

RCMP Transition Feasibility Study, Province of New Brunswick

**Phase 3 Report:
High-Level Transition Roadmap**

December 10, 2021

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Executive Summary

1. Executive Summary

The High-Level Transition Roadmap (“Transition Roadmap”) presented in this report is the output of Phase 3 - the *final* phase - of the RCMP Transition Feasibility Study (“Study”) commissioned by the Government of New Brunswick. This Transition Roadmap has been developed to put forward the critical next steps for the province to consider should it decide to operationalize the conceptual future state provincial policing model outlined in Phase 2 Report (Future Concept of Operations & Cost Model).

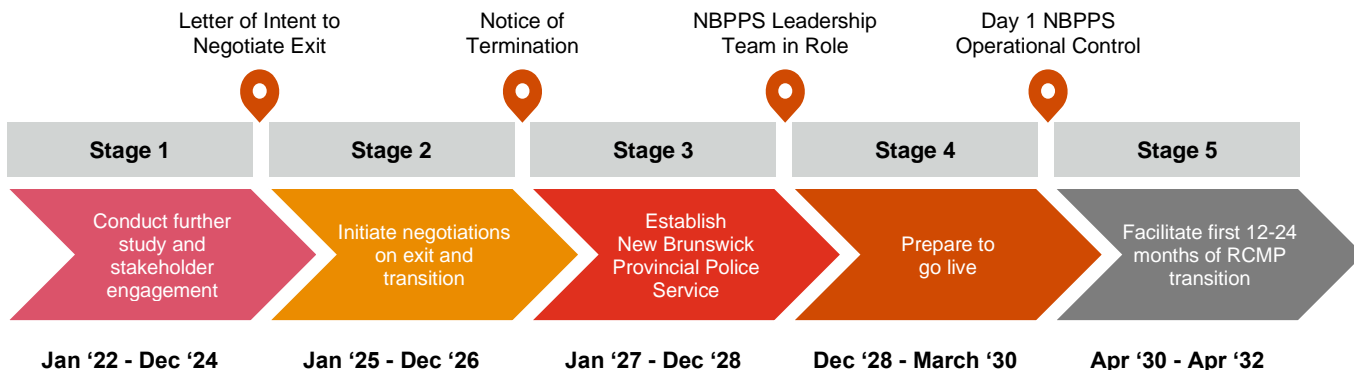
To get there, an appropriate transition program will need to be implemented to move from the current state of policing in New Brunswick to the reimagined community-oriented model that has been proposed during Phase 2 (Future Concept of Operations & Cost Model) of this Study. The Transition Roadmap seeks to outline - at a high level - the critical steps, timelines, interdependencies, risks, and cost drivers of a potential transition from the current model to a future **New Brunswick Provincial Police Service (“NBPPS”)**. It is, however, not intended to be exhaustive. Moreover, transition costs are not in scope for this Transition Roadmap.

In particular, this Transition Roadmap defines five stages of activities, each separated by major milestones. The start of the transition period is dependent on a decision by the Government of New Brunswick to proceed with a provincial police service. The RCMP serve as the provincial police force in New Brunswick under a 20-year contract, the **Provincial Police Service Agreement (PPSA)**, signed in 2012. The contract allows either the federal government or the province to terminate it on March 31 of any year during the term of the agreement with two years' notice. For the purposes of this Study, the transition period is assumed to begin in January 2022, with further study and stakeholder engagement, and progress until all detachments in the province are under the command of a New Brunswick Provincial Police Service.

This Transition Roadmap assumes the province will not terminate the PPSA before the full 2032 term to enable a smoother transition of service from the RCMP and to allow the province ample opportunity for further study and negotiations. The province does have the ability to terminate the PPSA on March 31 of any year in the contract period if the province determines a shorter transition period is in the best interest of the people of New Brunswick. According to these assumptions, a new provincial police service could potentially assume control of the first detachments in April 2030 followed by a ramping up period of approximately 12-24 months until all detachments are transitioned by March 2032.

Fundamentally, the province could decide to move as fast - or slow - as it deems necessary to fulfill its objectives. For example, if the province, and New Brunswickers desire even more stakeholder engagement - beyond what is proposed here - the activities captured in that stage could be adjusted accordingly by the **Transition Management Office (TMO)**.

A Transition Management Office (TMO), which is described in further detail throughout the report, is intended to bring together individuals from across the Government of New Brunswick that are dedicated to delivering the end-to-end transition program in order to stand up, and operationalize, a future New Brunswick Provincial Police Service. This Office would apply standard project management practices, and deploy common tools, to ensure the province’s smooth transition from the current state to the desired future state. Additionally, it would be responsible for managing the full range of stakeholders - from the RCMP, to government employees, local communities, and more - to inform the transition process.



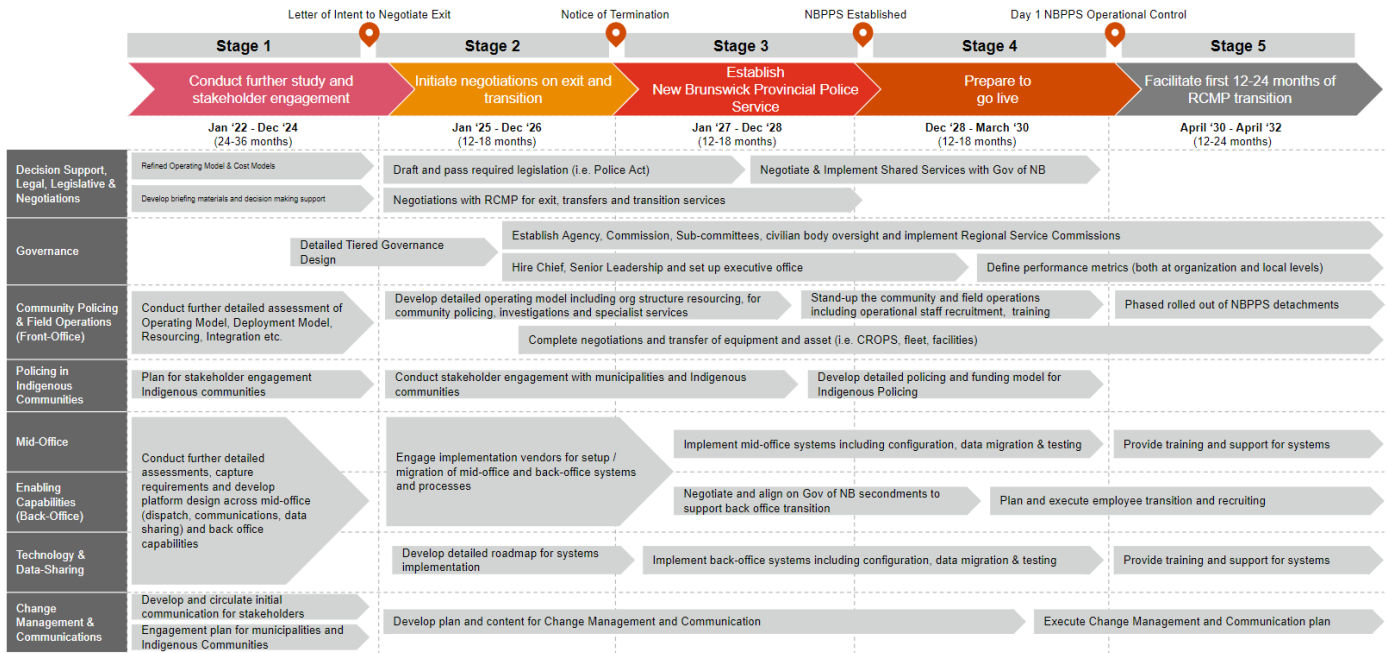
The five transition stages are as follows:

- 1. Conduct Further Study and Stakeholder Engagement:** Following the conclusion of the RCMP Transition Feasibility Study commissioned by the Government of New Brunswick Department of Justice and Public Safety, it is expected that the Government of New Brunswick will deliberate on the outcomes and recommendations of the Study to determine whether to proceed with further exploration of a potential future New Brunswick Provincial Police Service. If a decision is made to proceed, there will be a period (potentially starting as early as January 2022) of increased communication and briefings, decision-making support, stakeholder engagement, further analysis, and detailed study to refine the recommended model and related cost analysis. Following this period of further study, the Government of New Brunswick will be called upon to make another decision to either proceed or not and, if approved, this stage of the transition will conclude with a **Letter of Intent (LOI)** to the RCMP signalling the start of negotiations for a potential transition of services.

2. **Initiate Negotiations on Exit and Transition:** The Letter of Intent (LOI) sent to Public Safety Canada will trigger Stage 2 of the transition, which is heavily focused on preparing for the establishment of a New Brunswick Provincial Police Service. This stage includes initial negotiations with Public Safety Canada and the RCMP, the development of a fully-staffed Transition Management Office (TMO), and a detailed transition plan. Following this period, the Government of New Brunswick will need to make another decision to proceed (or not) and, if approved, this stage of the transition will conclude with a formal Notice of Termination provided to the RCMP, triggering the transition period.
3. **Establish a New Brunswick Provincial Police Service:** Stage 3 is focused on creating the new provincial police service, including building the top level governance and leadership structure for the organization, which will eventually assume leadership over the transition, and preparing to stand up operations. Roles for the Provincial Police Commission, the Chief of Police, and other senior leaders should be filled as soon as possible once legislation is passed to allow for the detailed operating model design and transition plan to be finalized. Negotiations with Public Safety Canada will determine specific transition requirements.
4. **Prepare to Go Live:** Once provincial police service leaders are in role and detailed transition plans are approved, Stage 4 will commence to stand up the provincial police service's operations. In parallel, ongoing detailed functional planning will be underway to enable the overall transition plan. Establishing fully operational enabling capabilities, including HR, finance, procurement and IT will be prioritized initially to ensure they can support the build up and transition of frontline community policing operations. A small contingent of frontline operational staff could be recruited and onboarded in this stage to be ready for Day 1 of the provincial police service's command of detachments in Stage 5.
5. **Facilitate First 12-24 Months of RCMP Transition:** Stage 5 - the *final* stage - could potentially start in January 2031. It marks the inauguration of the New Brunswick Provincial Police Service's full-fledged operations and command over the initial detachments. This stage will be rolled out as a gradual ramp up of community policing operations by the new provincial police service across New Brunswick. The proposed plan is to begin with a small number of detachments for a short period of time (approximately 1-3 months) before expanding operations to the next wave of detachments. The full transition of detachments in New Brunswick is expected to be completed over 12-24 months, culminating in the new provincial police service assuming control over all provincial policing responsibilities starting between April 2030 2031 and April 2032.

The Transition Roadmap outlined in this report lays out the detailed activities required spanning a number of work streams over these five stages. The Transition Management Office and the Department of **Justice and Public Safety (JPS)** will manage the transition - from the completion of the Study through the stakeholder engagement stage and into negotiations with the RCMP (Stages 1 and 2). Once the Notice of Termination is given to the RCMP, the transition program will shift from planning to operationalizing the future model. Stages 3 to 5 will be managed by New Brunswick Provincial Police Service leadership with support from the Transition Management Office (TMO). The Transition Management Office will work closely with the Chief of Police and the leadership team to ensure critical operational activities are completed and enable a smooth roll out of the new provincial police service between April 2032.

The Transition Roadmap lays out the activities that must be undertaken by the various work streams across Stages 1 to 5 to ensure a smooth transition. An overview of the different work streams, and their initiatives, is presented in the visual below and explored in further detail throughout the report.



For each initiative, this Transition Roadmap provides:

- Initiative name
- High-level timelines
- An overview of the purpose of the initiative and key activities
- An indication of the strategic importance and complexity to implement
- A description of potential risks and other considerations
- A description of potential interdependencies

Transition Cost Drivers

High-level cost drivers (e.g., Transition Management Office, legal, real estate, equipment, technology, change management and communications) and opportunities for further analysis are described in the report to support the province's decision on whether to proceed with a provincial police service. Cost modelling or estimates of transition costs are not in scope for this Transition Roadmap.

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Background

2. Background

2.a Overview of the RCMP Transition Feasibility Study for the Province of New Brunswick

The purpose of the RCMP Transition Feasibility Study (“Study”) is to assess the current costs of RCMP services in New Brunswick (J Division) and to develop a preliminary recommendation for a provincial policing model, as well as a high-level roadmap and cost drivers, for a potential transition from the RCMP for the consideration of the Government of New Brunswick.

Fundamentally, this Study is not intended to put forward a recommendation to the Government of New Brunswick on whether or not the province should pursue a transition to a provincial police service.

The Study was delivered in three phases of work between October 2021 and December 2021. The phases of the project are outlined below:

Phase 1: Define the Current State Services, Operations, and Costs

The objective of the first phase of work was to develop an understanding of how policing services are delivered by the RCMP today across the province, including in rural, remote, and Indigenous communities. In order to assess the feasibility of a potential New Brunswick Provincial Police Service from the perspective of services and capabilities, quality, and costs, an understanding of the current state needed to be established, including:

- 1) Services and capabilities provided; and
- 2) Functional and operational considerations

In Phase 1, the Study examined the services and capabilities the RCMP provides today based on existing knowledge of RCMP operations in other provinces as well as data provided by the New Brunswick Department of Justice and Public Safety.

Phase 2: Articulate a New Brunswick Provincial Police Service Future Concept of Operations Model

Envisioning a ‘fit for New Brunswick’ provincial police service started with the desired target state. To get there, this Study was shaped by a Jurisdictional Scan Report, delivered to JPS on November 22 2021, which showcased innovative policing models and practices across other jurisdictions - in Canada and globally. The case studies featured in the Jurisdictional Scan Report served to validate the overarching vision and strategy for a potential future New Brunswick Provincial Police Service, and to establish guiding design principles and ‘non-negotiables’ to articulate a preliminary recommendation for a provincial policing model.

Throughout this phase, and informed by input from JPS, we reimagined what a provincial policing model could look like for New Brunswick, including collaboration with municipal and regional police services; other provincial services, such as additions and mental health; and even other provinces to rethink how law enforcement and broader community safety services are delivered, and to define a high-level operating model and organizational structure to enable integrated operations.

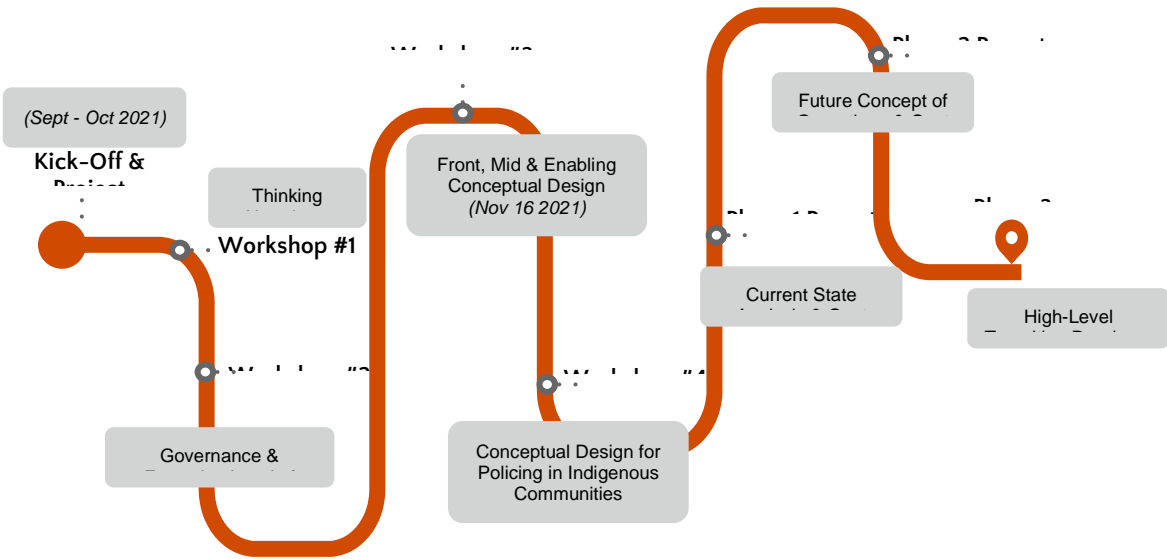
The future concept of operations model is supported by a financial costing model, including an estimate of human resources, real estate, administration, and other costs.

Phase 3: Build a High-Level Transition Roadmap

The third phase of this Study focuses on developing a high-level roadmap for a potential transition to a future New Brunswick Provincial Police Service. The intent of this Transition Roadmap is to provide an overview of an approach the province of New Brunswick could take to enable the transition, and identify critical next steps and activities to support the transition. Moreover, this phase of work identifies cost drivers and considerations associated with supporting a potential transition. It does not provide a cost estimate of the transition.

Once completed, this Study will be submitted to the Department of Justice and Public Safety, for its consideration, to inform decision-making.

The graphic below captures the project lifecycle from September to December 2021.



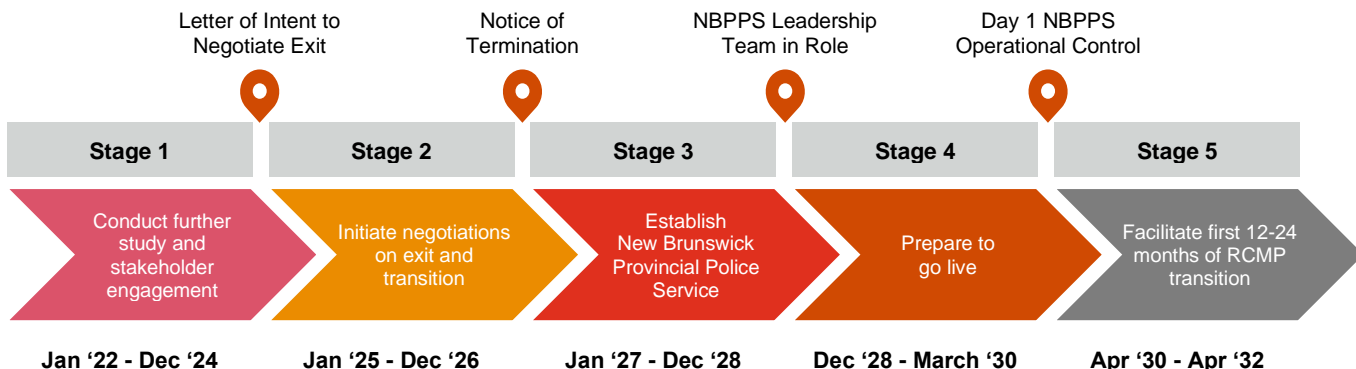
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Approach & Methodology

3. Approach & Methodology

In order to effectively transition from the current state of policing in New Brunswick under the RCMP to the envisioned future state, there are numerous activities that must be performed. The high-level process for a transition is presented in the sections that follow in the form of a Transition Roadmap. The Transition Roadmap provides an overview of the major milestones and critical initiatives that a future New Brunswick Provincial Police Service will need to undertake in order to transition from the RCMP to a 'fit for New Brunswick' provincial police service. This roadmap can be leveraged to facilitate further detailed planning and analysis, which will be required prior to finalizing the transition of services.

The Transition Roadmap is structured in five distinct, albeit interconnected, stages:

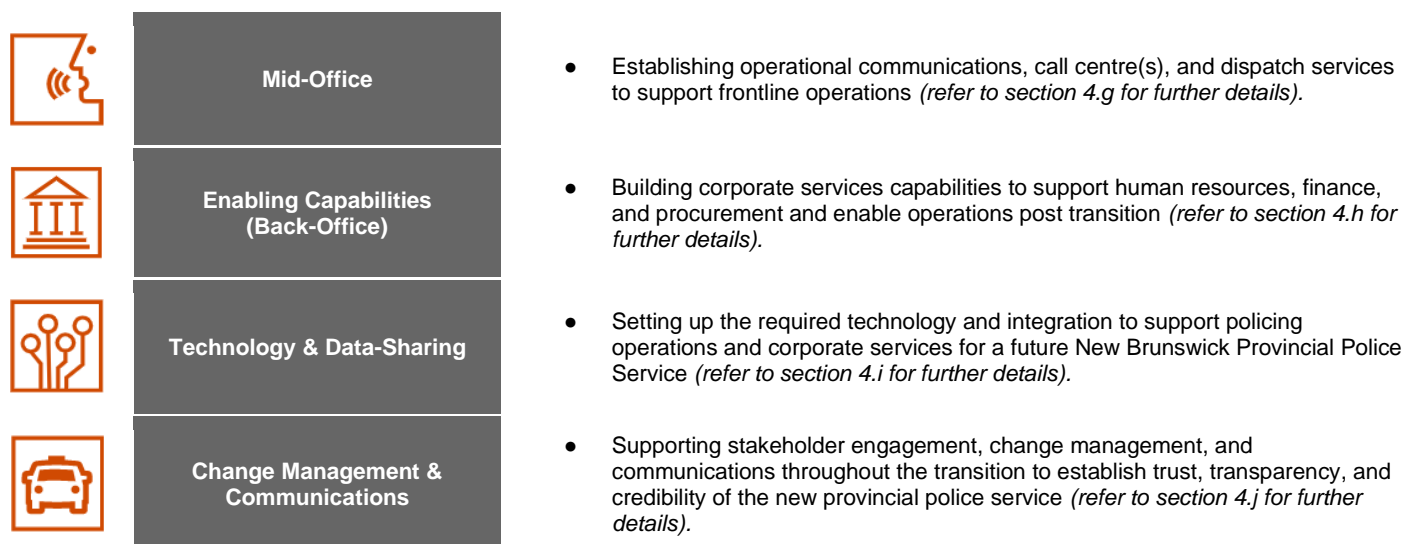


Each of these five stages is underpinned by a number of recommended initiatives in partial fulfillment of the transition process. Initiatives are the key activities that should be undertaken, and completed, at various points in the transition process. A transition of this size and complexity will require collaboration from multiple stakeholder groups, and key activities are expected to evolve, or even change, as the transition progresses.

This Transition Roadmap aligns those initiatives with elements of the operating model and transition management structures that are required to stand up a fully operational New Brunswick Provincial Police Service. These elements are presented below.

