



POLICE REVIEW COMMITTEE OF CARLETON NORTH & HARTLAND

PROPOSAL FOR A NEW REGIONAL POLICE SERVICE

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Contents

INTRODUCTION.....	5
Community Profiles	5
Goals and Objectives	7
Efforts to Engage.....	7
The Path to an Alternative Model	8
THE CURRENT POLICING SERVICE (RCMP)	10
History and Mandate.....	10
Organizational Structure.....	10
Infrastructure and Operating Parameters.....	12
Contracts and Cost Structure.....	12
Presence, Visibility, and Responsiveness.....	13
Relationship to Community	16
THE ALTERNATIVE POLICING MODEL	17
Coverage Area & Stations.....	17
Governance and Organizational Structure.....	19
Services and Programs.....	21
Infrastructure and Operating Parameters.....	25
Cost Structure and Contracts.....	25
Presence, Visibility, and Responsiveness.....	29
Relationship to Community	30
Key Comparatives: RCMP versus Local Service.....	30
IMPLEMENTATION PLAN.....	31
Project Plan.....	31
Key Success Factors	32
PUBLIC ENGAGEMENT.....	33
SUMMARY	34
APPENDIX 1 – Average RCMP Cost (2018–2022)	35
APPENDIX 2 – Actual RCMP Cost (2018–2022)	38

APPENDIX 3 – RCMP Services in New Brunswick41

APPENDIX 4 – Public Announcement.....42

APPENDIX 5 – Public Survey46

APPENDIX 6 – Q&A43

REFERENCES.....46

INTRODUCTION

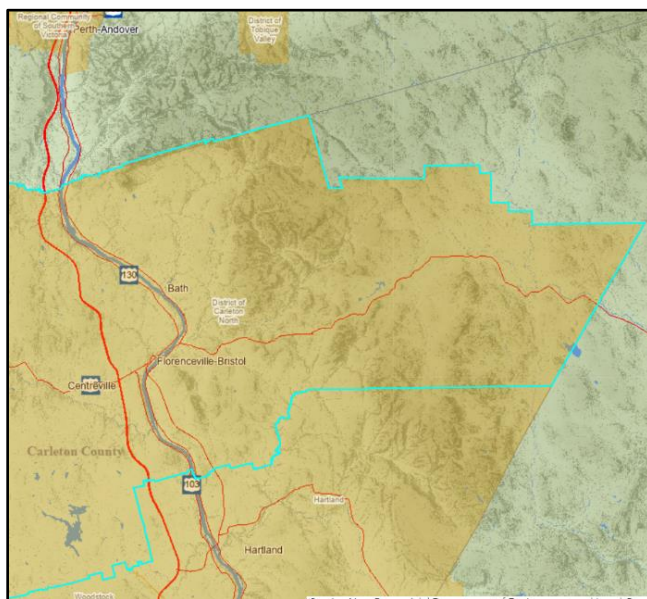
Protecting people and property is one of the most fundamental responsibilities of local government. With this in mind, the elected representatives of the District of Carleton North¹ and the town of Hartland² have decided to propose a new police service delivery model that offers 24-7 on-duty coverage, high responsiveness, and local police stations. Our proposal contains a comparative analysis of the present service to the proposed model and reflects feedback that we received through public consultation. In addition, it contains 5-year operating and capital budgets as well as a preliminary implementation plan.

Community Profiles

This section contains key demographic and geographic information about Carleton North and Hartland.

The District of Carleton North

The District of Carleton North (DCN) is located in western New Brunswick in northern Carleton County. As a result of municipal reform in 2023, DCN is now comprised of the former municipalities of Bath, Centreville, and Florenceville-Bristol as well as former Local Service Districts (LSDs) of Glassville, Lakeville, Peel, Upper Kent, Wicklow, and Wilmot as well as a portion of the former LSDs of Aberdeen, Kent, and Simonds.



