agreement* does not afford Pitt

Meadows any say in increases, and costs are anticipated to increase by at least 21 percent over six years.

Crime Statistics

Pitt Meadows' crime rate and police officer case burden is frequently below or equal to the average of 'E' Division RCMP municipalities with populations over 15,000; conversely, Maple Ridge's crime rate and police officer case burden is typically equal to or above the average. For the detachment, the combined data for both municipalities is also typically higher than or equal to this average. Further, Pitt Meadows has seen a reduction in calls for service over the past five years, and in 2018 experienced an eight percent decrease in their calls for service since 2014, whereas Maple Ridge, is seeing more than a 10 percent increase. In 2018, Maple Ridge represented 85 percent of the calls for service for the detachment, compared to Pitt Meadows' 15 percent.

Serious and violent crime draws on significantly more police resources than other crime. *Criminal Code* calls for service in Pitt Meadows have dropped from 18 percent in 2014, to 13 percent in 2018. In 2014, Pitt Meadows represented 17 percent of the detachment's violent crime, which dropped to 12 percent in 2018. This demonstrates that Pitt Meadows continues to see a reduction in calls for service, and a reduction in *Criminal Code* files, including violent crime, however, has not had their proportionate contributions or costs share adjusted. Additionally, for the top non-criminal related calls for services for the detachment (ex. suspicious persons/vehicles), Pitt Meadows has dropped from 13 percent in 2014, to 11 percent in 2018. Even with the trending growth in social disorder calls (ex. mental health related calls for service), Pitt Meadows had a proportionate share of 17 percent in 2014, decreasing to 11 percent in 2018.

Summary of Review Findings

Credit should be acknowledged for the current integrated model, as Pitt Meadows' crime rate is below the BC average for RCMP policed municipalities (populations over 15,000) and calls for service continue to decline. Despite the benefits to be obtained from participating in an integrated detachment, the draw on resources created by the size and demand of Maple Ridge has created inequities in the service experienced by Pitt Meadows. While changes to the operational deployment, such as having general duty frontline members being assigned specifically to Pitt Meadows CPO, have attempted to address these challenges, these changes are not sufficient to satisfy the inequities, nor provide the tailored police model Pitt Meadows desires. There is no dedicated leadership to manage, coordinate, or supervise policing in Pitt Meadows and the CPO is underutilized for its size, specialized space, and the tools it offers. Further, the current practice of having general duty frontline members rotate every four to six months does not provide sufficient time to serve and understand community needs. Also, no volunteer programs are coordinated or operated out of the CPO.

Another challenge is the limited tracking processes in place for the detachment to effectively monitor the costs for specific investigations or services or determine any return on investment for each party

independently. There are no Standard Operating Procedures (SOPs) that outline agreed upon reporting timelines, content, or distribution. Comprehensive and applicable reports are critical to effectively review resources allocations, workload comparators, and cost allocations, or to validate the various financial agreements. This gap limited the ability to evaluate appropriate proportional resource and cost allocations for the Review. Nonetheless, while it was confirmed that Pitt Meadows contributes 23 police positions to the Ridge Meadows Detachment, activities suggest that the structural distribution of the positions are disproportionate to support the tailored policing needs of Pitt Meadows.

Addressing the objectives identified by the Pitt Meadows City Council, three scaled options were considered. All options presented assume that Pitt Meadows will continue to contribute to the RCMP Lower Mainland Integrated Teams (I-Teams) in the same fashion as present.

Option One – Status Quo

Remain integrated with Ridge Meadows Detachment and continue to work on processes, accountability, service delivery and relationships.

Option Two – Service Level Agreement

Enter into a Service Level Agreement with the RCMP, outlining service delivery expectations for Pitt Meadows. This model also suggests moving a majority of the Pitt Meadows' funded members to work out of the CPO while three positions would remain at the main detachment, thus Pitt Meadows would continue to receive specialized support from the integrated detachment. Further, the *Housing and Support Agreement* would be re-examined to validate the cost share and benefits.

Option Three – Autonomous Pitt Meadows RCMP Detachment - (*Recommended*)

Beginning with a transitional phase (similar to option two) and working with 'E' Division RCMP to identify and address facility issues, Pitt Meadows would work towards their own autonomous detachment to house at least 23 members, nine ME Support Services staff and various volunteers. This would include entering into mutual aid or fee for service agreements for some policing needs. Additionally, for any remaining services at Ridge Meadows Detachment, such as use of the police lock up and ECOMM, the *Housing and Support Agreement* would be re-examined to validate the cost share and benefits.

Conclusion

While an autonomous RCMP detachment will require some initial capital investment, it is the best option to address the key principles expressed by Pitt Meadows, the tailored service delivery they desire, while enhancing public safety and providing more direct accountability.

INTRODUCTION

The Purpose of the Review

On June 7, 2019, Mayor Bill Dingwall, City of Pitt Meadows, directed a letter to the RCMP Lower Mainland District Commander, notifying them that Pitt Meadows City Council was unanimous in supporting a motion to review the existing consolidated police service delivery model, wherein policing services for Pitt Meadows and Maple Ridge are provided out of the integrated Ridge Meadows Detachment. Further, it was requested that the Review consider the option to move to separate RCMP detachments, with Pitt Meadows employing a service model similar to White Rock.

Mayor Dingwall and Pitt Meadows City Council requested that the Review identify policing options that address the following core drivers: enhanced public safety, more direct accountability, and a policing service that is more tailored to the needs of Pitt Meadows, recognizing its uniqueness and size.

Service delivery options for Pitt Meadows discussed in this Review consider the following key principles:

- Enhance public safety and improve quality of life and well-being of citizens;
- Enhance and modernize policing;
- Improve police response, presence, and visibility;
- Improve the utilization and services of the CPO;
- Promote improved accountability and understanding of the needs and expectations for a more tailored police service;
- Enhance governance and relationships between the local RCMP, city staff, elected officials and the citizens they serve; and
- Ensure appropriate governance and oversight of the MPUA signed by Pitt Meadows with the Province of BC.

All options must also consider overarching impacts to the current service delivery model, including impacts to the Maple Ridge, RCMP members, Municipal Employees (ME), and volunteers of Ridge Meadows Detachment currently serving Pitt Meadows.

This Review is supported by, Maple Ridge and the Ridge Meadows Detachment.

As the Katzie First Nation is located within the Pitt Meadows boundaries, Pitt Meadows is responsible to provide policing services within the Katzie community located off Bonson Road. This service is currently delivered through the integrated detachment of Ridge Meadows RCMP. Pitt Meadows has established a strong relationship with Katzie First Nation's Chief and Council and policing for their community will also be acknowledged in the review.

In January 2016, Katzie First Nation and Pitt Meadows signed three collaboratives agreements; a renewed water and sewer agreements, a renewed fire agreement, and a new communications protocol.

The establishment of these agreements marked a new approach to relationship building, cultural understanding, and communication between the communities, which has continued to grow as new leadership in the communities has made relationship building a cornerstone of their approaches to governance. Building on their collaborative service agreements and established pathway activities, Pitt Meadows Council and Katzie First Nation's Chief and Council look forward to the Review in hopes of developing additional agreements together for policing and public safety.

Discussions have also occurred between the Mayor of Pitt Meadows and the Member of the Legislative Assembly (MLA) of BC for Maple Ridge and Pitt Meadows, Lisa Beare, followed by a letter of support for the Review¹. MLA Lisa Beare, representing both Pitt Meadows and Maple Ridge, acknowledged the complexities and distinctly different policing needs of both cities.

Reviews of existing integrated service models for Pitt Meadows and Maple Ridge is not unfamiliar. In years 2014 and 2015, a review of their integrated recreation services was completed which resulted in a successful and collaborative de-integration of services; thus, both cities and staff have experience in de-integrating services if found to be the best fit for the communities.

¹ Letter from MLA Lisa Beare to Mayor Dingwall, dated July 2019



Background

Once Pitt Meadows incorporated as a city and reached a population of over 5,000, they became responsible for the provision of policing and law enforcement. Today, the municipality has a population nearing 20,000 and sub-contract the RCMP to provide their policing services through an MPUA. Under this agreement they benefit from a 90:10 cost share, meaning that they pay for 90 percent of the policing costs for the municipality and the federal government pays the remaining 10 percent. Pitt Meadows' police service is provided through the integrated Ridge Meadows Detachment, which was in existence prior to the signing of the 2012 MPUA and continues to be supported by 'E' Division RCMP as the model to police Pitt Meadows, Maple Ridge, and outlying provincial jurisdiction within the detachment boundaries.

Although bordering each other, Maple Ridge and Pitt Meadows are separate and distinctly different municipalities, which is notable by the differences in populations, land mass, and services. Pitt Meadows is a small city with an urban core but is also comprised of 75 percent Agricultural Land Reserve (ALR). Maple Ridge is the larger of the two communities, with an estimated 2018 population of 88,626, over four times the size of Pitt Meadows' population at 19,772². Both cities are referred to as bedroom communities to Metro Vancouver, however, it is anticipated that Pitt Meadows' population growth rate will continue to be significantly less than Maple Ridge. In the past, the combined population was an approximate 80:20 split, but that ratio divide is expected to increase by 2040.

Table 1: Comparison of expected population growth rate for Maple Ridge and Pitt Meadows

	2018	2040	Increase
Maple Ridge	88,626 (81.8%)	119,000 (83.5%)	30,374 (+26.0%)
Pitt Meadows	19,772 (18.2%)	23,500 (16.5%)	3,728 (+18.9%)
Combined total	108,398	142,500	34,102 (31.5%)

² <https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates> Province of BC
2018 estimates

Methodology

Research for this Review was conducted from July to December of 2019 and utilized a combination of data sources, as well as both qualitative and quantitative analysis. 'E' Division RCMP Operations Strategy Branch (OSB) and the RCMP Lower Mainland District (LMD) partnered throughout to obtain available RCMP data and metrics. Significant participation and cooperation was also received from the Ridge Meadows Detachment, which also provided data for review and analysis. Additionally, information was gathered from several public sources, including Crime and Justice data from Statistics Canada³, and policing resource and crime trend reports published by the Ministry of Public Safety and Solicitor General⁴ (MPSSG).

Throughout the Review, numerous interviews were conducted with members and employees of the Ridge Meadows Detachment to better understand day-to-day activities and work objectives. Additionally, key community partners and stakeholders were engaged to learn about their interactions and relationships with the Ridge Meadows Detachment. These included but are not limited to, Pitt Meadows, Maple Ridge, Katzie First Nation Chief and Councillors, and School District 42 executive.

To further support this Review, a steering committee (the Committee) was assembled in Pitt Meadows consisting of Mayor Bill Dingwall; Councillor Nicole MacDonald; Mark Roberts, Chief Administrative Officer (CAO); Cheryl Harding, Director of Financial Services; Stephanie St. Jean, Director of Corporate Services; Samantha Maki, Director of Engineering and Operations; and Kerrie Dykeman, Executive Assistant to the Mayor and CAO. Various meetings were held with the Committee during the Review to validate the goals and objectives and address any questions as the Review proceeded.

Structure of Policing in British Columbia

Policing in the Province of BC is a shared responsibility between the federal, provincial/territorial and municipal governments. Under the *Constitution Act, 1867* the federal government has the exclusive authority to enact legislation regarding criminal law and procedures. Additionally, the federally government is responsible for providing a federal police service to enforce federal statutes and provide a structure to address national security matters. The RCMP is designated as the federal police force and is governed by the *RCMP Act*. Furthermore, it is through the *Constitution Act, 1867* that the responsibility for the administration of justice, which includes policing, is delegated to the provincial and territorial governments.⁵

³ https://www150.statcan.gc.ca/n1/en/subjects/crime_and_justice

⁴ <https://www2.gov.bc.ca/gov/content/justice/criminal-justice/policing-in-bc/publications-statistics-legislation/crime-police-resource-statistics>

⁵ <https://www2.gov.bc.ca/assets/gov/law-crime-and-justice/criminal-justice/police/publications/statistics/police-resources.pdf> (page 2)

Policing in BC is governed by the BC *Police Act* that provides terms around policing standards, police governance and oversight. As outlined in the BC *Police Act*, municipalities with populations over 5,000 are delegated the responsibilities for providing police services within their boundaries⁶.

While the RCMP is the federal police force, the RCMP is also BC's provincial police force and is administered through a *Provincial Police Service Agreement* (PPSA) with the government of Canada. Additionally, in 2012 BC entered into a *Municipal Police Service Agreement* (MPSA) which allows for the government of BC to sub-contract the RCMP provincial police force to municipalities over 5,000. In addition to the MPSA, the municipalities must enter into a MPUA with the government of BC in order to sub-contract the RCMP's services for municipal policing. The MPUA further outlines the terms and conditions of the police services provided under the agreement.

Each MPUA is a separate and distinct agreement between a municipality and the government of BC. Under the agreement, a municipality with a population over 15,000 is responsible to fund 90 percent of specific policing costs, and the federal government will fund 10 percent. There are some areas identified in the MPUA where the municipality is responsible for 100 percent of the costs, such as Support Services, prisoner costs, and accommodations, for example.

The management of the municipal police unit is outlined in Article 4 of the MPUA. Specifically, Sub-Article 4.1, identifies that:

"...internal management of the RCMP municipal police service, including its administration and the determination and application of professional police procedures, will remain under the control of Canada".

Additionally, Sub-Article 4.2 states:

"the Minister and the Chief Executive Officer (CEO) of the municipality [the Mayor] will determine in consultation with the Commissioner [or delegate] the level of policing service to be provided by the municipal police unit."

These sections of the agreement provide the foundation for the RCMP, in consultation with the impacted policing jurisdictions, to direct where detachments are located and whether to employ an integrated model. As the contracted service provider, the RCMP also determines the base line resources they require to police the communities. Community population, location, affordability, provincial police standards and available police and specialized resources can be a factor that drives the need for integrated models.

As per the *Police Act*, the Minister of Public Safety and Solicitor General, under advisement of the Director of Police Services, is responsible to ensure adequate and effective policing and law enforcement is maintained throughout BC.

⁶ *Police Act* Part 2, Section 3 'Responsibilities of Provincial and municipal governments for providing policing and law enforcement services.

As outlined under Section 23 of the *Police Act*, Municipalities with populations over 5,000 have the option to provide policing and law enforcement by establishing their own independent police force governed through a police board. The Pitt Meadows' Council specifically limited this Review to not explore an independent municipal police services for Pitt Meadows.

CURRENT POLICING MODEL IN THE RIDGE MEADOWS RCMP DETACHMENT

In 2012, Pitt Meadows signed a MPPA with the government of BC to contract the policing services of the RCMP. As Pitt Meadows was policed by the RCMP through the integrated Ridge Meadows Detachment prior to signing this agreement, this integrated model continues as their service delivery model under the current MPPA.

An integrated RCMP detachment is defined as two or more RCMP units (i.e. provincial and municipal, or multiple municipal police units) working out of the same detachment or building. The detachment deploys as a post-dispatch model, where police officers respond to calls in any of the policing jurisdictions served, regardless of where they originate from or are costed to. Under an integrated model, all units report under one detachment commander. The Ridge Meadows Detachment provides municipal police units for both Pitt Meadows and Maple Ridge, as well as provincial jurisdictional areas within the detachments' boundaries.

In the integrated Ridge Meadows Detachment there are two separate MPPA contracts, one for Pitt Meadows and one for Maple Ridge. Both contracts are cost shared with the Government of Canada at 90:10.

Organizational Structure of Ridge Meadows Detachment

This section will outline the structures in Ridge Meadows Detachment based on interviews and meetings with employees and senior managers in the detachment.

The integrated Ridge Meadows Detachment main office is located at 11990 Haney Pl, Maple Ridge, BC. This location is in the heart of Maple Ridge and central to other support services in the city, and eight kms from the community center of Pitt Meadows and Pitt Meadows' RCMP Community Police Office (CPO). Though not an inherently long distance away, the main route follows an extremely busy main corridor of the Lougheed Highway #7. During rush hour, it can take over 20 minutes to get to the CPO from the main detachment.

Ridge Meadows Detachment's organizational structure has an authorized police officer strength of 129 full time equivalents (FTE) and 49.3 Municipal Employees (MEs) who support the police service infrastructure.⁷

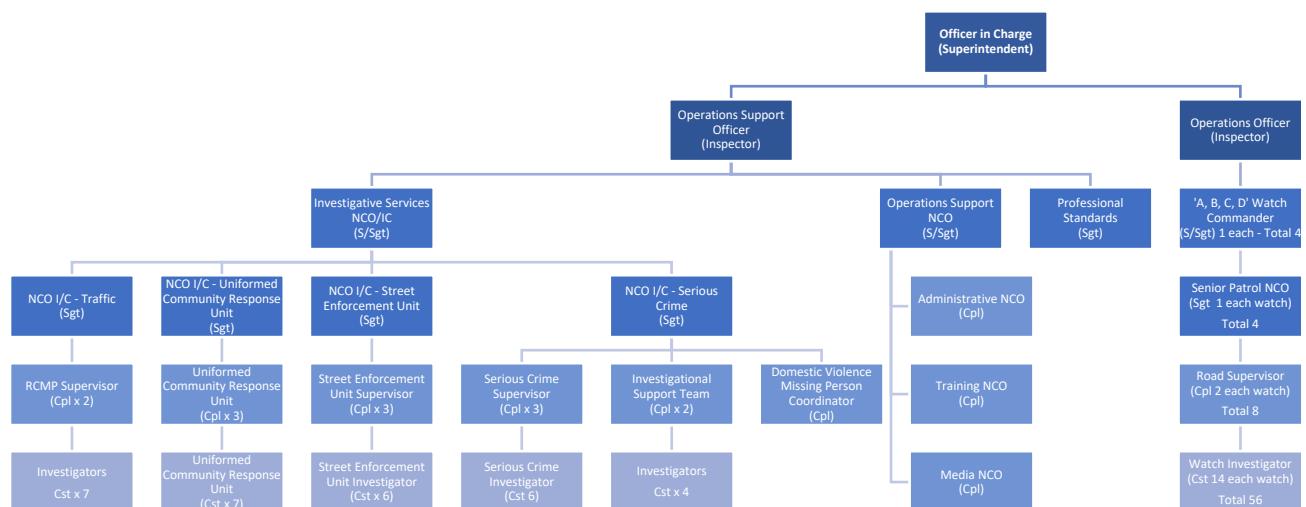
Table 2: Ridge Meadows Detachment resource breakdown and cost shares

Ridge Meadows RCMP Detachment				
	Maple Ridge police officers	Pitt Meadows police officers	Provincial police officers	Municipal Employee Support Resources
FTEs	103	23	3	49.3
Cost Share	90% Maple Ridge 10% Federal Gov.	90% Pitt Meadows 10% Federal Gov.	70% Provincial Gov. 30% Federal Gov.	80% Maple Ridge 20% Pitt Meadows (Housing & Support Agreement ⁸)

OPERATIONAL STRUCTURE

The operational structure of the detachment consists of the Officer in Charge (OIC) (Superintendent), an Operations Officer (Inspector), and the Operations Support Officer (Inspector). Each Inspector has specific units under their supervision.

