

KENNEBECASIS REGIONAL POLICE FORCE

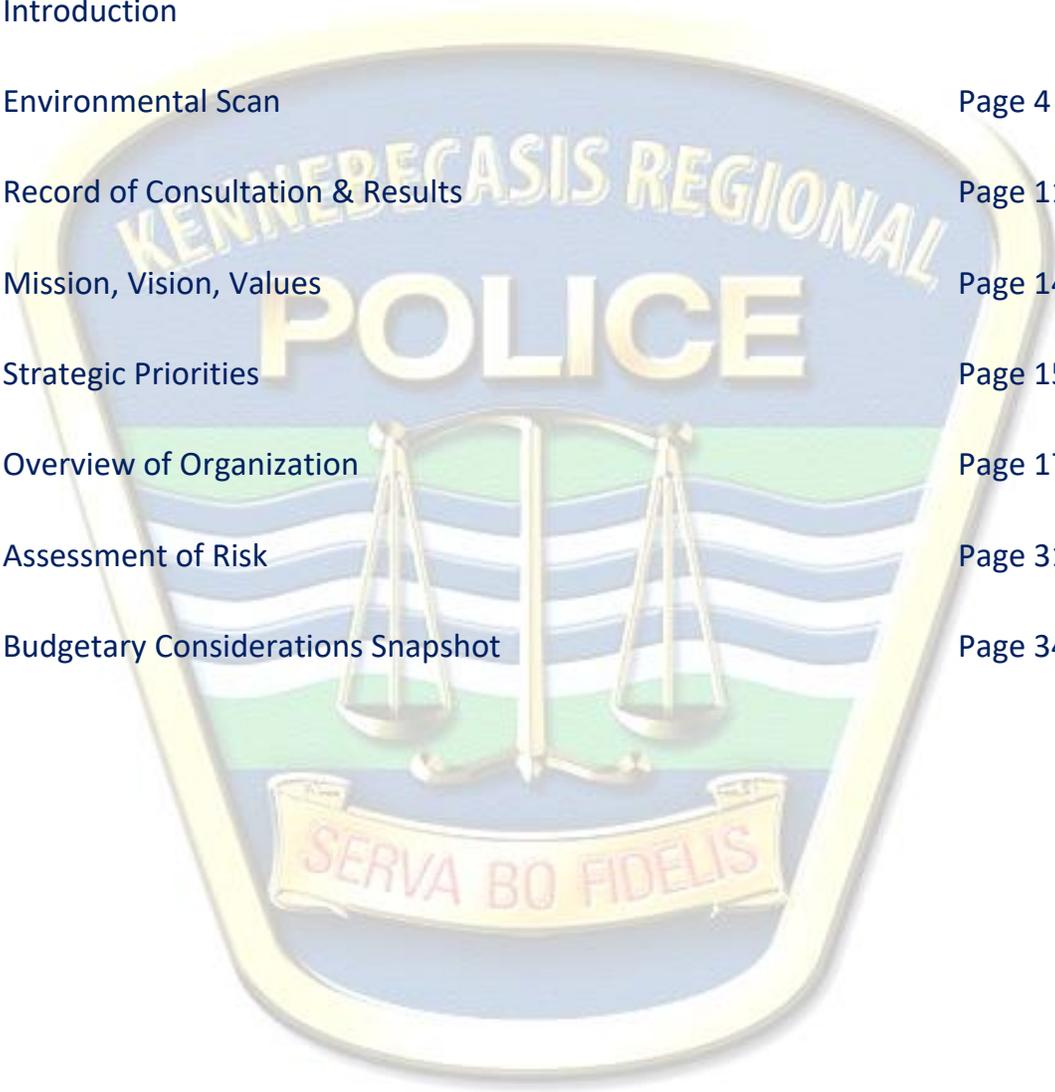


MULTI-YEAR STRATEGIC PLAN

Updated December 20, 2021

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1. Introduction

The Kennebecasis Regional Police Force continues with organizational and cultural change. Much progress has been made between 2017 and 2021. The recent edits, as of end of December 2021, provides the most current version of our plan. It outlines the work and priorities that continue to evolve with our reach for excellence in police service.

With the advent of the White Paper on Local Governance, there will be opportunities for us to capitalize on, in order to foster growth and secure the future we craft for ourselves as an organization.

Chief Gallant, the incoming Chief in 2017, undertook an internal and external consultation process with an aim of developing a new comprehensive multi-year strategic plan which set the direction of the organization. This plan is formally assessed in annual increments with modifications and performance measures within an annual performance dashboard.

In modern policing environments, it is critical for police forces to have a strategic plan. The demands, constraints, and complexity facing policing organizations in Canada continue to challenge police forces and the communities who fund them. In order to meet these challenges, it is an organizational imperative for policing organizations to undertake a rigorous process to arrive at a meaningful strategic plan. An effective plan will accomplish the following:

1. Provides focus (clarity of purpose) to the organization by setting a course for the future. The plan should be flexible enough and assessed on an ongoing basis enabling it to respond and adjust when circumstances warrant.
2. As a publicly funded organization, allows for an appropriate level of accountability, transparency, and demonstration of value received for money expended.
3. Provides for an overview of the needs of the organization as it moves forward to meet the evolving public safety demands within the community.
4. Provides an anchor for operational performance outcomes and management including the identification of performance gaps and plans to address those gaps.
5. Identifies and addresses organizational risks while pursuing opportunities (operational and administrative).
6. Fosters community and employee consultation and input.
7. Facilitates positive operational results for the communities served.

To foster accountability, the multi-year plan will be supported by an Annual Performance Dashboard inclusive of objectives, measures, targets and initiatives, which will be assessed within the organization and by the Board of Police Commissioners on a quarterly basis in a

standardized snapshot format with a final year-end report being presented to the Board for approval.

2. Environmental Scan

An environmental scan considers factors that will influence the direction and goals of an organization. This includes consideration of both present and future factors that might affect the organization in its external and internal operating environments.

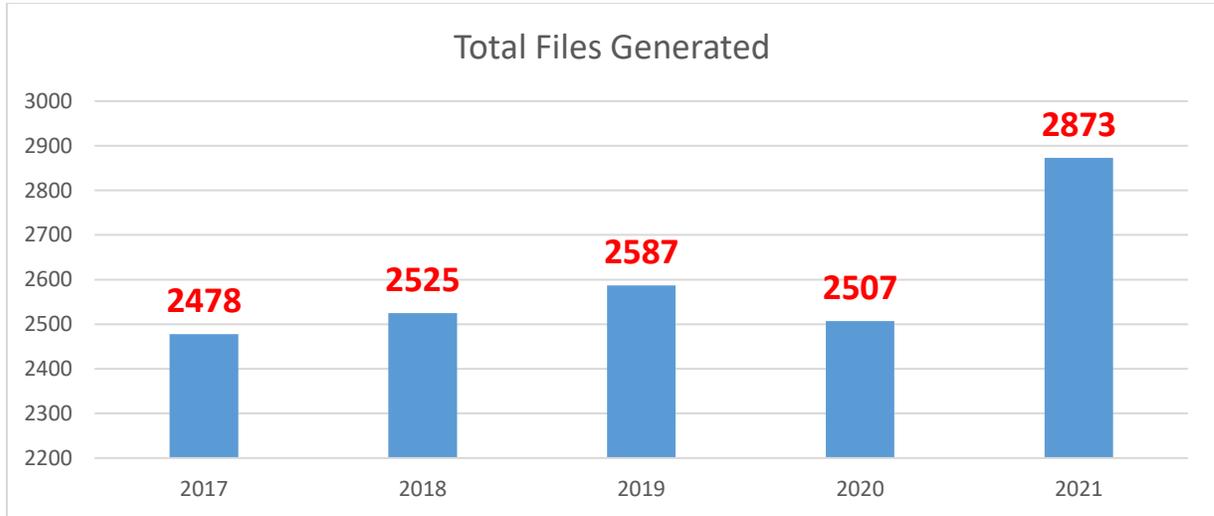
An external scan in policing will consider elements such as population trends, community plans, crime trends, financial considerations, societal factors, legislative changes, etc. that may impact policing operations. These would include elements at the local, provincial and federal level.

An internal scan involves looking at the present capabilities and situation of the organization (infrastructure, hardware, personnel, abilities, structure, overall performance, etc.). Such information can be compared to what the organization will or may need in the future to achieve its strategic goals.

