

Policing Delivery Model Study

City of Airdrie

October 2020



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Agenda

1. Approach and Methodology
2. Current State Assessment and Analysis
3. Police Service Model Options
4. Conclusion and Recommendations

Approach & Methodology

Introduction

Airdrie is reviewing all programs and priorities delivered through the enforcement section of its Protective Services Team including Municipal Enforcement and the RCMP.



Project Objective #1

Complete a service review of the current policing model and other potential policing model options for the City of Airdrie.



Project Objective #2

Complete a governance review of the current policing model and other policing model options for the City of Airdrie.

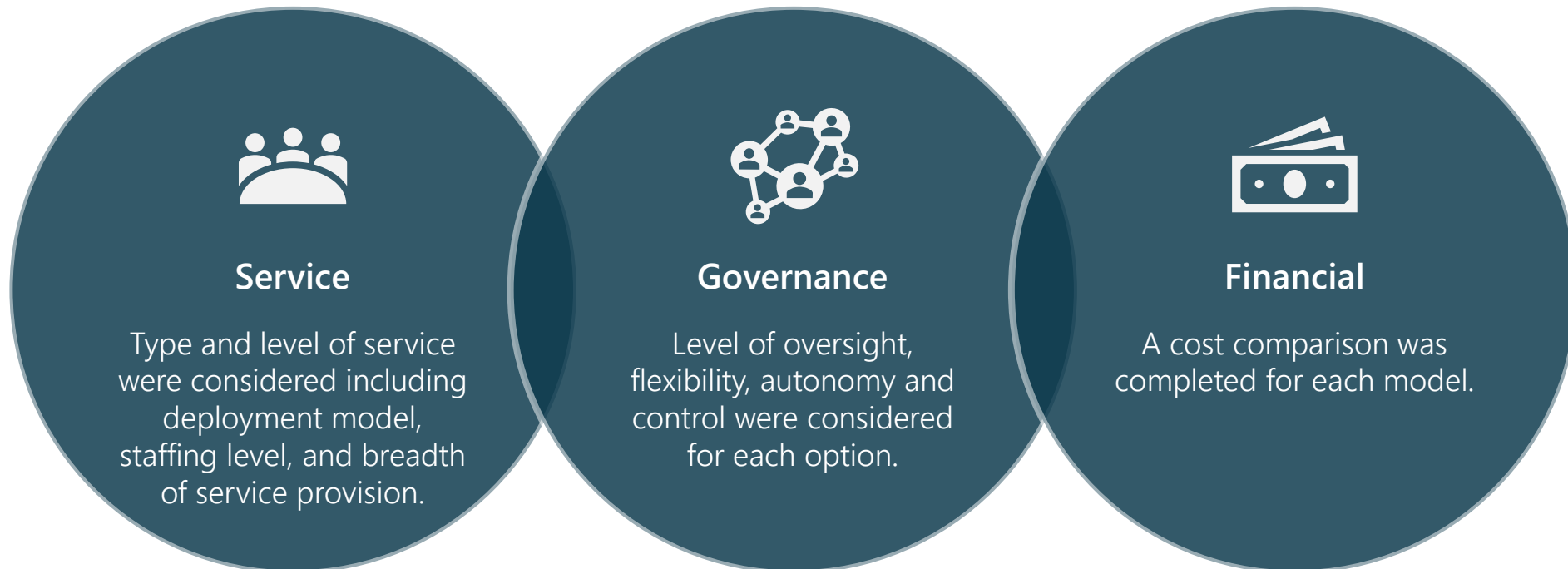


Project Objective #3

Provide the City of Airdrie with recommendations for a future policing delivery model based on the information collected through the service and governance reviews.

Evaluation Framework

The evaluation framework for the study and analysis of the various policing models was focused in three core areas: service delivery, governance, and financial implications.



What We Heard

Stakeholder Consultation

- 37 in-person interviews with internal and external stakeholders
- Public consultation
 - Online Public Survey (798 responses)
 - Townhall Session
 - Interviews with community stakeholders (8)
 - RCMP Satisfaction Survey

