

# RCMP Transition Feasibility Study, Province of New Brunswick

Phase 1 Report:  
Current State Analysis & Cost Model

December 6, 2021

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# 1. Executive Summary

# 1. Executive Summary

## 1.a New Brunswick's Policing Environment

Policing in New Brunswick is a shared responsibility between the Minister of Justice and Public Safety and the municipalities. The current law enforcement landscape is complex, with numerous policing agreements and police agencies in place. The largest police service in New Brunswick is the Royal Canadian Mounted Police (RCMP), which acts as the national police service of Canada as well as the provider of Contract Policing Services to the province, six municipalities, 1 regional policing authority, and 15 First Nations communities.

Provincial policing is provided by the RCMP's J Division under the Provincial Police Service Agreement (PPSA), which is a negotiated agreement between the Government of Canada and Government of New Brunswick for the RCMP to act as New Brunswick's provincial police service. The PPSA not only provides policing services to municipalities but all Local Service Districts and First Nations communities. The current PPSA runs from April 1, 2012 to March 31, 2032 but can be terminated by either party with sufficient notice.

Per the New Brunswick Police Act, all municipalities are required to provide policing services for their communities. This can be done through the PPSA, a separate contract policing agreement with the RCMP via a Municipal Police Service Agreement (MPSA) or Regional Police Service Agreement (RPSA), establishing its own municipal police force, joining with other municipalities to form a regional police force, or employing another municipality's police force. Six municipalities in New Brunswick have individual MPSAs with the RCMP, three municipalities have established a regional policing authority with an RPSA, seven municipalities have independent municipal police forces, and another six municipalities have combined to create two regional police forces. The municipality of Drummond has contracted the policing services of the Grand Falls Police Force.

Of the 16 First Nations communities in the province, 13 obtain their police services through the PPSA. Another two communities are policed by the RCMP through the First Nations Policing Program (FNPP), using Community Tripartite Agreements (CTA) between the Government of Canada, the Government of New Brunswick and the First Nation, and one First Nation under this same program is policed by the Fredericton Police Force as its locations falls within their jurisdiction.

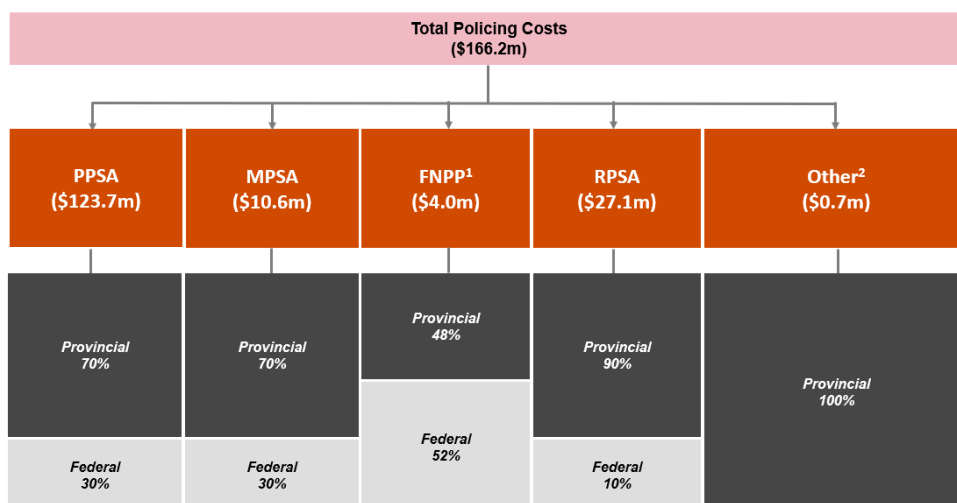
In addition to the RCMP and independent municipal and regional police forces, Inspections and Enforcement New Brunswick (IENB) provides non-direct policing and law enforcement services to New Brunswick. The responsibilities of IENB include Highway Safety Enforcement, Conservation Enforcement, and General Inspections and Investigation. When requested, the IENB also provides support to the Provincial Police Service and other police forces in New Brunswick.

The scope of this report is limited to services provided by the RCMP in New Brunswick today.

## 1.b Financial Overview

The total cost of RCMP services in New Brunswick in FY 2020-21 was \$166.2m. New Brunswick's contractual share was \$121.1m, with the remainder subsidized by the Federal Government. Cost sharing arrangements between the Government of Canada and New Brunswick's contractual partners vary by agreement. The table below summarizes the cost sharing arrangements outlined in each of the Contract Policing agreements in New Brunswick.

**Exhibit 1.1 Breakdown of FY 2020-21 Policing Costs by Contract Partner**



<sup>1</sup> PwC notes that the FNPP cost excludes \$0.6m for the St. Mary's Quadripartite Agreement (QTA) and relates only to RCMP contract policing. The Fredericton Police Force provided policing services under the QTA for a total cost of \$587k in FY 2020-21, of which the provincial share was \$282k and the federal share was \$305k.

<sup>2</sup> PwC notes that Other costs include the cost for policing services provided by the BNPP for LSDs of Petit-Rocher Nord and Sud, New Brunswick's proportionate share of PT Secretariat services and New Brunswick's proportionate share of BCAA services.

Each policing contract outlines which costs are billable and non-billable to the Province / Municipality / First Nation. Billable costs are further broken down into direct and indirect costs. Direct costs include operating and maintenance costs for accommodations, equipment purchases, and the costs to acquire and construct buildings. Indirect costs include costs required for providing and maintaining the police service, including sworn and civilian salaries, charges for shared service functions and IT systems.

Billable costs may be charged to the Province based on actual expenditures or, for national RCMP programs such as Cadet Training at Depot or the Police Dog Service Training Centre, allocated to the contracts based on utilization by the number of full time equivalents (FTEs) in the contracted police service.

Non-billable costs include external review committee costs, staff relations representative program costs, civil litigation costs, and claims / settlements costs. Non-billable costs for FY 2020-21 were ~\$5.0m under the PPSA and ~\$45k under the FNPP.

In addition to the costs incurred through the contract policing agreements, New Brunswick also pays for forensic analysis at the RCMP National Forensic Laboratory via the Biology Casework Analysis Agreements (BCAA). BCAA costs in 2020-21 were \$489k.

### 1.c J Division Structure and Deployment Model

J division is one of 15 RCMP divisions in Canada and operates under various contract agreements (PPSA, MPSA, FNPP, and RPSA) to provide policing services to districts, municipalities, First Nations communities and regions in New Brunswick. The division is divided into four districts (West, Southeast, Northeast, and Codiac), which encompass 39 detachments that provide general frontline duty policing services. J Division also leverages the RCMP's shared services for Finance, Human Resources, and other administrative services.

J Division is headed by a Commanding Officer who reports to the RCMP Commissioner. Each district in turn is led by a District Commander who oversees the detachments and detachment commanders in their district. Each detachment is staffed by Regular Members, Civilian Members and Public Service Employees. Regular Members perform regular policing duties, Civilian Members support law enforcement activities and Public Service Employees provide administrative, technical, and professional support to RCMP members.

As of June 2021, there are 1,363 employees in the New Brunswick RCMP made up of 898 Regular Members, 107 Civilian Members and 358 Public Service Employees. The vacancy rate was close to 6% resulting in total actual personnel of 1,251; 831 Regular Members, 95 Civilian Members, and 325 Public Service Employees.

**Exhibit 1.2: Count of Members Across Contract Policing Services<sup>1</sup>**

	Regular Members	Civilian Members	Public Service Employees
<b>PPSA</b>	528	55	155
<b>MPSA</b>	52	-	1
<b>FNPP</b>	19	1	9
<b>Federal</b>	119	27	42
<b>RPSA</b>	160	-	-
<b>Internal Services</b>	20	24	151
<b>Total</b>	<b>898</b>	<b>107</b>	<b>358</b>

There are also approximately 25 volunteers that support the New Brunswick RCMP through the Auxiliary Constable Program delivering services such as community policing, watch programs, public education initiatives, non-enforcement support to operations, community fundraising events, and participation in parades and public ceremonies.

### 1.d Specialized Policing Services

Detachments are supported by RCMP specialized policing units such as crime reduction, police dogs, Emergency Response Teams, and Underwater Recovery Teams. A number of services also leverage national programs such as national accounting services, pay operations, employee assistance services, national cadet recruitment and training program, and the police dog training centre.

### 1.e Compensation and Benefits

Employees of the RCMP are compensated according to standardized rates of pay defined by the federal government depending on their rank (or position for Civilian Members and Public Service Employees) and years of experience. The RCMP rates of pay were last updated in April 2016, however the National Police Federation (NPF) and the federal government have entered into an

<sup>1</sup> Division HR Report and Annex A MYFP 2021; Represented as positions as on June, 2021 - Provided by JPS

agreement as of August 2021 to increase the annual salaries for all Regular Members below the rank of inspector by 24% as well as calculate retroactive increases back to 2017.

All employees are entitled to health and dental insurance, and maternal & paternal leave. RCMP Regular Members and Civilian Members are enrolled into the RCMP pension plan that is governed by the RCMP Superannuation Act. Public Service Employees are enrolled into the Public Service pension plan governed by the Public Service Superannuation Act.

## 1.f Equipment

The RCMP uses a wide range of equipment in providing policing services in New Brunswick. Equipment ranges from uniforms, firearms, communication devices, IT equipment, and fleet. The New Brunswick RCMP fleet under the PPSA consists of 319 vehicles and 2 aircrafts (shared with Atlantic provinces). Equipment may be personally issued to members or shared at a detachment, depending on the item. Equipment is also held at a provincial, regional or federal level as required to support specialized police services and shared service functions across the different policing contracts.

Purchases of equipment are governed by the contract agreements (PPSA and MPSA) and charged back to the province or municipality in accordance with the agreement. Significant items of equipment, like vehicles, are replaced on a standard refresh cycle. Data provided suggests the RCMP is refreshing items in line with their stated policy. In the event of termination of contract agreements, there is an option for the contract party to acquire equipment. PwC was not provided detailed information on number and types of equipment aside from the fleet so further work would be required to understand the number of items that would need to be transferred or replaced in the event the current contracts were terminated.

## 1.g Real Estate

The RCMP has 137 facilities in New Brunswick, of which 50 are RCMP living quarters, 32 are detachment sites, 8 are satellite offices (including J Division headquarters), 20 are office buildings such as district and community offices, and 27 are "other" buildings such as a forensic laboratory, aircraft hangar, garages, and storage. 101 of the facilities are owned by the RCMP and the remaining 36 are leased.

The responsibility for providing accommodation for RCMP operations, including living quarters, office space, jail cell facilities, and storage space, varies by policing agreement. Under the PPSA, accommodation is provided by the Government of Canada with New Brunswick paying 70% of the total operating and maintenance costs. Under the MPSA and RPSA, the municipalities/regions are responsible for providing and maintaining accommodations at no charge to the RCMP. Arrangements for accommodations under the FNPP vary per agreement.

J Division also leverages specialized and support services from RCMP facilities outside of New Brunswick, such as the RCMP training centre at Depot.

Per the PPSA, at the termination or expiry of the agreement, the province may acquire any land or buildings owned by Canada at the fair market value of the land or the outstanding balance of the fair market value of the building. This option does not exist under the RPSA, where any real property required is the responsibility of the RPSA. Leased sites could potentially be transferred to the province subject to the consent of the landlord.

## 1.h Shared Services

J Division is supported by key administrative functions (Finance, HR, Corporate Services, IT, and Administrative Services) established as shared services. These functions support multiple divisions and in some cases, the entire RCMP organization.

The finance function is a shared service following RCMP standard processes and procedures provided by regional and national teams. Human resources for the New Brunswick RCMP is provided through a variety of national, regional and divisional units. Other administrative services include informatics and intelligence production, strategic communication and Action, Innovation & Modernization (AIM). The J division also uses shared national programs for cadet training, police dog training, and national recruitment.

# 2. Project Description & Methodology



## 2. Project Description & Methodology

This report forms part of the New Brunswick Provincial Police Service Transition Study (“Transition Study”). The Transition Study is an independent, evidence-based, analysis of the operational requirements, processes, and costs to potentially transition from the RCMP to a New Brunswick Provincial Police Service (“NBPPS”) should the provincial government decide to move forward.

This current state report (“the Report”) presents an understanding of how policing services are operated and delivered by the RCMP today across the province, including Indigenous communities and smaller municipalities.

The Report examines the capabilities and services the RCMP provides today together with back office and other services that support the delivery of contract policing in New Brunswick, including those provided from outside the province on a regional or national level. Moreover, the Report describes the key relationships that currently exist between the RCMP and other stakeholders and organizations.

The information presented in the Report sets a baseline of data and performance metrics that will underpin the Transition Study, enabling a high-level comparison to, and cost/benefit analysis with, a potential future provincial policing model once it is defined in subsequent phases of this scope of work.

To perform the current state assessment, information was gathered through the submission of information requests to the Department of Justice and Public Safety (JPS). No data was requested from the RCMP nor were the RCMP involved in this assessment in any other capacity.

The information requested included the following major areas:

- General duty policing operations
- Performance management
- Organizational structures, span of control, and rates of pay
- Costs of policing services
- Multi-sector teams
- Equipment
- Real estate/infrastructure and facilities management
- Training
- Cooperation with other agencies
- Back-office support functions, including Human Resources, IT, and Finance
- Specialized policing - Understanding the capabilities, structure, and deployment of specialized services that support J Division’s contract policing
- Inspection and Enforcement New Brunswick (IENB) and Auxiliary Constable Program - Understanding the scope and capabilities of these programs, and how they interact with the RCMP

All requested information was provided by JPS, and several virtual meetings were conducted to clarify the current state and to provide further details and relevant context on the documents provided. As Municipal Police Service Agreements (MPSAs) are contractual agreements between the municipality and the Government of Canada, cost information was not available from JPS at the same level of detail as the Provincial Police Service Agreement (PPSA). Work will continue to analyze MPSA costs in greater detail, leveraging open sources of information and other contextual information from within JPS to enable meaningful comparison with the future model for a New Brunswick Provincial Police Service (NBPPS) in subsequent phases of the Transition Study.

This report is based on information received on or before November 5, 2021.

# 3. Policing Environment in New Brunswick

# 3. Policing Environment in New Brunswick

This chapter summarizes the current policing environment in New Brunswick. It lays out the different organizations responsible for policing in the province before focusing on the RCMP's current capabilities and the governance arrangements in place for oversight of policing services.

## 3.a Current Law Enforcement Landscape in New Brunswick

The Government of New Brunswick is ultimately responsible for policing and ensuring that adequate and effective policing is maintained throughout the province.

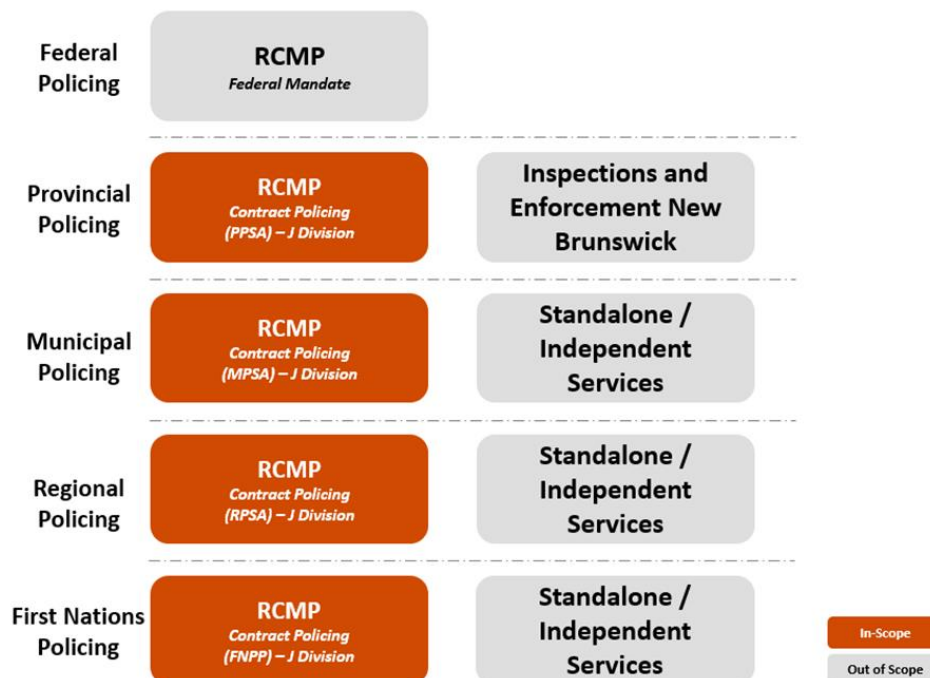
Per the New Brunswick Police Act, "every municipality shall be responsible for providing and maintaining adequate police services within the municipality"<sup>2</sup>

A municipality may acquire police services in one of the following ways:

- It may establish its own police force, with the consent of the Minister
- It may join with another municipality or other municipalities to form a regional police force, with the consent of the Minister
- It may enter into an agreement with another municipality for the employment of its police force as the police force for that municipality, with the approval of the Minister
- It may enter into an agreement with Canada for the policing of the municipality by the RCMP, via a Municipal Police Service Agreement (MPSA), with the approval of the Lieutenant-Governor in Council
- It may enter into an agreement with the Lieutenant-Governor in Council for the policing of the municipality by the PPS, where the current service provider is the RCMP

The PPSA between the Government of New Brunswick and the Government of Canada establishes the RCMP as the provincial police force. This study will focus on the RCMP's contract policing services in New Brunswick.

### Exhibit 3.1 Key Agencies Involved in New Brunswick's Policing Environment



### 3.a (i) The Royal Canadian Mounted Police (RCMP): Overview

<sup>2</sup> New Brunswick Police Act

The RCMP is Canada's national police service with national, federal, provincial, and municipal policing mandates. It is an agency of Public Safety Canada and is headed by a Commissioner who oversees the delivery of front-line policing services under the Royal Canadian Mounted Police Act and direction of the Federal Minister of Public Safety.

The RCMP operates within three core responsibilities<sup>3</sup>:

- Federal Policing (FP)
- National Policing Services (NPS)
- Contract and Indigenous Policing (C&IP)

The RCMP police force is divided into 15 divisions, plus headquarters in Ottawa. Each province and territory represents a Division and Divisions are further divided into ~700+ geographic areas known as detachments.

In New Brunswick, the RCMP has responsibilities for federal, provincial, and elements of First Nations and municipal policing services. J Division is the RCMP Division responsible for policing in New Brunswick. An Annual Performance Plan (APP) is created by the RCMP to ensure they are meeting both internal and external business needs. The APP outlines the strategic priorities, objectives, performance measures and initiatives of the J Division and reviews their performance of community plans.

The RCMP frequently collaborates with the various policing agencies in New Brunswick, either through forming integrated teams or through providing expertise and resources in various provincial and municipal multi-sector teams.

### **3.a (ii) The RCMP's Role in Federal Policing**

Federal policing is among the core activities of the RCMP and is carried out in every province and territory across Canada. The RCMP's federal policing mandate is to investigate drugs and organized crime, economic crime, and terrorist criminal activity; enforce federal statutes; secure Canada's border; conduct international capacity-building, liaison, and peacekeeping; and ensure the safety of major events, state officials, dignitaries, and foreign missions.

### **3.a (iii) The RCMP's Role in Provincial Policing**

Contract policing in New Brunswick began on April 1, 1932 when the RCMP assumed the responsibility for the independent Provincial Police Service (PPS). New Brunswick is known as "J" Division within the RCMP with headquarters located in Fredericton. The Provincial Police Service Agreement (PPSA) between the Government of New Brunswick and the Government of Canada establishes the RCMP as the provincial police force. The most recent PPSA runs from April 1, 2012 to March 31, 2032 and can be terminated by either party on March 31 of any year provided notice of termination is given 24 months prior to the date of termination.

The PPSA defines the role of the RCMP in provincial policing with a focus on issues, such as governance, accountability, roles and responsibilities of signing bodies, dispute mechanisms, infrastructure, and business planning. The RCMP's J Division is overseen by a Commanding Officer who is appointed by the RCMP Commissioner. The Commanding Officer operates under the direction of the provincial Minister (Minister of Justice and Public Safety) who sets the objectives, priorities, and goals of the provincial police service and coordinates the work and efforts of police forces and the RCMP.

Provincial policing responsibilities include<sup>4</sup>:

- Performing the duties of peace officers
- Preserving peace, protecting life and property, preventing crime and offences against federal and provincial laws
- Apprehending criminals, offenders and others who may lawfully be taken into custody
- Executing federal and provincial warrants

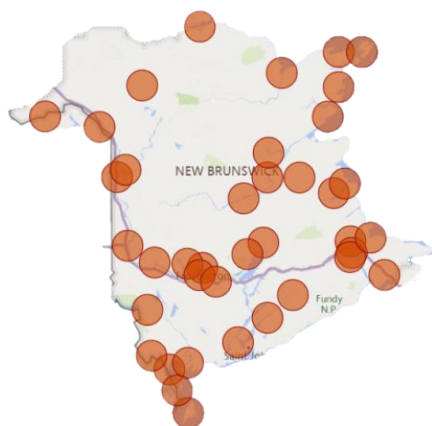
As of November 2021, the PPSA covered 528 RCMP Regular Members, 55 RCMP Civilian Members, and 155 Public Service Employees across 39 detachments and 4 district offices.

The province operates within a cost-sharing agreement whereby Public Safety Canada will cover 30% of billable expenditures while the Government of New Brunswick will be responsible for the remaining 70%. In FY 2020-21, the RCMP incurred \$123.7m of costs to provide provincial policing services in New Brunswick. Per the cost sharing agreement (noted in the table below), the RCMP charged \$86.6m (70%) of these costs to New Brunswick. Additional costs of providing police services under other contract policing agreements (MPSA, FNPP, RPSA) are explained further below.

<sup>3</sup> <https://www.rcmp-grc.gc.ca/vision150/strategic-plan-strategique/apercu-org-overview-eng.htm>

<sup>4</sup> Province of NB PPSA

### Exhibit 3.2 Map of PPSA Detachments



Note: Bubbles indicate the location of Detachments.

### Exhibit 3.3: PPSA Cost-Sharing Split 2020-21

FY 2020-21	Cost Sharing %	Total Cost (CAD, m)
<b>New Brunswick</b>	70%	\$86.6
<b>Federal Government Subsidy</b>	30%	\$37.1
<b>Total Cost</b>	<b>100%</b>	<b>\$123.7</b>

In FY 2020-21, the RCMP did not charge New Brunswick for ~\$5.0m of services. These costs are described in further detail in Section 4.

#### Local Service Districts

Under the Local Governance Act, all unincorporated communities identified as Local Service Districts (LSDs) are provided police protection by the province through the provincial police service. Costs for these services are included in the costs of provincial policing under the same cost-sharing arrangement described above.

#### 3.a (iv) The RCMP’s Role in Municipal Policing

Municipal policing responsibilities include:

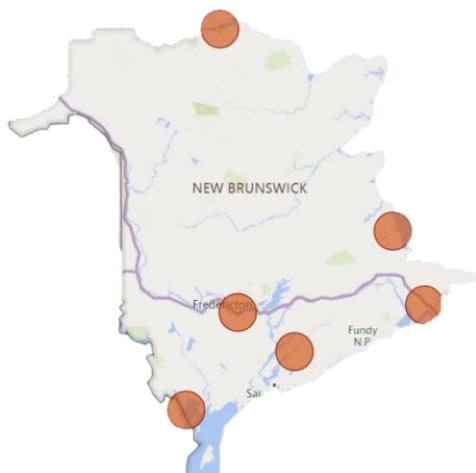
- Performing the duties of peace officers
- Preserving the peace, protecting life and property, preventing crime and offences against the laws of Canada and the laws of New Brunswick
- Apprehending criminals, offenders, and others who may be lawfully taken into custody
- Executing all warrants and performing all duties and services in relation thereto
- Any services as are necessary to prevent offences against by-laws of the Municipality<sup>5</sup>

In FY 2020-21, six municipalities had Municipal Police Service Agreements with the RCMP. Each agreement is between the Municipality and the Government of Canada and outlines the terms and conditions of the policing arrangement, including the purpose, scope, funding, schedule of payments, staffing and personnel, governance, terms of agreement, and the use of infrastructure and equipment. The most recent MPSAs run from April 1, 2012 to March 31, 2032 and can be terminated by either party on March 31 of any year, provided notice of termination is given 24 months in advance.

The municipal police service is overseen by the Member in Charge, a detachment commander, or other senior member who is appointed by J Division’s Commanding Officer in consultation with the municipality’s Chief Executive Officer (Mayor, Reeve, Warden, or other elected head of the municipality). The Member in Charge operates under the direction of the Chief Executive Officer who sets the objectives, priorities, and goals of the municipal police service.

<sup>5</sup> Municipal Police Service Agreement (2012)

### Exhibit 3.4 Map of MPSA Detachments



Note: Bubbles indicate the location of Detachments.

As of April 2021, the RCMP provided 53 FTEs (52 Members and 1 Public Service Employee) to execute municipal policing responsibilities in New Brunswick.

The costs associated with municipal policing are shared between the municipality and the federal government with some exceptions, such as office space and jail cell facilities. Municipalities with a population under 15,000 are charged 70% of total policing costs while municipalities with a population over 15,000 are charged 90% of total policing costs while the federal government subsidizes the remaining costs in both cases. Details of the cost-sharing arrangement are provided in Section 4.

Based on RCMP projections provided by JPS, municipal policing costs in New Brunswick for FY 2020-21 were approximately \$10.6m. The municipalities were responsible for \$7.5m and the remaining \$3.1m were subsidized by the Government of Canada. Detailed cost information for the MPSAs was not provided.

