

Page 001 to/à Page 006

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s.12;s.16;s.13;s.17



November 24, 2014  
Ref: 505650

Paul Gill, Co-Chair  
Chief Administrative Officer/Principal Policing Contact Committee

Chief Superintendent Dan Malo, Co-Chair  
Chief Administrative Officer/Principal Policing Contact Committee

Dear Mr. Gill and Chief Superintendent Dan Malo:

**Re: Integrated Homicide Investigation Team (IHIT) Funding Review Report Recommendations**

I have received a copy of the draft IHIT Funding Review Report as distributed at the July 9, 2014 Chief Administrative Officer-Principal Policing Contact (CAO-PPC) meeting. Although this report is still in draft form and the Integrated Teams Advisory Committee continues work on the IHIT funding formula options, I understand that at this meeting, the Province and the RCMP were requested to provide comments on the report's recommendations pertaining to changes in IHIT operations and governance. I have reviewed the draft report s.1

s.12,s.13,s.16,s.17

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I understand that work is on-going with respect to the IHIT funding formula and that the IHIT Funding Review Sub-Committee, in consultation with the RCMP, is examining various formula options in addition to the above-noted. I support the Sub-Committee's work in this regard and encourage you to find a funding formula that is suitable to all participating IHIT jurisdictions.

... /3

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Thank you again for the copy of the draft IHIT Funding Review Report and the opportunity to provide comment.

Yours truly,

A handwritten signature in black ink, appearing to read 'C. Pecknold', with a large, stylized initial 'C'.

Clayton J.D. Pecknold  
Assistant Deputy Minister  
and Director of Police Services  
Policing and Security Branch

pc: Frances Cheung, Chairperson, Integrated Team Advisory Committee  
Superintendent Norm Gaumont, Corporate and Client Services, E-Division RCMP

To: LMD CAO/PPC Forum

From: Francis Cheung, Integrated Teams Advisory Committee Chairperson

Subject: IHIT Funding Formula

A sub-committee of the Integrated Teams Advisory Committee was struck in 2013 to review the IHIT Funding formula. A report was prepared in 2013 (copy attached) and subsequently referred to the Province and the RCMP for comment with respect to the recommendations which encompassed more than just the formula. The Advisory Committee was informed of their responses in April 2015 (copy of the report attached).

s.16

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To: LMD RCMP Mayors' Consultative Forum

From: Francis Cheung, P. Eng.  
Chair, LMD RCMP Integrated Teams Advisory Committee

Date: January 6, 2016

Subject: **IHIT Funding Formula**

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## **RECOMMENDATION**

1. THAT the RCMP Lower Mainland District (LMD) Mayors' Consultative Forum receive this report for information.
2. THAT members of the RCMP Lower Mainland District (LMD) Mayors' Consultative Forum consider the comments as outlined in the 'Next Steps' section of this report.

## **PURPOSE**

At the December 1, 2015 RCMP Lower Mainland District (LMD) Mayors' Consultative Forum meeting, the Chair of the Forum directed staff to prepare a report summarizing the work of the IHIT Funding Formula Review Sub-Committee on potential new funding formulas for IHIT and requested that this report be circulated to each member RCMP LMD municipality for their review and feedback on their preferred funding option.

## **BACKGROUND**

### History of Integrated Homicide Investigation Team (IHIT)

As a result of a BC Policing Study initiated in 2000, a Lower Mainland District Office was created, followed by a Lower Mainland Policing Advisory Model which was endorsed by the Mayors' Consultative Forum. A staff working group was formed and tasked with developing and implementing an annual work plan on police service delivery issues.

At approximately the same time, the Solicitor General requested a detailed plan for implementing an integrated approach to police services, which included:

- (a) operational and administrative groups that could be integrated;
- (b) a new organizational structure for the RCMP;
- (c) a new governance model for communities served by the RCMP;
- (d) a funding formula for shared services; and
- (e) an implementation timeframe for shared services.

The creation of Integrated Homicide Investigation Team (IHIT) was the first of these initiatives.

At the time of the review, it was noted that for the period between 1996 and 2001 there was an average of 23 homicides and 24 attempted homicides per year in the region (only those municipalities served by the RCMP). It was expected that the number of cases would rise over the next 5 years from an average of 47 cases to an average of 61 cases per year.

Many homicides involve multiple jurisdictions, and investigations are becoming increasingly complex. Costs have also been increasing, often taxing the resources available at the local detachment level. Smaller detachments often do not have the resources, skills or financial means to adequately handle major homicide investigations. Many larger detachments had serious crime units of their own, resulting in duplication or uneven prioritization of resources across the region.

As a result, it was recommended that one Integrated Homicide Investigation Team be created to serve primarily those communities served by the RCMP but with the ability to accommodate other jurisdictions. The initial proposal was for a team of 39 members with the balance of the serious crime and general investigation officers in the region remaining in their detachments. The scope of service delivery was to include investigation of homicides, serious attempted homicides, missing persons with foul play suspected, police custody deaths and police shootings causing serious injury or death. The first priority was homicide investigations with the balance falling to the local detachments if IHIT did not have the capacity.

The benefits identified included a more seamless regional approach, the ability to prioritize investigations, the ability to shift resources across the region, elimination of some duplication and close proximity to the Provincial Serious Crime section and Federal policing units.

The performance metrics to be used to evaluate the effectiveness of the team included earlier identification of linkages, reduced impact on resources in the detachments, increased capacity to handle cases, a higher rate of convictions, a reduced length of time to conclude files and fewer dropped charges.

The current IHIT funding formula was discussed prior to the formation of the integrated teams and it is based on the following principles:

- (a) An equitable distribution of costs
- (b) Must be sustainable and able to accommodate other integrated teams
- (c) Must not impose an unreasonable administrative burden
- (d) Must be reasonably stable and avoid "spikes"
- (e) Must be able to accommodate both RCMP and non RCMP policing units
- (f) Must accommodate policing arrangement with Provincial and Federal policing units
- (g) Must be involuntary for RCMP served municipalities
- (h) Must include as part of the funding formula 25% attributed to population to reflect the general benefits to all participants in the region
- (i) Must use separate accounting and billing
- (j) Must reflect a user pay philosophy using criminal code cases per capita as a proxy on a 5 year rolling basis
- (k) Disputes would be handled through the process identified in Article 16 of the Police Unit Agreement

The municipal participants for IHIT include:

Served by RCMP  
Burnaby, Coquitlam,  
Chilliwack, Hope, Kent,  
Langley City and Township,  
Maple Ridge, Mission, North  
Vancouver City and District,  
Pitt Meadows, Port  
Coquitlam, Richmond,  
Sechelt, Squamish, Surrey,  
Whistler, White Rock,  
Provincial jurisdictions

Served by Independent Police  
Abbotsford, New  
Westminster, Port Moody  
West Vancouver\*

\*pending membership in IHIT  
at time of writing

Not Served by IHIT  
Delta, Vancouver

#### LMD Integrated Teams Advisory Committee

The mandate of the Advisory Committee on the Lower Mainland Integrated Teams includes acting as a forum for timely communication, acting as a consultative forum with respect to management, reporting and oversight of the Teams, and reporting to the CAO/PPC Forum and the Mayors' Consultative Forum. Matters to be reported on include team activity, effectiveness measures, the cost sharing formula, resource requirements, annual budgets, and value for money.

The consensus of the CAO/PPC Forum was that a review of the IHIT funding formula was a priority. A sub-committee of the Advisory Committee was formed to complete the review, with the understanding that this would likely lead to a review of the funding formula as it applied to the other teams as well. This report represents the work of the sub-committee which consisted of David Stuart, Chairperson (North Vancouver District), Superintendent Norm Gaumont (RCMP), Wallace Mah (District of Kent), Vivienne Wilke (City of Surrey), and Phyllis Carlyle (City of Richmond). The sub-committee identified a number of other issues as impacting costs; however, this report will focus on the funding formula itself and the other issues will be examined in further detail later.

#### **ANALYSIS**

The cost distribution for the integrated teams since their inception has been premised on one formula. After reviewing the five teams and acknowledging a general trend towards "user pay," the sub-committee suggests that each integrated team should have a funding formula that reflects its unique characteristics. As this paper is focused on IHIT, the question to ask is whether the current formula best reflects the historic utilization of resources and recognizes the regional desire for equity and avoidance of significant variances.

The current funding formula incorporates two factors: 25% population and 75% criminal code cases on a five year rolling average. The sub-committee developed and examined a multitude of funding formula options that considered other proxies such as homicides and violent offences. In recognition of the mobility and distribution of homicide cases across the region, the sub-committee agreed that a portion of the formula should be population based. The question then shifted to whether it would be more accurate to use homicide cases as a basis for the funding formula rather than including criminal code cases.

A comparison of IHIT homicide cases by jurisdiction, and provincially reported criminal code cases for the same period is as follows:

Jurisdiction	2003-2011 Homicide files	% of Total Files	2003- 2011 Criminal Code cases	% of Total Cases
Abbotsford	30	10.9	106,308	8.0
Burnaby	35	11.0	185,610	14.0
Coquitlam	22	6.9	89,016	6.8
Langley Township	13	4.0	83,162	6.3
Maple Ridge	9	2.8	73,210	5.5
Mission	11	3.4	42,639	3.2
New Westminster	12	3.7	67,365	5.1
North Vancouver City	4	1.3	42,410	3.2
North Vancouver District	6	1.9	41,596	3.1
Port Coquitlam	19	6.0	45,278	3.4
Pitt Meadows	3	.9	13,645	1.0
Richmond	27	8.5	123,792	9.3
Surrey	127	39.8	370,732	28.0
<b>totals</b>	<b>319</b>		<b>1,318,619</b>	

(Those jurisdictions with a more than a 2% difference are highlighted)

Smaller jurisdictions with fewer than 3 homicide cases were not included in the sample. Similarly, the Upper Fraser Valley Detachment was excluded as it represents a significant number of smaller detachments.



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The sub-committee presented the analysis to the Integrated Teams Advisory Committee and made the following recommendations to the CAOs/PPCs Forum for consideration:

1. That a longer rolling average of up to 10 years be implemented with respect to any changes to the formula.
2. That any changes to the formula be implemented over a 3 year period.
3. That the five funding formula options be considered by the LMD CAO/PPC Forum for recommendation to the Mayors' Consultative Forum.

s.16

The participants felt that the use of homicide as a proxy is more reflective of the resource utilization that the municipality would have incurred prior to the creation of the IHIT team. The change to a mixed formula using population and homicide rate is not inconsistent with most of the original principles with the exception of the move away from using criminal code infractions.

The Integrated Teams Advisory Committee, therefore, is seeking comments and direction from the Mayors' Consultative Forum to either change the current IHIT funding formula or to maintain the status quo. The following strategies are proposed for the Mayors' Consultative Forum for consideration:

1. THAT the LMD RCMP Mayors' Consultative Forum change the Integrated Homicide Investigative Team (IHIT) funding formula to one of the following options:
  - (a) 25% Population/75% Average Homicide Cases, or
  - (b) 50% Population/50% Average Homicide Cases
2. THAT a longer rolling average of up to 10 years be implemented with respect to any changes to the Integrated Homicide Investigative Team (IHIT) funding formula.
3. THAT any changes to the Integrated Homicide Investigative Team (IHIT) funding formula be implemented over a 3 year period.

A change in the IHIT funding formula as recommended by the Mayors' Consultative Forum will require the approval of the Province.

## **NEXT STEPS**

At the December 1, 2015 RCMP Lower Mainland District (LMD) Mayors' Consultative Forum, the Chair of the Forum, Mayor Derek Corrigan, directed staff to prepare a report summarizing the work of the IHIT Funding Formula Review Sub-Committee on potential new funding formulas for IHIT and that this report be circulated to each member RCMP LMD municipality for their review and feedback on their preferred funding option.

The following comments are intended to capture the essence of the IHIT funding formula discussions in order to assist members of the Mayors' Consultative Forum to come up with recommendations to resolve the IHIT funding formula issue.

1. Review the funding formula proxy alternatives such as population, criminal code cases, homicide cases, or combination of different proxy alternatives.
2. Seek a consensus (if possible) from the Mayors' Consultative Forum on the revised funding allocation principles:
  - a. fair and equitable;
  - b. user pay; and
  - c. population and homicide cases as the preferred proxies for the funding formula.
3. Review the financial implications of different population and homicide cases combinations.
4. Alternatives that the Mayors may consider:
  - a. Keep the existing allocation formula;
  - b. Use the population and homicide data combination as the preferred proxy; or
  - c. Other.
5. If the Mayors choose to endorse a population and homicide cases based formula, a broader consultative meeting would need to be organized with the Mayors of cities served by independent police agencies to review the proposed allocation formula.

## **FINANCIAL IMPLICATIONS**

The financial implications to each participating member, for each funding formula option, are illustrated in the report.

## **SUMMARY/CONCLUSION**

There is no perfect funding formula for the delivery of regional services and any change with the funding formula will result in a shift of costs to some members. Since the inception of IHIT, there has been some level of discomfort with the IHIT funding formula with respect to the use of criminal code cases not accurately reflecting the workload of the teams. There is a general consensus that the funding formula should move away from using criminal code cases and that the use of homicide cases would better reflect historical resource utilization.

## **Attachments:**

1. IHIT Funding Review Sub-Committee Final Report
2. April 9, 2015 Report from IHIT Funding Review Sub-Committee
3. March 18, 2015 Report from IHIT Funding Review Sub-Committee
4. November 22, 2013 Report from IHIT Funding Review Sub-Committee

## **IHIT Governance Models Project Overview**

### **BACKGROUND**

In 2003, the RCMP and the Lower Mainland Municipalities established the Integrated Homicide Investigation Team (IHIT), an integrated major crime unit for the Lower Mainland. The Unit's mandate included homicides, high-risk missing persons and suspicious deaths.

IHIT was created to gain the benefits of having investigators specialize in and focus on homicides, allowing them to provide a seamless service and establish priorities across the region while reducing demands on municipal-level serious crime resources. IHIT has the ability to operate across boundaries and maintain continuity of each investigation on a long-term basis.

All thirteen RCMP Detachments of the Lower Mainland District, as well as New Westminster and Abbotsford jurisdictions participate in IHIT. IHIT is comprised of 105 employees: 19 positions which are provincially funded and 87 positions which are funded by the municipalities.

The current funding formula incorporates two factors: 25% population and 75% criminal code cases on a five year rolling average. There is however some question as to whether or not it would be more appropriate to use the average homicide cases instead of the criminal code cases.

As such, IHIT requires a governance model and funding structure that all stakeholders can reach consensus on.

### **Project GOAL AND OBJECTIVES**

The purpose of this project is to create a governance model for IHIT that all stakeholders can reach consensus on. Specifically, the objectives of the project are to:

Consult with stakeholders.

Review the proposed strategies and potential governance models

Review alternative models of governance, such as Translink, Metro Vancouver, library.

Select the supported and/or preferred model and assist with its implementation

### **FINAL PRODUCT DESCRIPTION**

The project will be completed once a governance model has been established and agreed to by consensus.

<b>Project phases and deliverables</b>
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<b>PHASE 1: Scan of existing workload and resources</b>	
• Review existing workload and resources including # of major crime investigations conducted per unit and jurisdiction	April – May 2015
• Develop workload assessment and resource analysis report and provide to RCMP E Division and Policing and Security Branch (PSB) for review	May – June 2015
<b>PHASE 2: Development of major crime service delivery model</b>	
• PSB and RCMP will work together to develop a draft major crime service delivery model for Vancouver Island, including governance structure and cost sharing formula	June - September 2015
• PSB will set up and chair a Working Group comprised of representatives from RCMP and Vancouver Island municipal police departments to flesh out draft model	September-December 2015
<b>PHASE 3: Consultation with Vancouver Island municipalities</b>	
• PSB will hire a consultant to negotiate with impacted municipalities on behalf of the Province	November – December 2015
• Consultations will take place with impacted municipalities on service delivery model and terms of a specialized service agreement*	May - November 2016
• A specialized service agreement will be finalized for the delivery of major crime on Vancouver Island (pending progress of negotiations with municipalities)	September - October 2016

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\*Specialized service agreement will include terms such as: proposed service provider; services to be provided by the proposed service provider; the body that will deliver the services on behalf of the service provider; the geographical areas (municipalities, regional districts or electoral areas) within which the services are to be delivered; the cost sharing formula (how costs will be determined and allocated); processes to be used to inform and obtain input from the community about the provision of services; and any other processes to coordinate and evaluate the provision of services, as well to resolve disputes.

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**From:** Godenzie, Lisa PSSG:EX  
**Sent:** Monday, October 17, 2016 11:54 AM  
**To:** Enger, Tonia PSSG:EX; Best, Alana PSSG:EX  
**Cc:** Ing, Josephine PSSG:EX; Engleder, Christal PSSG:EX; Aube, Mike PSSG:EX; Foisy, Rachel E PSSG:EX  
**Subject:** Integrated Teams Advisory Committee Meeting Highlights

Highlights from the Integrated Teams Advisory Committee Meeting held Friday October 14<sup>th</sup>, 2016 at GT, co-chaired by Francis Cheung and Wade Lymburner:

- Paul Gill was elected new Chair of this committee since Phyllis Carlyle has taken a new position on Vancouver Island and Francis Cheung has taken over co-chair of the CAO/PPC from Paul Gill.
- S/Sgt. Kathy Furgason gave a presentation on the six month review of the **RTIC BC** (April – Sept) outlining the type of tasks by month and tasks by agency as well as specific incident highlights. (ie. IHIT homicide, Bby sex assault, CFSEU homicide, Surrey home invasion, Surrey shooting). Included in the presentation materials were one page bulletins with RTIC stats and highlights for each month that are to be shared with municipal councils. The majority of feedback from the committee was that while the information is useful, it still does not provide answers to the return on investment (ROI) question municipalities keep asking. Wallace Mah (Kent) also asked about the RTIC Evaluation. RCMP will resend the Evaluation and their response again and will continue to work on the ROI information required including a synopsis of the funding.
- **Integrated Teams Annual Report.** Phyllis Carlyle (formerly Richmond) asked for more analysis be conducted on the calls for service and funding as she believes that the independent PDs are not paying their fair share. RCMP will review. John Dumont (Coquitlam) asked why ERT costs keep rising yet according to the Annual Report the number of calls over the past 5 years have significantly declined. Ed Boettcher (RCMP ERT) explained that the scope of duties has changed to reflect high risk bona fide ERT calls thus discretionary/proactive calls have declined.
- **IHIT Governance Review** –the committee members provided comments on the Draft ToR, including how to build buy in from the LMD Mayors at the early stages. Also the Committee agreed that the model is for all the LMD integrated teams not just IHI. ToR will be revised to reflect some of the discussion and provided to Clayton for his review.
- No response has been received to the letter sent September 7<sup>th</sup>, 2016 to the **Independent Police Boards** seeking **representation** on this committee.s.16

s.16

s.16

I think that sums it up.

Lisa

Lisa Godenzie  
Director, Intergovernmental Relations  
Police Services Division (Vancouver)  
Ministry of Public Safety & Solicitor General  
tel: (604) 660-2917  
cell: (604) 220-7620  
email: [Lisa.Godenzie@gov.bc.ca](mailto:Lisa.Godenzie@gov.bc.ca)

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**From:** LMD\_CAO\_PPC LMD\_CAO\_PPC [<mailto:lmd.cao.ppc@rcmp-grc.gc.ca>]  
**Sent:** Tuesday, May 13, 2014 8:27 AM  
**To:** [Lambert.Chu@burnaby.ca](mailto:Lambert.Chu@burnaby.ca); [jdumont@coquitlam.ca](mailto:jdumont@coquitlam.ca); [wmah@district.kent.bc.ca](mailto:wmah@district.kent.bc.ca); [dstuart@dnv.org](mailto:dstuart@dnv.org); Godenzie, Lisa JAG:EX; [fcheung@langleycity.ca](mailto:fcheung@langleycity.ca); [pgill@mapleridge.ca](mailto:pgill@mapleridge.ca); Bradley LANTHIER; Karen HALL; [PCarlyle@richmond.ca](mailto:PCarlyle@richmond.ca); [vnwilke@surrey.ca](mailto:vnwilke@surrey.ca); [dbottrill@whiterockcity.ca](mailto:dbottrill@whiterockcity.ca)  
**Cc:** Edna DECHANT; Norm GAUMONT; Tessa LAU  
**Subject:** Integrated Teams Advisory Committee Meeting Minutes | May 1, 2014

Please find attached the minutes from the I-TEAM Advisory Committee Meeting held Thursday, May 1, 2014

These minutes will also be distributed to the larger CAO/PPC group in a subsequent email.

Please let me know if you have any questions.