Transition Elements

	Transition Management Office (TMO)	<ul style="list-style-type: none"> • Standing up a program management team to oversee the transition, escalate risks, and report to leadership and key stakeholders (<i>refer to Section 4.b for further details</i>).
	Decision, Legal, Legislative & Negotiation Support	<ul style="list-style-type: none"> • Supporting legal requirements related to the transition, including assisting decision-makers; passing legislation (e.g., potential amendments to the <i>Police Act</i> or even new legislation, if required); and negotiating the termination of the RCMP contract with Public Safety Canada to ensure a smooth transition (<i>refer to Section 4.c for further details</i>).
	Governance	<ul style="list-style-type: none"> • Establishing the governance structure, and related bodies, to oversee a future New Brunswick Provincial Police Service and to provide strategic oversight throughout the transition and operations (<i>refer to section 4.d for further details</i>).
	Community Policing & Operations (Front-Office)	<ul style="list-style-type: none"> • Rolling out frontline community policing and field operations services under the command of the new provincial police service, and managing the transfer of services from the RCMP (<i>refer to section 4.e for further details</i>).
	Policing in Indigenous Communities	<ul style="list-style-type: none"> • Developing an approach for conducting broad stakeholder engagement and co-creating a future model of policing in Indigenous communities in New Brunswick (<i>refer to section 4.f for further details</i>).



Behind each of these transition elements are numerous initiatives and activities. The Transition Management Office will be responsible for ensuring the resources required to perform those activities are available to enable a smooth transition.

Key Considerations

This Transition Roadmap has been developed as an *initial* approach to transition that could be leveraged by the Government of New Brunswick and the Transition Management Office to deliver the transition to a New Brunswick Provincial Police Service. A preliminary assessment of select interdependencies has been provided in the descriptions of individual initiatives, and - at any point in the transition - several initiatives and activities will be in flight. This report provides an overview of the progression of initiatives based on the analysis that has been conducted in fulfilment of the Study. This progression should be evaluated periodically and adapted, as required, and should not be interpreted as a definitive pathway to transition.

Complex transition roadmaps for projects, like this, will inevitably have multiple streams of work occurring in parallel, and a rigorous program management structure and methodology is critical to ensuring success. The Transition Management Office should ensure that common tools and templates are leveraged to manage the transition and each initiative. Individual initiative dashboards that monitor progress and risks should also be rolled up into a broader program dashboard to provide visibility into the progression of the overall transition, including the potential for delays, resource constraints, and other risks. This visibility is essential to transition management to ensure all critical risks are identified and mitigated in a timely manner.

Additionally, it is vital that sufficient resources are onboarded and engaged in the transition program, including a mix of subject matter experts and a fully-dedicated delivery team, to execute the activities and ensure a smooth transition.

Transition Guiding Principles

The complexity of the transition, and the diversity of approaches to it that could be pursued by the Government of New Brunswick, requires guiding principles to anchor the decision-making process and transition plan. These guiding principles serve as a point of reference to define the overarching transition approach and prioritize initiatives and activities.

The Transition Roadmap provides a high-level overview of the initiatives required to transition. This roadmap can, and should, evolve as detailed transition planning gets underway. The guiding principles should be revisited throughout the transition process to anchor decision-makers along the change journey.

The transition guiding principles we are proposing are as follows:

True North Guiding Principle



Public Safety First

Public safety is paramount, and the transition process must not disrupt frontline services.

Overarching Transition Principles



Collaboration

Creating a transition environment and plan that builds opportunities to collaborate, develop working relationships, and work through transition together (RCMP, Indigenous Communities, Municipalities, Government of New Brunswick Ministries) will be more effective and allow for better decisions.



Clear Decision-Making & Accountability

Leadership must be clear for all elements of the transition - front line operations & back office functions must have a clear command structure and accountable leadership in delivering on the transition from start to finish.



Clear Ownership

The transition plan will - and should - evolve as the province embarks on the transition journey. A future New Brunswick Provincial Police Service should oversee the detailed transition plan, and make necessary decisions, to ensure ownership of the new organization.



Trust & Effective Change Management

Managing change effectively must be a top priority throughout the transition - for New Brunswickers, employees of the new provincial police service, and partners. Change often brings with it uncertainty and fear, and structured change management throughout will be essential to building trust and credibility for a New Brunswick Provincial Police Service.

Operational Transition Principles



Start Slowly & Build Confidence

A cautious approach to standing up operations and frontline services will serve a future New Brunswick Provincial Police Service well. The province should start small and think carefully about the first detachments over which it assumes control to apply lessons learned over the transition lifecycle. Throughout, it should review, iterate, and continuously improve the process as operations scale up.



Clear Operational Command

There will likely be a period of overlap during which *both* the RCMP and the New Brunswick Provincial Police Service coexist in the province and exercise responsibility for services in adjacent jurisdictions. Clarifying which organization is in command in various operational situations must be defined and supported by **Standard Operating Procedures (SOPs)**, and should be reassessed throughout the transition.



Build First, Then Scale Up

A future New Brunswick Provincial Police Service will need to be a fully functioning police service as soon as it assumes command of detachments. This will require community policing, specialist capabilities, and back office functions to be established and subsequently scaled up as the transition progresses.

These principles served as guideposts for the development of this Transition Roadmap and should be leveraged if the Government of New Brunswick decides to proceed with a transition to a New Brunswick Provincial Police Service.

The structure of this report will mirror the transition elements highlighted above, with a description of the initiatives underlying each work stream that must be undertaken to execute the transition. For each initiative identified, this report provides the following details:

For each initiative, this Transition Roadmap provides:

- Initiative name
- High-level timelines
- An overview of the purpose of the initiative and key activities
- An indication of the strategic importance and complexity to implement
- A description of potential risks and other considerations
- A description of potential interdependencies

High-level cost drivers (e.g., Transition Management Office, legal, real estate, equipment, technology, change management and communications) and opportunities for further analysis are described in the report to support the province's decision on whether to proceed with a provincial police service.

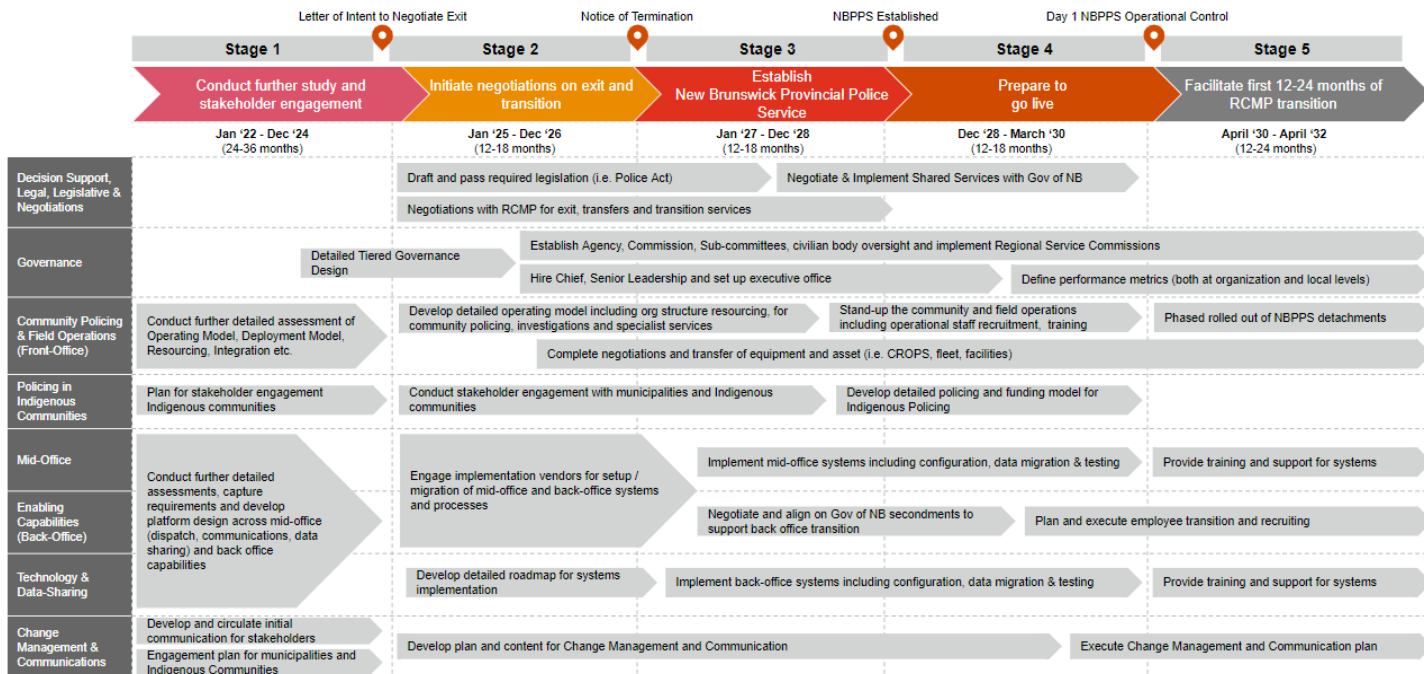
Estimates of transition costs are not in scope for this Transition Roadmap.

4

Transition Roadmap

4. High-Level Transition Roadmap

The Transition Roadmap presented in this report provides a perspective of the various activities that need to be executed to ensure a smooth transition to a New Brunswick Provincial Police Service. The roadmap is divided into five stages of effort and, while these stages are presented as five distinct groupings of initiatives, there will inevitably be an overlap between activities across two or more stages. Further details of the five stages of transition, including the various initiatives and activities aligned to them, are presented below.



4.a Overview of Transition Stages

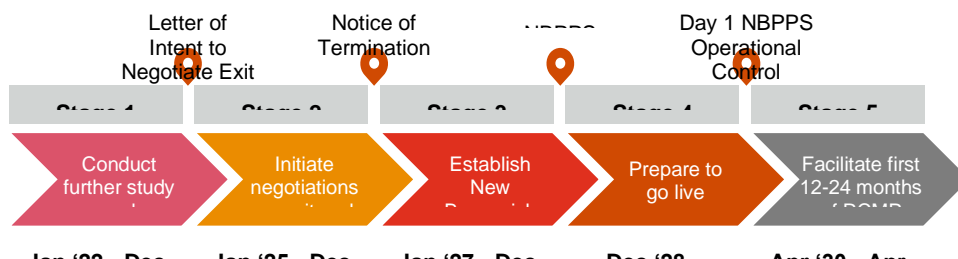
Each of the 5 transition stages are designed to provide a high level perspective of the initiatives and activities that need to be executed to reach the four major milestones identified below; specifically:

Milestone 1: Letter of Intent to Negotiate Exit (End of Stage 1) - A letter of intent to negotiate is provided to the RCMP to initiate preliminary negotiations between the Government of New Brunswick and the Government of Canada over a potential transition.

Milestone 2: Notice of Termination (End of Stage 2) - A formal notice of termination is provided to the RCMP, triggering the 24-month formal negotiation and transition period.

Milestone 3: NBPPS Leadership Team in Role (End of Stage 3) - The New Brunswick Provincial Police Service is established with a fully operational Provincial Police Commission, Chief of Police, and senior leadership team in role.

Milestone 4: Day 1 NBPPS Operational Control (End of Stage 4) - The New Brunswick Provincial Police Service assumes command over the first set of detachments in the province.



Stage 1: Conduct Further Study and Stakeholder Engagement



Following the conclusion of the RCMP Transition Feasibility Study commissioned by the Government of New Brunswick Department of Justice and Public Safety, it is expected that the Government of New Brunswick will deliberate on the outcomes and recommendations of the Study to determine whether to proceed with further exploration of a potential future New Brunswick Provincial Police Service.

If a decision is made to proceed, there will be a period of increased communication and briefings, decision-making support, stakeholder engagement, further analysis, and detailed study to refine the recommended model and related cost analysis. Following this period of further study, the Government of New Brunswick will be called upon to make another decision to either proceed or not and, if approved, this stage of the transition will conclude with a Letter of Intent (LOI) to the RCMP signalling the start of negotiations for a potential transition of services.

This stage consists of the following primary activities:

- Prepare briefing materials for government leaders
- Conduct further analysis for decision-makers (e.g., Department of Justice and Public Safety leaders, including the Minister, and the Premier of New Brunswick)
- Refine the operating model and related cost model
- Develop public communications and messaging
- Build a detailed stakeholder engagement plan for municipalities, municipal associations, and Indigenous communities among others

This work will begin following the completion of the RCMP Transition Feasibility Study and a period of review and decision-making by government leaders. Stage 1 will begin as early as January 2022 with an expected end date of December 2024. The Government of New Brunswick could decide to discontinue the work related to a provincial police service transition.

Based on further study and analysis, the Government of New Brunswick will need to decide whether to proceed. If the transition is approved, this stage of the transition will culminate in a Letter of Intent (LOI) provided to the RCMP, signalling the start of negotiations for a potential transition of services. This Letter of Intent indicates the province's willingness to initiate the formal transition process, but does not yet serve as a trigger for the termination clause of the PPSA.

The Letter of Intent provided to the RCMP is a major milestone and marks the beginning of Stage 2.

Stage 2: Initiate Negotiations on Exit and Transition

The Letter of Intent (LOI) sent to Public Safety Canada will trigger stage 2 of the transition, which is heavily focused on preparing for the establishment of a New Brunswick Provincial Police Service. This stage includes initial negotiations with Public Safety Canada and the RCMP, the development of a fully-staffed Transition Management Office (TMO), and a detailed transition plan. Following this period, the Government of New Brunswick will need to make another decision to proceed (or not) and, if approved, this stage of the transition will conclude with a formal Notice of Termination provided to the RCMP, triggering the transition period.

This stage consists of the following primary activities:

- Initiate exit and transition negotiations between the Government of New Brunswick and the Government of Canada
- Prepare legislation required to legally establish a New Brunswick Provincial Police Service
- Start the early stages of completing the detailed operating model design to be finalized with the provincial police service leadership in Stage 3
- Start the early stages of completing the detailed transition plan to be finalized with the provincial police service leadership in Stage 3
- Assess mid-office and technology requirements
- Undertake ongoing stakeholder engagement and change management activities
- Draft required legislation

This stage is slated to begin in January 2025 and will carry on for approximately 12-18 months until December 2026 or so. Initial negotiations with the RCMP could be a factor in determining the duration for completing this stage of work and may need to be extended beyond 12-18 months. Preliminary negotiations should establish shared transition principles and a mutual agreement on high-level terms, timelines, and the expected transfer of assets. For the province, these negotiations should focus on maintaining a strong relationship with the RCMP and ensuring both parties continue to collaborate in support of federal policing services, such as border security and anti-terrorism activities.

The Government of New Brunswick could decide to cease the process of establishing a New Brunswick Provincial Police Service at any point in this stage without significant consequences. However, Stage 2 culminates with the formal notification of termination of the Provincial Police Service Agreement (PPSA) at which point it may be difficult to reverse course and remain with the RCMP. The decision to give notice should be made by the Government of New Brunswick after careful consideration and public engagement.

The conclusion of Stage 2 is marked by the Government of New Brunswick providing formal notice to the RCMP by invoking the termination clause in the Provincial Police Service Agreement (PPSA).

Stage 3: Establish a New Brunswick Provincial Police Service

The third stage of transition is focused on formally establishing a New Brunswick Provincial Police Service, including building the top level governance structure for the organization and preparing to stand up its operations. The Provincial Police Commission, the Chief of Police, and other senior leadership should be in role as soon as possible once legislation is passed to allow for the detailed operating model design and transition plan to be finalized.

As the New Brunswick Provincial Police Service is being established, ongoing negotiations with the RCMP will require a high level of effort. The Government of New Brunswick and the Government of Canada will have a 24 month period to arrive at an agreement on how the transition will be managed, required support, roles and responsibilities of both parties throughout the transition period, and the transfer of equipment and assets.

This stage consists of the following primary activities:

- Negotiate exit and transition conditions with the Government of Canada, including transition timelines, services, asset transfers, and operations
- Pass legislation establishing a New Brunswick Provincial Police Service
- Appoint a Provincial Police Commission
- Hire a Chief of Police
- Finalize detailed operating model design, which is approved by the provincial police service leadership team
- Complete detailed transition planning, which is approved by the provincial police service leadership team
- Conduct ongoing stakeholder engagement and change management activities

Stage 3 is targeted to end in December 2028 with a fully operational New Brunswick Provincial Police Service leadership team in role. The provincial police service will take the lead on transition from this point forward and will be supported by the Transition Management Office. The detailed work plan, operating model, and all major decisions will be owned by the New Brunswick Provincial Police Service leadership team for the remainder of the transition and continue for all operations indefinitely.

The milestone at the end of Stage 3 is the presence of a fully operational New Brunswick Provincial Police Commission, Chief of Police, and senior leadership team.

Stage 4: Prepare to Go Live

After the New Brunswick Provincial Police Service leadership team is in role and the detailed plans are approved, work will commence on standing up operations in the province. Detailed functional planning may still continue in this stage to support the overall transition plan and timelines. Efforts to establish fully operational enabling capabilities, including HR, finance, procurement, and IT, will be prioritized initially to be stood up to support the build, and transition of, frontline community policing operations. A small number of frontline operational staff are expected to be recruited and onboarded in this stage to ensure readiness for Day 1 of the provincial police's command of detachments.

This stage consists of the following primary activities:

- Build operational enabling capabilities and establish **Service Level Agreements (SLAs)** between the Government of New Brunswick and the new provincial police service
- Stand up fully operational mid-office capabilities, including dispatch and communications
- Implement required IT infrastructure and systems
- Procure necessary equipment, assets, and services
- Execute asset transfers, as negotiated
- Perform activities identified in the detailed operational transition plan
- Recruit, hire, and train a small number of New Brunswick Provincial Police Service members to prepare for the police service's command of detachments on Day 1
- Enter into agreements with other police services for shared resourcing, specialist capabilities, and interoperability
- Develop Standard Operating Procedures (SOPs), policies, risk management capabilities and command structure for the new provincial police service

The fourth stage of work will require the most effort and highest amount of resources to deliver, and select initiatives should begin in Stage 3 to ensure timelines are met. The size and scope of the New Brunswick Provincial Police Service will grow rapidly in this stage of work, and a strong, cross-functional leadership team will need to be in role to ensure the transition progresses smoothly and that the police service is built to fulfill the mandate of a modernized police agency focused on community policing. Requirements for secondments from the RCMP and legal agreements required to facilitate parallel operations of the RCMP and NBPPS through transition will need to be carefully planned and considered including and legislative changes needed. The leadership team and the Transition Management Office will need to collaborate to manage the various complex initiatives in the recommended timeline. The highest risk of replicating existing culture and ways of working is in this stage of work if a commitment to the vision of a new provincial police service is lost in the rush to 'get things done'.

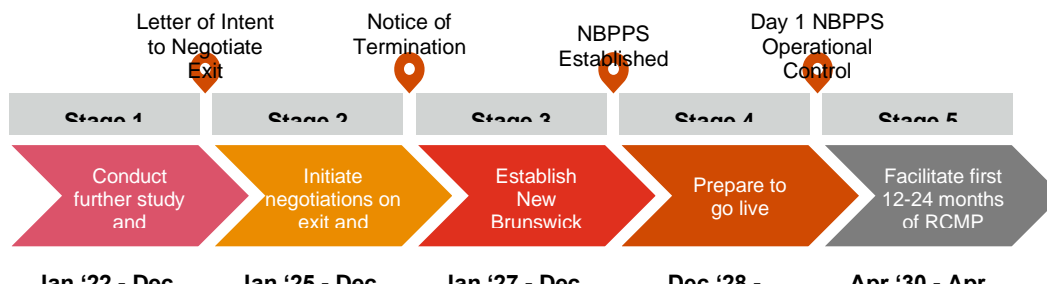
Stage 4 will culminate with the new provincial police service becoming operational and assuming command of the first detachments in New Brunswick.

Stage 5: Facilitate First 12-24 Months of RCMP Transition

Starting in April 2030, the New Brunswick Provincial Police Service will assume command of the initial detachments in the province. The fifth stage of transition will be the gradual ramp up of community policing operations by the provincial police service in New Brunswick. The proposed plan is to begin with a small number of detachments and commence operations for a short period of time (1-3 months) before expanding operations to the next group of detachments. After each expansion of command over detachments, there should be an assessment of any lessons learned, operational challenges, and key success factors that could be considered in future expansions. This methodology of starting slow and small and ramping up over time will be imperative for building confidence and reducing public safety risks associated with transitioning services.

The full transition of detachments to the provincial police service could take approximately 12-24 months to complete with the RCMP's provincial policing responsibilities potentially ending in April 2032.

4.b Transition Management Office



Overview:

The Transition Management Office (TMO) is the overarching project management body that provides oversight and direction for the whole NBPPS transition. As there are multiple elements (e.g., Community policing, enabling capabilities, change management and communications, etc.) working on various initiatives during the transition, the TMO provides a framework, approach, tools and templates to support the teams with their planning and execution of initiatives.

The Transition Management Office and the Department of Justice and Public Safety will manage the transition from the completion of the original study through the stakeholder engagement stage and into negotiations with the RCMP. After the Notice of Termination is given to the RCMP, the transition will shift from planning and preparation to operationalizing the future organization. The TMO will work closely with the Chief of Police and the leadership team to ensure that all of the key operational activities are completed to ensure a smooth roll out of NBPPS.

Key Responsibilities of the TMO:

- **Develop and adapt detailed work plans across all Stages:** The TMO will guide all of the different element (workstream) leaders to develop a workplan identifying all of the key activities and sub activities that need to be completed as per the roadmap. The detailed plan should include expected start dates, due dates, responsible owner and identify any dependencies across workstreams. Detailed work plans and the broad detailed transition plan should be reviewed and approved by NBPPS senior leadership before being finalized. Any changes to the transition plan that occur should also be approved by the NBPPS leadership team.
- **Monitor workstream progress:** TMO will hold weekly meetings with the Lead of each workstream to track the progress of activities against the plan and identify any risks or issues.
- **Manage dependencies:** A number of the activities within each workstream are often dependent on activities in other workstreams. These cross functional dependencies need to be identified, tracked and actively monitored to ensure that progress is not impeded across the workstreams due to any delays.
- **Establish and Negotiate the Risk Management Process:** All parties will need to collaborate on the development of a risk management framework, including the dispute resolution process and ownership of risk agreements. This framework needs to be agreed upon as a crucial initial task, with the RCMP and the NBPPS as the key partners.
- **Escalate and resolve risks and issues:** All risks need to be carefully monitored, tracked and resolved in a timely manner. Any critical risks or issues to the overall program should be escalated to the leadership and any other relevant key stakeholders for guidance and resolution.
- **Drive key decisions required:** TMO should escalate and drive any decisions required to the leadership team. These decisions will be critical for the teams to progress on their activities and should not be delayed.
- **Monitor resource allocation:** TMO should actively monitor the resourcing needs of the various work streams and ensure that sufficient support is provided as needed.
- **Negotiate exit with RCMP and Transition Services Agreement:** TMO will be responsible for managing the exit negotiations process with RCMP in collaboration with the Government of New Brunswick and the legal workstream. This will include detailed discussions on timeline, our approach to transitioning detachments, as well as defining the detailed list of transition services. Transition services relate to the list of services that will need to be provided by the RCMP post exit until NBPPS can provide these services on its own. Further details on [Transition Service Agreements \(TSA\)](#) are provided in section 4.c.6 under "Complete Exit & TSA Negotiations with Public Safety Canada and the RCMP".
- **Provide execution support:** The delivery team within the TMO will be responsible for execution of stand up activities especially for back office and legal functions (details outlined under responsibilities of the delivery team below).