### Exhibit 3.5: MPSA Cost-Sharing Split 2020-21

FY 2020-21	Cost Sharing %	Total Cost (CAD, m)
<b>Municipalities under 15,000</b>	70%	\$7.5
<b>Federal government subsidy</b>	30%	\$3.1
<b>Total costs for municipalities under 15,000 (A)</b>	<b>100%</b>	<b>\$10.6</b>
<b>Municipalities over 15,000</b>	90%	–
<b>Federal government subsidy</b>	10%	–
<b>Total costs for municipalities over 15,000 (B)</b>	<b>100%</b>	<b>–</b>
<b>Total Cost (A+B)</b>	<b>100%</b>	<b>\$10.6</b>

### 3.a (v) The RCMP’s Role in Regional Policing

As mentioned above, any municipality with a population greater than 5,000 may acquire police services by joining with other municipalities to form a regional police force. There is currently one regional police force in New Brunswick, the Codiac Regional Police Force, which is formed by the municipalities of Moncton, Dieppe, and Riverview

The Codiac Regional Police Force uses the RCMP as its police service via a Regional Police Service Agreement (RPSA). This agreement is between the joint police board, the Codiac Regional Policing Authority, and the Government of Canada, and defines the terms and conditions of the policing arrangement, including the purpose, scope, funding, schedule of payments, staffing and personnel, governance, terms of agreement, and the use of infrastructure and equipment. The most recent RPSA covers the period from April 1, 2012 to March 31, 2032 and can be terminated by either party on March 31 of any year provided notice of termination is given 24 months in advance.

The Codiac Regional Police Force operates in much the same way as the municipal police services, with the Member in Charge acting under the direction of the joint police board to implement the objective, priorities, and goals for the region.

As of April 2021, 160 RCMP Members were assigned to the Codiac Regional Police Force. Similar to the MPSA, the costs associated with regional policing are shared between the region and the federal government. Regions with a population under 15,000 are charged 70% of total policing costs while regions with a population over 15,000 are charged 90% of total policing costs

while the federal government subsidizes the remaining costs in both cases. Details of the cost-sharing arrangement are provided in Section 4.

In FY 2020-21 regional policing costs were \$27.1m. Due to the population of the region, Codiac paid 90% of costs (\$24.4m), and the Government of Canada paid 10% (\$2.7m).

### Exhibit 3.6: RPSA Cost-Sharing Split 2020-21

FY 2020-21	Cost Sharing %	Total Cost (CAD, m)
<b>Municipalities under 15,000</b>	70%	–
<b>Federal government subsidy</b>	30%	–
<b>Total costs for municipalities under 15,000 (A)</b>	<b>100%</b>	<b>–</b>
<b>Municipalities over 15,000</b>	90%	\$24.4m
<b>Federal government subsidy</b>	10%	\$2.7m
<b>Total costs for municipalities over 15,000 (B)</b>	<b>100%</b>	<b>\$27.1m</b>
<b>Total Cost (A+B)</b>	<b>100%</b>	<b>\$27.1m</b>

### 3.a (vi) The RCMP's Role in First Nations Policing

The First Nations Policing Program (FNPP) was established by the federal government in June 1991 to provide First Nations in Canada access to professional and culturally-appropriate policing services that are accountable to the communities they serve. The RCMP's responsibilities under FNPP include:

- Preserving the peace, protecting life and property, preventing crime, and enforcing the laws of Canada, the laws of New Brunswick, and certain First Nations community by-laws
- Performing all duties and services executed and performed by peace officers
- Working with First Nations communities and other entities to prevent or resolve problems that impact First Nations communities' safety
- Establishing crime prevention initiatives through community education and initiatives

First Nations policing responsibilities in New Brunswick are covered through the PPSA or Community Tripartite Agreements (CTA) between the First Nations community, the Government of Canada, and the Government of New Brunswick.

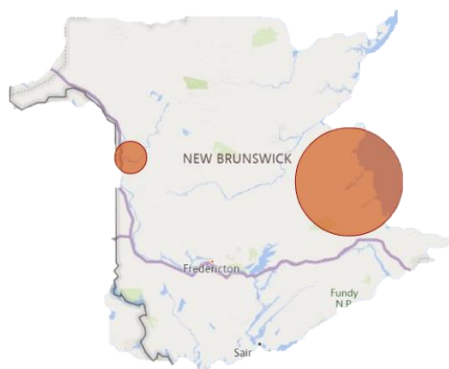
Of the 16 First Nations communities in the province, 13 obtain their police services through the PPSA. Another two communities are policed by the RCMP via CTAs while one First Nation is not policed by the RCMP, but rather by the Fredericton Police Force through a quadripartite agreement between the Federal Government, the Government of New Brunswick, the City of Fredericton, and St. Mary's First Nation. The most recent CTAs were executed in April 2014 for a period of four years (to March 2018) and have since been amended four times (March 2018, February 2020, September 2020, March 2021) to extend the agreement to March 2022.

Per the CTAs, the current total maximum authorized complement for servicing the FNPP in the detachments of Elsipogtog First Nation and Tobique First Nation are 19 RCMP Members and 3 RCMP support staff. Under the FNPP, the RCMP also provided seven Community Program Officers to support 15 of the First Nations in the province.

Costs associated with the First Nations Policing Program are charged to New Brunswick by the RCMP based on a cost-sharing model of 48% to the province and 52% to the federal government. In FY 2020-21 total First Nations policing costs, including the St. Mary's Quadripartite Agreement, were \$4.6m with \$2.2m charged to New Brunswick. Of that \$4.6m, \$4.0m was for RCMP contract policing.

A detailed list of First Nations Communities is provided in Appendix 3.1.

### Exhibit 3.7: Map of FNPP Detachments



Note: Bubbles indicate the location of Detachments. Size of the bubbles indicate the number of Members at each Detachment.

### Exhibit 3.8: 2020-21 Cost-Sharing Split, FNPP

FY 2020-21	Cost Sharing %	Total Cost (CAD, m)
<b>New Brunswick</b>	48%	\$2.2m
<b>Federal government subsidy</b>	<b>52%</b>	<b>\$2.4m</b>
<b>Total Cost*</b>	<b>100%</b>	<b>\$4.6m</b>

\*Total Cost includes RCMP contract policing and quadripartite agreement costs

### 3.a (vii) The RCMP's Role in Other Policing Areas

#### Biology Casework Analysis Agreement

On behalf of the Government of Canada, the RCMP is the steward of the National DNA Data Bank (NDDB). The NDDB provides services to all law enforcement agencies in Canada to ensure the sustainability of forensic DNA services in Canada. Biology Casework Analysis Agreements (BCAA) are cost-sharing agreements between the federal and provincial governments to help cover the cost of the RCMP delivering biology analysis to contract jurisdictions. Under the BCAA, the federal government subsidizes 46% of the average two-year cost of biology casework analysis with New Brunswick responsible for its proportional share of the remaining 54% based on usage of the service during the previous two-year period. In FY 2020-21, New Brunswick was billed \$0.5M for biology casework analysis. Please refer to Section 4 for additional details on costs related to the BCAA.

#### Alert Ready

In 2020, the RCMP assumed responsibility for issuing Amber Alerts and emergency alerts during serious incidents involving police in New Brunswick through the Alert Ready system. Alert Ready is Canada's emergency alerting system, which delivers critical alerts through text messages, radio, and over television. The RCMP issues alerts on behalf of all police forces in New Brunswick.

### 3.a (viii) Other Policing Agencies in New Brunswick

#### Stand-Alone / Independent Municipal and Regional Police Services:

There are seven municipal and two regional police forces in New Brunswick for municipalities that do not contract police services from the RCMP. The municipal police forces serve the regions of:

- Woodstock
- Grand Falls
- Edmundston
- Bathurst
- Miramichi
- Saint John
- Fredericton

The Kennebecasis Regional Police Force serves the municipalities of Rothesay and Quispamsis and the BNPP Regional Police Force serves the municipalities of Beresford, Nigadoo, Petit-Rocher, and Pointe-Verte as well as the LSDs of Petit Rocher Nord and Petit Rocher Sud.

As these municipalities have their own policing arrangements and do not contract municipal police services from the RCMP, they have been excluded from further analysis.



## Inspections and Enforcement New Brunswick

Inspections and Enforcement New Brunswick (IENB) is a non-direct policing and law enforcement unit that operates under the Department of Justice and Public Safety. The responsibilities of IENB include Highway Safety Enforcement, Conservation Enforcement, and General Investigation. The unit employs special constables who have received peace officer training from the Atlantic Police Academy (APA). The special constables have legislative designations and authority under the Police Act and the Criminal Code of Canada.

When requested, the IENB provides support to the Provincial Police Service and other police forces in New Brunswick. The Chief of IENB is a member of the New Brunswick Association of Chiefs of Police.

### Auxiliary Constable Program

Auxiliary Constables are volunteer citizens appointed as peace officers pursuant to the New Brunswick Police Act to enhance community policing and augment local police forces. They have the powers and authority of a peace officer but only when accompanied by and under the supervision of a regular police officer.

The auxiliary program complements community-based policing by training individuals to a level of proficiency that will enable them to provide assistance to members during the performance of their duties.

### Auxiliary Constables may:

- Participate in crime prevention programs
- Assist with crowd and traffic control at various community events
- Perform other duties as authorized by the management or duty Sergeant.

In New Brunswick, the RCMP has approximately 25 auxiliary constables.

### 3.a (ix) Policing Collaboration & Multi-Sector Teams

Within Canada, various policing agencies collaborate to fulfil their policing responsibilities through forming integrated teams or lending their expertise and resources. While details of the extent of J Division participation in other agencies were not shared, it is our understanding that J Division both provides and receives support from other federal, provincial, and municipal agencies.

### Federal Collaboration:

As with other RCMP divisions, J Division and federal agencies collaborate on covert, specialized, and intelligence functions. The following federal units support special and covert investigations under both provincial and municipal jurisdictions:

- Special Investigations
- Special Operations
- Undercover Operations
- Special Entry Section
- Technological Crimes
- Air Services
- Division Criminal Analysis
- Witness Protection
- Federal Intelligence Team
- Legal Application Specialist Team

### Federal Agency Representation in J Division Teams:

Federal agencies may lend their expertise to J Division by appointing representatives to New Brunswick RCMP units. The following federal agencies appoint experts to support J Division:

- Federal Serious Organized Crime (FSOC)
- Integrated Border Enforcement Team (IBET)
- Integrated Proceeds of Crime (IPOC)

### Funding for these representatives is provided by the federal government.

### RCMP (J Division) Representation in Other Agencies:

Members of J Division participate in several provincial organizations and may second Members to provide guidance in the application of law enforcement knowledge and techniques.

Examples of areas of collaboration and support include:

- Canadian Border Services Agency (CBSA)

- Canadian Security Intelligence Service (CSIS)
- RCMP Reconciliation Working Group (RRWG)
- Canadian Association of Chiefs of Police (CACP)
- New Brunswick Association of Chiefs of Police (NBACP)
- New Brunswick Emergency Measures Organization (NBEMO)

### 3.b Policing Capabilities & Specialized Police Services

This section provides a high-level overview of the specialized policing services the RCMP provides in New Brunswick as part of its policing mandate. Specialized Policing Services (SPS) is an operational business line of the RCMP that provides critical frontline operational support services to the RCMP, provincial law enforcement, and criminal justice partners as well as national and select foreign organizations.

**Exhibit 3.9: Overview of Specialized Policing Areas**

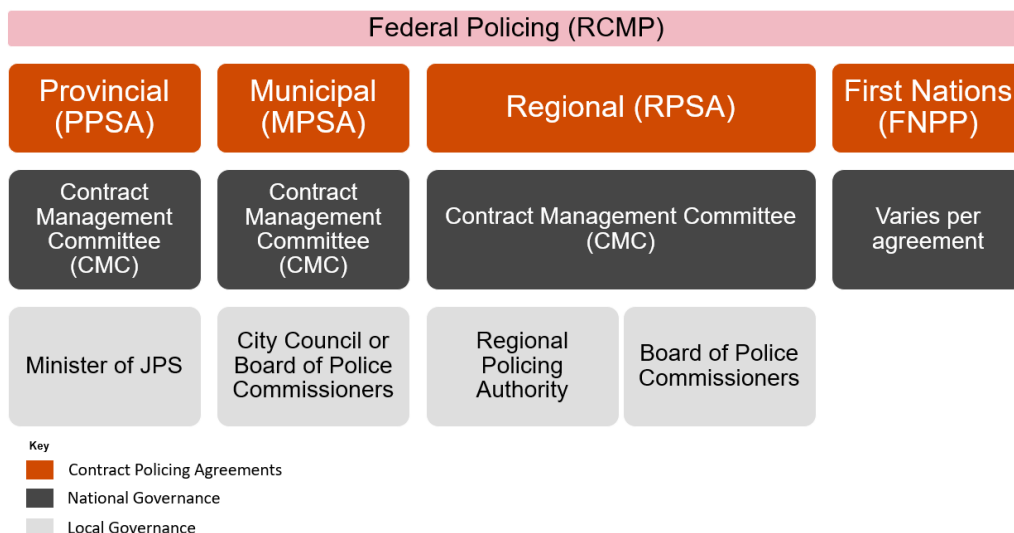
Specialized Policing Area	Scope
<b>Crisis Negotiation Team (CNT)</b>	Crisis negotiators are deployed to help defuse and de-escalate high-stakes situations such as kidnappings and barricaded persons.
<b>Emergency Response Team (ERT)</b>	Tactical unit of the RCMP deployed to resolve high-risk situations such as armed and barricaded persons, high-risk searches and arrests, aircraft or marine interventions, and VIP and witness protection duties.
<b>Explosives Disposal Unit (EDU)</b>	Provides investigative support such as disarmament and disposal of improvised explosive devices, explosives clearance of buildings and automobiles for high-level VIP visits, and disarmament and disposal of unwanted, abandoned or illegal possession of commercial explosives.
<b>Forensic Laboratory Services</b>	National Forensic Laboratory Services (NFLS) is part of National police services; provides forensic services in biology, firearms, toxicology and trace evidence for police agencies across Canada
<b>Integrated Technological Crime Unit (ITCU)</b>	Provides specialized technological expertise for investigations into crimes using digital devices.
<b>Internet Child Exploitation Unit (ICE)</b>	Proactively and reactively seeks out child predators online, locates and assists child victims of sexual abuse, leads provincial ICE investigations and liaises with national / international police forces and agencies.
<b>Major Crime Unit (MCU)</b>	Investigates serious crimes such as homicides and attempted homicides, suspicious deaths and disappearances and other high-profile cases.
<b>Police Dog Services (PDS)</b>	Provides investigative support such as narcotics, firearms, and explosives detection. Tracks suspects and searches crime scenes and performs search and rescue operations.
<b>Special Tactical Operations (STO)</b>	Responds to public order events and unlawful assemblies, natural or human-caused emergencies, and major events and community safety patrols.
<b>Collision Analysis and Reconstruction Services (CARS)</b>	Provides forensic reconstruction of collisions that result in serious injury or death throughout the province.
<b>Underwater Recovery Team (URT)</b>	Provides investigative support such as search and recovery and evidence retrieval.

### 3.c Governance Model

New Brunswick’s Police Act presents four different police governance models, with different provisions and options for governance and civilian oversight depending on the contracting parties (e.g. the Province, Municipalities, First Nations, etc.). Each policing agreement strives to achieve a balance between the operational independence of the police and their accountability to the public and civilian authorities.

A summary of the governance models for each Contract Policing agreement follows.

### Exhibit 3.10: Governance Models for Contract Policing



### 3.c (i) Governance Mechanisms Per Contract Agreements

#### Provincial Policing Governance

The governance mechanism for contracted provincial policing is outlined in the PPSA. The Contract Management Committee (CMC) supports the delivery of professional, efficient and effective services that are outlined in the PPSA agreement by serving as a forum for information sharing between the RCMP and contract partners in order to promote transparency and accountability. The Committee meets as frequently as needed, but no less than semi-annually. The CMC, which was established in 2012, is a national forum with representatives from each province and territory with Contract Policing Agreements across Canada.

Any changes that affect the cost of services through a proposed addition or deletion of cost items or changes to the allocation formulas or costing methodologies are agreed to in consultation with the CMC. Article 19 of the PPSA allows the CMC to provide written input to the RCMP regarding matters to be considered for inclusion in the departmental audit plan for activities undertaken in support of any Provincial Police Service. The Provincial Minister may also request the RCMP to conduct a directed review of a particular program or service. The Provincial Minister may request that an independent third-party be appointed to conduct the directed review.

The RCMP Commanding Officer is responsible for implementing the objectives and priorities set by the Provincial Minister and reports on progress on a quarterly and annual basis. Complaints against the police service are reported to the Provincial Minister on a quarterly basis.

#### Municipal Policing Governance

In New Brunswick, governance of a municipal police force can lie with its city council or a board of police commissioners. The governance mechanism for contracted municipal policing is outlined in the individual MPSA agreements between the municipality and federal government. The Contract Management Committee, established under the PPSA, also supports the delivery of effective policing in the municipalities.

The Elected Head of the Municipality (CEO) sets the objectives, priorities and the goals of the Municipal Police Service in accordance with the Provincial Minister’s policing priorities. Internal management, including administration and application of professional police standards and procedures, is under the control of the federal government.

Per Article 18 of the MPSA the CEO and Member in Charge may conduct operational effectiveness assessments and review issues relating to municipal police services.

The Member in Charge is responsible for implementing the objectives and priorities set forth by the CEO and reports on matters of law enforcement in the municipality and implementation of objectives, priorities and goals.

#### Regional Policing Governance

Joint boards of police commissioners are mandatory for regional police forces. Regions serviced by a regional RCMP force may also establish a Regional Policing Authority. The governance mechanism for regional policing is outlined in the individual police service agreements between the regions and federal government. The Contract Management Committee, established under the PPSA, also supports the delivery of effective policing in the regions.

Similar to the municipalities, the CEO (Chairperson of the Regional Policing Authority) sets the objectives, priorities and the goals of the Regional Police Service in accordance with the Provincial Minister’s policing priorities. Internal management, including administration and the determination and application of professional police standards and procedures, remains under the control of the federal government.

Per Article 18 of the service agreement the CEO and Member in Charge may conduct operational effectiveness assessments and review issues relating to regional police services.

The Member in Charge is responsible for implementing the objectives, priorities, and goals set forth by the CEO and to report on matters of law enforcement in the region and on the implementation of objectives, priorities and goals.

## **Provincial and Municipal Governance Mechanisms & Bodies**

### **Board of Police Commissioners**

As mentioned previously, independently policed municipalities may establish a board of police commissioners to ensure the adequacy of the police force within the municipality. The police board acts as the governance authority for the municipal police force and sets the vision and objectives for the community, including advising the Common Council so the municipality can allocate the necessary funding for the operation of the police force. Of the seven independent municipal police forces in New Brunswick, only Saint John currently has a board of police commissioners which meets twice a month in open sessions.

Among the tasks the board is responsible for are:

- Appointing a chief of police
- Providing the police force with accommodation, arms, equipment, clothing, and other items the Board deems necessary
- Appointing police officers to the police force

### **Police Commissions**

The New Brunswick Police Commission is an independent civilian board, created by the New Brunswick Police Act, to oversee the seven municipal and two regional police forces. There is no prescribed number of meetings in legislation, but meetings normally occur monthly or as required. Its objective is to manage public complaints regarding the conduct of police officers, police force policies, and service by:

- Investigating allegations of police misconduct
- Fairly and diligently investigating complaints
- Imposing disciplinary and corrective measures when required
- Improving the quality of policing services through review of legislation, policies, and services

### **Civilian Review and Complaints Commission**

The Civilian Review and Complaints Commission for the RCMP (CRCC) is an independent agency created by Canadian Parliament in 1988 to ensure that public complaints about the conduct of RCMP members are examined fairly and impartially. The CRCC hosts an annual meeting of the heads of provincial police oversight agencies to focus on key issues impacting policing. The mandate of the Commission is to:

- Receive complaints from the public about the conduct of RCMP members
- Conduct reviews when complainants are not satisfied with the RCMP's handling of their complaints
- Initiate complaints and investigations into RCMP conduct when it is in the public interest to do so
- Review specific RCMP activities
- Report findings and make recommendations
- Promote public awareness of the complaint process

The Commission is distinct and independent from the RCMP.

# 4. Financial Overview

# 4. Financial Overview

Based on data received from JPS, a cost model has been prepared to summarize the total costs of RCMP policing in New Brunswick. This chapter summarizes the methodology used to develop the cost model, current state policing costs and how these policing costs are shared between the federal government and New Brunswick.

## 4.a Data Received

The cost model reflects the total cost of RCMP policing in New Brunswick between FY 2018/19 and FY 2020/21. Financial data pertaining to the various Contract Policing arrangements for the fiscal years in scope was requested to develop the cost model.

Costs from FY 2020-21 are used as the baseline and these costs have been referenced in other sections of this report. All financials provided are historical audited financials provided by the RCMP with the exception of the MPSA costs, which are based on RCMP financial projections.

Direct and Indirect costs relating to the various Contract policing arrangements, excluding the MPSA, were also provided for the analysis.

## 4.b Components of Policing Costs

The cost model includes the costs of the following RCMP Contract Policing arrangements in New Brunswick:

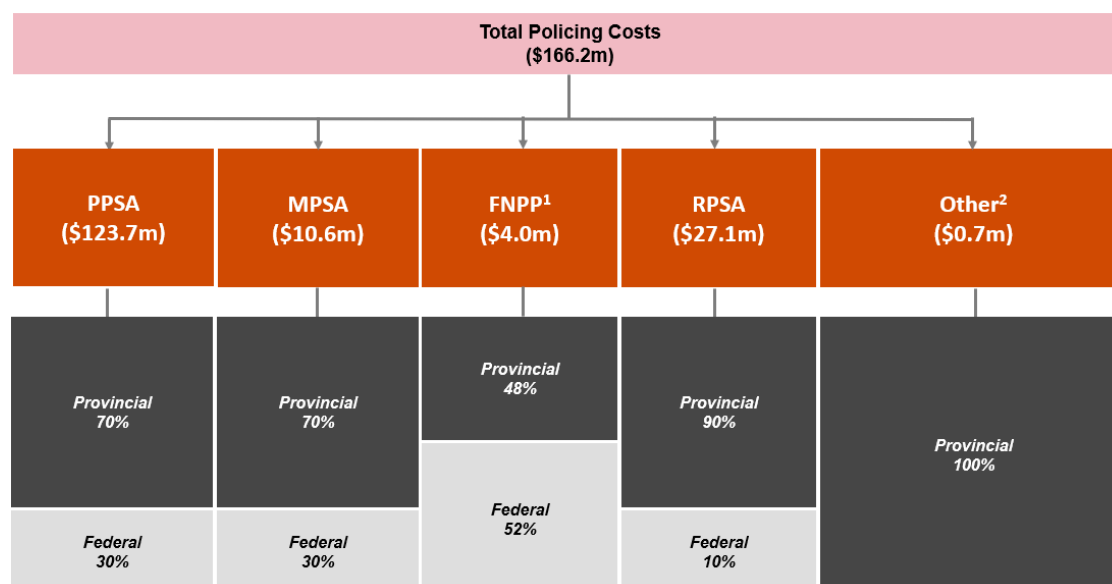
- Provincial Police Services Agreement
- Municipal Police Services Agreement
- Regional Police Services Agreement
- First Nations Policing Program
- Other - Biology Casework Analysis Agreement

The costs of the Inspections and Enforcement New Brunswick (IENB) program, the Auxiliary Constable Program, the seven independent municipal police forces and two independent regional police forces have been excluded from our analysis as these services are independent of the RCMP.

### 4.b (i) Cost-Sharing Breakdown

Costs of policing in New Brunswick are shared by the federal, provincial, and municipal governments as shown in Exhibit 4.1 below:

**Exhibit 4.1 Breakdown of FY 2020-21 Policing Costs by Contract Partner**



<sup>1</sup> PwC notes that the FNPP cost excludes \$0.6m for the St. Mary's Quadripartite Agreement (QTA) and relates only to RCMP contract policing. The Fredericton Police Force provided policing services under the QTA for a total cost of \$587k in FY 2020-21, of which the provincial share was \$282k and the federal share was \$305k.

<sup>2</sup> PwC notes that Other costs include the cost for policing services provided by the BNPP for LSDs of Petit-Rocher Nord and Sub, New Brunswick's proportionate share of PT Secretariat services and New Brunswick's proportionate share of BCAA services.

### 4.b (ii) Provincial Police Service Agreement (PPSA)

In FY 2020/21 the PPSA was the largest component of policing costs in New Brunswick, totaling \$123.7m. As outlined in Article 11 of the PPSA, New Brunswick is responsible for 70% of billable costs (\$86.6m) while the federal government is responsible for the remaining 30% (\$37.1m).

### Billable PPSA Costs

Article 11 of the PPSA defines the direct and indirect costs related to providing and maintaining the Provincial Police Service in New Brunswick.

Direct costs include the following categories of expenditures:

- All operating and maintenance costs such as salaries & wages, transportation and travel, information, professional services, rentals, repairs, utilities and supplies, and miscellaneous operational expenses as established by the RCMP's Chart of Accounts
- All costs of equipment purchases, except if the cost of equipment is equal to or exceeds \$150k and the Provincial Minister has requested the cost to be amortized
- Costs to acquire and construct buildings if the Provincial Minister has requested these costs not be included in the Accommodation Program Charge

Indirect costs include the following categories of expenditures related to providing and maintaining the provincial police service:

- Pensions (including RCMP Pension Plan & CPP Contributions), Employment Insurance premiums for Members and Public Service Employees
- Divisional and regional administrative service costs, special leave (e.g. medical, parental), pay in lieu of leave, health services costs, and earned retirement benefits
- RCMP program costs such as Divisional, Regional, and National Recruitment, the Cadet Training Program at Depot, the Police Dog Service Training Centre, maintaining and providing the Police Reporting and Occurrence System (PROS)
- Maintaining the Public Complaints Commission
- Accommodation Program Charge for RCMP owned facilities
- Security costs for PPSA facilities, including at divisional or regional headquarters
- Amortized equipment payments for equipment above \$150k that the Provincial Minister has requested to be amortized
- Legal advisory services
- Providing and maintaining enhanced reporting and accountability capacity to administer the PPSA

Some of these costs are charged directly to the province, whereas costs for national programs which benefit J Division and all other Divisions in the country, are allocated to the contracts using an FTE Utilization ratio. The FTE Utilization ratio is the ratio of J Division FTEs to the ratio of total national RCMP FTEs.