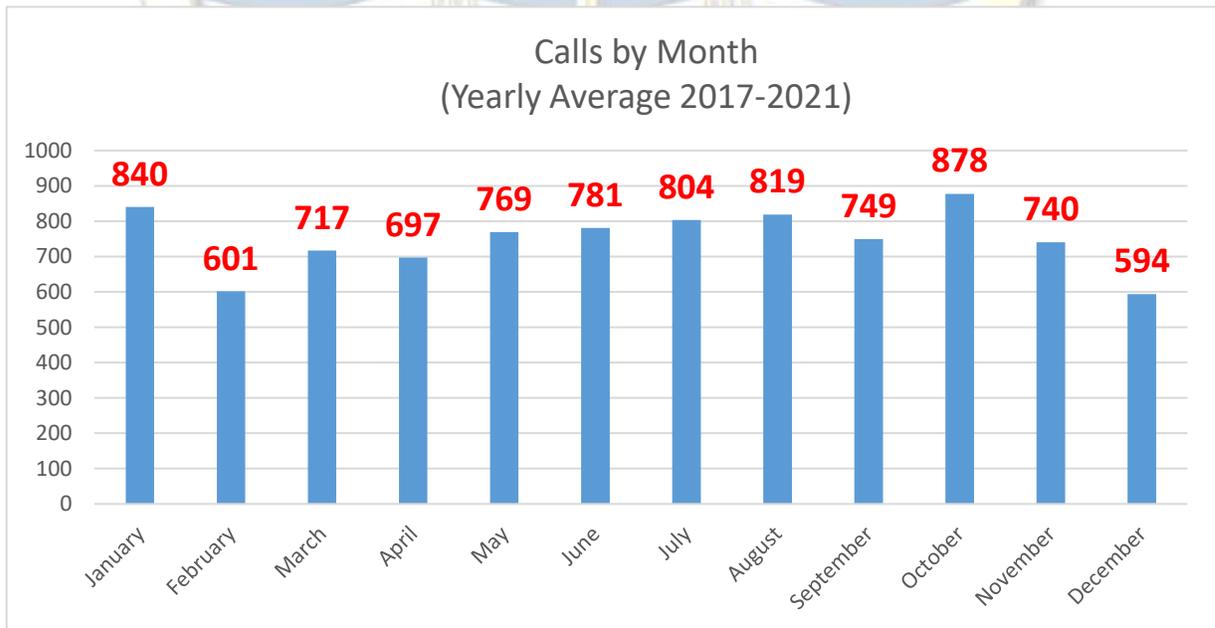
General:

- The Kennebecasis Regional Police Force is responsible for the policing of the Towns of Quispamsis and Rothesay with a combined population most recently estimated to have surpassed 31,000 residents (*2020 – 31,119 residents, 2021 – 31270 residents*). The KRPF offers a full menu of general and specialized policing services, with some employees fulfilling more than one role.
- The organization currently has 39 sworn police officer positions as well as 2 seconded positions supported by the RCMP (currently - 33 male and 8 female officers), 6 civilian staff and a significant compliment of volunteers. Four additional sworn officer positions have been approved by the Board. A new Technical specialist position was also approved. The person in this function will provide IT support to the organization as well as specialized and covert support to our Major Crime Unit. Recruitment efforts will begin in January 2022 to fill those positions. Term employees will also be hired to fill vacancies created by secondments and/or temporary leaves.
- There are 18 police vehicles, 1 Community Policing Vehicle, 2 ATV's, and 1 motorcycle.
- The Force's jurisdiction encompasses a relatively large area (NB standards) and presents aspects of urban and rural policing.

- Total # of Police Reports generated: ****** We believe the increase in the 2021 numbers is mainly due to the files generated from Covid quarantines – each file has to be investigated by an officer who physically attends the residence of the quarantined individual to confirm compliance.



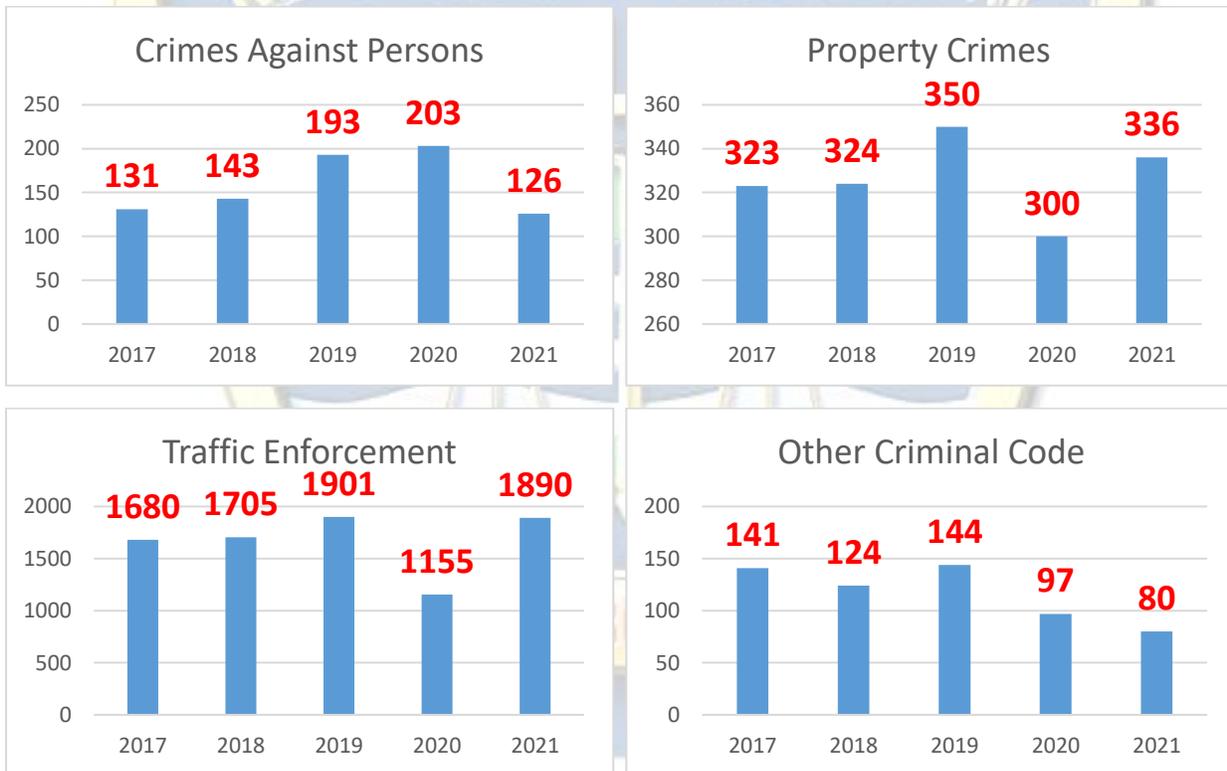
**See asterix above.*



- The top ten calls for service for KRPF for 2021 were:

○ Assist General Public	701
○ Traffic/Parking Complaints	353
○ Alarm	309
○ MV Accident No Injury	295
○ Look Out For	220
○ Theft Complaint	203
○ Assist Other Agency	199
○ Other Non-Criminal	168
○ Other Criminal Code	144
○ Loud Party/Noise Complaint	136

- General Crime and Traffic Enforcement Statistics:



External:

- The Towns of Rothesay and Quispamsis continue to experience commercial and residential growth and now have an estimated population of 31,270 for 2021

- The business and residential tax bases continue to increase for both communities. Businesses and families view the “Valley” as a desirable place to work and live.
- Proximity to the City of Saint John is important as there is a transient nature to crime, criminals, and public safety conditions in each of the three communities which impact upon policing in the Kennebecasis Valley.
- The financial and governance issues happening in the City of Saint John, within the Region, and throughout the province continue to give rise to discussions around amalgamation and/or Regionalization of some services. Police services are often mentioned within this conversation. Any significant advancement of these discussions could impact the future of the KRPF as an organization and how citizens in Rothesay and Quispamsis receive policing services. The Department of Public Safety has conducted a Policing Review focused on “sustainability,” possible regionalization, and sharing of support services. At this time, the content of the report remains unknown. Furthermore, information within the recently released White Paper on Local Governance coupled with other credible sources would seem to indicate that the KRPF and the two communities it presently serves would be well suited to take steps to chart their own course as it relates to an expedited regionalization of policing services. To ignore this could lead to difficult decisions being made for us. It should be noted that the RCMP policing contract for NB ends in 2032. A federal policing assessment is being conducted by Ottawa which as it relates, partly, to the RCMP and it’s present model in provincial and municipal policing.
- Immigration continues to be a priority in the region with the KV becoming increasingly culturally diverse. Police Forces need to be responsive to such changes by endeavoring to achieve the appropriate level of diversity within the make-up of the organization such that it is reflective of the diversity of the communities being served.
- Consistent with the rest of the province, the population in the KV continues to age with a growing senior’s population. KV is an attractive area for retirement and both KV communities are moving towards more senior friendly housing and municipal services.
- At the provincial level, like all other public services, policing is being adversely impacted by restraints on funding. The Provincial Police Service (RCMP) continues to experience serious budget restraints impeding their delivery of services. This places additional strain on municipal police services like KRPF as there is less money, less resources, and a seemingly decreasing amount of flexibility by other police forces to integrate and cooperate on investigations. There is much less appetite by long time partners in provincial law enforcement to provide assistance to each other on a reciprocal basis.