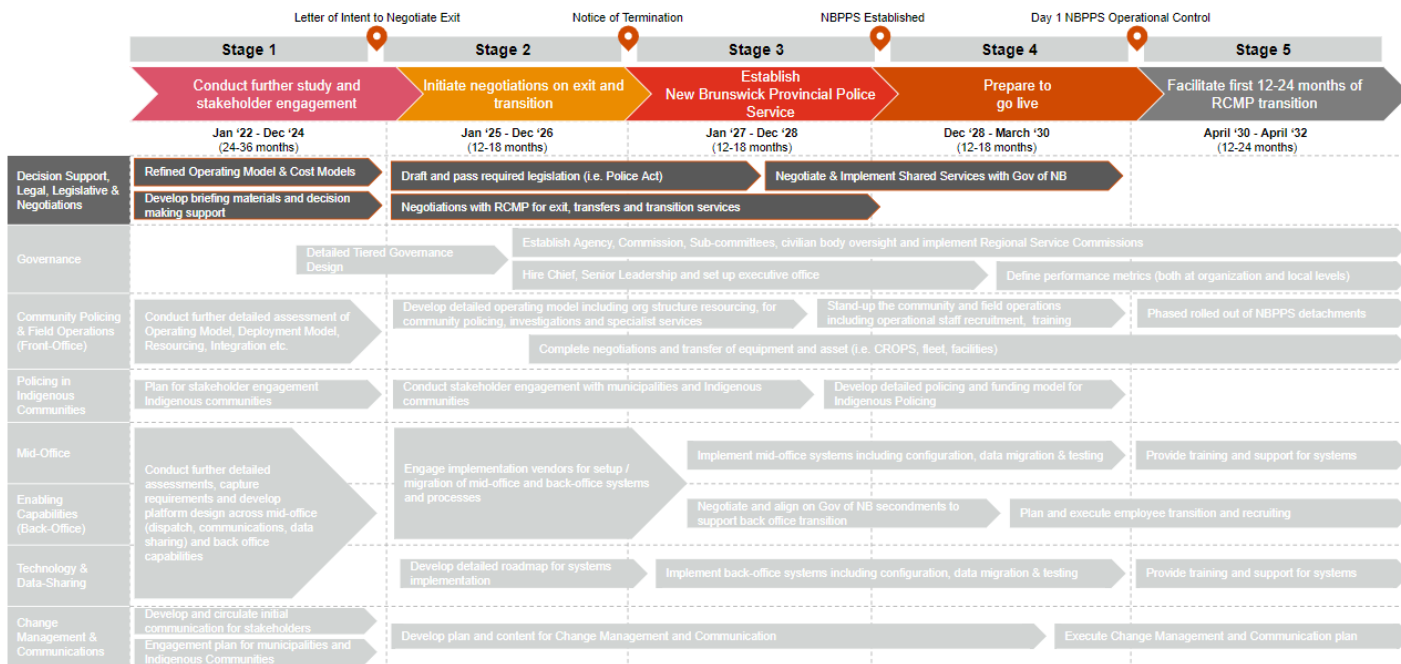
The TMO is composed of four distinct groups:

1. **Project leadership / Steering Committee:** This group is the overarching governance board for the transition management office and provides the vision and direction for the whole project. They resolve any escalations, conflicts, resource shortages and make critical decisions to drive the project forward.
2. **Core Transition Team:** Oversees the entire transition project, provides framework, develops detailed planning in collaboration with the build and delivery teams, monitors progress regularly and provides reporting to the Steering committee. Monitors, identifies and manages risk, manages dependencies and drives the delivery teams and all workstreams forward.
3. **Build Team (Supporting SMEs):** This group consists of subject matter experts from each of the key functional areas required for NBPPS to be established including Information Technology, Human Resources, Policing capabilities/services, Equipment, Facilities, Legal, Indigenous Policing, and Communications and change management. These leaders will provide critical direction and guidance to each of

the elements/workstreams and are assumed to be existing Government of New Brunswick resources seconded to support the transition. Other key responsibilities would include:

- **Negotiating exit with RCMP and the associated Transition Services Agreement:** The transition support/delivery team should include experts for intergovernmental negotiations who would support the negotiation with Public Safety Canada and the RCMP regarding the exit from PPSA and MPSA policing agreements (eg. effective date for termination, balance payments) as well as transfer of equipment, fleet, buildings and land. They would also be involved in getting RCMP aligned on the transition approach and the specifics of how transition would happen across the province (eg. operating some detachments during the transition period as NBPPS ramps up), the services provided in these detachments as well as any costs associated with the same. This would be negotiated and documented in the Transition Services Agreement.
 - **Negotiating service agreements with the Government of New Brunswick:** The transition delivery team would also support negotiation of service agreements with the Government of New Brunswick for the shared services. The transition team will need to align on the services being provided by the Government of New Brunswick as well as the service levels for each (e.g. service level for approval of purchase orders, turnaround time for posting a job opening).
4. **Delivery Team:** This team is responsible for the execution of the activities identified in the transition plan with the guidance and support of the Build and the Core Transition Team. Delivery team resources are assumed to be seconded from the Government of New Brunswick to support the transition. They provide regular progress updates on the activities, escalate issues and risks for timely resolutions. In particular, these teams will be responsible for the provision of:
- **Recruitment function:** The transition support/delivery team would be executing employee contracts, payroll set up, benefits and pension setup for new recruits. They would also be supporting the pension and benefits transfer for recruits from the current RCMP and New Brunswick teams.
 - **Technology Team delivery:** The delivery team seconded for technology transition would be involved in system design and build activities for back office systems, data segregation and migration, supporting end user testing, go-live and support. The teams should also perform activities related to developing interfaces across different platforms, setting up technology infrastructure (i. e. data centers, servers, network, telephony), and configuration of security and access controls.
 - **Other transition activities:** The delivery team would perform transition related activities for finance (eg. setting up general ledger, opening balance, bank accounts) and branding (e.g., signage removal and installation).

4.c Decision Support, Legal, Legislative & Negotiations



The transition from the RCMP to a potential NBPPS will require detailed decision making support and a number of legal requirements to be fulfilled. The Government of New Brunswick will need to fulfill a number of legal requirements and conduct complex negotiations with Public Safety Canada in order to establish a provincial policing service in New Brunswick including legislative actions, contractual obligations and processes outlined in the PPSA. Other formal negotiations will need to be completed with various stakeholders to manage the transition process and eventual exit of the RCMP from provincial policing responsibilities in New Brunswick.

Close cooperation and communication between the Government of New Brunswick, the Transition Management Office, Public Safety Canada, the RCMP and, eventually, the New Brunswick Provincial Police Service will be required to manage the decision making process and legal steps required to effectively transition.

The initiatives related to managing the legal processes include:

- Additional detailed analysis to support decision making:
- Preparation of Briefing Materials
- Refined Operating Model & Cost Assessment
- Letter of Intent and Initial Negotiations with the Public Safety Canada
- Complete Exit and TSA Negotiations with Public Safety Canada
- Negotiate Service Level Agreements with the Government of New Brunswick
- Drafting Required Legislation
- Passing Required Legislation

4.c.1 Initiative: Additional detailed analysis or study to support decision-making

Timeline:		Prioritization:	
Phase(s):	Stages 1 and 2	Strategic Priority:	High
Lead:	Transition Management Office (TMO) / Department of Justice & Public Safety (JPS)	Complexity:	High

Overview & Key Activities:

The analysis provided by the transition study team may need to be further supplemented by additional detailed study and operating model design and related elements regarding business and technology requirements, benefits, or costs associated with delivering front line

community policing and field operation capabilities in order to allow Government of New Brunswick to have the desired information throughout the decision making process.

Risks & Considerations:

- Due to the complexity of the proposed model and related costing, the availability of data and the capability to perform the analysis required need to be carefully managed.
- Sufficient data may not be available from the RCMP or there may be limited data sharing which could impact the quality of analysis and key findings.

Interdependencies:

- Further analysis of the model, transition plan or related costs cannot be completed until briefing materials are prepared and the Final Report is delivered as a part of the Transition Study Project.
- More details on areas of further study required relating to decision making support and operating model and cost model can be found in supplement 7.1 (areas of further study ID # 1-14)

4.c.2 Initiative: Preparation of briefing materials

Timeline:		Prioritization:	
Stage(s):	Stage 1	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

Overview & Key Activities:

This report will be provided to the Government of New Brunswick to assist in the decision making process and to inform next steps for the Government of New Brunswick, due to the length and detailed analysis completed, it is necessary to prepare communication packages with key information to Government of New Brunswick members that are concise summaries of the work completed to date. These summaries must accurately reflect the analysis and recommendations of reports and deliverables prepared by the New Brunswick Provincial Police Transition Study Project.

Risks & Considerations:

- Communication packages should focus on the value-added elements and differentiation of the proposed model and provide context for what innovative services are and are not possible under the current model of policing in New Brunswick. The packages may need to be tailored for different audiences.
- There will be some complexity in developing tailored messages that encompass the entirety of the proposed model, related costing, and transition activities while emphasising the elements of the analysis that are most relevant to those stakeholders.

Interdependencies:

The development of materials will be required in a short period of time after the completion of the final transition study report due on April 30, 2021 and may require additional support in order to completely develop the materials required in the timeframes requested

4.c.3 Initiative: Refined operating model and cost assessment

Timeline:		Prioritization:	
Stage(s):	Stage 1	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	High

Overview & Key Activities:

The detailed analysis of the recommended operating model and the related costing will need to be summarized and provided to decision makers to present a more comprehensive view of the feasibility, benefits, and costs of the recommended policing model. This analysis should provide a more detailed view of each of the identified capabilities, resourcing requirements to support service delivery and the cost implications to the province.

Risks & Considerations:



- The availability of data in the individual areas for further study will have an impact on the accuracy and completeness of the next level of costing and model development.
- Additional detailed information will increase the complexity of developing a cost model for the future model of policing and transition. The accuracy of preliminary assumptions will need to be validated, updated, or replaced with detailed information.

Interdependencies:

- A complete and refined operating model and cost assessment will be dependent on the timelines required to complete the individual elements.

4.c.4 Initiative: LOI & initial negotiations with Public Safety Canada

Timeline:		Prioritization:	
Stage(s):	Stage 2	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	High

Overview & Key Activities:

Due to the complexity of negotiations and with consideration given to the timeline of previous negotiations, the Government of New Brunswick should provide a letter of intent to Public Safety Canada to initiate negotiations on a transition from the RCMP prior to termination of the PPSA. The letter of intent can be viewed as the next major decision point after completion of any further study and refinement of the operating model and related costing conducted.

Risks & Considerations:

- The perception of what the letter of intent signifies may be confusing to the public about whether a final decision has been made. The Government of New Brunswick should communicate clearly what the letter of intent means and does not mean for a potential NBPPS in New Brunswick.
- The preliminary negotiations may have an impact on the transition timelines if there is a lack of willingness or ability to negotiate effectively under this arrangement without formal termination.
- There may be negative public sentiment and feedback when the LOI is issued. Change Management and stakeholder engagement teams should be prepared to address any concerns or misunderstandings by the public.

Interdependencies:

- Intergovernmental Affairs should be engaged prior to sending a letter of intent to the government of Canada to ensure that enough preparation time is provided.

4.c.5 Initiative: Complete exit & TSA negotiations with Public Safety Canada

Timeline:		Prioritization:	
Stage(s):	Stage 3 and 4	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	High

Overview & Key Activities:

The next major milestone towards establishing NBPPS would be to send formal notification of termination of PPSA contract with Public Safety Canada. The notification of termination would initiate the exit formalities for RCMP and any return to RCMP policing beyond this point may potentially require negotiations for renewal of PPSA agreements. The exit formalities would include planning and executing a seamless transition of services from the RCMP to NBPPS, the services to be provided during the transition by RCMP should be negotiated and documented as part of the TSA.

Risks & Considerations:

- There may be a risk of drop in service levels once the notice of termination is sent to Public Safety Canada. This would need to be monitored and should be a key consideration when negotiating the transition services with Public Safety Canada and the RCMP and the escalation and resolution process should be clearly defined in the agreement.
- Some services may need to be terminated earlier than others and hence there should be an option to exit individual services early in the Agreement.

Interdependencies:

- The exit and transition services finalized as part of these negotiations should be communicated to the Transition team to reflect any changes to the transition plan (eg. ramp up plans, timelines for asset transfer).
- The communications team should also be informed of the relevant details which need to be incorporated into the communication plan for the public, municipal bodies, other law enforcement agencies and the transition team.

4.c.6 Initiative: Negotiate services agreements with Government of New Brunswick

Timeline:		Prioritization:	
Stage(s):	Stage 3 and 4	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

The Transition Management Office will need to negotiate with Service New Brunswick and other government ministries as required to provide services (resources, systems) to NBPPS on a long term basis for the different enabling capabilities. In order to facilitate long term operations in an integrated model that takes advantage of the Government of New Brunswick infrastructure and processes, there will need to be service level agreements negotiated between NBPPS and the Department or organization that is providing those services.

Risks & Considerations:

- Service and infrastructure requirements will need to be clearly defined in order to appropriately agree upon a cost sharing and funding arrangement defined in the SLAs.
- Enhanced security requirements should be considered for Service New Brunswick share services in accordance with the data protection standards defined for public safety information
- Availability of capacity within Service New Brunswick must be considered in the service level agreements in order to mitigate the risk of disruption of services to other ministries across the Government of New Brunswick.

Interdependencies:

- The detailed operating model design will need to be completed, likely with participation from Service New Brunswick, in order to develop the required Service Level Agreements.

4.c.7 Initiative: Draft Police Act legislation

Timeline:		Prioritization:	
Stage(s):	Stage 1 and 2	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	High

Overview & Key Activities:

The Government of New Brunswick will need to draft legislation in order to support the creation of the New Brunswick Provincial Police Service. This legislation may be a part of a broader Police Act review and update, an amendment to the existing Police Act or a separate legislation passed after the completion of the Police Act review process.

Risks & Considerations:

- The appropriate expertise in legislation should be involved in defining the various requirements of any legislation passed. The activities and timelines presented in this roadmap should be reviewed by appropriate knowledge of legislative procedure to validate what is presented in this to identify any changes required to the proposed process.

Interdependencies:

- Legislation should be drafted and passed in close proximity to the time that the notification of termination of the PPSA is given to Public Safety Canada and the RCMP. This should trigger in rapid succession the establishment of the Provincial Police Commission and the subsequent hiring of the Chief of Police.

4.c.8 Initiative: Pass legislation

Timeline:		Prioritization:	
Stage(s):	Stage 3	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

The Government of New Brunswick will need to pass the legislation described in the previous section in order to officially establish a Provincial Policing Agency as described. This legislation will be subject to the scrutiny, debate, and publicity involved in passing significant laws in New Brunswick and this process should include feedback and engagement from citizens.

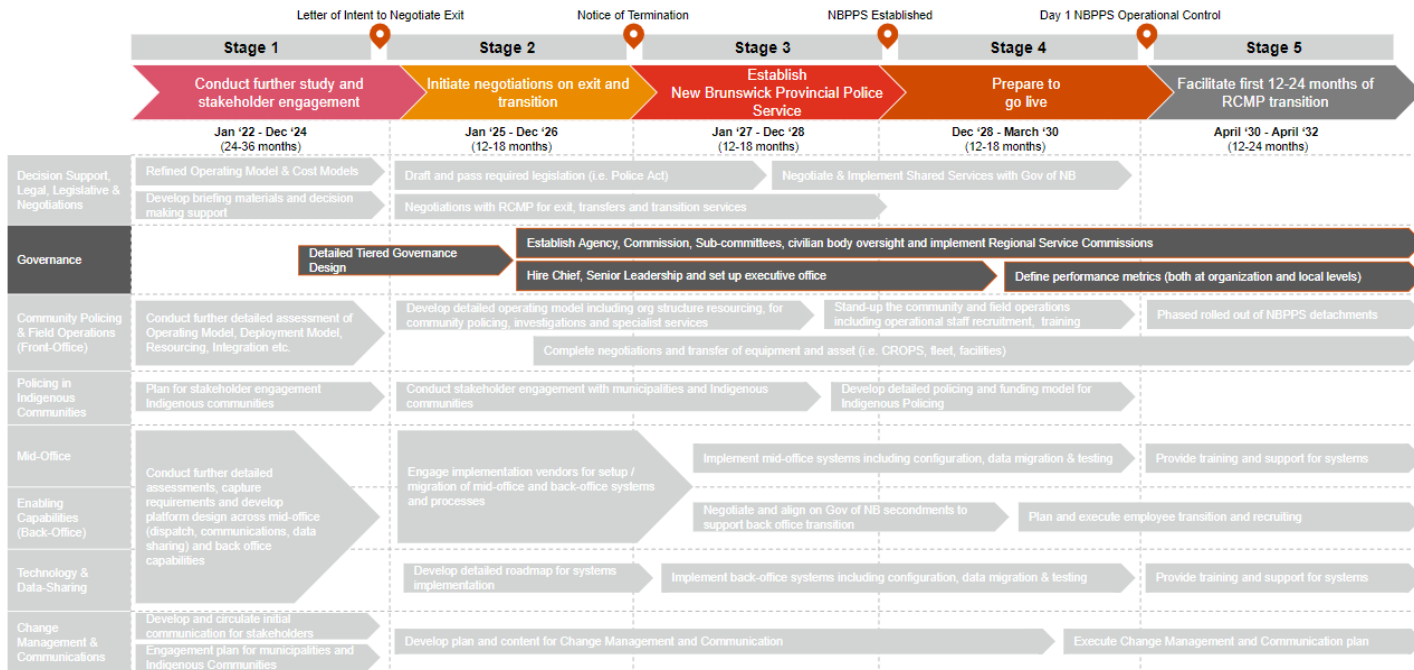
Risks & Considerations:

- Any legislation will need to be passed in the New Brunswick Legislature and will be subject to the scrutiny that comes with democratic processes of passing laws in New Brunswick
- Clear communication is important to ensure that the changes are communicated to the public in a clear manner to avoid confusion and misunderstanding.

Interdependencies:

- Legislation should be passed shortly before the official termination notice is provided to Public Safety Canada and the RCMP. The process for appointing members of the Provincial Police Commission should begin immediately after legislation is passed. The legislation should clearly define the appointment process and structure of the Commission.

4.d Governance



Defining, and establishing a trusted and credible governance structure, including a representative and non-political Provincial Police Commission, is essential to establishing a potential New Brunswick Provincial Police Service. Effective governance will provide a strong foundation to build future operations from day one of transition until the organization is fully operational and beyond.

Establishing the Governance structure for NBPPS sets the stage for the start of standing up the operational elements of the future policing service. Transitioning from the current policing model governance to the proposed model will require the following key elements:

- Refine and complete detailed design of tiered governance model
- Complete design of the Commission structure, terms of reference, skillset requirements and selection process
- Establish the Agency, provincial Commission and subcommittees (transition and operational sub committees)
- Hire provincial Chief of Police, senior leadership, and establish management sub-committees
- Establish civilian oversight body
- Stand up executive office
- Begin drafting policies, standard operating procedures, directives etc.
- Define organizational performance metrics and measures with the Department
- Establish local commissions and begin defining local performance standards and metrics with communities

4.d.1 Initiative: Refinement and detailed design of tiered governance model elements

Timeline:		Prioritization:	
Stage(s):	Stage 1 and 2	Strategic Priority:	High
Lead:	Transition Management Office	Complexity:	Medium

Overview & Key Activities:

A proposed governance model centred around the recommendation of the New Brunswick Provincial Police Service as an independent, commission governed agency in New Brunswick has been provided in the Interim Report. Further detailed analysis and design of the tiered governance model should be completed to validate the recommendation for a Provincial Police Commission and various elements of the tiered governance structure recommended in the future model.

Risks & Considerations:

- Performance measures and governance structures should focus heavily on community policing outcomes and should involve inputs from the communities and key stakeholder groups and reflect leading practice from police services globally.



- The Tiered Governance Structure should have clear ties from provincial priorities to strategic decision making to leadership performance and operational decisions to local service levels and individual performance evaluation to instill the desired outcomes and expectations.

Interdependencies:

- Discussion of the proposed governance structure should be a key component of the engagement plan for the general public, Indigenous communities and groups, and municipalities.

4.d.2 Initiative: Complete design of Provincial Police Commission with terms of reference developed, finalized structure, skill set requirements, and a developed appointment process

Timeline:		Prioritization:	
Stage(s):	Stage 2	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

Overview & Key Activities:

Detailed design of the Provincial Police Commission must be completed and enshrined in legislation, this detailed design should finalize the size of the Commission and the structure and composition of representation at the commission level, as well as, roles and responsibilities on the Commission (Chair, Vice Chair, Secretary etc.) and required subcommittees.

Risks & Considerations:

- Potential for negative political and public perception of the Commission and the organization if it is viewed that individuals were appointed for reasons other than qualifications, expertise, and to represent communities.

Interdependencies:

- Input into the Commission selection process should include engagement with Indigenous Communities and rural and urban municipalities.

4.d.3 Initiative: Establish the Provincial Police Commission and sub committees

Timeline:		Prioritization:	
Stage(s):	Stage 3	Strategic Priority:	High
Lead:	Department of Justice and Public Safety	Complexity:	Medium

Overview & Key Activities:

Directly after the appropriate legislation is passed, the process to appoint the Provincial Police Commission members should begin. This process should be transparent and should follow the guidelines for diversity, skill set, and representation outlined previously. The creation of the required subcommittees, both to manage transition and operational governance, will also be required to provide more targeted oversight and strategic decision making.

Risks & Considerations:

- The Commission will be the initial publicly visible face of the agency and will set the tone for the creation of the Agency. Member selection must be carefully completed to ensure that trust and strategic decision making abilities are in place to set the foundation for the excellence, culture and community policing ethos of the organization.

Interdependencies:

- Detailed Commission design and the development of the appointment process must be completed before the Commission can begin operational leadership.
- Legislation will need to be passed to establish the Agency and the authority of the Commission in oversight of the provincial agency, including the responsibility to hire the Chief of Police.