DCN covers approximately 1400 square kilometers. It is 60 km wide from east to west and 40 km from north to south and shares a contiguous 65-km border with Hartland. It contains multiple side roads and main arterial highways and is bordered on the west by the Canadian-USA border, on the east by vast tracts of forest, on the north with the Carleton-Victoria County Line, and in the south by the towns of Hartland and Woodstock.

The main corridor are the roads running north-south, including the four-lane Trans-Canada Highway (TCH) with its only exit in Carleton North being Exit 153. The TCH, along with Routes 130 and 105 run parallel to the Saint John River, with the only bridge crossing of this river in Florenceville-Bristol.

DCN is home to 9500 residents, who are widely distributed across the entire municipality, from Lakeville and Centreville in the west to Bath, Florenceville, and Bristol in the center, to Glassville and Juniper in the northwest. The DCN's large land mass and well dispersed population explains why it has six (6) fire departments.

DCN may be best known as the home of the original McCains food products plant, which can be found in Florenceville on the Saint John River. The McCains plant is one of the largest manufacturing plants in the Maritimes. The McCain plant in Florenceville is 40 km away from the two closest RCMP detachments in the Western Valley Region³ in Woodstock (south of Hartland) and

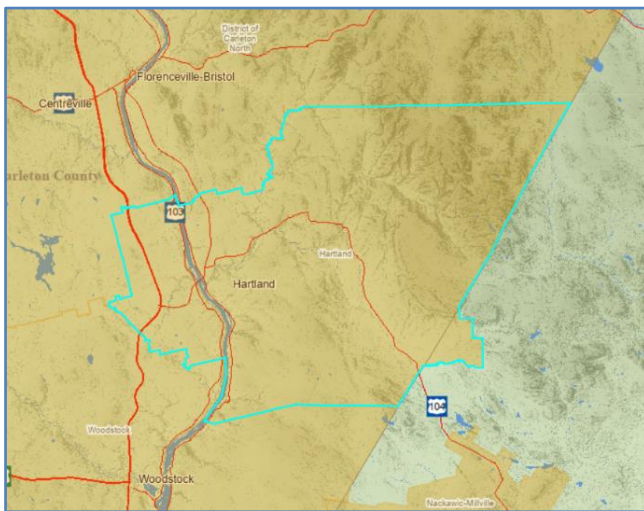
Perth-Andover⁴ (north of Carleton North).

DCN does not have a local police station or RCMP detachment. Parts of the DCN such as Juniper are as much as 75 km from the Woodstock detachment. This means that DCN residents can be as much as 60 to 75 minutes from responding RCMP officers, not factoring in on-call police, poor weather conditions, or rough, undivided, secondary roads.

The Town of Hartland

Hartland is located in western New Brunswick in the middle of Carleton County. As a result of municipal reform in 2023, the municipality of Hartland now consists of the former town of Hartland and the former Local Service Districts (LSDs) of Brighton, Coldstream, and Somerville, as well as a portion of the former LSDs of Wakefield, Simonds, and Peel.

Hartland covers approximately 600 square kilometers. It is 35 km wide from east to west and 25 km from north to south. It shares a 65 km border with the District of Carleton North to the north and a 20 km border with Woodstock to the south.



The four-lane Trans-Canada Highway (TCH) provides one exit (exit 172) to Hartland, which transitions to route 130 in Wakefield. Route 105 passes north to south through Hartland on the east side of the Saint John River while route 103 passes north to south through Hartland on the west side of the Saint John River. Route 104 passes west to east through southwestern Hartland (in Brighton) from Woodstock.

Hartland has two bridges to connect western Hartland to eastern Hartland across the Saint John River. The first is the historic 1282-foot-long Covered Bridge, a national tourist attraction. The second is the Hugh John Flemming bridge, built in 1967. It provides the only bridge across the river for trucks and other large vehicles.

According to the latest census data providing by Dillon Consulting⁵, Hartland is home to more than 4000 residents. It contains Carleton County's only regional hospital (Upper River Valley Hospital⁶) in Waterville, which serves a catchment population of 45,000⁷. Hartland also has two industrial parks with some of New Brunswick's largest and most important companies, including Day & Ross, Craig Manufacturing, Valley Equipment, Brennan Farms, Old Dutch, and the Covered Bridge Chip company.