What the Data Said

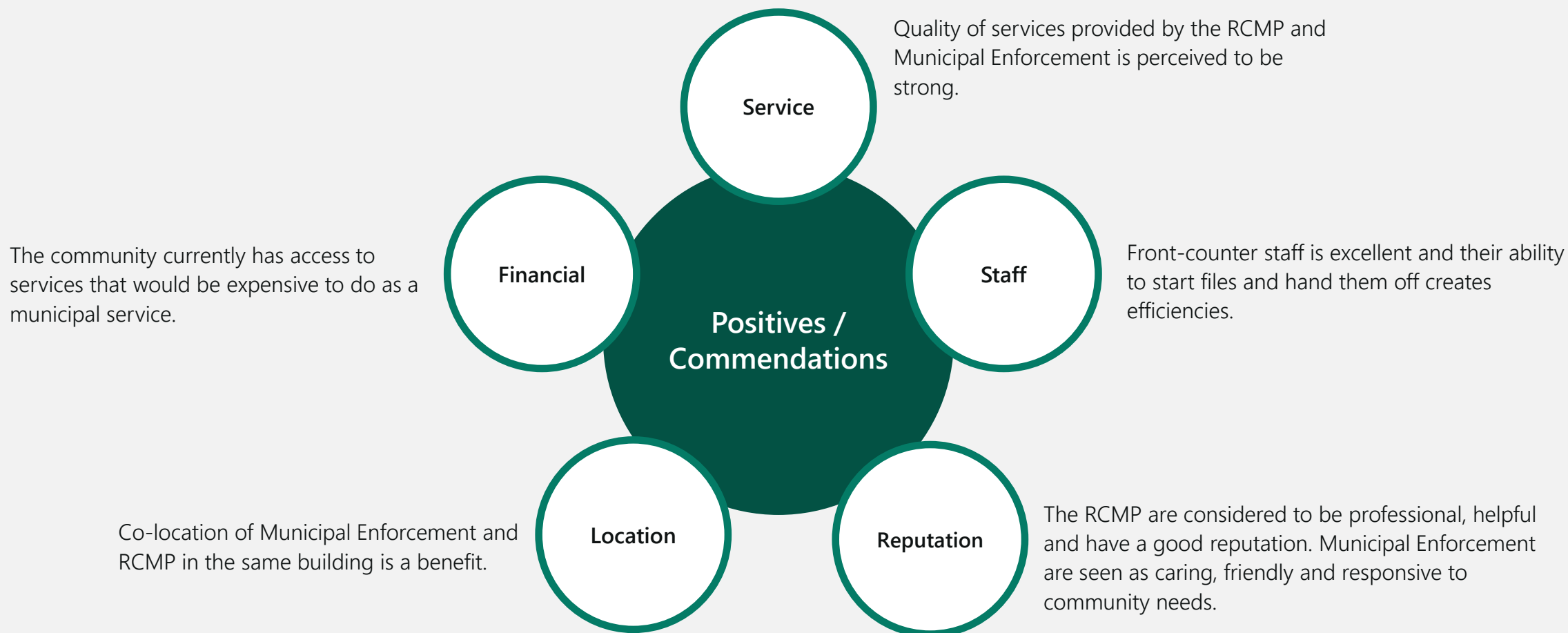
Data Analysis

- Planning information
- Agreements and TORs
- Financial information
- Service Activity (previous 5 years)
 - Crime Statistics
 - Occurrences
- Benchmarking
 - Population
 - Police officers (male / female split)
 - Civilian and other personnel
 - Authorized police officer strength
 - Crime Severity Index
 - Weighted Clearance Weights
 - Incident-based crime statistics
- Human resource information
 - Job profiles
 - FTEs
 - Organizational charts
- Service information

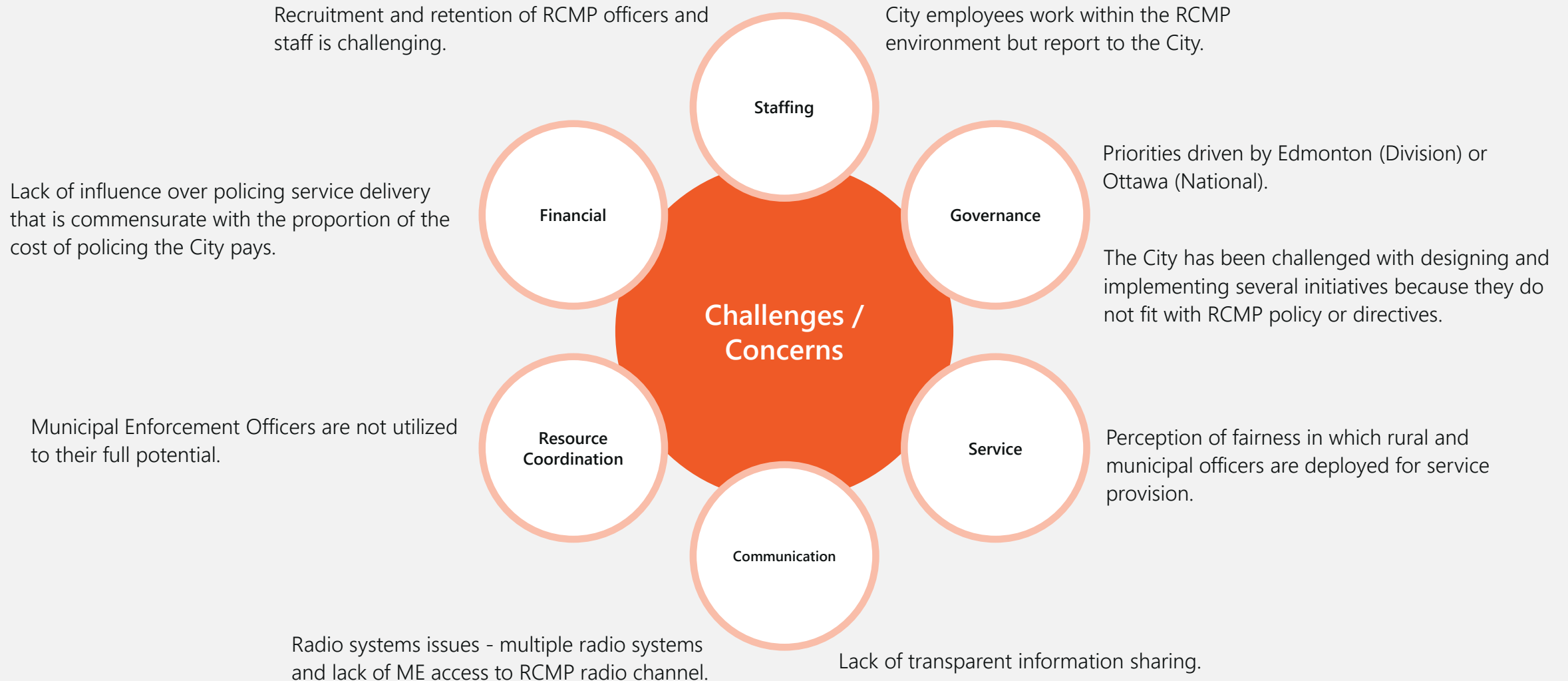
Current State Assessment and Analysis

What We Heard and What The Data Says

What We Heard



What We Heard



What the Data Says

RCMP

Population and RCMP Members

On average, Airdrie's population has grown by 5% annually, RCMP authorized strength has grown by 12% annually and number of working members has grown by 11% annually.

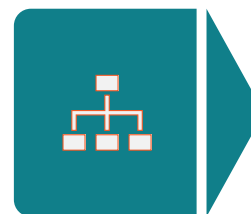


Crime Severity Index

Airdrie's CSI has been decreasing throughout the period of study as have its two major components, violent crime CSI and non-violent crime CSI.

Resource Sharing

74% of the calls are municipal and 80% of the officers are municipal (average CSI of 58), whereas 26% of the calls are rural, while 20% of the officers are rural (average CSI of 168).



Police Strength

The average number of police officers per 100,000 in Canada was 185 in 2018 – Airdrie is well below the average at 81.

Police Activity

Total crime stats and police activities have increased by an average of 6% annually, meaning the total activity per officer has decreased over the period of study.



Benchmarking

Airdrie's number of officers and civilians per population, CSI, and number of incidents "fit" against their benchmarked counterparts – particularly those policed by the RCMP.