Figure 1: Ridge Meadows Detachment operational structure⁹



⁷ Validated by Ridge Meadows Detachment senior management and based on the 2019/20 Multi-year plans for the City of Pitt Meadows and Maple Ridge.

⁸ The *Housing and Support Agreement* is cost shared by population between Maple Ridge and Pitt Meadows, it is normally averaged at 80/20. In 2018 the cost share was 81.75 Maple Ridge and 18.25 Pitt Meadows.

⁹ Org Chart represents the functional positions of the detachment according to Ridge Meadows senior management team.

While some units have specialized responsibilities, all units are available for deployments as directed for operational necessity.

The Operations area of the detachment consists of four watch units led by a Staff Sergeant (S/Sgt) Non-Commissioned Officer (NCO), and is available 24/7.

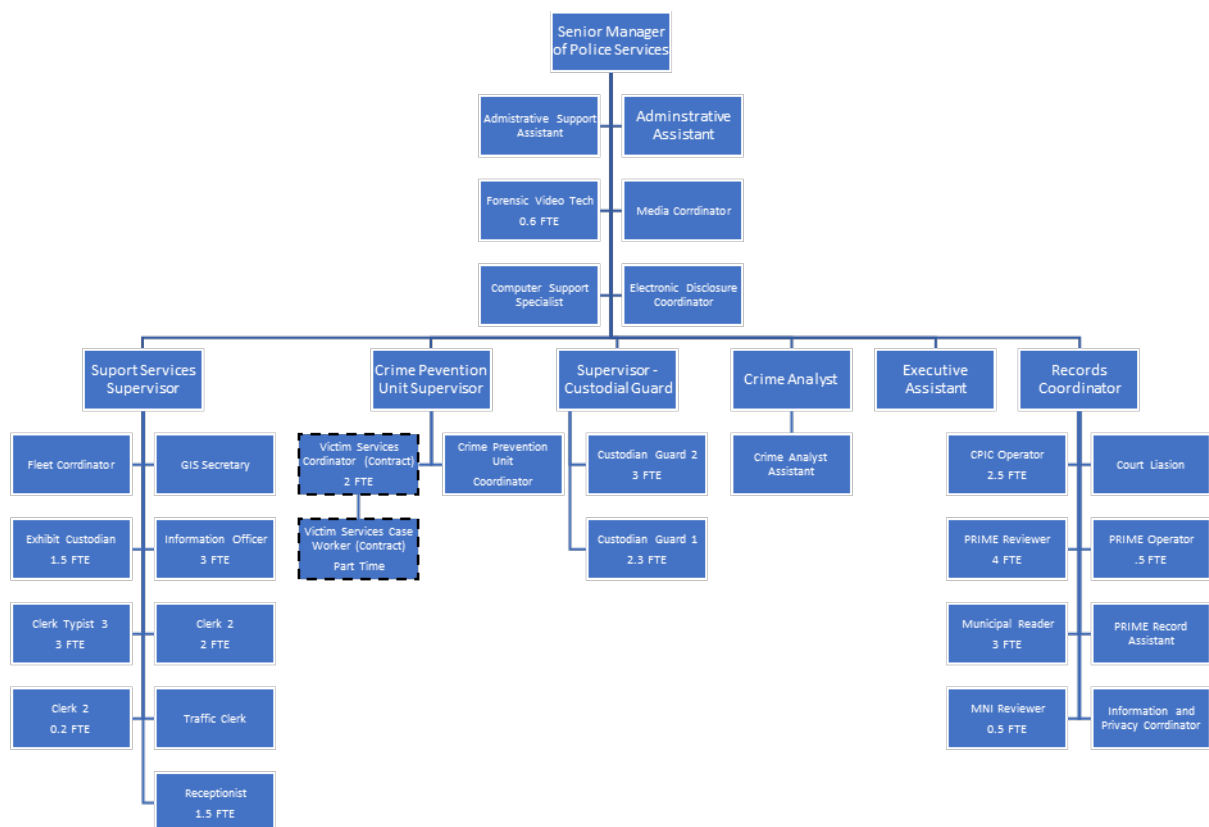
- **General Duty, frontline policing** is the main uniform frontline policing service for the community and is the unit the public has the most exposure to. They generate and respond to most of the calls for service, including 911 calls, general inquiries, and day-to-day investigations such as thefts, various levels of assaults, domestic violence calls, social disorder calls, and other emergencies, and will also assist the other units in the detachment as required.
- **Operational Support** consists of several specialized investigative areas and the units are led by a S/Sgt NCO supervising the Investigation Services area and a S/Sgt NCO overseeing general Operational Support.
- **Municipal Traffic Services** is deployed proactively to enforce all Municipal by-laws and Provincial traffic offences, as well as investigate incidents related to motor vehicles, such as serious crashes and fatalities. Operationally in the detachment, this unit is also referred to as the Road Safety Target Team, but for the purpose of this report, will be referenced as Traffic Services
- **Uniformed Community Response Unit** work focuses on proactive community policing and crime prevention initiatives, concentrating on four areas (or pillars): youth, mental health, downtown core, and Katzie First Nation. A key section of their mandate revolves around community visibility and the building of partnerships with Ridge Meadows RCMP's partners and stakeholders.
- **Street Enforcement Unit (SEU)** investigates property and drug-related offences through a targeted, team-based approach. It is a mobile team that monitors prolific and multi-jurisdictional offenders, in addition to investigating drug trafficking files, large thefts, break and enters, and other criminal investigations as assigned. For example, local incidences may occur by offenders living outside of the Pitt Meadows or Maple Ridge areas, or offenders may live in the municipalities but commit crimes in other jurisdictions, and then return to dispose of stolen property or restock their illegal drug supply.
- **Serious Crime Section** resources are largely reactive and respond to investigations that are serious in nature or require speciality services and/or experience. Serious investigations include aggravated assaults, domestic violence, child sexual assaults and abuse, and attempted murder, as well as large fraud investigations. This section consists of three areas:

- **Investigative Support Team (IST):** provides assistance to the watches with high-risk investigations and supports activities such as interviews and search warrants. In addition to supporting general duty, IST also supports the Serious Crime Unit. They are often the first members to respond to a serious crime file, such as home invasions, sexual assaults, homicides, etc.
- **Serious Crimes Unit:** investigates major crimes in the communities of Maple Ridge and Pitt Meadows, such as home invasions, sexual assaults, attempted homicides, etc.
- **Domestic Violence Unit:** provides quality assurance, oversight and investigative assistance on domestic violence files.
- **Operations Support Services Unit** assists with general administration for the detachment, including staffing and other human resources matters related to the members. The unit also addresses member training to ensure all mandatory training is maintained and provides other training opportunities to enhance their knowledge and skills. There is also a Media NCO who prepares and responds to media inquiries and proactively works with the members and senior management to keep the community informed of detachment activities, including keeping an active presence on social media.
 - The **Professional Standards** position coordinates, or may investigate, member code of conduct matters, in addition to coordinating, and possibly investigating, public complaints.

MUNICIPAL SUPPORT SERVICES

Sub-Article 3.6 of the MPUA states that the municipality will provide, without any costs to Canada or the Province, all necessary support staff. Such staff will meet the job and other related requirements as determined by the RCMP Commissioner, which includes obtaining any RCMP security clearance. Support staff is defined as all persons employed by the municipality who are required for the effective operation of the Municipal Police Unit, including clerks, stenographers, data processors, telecommunication operators, jail guards, matrons, and janitors.

Figure 2: Support Services organizational structure for the Ridge Meadows RCMP Detachment



The Ridge Meadows Detachment is provided Municipal Support Services through Maple Ridge, led by a Senior Manager. Pitt Meadows is then billed by Maple Ridge for their proportionate cost share for the Support Services, as specified in the *Housing and Support Agreement* between the two cities. In 2018 the cost shares were 18.25 percent for Pitt Meadows and 82.75 for Maple Ridge.¹⁰

The Ridge Meadows Detachment Municipal Support Services, union employees belong to CUPE local 622.

The *Housing and Support Agreement* has been in place since 1992 to address the cost share allocation and revenue sharing between Pitt Meadows and Maple Ridge. The agreement outlines costs related to operating and maintenance for the police facilities and Support Services provided by Maple Ridge, in addition to costs related to ECOMM call support and police dispatch for the Ridge Meadows Detachment. Funding under this agreement (costs and revenues) are shared based on the population ratio.

¹⁰ The provincial RCMP contributes a Support Services part-time position of a CR-04 – 18.75 hrs

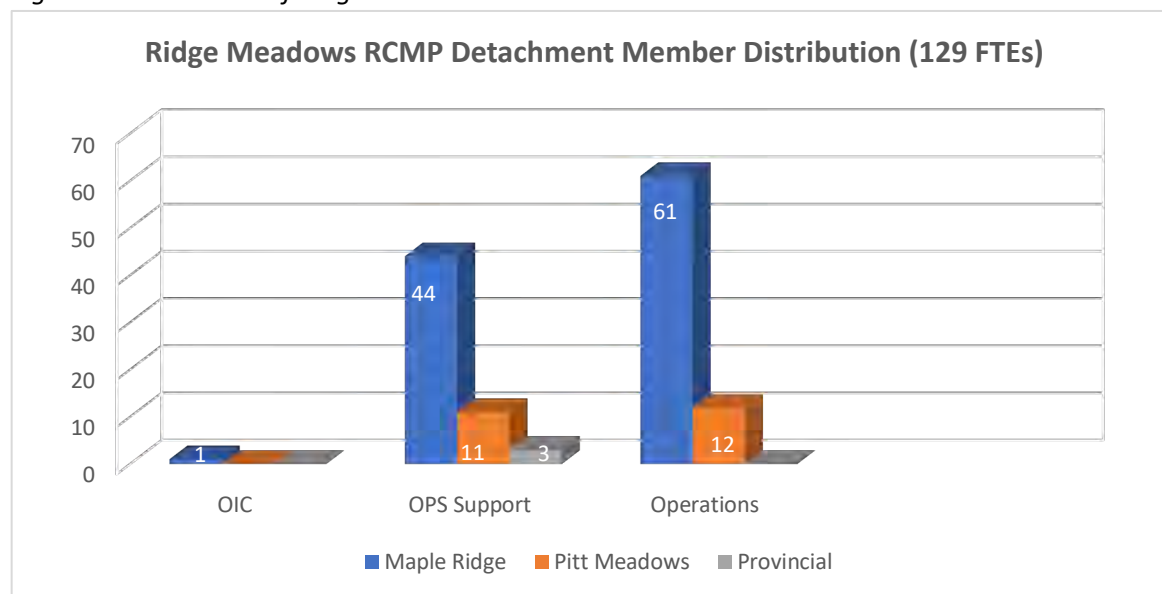
CRIME PREVENTION AND VICTIM SERVICES

Complimentary to the Municipal Support Services, the Ridge Meadows Detachment also has a large contingent of Crime Prevention volunteers, led by two Municipal Support Services staff, that provide a vast selection of programs to both Maple Ridge and Pitt Meadows. Volunteers in Ridge Meadows Detachment are an important component of policing in both Maple Ridge and Pitt Meadows and provide a link between the detachment and community. Below are examples of the programs provided by the Crime Prevention volunteer program:

- Block Watch
- Crime Free Multi-housing
- Home Security Assessments
- Citizens on Patrol
- Community Safety Patrols
- Bike Patrol
- Speed Watch
- Cell Watch
- Lock Out Auto Crime

In additions to the Crime Prevention volunteers, the Ridge Meadows RCMP Detachment and citizens are supported by the Victim Services program, which provides on-scene crisis intervention support services to individuals and or families impacted by crime or trauma. Victim Services also provide updates on police and court files, general information and referrals, as well as court orientation and accompaniment upon request.

Figure 3: Distribution of Ridge Meadows RCMP FTEs



Current Ridge Meadows RCMP Detachment Deployment Model

This section will outline the deployment models in Ridge Meadows Detachment based on interviews and meetings with employees and senior managers in the detachment.

The integrated Ridge Meadows Detachment is structured after a post-dispatch model and is led by three senior officers; one Superintendent, and two Inspectors who lead the Operations and Operations Support Units. When a call for service is received for any of the three policing jurisdictions, members assigned to any of the jurisdictions may respond, however, there is a service level need for Pitt Meadows that must be accommodated.

The post-dispatch model is also reflected in the deployment of operational support positions, such as the Traffic Services Unit, Serious Crime Section, and the SEU. Any of these support units can be deployed to any of the policing jurisdiction areas as required. The deployment of these resources is prioritized based on the seriousness of the incident or file.

General Duty, Frontline

For the general duty frontline members, three positions (one NCO and two Constables) on each watch (four watches, 12 positions total) are funded by Pitt Meadows. As a result, the detachment senior management team has assigned these three positions to start and stop their shifts at the Pitt Meadows' CPO. For officer safety purposes, there is a requirement to have a minimum of two general duty members assigned to Pitt Meadows, 24/7.

Interviews with general duty, frontline members confirmed that the two, general duty, frontline Csts for each watch are assigned to Pitt Meadows and start and stop their shifts at the CPO. When inquiring on the role of the Pitt Meadows' funded Cpls or Sgt, the Review determined that there is no general duty frontline NCO(s) that report to, start, or stop their shift at the Pitt Meadows CPO. This means that, of the 72, general duty, frontline members at the Ridge Meadows Detachment, only 11 percent (eight positions) operate out of Pitt Meadows, although Pitt Meadows funds 17 percent.

Municipal Traffic Services

The Traffic Services unit is deployed proactively for enforcement purposes. The deployment of the Traffic Service resources is tracked by the Traffic Services Management Information Tool (TSMIT). Examination of TSMIT data indicates that the Ridge Meadows RCMP Traffic Services shares its enforcement time at an approximate 20:80 ratio for Pitt Meadows and Maple Ridge respectively. As Pitt Meadows funds two positions (one Cpl NCO and one Cst) in this 10-member unit, it appears to receive a proportional amount of service in return.

While Traffic Services will attend to serious traffic collisions, general duty front line members will also attend where appropriate, to assist with the investigation and traffic flow. When managing serious

collisions, Traffic Services will rely on third party resources such as Main Road¹¹ (Hwy 7), city road maintenance staff, and the local Fire Department.

Serious Crime Section

This section, including the IST and the Domestic Violence Unit, deploys reactively to serious crimes as required and will also assist general duty frontline members on investigations as required. Currently, one member assigned to each watch is an IST position, which serves as a link to the Serious Crime Section and provides assistance and oversight for investigations. Pitt Meadows funds three of 18 positions in the Serious Crime Section but benefits from the broader team as a whole sporadically, as this team often deploys as a whole unit in the instances where there is a major or serious crime. However, the unit deploys and works in Pitt Meadows far less frequently than in Maple Ridge.

Street Enforcement Unit

The general duty frontline investigators rely heavily on the SEU to track and monitor offenders committing offences in both Pitt Meadows and Maple Ridge. The SEU will often work outside the detachment boundaries to monitor multi-jurisdictional and prolific offenders, gather evidence, and make arrests. Pitt Meadows funds one of the 10 positions on this team but benefits from work of the team as a whole, however the time working on Pitt Meadows files is not tracked.

Uniformed Community Response Unit

The UCRU is considered one team serving in two locations; for Maple Ridge (One Sgt NCO, two Cpls, five Csts,) and for Pitt Meadows (one Cpl NCO, two Csts). Pitt Meadows funds its three assigned members which are assigned to the Pitt Meadows CPO. These members work with schools, specifically the Pitt Meadows Secondary School, and the Katzie First Nation, as well as other proactive, high visibility, community and crime prevention initiatives in the community. The three Pitt Meadows funded positions represent 27 percent of the eleven positions in the larger detachment UCRU.

Operations Support Unit and Professional Standards

This unit consists of four positions that provide support services to the detachment, with Pitt Meadows funding two of them, which is 50 percent of the unit.