### Non-Billable PPSA Costs

Article 11 of the PPSA also defines which costs will not be billed back to New Brunswick. In FY 2020-21, ~\$5.0m of costs incurred by the PPSA were not charged to New Brunswick. These include:

- Cost of interdivisional transfers of personnel or equipment
- Cost of equipment greater than \$150k where the Provincial Minister has requested the cost be amortized
- Cost of any civil action, compensation claim, ex gratia payment or claim for associated legal fees
- Cost for providing point of entry security for federal buildings other than divisional or regional headquarters
- Costs for the External Review Committee and the Staff Relations Representative Program

### PPSA Financial Planning and Budgeting

Each fiscal year, the Commanding Officer and the Provincial Minister will exchange the information necessary for the RCMP to prepare a multi-year financial plan for the Provincial Police Service. The financial plan covers a minimum of three fiscal years, up to five fiscal years. The information exchanged between the Commanding Officer and the Provincial Minister addresses:

- The number of positions required for the Provincial Police Service
- The resources, including staffing levels, allocated to any Divisional or Regional administration that is required to support the policing service
- Budgetary considerations impacting the Provincial Police Service or Divisional/Regional administration

- Proposed multi-year infrastructure and equipment plans
- Any significant deviation between the budget for the previous fiscal year and expenditures for the current fiscal year
- Any other agreed upon information

The multi-year financial plan is provided to the Provincial Minister on or before June 1 of each year which the Minister approves in a written statement. The approved plan sets the annual funding ceiling for policing services.

The province is invoiced by the Government of Canada on a quarterly basis, with each invoice covering 25% of the estimated annual cost of policing for that fiscal year. At mutually agreed upon intervals throughout the fiscal year, the Commanding Officer will provide the Provincial Minister with details of actual year-to-date expenditures against the forecasted expenditures and provide explanations for any material variances from the approved budget.

No later than three months after the end of the fiscal year, the Commanding Officer will provide a detailed account of all actual expenditures for the Provincial Police Service to the Provincial Minister. Any under or overpayments in one fiscal year will be debited/credited to the province in the first quarter of the following fiscal year.

#### 4.b (iii) Municipal Police Service Agreement (MPSA)

Audited MPSA cost data was not provided, but four years of cost projections were shared. Total municipal policing costs in New Brunswick for FY 2020-21 were approximately \$10.6m, based on the projected costs for fiscal years 2017/18 to 2020/21, with the municipalities paying ~\$7.5m and the remaining \$3.1m covered by the federal government subsidy.

##### Billable MPSA Costs

Under the MPSA, billable costs associated with municipal policing are charged back to the municipality by the RCMP. Municipalities with a population of less than 15,000 are responsible for 70% of billable costs with the federal government covering the remaining 30%. In municipalities with a population greater than 15,000 the municipality is responsible for 90% of costs and the federal government subsidizes the remaining 10%.

##### Billable Costs for Municipalities with a Population under 15,000 Residents

Similar to the PPSA, billable direct and indirect costs related to providing and maintaining Municipal Police Services in New Brunswick are defined in the MPSA.

The RCMP uses two methods for billing direct costs to municipalities with a population under 15,000 residents:

1. Divisionally Pooled Costs - Costs for municipalities with populations less than 15,000 are pooled together and divided by the total FTE utilization of Members in the collective pool. Each municipality is charged a portion of the total pooled cost, based on the number of FTEs that serve the municipality as a proportion of the total FTEs in the pool. This allows smaller municipalities to share policing costs and each pay an average per FTE cost based on their collective expenditures.

Pooled costs include:

- a. Member salaries and wages
  - b. Equipment purchase, rentals and maintenance costs (Criminal Operations (CROPS), Fleet, Informatics)
  - c. Professional service contracts
  - d. Supplies & office equipment
  - e. Kits & clothing
  - f. Fuel
2. Non-Pooled Location Specific Costs - Certain costs, however, are considered jurisdiction specific and are not shared with other municipalities. These include:
    - a. Overtime
    - b. Isolated Pool Allowances

Indirect billable costs include the following costs related to providing and maintaining the municipal police service. These costs are charged back to each municipality based on their FTE utilization of Members.

- Pensions (including the RCMP Pension Plan and CPP Contributions), Employment Insurance premiums for Members
- Divisional Administration Costs including core administration costs, earned retirement benefit, pay in lieu of leave, parental and special leave, and health services costs
- National Program costs such as the Cadet Training Program, Police Dog Training Center, Police Reporting and Occurrence System (PROS), National Recruiting Program, Public Complaints Commission and Enhanced Reporting and Accountability

##### Billable Costs for Municipalities with a Population over 15,000 Residents



New Brunswick currently does not have any MPSAs for municipalities with a population over 15,000. However the following demonstrates the cost distribution if such an agreement did exist.

Similar to municipalities with a population under 15,000 residents, municipalities with a population over 15,000 residents are charged both billable direct and indirect costs related to providing and maintaining the Municipal Police Service.

Municipalities with a population over 15,000 residents do not pool any costs and are invoiced directly for direct costs such as:

- Member pay
- Equipment purchase, rentals and maintenance costs (CROPS, Fleet, Informatics)
- Professional service contracts
- Supplies & office equipment
- Kits & clothing
- Fuel
- Overtime
- Isolated Pool Allowances

Indirect billable costs include the following costs of providing and maintaining the municipal police service. These costs are charged back to the municipality based on the FTE Utilization of the municipality

- Pensions (incl. RCMP Pension Plan and CPP Contributions), Employment Insurance premiums for Members
- Divisional Administration Costs including core administration costs, earned retirement benefit, pay in lieu of leave, parental and special leave, and health services costs.
- National Program costs such as the Cadet Training Program, Police Dog Training Center, Police Record and Occurrence System, National Recruiting Program, Public Complaints Commission and Enhanced Reporting and Accountability.

#### Non-Billable Costs for Municipalities

Article 11 of the MPSA outlines the costs which are not billed back to the municipalities. These include:

- The cost of relocation of personnel
- The cost of equipment over \$150,000 where the Minister has requested the cost be amortized
- The cost of any civil action, compensation claim, ex gratia payment or claim for associated legal fees
- The cost incurred by the Government of Canada for providing point of entry security for federal buildings other than divisional or regional headquarters
- External Review Committee costs
- Staff Relations Representative Program costs

These exclusions apply to municipalities with populations above and below 15,000.

#### *Items/Functions Covered by New Brunswick (i.e. not charged to municipalities)*

The costs for the following RCMP services are paid for by the province via the PPSA, but are not charged back to the municipalities:

- Specialized Policing Services such as Emergency Response Team (ERT), police dogs, and the Major Crimes Unit
- Operational Communication Center (OCC)

#### Municipal Responsibilities

Per article 2.4 of the MPSA, municipalities are required to provide support staff such as clerks, data processors, telecommunications operators, jail guards, janitors, and analysts to the Municipal Police Service. If a municipality does not provide the required support staff, then the Government of Canada may provide the necessary resources and the municipality will be responsible for 100% of the costs incurred to provide such resources.

The municipalities are also responsible for providing and maintaining accommodations for the Municipal Police Service and support staff. This includes furnished office space, jail cell facilities, and heated and lighted garage space. If a municipality makes use of accommodations provided and maintained by the Government of Canada, then the municipality must pay 100% of the costs incurred by the Municipal Police Service occupying the space.

Municipalities must also assume 100% of the following Municipal Police Service costs:

- Hospitalization, medical examination or treatment, including mental health examination or treatment, for any person in the custody of the RCMP

- Witness fees, transportation, maintenance and escort costs for persons required as witnesses in criminal and civil proceedings (excluding RCMP and support staff)
- Conveyance by a third party for a disabled, injured, ill or deceased person
- All incremental costs incurred when a search and rescue operation is extended at the request of the municipality

### MPSA Financial Planning and Budgeting

Each fiscal year, the Member in Charge and the Chief Executive Officer (CEO) of the Municipality exchange information necessary for the RCMP to prepare a multi-year financial plan for the Municipal Police Service. The information exchanged addresses, at a minimum:

- The number of positions required for the Municipal Police Service
- The resources, including staffing levels, allocated to any Divisional or Regional administration that is required to support the policing service
- Budgetary considerations impacting the Municipal Police Service or Divisional/Regional administration
- Proposed multi-year equipment plans
- Any significant deviation between the budget for the previous fiscal year and expenditures for the current fiscal year
- Any other agreed upon information

The multi-year financial plan, covering a period of three to five fiscal years, is provided to the CEO on or before June 1 of each year which the CEO approves in a written statement.

The municipalities are invoiced by the Government of Canada on a quarterly basis, with each invoice covering 25% of the estimated annual cost of policing for that fiscal year. At mutually agreed upon intervals throughout the fiscal year, the Member in Charge will provide the CEO with details of actual year-to-date expenditures against the forecasted expenditures and provide explanations for any material variances from the approved budget.

Any under or overpayments in one fiscal year will be debited/credited to the municipality in the first quarter of the following fiscal year.

### 4.b (iv) Regional Police Service Agreement (RPSA)

The municipalities of Moncton, Dieppe, and Riverview have entered into an agreement to establish the Codiac Regional Policing Authority, which employs the RCMP as the Codiac Regional Police Service. FY 2020-21 costs for regional policing were \$27.1m with New Brunswick being responsible for 90% or \$24.4m of the costs and the federal government responsible for 10% or \$2.7m.

### Billable RPSA Costs

Similar to the MPSA, billable costs associated with regional policing are charged back to the Codiac region by the RCMP. If a region has a population of less than 15,000, the Regional Policing Authority will pay 70% of billable costs with the federal government covering the remaining 30%. In New Brunswick, the Codiac region has a population of 15,000 or more, therefore, the Codiac Regional Policing Authority will pay 90% of costs and the federal government will subsidize the remaining 10%.

### Non-Billable Costs for Municipalities

As with the MPSA, the following costs are not billed back to the Codiac Regional Policing Authority:

- The cost of relocation of personnel
- The cost of equipment over \$150,000 where the CEO has requested the cost be amortized
- The cost of any civil action, compensation claim, ex gratia payment or claim for associated legal fees
- The cost incurred by the Government of Canada for providing point of entry security for federal buildings other than divisional or regional headquarters
- External Review Committee costs
- Staff Relations Representative Program costs

### Municipal Responsibilities

Similar to the MPSA, the Regional Policing Authority is responsible for providing support staff and accommodations for the Codiac Regional Police Service. Should either support staff or accommodation be provided by the Government of Canada, the Codiac Regional Policing Authority will pay 100% of costs incurred by the regional police service.

The Regional Policing Authority must also assume 100% of the following Regional Police Service costs:

- Hospitalization, medical examination or treatment, including mental health examination or treatment, for any person in the custody of the RCMP

- Witness fees, transportation, maintenance and escort costs for persons required as witnesses in criminal and civil proceedings (excluding RCMP and support staff)
- Conveyance by a third party for a disabled, injured, ill or deceased person
- All incremental costs incurred when a search and rescue operation is extended at the request of the Codiac Regional Policing Authority

#### RPSA Financial Planning & Budgeting

The financial planning and budgeting process for the RPSA is similar to the MPSA process, with the Member in Charge and the joint police board exchanging information each fiscal year to develop a three to five year financial plan.

#### 4.b (v) First Nations Policing Program (FNPP)

In FY 2020-21, total First Nations community policing costs were \$4.0m. Under the FNPP, New Brunswick was responsible for 48% of the total costs (\$1.9m), while the Government of Canada funded the remaining 52% (\$2.1m).

#### Billable FNPP Costs

Eligible expenditures are consistent with the PPSA. However under the FNPP the Government of Canada subsidizes 52% of billable costs, leaving New Brunswick to pay 48% of costs.

#### Non-Billable FNPP Costs

Under the FNPP, the following categories of costs are not charged back to the province of New Brunswick:

- Overtime costs above 10% of salaries
- Costs related to the Police Dog Service Training Centre
- Operational availability and readiness back-up costs

#### FNPP Financial Planning & Budgeting

The financial planning and budgeting process is similar to the PPSA, with the multi-year FNPP budget projection used to establish an annual funding ceiling. In July of each fiscal year, JPS and the RCMP will identify resource requirements, potential budget adjustments, and the maximum RCMP budget projection for the following fiscal year and revise / update the budget accordingly.

#### 4.b (vi) Other Costs

#### Biology Casework Analysis Agreement (BCAA)

The RCMP is the main provider of forensic analysis for police agencies across Canada at the National Forensic Lab. In 2014, the Government of Canada entered into cost-sharing Biology Casework Analysis Agreements (BCAA) with each province and territory, with the exception of Ontario and Quebec. The agreements cover services such as evidence recovery and management, DNA analysis, quality assurance, and scientific and technical research.

Collectively, the provinces and territories under the BCAA are responsible for 54% of the average total cost of biology casework analysis incurred during the previous two fiscal years. Cost-sharing amongst the provinces and territories is based on proportional usage of the service during the same previous two fiscal years.

The total average annual lab cost for fiscal years 2017-18 and 2018-19 was \$28.6m, with a provincial share of \$15.4m to be paid in fiscal years 2019-20 and 2020-21. New Brunswick's share of the \$15.4m amounted to \$0.5m per fiscal year.

### 4.c Cost Model and Subsidies

#### 4.c (i) Cost Model Methodology

All direct and indirect costs received from the policing contracts, excluding the MPSAs, were mapped to the categories below and validated with JPS.

- Human Resources (HR) - Costs relating to salaries and benefits for Regular Members, Civilian Members and Public Service Employees. Also includes costs relating to HR services such as recruiting, relocation, training (including the Cadet Training Program at Depot) and the Police Dog Service Training Centre Program
- Real Estate - Costs relating to the acquisition and maintenance of the owned and leased facilities occupied by the various policing services in the province
- Equipment - Costs relating to the purchase, rental and maintenance of the equipment used to support the various policing arrangements. Includes costs for Criminal Operations (CROPS), Fleet, Radios & Communications and Informatics equipment.
- Administration - Costs relating to the administration and shared services of the various policing arrangements
- Other - Other miscellaneous costs for the various policing arrangements

Within the above categories, costs were further categorized as:

- Operating & Maintenance Costs (O&M) - Costs relating to ongoing operations and maintenance
- Capital Costs - One time costs relating to investments and purchases of fixed assets

#### **4.c (ii) Subsidies and Grants for Municipalities**

Under the Police Act, all municipalities are responsible for providing and maintaining adequate police services. The Government of New Brunswick provides support for municipal policing through the following subsidies and grants:

1. The Municipal Police Assistance Fund (MPAF) is a special purpose account that provides assistance for special policing needs such as training, equipment, and special projects. 25% of revenue from paid fines in New Brunswick is paid into the fund as well as any gifts or legacy made payable to the fund.

The Minister of Justice and Public Safety is the custodian of the Fund and any of the following may apply to the Minister for a grant from the Fund:

- a. A chief of police
  - b. The New Brunswick Association of Chiefs of Police
  - c. A municipality that has entered into an agreement to be policed by the RCMP
  - d. The Department of Justice and Public Safety, acting on behalf of the police forces and the detachments of the RCMP policing municipalities under agreements with the municipalities
2. Community Funding and Equalization Grant (CFEG) - The province of New Brunswick provides grants to municipalities, rural communities, and local service districts to support the delivery of quality public services. The CFEG consists of core and equalization components which are calculated based on the per capita of a group of regions within the province.

## 4.d Current State Policing Costs

### Total Policing Costs

The total costs of RCMP policing in New Brunswick for the period FY 2018-19 through FY 2020-21 are shown in Exhibit 4.2 below. Stand alone municipal, regional, and First Nations policing costs are not included.

#### Exhibit 4.2 Current State Policing Costs in New Brunswick

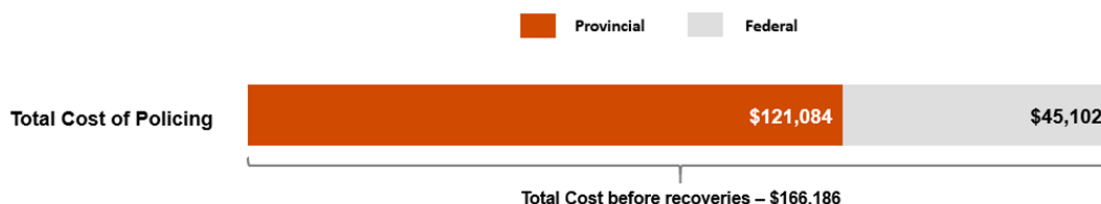
##### Project NBPPS

##### Current State Analysis - Financial Summary

	Historicals		Baseline
	2018-19	2019-20	2020-21
<b>Costs</b>			
<b>A</b> Provincial Police Service Agreement (PPSA)	120,737	117,397	123,684
i) Provincial Cost Share	84,516	82,178	86,579
ii) Federal Cost Share	36,221	35,219	37,105
<b>B</b> Municipal Police Service Agreements (MPSA)	10,377	10,401	10,619
i) Provincial Cost Share	7,312	7,330	7,483
ii) Federal Cost Share	3,065	3,071	3,136
<b>C</b> First Nations Policing Program (FNPP)	3,879	4,080	3,998
i) Provincial Cost Share	1,862	1,959	1,919
ii) Federal Cost Share	2,017	2,122	2,079
<b>D</b> Regional Police Service Agreements- Codiac	24,333	25,157	27,144
i) Provincial Cost Share	21,899	22,641	24,430
ii) Federal Cost Share	2,433	2,516	2,714
<b>E</b> Other	611	729	741
i) Provincial Cost Share	611	729	741
ii) Federal Cost Share	0	0	0
<b>F</b> Total Cost of Policing (A+B+C+D+E)	<b>159,936</b>	<b>157,764</b>	<b>166,186</b>
<b>G</b> Provincial Share of Total Cost (A i)+B i)+C i)+D i)+E i))	116,200	114,836	121,151
<b>H</b> Federal Share of Total Cost (A ii)+B ii)+C ii)+D ii)+E ii))	43,736	42,928	45,035
<b>Recoveries</b>			
RCMP Services Recoveries	-630	-791	-942
BCAA MPAF Recoveries	-114	-147	-147
<b>I</b> Total Recoveries	<b>-744</b>	<b>-938</b>	<b>-1,089</b>

#### Exhibit 4.3 FY 2020-21 Breakdown of Policing Costs by Cost Sharing Arrangement (CAD in '000s)

##### FY 2020-21 Cost of Policing in New Brunswick (CAD in 000's)



The total cost of RCMP policing in New Brunswick for FY 2020-21 was ~\$166.2m. Approximately \$45.1m was subsidized by the federal government per the various cost sharing agreements outlined in the Contract Policing Agreements. New Brunswick's contract partners paid the remaining \$121.1m of policing costs.

### Human Resources

Human Resources (HR) accounted for the highest proportion of FY 2020-21 costs, representing ~63.7% of the total cost of policing. The total HR cost in FY 2020-21 was \$105.8m, which included salaries, benefits, overtime pay, paid leave, recruiting, relocations, and training. A number of these costs were identified and broken out from the Divisional Administration cost category.

**Exhibit 4.4: Current State Policing Costs in New Brunswick - Human Resources**

HR Costs CAD (in 000's) Costs	Historicals		Baseline
	2018-19 Total	2019-20 Total	2020-21 Total
<b>O&amp;M</b>			
<i>Members</i>			
Base Salary - Members	45,953	46,560	46,886
Benefits - Members	11,694	12,126	12,496
Overtime - Members	6,169	6,568	9,109
Payment in Lieu of Leave	496	183	218
Health Services	1,800	2,058	2,244
Special Leave	5,008	6,584	8,495
<b>Sub-total - Members</b>	<b>71,120</b>	<b>74,079</b>	<b>79,448</b>
<i>Public Service Employees</i>			
Base Salary - PS	8,660	9,250	10,451
Overtime - PS	191	215	272
Other Salary - PS	80	60	107
<b>Sub-total - PS</b>	<b>8,932</b>	<b>9,525</b>	<b>10,830</b>
<i>HR Services</i>			
Recruiting	602	641	669
Relocations	988	533	553
Training (CTP)	2,111	2,362	2,483
Training (Local)	715	570	370
Police Dog Services	114	105	103
Professional Services	878	909	929
Officer Rate	9,787	9,800	10,006
Overtime	391	401	411
<b>Sub-total - HR Services</b>	<b>15,586</b>	<b>15,321</b>	<b>15,524</b>
<b>O&amp;M Sub-total</b>	<b>95,638</b>	<b>98,925</b>	<b>105,802</b>
<b>Total Costs</b>	<b>95,638</b>	<b>98,925</b>	<b>105,802</b>
Federal Share	29,368	30,364	32,426
Provincial Share	66,269	68,561	73,377

**Equipment**

Equipment costs accounted for ~5.7% of total policing costs in FY 2020-21, totaling \$9.5m (including BCAA costs). Fleet costs, such as vehicle rentals, fuel, repairs, and parts, made up the largest portion of equipment costs at \$3.1m (~32%). The remaining costs included equipment used by CROPS (guns, ammunition, lab supplies, etc.), informatics equipment, furniture, and radios..

Exhibit 4.5: Current State Policing Costs in New Brunswick - Equipment

Equipment Costs CAD (in 000's) Costs	Historicals		Baseline
	2018-19	2019-20	2020-21
	Total	Total	Total
<b>O&amp;M</b>			
<i>CROPS (guns, ammunition, etc.)</i>			
Repairs - CROPS	29	51	45
Photos - CROPS	11	9	36
Clothing - CROPS	278	298	305
Lab Supplies - CROPS	2	-	1
Sundry - CROPS	510	452	512
Other - CROPS	-	-	-
<b>Sub-total - CROPS</b>	<b>830</b>	<b>810</b>	<b>899</b>
<i>Fleet (vehicles)</i>			
Rentals - Fleet	142	152	204
Fuel - Fleet	1,675	1,677	1,371
Supplies & Parts - Fleet	512	674	691
Repairs - Fleet	642	791	797
<b>Sub-total - Fleet</b>	<b>2,971</b>	<b>3,294</b>	<b>3,063</b>
<i>Informatics (IT, computers, etc.)</i>			
Rentals - Informatics	94	115	110
Professional Services - Informatics	93	51	40
Repairs - Informatics	-	6	1
Informatics - Telecom	37	96	6
PROS	367	388	429
<b>Sub-total - Informatics</b>	<b>592</b>	<b>657</b>	<b>587</b>
<i>Radios</i>			
Rentals - Radios	426	4	-
Repairs - Radios	49	77	36
Professional Services - Radios	1,662	1,856	1,866
<b>Sub-total - Radios</b>	<b>2,137</b>	<b>1,937</b>	<b>1,903</b>
<i>Supplies</i>			
Rentals - Furniture & Fixtures	19	15	12
Repairs - Furniture & Fixtures	16	7	7
<b>Sub-total - Supplies</b>	<b>35</b>	<b>22</b>	<b>19</b>
<b>O&amp;M Sub-total</b>	<b>6,565</b>	<b>6,720</b>	<b>6,471</b>
<b>Capital</b>			
Purchases - CROPS	2,049	1,217	684
Purchases - Fleet	2,665	3,603	1,310
Disposals - Fleet	-147	-152	-271
Purchases - Informatics	585	505	352
Purchases - Radios	2,556	390	188
Purchases - Furniture & Fixtures	307	321	184
Purchases - Other	234	318	44
<b>Capital Sub-total</b>	<b>8,247</b>	<b>6,202</b>	<b>2,491</b>
<b>Other</b>			
BCAA Costs	380	489	489
<b>Other Sub-total</b>	<b>380</b>	<b>489</b>	<b>489</b>
<b>Total Costs</b>	<b>15,192</b>	<b>13,411</b>	<b>9,451</b>
<b>Total Costs excl. BCAA</b>	<b>14,812</b>	<b>12,922</b>	<b>8,961</b>
Federal Share	4,523	3,970	2,776
Provincial Share	10,669	9,441	6,675

Real Estate

Real Estate costs accounted for ~6.2% of the total cost of policing in FY 2020-21, totaling \$10.2m. These costs include leases, repairs, utilities, professional services, furnishings, and costs associated with the Accommodation Program.

**Exhibit 4.6: Current State Policing Costs in New Brunswick - Real Estate**

Real Estate Costs CAD (in 000's)	Historicals		Baseline
	2018-19	2019-20	2020-21
Costs	Total	Total	Total
<b>O&amp;M</b>			
<i>Leases</i>			
Leases	1,392	1,440	1,530
<b>Sub-total - Leases</b>	<b>1,392</b>	<b>1,440</b>	<b>1,530</b>
<i>Other O&amp;M</i>			
Repairs	694	859	357
Professional Services	2,110	2,184	2,569
Contaminated Sites	6	-	-
Utilities	786	839	650
PILT	1,066	1,116	1,099
House Furnishings	-	-	-
<b>Sub-total - Other O&amp;M</b>	<b>4,662</b>	<b>4,998</b>	<b>4,674</b>
<b>O&amp;M Sub-total</b>	<b>6,054</b>	<b>6,438</b>	<b>6,203</b>
<b>Capital</b>			
Accommodation Program	4,018	4,019	4,028
<b>Capital Sub-total</b>	<b>4,018</b>	<b>4,019</b>	<b>4,028</b>
<b>Total Costs</b>	<b>10,072</b>	<b>10,457</b>	<b>10,231</b>
Federal Share	2,994	3,126	3,055
Provincial Share	7,077	7,331	7,176

**Administration**

Administration costs accounted for ~5.6% of the total cost of policing in FY 2020-21, with a total of \$9.3m. The majority of the cost (\$9.1m) was related to Division Administration (core administration costs) with the remainder allocated to stationery. Other costs that were originally within Divisional Administration that were identified to fit into other cost categories have been moved accordingly.