What the Data Says

Municipal Enforcement and Civilian Support Staff

Civilian Support Staff

Airdrie's civilian staff compliment is very comparable to available benchmarks with civilian support staff comprising 26% of total FTEs.



Licenses

Licenses issued by the City has increased by an average of 3% annually during the period of study; however, only a portion of these would be attributed to ME officers.

Commercial Vehicle Checks

ME team conducts 32 commercial vehicle checks annually with an average of 18 tickets issued annually throughout the study period.

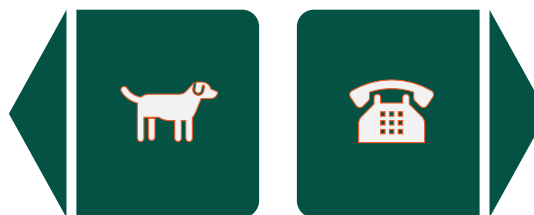


Tickets Issued

Tickets issued by ME officers have remained relatively consistent during the period of study – approximately 73% of these tickets are provincial, the remainder are bylaw.

Bylaw and Animal Complaints

Total bylaw and animal complaint activities performed by ME officers have increased by an average rate of 4% annually over the period of study.



Calls for Service

Calls for service numbers for ME officers has decreased on average 2% during the period of study.*

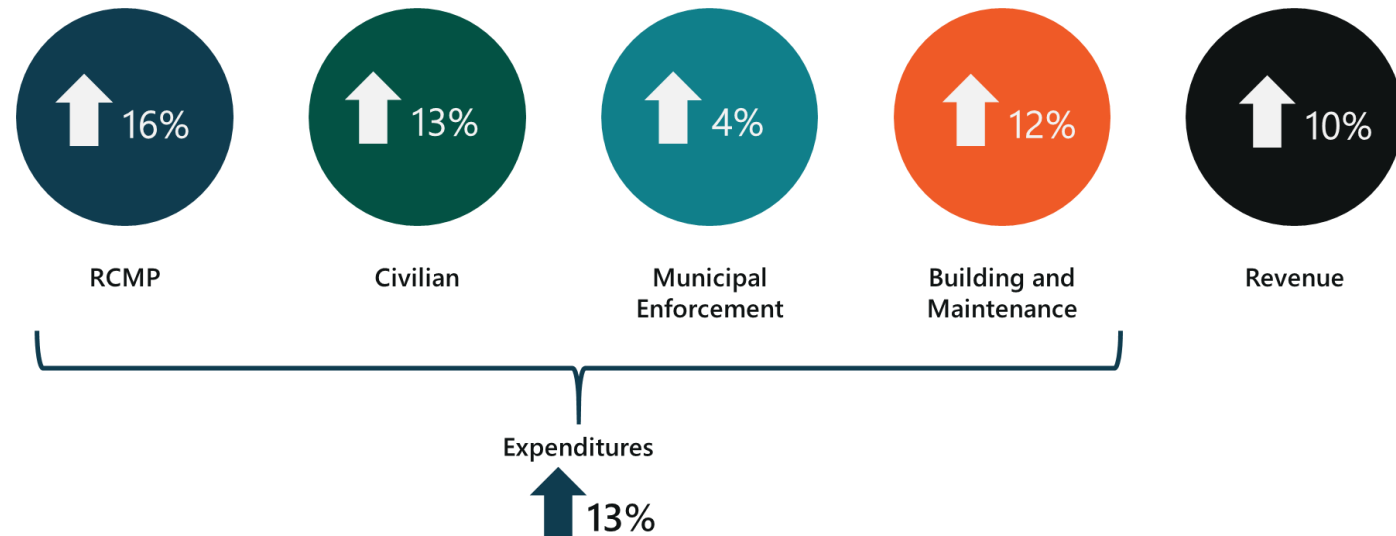
* During certain hours of the day ME officers are self-dispatching and many of these calls are not properly recorded

Protective Services Costs

Costs Per Capita (population growing at 5%)

- Protective services expenditures are outpacing population growth and therefore cost per capita has been increasing at a rate of 7% during the period of study.
- RCMP expenditures are increasing at the highest average annual rate at 10%, followed by civilian costs at 9% and building and maintenance costs at 7%. ME expenditures have decreased on a per capita basis during the period of study.
- Civilian salaries and benefits per working member have increased by 2% annually during the period of study, overtime has increased by 32% and overtime per FTE has increased 15% during the same period.
- ME salaries, wages and benefits have increased 3% annually during the period of study, while overtime has increased 8% and overtime per FTE 5% during the same period.