The true cost for providing assistance with specialized policing services in particular, is now being identified and invoiced. This is a significant change which we must be cognizant of.

- At the Federal level, legislative changes have the largest impact on KRPF. Legislative changes will continue to impact policing services in the future.
- Another external factor is climate change. The 2018 and 19 floods in KV exceeded the previous high-water marks of 1973 and 2008. The events required additional police resources, equipment and overtime to meet the public safety needs of the communities during the events. Ice Storms, hurricanes, and other natural disasters can place additional demands on police forces. Scientists and governments are predicting more frequent and more serious events in the future.
- The speed at which technology is evolving and changing is an issue for KRPF in terms of capacity to effectively complete investigations, and have modern internal business systems that support high quality policing services. Cyber-crime, data storage requirements due to ever increasing reliance on video files, and modern operating and records management systems are changing so quickly that by the time you test, pay for and implement a solution, it is time to upgrade and replace it again.
- More generally, the economics of public safety, a growing mental health crisis, exponentially increasing expectations on accountability and transparency of police, a rapidly evolving operating environment around officer safety and associated equipment, combine to create a highly complex and demanding space for public policing in Canada.
- Over the past two years, we saw the rise of anti-police rhetoric and calls to “defund the police.” While this can mean many things, what is clear is that it has created an even higher level of scrutiny on police budgets and much more challenging public environment for police. This also has a negative impact on the morale of our staff. It is worth mentioning that KRPF has not had any validated discriminatory complaints.
- Demands for more police accountability and transparency due to systemic racism in the justice system and society in general mean that police organizations must be proactive in policies and approaches that ensure respect for the needs of the communities served. There is an opportunity to address this through the hiring process we are about to begin for new officers.
- In terms of public support, the most recent KRPF public survey was completed in early 2021 with 359 respondents. Categories assessed included: satisfaction with overall

police services; honesty and transparency; response time to emergencies; overall sense of safety; adequacy of resourcing; and input on policing priorities. The vast majority of respondents indicated a high level of satisfaction with police services with responses ranging between 80 and 95% positive responses depending on the question being asked. KRPF also received high marks for the suite of services and programs being offered. All but one respondent “felt safe” living in the Kennebecasis Valley and felt that the level of safety had either improved or stayed the same over the last year. Some issues were identified with bilingual service, and general responsiveness to business complaints. In terms of priority issues, crimes against persons, youth, drug related crime, and property crime were identified as priority issues.

- The worldwide pandemic has greatly impacted and will continue to impact the KRPF. Personal Protective Equipment (PPE), new policies and protocols, new training, increase in the needed flexibility from employees, employee wellness, have all required and will continue to require attention and money to ensure high quality services are maintained while ensuring the safety of all employees and the public.

Internal:

- When Chief Gallant first arrived in 2017, all employees and volunteers within the organization were interviewed using standardized organizational behavior assessment tools. This approach resulted in a list of over 100 follow-up items for the Chief and Senior Leadership Team. Some were more significant than others but issues around workplace culture/conflict, serious divides in the workplace, numerous human resource related issues, perceived poor morale, and some operational challenges were all identified. 76% of the issues were actioned in one way or another within 12 months, with the remaining being worked on and tracked as longer-term undertakings relating to culture, major human resource projects, longstanding policies, and entrenched operational systems. Some changes required reallocation of existing funds or new investment. Chief Gourdeau arrived in early October 2021 on the heels of Chief Gallant’s retirement. He proceeded to meet with all staff of the force. He also went out on patrol with various platoons. Several interviews were conducted including with each of the members of the Senior Leadership Team. The morale overall is positive and the culture has shifted to a more respectful workplace. Although all at the KRPF have contributed to this success, Chief Gallant can be credited for putting in place the foundation and providing the employees with the tools to see this happen.
- Regarding organizational performance, the overall Crime Severity Index (CSI) and Weighted Clearance rates (how well we resolve cases) from the Canadian Center for Justice Statistics are reviewed each year and are measures on our Annual Performance Plan. Historically, the KRPF ranks among the best in the country on these metrics. In

2020 the KRPF was the second lowest CSI in the country in communities with over 10,000 in population. (The 2020 clearance rate will be updated on February 4th)

Chart#1: Summary of Various Police Force Comparative Metrics
(source: Statistics Canada 2019 Police Resources in Canada Report)

NB Municipal Police Force Metrics Comparison					
Police Force	Officer to Population	Officer per 100K of Population	Per Capita Costs	Annual Calls for Service	Calls Per Officer
Miramichi PF	1:536	187	270	10,314	313
Edmundston PF	1:511	196	331	8,814	267
Fredericton PF	1:604	166	286	22,674	220
SJPF	1:483	207	360	60,000	411
Woodstock PF	1:409	244	367	2,724	209
BNPP	1:640	156	243	4,109	294
Grand Falls PF	1:292	343	271	3,458	192
Bathurst PF	1:429	233	431	9,107	325
KRPF	1:780 (highest)	129 (lowest)	193 (lowest)	9,525 (4th)	244 (6th)



- The current collective agreement was to expire at the end of 2022 but was recently extended until the end of 2023. This stemmed from an agreement between the Union Local 1905 and the Kennebecasis Regional Joint Board of Police Commissioners after an increase in the 2022 budget for the KRPF that would lead to the hiring of 4 additional resources.
- The current KRPF building is now in its 17th year of existence. A significant amount of maintenance and upgrades have been completed over the last 3 years. Available space, particularly as it relates to secure storage and office functionality remains a problem. The board of police commissioners has approved the construction of an addition to the existing structure. The building plans have been drafted.
- Operational stress injuries (OSI) are increasingly diagnosed. KRPF officers face critical incidents on a regular basis with some suffering from operational stress injuries. The number of incidents and days lost to these types of injuries are rising. Organizations need to adjust to this reality and develop strategies to ensure their employees remain healthy and operationally ready to complete the jobs we ask them to do. The KRPF have

made considerable efforts over the last 3-years to develop industry leading strategies and practices to support employees and minimize days lost due to OSI. These strategies often involve increased costs but it is being managed and supported by the Board of Police Commissioners. Early into year 2022, the HR manager with the assistance of the Union local 1905 and the management team will be tasked with developing a gradual return to work process which will aim to focus on the wellness of our employees on a continuous basis during their absence. This will ensure a prompt but safe and sustainable return to full duty.

3. Consultation Record & Results

In initially preparing this multi-year strategic plan in 2017 & 18, and continuing since, the Kennebecasis Regional Police Force used many inputs and consultations mechanisms including:

- Environmental Scan as per the previous section
- 2017 & 2018 Chief Interviews with every employee
- Chief Gallant's assessment of workplace and operations
- Organizational Mission, Vision, Values renewal exercises
- Internal employee consultation sessions
- Formal consultation session with each community council and key staff
- Formal and annual consultations with Board of Police Commissioners
- Community Focus Group representative of:
 - Seniors, schools, youth, business, general
- Crime stats and trend analysis
- Costs of policing comparisons
- 2018 Employee Wellness Survey conducted by Dr. Mary Ann Campbell
- Knowledge, Skills, Abilities, (KSA) and competency gap analysis
- Previous KRPF strategic plans from 2007 and 2014
- Employee Engagement Survey (2019)
- Active invitation on our website for feedback and suggestions
- Annual review of strategic priorities, annual performance plan, risking exercise with Board of Police Commissioners, Senior Leadership Staff.
- Recent diverse community consultation
- Chief Gourdeau's employee interviews
- 2021 Client Survey
- White Paper on Local Government

What follows are the results of the formal external consultation sessions in terms of prioritization of issues listed in order of importance to each respective group (2018). These results were then factored into the formulation of strategic priorities for the organization which are outlined starting on page #14.