Thank you,

Sent on behalf of Supt. Norm Gaumont  
Corporate & Client Services Officer  
Lower Mainland District

/tjl

#### CONFIDENTIALITY NOTICE

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## Integrated Teams Advisory Committee Meeting Minutes Thursday, May 1<sup>st</sup>, 2014 | 10:00 AM – 12:00 PM

Meeting commenced at 10:00 AM

Agenda Items	Action Required
1. Opening Remarks – Mr. Francis CHEUNG	
<p>2. Proposed 2015/2016 Integrated Team Budgets - Supt. Norm GAUMONT</p> <ul style="list-style-type: none"> <li>Estimated Costs Per RM / Independent PD Financial Summary for each of the five ITEAMS was provided to the group</li> <li>IPDS costs are increasing due to the recovery cost of training in Innisfail, estimated at approximately \$27,000 per team, supplied by National HQ based on budgets from the past three years</li> <li>A directed review of Depot &amp; Recruiting is currently occurring</li> <li>Previous cost for Depot was \$3500 flat rate</li> </ul> <p>s.16</p> <ul style="list-style-type: none"> <li>Review results are expected in about one year</li> </ul> <p><b>IHIT</b></p> <ul style="list-style-type: none"> <li>All Integrated Team's salaries have been budgeted to increase by 1.5%, and past potential litigated pay HAS NOT been factored into this increase since the Supreme Court has not decided if the Federal government must honour past contracts</li> <li>Funding formula NOT factored into financial summary</li> <li>The request to staff to full complement in order to reduce overtime hours was not possible because of shortages in new recruits</li> <li>Depot recruiting is still not producing enough recruits to meet Divisional needs and it will take at least another two years before Depot can keep up with demand</li> <li>District will do its best to staff IHIT</li> </ul>	<p>Request for a breakdown of what the \$27,000 training cost is comprised of</p> <p>Request to have specific budgets for each municipality that factor in the funding formula and show true values/individual increases in cost overall as opposed to costs per Regular Member</p> <p>Provide more detail on IHIT overtime – internal versus compared to external overtime</p>

Integrated Teams Advisory Committee Meeting Minutes | Thursday, May 1<sup>st</sup>, 2014

Agenda Items	Action Required
<ul style="list-style-type: none"><li data-bbox="268 248 1486 305">• IHIT will try and replace more vehicles this year based on any slippage from current year's budget</li></ul> <p data-bbox="863 337 911 362">s.16</p> <p data-bbox="201 427 249 451">s.16</p>	<p data-bbox="1549 329 1598 354">s.16</p>

Agenda Items	Action Required
s.16	
<b>3. Proposed changes to the Annual Report – Supt. Norm GAUMONT</b> <ul style="list-style-type: none"> <li>• Mayors prefer a detailed annual report especially due to the potential for new candidates taking office in the Fall elections</li> <li>• Keep the mandate descriptions for each team</li> <li>• Keep printed hard copy booklet</li> <li>• Have a section in the annual report on increase Efficiencies, Effectiveness and cost reduction initiatives</li> </ul>	<p>The breakdown of financial costs by municipalities should add up to the overall budget financial sheet for each of the Integrated Teams</p> <p>Add an Efficiency / Effectiveness and cost reduction section/highlights</p> <p>Less photos</p> <p>Provide an electronic version that can be viewed on an iPad and/or tablet</p>
<b>4. Next Meeting – Supt. Norm GAUMONT</b> <p>s.16</p> <ul style="list-style-type: none"> <li>• IHIT funding formula                             <ul style="list-style-type: none"> <li>• Currently looking for options, i.e. calculated using population only</li> <li>• Suite of options to be provided to the larger CAO/PPC group for the final decision</li> </ul> </li> </ul>	<p>s.16</p>

**Integrated Teams Advisory Committee Meeting Minutes | Thursday, May 1<sup>st</sup>, 2014**

Meeting adjourned at 11:55 AM

**Attendees:**

Phyllis CARLYLE  
Francis CHEUNG  
Lambert CHU  
John DUMONT (via teleconference)  
Supt. Norm GAUMONT  
Paul GILL  
Lisa GODENZIE  
Karen HALL  
Bradley LANTHIER  
Tessa LAU (minutes)  
Wallace MAH  
Vivienne WILKIE

## **CLOSED REPORT**

To: LMD RCMP Mayors' Consultative Forum

From: Francis Cheung, P. Eng.  
Chair, LMD RCMP Integrated Teams Advisory Committee

Date: February 3, 2016

Subject: **IHIT Funding Formula**

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### **RECOMMENDATION**

1. THAT the RCMP Lower Mainland District (LMD) Mayors' Consultative Forum receive this report for information.
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### **PURPOSE**

At the December 1, 2015 RCMP Lower Mainland District (LMD) Mayors' Consultative Forum meeting, the Chair of the Forum directed staff to prepare a report summarizing the work of the IHIT Funding Formula Review Sub-Committee on potential new funding formulas for IHIT and requested that this report be circulated to each member RCMP LMD municipality for their review and feedback on their preferred funding option.

### **BACKGROUND**

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As a result of a BC Policing Study initiated in 2000, a Lower Mainland District Office was created, followed by a Lower Mainland Policing Advisory Model which was endorsed by the Mayors' Consultative Forum. A staff working group was formed and tasked with developing and implementing an annual work plan on police service delivery issues.

At approximately the same time, the Solicitor General requested a detailed plan for implementing an integrated approach to police services, which included:

- (a) operational and administrative groups that could be integrated;
- (b) a new organizational structure for the RCMP;
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The creation of Integrated Homicide Investigation Team (IHIT) was the first of these initiatives.

At the time of the review, it was noted that for the period between 1996 and 2001 there was an average of 23 homicides and 24 attempted homicides per year in the region (only those municipalities served by the RCMP). It was expected that the number of cases would rise over the next 5 years from an average of 47 cases to an average of 61 cases per year.

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As a result, it was recommended that one Integrated Homicide Investigation Team be created to serve primarily those communities served by the RCMP but with the ability to accommodate other jurisdictions. The initial proposal was for a team of 39 members with the balance of the serious crime and general investigation officers in the region remaining in their detachments. The scope of service delivery was to include investigation of homicides, serious attempted homicides, missing persons with foul play suspected, police custody deaths and police shootings causing serious injury or death. The first priority was homicide investigations with the balance falling to the local detachments if IHIT did not have the capacity.

The benefits identified included a more seamless regional approach, the ability to prioritize investigations, the ability to shift resources across the region, elimination of some duplication and close proximity to the Provincial Serious Crime section and Federal policing units.

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Langley City and Township,  
Maple Ridge, Mission, North  
Vancouver City and District,  
Pitt Meadows, Port  
Coquitlam, Richmond,  
Sechelt, Squamish, Surrey,  
Whistler, White Rock,  
Provincial jurisdictions

Served by Independent Police  
Abbotsford, New  
Westminster, Port Moody  
West Vancouver\*

\*pending membership in IHIT  
at time of writing

Not Served by IHIT  
Delta, Vancouver

#### LMD Integrated Teams Advisory Committee

The mandate of the Advisory Committee on the Lower Mainland Integrated Teams includes acting as a forum for timely communication, acting as a consultative forum with respect to management, reporting and oversight of the Teams, and reporting to the CAO/PPC Forum and the Mayors' Consultative Forum. Matters to be reported on include team activity, effectiveness measures, the cost sharing formula, resource requirements, annual budgets, and value for money.

The consensus of the CAO/PPC Forum was that a review of the IHIT funding formula was a priority. A sub-committee of the Advisory Committee was formed to complete the review, with the understanding that this would likely lead to a review of the funding formula as it applied to the other teams as well. This report represents the work of the sub-committee which consisted of David Stuart, Chairperson (North Vancouver District), Superintendent Norm Gaumont (RCMP), Wallace Mah (District of Kent), Vivienne Wilke (City of Surrey), and Phyllis Carlyle (City of Richmond). The sub-committee identified a number of other issues as impacting costs; however, this report will focus on the funding formula itself and the other issues will be examined in further detail later.

#### **ANALYSIS**

The cost distribution for the integrated teams since their inception has been premised on one formula. After reviewing the five teams and acknowledging a general trend towards "user pay," the sub-committee suggests that each integrated team should have a funding formula that reflects its unique characteristics. As this paper is focused on IHIT, the question to ask is whether the current formula best reflects the historic utilization of resources and recognizes the regional desire for equity and avoidance of significant variances.

The current funding formula incorporates two factors: 25% population and 75% criminal code cases on a five year rolling average. The sub-committee developed and examined a multitude of funding formula options that considered other proxies such as homicides and violent offences. In recognition of the mobility and distribution of homicide cases across the region, the sub-committee agreed that a portion of the formula should be population based. The question then shifted to whether it would be more accurate to use homicide cases as a basis for the funding formula rather than including criminal code cases.

A comparison of IHIT homicide cases by jurisdiction, and provincially reported criminal code cases for the same period is as follows:

<b>Jurisdiction</b>	<b>2003-2011 Homicide files</b>	<b>% of Total Files</b>	<b>2003- 2011 Criminal Code cases</b>	<b>% of Total Cases</b>
Abbotsford	30	10.9	106,308	8.0
Burnaby	35	11.0	185,610	14.0
Coquitlam	22	6.9	89,016	6.8
Langley Township	13	4.0	83,162	6.3
Maple Ridge	9	2.8	73,210	5.5
Mission	11	3.4	42,639	3.2
New Westminster	12	3.7	67,365	5.1
North Vancouver City	4	1.3	42,410	3.2
North Vancouver District	6	1.9	41,596	3.1
Port Coquitlam	19	6.0	45,278	3.4
Pitt Meadows	3	.9	13,645	1.0
Richmond	27	8.5	123,792	9.3
Surrey	127	39.8	370,732	28.0
<b>totals</b>	<b>319</b>		<b>1,318,619</b>	

(Those jurisdictions with a more than a 2% difference are highlighted)

Smaller jurisdictions with fewer than 3 homicide cases were not included in the sample. Similarly, the Upper Fraser Valley Detachment was excluded as it represents a significant number of smaller detachments.

The sub-committee identified five options that were deemed to be most reasonable and appropriate for the Mayors' Consultative Forum to consider:



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The sub-committee presented the analysis to the Integrated Teams Advisory Committee and made the following recommendations to the CAOs/PPCs Forum for consideration:

1. That a longer rolling average of up to 10 years be implemented with respect to any changes to the formula.
2. That any changes to the formula be implemented over a 3 year period.
3. That the five funding formula options be considered by the LMD CAO/PPC Forum for recommendation to the Mayors' Consultative Forum.

Although the CAOs/PPCs Forum did not reach consensus on recommending a new funding formula to the Mayors' Consultative Forum, the majority of the participants did not have strong objection to Option 1 or Option 2, or both Options 1 and 2, with the following exceptions:

s.16

The participants felt that the use of homicide as a proxy is more reflective of the resource utilization that the municipality would have incurred prior to the creation of the IHIT team. The change to a mixed formula using population and homicide rate is not inconsistent with most of the original principles with the exception of the move away from using criminal code infractions.

The Integrated Teams Advisory Committee, therefore, is seeking comments and direction from the Mayors' Consultative Forum to either change the current IHIT funding formula or to maintain the status quo. The following strategies are proposed for the Mayors' Consultative Forum for consideration:

1. THAT the LMD RCMP Mayors' Consultative Forum change the Integrated Homicide Investigative Team (IHIT) funding formula to one of the following options:
  - (a) 25% Population/75% Average Homicide Cases, or
  - (b) 50% Population/50% Average Homicide Cases
2. THAT a longer rolling average of up to 10 years be implemented with respect to any changes to the Integrated Homicide Investigative Team (IHIT) funding formula.
3. THAT any changes to the Integrated Homicide Investigative Team (IHIT) funding formula be implemented over a 3 year period.

A change in the IHIT funding formula as recommended by the Mayors' Consultative Forum will require the approval of the Province.

### **NEXT STEPS**

At the December 1, 2015 RCMP Lower Mainland District (LMD) Mayors' Consultative Forum, the Chair of the Forum, Mayor Derek Corrigan, directed staff to prepare a report summarizing the work of the IHIT Funding Formula Review Sub-Committee on potential new funding formulas for IHIT and that this report be circulated to each member municipality for their review and feedback on their preferred funding option.

The following actions are requested by each member municipality:

1. Review proposed strategies and funding formula proxy as recommended by the Integrated Teams Advisory Committee.
2. Review the funding formula proxy alternatives such as population, criminal code cases, homicide cases, or combination of different proxy alternatives.
3. Select the supported and/or preferred funding formula (i.e. status quo, population and homicide cases, or other) and authorize the Mayor to communicate this position to the Chair of the Mayors' Consultative Forum at the next Mayors' Consultative Forum meeting.

This will allow the Mayors' Consultative Forum to formulate recommendations to the Province with respect to the IHIT funding formula.

### **FINANCIAL IMPLICATIONS**

The financial implications to each participating member, for each funding formula option, are illustrated in the report.

### **SUMMARY/CONCLUSION**

There is no perfect funding formula for the delivery of regional services and any change with the funding formula will result in a shift of costs to some members. Since the inception of IHIT, there has been some level of discomfort with the IHIT funding formula with respect to the use of criminal code cases not accurately reflecting the workload of the teams. There is a general consensus that the funding formula should move away from using criminal code cases and that the use of homicide cases would better reflect historical resource utilization.

### **Attachments:**

1. IHIT Funding Review Sub-Committee Final Report
2. April 9, 2015 Report from IHIT Funding Review Sub-Committee
3. March 18, 2015 Report from IHIT Funding Review Sub-Committee
4. November 22, 2013 Report from IHIT Funding Review Sub-Committee

## Attachment 1

To: LMD CAO/PPC Forum

From: Francis Cheung, Integrated Teams Advisory Committee Chairperson

Subject: IHIT Funding Formula

A sub-committee of the Integrated Teams Advisory Committee was struck in 2013 to review the IHIT Funding formula. A report was prepared in 2013 (copy attached) and subsequently referred to the Province and the RCMP for comment with respect to the recommendations which encompassed more than just the formula. The Advisory Committee was informed of their responses in April 2015 (copy of the report attached).

The Advisory Committee discussed the recommendations and took the following positions:

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The focus for the upcoming Advisory Committee meeting should be on:

7. Identifying any changes to the recommendations not pertaining to the formula (#1-4)
8. Identifying one or more possible formulas supported by the majority of Committee members for consideration by the CAO/PPC Committee.
9. Confirming a change in the averaging period from 5 to 10 years for whatever formula is chosen.
10. Confirming the length of the phase in period
11. Confirming the date on which the change would be implemented
12. Agreeing on the appropriate steps for obtaining direction from the Mayors Forum

November 22, 2013

File:

TO: Advisory Committee for the Lower Mainland Integrated Teams

FROM: IHIT Funding Review Sub-Committee

**SUBJECT:** IHIT Funding

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## **Background**

### **1. Original Setup (2002)**

As a result of a BC Policing Study initiated in 2000, a Lower Mainland District Officer was created, followed by a Lower Mainland Policing Advisory Model which was endorsed by the Mayors' Consultative Forum. A Staff Working Group was formed and tasked with developing and implementing an annual work plan on police service delivery issues.

At about the same time, the Solicitor General requested a detailed plan for implementing an integrated approach to police services, which included:

- (a) operational and administrative groups that could be integrated;
- (b) a new organizational structure for the RCMP;
- (c) a new governance model for communities served by the RCMP;
- (d) a funding formula for shared services; and,
- (e) an implementation timeframe for shared service.

The creation of IHIT was the first of these initiatives.

At the time of the review, it was noted that for the period between 1996 and 2001 there was an average of 23 homicides and 24 attempted homicides per year in the region (only those municipalities served by the RCMP). It was expected that the number of cases would rise over the next 5 years from an average of 47 cases to an average of 61 cases per year.

Many homicides involve multiple jurisdictions, and investigations are becoming increasingly complex. Costs have also been increasing, often taxing the resources available at the local detachment level. Smaller detachments often do not have the resources, skills or financial means to adequately handle major homicide investigations. Many larger detachments had serious crime units of their own, resulting in duplication or uneven prioritization of resources across the region.

As a result, it was recommended that one Integrated Homicide Investigation Team be created to serve initially those communities served by the RCMP but with the ability to accommodate other jurisdictions. The initial proposal was for a team of 39 members with the balance of the serious crime and general investigation officers in the region remaining in their detachment. The scope of service delivery was to include investigation of homicides, serious attempted homicides, missing persons with foul play suspected, police custody deaths and police shootings causing serious injury or death. The first priority was homicide investigations with the balance falling to the local detachments if IHIT did not have the capacity.

The benefits identified included a more seamless, regional approach, the ability to prioritize investigations, the ability to shift resources across the region, elimination of some duplication and close proximity the Provincial Serious Crime section and Federal policing units.

The performance metrics to be used to evaluate the effectiveness of the team included earlier identification of linkages, reduced impact on resources in the detachments, increased capacity to handle cases, a higher rate of convictions, a reduced length of time to conclude files and fewer dropped charges.

The funding model proposed for integrated teams had the following principles:

- (a) An equitable distribution of costs
- (b) Must be sustainable and able to accommodate other integrated teams
- (c) Must not impose an unreasonable administrative burden
- (d) be reasonably stable and avoid "spikes"
- (e) be able to accommodate both RCMP and non RCMP policing units
- (f) accommodate policing arrangement with Provincial and Federal policing units
- (g) must be involuntary for RCMP served municipalities
- (h) must include as part of the funding formula 25% attributed to population to reflect the general benefits to all participants in the region
- (i) separate accounting and billing
- (j) reflect a user pay philosophy using criminal code cases per capita as a proxy on a 5 year rolling basis
- (k) Disputes would be handled through the process identified in Article 16 of the Police Unit Agreement

The projected costs of \$6,155,000 were to be distributed between 12 municipal participants and the GVRD provincial force jurisdictions for a cost of \$131,000 per case, or \$5.27 per capita based on a total population of 1,224,406.

## 2. Integrated Teams Oversight Review (2012)

In response to dissatisfaction with the governance structure for the Integrated Teams, a report on Oversight of Integrated Teams was commissioned in 2011 and completed in 2012.

The review found that while there was widespread support for the concept of integrated police teams, there were deep concerns about costs, value for money, and the lack of a governance structure to provide oversight with respect to managing priorities, growth in workload and staffing, policy development, and performance. The need to review the cost sharing formula was also identified. The review recommended an oversight structure consisting of a Mayors' Board, supported by two working groups comprised of detachment OICs and CAO/PPCs.

Taking into account the new RCMP contract, the proposed model was reviewed by the CAO/PPC Forum. The group consensus was that "while the model represented a compromise and an opportunity to move forward, it was too complex, attempted to address a myriad of structural issues for which there was no clear legislated or delegated authority and did not address fundamental issues with respect to the Province's role and responsibility with respect to the teams."

Instead it was recommended that new terms of reference be adopted for the Integrated Team Advisory Committee and Mayors' Consultative Forum. These were adopted in 2012 and 2013, respectively.

### 3. IHIT Operational Review (2013)

In response to concerns about the efficacy of IHIT, the RCMP initiated an internal review of "the mandate of IHIT and the current relationship with the funding partners and all participating law enforcement agencies" in order to "strengthen the relationships standardize responsibilities and examine cost drivers".

Recommendations arising from this internal review included:

- (a) Updating existing agreements to clarify shared responsibilities with respect to investigations, particularly in the first 72 hours
- (b) A recommitment to the major case management model and IHIT as the lead investigative agency for all homicide investigations
- (c) Standardizing cost allocation for evidence gathering for cases spanning multiple jurisdictions
- (d) The adoption of media protocols
- (e) The establishment of an IHIT Advisory Group
- (f) Funding protocols for Partner Agencies unable to provide investigators
- (g) Changes to the MOUs with partner agencies with respect to termination from the IHIT Program
- (h) Movement to a 9 hour shift model for IHIT members to reduce overtime
- (i) Elevation of approval authority for overtime
- (j) Expanded use of civilian personnel to support scene security, transcription services and investigations

Although there has been some dialogue and implementation of some of the changes a clear understanding of the implications to overall costs and detachment resources and the approval process to implement the changes is unclear at this point.

Further work examining clearance rates, investigational complexity and cost drivers is scheduled to commence in late 2013, in partnership with Simon Fraser University.

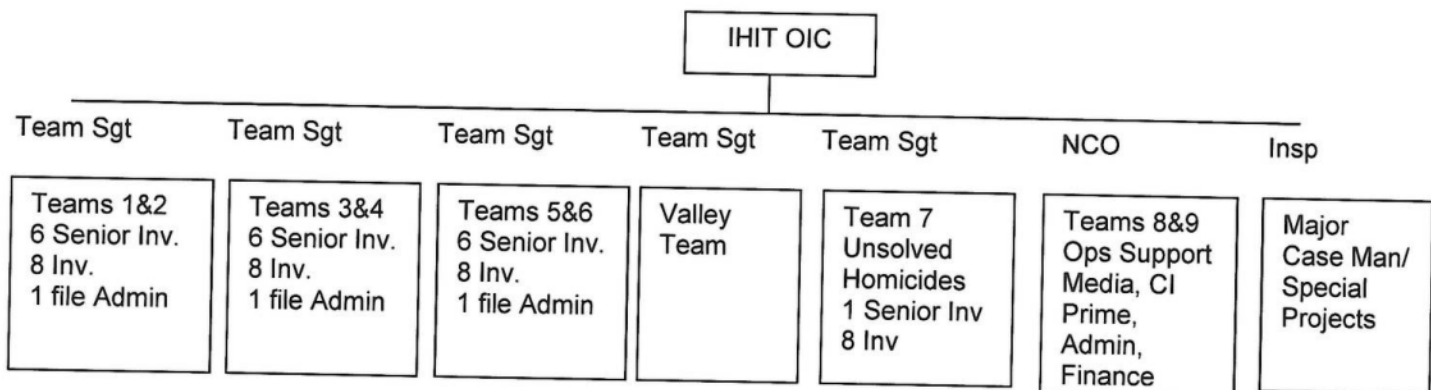
#### 4. Advisory Committee Review of IHIT Funding Formula

The mandate of the Advisory Committee on the Lower Mainland Integrated Teams includes acting as a forum for timely communication, acting as a consultative forum with respect to management, reporting and oversight of the Teams, and reporting to the CAO/PPC Forum and the Mayors' Forum. Matters to be reported on include team activity, effectiveness measures, and the cost sharing formula, resource requirements, annual budgets, and value for money.