**Exhibit 4.7: Current State Policing Costs in New Brunswick - Administration**

Administration Costs CAD (in 000's)	Historicals		Baseline
	2018-19	2019-20	2020-21
Costs	Total	Total	Total
<b>O&amp;M</b>			
Stationery	193	231	200
Division Administration	8,308	8,706	9,130
<b>O&amp;M Sub-total</b>	<b>8,501</b>	<b>8,937</b>	<b>9,330</b>
<b>Total Costs</b>	<b>8,501</b>	<b>8,937</b>	<b>9,330</b>
Federal Share	2,622	2,753	2,868
Provincial Share	5,880	6,184	6,462



## Other Costs

At \$31.4m, Other costs accounted for 18.9% of the total policing costs in FY 2020-21. Note that this category includes the cost of RCMP policing in the Codiac Regional Policing Authority as details of the total annual RCMP contract costs were not available to allow the cost to be allocated between the categories. Also included in this category are costs related to custody transfers, covert operations, governance, legal and professional services, media, travel, and other miscellaneous expenses.

### Exhibit 4.8: Current State Policing Costs in New Brunswick - Other Costs

Other Costs CAD (in 000's) Costs	Historicals		Baseline
	2018-19	2019-20	2020-21
	Total	Total	Total
<b>O&amp;M</b>			
Custody Transfer	904	876	815
Covert Operations	149	262	309
Legal	85	86	89
Professional Services	1,109	1,145	1,157
Media	8	11	9
Travel	1,346	1,544	653
Miscellaneous	818	808	796
Other Adjustments	1,527	-4,119	121
RCMP contract costs (RPSA)	24,333	25,157	27,144
Photos - CROPS	1		
Guard	25	26	26
PT Secretariat	14	12	12
BNPP	217	228	240
<b>O&amp;M Sub-total</b>	<b>30,534</b>	<b>26,035</b>	<b>31,371</b>
<b>Total Costs</b>	<b>30,534</b>	<b>26,035</b>	<b>31,371</b>
Federal Share	4,229	2,716	3,910
Provincial Share	26,305	23,319	27,461

# 5. Current Deployment Model

# 5. Current Deployment Model

This chapter summarizes the deployment model in New Brunswick J Division under the PPSA, MPSA, FNPP, and RPSA. Topics include organizational overview, staffing groups, span of control, deployment and staffing process and staffing in emergencies.

## 5.a J Division Organization Overview

The J Division is headed by a Commanding Officer, who reports to the RCMP's Commissioner. Below the Commanding Officer, J Division is organized into the following departments. For a pictorial representation of J Division's organization chart, please refer to Appendix 5.1

### Exhibit 5.1: J Division Organizational Overview

Department	Department Head	Key Responsibilities
<b>Criminal Operations - Contract Policing</b>	Commander of Criminal Operations - Contract Policing	Overall Contract Policing (provincial and municipal) operations and crime reduction in New Brunswick
<b>Criminal Operations - Federal Policing &amp; Specialized Services</b>	Commander of Criminal Operations - Federal Policing & Specialized Police Services	Federal policing operations including Integrated National Security Enforcement in New Brunswick, Divisional Intelligence, federal operations support
<b>Division Human Resources</b>	Division Human Resources Officer	Provision of corporate leadership and direction to the planning, development and implementation of human resources and employee services programs to meet the current and future needs of J Division
<b>Division Administration</b>	Division Administration Officer	Divisional Administrative services such as informatics, strategic communications, operations strategy and innovation
<b>Protocols &amp; Ceremonies</b>	Sergeant Major, Protocols & Ceremonies	Administration of honours and recognition

## 5.b J Division Staffing

As of June 1, 2021, New Brunswick employs a total of 1,251 people made up of regular members, civilian members, and public service employees.

Exhibit 5.2: J Division Authorized Strength and Actual Strength (June 2021)<sup>6</sup>

	Total Authorized as of June 1, 2021				Total Actual as of June 1, 2021			
	RM <sup>1</sup>	CM <sup>2</sup>	PSE <sup>3</sup>	Total	RM <sup>1</sup>	CM <sup>2</sup>	PSE <sup>3</sup>	Total
<b>Contract Policing</b>								
PPSA	528	55	155	738	492	48	141	681
FNPP	19	1	9	29	20	1	7	28
Federal	119	27	42	188	87	24	40	151
MPSA	52	-	1	53	52	-	-	52
RPSA	160	-	-	160	160	-	-	160
<b>Contract Policing Sub-total</b>	<b>878</b>	<b>83</b>	<b>207</b>	<b>1,168</b>	<b>811</b>	<b>73</b>	<b>188</b>	<b>1,072</b>
<b>Internal Services/Non-contract</b>								
Divisional Admin	11	13	87	111	11	11	73	95
Regional Admin	-	-	55	55	-	-	55	55
Departmental Admin	9	11	9	29	9	11	9	29
<b>Non-Contract Sub-total</b>	<b>20</b>	<b>24</b>	<b>151</b>	<b>195</b>	<b>20</b>	<b>22</b>	<b>137</b>	<b>179</b>
<b>Total</b>	<b>898</b>	<b>107</b>	<b>358</b>	<b>1,363</b>	<b>831</b>	<b>95</b>	<b>325</b>	<b>1,251</b>

PwC notes that total actual strength was not available for Regional Admin and Departmental Admin so it was assumed to be the same as total authorized strength.

1. RM - Regular Member

2. CM - Civilian Member

3. PSE - Public Service Employee

Authorized strength in the J Division, represented as full time equivalent (FTE) positions, refers to the positions that are allowed to be filled based on funding commitments from contract partners. This is defined and jointly determined in each policing agreement for a given year. Under the PPSA, this is agreed between the Minister for Justice and Solicitor General and Commanding Officer. Under the MPSAs, this is determined between the municipality Chief Executive Officer and the Member in Charge.

As displayed in Exhibit 5.2, J Division has an authorized strength of 1,168 Contract Policing resources and 111 Divisional Administration FTEs. J Division's authorized strength is further complemented by the volunteer auxiliary police program of 25 members.

J Division's actual strength refers to positions filled with active employees as of June 1, 2021.

Actual strength in the J Division takes authorized strength and adjusts for long term leave, vacancies and redeployment. The number of FTE positions in actual strength may be higher than authorized strength in some cases if the RCMP pre-emptively fills positions to cover members and employees that are expected to go on long term leave or be relocated in a particular year. These positions are considered Surplus to Establishment (STE) Regular Members and are described in further detail below.

The positions comprising J Division's actual strength are as follows:

- 831 Regular Members, including Special Constables and Police Dog Teams
- 95 Civilian Members
- 325 Public Service Employees

<sup>6</sup> J Division HR Report and Annex A MYFP 2021; Represented as positions as on June, 2021 - *Provided by JPS*

## Regular Members

### Exhibit 5.3: J Division Regular Member Actual Strength (June 2021)<sup>7</sup>

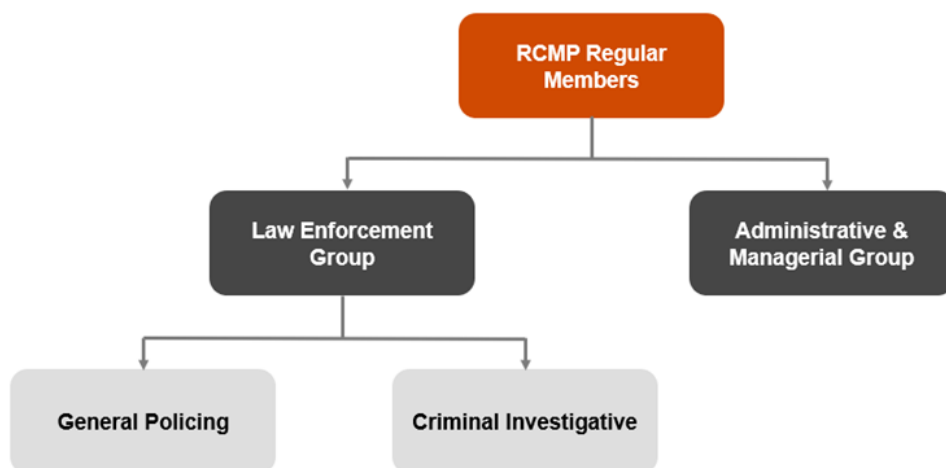
Contract/Internal Services		Actual Regular Members (Positions as of June 2021)
<b>Contract Policing</b>		
PPSA		492
MPSA		52
FNPP		20
Federal		87
RPSA		160
<b>Sub-total</b>		<b>811</b>
<b>Internal Services</b>		
Division Administration		11
Regional Admin		0 <sup>1</sup>
Departmental Admin		9 <sup>1</sup>
<b>Sub-total</b>		<b>20</b>
<b>Total</b>		<b>831</b>

<sup>1</sup> PwC notes that total actual strength was not available for Regional Admin and Departmental Admin so it was assumed to be the same as total authorized strength.

As of June 2021, J Division has 831 Regular Members (including Special Constables and Police Dog Teams).

Regular Members perform regular policing duties described in Section 18 of the RCMP Act or apply Peace Officer experience and expertise to operational matters, develop and interpret law enforcement policy, or policy affecting members' careers and benefits.

### Exhibit 5.4: RCMP Regular Member Responsibilities



Regular Members are divided into 2 occupational groups as seen in Exhibit 5.4 above:

- Law Enforcement Group responsible for general policing and criminal investigations
- Administrative & Managerial Group responsible for administrative duties

<sup>7</sup> Division HR Report and Annex A MYFP 2021; Represented as positions as on June, 2021 - Provided by JPS

Regular Members in the RCMP are ranked from Constable through Commissioner. Refer to Appendix 5.2 for a complete list of Regular Member ranks.

For the purposes of this analysis, Police Dog Teams have been classified as Regular Members. There are 3 Police Dog Teams that support J Division within the PPSA. Please refer to Section 9.g (ii) for more information on the Police Dogs program.

Occasionally, the J division has Surplus to Establishment (STE) Regular member positions in addition to the positions listed above. These positions are in excess of the number of positions that New Brunswick approves each year as in some cases the RCMP will have more employees in a location than approved positions. STEs are deployed for various reasons, including delayed transfers, expected maternity or paternity leaves, unforeseen medical leaves or other situations that may result in absences. STE positions are also created in various areas that are surplus to the numbers the RCMP forecasts every year, as the RCMP believes these positions are a necessity in order to complete specific functions across the province. STE positions are “pressure funded”, i.e. they are funded by offsetting funding from other areas.

#### Civilian Members

**Exhibit 5.5: J Division Civilian Member Actual Strength (June 2021)<sup>8</sup>**

Contract/Internal Services	Actual Regular Members (Positions as of June 2021)
<b>Contract Policing</b>	
PPSA	48
MPSA	0
FNPP	1
Federal	24
RPSA	0
<b>Sub-total</b>	<b>73</b>
<b>Internal Services</b>	
Division Administration	11
Regional Admin	0 <sup>1</sup>
Departmental Admin	11 <sup>1</sup>
<b>Sub-total</b>	<b>22</b>
<b>Total</b>	<b>95</b>

<sup>1</sup> PwC notes that total actual strength was not available for Regional Admin and Departmental Admin so it was assumed to be the same as total authorized strength.

As of June 2021, J Division has 95 Civilian Members. Civilian Members support law enforcement activities and the development and interpretation of law enforcement policies. Civilian Members require specialized qualifications or training in order to perform their roles.

Key responsibilities of Civilian Members include administration, education services, economics and social science services, telecommunications operations, aircraft maintenance and IT support.

Roles within each of the above areas are ranked into different levels. For a complete listing of J Division Civilian Member levels, please refer to Appendix 5.3.

<sup>8</sup> Division HR Report and Annex A MYFP 2021; Represented as positions as on June, 2021 - *Provided by JPS*

Public Service Employees

Exhibit 5.6: J Division Public Service Employee Actual Strength (June 2021)<sup>9</sup>

Contract/Internal Services	Actual Regular Members (Positions as of June 2021)
<b>Contract Policing</b>	
PPSA	141
MPSA	0
FNPP	7
Federal	40
RPSA	0
<b>Sub-total</b>	<b>188</b>
<b>Internal Services</b>	
Division Administration	73
Regional Admin	55 <sup>1</sup>
Departmental Admin	9 <sup>1</sup>
<b>Sub-total</b>	<b>137</b>
<b>Total</b>	<b>325</b>

<sup>1</sup> PwC notes that total actual strength was not available for Regional Admin and Departmental Admin so it was assumed to be the same as total authorized strength.

As of June 2021, J Division has 325 Public Service Employees. There are additional Public Service Employees that are federally funded that provide support to J Division’s shared services and specialized policing functions.

Public Service Employees provide administrative, technical and professional support service to RCMP members, or develop, interpret or apply policies required for RCMP administrative management. Public Service Employees are hired under the terms and conditions of the Public Service Employment Act.

Key responsibilities of Public Service Employees include:

- Program & administrative services
- Operational services
- Education & library services
- Technical services
- Computer system services
- Financial management services
- Audit, commerce and purchasing services
- Health services
- Economics and social sciences services
- Applied science and patent examination services

Roles within each of the above areas are ranked into different levels. For a complete listing of J Division Public Service levels, please refer to Appendix 5.4.

<sup>9</sup> Division HR Report and Annex A MYFP 2021; Represented as positions as on June, 2021 - *Provided by JPS*

## Volunteers<sup>10</sup>

There are 25 volunteers that support the auxiliary constable program in New Brunswick. The Auxiliary Program was introduced by the RCMP in 1963 to enhance community policing and crime prevention initiatives. In 2018, the RCMP implemented a new model of this program that includes 3 tiers (noted below). A Memorandum of Understanding is still being finalized between the Government of New Brunswick and the RCMP, and once finalized this program will resume in the new format as listed below. New Brunswick will be delivering only Tier 1 services.

- Tier 1: Provides RCMP Auxiliaries an opportunity to participate in community policing services, such as watch programs, public education initiatives, non-enforcement support to operations, community fundraising events and participation in parades and public ceremonies. Tier 1 Auxiliaries will perform these activities under the general supervision of an RCMP employee and will not be given Peace Officer status.
- Tier 2: Includes all of the activities listed in Tier 1 with the addition of community presence via foot and bicycle, access and traffic control, and disaster assistance. Tier 2 does not include general duty activities (operational patrols). These Auxiliaries will be under the close supervision of an RCMP police officer and will have Peace Officer status.
- Tier 3: Includes activities from Tier 1 and Tier 2 with the addition of general duty patrol, attending calls, check stops, scene security and searches of persons. Tier 3 Auxiliaries will be under the direct supervision of an RCMP police officer and will have Peace Officer status.

## 5.c Span of Control:

Span of Control refers to the number of subordinates under each supervisor. PwC was not provided information on the span of control for the J division, however it is our understanding that the policy is consistent throughout the RCMP.

### 5.c (i) Regular Members

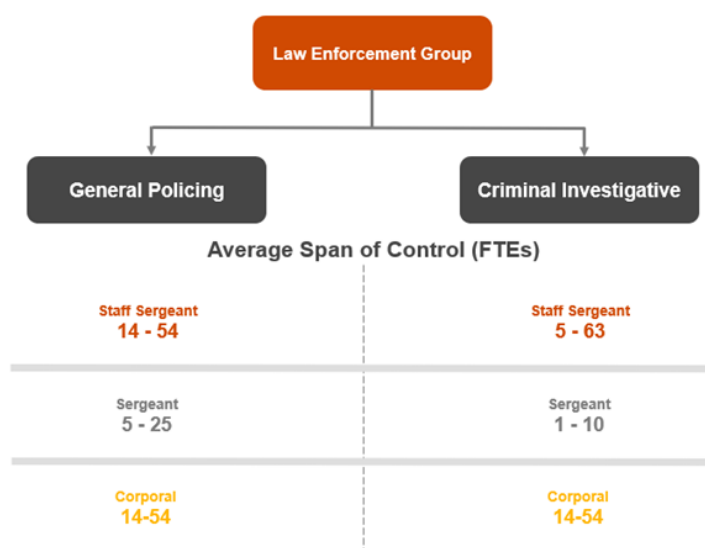
There are 2 Regular Member occupational groups that are recognized in the classification standards:

- The Law Enforcement group, which contains 2 distinct sub-groups:
  - General Policing and
  - Criminal Investigative
- The Administrative and Managerial group

Senior Executive ranks are determined in accordance with the Hay job evaluation plan, a job performance evaluation method that uses the following four factors: knowledge, problem solving, accountability and working conditions. A job is evaluated by looking at the knowledge required to do the job, the kind of thinking required to solve the problems which the job commonly faces, the responsibilities assigned, and the work environment in which the work is performed.

### Law Enforcement Group

**Exhibit 5.7: Average Span of Control for J Division's Law Enforcement Group**



\* numbers represent the number of subordinates under each position

<sup>10</sup> <https://www.rcmp-grc.gc.ca/en/auxiliary-program-tiers> - PwC Secondary Research



## Criminal Investigative Officers

Criminal Investigative Sergeants and Corporals tend to have narrower spans of control when compared to General Policing Sergeants and Corporals on account they are perceived to have more complex and time-consuming duties.

## Administrative and Managerial Group

Positions allocated to the Administrative and Managerial group, which has a point rating classification plan, do not tend to be subject to a specified number of subordinate positions. Administrative and Managerial group positions (“Administrative Operations”) exist at the larger general policing detachments and larger investigative sections, as well as in district and division HQ structures.

Most of the staff are civilian personnel and many of the Regular Member positions in the administrative category have been reserved with specific medical profiles to accommodate Regular Members who may not be able to perform regular police duties.

### 5.c (ii) Public Service Employees

The span of control ratios for Public Service Employees depend on the role and type of job. There do not tend to be a specified number of subordinates for each role in this category.

## 5.d Deployment & Staffing Process

The RCMP Human Resources Committee (HRC) determines the deployment of resources. The J division provides deployment recommendations to the HRC based on a workload analysis model.

The model used evaluates a weighted average of the historic number of calls for service per detachment to arrive at the number of Uniformed First Responders (UFRs) required to answer front line calls for service. General Duty Constables count as 1 UFR, whereas more senior General Duty roles (Corporal, Sergeant, etc.) with more non UFR responsibilities count as 0-0.5 UFRs.

The calculated UFRs required are then adjusted for the time spent in mandatory training, breaks, vacation time, sick leave and special leave to arrive at the number of Regular Members at each detachment. On average, one UFR is available for 1,674 hours per year with 30% of this time spent on proactive duties (i.e. performing proactive patrols, school visits, community events).

Some municipalities use the same process as stated above, but they may also use a combination of standards such as the Crime Severity Index, Criminal Code Cases per member, and number of members per 1,000 population to determine the deployment level required in their municipalities.

## 5.e Emergencies & Special Events

Provisions exist for the Minister for Justice and Public Safety (JPS) to request additional resources to the extent necessary. Resources may be redeployed from other PPSA areas and if necessary, from MPSA areas and other RCMP Divisions. Additionally, up to 10% of members may be deployed to respond to provincial or federal emergencies outside of New Brunswick. Costs under these arrangements are charged or credited at the cost sharing ratio in the relevant contract.

Similar provisions exist for managing major and special events. In the case of major events of national significance, the federal government is responsible for all costs of redeployment.

# 6. Compensation & Benefits

# 6. Compensation & Benefits

This chapter summarizes the key Human Resource considerations impacting J Divisions' Regular Members (RM), Civilian Members (CM) and Public Service Employees (PSE).

## 6.a Collective Bargaining Agreements

### 6.a (i) Regular Members & Special Constables

The National Police Federation (NPF) is the sole bargaining agent for all RCMP Members and Reservists below the rank of Inspector, and was founded in 2016. The NPF represents ~20,000 RCMP Members across Canada<sup>11</sup>. The NPF was officially certified and recognized as the only bargaining agent in 2019 and as of August 2021, the NPF and the federal government entered into a tentative agreement for a new collective bargaining agreement.

### 6.a (ii) Civilian Members & Public Service Employees

#### Exhibit 6.1: Key Unions Representing CMs and PSEs

Union	Types of Roles Covered	Total Members	RCMP Members*
<b>Public Service Alliance of Canada (PSAC)</b>	PA - Program and Administrative Services SV - Operational Services EB - Education and Library Science TC - Technical Services	180,000	☐
<b>Canadian Union of Public Employees (CUPE)</b>	Telecom Operators and Communications Services	700,000	☐
<b>Professional Institute of the Public Service of Canada (PIPSC)</b>	CS - Computer Systems AV - Audit, Commerce and Purchasing SP - Applied Science and Patent Examination SH - Health Services	60,000	☐
<b>Canadian Association of Professional Employees (CAPE)</b>	EC - Economics and Social Science Services	20,000	☐
<b>Association of Canadian Financial Officers (AFCO)</b>	FI - Financial Management Group	5,000	☐

\*actual RCMP member count not provided

Certain J Division and Specialized Police Service Civilian Members & Public Service Employees fall into 1 of 6 different unions based on their occupational group and role. The above list includes divisional and Atlantic Regional positions that support J Division. The Atlantic Region includes New Brunswick, Prince Edward Island, Nova Scotia and Newfoundland & Labrador.

For unionized positions, statutory and supplemental employee benefits, compensation plans, and policies are governed by their respective collective agreements.

Some Civilian Members & Public Service Employees roles are not unionized. The terms and conditions of these positions are governed by the respective employment contracts. Non-unionized positions include positions in the Executive Group (EX-03 and EX-02) which includes some assistants, commissioners, chiefs, superintendents, and inspectors.

## 6.b Salaries

Employees of the RCMP are compensated according to the standardized rates of pay depending on their rank and years of experience. The rates of pay are defined by the federal government.

<sup>11</sup> <https://npf-fpn.com/> - PwC Secondary Research

## 6.b. (i) Regular Members & Special Constables

J Division's Regular Members & Special Constables from Cadet Trainee through Chief Superintendent are compensated according to their position and experience per the RCMP rates of pay listed in Exhibit 6.2 below.

**Exhibit 6.2: RCMP Rates of Pay for Regular Members<sup>12</sup>**

RCMP Rank	Base Pay (annual unless stated)
<b>Regular Members</b>	
Recruitment Allowance during Cadet Training Program	\$525 per week for 26 weeks
Constable (upon graduation)	\$53,144
Constable (6 months service)	\$69,049
Constable (12 months service)	\$74,916
Constable (24 months service)	\$80,786
Constable (36 months service)	\$86,110
Corporal (top step)	\$94,292
Sergeant (top step)	\$102,775
Staff Sergeant (top step)	\$112,028
Inspector (top step)	\$132,194
Superintendent (top step)	\$146,735
Chief Superintendent (top step)	\$146,900
<b>Special Constables</b>	
Aircraft Maintenance Engineer - AME-01 (top step)	\$94,292
Fixed Wing Pilot - FWP-04	\$109,456
Pilots - PT-01 (top step)	\$100,099
Pilots - PT-02 (top step)	Pilots - PT-02 (top step)
RPS-02	\$69,141

Constables, Corporals, Sergeants, and Staff Sergeants are eligible for overtime pay.

The RCMP's rates of pay were last updated in April 2016. The RCMP's union, the NPF and the Federal Government ratified a collective agreement in August 2021 to increase annual salaries for all regular members as well as include retroactive increases back to 2017<sup>13</sup>.

In comparison, the base salary for police officers serving in the Fredericton police services is 6 - 17% higher than the base salary of the equivalent RCMP position for Constable 4, Constable 1, Corporal, Sergeant, Staff Sergeant and Chief Superintendent levels (see Exhibit 6.3 below).

<sup>12</sup> <https://www.rcmp-grc.gc.ca/en/Regular-Member-annual-rates-pay> - PwC Secondary Research

<sup>13</sup> <https://www.tbs-sct.gc.ca/agreements-conventions/view-visualiser-eng.aspx?id=28#toc28954228955> - PwC Secondary Research

### Exhibit 6.3: Comparison of Salaries in Fredericton<sup>14</sup>

Police Service	Constable Salary	RCMP Salary	Percent Change
Constable 4	62,310	53,144	17%
Constable 3	65,231	74,916	-13%
Constable 2	68,152	80,786	-16%
Constable 1	97,360	86,110	13%
Corporal	101,254	94,292	7%
Sergeant	111,476	102,775	8%
Staff Sergeant	119,266	112,028	6%
Superintendent	139,097	146,735	-5%
Chief Superintendent	171,996	146,900	17%

#### 6.b. (iii) Public Service Employees

J Division's Public Service Employees are compensated according to their position and experience. Certain positions receive hourly pay rates, while others are salaried.

Some Public Service Employee roles are eligible to receive overtime pay in accordance with the policies laid out in the respective collective bargaining agreements.

### 6.c Key Benefits

#### 6.c (i) Regular Members & Special Constables

PwC was not provided with data pertaining to the benefits received by Regular Members and Special Constables. The below analysis was conducted using secondary research.

##### Pensions

In addition to the Canada Pension Plan (CPP), members of the RCMP are eligible for enrolment in the Royal Canadian Mounted Police Pension Plan governed by the Royal Canadian Mounted Police Superannuation Act. As per the March 31 valuation, over 22,000 RCMP Members are enrolled in this plan.

The closest comparable plan in New Brunswick is the New Brunswick Public Service Pension Plan (NBPSPP)<sup>15</sup> where New Brunswick's public service employees are eligible to enrol. The NBPSPP came into effect on January 1, 2014 with 19,000 active members as of the 2020 annual report. The two plans are compared below:

- **Participation:** RCMP has 3,000 more members in its pension plan compared to NBPSPP
- **Vesting:** RCMP vesting period is 2 years vs. in the NBPSPP vesting is the earlier of 5 years of service or 2 years of membership in the NBPSPP
- **Retirement Age:** RCMP retirement age is 60, vs. NBPSPP is 65 with option of early retirement at 55
- **Early Retirement:** The RCMP and the NBPSPP both charge 5% per annum
- **Contribution:** RCMP's member contribution rate (9.53% up to the Year's Maximum Pension Earnings (YMPE) and 11.72% above the YMPE) is higher than NBPSPP's (7.5% up to the Year's Maximum Pension Earnings (YMPE) and 10.7% above the YMPE)
- **Employer Contribution:** NBPSPP employment contribution rate is 11.25% after Jan 2024, whereas the federal government pays servicing costs and covers shortfalls for the RCMP Pension Plan

For a detailed comparison between the RCMP Pension Plan, the NBPSPP and other public service pension plans, please refer to Appendix 6.1.