¹¹ “Main Road” is a road and bridge maintenance company under contract by the Province of BC to service maintain certain roads in BC, attend to road hazards and assist with traffic control <https://mainroad.ca/> (Accessed Dec 16 2019)

Table 3: RCMP FTE distribution at the Ridge Meadows Detachment

Ridge Meadows RCMP Detachment											
		Supt	Insp	S/Sgt	Sgt	Cpl	Cst	Total	Maple Ridge Funded	Pitt Meadows Funded	Provincially Funded
Officer in Charge		1						1	1		
Operations			1					1	1		
	4 Watches			4	4	8	56	72	60	12	
Ops Support			1					1	1		
Investigative Services				1				1	1		
	Traffic Services				1	2	6	9	6	2	1
	CP/VS -UCRU				1	3	7	11	8	3	
	Street Enforcement				1	3	6	10	9	1	
	Serious Crime				1	7	10	18	13	3	2
Ops Support				1		3		4	2	2	
Professional Standards					1			1	1		
Total		1	2	6	9	26	85	129	103	23	3
Maple Ridge		1	2	5	8	17	70	103			
Pitt Meadows				1	1	7	14	23			
Provincial						2	1	3			

Crime Prevention and Victim Services

Currently there are 78 Crime Prevention volunteers, with 14 of these volunteers residing in Pitt Meadows. The volunteer program is centrally led by a municipal supervisor and a coordinator in the Ridge Meadows Detachment and their work is guided by information from the detachment's criminal analyst.

The Ridge Meadows Detachment also has 11 Victim Services volunteers, with two of these volunteers residing in Pitt Meadows, and is led by two full time and one part-time/on call contracted staff. Victim Services are deployed as needed based on requests from members to support victims and detachment personnel in a variety of areas. Provisional funding for the Victim Services program is provided to Maple Ridge, Pitt Meadows and Katzie First Nation through a grant to Maple Ridge from the MPSSG and is supplemented with additional funding cost shared in the *Housing and Support Agreement* between the Maple Ridge and Pitt Meadows.

LOWER MAINLAND RCMP INTEGRATED TEAMS¹²

The Ridge Meadows Detachment contributes to, and is supported by, the RCMP I-Teams. These five specialized police teams operate within 30,969 square kilometers between Pemberton and Boston Bar. The Integrated Team units are:

- Integrated Homicide Investigation Team (IHIT)
 - A district wide team that facilitates consistent service by skilled investigators while responding to homicides, suspicious sudden deaths and missing persons.
- Integrated Police Dog Services (IPDS)
 - Provides police dogs for call response in the LMD. When not responding to dog calls, teams proactively patrol and target crime hot spots in communities (in consultation with the detachment).
- Lower Mainland District Emergency Response Team (LMD ERT)
 - Conducts high-risk police operations, or operations with high-risk potential, such as high-risk arrests, high-risk search warrants and rescues.
- Integrated Collision Analysis Reconstruction Services (ICARS)
 - ICARS is activated in all fatal collisions or serious injury collisions where criminal charges are likely. They are also consulted on motor vehicle collisions where there is evidence to support criminal prosecution.
- Integrated Forensic Identification Services (IFIS)
 - IFIS is responsible to attend to all crime scenes investigations in the 28 RCMP communities, and in the City of West Vancouver, when forensic identification analysis expertise is required.
- Integrated Internal Investigator (III) (RCMP only)
 - Coordinates, and investigates where necessary, complaints against members belonging to the I-Teams.

Collectively the I-Teams are comprised of 337 police and civilian specialists. The units serve 28 RCMP policed communities at 13 detachments, 40 Indigenous communities, and five independently policed municipalities. The I-Team services are provided in partnership with one or more of the following municipal police departments: Abbotsford Police Department, Delta Police Department, New Westminster Police Department, Port Moody Police Department, and West Vancouver Police Department.

The RCMP communities served by the I-Teams include: Agassiz, Burnaby, Anmore, Belcarra, Coquitlam, Port Coquitlam, Langley City, and Langley Township, Mission, North Vancouver District, North Vancouver

¹²

Source – RCMP Lower Mainland District, Integrated Teams 2017/18-2018/19 Year-end report

City, Richmond, Pitt Meadows, Maple Ridge, Squamish, Lions Bay, Pemberton, Whistler, Gibsons, Bowen Island, Sechelt, Surrey, Hope, Chilliwack, Harrison Hot Springs, Kent, Boston Bar, and White Rock.

Table 4: Municipal Police Department participation in I-Team units¹³

Municipality	Integrated Team
Abbotsford	IHIT, IPDS
Delta	IPDS, LMD ERT
New Westminster	IHIT, IPDS, LMD ERT
Port Moody	IHIT, IPDS, LMD ERT
West Vancouver	IHIT, ICARS, IFIS
RCMP- 28 Lower Mainland Communities	IHIT, IPDS, LMD ERT, ICARS, IFIS, III

These teams can be deployed as a single unit or, as is often the case in files such as a homicide, as a broader collective team. Each team provides specialized services unique to their area. These teams are often supported by the local detachment or department throughout a file, especially in the early stages. The benefit of investing in the I-Teams is that it provides speciality and often complex, expensive services and skill sets required to be provided by municipalities under the *Police Act* and are often not required day-to-day. The I-Teams provide efficiencies, and act as an insurance policy should there be a need to call upon their services. In 2018/19 the I-Teams responded to a collective 18,000 calls for service.

Table 5: Sample of I-Team calls for service in select municipalities for 2017/18 and 2018/19¹⁴

Jurisdiction	ERT		ICARS		IFIS		IHIT		IPDS	
	17/18	18/19	17/18	18/19	17/18	18/19	17/18	18/19	17/18	18/19
Pitt Meadows	2	0	0	2	16	16	0	1	105	115
Maple Ridge	7	23	6	8	373	351	2	1	581	655
White Rock	0	0	0	0	36	20	0	0	45	55
Port Moody	2	4	0	0	0	0	0	0	76	76
Squamish	1	4	2	0	95	37	1	1	84	20
Whistler	2	4	1	0	60	25	0	0	14	7

The financial breakdown for 2018/19 for the I-Teams are as follows for the sample communities including Pitt Meadows.

¹³ Integrated Teams RCMP Annual Report 2017/18 & 2018/19

¹⁴ Integrated Teams RCMP Annual Report 2017/18 & 2018/19

Table 6: Total cost of sample I-Team units in select municipalities for FY2018/19¹⁵

Jurisdiction	ERT	ICARS	IFIS	IHIT	IPDS	III	Total
Pitt Meadows	\$62,156	\$24,958	\$99,685	\$131,004	\$78,384	\$1,308	\$397,494
Maple Ridge	\$305,984	\$122,834	\$490,619	\$644,991	\$386,018	\$6,435	\$1,956,880
White Rock	\$60,345	\$24,233	\$96,792	\$127,180	\$76,086	\$1,270	\$385,906
Port Moody	\$73,303	n/a	n/a	\$200,678	\$92,732	n/a	\$366,712
Squamish	\$72,871	\$29,249	\$116,827	\$153,616	\$91,950	\$1,532	\$466,045
Whistler	\$46,059	\$18,617	\$73,450	\$121,063	\$57,210	\$965	\$317,363

911 AND POLICE DISPATCHING SERVICES

911 call answering and police dispatching services are provided under a *Member's Agreement*¹⁶ with Emergency Communications for British Columbia Incorporated (ECOMM), where Pitt Meadows and Maple Ridge are considered shareholders and are billed a fee for service for 911 emergency calls, general call taking, and police dispatching. Service under the agreement also includes the use of ECOMM's Wide-Area Radio Network system, which leases radios for police use. In addition to the use of radios, ECOMM also uses a computer-aided dispatch (CAD) system that allows for swift and easy access to information critical to emergency response. This system also allows for direct computer contact with police officers on the frontline. The lease costs for radios are facilitated through the RCMP MPUA to benefit from the 90:10 cost share. Ridge Meadows Detachment utilizes over 140 radios, both mobile (vehicles) and portable (handheld).

Operationally, the Ridge Meadows Detachment utilizes one radio channel and has a shared emergency call taking and dispatch service that is cost shared between Pitt Meadows and Maple Ridge. All calls into ECOMM are prioritized, with 911 calls answered first. Other non-emergency calls are answered via a queue system.

ECOMM 911's mainland facility is located at 3301 E Pender St., Vancouver, BC.

Table 7: Actual 2018 costs for ECOMM 911 services and radios for Pitt Meadows and Maple Ridge

	ECOMM 911 Emergency Call Taking and Police Dispatch Costs (18.25%/81.75%) ¹⁷⁻¹⁸	Cost of Radio Leases (90% cost share with federal gov ¹⁹)
Pitt Meadows	\$ 198,413	\$ 87,602
Maple Ridge	\$ 888,782	\$ 401,177
Total	\$ 1,087,195	\$ 488,779

¹⁵ Integrated Teams RCMP Annual Report 2017/18 & 2018/19

¹⁶ *Members Agreement*, (Third Restatement), E-COMM EMERGENCY COMMUNICATIONS FOR SOUTHWEST BRITISH COLUMBIA INCORPORATED

¹⁷ As per Housing and Support agreement

¹⁸ 2018 actuals via 2019/20 MYP

¹⁹ 2018 actuals via 2019/20 MYP

CRIME STATISTICS

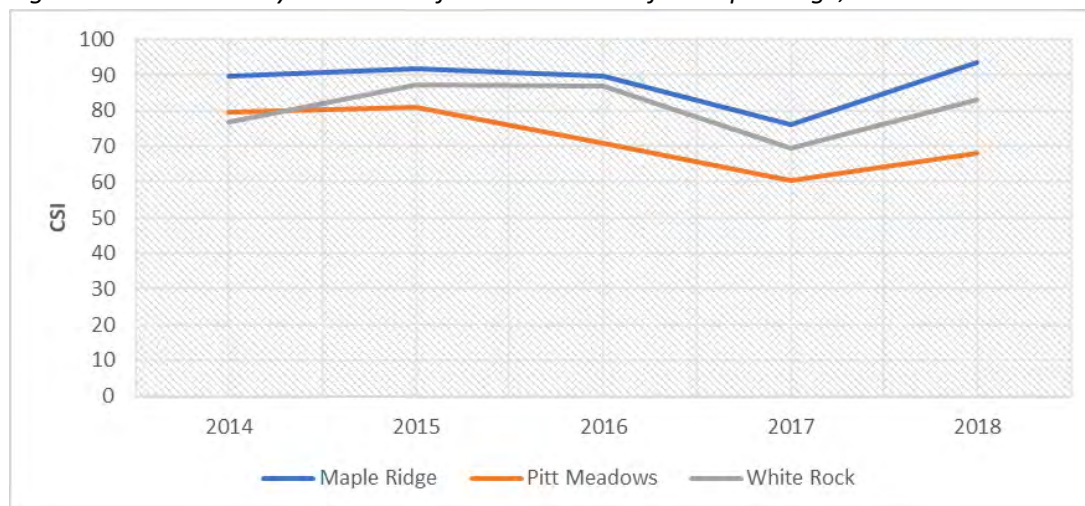
Crime Severity Index

Crime Severity Index (CSI) measures changes in the level of severity of crime in a province, municipality, or in Canada, from year to year. The index analyses both the volume of crime, and the level of seriousness. Based on their seriousness, crimes are assigned a weight, which is determined based on actual sentences handed down by the courts in all provinces and territories. The more serious the average sentence, the higher the weight for that offence. As a result, more serious offenses have a greater impact on changes in the index. All *Criminal Code* offenses are included in this index and is calculated using incident-based Uniform Crime Reporting Survey (UCR2) data. In 2018 Canada's CSI over all was 75 and BC's was 88. Figure 4 demonstrates the CSI trends for Maple Ridge, Pitt Meadows and White Rock from 2014 to 2018.

Table 8: 2018 Crime Severity Index examples for sample municipalities in the Lower Mainland, compared against 2017 CSI data²⁰

Jurisdiction	Crime Severity Index (CSI)	Violent Crime CSI
Pitt Meadows	↑ 68	↑ 65
Maple Ridge	↑ 93	↓ 69
White Rock	↑ 83	↑ 57
Port Coquitlam	↓ 57	↓ 62
Coquitlam	↓ 53	↓ 42
Port Moody	↓ 36	↓ 22

Figure 4: Crime Severity Index trend from 2014 - 2018 for Maple Ridge, Pitt Meadows and White Rock



²⁰

Although referenced by Mclean's Magazine as 2020, they are 2018 CSI statistics <https://www.macleans.ca/canadas-most-dangerous-places-2020/>

Crime Rate

Crime rates are calculated annually for each policing jurisdiction based on the number of incidents reported to police per 100,000 people and are used to make comparisons over time and among different geographic areas with different populations. The crime rate represents *Criminal Code* incidents, excluding traffic incidents. It does not include other federal statutes such as drug offenses²¹.

While not without limitations, both crime rate and calls for service can provide insight into police officer demand and detachment workload, though it is important to note that *Criminal Code* calls for service represents only a fraction of a police officer workload. Tables 9 to 12 below compare calls for service and crime rates for *Criminal Code* incidents in Pitt Meadows and Maple Ridge against the BC average.

Table 9: Average Criminal Code workload for 'E' Div. Municipal Jurisdictions with Populations >15,000²²

	2014	2015	2016	2017	2018
Total CC Case Burden (files per member)	64	64	62	59	59
CC Property Case Burden (files per member)	42	40	40	38	38
Violent CC Case Burden (files per member)	8	8	8	7	8
Total CC Crime Rate (per 1,000 population)	81	83	81	77	78
CC Property Crime Rate (per 1,000 population)	53	52	53	50	49
Violent CC Crime Rate (per 1,000 population)	10	11	10	10	10
Total Calls for Service per member	250	245	247	242	243

Table 10: Pitt Meadows Municipal Jurisdiction Criminal Code Workload Summary²³

	2014	2015	2016	2017	2018
Population	18,782	19,110	19,447	19,635	19,772
Police Strength	22	22	22	23	23
Total Criminal Code Offences	1,514	1,559	1,247	1,091	1,178
Case Burden (Total CC per member)	69	71	57	47	51
Crime Rate (Total CC per 1,000 population)	81	82	64	56	60
Criminal Code Property Offences	945	985	838	691	758
Case Burden (CC Property per member)	43	45	38	30	33
Crime Rate (CC Property per 1,000 population)	50	52	43	35	38
Violent Criminal Code Offences	167	196	150	185	188
Case Burden (Violent CC per member)	8	9	7	8	8
Crime Rate (Violent CC per 1,000 population)	9	10	8	9	10
Total Calls for Service	5,118	5,304	4,902	4,691	4,687
Total Calls for Service per Member	233	241	223	204	204

Red numbers indicate higher than average for municipalities over 15K population in E Division for that year (Table 9)

²¹ <https://www150.statcan.gc.ca/n1/pub/85-002-x/2014001/definitions-eng.htm>

²² Data provided by 'E' Division RCMP Operations Strategy Branch (OSB), Data Analysis Unit

²³ Data provided by 'E' Division RCMP Operations Strategy Branch (OSB), Data Analysis Unit.

Table 11: Maple Ridge Municipal Jurisdiction Criminal Code Workload Summary²⁴

	2014	2015	2016	2017	2018
Population	81,196	83,304	86,187	87,554	88,914
Police Strength	94	96	97	101	102
Total Criminal Code Offences	6,896	7,741	7,192	6,415	7,805
Case Burden (Total CC per member)	73	81	74	64	77
Crime Rate (Total CC per 1,000 population)	85	93	83	73	88
Criminal Code Property Offences	4193	4502	4120	3551	4326
Case Burden (CC Property per member)	45	47	42	35	42
Crime Rate (CC Property per 1,000 population)	52	54	48	41	49
Violent Criminal Code Offences	837	1006	1043	1014	1329
Case Burden (Violent CC per member)	9	10	11	10	13
Crime Rate (Violent CC per 1,000 population)	10	12	12	12	15
Total Calls for Service	23,500	25,704	25,468	24,788	25,880
Total Calls for Service per Member	250	268	263	245	254

Red numbers indicate higher than average for municipalities over 15K population in E Division for that year (Table 9)

Table 12: Pitt Meadows/Maple Ridge Combined - Municipal Jurisdiction Criminal Code Workload Summary²⁵

	2014	2015	2016	2017	2018
Population	99,978	102,414	105,634	107,189	108,686
Police Strength	116	118	119	124	125
Total Criminal Code Offences	8,410	9,299	8,427	7,476	8,983
Case Burden (Total CC per member)	73	79	71	60	72
Crime Rate (Total CC per 1,000 population)	84	91	80	70	83
Criminal Code Property Offences	5138	5499	4960	4211	5084
Case Burden (CC Property per member)	44	47	42	34	41
Crime Rate (CC Property per 1,000 population)	51	54	47	39	47
Violent Criminal Code Offences	1004	1197	1186	1196	1517
Case Burden (Violent CC per member)	9	10	10	10	12
Crime Rate (Violent CC per 1,000 population)	10	12	11	11	14
Total Calls for Service	28,618	31,008	30,505	29,613	30,567
Total Calls for Service per Member	247	263	256	239	245

Red numbers indicate higher than average for municipalities over 15K population in E Division for that year (Table 9)

A review of the crime data demonstrates that Pitt Meadows' crime rate and police officer case burden is frequently below or equal to the average of 'E' Division RCMP municipalities with a population over 15,000; conversely, Maple Ridge's crime rate and police officer case burden is typically equal to or above the average, which is also the case when the data for the two municipalities is combined.