Quispamsis	Rothesay	Board of Police Commissioners	Community Focus Group
<p>General Policing Issues:</p> <ol style="list-style-type: none"> Traffic Illegal Drug Activity Mental Health & Crime Intimate Partner & Domestic Violence Youth at Risk <p>Youth/Community Policing:</p> <ol style="list-style-type: none"> Drug activity in Schools School talks At Risk Youth Community Events <p>Traffic:</p> <ol style="list-style-type: none"> Distracted Driving Impaired Driving Speeding Dangerous Driving School Zone Safety <p>Risks Facing KRPF:</p> <ol style="list-style-type: none"> Cyber data Breach Regionalization of Policing Legislative Changes 	<p>General Policing Issues:</p> <ol style="list-style-type: none"> Mental Health & Crime Intimate Partner & Domestic Violence Municipal By-Laws Traffic Property Crime <p>Youth/Community Policing:</p> <ol style="list-style-type: none"> Drug activity in Schools School talks At Risk Youth Seniors Safety <p>Traffic:</p> <ol style="list-style-type: none"> Distracted Driving Speeding Municipal By-Laws Crosswalk Safety Impaired Driving <p>Risks Facing KRPF:</p> <ol style="list-style-type: none"> Major Event, Crime or Crisis Legislative Changes Regionalization of Policing 	<p>General Policing Issues:</p> <ol style="list-style-type: none"> Mental Health & Crime Property Crime Intimate Partner & Domestic Violence Illegal Drug Activity Seniors Safety <p>Youth/Community Policing:</p> <ol style="list-style-type: none"> Drug activity at Schools At Risk Youth School talks Community Events <p>Traffic:</p> <ol style="list-style-type: none"> Distracted Driving Impaired Driving Intersection Offences Dangerous Driving Speeding <p>Risks Facing KRPF:</p> <ol style="list-style-type: none"> Legislative Changes Regionalization of Policing Cyber data breach 	<p>General Policing Issues:</p> <ol style="list-style-type: none"> Intimate Partner & Domestic Violence Illegal Drug Activity Mental Health & Crime Youth at Risk Seniors Safety <p>Youth/Community Policing:</p> <ol style="list-style-type: none"> Drug activity at Schools School Talks Youth at Risk Seniors Safety <p>Traffic:</p> <ol style="list-style-type: none"> Distracted Driving Impaired Driving Speeding Dangerous Driving School Zone Safety <p>Risks Facing KRPF:</p> <ol style="list-style-type: none"> Regionalization of Policing Legislative Changes Police Force Reputation

The following are the results from the internal KRPF consultation sessions with all staff, noting the addition of the “internal issues” category:

General Policing Issues	Youth/Community Policing	Traffic	Internal Issues	Risks
<ol style="list-style-type: none"> 1. Mental Health & Crime 2. Intimate Partner & Domestic Violence 3. Illegal Drug Activity 4. Youth at Risk 5. Property Crime & Traffic 	<ol style="list-style-type: none"> 1. Drug Activity at Schools 2. Community Events 3. School Talks 4. Youth at Risk 	<ol style="list-style-type: none"> 1. Impaired Driving 2. Distracted Driving 3. More Traffic Officers/longer coverage 4. School Zone Safety 5. Speeding 	<ol style="list-style-type: none"> 1. Officer Safety 2. Mental Health of Employees 3. More Training 4. Leadership Development Program 5. Clear work performance expectations & meaningful feedback 	<ol style="list-style-type: none"> 1. Major event, crime, or crisis 2. Regionalization of Policing 3. Legal & Legislative Changes

- In the 2019 citizen’s survey, the following issues were identified as priorities for police according to the respondents:
 - Crimes against persons (physical assaults, sex assaults, threats, harassment etc.)
 - Property Crime (B&E, Vandalism, Thefts, etc.)
 - Youth
 - Drug Related Crime
- In 2020, following developments in the world regarding anti-police protests and defunding movements, and following consultations with the Board of Police Commissioners and employees, the strategic priority of Value for Service was changed to Connection to our Communities to better reflect the need for ensuring alignment of policing activities with the needs of the communities including reflecting the diversity of those communities. Value for service remains important to our communities and is therefore included within the new strategic priority.
- On November 18th, 2021 we conducted a community consultation focusing on the needs of the diverse community. This consultation group included citizens of the valley, and community stakeholders representing the broader community through PRUDE, SJ New Comers, CHROMA, and SJ PRIDE. Overall, the participants rated the following as the top policing priorities:

1. Drugs in schools
2. Racism in schools
3. Diversity in the police force
4. Small changes to our building to promote inclusivity
5. Officer training on:
 - LGBTQIA2S+ issues
 - Racism
6. Immigration increase & cultural inclusion – police and community adapting to these changes
7. Traffic

4. Mission, Vision, and Core Values of KRPF

Mission, vision statements, and core values are foundational pieces of how police service is delivered and serve as guideposts for how employees interact with each other and the public in delivering that service.

During the Spring and Summer 2018 a series of structured employee consultation sessions were held where all employees had an opportunity to participate in the development of the KRPF mission, vision statements, and a set of organizational core values. Those remain true for year 2022.

Mission: *To work in partnership with the communities we serve to improve the quality of life by ensuring the order, security, peace and safety of the citizens of the towns of Quispamsis and Rothesay, NB.*

Vision: *Excellence in policing services achieved through community commitment, partnerships, innovation, and leadership.*

Core Values:

- *Honesty*
- *Integrity*
- *Professionalism*
- *Compassion*
- *Respect*
- *Pursuit of Excellence*
- *Accountability*

During 2020, our manager of Human Resources held consultations sessions with all employees to identify and articulate appropriate wording for each core value that reflects the spirit of each of these core values. As part of the annual Respectful Workplace training conducted in 2021, all KRPF employees took part in defining each of the core values and describing what they look like in action.

5. Strategic Priorities

Strategic priorities serve to focus an organization strategically and operationally. A large part of the internal and external consultations conducted in advance of this strategic plan were focused on developing meaningful strategic priorities for KRPF. The following are the strategic priorities that resulted from that process with the aforementioned change in the fifth strategic priority for 2021 and all to continue in year 2022:

- 1. Employee Wellness:** KRPF and the KRPF board of Police Commissioners recognize that the employees who serve with KRPF are its greatest asset. The organization and the employees who comprise it, will continually strive to provide a healthy workplace, free of harassment, based upon mutually agreed upon core values, and every individual's commitment to maintaining positive and productive workplace relationships. We collectively recognize that police work is stressful and in response KRPF will be leaders in providing training, programs, services, and policies that foster and promote operationally capable and resilient employees with a strong commitment to physical and emotional well-being.
- 2. Youth:** KRPF recognizes the Youth of Rothesay and Quispamsis represent the future of our communities and our society. In making youth a strategic priority, KRPF will strive to be progressive, focused on evidence-based approaches within enforcement, prevention, and/or educational settings. We recognize Youth face unique challenges and many have risk factors present in their lives and environment that can prevent them from being successful in life. We will work in partnership with our Youth and with our partners in the community in seeking not to over-criminalize Youth while pursuing prevention and intervention options that address risk factors and are in the best interest of the Youth and the overall safety of our communities.
- 3. Traffic Safety:** KRPF will work in partnership with the communities of Rothesay and Quispamsis to pursue evidence-based traffic safety and enforcement strategies that are

aligned with the needs of the communities and promote and foster safe driving habits in all neighborhoods and roadways throughout our jurisdiction. The priorities of our traffic strategy will be Distracted Driving, Impaired Driving, Speeding, and School zone and Cross walk safety. All employees of KRPF are committed to contributing to ensuring Rothesay and Quispamsis have the safest roads in the country. The traffic enforcement capacity for the KRPF will increase with the hiring of additional resources in 2022. This will allow us to expand its traffic unit mandate regarding criminal intelligence as well as with more strategic targeted traffic enforcement.

- 4. Excellence in Investigations, Crime Reduction and Prevention:** KRPF will work in partnership with the community to ensure that Rothesay and Quispamsis remain among the safest places in Canada in which to live. We will be leaders and innovators in all aspects of police operations, and be proactive, intelligence-led, community oriented, evidence based, and accountable in our crime prevention and reduction efforts. We will ensure our preventative efforts and our police response excel when the most vulnerable in our society are victimized, particularly victims of Intimate Partner Violence, those struggling with mental health issues, and our senior citizens. Our operational approach will be intelligence-led and focused on working in an integrated manner with our policing and public safety partners towards ensuring the highest quality of policing services and the overall health and safety of our communities.
- 5. Connection to Our Communities:** KRPF will strive to perform police work in a manner that is always consistent with our core values while respecting and reflecting the needs and expectations of all segments of the population of our communities. We will ensure our policies, priorities, actions, conduct, operations, and how we spend our budget allocations are grounded in and aligned with what the community expects from its police force while demonstrating leadership in our approach for public and police service agencies everywhere.

Each year, specific objectives, measures, targets and supporting initiatives are identified for each priority and appear on our Annual Performance Dashboard. This dashboard is renewed annually following strategic planning sessions. Quarterly reports are provided to the Board of Police Commissioners and the employees of the KRPF. The 2021 plan final report to the Board has been completed (January 2022) and the approval for the 2022 plan is pending.

