

Codiac Regional Policing Authority

Strategic Plan

2024 to 2027

April 2024



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Introduction

The CRPA is responsible to the municipalities of Dieppe, Moncton and Riverview for the purpose of providing regional policing services to the municipalities and to ensure adequacy of strategic planning, police coverage and fiscal management of the Regional Police Service.

The CRPA demonstrates accountability to the public, to the partner municipalities, to the Province and to other stakeholders through periodic reports, meetings (except in camera portions), receiving representations from key stakeholders and other interested persons, and by operating in a transparent manner.

The CRPA's Terms of Reference includes:

- Seeking out and receiving input regarding the community safety and security needs within Codiac Region.
- Setting the goals, priorities and objectives of the Regional Police Service. However, given the nature of the RPSA contractual arrangement, no priority, objective or goal can be intended to interfere with the internal administration of the Regional Police Service (the Royal Canadian-Mounted Police (CRPS)).
- Providing advice to the Regional municipalities regarding the financial and resourcing needs of the Regional Police Service.
- Monitoring the implementation of the priorities goals and objectives of the Regional Police Service.
- Managing effectively and monitor the financial activities of the Regional Police Service.
- Providing periodic reports as reasonably required to key stakeholders such as the Province, the councils, and the community.
- Conducting the governance of the Regional Police Service according to the Police Act of New Brunswick.

As part of its commitment to better planning and better stakeholder engagement the CRPA has developed a new three-year strategic plan that includes strategic input from the CRPA Board, input from funding communities, inclusion of input received from the community at large and input from the service provider. This strategic plan also includes the recommendations contained in the P&T report which has been adopted by each of the funding municipalities.

This document highlights detailed actions and initiatives that will be a focus for the CRPA over the next three years.

On behalf of the entire board of the CRPA, we invite you to review this document to have a better understanding of what we want to achieve over the next 3 years to deliver the best possible policing service for Codiac region. We are very excited to begin executing these initiatives and hope you will all participate however you can in the years to come.

For additional information on our Strategic Plan, please contact the CRPA directly.

Don Moore

Chair, Codiac Region Policing Authority

Overview

Law enforcement and the administration of justice are provincial responsibilities in Canada. The New Brunswick Police Act governs policing at the provincial and municipal levels. It provides that all municipalities must provide adequate policing services. Adequacy is not defined in the Act and a 2019 review of the New Brunswick Police Commission recommended that any future review of the Police Act should include an evaluation of Section 20 and provide clarity regarding the definition of adequacy. While this recommendation was accepted by the government of the day, amendments to the Act in 2021 did not define adequacy. The Act also defines a number of different civilian governance models, including regional policing authorities. It also establishes the civilian oversight body known as the New Brunswick Policy Commission.

The Codiac Regional Policing Authority (CRPA) was established through an agreement between the City of Moncton, the City of Dieppe and the Town of Riverview (the Municipal Agreement). Once created, the CRPA then entered into a contract with the Government of Canada to have the CRPS provide contracted police service in the Codiac Region. That agreement is the Regional Police Services Agreement (RPSA) and it mirrors a similar agreement between the Province of New Brunswick and Canada to use the CRPS as the provincial police force.

The Codiac Regional Policing Authority (CRPA) is a civilian governance body established through an agreement between the City of Moncton, the City of Dieppe and the Town of Riverview (the Municipal Agreement), as permitted under the New Brunswick Police Act.

The Authority is responsible for:

- **Understanding the varied policing needs of the local community**
- **Setting the direction, priorities and goals of the Codiac Regional Police Service (CRPS)**
- **Approving and recommending a budget for the CRPS**
- **Establishing overarching policies to guide policing in the region**
- **Monitoring the performance of the CRPS in relation to the priorities, goals and policies established by the CRPA**
- **Demonstrating accountability to the public, the Province and other stakeholders through periodic reports, meetings, receiving presentations from key stakeholders and operating in a transparent manner.**

While the CRPA establishes priorities, policies and budgets for the CRPS, the CRPA cannot tell the CRPS when and how to open or conduct law enforcement functions such as investigations, arrests and prosecutions. The CRPA contracts with the Government of Canada to have the CRPS provide adequate police services for the region.



Vision

Mission

The CRPA's Vision is to help create a Codiac Region where people feel safe to live, work and play.

Our Mission is to work collaboratively with the diverse communities of the region, with our funding partners, with the Province of New Brunswick and with staff of our Regional Police Service to promote the safety and protection of lives and property.