Like the District of Carleton North, Hartland does not have a local police station or RCMP (Royal Canadian Mounted Police)⁸ detachment. It is served by the RCMP detachment in Woodstock. On a good day, the drive from the RCMP detachment in Woodstock to Main Street in Hartland takes up to 20 minutes. However, the Woodstock detachment is 50 km from Knowlesville in northeast Hartland, which is only accessible by poorly maintained secondary roads with 50 km speed limits. In many areas, Hartland residents are as much as 45 to 60 minutes away from responding RCMP officers.

Goals and Objectives

At the most basic level, the District of Carleton North and the town of Hartland seek to establish a policing service that will provide better safety and security for residents. More formally, the two municipalities share the following core goals and objectives:

1. To provide safety, security, and quality of life for the residents of the District of Carleton North and the Town of Hartland.
2. To provide excellence in policing services through leadership, innovation, best practices, and community partnerships.
3. To establish a local service characterized by high engagement with and connection to our community.
4. To effectively prevent crime, maintain law and order, and protect and preserve human life and property.
5. To build strong bonds between the police and residents through two-way collaboration, education, and communication.

Efforts to Engage

In recent months and years, the areas now known as Carleton North and Hartland have attempted in multiple ways at multiple times to engage the province and the RCMP to improve their policing service.

From 2018 to 2022, prior to municipal reform, the municipalities of Bath, Centreville, and Florenceville-Bristol, in coordination with the Western Valley Regional Service Commission (WVRSC)⁹, held various meetings with the RCMP to discuss concerns, priorities, and solutions. On its own, Florenceville-Bristol held one-on-one meetings with the RCMP to explore the feasibility of returning a detachment or satellite office to the village. In response, the RCMP's Property Management Team assessed potential locations but after a change in provincial leadership, the RCMP abandoned the assessments and terminated discussions.

Early in 2023, the newly amalgamated District of Carleton North met with senior members of the RCMP to discuss policing matters, including Superintendent and West District Commander Andy LeClair, Inspector and Officer in Charge of Operations Saulnier, and Staff Sergeant Eric Dube. At this meeting, the RCMP explained that their model does not allow for small detachments. In their view, satellite offices are not effective, as officers have quasi-offices in cruisers now.

The RCMP also said that they were seeking ways to improve policing, for example, by considering school liaisons, enhanced highway enforcement, and a new plainclothes unit to address property crime. They also said they were looking to schedule quarterly meetings to discuss local priorities with municipalities through the Western Valley Regional Service Commission (WVRSC). Such a meeting would supplement the quarterly report that the RCMP produces, which it submits to the WVRSC. In the past, these reports have been poorly received by municipal representatives, who see them as providing information of limited value on the topics of public safety and security.