6. Overview of Organization

A. Building

During 2018, the Chief met and the Board building committee examined the building and developed a plan for the future.

The building is now in need of some general maintenance and upgrades commensurate with its age. A number of items were identified, including such things as painting, general renovation/upgrading, and replacement of fixtures such as lights and hand dryers. Some construction and rearranging of physical space (construction/deconstruction of walls) will be required. These items are being addressed as funds permit. Increasing the annual building maintenance budget continues to be necessary to ensure the maximization of the building life expectancy and operational effectiveness of the KRPF. The maintenance and improvement budget increased in 2019 and 2020 and upgrades and maintenance were completed. This will continue to be assessed and addressed on an ongoing basis.

There were some more expensive items that needed to be strategically planned for over the coming years:

1. Available space is an issue for the KRPF. Currently secure file storage is a problem as the force is at or exceeding capacity with less-than-ideal storage solutions. Some safety hazards that were identified as part of the building review have been addressed to the degree they can be, but the amount of available and suitable space remains a problem. Emergency Tactical Services, Forensic Identification (covered in more detail later in this document), and general file storage are particular areas of concern.

Over the last several years, the KRPF has acquired new equipment assets to meet policing requirements and community needs such as but not limited to carbine rifles, motorcycles, ATV's, Unmanned Aerial Vehicles and a cube truck. Appropriate and adequate space to store and make ready use of these items is a problem.

As a result of the identified space issues, the KRPF Board of Police Commissioners agreed to an expansion to the existing building. The 3000+ square foot expansion will have, or provide a solution for: 2-4 garage bays, with one bay having a hydraulic lift for forensic vehicle examinations; additional secure storage for large exhibits; an appropriately constructed Forensic Identification room; a dedicated ETS room; a utility room for miscellaneous equipment; a gym/workout area. The project has been approved by council.

Plans for the new addition were produced and approved. It is expected that construction should begin in late 2023 or 2024. In the meantime, mitigation strategies have been put in place with changes to existing space and addressing some obvious safety issues. Space remains a problem and the new building addition will address those concerns.

2. The current sprinkler system is designed with a holding tank system. A rather large room is currently occupied by the system. If the system were to ever fail, it would be quite expensive to replace. There is an opportunity to convert to municipal water and that is currently the preferred plan when the system fails or is near failure.
3. Renovations of the F.I.S. space have been completed and the facility is now functional and is meeting our needs but remains cramped and less than ideal.
4. The roof will need replacement in the next 5-7 years. Projected cost is \$52-55,000.
5. Renovations leading to more efficient office space for the CID and Court units were completed at the end of 2021.

B. Front Line Patrol Operations

Patrol and traffic units are the public face and the backbone of the service delivery model of the organization. In the end, every other aspect of police operations could cease except for the need to have someone receive, dispatch and respond to calls for service. Success and support in and from the community depends largely on having effective front-line operations.

In KRPF, "Patrol" continues to function with a staffing level of five officers per platoon (4 platoons) working a 12-hour, 4-day on, 4-day off schedule as prescribed by the collective agreement. The current collective agreement requires a minimum level of staffing of 3 members for each shift except for the period starting the first Friday in June and ending the last Saturday before Labor Day when there is a minimum staffing level of 4 (Article 15.10) on Friday and Saturday nights. In 2019 through reallocation, the Traffic Section compliment was increased from 3 to 5 members. Each Platoon was allocated one of those members to follow their Platoon providing a better response to the community priorities. It also provides additional flexibility, police response, officer safety and improved operational effectiveness of Traffic Services. Since these changes, our Performance Dashboards for all years since have

resulted in significant improvements with our operational results regarding traffic enforcement and safety.

There has never been a Police Resourcing Methodology review/study done for KRPF. Such reviews use an evidence-based approach to assessing the required number of officers on a shift based upon an analysis of a variety of variables including: calls for service; types of calls; miles of road; support services available; amount of proactivity desired by the community / organization (i.e. community policing, traffic, intelligence, police visibility, etc.); and shift schedules. These reviews are expensive and require outside consultants to complete the work. Nevertheless, such a study could be considered by the Board.

That being said, strictly based on the volume of calls for service, resourcing was “just sufficient”. However, there is some operational risk created when the shifts are reduced to the minimum of three members and the operational pace quickens with multiple calls in a short period of time. The recognition of the need for four as a minimum during the summer months is clearly an informed risk management strategy that has been applied in the past based upon an analysis of the call volume over the course of the year. That does not mean to say that the risk does not exist throughout the year, simply that the risk has been considered to be lessened by the lower frequency of calls at certain times of the year by previous management and/or the Board of Police Commissioners.

It is Chief Gourdeau’s opinion, based on his experience in front line policing, that the level and quality of the service delivered by the KRPF is at a high level. The continued expectations from the communities as it pertains to overall crime rates, proactive police work, quality of police work, community relations, community involvement and visibility will remain high. Members are often taken away from call response and investigation to conduct these proactive type duties whether it be school presentations, community events, senior’s education, working on gathering intelligence or acting upon intelligence, and/or doing extra traffic education and enforcement work. These proactive activities contribute greatly to community safety and police-community relationships, but it needs to be understood that they do adversely impact the number of officers available for priority call response. This is a positive outcome of the quality of the service delivery.

There have been 4 additional full-time officers approved by the Board for which funding was included in our 2022 budget and going forward. The hiring process has begun. Each Platoon will be allocated one of these members. Since 2019 through the results of an evidence-based comparison of resourcing and shift levels it has been our priority to reduce the number of times shifts were at the minimum level of 3 members. The addition of these 4 new officers and

minimum levels has been addressed in the extension of the current collective agreement as follows:

In referencing to section 15:10(a) and (b) of the current collective agreement, under this Memorandum of Understanding there shall now be a minimum of four (4) uniformed union members of duty each shift throughout the year, excluding Monday to Friday between the hours of 0800hours and 1600hours whereby the minimum shall be three (3) uniformed union members on duty. This exclusion does not apply to statutory holidays.

With the hiring of new police resources in 2022, we will put particular emphasis in the hiring process on diversity, in line with our strategic priority of connecting with the community we serve.

Criminal Investigations Division (CID)

Operational support services in any police force represent a strategic opportunity to provide focus and proactive interventions into criminal investigation and prevention of crime. It is these services that offer the more “tailored” or “sharpened” part of the policing strategy. The degree to which it is “sharp” (structure, resourced, intelligence-led and evidence based, clear performance expectations) will largely influence success in terms of crime control within a police service. Given the relative rankings of the KRPF in the annual Statistics Canada crime reviews (Juristat), the KRPF clearly continues to do very well in terms of overall relative crime rates, violence severity, and clearance rates.

In 2019, the Major Crime, Street Crime, and Intelligence Units were merged into one larger unit which incorporates all of those functions. By having all of the resources under one umbrella, it created more flexibility and deployment options. Currently, there are 6 members in this unit. The mandate of the unit has been reworked and it is performing quite well with a high success/clearance rate on investigations. This structure and the operational results from it will need to be continually evaluated each year.

The CID unit continues to work closely with Saint John Police Force’s specialized units in combatting prolific offenders, drug related crime, and organized crime. Joint operations between the two agencies are constant and continue to achieve success.

Areas that continue to be improved are intelligence-led activities, increased use of criminal analytics and evidence-based enforcement strategies, improved alignment with the policing needs and priorities of policing in this part of the province, organizational reporting, and clarity of mandate, expectations and deliverables.

C. Human Resources

When Chief Gallant arrived in November of 2017, he conducted a series of structured interviews with all employees within KRPF to identify issues, underlying concerns, and to begin to plot a way forward for the organization. This process identified a list of over 100 action items that required follow-up. Some of these items were quite significant, while some were minor. About 40 per cent of the issues were human resource related (training, workplace relations, hiring processes, promotion processes, benefit issues, etc.). Given the growth in the organization over the last decade, now at a level of 52 employees when you count the full time, part time, and contracted employees plus volunteers, the organization reached the level of size and maturity where it is in need of professional human resource support.

In January 2020, a new Manager of Human Resources was hired. Since then, she has been systematically working through significant HR issues as part of our Annual Performance Plan. Improvements are being realized as a result of the work she is doing and we are seeing a professionalization of KRPF human resource management in areas like recruitment, disability management and accommodation, promotional processes, performance management, and employee wellness to name a few.

In 2022, HR support will be extended to KV Fire as available on a part-time basis.