Total Annual Expenditures



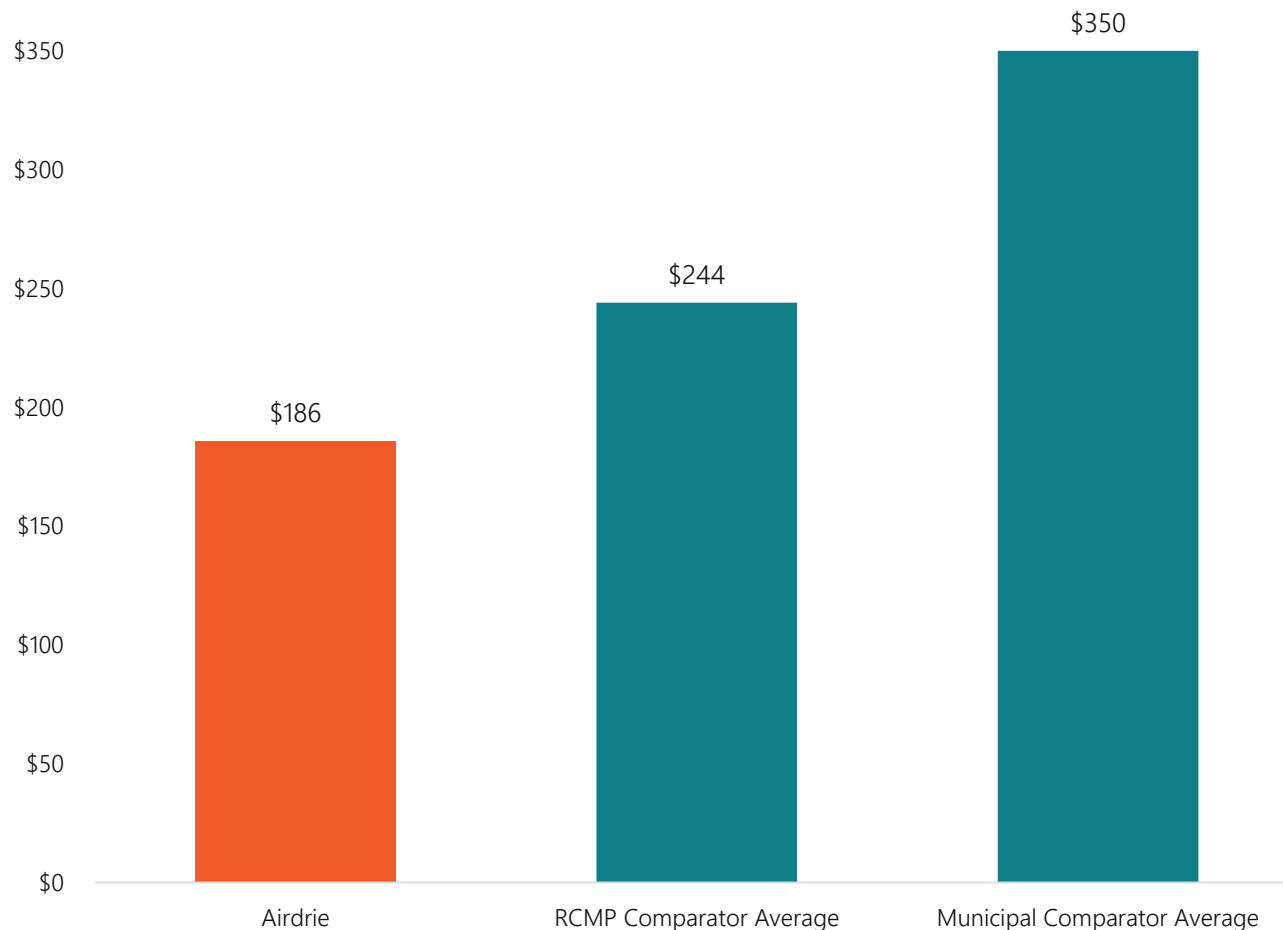
RCMP Cost Drivers

- 🔍 **Member pay** – 12% average annual increase, driven by 11% increase in volume of working members
- 🔍 **Division administration** –14% average annual increase, driven mainly by 11% increase in the volume of working members.
- 🔍 **Employee benefits**– 14% average annual increase, driven by 11% increase in the volume of working members.
- 🔍 **Overtime** – overtime expenditures account for 11% of total annual cost, overtime has increased from \$430,000 in fiscal 2014/15 to \$1.3 million in 2018/19, an average annual increase of 33%.

Overtime costs per working member have increase from \$11,900 per working member in 2014/15 to \$24,000 in 2018/19 (see Figure 1).

NOTE: Roughly half of all overtime is associated with revenue-generating programs as well as coverage for low utilization rates.

Costs per Capita



76%
RCMP Comparators

Airdrie's current policing costs per capita are 76% of the cost per capita for benchmarked RCMP comparator communities.

53%
Municipal Comparators

Airdrie's current policing costs per capita are 53% of the cost per capita for benchmarked comparator communities with municipal police services.

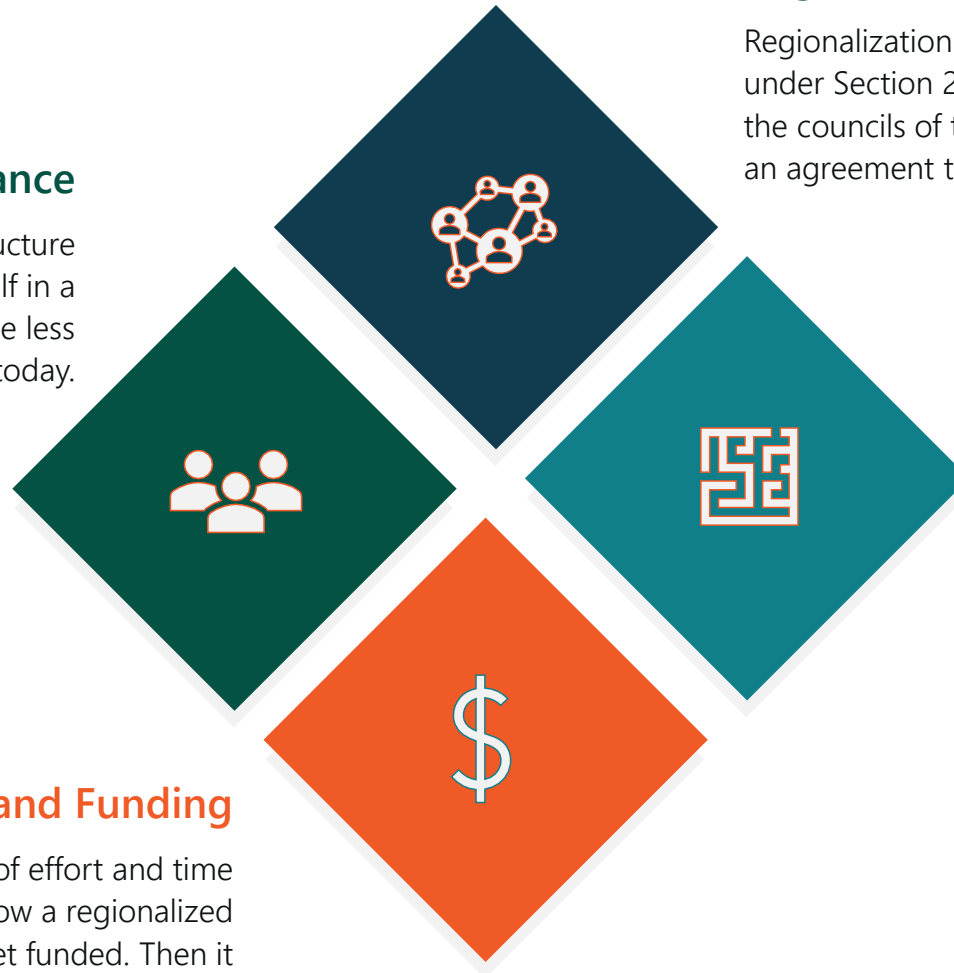
Police Service Model Options

Regional Police Service

Not Pursued for Further Analysis

Governance

The complexity of the required governance structure may be significant enough that Airdrie finds itself in a governance mechanism that is perceived to be less effective than the one they have today.