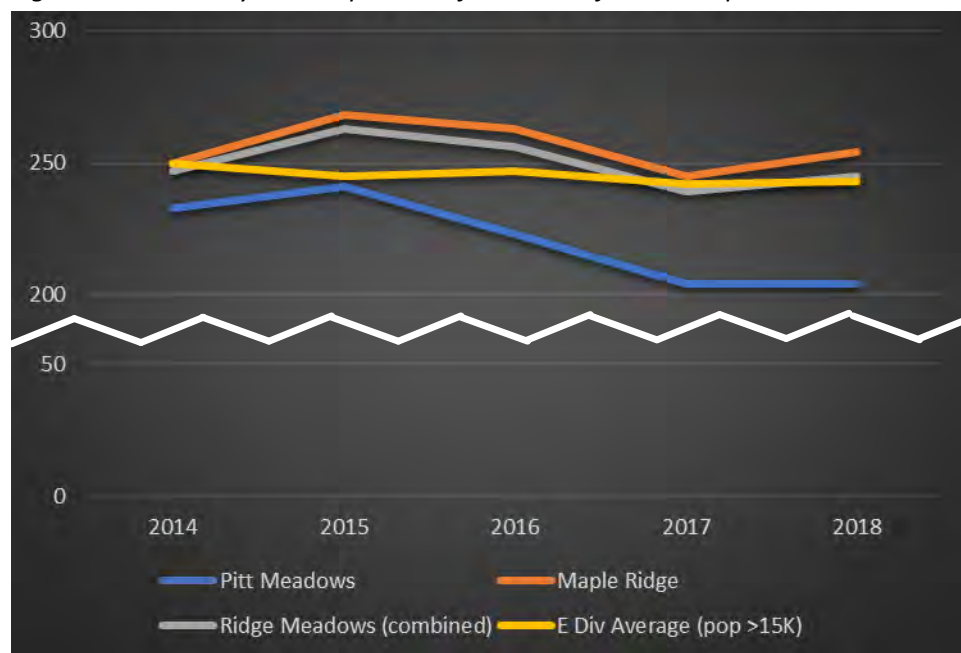
²⁴ Data provided by 'E' Division RCMP Operations Strategy Branch (OSB), Data Analysis Unit.

²⁵ Data provided by 'E' Division RCMP Operations Strategy Branch (OSB), Data Analysis Unit.

Incrementally, Pitt Meadows has seen a reduction in calls for service over the past five years, and in 2018, experienced an eight percent decrease in their calls for service since 2014; whereas Maple Ridge, is seeing more than a 10 percent increase. In 2018, Maple Ridge represented 85 percent of the calls for service and Pitt Meadows, 15 percent.

Serious and violent crime draws on significantly more police resources than other crime. Total *Criminal Code* calls for service for Pitt Meadows have dropped from 18 percent proportional representation in 2014, to 13 percent in 2018. In 2014, Pitt Meadows represented 17 percent of detachment's violent crime, which decreased to 12 percent in 2018. This demonstrates that Pitt Meadows continues to see a reduction in calls for service and a reduction in *Criminal Code* files, including violent crime, however, has not had their proportionate contributions or costs shares adjusted.

Figure 5: Year over year comparison of total calls for service per member



As a comparable example, White Rock is of similar size and population to Pitt Meadows and is served through a stand-alone RCMP Detachment. As identified in the Table 13 below, White Rock's *Criminal Code* statistics are generally higher than Pitt Meadows' statistics, except in violent crime rate and case burden, where they are similar. Of note are the 2018 number of calls for service and calls for service per member, which are significantly lower for Pitt Meadows than for White Rock.

Table 13: White Rock Municipal Jurisdiction Criminal Code Workload Summary²⁶

	2014	2015	2016	2017	2018
Population	20,205	20,787	20,891	21,071	21,370
Police Strength	23	23	23	23	25
Total Criminal Code Offences	1,254	1,387	1,462	1,326	1,496
Case Burden (Total CC per member)	55	60	64	58	60
Crime Rate (Total CC per 1,000 population)	62	67	70	63	70
Criminal Code Property Offences	917	984	1062	869	993
Case Burden (CC Property per member)	40	43	46	38	40
Crime Rate (CC Property per 1,000 population)	45	47	51	41	46
Violent Criminal Code Offences	101	135	126	135	182
Case Burden (Violent CC per member)	4	6	5	6	7
Crime Rate (Violent CC per 1,000 population)	5	6	6	6	9
Total Calls for Service	6,160	6,009	6,223	5,991	6,539
Total Calls for Service per Member	268	261	271	260	262

As mentioned previously, the number of *Criminal Code* calls for service represented by the statistics do not necessarily represent how busy police officers and detachments may be. Recent studies have shown that more than 50 percent of calls that police officers attend are not classified as *Criminal Code* offenses, but may represent calls related to suspicious persons, general public assistance, mental health or emotionally disturbed person, and calls related to overdoses or public drug use.²⁷ There is a consensus in the policing community that policing is not only law enforcement, but includes activities related to the broader community/public safety and wellbeing, noting police services are only one element of the safety and security network in a community.²⁸ The below tables demonstrate calls for service not necessarily related to criminal activity that require police response and/or investigations.

Table 14: Suspicious Person/Vehicle occurrence by Jurisdiction, 2014-2018²⁹

	2014	2015	2016	2017	2018
Pitt Meadows Mun	276	136	157	115	129
Maple Ridge Mun	1,810	898	851	603	1,010
Ridge Meadows Prov	1	0	0	0	0
Total	2,087	1,034	1,008	718	1,139
White Rock Mun	393	257	456	430	574

²⁶ Data provided by 'E' Division RCMP Operations Strategy Branch (OSB), Data Analysis Unit.

²⁷ Institute for Canadian Urban Research Studies, Economics of Policing and costs in Canada, (2014), 5.

²⁸ CACP Research Foundations White Paper, 'The dollar and sense of policing and community safety', April 13, 2015. https://www.cacp.ca/index.html?asst_id=1090 (accessed December 1, 2019)

²⁹ Founded occurrences only – Includes all 4 lines Unified Crime Reporting (UCR) lines – RCMP 'E' Division OSB

Table 15: Mental Health Related occurrences by Jurisdiction, 2014-2018³⁰

	2014	2015	2016	2017	2018
Pitt Meadows Mun	165	189	140	185	190
Maple Ridge Mun	806	1173	1296	1401	1,541
Ridge Meadows Prov	0	0	0	0	0
Total	971	1,362	1,436	1586	1,731
White Rock Mun	263	471	540	617	618

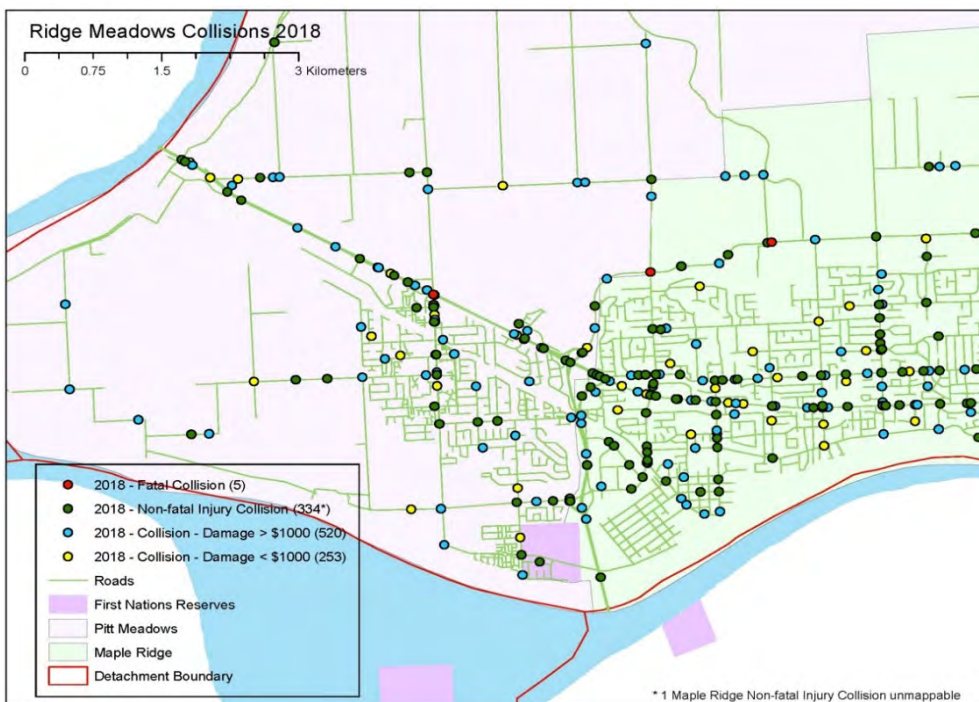
A sample of the top non-criminal related calls for services in the detachment, such as suspicious persons/vehicles, shows Pitt Meadows at 13 percent in 2014 and 11 percent in 2018. Even with social disorder calls for service, such as mental health related calls trending up in other areas, Pitt Meadows shows a decrease of the proportionate share to 11 percent in 2018 from 17 percent in 2014.

Traffic Collisions and Crashes

Traffic collisions and crashes also consume significant police and public safety resources. The Ridge Meadows Detachment in 2018 collectively responded to five fatal collisions, 334 non-fatal injury collisions, 520 collisions with damage greater than \$1000, and 253 collisions with damage less than \$1000. Responding to these files takes time and resources to deal with traffic flow, gather evidence, and conduct the investigation. For fatalities and serious injury files the ICARS provide specialized services, however, detachments are responsible for the main investigations and for preparing files for prosecution. The map below identifies the approximate locations of some of the collisions and crashes in Pitt Meadows for 2018.

³⁰ Includes all files with a mental health related UCR code or study flag – Reporting of Mental Health Related Occurrences changed in 2015, resulting in higher counts – RCMP 'E' Division OSB

Figure 6: Map demonstrating 2018 collision and crash sites for sample area of Ridge Meadows Detachment



OBSERVATIONS AND FINDINGS OF THE REVIEW

TRACKING AND REPORTING CONSIDERATIONS

Though the Ridge Meadows Detachment is responsible for policing three separate jurisdictions, it operates as a single detachment and has limited tracking processes in place to monitor the costs for specific investigations, nor the ability to define return on investment for each party independently. There are no SOPs or service level agreements that outline agreed upon reporting timelines, content, or how the resources are distributed and accounted for. Absence of these documented or guiding practises, allows for operational or service changes to be implemented over time, without engaging the contract partners.

When the 2012 MPUA was negotiated, one of the objectives was to enhance the engagement, consultation and reporting with contract partners. Standard financial practises were refined to manage municipal budgets separately based on FTE utilization, and be reported on through specific cost centres. Other established best practises include the annual multi-year planning process and the provision of quarterly reports; however, these reporting practises do not account for the day-to-day deployment costs or address operational elements such as organizational structure or the location of the positions.

This gap is especially noticed in integrated detachments. This is partly because RCMP administrative and operations record management systems are not designed to track time spent by investigators on day-to-day files or provide detail on which members are assigned to more serious files, unless the units acquire a financial internal order number (IO). The IOs are often obtained for more serious files and allows for tracking of incremental costs such as overtime, travel, and specific investigational techniques, however, it still does not recognize investigator time or salary per file. Therefore, financial reporting from the detachment does not include details on the cost of specific operational files, which means that actual costs for specific investigations are not available.

As another example of identified challenges from lack of tracking activities, it was determined that the Ridge Meadows Detachment does not track the number of prisoners by community. As a result, when 'E' Division OSB conducted a short review to determine the number of prisoners for Pitt Meadows and Maple Ridge, they were only able to provide an estimate suggesting that Pitt Meadows, as a jurisdiction, accounted for 11 prisoners per month, compared to 98 for Maple Ridge. These numbers do not consider that a portion of these prisoners would likely be defined as provincial prisoners, therefore the counts are likely lower than what the 'E' Division OSB review estimated. Therefore, Pitt Meadows would likely account for less than 11 percent of the prisoners held at Ridge Meadows Detachment. Furthermore, the detachment was also not able to provide a breakdown of the reports to crown counsel by community. This would have been helpful as the reports would assist in determining the number of files recommended for criminal charges.

Lack of tracking by contract partner also creates a significant challenge when determining whether contributions are proportional to policing and resourcing requirements, or if the contributions by one contract partner is supplementing the other. These challenges are not solely applicable to the Ridge Meadows Detachment and have been identified in other integrated or regional detachments in the province, though some have improved considerably as a result of increased consultation and engagement.

PARTNER ENGAGEMENT

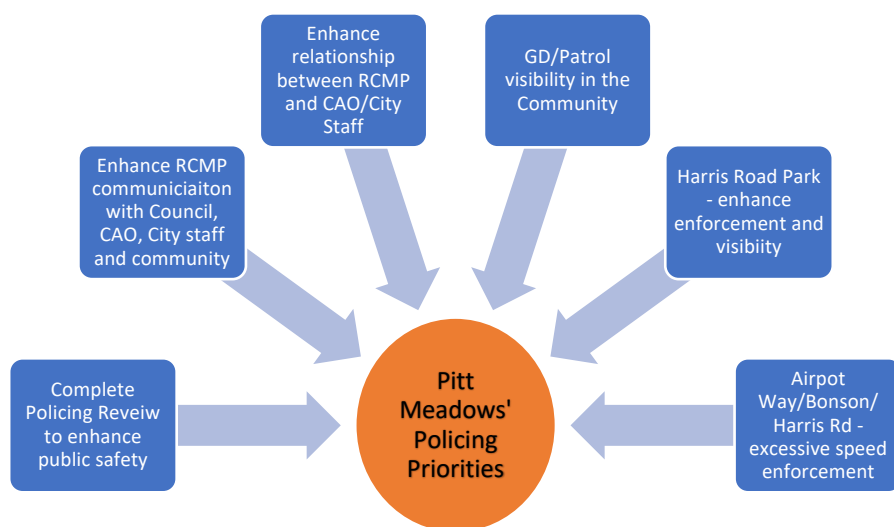
As support staff in the detachment are Maple Ridge employees, and little time is afforded to the partners for consultation (for example, discussing the multi-year plans or budget details), the city staff in Pitt Meadows are not as familiar with details around RCMP administrative processes. Current practices appear to assume all parties understand decision making and management activities, which leaves some partners feeling as though they have limited input. Interviews with various employees confirm Pitt Meadows has limited day-to-day interaction with senior staff at Ridge Meadows Detachment on corporate, budget, or business practises. Multi-year plans and quarterly reports are distributed, however, time is not proactively set aside to discuss the details behind the budget actuals and forecasts. There is room to improve communication and business practises for all partners.

It is important to acknowledge that each city council will have unique business planning processes and timelines, which requires the detachment to consider and respond to these diverse needs when

planning and making decisions. Prior to this Review, the current Pitt Meadows City Council had not previously been engaged in discussions related to strategic priority setting for the detachment, but instead were advised on what the detachment priorities were rather than allowing for a participatory session. In July 2019, the Operations Support Officer from the Ridge Meadows Detachment was assigned as the principal police contact for Pitt Meadows after the Council identified concerns on the lack of engagement with the RCMP. The commencement of this Review led to the opportunity for the Council to identify their local strategic priorities as outlined under Sub-Article 5.3 of the MPUA:

“The CEO [Mayor or delegate] may set objectives, priorities and goals for the Municipal Police Unit that are not inconsistent with those of the Minister for other components for the provincial police service.”

Figure 7: 2019/20 Pitt Meadows strategic priorities



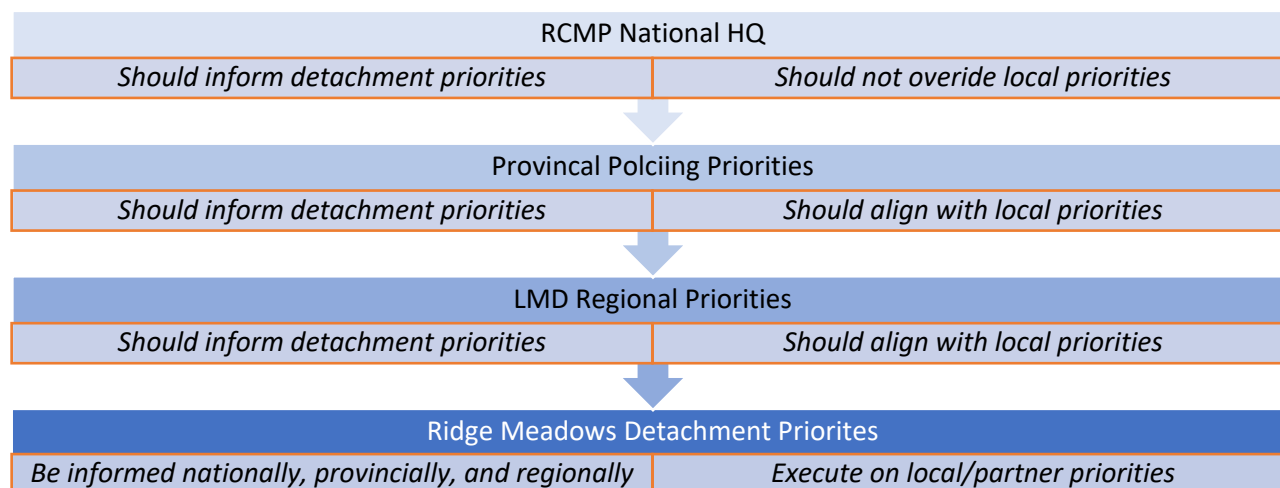
In February 2019, the OIC and the Operations officers from Ridge Meadows Detachment, presented background material to the Joint Police Liaison Committee and broke down the crime statistics and trends for both communities. These practises are a positive step to increase understanding of crime issues and could be a jumping off point for discussions on strategic priority setting.

Another best practise for strategic planning in police detachments or departments is to assemble statistical information and trends, outline the activities performed in the past year(s), and work with each partner Council to agree upon the way forward. Engagement with all partner councils ensures that priorities are identified and considered from a local policing perspective. This practice is even more important when a new city council is elected. Ultimately, the Council, through the Mayor, should be provided the opportunity to identify what is important to them and their community, and the police unit should provide a strategic outline of the activities they can undertake to respond to the priorities and identify any gaps they intend to close. Frequent engagement also serves to facilitate discussions on what policing resources are available; thus, creating an understanding of what policing activities are required for basic public safety needs (mandatories, high risks crime) and other service requirements, and balancing local expectations for the remaining capacity.