<sup>14</sup> [https://www.fredericton.ca/sites/default/files/pdf/ubc\\_911\\_salary\\_scale.pdf](https://www.fredericton.ca/sites/default/files/pdf/ubc_911_salary_scale.pdf) - PwC Secondary Research

<sup>15</sup> <https://vestcor.org/en/plans/nbpspp/> - PwC Secondary Research

## Health & Dental & Other Insurance<sup>16</sup>

J division Regular Members and Special Constables are covered under the New Brunswick provincial health plan. RCMP Members are also eligible for the RCMP Supplemental Health Care Benefits which provides Regular Members and Special Constables coverage for supplementary health and dental services and may also receive coverage for Occupational Health Care Benefits. Both these benefits are available at no additional cost.

The Public Service Dental Care Plan (PSDCP) is a mandatory dental services plan for federal public service employees and their eligible dependents. The PSDCP provides coverage, up to certain limits, for dental service and supply expenses. Coverage under the PSDCP begins after three months of continuous employment.

The Public Service Health Care Plan (PSHCP) is one of the largest private health care plans in Canada. The PSHCP provides supplementary health care coverage for the dependents of Regular Members & Special Constables.

RCMP Group Life, Accidental Death and Dismemberment and Disability insurance plans are offered to Regular Members & Special Constables. The Group Life Insurance Plans are administered by Morneau Shepell on behalf of the RCMP.

### Paid Time Off

Paid time off days are accumulated per years of service as listed below:

- 0 to 5 years of service = 15 days per year
- 5 to 10 years of service = 20 days per year
- 10 to 22 years of service = 25 days per year
- 23+ years of service = 30 days per year

### Unpaid Time Off

All J Division Regular Members & Special Constables may apply for leave without pay (LWOP) for up to 5 years for the following purposes:

- Education
- Spousal relocation
- Care and nurturing of preschool-aged children
- Personal needs

### Maternity and Parental Leave

Maternity allowance lets women Members receive 93% of their weekly rate of pay for a maximum of 17 weeks, and a parental allowance grants all police officers 93% of their weekly rate of pay for a maximum of 37 weeks. Both allowances require that certain conditions are met and leave without pay options are also available.

### Death During Service

A special benefit is provided through the Survivor Income Plan (SIP) to the beneficiaries of an active Regular Member killed in the performance of their duty. Further, Veterans Affairs under the federal government provides beneficiaries with a tax-free benefit in the event of a duty related death.

## 6.c (ii) Civilian Members

PwC was not provided with data pertaining to the benefits received by Civil Members. The following analysis was conducted using secondary research.

### Pensions

In addition to the CPP, Members of the RCMP are eligible for enrolment in the Royal Canadian Mounted Police Pension Plan governed by the Royal Canadian Mounted Police Superannuation Act.

## Health & Dental & Other Insurance

All J Division Civilian Members are covered under New Brunswick's provincial health plan.

The Public Service Health Care Plan (PSHCP) is one of the largest private health care plans in Canada. The PSHCP provides supplementary health care coverage for Civilian Members and their dependents.

The Public Service Dental Care Plan (PSDCP) is a mandatory dental services plan for federal public service employees and their eligible dependents. Civilian Members and their dependents are covered under the PSDCP, up to certain limits, for dental service and supply expenses. Coverage under the PSDCP begins after three months of continuous employment.

RCMP Group Life, Accidental Death and Dismemberment and Disability insurance plans are offered to Civilian Members. The Group Life Insurance Plans are administered by Morneau Shepell on behalf of the RCMP.

### Paid Time Off

<sup>16</sup> <https://rcmp-grc.pension.gc.ca/rtr/mnsrgm/rgmass-insrben-eng.html> - PwC Secondary Research

Paid time off days are accumulated per years of service as listed below:

- 0 to 5 years of service = 15 days per year
- 5 to 10 years of service = 20 days per year
- 10 to 22 years of service = 25 days per year
- 23+ years of service = 30 days per year

#### Unpaid Time Off

All J Division Civilian Members may apply for leave without pay (LWOP) for up to 5 years for the following purposes:

- Education
- Spousal relocation
- Care and nurturing of preschool-aged children
- Personal needs

#### Maternity and Parental Leave

Maternity allowance lets women Members receive 93% of their weekly rate of pay for a maximum of 17 weeks, and a parental allowance grants all police officers 93% of their weekly rate of pay for a maximum of 37 weeks. Both allowances require that certain conditions are met and leave without pay options are also available.

#### 6.c (iii) Public Service Employees

While paid time off and compensation vary based on the collective agreement or employment contract under which Public Service Employees are covered, all other statutory/supplemental employee benefits are the same for Public Service Employees regardless of the collective agreement they are part of.

#### Pensions

The Public Service Pension Plan is governed by the Public Service Superannuation Act (PSSA). The pension plan provides employees payment of a lifetime pension payable until death and a temporary bridge benefit payable until age 65. Employees that retire before age 65 will also receive a bridge benefit, which is a temporary benefit that helps "bridge" the employee's pension until age 65 when the CPP unreduced retirement benefit is expected to begin.

#### Health, Dental & Other Insurance

The Public Service Health Care Plan (PSHCP) applies to all Public Service Employees with the exception of those in the EX and PE groups and is designed to supplement the provincial/territorial health insurance plan for supplementary coverage. The plan is administered by Sun Life Financial and reimburses 80% of eligible expenses or of stated maximums, if any. Eligible expenses include:

- Prescription drugs
- Vision care
- Medical practitioners
- Dental treatment
- Other services and supplies (ex. ambulance, hearing aids, orthotics)
- Out-of-province emergency medical expenses (reimbursed at 100%)
- Out-of-province referral benefit (for medical services not available in the province or territory)
- Hospital provision (reimbursed at 100%)

EX and PE group employees are covered under the Public Service Management Insurance Plan (PSMIP) which includes a mandatory long-term disability plan and optional Life insurance.

The Public Service Dental Care Plan is the mandatory dental services plan for federal Public Service Employees and their eligible dependants.

#### Paid Time Off

As aforementioned, paid time off varies for Public Sector Employees based on the terms and conditions of their respective collective bargaining agreements and employment contracts.

#### Maternity and Parental Leave

Public Service Employees are entitled to 52 weeks of combined maternity and parental leave following the date of the child's birth. For parental leave not following maternity leave, employees are entitled to up to 37 weeks within the 52-week period following the date of the child's birth. For parental leave for adoption, the 37-week leave is granted within the 52-week period following the date the child being adopted comes into the employee's care.

The same policy applies to employees in all occupational groups. Maternity and paternity leave may be extended under certain circumstances which vary under different collective agreements.

#### Isolated Posts and Government Housing Directive<sup>17</sup>

The collective agreement between the National Joint Council (NJC) and public sector employees (includes Regular Members, Special Constables, Civil Members, and Public Service employees) designed to facilitate the recruitment and retention of staff in isolated locations across Canada. Its provisions are designed to assist in offsetting some of the higher costs, and to recognize the inherent disadvantages associated with living and working in isolated posts. It also ensures equal treatment for employees owning or renting similar accommodations from private or commercial sources. RCMP Members and Public Service Employees serving in rural New Brunswick may be eligible for the following allowances:

- Environment Allowance (EA): The EA is assessed according to 5 classification levels by allocating points for the population, climate and availability of commercial transportation or access by all-weather roads
- Living Cost Differential (LCD): An LCD is payable at an isolated post where prices for goods and services are at least 15% higher than those available in the location identified as its point of comparison as measured by Statistics Canada and is intended to assist employees in meeting those costs. The amount of LCD depends on the price differentials, as measured by Statistics Canada, between an isolated post and its point of comparison
- Fuel and Utilities Differential (F&UD): An F&UD is payable at designated isolated posts where prices for fuel and utilities are at least 15% higher than the National Average Expenditure due to transportation costs and consumption rates inherent to the geographical location. It is intended to assist employees to offset those associated costs
- Shelter Cost Differential (SCD): An SCD is payable at designated isolated posts where shelter costs are at least 15% higher in comparison with the national average rents in Southern Canada for the benchmark model
- Special Location Allowance: A special location allowance is payable to employees at specific locations per the directive

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<sup>17</sup> [https://www.njc-cnm.gc.ca/s3/d728/en#tc-tm\\_2](https://www.njc-cnm.gc.ca/s3/d728/en#tc-tm_2) - PwC Secondary Research



# 7. Equipment

# 7. Equipment

The purchase of equipment is governed by Article 14 of the PPSA and Article 13 of the MPSA. Equipment is defined as either Type A or Type B. Type A equipment refers to those acquired on non-recurring or extraordinary bases (e.g. specialized motor vehicles, ships and watercraft, aircrafts, identification systems, telecommunication and other). Type B equipment refers to those acquired on an annual or recurring basis (e.g. standard police cruisers, radio and computer equipment, security and investigative equipment, firearms and other).

Any equipment supplied by the federal government for use under the PPSA or MPSA will be in accordance with its own procurement practices and procedures under direction of the Treasury Board of Canada and the Government Contract Regulations.

The costs of equipment purchases are charged in the year of purchase, unless the cost of the equipment exceeds \$150,000 and the province or municipality has requested that it be amortized. The costs of equipment purchased are charged to the province or municipality on the same basis as other direct costs in the relevant agreement

Under Article 14 of the PPSA if any item of Equipment Type A with value over \$150,000 purchased under the agreement is lost, damaged, destroyed or removed, the province or municipality shall be credited 70% of the fair market value. Similarly under Article 13 of the MPSA, the municipality will be credited at the applicable cost sharing ratio of the fair market value. The fair market value of the equipment is to be determined as of the time immediately preceding the loss, damage, destruction or removal of the item.

Article 15 of the PPSA and Article 14 of the MPSA define the process for transfer of ownership of equipment, in the event of the expiry or termination of either agreement. Under Article 15 and 14, the province or municipality has the option to acquire equipment based on a calculation considering the current fair market value of the equipment and the amounts already paid towards its original acquisition cost.

## Integrity of Equipment Data

JPS has provided several lists of equipment covering:

- Fleet, and
- Aircrafts

PwC was not provided with data pertaining to the following equipment. The following analysis was conducted using secondary research.

- CROPS, which includes safety equipment and investigational aids, firearms, and communications devices, and other equipment used by officers,
- Communications Devices
- Informatics.

JPS is unable to provide accurate acquisition values of these items and does not track fair market values. Given the large number of items, some equipment listed may be missing or unallocated. The information in this section should be considered to be directional only and is presented on this basis.

## 7.a Criminal Operations (CROPS)

Equipment used by CROPS includes safety equipment and investigational aids, firearms, communications devices, standard equipment provided to officers, and equipment used by the EDU (Explosives Disposal Unit).

### 7.a (i) Safety Equipment and Investigational Aids

There are 3 categories of safety equipment and investigational aids identified: breathing test equipment, hard body armour, and spike belts. No additional information is provided on these items.

### 7.a (ii) Firearms<sup>18</sup>

PwC was not provided with data pertaining to firearms. The following analysis was conducted using secondary research.

In accordance with the Firearms Act, the Canadian Firearms Program (CFP) oversees firearms licences and registration, maintains national firearm safety training standards, assists law enforcement agencies and aims to enhance public safety. Firearms in Canada continue to be regulated by the Firearms Act and Part III of the Criminal Code.

<sup>18</sup> <https://www.rcmp-grc.gc.ca/en/firearms> - PwC Secondary Research

### 7.a (iii) Explosives Disposal Unit (EDU) Equipment

The EDU is a specialized police service which provides support to both Federal and Contract Policing operations in New Brunswick. The New Brunswick RCMP EDU can be deployed anywhere in Canada. Duties related to this section include identifying, rendering safe, and disposal of explosive devices. The cost of this unit is shared between federal and provincial units.

### 7.a (iv) Standard Equipment for Officers

Each new member is personally issued uniform and equipment items when they begin their Cadet Training. These include items such as belts, boots, caps, jackets, shirts, etc.

### 7.a (v) Shared Equipment for Officers

There is a variety of equipment that is made available to Members at the Detachment level, including vehicle GPS devices, helmets, hard body armour, etc. These items are shared amongst all Members. Each detachment has a standard issue of equipment, supplemented with specialized items depending on the attributes of the detachment (e.g. mountain bikes, seaways, boats, etc.).

## 7.b Communications Devices and Other Hardware

Communication division and other hardware include radios, smart phones and scanners. Please note PwC was not provided with data pertaining to Communications and Other Hardware.

### 7.c Fleet

There are 319 vehicles and 2 aircrafts (shared with Atlantic provinces) listed in the RCMP fleet in New Brunswick as part of the PPSA. These figures exclude ATV, snowmobiles and boats used as part of the IENB as details were not provided.

Exhibit 7.1 lists the different types of vehicles, the number of vehicles held, average cost and total value of the fleet in the provincial RCMP fleet in New Brunswick. Exhibit 7.1 lists the two aircraft details, the estimated annual usage hours, and total value of the aircrafts in the provincial RCMP fleet in New Brunswick. All vehicles and aircrafts are owned and dedicated to the J Division. It should be noted that the below list does not include fleet inventory held by municipalities.

**Exhibit 7.1: Provincial RCMP Vehicle Fleet Inventory in New Brunswick<sup>19</sup>**

Type	Number of vehicles	Average cost per Vehicle	Total Value of Fleet
VIP	1	\$36,000	\$36,000
Unmarked non pursuit sedan, cross-over	77	\$27,000	\$2,079,000
Unmarked pursuit rated sedan	0	\$38,500	\$0
Marked pursuit rated sedan	112	\$38,500	\$4,312,000
Expedition	9	\$50,000	\$450,000
Marked Pursuit rated utilities	39	\$50,000	\$1,950,000
4x4 unmarked SUV (utility trucks) eg. Jeep, Grand Cherokee, Toyota Highlander, Ford Explorer	20	\$35,000	\$700,000
Marked 4x4 Special Services police SUV (non-pursuit)	23	\$44,000	\$1,012,000
Marked 4x4 Pursuit Rated Tahoe	1	\$50,000	\$50,000
8 passenger van	1	\$35,000	\$35,000
2WD minivan	13	\$25,000	\$325,000
4x4 extended cab pick up truck (½ ton)	10	\$38,000	\$380,000
4x4 crew cab pickup truck (¾ ton)	7	\$35,000	\$245,000

<sup>19</sup> Est. Fleet as of March 31, 2021 - Provided by JPS

2WD cargo van	2	\$36,300	\$72,600
TAV, URT, Tact Troop, ERT	4	Varied	\$1,369,300
<b>Total</b>	<b>319</b>		<b>\$13,015,900</b>

Each type of vehicle has standard equipment fitted prior to delivery to the detachment. A full breakdown of standard equipment is shown in Appendix 7.1.

#### Exhibit 7.2 Provincial RCMP Aircraft Fleet Inventory in New Brunswick<sup>20</sup>

Type	Number of vehicles	Est. Annual Hours	Total Cost
C-FMPH - Helicopter Euro B3	1	257	\$3,943,955
C-GMPM - Pilatus	1	689	\$5,260,020

The two aircrafts listed are also shared with other Atlantic provinces.

### Fleet Management

#### Costs

Per the RCMP Multi Year Financial Plan, J Division has invested substantially in the Division Fleet over the past several years and considers the overall condition of the fleet to be good.

The Post Garage unit of the J Division is responsible for fitting out vehicles with the defined standard equipment (decals, light bars, sirens, etc.). At the end of each fiscal year, the associated costs of this operation are divided by the number of productive hours and allocated to the individual units that received new or replacement vehicles.

Additionally, there are costs associated with the Regional Fleet Management Team, who are responsible for procuring and disposing of all movable assets in the Atlantic Region. These costs are included in the Division Administration calculation and billed to all contract partners within the Atlantic Region on a per capita basis

#### Maintenance Process

Details on the maintenance process were not provided. However it is our understanding that the RCMP has standard guidelines for fleet maintenance across Canada.

Fleet maintenance is the responsibility of each individual detachment commander or unit head. There are no specific requirements or list of pre-approved vendors that must be used. Detachments take their vehicles to vendors that are most convenient and cost effective. The RCMP has procurement policies and signing authority limits that detachment commanders are mandated to follow.

For general duty vehicles, the standard refresh timeline is 160,000 km or 5 years, whichever comes first. General duty vehicles designated to severe road or winter/ice conditions have a reduced refresh timeline of 130,000 km or 5 years. General duty vehicles with diesel engines have an extended refresh timeline of 10 years. The guidelines for all vehicle types can be seen in Appendix 7.2.

#### Fleet Tracking

The New Brunswick RCMP uses the ARI system for fleet management. Each vehicle in the New Brunswick RCMP fleet is equipped with an ARI card and a monthly fee is charged to each card for the use of the ARI service. The annual costs of running the ARI program are managed at the national level and are not charged back to New Brunswick or any other contract partners.

#### Insurance

The federal government self-insures all their moveable assets. The National Claims Centre is responsible for insuring all RCMP assets.

### 7.c Informatics

The majority of computer equipment held by the RCMP consists of monitors, laptops, and desktops. Peripherals primarily include card readers and DVD burners. Details on the inventory of devices were not provided by JPS.

### 7.d Radios & Communications

#### Infrastructure

<sup>20</sup> RCMP Air Services - Aircraft Financials March 2021 Update \_Revised Sept 15 - Provided by JPS

The New Brunswick 911 bureau manages provincial 911 services through six Public Safety Answering Points (PSAPs) in the province, as well as providing advice and direction to municipalities and other partners on emergency communications issues. 911 calls that are RCMP related are routed from the PSAP to the RCMP Operational Communications Center (OCC) from which they are triaged for urgency. Urgent calls require dispatch of police officers, while non urgent calls could either dispatch alternate response units or police officers. Details of the New Brunswick RCMP call routing map can be found in Appendix 7.3

### **Radio Communication**

New Brunswick has a mobile radio communications system, the New Brunswick Trunked Mobile Radio (NBTMR)<sup>21</sup>. The system is constructed in partnership between the government of New Brunswick and Bell Mobility using a combination of new and existing Bell Mobility towers.

NBTMR is a two way radio system used by first responders such as police, fire and ambulance services and secondary responders such as public works and public transit. It allows for easy coordination between different agencies both in emergency situations and on an ongoing basis through the use of talk groups.

The radio system is managed and used by the RCMP. The NBTMR charges the RCMP \$1.87M per year as an amortised cost of the service and \$40K for the annual operating and maintenance costs of ongoing RCMP access. The RCMP in turn bills 70% of both costs back to New Brunswick under the PPSA.

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<sup>21</sup> [https://www2.gnb.ca/content/gnb/en/news/news\\_release.2016.11.1058.html](https://www2.gnb.ca/content/gnb/en/news/news_release.2016.11.1058.html) - PwC Secondary Research

# 8. Real Estate

# 8. Real Estate

The responsibility for providing and maintaining accommodations for use by RCMP police services varies by agreement.

- PPSA: Accommodation for the Provincial Police Service is governed by the Accommodations Program, Article 12, of the PPSA. Under this program the Government of Canada is responsible for providing and maintaining buildings and living quarters for RCMP members as well as renovating, constructing, replacing or increasing the number of buildings in accordance with the projected five-year plans for Divisional Major Capital and Divisional Living Quarters. New Brunswick pays 70% of the total accommodation costs each fiscal year.
- MPSA: Under Article 12 of the MPSA it is the responsibility of the municipality to provide and maintain satisfactory accommodation for the use of the Municipal Police Service, at no cost to the Government of Canada. If any accommodation is provided by the Government of Canada, the municipality must pay 100% of the operating and maintenance costs.
- RPSA: Similar to the MPSA, it is the responsibility of the regional policing authority to provide accommodation for the use of the Regional Police Service and support staff. The regional policing authority will pay 100% of all accommodation costs, whether they are provided by the regional policing authority or by the Government of Canada.
- FNPP: Each CTA will define whether it is the First Nation's responsibility to provide policing facilities for the First Nations police service.

JPS provided a list of 137 RCMP sites across New Brunswick. Details of facilities provided by municipalities and First Nations to the RCMP for its MPSA and FNPP operations and details of facilities that municipalities lease from the RCMP for its MPSA operations were not provided.

## 8.a Types of RCMP Facilities in New Brunswick

**Exhibit 8.1: RCMP Facilities in New Brunswick**

Type	Number of facilities
Detachment	32
Living quarters	50
Office <sup>22</sup>	20
Satellite Offices (including J Division HQ)	8
Other <sup>23</sup>	27
<b>Total</b>	<b>137</b>

As of October 2020, there were a total of 137 RCMP facilities in New Brunswick. 50 are RCMP living quarters, 32 are detachment sites, 20 are office buildings for community and district offices, 8 are satellite offices (including the J Division headquarters), and 27 are "other" buildings such as a forensic laboratory, aircraft hangar, garages, and storage.

The number of RCMP holding cells in New Brunswick was not provided.

Exhibit 8.1 summarizes the different types of RCMP facilities in New Brunswick. This list does not include facilities provided by the municipalities for Municipal or Regional policing.

<sup>22</sup> Office includes community and district offices

<sup>23</sup> Other includes forensic laboratory, garage, hangar, and storage

## 8.b Ownership of RCMP Facilities in New Brunswick

Exhibit 8.2: RCMP Facilities Owned vs Leased

Type	Number of facilities
Owned	101
Leased	31
Municipal Lease	5
<b>Total</b>	<b>137</b>

Of the 137 RCMP facilities in New Brunswick, 101 are owned and the remaining 36 are leased. Leased properties are either leased directly to the RCMP or to a local government for the provision of a publicly funded service (municipal lease).

## 8.c Shared Facilities Outside New Brunswick

The RCMP's J Division benefits from shared service centres across Canada. These include the RCMP's Corporate Management Branch offices, training facilities, and centres of expertise and Shared Service Canada offices. Exhibit 8.3 below provides brief descriptions of the services provided at each of these locations.

Exhibit 8.3: RCMP Facilities Outside New Brunswick

Location	Services Provided
<b>Ottawa, ON</b>	<ul style="list-style-type: none"> <li>~70+ buildings housing program and policy centers, administration services, specialized training facilities and technical centers of expertise (IT units and systems, National Labs, etc.)</li> <li>Two warehouses for storing and distributing Kit and Clothing and other equipment, including firearms, PPE, etc.</li> <li>Shared Services Canada's sites are also located in Ottawa</li> </ul>
<b>Regina, SK</b>	<ul style="list-style-type: none"> <li>RCMP training academy, Depot Division</li> <li>National recruiting processing centre, Corporate Management Branch (CMB) and Departmental Security Section (DSS)</li> </ul>
<b>Winnipeg, MB</b>	<ul style="list-style-type: none"> <li>Corporate Management Branch, which provides financial, project management, and corporate services support to the New Brunswick RCMP</li> </ul>
<b>Innisfail, AB</b>	<ul style="list-style-type: none"> <li>Site of the Police Dog Service Training Centre which prepares teams of police service dogs and their handlers for various duties across Canada. The centre also breeds and rears dogs.</li> </ul>

## 8.d Costs of Facilities

The methodology for calculating New Brunswick's share of facility costs differs depending on whether the facility is federally owned or leased. The following section describes how capital costs and operations and maintenance costs are billed to New Brunswick.

### 8.d. (i) Capital Costs: Accommodation Program Charge (APC)

Article 12 of the PPSA describes the cost sharing process for federally-owned accommodations used to support provincial policing. The RCMP calculates an annual Accommodation Program Charge (APC), of which 70% is billed to New Brunswick as their share of the total expenditures made by the Government of Canada for capital construction, minor capital, and living quarters to support the provincial police service. The APC in FY 2020-21 was \$3.8m, of which \$2.7m was charged to New Brunswick.

The APC is calculated every five years by summing the projected 5-year budgets for Divisional Major Capital, Divisional Minor Capital, and Divisional Living Quarters 5-year budget and dividing by five.

$$APC = \frac{\text{Major Cap 5 yr budget} + \text{Minor Cap 5 yr budget} + \text{Living Quarters 5 yr budget}}{5}$$



The Major Capital budget includes expenditures for the construction, acquisition or renovation of buildings, while the Minor Capital budget includes lifecycle costs to ensure all RCMP buildings (excluding Living Quarters) remain fit for use. The Living Quarters budget includes expenses relating to RCMP housing improvements. Five-year reconciliations will take place in the fiscal years 2016-17, 2021-22, and 2026-27 to adjust for any under- or over-payments by New Brunswick.

The APC is only applicable to the PPSA. Should MPSA staff occupy facilities that are covered by the APC, the RCMP will credit the PPSA based on the proportion of MPSA FTEs that occupy the facility. This cost is then recovered at 100% from the relevant municipality. Municipalities are not charged any occupancy fees for services provided to them from J Division's district offices and these costs are completely allocated to the PPSA.

FNPP operations that occupy space in RCMP owned facilities are charged a proportion of the occupancy costs based on the square meters occupied by them. 48% of these costs are charged to the province, with the remainder being funded federally.

#### **8.d (ii) Operating & Maintenance Costs: Leasing Costs & Rent**

Leased sites in New Brunswick (PPSA): Per the PPSA, the RCMP will charge New Brunswick 70% of the annual cost of leasing a site for the delivery of provincial policing services. Total leasing costs in FY 2020-21 were \$1.4m, of which \$1.0m was charged to New Brunswick.

Leased sites in New Brunswick (MPSA / RPSA): Article 12 of the MPSA and RPSA states that the municipality is responsible for providing, and paying for, accommodation for the RCMP and support staff. If the Government of Canada provides and maintains the accommodation (either owned or leased) then the municipality must pay 100% of its share of facility lease and operating costs, based on the proportion of the building occupied by the municipal police service. Details of sites provided by the municipalities were not provided, hence the total cost paid by municipalities for MPSA facilities could not be analyzed.