Regionalization

Regionalization of police services in Alberta is governed under Section 24 of the Police Act. It states, in general, that the councils of two or more municipalities may enter into an agreement to be policed by one regional police service.

Municipal Differences

There would be significant variations in the municipalities that a regional service would have to deal with. It creates a very large and diverse geography to police that may not make a regional model any more effective and efficient than what exists today.

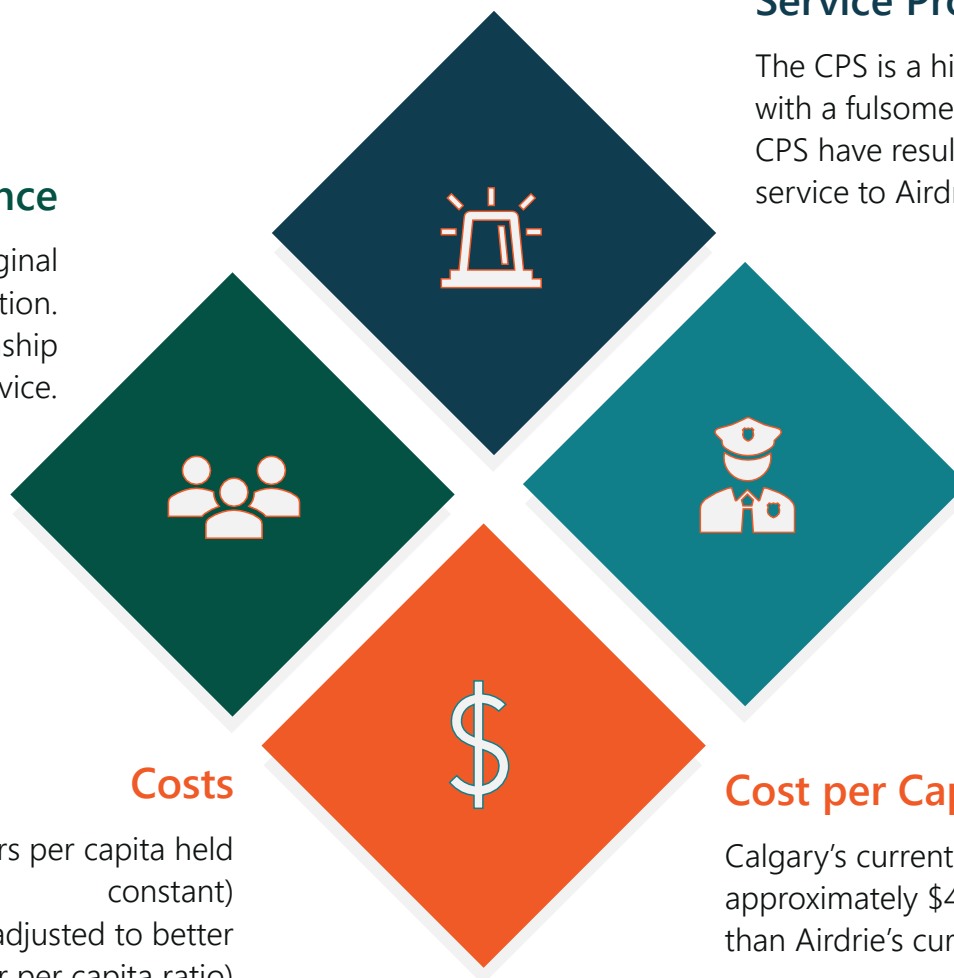
Agreements and Funding

It would take a significant amount of effort and time to come to some agreement on how a regionalized police service would work and get funded. Then it would require the time to receive ministerial approval.

Alternative Contract Service Provider

Governance

This arrangement may provide only a marginal governance improvement to Airdrie's current situation. Airdrie would continue to be in a contractual relationship with a separate agency that provides its policing service.



Service Provision

The CPS is a highly trained and respected police service with a fulsome array of services to provide. Discussions with CPS have resulted in the confidence that CPS could provide service to Airdrie.

Staffing

If the CPS were to police the City of Airdrie maintaining the proportion of police officers and civilian staff per population, there would be 111 police officers servicing Airdrie and 54 civilian staff.

Costs

CPS Officer Ratio = \$26.2 million (officers per capita held constant)

Airdrie Officer Ratio = \$14.1 million (adjusted to better reflect current officer per capita ratio)

Cost per Capita

Calgary's current policing costs under the CPS are approximately \$400 per capita – significantly higher than Airdrie's current costs.

Municipal Model – Full-Service

The municipal model aims to replace as many of the services provided by the RCMP in the status quo with only a few exceptions:

Patrol Operations – ME and Frontline Police

ME is integrated directly into the frontline policing teams, which generally reflect the current model.



Dispatch Team

24/7 dispatch team has been added in the full-service model and will require dedicated space and purchase of technology systems to support this work.



Special Operations

Specialized unit will provide policing support for tactical support, emergency management response and canine. CPS resources would be used for emergency event management or air support.



Investigations Team

Dedicated investigation unit similar to the current structure, though resources have been changed to detective level.



Forensic Identification Team

Forensic identification team has been added to support the frontline and investigative unit that will need a dedicated space with specialized equipment and software.



Crime Analytics Team

Team will be embedded within the Investigations Team and overseen by a specialized Detective level resource.