4.d.4 Initiative name: Hire the Chief of Police and senior leadership

Timeline:		Prioritization:	
Stage(s):	Stage 3 and 4	Strategic Priority:	High
Lead:	NBPPS	Complexity:	Medium

Overview & Key Activities:

Among the first actions taken by the Commission, when appointed, should be the hiring of the Chief of Police. Shortly after the NBPPS Commission is in place, they should draw up the qualifications that will be required for the Chief position and begin the recruitment process as soon as possible. Solicitations for the position of Chief of NBPPS should be publicised and it may be necessary, when considering the skill set required, to actively recruit targeted individuals who may have the range of expertise and experience to succeed in the role.

Risks & Considerations:

- The Chief of Police will have more ability to shape the culture and expectations of the organization from an operational standpoint than any Chief who follows and careful consideration must be given to hiring a Chief who has a vision that is aligned to the long term objectives and modernized, community policing approach that is recommended.

Interdependencies:

- Legislation will need to be passed to establish the Agency and the authority of the Commission in oversight of the provincial agency, including the responsibility to hire the Chief of Police.
- Commission must be appointed and in place to begin the process of recruiting and hiring the Chief of Police.

4.d.5 Initiative: Stand up the civilian oversight office and complete the detailed organizational design and operating model

Timeline:		Prioritization:	
Stage(s):	Stage 4 and 5	Strategic Priority:	High
Lead:	Department of Justice and Public Safety	Complexity:	Medium

Overview & Key Activities:

As a key component of establishing oversight of operations, the Government of New Brunswick must complete the design of and stand up the Civilian Oversight Office. This Office should be separate and independent of the New Brunswick Provincial Police Service and may be independent of the Department of Justice and Public Safety.

Risks & Considerations:

- There needs to be a decision about if this Civilian Oversight office will provide those services for all police services in New Brunswick including conducting investigations into complaints or incidents involving any police service in New Brunswick or if this body will only provide oversight to the New Brunswick Provincial Police Service.

Interdependencies:

- The creation and mandate of this office may be required in legislation as a part of the new Police Act or as an amendment to that legislation.
- The reporting structure for findings, outcomes, and recommendations from the Oversight Office will need to be defined and established as a part of the operating model design for this Office.

4.d.6 Initiative: Stand up the Executive Office & strategic functions

Timeline:		Prioritization:	
Stage(s):	Stage 4 and 5	Strategic Priority:	High
Lead:	NBPPS	Complexity:	Medium

Overview & Key Activities:

The Chief of Police will be supported by an Executive Office that will be responsible for delivery of strategic functions and decision making during the transition and continuing through to operations. This office will assist in strategic planning, operational standard setting, performance and continuous improvement, data analytics and support services, and managing



commissioning of services and partnerships. The services and functions provided by this office include: an Organisational Performance Management Office, Professional Standards Office, Communications Office, Strategic Partnerships & Commissioning Office, and Legal Services.

Risks & Considerations:

- Communications will need to be coordinated between the Government of New Brunswick and NBPPS in terms of what messaging and communications come from which organization. This should be coordinated as a part of a broader change management and communications plan driven by an overarching communications strategy.

Interdependencies:

- The Chief of Police, and supporting senior leadership, should be in place and have initiated their detailed operational transition planning before this office is operationalized.

4.d.7 Initiative: Define organizational priorities and performance metrics for operations

Timeline:		Prioritization:	
Stage(s):	Stage 4	Strategic Priority:	High
Lead:	NBPPS	Complexity:	Medium

Overview & Key Activities:

A critical part of establishing accountability for meeting the public safety priorities established by the Department of Justice and Public Safety will be to develop and agree on operational performance metrics to assess Agency and Commission performance. These priorities should be jointly developed through a collaborative process between the Commission, communities, and the Department of Justice and Public Safety.

Risks & Considerations:

- Public safety priorities should be reflective of the concerns voiced by Indigenous, rural and urban communities and input into annual priorities should be developed with input from those stakeholder groups.
- Regular reviews of these priorities are necessary to ensure that new major key concerns are addressed and the priorities reflect the needs of the various stakeholders.

Interdependencies:

- Public safety priorities should be established before NBPPS assumes command of any detachments in New Brunswick.

4.d.8 Initiative: Begin drafting policies, standard operating procedures, and service standards

Timeline:		Prioritization:	
Stage(s):	Stage 4	Strategic Priority:	Medium
Lead:	NBPPS	Complexity:	Medium

Overview & Key Activities:

Policies must be developed to ensure that internal standards and guidelines are established and clearly defined for leadership and employees. To ensure NBPPS has appropriate standards for operating consistently to legal limits, government regulations, and citizen expectations, standard operating procedures for service delivery, particularly in community policing and field operations must be developed.

Risks & Considerations:

- Standard operating procedures should be developed to reflect the desired outcomes and community policing behaviours but must also clearly set the boundary for where discretion is and is not appropriate.
- Without appropriately developed policies and SOPs, NBPPS operations will bear a greater risk of serious incidents, injury, death, and legal liability significantly increased for the organization, members, and the public.

Interdependencies:

- Senior Leadership must be in place and should be heavily involved in policy development for services in their portfolio.

4.d.9 Initiative name: Implement Regional Service Commissions and Regional Public Safety Committees to function as local police commissions

Timeline:		Prioritization:	
Stage(s):	Stage 4 and 5	Strategic Priority:	High
Lead:	NBPPS	Complexity:	Medium

Overview & Key Activities:

As a part of establishing accountability to the local communities being served, the existing **Regional Services Commissions** will need to be revised to function as local police commissions. Existing **Public Safety Committees (PSC)** can fill this function and where PSCs do not exist will need to be implemented from the RCMP to NBPPS. Local members will need to be selected or appointed for each of these commissions. These commissions should be the core of the partnership required between communities and community policing services as a part of a broader strategy for public safety and community well-being.

Risks & Considerations:

- Public safety priorities should be reflective of the concerns voiced by Indigenous, rural and urban communities and input into annual priorities should be developed with input from those stakeholder groups using a consistent approach in all PSCs.

Interdependencies:

- PSCs should be established to function as local commissions before NBPPS assumes command of any detachments in New Brunswick.

4.d.10 Initiative name: Establish local detachment performance metrics

Timeline:		Prioritization:	
Stage(s):	Stage 5	Strategic Priority:	High
Lead:	NBPPS	Complexity:	Medium

Overview & Key Activities:

After local commissions are established, they should work with their local detachment(s) to collaboratively establish local priorities and performance metrics to assess the delivery of services against local priorities. The process for establishing these metrics and priorities should be supported by a standardized process that can be utilized in all local commissions.

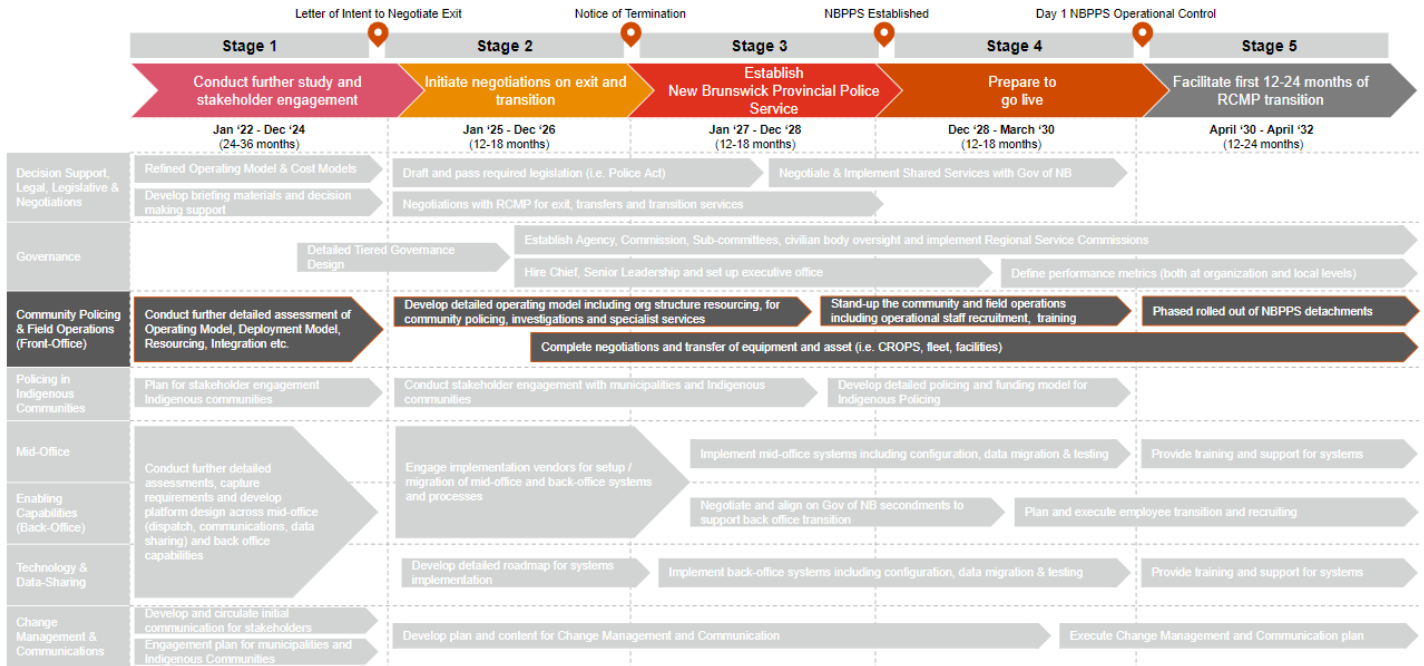
Risks & Considerations:

- Metrics and performance assessments should be fair, balanced and unbiased and should not necessarily focus on traditional metrics such as crime rates or case closure rates.

Interdependencies:

- Local police commissions and detachment commands will need to be established before metrics can be developed.
- Recommendations for cadence and format of performance reviews and a process for establishing performance measures collaboratively should be provided.

4.e Community Policing & Field Operations (Front-Office)



Community policing operations are the most complex aspect of NBPPS and careful planning, preparation, and execution is required to ensure the early success of NBPPS. Community policing operations encompass planning for and building all the capabilities required to respond to calls for service, actively engage in providing proactive services, provide specialist services such as tactical response, air support, support major crimes investigations, and provide traffic operations in the province.

A provincial police service in New Brunswick should incorporate innovative thinking for an integrated service that strengthens connections and integration with social services, health services and the communities to protect all members of the community including vulnerable people, improve service levels, and address the drivers of crime and disorder in rural, Indigenous, and urban communities. To build a community focused police organization that is accountable to citizens of New Brunswick and tailored to its needs, all elements of providing community policing services and the related enablers must be designed in detail, built up, and brought to life through the transition process.

There is a significant amount of additional detailed design of operations, integration points, and delivery requirements that must be completed in order to successfully build the capabilities required to assume command of detachments in New Brunswick. Effectively managing the complexities of transition will allow for New Brunswick to fully realize the benefits of the modernized policing model recommended by the Transition study. A broad range of knowledge of policing, business transformation, and operations will be required to navigate the required initiatives.

NBPPS leadership should be in place to provide operational decision making with the support of the transition management office in order to ensure that the organization is developed with the appropriate operational expertise. There are a significant number of initiatives required to be completed in order to successfully transition community policing operations from the RCMP to NBPPS. These are:

- Detailed analysis and refinement of the deployment model and resourcing to support community policing
- Detailed model refinement of specialist capabilities and services
- Detailed analysis and refinement of the proposed model and related costs for delivering training
- Detailed analysis of partnerships and integration with Government and community service providers
- Negotiate specialist operations service agreements
- Detailed NBPPS operating model design
- Negotiate equipment & asset transfer agreement
- Assessment of facilities for transfer
- Execute equipment & asset transfer agreement
- Develop detailed organizational structure, resourcing, and deployment model
- Transition IENB to NBPPS
- Detailed community policing transition planning
- Dedicated complex investigations and intelligence unit
- Detailed recruiting strategy and plan including badge overs
- Operational recruitment and training
- Standup of community policing and field operations

- Commence operations of NBPPS detachments

4.e.1 Initiative: Detailed analysis and refinement of the operating model and resourcing to support community policing

Timeline:		Prioritization:	
Stage(s):	Stage 1 and 2	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

Overview & Key Activities:

Following a decision from the Government of New Brunswick to continue with work toward a potential transition, it will be necessary to conduct additional analysis, refinement and detailed development of the elements of community policing and field operations in the model. This analysis should be completed with a capabilities driven lens focusing on how each individual capability should be delivered, skill requirements, risk and complexity in each geographical region and consider detachment size and locations.

This further detailed design should be used to facilitate decision making processes, stakeholder engagement and to refine cost projections and validate the feasibility of recommendations for service delivery, integrations and other elements of the proposed model.

Risks & Considerations:

- Timelines for decision making are not always developed when considering the level of effort required to complete analysis. Close communication for what additional information is required and the timelines will be essential.
- An interim operating model should also be considered, which would envision the roll out and integration as the NBPPS slowly deploys alongside the RCMP, prior to taking police of jurisdiction. This interim model would aim to support the community service demands, while balancing the HR considerations of both the RCMP and the NBPPS.

Interdependencies:

- Detailed analysis of the deployment model and resourcing required to deliver community policing as proposed will depend largely on the willingness or ability of the RCMP to provide data at a sufficient level of detail.
- Key findings from this round of analysis will be an input into the detailed operating model design
- Additional details on the areas of further study relating to detailed operating model design can be found in supplement 7.a (area of further study ID #1-10).

4.e.2 Initiative: Detailed analysis and refinement of the proposed model for delivering specialist services

Timeline:		Prioritization:	
Stage(s):	Stage 1 and 2	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

Overview & Key Activities:

NBPPS should prioritize community policing as the primary focus of the organization and resources, however, New Brunswickers require specialist services to maintain public safety. NBPPS should take a “smart owner” approach to providing those services to New Brunswickers where the cost of ownership, demand, and the ability to collaborate or outsource services is weighed to determine the need for NBPPS to invest resources and build capabilities in house.

Risks & Considerations:

- The refined model for specialist services will have an impact on the requirements of an NBPPS to fulfill or support the delivery of these services in the province and may impact training requirements, equipment requirements, resourcing requirements, and cost of delivering these services that should be considered in decision making and further detailed design initiatives in later stages.
- Additional details on areas for further study relating to specialist services can be found in Supplement 7.a (area of further study ID # 6).

Interdependencies:

- Detailed analysis of specialist services will require the participation of municipal service providers and will be dependent on their willingness to engage with the Government of New Brunswick to complete this assessment.

4.e.3 Initiative: Detailed analysis and refinement of the proposed model and related costs for delivering training

Timeline:		Prioritization:	
Stage(s):	Stage 1 and 2	Strategic Priority:	Medium
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

Overview & Key Activities:

The NBPPS should develop a provincially delivered training capability in the province including cadet training. This training should be tailored for New Brunswick and New Brunswick specific needs and requirements. A detailed examination of the training capacity of existing facilities will need to be conducted, however, there are specific training facility requirements that need to be addressed. Additionally, an inventory of training programs being delivered by municipal services should be conducted to identify areas of uniquenesses and duplication across services.

Risks & Considerations:

- The adoption of provincial training standards will require deep input and collaboration between all stakeholders and municipal services to develop and agreement on what the standard should be may be difficult to arrive at with many voices
- Existing training capacity will need to be accurately assessed and the impact on training for municipal services if facilities are shared will need to be clearly understood to avoid bottlenecks of training which could impact every service’s ability to train their members
- Further information on additional areas of study relating to training and training standards are found in supplement 7.a (area of further study # 3 & 4).

Interdependencies:

- Detailed analysis of existing training capacity and infrastructure in the province will require active participation from other services and availability of access to existing facilities that may be able to provide those services to NBPPS in the future.
- Training standards adopted provincially may need to be included in future legislation

4.e.4 Initiative: Detailed analysis of partnerships and integration with Government and community service providers

Timeline:		Prioritization:	
Stage(s):	Stage 1 and 2	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

Overview & Key Activities:

A detailed assessment of existing programs in the Department of Justice and Public Safety, community organizations, Government of New Brunswick ministries and other New Brunswick municipalities relating to health, family services, social services, addictions response, mental health, and educational supports should be completed. The format of these integrations between services will require detailed operating model design, definition of specific roles and responsibilities for individuals in the organization and identification of supporting infrastructure where required. Managing these partnerships and integrations will need to be a primary responsibility of the Executive Office and detailed roles requirements and organizational design will need to be completed to reflect that requirement at the strategic leadership level.

Risks & Considerations:

- Designing the detailed organizational structure and roles to deliver these services is critical to ensuring they are embedded into the organization and without adequate analysis and detailed service delivery model design to develop an effective structure the impact of these integrations will be negatively impacted.
- Lack of interest, participation or support from other agencies to be involved in exploring the integrated approach.
- Details on how these services will be operated through the integrated model need to be clearly defined and communicated.
- Additional details on areas of further study relating to integration and partnerships is found in supplement 7.a, (area of study ID # 10).

Interdependencies:

- Detailed analysis of the integration points and partnerships will require NBPPS to define the scope of services being incorporated into the integrated policing model in the future model in order to identify the existing service providers suitable for partnership and to identify related required roles to support integration and partnerships for those services.

4.e.5 Initiative: Negotiate specialist operations service agreements

Timeline:		Prioritization:	
Stage(s):	Stage 1 and 2	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

Overview & Key Activities:

Several specialized services are used on an adhoc basis and in certain situations, the maintenance costs outstrip the value gained from using the resources sporadically. Integration and cross-service collaboration will help in sharing costs and increased efficiency but will require real time information sharing to maximize the effectiveness. Services such as air support, canine units, and tactical teams can be cost shared across the province using a collaborative service approach. Detailed design of how sharing of services can be funded and operated will need to be negotiated with the large municipal services, and managed on an ongoing basis by a future NBPPS.

Risks & Considerations:

- Agreements must recognize the need to provide timely services and should prioritize public safety before cost savings.
- Capacity to provide those services and projected demand should be clearly defined and any specialist services that require additional resourcing should be resourced from NBPPS to reduce costs to municipalities.

Interdependencies:

- Detailed analysis of the capacity of specialist services in the province, demand volume, equipment, and assets should be completed before negotiations for shared services are initiated.

4.e.6 Initiative: Detailed NBPPS operating model design

Timeline:		Prioritization:	
Stage(s):	Stage 2	Strategic Priority:	High
Lead:	NBPPS	Complexity:	High

Overview & Key Activities:

The transition study has provided a high level recommended operating model for Community Policing. A detailed operating model should be developed based on the additional analysis completed for Community Policing, integrated services, specialist services and traffic operations, mid-office and enabling capabilities. This initiative should seek to develop the model to a depth of detail enough to enable the NBPPS to be stood up.

The intent of this level of design is no longer to support decision making processes or for community engagement purposes. This level of detail is intended to facilitate detailed transition planning, standing up and operationalizing specific elements of the model, detailed resource and deployment planning.

Risks & Considerations:

- There is significant complexity to designing a complete operating model and individual elements cannot be designed without careful consideration of the impact on other areas of the operating model.
- Not taking an integrated and coordinated approach to operating model design may have significant impacts on transition budget and timelines and could impact public safety if not addressed before "Day 1".
- Absence of a detailed operating model and capability set will impact the potential of a future NBPPS to identify what enabling technologies and systems it requires, opportunities for collaboration or utilizing other agency systems and where agency specific investment is required.

Interdependencies:

- Detailed operating model design is dependent on the completion of detailed analysis to support design decisions.
- Detailed operating model design should be completed with NBPPS senior leadership, subject matter experts, and technical specialists as a part of a cross functional team to ensure all aspects of design is considered holistically and appropriate scrutiny is applied to decisions.

4.e.7 Initiative: Negotiate equipment and asset transfer agreement

Timeline:		Prioritization:	
Stage(s):	Stage 2	Strategic Priority:	Low
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

The proposed future state model assumes that all equipment currently being used by RCMP in New Brunswick would be transferred to NBPPS. This includes **Criminal Operations (CROPS)** equipment, such as firearms, safety equipment (e.g body armour), investigational aids (e.g breath testing equipment), end-user IT equipment (e.g personal computers and modems), communications equipment (e.g radios and mobile phones), and fleet.

Further assessment needs to be completed to determine the exact number of units that NBPPS wishes to acquire, the condition of equipment, and the corresponding fair market value to be paid to the RCMP to acquire the equipment held under each of the contract partners. The payment amount and terms needs to be discussed, agreed upon, and drafted with Public Safety Canada and the RCMP.

Risks & Considerations:

- All equipment is assumed to be in good working condition and safe to use upon transfer to NBPPS. Normal replacements and repairs of equipment are accounted for in the future state operating costs, however, any costs related to upfront purchases of new equipment during the transition period as a result of insufficient equipment inventory that is in satisfactory condition at the time of inventory assessment and transfer has not been factored into the cost model.
- Details on the actual operational handover of equipment should be completed as part of the formal exit negotiation with Public Safety Canada and the RCMP.
- There is a risk of delayed timing for transfer of equipment due to dual operations of RCMP and NBPPS during the transition stage.
- Additional details of area of further study relating to equipment transfers and specifications can be found in supplement 7.a (area of further study ID # 17 and 18).

Interdependencies:

- Negotiations with Public Safety Canada and the RCMP regarding land and building transfer are dependent on detailed operating model design and how many of the existing buildings are desired to be transferred for future state NBPPS.

4.e.8 Initiative: Assessment of facilities for transfer

Timeline:		Prioritization:	
Stage(s):	Stage 1 and 2	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

The proposed future state model assumes all RCMP facilities currently being used would be transferred to NBPPS. The optimum facilities footprint for NBPPS should be assessed factoring in the operating model requirements as well as any synergies from other Government of New Brunswick facilities. This would include assessing any potential optimization of facilities (i.e. downsizing to improve space utilization, renegotiating leases for lower costs or moving to cost effective buildings negotiated under the Government of New Brunswick) for detachments, offices and other buildings. RCMP facilities shortlisted for transfer should be further assessed to understand the building condition and any gaps per Government of New Brunswick building standards.

Once the desirable facilities transfer list is identified, it should be communicated to the Transition Management team for appropriate transfer negotiations with RCMP.

Risks & Considerations:

- A balance should be maintained between optimizing the facilities cost and proximity to the communities served to ensure that response times and community relationships are not adversely affected.
- The actual condition of some of the existing RCMP facilities may not meet the needs of NBPPS and investment may be required for upgrading these facilities.
- Areas of further study relating to facilities and real estate transfers can be found in supplement 7.a (area of further study ID # 22 and 23).