Leased sites in New Brunswick (FNPP): Leasing costs for facilities housing FNPP operations are shared between New Brunswick and the Federal Government, with New Brunswick paying 48% of the costs. Total leasing costs in FY 2020-21 were \$0.1m, of which \$48k was charged to the Government of New Brunswick.

#### **8.d (iii) Operating & Maintenance Costs: Other Operating Expenses**

Under the PPSA 70% of expenses incurred to operate and maintain RCMP properties, including holding facilities, are billed to the province. These include utilities, cleaning and maintenance, and groundskeeping.

Under the MPSA and RPSA, municipalities are responsible for 100% of the facility operating and maintenance costs. In the event that FTEs assigned to the MPSA or RPSA occupy an RCMP leased site, the expenses are prorated based on the proportion of the facility occupied by the municipality and billed to the municipality.

The terms of the FNPP are consistent with the PPSA with the exception that costs related to the Police Dog Service Training Centre are not billed.

#### **8.d. (iv) Other Costs: Payment in Lieu of Taxes (PILT)**

The Government of Canada is exempt from paying any taxes levied by local and provincial levels of government, such as property taxes. However, to recognize the services received and to pay their share of costs, the RCMP makes payments in lieu of taxes (PILT) to the municipalities where RCMP properties are located. The PILT cost for FY 20-21 was \$1.1m. The program is administered by Public Services and Procurement Canada, with 70% of PILT expenses charged back to New Brunswick.

#### **8.d (v) Costs for Shared Facilities Outside of New Brunswick**

A portion of the facilities operating and maintenance costs at Depot Division and the Police Dog Service Training Centre are recovered from New Brunswick through the PPSA and MPSA.

Other out-of-province facilities that provide services to J Division do not recover any costs from the province.

For example:

- Support Service Building, Regina
- RCMP Facilities, Ottawa
- Shared Services Canada Facilities, Ottawa

### **8.e Transfers of Facilities**

In the event of expiry or termination of the PPSA, the mechanism for transfer of facilities to New Brunswick depends on the ownership status of the facility.

#### **8.e (i) Owned RCMP Sites in New Brunswick**

Per Article 13 of the PPSA, RCMP-owned buildings or living quarters may be transferred to New Brunswick if the province pays the balance of the fair market value of the building and land as well as 70% of the costs incurred as a result of transferring the property.

If the building or land has been used as a detachment since April 1, 1992 the province must pay 30% of the fair market value of the building, the fair market value of the land, and 70% of all costs incurred through the transfer of the facility.

#### **8.e (ii) Leased RCMP Sites in New Brunswick**

It is our understanding that most facility leases can be transferred with the consent of the lessor and sufficient notice (typically 90 days).

#### **8.e (iii) MPSA Sites in New Brunswick**

As outlined above, it is the responsibility of the municipality or regional policing authority to provide accommodation for contract policing services. With the exception of the 6 municipal leases shown in Exhibit 8.1, it is assumed that municipalities would be able to continue doing so.

#### **8.e (iv) Shared Services RCMP Sites Outside of New Brunswick**

RCMP facilities outside of New Brunswick that support RCMP Divisions across Canada would not be transferable to New Brunswick.

# 9. Shared Services

# 9. Shared Services

This section provides an overview of the key administrative shared services functions including Finance, Human Resources, Administrative Services, Corporate Services, Accommodations, and Shared Services. The RCMP arranges a number of these functions under the umbrella of Administrative Services.

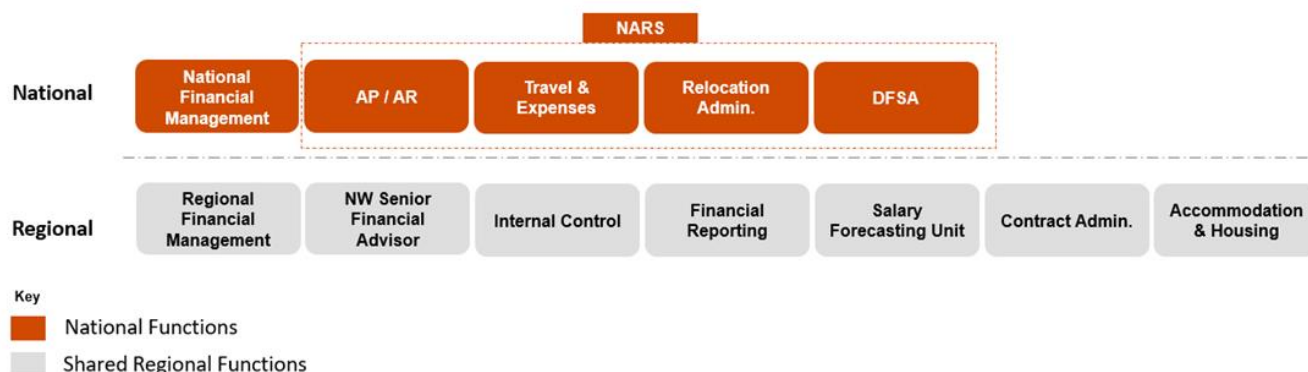
Shared service functions are provided at the divisional, regional and national level to support Contract Policing in New Brunswick.

- National: National units provide administrative support to the entire RCMP organization across all divisions. Services provided include accounting operations, relocation and travel services, pay and compensation, employee assistance services, promotions unit and disability case management.
- Regional: The regional Division Administration team provides administrative support to 4 Atlantic RCMP divisions, which include New Brunswick, Nova Scotia, Prince Edward Island and Newfoundland and Labrador. Each division benefits from this shared centralized model which aims to maintain a greater depth of specialist expertise than 1 division could efficiently maintain on their own. The shared services include procurement, internal control, business systems, and regional financial management and facilities management services.
- Divisional: These units are dedicated to providing support for J Division only as part of Internal Services Administration. The shared services provided under divisional administration include commanding officer, administration and personnel officer, human resources, health services program, information management and technology, communications, planning and client services, and divisional financial management and facilities management services.

## 9.a. Finance

### Overview

Exhibit 9.1: Shared Services Summary, National vs. Regional



The RCMP centralized their financial operations into a regional structure in 2012/2013 to increase efficiency through a shared service model supporting the RCMP's 15 divisions.

A regional finance team based in St. Johns supports all RCMP divisions in the Atlantic Region with the exception of the Accommodation and housing unit being located in Halifax.

The National Accounting and Relocation Services (NARS), based in Ottawa, encompasses AP/AR, travel and expense administration and processing, relocation administration and maintenance of the Delegated Financial Signing Authority (DFSA) database.

The overall finance function is supported by the National Financial Management team providing policy and contract administration interpretation.

### 9.a (i) National Finance Functions

National Accounting and Relocation Services (NARS) is responsible for delivery of accounting operations services to all police service employees. The team in Ottawa is composed of 99 established accounting positions and 70 in the relocation service but currently operates at an FTE utilization of 59 and 61 respectively (FY 2019-20).

Services provided include processing and administration of accounts payable and receivable, reimbursement of employee expense claims, risk-based account verification activities, oversight of government issued credit cards, administration of relocation programs for RCMP employees, as well as maintenance of the DFSA database.

### 9.a (ii) Regional Finance Functions

The regional finance team, based in St. Johns, supports all RCMP Divisions in the Atlantic Region, with the Accommodation and Housing department being located in Halifax. The finance team is part of Atlantic Region Corporate Management Branch (CMB) and has an established strength of 55 positions.

The team is led by Atlantic Region Senior Advisor, who is responsible for the oversight of the finance function in the region and leads the following teams<sup>24</sup>:

- Internal Control over Financial Reporting (ICFR) is responsible for maintaining an effective system of internal controls over the RCMP financial statements to provide reasonable assurance that the financial information is reliable. The team develops, implements and manages quality assurance programs in order to monitor and assess financial performance, identify best practices and ensure compliance with professional standards.
- Atlantic Financial Reporting performs the financial reporting function for divisions in the Atlantic region. The team creates internal reports extracted from SAP and updates forecast files. Divisional forecasts are entered into the TEAM financial management system.
- Salary Forecasting Unit maintains the salary forecast system for all divisions and business lines in the Atlantic Region. Changes to staffing levels are provided by the HR department and used to generate financial forecasts to be used by financial advisers.
- Regional Financial Management consists of a team of Financial Advisors responsible for budgeting, forecasting, and reporting for all divisions in the Atlantic Region. They provide oversight over divisional financial advisors to ensure consistency in financial reporting and forecasting.
- Contract Administration is responsible for performing financial reconciliations for all contracts in the region. This unit ensures that financial terms and conditions in the Contract Policing Agreements are adhered. Additionally, they are responsible for allocation of common costs such as utilities, guarding of prisoners and procurement credit cards between the various contracts for all divisions in the Atlantic Region.
- Accommodation & Housing unit allocates accommodation costs from buildings that are jointly occupied by various contracts to all business lines and contracts in the division. This unit also works with the Divisional Asset Managers in submitting major and minor capital forecasts to HQ. The Housing unit identifies the monthly rent cost for members in remote locations who are provided by RCMP or Government of Canada Housing.

#### **9.a (iv) Delegated Financial Signing Authorities**

Effective April 1, 2017, the RCMP implemented a system of Delegated Financial Signing Authority (DFSA) to balance financial control and operational efficiency.

Routine expenses are governed by general signing authorities, the Detachment Commander/Manager of the Detachment or Section is the delegated financial signing authority to run efficiently within their unit. The level of authority increases through the organization up to the Divisional Commanding Officer and ultimately the RCMP Commissioner. Many routine transactions are automatically sent to the appropriate approver based on the cost centres in the RCMP finance system.

A separate hierarchy exists for non-routine or sensitive expenses through a system of specialized signing authorities, with the highest level being the Federal Minister for Public Safety.

A program of internal audits exists to ensure compliance with the process

#### **9.a (v) Finance Function Costs**

Costs of the finance function are billed back to the contract parties as per the terms of various contracts. Finance function costs are included as part of the Divisional Administration charge used to allocate indirect costs. The cost is calculated by dividing the total cost of each category by the annual FTE utilization of all members for all activities in the division, then multiplying the result by the FTE utilization of members of the service. Details of the finance functions costs were not provided for this analysis.

### **9.b Human Resources**

Details on the human resources function were not provided however our understanding is that the RCMP human resources function is consistent across divisions.

Human Resources (HR) services for New Brunswick RCMP are provided through a variety of national, regional and divisional units, as shown below.

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<sup>24</sup><https://www.rcmp-grc.gc.ca/en/2019-2020-departmental-results-report/annex-the-statement-management-responsibility-including-internal-control-financial-reporting-royal> - PwC Secondary Research

**Exhibit 9.2: HR Services Provision, National vs. Regional**



**9.b. (i) Divisional Human Resources Functions**

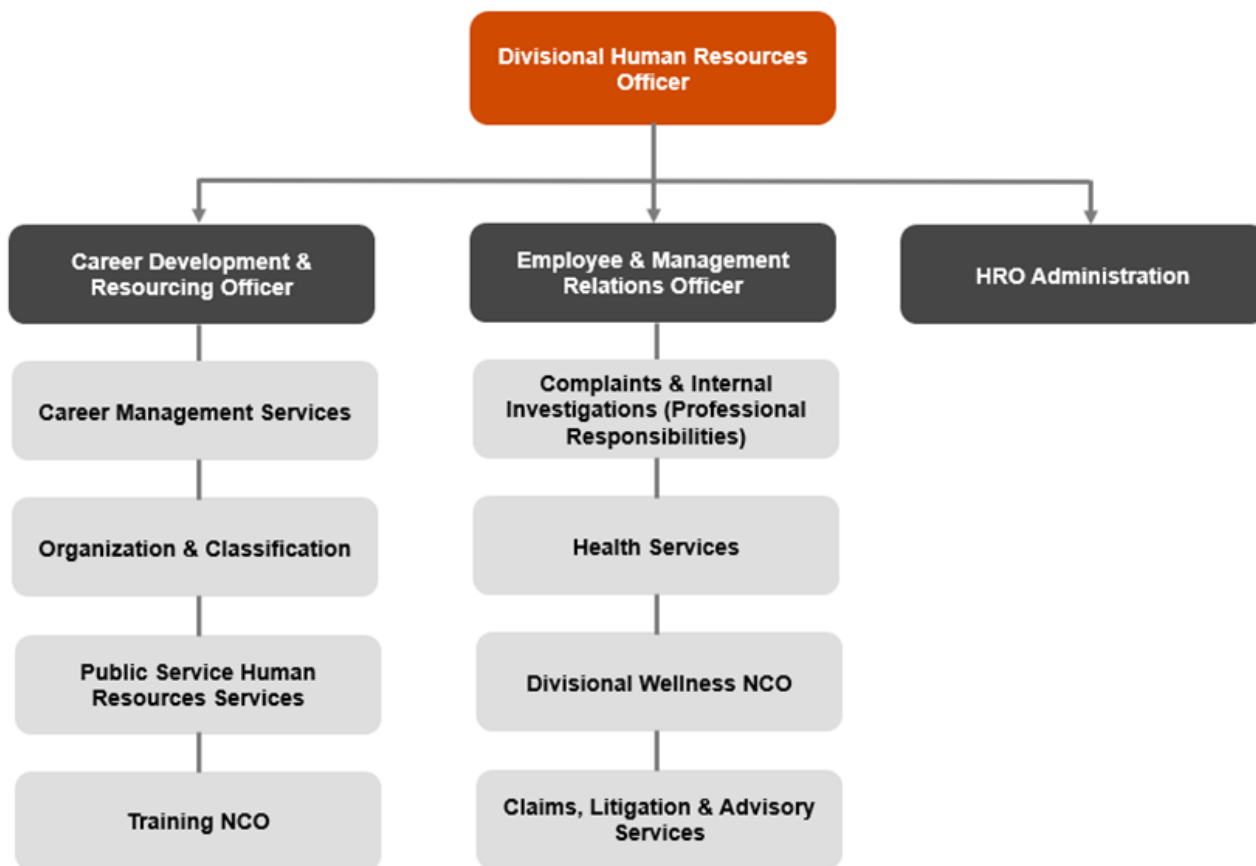
The New Brunswick RCMP Human Resource Office (HRO) is the divisional unit that is responsible for providing leadership and support for human resource planning, recruitment, labour relations, employee relations, training, harassment prevention, health and wellness services.

Key HRO responsibilities include:

- Ensuring that all HR policies, processes and practices reflect the requirements of different statutes such as the RCMP Act, Public Service Employment Act and the Public Service Labour Relations Act (PSLRA)
- Maintaining a sound employee management relations framework to address various aspects of complaints, grievances, conflicts, and other labour relations issues
- Processes that enable proper investigation, facilitation and decision making in conflict management and occupational health and safety
- Supporting New Brunswick RCMP management of more complex and sensitive cases, such as discharges on probation or dismissals for RCMP Act violations and terminations for cause and unsatisfactory performance under the Financial Administration Act (FAA) and PSLRA
- Taking a lead role in management/labour relations, acting as the management lead and chairing the Labour Management Consultative Community with the PS unions that represent the PS employees in the New Brunswick RCMP

The HRO is led by the Division Human Resources Officer and is made up of the Career Development and Resourcing Office (CDRO) and the Employee and Management Relations Office (EMRO), both of which include multiple sub-units. An overview of the HR organization structure is presented below:

**Exhibit 9.3: HR Organizational Structure**



**The Career Development & Resourcing Office (CDRO)<sup>25</sup>:**

- Career Management Services (CMS): Provides career planning advice, staffing, succession planning, and oversees the New Brunswick RCMP transfer and training budgets for Regular Members
- Public Service Human Resources (PSHR): Provides recruitment, staffing, performance reviews, career development and labour relations such as discipline, grievance administration, labour/management consultations, workers compensation board claim administration, fitness for work evaluations, collective agreement and policy interpretation
- Training: Ensure that all employees have the training required to perform their roles and coordinated training courses to ensure all Regular Members maintain mandatory training compliance

**The Employee Management Relations Office (EMRO):**

- Professional Responsibility Unit (PRU): Investigates alleged contraventions of the RCMP Code of Conduct, harassment investigations and advises management on issues related to employment requirements
- Divisional Wellness Unit (DWU): Promotes, educates, and supports all employees with maintaining a healthy, inclusive, harassment-free, productive and supportive workplace through guidance, presentations and support services
- Claims, Litigation & Advisory Services (CLAS): Manage, research, analyze, negotiate and resolve informal and formal claims against the RCMP. Provide advisory services to the New Brunswick RCMP and manage court ordered disclosure of RCMP materials

**9.b. (ii) National Functions Supporting J Division’s Human Resources**

The following national units provide services to J Division:

- Office for the Coordination of Grievances and Appeals (OGCA)<sup>26</sup>: This office is responsible for the coordination of administrative matters relating to grievances and appeals in the force. The grievance process falls under the public administrative body of law that governs the relationships between individuals and government.

<sup>25</sup> <https://www.rcmp-grc.gc.ca/en/audit-staffing-regular-members-the-rcmp-act-phase-non-commissioned-officers> - PwC Secondary Research

<sup>26</sup> <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-289/page-1.html> - PwC Secondary Research

- Relocation Unit (RCMP Relocation Directive)<sup>27</sup>: Effective since April 1, 2017, this unit is responsible for movement of members from one position or location to another while advising them of their entitlements through the process. Relocation advisors are situated throughout Canada.
- National Staffing Program (NSP): Responsible for overseeing all staffing units in the country, providing policy on staffing processes, providing policy direction, distribution of cadets, conducting job simulation exercises as the first step in the promotion process and ensuring employment equity.
- National Promotions Unit (NPU): Responsible for administering promotions. The NPU receives and processes promotional staffing requests and posts Job Opportunity Bulletins (JOB) for promotions. They also review rationale for selected candidates in the promotional process and ensure that it is fair, transparent, policy driven and defensible.
- National Policy Centre: Writes, updates and provides guidance in all areas of policy related to staffing (HR) processes.
- Payroll: There are 2 different payrolls for New Brunswick RCMP:
  - Public Service Pay Centre: Handles all pay for Public Service Employees
  - Member Pay System: Handles all pay for Regular and Civilian Member

In addition, the Claims, Litigation & Advisory Services receives legal services support from the Department of Justice Canada, including the RCMP Legal Services unit.

### 9.b. (iv) Human Resources Costs

The Human Resource Office falls under the Internal Services Business Line and the costs are charged through the Division Administration cost structure.

For the units within CDRO:

- CMS: All positions are on the Internal Services business line and the costs for those positions are charged through Division Administration costs
- PSHR: All unit charges are charged back to contracts as they are from the Admin & Personnel Program. All staff are funded through Division Administration costs
- Training: All unit charges are charged back to contracts as they are from the Admin & Personnel Program
- Organization & Classification: This unit is funded on a cost-shared basis as a “regional Divisional Admin” service by all client divisions, not just New Brunswick. One specialist position is solely funded by the Cadet Training Depot as their financial contribution to the service

For the units within EMRO:

- PRU: All positions under PRU fall under Internal Services business line and the costs for these positions are charged through Division Administration costs
- DWU: All positions under DWU fall under Internal Services and the costs for these positions are charged through Division Administration costs
- CLAS:
  - Cost of claims: Compensation claims are not billable to contract partners.
  - Cost of unit employees: FY 2020-21 Legal Services costs for New Brunswick were \$85,821.29 (rate of \$177.13 per working Member).
  - Cost of Legal Services; Department of Justice Canada, including the RCMP Legal Services unit, are funded by the RCMP with no cost recovery from the province
- Health Services Unit: All positions under Health Services fall under Internal Services and the costs for these positions are charged through Division Administration costs

### 9.c Administrative Services

The Administrative Services area is responsible for strategy, business and innovation for the New Brunswick RCMP and is headed by the Division Administration Officer and is made up of the following units:

- Informatics (IT)
- Strategic Communications
- Action, Innovation and Modernization office (AIM)

Details of each of these 3 units is provided below.

<sup>27</sup> [http://www.sandyhines.com/assets/rcmp-relocation-directive\\_en\\_as-of-april-1-2017\\_1.pdf](http://www.sandyhines.com/assets/rcmp-relocation-directive_en_as-of-april-1-2017_1.pdf) - PwC Secondary Research



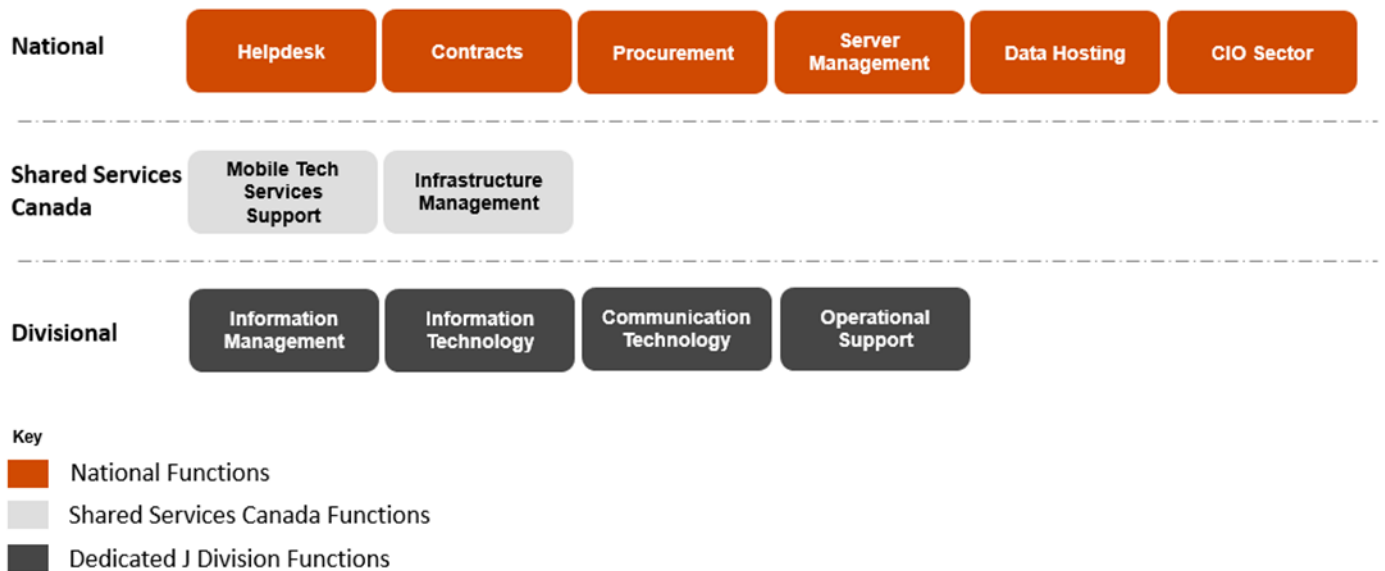
## 9.c (i) Informatics

### Service Overview

Information Technology (IT) support is provided by a combination of Divisional Informatics Staff (New Brunswick RCMP Informatics), and nationally centralized services such as helpdesk, the CIO (Chief Information Office) sector, peer provincial RCMP IT and Shared Services Canada.

The RCMP IT environment is built on shared systems, shared infrastructure (server, data hosting) and centralized functions such as helpdesk, contract management, and procurement across all of its divisions. The New Brunswick Divisional Informatics group works with systems such as ACIIS, PROS, E&R3, E-ticketing, VICLAS and others. The group is responsible for managing and providing localized support to the entire J Division and works closely with the national IT team in Ottawa.

#### Exhibit 9.4: IT Services Provision, National vs. Divisional

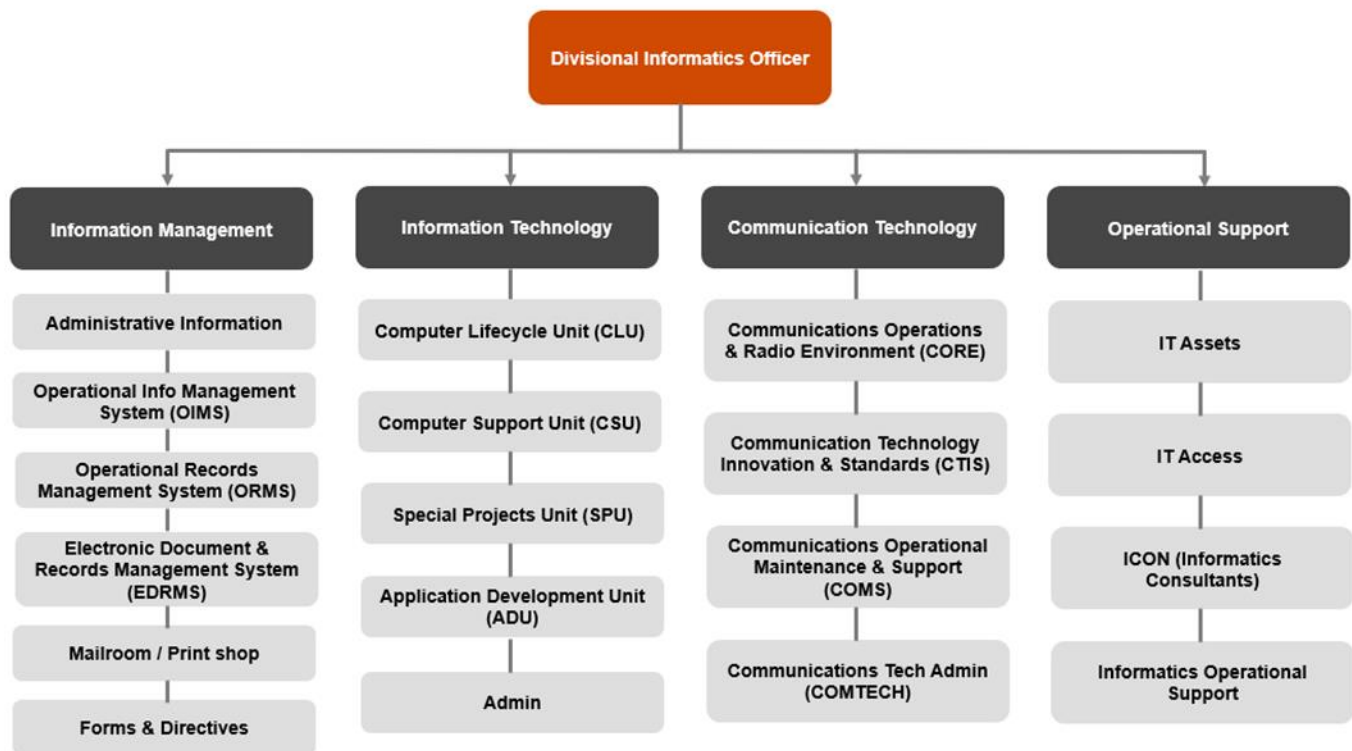


#### Divisional Informatics Functions

The Divisional Informatics unit of the New Brunswick RCMP is responsible for day-to-day support, management of administrative records, training and oversight of key systems and their access. The group provides a wide variety of IT support and services to the entire J division and acquires all IT hardware and software and the management of the division IT budget. The Divisional Informatics Officer heads up the New Brunswick RCMP Informatics Program which encompasses:

- **Information Management:** Provides protection and lifecycle management of administrative information for the New Brunswick RCMP at the provincial level
- **Information Technology:** Provides services including management of equipment, replacements, and repairs of defective IT equipment to ensure technology is readily available for the New Brunswick RCMP
- **Communication Technology (COMTEC):** Delivery of radio communication and mobile communication for the New Brunswick RCMP, provides technical support services in case of outages.
- **Operational Support:** Provides the intake of all IT requirements, research solutions, obtains approvals, facilitates IT procurement, inventory and budget management of New Brunswick RCMP IT equipment

#### Exhibit 9.5: Divisional Informatics Unit Organizational Structure



A breakdown of the divisional informatics office is provided in the organization chart. A summary of the responsibilities of each team and subteam is provided in Appendix 9.1.