The consensus of the CAO/PPC Forum was that a review of the IHIT funding formula was a priority. A sub-committee of the Advisory Committee was formed to complete the review, with the understanding that this would likely lead to a review of the funding formula as it applied to the other teams as well. This report represents the work of the sub-committee which consisted of David Stuart, Chairperson (North Vancouver District), Inspector Rob De Boersap (RCMP), Wallace Mah (District of Kent), Vivienne Wilke (City of Surrey), Phyllis Carlyle (City of Richmond) and Dean Rear (Pitt Meadows).

#### 5. Current Structure, Statistics and Finances

The Integrated Team OICs report to the Chief Superintendent Lower Mainland District Operations. According to organizational charts provided by the RCMP, the structure is as follows:



The overall resources can be represented by the following information provided in the 2012/2013 Integrated Teams Annual Report.

	<b>RCMP regular member</b>	<b>RCMP civilian member</b>	<b>Independent Police</b>	<b>Public Service Employee</b>	<b>Total</b>
<b>Municipal Resources</b>	58	10	6	12	86
<b>Provincial Resources</b>	16	2		1	19
<b>Totals</b>	74	12		13	105

It is unclear how the relationship is structured between Provincial resources, the Ministry of Justice, and other provincial policing units such as the Organized Crime Unit. If Provincial and independent resources are excluded, the number of RCMP members has grown from 39 in 2002 to 58 in 2012 an increase of 67% over ten years.

Municipal participants for IHIT include:

Served by RCMP	Served by Independent Police	Not Served by IHIT
Burnaby, Chilliwack, Hope, Kent, Langley City and District, Maple Ridge, Mission, North Vancouver City and District, Pitt Meadows, Port Coquitlam, Richmond, Sechelt, Squamish, Surrey, Whistler, White Rock, Provincial jurisdictions	Abbotsford, New Westminster, Port Moody* West Vancouver*  *pending membership in IHIT at time of writing	Delta, Vancouver

From the inception of IHIT in 2003, to February 2013, IHIT has investigated 678 files, of which 440 are currently maintained at IHIT. 150 files involved assisting on a file and 88 were investigated and then transferred. The currently maintained files can be broken down into the following categories:

<b>Category</b>	<b>Number of files</b>
Homicide	384
High Profile Attempted Homicide	7
Missing Person – Foul Play Suspected	14
Police Involved Shooting/In Custody Deaths/Other	35
<b>Total</b>	<b>440</b>

The 150 instances involving IHIT assisting on a file are represented as follows:

<b>Jurisdiction</b>	<b>Number of Files</b>
Abbotsford	8

Armstrong	1
Burnaby	8
Coquitlam	9
Delta	2
Nexus	1
E-PESETA	1
Kelowna	1
Langley	7
Los Angeles	1
Mission	9
New Westminster	1
North Vancouver	5
Other	13
Prince George	1
Quebec	2
Richmond	5
Ridge Meadows	4
Sea to Sky	14
Surrey	29
UBC	3
FVRD	14
Vancouver Island	1
Vancouver	5
Vanderhoof	1
Victoria	1
White Rock	2
Williams Lake	1
• IHIT Members	

Assistance on files was provided for a variety of matters, both within and outside of IHIT's mandate. It is unclear as to the circumstances under which IHIT would be only assisting on homicide files within a member's jurisdiction if the agreement is to investigate all files within their mandate. Without more detailed information, it is impossible to determine the value of the "assists" or the amount which should be billed for each case.

The 88 files initially investigated by IHIT and transferred to another jurisdiction are represented as follows:

<b>Jurisdiction</b>	<b>Number of Files</b>
Transferred to member jurisdiction	69
Transferred to other jurisdiction	19

The vast majority of the files transferred fall within IHIT's mandate. The circumstances under which IHIT would transfer a file back to a member municipality are unclear. Without more detailed information, it is impossible to determine the value of the initial investigation work or the amount which should be billed, if anything, for each transferred case.

The statistics reported by IHIT in the Integrated Teams Annual Report follow the RCMP budget cycle which straddles years. It is therefore difficult to reconcile the statistics with

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David Stuart,

Chairperson, IHIT Funding Review Sub-Committee

Appendices:

1. May 2002 Policing Advisory Committee Report on creating IHIT
2. February 2012 Report on Integrated Team Oversight
3. September 2012 IHIT Review Letter of Recommendations
4. March 2013 IHIT Statistical Summary
5. 2010/11 and 2012/2013 IHIT Annual Statistics and Financials
6. British Columbia 2002-2011 Crime Trends (homicide and criminal case statistics)
7. Spreadsheet on cost distribution scenarios

## **Terms of Reference**

### **Advisory Committee for the Lower Mainland Integrated Teams**

#### Purpose

The purpose of the Advisory Committee for the Lower Mainland Integrated Teams ("the Committee") is to provide a liaison role between the RCMP Lower Mainland District staff and the municipalities in the District with respect to the Lower Mainland Integrated Teams. This role is necessary to provide an independent review of the activities and decisions of the RCMP Integrated Teams' ("the Teams") in the absence of a formal, decision making body which provides oversight of the Teams and recognizes local government as a significant funding partner. Should at some point in the future the Province assume full responsibility for the Integrated Teams or assume responsibility for the management of the Integrated Teams, the role of and/or need for the Committee will be reassessed.

#### Mandate

The Committee is to:

1. Provide a forum for effective, meaningful, timely communication between the RCMP, the Province, and the municipal sector regarding decisions affecting the quality and cost of the Teams;
2. Act as a consultative forum and provide expertise for policy decisions with respect to management, reporting and oversight of the Teams in response to changing policing requirements to accommodate potential changes including those in relation to policing policies, strategies, methodologies, models;
3. Report to the CAO/PPC Forum and the Mayors' Consultative Forum on:
  - a. the activity level of the teams, including reviewing the performance metrics provided by the RCMP for the teams;
  - b. the appropriateness of the cost sharing formula for funding the teams;
  - c. the appropriateness of any requests for additional resources for the teams;
  - d. an annual review of the proposed budgets for the teams;
  - e. an annual review of the yearly activity reports;
  - f. report on whether the teams are providing value for money, as necessary;
  - g. recommendations on the performance metrics to be used for the Teams;
  - h. recommendations on whether the teams should continue, expand, restructure, etc.

### Composition

The Committee will be composed of municipal staff (i.e. CAOs or PPCs) from:

1. Surrey
2. Burnaby
3. Richmond
4. City of North Vancouver/District of North Vancouver
5. City of Langley/Township of Langley
6. Coquitlam/Port Coquitlam
7. Pitt Meadows/Maple Ridge
8. Chilliwack/Hope/Kent
9. Squamish/Whistler/Sechelt
10. White Rock/Mission
11. Municipal Co-Chair, CAOs/PPCs Forum
12. Up to a maximum of two (2) representatives from Independent Police Forces with representation limited to matters relative to the subscribed integrated team(s).

The appointments should be of a minimum of two years in length to provide for continuity.

The following will sit as ex-officio non-voting members:

1. The Officer in Charge of the Lower Mainland Teams or designate (ex officio)
2. The Officer in Charge of the Lower Mainland District Regional Police Service (ex officio) or designate
3. Designate from Police Services Division, Ministry of Justice (ex officio)

### Chair

The Chair of the Committee shall be elected from amongst its members.

### Meetings

The Committee will meet quarterly or more frequently, at the call of the Chair. The meetings may be conducted in person or by electronic means. Positions on issues related to the Committee's mandate or on recommendations from the RCMP related to the Integrated Teams will preferably be developed through a simple majority vote by the members. When a simple majority cannot be reached, divergent positions will be presented in a Committee report to the CAO/PPC Forum and/or the Mayors' Consultative Forum.

Minutes of the meeting will be recorded and reported to the CAO/PPC Forum.

### Quorum

A quorum of the Committee is a majority of the members of the Committee.

### Reporting Process and Workplan

Working collaboratively, the Committee will develop an annual workplan which will be provided to the CAO/PPC Forum. Development of necessary background information related to matters considered by the Committee under this mandate will be the responsibility of the RCMP and/or other parties agreed to by the committee. Recommendations for substantive changes (operational, financial or policy) to the Integrated Teams will be reviewed with the Committee before they are presented to the CAO/PPC and/or Mayors' Forum in order that the Committee may formulate a timely and informed position on the proposed changes for consideration by the Forums. It is recognized that the Committee and the Forums are not decision making bodies but rather structures set up to encourage dialogue. Any proposed changes to the Integrated Teams will be considered in the context of the tri-parties (i.e. Province, RCMP and participating municipalities) with respect to priorities and funding capacity.

Approval Date: February 3, 2016  
Approved By: CAOs/PPCs Forum

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# CITY OF SURREY

OFFICE OF THE MAYOR

September 12, 2016

File: 7400-06

Honorable Mike Morris  
Minister of Public Safety and Solicitor General,  
P.O. Box 9285 Stn Prov Govt,  
Victoria, BC  
V8W 9J7

Ministry of Public Safety and Solicitor General	
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Dear Sir:

**Re: IHIT Funding Review**

At the June 30, 2016 RCMP Lower Mainland District (LMD) Mayors' Consultative Forum, members were asked to consider the review of the funding formula for IHIT and to select their preferred option. On behalf of myself and Surrey Council, I am writing regarding the Province's pending review.

The Integrated Homicide Investigation Team (IHIT) was created in 2003 with a scope of delivery that included investigations of homicides, serious attempted homicides, missing persons with foul play suspected, police custody deaths and police shootings causing serious injury or death. The benefits identified of creating IHIT included a more seamless regional approach, the ability to prioritize investigations, the ability to shift resources across the region, the elimination of some duplication and close proximity to the Provincial Serious Crimes section and Federal policing units. Since inception, there has been consensus that the IHIT team has provided a high level of service and has a broad level of support for the work that it is conducting.



P 604 593 4120 MAYOR@SURREY.CA  
13450 104 AVENUE SURREY BRITISH COLUMBIA CANADA V3T 1V8

WWW.SURREY.CA

At this point, the cost sharing formula that supports the financial costs associated with IHIT is under review, however there is no established governance framework in place to provide guidance or direction on the next steps. For example, now that all applicable Mayors have put forth their respective recommendations to the Mayor's Consultative Forum, there is no certainty as to how the decision to change the status quo funding formula will occur, nor is there certainty on whom or which level of government has final jurisdiction in this matter. Voting needs to occur solely on a contribution basis (weighted vote). The governance structure (including voting framework) should be established and agreed upon prior to making any changes, including changes to the IHIT funding formula.

As Surrey funds close to 1/3 of IHIT funding; second only to the Province, it is prudent for the City of Surrey to understand its options with any new funding formula.

With the premise that an acceptable contribution based methodology is put forth by the Province, the City of Surrey would support a funding formula based on 100% population. One key consideration for *not* supporting the inclusion of homicide files as an independent driver in the funding formula, is that the number of homicides attributed to a Municipality (i.e. where the body is found) does not necessarily provide an accurate or complete representation of the resources of IHIT that will be utilized in that same Municipality as part of the investigation. Also the mandate of IHIT spans beyond actual homicides.

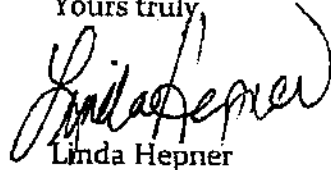
A key premise for creating IHIT was to provide a more efficient and effective mechanism for investigating serious crime in the Region. A funding formula based on 100% population would accomplish several key objectives as follows:

1. Recognizes that serious crime and related police efforts is a Regional not a Municipal issue.
2. The financial ability of a Municipality to contribute is typically tied to its population, i.e. larger Municipalities can and will bear a greater financial responsibility under this model.
3. The usage of population does not focus on historical trends to allocate funding and is not susceptible to influence due to spikes or anomalies in files.
4. The usage of population is a relatively simple and practical formula.
5. It is consistent with principles of not geographically distributing variable policing costs within our own municipalities.



At the latest Mayors Consultative Forum, Mr. Clayton Pecknold announced that the Province has agreed to fund a governance study for IHIT and the rest of the integrated teams. This governance study must result in a recommendation that includes a fair and balanced voting process that the Mayors of each municipality must follow. It is imperative that this study be completed prior to any changes being made to any of the funding formulas for the integrated teams.

Yours truly,

A handwritten signature in black ink, appearing to read "Linda Hepner", written over the printed name.

Linda Hepner  
Mayor  
City of Surrey

cc: City Manager

Her Worship Linda Hepner  
Mayor of the City of Surrey  
13450 104 Avenue  
Surrey BC V3T 1V8

Dear Mayor Hepner:

Thank you for your September 12, 2016 correspondence regarding the proposed funding formulas for the Lower Mainland District Integrated Homicide Investigation Team (IHIT) and the non-binding vote that took place at the June 30, 2016 Mayor's Consultative Forum. I understand the concerns of the City of Surrey as a majority funder of the IHIT team regarding potential changes to the funding formula, and I appreciate your support for the governance study currently funded and facilitated by the Province.

I am aware that the mayors of participating jurisdictions have been reviewing the current funding formula and discussing potential funding options for the Lower Mainland IHIT. The Province has been attending the Mayor's Consultative Forum meetings, but has remained neutral in these discussions as the municipalities are the majority funders. As Minister of Public Safety and Solicitor General, and as mandated by the *Police Act*, the Province's concern and priority is ensuring adequate and effective policing, which includes that law enforcement capacity and expertise in investigating homicides is adequate throughout the province. It is not the Government's intention to impose a funding formula. My desire is that municipalities will come to consensus in the spirit of collaboration.

As you state in your letter, the Province has agreed to fund a contractor to work with the Integrated Teams Advisory Committee to develop options for an IHIT governance model. I understand that work is underway to develop the scope and terms of reference for this study. I am hopeful that this work will support the discussions on the funding formula and will help advance a decision that is supported by all impacted jurisdictions.

Thank you again for writing.

Sincerely,

Mike Morris  
Minister of Public Safety  
and Solicitor General

pc: Mr. Vincent Lalonde, City Manager, City of Surrey  
Chief Superintendent Dwayne McDonald, Officer in Charge of the Surrey Detachment  
Mr. Clayton Pecknold, Assistant Deputy Minister and Director of Police Services  
Assistant Commissioner Bill Fordy, District Commander, Lower Mainland District office

PSPB GODENZIE\BEST\ENGER

517817

October 24, 2016

Her Worship Linda Hepner  
Mayor of the City of Surrey  
13450 104 Avenue  
Surrey BC V3T 1V8

Dear Mayor Hepner:

Thank you for your September 12, 2016 letter, regarding the proposed funding formulas for the Lower Mainland District Integrated Homicide Investigation Team (IHIT) and the non-binding vote that took place at the June 30, 2016 Mayor's Consultative Forum. I understand the concerns of the City of Surrey as a majority funder of the IHIT team regarding potential changes to the funding formula, and I appreciate your support for the governance study currently funded and facilitated by the Province.

I am aware that the mayors of participating jurisdictions have been reviewing the current funding formula and discussing potential funding options for the Lower Mainland IHIT. The Province has been attending the Mayor's Consultative Forum meetings, but has remained neutral in these discussions as the municipalities are the majority funders. As Minister of Public Safety and Solicitor General, and as mandated by the *Police Act*, the Province's concern and priority is ensuring adequate and effective policing, which includes that law enforcement capacity and expertise in investigating homicides is adequate throughout the province. It is not the government's intention to impose a funding formula. My desire is that municipalities will come to consensus in the spirit of collaboration.

As you state in your letter, the Province has agreed to fund a contractor to work with the Integrated Teams Advisory Committee to develop options for an IHIT governance model. I understand that work is underway to develop the scope and terms of reference for this study. I am hopeful that this work will support the discussions on the funding formula and will help advance a decision that is supported by all impacted jurisdictions.

Thank you again for writing.

Sincerely,

*Original signed by*

Mike Morris  
Minister of Public Safety  
and Solicitor General

pc: Chief Superintendent Dwayne McDonald, Officer in Charge of the Surrey Detachment  
Assistant Commissioner Bill Fordy, District Commander, Lower Mainland District office  
Mr. Clayton Pecknold, Assistant Deputy Minister and Director of Police Services  
Mr. Vincent Lalonde, City Manager, City of Surrey

PSPB GODENZIE\BESTAENGER

517817

SG-Solicitor General

Referral Slip for ID:517817

2017/02/22

<b>Log Type:</b> Letter	<b>Action:</b> SG Draft Reply	<b>Due:</b> 2016/10/12
<b>Batch:</b>	<b>Subaction:</b>	
<b>Type:</b> Mayor Linda Hepner, Mayor City of Surrey 13450-104 Avenue Surrey, BC, Canada V3T1V8 Phone: 6045914126		<b>Written:</b> 2016/09/12 <b>Received:</b> 2016/09/16 <b>Due:</b> 2016/10/12 <b>Interim:</b> <b>Signed:</b> 2016/10/24 <b>Approved:</b> <b>Closed:</b> 2016/10/25
		<b>Resp Type:</b> Letter <b>Entered By:</b> rwestgat <b>Sign By:</b> SG <b>Approved By:</b> <b>File No.:</b>
<b>Address To:</b> SG		<b>Issue:</b>
<b>Copy To:</b>		<b>X-Ref:</b> 517463
<b>Drafter:</b>		
<b>MLA:</b> Ralston, Bruce (BC NDP)		<b>Electoral Dist:</b> Surrey-Whalley
<b>Subject</b>		
IHIT Funding Review		

<b>Referral SG-Solicitor General -&gt; SG-Solicitor General</b>			
<b>From:</b> SG-Solicitor General	<b>Sent:</b> 2016/09/16	<b>Status:</b> Completed	<b>Ref Action:</b> SG Draft Reply
<b>To:</b> SG-Solicitor General	<b>Received:</b> 2016/09/16	<b>Reason:</b>	<b>Subaction:</b>
<b>Assign To:</b>	<b>Completed:</b> 2016/10/25	<b>Due:</b> 2016/10/12	<b>File No.:</b>

<b>Referral SG-Solicitor General -&gt; SG-Solicitor General -&gt; Correspondence tracking</b>			
<b>From:</b> SG-Solicitor General	<b>Sent:</b> 2016/09/20	<b>Status:</b> Completed	<b>Ref Action:</b> SG Draft Reply
<b>To:</b> Correspondence tracking	<b>Received:</b>	<b>Reason:</b>	<b>Subaction:</b>
<b>Assign To:</b>	<b>Completed:</b> 2016/10/17	<b>Due:</b> 2016/10/12	<b>File No.:</b>

<b>Referral SG-Solicitor General -&gt; SG-Solicitor General -&gt; PSPB-Correspondence</b>			
<b>From:</b> SG-Solicitor General	<b>Sent:</b> 2016/09/29	<b>Status:</b> Completed	<b>Ref Action:</b> SG Draft Reply
<b>To:</b> PSPB-Correspondence	<b>Received:</b> 2016/09/30	<b>Reason:</b>	<b>Subaction:</b>
<b>Assign To:</b>	<b>Completed:</b> 2016/10/17	<b>Due:</b> 2016/10/12	<b>File No.:</b>
<b>Referral Comments</b>			
2016/10/17 PSPB-PSD-INFRFN Approved by Tonia Enger. Forwarded to Angella Thompson for processing to Minister's office.			
2016/10/17 PSPB-PSD-INFRFN Tonia Enger's edits were forwarded this a.m. from Nicole Butterfield for finalizing and returning to Tonia for approval. Forwarded and await Tonia's approval as A/ADM.			
2016/10/07 PSPB-Correspondence - Lisa Godenzie revised; hard copy letter and correspondence folder with Alana Best for review and approval			
2016/10/04 PSPB-Correspondence - Lisa Godenzie drafted response and fwd'd to Alana Best for review and approval			
2016/09/30 PSPB-Correspondence - Lisa Godenzie to draft response			

<b>Referral SG-Solicitor General -&gt; SG-Solicitor General -&gt; PSPB-Correspondence -&gt; SG-DSG</b>			
<b>From:</b> PSPB-Correspondence	<b>Sent:</b> 2016/10/17	<b>Status:</b> Completed	<b>Ref Action:</b> Signature
<b>To:</b> SG-DSG	<b>Received:</b> 2016/10/17	<b>Reason:</b>	<b>Subaction:</b>
<b>Assign To:</b>	<b>Completed:</b> 2016/10/18	<b>Due:</b> 2016/10/12	<b>File No.:</b>
<b>Referral Comments</b>			
2016/10/18 SG-Solicitor General rec'd approval from MO forwarded final letter to them for signature			
2016/10/17 SG-DSG rec'd approval from DSG, forwarded to MO for approval via email			
2016/10/17 SG-DSG rec'd and forwarded to DSG for approval			
2016/10/17 PSPB-Correspondence Approved by Tonia Enger, A/ADM.			