D. Traffic Services

It is clear from all of the consultations completed for this strategic plan, and from a review of KRPF calls for service data, that traffic complaints and concerns are very prevalent in the Kennebecasis Valley. Our number of traffic accidents are assessed to be high (not confirmed nor compared to other similar sized forces) and therefore we put more emphasis on traffic solutions/management. While collision statistics require continual analysis to determine the relative depth of any particular or specific problem or concern, it is clear that at the very least the public perception is that the Kennebecasis Valley has problems with excessive speeding in numerous neighborhoods, distracted driving, and impaired driving.

KRPF has very committed traffic members in their Traffic Services Unit. They are well trained in all enforcement strategies and in traffic collision reconstruction. As previously mentioned, the KRPF reallocated from within to add two traffic members allowing us to have one member on each platoon dedicated to traffic enforcement. This has had a dramatic impact upon enforcement levels and overall capacity to address traffic issues as they arise. As noted above, with new resources being added to the force, the capacity for traffic enforcement on each platoon will increase significantly.

There is a need to continually be evidence-based and intelligence-led in our traffic strategy. Such a strategic approach allows for smarter, more meaningful traffic interventions and an increase in overall safety on the roadways in Kennebecasis Valley. The KRPF purchased a Jamar radar in 2019 which is used to covertly measure traffic speeds in problem areas and produce reports which assess the significance of the problem. Quarterly operational results briefings and collision and complaint “heat maps” also add to the intelligence-led nature of our Traffic Operations. Evidence-based traffic safety strategies will continue to be explored.

It is important to note that the Saint John Police Force continues to depend on the KRPF for collision reconstruction services. In 2022, we will explore avenues to increase our capacity in delivering this service as this can be a source of revenue and career development opportunity for our members.

E. Community Policing

Community Policing has been and will remain a fundamental and central part of the KRPF policing strategy.

KRPF has one dedicated full-time officer for leadership and coordination of community policing activities. It is clear however that many officers contribute significantly to the success and strength of connection between the KRPF and the communities it serves. KRPF officers are heavily involved and take leadership roles in a number of community charities, community events, youth events, school programs, seniors’ activities, and other prevention activities and programs. While the level of personal investment varies from member to member, it is clear that much of the success of the KRPF comes from the commitment of its officers.

These activities, while very successful, need improved clarity of purpose with more priority placed on evidence-based outcomes. This continues to be the Chief’s assessment and this was also the assessment of a recent quality assurance review conducted by the Department of Justice and Public Safety. To date, we have adopted, trained officers on, and implemented the use of the YLS Youth risk-screening tool. We are also making connections with local Integrated Service Delivery systems to which we can refer youth before they reach the stage of having to be charged and become involved in the criminal justice system. The focus of our Community Policing Officer and our collective efforts is gradually shifting away from “feel good” type strategies to efforts more focused on evidence-based outcomes.

Civilian Staff

Below is a comparison chart of civilian support levels for NB municipal police forces from 2019:

Police Force	Uniformed Members	Civilian Support Staff	Ratio: Member to Civilian
Fredericton Police Force	105	21	5 to 1
BNPD	16	2	8 to 1
Bathurst	24	4	6 to 1
Woodstock PD	15	3	5 to 1
Edmundston PD	34	4	8.5 to 1
Miramichi PF	33	4	8.25 to 1
Kennebecasis Regional PF	39	4.5	8.67 to 1 (7.09 to 1 when H.R position is included)

Currently at KRPF, we have one civilian staff member in court services, one executive assistant to the Chief and Deputy Chief, one supporting the two Inspectors, all of Patrol, and all of Support Services, and one for the front desk, patrol, and general office function. We hired one half time administrative support position in 2020, and supported by revenue from a contract for criminal records checks with a private company, we were able to add the other half time opportunity to that position late in the year.

Some future consideration was given to creating civilian capacity to address gaps in criminal and business process analysis, and in the area of I.T. support and cyber-investigations. To date, a new I.T. position was approved as part of the 2022 budget. We are presently working on the job description.

The salary ranges for current staff needed a review and this was completed by a H.R. contractor in 2019 using industry standard comparison and analysis. Adjustments were recommended and implemented in 2019. Salary band scales were also created for civilian and senior leadership staff. This will be monitored on an ongoing basis as staff changes.

We have committed and dedicated civilian staff who work very hard to accomplish all that is asked of them. Addressing issues as we become aware of them will ensure the administrative workload remains manageable, we are treating our employees fairly, and the organization is as efficient as it can be.

Finally, the KRPF pays on an ad-hoc basis for part-time civilian help for Financial / budgeting services, IT services (covered under a separate section), board administrative support, janitorial

services, grounds upkeep, and general maintenance and repair. The average yearly cost for the last three years for these services has been (2018-19-20):

- Financial/budgeting \$31,390
- IT Support \$5,563, plus \$13,939 in purchasing
- Janitorial \$28,443
- Maintenance and Repair person \$8,964
- Grounds \$9,950

The services being offered by these service providers are meeting the needs of the organization, but there may be opportunities to explore options for efficiencies and improvements in some of these areas. The Financial/budgeting service was closely examined in late 2019/20 and options were considered. Ultimately, the Board decided that we were being well-served by our current arrangement and our current service provider. Janitorial has been addressed with more hours and a longer-term contract with an excellent service provider. We have hired a part-time maintenance person.

Senior Leadership Team – Succession Planning

Chief Gourdeau is in his first year of a 3-year contract. The Deputy Chief was named in November 2016, and the two Inspectors were promoted in April 2018. The Chief's contract has a 120-day termination clause. The Deputy Chief does not anticipate retirement until the earliest 2028, and the two Inspectors have 22 years or less of police service so retirement is most likely beyond 5-8 years for them.

The Inspector Promotion Process which transpired in the Winter of 2018 produced five internal and one external applicant. Each of the three unsuccessful internal candidates are plausibly within five years of retirement, with at least two possibly within 2-3 years of retirement.

While the organization could always look to the outside for Senior Leadership positions, there is a need for the organization to continue to focus on developing leadership abilities from within. This needs to be focused on the Deputy Chief and Two Inspectors as possible future candidates for the Chief's position, and on other members in the 12+ years of service range as possible future Senior Leadership Team Members. The approach needs to be professionally supported, planned, deliberate, structured, competency based, and appropriately funded. Additional funding needs to be allotted for this as the current amount for senior leadership staff is insufficient to support such a development effort.

Critical to the long-term future of the organization, the Manager of Human Resources has begun work with the current Chief to develop a leadership development framework that will

not only support succession planning efforts but will serve to foster a culture of continuous learning and professional development for all KRPF leaders throughout the organization

Finalizing and implementation of the Leadership Development Program remains an initiative on the 2022 Annual Performance Plan. Beginning early in 2022, learning and development plans will be integrated into the performance management cycle providing all KRPF employees the opportunity to discuss their individual learning and development goals early in the year with their supervisor and plan accordingly.

F. Police Force Capabilities/Equipment

Equipment and technology are complex and rapidly evolving areas of public policing. Policing takes place in an ever-changing operating environment in terms of officer and public safety, information technology, intervention equipment, training requirements, and public accountability expectations. The KRPF must continue to be versatile and quick adopters to ensure that police operations remain readily and ably equipped so that it is appropriately tooled to ensure the service is able to keep up with the demands and expectations of society and modern policing.

At this time, KRPF remains a relatively well-equipped police force in terms of equipment, intervention options, officer safety gear, and investigative aids. Updating of old equipment was done in 2020. To illustrate where we are presently with equipment, what follows is a list of items recently updated:

- 1-2 carbine rifles, will need replacement within next five years due to aging (the first allotment issued were used for all initial training with well over 300,000 rounds having been fired through each of the carbines.)
- Marijuana legislation related equipment & training (Done - 2019 and ongoing)
- Addition of and training for Tactical First Aid kits
- Replacement of video equipment (in car and body cameras) (Done- 2020)
- Forensic Identification equipment upgrades (Done -2019, 20, 2021 and ongoing)
- Cloud based data storage solutions and connectivity (Done -2020)
- Renewal of our IT strategy and platforms with possible need for replacement and/or upgrades & phone recording system replacement (Done – 2018, 19, 20 & ongoing)
- Additional portable radios (two in 2020 and one in 2021, more to be added in future years)
- Hard Body Armour replacement - These are being checked annually and are replaced as they expire. All 2021 updates complete.

- Narcan replacement every two years (Done in 2020)
- Conducted Energy Weapon Replacement (Done in 2020)
- RMS system (Upgrade to Versadex in 2020)
- Re-negotiation of our dispatching contract resulted in other service providers that enabled mobile workstations in police vehicles. (Switchover to Fredericton with technological improvements in 2021 – Very successful). IT should be noted that there was no cost associated with the initial procurement of all equipment related to e-ticketing such as mobile work stations, printers and communication modems in the police vehicles. However, there will be cost associated to the replacement (evergreen) and or maintenance of that equipment.
- All equipment required (other than clothing and vest) for the new officers being hired in 2022 was purchased from the 2021 budget in advance of the hires to take some pressure off the 2022 budget.