Consultation through the Review identified that Pitt Meadows desires more local engagement and consultation than is currently provided. Pitt Meadow would like to have more defined activities and reporting related to their priorities and be better informed on criminal and enforcement activities identified by the RCMP as a concern. Interviews with the employees and members revealed several opportunities to improve the focus on local policing in Pitt Meadows.

Figure 8 identifies how each level in the hierarchy of the RCMP could inform the other. The expected outcome is alignment with the MPPUA, and the RCMP focusing their strategic enforcement and policing activities locally, being mindful of the national, provincial and regional priorities and mandatory activities.

Figure 8: Strategic alignment of policing activities



Review of Deployment Model

General Duty, Frontline

As previously discussed, Pitt Meadows funds approximately 17 percent of the general duty frontline members and receives dedicated services from two Csts per watch out of the CPO. Interviews revealed that, while the Pitt Meadows' funded Cpl or Sgt is also intended to also start and stop their shift out of the CPO, the NCOs find the workload busier in Maple Ridge and have more members, files, and activities to supervise at the main detachment. Therefore, the NCOs only attend to the CPO on occasion, leaving a local supervisory gap and no centralized leadership to coordinate the work of the general duty frontline members. Additionally, the interviews of the Csts indicate that they have significant proactive, unallocated time available to them and use that time to work on self-initiated files. There does not appear to be a conscious awareness of any Pitt Meadows focused priorities. The Csts also noted that their work is not coordinated with UCRU members or detachment volunteers. They respond to calls accordingly and while they may attend morning and evening briefings (some drive 20 minutes to Maple

Ridge rather than use video conferencing), rarely do they cross over into Maple Ridge to take files unless there is an emergency. They would describe working in Pitt Meadows as an easy pace, however when something happens, serious in nature, the file consumes resources quickly. The members based out of the CPO indicate they do not arrest persons often and if they do, they try to release them for a future court appearance. Of particular note, most Csts indicate they don't expect to remain in Pitt Meadows beyond six months as per the current detachment policy. Members advise they stay between four-six months as Pitt Meadows is slower and some members feel they don't get the work they need to keep their skills up or to remain busy. Having members serve in such short stints creates a challenge and inconsistencies as it doesn't give enough time for members to get to know the community, high-risk areas or persons. On the other hand, some members interviewed identified that they would prefer to stay in Pitt Meadows longer as they enjoy the pace. Pitt Meadows is under served with this model.

Municipal Traffic Services

Pitt Meadows funds roughly 20 percent of the detachment traffic resources and receives a proportional level of service. However, based on member interviews, the detachment general duty, frontline members likely have unallocated, proactive time available to conduct proactive enforcement in high risk areas. This would allow for the re-deployment of the two Pitt Meadows funded traffic positions to general duty, frontline for improved strategic alignment of services in Pitt Meadows. Acknowledging that the two Pitt Meadows positions are equal to the general 80:20 ratio for the integrated detachment, the actual traffic work in Pitt Meadows could be better aligned and coordinated with general duty frontline resources.

Serious Crime Section

Pitt Meadows funds three of the 18 positions in this section (17 percent), however, they benefit from the broader team as a whole as this team often deploys as a whole unit to instances in Pitt Meadows, although not as frequent as they deploy to Maple Ridge. As the Ridge Meadows Detachment does not track the files or work hours of this section specifically and is not able to define the work or cost by contract partner, the Review is not able to determine if Pitt Meadows' contribution to this section is an equitable or a pro rata share.

As per the *Police Act*, all municipally funded RCMP detachments or independent police departments in municipalities with populations over 5,000 are required to have these types of specialty services and skill sets available, whether it is available in house or through a fee for service agreement. An analysis of the Pitt Meadows *Criminal Code* crime statics indicates that the types of files the Serious Crime Section would be deployed to are infrequent. However, the police standards under the *Police Act* still require these services to be available. The current model provides an insurance policy to cover these types of files at a somewhat predictable cost, similar to the I-Teams, however the lack of tracking and accounting makes it difficult to determine what the appropriate number of resources Pitt Meadows should fund for this section.

Street Enforcement Unit

Pitt Meadows funds 10 percent of the units total 10 FTEs but benefits from having access to the whole team when required. Access to this type investigational unit is necessary to effectively track and surveil offenders through multiple jurisdictions and gather evidence for prosecution. Not having access to this service could mean that files may not be resolved, or offenders may not be held accountable for their crimes. Unfortunately, Ridge Meadows Detachment does not track the SEU's files or costs by municipality, therefore the Review is not able to ascertain how often the unit is utilized for Pitt Meadows files. However, an example of a recent file occurred in October 2019, where the SEU worked jointly with the Tri Cities police to arrest the individual who police believed was involved in several break and enters in Pitt Meadows occurring in the summer of 2019, resulting in the apprehension of a well-known multi-jurisdictional criminal.

Uniformed Community Response Unit

Pitt Meadows UCRU participate in Ridge Meadows Detachment planning sessions to identify what priorities they should work on and track the progress throughout the year. Interviews with the members of the broader Ridge Meadows Detachment UCRU determined that there is limited engagement or input from staff or elected officials in Pitt Meadows to align operational priorities, however there is a plan to improve this in the future. Detachment planning sessions tend to focus on more wide-ranging activities, noting that the degree of seriousness of the file or initiative directs where resources are used. Therefore, if a need is identified, the broader detachment UCRU will assist the Pitt Meadows' UCRU. On the other hand, stakeholder interviews revealed that Pitt Meadows UCRU has a good relationship with the Pitt Meadow Secondary School and with Katzie First Nation Chief and Council. While their activities past and present have formed good relationships, stakeholders identified that more engagement and discussions on issues would help align interests further.

Operations Support Unit and Professional Standards

The three positions that make up the Operations Support Unit, in addition to the Professional Standards position, provide services to the entire detachment with Pitt Meadows funding two of them. The current pro rata share of the costs for these units appears disproportionate, as Pitt Meadows funds 50 percent of the total unit costs but likely only utilize an estimated 20 percent of the services, and much less for the media NCO position.

Municipal Support Services

The Support Services area of the detachment falls under the *Housing and Support Agreement*. This agreement does not address or define service or reporting parameters to ensure each contract partner is receiving or contributing to their appropriate share of services. For example, the Ridge Meadows Detachment rotates one of three ME Information Officers through the Pitt Meadows CPO front counter, where they respond to public inquiries, as well as perform fingerprinting and criminal records services. However, no discussion or agreement is in place to determine what backup recourses could be assigned

to the CPO, should that position be unavailable to meet the service expectations of Pitt Meadows. The *Housing and Support Agreement* outlines billable costs, but also outlines the cost share of any revenue. Cost benefits and efficiencies can be gained when two or more detachments, or an integrated detachment, share Support Services, as long as there is appropriate accounting and regular reviews of the agreement. The benefit of sharing the support resources and expertise is that it allows for surge capacity of resources when needed, especially as all support staff require an RCMP security clearance, which can delay hiring and create gaps between hires. In a small detachment, Support Service resources may need to be cross trained in the event that one position is needed to support multiple areas.

Crime Prevention

Volunteer work for the Crime Prevention program is assigned by the detachment as a whole unit with no dedicated resources working out of the Pitt Meadows CPO, and no volunteer programs specific to Pitt Meadows. The UCRU is the most likely unit to work with the volunteers, however the volunteer programming in Ridge Meadows Detachment is not coordinated with Pitt Meadows UCRU day-to-day. Volunteer hours were not tracked by community until prompted by the Review. Below is an example of the volunteer hours worked in Pitt Meadows for September and October 2019.

Table 16: 2018 tracked CPO volunteer hours and corresponding number of observed vehicles for Pitt Meadows

Volunteer Hours Pitt Meadows				
	September		October	
	Hours	# Vehicles viewed	Hours	# Vehicles viewed
Cell phone watch (Distracted Driving)	1.5	262	22.75	1658
Speed Watch	6.5	271	10.25	1085
Lock out Auto Crime	151.5	2011	88	1354
<i>Totals</i>	<i>159.5</i>	<i>2544</i>	<i>121</i>	<i>4097</i>

Victim Services

The Victim Services program is a good value for Pitt Meadows, Maple Ridge and Katzie First Nation, where the integrated framework of the program allows Victim Services to be available 24/7. Victim Services staff and volunteers spend quality time with those impacted by crime or exposed to trauma, and who need support and/or assistance navigating police processes and systems. Without these services, this important role would fall to members, who may not have the capacity to spend the amount of time needed in each circumstance.

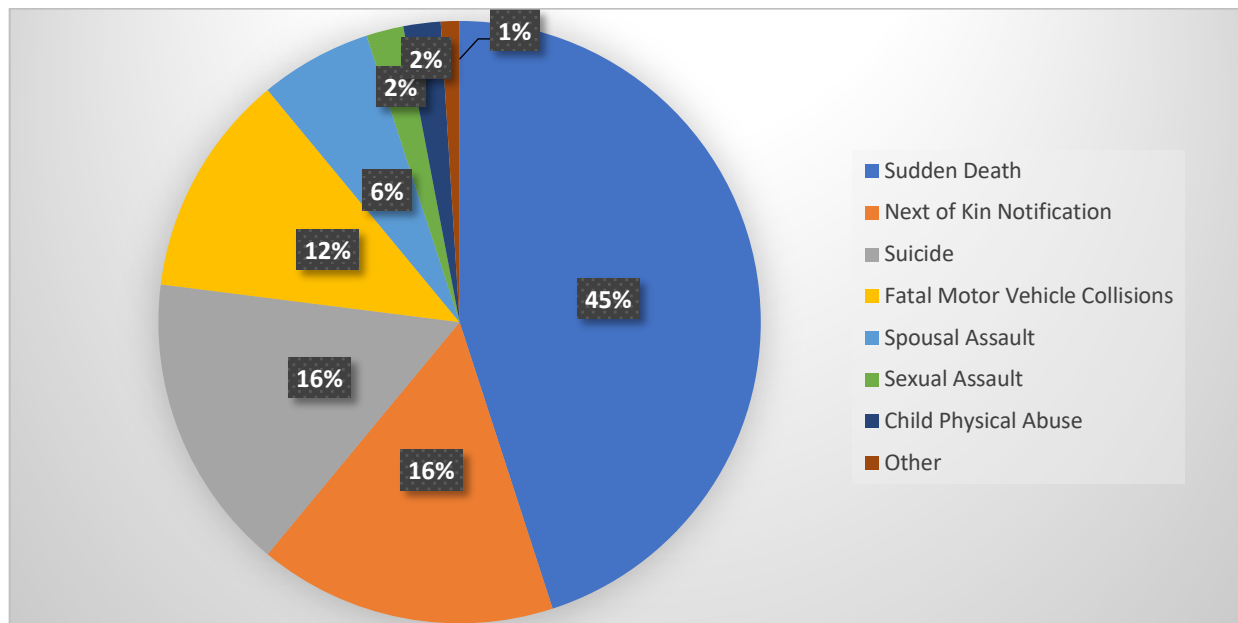
Table 17: Breakdown of Victim Services files for the Ridge Meadows Detachment³¹

Ridge Meadows RCMP Victim Services Program				
	2016	2017	2018	2019 (YTD) ³²
# of Referrals by Occurrence Location				
Pitt Meadows	78 (12%)	108 (17%)	133 (15%)	92 (11%)
Maple Ridge	547 (85%)	485 (76%)	685 (80%)	721 (85%)
Other Jurisdictions	21 (3%)	47 (7%)	42 (5%)	33 (4%)
TOTAL	646	640	865	846
# of Crisis Call-Outs (requests for on-scene support)				
Pitt Meadows	7 (12%)	17 (18%)	11 (11%)	12 (11%)
Maple Ridge	50 (88%)	75 (80%)	90 (87%)	92 (86%)
Other Jurisdictions	0	2 (2%)	2 (2%)	3 (3%)
TOTAL	57	94	103	107

The actual work for the Victim Services Unit can be unpredictable and not necessarily proportionally distributed, however, a three-year average calculates the work distribution as 83 percent Maple Ridge and 17 percent Pitt Meadows (with equal distribution of files in other jurisdictions between the two).

Figure 9 illustrates a high-level breakdown of the types of calls for services received by the unit in Ridge Meadows Detachment, and the percentage of work each type represents.

Figure 9: Ridge Meadows Detachment calls for Victim Services On-Scene Support by file Type³³



³¹ Data provided by Ridge Meadows Victim Services

³² YTD –Up to October 2019

³³ Data provided by Ridge Meadows Victim Services –Additionally, the numbers above reflect incidents which occurred in the locations provided but do not reflect instances where an incident occurs in one community but where the client lives in another community.

Housing and Support Agreement

Under the *Housing and Support Agreement*, appropriate costs (i.e. operations and maintenance, Support Services, ECOMM, etc) are shared based on the population ratio, which in 2018 was 18.25 percent for Pitt Meadow's and 81.75 percent for Maple Ridge. The costs also include a five percent administration fee, general accommodation rental and operations and maintenance for Ridge Meadows RCMP. The costs to Pitt Meadows under the *Housing and Support Agreement* for 2018 was \$1,072,604 (see Appendix "B"). Table 18 outlines the anticipated costs for the agreement over the next five years based on 2018 actuals.

Table 18: Anticipated Pitt Meadows' Pro Rata Share for the Housing and Support Agreement

Pitt Meadows' Pro Rata Share for the Housing and Support Agreement - Cost Projections						
Actual	Estimated					% Increase Over 6 Years
2018	2019	2020	2021	2022	2023	
\$1,072,604	\$1,203,000	\$1,211,000	\$1,268,400	\$1,268,400	\$1,299,400	21%

As an example of potential inequities in the *Housing and Support Agreement*, 2018 calls for service data shows that Pitt Meadows had 4,687 calls compared to 30,567 for Maple Ridge. From a workload perspective, this means that Pitt Meadows is responsible for 15 percent and Maple Ridge 85 percent, however, using population as the cost share basis suggests that Pitt Meadows is supplementing some of the Maple Ridge workload. Another example is Pitt Meadows is funding 18.25 percent of the prisoner costs, however their estimated prisoner count is under 11 percent of the total number of prisoners.

Summary of Review Findings

The service delivery model that currently exists in Ridge Meadows Detachment has evolved since the establishment of the integrated detachment. There are no written SOPs, nor any consistent documentation that informs the history of the model, structure, or provides any rationale to support changes that may have occurred over time. The lack of SOPs can lead to confusion on the operation of the model, how financial and resource allocations are determined, tracked and reported, and how members are deployed.

The MPUA outlines engagement procedures through the contract partners' CEO (Mayor) via the OIC; in some cases, this is practised with diligence, and other times not. In the case of Pitt Meadows, there has been passive engagement over time that has potentially been sufficient for previous Mayor and Councils. Changes in the Mayor and Council office can also present challenges as expectations of police costs, structures, and strategic priorities can differ from one Council to the next. Each municipal Council chooses the depth they may wish to be engaged on policing within their community. Additionally, the OICs can change frequently, and without clear SOPs, this can further increase changes over time as each OIC has their own ideas on how the detachment should operate.

Further, the MPUA does not include any guidelines or standard terms for integrated detachments, which leaves opportunities for liberal interpretations on how they should operate. It is not uncommon that elected officials unfamiliar with the MPUA authorities, may relegate decisions to a delegate or a principal point of contact and the OIC that may result in unintended consequences, such as increased costs or the perception of unbalanced organizational structures.

Nonetheless, the use of the integrated model has proved beneficial for Pitt Meadows, as the municipality's crime rate is below the BC average for RCMP policed municipalities over 15,000 and calls for service continue to decline. As a result of concerns raised by Pitt Meadows' Council, recent operational deployment changes have resulted in general duty frontline members being assigned specifically to Pitt Meadows CPO for their shift. As general duty frontline Csts remain within their respective zones during their shifts, visible presence in the community has improved. However, Pitt Meadows still lacks the presence of a designated leader for their community CPO to coordinate policing and volunteer activities and to align initiatives with city staff and Non-Government Organizations (NGO). As a result, Pitt Meadows Council, feel their interests are being overshadowed by the draw for services in Maple Ridge. As an example, Pitt Meadows funds 12 positions on general duty for the detachment, and will, per watch only see two Csts assigned to Pitt Meadows, and no NCO. Initial reviews indicate that an NCO was to start and stop their shift at the CPO, however, this is not currently happening. While an NCO is available to the Csts, feedback from the members is that Maple Ridge members and workload draws the attention of the NCOs, leaving the Csts to work on their own. On the other hand, under the integrated model, Pitt Meadows is guaranteed two Csts 24/7; by having access to Maple Ridge members, they can be assigned temporarily to backfill members away on annual leave, training or on sick leave, without relying on overtime. However, with no "on-site" police leader in Pitt Meadows, units like general duty frontline members, UCRU, and Ridge Meadows detachment volunteers do not align their work to create synergies for project focused local initiatives.

Additionally, there is minimal engagement with Pitt Meadows staff, NGOs, or other services, with the exception of Pitt Meadows By-Laws. UCRU does work closely with School District 42, mainly the Pitt Meadows Secondary School, and Katzie First Nation, but both parties feel there could be more refined engagement. Lack of designated leadership and in-depth local engagement in Pitt Meadows is likely due to the proximity of the main detachment to Maple Ridge offices, as well as the higher demand for police work activities required by Maple Ridge.

OPTIONS

The purpose of this Review is to examine the current operating model for the Ridge Meadows Detachment, and determine service delivery options for Pitt Meadows, keeping in mind the following key principles:

- Enhance public safety and improve quality of life and well-being of citizens;
- Enhance and modernize policing;

- Improve police response, presence, and visibility;
- Improve the utilization and services of the CPO;
- Promote improved accountability and understanding of the needs and expectations for a more tailored police service;
- Enhance governance and relationships between the local RCMP, city staff, elected officials and the citizens they serve; and
- Ensure appropriate governance and oversight of the MPPA signed by Pitt Meadows with the Province of BC.