Page 084 to/à Page 087

Withheld pursuant to/removed as

s.12;s.16

August 31, 2016

His Worship Henry Braun  
Mayor of the City of Abbotsford  
32315 South Fraser Way  
Abbotsford BC V2T 1W7

Dear Mayor Braun:

Thank you for your July 20, 2016 correspondence regarding the proposed funding formulas for the Lower Mainland District Integrated Homicide Investigation Team (IHIT) and the non-binding vote that took place at the June 30, 2016 Mayor's Consultative Forum. <sup>s.16</sup>

s.16

I am aware that the Mayors of participating jurisdictions have been reviewing the current funding formula and discussing potential funding options for the Lower Mainland IHIT. The Province has been attending the Mayor's Consultative Forum meetings, but has remained neutral in these discussions as the municipalities are the majority funders. As Minister, and as mandated by the *Police Act*, the Province's concern and priority is about ensuring adequate and effective policing which includes that law enforcement capacity and expertise in investigating homicides is adequate throughout the province. It is not the governments' intention to impose a funding formula. I anticipate municipalities will come to consensus in the spirit of collaboration.

As discussed at the Mayor's Consultative Forum, the Province has agreed to fund a contractor to work with the Integrated Teams Advisory Committee to develop options for an IHIT governance model. I am hopeful that this work will support the discussions on the funding formula and will help advance a decision that is supported by all impacted jurisdictions.

Thank you again for writing.

Sincerely,

*Original signed by*

Mike Morris  
Minister of Public Safety  
and Solicitor General



pc: Mr. Mark Sieben, Deputy Solicitor General  
Mr. Clayton Pecknold, Assistant Deputy Minister and Director of Police Services  
Mr. George Murray, City Manager, City of Abbotsford  
Chief Constable Bob Rich, Abbotsford Police Department

Ref#: 517068

SG-Solicitor General

Referral Slip for ID:517068

2017/02/22

<b>Log Type:</b> Letter	<b>Action:</b> SG Draft Reply	<b>Due:</b> 2016/08/15
<b>Batch:</b>	<b>Subaction:</b>	
<b>Type:</b> Local Government Henry Braun, Mayor City of Abbotsford 32315 South Fraser Way Abbotsford, BC, Canada V2T1W7		<b>Written:</b> 2016/07/20 <b>Received:</b> 2016/07/22 <b>Due:</b> 2016/08/15 <b>Interim:</b> <b>Signed:</b> 2016/08/31 <b>Approved:</b> <b>Closed:</b> 2016/09/06
		<b>Resp Type:</b> letter <b>Entered By:</b> angethom  <b>Sign By:</b> SG <b>Approved By:</b> <b>File No.:</b>
<b>Address To:</b> Minister Mike Morris <b>Copy To:</b> ADM Pecknold, etc. <b>Drafter:</b> Christal Engleder <b>MLA:</b>		<b>Issue:</b> <b>X-Ref:</b> 517041  <b>Electoral Dist:</b> Abbotsford West
<b>Subject</b> Re: IHIT Funding Formula		

<b>Referral SG-Solicitor General -&gt; SG-Solicitor General</b>				
<b>From:</b> SG-Solicitor General	<b>Sent:</b> 2016/07/25	<b>Status:</b> Completed	<b>Ref Action:</b> SG Draft Reply	
<b>To:</b> SG-Solicitor General	<b>Received:</b> 2016/07/25	<b>Reason:</b>	<b>Subaction:</b>	
<b>Assign To:</b>	<b>Completed:</b> 2016/09/01	<b>Due:</b> 2016/08/15	<b>File No.:</b>	

<b>Referral SG-Solicitor General -&gt; SG-Solicitor General -&gt; Correspondence tracking</b>				
<b>From:</b> SG-Solicitor General	<b>Sent:</b> 2016/07/25	<b>Status:</b> Completed	<b>Ref Action:</b> SG Draft Reply	
<b>To:</b> Correspondence tracking	<b>Received:</b> 2016/08/30	<b>Reason:</b>	<b>Subaction:</b>	
<b>Assign To:</b>	<b>Completed:</b> 2016/08/30	<b>Due:</b> 2016/08/15	<b>File No.:</b>	

<b>Referral SG-Solicitor General -&gt; SG-Solicitor General -&gt; PSPB-Correspondence</b>				
<b>From:</b> SG-Solicitor General	<b>Sent:</b> 2016/07/25	<b>Status:</b> Completed	<b>Ref Action:</b> SG Draft Reply	
<b>To:</b> PSPB-Correspondence	<b>Received:</b> 2016/07/26	<b>Reason:</b>	<b>Subaction:</b>	
<b>Assign To:</b>	<b>Completed:</b> 2016/08/16	<b>Due:</b> 2016/08/15	<b>File No.:</b>	

**Referral Comments**

2016/08/16 PSPB-Correspondence Approved by ADM.  
 2016/08/16 PSPB-Correspondence Edits made and returned to ADM.  
 2016/08/16 PSPB-Correspondence ADM requested further edits. Sent to Lisa Godenzie to complete.  
 2016/08/15 PSPB-Correspondence Edited version returned. To ADM Pecknold for approval.  
 2016/08/15 PSPB-Correspondence Edits from ADM. Sent to Sophie Mas and Christal to address.  
 2016/08/11 PSPB-Correspondence Email approval rec'd from Tonia Enger. To ADM Pecknold for approval.  
 2016/08/10 PSPB-Correspondence With Tonia for review. Sophie will fu  
 2016/07/26 PSPB-Correspondence To Sophie Mas for draft response.

<b>Referral SG-Solicitor General -&gt; SG-Solicitor General -&gt; PSPB-Correspondence -&gt; SG-DSG</b>				
<b>From:</b> PSPB-Correspondence	<b>Sent:</b> 2016/08/16	<b>Status:</b> Completed	<b>Ref Action:</b> DSG Approval	
<b>To:</b> SG-DSG	<b>Received:</b> 2016/09/06	<b>Reason:</b>	<b>Subaction:</b>	
<b>Assign To:</b> MO	<b>Completed:</b> 2016/08/30	<b>Due:</b>	<b>File No.:</b>	

**Referral Comments**

2016/09/06 SG-DSG rec'd pc for Mark; added to his SP site for review. To file 26000-01/PSPB.  
 2016/08/30 SG-Solicitor General rec'd approval from MO forwarded final version to MO  
 2016/08/16 SG-DSG rec'd A/DSG's approval and forwarded to MO for approval

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**From:** Godenzie, Lisa JAG:EX  
**Sent:** Tuesday, February 11, 2014 2:42 PM  
**To:** Godenzie, Lisa JAG:EX  
**Subject:** FW: CAO/PPC Highlights

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**From:** Godenzie, Lisa JAG:EX  
**Sent:** Tuesday, February 11, 2014 2:41 PM  
**To:** Pecknold, Clayton JAG:EX; Clark, Perry JAG:EX  
**Cc:** Landles, Sheri JAG:EX; Engleder, Christal JAG:EX; Ing, Josephine JAG:EX; Steenvoorden, Tom JAG:EX  
**Subject:** RE: CAO/PPC Highlights

FYI - here is a brief summary of the CAO/PPC meeting held this morning at GT co-chaired by Norm Lipinski and Paul Gill:

- Francis Cheung gave an update on the status of the **Integrated Teams**, including which independent PDs are or have recently joined which integrated units and an overview of the themes that have emerged from the IHIT funding formula review: The 4 main themes are: the need to invite the independent PDs, namely Delta and Vancouver, to join IHIT; standardization of coding for consistency in reporting clearance rates; governance – should it be local jurisdiction or Province; and; funding formula – presently no consensus on changing the formula.
- As part of the discussion on integrated teams, the issue of governance and what is the approval process for independent PDs participation was raised. It was agreed that governance is a key question that needs to be answered and should be discussed at the full Mayors Forum. s.13  
s.13  
s.13  
I did state again that the Province would be willing to consider taking on governance of the integrated teams if asked by the municipalities, but until such time it remains the responsibility of ALL the affected municipalities and not just the large 7.
- s.16

- The Mayors Forum has not been scheduled yet.
- The next CAO/PPC meeting is scheduled for June 10<sup>th</sup> at GT after the FPT CMC meets and RTIC has been operational for a month.

Lisa

Lisa Godenzie  
Director, RCMP Contract  
Police Services Division (Vancouver)  
Ministry of Public Safety and Solicitor General  
tel: (604) 660-2917  
fax: (604) 660-2606  
email: [Lisa.Godenzie@gov.bc.ca](mailto:Lisa.Godenzie@gov.bc.ca)

**Lower Mainland Mayors and RCMP Workshop  
Wednesday, March 23, 2016  
10:00 a.m. – 1:00 p.m.**

**Richmond City Hall  
6911 No. 3 Road  
Anderson Room – 2<sup>nd</sup> Floor**

**AGENDA**

1. Welcome – Mayor Brodie
2. Amendments to the Agenda
3. Approval of October 27, 2015 meeting minutes
4. Provincial Updates – Director of Police Services, Clayton Pecknold

s.16

c. IHIT Governance

s.16

5. RCMP Updates – Assistant Commissioner Dan Malo

s.16

6. Mayors' Roundtable Discussion – IHIT Funding Formula
7. Next Meeting – Date and Location

***Please note: Coffee Service will be available from 9:30 a.m. and lunch will be provided***

## **Lower Mainland Mayors and RCMP Workshop**

**Date:** Tuesday, 2015 October 27

**Place:** Council Committee Room  
Burnaby City Hall  
4949 Canada Way, Burnaby

**Present:** Mayor Derek R. Corrigan, City of Burnaby  
Mayor Malcolm D. Brodie, City of Richmond  
Mayor Greg Moore, City of Port Coquitlam  
Mayor Richard Stewart, City of Coquitlam (*arrived at 10:09 a.m.*)

**Also Present:** A/Commr. Dan Malo, Lower Mainland District Commander  
Mr. Clayton Pecknold, Assistant Deputy Minister and Director of Police Services  
Ms. Lisa Godenzie, Director, RCMP Contract, Police Services Division

**Staff:** Mr. Lambert Chu, Deputy City Manager, City of Burnaby  
Mr. John DuMont, Deputy City Manager, City of Coquitlam  
Ms. Phyllis Carlyle, General Manager – Law & Community Safety, City of Richmond  
Ms. Blanka Zeinabova, Administrative Officer, City of Burnaby

The workshop commenced at 10:05 a.m.

### **1. Introduction – Mayor Corrigan**

Mayor Corrigan welcomed workshop participants.

Mayor Corrigan advised that Mayor Linda Hepner, City of Surrey, has decided not to participate in the small group workshops.

### **2. Amendments to the Agenda**

There were no amendments and/or additions to the agenda.

### **3. June 22, 2015 Meeting Minutes**

The workshop minutes were accepted as presented.

s.16

s.16

**c) IHIT governance**

This item of business was moved to general discussion at the end of the meeting.

s.16

s.16



s.16

s.16

## **6. Mayors' Roundtable Discussion**

### **a) Integrated teams cost allocation study**

Mayor Corrigan raised concerns regarding IHIT, its cost allocation, governance, progress, etc. and noted information needs to be available for the municipalities to be more effective in decision making.

Mr. Pecknold advised the Sub-Committee has started framing up a governance model, which will include agreement, protocol, lay out structure of governance, including cost and budget.

Mayor Brodie expressed concerns regarding service delivery (i.e. housing of all teams in Surrey, response time, etc.) which is important to the municipalities.

A/Commr. Malo advised that discussion could include response time for deployment.

Mr. Pecknold noted that a cost-share project on the Integrated Team Governance Structure can be initiated which can include the cost allocation review.

Mr. Chu provided four (4) scenarios on cost allocation for IHIT.

Mayor Moore requested Terms of Reference, and noted that municipalities should be involved in consultation.

## **7. Next Meeting – Date and Location**

- a) For information, the next Mayors' Consultative Forum will be held on Tuesday, December 1 in Shadbolt Centre, Burnaby.**
- b) The next Mayors' Workshop will be hosted by Mayor Brodie at the City of Richmond in February 2016.

The workshop adjourned at 12:42 p.m.

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**From:** Godenzie, Lisa PSSG:EX  
**Sent:** Monday, May 30, 2016 2:32 PM  
**To:** Godenzie, Lisa PSSG:EX  
**Subject:** FW: Integrated Teams Advisory Committee Highlights

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**From:** Godenzie, Lisa PSSG:EX  
**Sent:** Monday, May 30, 2016 2:31 PM  
**To:** Enger, Tonia PSSG:EX; Standish, Alana PSSG:EX; Mas, Sophie B PSSG:EX  
**Cc:** Foisy, Rachel E PSSG:EX; Engleder, Christal PSSG:EX; Ing, Josephine PSSG:EX  
**Subject:** RE: Integrated Teams Advisory Committee Highlights

Josephine and I attended the Integrated Teams Advisory Committee Meeting held Friday May 27<sup>th</sup> at GT, co-chaired by Francis Cheung and Dan Bond. Below are some highlights from the meeting:

- First item of business was election of a new Chair, now that Francis Cheung will be taking over co-chair of the CAO/PPC from Paul Gill, he was seeking someone to step up and replace him as chair of this committee. Lambert Chu from Burnaby nominated Phyllis Carlyle from Richmond in her absence. As Phyllis was not in attendance, this item was deferred until Francis has had a chance to connect with Phyllis.
- Dan Bond, Brad Lanthier & Edwin Sui gave a high level overview of the changes projected for the Integrated Teams budgets and some of the cost drivers. Commanders from each of the Teams were in attendance to answer questions. The majority of feedback from the members was that the forecasts need to better explain the % variances for specific line items (ie. ERT showed a 47.5% increase to the forecast for equipment replacement that was actually previously budgeted for, but for a variety of reasons was not spent). More detail was requested on the increases in overtime as it was noted that members don't want to see OT institutionalized over a request for increased resources where necessary. s.16

s.16

- IHIT Governance Review – I was seeking input from the committee members on the type of skill set required for the contractor. The group agreed a smaller subcommittee should be struck to assist in scoping out the ToR and skill set required. Dave Stuart suggested that a meeting be held with the chair, the Province and Burnaby's Mayor Corrigan to ensure we are all in agreement as to the scope and end product desired.

s.16

- Other Business – Dave Stuart suggested that the committee develop a 2-3 Year Workplan to look at issues such as governance, funding formulas and performance matrix.

s.16

Next meeting has been deferred until a new chair is selected or Francis will continue on chairing both Committees. I think that sums it up.

Lisa

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**From:** Godenzie, Lisa PSSG:EX  
**Sent:** Thursday, May 12, 2016 4:29 PM  
**To:** Enger, Tonia PSSG:EX; Standish, Alana PSSG:EX; Mas, Sophie B PSSG:EX  
**Cc:** Foisy, Rachel E PSSG:EX  
**Subject:** CAO/PPC Highlights

Highlights from May 12<sup>th</sup> CAO/PPC Meeting chaired by Paul Gill and Jodie Boudreau (filling in for Dan Malo as he is off sick):

s.16

- Francis Cheung, chair of the Integrated Teams Advisory Committee, advised that correspondence had been sent to all LMD municipalities participating in IHIT seeking their preferred option for the IHIT Funding Formula. Only 8 municipalities have responded to date. He urged CAOs to bring the issue forward to their Mayor and Councils for direction by mid June as the Committee would like to present a spreadsheet of the preferred options at the Mayors Forum on June 30<sup>th</sup>.

s.16

- Jodie Boudreau provided an update from the RCMP:
  - a) RTIC - RCMP are in discussions with the VPD union to bring the Center up to 24/7 operating hours and expect the issue to be resolved shortly. Discussions are also taking place about expanding the service to the lower Vcr Island. A number of municipalities expressed concern that they have yet to see the report believed to be completed some time ago by Dr. Cohen. CAOs would like to see the report and share some statistics with their councils to show whether the RTIC is of value to them. Dave Stuart also asked whether RTIC would be included in the Governance model. I advised that at this point we were starting with a governance model for IHIT that may be able to be expanded to other integrated teams, but at this point it was unknown whether RTIC would be included.

- c) Governance Review – I advised that the Province would be paying for the full cost of the contractor, but that we need a point of contact/Advisory Committee to work with us. It was agreed that the current Integrated Teams Advisory Committee would be the appropriate body.

s.16

I think that sums it all up. Minutes will also be produced from this meeting.  
Lisa

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**From:** Francis Cheung <fcheung@langleycity.ca>  
**Sent:** Wednesday, May 25, 2016 2:40 PM  
**To:** Godenzie, Lisa PSSG:EX  
**Subject:** Fw: Integrated Teams Advisory Committee Meeting - May 27th - AGENDA and Meeting Material  
**Attachments:** Agenda\_May 27\_2016\_1.pdf; Integrated Units 5 Year Master 17-22 - ERT Variance Final.pdf; Integrated Units 5 Year Master 17-22 - ICARS Variance Fin.pdf; Integrated Units 5 Year Master 17-22 - IFIS Variance Fina.pdf; Integrated Units 5 Year Master 17-22 - IHIT Variance Fina.pdf; Integrated Units 5 Year Master 17-22 - III Variance Final.pdf; Integrated Units 5 Year Master 17-22 - PDS Variance Final.pdf

Here it is.

Sent from my BlackBerry 10 smartphone on the Bell network.

---

**From:** Osana RASHIDPOUR  
**Sent:** Tuesday, May 24, 2016 8:55 AM  
**To:** Lambert Chu; John DuMont; Wallace Mah; David Stuart; Francis Cheung; Paul Gill; Bill Fordy; Dan BOND; Wade Lymburner; Phyllis Carlyle; Vivienne Wilke; Hilary Tsikayi; Dan Bottrill  
**Cc:** Jodie BOUDREAU; Joella TAYLOR  
**Subject:** Integrated Teams Advisory Committee Meeting - May 27th - AGENDA and Meeting Material

Please find in the attached, the agenda and meeting material required for the upcoming meeting.  
The meeting details are as follows:

**Date:** Friday, May 27th, 2016

**Time:** 13:00 - 1600

**Place:** Green Timbers Complex, Meeting Room A7C5512

**14200 Green Timbers Way, Surrey, BC**

Please RSVP by May 26th.

Thank you.

Osana Rashidpour

on behalf of

Supt. Dan Bond



## **AGENDA**

Lower Mainland District RPS  
Integrated Teams Advisory Committee Meeting  
Friday, May 27<sup>th</sup>, 2016  
13:00 – 16:00  
Green Timbers Complex  
Boardroom A7C5512  
14200 Green Timbers Way, Surrey, BC

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1. Introduction & Review of Agenda – Mr. Francis Cheung
2. Election of New Chair – Mr. Francis Cheung
3. Integrated Teams Budget & Cost Drivers – Mr. Brad Lanthier
4. Integrated Teams Governance Review – Ms. Lisa Godenzie
- s.16
6. Other business
7. Closing Comments – New Chair

Page 104

Withheld pursuant to/removed as

s.16



Page 105

Withheld pursuant to/removed as

s.12;s.16

Page 106 to/à Page 109

Withheld pursuant to/removed as

s.16

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**From:** Engleder, Christal PSSG:EX  
**Sent:** Thursday, November 24, 2016 12:05 PM  
**To:** 'dave.attfield@rcmp-grc.gc.ca'  
**Cc:** 'Brian Edwards'; Godenzie, Lisa PSSG:EX  
**Subject:** FW: Integrated Teams Governance Study TOR  
**Attachments:** LMD Integrated Teams Governance Study ToR-for distribution.docx

Good afternoon, Dave (and Brian),

Just a quick note to let you know that, based on feedback from the LMD Integrated Teams Advisory Committee, the Terms of Reference for the Integrated Teams Governance Study have been revised. The revised TOR have been approved by ADM Pecknold and will be discussed at the upcoming LMD Mayors Forum (Dec 1<sup>st</sup>). The Advisory Committee has been informed and provided the revised/ADM approved TOR as well.

Lisa G. is at the CMC meetings in Ottawa this week, but asks for you folks to have a look and if you or A/Comm Butterworth Carr would like to discuss or have any questions, Lisa will be back in the office on Monday.

Best regards,

C.

Christal Engleder | Program Manager | RCMP Contract Management Unit  
Police Services Division, Policing and Security Branch  
Ministry of Public Safety and Solicitor General  
Phone: 604-660-2906 | Fax: 604-660-2606

## **LMD INTEGRATED TEAMS GOVERNANCE STUDY PROJECT OVERVIEW**

### **BACKGROUND**

The RCMP Lower Mainland District (LMD) has five integrated teams:

1. The Integrated Homicide Identification Team (IHIT)
2. The Integrated Forensic Identification Services (IFIS)
3. The Emergency Response Team (ERT)
4. The Police dog Service (PDS)
5. The Integrated Collision Analysis and Reconstruction Service (ICARS)

These teams provide services to 13 RCMP detachments and 5 independent municipal police agencies (Abbotsford, Delta, New Westminster, Port Moody and West Vancouver). The teams function, at a minimum, across municipal boundaries and do not report to the local OICs in any prescribed manner that has been formally detailed to the contract municipalities. However, the integrated teams are accountable to the detachments and are an important part of each detachment complement.

The general view of contract municipalities is that the integrated teams have proven to be effective and efficient; however, the cost of funding the integrated teams has become unsustainable. From a governance perspective, there is no mechanism for municipal oversight to review the effectiveness of the teams, the appropriateness of any requests for additional resources for the teams and whether the teams are providing value for money.