In terms of the suite of police services, KRPF meets or exceeds all of the New Brunswick Policing Standards either through a dedicated capability, partnerships/MOUs with other agencies, or people performing functions on a part-time basis.

MOUs for some services are dated and are undergoing review and exploration of other options. There are potential unexploited cooperative and integrated options that need exploring and formalizing. Cost implications are uncertain as both increased costs but also cost savings/efficiencies are possible.

Presently, we are re-assessing our agreements with other service providers as it relates to:

- 1- Emergency Tactical Services with the Saint John Police Force. Should we continue to develop our own ETS team and simply adopt a pay to play model when an event requires response which exceeds our capacity.
- 2- Canine services with the Saint John Police Force. At the moment, the SJPD is uncertain about their ability to continue delivering this service. Recently, the Fredericton Police Force announced that they were forced to suspend their Canine service. Can we develop our own?

The training needs and recertification requirements placed upon police services are significant and continue to grow. Use of Force and officer training continues to become more complex and time consuming. Developmental training is becoming more difficult to undertake because of time/scheduling constraints, resourcing, and funding availability. We have been modestly increasing our training budget since 2019 from 50K to 52K. It continues to be true for 2022 that the KRPF will need an increase in total funding investment for training over the life of this strategic plan along with more training days for officers. Moreover, this also links to the

adequate resourcing discussion because as training and recertification requirements increase and necessitate officers to be away from their duties more and more, it becomes increasingly challenging to adequately staff shifts with current resourcing levels. We undertook a block training model in 2020 with added days and time for training.

G. Forensic Identification Services

Forensic Identification services are highly specialized and require extensive training and job experience to become proficient in performing these duties. It is a critical capacity for a police service to have and tends to come under a high level of scrutiny during the investigation of major crime cases (i.e. homicides, sexual assaults).

In 2020, the FIS space was renovated with the input of our FIS members ensuring the work space meets the requirements from an operational and safety perspective. New equipment was purchased and one KRPF member is now assigned on a full time basis to FIS. We currently have three other trained FIS members that are still active and continue to work as part time FIS officers.

Due to the high level of operational risk in this area, particularly regarding complex investigations, the KRPF have a Letter of Agreement with the RCMP to provide support if required. Additionally, SJPF does provide support if requested even though that support is not currently covered in a MOU or LOA.

Information Technology

KRPF currently receives IT support from a combination of sources. The provincial PIMITS network is administered by the Department of Public Safety and provides KRPF with a Records Management System (RMS) in the form of Versaterm, and also provides email services. This is a shared service costing KRPF \$32,000 annually (2021). The Chief sits on the PIMITS board of governors. All municipal police services participate to varying degrees in the PIMITS arrangement, with Saint John and Fredericton having their own email and dedicated I.T. services. The PIMITS group at GNB have made considerable efforts to improve this service over the last 3-years. There has been an email service upgrade in early 2021 which will add much needed functionality improvements.

In addition, KRPF contracts for IT support services with a private service provider. This service includes purchasing and installation of computers, software, hardware, and troubleshooting IT

problems for employees. The 3-year average cost for this service is \$11,089, and trending upwards.

There was a need to explore and identify other options to the current IT options being used for KRPF. The goal was to modernize, streamline, improve and gain efficiencies to improve service delivery. As an example, mobile workstations are an accepted standard of practice for police agencies.

Exploration of modern IT arrangements, digital information management, and cloud storage space with supporting technology have been rigorously researched with the private sector. In 2020, the Board approved a 10-year arrangement with Axon to provide a predictable cost structure and implementation of state-of-the-art solutions for body worn cameras, in car cameras, Tasers, and digital evidence management. This includes an ever-greening plan, training, and virtual reality simulator for use in training officers. Additionally, many improvements have been made including the changeover to Fredericton dispatch which will support mobile workstations. We have also made upgrades to our phone logger system, servers, purchased new computers, and implemented an Administrative Records System (OSL).

Cyber-crime investigation remained a significant gap in KRPF capacity and it is an exponential area of growth of criminality. KRPF explored a hybrid position that could address day to day I.T. support combined with an investigative and operational support function to address cyber-crime investigations. This is a model currently in place at the Charlottetown police, an agency of similar size to our own. Funding was approved in late 2021. We are presently working on defining the job description and we expect to begin a hiring process early into year 2022.

H. Fleet

KRPF fleet rotation is a fluid process based on safety concerns, performance, usage, mileage and assignment. Police vehicles are much more than a simple means of transportation for police officers, they are lifelines for the community and its police officers. Police vehicles must be maintained to an appropriate level to ensure police effectiveness and officer safety. In modern policing, police vehicles have become “mobile offices” in which officers spend a significant percentage of their working hours. Police vehicles provide platforms to support mobile data terminals (MDBs), in-car video cameras, emergency lighting systems, radios, rifles, and additional emergency equipment.

The rotation of police vehicles must consider not only mileage and age, but also must take into consideration the nature of police vehicle operations which includes: 24-hour usage; excessive amount of idling time; and regular emergency use. It is for these reasons that industry

standards on the rotation of patrol vehicles fluctuate between 150,000 to 180,000km. At KRPF this usually equates to patrol vehicle replacement every 2-3 years. Unmarked support services vehicles are assessed on an ongoing basis with a replacement schedule much longer than that of a patrol vehicle.

Normally, KRPF schedules the purchase of 2-3 police vehicles on an annual basis. There is no reason for this to change, but there may be exceptional years where more than 3 vehicle replacements will be necessary. Moreover, the annual budget allocation of \$78,000 was insufficient to support purchasing two vehicles a year and needed to increase. The budget has been increased to \$88,000 for 2022.

KRPF has been pursuing options for fleet replacement that improve operational effectiveness while also reducing our carbon foot print. SUV style vehicles are becoming more prevalent for use as primary patrol and front-line response vehicles. This can provide added, and much needed space, to the interior to accommodate an ever-growing list of equipment, while also opening options for pursuing hybrid and electrical technology which will save on energy costs. In 2021, we now have three hybrid vehicles in our fleet. One SUV Patrol, one community policing vehicle, and one CID vehicle. This inventory and green options are expected to increase in coming years.

It should be noted that due to Covid it has been virtually impossible to order vehicles through our normal process. This year, in fact, the access to police vehicles was so limited that we had to negate our normal vehicle tendering process and go directly to the only supplier who had any police vehicles available and place our order immediately (December 2021) for vehicles to arrive sometime in 2022 or we would not be able to secure any vehicles for 2022. In addition, we may need to place our order this year (2022) for our 2023 vehicles. At first glance, we appear to have more vehicles than usual which are due for replacement in 2023. A detailed analysis of our fleet needs will be done early into year 2022.

CURRENT 2021 FLEET

Car #	Type	Year	Km	Repairs	Proj Disp Date
201	Jeep	2018	44970	1631	2024
202	Charger	2016	123636	7704	2023
203	Charger	2017	240805	18362	2022
204	Charger	2018	198288	11567	2022
205	Durango	2021	37514	1400	2024
206	Charger	2017	75230	2800	2023
207	Ford Expl	2021	77225	2456	2023

208	Ram	2016	223908	6699	2023
209	Charger	2021	23280	1100	2024
210	HD M/C	2003	26022	3205	2023
211	Hyundai	2019	19748	900	2024
214	P-Master	2014	16387	1105	2034
215	Jeep	2018	48745	1268	2024
216	Durango	2013	154276	4823	2023
217	Ram	2018	118138	3575	2022
218	200	2013	101357	4760	2024
219	Charger	2016	188161	11839	2023
222	ATV	2017	544	0	2027
224	200	2015	80952	3290	2024
225	ATV	2017	256	0	2027
226	Mitsub	2018	28865	?	2025

Finally, ever-greening of in-car equipment needs to be continually assessed and budgeted for as some in-car systems and general police package outfit need of upgrading and replacement.

I. Other Areas

- **Unmanned Aerial Vehicles:** KRPF has a UAV capacity to assist with traffic accident investigation, major crime investigation, and lost people investigations. Given our investment in this area, replacement and maintenance costs are to be expected to maintain the program. We have upgraded our UAV capacity and abilities in 2020 and most recently in late 2021.
- **Police Dog Service:** KRPF does not currently have a Police Dog Service. This is a requirement within the New Brunswick Policing standards. We meet this requirement by way of a mutual aid agreement (MOU) with Saint John Police Force. SJPF however, went over three years without a Police Dog Service. The KRPF has to explore other options in order to maintain this.
- In 2019, the KRPF launched a Canine Therapy or Facility dog program to assist with trauma, victim services, improve morale, and provide added profile to community policing efforts. This is a community sponsored program and it is expected that long-term costs to the KRPF will be minimal, but some costs may be incurred.