Interdependencies:

- The front office, mid-office and back office operating model and resources should be well defined before finalizing the facilities transfer list.

4.e.9 Initiative: Execute equipment & asset transfer agreement

Timeline:		Prioritization:	
Stage(s):	Stage 3, 4 and 5	Strategic Priority:	Medium
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

Transfer of assets from the RCMP to NBPPS should closely follow NBPPS ramp up timeline, which recommends a slow transition as a small portion of the future NBPPS workforce (~5%) is brought into NBPPS. The remaining assets to be transferred should be split between the following years in alignment with the recruitment of the remaining workforce. Details of the actual timeline for transfer should be discussed and finalized during the negotiations with Public Safety Canada and the RCMP.

Risks & Considerations:

- It is assumed that buildings will be permitted for use by NBPPS regardless of when the fair market value assessment is completed and the payment terms and asset transfer agreements are finalized. As such, it is expected that there will be no risk to continuity of operations as use of buildings will not be contingent on payment, however this remains to be negotiated with Public Safety Canada and the RCMP.
- NBPPS should conduct an inspection on the condition of all equipment transferred and define a mechanism to true up the amount paid based on the actual condition of the equipment and assets received.
- A robust asset tracking mechanism needs to be established to keep track of all the various transfers, their condition and any adjustments to the cost values.
- There is a risk of delayed timing for transfer of equipment due to dual operations of RCMP and NBPPS during the transition stage.

Interdependencies:

- Execution of asset transfer is dependent on successful negotiations with Public Safety Canada and the RCMP and mutual agreement regarding the asset transfer timeline and payment terms.

4.e.10 Initiative: Develop detailed organizational structure, resourcing, and deployment model

Timeline:		Prioritization:	
Stage(s):	Stage 3 and 4	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	High

Overview & Key Activities:

Detailed design on the organizational structure, resourcing and deployment model need to be completed, and these should be developed to support the capability development, skill set requirements, and roles defined in the detailed operating model design. In parallel to developing the detailed organizational structure, a resourcing and deployment model will need to be developed for each detachment and NBPPS headquarters. This should include the number of resources at each location, an understanding of the types of calls for service in each jurisdiction and a supporting funding model for resourcing. Resourcing should reflect the needs of the local community and should be finalized with local police commissions prior to NBPPS taking command of local detachments.

Risks & Considerations:

- The resourcing and deployment models will need to be designed in order to begin detailed community policing transition planning but will need to be presented to community leaders as a part of establishing public safety priorities and strategies in local commissions.
- The resourcing model should ensure that public safety is not put at risk by not adequately deploying the required number of resources with the appropriate training and expertise to deliver their roles.
- Areas of further study relating to the deployment model can be found in supplement 7.a (area of further study ID # 4).

Interdependencies:

- Organizational structure design can be completed in parallel to the operating model if different parts of the operating model design are completed earlier than others using an agile methodology.



4.e.11 Initiative: Transition IENB to NBPPS

Timeline:		Prioritization:	
Stage(s):	Stage 4 and 5	Strategic Priority:	Medium
Lead:	NBPPS	Complexity:	High

Overview & Key Activities:

IENB in the future model is a core part of NBPPS and the existing traffic services, community safety services, and other capabilities and resources will need to be transitioned into NBPPS. This will require a detailed transition plan and should be supported by a significant change management support program. Any changes need to be effectively communicated to all stakeholders. There are equipment, fleet, and infrastructure transfers that will need to be executed as a part of the transition of the existing New Brunswick traffic operations into NBPPS.

Risks & Considerations:

- Change management will be essential in ensuring that there is no loss of talent resulting from unwillingness to transition to NBPPS.
- There may be legal considerations involved in transferring assets and fleet equipment from the Government of New Brunswick to NBPPS.

Interdependencies:

- Sufficient enabling capabilities, corporate services, infrastructure and mid-office communications capabilities will need to be operational in order to support the transition of this workforce from the Government of New Brunswick to NBPPS.

4.e.12 Initiative: Detailed community policing transition planning

Timeline:		Prioritization:	
Stage(s):	Stage 3 and 4	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

Overview & Key Activities:

The transition of front line community policing services is extremely complex and has a direct impact on how public safety services are provided during a time of significant change in policing in New Brunswick. The primary guiding principle for the transition is "Public Safety is Paramount". The transition process must prioritize eliminating disruption to front line services whenever possible. The greatest opportunity to mitigate public safety risk is in developing a detailed and clear front line transition plan. Transition planning must incorporate a number of complex elements with some considerations described below.

Risks & Considerations:

- Community policing and command transition are essential to public safety and the greatest risk to disruption or negative impact to public safety outcomes is likely to occur from inadequate or incomplete planning for community policing transition.
- Investigative file continuity and the integrity of investigations, evidence, and disclosures must be maintained without exception which will require detailed planning and collaboration. The impact of failing to maintain the required integrity of investigations will have implications for the outcomes of court cases and investigations that could result in significant negative impacts to public safety.

Interdependencies:

- Community police transition will need to follow detailed operating model design but can be completed in parallel with the deployment model development.
- The transition of detachments over time may need to be included in the negotiations with Public Safety Canada and the RCMP and the timing for detailed operating model design and ultimately deployment model development and detachment transition may be impacted by these negotiations.

4.e.13 Initiative: Dedicated complex investigations and intelligence unit

Timeline:		Prioritization:	
Stage(s):	Stage 4 and 5	Strategic Priority:	High
Lead:	NBPPS	Complexity:	High

Overview & Key Activities:

NBPPS must establish a dedicated unit to oversee complex investigations and intelligence, and that it collaborates with partner agencies to share costs and resources, either as a part of the provincial police service or as a separate entity and provide resources, along with other police services, to deliver complex and major crimes investigations. This will require significant engagement and planning with other agencies to determine resourcing and funding agreements, define scope and develop the operating model for this investigations unit. This dedicated unit would become a center of excellence for investigations and would allow other members of the police service to focus on the "core business" of community policing. This unit would ideally have participation from municipal and regional police services, the RCMP, CSIS and potentially even members of the SQ and OPP.

Standing up and operationalizing this investigations unit will require significant effort and will require detailed planning, resources, and a dedicated team to implement.

Risks & Considerations:

- Change management will be essential in ensuring that there is consistency in services delivered resulting from the transition.
- There may be legal considerations involved in sharing of assets and fleet equipment between NBPPS and partner agencies.
- RCMP, CSIS, members of the SQ and OPP cooperation and collaboration.

Interdependencies:

- Partners will need to follow detailed operating model design
- Sufficient enabling capabilities, corporate services, infrastructure and mid-office communications capabilities (e.g. NBTMR) will need to be operational and accessible across partners.

4.e.14 Initiative: Detailed recruiting strategy and plan including badge overs

Timeline:		Prioritization:	
Stage(s):	Stage 3	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

Overview & Key Activities:

NBPPS must develop a detailed recruiting strategy and recruiting plan for filling positions in the organization that is aligned to transition timelines, organizational vision and focus on community policing. The detailed recruiting strategy should also give consideration to how best to recruit the high performing members of the RCMP that are in New Brunswick specifically.

Risks & Considerations:

- Recruiting and training members of the organization will be a significant risk over the first several years as the organization grows rapidly through transition to mature operations and any gaps in staffing levels will impact public safety.
- There is a significant risk in building an organization that is of similar culture, skill set, and traditional ways of working by bringing in too many RCMP members, especially at the leadership and the mid rank levels.
- Recruiting strategy will be one of the primary drivers of the organizational culture and careful consideration should be given to who is recruited into the organization, especially at the leadership and management levels where the tone and culture of the organization will be driven.
- There may be challenges with finding qualified candidates with the right skill sets who fit the organizational vision and culture.
- It should be recognized that it will be necessary to fill a significant proportion of currently-serving RCMP officers in order to scale up within the appropriate time frame.

Interdependencies:

- Recruiting strategy and a detailed recruiting plan will be driven heavily by the completion of the workforce elements of the detailed operating model design.

4.e.15 Initiative: Operational recruitment and training

Timeline:		Prioritization:	
Stage(s):	Stage 4 and 5	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

Overview & Key Activities:

A successful recruitment campaign, not only to fill spots, but also to ensure that top talent is brought into NBPPS, will be critical for the long term success of NBPPS. Operational recruitment related infrastructure to solicit, receive, and evaluate applicants will need to be established to allow for the recruiting process. NBPPS will need to have established Human Resources and recruiting capabilities, recruitment will need to be staged to align with the overall organization strategy and model and should focus on filling senior leadership and mid level positions in key locations as early as possible. Training programs, facilities, and requirements will need to have the appropriate capacity to deliver the required programs to new recruits before NBPPS assumes commands of any detachments. Training programs and standards will need to be developed in coordination with the large municipal services.

Risks & Considerations:

- Recruiting for local detachments will need to be planned to meet staffing requirements as outlined in the detailed transition plan to ensure that service levels are appropriately high and responsiveness to community needs is prioritized.
- Delays in recruiting will lead to longer timelines to achieve full operational maturity within NBPPS and potentially increase the costs of transition and the costs of RCMP services in the province may be impacted if extensions of services are required.
- Training must be provided to NBPPS members before NBPPS can assume command of detachments. The availability of training facilities, the development of training programs, and capacity for delivering training must be managed to avoid delays in transition.
- There may be challenges finding the right candidates especially in rural communities despite local recruiting efforts and targeted programs which will need consideration.

Interdependencies:

- Operational recruitment will need to have the appropriate infrastructure in place to solicit, receive and evaluate applications.
- The detailed recruitment plan and strategy should be developed and coordinated with the detachment transition plan.

4.e.16 Initiative: Standup of community policing and field operations

Timeline:		Prioritization:	
Stage(s):	Stage 3, 4 and 5	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

Overview & Key Activities:

Standup of community policing and field operations is the first stage of operational transition from the RCMP to NBPPS. As a part of the detailed community policing transition plan, the sequencing of stand up of community policing and field operations should be defined including workforce, technology, process and policy development, and infrastructure development. Standup of community policing operations will require NBPPS to put into place and operationalize the infrastructure, equipment and workforce elements of the operating model fully before assuming command of any detachments. To enable this, it is likely a process of co-deployment with the RCMP would be necessary and advantageous for a smooth transition. This would necessitate the negotiation of an agreement between the parties with respect to the cadence and mandate of the co-deployment period, and the ultimate changeover of police of jurisdiction from the RCMP to the provincial police service.

Risks & Considerations:

- Logistical planning for operational stand up will be critical to avoiding delays or gaps in operational standup and coordination between technological, workforce, and operational elements will be critical to meeting deadlines and requirements for an “event free day one”.

Interdependencies:

- Detailed community policing transition planning should be complete before initiating commencement of stand up of operations.

4.e.17 Initiative: Commence operations of NBPPS detachments



Timeline:		Prioritization:	
Stage(s):	Stage 5	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

Overview & Key Activities:

Commencement of NBPPS command of detachments in New Brunswick will mark the first day that NBPPS is operational and its members are active and on duty in their detachments/communities. The first few detachments will act as a pilot for the agency and as such careful consideration will need to be given for who leads those pilot detachments. This pilot stage should last a minimum of 1-3 months before the next set of detachments are expanded to go live with NBPPS command depending on the outcomes.

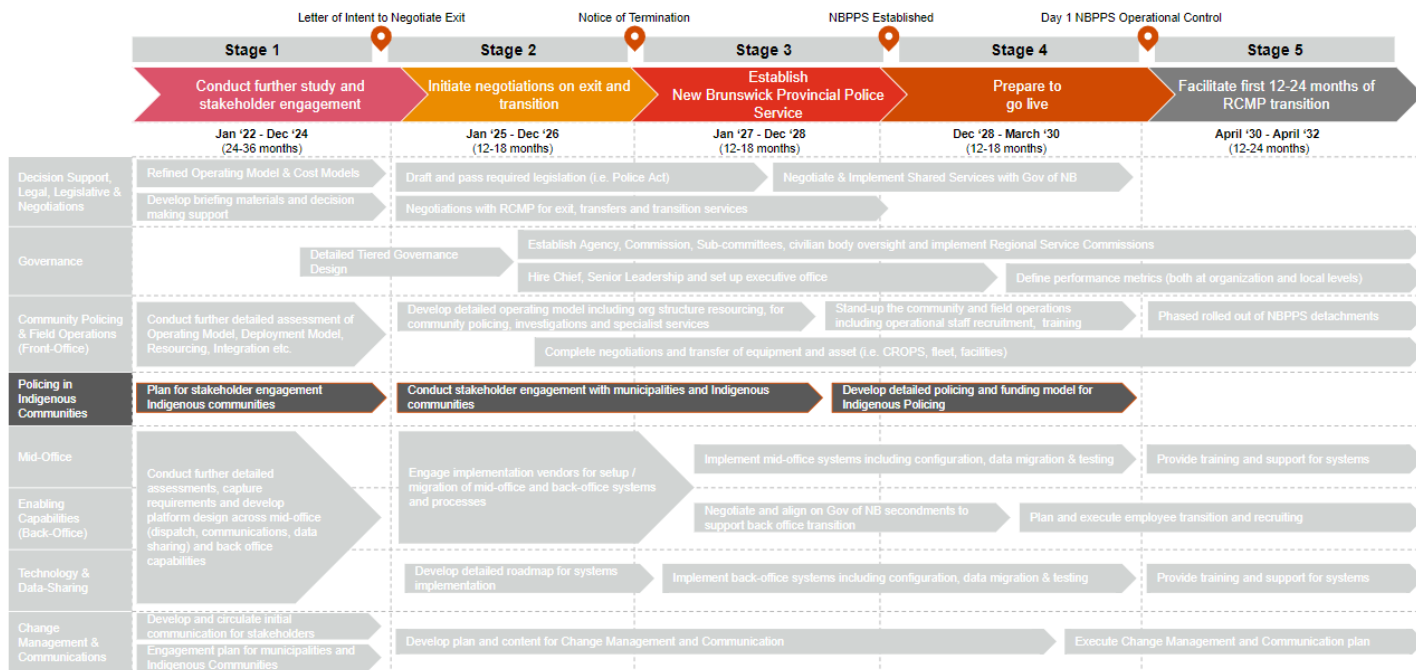
Risks & Considerations:

- NBPPS will assume responsibility for calls for service and community policing operations in local services for the detachments transitioned to NBPPS and any failure to meet expectations will have long term impacts on the credibility and trust of New Brunswick in the NBPPS moving forward.
- Change management will be critical to ensure that New Brunswickns understand that NBPPS is now operational in their communities and any changes to processes etc. should be clearly communicated to ensure no disruption of services.
- Due care and consideration needs to be taken into account to balance operational risk with desire to have NBPPS fully established to start delivering benefits.

Interdependencies:

- Fully operational back office, mid-office and operational capabilities will need to be available, either from NBPPS or with support from the RCMP, or others with clear standard operating procedures and a clear command structure in place.

4.f Policing in Indigenous Communities



The development of the policing model in Indigenous communities will require a significant investment in stakeholder engagement. It should focus on the co-creation with Indigenous communities of a policing service that is respectful of and responsive to the unique history, culture, values and traditions of Indigenous peoples in New Brunswick. Engagement and input from all Indigenous communities, Elders and a wide range of stakeholders will be critical and essential to building a legitimate policing service that meets the unique needs of Indigenous communities.



The development of any future model should also incorporate the recommendations from the *National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice* report, in particular the relevant key calls for police services.

The transition study has not developed any recommendations for a future policing model for Indigenous communities in New Brunswick and has made a strong recommendation to conduct thorough stakeholder engagement in order to co-create a future policing model that is reflective of the needs and cultures of Indigenous communities and peoples in New Brunswick. The Government of New Brunswick and the transition management office will need to work collaboratively with stakeholders to develop and build a policing model in New Brunswick together and this may be a more iterative process with longer timelines that cannot be rushed due to the sensitivities and collective trauma associated with policing Indigenous communities. This process will have all the complexity and components of the development of the other elements of NBPPS but must also include tailoring to be representative and respectful of Indigenous history, culture, and values.

Co-creation, collaboration, and meaningful engagement must be incorporated throughout all activities required in the development of the Indigenous Policing model in New Brunswick and should be undertaken alongside the Department of Aboriginal Affairs and those with a strong background in this area. The initiatives described below do not describe all the detailed initiatives required to develop a fully operational Indigenous policing service. The above sections relating to the development and stand up of NBPPS can act as a high level guide and should be referenced in developing a detailed plan for building the Indigenous policing model while ensuring that it is appropriately tailored and responsive to the needs of Indigenous communities. The major steps in initiatives required to develop a policing model for service in Indigenous communities are:

- Detailed engagement planning
- Conducting stakeholder engagement with Indigenous communities with support from the Department of Aboriginal Affairs
- Development of a detailed policing model and funding structure for Indigenous Communities.

4.f.1 Initiative: Development of a detailed engagement plan with Indigenous peoples

Timeline:		Prioritization:	
Stage(s):	Stage 1	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

Policing in Indigenous communities in New Brunswick requires thorough consideration and engagement before any firm recommendations for how that service should be provided are given. The creation of NBPPS allows for a potential opportunity for Indigenous communities to evolve and co-develop community safety and well-being in a way that is reflective of their history and needs.

Risks & Considerations:

- Risk of conducting stakeholder engagement that does not include a broad enough stakeholder group (leaders, members of the communities, Elders, youth and all Nations).
- Establishing a clear understanding of the purpose of the engagement between the Government and Indigenous peoples will be essential to building trust.
- Engagement should result in collaboration between Indigenous communities and the Government of New Brunswick in developing a model of policing in Indigenous communities that is tailored to their needs and is respectful of the culture, values, and history of Indigenous peoples in New Brunswick.
- There is significant risk in insufficient or low involvement rate from Indigenous people in the stakeholder engagement process for the long term legitimacy of NBPPS in Indigenous communities.
- Resistance to the creation of NBPPS from some of the Indigenous communities.

Interdependencies:

- It is necessary to work closely with the change management and communications team and the Department of Aboriginal Affairs to develop a clear and well defined strategy to engage the Indigenous peoples and ensure alignment with other ongoing initiatives.
- The Department of Aboriginal Affairs should be heavily involved with planning and executing engagement activities with Indigenous peoples throughout transition.

4.f.2 Initiative: Conduct stakeholder engagement with Indigenous communities with support from the Department of Aboriginal Affairs

Timeline:		Prioritization:	
Stage(s):	Stage 1, 2, 3, 4 and 5	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	High

Overview & Key Activities:

The Government of New Brunswick will need to conduct extensive stakeholder engagement with Indigenous communities, groups, and peoples in New Brunswick as a part of the transition process. Stakeholder engagement should provide meaningful opportunities for Indigenous peoples to share their perspectives and to provide input into how policing services in their communities are developed within a future policing model in New Brunswick. Engagement sessions should be consistently conducted throughout transition and the purpose of the engagement should evolve over time as the engagement leads to developing a co-created model of Indigenous policing in New Brunswick.

Risks & Considerations:

- Stakeholder engagement will need to occur throughout transition and should continue through planning and model development and extend beyond operations of an Indigenous police service in New Brunswick in the future model.
- Stakeholder engagement must be meaningful and thorough and should provide opportunities for the voices and experiences of Indigenous peoples to be heard and reflected constructively throughout the transition and development of an Indigenous policing model in New Brunswick.
- There is significant long term risk to the legitimacy of NBPPS with Indigenous peoples if engagement is not sufficient and if the inputs are not used as core building blocks of the future policing model.
- The history, culture, and values of Indigenous communities must be reflected in the approach to stakeholder engagement and must be respected at all times in order to build and maintain the level of meaningful collaboration that is required to successfully develop a co-created model of policing in Indigenous communities.

Interdependencies:

- Indigenous engagement activities should be coordinated with the broader change management and stakeholder engagement plan and the overall transition timeline.
- Participation from the Departments of Aboriginal Affairs and JPS will need to be incorporated into the engagement plan and engagement activities conducted throughout transition.

4.f.3 Initiative: Development of a completed policing model and supporting funding model for Policing in Indigenous communities

Timeline:		Prioritization:	
Stage(s):	Stage 3, 4 and 5	Strategic Priority:	High
Lead:	NBPPS & Government of New Brunswick	Complexity:	High

Overview & Key Activities:

The process methodology used to develop the detailed model of policing for NBPPS can be applied in the context of developing an Indigenous policing model in terms of key steps to be followed and technical considerations to be defined. The development of the detailed model will require the continuation of ongoing stakeholder engagement with Indigenous communities but will focus on building specific elements of the policing model. A specific transition plan for transitioning detachments that provide service to Indigenous communities will need to be developed to support that transition and should be developed with input from those communities to ensure that trust and transparency are maintained through the process.