### **Project GOAL, OBJECTIVES, & DELIVERABLES**

In scope:

The objectives of the study are to develop a Governance Structure, Communication, Decision Making and Operating Protocols, consistent with the Police Act, Local Government Act, RCMP Act and Provincial/Municipal/Unit Policing Agreements for the LMD Integrated Teams based on principles-based approaches and best practices. The study shall, at a minimum, conduct the following tasks:

1. Review and assess the current model for providing oversight of the LMD Integrated Teams.
2. Research comparable governance structures and decision making process wherein multiple funding partners are providing an integrated service.
3. Prepare consultation materials, facilitate workshops and deliver presentations as required.
4. Develop and submit to the Province a draft Project Report that will include a minimum of three options for a governance structure, outlining:

- a. the decision making process including voting procedures of the Province, the RCMP and the participating local governments,
  - b. appointment process and tenure of representatives,
  - c. selection and role of chair,
  - d. meeting procedures including quorum, frequency and agenda setting, and
  - e. a recommended option and supporting rationale for the recommendation.
5. Submit a Final Report to the Province incorporating feedback on the draft report from the Province and the Integrated Teams Advisory Committee.

Out of scope:

- a. Matters and authorities within the Police Act, PPSA, MPSA, MPUA, LGA, RCMPA in conflict
- b. Matters of the internal management and control of the RCMP, statutory responsibilities of the Province or matters related to Operational Policing and the Operational Independence of the police.

Timelines: The report shall be completed within three months upon receipt of notice to proceed.

---

**From:** Pecknold, Clayton PSSG:EX  
**Sent:** Tuesday, November 15, 2016 3:28 PM  
**To:** Godenzie, Lisa PSSG:EX  
**Cc:** Best, Alana PSSG:EX; Anderson, Lisa R PSSG:EX  
**Subject:** Fw: LMD Integrated Teams Governance Study SoW  
**Attachments:** LMD Integrated Teams Governance Study SoW.docx

Oops. Lisa g.

---

**From:** Pecknold, Clayton PSSG:EX  
**Sent:** Tuesday, November 15, 2016 3:26 PM  
**To:** Anderson, Lisa R PSSG:EX; Best, Alana PSSG:EX  
**Subject:** LMD Integrated Teams Governance Study SoW

My edits for content. Format up to you.

Page 114 to/à Page 115

Withheld pursuant to/removed as

s.13

**Lower Mainland Mayors and RCMP Workshop  
Wednesday, March 23, 2016  
10:00 a.m. – 1:00 p.m.**

**Richmond City Hall  
6911 No. 3 Road  
Anderson Room – 2<sup>nd</sup> Floor**

**AGENDA**

1. Welcome – Mayor Brodie
2. Amendments to the Agenda
3. Approval of October 27, 2015 meeting minutes
4. Provincial Updates – Director of Police Services, Clayton Pecknold  
s.16
  - c. IHIT Governance/Funding Formula  
s.16
5. RCMP Updates – Assistant Commissioner Dan Malo  
s.16
6. Mayors' Roundtable Discussion
7. Next Meeting – Date and Location

***Please note: Coffee Service will be available from 9:30 a.m. and lunch will be provided***



---

**From:** Carlyle,Phyllis <PCarlyle@richmond.ca>  
**Sent:** Monday, March 14, 2016 11:36 AM  
**To:** Godenzie, Lisa JAG:EX  
**Subject:** FW: Lower Mainland Mayors and RCMP Workshop  
**Attachments:** CITYHALL-#4932258-v3-Mayors\_Workshop\_Agenda\_-\_March\_23\_2016.DOC

---

**From:** Carlyle,Phyllis  
**Sent:** Tuesday, 8 March 2016 09:56  
**To:** 'Pecknold, Clayton JAG:EX'; 'Dan Malo'  
**Cc:** 'Lambert S H Chu ([lambert.chu@burnaby.ca](mailto:lambert.chu@burnaby.ca))'  
**Subject:** FW: Lower Mainland Mayors and RCMP Workshop

Good morning

On March 23, 2016, the City of Richmond will be hosting the next Mayors' Workshop.

Attached for your review, edits, additions or deletions is a draft agenda that has incorporated staff suggestions from Burnaby and Richmond.

We would like to circulate this to the invited Mayors later this week to permit them to add items to the agenda, should they so choose.

If you would be so kind as to let me know any changes you would like to see prior to the circulation, that would be very much appreciated.

Phyllis

Phyllis Carlyle  
General Manager Law & Community Safety  
The City of Richmond 6911 No. 3 Road, Richmond, B.C. V6Y 2C1  
Direct 604-276-4104

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**From:** Francis Cheung <fcheung@langleycity.ca>  
**Sent:** Monday, March 3, 2014 9:03 AM  
**To:** 'Dan Bottrill'; 'Dave Stuart'; 'John Dumont'; 'Lambert Chu'; 'Phyllis Carlyle'; 'Vivienne Wilke'; 'pgill@mapleridge.ca'; 'GAUMONT, Norm'; 'Brian CANTERA'; Godenzie, Lisa  
**Cc:** JAG:EX; 'Norm Lipinski'; 'Fillion, Suzanne'  
**Subject:** 'Amanda SILVESTRE (Amanda.Silvestre@rcmp-grc.gc.ca)'; Debra Joyal  
**Attachments:** FW: March 5, 2014 Integrated Teams Advisory Committee Meeting Agenda  
CDNV\_DISTRICT\_HALL-#2268948-v1-IHIT.DOCX; IHIT Funding report attchment cover  
pages.pdf; Terms of Reference for AdvisoryCommittee for LMD Integrated T.PDF;  
2014-15 PDS - Add NW3 Delta3 (Delta1,PM1 in RM psn).pdf; IPDS business case  
2014-02-21.docx

Dear All,

Revised Agenda:

1. Distribution of Meeting Agenda and Minutes to all members

s.16

4. IHIT Funding Formula Review

s.16

Regards,

Francis

Francis Cheung, P. Eng., Chief Administrative Officer  
City Hall, 20399 Douglas Crescent, Langley, BC V3A 4B3  
P 604.514.2805 | F 604.514.2838 | [fcheung@langleycity.ca](mailto:fcheung@langleycity.ca)



**From:** Francis Cheung  
**Sent:** February-25-14 5:47 PM  
**To:** 'Dan Bottrill'; 'Dave Stuart'; 'John Dumont'; 'Lambert Chu'; 'Phyllis Carlyle'; 'Vivienne Wilke'; 'pgill@mapleridge.ca';  
'GAUMONT, Norm'; 'Brian CANTERA'; 'Lisa Godenzie'; 'Norm Lipinski'; 'Fillion, Suzanne'  
**Cc:** 'Amanda SILVESTRE ([Amanda.Silvestre@rcmp-grc.gc.ca](mailto:Amanda.Silvestre@rcmp-grc.gc.ca))'; Debra Joyal  
**Subject:** March 5, 2014 Integrated Teams Advisory Committee Meeting Agenda

Dear All,

Agenda for the March 5, 2014 Integrated Teams Advisory Committee Meeting Agenda.

1. Distribution of Meeting Agenda and Minutes to all members

s.16

4. IHIT Funding Formula Review

Regards,

Francis

Francis Cheung, P. Eng., Chief Administrative Officer  
City Hall, 20399 Douglas Crescent, Langley, BC V3A 4B3  
P 604.514.2805 | F 604.514.2838 | [fccheung@langleycity.ca](mailto:fccheung@langleycity.ca)



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s.14;s.16;s.13;s.17

## Background

### 1. Original Setup (2002)

As a result of a BC Policing Study initiated in 2000, a Lower Mainland District Officer was created, followed by a Lower Mainland Policing Advisory Model which was endorsed by the Mayors' Consultative Forum. A Staff Working Group was formed and tasked with developing and implementing an annual work plan on police service delivery issues.

At about the same time, the Solicitor General requested a detailed plan for implementing an integrated approach to police services, which included:

- a. Operational and administrative groups that could be integrated;
- b. A new organizational structure for the RCMP;
- c. A new governance model for communities served by the RCMP;
- d. A funding formula for shared services; and,
- e. An implementation timeframe for shared service.

The creation of IHIT was the first of these initiatives.

At the time of the review, it was noted that for the period between 1996 and 2001 there was an average of 23 homicides and 24 attempted homicides per year in the region (only those municipalities served by the RCMP). It was expected that the number of cases would rise over the next 5 years from an average of 47 cases to an average of 61 cases per year.

Many homicides involve multiple jurisdictions, and investigations are becoming increasingly complex. Costs have also been increasing, often taxing the resources

available at the local detachment level. Smaller detachments often do not have the resources, skills or financial means to adequately handle major homicide investigations. Many larger detachments had serious crime units of their own, resulting in duplication or uneven prioritization of resources across the region.

As a result, it was recommended that one Integrated Homicide Investigation Team be created to serve initially those communities served by the RCMP but with the ability to accommodate other jurisdictions. The initial proposal was for a team of 39 members with the balance of the serious crime and general investigation officers in the region remaining in their detachment. The scope of service delivery was to include investigation of homicides, serious attempted homicides, missing persons with foul play suspected, police custody deaths and police shootings causing serious injury or death. The first priority was homicide investigations with the balance falling to the local detachments if IHIT did not have the capacity.

The benefits identified included a more seamless, regional approach, the ability to prioritize investigations, the ability to shift resources across the region, elimination of some duplication and close proximity the Provincial Serious Crime section and Federal policing units.

The performance metrics to be used to evaluate the effectiveness of the team included earlier identification of linkages, reduced impact on resources in the detachments, increased capacity to handle cases, a higher rate of convictions, a reduced length of time to conclude files and fewer dropped charges.

The funding model proposed for integrated teams had the following principles:

- a. An equitable distribution of costs
- b. Must be sustainable and able to accommodate other integrated teams
- c. Must not impose an unreasonable administrative burden
- d. Be reasonably stable and avoid "spikes"
- e. Be able to accommodate both RCMP and non RCMP policing units
- f. Accommodate policing arrangement with Provincial and Federal policing units
- g. Must be involuntary for RCMP served municipalities
- h. Must include as part of the funding formula 25% attributed to population to reflect the general benefits to all participants in the region
- i. Separate accounting and billing
- j. Reflect a user pay philosophy using criminal code cases per capita as a proxy on a 5 year rolling basis
- k. Disputes would be handled through the process identified in Article 16 of the Police Unit Agreement

The projected costs of \$6,155,000 were to be distributed between 12 municipal participants and the GVRD provincial force jurisdictions for a cost of \$131,000 per case, or \$5.27 per capita based on a total population of 1,224,406.

## **2. Integrated Teams Oversight Review (2012)**

In response to dissatisfaction with the governance structure for the Integrated Teams, a report on Oversight of Integrated Teams was commissioned in 2011 and completed in 2012.

The review found that while there was widespread support for the concept of integrated police teams, there were deep concerns about costs, value for money, and the lack of a governance structure to provide oversight with respect to managing priorities, growth in workload and staffing, policy development, and performance. The need to review the cost sharing formula was also identified. The review recommended an oversight structure consisting of a Mayors' Board, supported by two working groups comprised of detachment OICs and CAO/PPCs.

Taking into account the new RCMP contract, the proposed model was reviewed by the CAO/PPC Forum. The group consensus was that "while the model represented a compromise and an opportunity to move forward, it was too complex, attempted to address a myriad of structural issues for which there was no clear legislated or delegated authority and did not address fundamental issues with respect to the Province's role and responsibility with respect to the teams."

Instead it was recommended that new terms of reference be adopted for the Integrated Team Advisory Committee and Mayors' Consultative Forum. These were adopted in 2012 and 2013, respectively.

## **3. IHIT Operational Review (2013)**

In response to concerns about the efficacy of IHIT, the RCMP initiated an internal review of "the mandate of IHIT and the current relationship with the funding partners and all participating law enforcement agencies" in order to "strengthen the relationships standardize responsibilities and examine cost drivers".

Recommendations arising from this internal review included:

- a. Updating existing agreements to clarify shared responsibilities with respect to investigations, particularly in the first 72 hours
- b. A recommitment to the major case management model and IHIT as the lead investigative agency for all homicide investigations
- c. Standardizing cost allocation for evidence gathering for cases spanning multiple jurisdictions
- d. The adoption of media protocols
- e. The establishment of an IHIT Advisory Group
- f. Funding protocols for Partner Agencies unable to provide investigators

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s.14;s.16;s.13;s.17



## **Terms of Reference**

### **Advisory Committee for the Lower Mainland Integrated Teams**

#### **Purpose**

The purpose of the Advisory Committee for the Lower Mainland Integrated Teams ("the Committee") is to provide a liaison role between the RCMP Lower Mainland District staff and the municipalities in the District with respect to the Lower Mainland Integrated Teams. This role is necessary to provide an independent review of the RCMP Integrated Teams' ("the Teams") activities and decisions in the absence of a formal, decision making body which provides oversight of the Teams and recognizes local government as a significant funding partner. Should at some point in the future the Province assume full responsibility for the Integrated Teams or assume responsibility for the management of the Integrated Teams, the role of and/or need for the Committee will be reassessed.

#### **Mandate**

The Committee is to:

1. Provide a forum for effective, timely communication between the RCMP, the Province, and the municipal sector regarding the Teams;
2. Act as a consultative forum and provide expertise for policy decisions with respect to management, reporting and oversight of the Teams; and
3. Report to the CAO/PPC Forum and the Mayors' Consultative Forum on:
  - a. the activity level of the teams, including reviewing the effectiveness measures provided by the RCMP for the teams;
  - b. the appropriateness of the cost sharing formula for funding the teams;
  - c. the appropriateness of any requests for additional resources for the teams;
  - d. an annual review of the proposed budgets for the teams;
  - e. an annual review of the yearly activity reports;
  - f. report on whether the teams are providing value for money, as necessary;
  - g. recommendations on the performance metrics to be used for the Teams;
  - h. whether the teams should continue, expand, restructure, etc.

### Composition

The Committee will be composed of:

1. Surrey
2. Burnaby
3. Richmond
4. City of North Vancouver/District of North Vancouver
5. City of Langley/Township of Langley
6. Coquitlam/Port Coquitlam
7. Pitt Meadows/Maple Ridge
8. Chilliwack/Hope/Kent
9. Squamish/Whistler/Sechelt
10. White Rock/Mission

The appointments should be of a minimum of two years in length to provide for continuity.

The following will sit as ex-officio non-voting members:

1. The Officer in Charge of the Lower Mainland Teams or designate (ex officio)
2. The Officer in Charge of the Lower Mainland District Regional Police Service (ex officio) or designate
3. Designate from Police Services Division, Ministry of Justice (ex officio)

### Chair

The Chair of the Committee shall be elected from amongst its members.

### Meetings

The Committee will meet quarterly or more frequently, at the call of the Chair. The meetings may be conducted in person or by electronic means. Positions on issues related to the Committee's mandate or on recommendations from the RCMP related to the Integrated Teams will preferably be developed through consensus. When consensus cannot be reached, divergent positions will be presented in a Committee report to the CAO/PPC Forum and/or the Mayors' Consultative Forum.

Minutes of the meeting will be recorded and reported to the CAO/PPC Forum.

### Quorum

A quorum of the Committee is a majority of the members of the Committee.

### Reporting Process and Workplan

Working collaboratively, the Committee will develop an annual workplan which will be provided to the CAO/PPC Forum. Development of necessary background information related to matters considered by the Committee under this mandate will be the responsibility of the RCMP and/or other parties agreed to by the committee. Recommendations for substantive changes (operational, financial or policy) to the Integrated Teams will be reviewed with the Committee before they are presented to the CAO/PPC and/or Mayors' Forum in order that the Committee may formulate a timely and informed position on the proposed changes for consideration by the Forums. It is recognized that the Committee and the Forums are not decision making bodies but rather a structure set up to encourage dialogue. Any proposed changes to the Integrated Teams will be considered in the context of the tri-parties (i.e. Province, RCMP and participating municipalities) with respect to priorities and funding capacity.

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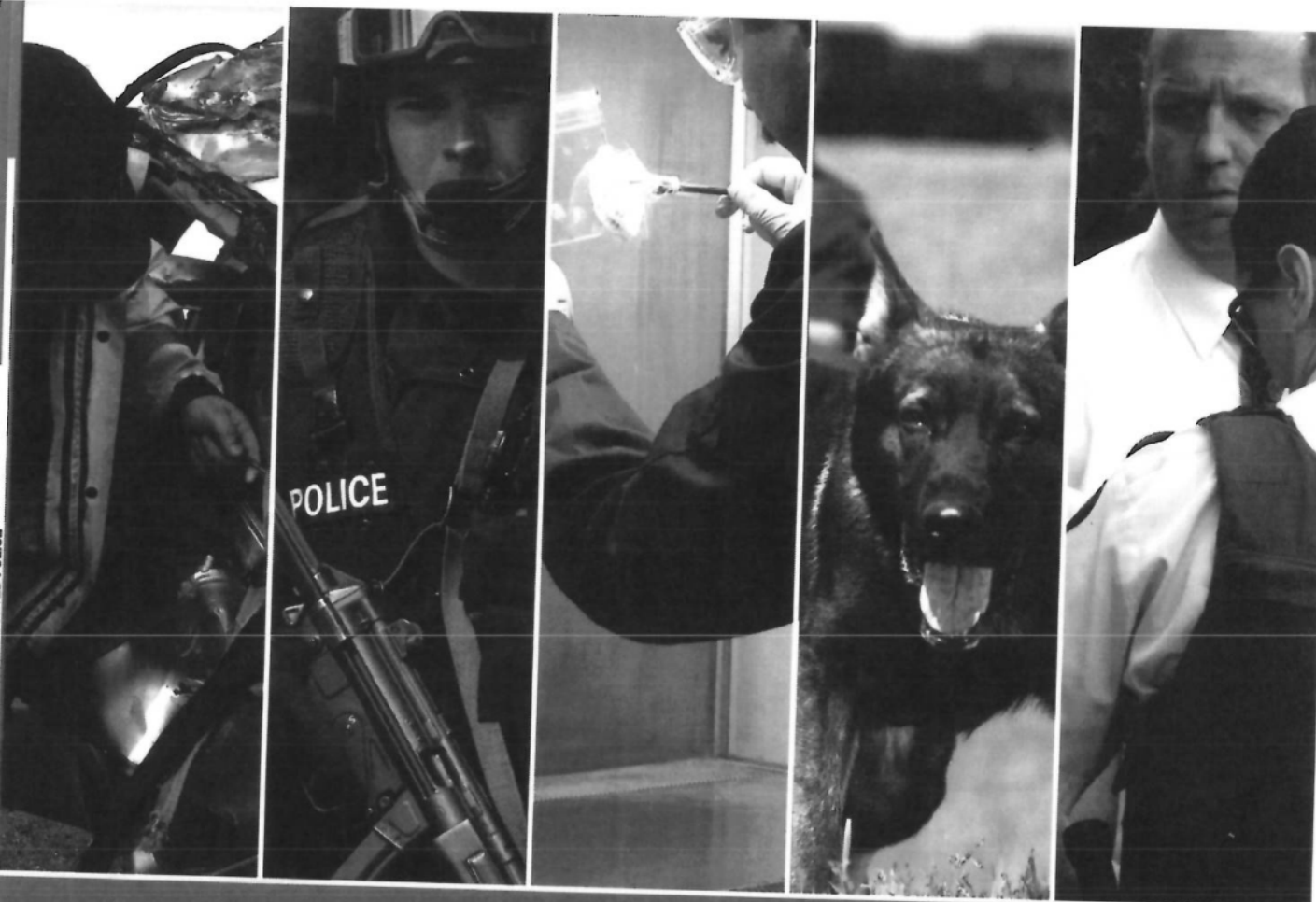
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s.16



**BCMP**

ROYAL CANADIAN MOUNTED POLICE



## 2010/11 ANNUAL REPORT LOWER MAINLAND DISTRICT INTEGRATED TEAMS



Ministry of Justice  
Police Services Division

## British Columbia Crime Trends, 2002 – 2011

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Date Prepared: October 2012

British Columbia Crime Trends, 2002 – 2011

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Withheld pursuant to/removed as

s.16

---

**From:** Carlyle,Phyllis <PCarlyle@richmond.ca>  
**Sent:** Tuesday, May 3, 2016 4:50 PM  
**To:** Godenzie, Lisa PSSG:EX  
**Cc:** 'Lambert S H Chu (lambert.chu@burnaby.ca)'  
**Subject:** FW: Minutes - Lower Mainland Mayors and RCMP Workshop - 2016/03/23 - Draft  
**Attachments:** CITYHALL-#4965821-v3-  
Minutes\_-\_Lower\_Mainland\_Mayors\_and\_RCMP\_Workshop\_-....docx

Good afternoon Lisa

As requested, draft minutes from the Lower Mainland Mayors and RCMP Workshop.