To achieve the desired results that the Pitt Meadows City Council have outlined for the Review, there are a number of options to consider. All options presented assume that Pitt Meadows will continue to contribute to the I-Teams in the same fashion as present. The options presented do not account for any cost implications as a result of the National Police Federation (who represent RCMP members) negotiating a collective agreement with the Government of Canada.

Option 1 – Status Quo

Pitt Meadows City Council maintains status quo and continues to engage with the RCMP on opportunities for growth. Recent engagement with the RCMP has resulted in improvements, such as the appointment of the Operations Support Officer as a point of contact. This has resulted in the development of a communication protocol between the RCMP and Council, which is expected to improve relationships and communication. Additionally, Council has identified strategic community policing priorities and continues to work with the RCMP to improve in several areas including increased police visibility in the community and Harris Road park, additional speed enforcement on Bonson and Harris Road and Airport Way, and continued development of the relationship and communication between the RCMP and Pitt Meadows Council and staff.

PROS

The financial impact of this option is minimal, with costs for policing assessed annually during each business planning cycle. As engagement and communication improves, detachment operations should begin to align with community and Council priorities. Further, Pitt Meadows will still be able to draw on the specialized resources available as part of the integrated Ridge Meadows Detachment, reducing the likelihood of increased costs (for example, having surge capacity for serious events), and continue to meet provincial policing standards and requirements under the *Police Act*.

CONS

There is no guarantee that the service delivery expectations will improve with this option. The RCMP have the responsibility to determine the day-to-day operations and administration of the RCMP. The

number of Maple Ridge calls for service will continue to overshadow Pitt Meadows' desire to have a more proactive police model that is more engaged with the community and city hall. Additionally, the current *Housing and Support Agreement* allows the RCMP to determine, in consultation with Maple Ridge, when they require additional support staff or equipment and does not require prior engagement with Pitt Meadows; instead, Pitt Meadows is simply assessed the pro rata increased costs. Thus, even if Pitt Meadows' calls for service continue to decrease and their crime rate remains stable, their costs may still increase under this agreement. Further, if the police resource structure is not adjusted, the Pitt Meadows CPO could continue to be underutilized and not provide an optimal return on investment. Lastly, the Ridge Meadows detachment policy of members serving 4-6 month in Pitt Meadows does not contribute to relationship building, nor provide continuity for the community. If there is no requirement to address these concerns, Pitt Meadows may not feel that their priorities will be addressed, potentially putting the community at a disadvantage.

Option 2 – Service Level Agreement

Pitt Meadows engages the RCMP to develop and enter into a specific Service Level Agreement to address the concerns identified and improve the delivery of the key principles identified by Council, while also executing on the strategic priorities of the municipality. This option would move Pitt Meadows towards a more regional model³⁴ while still benefiting from the integrated structure currently in place. Additionally, Pitt Meadows could work with Maple Ridge to review the existing *Housing and Support Agreement* to modernize existing formulas to reflect current resource allocations (ex. prisoner and ECOMM costs). This option would likely have a minimal financial impact yet would still improve on service delivery.

The following have been identified as areas that could be addressed in a Service Level Agreement:

- Restructure the Pitt Meadows funded resources to provide for a manager/leader, NCO in charge of the CPO, a second NCO in charge of operations, two UCRU positions, and 16 general duty frontline positions (four Cpls and 12 Csts). This would leave three funded positions in the Ridge Meadows Detachment to cover off SEU and Serious Crime files, similar to an insurance policy like the I-Teams.
 - Costs for SEU and Serious Crime files should be monitored for one year ensuring incremental costs are tracked and billed as actuals. The funding model and any new costs should then be assessed, and discussions held for any required adjustments. This would ensure resources are monitored to provide a better understanding of their utilization, as well as ensure accountability to the contract partners.
 - Surge capacity remains available for both Pitt Meadows and Maple Ridge if needed.

³⁴ The regional detachment structure adds another layer to integration. RCMP regional detachments offer a central point of management, coordination and comptrollership for multiple integrated or stand-alone detachments in the area. These types of arrangements allow for specialized and/or administrative police services to be delivered regionally.

- The NCO in charge and the Operations NCO could take on some of the administrative tasks, reducing work for the Administrative NCO and their team at Ridge Meadows Detachment. Tasks could include some human resources activities, public complaints, and code of conduct investigations.
- Negotiate a three-year minimum policy with the RCMP for members posted in Pitt Meadows.
- Negotiate with Maple Ridge to provide Support Service resources in the CPO, understanding that there is no requirement for them to do so under the existing *Housing and Support Agreement*. A change of this nature will also need to consider the CUPE local 622 collective agreement.
- Victim Services could continue to be provided by the integrated detachment and, where needed, meetings can be held at the CPO.
- Coordinate Pitt Meadows Volunteers from the Pitt Meadows CPO (with the exception of Victim Services) and align programs with general duty frontline members and UCRU.
- Increase engagement with the NCO in charge and Pitt Meadows city staff, Council, and Katzie First Nation, Chief and Council, to explore a service model agreed to by all parties.

The following points would need to be considered for this option:

- The CPO will need to be examined by RCMP Property Management and Departmental Security Section to confirm the number of resources able to work out of the current facility; as well as determine any gaps, including parking requirements for staff, members, and police cars.
- While the CPO is sufficient to house some of the functions of a detachment, it will require continued dependence on the Ridge Meadows Detachment for several amenities, such as a main exhibit storage area, file room, cellblock, project room space, and storage for other equipment as needed.
- Pitt Meadows will need to work with Ridge Meadows Detachment to ensure an accurate inventory of Pitt Meadows' funded assets, such as vehicles, radar equipment, carbines, including computers and other IT equipment is provided, and where there is a cost-shared asset, work to determine primary ownership.
- Pitt Meadows would remain integrated in the integrated ECOMM radio, call taking and dispatch services for cost and operational efficiencies.
- There may be up to 11 (vs five currently³⁵) people that could work out of the CPO on any given day shift (eight members and three Support Services staff). These numbers would need to be agreed to by Pitt Meadows, Maple Ridge, and the RCMP.

35

There are two I-Team ERT members that stage out of the Pitt Meadows CPO from time to time also.

PROS

This option addresses the desired outcomes identified by Pitt Meadows for a service delivery model, without a significant financial impact. Entering into a Service Level Agreement with the RCMP allows Pitt Meadows to remain in the Ridge Meadows integrated detachment while having some autonomy with minimal disruption. It provides for an on-site NCO in charge to coordinate resources and build relationships locally in Pitt Meadows and is accessible to the Council day-to-day. The CPO NCO in charge would become part of the city leadership team and work closely with the Pitt Meadows city staff, NGOs, Katzie First Nation, and other stakeholders to ensure policing initiatives align with the community's objectives and address the crime priorities based on criminal intelligence data. This would also reduce the requirement for the Operations Support Officer to engage with Pitt Meadows, as that responsibility would fall to the NCO in charge. The costs should remain relatively stable, however, may be impacted with the negotiation of a new *Housing and Support Agreement*.

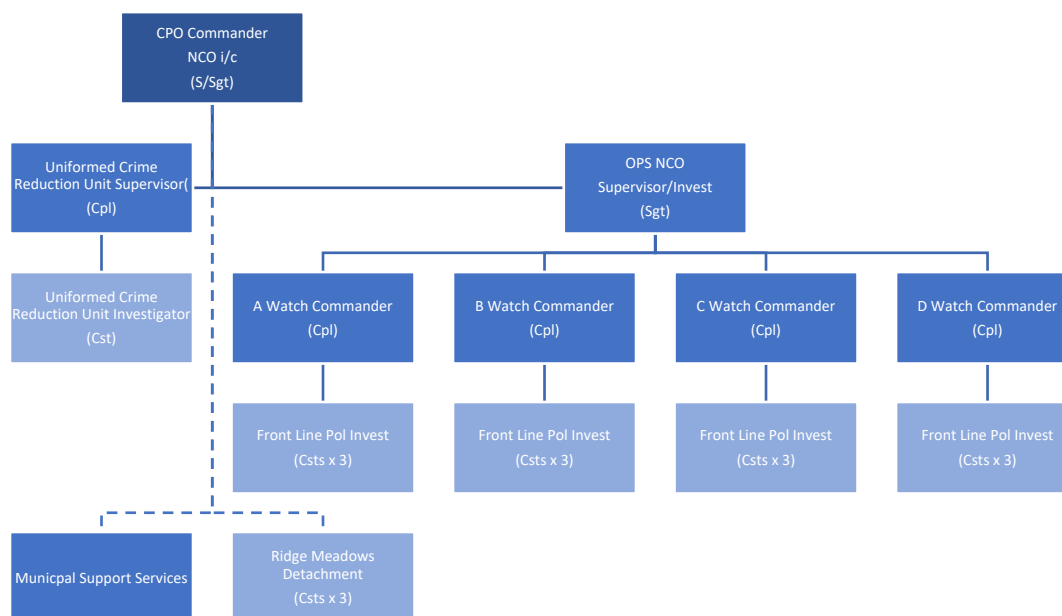
A great development opportunity would be created for an RCMP senior NCO to operate their own unit similar to a detachment and creates a great succession planning path to an Inspector, Detachment Commander or Operations Officer.

Further, Pitt Meadows would still benefit from being part of an integrated unit. Ridge Meadows Detachment could still provide temporary resources to backfill any leave and keep the FTE utilization constant. Surge capacity and specialized units are available should an event or file require specialized skill sets, police response, or support, therefore meeting the requirements for the provincial police standards under the *Police Act*. Continuing to remain a part of these specialized services also reduces the structural and financial impacts on Ridge Meadows Detachment operations.

CONS

This option is dependent on the cooperation and agreement of the RCMP and Ridge Meadows Detachment. As per the MPUA, the RCMP have the right to determine the day-to-day operations and administration of the RCMP. The NCO in charge at the CPO would still report to the OIC of Ridge Meadows Detachment, and resources would be subject to re-deployment under their direction. Additionally, adding additional Municipal Support Service positions to the CPO may disrupt the structure or workflow of the MEs at Ridge Meadows Detachment. Re-allocating the two operational support positions funded by Pitt Meadows, will place an additional financial or structural burden for the detachment and potentially create additional costs to Maple Ridge. Nonetheless, having Pitt Meadows fund these two positions does not seem to represent an appropriate cost share ratio, nor could the detachment demonstrate why it is necessary for Pitt Meadows to fund them instead of Maple Ridge, who has the majority of the work and members to support.

Figure 10: Potential Organizational Structure for Option 2



Option 3 – Autonomous Detachment

Pitt Meadows requests the RCMP form an autonomous Pitt Meadows RCMP Detachment. This option is facilitated by the fact that Pitt Meadows has an independent MPA with the Government of BC for the provision of municipal policing and sub-contracts to the RCMP. The MPA and *Police Act* are silent on integrated detachments, and therefore while ensuring compliance with the MPA and provincial police standards, Pitt Meadows is eligible for their own stand-alone RCMP detachment. Currently, Pitt Meadows funds 23 police FTEs, which could transfer to an autonomous Pitt Meadows Detachment, without much difficulty.

For comparison, a Pitt Meadows Detachment would likely be similar in size to the White Rock Detachment, which currently has 25 police FTEs despite carrying a larger call for service workload as a result of seasonal tourism. The White Rock Detachment is supported by nine White Rock ME Support Services positions, which appear to be a sufficient number of staff for their workload based on interviews with White Rock RCMP staff. Additionally, White Rock requires a number of casual custodial guards, which are not required for Pitt Meadows, as this cost is covered under the existing *Housing and Support Agreement*.

Pitt Meadows Detachment would remain part of the I-Teams, fulfilling the need to access specialty operational services. While this model could separate Pitt Meadows entirely from the Ridge Meadows Detachment, it would be beneficial for some areas to remain integrated or cost shared for efficiencies and costs benefits. For example, consideration should be given to enter into a mutual aid or fee for service agreement with Maple Ridge and Ridge Meadows Detachment for areas such as Victim Services, specialized IT services, and the use of the main exhibit locker and cell block. Noting, mutual aid

agreements are not new to Pitt Meadows as agreements currently exist for other services such as fire services, water rescue, and HAZMAT response. It is also recommended that Maple Ridge and Pitt Meadows remain in the integrated agreement for ECOMM radio, call taking, and dispatch services.

An autonomous detachment for Pitt Meadows would ensure the continued development of the relationship between policing services, the Pitt Meadows' Council, and Katzie First Nation, and support more dialogue and discussions on public safety issues impacting the communities. A Service Level Agreement could be considered between Pitt Meadows and Katzie First Nation, expanding on the three-existing service agreements; a renewed water and sewer agreements, a renewed fire agreement, and a new communications protocol.

A preliminary review of the CPO by RCMP Property Management identified some deficiencies to be addressed before transitioning to an autonomous model. RCMP Property Management were not able to complete a full assessment prior to the completion of this Review, however, preliminary discussions indicate that this would require expanding the current CPO, building a new detachment, or relocating to a new space that meets RCMP requirements. Therefore, further discussion with the RCMP is necessary to determine what actions are required immediately to support a fully autonomous detachment.

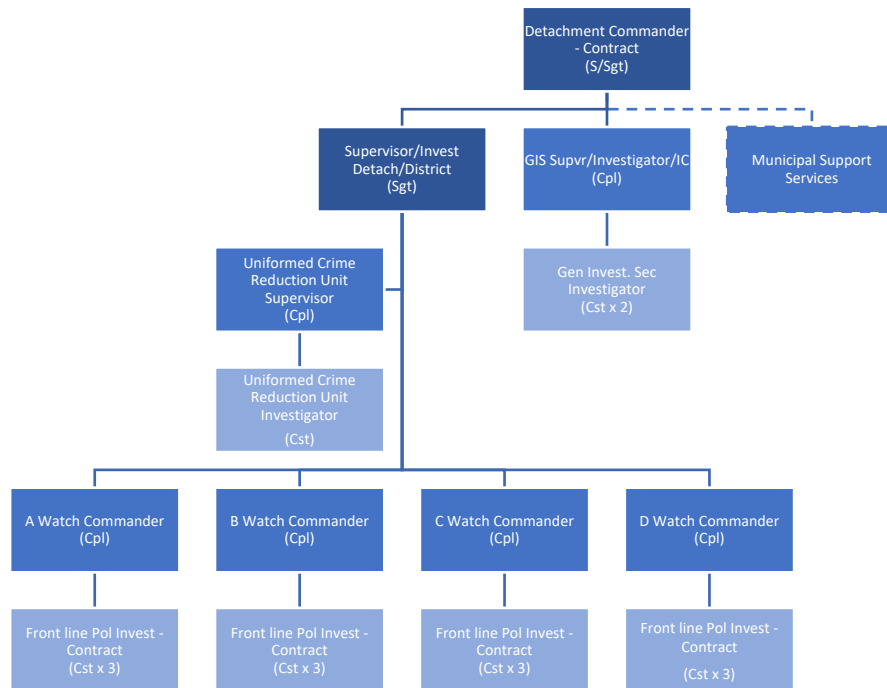
Steps required to advance to an autonomous detachment:

- Engage RCMP property management on the feasibility of the CPO meeting the needs for a stand-alone detachment; identify facility deficiencies and develop a plan to rectify them or locate a suitable alternative space.
- Discussions should occur with Maple Ridge and the RCMP to address the impacts to the Ridge Meadows Detachment's organizational structure and the existing *Housing and Support Agreement*. Through the transition, any existing agreements or operational protocols should be continued until the autonomous detachment is fully functional.
- New agreements to support public safety will need to be developed. This may include mutual aid or Service Level Agreements with Maple Ridge for surge capacity, as well as Victim Services, specialized IT services, the continued use of the exhibit main locker, cell block and file room, and continuance of integrated services for ECOMM radio, call taking, and dispatch services.
- Concurrence for this model would be required from the RCMP, LMD District Commander, and 'E' Division's Criminal Operations Officer, and must be further supported by the Minister of Public Safety and Solicitor General.
- Administrative changes will be required to address detachment boundaries, organizational charts as well as workflow changes for the Ridge Meadows Detachment PRIME VJURS to separate Maple Ridge and Pitt Meadows Detachment files. A separate Canadian Police Information Center (CPIC) number may be required for a new stand-alone detachment.
- Pitt Meadows may consider seeking one of the three provincially funded positions currently in the Ridge Meadows Detachment to augment services from Pitt Meadows Detachment to Pitt Lake, and respond to calls along the Fraser River. This position could also be used to enhance

services to Katzie First Nation, as well as their communities just outside Pitt Meadows' city boundaries.

