

Police Service Delivery Model *Process Guide*

Department of Justice and Public Safety

2021

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Introduction

Gathering relevant and accurate information and weighing all critical factors are important stages in making decisions. The Police Service Delivery Model Process Guide has been developed to facilitate and provide guidelines for Local Governments seeking changes to the police service delivery model within their jurisdiction. The guide implements a step by step collaborative approach that identifies the roles and responsibilities of all participants and a clear process from inception through the final step of decision-making. It is intended to give Local Governments and the Minister of Justice and Public Safety the information needed to make informed and evidence-based decisions.

The *Police Act* governs policing in New Brunswick. Under this Act,

- the Minister of Public Safety is responsible to promote the preservation of peace, the prevention of crime, the efficiency of police services and the development of effective policing, co-ordinate the work and efforts of police forces and the Royal Canadian Mounted Police within the Province of New Brunswick¹;
- every municipality² shall be responsible for providing and maintaining adequate police services within the municipality³; and
- no municipality shall establish, abolish or disband a police force, withdraw from any agreement under which it is policed, or under which it provides policing services to another municipality, or withdraw from an agreement for the policing of a region, without the consent in writing of the Minister.⁴

As Local Governments have a responsibility to provide policing services, they may choose to examine their legislated options as set out in the *Police Act*. This is done for the purpose of delivering these services in an adequate and effective manner.

As per Article 4 of the *Police Act*, Local Governments may enter into an agreement:

- a. with the Lieutenant-Governor in Council for the policing of the municipality by the Royal Canadian Mounted Police,
- b. with the Government of Canada for the policing of the municipality by the Royal Canadian Mounted Police subject to the approval of the Lieutenant-Governor in Council, or
- c. with another municipality for the employment of its police force as the police force for that municipality, with the approval of the Minister.

The Policing Standards and Contract Management Branch (PSCM) of the Department of Justice and Public Safety (JPS), is responsible for developing and promoting provincial policies and standards, agreements and collaborative partnerships that ensure the delivery of consistent and standardized police services throughout New Brunswick. The branch is also responsible to assess compliance to the NB Policing Standards through evaluations and the Quality Assurance process. As subject matter experts, PSCM will participate in an advisory role and will support communities in providing information and advice in the process, including identifying strengths and weaknesses in the status quo model and requirements for a proposed service delivery model.

1 *Police Act*, Part 1, article 1.1

2 Municipalities are hereinafter referred as Local Government. Local Government means a municipality, rural community or regional municipality, *Local Governance Act*, 1

3 *Police Act*, Part 1, articles 3(1) & 3(1.1)

4 *Police Act*, Part 1, article 4.1

Local Government(s)

Initiation

1 Current state and problem statement

Local Government will:

- review current police service agreement and contractual obligations;
- develop a clear and concise problem statement that will identify the current state and desired future state, and any gaps between the two; and
- consider options towards resolving the identified gaps with the current service provider.

2 Resolution by Council

Local Government Council (the Council) will pass a resolution to conduct a review of its current police service delivery model. The resolution will specify if the review is:

- to explore the viability of other models (all options); and/or
- to examine the feasibility of a specific predetermined model.

3 Terms of reference

Local Government will prepare a Terms of Reference document that will set the scope of the review such as goals and objectives, framework for the review and timelines.

4 Notice to the current police service provider

Local Government will notify in writing the Chief and/or Commander of the current police service provider of its intentions to proceed with a review of its current police service delivery model.

5 Notice to the Minister

Local Government will notify the Minister of Justice and Public Safety in writing of its intent, outlining the rationale of the review, providing a copy of the Terms of Reference supported by Council and a copy of the written notice sent to the current police service provider.

6 Response from the Minister

Before proceeding further, Local Government will require a formal response from the Minister of Justice and Public Safety. If supported by the Minister, Local Government will proceed to the next step of the process (step 7). If not supported by the Minister, the process will end here.

The Review Committee and Stakeholders Engagement

7 Review Committee

Upon receiving support from the Minister, Local Government Council will establish a Review Committee that will proceed with the review as set in the Terms of Reference.

Local Government Council will appoint a Chair of the Review Committee. The appointed Chair should have effective planning skills and be knowledgeable of policing needs and requirements. The Chair will be responsible for the establishing of the committee members, facilitating the review as per the Terms of Reference, facilitating committee meetings and reporting the committee's findings to Local Government Council.

The review committee will include representation from the Local Government/regional board of police commissioners or advisory board, where applicable⁵, elected Local Government officials, and may also include other members as directed by Council. It is highly recommended that a senior local government administrator or a staff delegate of Local Government be part of the review committee.