Phyllis

Phyllis Carlyle  
General Manager Law & Community Safety  
The City of Richmond 6911 No. 3 Road, Richmond, B.C. V6Y 2C1  
Direct 604-276-4104

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## **Lower Mainland Mayors and RCMP Workshop**

**Date:** Wednesday, March 23, 2016

**Place:** Richmond City Hall

**Present:** Mayor Derek Corrigan, City of Burnaby (Chair)  
Mayor Malcolm Brodie, City of Richmond  
Mayor Greg Moore, City of Port Coquitlam  
Clayton Pecknold, Assistant Deputy Minister and Director of Police Services  
A/Commissioner Dan Malo, Lower Mainland District Commander

**Regrets:** Mayor Richard Stewart, City of Coquitlam

**Also Present:** Lambert Chu, City of Burnaby  
Tonia Enger, Police Services Division  
Sophie Mas, Police Services Division  
Phyllis Carlyle, City of Richmond

**1. Welcome**

Mayor Derek Corrigan thanked Mayor Brodie for hosting.

**2. Amendments to the Agenda**

The Agenda was adopted, as presented.

**3. Approval of Previous Minutes (October 27, 2015)**

The minutes of the October 27, 2015 Lower Mainland Mayors and RCMP Workshop were approved.

**4. Provincial Updates – Director of Police Services, Clayton Pecknold**

s.16

s.16

**c) IHIT Governance**

Mr. Pecknold noted his preference for Integrated Homicide Investigation Team (IHIT) governance models to be tabled by the end of 2016. Mr. Pecknold advised that funding for a consultant to undertake this work is included in the Provincial budget, and the award of any contract must comply with provincial procurement policies.

Mr. Pecknold undertook to fully involve the Mayors throughout the process but did not agree to the suggestion to establish a joint steering committee. Mayor Corrigan noted the need for the municipalities to have input into the process.

There was discussion on the future governance options and the potential involvement of all Metro Vancouver municipalities in the governance model. Mr. Pecknold advised that Delta and Vancouver are the only two Metro Vancouver municipalities that are not currently part of IHIT. The RCMP and the Province are both amenable to inviting Vancouver and Delta to participate in the IHIT governance model.

s.16

s.16

**5.**

s.16

s.16

s.16

**8. Next Meeting – Date and Location**

The next Lower Mainland Mayors and RCMP Workshop will be held at Burnaby City Hall in June/July 2016.

The Mayors Consultative Forum will be scheduled for September 2016.

**9. Conclusion**

The Workshop terminated at 12:45 p.m.

---

**From:** Foisy, Rachel E PSSG:EX  
**Sent:** Wednesday, December 14, 2016 1:14 PM  
**To:** Godenzie, Lisa PSSG:EX  
**Subject:** FW: Update: Integrated teams ToR  
**Attachments:** LMD Integrated Teams Governance Study SoW.docx  
  
**Importance:** High

*Rachel Foisy*  
*Research | Policy Analyst*  
*Governmental Relations*  
*Policing and Security Branch | Ministry of Public Safety and Solicitor General*  
*10th Floor, 1001 Douglas St | PO Box 9285 Stn Prov Govt | Victoria BC | V8W 9J7*  
*Phone: 250 953-3441*

---

**From:** Godenzie, Lisa PSSG:EX  
**Sent:** Tuesday, December 13, 2016 3:38 PM  
**To:** Foisy, Rachel E PSSG:EX  
**Cc:** Godenzie, Lisa PSSG:EX  
**Subject:** FW: Update: Integrated teams ToR  
**Importance:** High

Hi Rachel,  
As discussed, can you please take the attached ToR for the Governance Study and reframe them into a Statement of Work (Schedule A?) per the direction below from Alana. The intent is to use the SOW to send out to our Qualified Supplier List for interest and bids or post for an RFP. I am hopeful that Mike R or Paul L may be able to assist in the framework.  
Thanks.  
Lisa

---

**From:** Best, Alana PSSG:EX  
**Sent:** Thursday, November 10, 2016 5:54 PM  
**To:** Pecknold, Clayton PSSG:EX  
**Cc:** Godenzie, Lisa PSSG:EX  
**Subject:** Update: Integrated teams ToR  
**Importance:** High

Hi Clayton,

Attached is the last TOR I received from Lisa. I have identified a number of areas that need to be addressed in order for it to have it work as a 'Schedule A' in the expected contract (below). However, it gives you a sense of where it is heading.

1. Term of the agreement (start and end date)

2. Output – clearly define what it is the contractor will be providing and what it entails. This will also include major milestones as appropriate.
3. Any additional requirements to attain this output or supplementary to it (interviews, workshops, presentation materials etc.)
4. Inputs – what is being provided to the contractor for them to do their job (from office space to reports they need to review etc.)
5. Outcomes – what are the objectives and goals (stakeholder support for a governance structure that is fair and transparent.... Etc.)
6. Reporting requirements: Communication, expectations for meetings, attending committee meetings etc.

Thanks,

**Alana Best, CPA, CMA**

Executive Director, Policing, Security & Law Enforcement, Infrastructure & Finance

Policing & Security Branch | Ministry of Public Safety & Solicitor General

**Phone:** (250) 356-8146 **Cell:** 250-514-3690



**Statement of Work for LMD Integrated Teams Governance Models**  
**Project Overview**

**BACKGROUND**

The RCMP Lower Mainland District (LMD) has five integrated teams:

1. The Integrated Homicide Identification Team (IHIT)
2. The Integrated Forensic Identification Services (IFIS)
3. The Emergency Response Team (ERT)
4. The Police dog Service (PDS)
5. The Integrated Collision Analysis and Reconstruction Service (ICARS)

These teams provide services to 13 RCMP detachments and 5 independent municipal police agencies (Abbotsford, Delta, New Westminster, Port Moody and West Vancouver). The teams function, at a minimum, across municipal boundaries and do not report to the local OICs in any prescribed manner that has been formally detailed to the contract municipalities. However, the integrated teams are accountable to the detachments and are an important part of each detachment complement.

The general view of contract municipalities is that the integrated teams have proven to be effective and efficient; however, the cost of funding the integrated teams has become unsustainable. From a governance perspective, there is no mechanism for municipal oversight to review the effectiveness of the teams, the appropriateness of any requests for additional resources for the teams and whether the teams are providing value for money.

**Project GOAL, OBJECTIVES, & DELIVERABLES**

The objectives of the study are to develop a Governance Structure, Communication, Decision Making and Operating Protocols for the LMD Integrated Teams based on principles-based approaches and best practices. The study shall, at a minimum, conduct the following tasks:

1. Review and assess the current model for providing oversight of the LMD Integrated Teams.
2. Research comparable governance structures and decision making process wherein multiple funding partners are providing an integrated service.
3. Prepare consultation materials, facilitate workshops and deliver presentations as required.
4. Develop and submit to the Province a draft Project Report that will include three options for a governance structure, outlining the role and decision making process of the Province, the RCMP and the participating local governments, and a recommended option and rationale.
5. Submit a Final Report to the Province incorporating feedback on the draft report from the Province and the Integrated Teams Advisory Committee.

**Timelines:** The report shall be completed within three months upon receipt of notice to proceed.

---

**From:** Critchley, Dave <Dave.Critchley@burnaby.ca>  
**Sent:** Thursday, October 27, 2016 2:23 PM  
**To:** Godenzie, Lisa PSSG:EX  
**Subject:** IHIT Governance Study - Funding

Lisa:

Just trying to get up to speed on this Committee and initiatives. As I review the material I see various references on the proposed funding model for the study. My apologies if you covered this at our recent meeting...is the figure of the 100k still being used and the funding model confirmed? I see some notes where the suggestion was made for the Prov to fund 50% and the remainder to be funded by the LMD municipalities through IHIT billings. Is this confirmed?

Once again, my apologies is this has already been covered.

Thanks

Dave

---

**From:** Godenzie, Lisa PSSG:EX [<mailto:Lisa.Godenzie@gov.bc.ca>]  
**Sent:** October-18-16 12:16 PM  
**To:** Critchley, Dave  
**Subject:** FW: Lower Mainland District Integrated Teams Advisory Committee Meeting - October 14th

FYI

---

**From:** Godenzie, Lisa PSSG:EX  
**Sent:** Tuesday, October 18, 2016 9:29 AM  
**To:** 'Osana RASHIDPOUR'; Lambert Chu; John DuMont; Wallace Mah; David Stuart; Francis Cheung; Paul Gill; Jodie BOUDREAU; Wade Lymburner; Kam Grewal; Hilary Tsikayi; Dan Bottrill  
**Cc:** Engleder, Christal PSSG:EX; Ing, Josephine PSSG:EX  
**Subject:** RE: Lower Mainland District Integrated Teams Advisory Committee Meeting - October 14th

Hi All,

As promised please find attached the DRAFT ToR for the Governance Model Study that I tabled at the meeting on Friday October 14th. My apologies again to those who were on the phone. If possible I would appreciate any further feedback and comments by this coming Friday. I will then revise as discussed to broaden the scope to include all LMD Integrated teams, specify more clearly that the Advisory Committee for the Integrated Teams will be the primary point of contact for consultation, but will also include a workshop or presentation to the LMD Mayors as well as timelines for the review.

Thanks in advance for your thoughts and input.

Lisa

Lisa Godenzie  
Director, Intergovernmental Relations  
Police Services Division (Vancouver)  
Ministry of Public Safety & Solicitor General  
tel: (604) 660-2917  
cell: (604) 220-7620  
email: [Lisa.Godenzie@gov.bc.ca](mailto:Lisa.Godenzie@gov.bc.ca)

---

**From:** Osana RASHIDPOUR [<mailto:osana.rashidpour@rcmp-grc.gc.ca>]  
**Sent:** Thursday, October 6, 2016 2:15 PM  
**To:** Lambert Chu; John DuMont; Wallace Mah; David Stuart; Godenzie, Lisa PSSG:EX; Francis Cheung; Paul Gill; Jodie BOUDREAU; Wade Lymburner; Vivienne Wilke; Hilary Tsikayi; Dan Bottrill  
**Cc:** Kashmir BAINS  
**Subject:** Lower Mainland District Integrated Teams Advisory Committee Meeting - October 14th

Please see attached agenda for the upcoming Lower Mainland District Integrated Teams Advisory Committee Meeting.

Thank you.  
Osana

**Osana Rashidpour**  
Executive Assistant to District Commander  
Adjointe administrative exécutif au chef de district

14200 Green Timbers Way, Surrey, BC, V3T 6P3  
Mailstop #506  
Tel: 778.290.4873 / Cel: 604.816.3401  
Email: [osana.rashidpour@rcmp-grc.gc.ca](mailto:osana.rashidpour@rcmp-grc.gc.ca)

---

**From:** Christine GILLESPIE <christine.gillespie@rcmp-grc.gc.ca>  
**Sent:** Wednesday, January 18, 2017 8:23 AM  
**To:** Jake Rudolph; Bob Rich; Juli Kolby; Lorna Dysart; Larry Scott; Kathy Lalonde; Kristin Watson; Dave Critchley; Lambert Chu; Chris Crosman; Peter Monteith; Glen Savard; Ben Themens; Ken Tollstam; John DuMont; Sheena MacLeod; George Harvie; Neil Dubord; Judy Lewis; Wallace Mah; Nicole Deveaux; David Stuart; Mike Veenbass; Paul Gipps; Emanuel Machado; Best, Alana PSSG:EX; Engleder, Christal PSSG:EX; Pecknold, Clayton PSSG:EX; Ing, Josephine PSSG:EX; Godenzie, Lisa PSSG:EX; Enger, Tonia PSSG:EX; Debra Key; Madeline McDonald; Carolyn Bidwell; John Fortoloczky; Darrin Leite; Francis Cheung; Farouk Zaba; Paul Gill; Ted Swabey; Kris Boland; Ron Poole; gholowatiuk@newwestcity.ca; XT:Jones, Dave LCLB:IN; Lena Martin; Nikki Gilmore; Mark Roberts; Karen Grommada; John Leeburn; Tim Savoie; Chris Rattenbury; Aaron PARADIS; Anita FURLAN; Bill Fordy; Brenda Butterworth-Carr; Bruce Anderson; Chris KENNEDY; Daryl CREIGHTON; Dave JEWERS; Dave THOMPSON; David FLEUGEL; Deanne BURLEIGH; Donna RICHARDSON; Dwayne McDonald; Ed BOETTCHER; Eric Hall; Jodie BOUDREAU; Joel LeBLANC; Kara TRIANCE; Kathy FURGASON; Keith BRAMHILL; Kevin Beson; Murray POWER; Nav HOTH; Neil CROSS; Patrick REILLY; Sean MALONEY; Stephan DROLET; Ted De Jager; Vishal MATHURA; Wade Lymburner; John McGowan; Angie Legault; Tina Perreault; Doug Stewart; Linda Glenday; Kam Grewal; Vince LaLonde; Vivienne Wilke; Karen Sinclair; Mark Bakken; Nina Leemhuis; Ken Roggeman; Mike Furey; Shannon Story; Dan Bottrill; Sandra Kurylo; Len Goerke; Shane Barber  
**Cc:** Donna Macey; Lisa Dotto; Anna Dale; Kendra McEachern; Karen Wanders; Tracie Finnigan; Dean, Danielle PSSG:EX; Engelbrecht, Karen PSSG:EX; Edwards, Lauren PSSG:EX; Butterfield, Nicole PSSG:EX; Cheryl Ennis; Christine Brough; Daisy Dyer; Jane Williams; Rhonda Diog; Joella TAYLOR; Kashmir BAINS; Maureen GULYAS; Parveen DUSANGH; Rob VERMEULEN; Linda Matonovich  
**Subject:** LMD CAO/PPC Forum | November 10th, 2016 | Minutes  
**Attachments:** FINAL CAOPPC minutes 2016-11-10.pdf

Good Morning,  
Please find attached the minutes from the November 10th, 2016, LMD CAO/PPC Forum.  
Thank you  
Christine  
**Christine Gillespie**  
Executive Assistant to District Commander  
Adjointe administrative exécutif au chef de district  
14200 Green Timbers Way, Surrey, BC, V3T 6P3  
Mailstop #506  
Tel: 778.290.3949 / Cel: 604.816.3401



**CAO/PPC Forum Notes**  
**Thursday November 10<sup>th</sup>, 2016 | 9:30AM – Noon**

Attendees on file.  
 Meeting commenced 09:30AM

Agenda Items	Action Required	Diary Date
<b>1. Introduction – Assistant Commissioner Bill Fordy &amp; Mr. Francis Cheung</b> <ul style="list-style-type: none"> <li>Assistant Commissioner Fordy introduced Assistant Commissioner Brenda Butterworth-Carr, OIC Criminal Operations Core Policing and PSE Christine Gillespie who will be replacing PSE Osana Rashidpour who will be leaving the Lower Mainland District Office</li> </ul>		
<b>2. IHIT Funding Formula – Mr. Francis Cheung</b> <ul style="list-style-type: none"> <li>On June 30<sup>th</sup>, The Mayors Consultative Forum conducted a vote for the formula.  <div style="text-align: center;">s.16</div> </li> <li>It was a simple vote, one vote per municipality.</li> <li>The issue will stay as is until the Governance study being conducted by the Provincial Government is complete.</li> </ul>		

s.16

Agenda Items			Action Required	Diary Date
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CAO/PPC Forum, November 10<sup>th</sup>, 2016

s.16

Agenda Items		Action Required	Diary Date
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Agenda Items		Action Required	Diary Date
s.16			
<p><b>4. Updates from the Province- Ms. Tonia Enger &amp; Ms. Lisa Godenzie</b></p> <p><b>a. Governance Model Review for the Integrated Teams Advisory Committee – Ms. Lisa Godenzie</b></p> <ul style="list-style-type: none"> <li>• The Provincial government will fund the study for the Governance model 100%. The Integrated Teams Advisory Committee will be the point of contact. They committee will consult with Elected Officials when necessary.</li> <li>• The Terms of Reference are in the process of being completed. The final draft will go through the Integrated Teams Advisory Committee.</li> <li>• The Integrated Teams Advisory Committee is still waiting for two members to join from the Independent Agencies.</li> <li>• Chief Constable Dave Jones confirmed that there is a process in place and names will be provided soon.</li> <li>• A contractor will be hired soon.</li> <li>• The Governance Model will be for ALL Integrated Teams.</li> </ul>			



Agenda Items		Action Required	Diary Date
s.16			

CAO/PPC Forum, November 10<sup>th</sup>, 2016

Agenda Items		Action Required	Diary Date
5.	<b>Closing Remarks: Assistant Commissioner Bill Fordy &amp; Mr. Francis Cheung</b> All RCMP & Independent Police Agencies excused themselves at this point.		

Meeting adjourned 12:10

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**From:** LMD\_CAO\_PPC LMD\_CAO\_PPC <lmd.cao.ppc@rcmp-grc.gc.ca>  
**Sent:** Wednesday, February 5, 2014 1:31 PM  
**To:** lmd.cao.ppc@rcmp-grc.gc.ca  
**Subject:** LMD CAO/PPC Forum | Tuesday, February 11, 2014 | 9:00AM - 11:00AM | Revised Time & Room Location  
**Attachments:** CAOPPC Dec 17 minutes FINAL.pdf; CAO\_PPC Feb 11 agenda.pdf

Please disregard the previous message sent yesterday regarding the upcoming CAO/PPC Forum, the time and room location have been changed:

**Date: Tuesday, February 11, 2014**

**Time: 9:00AM - 11:00AM**

**Place: RCMP "E" Division Headquarters at GreenTimbers**

**Board RoomA4C5502**

**14200 Green Timbers Way,**

**Surrey, BC**

The proposed Agenda and minutes from the December 17, 2013 forum are attached.

**General information for visitors to RCMP E Division Headquarters at Green Timbers:**

- The visitor parking lot is located at the front of the property just as you turn off of Green Timbers Way
- Pay parking is in effect from 6:00 AM - 6:00 PM, Monday to Friday
- Rates for the metered parking are \$0.50 for 15 minutes; \$2.00 per hour; \$8.00 maximum
- Visitors signing in are required to leave photo identification at the Front Desk, your ID will be returned to you when you sign out

Please let us know if you have any further questions.

Thank you.

Sent on behalf of Supt. Norm Gaumont

Corporate & Client Services Officer

Lower Mainland District

/tjl

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**CAO/PPC Forum Minutes**  
**Tuesday, December 17<sup>th</sup>, 2013 | 9:00AM – noon**

Attendees on file.

Agenda Items	Action Required	Diary Date
1. Opening Remarks: Assistant Commissioner Norm LIPINSKI		
s.16		
3. MOU's for I-TEAMS: Superintendent Norm GAUMONT <ul style="list-style-type: none"> <li>• Port Moody PD to join IHIT</li> <li style="text-align: center;">s.16</li> <li>• Upon leaving the I-TEAM's an agency will continue to be responsible for any costs associated with outstanding investigations.</li> <li>• Notification of intent to leave an Integrated Team has been amended from six months to two years</li> <li>• Historical MOU's will be modified to reflect new standards</li> </ul>		

Agenda Items		Action Required	Diary Date
s.16			

	Agenda Items	Action Required	Diary Date
s.16			

CAO/PPC Forum, December 17<sup>th</sup>, 2013

	Agenda Items	Action Required	Diary Date
s.16			
	<b>9. Next Meeting: Assistant Commissioner Norm LIPINSKI</b> <ul style="list-style-type: none"><li>February 2014, prior to the Mayors' Forum which is scheduled for the end of February 2014</li></ul>		



## **AGENDA**

Lower Mainland District RPS  
CAO/PPC Forum  
Tuesday, February 11<sup>th</sup>, 2014  
9:00 AM – 11:00 AM  
RCMP "E" Division Headquarters at Green Timbers  
Room A4C5502  
14200 Green Timbers Way, Surrey, B.C.

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1. Introduction - A/Commr. Norm Lipinski & Mr. Paul Gill
2. Follow-Up Agenda Items – A/Commr. Norm Lipinski
3. Integrated TEAMS Update– Mr. Francis Cheung
- s.16
5. Next Meeting - A/Commr. Norm Lipinski & Mr. Paul Gill
6. Concluding Remarks – A/Commr. Norm Lipinski & Mr. Paul Gill.

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**From:** Francis Cheung <fcheung@langleycity.ca>  
**Sent:** Tuesday, February 25, 2014 5:47 PM  
**To:** 'Dan Bottrill'; 'Dave Stuart'; 'John Dumont'; 'Lambert Chu'; 'Phyllis Carlyle'; 'Vivienne Wilke'; 'pgill@mapleridge.ca'; 'GAUMONT, Norm'; 'Brian CANTERA'; Godenzie, Lisa JAG:EX; 'Norm Lipinski'; 'Fillion, Suzanne'  
**Cc:** 'Amanda SILVESTRE (Amanda.Silvestre@rcmp-grc.gc.ca)'; Debra Joyal  
**Subject:** March 5, 2014 Integrated Teams Advisory Committee Meeting Agenda  
**Attachments:** CDNV\_DISTRICT\_HALL-#2268948-v1-IHIT.DOCX; IHIT Funding report attchment cover pages.pdf; Terms of Reference for AdvisoryCommittee for LMD Integrated T.PDF

Dear All,

Agenda for the March 5, 2014 Integrated Teams Advisory Committee Meeting Agenda.

1. Distribution of Meeting Agenda and Minutes to all members  
s.16

4. IHIT Funding Formula Review

Regards,

Francis

Francis Cheung, P. Eng., Chief Administrative Officer  
City Hall, 20399 Douglas Crescent, Langley, BC V3A 4B3  
P 604.514.2805 | F 604.514.2838 | [fcheung@langleycity.ca](mailto:fcheung@langleycity.ca)





## AGENDA

Lower Mainland District RPS

Mayors' Consultative Forum

Thursday, June 30<sup>th</sup>, 2016

9:30 a.m. – 12:00 p.m.