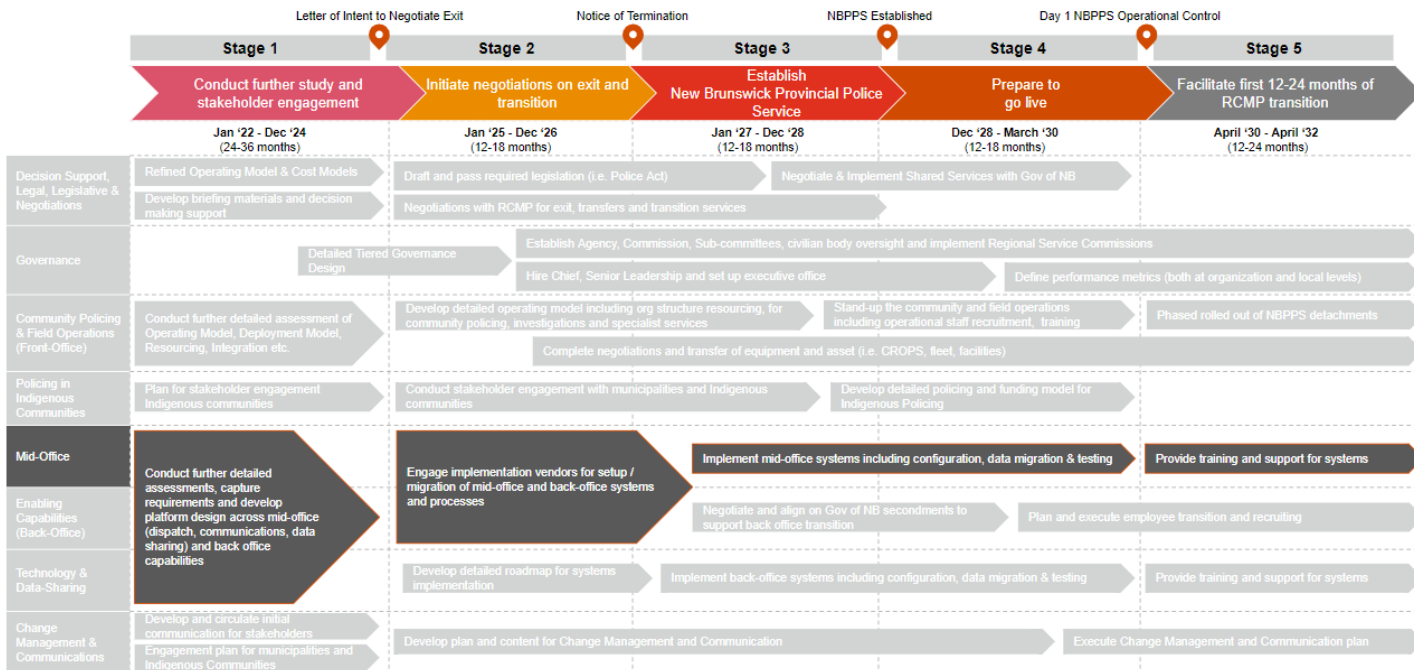
Risks & Considerations:

- The detailed policing model needs to reflect the inputs of the Indigenous stakeholders provided through engagement sessions in order to maintain and build trust in the Indigenous policing service.
- History and cultural considerations will need to be respected and cannot be minimized throughout the process without damaging the legitimacy of the process.
- Communications with Indigenous communities will need to be provided throughout transition and should be focused on transparency and openness.
- Collaboration and co-creation must be central to the transition process and model development with Indigenous communities.
- The varying cultures, communities and values of all Indigenous peoples in New Brunswick should all be considered and as much as possible accommodated throughout transition.
- Areas of further study relating to Indigenous Policing can be found in supplement 7.a (areas of further study ID # 7).

Interdependencies:

- Indigenous engagement activities should be coordinated with the broader change management and stakeholder engagement plan and the overall transition timeline.
- Participation from the Departments of Aboriginal Affairs and Justice and Public Safety will need to be integrated into the model.

4.g Mid-Office



Having the right technology at the right time will be critical for operationalizing NBPPS. The mid-office systems need to be established prior to the first detachment commands being assumed by NBPPS and should continue as NBPPS expands its scope of operations to other detachments in a staged manner over a period of 12-24 months. Mid-office capabilities such as call centre, dispatch, **real time operations centre (RTOC)**, and communications are required to provide community policing services and therefore, the required infrastructure and technology must be in place. These capabilities must be fully operational in conjunction with the anticipated detachment roll out.

The proposed future state model recommends that NBPPS should leverage existing provincial systems (e.g. **New Brunswick Trunked Mobile Radio (NBTRM)**) wherever possible as long as functionality meets the current and short term future requirements. There is a need to conduct further detailed assessments of mid-office functionality, with particular consideration given to **NG9-1-1** functional requirements, to define technical needs and develop detailed designs for the future state systems. System integration and interface requirements also need to be assessed and defined to ensure an integrated approach for policing is enabled across the province. The assessment should also include security requirements for core standalone systems as well as systems shared with the Government of New Brunswick or other provincial agencies.

An assessment of system and infrastructure functionality for mid-office call centres, communications, and dispatch may result in the need to procure new technologies to implement required functionality.

Below is the list of initiatives under this workstream and each initiative has been further described in the subsequent pages:

- Technology requirements for call centre, CAD, communications, RTOC and **RMS**
- Engage Implementation Vendors
- Implementation of mid-office systems including configuration, data migration, and testing as required
- Ongoing training support.

4.g.1 Initiative: Technology requirements for call centre, CAD, Comms

Timeline:			
Stage(s):	Stage 1 and 2	Prioritization:	
Lead:	Government of New Brunswick	Strategic Priority:	High
		Complexity:	Medium

Overview & Key Activities:

A detailed analysis is required to identify technology and infrastructure requirements for mid-office capabilities which should include an assessment of existing primary **public safety answering points (PSAP)** and the **New Brunswick Trunked Mobile Radio (NBTRM)** in the province, an assessment of systems required to perform these functions, infrastructure to host these systems (i.e. cloud provisioning,



on premise data centers, network), security requirements, interfaces between systems, and core IT platforms (e.g. monitoring, ticketing, collaboration tools, email).

Risks & Considerations:

- System implementations are complex and are often the cause of timeline and budget challenges in business transformation projects. Accurate assessments of technical requirements and existing infrastructure will assist in mitigating significant risks of cost or timeline overruns.
- NG9-1-1 is a federally mandated initiative that will impact the functionality of PSAPs in New Brunswick and must be planned to mitigate negative impacts to public safety. The province of New Brunswick is already in the process of planning for this transition but the development of an NBPPS will impact this landscape based on the PSAPs that will be utilized and potentially increasing the capacity of these and/or standing up new PSAPs.
- If existing infrastructure cannot meet the technical requirements of the proposed model other options will need to be assessed which may impact cost and timelines of transition.
- Technical expertise required to perform the detailed assessments of existing mid-office capabilities may not be available within the Government of New Brunswick due to the specialized nature of these systems.
- Additional details on areas of further study regarding middle office capabilities is found in supplement 7.a (areas of further study ID # 20)
- Additional information on NG9-1-1 is found in Supplement 7.b.

Interdependencies

- The outcome / findings from these assessments should be factored into other assessments to design a compatible, scalable and integrated technology solution for NBPPS (e.g. systems finalized should be considered while defining the infrastructure and security requirements).
- These assessments would provide a comprehensive view of NBPPS technology landscape and should be considered when developing the detailed technology roadmap.

4.g.2 Initiative: Engage implementation vendors

Timeline:		Prioritization:	
Stage(s):	Stage 3	Strategic Priority:	Medium
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

The mid-office requirements assessment may indicate that existing infrastructure will not be suitable for the desired future functionality or that existing systems and infrastructure for mid-office capabilities are reaching the end of their useful life. In other situations, the technical expertise in implementing these systems may require the use of external vendors. NBPPS will need to utilize identified business requirements to assist in procuring systems that provide the operability required to deliver on the future model.

Risks & Considerations:

- Technology procurement is dependent on vendor responsiveness and their lead times, hence, sufficient time needs to be built into the vendor selection process. The vendor selection process needs to be carefully managed and should include clear expectations and requirements to ensure that the right vendors are shortlisted and eventually selected.

Interdependencies:

- The technology implementation roadmap would be dependent on the Government of New Brunswick delivery/support teams available for secondment and should be developed in tandem with negotiations for Government of New Brunswick secondments.
- Implementation scope and timelines for the projects which would need external vendors should be factored into the technology procurement and vendor selection/engagement process.

4.g.3 Initiative: Implement mid-office systems including configuration, data migration & testing

Timeline:		Prioritization:	
Stage(s):	Stage 3, 4 and 5	Strategic Priority:	Medium
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

The process for implementing required mid-office systems or infrastructure should follow the same processes and initiatives outlined in the technology section to follow. Individual system implementation projects should be kicked off with onboarding the relevant project management



resources, delivery resources, subject matter experts as well as vendors / contract staff (if applicable). Appropriate stakeholders should be involved for comprehensive inputs from subject matter experts and to conduct end-to-end testing with officers and Public Servants from NBPPS as they would be the end users of these systems.

Risks & Considerations:

- The systems should be tested for agreed upon security standards, data privacy laws and access controls to mitigate risks of system errors resulting in data loss, regulatory non compliance, or other security breaches.
- Maintaining business continuity for systems shared by other provincial agencies during implementation and testing for NBPPS should be considered. In case of any downtimes of shared systems that may affect the Government of New Brunswick or other provincial agencies, advance and clear communication should be provided to ensure minimal disruptions to their services.

Interdependencies:

- The training for end users should be planned in accordance with the implementation schedule.
- Interdependencies with the systems, interfaces and infrastructure implementations are critical and should be coordinated and managed by the transition team.

4.g.4 Initiative: Ongoing training

Timeline:		Prioritization:	
Stage(s):	Stage 4 and 5	Strategic Priority:	High
Lead:	NBPPS	Complexity:	Medium

Overview & Key Activities:

As new employees are onboarded to join NBPPS or new systems are implemented there needs to be ongoing training support to build technical knowledge required. Training programs and training requirements for mid-office capabilities should be developed to support the transition and readiness for assuming command of detachments in accordance with the detailed transition plan.

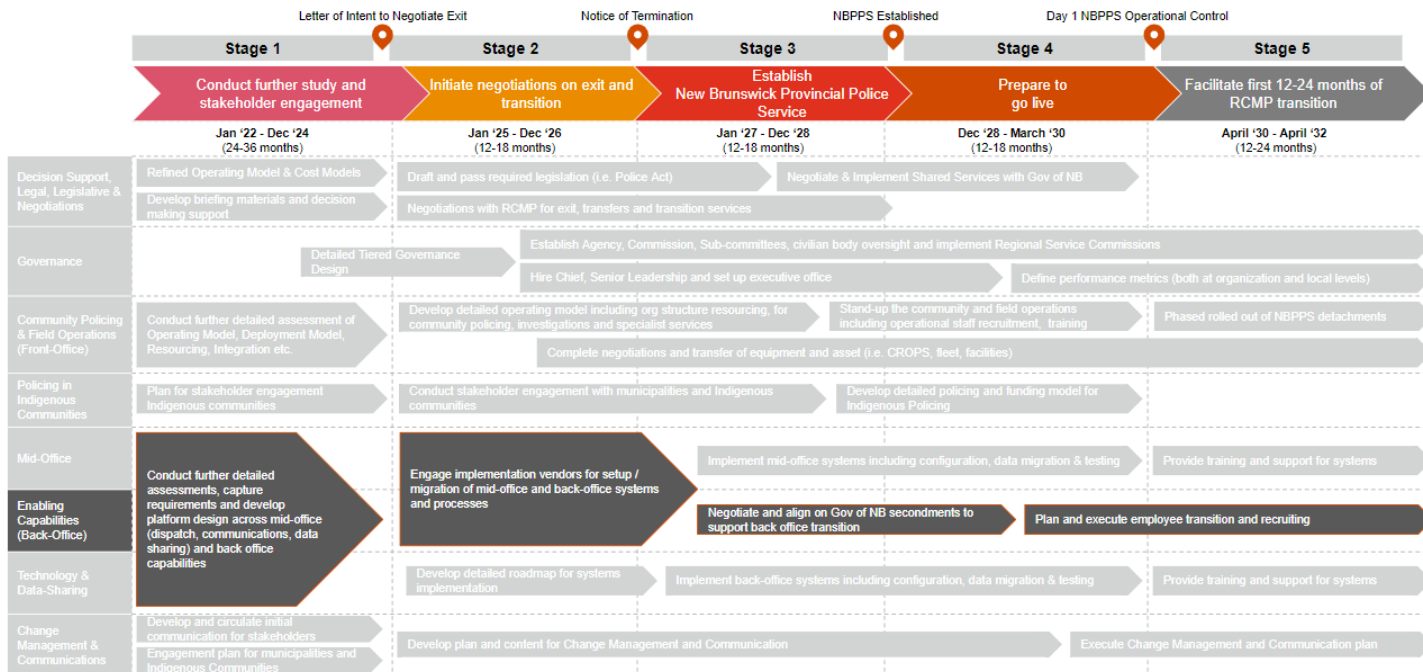
Risks & Considerations:

- Support SLAs should be agreed upon prior to Go-Live to ensure a high level service continuity is maintained in the case of an expected technical failure or other unplanned disruption during transition.

Interdependencies:

- Procurement, testing, and training programs should be completed before NBPPS takes on any responsibility for call center operations or dispatch services in New Brunswick.
- Training requirements for onboarding new employees and required training for each role should be identified and incorporated into the rolling training plan for ongoing professional development.

4.h Enabling Capabilities (Back-Office)



Enabling capabilities would be stood up to support NBPPS back office operations (i.e. Human Resources, Finance, Procurement, Supply Chain, Asset Management and Legal Services). Per the proposed future state operating model, the Government of New Brunswick shared service capabilities for relevant back office operations would be used as a starting point and will be augmented with additional staff to perform these processes for NBPPS. The back office functions assumed to be part of the following initiatives include:

- **Human Resources and Training** - assess, plan, recruit, payroll management, pension and benefits management, training, onboarding and exit management, and development of staff, contractors and other workforce.
- **Finance** - ability to set up and manage financial processes and controls of the organization including AP, AR, budgeting and financial reporting.
- **Procurement and Contracting** - plan, execute, manage and administer procurements of goods and services through appropriate processes and manage and administer contracts and agreements in order to support operations and maintenance of all assets.
- **Asset & Property Management** - manage offices and facilities maintenance throughout its life cycle.
- **Equipment Management** - manage police assets and operational equipment.
- **Legal Services** - services relating to legal challenges, court proceedings, contracting terms and conditions, and all legal advisory services to the organization.
- **Training & Development** - develop the required skills, expertise, and technical capabilities to support the development of the organization and individuals.

Per the transition approach, these capabilities would need to be established by the end of Phase 4 before NBPPS takes operational control of the first set of detachments. The capabilities would then be scaled up as the scope of NBPPS ramps up to more detachments.

The Government of New Brunswick would need to conduct detailed assessments of each of the above functional requirements to understand where existing processes can be leveraged and how essential police specific requirements will be addressed. Further work is required to determine how many additional resources are required to perform these processes for NBPPS as well as a refined cost estimation for these services.

A number of support staff from the Government of New Brunswick would need to be seconded to support the transition of back office operations for NBPPS. Once the functional and resource requirements have been determined, service level agreements need to be defined and agreed upon for each back office / shared service support provided by the Government of New Brunswick. Officers and staff will be recruited as well as facilities and other assets will be transferred to NBPPS in tandem with the ramp up of NBPPS operations. Below is the list of initiatives under this workstream and each initiative has been further described in the subsequent pages:

- Detailed assessment of functional requirements, FTE and costs operationally sensitive back office processes
- Identify desirable facilities to be transferred
- Develop and agree on service levels (SLAs) for back office services
- Agree to Government of New Brunswick secondments to support back office transition including
- Prepare for workforce union setup
 - Plan and execute employee contracts, benefits and pension transfers



4.h.1 Initiative: Detailed assessment of functional requirements, FTE and costs

Timeline:		Prioritization:	
Stage(s):	Stage 1 and 2	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

Conduct detailed assessment of back office business processes to be performed for NBPPS for Human Resources, Finance, Procurement, Legal, Asset Management and Training & Development and map the future state processes. Based on the current capabilities and resources available in Government of New Brunswick shared service teams, an assessment needs to be completed to identify the gaps in processes / capabilities / resources which will be needed to fulfill back office operations for NBPPS.

Risks & Considerations:

- When defining the back office capabilities, agility should be built in for specialized processes (e.g. procurement of need-based arms, safety gear).
- It is critical to balance the use of shared services to minimize costs and having customized processes to maximize operational agility. Cost benefit assessment should be done when identifying the appropriate custom NBPPS processes which require higher operational agility.
- Additional details of area of further study relating to functional requirements and FTEs can be found in supplement 7.a (areas of further study ID # 16 and 25).

Interdependencies:

- Availability of technology / systems should be factored in while detailing out the functional requirements as well as estimating any efficiencies.

4.h.2 Initiative: Agree to Government of New Brunswick secondments to support back office transition

Timeline:		Prioritization:	
Stage(s):	Stage 3 and 4	Strategic Priority:	Medium
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

In order to successfully transition the back office services, the transition team would require the support of Government of New Brunswick resources especially to provide subject matter expertise, program management and delivery capabilities. Once the back office requirements have been finalized, there needs to be an agreement on the number of resources (by skill/expertise, grade) that would be seconded to support the transition activities.

Risks & Considerations:

- The transition plan requires a significant number of resources to be seconded with specific skills and expertise. Government departments may be reluctant to release the resources and skills required to successfully execute the plan.
- Certain positions, especially involving the implementation of technology systems may require the use of additional external third party vendors and contractors with specialist expertise, which may increase implementation costs.

Interdependencies:

- The costs for these secondments have been estimated based on certain projected resource / skill requirements in the transition cost model. Once the secondments have been agreed upon, this number along with their salary information should be updated in the transition cost model to get a refined estimate of transition resource cost.

4.h.3 Initiative: Develop and agree on SLAs for back office services

Timeline:		Prioritization:	
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Stage(s):	Stage 3 and 4	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

For each back office function / support area provided by the Government of New Brunswick, the transition team will need to align on the services being provided by the Government of New Brunswick as well as the service levels for each.

Risks & Considerations:

- There could be potential challenges in recruiting the staff with the required skill set in the given timeframe to be able to deliver the required SLAs.

Interdependencies:

- The back office services and the required service levels to be provided by the Government of New Brunswick to NBPPS should be factored into the systems design and implementation planning to ensure that the back office teams have relevant systems available when required to fulfill the agreed upon service levels.

4.h.4 Initiative: Prepare for workforce union setup

Timeline:		Prioritization:	
Stage(s):	Stage 4 and 5	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	High

Overview & Key Activities:

The proposed future state model assumes that the majority of the workforce will be unionized. The detailed preparation activities for a workforce Union setup should be discussed by relevant subject matter experts and will be included in the final report of this transition study.

Risks & Considerations:

- Specific details are being discussed by relevant subject matter experts and will be included in the final report of this transition study.
- Additional details on areas of further study relating to unions can be found in supplement 7.a (areas of further study ID # 16).

4.h.5 Initiative: Plan and execute employee contracts, benefits and pension transfer

Timeline:		Prioritization:	
Stage(s):	Stage 4 and 5	Strategic Priority:	High
Lead:	NBPPS	Complexity:	Low

Overview & Key Activities:

The transition support/delivery team should plan for executing employee contracts, payroll set up, benefits and pension setup for new recruits. The plan should also include the pension and benefits transfer for recruits from the current RCMP.

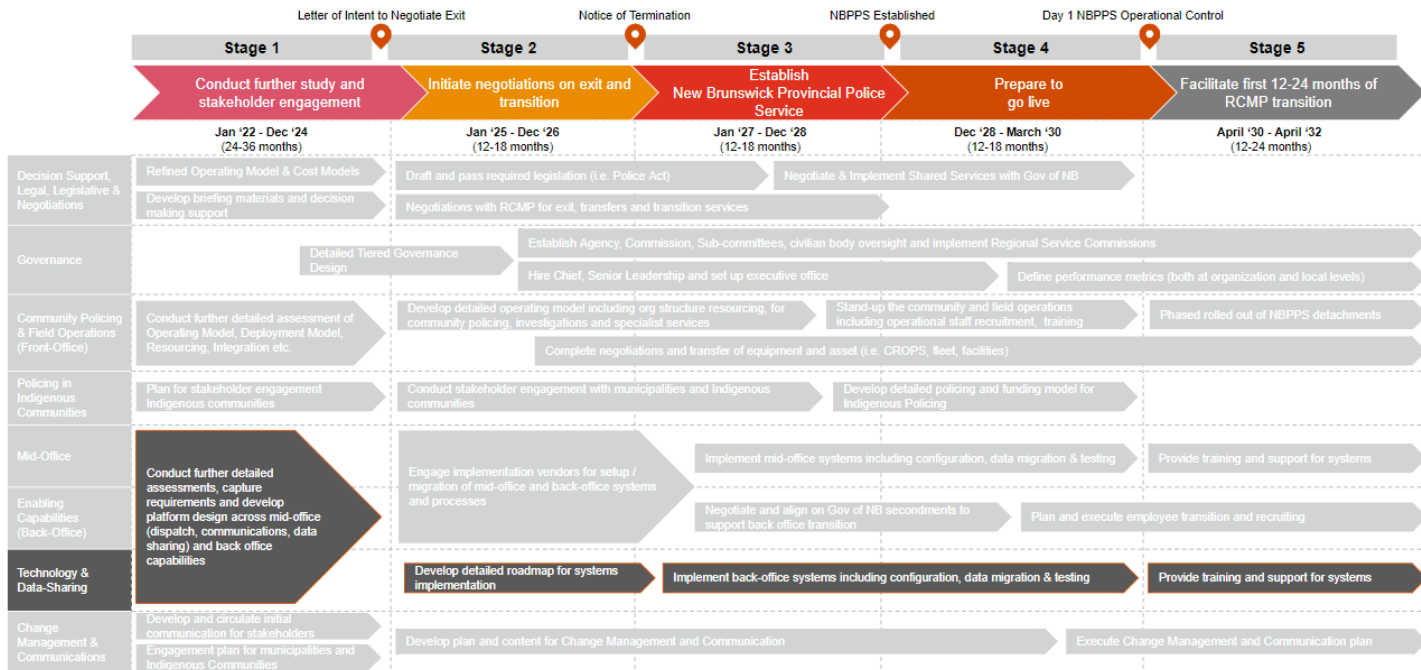
Risks & Considerations:

- There is a critical risk to operationalizing NBPPS if sufficient applications of quality applicants are not received within the timeframe allocated for recruitment / transfer of officers.
- The vendor lead times should be considered during the planning of recruitment, payroll, benefits and pension setup processes.

Interdependencies:

- The Human Resources processes and systems should be operational for executing the recruitment and set up of employees. The transition support/delivery team should also be provided with relevant training for these processes before the recruitment of NBPPS officers is initiated.

4.i Technology & Data-Sharing



Having the right technology at the right time will be critical for operationalizing NBPPS. The technology transition has been planned to support the staged transition approach where a small number of detachments are operated by NBPPS initially and expands its scope of operations to other detachments in a staged manner over a period of 12-24 months. The underlying assumption is that all systems required to support community policing, mid-office and back-office operations would need to be stood up for Day 1 of NBPPS operational control (i.e. when NBPPS starts operating the first group of detachments in June 2025). The usage of these systems would ramp up in conjunction with the detachment roll out.

The proposed future state model recommends that NBPPS should leverage existing provincial systems (e.g. Collision Management System) wherever possible with additional access control and security built in for shared systems. There is a need to conduct further detailed assessments of mid-office and back-office technology platforms, define business requirements and develop detailed designs for the future state systems. System integration and interface requirements also need to be assessed and defined to ensure an integrated approach for policing is enabled across the province. The assessment should also include security requirements for core standalone systems as well as systems shared with the Government of New Brunswick or other provincial agencies. The approach for data segregation and migration (especially for active investigations) should be covered in the assessment.