Community Policing Team

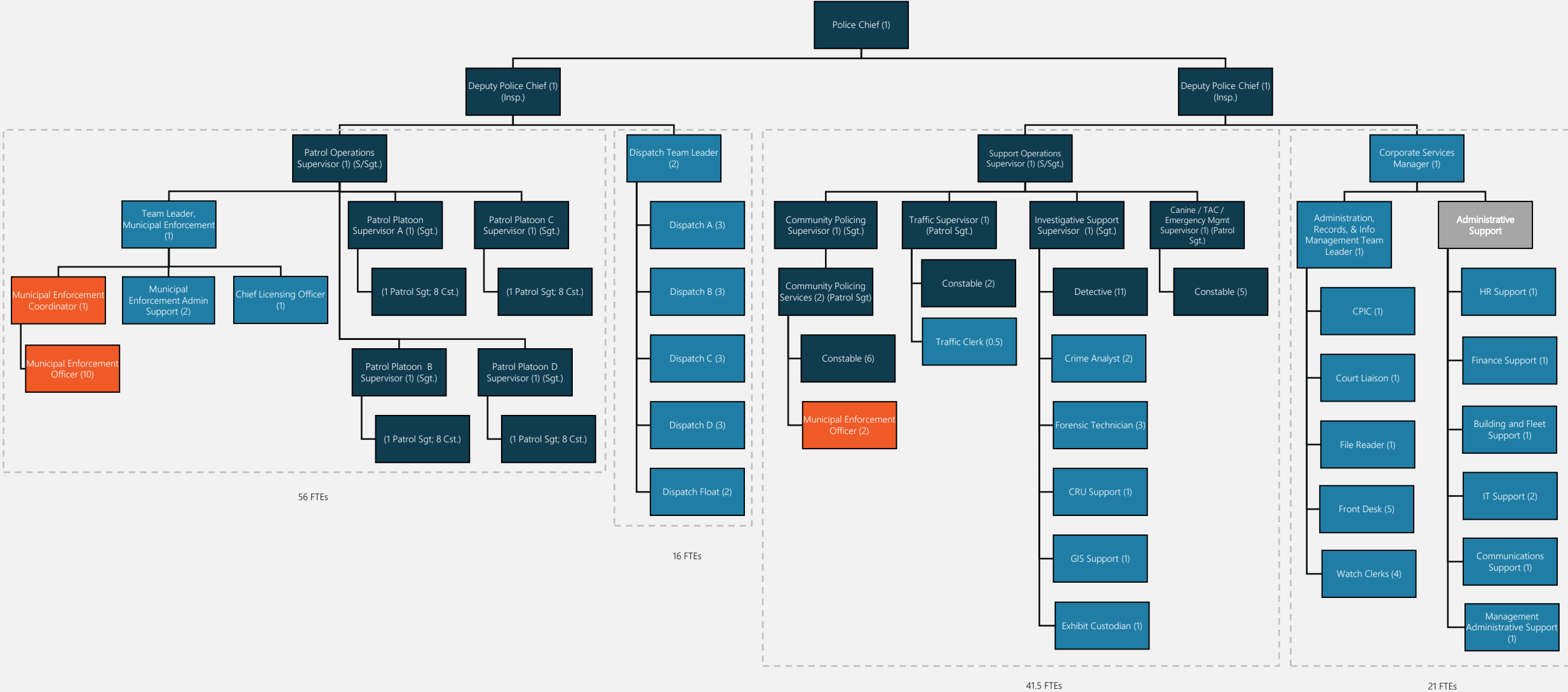
Similar to the current service provision although two (2) constable positions who would have been School Resource Officers, would be transitioned to ME Officer positions.



Corporate Service – Organizational Support

Several additional resources would be required to support the overall organization in the areas of HR, finance, communications, fleet and equipment, IT, professional standards and governance.

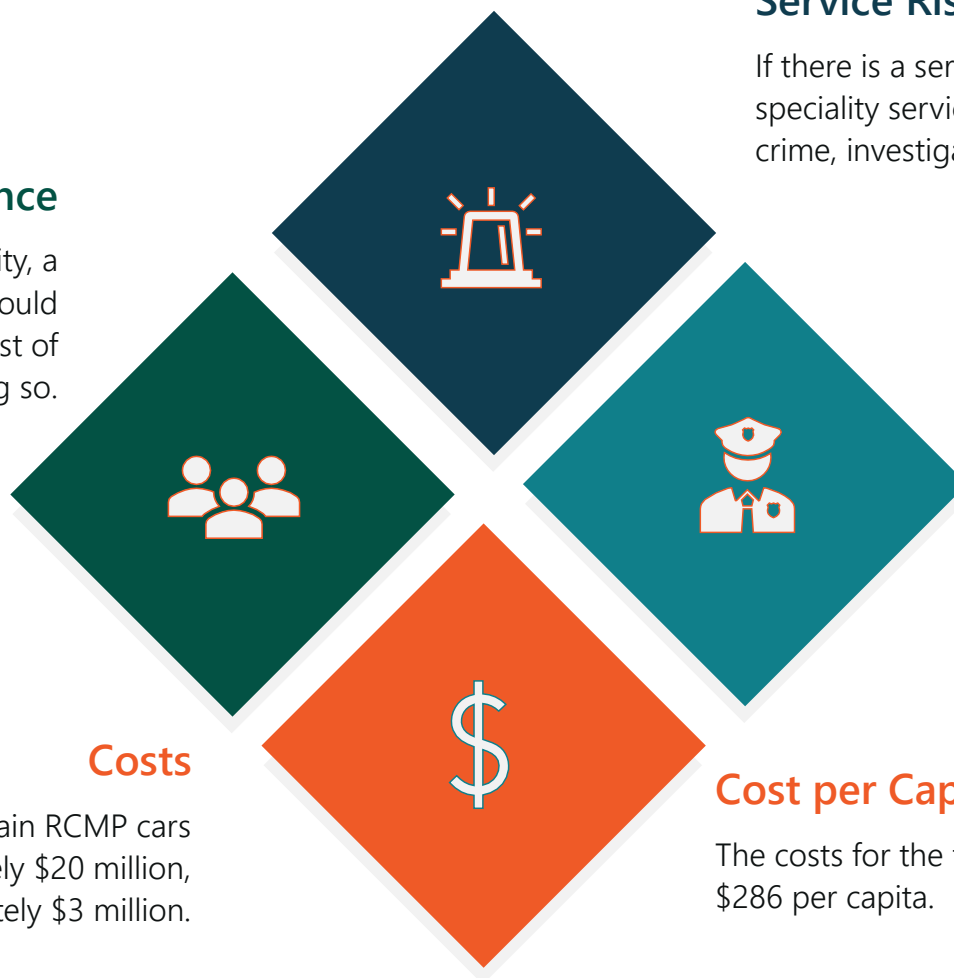
Municipal Model – Full Service



Municipal Model – Full Service

Governance

Based upon the concerns expressed by the City, a municipal model, with a true governance structure, would provide the influence it seeks, albeit at the cost of absorbing the commensurate liability of doing so.