Shadbolt Centre for the Arts, Rm #102

6450 Deer Lake Park, Burnaby, B.C.

1. Introduction

Mayor Derek Corrigan & A/Commr Bill Fordy

2. Additions to Agenda

3. IHIT Funding Formula Review and Next Steps Mayor Derek Corrigan

s.16

5. Provincial Update

Clayton Pecknold

a. Update on Local Government Contract Management Committee

b. IHIT Governance Study

s.16

7. Next Meeting

Mayor Derek Corrigan & A/Commr Bill Fordy

8. Concluding Remarks

Mayor Derek Corrigan & A/Commr Bill Fordy

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Withheld pursuant to/removed as

s.16

**From:** Osana RASHIDPOUR <osana.rashidpour@rcmp-grc.gc.ca>  
**Sent:** Thursday, June 23, 2016 1:44 PM  
**To:** jrudolph@abbotsford.ca; lpleadwell@abbotsford.ca; mayorbraun@abbotsford.ca; NFriesen@abbotsford.ca; bobrich@abbypd.ca; dmacey@abbypd.ca; john.mcewen@anmore.com; juli.kolby@anmore.com; ldysart@belcarra.ca; lgscott@belcarra.ca; rdrew@belcarra.ca; klalonde@bimbc.ca; kwatson@bimbc.ca; mskeels@bimbc.ca; derek.corrigan@burnaby.ca; lambert.chu@burnaby.ca; lisa.dotto@burnaby.ca; ccrosman@chilliwack.com; gaetz@chilliwack.com; monteith@chilliwack.com; savard@chilliwack.com; adale@cnv.org; bthemens@cnv.org; dmussatto@cnv.org; kmceachern@cnv.org; ktollstam@cnv.org; jdumont@coquitlam.ca; kwanders@coquitlam.ca; rstewart@coquitlam.ca; smacleod@coquitlam.ca; jlewis@district.kent.bc.ca; wmah@district.kent.bc.ca; deveauxn@dnv.org; dstuart@dnv.org; finnigant@dnv.org; rwalton@dnv.org; mveenbaas@fvrld.bc.ca; pgipps@fvrld.bc.ca; emachado@gibsons.ca; ipoole@gibsons.ca; wrowe@gibsons.ca; Standish, Alana PSSG:EX; Pecknold, Clayton PSSG:EX; Engelbrecht, Karen PSSG:EX; Edwards, Lauren PSSG:EX; Godenzie, Lisa PSSG:EX; Mas, Sophie B PSSG:EX; Enger, Tonia PSSG:EX; bwilson@harrisonhotsprings.ca; dkey@harrisonhotsprings.ca; lfacio@harrisonhotsprings.ca; cbidwell@hope.ca; jfortoloczyk@hope.ca; wvicktor@hope.ca; dleite@langleycity.ca; fcheung@langleycity.ca; mayor@langleycity.ca; admin@lionsbay.ca; mayor.buhr@lionsbay.ca; cennis@mapleridge.ca; nread@mapleridge.ca; pgill@mapleridge.ca; tswabey@mapleridge.ca; cbrough@mission.ca; kboland@mission.ca; rhawes@mission.ca; rpoole@mission.ca; gholowatiuk@newwestcity.ca; jcote@newwestcity.ca; surquhart@newwestcity.ca; ddyer@nwpolice.org; XT:Jones, Dave LCLB:IN; lmartin@pemberton.ca; mrichman@pemberton.ca; ngilmore@pemberton.ca; jbecker@pittmeadows.bc.ca; mroberts@pittmeadows.bc.ca; gmoore@portcoquitlam.ca; grommadak@portcoquitlam.ca; leeburnj@portcoquitlam.ca; williamsj@portcoquitlam.ca; mclay@portmoody.ca; swilliamson@portmoody.ca; crattenbury@portmoodypolice.com; rdoig@portmoodypolice.com; Bryon MASSIE; Chris KENNEDY; Dave CRITCHLEY; Dave JEWERS; Dave THOMPSON; David FLEUGEL; Deanne BURLEIGH; Dwayne McDonald; Ed BOETTER; Joel LeBLANC; Lesli Roseberry; Michael LABOSSIERE; Murray POWER; Neil CROSS; Patrick REILLY; Rendall Nasset; Sean MALONEY; Ted De Jager; Vishal MATHURA; mayorandcouncillors@richmond.ca; pcarlyle@richmond.ca; angie.legault@scrd.ca; garry.nohr@scrd.ca; tina.perreault@scrd.ca; bbeamish@sechelt.ca; lklassen@sechelt.ca; milne@sechelt.ca; jgreenlees@squamish.ca; lgenday@squamish.ca; pheintzman@squamish.ca; kgrewal@surrey.ca; lherner@surrey.ca; valalonde@surrey.ca; vnwilke@surrey.ca; jfroese@tol.bc.ca; htsikayi@tol.ca; mbakken@tol.ca; msmith@westvancouver.ca; nleemhuis@westvancouver.ca; scurran@westvancouver.ca; kroggeman@whistler.ca; mfurey@whistler.ca; wbradbury@whistler.ca; dbottrill@whiterockcity.ca; skurylo@whiterockcity.ca; wbaldwin@whiterockcity.ca; lengoerke@wvpd.ca; lindamatonovich@wvpd.ca  
**Cc:** Aaron PARADIS; Bill Fordy; Dan BOND; Edna DECHANT; Jodie BOUDREAU; Joella TAYLOR; Osana RASHIDPOUR; Tim EVANS; Wade Lymburner  
**Subject:** Mayor's Consultative Forum - June 30th  
**Attachments:** Agenda\_2016-06-30.docx; Funding\_Formula\_Options.pdf

Good afternoon,  
Attached is the proposed agenda and relevant document for the upcoming meeting.  
**Date: Thursday, June 30th, 2016**

**Time: 9:30AM - 12:00PM**

**Place: Shadbolt Centre for the Arts, Studio #102**

**6450 Deer Lake Avenue, Burnaby, BC**

Thank you

Joella ; )

**Osana Rashidpour**

Executive Assistant to District Commander

Adjointe administrative exécutif au chef de district

14200 Green Timbers Way, Surrey, BC, V3T 6P3

Mailstop #506

Tel: 778.290.4873 / Cel: 604.816.3401

Email: [osana.rashidpour@rcmp-grc.gc.ca](mailto:osana.rashidpour@rcmp-grc.gc.ca)

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**From:** Carlyle,Phyllis <PCarlyle@richmond.ca>  
**Sent:** Friday, August 19, 2016 12:03 PM  
**To:** 'Francis Cheung'  
**Cc:** 'Wade Lymburner'; Godenzie, Lisa PSSG:EX  
**Subject:** RCMP Integrated Teams Advisory Committee  
**Attachments:** CITYHALL-#5125750-v1-2015-16\_RCMP\_LMD\_Integrated\_Teams\_Report\_REF\_.xls

Good morning Francis

I met with Wade Lymburner, RCMP yesterday and we addressed the following:

1. The next meeting of the Integrated Teams Advisory Committee should be held for two hours at E Division in late September or October to comply with the requirements of the terms of reference that the Committee meet quarterly and the last meeting was in late May.
2. The Integrated Teams Annual Report has now been received and attached is an analysis of the cost sharing for each of the teams. The analysis is based simply on the number of calls for a particular team divided by the total cost of the team.
3. Membership on the Committee – According to the terms of reference, up to a maximum of 2 representatives from independent police services can be appointed. A draft invitation letter for your signature addressed to the Boards of the Independent Services that participate on the teams inviting the Boards to appoint a either Board employee or a Board representative, not a police officer, is set out below . The letter makes reference to the fact that the other Boards will be invited to submit a name, should they so choose.
4. The terms of reference for the provincial governance review of the integrate teams need to be finalized. The minutes from the LMD Mayors' Consultative Forum state that the terms of reference are to be drafted by the Integrated Teams Advisory Committee. Lisa will be drafting something but we will need to attempt to get the buy in from the RCMP municipalities and the independent municipalities as to the terms.

s.16

7. As a result of the above the following items would be on the agenda for the next Integrated Teams Advisory Committee:

s.16

- b. Integrated Teams Annual Report overview and cost sharing analysis
  - c. Governance Model – provincial review
  - d. Membership on the Committee – inclusion of the independent Board representatives

s.16

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DRAFT Letter to be sent to the Chairs of the Police Boards of Abbotsford, Delta, New Westminster, Port Moody and West Vancouver:

Dear Chair XXXXXX:

As your police force is a contributor to the Lower Mainland Integrated Teams, would you please consider appointing a Board member or a Board employee, other than a police officer, to sit as a member on the Advisory Committee for the Lower Mainland Integrated Teams? The terms of reference for the Committee are attached for your assistance.

This Committee is composed of municipal staff, primarily CAOs, with the police officer in charge of the integrated teams and the Police Services Division serving as ex-officio members. As a maximum of two representatives from all of the independent police forces may be appointed, you may wish to coordinate your appointment with the other independent municipalities that participate – Abbotsford, Delta, New Westminster, Port Moody and West Vancouver. Or if you would prefer, simply provide me your representative's name and the final appointments will be determined in consultation with other members on the Committee.

Thank you for your consideration of this request.

Francis Cheung

---

If you need anything further, then please let me know.

Phyllis  
Phyllis Carlyle  
General Manager Law & Community Safety  
The City of Richmond 6911 No. 3 Road, Richmond, B.C. V6Y 2C1  
Direct 604-276-4104

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Withheld pursuant to/removed as

s.16



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**From:** Foisy, Rachel E JAG:EX  
**Sent:** Thursday, October 29, 2015 3:38 PM  
**To:** Godenzie, Lisa JAG:EX  
**Subject:** RE: Governance Models for IHIT and other regional teams

Thanks Lisa!

*Rachel Foisy*

*Senior Research | Policy Analyst*

*Governmental Relations*

*Policing and Security Branch | Ministry of Justice*

*10th Floor, 1001 Douglas St | PO Box 9285 Stn Prov Govt | Victoria BC | V8W 9J7*

*Phone: 250 953-3441*

---

**From:** Godenzie, Lisa JAG:EX  
**Sent:** Thursday, October 29, 2015 2:35 PM  
**To:** Foisy, Rachel E JAG:EX  
**Subject:** Re: Governance Models for IHIT and other regional teams

The 4 mayors from the large RCMP policed municipalities are interested in cost sharing a contractor with the Province to develop cost allocation and governance models for the LMD integrated teams. Nothing has been committed to yet as we will need to table this with the rest of the participating municipalities. Clayton has asked me to draft a letter to Paul Gill who chairs the CAO/PPC group who have been working on these issues for some time to explore their interest in pursuing a contractor to take this on.

I hope that clarifies.

Lisa.

On Oct 29, 2015, at 1:25 PM, Foisy, Rachel E JAG:EX <[Rachel.Foisy@gov.bc.ca](mailto:Rachel.Foisy@gov.bc.ca)> wrote:

Hi Lisa,

I have been asked to prepare some bullets for the Minister regarding the province agreeing to explore governance models for IHIT as well as other regional integrated teams. Could you please advise what the mayors asked for and what did we commit to?

Many thanks!

*Rachel Foisy*

*Senior Research | Policy Analyst*

*Governmental Relations*

*Policing and Security Branch | Ministry of Justice*

*10th Floor, 1001 Douglas St | PO Box 9285 Stn Prov Govt | Victoria BC | V8W 9J7*

*Phone: 250 953-3441*

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Withheld pursuant to/removed as

s.14;s.16;s.13;s.17

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**From:** LMD\_CAO\_PPC LMD\_CAO\_PPC <lmd.cao.ppc@rcmp-grc.gc.ca>  
**Sent:** Friday, June 6, 2014 12:55 PM  
**To:** Mindy Smith; tim.harris@anmore.com; lfloyd@belcarra.ca; kblow@bimbc.ca; klalonde@bimbc.ca; Bob.Moncur@burnaby.ca; Lambert.Chu@burnaby.ca; ccrosman@chilliwack.com; monteith@chilliwack.com; skurylo@city.whiterock.bc.ca; adale@cnv.org; igordon@cnv.org; kmceachern@cnv.org; ktollstam@cnv.org; jdumont@coquitlam.ca; managersoffice@coquitlam.ca; smacleod@coquitlam.ca; jlewis@district.kent.bc.ca; wmah@district.kent.bc.ca; deveauxn@dnv.org; dstuart@dnv.org; ficocellij@dnv.org; FinniganT@dnv.org; jschween@fvrd.bc.ca; lpleadwell@fvrd.bc.ca; emachado@gibsons.ca; ipoole@gibsons.ca; Godenzie, Lisa JAG:EX; dcourtice@harrisonhotsprings.ca; dkey@harrisonhotsprings.ca; Ian Crane; jfortoloczky@hope.ca; dleite@langleycity.ca; fcheung@langleycity.ca; office@lionsbay.ca; jrule@mapleridge.ca; pgill@mapleridge.ca; cbrough@mission.ca; kbjorgaard@mission.ca; kboland@mission.ca; dsailand@pemberton.ca; ngilmore@pemberton.ca; charding@pittmeadows.bc.ca; kgrout@pittmeadows.bc.ca; MRoberts@pittmeadows.bc.ca; leeburnj@portcoquitlam.ca; williamsj@portcoquitlam.ca; Aaron SPROULE; Allan SUCKLING; Bill Fordy; Bradley HAUGLI; Bradley LANTHIER; Brenda PETRUNIA; Brian CANTERA; Chris KENNEDY; Chris MOORE; Claude WILCOTT; Dan MALO; Darren MALCOLM; Dave CRITCHLEY; David FLEUGEL; Deanne BURLEIGH; Derek COOKE; Doug Maynard; Earl ANDERSEN; Gary Leydier; Herb BERDAHL; Janis GRAY; Kevin HACKETT; Lee CHANIN; Lesli Roseberry; Max XIAO; Neil CROSS; Norm GAUMONT; Norm LIPINSKI; Rendall Nettet; Richard Konarski; Ted Emanuels; Tessa LAU; Tonia Enger; administratorsoffice@richmond.ca; lcantarella@richmond.ca; PCarlyle@richmond.ca; sfigueroa@richmond.ca; john.france@scrd.ca; tina.perreault@scrd.ca; rbuchhorn@sechelt.ca; tanderson@sechelt.ca; cspeaker@squamish.ca; jgreenlees@squamish.ca; vnwilke@surrey.ca; htsikayi@tol.bc.ca; mbakken@tol.bc.ca; mfurey@whistler.ca; cmagnus@whiterockcity.ca; dbottrill@whiterockcity.ca  
**Cc:** Amanda SILVESTRE; Andrew MARTIN  
**Subject:** Re: LMD CAO/PPC Forum | Tuesday, June 10, 2014 | 9:30AM - 12:00PM | Shadbolt Centre, BBY  
**Attachments:** HRAC Email\_1.pdf; Langley Maple Ridge Proposal2014-06-06\_2.docx; CAO\_PPC June 10 agenda\_1.pdf

In preparation for the CAO/PPC meeting next week, please refer to the attached documents.  
Sent on behalf of Insp. Gary Leydier  
OIC LMD Integrated Forensic Identification Services.

>>> LMD\_CAO\_PPC 2014/06/02 3:42 PM >>>

**Date: Tuesday, June 10, 2014**

**Time: 9:30AM - 12:00PM**

**Place: Shadbolt Centre for the Arts, Studio #102  
6450 Deer Lake Avenue, Burnaby, BC**

The proposed Agenda is attached.  
Please RSVP to LMD\_CAO\_PPC by **Thursday, June 5th.**

Please let us know if you have any further questions.

Thank you.

Sent on behalf of Supt. Norm Gaumont  
Corporate & Client Services Officer  
Lower Mainland District

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s.16

**AGENDA**

Lower Mainland District RPS  
CAO/PPC Forum  
Tuesday, June 10 2013  
09:30 – 12:00  
Shadbolt Centre for the Arts  
Studio #102  
6450 Deer Lake Park, Burnaby, B.C

- 1) Opening Remarks – C/Supt. Dan MALO & Mr. Paul GILL
- 2) Review Previous Minutes – C/Supt. Dan MALO
- 3) Changes or Additions to Agenda – C/Supt. Dan MALO
- 4) Integrated Team Update - Mr. Francis CHEUNG
  - a) IHIT Costing Formula Update – Mr. Dave STUART

s.16

Health Break

s.16

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Withheld pursuant to/removed as

s.16

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**From:** Osana RASHIDPOUR <osana.rashidpour@rcmp-grc.gc.ca>  
**Sent:** Monday, July 25, 2016 3:49 PM  
**To:** Jake Rudolph; Lisa Pleadwell; Henry Braun; Bob Rich; Christine Milloy; John McEwen; Juli Kolby; Belcarra Admin; Lorna Dysart; Larry Scott; Ralph Drew; Casey Grundy; Kathy Lalonde; Kristin Watson; Murray Skeels; Derek Corrigan; Lambert Chu; Chris Crosman; Sharon Gaetz; Peter Monteith; Glen Savard; Zoya Stoochnoff; Ben Themens; Darrell Mussatto; Jessica Hodgins; Ken Tollstam; Anita Brent; Carol Jones; John DuMont; Richard Stewart; Sheena MacLeod; Judy Lewis; John Van Laerhoven; Karin Ponciano; Wallace Mah; Nicole Deveau; David Stuart; Louise Horton; Richard Walton; Jaime Schween; Mike Veenbass; Orion Engar; Paul Gipps; Emanuel Machado; Selena Williams; Wayne Rowe; Standish, Alana PSSG:EX; Pecknold, Clayton PSSG:EX; Ing, Josephine PSSG:EX; Godenzie, Lisa PSSG:EX; Mas, Sophie B PSSG:EX; Enger, Tonia PSSG:EX; Debra Key; jaclyn Bhatti; Leo Facio; Madeline McDonald; Carolyn Bidwell; John Fortoloczky; Wendy Dahlman; Wilfried Vicktor; Debra Joyal; Darrin Leite; Francis Cheung; Ted Schaffer; Farouk Zaba; Karl Buhr; Office Bay; Cheryl Ennis; Nicole Read; Paul Gill; Ted Swabey; Christine Brough; Kris Boland; Randy Hawes; Ron Poole; gholowatiuk@newwestcity.ca; Jonathan Cote; XT:Jones, Dave LCLB:IN; Lena Martin; Mike Richman; Nikki Gilmore; John Becker; Kathleen Wilson; Mark Roberts; Greg Moore; Wendy Gray; Karen Grommada; John Leeburn; Jane Williams; Mike Clay; Chris Rattenbury; Autumn LONGLEY; Bryon MASSIE; Chris KENNEDY; Dave JEWERS; Dave THOMPSON; David FLEUGEL; Deanne BURLEIGH; Dwayne McDonald; Ed BOETTCHER; Joel LeBLANC; Lesli Roseberry; Max XIAO; Michael LABOSSIÈRE; Murray POWER; Neil CROSS; Patrick REILLY; Rendall Nessel; Sean MALONEY; Stephan DROLET; Ted De Jager; Vishal MATHURA; Debra Mackinnon; Malcolm Brodie; Phyllis Carlyle; Angie Legault; Gary Nohn; Susan Hunt; Tina Perreault; Connie Jordison; Linda Mema; Bruce Milne; Monica Schitteck; Joanne Greenlees; Linda Glenday; Nicole Dumas; Patricia Heintzman; Colleen Sharp; Kam Grewal; Linda Hepner; Natalie Jones; Vince LaLonde; Vivienne Wilke; Jack Froese; Cindy Savoy; Hilary Tsikayi; Mark Bakken; Michael Smith; Nina Leemhuis; Ken Roggeman; Mike Furey; Shannon Story; Wanda Bradbury; Chris Magnus; Dan Bottrill; Sandra Kurylo; Wayne Baldwin; Len Goerke  
**Cc:** Donna Macey; Engelbrecht, Karen PSSG:EX; Edwards, Lauren PSSG:EX; Daisy Dyer; Rhonda Diog; Aaron PARADIS; Annette Fellner; Bill Fordy; Dan BOND; Jodie BOUDREAU; Joella TAYLOR; Osana RASHIDPOUR; Tim EVANS; Wade Lymburner; Linda Matonovich  
**Subject:** Re: LMD RPS Mayors' Consultative Forum Meeting Notes - June 30th, 2016  
**Attachments:** Mayors Forum Meeting Minutes 2016-06-30.pdf; MayorLMD June2016 FinalMax\_1.pdf

Please find, in the attached, the notes for the Lower Mainland District Regional Police Service Mayors' Consultative Forum held on June 30th, 2016 at the Shadbolt Centre for the Arts.

Thank you.

**Osana Rashidpour**

Executive Assistant to District Commander

Adjointe administrative exécutif au chef de district

14200 Green Timbers Way, Surrey, BC, V3T 6P3

Mailstop #506

Tel: 778.290.4873 / Cel: 604.816.3401

Email: [osana.rashidpour@rcmp-grc.gc.ca](mailto:osana.rashidpour@rcmp-grc.gc.ca)



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s.16

s.16

#### **Province Updates – Mr Clayton Pecknold**

Mr Pecknold announced that the Province has agreed to fund a governance study for IHIT and the rest of the integrated teams. He asked for the terms of reference and recommendations from the CAO's in order to make sure that the outcome will be satisfactory.