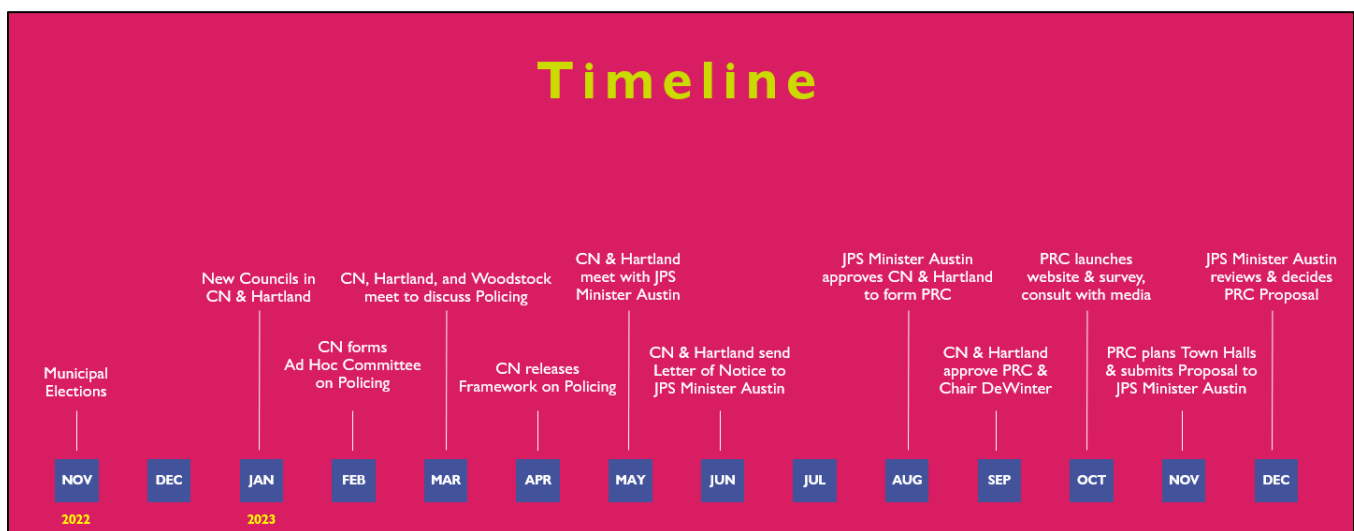
In March, Carleton North sent a letter to Commanding Officer DeAnna Hill to ask if the RCMP would work with Carleton North to run a pilot project on community policing. The proposed trial would assess policing initiatives such as school liaison programs, special engagements with new residents and seniors, and attendance at special events. Carleton North also suggested that the RCMP could develop new educational programs for residents to help them harden properties against theft, for example, by installing security systems. Carleton North also offered to collaborate with the RCMP on officer recruitment and retention. Commanding Officer Hill responded two weeks later by stating that the RCMP is already active in the community and explained

that placing a station or office in Carleton North would not be operationally or administratively feasible.

In a parallel set of interactions with the RCMP, representatives of Hartland received similar feedback. In short, Hartland learned that the RCMP was doing all it could and was not considering any fundamental change to staffing or operations, including options such as foot patrols, less on call service, or a local office.

The Path to an Alternative Model

After amalgamation took effect in January 2023, the newly elected Councils of Carleton North and Hartland quickly turned their attention to policing, with both taking steps to assess their situation before agreeing to form a partnership in April. The timeline below shows the major events that have taken place since the municipal elections in November 2022.



In February, the District of Carleton North created an Ad Hoc committee to examine policing issues under Carleton North's Public Safety Committee. In March and April, the Ad Hoc committee met with the RCMP and requested additional information from them. The Committee also spoke to representatives from other municipal leaders, including Hartland, that used RCMP policing services as well as municipalities that relied on municipal police services such as Bathurst Police Force¹⁰ and the Kennebecasis Regional Police Force¹¹ (that serves Rothesay and Quispamsis). The Ad Hoc committee also held meetings with other municipal Police Chiefs to better understand policing operations and budgets, as well as other subject matter experts, including retired police officers from various provinces.

In March, the Mayors and other elected representatives and administrators from Carleton North, Hartland, and Woodstock met at the Carleton North town hall to discuss policing. All three municipalities discussed issues and concerns and how they might support one another. At that meeting, Mayor Jones of Woodstock indicated that Woodstock would be focused on resolving its internal challenges in 2023 and was not prepared to extend its municipal police service to neighboring communities.

A few weeks later, the Mayors and other representatives from Carleton North and Hartland met with Daniel Goodwin and Jean Devost of the Policing Standards & Contract Management Department in Carleton North to discuss the province's Police Service Delivery Model Process Guide. Goodwin and Devost advised Carleton North and Hartland representatives of the steps required for local governments to propose an alternative policing service.

In April, Carleton North released a framework document, which summarized various policing issues in the municipality and provided a preliminary budget for a new municipal police service. In May, representatives from Carleton North and Hartland met in Fredericton with Minister Kris Austin of the Department of Justice and Public Safety¹². At that meeting, Minister Austin expressed support for Carleton North and Hartland to continue to assess their policing requirements in compliance with the province's Police Service Delivery Model process guide.