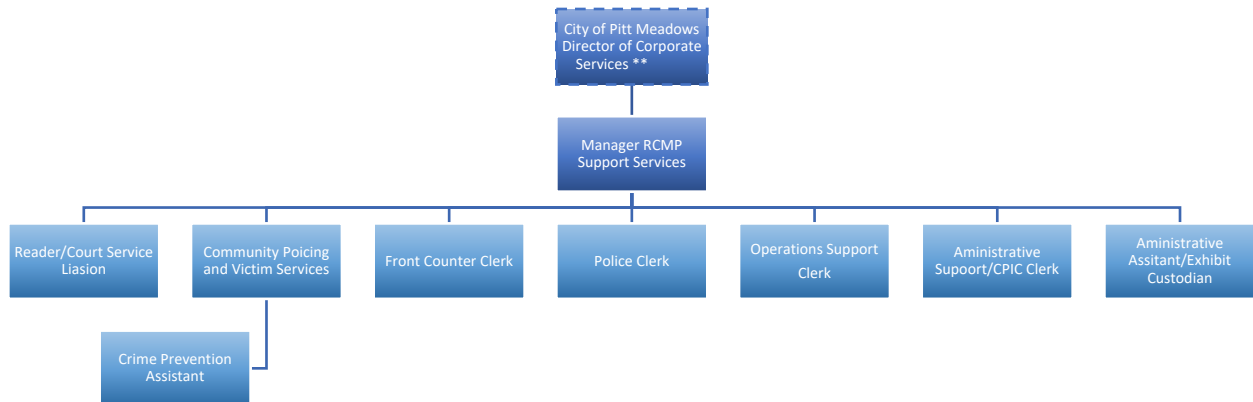
- Future consideration could be given to working with Katzie First Nation to secure First Nations Policing Program funding from the federal and provincial governments for enhanced policing to serve the Katzie First Nation and improve on culturally appropriate and dedicated services.
- Once approval is obtained, work with the RCMP to assemble the approved structure (as an example, Figure 10 could represent a sample transitional structure), including working with Maple Ridge and Ridge Meadows Detachment to confirm what, if any, municipal support resources can be assigned to the CPO during the transition.
- The transition phase structure should provide sufficient resources for the day-to-day calls for service and community and crime prevention initiatives. Care must be taken to ensure that the general duty front line members spend sufficient time on traffic enforcement duties, as traffic services from Ridge Meadows Detachment will no longer be available.
- Full financial considerations related to the transition to an autonomous detachment are outside the scope of this report, however, efforts should be taken to secure additional capital funds to address costs related to additions or renovations to the CPO, or for other facilities that may be required to meet the autonomous detachment need.
- Pitt Meadows will need to work with Ridge Meadows Detachment to ensure an accurate inventory of Pitt Meadows' funded assets, such as vehicles, radar equipment, carbines, computers, and other IT; and where there is a cost-shared asset, work to determine primary ownership.
- It is likely that the model cannot evolve to the full autonomous detachment until the facility issues are addressed. The timing of this depends on when the RCMP can provide the required facility assessment, followed by a decision on options by Pitt Meadows Council.
- Once a decision to support moving to the final autonomous organizational structure, care will be necessary to ensure the member positions are filled and maintained as 23 FTEs would be the recommended minimum required to police Pitt Meadows, using White Rock as a comparator. It will be important for the RCMP to ensure staffing actions are expeditious.
- Figure 11 below, outlines what the structure could look like for the autonomous Pitt Meadows Detachment.

Figure 11: Potential Organizational Structure for an autonomous Pitt Meadows detachment



- It is suggested that a Pitt Meadows Detachment model their Municipal Support Services after the White Rock Detachment, with the exception of having casual municipal custodial guards. Pitt Meadows would not require guards as it is not recommended that Pitt Meadows build cell block facilities.
 - Cellblocks are a substantial cost to build, maintain and staff for less than 11 prisoners per month. It would likely be more efficient to pay for this need through a fee for service arrangement.
- Consideration for the recruitment and hiring timelines for Pitt Meadows MEs to support RCMP services will need to be determined and aligned with the go-live date of the autonomous detachment.
 - A Manager of the RCMP Support Services (exempt position) is also required and would report to both a manager with the city (the Director of Corporate Services), as well as the NCO in charge for day-to-day operations.

Figure 12: Possible Municipal Support Services organizational structure for Pitt Meadows RCMP detachment



**Dark blue represents exempt staff.*

***This position already exists in the City of Pitt Meadows' structure and is not new.*

- Work is required, in consultation with CUPE local 622, to confirm job descriptions, pay grades, salary, and benefits comparatively to Pitt Meadows, White Rock and Maple Ridge.
- Discussions with Ridge Meadows RCMP indicate that minimal disruption or impact is expected for the detachment related to exiting Municipal Support Services positions as they do not intend to make significant changes to this structure.

PROS

This model allows for a closer partnership between the RCMP, Pitt Meadows' Council, city staff, and the community, improving proximity, with municipal staff and provides a NOC in charge being within 50' from Pitt Meadows City Hall versus 20 minute or more down the road in Maple Ridge. An autonomous detachment would best align with the principles identified by Pitt Meadows' Council and provide for a closer working relationship with the broader city staff and community to deliver on local strategic community policing initiatives. A detachment of this size is feasible, as already demonstrated by the White Rock Detachment, which is a similar size and model even though they experience a higher number of calls for service. A preliminary review of White Rock's model suggested that a similar model would be suitable to provide the policing and Support Services resources required to adequately respond to policing and public safety matters in Pitt Meadows; provided that the model is supported by the RCMP and the Minister of Public Safety and Solicitor General. Additionally, the model acknowledges the importance of integration for specialized and complex services, which would continue to be provided through the I-Teams.

Pitt Meadows has a good foundation to launch a new model, with stable crime rates and a moderate crime severity index. The addition of a dedicated NCO in charge and consistent local police officers and public safety resources would likely result in further reductions in calls for service, better response times, and improved integration of global public safety services. This model would therefore have an

ability to efficiently use unallocated police officer time proactively as the existing model has less Pitt Meadows specific or directed, integrated initiatives.

Additionally, Pitt Meadows has several critical infrastructures in its community, such as the Canadian Pacific Intermodal shipping facility and the Pitt Meadows Airport. The Pitt Meadows Airport is anticipating significant expansion over the next few years which will result in increased air traffic to the area. Adding to potential critical incidents or emergencies is the potential for flooding along the Fraser River. As a result, Pitt Meadows is proactive in emergency planning and preparedness in its community and has a dedicated Emergency Program Coordinator. With a dedicated NCO in charge, and police officers with longer tenure, the Pitt Meadows RCMP Detachment staff will be able to work more effectively and cohesively with Pitt Meadows' fulltime Emergency Program Coordinator and city staff to plan and exercise emergency response procedures. This would also align with Pitt Meadows' investment in a new fire hall and Emergency Operations Center (EOC), which is scheduled to be in operation in 2022. Under the emergency management, Incident Command System, it is important for emergency responders to work side by side in the planning and exercise phases to effectively define roles and responsibilities and improve their response to emergencies. This area of benefit can be achieved in option two as well.

A great development opportunity would also be created for an RCMP senior NCO to operate their own detachment and creates a great succession planning path to an Inspector, Detachment Commander or Operations Officer.

Pitt Meadows has a strong team experienced in previous de-integrations. In 2014 through 2015 a review of their integrated recreation services was completed that resulted in a successful and collaborative de-integration of services with Maple Ridge. Both Pitt Meadows and Maple Ridge staff collaborated in developing a transition plan through to implementation, resulting in effective independent services in both communities.

CONS

While Pitt Meadows' experiences a stable crime rate and moderate crime severity index, this is likely a benefit of their participation in the integrated Ridge Meadows Detachment and the services of its dedicated staff. Moving away from an integrated model may decrease the detachments access to additional resources and specialized skills or teams that has been relied upon over the years. On the other hand, having a dedicated detachment and members with longer tenure would also allow for more integrated community and crime prevention programs, further reducing and preventing crime. While housing and support from Ridge Meadows Detachment will likely continue to a certain extent, Pitt Meadows Detachment will not have the surge capacity to respond to certain crimes or events and will need to prepare for financial contingencies and fee for service agreements in this case. The integrated model also provides the ability to draw on experienced and specialized police resources when necessary. Pitt Meadows also benefits from the *Housing and Support Agreement*, which reduces Pitt Meadows' administration and monitoring of day-to-day administrative policing issues.

Additionally, a one-time investment to upgrade the CPO facility will be required or an alternative, as the current size does not provide sufficient space to house 23 police officers, nine municipal support staff, or workspace for volunteers and equipment storage. The MPUA requires any municipality with an MPUA to meet specifications, to the satisfaction of the RCMP's facility policies and security requirements.



FINANCIAL ANALYSIS OF OPTION 3

Should Pitt Meadows choose to adopt option three, there are several known and unknown financial considerations that would need to be further investigated. In a transitional phase, new members (approximately 20) would start to work consistently at the CPO and should be supported initially by additional (minimum three) municipal support staff. Decisions will be required to determine if the staff will be assigned temporarily from Ridge Meadows Detachment, or if Pitt Meadows will hire their own municipal support staff. Should Pitt Meadows choose to hire their own support staff, a decision is required in consultation with Maple Ridge on whether these new staff costs will reduce Pitt Meadows' contribution to municipal support staff under the existing *Housing and Support Agreement*.

Additionally, as members migrate full time to the Pitt Meadows' CPO, the pro rata costs and possible revenue under the *Housing and Support Agreement* for the Ridge Meadows Detachment facility should also decrease. Simultaneously, Pitt Meadows will lose Maple Ridge's contribution of approximately \$34,000 towards the CPO. Ultimately, an in-depth financial analysis and discussion will need to occur immediately with Maple Ridge to re-evaluate and adjust the *Housing and Support Agreement* and the associated costs assigned to Pitt Meadows.

Appendix "B" details the 2018 costs allocated to Pitt Meadows under the *Housing and Support Agreement*, which totaled \$1,072,604. These figures do not include costs for the CPO.

Additionally, Appendix "C" shows the Pitt Meadows' RCMP MPUA 2019/2020 and 2020/21 contract costs compared to White Rock (REDACTED). To note, White Rock's budget forecasts is for 25 FTEs in 2019/20 and 26 FTEs in 2020/21, versus Pitt Meadows', 23 for both 2019/20 and 2020/21. An analysis per FTE indicates that White Rock's contract costs are comparable to Pitt Meadows; increased costs are identified in White Rock's overtime and dispatch services. Increased category 09 (Machinery

and Equipment) costs for Pitt Meadows are likely attributed to the required purchase of new police vehicles, evergreening and switching from sedans to SUVs in years 2019/20 and 2020/21.

As another comparator, Appendix “D” is sampling from the 2017 Police Resources in British Columbia document that outlines police officer to population ratios for municipalities over 15,000 populations, surrounding Pitt Meadows, with White Rock included. The 2017 financial costs for policing and cost per capita ratios are also provided.

Table 19 shows a breakdown of estimated costs should Pitt Meadows chose to hire its own municipal support staff. Further, all new municipal support staff will require RCMP enhanced reliability security clearances or higher, which costs an average of \$1000 to \$1500 per clearance and can take up to six months to complete.

Table 19: Estimated annual costs for Pitt Meadows’ RCMP municipal support staff

	Pay Grade	Salary Range	Annual Average	PM Benefits (22%)	Annual Total
Operations Support Staff					
Support Services Manager	-	-	\$ 82,000	\$ 18,040	\$ 100,040
Court Clerk	17 or 22	\$34.12-\$40.18	\$ 67,873	\$ 14,932	\$ 82,805
Front Counter	12	\$22.84-\$26.81	\$ 45,355	\$ 9,978	\$ 55,333
Police Clerk	14	\$24.69-\$29.02	\$ 49,064	\$ 10,794	\$ 59,858
Admin/Exhibits	17	\$27.85-\$32.80	\$ 55,404	\$ 12,189	\$ 67,593
Operations Clerk	<i>no exact match</i>		\$ 48,333	\$ 10,633	\$ 58,967
CPIC/Admin Support	15	\$25.71-\$30.19	\$ 51,065	\$ 11,234	\$ 62,299
Sub Total			\$ 399,094	\$ 87,801	\$ 486,895
Volunteer Support Staff					
Community Pol	<i>no exact match</i>		\$ 59,122	\$ 13,007	\$ 72,129
CP Coordinator	18 or 20	\$31.48-\$37.05	\$ 62,602	\$ 13,772	\$ 76,375
Sub Total			\$ 121,724	\$ 26,779	\$ 148,503
Total Estimated Cost			\$ 520,818	\$ 114,580	\$ 635,398

Should Pitt Meadows transition to an autonomous detachment, their budget planning will need to be adjusted to reflect an increase in FTE utilization compared to what has occurred in the past. Becoming autonomous requires most positions to be filled, as opposed to some remaining vacant, to meet the operational needs of the detachment and avoid excessive overtime utilization. Additionally, Pitt Meadows will need to account for any costs related to fee for service agreements that may be required until operations stabilize or become more predictable. A review of the White Rock’s Detachment actual³⁶ costs, identified that overtime costs were significantly higher than forecasted in past years.

³⁶ City of White Rock’s 2019/20 RCMP Multi-year plan

While their seasonal policing calls for service are likely a contributor to this, Pitt Meadows should anticipate an increase in overtime costs during a transition phase as well as when fully operational as an autonomous detachment.

IM/IT support will also need to be considered. Pitt Meadows will also need to ensure existing city IT support staff have the appropriate security clearance and skills and training for this support or participate in a fee for service agreement. For example, White Rock currently contracts the City of Surrey for RCMP IT support services.

‘E’ Division OSB has advised that additional workflow procedures will need to be determined by ‘E’ Division for records management and PRIME VJURS to separate future files between Maple Ridge and Pitt Meadows. Alternatively, a separate PRIME VJUR may be required for Pitt Meadows Detachment which may be costed back to Pitt Meadows.

Another unknown cost factor is the CPO facility. Until further work is completed by the RCMP Property Management and Department Security, the costs to complete renovations or expand the CPO are unknown. Other options for a detachment facility are to build a new detachment or find another appropriate facility, both of which will require significant one-time capital investments as well as annual ongoing operating and maintenance costs.

The decision to become an autonomous detachment will require additional analysis and discussions with key stakeholders. Initially, increased costs can be expected to address the RCMP MPUA contract around overtime, various fee for services, and housing and support as the model enters into the transitional phase. Unknown costs related to the facility requirements will need to be identified and considered. However, once the model moves to an autonomous detachment the costs will become more predictable. Through discussion with Pitt Meadows and analysis of existing budget information, the high-level estimate outlined in Table 20 is proposed for an autonomous Pitt Meadows RCMP detachment. A more detailed estimate is provided in Appendix “E”.

Table 20: Comparison of current policing budget and estimated budget for an autonomous Pitt Meadows Detachment

	Housing & Support 2018 Actual	2020 Budget	Autonomous Detachment Proposed Budget	Comments
General Administration	671,830	758,515	839,948	Conservative revenue estimate, 8 FTE
Building	257,672	290,919	50,000	Excludes PM CPO existing O&M
Victim Services	6,077	6,861	45,786	.50 FTE, grant funding uncertain
Community Policing	59,994	67,735	82,730	1 FTE, vehicle & program costs
Custodial	77,031	86,970	43,000	Fee for Service based on actual need instead of population
Housing & Support Total	\$ 1,072,604	\$ 1,211,000	\$ 1,061,464	
Other		23,300	54,400	Includes existing CPO O&M, DNA, Crimestoppers
RCMP		4,175,800	4,294,500	Reduction in position vacancies
TOTAL	\$ 1,072,604	\$ 5,410,100	\$ 5,410,364	

NOTE: 5% variation for unknown costs would be plus or minus approximately \$270,000

CONCLUSION

The Review faced limitations on its ability to determine actual proportionate and equitable cost sharing due to the unavailability of comprehensive tracking data (by contract partner) for services and resources used by the RCMP. Pitt Meadows enjoys a lower crime rate than Maple Ridge, has experienced a reduction in calls for service, and demonstrates a stable crime severity index. This being the case, the current service delivery model through the integrated Ridge Meadows Detachment is not meeting Pitt Meadows' desire for a tailored police service focused on community priorities, as the detachment resources are pulled towards the higher demand in Maple Ridge. The positions that Pitt Meadows funds don't appropriately correlate to the services they receive. In order to achieve the service model that Pitt Meadows desires, dedicated on-site leadership is required to align and deliver community services locally accompanied with the required local resources.

Option one, while feasible, has limitations and lacks structure and long-term stability, as there is no guarantee that an agreement on local police leadership will be reached or maintained.

Option two could be an appropriate middle ground and offers a lower risk model as it remains in the integrated detachment, similar to what is provided now, but assigns a dedicated leader and additional resources to the CPO. It formalizes structures and processes for more local services and consistent accountabilities. However, this option may fall short on delivering a dedicated and tailored police service that is driven locally and focused on local community priorities.

Option three, the recommended option, has Pitt Meadows moving to an autonomous RCMP Detachment. This move would take place using a phased approach and would require the appropriate capital investment to address the accommodation requirement of a stand-alone detachment. The first phase of this transition would implement the activities outlined in option two, including a dedicated leader on site and dedicated police and support resources working from a Pitt Meadows RCMP Detachment. With an autonomous detachment, Pitt Meadows programs can be developed locally, integrated and aligned with the city and other NGOs, be more focused on municipal objectives, and better connected to the community.

In addition to initial funding requirements to address accommodation issues, option three will have some level of financial risk until the model is fully implemented and established. There will be a requirement and an expectation that Pitt Meadows establish mutual aid or fee for service agreements to ensure access to specialized police services and surge capacity to support this option.

Other areas where policing costs can be expected to increase in this model are in police overtime, any fees for services that cannot be addressed by the detachment and added operations and maintenance costs. Nonetheless, moving to an autonomous model is the best option to address the key principles expressed by Pitt Meadows, to provide the municipality with a policing model that will enhance public safety, have more direct accountability, and be tailored to their needs, recognizing its uniqueness and size.

About BluelineVantage Consulting Co.:

BluelineVantage Consulting Co. draws on extensive policing and public safety experience working with municipal, provincial, federal and Indigenous governments. Our mission is to enhance local government and community understanding of RCMP contracts and governance. We use our knowledge to develop public safety plans that effectively address policing priorities as part of broader community objectives.

While our focus is on communities across the Lower Mainland, we are ready to serve clients throughout the Province of BC and across Canada.

Tonia Enger, Lead Consultant, BluelineVantage Consulting Co. RCMP Chief Superintendent (retired)

Tonia Enger grew up in BC's Cariboo region and joined the RCMP out of Merritt BC in 1986. Ms. Enger spent her first four years at various detachments in Manitoba, including two years as the first full-time Cst at the Pukatawagan Detachment in Northern Manitoba, which was previously served by members flying in and working out of a temporary patrol cabin.