Service Risk

If there is a service risk to this model, it is that some speciality services may not gain exposure to certain types of crime, investigations or activities.

Resourcing

Flexibility to adjust services or change the focus and make-up of resources as needed. This initial sample model is largely based on the current services Airdrie is receiving and therefore similar resources to provide those services.

Costs

Transition costs approximately \$3.2 million (retain RCMP cars and equipment), annual expenditures approximately \$20 million, and revenue approximately \$3 million.

Cost per Capita

The costs for the full-service municipal model would be \$286 per capita.

Municipal Model – Hybrid

The hybrid model is proposed to have the same service-related characteristics as the municipal model with one exception – it attempts to mitigate high-risk, low-frequency events by contracting those to resources that deal with those services full time.

Municipal Enforcement

Similar to the municipal model, the hybrid model incorporates ME officers into the police response model.



Investigations Team

Five Constable level investigators overseen by a Sergeant.
Additional support would be brought in from an external contracted service provider – likely CPS – for larger or serious crime investigations.



Forensic Identification Team

Instead of a Forensic Identification Team there would be one civilian resource to support evidence collection – this function would be outsourced for serious crimes.



Special Operations

Service to be provided by a contracted partner with some internal resources with some specialized training in emergency event management and tactical support training.



Dispatch Team

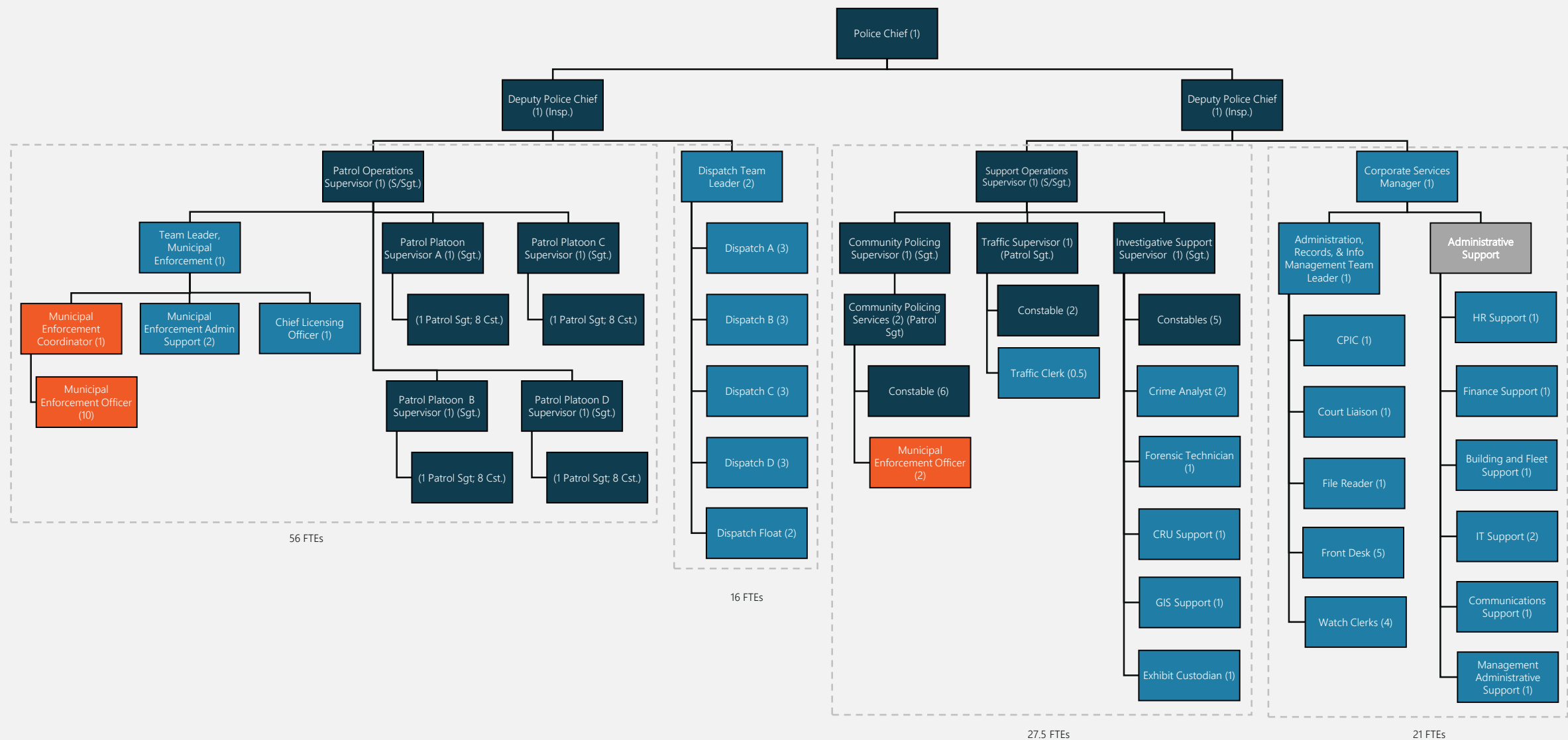
Similar to the full-service model, a 24/7 dispatch team has been added and will require dedicated space and purchase of technology systems to support this work.