Once the technology requirements have been finalized, a detailed implementation roadmap for IT systems, infrastructure and security should be developed, validating the effort and duration required for each activity. It is likely that a significant amount of implementation work will be dependent on vendors, vendor lead time should be factored into vendor engagement and implementation initiatives.

Below is the list of initiatives under this workstream and each initiative has been further described in the subsequent pages:

- Technology & data assessments and requirements analysis & platform design
- Develop detailed roadmap for technology implementation
- Technology procurement processes, including system and implementation partner(s) selection
- Implement IT systems, infrastructure and security including configuration, data migration and testing
- Provide training and support for IT systems

4.i.1 Initiative: Technology & data assessments and requirements analysis & platform design

Timeline:		Prioritization:	
Stage(s):	Stage 1 and 2	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	High

Overview & Key Activities:



A detailed analysis is required to identify technology requirements for mid-office and back office capabilities which should include the assessment of systems required to perform these functions, infrastructure to host these systems (i.e. cloud provisioning, on premise data centers, network), security requirements, interfaces between systems, and core IT platforms (e.g. monitoring, ticketing, collaboration tools, email). Per the future state design, the front office technology (eg. systems in the fleet, any devices that the officers use during community policing operations) would be the same as in the current RCMP operations and thus assumed to be transitioned as part of equipment transfer.

Risks & Considerations:

- System implementations are a huge undertaking and often have implications on the overall transition timelines and cost. The systems should be evaluated with an objective to get the maximum benefit within reasonable time and cost frames.
- There is a risk of existing systems not meeting the security standards for policing organizations and would need a separate, new system dedicated to NBPPS. This would substantially impact the time and cost of transitioning.
- Since this assessment stage includes detailed analysis of highly specialized systems, getting the required skills / expertise might be a challenge for a project of this magnitude.
- There is a potential risk of insufficient cooperation or willingness to share their system information or data for migration
- Lack of interest or participation from other municipal policing agencies to be involved in integration assessment efforts would impact the quality of design for the integrated platforms.
- Coordination of interdependencies from these assessments could be challenging and overwhelming, especially since multiple external vendors would be involved in these assessments simultaneously.
- Additional information on areas of further study relating to technology can be found in Supplement 7.a.

Interdependencies:

- The outcome / findings from these assessments should be factored into other assessments to design a compatible, scalable and integrated technology solution for NBPPS (e.g. systems finalized should be considered while defining the infrastructure and security requirements).
- These assessments would provide a comprehensive view of NBPPS technology landscape and should be considered when developing the detailed technology roadmap.

4.i.2 Initiative: Develop detailed roadmap for systems implementation

Timeline:		Prioritization:	
Stage(s):	Stage 1 and 2	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	High

Overview & Key Activities:

Based on the NBPPS technology landscape defined as part of the detailed technology assessments, a detailed implementation roadmap needs to be created covering critical stages of planning & setup of implementation teams, validation of functional requirements, configuration / instance setup, data migration, testing, training and post-go live support. This would include the implementation of all mid-office and back office applications, specialized software and databases, interfaces, system integrations, data analytics, security controls, infrastructure setup as well as configuration of enterprise wide IT tools.

Risks & Considerations:

- Staged rollout of systems should be considered when defining the roadmap i.e. systems which would be required by NBPPS during Stages 4 and 5 should be prioritized and implemented early (e.g. payroll, recruitment).
- Third party systems implementation vendors will be required to execute on the roadmap in the development and implementation of systems.

Interdependencies:

- The technology implementation would be dependent on the operating model design and any change in functional/process requirements resulting from operating model design should be incorporated in the systems implementation.
- The technology implementation roadmap would be dependent on the Government of New Brunswick delivery/support teams available for secondment and should be developed in tandem with negotiations for Government of New Brunswick secondments.
- Implementation scope and timelines for the projects which would need external vendors should be factored into the technology procurement and vendor selection/engagement process.

4.i.3 Initiative: Technology procurement processes

Timeline:		Prioritization:	
Stage(s):	Stage 3	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	High

Overview & Key Activities:

Based on the implementation roadmap, individual system implementation projects should be kicked off with onboarding the relevant project management resources, delivery resources, subject matter experts as well as vendors / contract staff (if applicable). Agile methodology should be adopted for these implementations to ensure that the functionalities are being tested at each Stage of the project.

Risks & Considerations:

- There could be a potential risk of inconsistent or misuse of technology if the implemented systems are not supported by appropriate processes and policies for use.
- The systems should be tested for agreed upon security standards, data privacy laws and access controls to mitigate risks of system errors resulting in data loss, regulatory non compliance, potential disputes or public backlash.
- Maintaining business continuity for systems shared by other provincial agencies during implementation and testing for NBPPS should be considered. In case of any downtimes of shared systems that may affect the Government of New Brunswick or other provincial agencies, advance and clear communication should be provided to ensure minimal disruptions to their services.

Interdependencies:

- The training for end users should be planned in accordance with the implementation schedule.
- Interdependencies with the systems, interfaces and infrastructure implementations are critical and should be coordinated and managed by the transition team.

4.i.4 Initiative name: Provide training and support for IT systems

Timeline:		Prioritization:	
Stage(s):	Stage 4 and 5	Strategic Priority:	High
Lead:	NBPPS	Complexity:	Medium

Overview & Key Activities:

A 2 month support period has been proposed for all system implementations. The support duration could be increased or decreased depending on the criticality and complexity of the system, and should be defined during detailed technology implementation planning. This support would provide fixes to any bugs / functionality changes required as well as any end user related issues. Adequate training needs to be provided for relevant systems as and when employees are recruited and onboarded. Training should be conducted on a rolling basis during the first two years in tandem with NBPPS employee ramp up to ensure that all new resources being on boarded are provided with sufficient training to utilize the systems effectively.

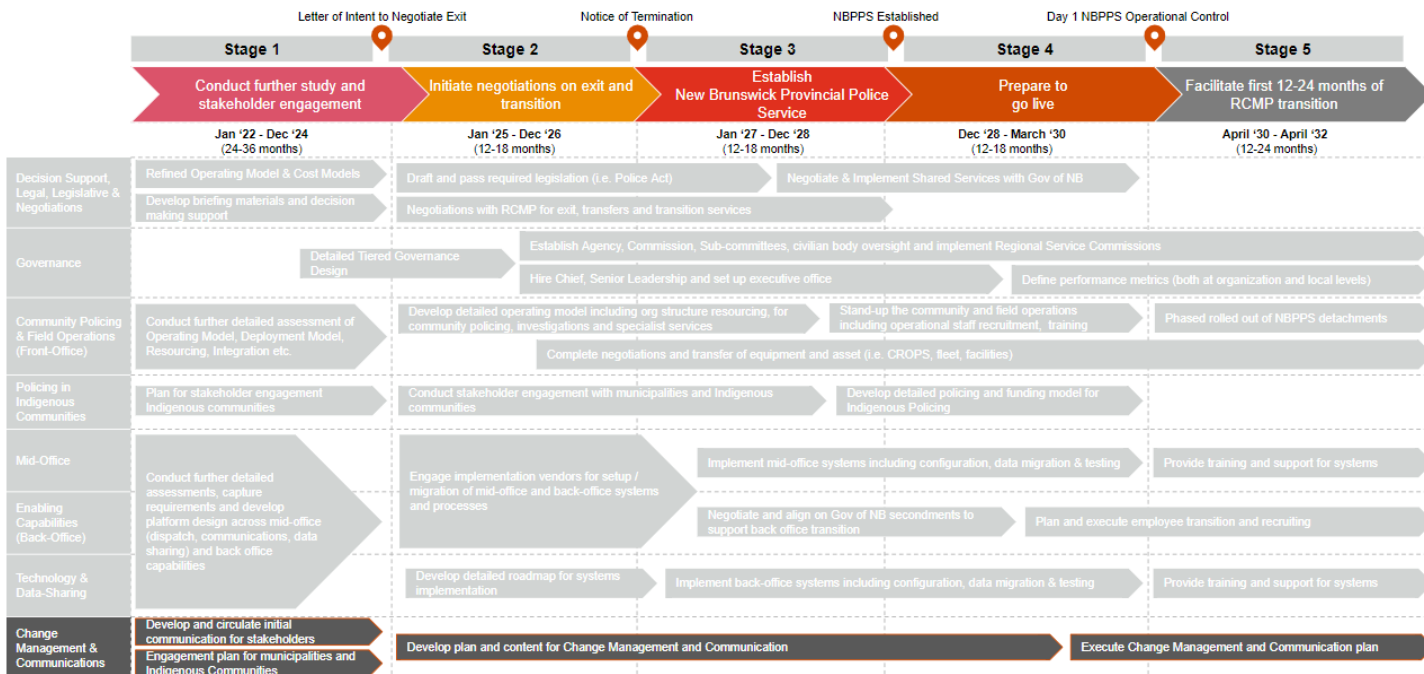
Risks & Considerations:

- Support SLAs should be agreed upon prior to Go-Live to ensure a minimum level of business continuity is maintained.
- Internal resources may need to be identified to continue to monitor and provide support post the 2 month stage and to conduct training for new resources onboarded during the two years.

Interdependencies:

- The end user training for some of the systems could be merged with the onboarding training to leverage efficiencies.

4.j Change Management & Communications



Ensuring ongoing commitment and buy-in throughout this complex transition is one of the critical pillars for the success of NBPPS. The transition team should plan for initial public engagement by identifying the key messages / highlights depending on the stakeholder group (i.e. municipal authorities, municipal communities, rural communities, Indigenous communities, urban communities, other law enforcement agencies and social services agencies). Once the initial engagement plan has been agreed to, relevant communication material should be developed and circulated per the plan to allow for clear and transparent messaging. As the transition progresses to Stage 2, the team should focus on developing a detailed change management plan to achieve alignment with stakeholders and gain public confidence and support for the provincial police service. In order to be effective, the change management plan should address the below focus areas:

- Communications - A constant flow of communications through each stage of the transition should be planned to build transparency and gain trust of communities.
- Culture - Appropriate mechanisms to embed the desired cultural values in NBPPS should be defined and executed as the employees are being hired and NBPPS ramps up its operations.
- Stakeholder engagement - Identify key stakeholders and develop a robust engagement strategy for each stakeholder group.
- Employee Onboarding - Employees should be onboarded with a focus on shaping positive employee experience, preparing them to operate in a different environment and reinforce the vision, guiding principles and core values of NBPPS.

Below is the list of initiatives under this workstream and each initiative has been further described in the subsequent pages:

Securing buy-in and support for the creation of NBPPS

- Preparation and execution of initial public engagement
- Conduct detailed engagement with public, key stakeholders and municipalities

Change Management and Communication plan and execution for the Transition from RCMP to NBPPS

- Develop change management plan
- Build change management and communication materials
- Execute change management and communication plan

Employee Culture and Change Management

- Develop and execute a culture change plan
- Onboard NBPPS employees

4.j.1 Initiative: Preparation & execution of initial public engagement

Timeline:		Prioritization:	
Stage(s):	Stage 1 and 2	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

Once a decision is made to pursue NBPPS, efforts will need to be undertaken to build trust and credibility with the public, particularly those in the rural areas where services may likely be impacted the most. Firstly, a list of all key stakeholders will need to be identified and a strategy needs to be developed to understand the best way to communicate with each stakeholder group to get their support and buy-in. It would be important for the public stakeholders to understand the costs and benefits of the proposed new model and to trust in the transition process. In order to facilitate this process, initial communication packages should be developed and the right channels to engage communities should be identified. The results of the study, transparency in the process and a realistic view of the benefits that could be achieved should be presented fairly and in a way that can be understood and trusted by all New Brunswickers.

Risks & Considerations:

- This could be a highly polarizing and difficult topic, thus the communication packages should be engaging and focus on the appropriate messages to mitigate the risk of disengagement, distrust or misunderstandings.
- Risk of organizations campaigning against the project before the report has been issued which would make it more challenging to control the narrative / change perceptions that negative publicity may have already created.

Interdependencies:

- Outcomes and feedback from this stage of engagement should be considered during development of detailed change management and communication plans for subsequent stages of the transition.

4.j.2 Initiative: Initial communication development

Timeline:		Prioritization:	
Stage(s):	Stage 1	Strategic Priority:	High
Lead:	The Transition Management Office (TMO) / Department of Justice & Public Safety	Complexity:	Medium

If the Government of New Brunswick decides to pursue the development of the New Brunswick Provincial Police Service, communication of this information to the public in a transparent, consumable, and concise manner will be important. The information must be simplified to make it accessible to the average citizen without expertise in policing, financial models, or government operations. Different communication packages may need to be provided to different stakeholder groups including internal Government of New Brunswick stakeholders, municipal governments, municipal associations, community leaders and groups, not for profit organizations, and rural, Indigenous, and urban communities.

Risks & Considerations:

- Communications should be clear, consumable, and tailored to the specific needs and key messages for the target audience.
- There should be mechanisms to collect feedback or inputs as a part of the communication strategic and materials

Interdependencies:

- Outcomes and feedback from this stage of engagement should be considered during development of detailed change management and communication plans for subsequent stages of the transition

4.j.3 Initiative: Develop change management plan

Timeline:		Prioritization:	
Stage(s):	Stage 2 and 3	Strategic Priority:	Medium
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

The change management and communication planning should start with identifying the list of impacted stakeholders for consideration (e.g. NBPPS employees, urban communities, rural communities, Indigenous communities, municipalities, municipal governments, other law enforcement agencies etc.). All internal communications and change management initiatives (for NBPPS employees) should emphasize on

promoting the desired culture and core values. Effective feedback mechanisms should also be planned to facilitate 2-way communication and demonstrate that stakeholder feedback matters and would be leveraged to build improvements.

Risks & Considerations:

- An ineffective or under-funded change management plan could result in public distrust and loss in confidence.
- There could be conflicting priorities between different stakeholder groups which may lead to decisions being made that create unhappiness for some stakeholders.
- Lack of interest, engagement and participation from stakeholders in the various change management and communications initiatives.

Interdependencies:

- The change management and communication materials which would be developed subsequently would be driven by the key messages and communication channel outlined for each stakeholder group in the change management plan.

4.j.4 Initiative: Build change management and communication materials

Timeline:		Prioritization:	
Stage(s):	Stage 3 and 4	Strategic Priority:	Medium
Lead:	Government of New Brunswick	Complexity:	Low

Overview & Key Activities:

Change management and communication materials should be developed in accordance with the plan defined during Stage 2. Different methods of communication may be required for each stakeholder group based on their preferences and familiarity with various communication channels. Some examples of the materials to be developed include town hall scripts, email drafts, workshop agendas, press release drafts, newsletters, posters, script for interview / speech to printed materials, and communication materials for social platforms depending on the channels identified in the plan.

Risks & Considerations:

- All materials should be reviewed for clarity and consistency to avoid any confusing messages which could result in loss of public trust.
- Care needs to be taken to ensure there is no insensitive or potentially disrespectful language that could be misconstrued.
- Ensure there are avenues to collect feedback from the stakeholder groups including feedback forms, online feedback, etc.
- Presentation of materials should not include any indication that proceeding with a New Brunswick Provincial Police Service is a recommendation of the Transition Study Project or PwC but that it is a priority and a decision made by the Government of New Brunswick.

Interdependencies:

- The materials developed in this stage would subsequently be used during the execution of change management and communication plan.

4.j.5 Initiative: Conduct detailed engagement with public, key stakeholders and municipalities

Timeline:		Prioritization:	
Stage(s):	Stage 2 and 3	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

Overarching plans should be developed for engaging and informing all stakeholders (i.e. public, municipalities, local governing bodies, other law enforcement agencies) throughout the transition. The change management team should develop a set of core messages for all stakeholders and a set of targeted messages for each impacted audience. These core messages should be communicated to each stakeholder group using appropriate communication channels (e.g. town halls, meetings, press releases, social media, emails).

Risks & Considerations:

- Proper feedback loops should be established to enable 2-way communication with certain stakeholders to mitigate the risk of public distrust and backlash.
- Communications must be transparent and be provided to all stakeholders in a timely manner to allow adequate time to assess and learn about any government decisions and to voice their views to their representatives.
- Limited publicly communicated information on the Transition Study has been provided to the public and strong opposition to the formation of an New Brunswick Provincial Police is being voiced by stakeholder groups preemptively using assumptive costs and information on service levels which may not accurately reflect the analysis and information provided by the Transition Study to date.

Interdependencies:

- Outcomes and feedback from this engagement should be considered during development of detailed change management and communication plans.

4.j.6 Initiative: Execute change management and communication plan

Timeline:		Prioritization:	
Stage(s):	Stage 3, 4 and 5	Strategic Priority:	High
Lead:	Government of New Brunswick	Complexity:	Medium

Overview & Key Activities:

The communication materials should be circulated in accordance with the change management and communication plan defined in earlier stages. There should be enough flexibility built in during the execution of the change management process to address any ramifications. A central team would facilitate the rollout of the change management and provide guidance and support to local change agents to manage the planned changes resulting from the transition.

Risks & Considerations:

- There could be a risk of low or insufficient participation if the communication timing or channel does not resonate well with the stakeholders.

Interdependencies:

- Effectiveness of these communications should be assessed and evaluated to refine and improve future communications.

4.j.7 Initiative: Develop and execute a culture plan

Timeline:		Prioritization:	
Stage(s):	Stage 3, 4 and 5	Strategic Priority:	High
Lead:	NBPPS	Complexity:	High

Overview & Key Activities:

A culture change plan should be developed to drive the adoption of the desired cultural traits and core values finalized per NBPPS vision. This would include the list of desired behaviours, ways of promoting these behaviours and any rewards/recognition that could incentivize adoption of the core values.

Risks & Considerations:

- Significant commitment would be required from leadership to visibly sponsor, champion and model behaviours.
- There is a risk of adopting current RCMP culture as a result of badge-overs from RCMP.
- Risk of low adoption of the proposed culture by the badge-overs from RCMP or other police organisations.

Interdependencies:

- Need to factor in the NBPPS leadership's vision and strategic plan while developing the culture change plan.

4.j.8 Initiative: Onboard NBPPS employees

Timeline:		Prioritization:	
Stage(s):	Stage 3, 4 and 5	Strategic Priority:	High
Lead:	NBPPS	Complexity:	Medium

Overview & Key Activities:

A detailed onboarding program should be designed and executed to familiarize NBPPS employees with the new organization. The onboarding program should be designed around the desired employee experience (i.e. what each employee should "know, feel, do" on the first day and the first few weeks). The onboarding program should be followed by the detailed functional training required for performing day-to-day operations.

Risks & Considerations:

- The experience of initial recruits will influence the decision of others who adopt a "wait and see" approach to apply to join NBPPS.
- An ineffective employee onboarding program may lead to low employee morale and productivity resulting in undesired attrition.
- There is a need to ensure that all employees are treated in a similar manner irrespective of whether they are transfers from another organization or new recruits. This will be critical to ensure that all employees feel they are treated the same and fairly.

Interdependencies:

- Onboarding packages and training materials should reflect the organization vision and core values envisioned by the NBPPS leadership.

5

Transition Cost Drivers

5. Transition Cost Drivers

5.a Overview of Transition Cost Drivers

Transitioning from the RCMP and contract policing services will result in sizable costs incurred throughout the analysis, planning, stand up, and operationalization of a provincial police service in New Brunswick. The major cost drivers presented in this section are categorized according to the element of transition with which they are associated (e.g., Transition Management Office, frontline operations). Generally, these costs relate to compensation, operations, and the transfer (or procurement) of infrastructure and real estate, equipment, technology, and other assets required to stand up and operate a provincial police service - from the early stages of transition through to steady state operations. Estimates of transition costs are not in scope for this Transition Roadmap. Instead, the cost drivers presented in this report are intended to provide high-level considerations for the Government of New Brunswick.

OPEX Versus CAPEX Costs

The transition costs presented in this section can also be categorized as either **operating expenses (OPEX)** or **capital expenses (CAPEX)**. OPEX costs capture costs related to people and the delivery of services. For example, salaries and benefits related to the Transition Management Office are considered to be OPEX. On the other hand, CAPEX costs capture costs related to assets. For example, the IT equipment used by the Transition Management Office is considered to be CAPEX. This split is directional only and has not been validated against the Government of New Brunswick's finance policies.

Resourcing Costs

The resource requirements for a future New Brunswick Provincial Police Service will drive a sizable share of the transition costs that are incurred. At a high level, the types of resourcing costs could reasonably be expected to include:

- Government of New Brunswick employees performing their existing roles (e.g., support legislation and negotiations with the RCMP) in relation to the transition
- Government of New Brunswick employees who could be seconded to a New Brunswick Provincial Police Service transition team to perform transition-related activities identified in the transition roadmap (e.g., the execution of IT, HR, equipment, facilities, legal, and communications and change management activities) with the guidance and support of the core transition team
- External resources from third party partners contracted to deliver specialist support (e.g., technology assessments and implementations; operating model design; analyses on the transfer of facilities, equipment, and other assets; stakeholder consultations, change management, and communications; and any expert legal advice required)

5.b Major Cost Drivers

The major categories of cost drivers include:

Transition Management Office (TMO)

These costs include the salaries and benefits of employees seconded from the Government of New Brunswick, the provincial police service Chief of Police, and any additional costs for IT equipment used by the team. Resources required to support the transition include any secondees from the Government of New Brunswick, contractors required to supplement or deliver specific elements of the transition, and any additional backfills or temporary hires required to build up the capacity to deliver the transition while maintaining day-to-day operations of services within the Government of New Brunswick.

The costs associated with the Transition Management Office and related resourcing will be dependent on the duration of the transition from the current state to the desired future state. Naturally, the province will seek to strike a balance between minimizing costs while allowing adequate timelines for transition planning and activities in order to reduce risk.

Estimates of these costs were not calculated and would need to be derived following further analysis.

Legal, Legislative & Negotiations

These costs include resource costs of third party legal experts to support initial negotiations with the RCMP, prepare the Letter of Intent (LOI), complete exit and Transition Service Agreement (TSA) negotiations with the RCMP, and draft *Police Act* legislation or amendments. Most of these services have been assumed to be completed by the Department of Justice and Public Safety and other existing Government of New Brunswick resources.

There could be additional costs related to contracting legal specialists on an as-needed basis. Additionally, there are likely to be indirect costs associated with the resources and time required to pass legislation in support of the establishment of a new police service, including any changes to the existing *Police Act* and/or Policing Standards.

Estimates of these costs were not calculated and would need to be derived following further analysis.

Governance

Costs driven by the stand up of the governance structure include the resource costs to design the governance structure and to establish the police service, Provincial Police Commission, local commissions, a civilian oversight body, and other entities. Additional costs could be incurred for the compensation of Provincial Police Commission members and staff required to recruit, appoint, and support effective Provincial Police Commission activities.