Mr. Francis Cheung provided an update from the last Integrated Teams Advisory Committee. The group will get those recommendations to Mr Pecknold.

s.16

Updates to be provided at a later date.

Mayor Gaetz put forth a motion to withhold voting on the IHIT Formula until next meeting in the fall. Motion was defeated by Mayor Walton of District of North Vancouver.

s.16

**Meeting Adjourned: 12:10 hrs**

**Next Meeting: Early October 2016**

Page 197 to/à Page 205

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s.16



- Under Negotiation

s.16

- IHIT –<sup>s.16</sup>

s.16

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**From:** Francis Cheung <[fccheung@langleycity.ca](mailto:fccheung@langleycity.ca)>  
**Sent:** Friday, September 9, 2016 12:04 PM  
**To:** Godenzie, Lisa PSSG:EX  
**Cc:** Engleder, Christal PSSG:EX; Foisy, Rachel E PSSG:EX  
**Subject:** RE: RCMP Integrated Teams Advisory Committee  
**Attachments:** Invitation to Advisory Committee for Lower Mainland Integrated Teams

Hi Lisa,

This email was sent to the independent Police Board Chairs.

Francis

Francis Cheung, P. Eng., Chief Administrative Officer  
City Hall, 20399 Douglas Crescent, Langley, BC V3A 4B3  
P 604.514.2805 | F 604.514.2838 | [fccheung@langleycity.ca](mailto:fccheung@langleycity.ca)



---

**From:** Godenzie, Lisa PSSG:EX [<mailto:Lisa.Godenzie@gov.bc.ca>]  
**Sent:** September-09-16 11:53 AM  
**To:** Francis Cheung  
**Cc:** Engleder, Christal PSSG:EX; Foisy, Rachel E PSSG:EX  
**Subject:** RE: RCMP Integrated Teams Advisory Committee

Hi Francis,

I just wanted to follow up with you about the draft letter Phyllis Carlyle provided suggesting that you as co-chair of the CAO/PPC send out to all the participating independent municipal police agencies seeking representation on the Integrated Teams Advisory Committee. Have these letters gone out? The reason I ask is that in order to proceed with the Draft ToR for the governance review for IHIT, I need to ensure there is independent municipal representation on the Committee to get feedback. So really I guess what I am asking is will there be representation at the proposed October 14<sup>th</sup> meeting. If so, I will ensure that I have a draft ToR for circulation to the group in advance.

Lisa

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**From:** Francis Cheung [<mailto:fccheung@langleycity.ca>]  
**Sent:** Wednesday, September 7, 2016 9:22 AM  
**To:** 'Wade Lymburner'; Carlyle, Phyllis  
**Cc:** Godenzie, Lisa PSSG:EX; Fordy, Bill  
**Subject:** RE: RCMP Integrated Teams Advisory Committee

Hi Wade,

Let's pencil in October 14<sup>th</sup> as the date for the next Committee meeting. We will need to elect a new Chair at the meeting to replace Phyllis.

Regards,

Francis

Francis Cheung, P. Eng., Chief Administrative Officer  
City Hall, 20399 Douglas Crescent, Langley, BC V3A 4B3  
P 604.514.2805 | F 604.514.2838 | [fcheung@langleycity.ca](mailto:fcheung@langleycity.ca)



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**From:** Wade Lymburner [<mailto:wade.lymburner@rcmp-grc.gc.ca>]  
**Sent:** August-29-16 4:04 PM  
**To:** Carlyle, Phyllis; Francis Cheung  
**Cc:** 'lisa.godenzie@gov.bc.ca'; Fordy, Bill  
**Subject:** Re: RCMP Integrated Teams Advisory Committee

Good afternoon Phyllis

In relation to our meeting I acknowledge the content you have shared with Mr. CHEUNG, however I want to respectfully suggest a couple changes.

The Advisory Committee for the Lower Mainland Integrated Teams is specific to the Lower Mainland District and not the RCMP as a whole. The language you have used in this update refers to the RCMP Integrated Teams Advisory Committee, and the use of this term could lead to confusion. The actual name is the Advisory Committee for the Lower Mainland Integrated Teams. This title is from the Terms of Reference Document itself. I suggest the correct name of the committee be used to prevent any confusion. As mentioned in the Terms of Reference, only the integrated teams under the command of the Lower Mainland District are within the scope of the Advisory Committee for the Lower Mainland Integrated Teams. Currently these teams include IHIT, IFIS, IPDS, ICARS and LMD ERT.

s.16

You had asked that I provide some dates in late September and early October wherein the RCMP could host the next Advisory Committee for the Lower Mainland Integrated Teams meeting. I have reviewed my calendar and see that I am not available in September. I am available during a variety of dates in the middle two weeks of October. Currently I have Oct 12, 13 and 14 available. Also the following week on Oct 18, 20 and 21st.

2

Please let me know if any of these dates are suitable and I will secure the appropriate meeting space at the RCMP Green Timbers complex.

s.22

If there are any concerns or issues you wish to discuss in relation to this email please feel free to contact me direct.

Thank you very much

Wade

Carlyle, Phyllis" <[PCarlyle@richmond.ca](mailto:PCarlyle@richmond.ca)> 2016/08/19 12:02 PM >>>  
Good morning Francis

I met with Wade Lymburner, RCMP yesterday and we addressed the following:

1. The next meeting of the Integrated Teams Advisory Committee should be held for two hours at E Division in late September or October to comply with the requirements of the terms of reference that the Committee meet quarterly and the last meeting was in late May.
2. The Integrated Teams Annual Report has now been received and attached is an analysis of the cost sharing for each of the teams. The analysis is based simply on the number of calls for a particular team divided by the total cost of the team.
3. Membership on the Committee – According to the terms of reference, up to a maximum of 2 representatives from independent police services can be appointed. A draft invitation letter for your signature addressed to the Boards of the Independent Services that participate on the teams inviting the Boards to appoint a either Board employee or a Board representative, not a police officer, is set out below . The letter makes reference to the fact that the other Boards will be invited to submit a name, should they so choose.
4. The terms of reference for the provincial governance review of the integrate teams need to be finalized. The minutes from the LMD Mayors' Consultative Forum state that the terms of reference are to be drafted by the Integrated Teams Advisory Committee. Lisa will be drafting something but we will need to attempt to get the buy in from the RCMP municipalities and the independent municipalities as to the terms.
7. As a result of the above the following items would be on the agenda for the next Integrated Teams Advisory Committee:

s.16

- b. Integrated Teams Annual Report overview and cost sharing analysis
  - c. Governance Model – provincial review
  - d. Membership on the Committee – inclusion of the independent Board representatives
- s.16



DRAFT Letter to be sent to the Chairs of the Police Boards of Abbotsford, Delta, New Westminster, Port Moody and West Vancouver:

Dear Chair XXXXXX:

As your police force is a contributor to the Lower Mainland Integrated Teams, would you please consider appointing a Board member or a Board employee, other than a police officer, to sit as a member on the Advisory Committee for the Lower Mainland Integrated Teams? The terms of reference for the Committee are attached for your assistance.

This Committee is composed of municipal staff, primarily CAOs, with the police officer in charge of the integrated teams and the Police Services Division serving as ex-officio members. As a maximum of two representatives from all of the independent police forces may be appointed, you may wish to coordinate your appointment with the other independent municipalities that participate – Abbotsford, Delta, New Westminster, Port Moody and West Vancouver. Or if you would prefer, simply provide me your representative's name and the final appointments will be determined in consultation with other members on the Committee.

Thank you for your consideration of this request.

Francis Cheung

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If you need anything further, then please let me know.

Phyllis  
Phyllis Carlyle  
General Manager Law & Community Safety  
The City of Richmond 6911 No. 3 Road, Richmond, B.C. V6Y 2C1  
Direct 604-276-4104

*This email and its attachments are intended solely for the personal use of the individual or entity named above. Any use of this communication by an unintended recipient is prohibited. If you receive this email in error please delete this message and its attachments. Thank you for your co-operation.*



Supt. W.D. (Wade) LYMBURNER  
District Senior Investigating Officer (DSIO)  
Lower Mainland District RCMP / Government of Canada  
[wade.lymburner@rcmp-grc.gc.ca](mailto:wade.lymburner@rcmp-grc.gc.ca)  
Tel: 778-290-4272  
Cell: 604 789 9415  
BB PIN: 2C223838

Surint. W.D. (Wade) LYMBURNER

Agent des Services d'enquêtes  
GRC du district du Lower Mainland / Gouvernement du Canada  
[wade.lymburner@rcmp-grc.gc.ca](mailto:wade.lymburner@rcmp-grc.gc.ca)  
Tél. : 778-290-4272  
Cell: 604-789-9415  
BB PIN: 2C223838

**From:** Francis Cheung <fcheung@langleycity.ca>  
**Sent:** Wednesday, September 7, 2016 9:10 AM  
**To:** 'Henry Braun'; 'Jonathan Cote'; 'Michael Smith'; 'Mike Clay'; 'Mayor Lois Jackson'  
**Cc:** 'Bob Rich'; Pecknold, Clayton PSSG:EX; XT:Jones, Dave LCLB:IN; 'Chris Rattenbury'; 'Phyllis Carlyle'; 'Nina Leemhuis'; 'Len Goerke'; 'Ispitale@newwestcity.ca'; 'George Murray (gmurray@abbotsford.ca)'; 'Delta - George Harvie (gharvie@corp.delta.bc.ca)'; 'tsavoie@portmoody.ca'; 'ndubord@deltapolice.ca'; 'Bill Fordy'; 'Jodie BOUDREAU'; 'Wade Lymburner'  
**Subject:** Invitation to Advisory Committee for Lower Mainland Integrated Teams  
**Attachments:** Terms of Reference, Advisory Committee for the Lower Mainland Integrated Teams.pdf

Dear Police Board Chairs:

The Advisory Committee for the Lower Mainland Integrated Teams recently amended its Terms of Reference to include a maximum of two representatives from all of the independent police forces to the Advisory Committee in recognition of the independent police forces' participation on the integrated teams.

To this end, we request your consideration of appointing a staff employee, other than a police officer, to sit as a member on the Advisory Committee for the Lower Mainland Integrated Teams. The terms of reference for the Committee are attached for your reference. This Committee is composed of municipal staff, primarily CAOs and Finance Directors, with the Police Officer in Charge of the Integrated Teams serving as ex-officio members. As a maximum of two representatives from all of the independent police forces will be appointed, you may wish to coordinate your appointment with the other independent municipalities that participate – Abbotsford, Delta, New Westminster, Port Moody and West Vancouver. Or if you prefer, please simply provide me with your representative's name and the final appointments will be determined in consultation with other members on the Committee.

Thank you for your consideration of this request.

Regards,

Francis Cheung  
Chair, CAOs/PPCs Consultative Forum

Francis Cheung, P. Eng., Chief Administrative Officer  
City Hall, 20399 Douglas Crescent, Langley, BC V3A 4B3  
P 604.514.2805 | F 604.514.2838 | [fcheung@langleycity.ca](mailto:fcheung@langleycity.ca)



## **Terms of Reference**

### **Advisory Committee for the Lower Mainland Integrated Teams**

#### **Purpose**

The purpose of the Advisory Committee for the Lower Mainland Integrated Teams ("the Committee") is to provide a liaison role between the RCMP Lower Mainland District staff and the municipalities in the District with respect to the Lower Mainland Integrated Teams. This role is necessary to provide an independent review of the activities and decisions of the RCMP Integrated Teams' ("the Teams") in the absence of a formal, decision making body which provides oversight of the Teams and recognizes local government as a significant funding partner. Should at some point in the future the Province assume full responsibility for the Integrated Teams or assume responsibility for the management of the Integrated Teams, the role of and/or need for the Committee will be reassessed.

#### **Mandate**

The Committee is to:

1. Provide a forum for effective, meaningful, timely communication between the RCMP, the Province, and the municipal sector regarding decisions affecting the quality and cost of the Teams;
2. Act as a consultative forum and provide expertise for policy decisions with respect to management, reporting and oversight of the Teams in response to changing policing requirements to accommodate potential changes including those in relation to policing policies, strategies, methodologies, models;
3. Report to the CAO/PPC Forum and the Mayors' Consultative Forum on:
  - a. the activity level of the teams, including reviewing the performance metrics provided by the RCMP for the teams;
  - b. the appropriateness of the cost sharing formula for funding the teams;
  - c. the appropriateness of any requests for additional resources for the teams;
  - d. an annual review of the proposed budgets for the teams;
  - e. an annual review of the yearly activity reports;
  - f. report on whether the teams are providing value for money, as necessary;
  - g. recommendations on the performance metrics to be used for the Teams;
  - h. recommendations on whether the teams should continue, expand, restructure, etc.

### Composition

The Committee will be composed of municipal staff (i.e. CAOs or PPCs) from:

1. Surrey
2. Burnaby
3. Richmond
4. City of North Vancouver/District of North Vancouver
5. City of Langley/Township of Langley
6. Coquitlam/Port Coquitlam
7. Pitt Meadows/Maple Ridge
8. Chilliwack/Hope/Kent
9. Squamish/Whistler/Sechelt
10. White Rock/Mission
11. Municipal Co-Chair, CAOs/PPCs Forum
12. Up to a maximum of two (2) representatives from Independent Police Forces with representation limited to matters relative to the subscribed integrated team(s).

The appointments should be of a minimum of two years in length to provide for continuity.

The following will sit as ex-officio non-voting members:

1. The Officer in Charge of the Lower Mainland Teams or designate (ex officio)
2. The Officer in Charge of the Lower Mainland District Regional Police Service (ex officio) or designate
3. Designate from Police Services Division, Ministry of Justice (ex officio)

### Chair

The Chair of the Committee shall be elected from amongst its members.

### Meetings

The Committee will meet quarterly or more frequently, at the call of the Chair. The meetings may be conducted in person or by electronic means. Positions on issues related to the Committee's mandate or on recommendations from the RCMP related to the Integrated Teams will preferably be developed through a simple majority vote by the members. When a simple majority cannot be reached, divergent positions will be presented in a Committee report to the CAO/PPC Forum and/or the Mayors' Consultative Forum.

Minutes of the meeting will be recorded and reported to the CAO/PPC Forum.

### Quorum

A quorum of the Committee is a majority of the members of the Committee.

### Reporting Process and Workplan

Working collaboratively, the Committee will develop an annual workplan which will be provided to the CAO/PPC Forum. Development of necessary background information related to matters considered by the Committee under this mandate will be the responsibility of the RCMP and/or other parties agreed to by the committee. Recommendations for substantive changes (operational, financial or policy) to the Integrated Teams will be reviewed with the Committee before they are presented to the CAO/PPC and/or Mayors' Forum in order that the Committee may formulate a timely and informed position on the proposed changes for consideration by the Forums. It is recognized that the Committee and the Forums are not decision making bodies but rather structures set up to encourage dialogue. Any proposed changes to the Integrated Teams will be considered in the context of the tri-parties (i.e. Province, RCMP and participating municipalities) with respect to priorities and funding capacity.

Approval Date: February 3, 2016  
Approved By: CAOs/PPCs Forum

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**From:** Pecknold, Clayton JAG:EX  
**Sent:** Wednesday, November 5, 2014 4:15 PM  
**To:** Clark, Perry JAG:EX; Mas, Sophie B JAG:EX  
**Subject:** Fw: IHIT Review  
**Attachments:** rcmp response to IHIT recommendations.docx

**Importance:** High

Pls note.

---

**From:** David Stuart <[StuartD@dnv.org](mailto:StuartD@dnv.org)>  
**Sent:** Wednesday, November 5, 2014 16:11  
**To:** Pecknold, Clayton JAG:EX  
**Subject:** FW: IHIT Review

I have sent a number of e-mails to Lisa without a response. Norm mentioned S.22 We had a meeting recently and I think we are getting very close to consensus on a formula change. Any idea when we can look forward to the Province's response to the recommendations as without those we can't report out.

s.16

David

**From:** Norm GAUMONT [<mailto:Norm.Gaumont@rcmp-grc.gc.ca>]

**Sent:** Friday, September 26, 2014 3:26 PM

**To:** David Stuart

**Cc:** Brian CANTERA; Dan MALO

**Subject:** Response to IHIT Formula

Dave I finally received the final version of the response to the IHIT Formula Report recommendations. I will leave it to you to forward to the committee if you want to discuss it on Monday.

Supt. Norm GAUMONT

Corporate & Client Services

14200 Green Timbers Way

Phone:778-290-4822 Cell: 604-657-4071 Fax:778-290-6105

E-mail : [Norm.Gaumont@rcmp-grc.gc.ca](mailto:Norm.Gaumont@rcmp-grc.gc.ca)

s.16



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s.16;s.13



November 18, 2014  
Ref: 505650

Paul Gill, Co-Chair  
Chief Administrative Officer/Principal Policing Contact Committee

Chief Superintendent Dan Malo, Co-Chair  
Chief Administrative Officer/Principal Policing Contact Committee

Dear Mr. Gill and Chief Superintendent Dan Malo:

**Re: Integrated Homicide Investigation Team (IHIT) Funding Review Report Recommendations**

I have received a copy of the draft IHIT Funding Review Report as distributed at the July 9, 2014 Chief Administrative Officer-Principle Policing Contact (CAO-PPC) meeting. Although this report is still in draft form and the Integrated Teams Advisory Committee continues work on the IHIT funding formula options, I understand that at this meeting, the Province and the RCMP were requested to provide comments on the report's recommendations pertaining to changes in IHIT operations and governance. s.16

s.16

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Page 3

Thank you again for the copy of the draft IHIT Funding Review Report and the opportunity to provide comment.

Yours truly,

Clayton J.D. Pecknold  
Assistant Deputy Minister  
and Director of Police Services  
Policing and Security Branch

pc: Frances Cheung, Chairperson, Integrated Team Advisory Committee  
Superintendent Norm Gaumont, Corporate and Client Services, E-Division RCMP

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s.13

**MINISTRY OF JUSTICE  
POLICING AND SECURITY BRANCH  
POLICE SERVICES DIVISION  
BRIEFING NOTE**

**PREPARED FOR:** INFORMATION for Clayton Pecknold, Assistant Deputy Minister  
and Director of Police Services

**ISSUE:** Recommendations resulting from the Chief Administrative Officer-Principal Policing  
Contact (CAO-PPC) Integrated Team Advisory Committee's report on IHIT Formula  
Review.

**BACKGROUND:**

- In 2011, the RCMP Lower Mainland District (LMD) Mayors Consultative forum approved the creation of an Interim Advisory Committee for the Lower Mainland Integrated Teams to provide a forum for discussion between the LMD RCMP and the municipalities.
- In response to dissatisfaction with the governance, the Interim Advisory Committee commissioned a report reviewing oversight of the LMD integrated teams. A draft report, including recommended governance model was presented to the CAO/PPC (in 2012). The CAO/PPC is a committee that directly reports to the Mayors' Consultative Forum.
- There was consensus that the report's recommended model was too complex and attempted to address too many issues for which there was no clear legislated or delegated authority.
- Rather than moving forward with the report, it was recommended that the Interim Advisory Committee be formally established, and a new terms of reference also be adopted for the Mayors' Consultative Forum. Both of these recommendations were adopted in 2012 and 2013 respectively.
- The Advisory Committee for the Lower Mainland Integrated Teams was formally established to act as a consultative forum with respect to management, reporting and oversight of the LMD team and reporting to the CAO-PPC on topics including team activity, effectiveness measures, and the cost sharing formula.
- In 2013, an IHIT Operational Review was conducted by the RCMP to address concerns about the efficacy of IHIT. Several recommendations were made regarding the functioning of IHIT, and while some dialogue and some changes were implemented, it was decided that a clear understanding of the implications to overall costs and resources and the approval process to implement the changes was needed.
- The IHIT funding formula was identified as a priority by the CAO-PPC Committee and, as a result, a sub-committee of the Advisory Committee was formed to complete this review. While the IHIT Funding Review Sub-Committee is still working on the funding formula aspect, a Report was presented at the July 9, 2014 CAO-PPC meeting.
- The CAO-PPC received the report and requested that the Province (and the RCMP) provide response to the recommendations pertaining to changes in IHIT operations and governance.

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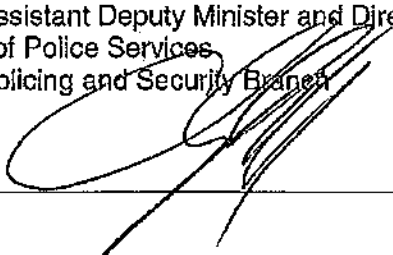
s.16

**PSD Recommended Response:** The Province encourages the participating jurisdictions to find and agree upon a suitable funding formula.

**Prepared by:**  
Christal Engleder  
A/Program Manager  
Police Services Division  
604-660-0906

**Approved by:**  
*Sophie Mas*  
A/Director RCMP Contract Policing Unit,  
Policing and Security Branch  
via email on behalf of:  
Perry Clark  
Executive Director  
Policing, Security and Law Enforcement  
Infrastructure and Finance  
Policing and Security Branch  
250-356-8145

**Approved by:**  
Clayton Pecknold  
Assistant Deputy Minister and Director  
of Police Services  
Policing and Security Branch



Attachment – Advisory Committee for the Lower Mainland Integrated Teams