In 1991 Ms. Enger was transferred to Winnipeg Drug Section and also completed a 6-month United Nations tour during the war in former Yugoslavia in 1992, before transferring to Fort Resolution NWT in 1994. In 1995 Ms. Enger was promoted to Corporal with the NWT (Yellowknife) Drug Awareness Program, before going to Fort Simpson NWT as the Operations (OPS), Non-Commissioned Officer (NCO). In 1998, completing her 4-year tour in the North, Ms. Enger was transferred to Williams Lake BC as a Watch Commander, and later promoted to Sergeant, NCO in charge at the Queen Charlotte Island Detachment. In October 2000, Ms. Enger was promoted to Inspector at Richmond City Detachment as the OPS officer and served the YVR airport during the 911 events. Ms. Enger was the 11th woman to be appointed to the commissioned ranks in the RCMP.

Ms. Enger also served in as the Officer in Charge (OIC) at the Prince Rupert Detachment and transferred in 2004 to K Division HQ (Edmonton) as the OIC Contract and Aboriginal Policing, and also worked as a lead on the National Client Service Enhancement Project to ready the RCMP for contract negotiations with provinces and territories. In 2006 during the oilsands boom, Ms. Enger was promoted to Superintendent and transferred to Fort McMurray as the OIC, where she had the opportunity to see the development of the new detachment building and worked to double the work force to manage the extraordinary growth in the region. Called back to BC in 2009 Ms. Enger became the OIC of North Vancouver Detachment to help prepare for the 2010 Olympics.

In 2011 the Commanding Officer of 'E' Division provided an opportunity for Ms. Enger to work with the Canadian Armed Forces based in Toronto to complete the military's National Security Program. Upon its successful completion, Ms. Enger became a Chief Superintendent and transferred to Ottawa, RCMP National HQ as the OIC National Operational Readiness and Response. Ms. Enger also was assigned for 7 months as the acting/Assistant Commissioner for National Contract and Aboriginal Policing.

Missing BC, Ms. Enger returned in 2014 as the OIC of 'E' Division Operation Strategy Branch. Serving over 29 years in the RCMP, Ms. Enger retired from the RCMP in April 2016 and joined the BC Public Service, the Ministry of Public Safety and Solicitor General as the Associate Director of Police Services for the Province. Choosing to start her own consulting business and stay closer to home, Ms. Enger retired from government in May of 2019.

APPENDIX “A”

ACRONYMS

A/Commr	Assistant Commissioner
ALR	Agricultural Land Reserve
BC	British Columbia
CAD	Computer-aided Dispatch
CAO	Chief Administrative Officer
CC	Criminal Code
CEO	Chief Executive Officer
CPO	Community Police Office
CPL	Corporal
CSI	Crime Severity Index
CST	Constable
CUPE	Canadian Union of Public Employees
ECOMM	Emergency Communications for British Columbia Incorporated
ERT	Emergency Response Team
FTE	Full Time Equivalent
FY	Fiscal Year
GD	General Duty
GIS	General Investigation Section
HQ	Headquarters
HWY	Highway
ICARS	Integrated Collision Analysis Reconstruction Services
IFIS	Integrated Forensic Investigative Services
III	Internal Investigative Investigator
IHIT	Integrated Homicide Investigation Team
IO	Internal Order
IPDS	Integrated Police Dogs Services
I-TEAMS	Integrated Teams (RCMP Lower Mainland)
IST	Investigative Support Team
LMD	Lower Mainland
ME	Municipal Employee
MPSA	Municipal Police Service Agreement
MPSSG	Minster of Public Safety and Solicitor General
MPUA	Municipal Police Unit Agreement
MUN	Municipal
NCO i/c	Non-Commissioned Officer in Charge
OIC	Officer in Charge
OPS	Operations
PPSA	Provincial Police Service Agreement
PSSG	Public Safety and Solicitor General
RCMP	Royal Canadian Mounted Police

APPENDIX "A"

RD	Road
SGT	Sergeant
S/SGT	Staff Sergeant
SCU	Serious Crime Unit
SEU	Street Enforcement Unit
SOPS	Standard Operating Procedures
TSMIT	Traffic Services Management Information Tool
UCR	Uniform Crime Reporting
UCRU	Uniform Community Response Unit

APPENDIX "B" **HOUSING AND SUPPORT AGREEMENT PITT MEADOWS COST SHARE 2018**

Maple Ridge / Pitt Meadows Police Services **2018 Cost Sharing Analysis (December 2018 Provisional)**

Revenues	2018 Actual	2018 Budget	YTD 100%
Towing & Contract Revenue	39,279	36,000	109
False Alarm Fines	129,030	90,000	143
Sale of Services	231,775	170,004	136
Victim Services-Provincial Grant	82,757	71,280	116
RCMP lease payment (Inc Operating & Mtce)*	6,743	11,000	61
Total Revenues	489,584	378,284	129
Operating Expenditures			
Building Maintenance			
RCMP Building	210,333	176,650	119
Randy Herman Public Safety Building	173,685	184,593	94
RH Public Safety non-shared portion (25%)	(43,421)	(46,148)	94
Total Building Maintenance	340,597	315,095	108
Wages & Other Departmental Costs			
Crime Prevention	328,734	381,342	86
Staff Support	2,335,339	2,702,783	86
Custodial (net of recovery)	422,089	426,165	99
Dispatch (includes radio lease)	1,087,195	1,087,209	100
Administration (including Utilities)	402,466	396,898	101
Victim Services	116,053	133,029	87
Total Wage & Dept Costs	4,691,875	5,127,426	95
Total Operating Expenses	5,032,472	5,442,521	92
Net Operating Expenses	4,542,888	5,064,237	90%
Total Due From/(To) PM share of net op exp	4,542,888		
	<u>x 18.25%</u>	829,077	
5% Administration Fee	829,077		
on PM share of net op exp	<u>x 5%</u>	41,454	
Basic Rent Component	457,018		
	<u>x 18.25%</u>	83,406	
Randy Herman Building	112,106		
Due from / (to) PM	1,066,043		
Less: PM quarterly payments to date	(1,126,000)		
		<u>(59,957)</u>	
Capital Costs			
Chair Replacement - General Office	37,738		
PM share of net capital		6,887	
Other			
2018 Metrolink Share	50% Share	6,560	
Net Metrolink Share 2014-2017	(per attached)	31,757	
Total Due From/(To)		<u>(14,753)</u>	

[illegible]

1. **Identify the main components of the system.**
 2. **Define the objectives and scope of the project.**
 3. **Develop a detailed project plan.**
 4. **Implement the plan and monitor progress.**
 5. **Evaluate the results and make adjustments.**

CONFID

APPENDIX "D"

2017 Police resource comparitors for municipalities near Pitt Meadows for municipalities over 15,000 populations									
Community	Population	Authorized Strenght	Adjusted Strenght(3)	Pop to Officer	CCC Offenses	Crime Rate	Case Load	Total Costs	Cost per Capita
Coquitlam	150,198	162	172	875	7,453	50	43	\$32,292,229	\$215
Langley City	27,363	51	56	490	5,100	186	91	\$11,314,632	\$414
Langely Township	128,524	140	151	853	8,526	66	57	\$29,756,377	\$232
Pitt Meadows(2)	19,580	23	25	790	1,147	59	46	\$4,598,109	\$235
Maple Ridge	88,032	101	109	804	6,483	74	59	\$22,161,102	\$252
Mission	40,007	52	57	705	3,347	84	59	\$11,072,845	\$277
Port Coquitlam	62,201	74	79	791	3,801	61	48	\$15,324,368	\$246
White Rock	19,187	23	24	810	1,344	70	57	\$5,444,720	\$284
Port Moody(1)	33,857	51	52	647	1,139	43	22	\$10,887,642	\$322

1. Port Moody is a independent municipal police force.

2. Pitt Meadows is part of an integrated detachment of Ridge Meadow RCMP

3. Adjusted strenght - There are 6 Lower Mainland District (LMD) Integrated Teams that provide regional police services participating LMD RCMP Municipal Police Service, RCMP Provincial Police Service and Municipal Police Department: 1) Integrated Homicide Investigation Team (IHIT); 2) Emergency Response Team (ERT); 3) Police Dog Service (PDS); 4) Forensic Identification Services (FIS); 5) Integrated Collision Analyst Reconstruction Section (ICARS); and 6) Integrated Internal Investigator (III). **Adjusted strength** is a calculation that adjusts a municipal police agency's authorized strength to account for Integrated Team members who are assigned on a regional basis. For 2017, adjusted strength applies to LMD Integrated Teams participation only. This adjustment is based on a proportional allocation of Full-Time Equivalent (FTE)

4. Figures are from the Ministry of Public Safety and Solicitor General publication Police Resources British Columbia 2017

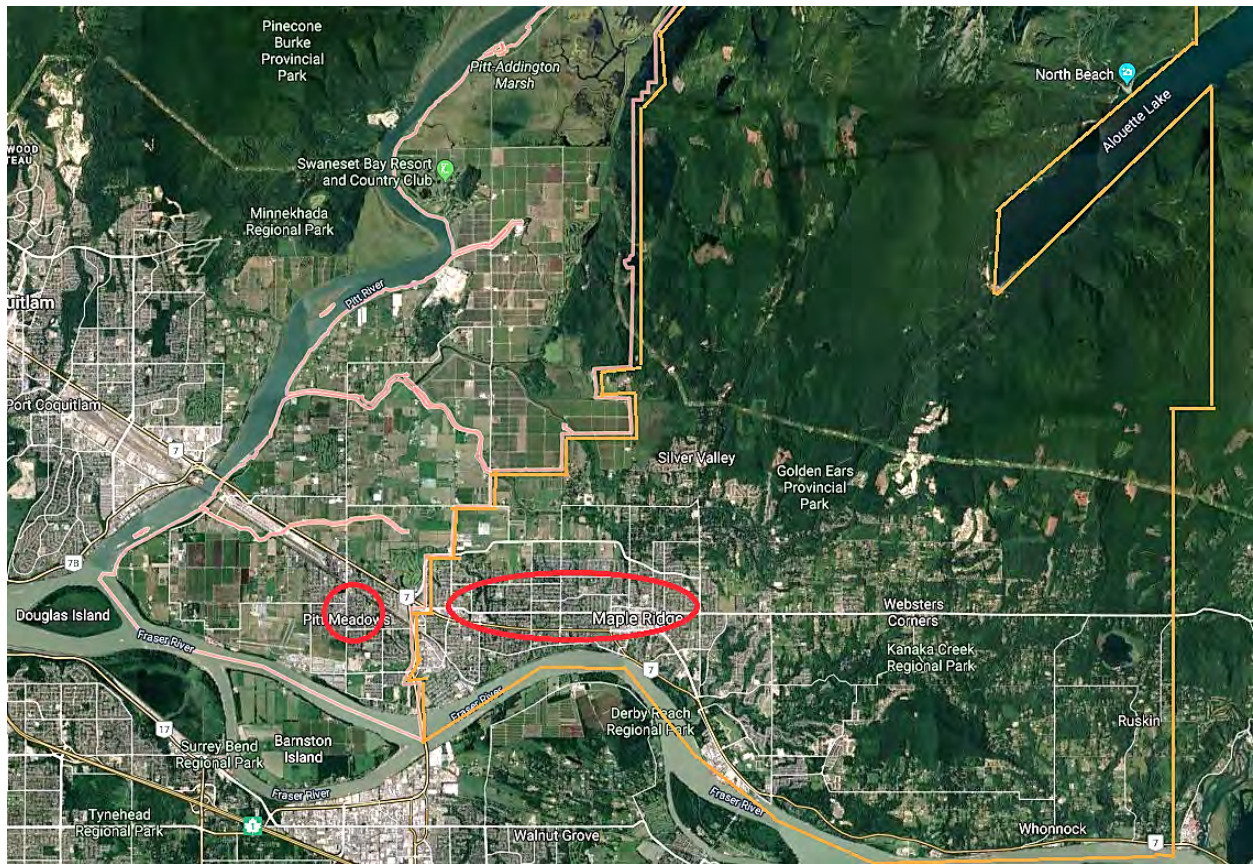
APPENDIX "E" Estimated Costs for Autonomous Detachment

Police Service Review - Pitt Meadows Detachment				
	Housing & Support 2018 Actual	2020 Budget	Autonomous Detachment Proposed Budget	Comments
General Administration				
Revenues	(74,246)	(83,826)	(30,000)	Conservative revenue estimate
Salary & Benefits	426,199	481,191	574,534	From Blueline Consulting Table 19 + 2% COL
General	114,904	129,730	10,000	
Specialized IT support	incl	incl	54,000	
ECOMM	198,413	224,014	224,014	
Metrolink	6,560	7,406	7,400	Communications between MR & PM
	671,830	758,515	839,948	
Building				
O&M	62,160	70,180	50,000	Doubles Existing CPO O&M for expected larger space
Capital Contribution	112,106	126,571	0	Randy Herman building renovation
Rent	83,406	94,168	0	
	257,672	290,919	50,000	
Victim Services				
PSSG Grant Revenue	(15,103)	(17,052)	0	No grant funding currently available
Program			9,000	
Salary & Benefits	21,180	23,913	36,786	0.5FTE of Comm Pol position as a proxy + 2% COL
	6,077	6,861	45,786	
Community Policing				
Program			5,100	
Salary & Benefits			72,130	From Blueline Consulting Table 19 + 2% COL
Vehicle O&M			5,500	
	59,994	67,735	82,730	
Custodial				
	77,031	86,970	43,000	11 prisoners per month not 20% of prisoners as charged previously
HOUSING & SUPPORT TOTAL				
	1,072,604	1,211,000	1,061,464	
Other				
RCMP DNA		10,900	8,000	Decreasing actuals
Crimestoppers		3,500	3,500	Actual
Existing CPO O&M		42,900	42,900	Insurance, utilities, internet, janitorial, telephone
CPO Contribution from Maple Ridge		(34,000)	0	Maple Ridge CPO contribution discontinues
		23,300	54,400	
RCMP				
I-Teams Program		439,700	439,700	At 90% & calendar year adjusted
Members Program		4,174,100	4,174,100	At 90% & calendar year adjusted
Vacancy Surplus		(230,700)	(112,000)	Likely won't see historical vacancy savings
RCMP Reserve funding		(207,300)	(207,300)	Funds vehicle capital
	0	4,175,800	4,294,500	
TOTAL				
	1,072,604	5,410,100	5,410,364	

Based on high level estimates an autonomous detachment is possible within the existing \$5.4 million budget.
5% variation for potential unknowns would be plus or minus approx \$270,000

APPENDIX "F"

Map of Pitt Meadows and Maple Ridge's Partial Jurisdictional Boundaries





MEMORANDUM

TO: Mayor and Council
FROM: Kate Barchard, Corporate Officer
DATE: October 1, 2019
SUBJECT: Policing Strategic Priorities

At the September 17, 2019 closed meeting, Council confirmed the following strategic priorities for policing services in Pitt Meadows:

1. Complete Policing Review to enhance public safety
2. Enhanced RCMP communication with Council, CAO, City staff, and community
3. Enhanced relationship between RCMP and CAO/City Staff
4. GD/Patrol visibility in the community
5. Harris Road Park - enhanced enforcement and visibility
6. Airport Way/Bonson/Harris Road - excessive speeding

Detailed Police Services Budget

	Housing & Support 2018 Actual	2020 Budget	Autonomous Detachment Proposed Budget	Comments
General Administration				
Revenues	(74,246)	(83,826)	(30,000)	Conservative revenue estimate
Salary & Benefits	426,199	481,191	574,534	From Blueline Consulting Table 18 + 2% COL
General	114,904	129,730	10,000	
Specialized IT support	incl	incl	54,000	
ECOMM	198,413	224,014	224,014	
MetroLink	6,560	7,406	7,400	Communications between MR & PM
	671,830	758,515	839,948	
Building				
O&M	62,160	70,180	50,000	Doubles Existing CPO O&M for expected larger space
Capital Contribution	112,106	126,571	0	Randy Herman building renovation
Rent	83,406	94,168	0	
	257,672	290,919	50,000	
Victim Services				
PSSG Grant Revenue	(15,103)	(17,052)	0	No grant funding currently available
Program			9,000	
Salary & Benefits	21,180	23,913	36,786	0.5FTE of Comm Pol position as a proxy + 2% COL
	6,077	6,861	45,786	
Community Policing				
Program			5,100	
Salary & Benefits			72,130	From Blueline Consulting Table 18 + 2% COL
Vehicle O&M			5,500	
	59,994	67,735	82,730	
Custodial	77,031	86,970	43,000	11 prisoners per month not 20% of prisoners as charged previously
HOUSING & SUPPORT TOTAL	<u>1,072,604</u>	<u>1,211,000</u>	<u>1,061,464</u>	
Other				
RCMP DNA		10,900	8,000	Decreasing actuals
Crime stoppers		3,500	3,500	Actual
Existing CPO O&M		42,900	42,900	Insurance, utilities, Internet, janitorial, telephone
CPO Contribution from Maple Ridge		(34,000)	0	Maple Ridge CPO contribution discontinues
		23,300	54,400	
RCMP				
I-Teams Program		439,700	439,700	At 90% & calendar year adjusted
Members Program		4,174,100	4,174,100	At 90% & calendar year adjusted
Vacancy Surplus		(230,700)	(112,000)	Likely won't see historical vacancy savings
RCMP Reserve funding		(207,300)	(207,300)	Funds vehicle capital
	0	4,175,800	4,294,500	
TOTAL	<u>1,072,604</u>	<u>5,410,100</u>	<u>5,410,364</u>	

ATTACHMENT-L

This attachment has been redacted.