Municipal police forces within New Brunswick use a separate system. Versaterm is the public safety software used by all municipalities in New Brunswick except for St. Johns (which uses Sungard). Versaterm is an Ottawa-based software solution for public safety, they offer computer aided dispatch, mobile data terminals, records management, report entry and data analytics

### National IT Functions and Support Services<sup>28</sup>

Additional support and services are provided by the National IT Department based in Ottawa. These include:

- Helpdesk: First level IT support provided 24/7 for all employees by the national centralized support services. Should there be any issues that cannot be resolved, issues are then directed to the Computer Support unit in the Divisional Informatics Staff.
- Contracts: Contracts negotiated centrally are managed by the Information Management (IM) / Information Technology (IT) program in Ottawa. These contracts include software applications such as IBM and the Computer Integrated Information and Dispatching System (CIIDS). Costs for these are charged back to the contract partners at the end of the fiscal year
- Procurement: Procurement requests are submitted to the IT Assets unit within the National IT organization, a work order is then completed along with necessary paperwork. Costs are assigned to the division at the end of each month. The Program Management and Administrative Services (PM&AS) in Ottawa manages any Requests for Volume Discounts (RVDs) that may exist for computers, laptops, monitors and other peripherals.
- Servers: Servers for the New Brunswick RCMP are integrated with the RCMP Ottawa HQ servers and Shared Services Canada servers.
- Data Hosting: Data for email, personal storage folders, firearms, National Police Information Systems (NPIS), Human Resource Management Information Systems (HRMIS) among others are all hosted at RCMP HQ in Ottawa. Please refer to Appendix 9.2 for a detailed list of information hosted at the RCMP HQ in Ottawa
- Chief Information Officer (CIO) Sector: The CIO sector works on identifying, initiating and supporting advancements in business processes and technology. New Brunswick RCMP Informatics unit consults with the Relationship and Portfolio Management (RPM) team on proposed initiatives or requests for new equipment or software as they are the primary contact for new IM and IT initiatives.
- IT Management: Back end processes such as antivirus, two-factor authentication, hard disk encryption, firewalls, and operating system patch management is managed by the CIO Sector.

### Shared Services Canada<sup>29</sup>

<sup>28</sup> <https://www.versaterm.com/> - PwC Secondary Research

<sup>29</sup> <https://www.canada.ca/en/shared-services.html> - PwC Secondary Research

Shared Services Canada (SSC) provides digital services for the Government of Canada, including the RCMP. Established in 2011, the SSC provides a full range of shared information management (IM)/IT services such as email and data storage that were previously duplicated and managed by each agency.

- **Mobile Devices:** The responsibility of managing device inventory and new smartphone requests was transferred from the SSC to the RCMP divisions in Fall 2018. The Mobile Technology Services Support Unit (MTSSU) supports all provinces and creates Enterprise Mobile Device Management (EMDM) accounts for the devices in order to have email activations and security updates. Currently the phones are non-billable to all contract partners
- **Infrastructure Management:** All server management, virtualization, backups, networking, routing and telephony is provided by SSC

### Informatics Costs

The PPSA funds some positions in the Divisional Informatics in New Brunswick, other positions are funded through Specialized Policing Services Funding which is not charged back to the PPSA. Cost recovery information for any national or SSC support has not been provided.

### Intelligence Production<sup>30</sup>

The Integrated Information Service (IIS) was implemented in September 2012 to support intelligence production within the RCMP. The IIS combines both structured data and unstructured data from several sources such as the RCMP Records management systems (PROS and PRIME), Major Case Management files (Evidence & Report III), and the Automated Crime Intelligence Information System.

Details of the data sources mentioned are as follows:

- **Police Reporting and Occurrence System (PROS)** is used by the RCMP across Canada except British Columbia and Halifax. PROS integrates the entire scope of RCMP processes for collecting, managing, sharing and analyzing police information. The sharing of this information allows police services to ensure that investigators have current and relevant information while conducting investigations that cross different boundaries and borders. Numerous other police agencies (non-RCMP) from across Canada have also adopted PROS as their official records management system.
- **Evidence & Reports III (E&R III)** is an electronic major case management system to support investigations of “major cases” E&R III allows investigators to assign a duty, report back and store investigative materials. The E&R III is consolidated in the Evidence and Reports Data Warehouse to allow for easier searchability
- **Automated Crime Intelligence Information System (ACIIS)** is Canada’s national crime intelligence database containing criminal information and intelligence on organized and serious crime.

### Intelligence Production Costs

Under the most recent police services agreements, the contract partners are responsible to pay for their share of the costs for informatics. For PROS, each contract partner’s share of costs is calculated based on the costs to the RCMP of maintaining and providing PROS services during the previous fiscal year.

The calculation multiplies the PROS rate for each fiscal year (determined by the prior year costs of providing and maintaining the PROS system) by the FTE utilization of the Members under each agreement, at the applicable cost share.

For the PPSA and FNPP, the costs over the last 3 years are presented below. Cost recovery information for MPSAs has not been provided.

**Exhibit 9.6: PROS Cost Summary, FY 2018-19, FY 2019-20, and FY 2020-21**

	2018-2019	2019-2020	2020-2021
<b>PROS Rate</b>	681	710	783
<b>PPSA Billable Costs</b>	317,832	338,510	379,234
<b>FNPP Billable Costs</b>	12,728	13,027	13,431
<b>MPSA Billable Costs</b>	[ ]	[ ]	[ ]

### 9.c. (iii) Strategic Communications

The RCMP has dedicated Media Relations Offices across all divisions to provide communications advice and support internal and external clients. The media relations officer acts as the point of contact for media and is responsible for the identification and analysis of communication needs, the provision of strategic communications advice, the planning and delivery of communications products.

<sup>30</sup> <https://www.rcmp-grc.gc.ca/en/executive-summary-the-privacy-impact-assessment-pia> - PwC Secondary Research

All strategic communication falls under Internal Services and is charged through the Divisional Administration costs.

### 9.c. (iv) Action, Innovation & Modernization (AIM)

The AIM program is responsible for seeking out and leveraging new and existing solutions and technologies to improve the daily and future operations of the New Brunswick RCMP. The AIM program works collaboratively with internal and external resources to identify efficiencies. AIM program costs are funded under Internal Services and charged through the Division Administration costs.

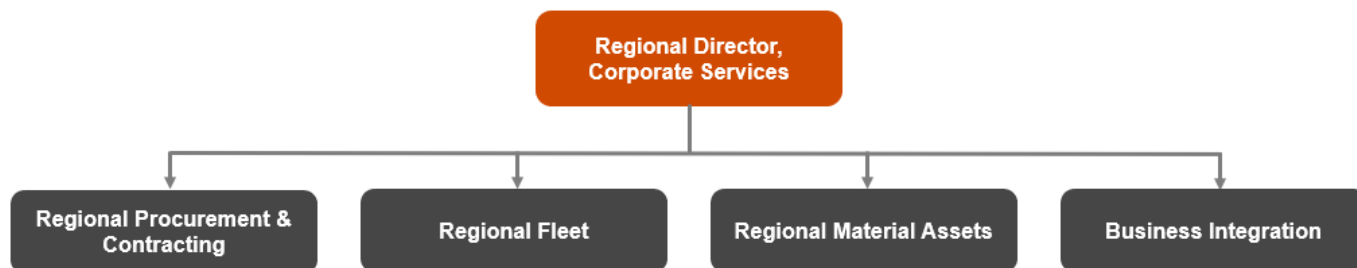
## 9.d Corporate Services

### Overview

The Corporate Services function supports operations for the New Brunswick RCMP and the Atlantic Region by administering programs and facilitating planning and provisions of goods and services. Corporate Services work closely with the Business Management Section of the Operations Strategy Brands in the following areas:

- Fleet Management and Post Garage: Provides the planning, acquisition, maintenance and disposal services of divisional fleet, and fit-up of all marked and unmarked police vehicles
- Materiel Management: Provides material related services across the region such as unit inventory management, disposal of surplus movable assets, divisional operational stores, and kit and clothing services at depot
- Procurement and Contracting: Provides for the acquisition of low to high dollar value and complexity (risk) goods and services and construction. This includes participating in the consultation process with the technical authority and participating on evaluation committees regarding procurement, contracting and contract management services
- Business Integration: Delivers on integrated service delivery projects and process improvements, both internal to Atlantic - Corporate Management Branch and externally in partnership with the New Brunswick RCMP

### Exhibit 9.7: Corporate Services Organizational Structure



The Corporate Services team is headed by the Regional Director, Corporate Services. The Regional Procurement and Contracting, Regional Fleet Manager, and Regional Manager for Material Assets have teams under them that service the Atlantic Region. A breakdown of J Division dedicated resources was not provided. Corporate Services employees are located across Edmonton, Depot, Winnipeg, and Regina.

### Corporate Services Costs

All Corporate Services are charged to Internal Services and the costs for these positions are charged through Division Administration costs.

## 9.e Corporate Services: Business Systems

### Overview

Business Systems is the functional work unit that provides a full suite of services for TEAM Portal and TEAM SAP/GUI (Desktop). Their work includes helpdesk support, analysis of user requirements, development of business processes, and design/delivery of integrated role-based training solutions.

### Organization Structure

The Regional Business Solutions Manager heads up the Business Systems Team.

### Corporate Services: Business Systems Costs

Costs for the business systems positions are charged to Internal Services and charged through Divisional Administration costs.

## 9.f Accommodations Program<sup>31</sup>

### Overview

There are two different accommodation models in Canada, one for the provinces of New Brunswick, British Columbia, Manitoba, Newfoundland and Labrador, Northwest Territories, Nunavut, Prince Edward Island, and Yukon. The other accommodation model is for the provinces of Alberta, Nova Scotia and Saskatchewan.

The accommodations program maintains that Canada is responsible for providing and maintaining the accommodations used by the police services under the PPSA. This includes the following services:

- Maintenance of any building, structure, improvement for use under the PPSA
- Maintenance of the divisional or regional headquarters
- Maintenance of dormitories, residences, apartment, house or other living spaces that are not part of the detachment building
- Perform renovations, replace or increase the number of buildings or living quarters

### Accommodations Program Costs

Accommodation program costs are charged back through through the Accommodations Program Charge (APC) which is based on the projected five-year budget costs explained in Section 8.d.

## 9.g Shared Programs

This section provides an overview of shared national programs that are used by J Division.

### Exhibit 9.8: National Programs Overview



### 9.g. (i) Cadet Training Program<sup>32</sup>

#### Program Overview

All RCMP officers under the PPSA, MPSA, FNPP and RPSA undergo the federal Cadet Training Program (CTP) at the RCMP's central training depot in Regina, SK. The CTP is a 26-week, 860 hour training program for new recruits that provides the foundational knowledge and skill members need throughout their policing career. The following subjects are covered:

- 1) Applied Police Sciences - 432 hours
- 2) Firearms - 104 hours
- 3) Police Defensive Tactics / Immediate Action Rapid Deployment - 94 hours
- 4) Police Driving - 67 hours
- 5) Operation Conditions - 45 hours
- 6) Drill & Department - 37 hours

Once cadets successfully complete the CTP, they may be offered employment as members of the RCMP and given Peace Officer status. Should they be employed with the RCMP, they must then complete a 6-month Field Coaching Program at a training detachment in order to learn everyday police duties under the supervision of a Field Coach.

<sup>31</sup><https://www2.gov.bc.ca/assets/gov/law-crime-and-justice/criminal-justice/police/publications/agreements/provincial-territorial-companion-doc.pdf> - PwC Secondary Research

<sup>32</sup><https://www.rcmp-grc.gc.ca/depot/ctp-pfc/index-eng.htm> - PwC Secondary Research

## Organization Structure<sup>33</sup>

The CTP conducted at the RCMP's Depot Division trains 40 troops a year (each troop containing 36 cadets). In FY 2019-20, 1,134 cadets graduated from the training program.

The Depot temporarily suspended training from March 2020 to June 2020 due to COVID-19, when training resumed, only 16 out of the 40 troops graduated in 2020. Continued restrictions have affected the Depot's ability to operate at full capacity and meet staffing resources. It is estimated that in FY 2021-22 34 troops will graduate resulting in 1,224 new constables

## Cadet Training Program Costs

Costs in the CTP include training, support, kits, clothing and infrastructure (building renovations). Major capital expenses such as construction and acquisition of facilities are excluded when determining the CTP rate. Similarly other excluded costs include cost and recoveries for National Law Enforcement Training (NLET), Operational Skills Maintenance training (OSM/Block), Correctional Service of Canada (CSC), meetings and conferences and other RCMP training.

The RCMP charges contracting partners for the CTP using a flat Cadet Training Program Rate for each FTE utilized in the Contract Policing arrangement. The total cost charged to New Brunswick is then adjusted based on the contract partner's share. A breakdown of these costs by partner share is presented below. Please note that costs for MPSA were not provided.

**Exhibit 9.9: Cadet Training Program Cost Summary, FY 2018-19, FY 2019-20, and FY 2020-21**

	2018-2019	2019-2020	2020-2021
<b>CTP Rate</b>	4,346	4,768	4,950
<b>PPSA Billable Costs</b>	2,029,800	2,274,765	2,398,325
<b>FNPP Billable Costs</b>	81,286	87,540	84,942
<b>MPSA Billable Costs</b>	∅	∅	∅

## 9.g. (ii) Police Dog Training Program<sup>34</sup>

### Program Overview

The Police Dog Service Training Centre (PDSTC) in Innisfail Alberta was established in 1965. The centre provides training and quality control for all RCMP Police Service Dog teams as well as training and validations to other public safety agencies on a cost recovery basis. Core program functions of the PDSTC include breeding quality working dogs, training of dog teams, and conducting annual validation of dog teams.

First-time dog handlers take an initial course for a minimum of 85 days. Each team made up of 1 dog and 1 Member must progress through 3 levels of training in progressive difficulty. The topics of training are obedience, agility, criminal apprehension, tracking rural environment, retrieving, and searching.

Each dog-handler team must be tested and validated at each level by a senior trainer. Once Level 3 is completed, the team graduates to active field duties. Teams are revalidated 6 months after graduation and on a yearly basis going forward to remain an active Police Dog Service (PDS) team. There is a level 4 Field Handler Variation involving the same profiles as level 3 at a higher difficulty.

### Organization Structure

The PDSTC reports to the RCMP Depot Division and has 24 FTEs across all programs (management, breeding, imprinting and training). No changes are expected to the organization structure until 2024.

### Police Dog Training Program Costs

Only the costs for training and supplying dogs are billed back to all contract partners at a fixed rate per year, per dog team as per Article 11 of the PPSA. The total cost charged to the contract partner is then adjusted based on the contract partner's share. Under the PPSA, New Brunswick was charged 70%. Costs under the MPSA for PDSTC were not provided and there are no police dog teams under CTA.

**Exhibit 9.10: Police Dog Training Program Cost Summary, FY 2018-19, FY 2019-20, and FY 2020-21**

	2018-2019	2019-2020	2020-2021
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<sup>33</sup> <https://thestarphoenix.com/news/politics/election-2021/federal-election-rcmp-union-wants-expanded-regina-depot-to-be-priority-for-new-government> - PwC Secondary Research

<sup>34</sup> <https://www.rcmp-grc.gc.ca/depot/pdstc-cdcp/index-eng.htm> - PwC Secondary Research

<b>CTP Rate</b>	28,576	32,540	34,434
<b>PPSA Billable Costs</b>	113,919	105,430	103,302
<b>FNPP Billable Costs</b>	0	0	0
<b>MPSA Billable Costs</b>	∅	∅	∅

### 9.g (iii) National Recruiting Program

#### Program Overview

The National Recruitment Program (NRP) is responsible for all aspects of Regular Member recruitment which includes oversight over recruitment, development & implementation of recruiting policy, processes and tools, and reporting. The NRP is the policy center and manages the National Recruiting Health Team. The team works closely with internal stakeholders to ensure consistent processing of qualified applicants to the RCMP Training Academy, Depot. The stakeholders are:

- Divisional Proactive Recruiters
- National Recruiting Processing Center (NRPC)
- Truth Verification Services
- Departmental Security Branch
- National Communication Services (advertising and marketing)

In June 2020, the NRP conducted an integrated assessment of regular member recruitment to address challenges the program was facing (16 month processing time, increased depot attrition rate, reduced advertising budget). A number of changes were implemented as a result of the assessment including an RCMP entrance exam, proactive recruiting, and outsourcing medical & psychological screening to streamline processing time.

#### Organization Structure

The NRP employees fall in 3 categories: Processing Centre, Proactive Divisional Recruiting, and Policy Centre.

#### National Recruiting Program Costs

The costs of NRP include management & oversight, proactive recruiting, processing, applicant medical costs, Physical Ability Requirement Evaluation (PARE), Pre-Employment Polygraph (PEP), and investigation and interviews of candidates.

The RCMP charges contracting partners for the NRP using a flat NRP rate for each FTE utilized in the Contract Policing arrangement. The total cost charged to the contract partners is then adjusted based on the contract partner's share.

#### Exhibit 9.11: Recruiting Cost Summary, FY 2018-19, FY 2019-20, and FY 2020-21

	2018-2019	2019-2020	2020-2021
<b>CTP Rate</b>	1,239	1,293	1333
<b>PPSA Billable Costs</b>	578,675	616,877	645,852
<b>FNPP Billable Costs</b>	23,174	23,739	22,874
<b>MPSA Billable Costs</b>	∅	∅	∅

# Supplement

# 10. Supplement

## Supplement A: Policing Environment in New Brunswick

### Appendix 3.1: First Nations Police Program Participants<sup>35</sup>

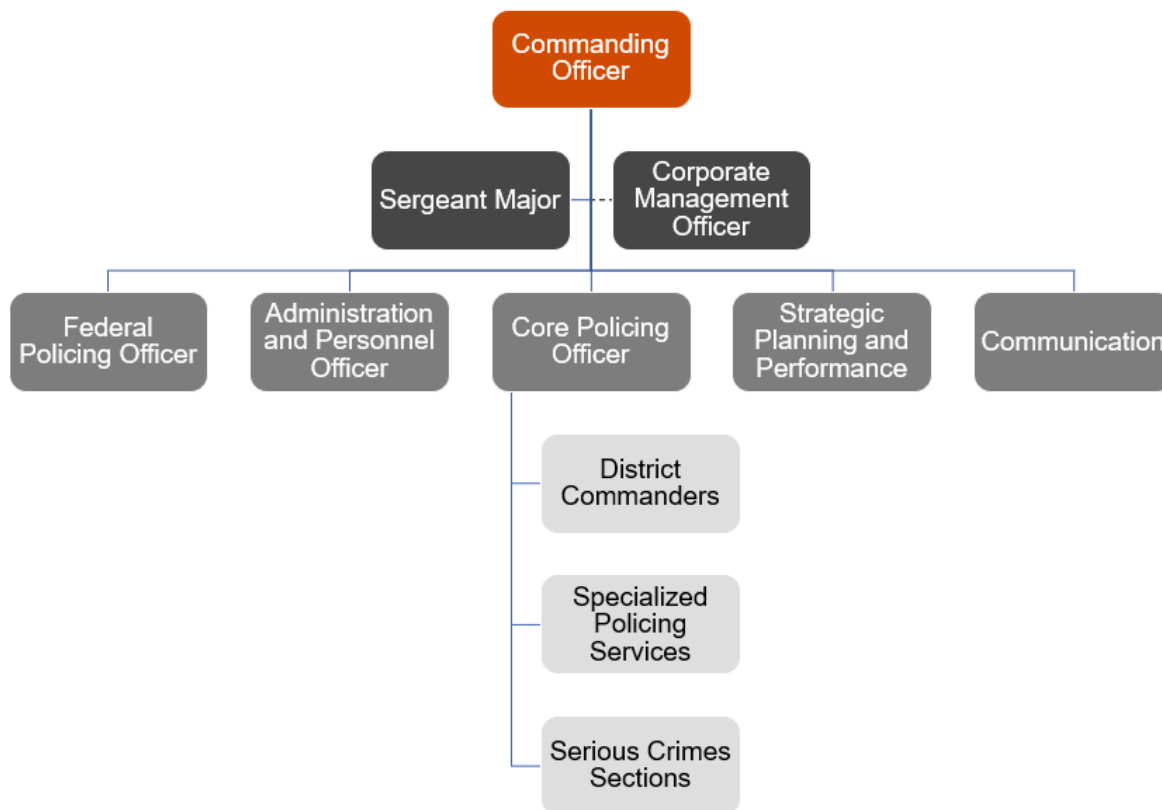
First Nations Communities By CTA	Detachment	Maximum Authorized Complement	Term of CTA
Elsipogtog	Elsipogtog	14 Members and 2 Support Staff	April 1, 2014 - March 31, 2022
Maliseet Nation at Tobique	Tobique	5 Members and 1 Support Staff	April 1, 2014 - March 31, 2022
<b>Total Budget Projections</b>		<b>19 Members and 3 Support Staff</b>	

<sup>35</sup> New Brunswick FNCPS Framework Amendment 4



## Supplement B: Current Deployment

### Appendix 5.1 - Organizational Chart



### Appendix 5.2 - RCMP Regular Member and Special Constable Ranks

RCMP Rank
<b>Regular Members</b>
<b>Recruitment Allowance during Cadet Training Program</b>
<b>Constable (upon graduation)</b>
<b>Constable (6 months service)</b>
<b>Constable (12 months service)</b>
<b>Constable (24 months service)</b>
<b>Constable (36 months service)</b>
<b>Corporal (top step)</b>

<b>Sergeant (top step)</b>
<b>Staff Sergeant (top step)</b>
<b>Inspector (top step)</b>
<b>Superintendent (top step)</b>
<b>Chief Superintendent (top step)</b>
<b>Special Constables</b>
<b>Aircraft Maintenance Engineer - AME-01 (top step)</b>
<b>Fixed Wing Pilot - FWP-04</b>
<b>Pilots - PT-01 (top step)</b>
<b>Pilots - PT-02 (top step)</b>
<b>RPS-02</b>

### Appendix 5.3 - RCMP Civilian Member Ranks

<b>RCMP Rank</b>
<b>Civilian Members</b>
<b>Administration - ADM-02 (top step)</b>
<b>Administration - ADM-03 (top step)</b>
<b>Administration - ADM-04 (top step)</b>
<b>Administration - ADM-05 (top step)</b>
<b>Administration - ADM-06 (top step)</b>
<b>Chaplain - CHP-03</b>
<b>Clerk - CK-04 (top step)</b>
<b>Clerk - CK-05 (top step)</b>

<b>Computer Personnel - CP-02 (top step)</b>
<b>Computer Personnel - CP-03 (top step)</b>
<b>Education Services - EDU-02</b>
<b>Economics and Social Science Services - ESS-05 (top step)</b>
<b>Economics and Social Science Services - ESS-06 (top step)</b>
<b>General Technician - GTEC-03 (top step)</b>
<b>General Technician - GTEC-04 (top step)</b>
<b>Intercept Monitor - IM-02 (top step)</b>
<b>Liaison - LN-03 (top step)</b>
<b>Liaison - LN-04 (top step)</b>
<b>Personnel Administration - PN-03 (top step)</b>
<b>Program Administration - PADM-06 (top step)</b>
<b>Telecommunications Operator - TO-02 (top step)</b>
<b>Telecommunications Operator - TO-03 (top step)</b>
<b>Telecommunications Operator - TO-04 (top step)</b>
<b>THC-05 - Aircraft Maintenance Engineers (top step)</b>
<b>THC-06 - Aircraft Maintenance Engineers (top step)</b>

## Appendix 5.4 - RCMP Public Service Employees Levels

RCMP Rank
Public Service Employees
AS-01
AS-02
AS-03
AS-04
AS-05
AS-06
AS-07
CH-01
CR-03
CR-04
CR-05
CR-06
CS-02
CS-03
CS-04
EC-02
EC-03
EC-04
EC-05
EC-06
EC-07
ED-EDS-02