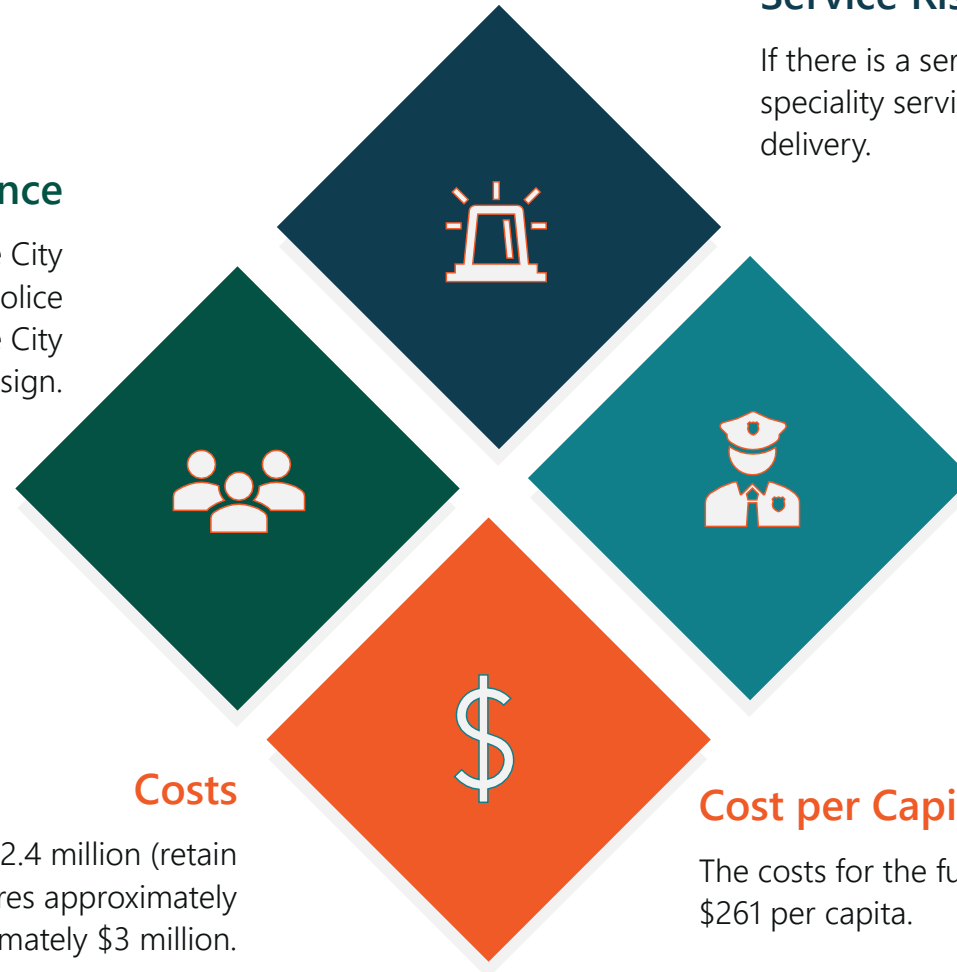
Corporate Service – Organizational Support

Similar to the full-service model, several additional resources would be required to support the overall organization in the areas of HR, finance, communications, fleet and equipment, IT, professional standards and governance.

Municipal Model – Hybrid



Municipal Model – Hybrid



Governance

Independent governance does not ensure that the City can influence or direct the police service. The Police Service governance structure is independent of the City politics and bureaucracy by design.

Service Risk

If there is a service risk to this model, it is that some speciality services will rely upon an outside service for their delivery.

Resourcing

Mitigates high-risk, low-frequency events by contracting those to resources that deal with those services full time. Frontline policing and support operations remain under the purview of the City of Airdrie.

Costs

Transition costs would be approximately \$2.4 million (retain RCMP cars and equipment), annual expenditures approximately \$18 million, and revenue approximately \$3 million.

Cost per Capita

The costs for the full-service municipal model would be \$261 per capita.

Conclusion and Recommendations

Model FTE Comparisons

	Municipal Hybrid	Municipal Full-Service	Status Quo
Sworn Officers	63.0	75.0	67.0
Municipal Enforcement Staff	17.0	17.0	16.5
Civilian	43.5	45.5	25.5
Total	123.5	137.5	109.0

National Police Federation

The NPF has several initiatives and issues it hopes to pursue but its number one issue is salaries for RCMP members.



Through collective bargaining, the RCMP could see increases in member salaries to better align with the Canadian average even if they are not increased to the level of Calgary's 11th position.

Model Cost Comparisons

	Current State	Current State at Canadian Average (10% Increase)	Current State at CPS Competitive Salaries	Municipal Full-Service	Municipal Hybrid	Contract Service Provider
Salaries and Benefits	\$10,891,269	\$11,735,287	\$12,174,577	\$17,556,302	\$14,564,424	-
Other Operating Costs	\$2,934,504	\$2,934,504	\$2,934,504	\$2,116,850	\$1,501,300	-
Building	\$275,554	\$275,554	\$275,554	\$299,400	\$299,400	-
Contracted Support Services	-	-	-	\$150,000	\$1,997,000	\$17,191,217
Total	\$14,101,327	\$14,945,345	\$15,384,635	\$20,122,552	\$18,362,124	\$17,191,217
Revenue	(\$3,678,295)	(\$3,678,295)	(\$3,678,295)	(\$3,085,438)	(\$3,085,438)	(\$3,085,438)
Net	\$10,423,032	\$11,267,050	\$11,706,340	\$17,037,114	\$15,276,686	\$14,105,779

Recommendations

The recommendation includes not making an immediate change to the current policing model, but deploying the following, or a combination of the following courses of action:

1

Analyze Surrey Transition

Surrey's ongoing transition from the RCMP to a municipal service can offer significant 'lessons learned' especially in monitoring Surrey's transition plan against actual costs.

2

Review Surrey Operations (Two Years)

Understand what areas Surrey feels they have been able to improve, and areas where they believe they continue to struggle. This may indicate areas that are related the model itself and which are policing challenges in general.

3

Third-Party Moderator

Use a moderator at Municipal Advisory Board Meetings and with the RCMP relationship in general. This can assist the municipality with executing its rights within the MPSA and in creating a process framework.

4

Reserve Funds

Begin to prepare for a potential transition by putting funds in reserve for transition costs. Airdrie would have to set aside \$1.25 million annually over 4 years to set aside a \$5 million transition fund.

5

Public Consultation

Engage the public and provide transparent information throughout. This report will provide the public with information to provide informed input to the City regarding a change in policing models.

6

Be Bold

If there is still significant reason or desire to change at that time – be bold – do not create a municipal version of the police service that exists. Create a police service for the future.

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Questions?



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