In June, Carleton North and Hartland completed steps 3, 4, and 5 of the process by producing a Terms of Reference document and by sending letters of notice to the RCMP and the province to confirm that they were assessing their current policing service. In late August, Minister Austin sent a letter to both municipalities (step 6), authorizing them to take the next steps of the process:

- 7 – Review Committee
- 8 – Rules of Engagement
- 9 – Comparative Analysis
- 10 – Impact Assessment
- 11 – Public Engagement

In August, Carleton North and Hartland formed a Police Review Committee, completing step 7 of the process. The Police Review Committee, with the support of both Councils, named John De Winter, a former Commanding Officer in the RCMP, to chair the committee. Other committee members included Mayor Andrew Harvey of Carleton North, Councillor Scott Oakes of Carleton North, Clerk Amy McIntosh of Carleton North, Mayor Tracey DeMerchant of Hartland, Councillor Mike Walton of Hartland, and CAO Rob Webber of Hartland. In addition, Jason Hickey, a retired member of a municipal police force in Ontario, also served on the committee.

From August to October, the Police Review Committee met on a regular basis to work on steps 9, 10, and 11. Throughout this time period, the committee worked to define an alternative policing model in terms of structure, operations, and cost. In October, the committee launched a website to inform the public and produced a public survey on policing (see Appendix 6).

According to the RCMP contract, a municipality must give the RCMP one year's notice by December of the year prior to the change. That means that in December 2023, the municipalities of Carleton North and Hartland could tell the RCMP that they no longer require its services as of December 31, 2024.

THE CURRENT POLICING SERVICE (RCMP)

At present, Carleton North and Hartland each receive local policing service from the RCMP under Provincial Police Service Agreements (PPSAs). Through these agreements, which are administered by the Province through its Department of Justice and Public Safety (JPS), the provincial government has “pooled” demand and arranged a single supplier for policing services.







Under each PPSA, the level of service is determined by the province through negotiations with the RCMP. Individual communities “take that service level” and have no say about the service level, not to mention staffing, operations, structure, and cost. What is more, there is no accountability to the municipality, which only receives periodic reports from the RCMP indirectly through the Western Valley Regional Service Commission. Under the PPSA, all operational and structural matters are decided exclusively by the RCMP, with no direct channel for the municipality to use to provide input or voice concerns.

History and Mandate

The Royal Canadian Mounted Police (RCMP) was established in 1920 and is the national police service of Canada¹³. Under its federal mandate, the RCMP is responsible for: (a) enforcing federal legislation, (b) investigating inter-provincial and international crime, (c) border integrity, (d) overseeing Canadian peacekeeping missions involving police, (e) managing the Canadian Firearms Program, which licenses and registers firearms and their owners, and (f) the Canadian Police College, which provides police training to Canadian and international police services. As an agency of the federal government, the RCMP delivers police services under contract to eight provinces, all three territories, over 150 municipalities, and 600 Indigenous communities. In Canada, policing is considered a constitutional responsibility of provinces. However, the RCMP provides local police services under contract in all provinces and territories except Ontario and Quebec.

Organizational Structure

At a national level, Canada is subdivided into a number of divisions by province. In that national structure, New Brunswick is J Division¹⁴. Across Canada, the RCMP employs more than 31,000 people, including police officers, civilian members, and public service employees. The RCMP structure includes both commissioned and non-commissioned officers. The top commissioned officer is the RCMP Commissioner. Below the Commissioner, the RCMP has several Deputy Commissioners, followed by a larger set of Assistant Commissioners. In addition, the RCMP has a group of Chief Superintendents, Superintendents, and hundreds of Inspectors.