In carrying out our work, the CRPA strives to be:

- Mindful of its civic trusteeship obligation to the public and its accountability for the governance of the police force
- Independent of police management and operations, and of political affiliations, influence and interest groups
- Open, transparent and accessible to the public and the police force, subject to needs of confidentiality and security
- Responsive to the community

Over the next decade we strive to:

1. Increase stakeholder confidence in the tri-community's public safety
2. Ensure an effective public safety system that enables targeted approaches to crime prevention, mental health challenges and policing services.
3. The CRPA is a trusted advisor to all stakeholders on policing services needs in the tri-community
4. The CRPA is a visible governance body that is engaged in regular and reciprocal communication with community stakeholders
5. The CRPA has dedicated staff resources
6. The CRPA has developed strategic partnership and infrastructure to support its effectiveness
7. An open data system for the CRPA and the CRSP that can be used as a foundation for research and innovation
8. The CRPA has sufficient reporting and accountability mechanisms in place to ensure the tri-community is receiving good value for its money for policing services
9. The CRPA has the ability to attract and retain members with the requisite skills and experience to provide effective and independent oversight and governance

Community Policing

The CRPA has endorsed a contemporary community policing approach and has adopted the following definition:



Community policing is an interactive partnership between the public and the police to mutually identify, prioritize, prevent and solve local crime and disorder problems thereby improving the quality of life. In New Brunswick, it is understood that all policing activities are aligned with the principles of community policing. Community policing is a way of doing business, a working philosophy with goals and processes that encompasses a vast array of strategies, programs and tactics. The Codiac Regional Police Services and the CRPA have the responsibility to ensure that policies in place reflect the needs of the community.



The CRPA strives to uphold the following principles of community policing:

- Consultation and collaboration with the diverse community and its various stakeholders
- A focus on those who live, work or study in our community
- Continuously striving for excellence in policing
- Ongoing evaluation and improvement
- Outcome-focused
- Participative leadership and governance
- Impartiality, transparency and accountability
- A partnership with the Codiac CRPS Detachment, the partner municipalities, the Province of New Brunswick and the Government of Canada

Strategic Objectives and Priorities

- **Reviewing and clearly defining the role of the CRPA, the funder and the Codiac Region Service Provider (CRSP) for all stakeholders**
- **Based on role clarification, ensure a professional and productive working relationship with CRSP and Funders**
- **To add permanent resources to CRPA to assist with the management of CRPA responsibilities**
- **To make data driven decisions around policing and policing resources**
- **To improve governance to allow for improved CRPA decision-making**
- **To ensure CRSP, are meeting the identified KPIs**
- **To provide better data and information to funders and Codiac region**

Approach and Methodology

Comprehensive stakeholder engagement (one on ones) with a number of community organizations including;

Community Organizations

- Boys and Girls Club
- CCGM
Taskforce on Homelessness and Downtown Security
- GMHSC
- United Way
- GMLIP
- YMCA Board
- Ability NB

Downtown Business

- Capitol Theatre
- Atlantic Lottery
- Atlantic Wellness Center

Education

- NBCC
- Crandall University
- U de M

Healthcare

- Horizon
- Vitalité

Municipal/Regional Organizations

- 3+
- Moncton City Council
- Dieppe City Council
- Riverview Town Council
- City of Dieppe Bylaw Enforcement
- City of Moncton Bylaw Enforcement
- Town of Riverview Bylaw Enforcement

Invited but declined or did not respond to multiple requests

- Expansion Dieppe
- Downtown Moncton Inc
- Beausejour Family Crisis Center
- River of Pride
- Assumption Vie
- Irving Group of Companies
- CCNB
High school principal-
Mathieu Martin

During this period, engagement sessions were with councils, municipal leadership with CAOs and with representation from the CRSP. What we heard is summarized in the following SWOT overview.

SWOT

Strengths

- Competency of board members (skill set)
- Gender split of board members
- Diversity of board members
- willing participants/commitment
- non-political
- Community at heart (we care about the community)
- Representative of community
- Willingness to learn
- Regional commitment to the P&T Report

Weaknesses

- Lack of understanding on our purpose
- Lack of consistent data required to perform role (workload analysis etc.)
- Lack of communications tools
- Lack of knowledge on the role of the CRPA
- Don't have access to all the tools, information and support we need to do our job
- Ability to influence policing priorities in the community
- Lack of resources to support CRPA mandate
- Outdated MOU that no longer represents needs or priorities for region
- Lack of understanding on KPIs and what they cover
- Concerns around smaller community services for investment