The committee chair or delegate will update Local Government Council on the progress of the review at each Council meeting. Other key stakeholders will be updated as and when required.

JPS Policing Standards and Contract Management (PSCM) will assign a liaison to assist and provide guidance to the review committee throughout the process. It is the responsibility of the review committee chair to inform and maintain contact with the PSCM liaison, including notification of all meetings and correspondence between stakeholders.

8 Rules of engagement

There should be a full and complete sharing of information pertinent to the proposal process between all parties involved.

The Review Committee shall not engage with a Chief of Police or RCMP commander of another police service jurisdiction without first notifying the Chief of Police or RCMP Commander of their current service provider.

The Review Committee will not speak on behalf of another police service. If a request is made to Local Government to comment on a police service, the request will be directed to the appropriate police service for their response.

Initiating of the Review

This review will be done in compliance with the rules of engagements as set above under section 8. This review will bring insights through comparison on the available options and will assist in making an informed decision on the proposed police service delivery model.⁶

9 Comparative Analysis

The Review committee will conduct a comparative analysis of the level of services and costs of the current police service and the proposed alternate police service delivery model, as the case may be.

All proposal for alternate police service delivery model will include the following, but not limited to (See Appendix A - Guide):

- demonstrate adherence to the NB Policing Standards, documentation is required; if standards such as Specialized Services are covered through Memorandum of understandings (MOU) or any agreements, a letter from the service provider confirming the operational and financial impacts on those MOUs and agreements is required;
- in-depth cost analysis including current and future costing with the number of human resources requirements;
- clear definitions of boundaries and jurisdictions;
- a description of programs and services that will be offered;
- workload analysis;
- a shift schedule; and
- human resources transition plan for impacted officers, if applicable.

⁵ Refer to articles 7 and 8 of the *Police Act*, as applicable.

⁶ The potential enhancements to the policing standards and cost associated to specialized services should be considerations for any communities seeking a change in their police service delivery model.

10 Impact assessment

The Review Committee will:

- liaise with JPS to request the financial and operational impact of the proposed option on the Provincial Policing Service and on neighboring communities; and
- prepare an impact assessment report identifying findings.

11 Public engagement

Public engagement is critical. The review committee will have to prepare their communication strategy and demonstrate how they informed and obtained public input on the alternate police service delivery model proposal and its financial and operational impact to their community and surrounding neighboring communities.

12 Resolution by Council

Upon recommendations by the review committee, Council will be required to pass a second resolution if they decide to proceed with an alternative police service delivery option.

Submission of the Proposal

13 Proposal to the Minister

The Review Committee will submit to the Minister of Justice and Public Safety the proposed alternative police service delivery proposal. The proposal will:

- outline Council's decision on the proposed police service delivery model,
- demonstrate closure of the initially identified gaps of their current service delivery model, and
- outline the proposed next steps with timelines.

The written proposal will be accompanied with a package that will include, but not limited to:

- the certified copy of the resolution made by Council,
- the analysis of the proposed alternate police service delivery model with all supportive documentation,
- the impact assessment report, and
- the public engagement strategy and outcome.

This package will serve as the formal submission to the Minister on the proposed police service delivery model.

Department of Justice and Public Safety (JPS)

Review and Submission

14 Assessment of the proposal

- JPS will review the proposal and all supportive documents, and confirm compliance with the NB Policing Standards, provincial policies and any other related legislations.
- JPS will review the impact assessment along with the public engagement strategy and outcome to ensure an overall long-term sustainability of policing for the province as a whole.
- JPS will compile its findings in a summary report.

15 Submission

JPS's summary report will be submitted to the Minister of Justice and Public Safety for consideration.

Conclusion

16 Decision from the Minister

The Minister of Justice and Public Safety will provide a decision in writing to local government on the outcome of the proposal.

Contact Information

Minister
Department of Justice and Public Safety
Marysville Place
20 McGloin Street, 3rd floor
Fredericton, NB E3A 5T8

Appendix A Comparative Analysis

Subjects	Present service provider	Proposed police service delivery model
Police Service Agreement level of service		
Specialized services as described under the New Brunswick Police Standards and their financial implications		
Police priorities: who determines police priorities?		
Cost associated with delivery of service		
Jurisdiction and boundaries		
Organizational structure(include management and financial structures)		
Number of police officers		
Number of civilian employees providing operational and administrative support.		
Police coverage and deployment (consider holidays, court, training, medical)		
Accommodations: building location, capacity, condition, cell block, exhibits.		
Equipment: vehicles and assets		
Allocation of calls: overview of communication system and dispatch protocol		