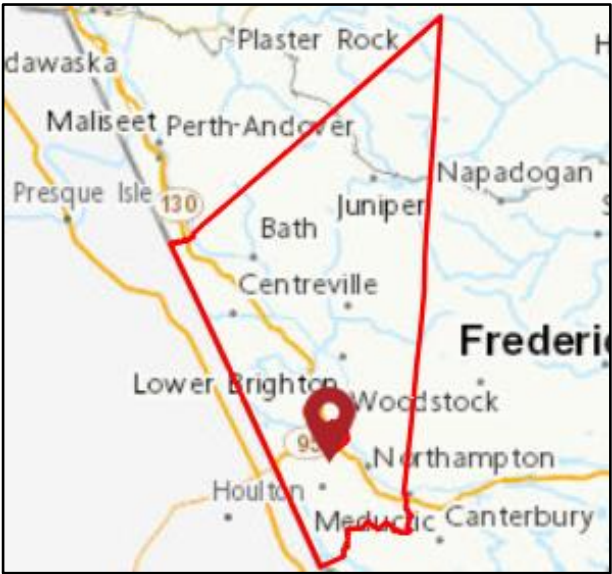
Commissioned officers ^[153]					
Commissioner	Deputy commissioner	Assistant commissioner	Chief superintendent	Superintendent	Inspector
<i>Commissaire</i>	<i>Sous-commissaire</i>	<i>Commissaire adjoint</i>	<i>Surintendant principal</i>	<i>Surintendant</i>	<i>Inspecteur</i>
Commr.	D/Commr.	A/Commr.	C/Supt.	Supt.	Insp.
1	6	33	55	186	331
					

Leading the non-commissioned officers, the RCMP has one Corps Sergeant Major. Under the Corps Sergeant Major, the RCMP has several Sergeants Major and Staff Sergeants Major, and below that, hundreds of Staff Sergeants and thousands of Sergeants, Corporals, and Constables.

Non-commissioned officers ^[153]						Constables	Depot
Corps sergeant major	Sergeant major	Staff sergeant major	Staff sergeant	Sergeant	Corporal	Constable	Cadet
<i>Sergent-major du corps</i>	<i>Sergent-major</i>	<i>Sergent-major d'état-major</i>	<i>Sergent d'état-major</i>	<i>Sergent</i>	<i>Caporal</i>	<i>Gendarme</i>	<i>Cadet</i>
C/S/M.	S/M.	S/S/M.	S/Sgt.	Sgt.	Cpl.	Cst.	Cdt.
1	8	10	828	2,037	3,565	11,859	Varies
						No Insignia	CADET

At the provincial level In New Brunswick, known as J Division, RCMP headquarters is located in Fredericton. J Division is led by Commanding Officer and Assistant Commissioner DeAnna Hill. The RCMP maintains 39 detachments in New Brunswick, including detachments in Woodstock and Perth-Andover and its headquarters in Fredericton.

Carleton North and Hartland are both part of RCMP Service Region 12 (see below), which covers 3400 square kilometers and stretches from Meductic in the south to Plaster Rock in the north. All 36,000 residents of Region 12, except those supported by Woodstock’s municipal police force, are served by two RCMP detachments, one in Woodstock and one in Perth-Andover. According to Region 12’s current PPSAs, Woodstock’s detachment provides 17 police officers and Perth-Andover’s provides 12.



With 29 officers, the ratio of officers to residents was 0.9 officers per 1000 residents. In 2022, the national average was 1.8 officers per 1000¹⁵ residents or double the average in Region 12. At any given time, those 29 officers may be reduced in number by sick leave, stress leave, parental leave, and so on. On a per shift basis, during regular hours, Region 12 is policed by six officers in four to six cruisers.

While RCMP officers are encouraged to be out and on patrol throughout the region, workload restrictions (such as having to be at the hospital or appear in court) often make it impossible for all six officers to be on patrol. The RCMP detachment in Woodstock is located at 410 Connell Street. It is open to the public from Monday to Friday between 9:00 am to 12:00 noon and 1:00 pm and 4:00 pm. The RCMP detachment in Perth is located at 3 Uplands View Crescent. It is open to the public on the same days at the same times as the Woodstock detachment.