Opportunities

- Improved communication
- Clarifying of roles (reporting, governance and community)
- Clear communication between policing service and CRPA
- Validation of community wants/needs
- More engagement for more awareness and understanding of the CRPA
- Opportunity to increase output with additional support
- Partnerships around research/validation
- Role clarification will lead to efficiency and consistency of messaging
- Increase trust with elected officials and community
- P&T Report recommendations
- Better evaluation model on the effectiveness and quality of the policing service

Threats

- Lack of defined roles/roles clarity
- Political influence
- Public discourse
- Culture of misinformation
- No clear channel for complaints
- Rising expectations from general public
- Media reporting
- Criticism of CRPS (culture)
- Social movements
- Provincial municipal reform
- Debate over current model/public
- CRPS employees under City of Moncton employment
- Financial constraints
- Municipal reform transference of accountability
- Potential conflict for elected officials on CRPA
- Realizing all opportunities may require changes to the Police Act

In addition;

- A lack of knowledge or understanding around the CRPA and its roles has created challenges for municipal governments and other organizations in being able to manage the growing expectations from citizens on what the CRPS should be doing across the region.
- Stakeholders believe strongly that the current policing service in Greater Moncton lacks the visibility and community connectedness required to adequately deliver the policing services that residents and businesses are looking for.
- There is a clear divide within the community on what the role of Codiac region's policing services provider is. While some see it as the organization tasked with ensuring safe and vibrant communities, others see its role as a police organization responsible for managing and solving major crime.

Throughout all these engagement touchpoints a series of strategic pillars emerged that we have adopted as the basis for this strategic plan. These include:

Stakeholder Engagement and Priority Setting
Resourcing (both CRSP and CRPA)
Reporting and Communications

Strategic Considerations

- The bulk of the recommendations contained within this strategy are built on the assumption that the CRPA will engage a full-time resource responsible for strategic plan implementation.
- The Codiak Regional Service Provider and the CRPA are responsible for delivering adequate policing services across the Codiak Region. This should not be divided and separated community by community.
- The current MOU between the funding communities needs to be reviewed and updated to clarify expectations, roles and responsibilities and measurement as well as to be able to implement some of the recommendations of the P&T report
- given the nature of the CRSP contractual arrangement, no priority, objective or goal can be intended to interfere with the internal administration of the Regional Police Service (the Royal Canadian Mounted Police (CRPS)).
- While not an audience for the P&T report, the CRPA looks forward to working with the funders to implement the recommendations to the CRPA which include;
 - CRPA to make CRPS annual police workload analyses a priority under Article 6.1 of the Codiak Regional Police Service Agreement
 - Staffing decisions to be based, in part, on business cases from workload analyses. This analysis should also include Stats Canada data, Canadian averages for policing services, the incorporation of new technologies etc.
 - CRPA to;
 - a) establish a community feedback process on public safety and policing matters
 - b) provide greater transparency and consultation with the Codiak Region Councils
 - The Codiak Region Councils will encourage and support any initiatives by the CRPA in integration and partnerships with other service providers in addressing social disorder challenges complementing the mental health related recommendations of the Mass Casualty Report
 - The Codiak Region Councils will support the Authority in:
 - a) ensuring persons appointed to the Authority are suitably prepared to exercise their responsibilities on behalf of their municipality and the Tri-Community
 - b) establishing appropriate remuneration for the chair and non-council members
 - c) establishing an Executive Director position, reporting to the Board of Directors, to manage administrative functions

Strategic Objectives

(By Strategic Pillar)

These strategic pillars are designed to be a guiding focus for the CRPA over the next three years. However, the CRPA also understands that the policing needs for the Codiac Region are ever shifting and evolving based on a series of factors beyond the control of the CRPA, the CRSP and its funders. This strategic plan is a living document that will be continuously evaluated and updated as required through ongoing stakeholder engagement, data collection and service provider recommendations/planning.

Stakeholder Engagement and Priority Setting

- Better understand Policing Needs for Codiac Region
- Clarify roles of CRPA, Funders and Service Provider
- Improve relationship with funders and service provider
- Improve data collection and analysis

Resourcing

- Hire full time resource for CRPA
- Ensure service provider completes resourcing/ work management analysis on an annual basis to ensure proper resource planning/budgeting
- Establish performance indicators for CRSP that will be evaluated each year. (These indicators are different than the reporting KPIs to provide funders and community stakeholders with communication metrics)
- Continue to invest in improved board governance
- Build succession planning into strategic planning initiatives both with Board and with CRSP

Reporting and Communications

- Better report (to funders and public) on CRPA and CRSP activities and decisions through fact-based reporting
- Establish communications standards and protocols

Stakeholder Engagement and Priority Setting – Recommended Tactics

Governance

To implement a number of the recommendations - key objectives and to implement the recommendations from the recently adopted P&T report, the current MOU between the municipalities may need to be updated. Where applicable, the CRPA will provide municipalities with suggested amendments to the MOU to allow for the implementation of specific recommendations. Should the municipalities undertake a broader review of the MOU, the CRPA will collaborate and provide information to support the discussion between the municipalities, as requested.