- **Polygraph:** KRPF did have a polygraph examiner capability but was unable to retain it because of insufficient use. We will continue to have to contract this service through another municipal agency or the RCMP.
- **Emergency Tactical Services (ETS):** KRPF currently contributes 4 members to the SJPF Emergency Tactical Services Team. ETS service is a provincial policing standard requirement. This service is expensive to maintain as it requires specialized equipment and intensive specialized training (monthly). This takes 3-4 officers away from their regular duties at KRPF and places added strain on their home units and available resources on shift. Costs can be expected to increase in this area. The MOU with the SJPF is under review. With changes expected in the way policing services are regionalized, should we explore increasing our own complement of ETS members to 6 and be self-sufficient, for the most part?
- **Bicycles:** KRPF maintains capacity to do bicycle patrols. Regular maintenance and replacement costs are expected. We will actively seek out the possibility of sponsorship for replacement of bicycles.
- **Public Order:** KRPF has done some training in the past in this area and had attained new (to us) public order gear from the RCMP at no cost. The training however is not current, so we need to plan to update this in the future.
- **Secondments:** KRPF currently has two full-time secondments with the RCMP. One covers all costs and has a current expiry date of April 16th, 2025, while the other is salary only and is set to expire on December 31st, 2024.

7. Assessment of Risk

Risk: refers to the uncertainty that surrounds future events or outcomes that have potential to positively or negatively influence the achievement of objectives, undermine organizational direction, or cause disruption to operations. It is usually assessed and measured in terms of *likelihood* and *impact*. Risk is assessed so that it can be appropriately understood and managed by decision makers.

Risk Management is the active process of identifying, assessing, communicating, and managing the risks facing an organization to ensure that the organization meets its objectives with an

acceptable level of understanding and tolerance for potential undesirable outcomes. Why risk management is useful:

- The organization will have increased confidence in achieving its stated goals.
- Potential threats to the organization will be kept at an acceptable level.
- Informed decisions can be taken regarding risks and opportunities for the organization.
- Individual employees benefit because steps are put in place to protect them, decisions are properly documented, and decision making is not placed on an individual.
- Leaders benefit because decisions are based on better information and evidence.

Once the risk is assessed the decisions within risk management are to *reduce* it, *avoid* it, *remove* it, *accept* it, or some combination of those.

Risk elements may result in specific objectives and initiatives within the strategic plan or they may not. The items contained on the chart below are risk elements that the KRPF Senior Leadership Team and the Kennebecasis Board of Police Commissioners will have to take into consideration in conducting a comprehensive risk analysis.

KRPF Senior Leadership Team uses a Risk matrix for objectively assessing risks each year. The 2022 risking was completed in December of 2021. It will then be presented to the Board of Police Commissioners at their January 2022 meeting. See the next page.

Risk Matrix

Risks	Likelihood					
A. Sudden Budget Reduction B. Inadequate police resourcing (+/- # of police officers / frequent low shift minimums) C. Legislative Changes D. Cyber Data breach E. Changes to policing model (i.e. regionalization) F. Labour Relations incident G. Major Event/Crisis/Crime H. Major building failure I. Increase in Crime J. Police Force reputation issue K. Poor investigation(s) L. Inadequate specialized services M. Poor/insufficient equipment N. Poor human resource outcomes (i.e. promotion, succession planning, hiring, etc.) O. Technology changes P. Number of Civilian Staff & impact on quality of work Q. In/Ability to meet community expectations of service R. Limited Building Space S. Provincial budget cuts T. Workplace Incident (i.e. sudden death, major injury, suicide) U. Poor/Inadequate Quality Assurance Process V. Retirements W. No policing agreement between towns X. Running budget deficit	Almost certain to occur (5)	5	10	15	20 R,C,E	25
	Probable that it will occur (4)	4	8	12	16 G	20
	Possible that it will occur (3)	3	6 S	9 V,J, X,F	12 O,B,I,L	15 D, T
	Unlikely that it will occur (2)	2	4	6 P,	8 N, A,K,Q	10 W
	Rare that it will occur (1)	1	2	3	4 U	5 M,H
		Insignificant Impact (1)	Minor Impact (2)	Moderate Impact (3)	Major Impact (4)	Severe Impact (5)
		Consequence				
	Instructions: Discuss each risk and assign it a likelihood and consequence. Position the risk in the matrix.					
	Highest Rated Risks: Legislative Changes (White paper) (20) Changes to policing model (20) Limited building space (20) Major Event / Crisis (16) Cyber Data Breach (15) Major Workplace Incident (sudden death, suicide, major injury) (15)					

8. Budgetary Consideration Snapshot

This strategic plan has provided a comprehensive overview of the KRPF inclusive of the strengths, weaknesses, opportunities, and risks facing the organization. The plan was originally completed in 2018, but updates have been provided to reflect the reality of the KRPF up until late December 2021. While the many potential changes reflected in this document can be accomplished with cost neutrality (notwithstanding inflationary costs), there are also items which will require consideration for additional funding over time depending on the specific objectives and initiatives undertaken in the annual performance dashboard.

The following is an updated summary of items warranting consideration which may, or would, require additional funding in the short-term and long-term planning. Some may be accomplished through reallocation from within to varying degrees.

Human Resources (in order of priority):

- 1- Criminal Analyst (full-time, half-time, or in partnership with another agency) (civilian)

Other Human Resources associated costs:

- Additional funds for overtime (inflation and systemic complexity pressures)
- Pay Raises (Collective Agreement 2023).

Building:

- Repair of roof
- Addition to existing structure
- Temporary renovations for increased storage and efficiency (underway)

Equipment:

- 2 more carbine rifles
- Marijuana legislation related equipment & training (ongoing)
- License plate recognition systems
- Tactical First Aid kits and associated training
- Forensic Identification equipment upgrades
- Portable radios (evergreen) (1 in 2022)
- Hard Body Armour replacement in 2023
- Narcan replacement every two years

- Boat. This need was demonstrated during the flood as we had to rely on other agencies to transport officers who were blocked from responding to calls by water.
- Mobile Command Post similar to that of the KV Fire Department. It would be deployed for critical events such as barricaded persons, evidence searches, off site training, community events, major crime scenes, and range qualification. The cost would be approximately \$20,000. However, is there an opportunity to share the vehicle with the KVFD?
- External vest replacement
- Outfitting equipment for two new ETS members
- Purchase of a dog for canine police duties

Fleet:

- Increase budget for vehicle purchasing. The 2022 budget was increased to 88K which allowed us to purchase 2 cars. In 2023, at least 1 SUV and 1 car will be replaced, a cost in excess of the 2022 allotted budget to be sure.
- Ever-greening of in-vehicle equipment (Ongoing)
- One police vehicle retrofitted with equipment allowing for canine service

Training & Employee Development:

- 2% of total salary envelope is a general guideline in policing. We are below that, and when mandatory re-certifications are accounted for, we are well below that guideline.)
 - Developmental Training
 - Leadership Development. This is a must and requires investment ie; secondment opportunities, etc.
 - Executive Training
 - Use of Force
- Emergency Tactical Services. We may need to develop two additional resources to increase our team from 4 to 6.
- Training of 2 resources (one officer and one dog) in development of canine unit (potential revenue)
- Increase capacity with accident reconstruction (potential revenue)
- Critical Incident Commander at Canadian Police College.

Information Technology:

- New Capacity or Systems
- Increase in PIMITS fees
- Ever-greening of Systems

MOUs:

- Cells, IT, Communications, Police Services to meet standards. We have a number of MOUs which have or are about to expire. The most recent are those with the Saint John Police Force with regards to Canine services and ETS.
 - A new MOU pertaining to ETS services was proposed by the SJPD. However, there were several areas outlined in the document which were found to be unacceptable by Chief Gallant. The same MOU was presented to Chief Gourdeau and still, several areas of the document are not manageable or sustainable. Our SLT has embarked in a short-term costing exercise in order to provide a true representation of the KRPF's investment into the SJPD ETS team. With that, we will be proposing a new MOU in early January, one that is reflecting more accurately our commitment to the team. Other options are also being explored.

Both the Town of Rothesay and the Town of Quispamsis continue to grow commercially and residentially and are in the Top 10 Growing Communities. This will continue to put pressure on our police budget.

**** Given that this the final year of the plan, a new Strategic Plan will be developed for the period 2023-2028. It will be presented to the Board for approval in the late Fall of 2022**