Infrastructure and Operating Parameters

With respect to services, the RCMP in New Brunswick provide the full spectrum of provincially mandated services in compliance with New Brunswick Policing Standards and the Police Act, from basic services to specialized services (see Appendix 3). This includes services such as identification, records management, evidence collection, communications, and dispatch. To offer these services, the RCMP have several special units and teams, including:

- Major Crime Unit (MCU)
- Police Dog Services (PDS)
- Crisis Negotiation Team (CNT)
- Special Tactical Operations (STO)
- Forensic Identification Services (FIS)
- Explosives Disposal Unit (EDU)
- Integrated Technological Crime Unit (ITCU)
- Underwater Recovery Team (URT)
- Emergency Response Team (ERT)
- Internet Child Exploitation Unit (ICE)

In addition to these public-facing, end-user services, the RCMP performs all human resources management, including recruitment, hiring, onboarding, orientation and training, professional development, and payroll and benefits administration. The RCMP also manages all asset procurement, management, repair, and maintenance for all its buildings, vehicles, equipment, systems, and supplies. From an operational perspective, the RCMP manages shift coverage, traffic and general patrols, holiday coverage, and court and medical support.

Contracts and Cost Structure

Within New Brunswick, the RCMP has direct and indirect contracts to provide services to municipalities. In most cases, the RCMP serves municipalities through a provincially administered contract. Under these contracts, the RCMP negotiates the terms of service, including cost, officers, detachment locations, and so forth, with the province. Hartland and Carleton North both receive RCMP services through a provincially administered contract. In a smaller number of cases, certain municipalities such as Moncton, Oromocto, and Campbellton receive RCMP services through direct contracts with the RCMP. In these cases, the municipalities directly negotiate the terms of service with the RCMP.

Despite the low officer-to-resident ratio, and despite the lack of local detachments, and despite the low presence of the RCMP on local streets, and despite RCMP officers being on call on weeknights and weekends, in 2023, DCN and Hartland will combine to pay nearly \$3,000,000 for RCMP policing services.

Carleton North is due to pay \$1,990,450 for their 2023 contract with the RCMP, which will consume 20% of its General Operating budget. Hartland is due to pay \$971,000 this year, which represents 27% of its General Operating budget. Hartland's cost for policing represents one of the highest costs in the province (see Appendix 1 and 2) on a General Operating budget basis, severely constraining the municipality's capacity to provide every other service, from administration to recreation to public works. Prior

to amalgamation, Hartland spent less than 13% of its General Operating budget to fund its RCMP policing service.

Under the current arrangement, the RCMP is responsible for fiscal management, including the management and oversight of all operating costs, capital costs, financial accounting, financial audits and controls, planning and budgeting, and liability insurance. For municipalities with fewer than 15,000 residents, the province has established a 70/30 cost sharing arrangement, wherein the federal government covers 30% of the RCMP's cost. In addition, municipalities can access federal funds to cover emergencies and special incidents, such as protests.

In 2021, the RCMP unionized and established a new collective agreement with the National Police Federation (NPF)¹⁶. Under this new agreement, the salaries for regular members and reservists represented by the NPF increased by just under 24%, and RCMP received retroactive pay increases to April 1, 2017. This agreement is valid until March 31, 2023. For the year 2023, Hartland's cost for RCMP policing service was 11% higher than its 2022 cost. Most analysts expect RCMP costs to rise further in future years as next collective agreements are negotiated.

Municipalities that receive RCMP services through provincially administered contracts have little to no influence, let alone control, over RCMP costs, whether those costs are set at a provincial or federal level. Under these agreements, municipalities have no way to negotiate or appeal cost increases. In New Brunswick, the provincial government has defined a formula to allocate RCMP costs to municipalities that multiplies the RCMP's regional allocation by the municipality's population and tax base. Officials at the province's Department of Justice and Public Safety noted that Region 12 has one of the highest allocations per resident in the province (which is set by the RCMP without input from provincial or municipal stakeholders). The same officials also remarked that residents in former LSDs pay a higher rate than residents in villages, towns, and cities. The combination of these factors helps to explain why Hartland will pay \$430,000 more than Nackawic-Millville for RCMP policing services this year, even though the two communities have nearly identical populations, tax bases, and land masses.