Engagement

- Create engagement opportunity with funding municipalities to better capture their thoughts on policing needs annually (to flow from annual reporting – could be annual policing needs session with councils). Note: These are non-binding input points to collect thoughts and information.
- Create mechanism to better capture community thoughts on policing needs (annual polling, community world café, community open house).
- Create annual planning with CRSP based on workload analysis and yearly KPI results (Best practice dictates that Officer In Charge (OIC) has the obligation to advise the board, in writing, what staffing needs are for the following year. This annual planning should also include any required actions stemming from the final report and recommendations of the Mass Casualty Commission.
- All engagement will consider the following;
 - Driven by vision and desired outcomes
 - Include key areas from reviewed terms of reference/MOU related to communications and engagement:
 - Seek out and receive input regarding the community safety and security needs within Codiac Region.
 - Provide advice to the Regional municipalities regarding the financial and resourcing needs of the Regional Police Service.
 - Provide periodic reports as reasonably required to key stakeholders such as the Province, the councils, and the community. There should be a public reporting schedule on agreed upon KPIs

→ Inclusion of stakeholder segments which include:

- Citizens within Codiac region
- Municipalities (staff)
- Municipalities (Elected officials)
- CRPS
- Province of NB
- Not for profits and community groups
- Business Community
- Education/Healthcare

Data Collection and Regional Priority Reporting

- Review current “Community KPIs” to determine if this captures all data required to adequately meet reporting requests of funders and community
- Following review (with regional stakeholders) adjust accordingly based on regional priorities and focus

Reporting

Establish an annual reporting mechanism to provide recommendations on policing needs in Codiac Region (abbreviated version could be shared publicly).

This will be based on the following;

- Annual review of CRSP Performance KPIs
- Annual review of “Community KPIs”
- Annual review of workload analysis
- Annual community engagement
- Annual funder engagement
- Annual service provider planning

Resourcing- Recommended Tactics

CRPA ED

The CRPA will work with funders to identify the appropriate budget to proceed with the contracting of a CRPA Executive Director. This position, with experience in policing, will be responsible for the day-to-day management of the CRPA Strategic plan, will provide Board members with advice and recommendations and will be a liaison with the funders and the CRSP in day to day policing matters.

Service Provider Resourcing

- The CRPA will request that the Service Provider conduct an annual workload analysis that clearly outlines performance and results linked to policing resources. This analysis, along with “Performance KPIs” will form the basis of recommendations to funders for budgeting and planning purposes. Also included in these recommendations will be input from annual community and funder engagement.
- The CRPA will include these resourcing results and performance KPIs as part of its annual reporting/recommendations to funders and the community.

Board Composition

- The CRPA, through its enhanced governance, will continue to utilize its skills matrix around board member composition and will provide recommendations to the funding municipalities over required skill sets when appointing CRPA board members.
- As per the P&T report, the CRPA will review the benefits of implementing board compensation (chair and non-council positions) and how this would be able to contribute to improved policing services (through improved focus, board composition and skill sets) .
- The CRPA will provide Board training to also enhance skills and knowledge of all Board members.

Reporting and Communications – Recommended Tactics

Stakeholder Reporting

- CRPA will establish an annual reporting mechanism to provide recommendations on policing needs in Codiac Region. This reporting will come from a series of data inputs including;
 - Annual CRSP workload analysis
 - Annual engagement (funders and community). This will also include a focus on including under represented groups in stakeholder engagement
 - Annual service planning with CRSP
- The CRPA will establish a regular reporting schedule to the Codiac Region funders

Communications

The CRPA will develop and execute strategic communications and engagement strategy that considers the following:

External

- Improved communications tools (web, social, media)
- Development of key messaging
- Development of CRPA stakeholder engagement guidebook (with special consideration to include under represented groups and citizens in Codiac Region)
- Development of enhanced reporting tools and reporting plan
- Better dissemination of data

Internal

Improved communication with service providers and funders including the development of an engagement and reporting calendar and identified topics of discussion (i.e. - risk management)

CRPA Strategic Plan 2024 to 2027

Codiac Regional
Policing Authority