<b>ED-EDS-03</b>
<b>EG-01</b>
<b>EG-02</b>
<b>EG-03</b>
<b>EG-04</b>
<b>EG-05</b>
<b>EG-06</b>
<b>EG-07</b>
<b>EX-01 - Senior Officer (top step)</b>
<b>EX-02 - Senior Officer (top step)</b>
<b>FI-01</b>
<b>FI-02</b>
<b>FI-04</b>
<b>GL-EL-02</b>
<b>GL-EL-04</b>
<b>GL-MAN-05</b>
<b>GS-ST5-04</b>
<b>GS-ST5-05</b>
<b>GL-VHE-10</b>
<b>GT-03</b>
<b>IS-03</b>
<b>IS-04</b>
<b>IS-06</b>
<b>NU-CHN-03</b>
<b>NU-CHN-04</b>

PC-02
PE-01
PE-02
PE-03
PE-04
PE-05
PE-06
PG-01
PG-02
PG-04
PG-06
PO-IMA-02
POTCO-01
POTCO-02
POTCO-03
PM-01
PM-03
PM-04
PM-06
PS-04
SOMAO-06
SW-CHA-03

## Supplement C: Compensation & Benefits

### Appendix 6.1 - Comparable Pension Plan Analysis

Police Service	NB	RCMP	Alberta municipal police services	Ontario Provincial Police	Sûreté du Québec	Royal Newfoundland Constabulary
Pension Plan	New Brunswick Public Service Pension Plan	Pension Plan for the Royal Canadian Mounted Police	Special Forces Pension Plan	Ontario Public Service Pension Plan	Régime de retraite des membres de la Sûreté du Québec	Uniformed Services Pension Plan
	NBPSPP	RCMP Pension Plan	SFPP	PSPP (Ontario)	RRMSQ	USPP
Number of officers (December 2018)	0	22,474 (at March 31, 2018 valuation)	4,476	5,668	5,356	387
Vesting	Two years	Two years	Five years	Immediate	Two years	Five years
Benefit Formula	Up to average YMPE: 1.4%  Above average YMPE: 2.0%	Up to average YMPE: 1.375%  Above average YMPE: 2.0%	Up to average YMPE: 1.4%  Above average YMPE: 2.0%	Up to average YMPE: 1.3%  Above average YMPE: 2.0%	Pre-1992 service: 2.3%  Post-1991 service: 2.0%	Up to average YMPE: 1.4%  Above average YMPE: 2.0%
Bridge Benefit	Up to average YMPE: 0.6%	0	Up to average YMPE: 0.6%	Up to average YMPE: 0.7%	Post-1991 service: 0.3%	Up to average YMPE: 0.6%
Retirement Date	Age 65	Age 60	Age 55	Age 65	Age 65 (mandatory)	Age 60
Early Unreduced Retirement	None	25 years of pensionable service	25 years of service	- Age 50 with 30 years of service  - Age 60 with 20 years of service  - 90 factor	- 25 years of service  - 75 factor  - Age 60	25 years of service
Early Reduced Retirement	Age 55	20 years of pensionable service	None	Age 55	20 years of service	None

<b>Early Retirement Reduction (per annum)</b>	5%	5%	N/A	5%	- Pre-1992 service: 6%  - 1992 to 2017 service: 3%  - Post-2017 service: 5%	N/A
<b>Indexation</b>	100% of CPI	100% of CPI	- Pre-2001 service: 60% of Alberta CPI  - Post-2000 service: 30% of Alberta CPI	100% of CPI	- Pre-2000 service: 100% of CPI  - Post-1991 service: higher of 50% of CPI or CPI – 3%	
<b>Indexation Conditions</b>			Post-2000 service indexation subject to funding	Capped at 8% (excess carried over to future years)	For pre-2000 service, any service beyond 20 years has indexation of CPI – 3%	
<b>Member Contribution Rate</b>	- Up to YMPE: 7.5%  - Above YMPE: 10.7%	- Up to YMPE: 9.53%  - Above YMPE: 11.72%  (Current service only)	13.45%	- Up to YMPE: 9.7%  - Above YMPE: 12.8%	- Up to QPP exemption: 8%  - Above QPP exemption to YMPE: 6.2%  - Above YMPE: 8%	- Up to CPP exemption: 9.95%  - Above CPP exemption to YMPE: 8.15%  - Above YMPE: 9.95%



<b>Employer Contribution Rate</b>	11.25%	<p>- The Government of Canada pays the amount needed (together with member contributions) to fund the current service costs.</p> <p>- Payments for actuarial shortfall will be credited to the fund/account by the Government of Canada.</p>	14.55%	<p>- Up to YMPE: 9.7%</p> <p>- Above YMPE: 12.8%</p>	14.17%	<p>(However, pre-2007 service and liabilities is paid from the Consolidated Revenue Fund)</p>	<p>- Up to CPP minimum earnings: 9.95%</p> <p>- Above CPP minimum earnings to CPP maximum earnings: 8.15%</p> <p>- Above CPP maximum earnings: 9.95%</p>
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## Supplement D: Equipment

### Appendix 7.1 - Standard Equipment Fitted to Fleet

Vehicle Type		GD*	TS*	TR*	UM*	SL*	SPC*	DIS*	COV*
<b>Front Lighting</b>									
Front corner strobes	White	✓	✓	✓	✓	✓	✓		
Wig wag	White	✓	✓	✓	✓	✓	✓	✓	✓
Grill lights	Red / Blue				✓		✓	✓	✓
Windshield lights	Red / Blue							✓	✓
Windshield lights w/takedown and alley	Red / blue / white				✓	✓	✓		
<b>Side Lighting</b>									
Side mirror lights	Red / Blue		✓		✓	✓	✓		
Side lights rear 1/4 glass	Red / Blue				✓	✓			
Rear 1/4 panel lights	Red / Blue						✓		
<b>Rear Lighting</b>									
Directional arrow	Red / Blue / Amber	✓	✓	✓	✓	✓			

Rear glass lights	Red / Blue				✓	✓	✓	✓	✓
Rear hatch lights when liftgate is open	Red / Blue	✓	✓		✓	✓			
Rear licence lights	Red / Blue				✓	✓	✓		
Rear Taillight LED Strobes	Red / Blue or Red / Red	✓	✓	✓	✓	✓	✓	✓	✓
Roof Bar									
Roof light bar w/takedown and alley	Red / Blue / White	✓	✓	✓					
Other									
Dual mount Carbine/shotgun rack		✓	✓	✓	✓	✓			
Prisoner partition		✓	✓	✓	✓	✓			
Rear door side window bars		✓	✓	✓	✓	✓			
Rear window bars				✓					
Rear inner door panel		✓	✓	✓	✓	✓			
Rear door emergency release		✓	✓	✓	✓	✓			
Console		✓	✓	✓	✓	✓	✓		
Laptop mount		✓	✓	✓	✓	✓	✓		
Laptop		✓	✓	✓	✓	✓	✓		
Modem		✓	✓	✓	✓	✓	✓		
Printer		✓	✓	✓	✓	✓			
Voltage display		✓	✓	✓	✓	✓	✓		
Driver's licence scanner		✓	✓	✓	✓	✓			
Police radio		✓	✓	✓	✓	✓	✓	✓	✓
Digital vehicular repeater		✓	✓	✓	✓	✓	✓		
Digital video recorder		✓	✓	✓	✓	✓	✓		
Radar		✓	✓	✓	✓	✓			
Idle lock		✓	✓	✓	✓	✓			
Under seat equipment box				✓					
Siren		✓	✓	✓	✓	✓	✓		

Discreet siren								✓	✓
Siren speaker		✓	✓	✓	✓	✓	✓	✓	✓
Toolbox				✓					
Firearm lock box								✓	✓
Pad lock				✓			✓	✓	✓
5# Fire Extinguisher in bracket		✓	✓	✓	✓	✓	✓	✓	✓
Animal alerts		✓	✓	✓	✓	✓	✓		
Visor wallet		✓	✓	✓	✓	✓	✓	✓	✓
Trailer drawbar with ball				✓			✓		
Winch				✓			✓		
Winch mount				✓			✓		
Decal kit		✓	✓	✓		✓			
Licence plate		✓	✓	✓	✓	✓	✓	✓	✓
Remote start							✓		
K-9 Enclosure							✓		
Winch Bumper							✓		
Canopy							✓		
Cargo slide							✓		
Drawer unit							✓		

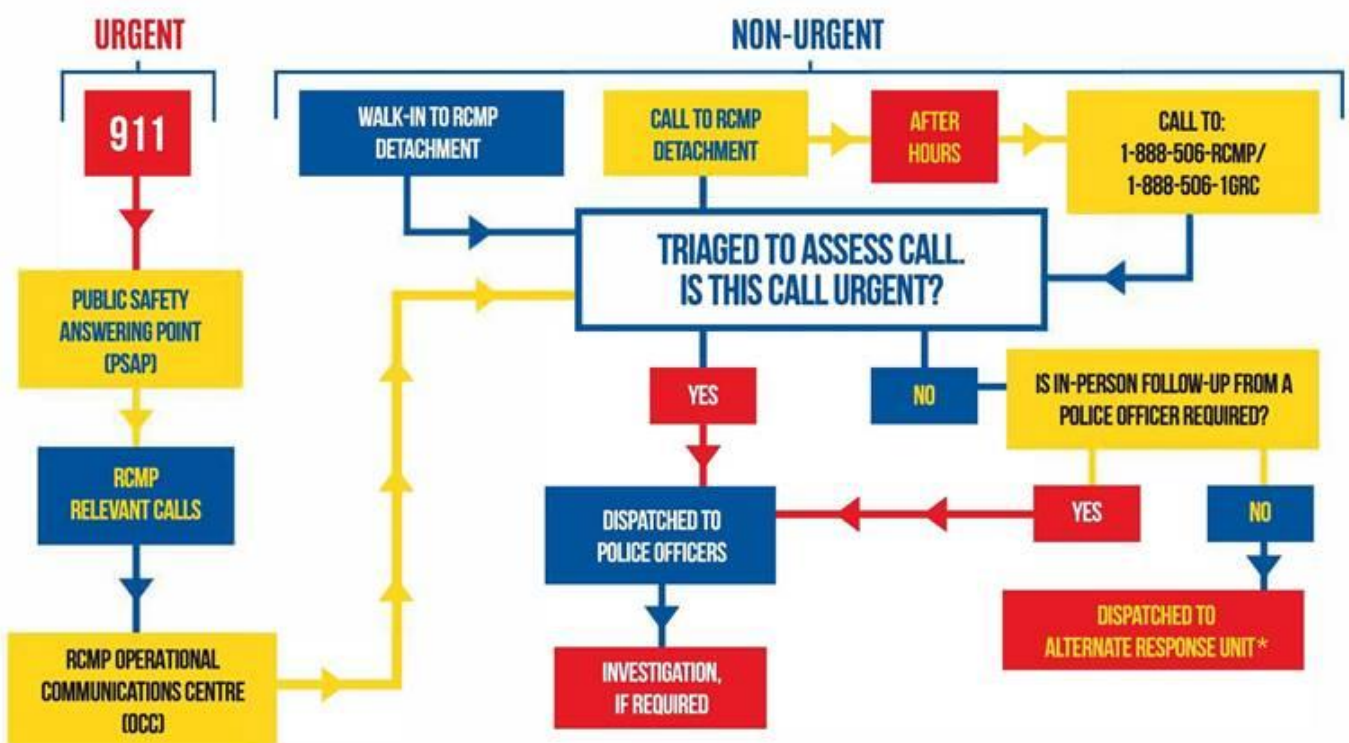
\* The acronyms are as follows:  
GD = General Duty  
TS = Traffic Services  
TR = Truck  
UM = Unmarked, General Duty and Traffic  
SL = Slick  
SPC = Specialty, incl. PDC, ERT, FIS, etc  
DIS = Discreet  
COV = Covert

### Appendix 7.2 - Refresh Policy for Equipment and Fleet

Type	Refresh Timeline	Comments
General Duty	160,000k or five (5) years	<ul style="list-style-type: none"> <li>Exception: Designated "severe road" areas or winter/ice road restrictions –130,000k or five (5) years</li> <li>Exception: Diesel engine ten (10) years</li> </ul>
Motorcycle	Six (6) years	

Investigational	160,000k or six (6) years	
Admin	220,000k or eight (8) years	
IWT	Fifteen (15) years	<ul style="list-style-type: none"> <li>Mid-life inspections should be completed on the vessel at the 10 year mark (7 year for motors).</li> <li>Motors and trailers should be replaced with the vessel, or when needed.</li> </ul>
Equipment	Twenty (20) years	<ul style="list-style-type: none"> <li>Mid-life inspections should be completed between 10-15 years.</li> </ul>
Critical Incident Vehicle / Tactical Armoured	15-20 years	<ul style="list-style-type: none"> <li>Mid-life inspections should be completed on the CIV at the ten (10) year mark.</li> </ul>
Aircraft - Fixed	Thirty (30) years	<ul style="list-style-type: none"> <li>Inspections should be completed as per federal regulations</li> </ul>
Aircraft - Rotary	Twenty (20) years	<ul style="list-style-type: none"> <li>Inspections should be completed as per federal regulations</li> </ul>
UAV (Drones)	3-5 years	<ul style="list-style-type: none"> <li>Remotely Piloted Aircraft System (RPAS) Program structure would manage the policy on replacements</li> <li>Procurement is evaluated using business case rationale for justification and funding approval</li> </ul>

### Appendix 7.3 - RCMP Call Map



\*The New Brunswick RCMP's Alternate Response Unit (ARU) handles calls for service that do not require the immediate in-person follow-up from a police officer, but nonetheless require RCMP attention.

## Supplement E: Shared Services

### Appendix 9.1 - Divisional Informatics Organization Responsibilities

Department	Role	Scope
Information Management	Administration Information	Provides awareness, guidance and governance support on the life cycle management of administrative records including administrative filing, moratoriums, Access to Information and Privacy (ATIP) requests.
	Operational Info Mgmt. System (OIMS)	Responsible for the disclosure of appropriate information to other government departments and maintains the lifecycle of the information on the legacy system for police reports.
	Operational Records Mgmt. System (ORMS)	Provides comprehensive and pertinent PROS training to all PROS users. Maintains and protects the information for legal holds, moratoriums and ATIP requests.
	Electronic Document & Records Mgmt. System (EDRMS)	Oversights the EDRMS, training for the people who have access to these applications (e.g. RDIMS and GCDOCS), and grants access to the system.
	Mailroom / Print Shop	Provides timely and accurate dissemination of information (e.g. mail services) and coordinates the appropriate destruction of information (e.g. disposal of classified waste/shredding services).
	Forms and Directives	Provides advice and consultation services for programs requiring forms and policy guidance. Creates and maintains forms that are to be used to support law enforcement and reduce administrative work.
Communication Technology	Communications Technology (COMTECH)	Oversight of the communication technology department.
	Communications Operations & Radio Environment (CORE)	Provides support for the Operations Communications Centre (OCC).
	Communications Technology Innovation & Standards (CTIS)	Provides a range of services including refurbishment and secondary support, equipment stock and decommissioning, specialized vehicles design and support, etc.
	Communications Operational Maintenance & Support (COMS)	Provides end-user radio and vehicular equipment support and management, including assistance to all COMTECH units.
Information Technology	Information Technology	Oversights the information technology department.
	Computer Lifecycle Unit (CLU)	Provides repair/replacement of defective equipment, advance email notice of upcoming evergreen visits, etc. While on-site, the team performs audits of IT equipment, provides training and guidance for IT related issues, and on-site replacement of IT equipment.
	Computer Support Unit (CSU)	Works as a second level desk support and services for hardware and software on ROSS and Internet workstations.

	Special Projects Unit (SPU)	Responsible for specialized software and equipment, manage IT projects, propose new IT policies, create procedures and produce technical documentation.
	Applications Development Unit (ADU)	Responsible for evaluating and testing newly requested software and hardware to ensure ROSS network and RCMP security requirements.
Operational Support	Informatics Operational Support	Supports operations by providing intake of IT requirements, obtaining approvals, facilitating IT procurement, inventory and budget management of New Brunswick RCMP IT equipment. Provides a single point of contact for the creation of maintenance of all RCMP and provincial computer system access

**Appendix 9.2 - Data hosted at RCMP HQ in Ottawa**

RCMP HQ in Ottawa Hosted Data
1. E-mail
2. Home folders personal storage
3. GCDOCS Unit level administrative files
4. Account directory <ul style="list-style-type: none"> <li>a. Lightweight Directory Access Protocol (LDAP)</li> <li>b. Active Directory</li> <li>c. PKI</li> </ul>
5. Firearms data
6. National Administrative Records Management System (NARMS)
7. Police Retrieval Operation System and the Police Access Tool (PAT)
8. All of the National Police Information Systems (NPIS) such as the Canadian Police Information Center (CPIC), the Automated Criminal Intelligence Information System (ACIIS) and the Police Information Portal (PIP)
9. New Police Information Retrieval System (NPIRS)
10. National Criminal Data Bank (NCDBWEB) *replaced with Integrated Information Service (IIS)
11. Classified Environmental Email

12. Classified Environmental Directory Services

13. Classified Environment Video Conferencing Automatic Call Distributor

14. SPROS (Secure PROS)

15. Ringtail – CE database

16. Communications Electronic Security (COMSEC) – more of a function (secure fax/phones)

17. Computerized Integrated Information and Dispatch System (CIIDS)

18. Central HelpDesk SDM

19. TEAM financial (SAP/GUI)

20. Human Resources Management Information System (HRMIS) (Peoplesoft)

- a. Phoenix Pay
- b. RCMP Member Pay
- c. RCMP Member Pension
- d. Microsoft System Center Configuration Manager (SCCM) Primary
- e. Microsoft TEAMS video collaboration
- f. Webex teleconferencing

21. Magic Inventory/Asset Management

- a. IT asset management (hosted in Saskatchewan)
  - i. Fleet asset management
- b. Desktop Software licensing services
  - i. Microsoft OS
  - ii. Microsoft Office
  - iii. Adobe Products
- c. RTID Fingerprint Livescan data
- d. Managed Protected B video conferencing (Polycom/Magor)
- e. Agora training course library for mandatory and options Computer Based Training
- f. Police Partner Agencies (PPA) national application support and installation files

# Glossary



# 11. Glossary

Acronym/Term	Definition
2WD	Two-Wheel Drive
ACIIS	Automated Criminal Intelligence Information System
ADMINISTRATIVE OPERATIONS	Administrative and Managerial Group Positions
ADU	Applications Development Unit
AFCO	Association of Canadian Financial Officers
AIM	Action, Innovation & Modernization
AME	Aircraft Maintenance Engineer
AP	Accounts Payable
APA	Atlantic Police Academy
APC	Accommodation Program Charge
APP	Annual Performance Plan
AR	Accounts Receivable
ATIP	Access to Information and Privacy
ATV	All-Terrain Vehicle
AV	Audit, Commerce and Purchasing

BCA	Biology Casework Analysis
BCAA	Biology Casework Analysis Agreement
C&IP	Contract and Indigenous Policing
CAC	Child Advocacy Centers
CACP	Canadian Association of Chiefs of Police
CAD	Canadian Dollars
CAPE	Canadian Association of Professional Employees
CBSA	Canadian Border Services Agency
CDRO	Career Development and Resourcing Office
CEO	Chief Executive Officer
CFEG	Community Funding and Equalization Grant
CFP	Canadian Firearms Program
CIIDS	Computer Integrated Information and Dispatching System
CIO	Chief Information Officer
CIP	Critical Incident Program
CIV	Critical Incident Vehicle
CLAS	Claims, Litigation and Advisory Services
CLU	Computer Lifecycle Unit

CM	Civilian Member
CMB	Corporate Management Branch
CMC	Contract Management Committee
CMS	Career Management Services
CNT	Crisis Negotiation Team
COMS	Communications Operational Maintenance & Support
COMSEC	Communications Electronic Security
COMTECH	Communications Technology Administration
CORE	Communications Operations & Radio Environment
CP	Computer Personnel
CPIC	Canadian Police Information Centre
CPP	Canada Pension Plan
CPTED	Crime Prevention through Environmental Design
CRCC	Civilian Review and Complaints Commission
CROPS	Criminal Operations
CRU	Crime Reduction Units
CS	Computer Systems
CSC	Correctional Service of Canada

CSIS	Canadian Security Intelligence Services
CSU	Computer Support Unit
CTA	Community Tripartite Agreement
CTIS	Communications Technology Innovation & Standards
CTP	Cadet Training Program
CUPE	Canadian Union of Public Employees
DFSA	Delegated Financial Signing Authority
DSS	Departmental Security Section
DVD	Digital Video Disc
DWU	Divisional Wellness Unit
E&R III	Evidence and Reports III
EA	Environment Allowance
EB	Education and Library Science
EC	Economics and Social Science Services
EDRMS	Electronic Document and Records Management System
EDU	Explosives Disposal Unit
EDU	Education Services
EMDM	Enterprise Mobile Device Management

EMRO	Employee and Management Relations Office
EPP	Enhanced Policing Program
ERT	Emergency Response Team
ESS	Economics and Social Science Services
ESU	Emergency Support Unit
EX	Executive Group
F&UD	Fuel and Utilities Differential
FAA	Financial Administration Act
FI	Financial Management Group
FIS	Forensic Identification System
FIT	Federal Intelligence Team
FNPP	First Nations Policing Program
FP	Federal Policing
FSOC	Federal Serious Organized Crime
FTE	Full Time Equivalent
FWP	Fixed Wing Pilot
FY	Fiscal Year
GPS	Global Positioning System

HCU	Health Services Unit
HQ	J Division Headquarters in Fredericton
HR	Human Resources
HRC	Human Resources Committee
HRMIS	Human Resources Management Information System
HRO	Human Resource Office
IARD	Immediate Action Rapid Deployment
IBET	Integrated Border Enforcement Team
ICE	Internet Child Exploitation Unit
ICFR	Internal Control over Financial Reporting
ICON	Informatics Consultants
IENB	Inspection and Enforcement New Brunswick
IIS	Integrated Information Service
IM	Information Management
IMET	Integrated Market Enforcement Team
IPOC	Integrated Proceeds of Crime
IPS	Indigenous Policing Services
ISS	Integrated Information Service

IT	Information Technology
ITCU	Integrated Technological Crime Unit
JPS	Department of Justice and Public Safety
KM	Kilometer
LCD	Living Cost Differential
LDAP	Lightweight Directory Access Protocol
LERB	Law Enforcement Review Board
LSD	Local Service District
LWOP	Leave Without Pay
MCU	Major Crime Unit
MoU	Memorandum of Understanding
MPAF	Municipal Police Assistance Fund
MPSA	Municipal Police Service Agreement
MTSSU	Mobile Technology Services Support Unit
NARMS	National Administrative Records Management System
NARS	National Accounting and Relocation Services
NBACP	New Brunswick Association of Chiefs of Police
NBEMO	New Brunswick Emergency Measures Organization

NBPPS	New Brunswick Provincial Police Service
NBPSPP	New Brunswick Public Service Pension Plan
NBTMR	New Brunswick Trunked Mobile Radio
NCDBWEB	National Criminal Data Bank
NCO	Non-Commissioned Officer
NDDB	National DNA Data Bank
New Brunswick	Government of New Brunswick
NFLS	National Forensic Laboratory Services
NJC	National Joint Council
NPF	National Police Federation
NLET	National Law Enforcement Training
NPF	National Police Federation
NPIRS	New Police Information Retrieval System
NPIS	National Police Information Systems
NPS	National Policing Services
NPU	National Promotions Unit
NRP	National Recruitment Program
NRPC	National Recruiting Processing Center



NSP	National Staffing Program
O&M	Operating & Maintenance
OCC	Operational Communication Center
OGCA	Office for the Coordination of Grievances and Appeals
OSM	Operational Skills Maintenance
PA	Program and Administrative Services
PARE	Physical Ability Requirement Evaluation
PAT	Police Access Tool
PDS	Police Dog Services
PDSTC	Police Dog Service Training Centre
PEP	Pre-Employment Polygraph
PILT	Payment in Lieu of Taxes
PIP	Police Information Portal
PIPSC	Professional Institute of the Public Service of Canada
PM&AS	Program Management and Administrative Services
PPA	Police Partner Agencies
PPE	Personal Protective Equipment
PPS	Provincial Police Service

PPSA	Provincial Police Service Agreement
PROS	Police Reporting and Occurrence System
PRU	Professional Responsibility Unit
PSAC	Public Service Alliance of Canada
PSAP	Public Safety Answering Point
PSDCP	Public Service Dental Care Plan
PSE	Public Service Employee
PSHCP	Public Service Health Care Plan
PSHR	Public Service Human Resources
PSLRA	Public Service Labour Relations Act
PSMIP	Public Service Management Insurance Plan
PSPC	Public Services and Procurement Canada
PSPP	Public Service Pension Plan
PSSA	Public Service Superannuation Act
RCMP	Royal Canadian Mounted Police
RDIMS	Records Document Information Management System
RM	Regular Member
RPAS	Remotely Piloted Aircraft System

RPM	Relationship and Portfolio Management
RPSA	Regional Police Service Agreement
RRMSQ	Régime de retraite des membres de la Sûreté du Québec
RRWG	RCMP Reconciliation Working Group
RVD	Request for Volume Discount
SAR	Search and Rescue
SCCM	System Center Configuration Manager
SCD	Shelter Cost Differential
SFPP	Special Forces Pension Plan
SH	Health Services
SIP	Survivor Income Plan
SP	Applied Science and Patent Examination
SPROS	Secure PROS
SPS	Specialized Policing Services
SPU	Special Projects Unit
SSC	Shared Services Canada
STE	Surplus to Establishment
STO	Special Tactical Operations

SUV	Sport Utility Vehicle
SV	Operational Services
TacOps	Tactical Operations
TAV	Tactical Armoured Vehicle
TC	Technical Services
UFR	Uniformed First Responder
URT	Underwater Recovery Team
USPP	Uniformed Services Pension Plan
YMPE	Year's Maximum Pension Earnings

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# 12. Disclaimer

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