Estimates of these costs were not calculated and would need to be derived following further analysis.

Community Policing & Field Operations (Front-Office)

Among the cost drivers associated with transitioning community policing services is the additional cost to complete the operating model design and frontline service delivery model for field operations. This will require detailed assessments of the transition and future state operating costs, including potential regionalization, integrations, and partnerships as well as assessments of facilities and equipment transfers, and training and lab services requirements.

Estimates of these costs were not calculated and would need to be derived following further analysis.

Policing in Indigenous Communities

These costs include the resource costs of Government of New Brunswick employees engaged to create a plan for stakeholder engagement to work collaboratively with Indigenous communities, conduct stakeholder consultations, and build a detailed policing and funding model driven by the input received from local communities.

Estimates of these costs were not calculated and would need to be derived following further analysis.

Human Resources

These costs include the costs to transfer benefits and pensions (for members transferring from the RCMP) and labour relations costs. Additionally, this includes the salary and benefits costs of the new provincial police service members who will be hired prior to the official operationalization of the New Brunswick Provincial Police Service as well as any associated recruitment and training costs.

Estimates of these costs were not calculated and would need to be derived following further analysis.

Real Estate

This includes the costs associated with the acquisition of buildings from the RCMP and any outstanding Accommodation Program Charges balance at the time of termination of the Provincial Police Service Agreement (PPSA). The list of buildings, their initial purchase price, and year of purchase can be provided by the RCMP if not currently available to the Government of New Brunswick. The fair market value, condition of the buildings, and the list of buildings within the portfolio of the RCMP J Division will all impact the costs associated with the real estate transition. The actual condition of the buildings will need to be determined via further assessments. Acquiring land could drive additional costs.

Estimates of these costs were not calculated and would need to be derived following further analysis.

Equipment & Assets

This includes the cost of acquiring existing equipment (e.g., firearms, safety equipment, investigational aids, communication s devices, and other hardware as well as end-user IT equipment and fleet from the RCMP). Additional equipment costs could include the cost to purchase new uniforms as well as the cost for fleet retrofit and the cost to replace any equipment not eligible to be transferred to the province under the PPSA. Costs will vary depending on whether the Government of New Brunswick will want to purchase new or procure from the RCMP as part of transition negotiations, and - if it decides to procure from the RCMP - how much of the existing equipment and hardware it opts to inherit. The cost of transfers from the RCMP will be determined by condition, expected remaining useful life, and other factors that may impact the utility of equipment and assets.

Estimates of these costs were not calculated and would need to be derived following further analysis.

Technology

These costs include the resource costs for systems implementation, network, and security enhancements. The technology landscape can be reasonably assumed to include a mix of new systems (e.g., Records Management System, Computer-Aided Dispatch, Evidence Management System) as well as leveraging existing provincial systems, such as the New Brunswick Trunked Mobile Radio (NBTMR) system.

Estimates of these costs were not calculated and would need to be derived following further analysis.

Change Management & Communications

These costs include the resource costs to build and execute a change management and communications plan to engage municipalities, Indigenous communities, and other stakeholders across the province.

Estimates of these costs were not calculated and would need to be derived following further analysis.

Transition Period RCMP Service Cost

Transition costs will be expected to include the double running costs of having overlapping capabilities as the new provincial police service is established ahead of existing RCMP services ramping down. As the New Brunswick Provincial Police Service prepares to take responsibility for detachments, it will need to employ all the required staff and train them to reach operational readiness before the handover from RCMP. It should also be expected that there will be a ramp down period after the RCMP has handed off command of operations to the province. The exact nature and timing of the operational transition will need to be determined by the Chief of Police, with appropriate input from stakeholders, which will determine actual costs.

Estimates of these costs were not calculated and would need to be derived following further analysis.

Other Transition Costs

Other transition costs could include the resource costs to transition shared services, such as finance, (e.g., setting up the general ledger, bank accounts) and branding updates, including signage refreshes for buildings, literature, and stationery.

6

Conclusion

6. Conclusion

This independent report has been prepared for the consideration of the Government of New Brunswick. Together with Phase 1 Report (Current State Analysis & Cost Model) and Phase 2 Report (Future Concept of Operations & Cost Model), this Phase 3 Report (High-Level Transition Roadmap) concludes the RCMP Transition Feasibility Study to assess the current costs of RCMP services in New Brunswick (J Division) and to develop a preliminary recommendation for a provincial policing model, as well as a high-level roadmap and cost drivers, for a potential transition from the RCMP.

The purpose of this third and final report has been to present a high-level transition roadmap - spanning five stages and four major milestones - that proposes next steps for the province, should it decide to operationalize the model recommended in Phase 2 Report, to undertake a transition to a potential future New Brunswick Provincial Police Service.

To get there, a sizable transition program will need to be implemented to move from the current state of policing in New Brunswick to the reimagined community-oriented model that has been proposed during Phase 2 of this Study - and the province could decide to move as fast (or slow) as it deems necessary to fulfill its objectives. The Transition Roadmap presents the critical steps, timelines, interdependencies, risks, and cost drivers of a potential transition. It is intended to be high level - not exhaustive. Indeed, a transition of this size and complexity will require collaboration from diverse stakeholder groups, and activities and milestones are fully expected to evolve, or even change, as the transition progresses.

Core to an effective transition (if the Government of New Brunswick decides to proceed with a provincial police service) will be setting a strong foundation that inspires the trust of all New Brunswickers - and that starts with engaging communities in a meaningful dialogue right across the province.

7

Supplements

7. Supplements

7.a Opportunities for Further Study

ID	Category	Sub-category	Further Study Required
1	Operating Model Design	Detailed Design	The concept of operations model presented provides a high level view of how a provincial police service in New Brunswick could be developed and operated. The concepts and recommendations for operations throughout the model will need further detailed analysis, operating model design, and validation with relevant stakeholder groups. This analysis is required prior to further design or analysis of the deployment and resourcing model, required capabilities, costs associated with the future model, more detailed transition planning, or negotiations with the RCMP.
2	Operating Model	Regionalization	Further study and stakeholder engagement supported by detailed analysis of crime data, service delivery options and other implications would be necessary to determine if regionalization with larger municipal services or more broadly across provinces is feasible and any potential benefits or costs that may be reasonably expected from regionalization. It should be noted that this project did not consider regionalization beyond SiRT.
3	Operating Model	Training	A detailed examination of the training capacity of existing facilities will need to be conducted in order to assess the feasibility of facility sharing between NBPPS, other Municipal Services, or provincial police services. Facility capacity will also need to be considered and the desire of existing institutions such as the Atlantic Policing Academy to provide services will need to be confirmed. Additionally, an inventory of training programs being delivered by municipal services, the Atlantic Policing Academy, post secondary institutions and other service providers including the RCMP should be conducted to identify areas of uniquenesses, duplication across services and identify which programs provide the best outcomes.
4	Operating Model	Training Standards / Programs	Further study and engagement is required to further define what training should fall under provincial standards and an approach to developing those standards through stakeholder engagement across police services in New Brunswick to identify best practices to be standardized. Additionally, further definition is required into types of training and content of training programs that are required for an NBPPS.
5	Operating Model	Deployment model	A further refinement of the deployment model should be completed after further detailed operating model design work is completed and further refined as a part of transitioning. Consideration should be given to geographical differences in crime severity, crime types, detachment size, community needs and desires, and public safety priorities/strategy in the new model of policing.
6	Operating Model	Specialist capabilities	A detailed examination of existing specialist services capacity, resources, and demand in the province should be completed in order to define resource sharing capacities in municipal and regional services, identify additional capacity requirements for NBPPS, and identify potential opportunities for further outsourcing.
7	Operating Model	Indigenous Policing	Due to its complexity and sensitivity, the review of how Indigenous policing will be incorporated into any future model requires significantly more engagement with Indigenous communities. Areas for further study include organizational structure within NBPPS, resourcing, funding model, specialized services, and specialized training, expansion of the Community Program Officer program.
8	Operating Model	Cost Sharing	This study did not look at the funding model for policing in the province of New Brunswick. Cost sharing and the split of future costs between the province and municipalities (>15000) should be studied further by the Government of New Brunswick and a funding model for cost sharing should be developed with municipalities.
9	Operating Model	Resource Sharing	Potential areas in which sharing of resources and facilities have been identified as part of the operating model. Further examination of the feasibility of sharing and collaboration should be conducted.
10	Operating Model	Integration and Partnerships	A detailed assessment of existing programs in J&PS, community organizations, Government of New Brunswick ministries and other New Brunswick departments relating to health, family services, addictions response, mental health, and educational supports should be completed to detail integration/partnership requirements, organizational structure & role requirements and high level

			interaction models to support integration and collaboration.
11	Operating Costs	Scenario Modelling	Further scenario modelling can be done to factor in varying degrees including resourcing mix, or changes to other assumptions. This will help in identifying the financial impact of various operating models for the future NBPPS.
12	Operating Costs	Future State	Future state operating costs (Opex) are largely based on assumptions and per capita costs calculated based on the PPSA current state costs for FY 19-20. A more detailed analysis is recommended to refine cost estimates provided as more detailed design work on the future model is completed.
13	Operating Costs	Efficiencies	Certain efficiencies have been assumed in the future state for the Cadet Training Program, Lab Services, and HR Professional Services factoring in local sharing of resources. The actual dollar amounts of potential efficiencies gained in these and any additional areas will need to be assessed in more detail.
14	Operating Costs	Vendor renegotiations	The cost model assumes a neutral impact from the future changes in vendor landscape. Further assessment needs to be done to understand the impact of change in volume on the current pricing. There could also be a potential to switch vendors for better product/pricing under the Government of New Brunswick, which needs to be explored for a more accurate cost estimation.
15	HR	Grade structure and salary mapping	The grade and salary mapping for public service employees is based on high level knowledge of Government of New Brunswick grade structure from publicly available data and has some gaps due to the differences in federal and provincial grades. The grade and salary mapping needs to be completed by the Government of New Brunswick HR team to ensure it is in accordance with the current grade structure and pay policies. The model assumes a similar span of control for public service employees as the current state and is also an area which needs to be explored further as there may be opportunities for further efficiencies through an optimized organizational structure.
16	HR	Unions	The establishment of a new NBPPS union is assumed. Actual structure, costs, and timing associated with the formation of this union will need to be assessed at the time the union is formed.
17	Equipment	Specifications	The model currently does not explore the detailed specification of CROPS equipment, fleet, radio, telecom or informatics equipment which will be provided to members. The future cost has been estimated assuming the same equipment cost per unit will continue in the future state. This does not factor in any change in economies of scale or specification rationalization. However, for a more accurate estimation these factors should be assessed in detail as part of subsequent studies, also considering the resource mix in a future model.
18	Equipment	Inventory Transfer	RCMP has extracted equipment inventory data from a larger list of equipment for which the RCMP has commented that there may be some concerns with the completeness and integrity of the data provided. Furthermore, details for inventory held by municipalities was largely not available and has been estimated as a proportion of PPSA inventory. The exact amount and type of equipment that will be transferred and their fair market value will need to be evaluated and/or negotiated at the time of transfer.
19	IT	Government of New Brunswick Infrastructure	The proposed model recommends that NBPPS should utilize an integrated approach to providing corporate services that integrate with the existing Government of New Brunswick infrastructure. At this time cost information is not yet available (including license, maintenance and support costs) for using Government of New Brunswick Infrastructure to support NBPPS. Using GoNB infrastructure may provide opportunities for further efficiencies by using existing shared service modules (e.g. payroll, benefits management, Human Resource Information System (HRIS) , recruitment, health & safety, talent management, time management, workforce process management, Accounts Payable (AP) , Accounts Receivable (AR) , General Ledger (GL) , fixed assets, cash & banking management, budgeting & reporting, procurement, inventory management).
20	IT	Middle Office	A detailed assessment of middle office technology platforms and business requirements should be conducted, including an assessment of NBTMR and PSAP capacity and infrastructure, RMS/CAD requirements, NG911 considerations, and RTOC capability assessment and high-level operating model design and opportunities to integrate or share RMS/CAD capabilities across the province.

21	IT	Data Sharing	A detailed assessment of the requirements, infrastructure, and data sharing capabilities to facilitate real time data sharing between different services in New Brunswick is required. The analysis should include security considerations and search and data analysis functionalities. A detailed roadmap for how to build the required capabilities to support data sharing and analysis as a key component of the integrated model of policing must be completed.
22	Real Estate	Real estate rationalization	The cost model assumes that NBPPS will continue to use all current RCMP facilities as is. The model does not factor in any optimization of facilities (i.e. downsizing to improve space utilization, renegotiating leases for lower costs or moving to cost effective buildings negotiated under the New Brunswick government). Further detailed assessment needs to be done to optimize space utilization and leverage government real estate for detachments, offices and other buildings. Consideration should be given to co-location of services, community policing requirements, or additional capabilities being introduced.
23	Real Estate	Building and land transfer	The fair market value of the buildings and land to be transferred from the RCMP to NBPPS has been estimated based on publicly available data. The actual fair market value of both buildings and land will need to be appraised at the time of transfer and the balance owing to the RCMP as well as payment terms and conditions will need to be negotiated. The estimate of cost to transfer buildings and land only includes the fair market value of buildings and land does not include any additional costs associated with the transfer of buildings and land which may be incurred, such as administrative costs. These additional costs will need to be assessed at the time of transfer.
24	Admin & Other	Shared services	The cost for shared services (i.e. finance, legal, procurement etc.) have been assumed to be similar to the current RCMP policing environment as services transfer from the RCMP shared service model to the Government of New Brunswick shared services. At this stage, areas responsible for shared services have not been engaged on defining detailed requirements to support NBPPS. A more detailed assessment would help identify synergies between NBPPS shared services and Government of New Brunswick shared service functions, especially identifying the roles which can be absorbed within the current Government of New Brunswick teams.
25	Corporate Services	Process & Technology Redesign	No consideration is given to how corporate services are structured or delivered within the NBPPS or Service New Brunswick as a part of this preliminary study. Further design of the roles, relationships and processes that should be utilized to facilitate the integrated model for corporate services recommended will need to be completed. This analysis may result in changes in resourcing requirements and costs associated with the future model. Additional broader efficiencies may be identified to allow the Government of New Brunswick to provide services more efficiently internally.

7.b Next Generation 9-1-1 Summary

Background Information

In Canada, work has been moving forward since 2013 and recently (2017) the Canadian Radio-television and Telecommunications Commission (CRTC) released a Telecom Regulatory Policy; “CRTC 2017-182 Next-generation 9-1-1 – Modernizing 9-1-1 networks to meet the public safety needs of Canadians”. This policy directs the evolution of the 9-1-1 system to best serve Canadians in the future.

Next Generation 9-1-1 should be an imminent priority for public safety organizations. While the existing 9-1-1 system is decades old, it continues to perform well and remains the main conduit for Canadians to reach emergency services in most jurisdictions. However, there are some serious weaknesses with the current system and a lack of a standard approach to 9-1-1 across Canada.

Next Generation 911 (NG9-1-1) services will provide Canadians with access to new and innovative emergency services and capabilities. These services are enabled by the prevalence of mobile devices and the evolution of telecommunications networks. The Canadian Radio-television and Telecommunications Commission (CRTC) is mandating 911 stakeholders complete necessary system upgrades to prepare for NG9-1-1 and improve overall public safety.

What is NG9-1-1?

NG9-1-1 is not just a Public Safety Answering Point (PSAP) update. NG911 is not only about updating current analogue call centres. It is about disrupting the current paradigm and rethinking the way emergency communication centres connect citizens with responders with the best information and tools.

PSAPs must begin to consider significant factors such as:

- Plan and budget the upgrades of communication infrastructure,
- Develop data governance framework and data management policy,
- Telecommunication systems must be a National Emergency Number Association (NENA) i3 compliant IP telephone (contact centre) system,
- Identification of system requirements to insure interoperability and address system, network design and security,
- CAD system will need to be updated to accept IP-based voice and data traffic
- Text transmissions will occur over IP-based RTT protocols

The provision of 9-1-1 services throughout Canada is complex and requires coordination between various parties, including telephone and mobile wireless companies, provincial, territorial, and municipal governments, emergency call centres and emergency responders such as fire, police, and paramedics. The CRTC is also recommending that Public Safety Canada take a leadership role in establishing a national coordination body, including emergency call centres and emergency responders, to assist with the transition to NG9-1-1. All of these organizations have a role to play in providing public safety and emergency response services.

The incumbent telephone companies will be responsible for the construction, operation, and maintenance of the NG9-1-1 networks, with CRTC oversight. The networks must be ready to provide NG9-1-1 voice services by June 30, 2020 and NG9-1-1 text messaging services by December 31, 2020. These services will be made available to Canadians as their local 9-1-1 call centres are in a position to offer them:

- With NG9-1-1 services, Canadians could eventually stream video from an emergency incident, send photos of accident damage or a fleeing suspect, and send personal medical information, including accessibility needs, which could greatly aid emergency responders.
- The evolution to NG9-1-1 is expected to occur gradually over a number of years.
 - It will start with the CRTC and telephone companies collaborating to prepare the networks so that they are capable of carrying NG9-1-1 traffic to the emergency call centres.
 - The next step will be for provincial, territorial and municipal governments to work with their emergency call centres to get their operations ready for NG9-1-1 services.

Timelines for NG9-1-1

On June 1, 2017, the CRTC issued a decision *2017-182: Next Generation 9-1-1 Modernizing Networks to Meet the Needs of Canadians*. This decision provides a critical path for PSAPs to build the necessary infrastructure to continue operating. Critical voice communications are available on the new Emergency Services IP Network (ESinet) as of June 30, 2020. Critical data will be available 18 months later, and the legacy network will be decommissioned by June 30, 2023. PSAPs that have not made the necessary adjustments will no longer be equipped to manage 9-1-1 calls.

PSAP Timelines for NG911 Readiness

The following list is a high-level summary actions PSAPs should consider, to deploy NG9-1-1 capabilities as they become available.

BY DECEMBER 31
2018

- Develop a strategic roadmap & technology plan specific to your PSAP
- Assign resources to participate in ESWG working groups*
- Identify and plan procurements
- Develop change & learning management programs
- Identify funding sources and establish a funding reserve
- Develop NG9-1-1 governance
- Develop cybersecurity strategy
- Prepare for network upgrades as described in in ESWG Task ESTF0083 (TIF 83 - Q2 2018)

- Have NENA i3 IP Phone system in place
- Connect to ESInet for NG9-1-1 Voice
- Plan for implementing RTT capabilities
- Implement middleware systems to share data between systems

BY JUNE 30

2020

BY DECEMBER 31
2020

- RTT capabilities in place, along with supporting systems and processes
- Mechanism to push data to responders
- Implement advanced analytics/Artificial Intelligence capabilities
- Investigate/implement Virtual Customer Assistants for text sessions

- Migrate off legacy systems
- Maintain strategic technology plans
- Adopt emerging technologies as they become available

BY JUNE 30

2023

*The importance of every PSAP participating in the Emergency Services Working Group (ESWG) of the CRTC cannot be overstated. This group is composed of PSAP representatives, Telecommunications Service Providers (TSPs) and industry specialists. The working group addresses issues relating to the provisioning of 9-1-1 services and includes the technical and operational implementation of 9-1-1 services as assigned by the CRTC, or as requested by stakeholders. The ESWG provides PSAP members with an opportunity to collaborate on issues, participate in trials of new capabilities and influence the shape of telecommunications policy for 9-1-1.

PSAP NG9-1-1 TIMELINES

18

CANADIAN NG911 COALITION



Source: Canadian NG9-1-1 Coalition: NG9-1-1 Transition Roadmap for Canadian PSAPs

8

Glossary

8. Glossary

Acronym/Term	Definition
AP	Accounts Payable
AR	Accounts Receivable
CAPEX	Capital Expenses
CROPS	Criminal Operations
FTE	Full Time Equivalent
FY	Financial Year
GL	General Ledger
HR	Human Resources
HRIS	Human Resource Information System
IT	Information Technology
J Division	RCMP New Brunswick
JPS	Department of Justice and Public Safety
LOI	Letter of Intent
MMIWG	Missing and Murdered Indigenous Women and Girls
MOA	Memorandum of Agreement
MPSA	Municipal Police Service Agreement
NBPPS	New Brunswick Provincial Police Service
NBTMR	New Brunswick Trunked Mobile Radio
NG9-1-1	Next Generation 9-1-1
OPEX	Operating Expenses
PPSA	Provincial Police Service Agreement
PSAP	Public Safety Answering Point
PwC	PricewaterhouseCoopersLLP
RCMP	Royal Canadian Mounted Police
RMS	Records Management System
RTOC	Real Time Operations Centres
SLA	Service Level Agreement
SOP	Standard Operating Procedures
TMO	Transition Management Office

9

Disclaimer

9. Disclaimer

Our Services were performed, and this Report was developed, in accordance with our engagement letter dated October 28, 2021 and are subject to the terms and conditions included therein.

Our role is advisory only. The Government of New Brunswick is responsible for all management functions and decisions relating to this engagement, including establishing and maintaining internal controls, evaluating and accepting the adequacy of the scope of the Services in addressing Government of New Brunswick needs, and making decisions regarding whether to proceed with recommendations. The Government of New Brunswick is also responsible for the results achieved from using the Services or deliverables.

Our work was limited to the specific procedures and analysis described herein and was based only on the information made available through December 2, 2021. Accordingly, changes in circumstances after this date could affect the findings outlined in this Report. We are providing no opinion, attestation or other form of assurance with respect to our work and we did not verify or audit any information provided to us.

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Our Services were performed and this Report was developed in accordance with our engagement letter dated October 28, 2021 and are subject to the terms and conditions included therein. Our role is advisory only. The Government of New Brunswick is responsible for all management functions and decisions relating to disengagement, including establishing and maintaining internal controls, evaluating and accepting the adequacy of the scope of the Services in addressing the Government of New Brunswick's needs and making decisions regarding whether to proceed with recommendations. The Government of New Brunswick is also responsible for the results achieved from using the Services or deliverables.

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In preparing this Report, PwC has relied upon information provided by, amongst others, the Government of New Brunswick. Except where specifically stated, PwC has not sought to establish the reliability of the sources of information presented to them by reference to independent evidence. The financial analyses presented in this Report are based on estimates and assumptions, and projections of uncertain future events. Accordingly, actual results may vary from the information provided in this Report, and even if some or all of the assumptions materialize, such variances may be significant as a result of unknown variables.