Presence, Visibility, and Responsiveness

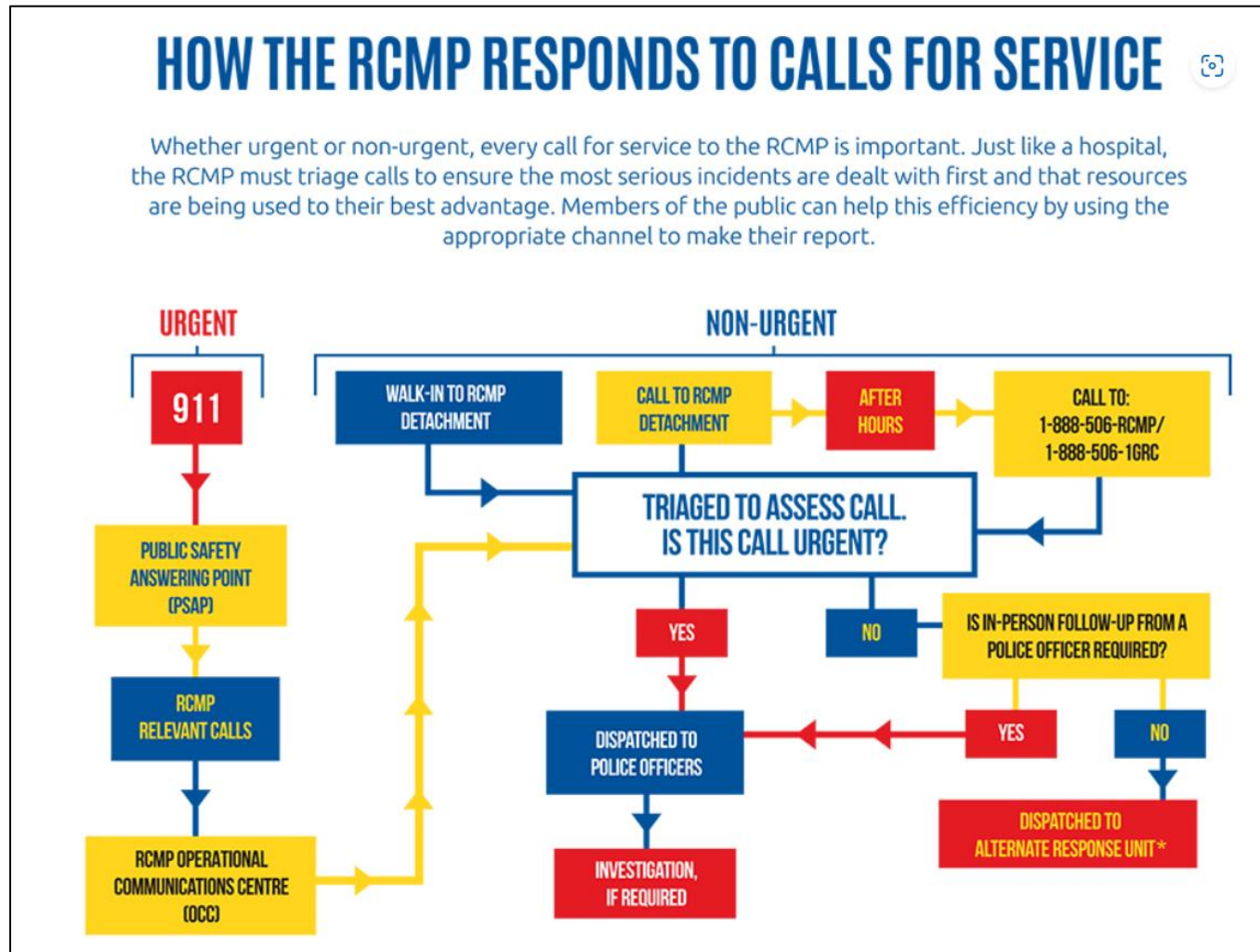
Older residents of Carleton North and Hartland can recall a time when there was a full-service RCMP detachment in Florenceville-Bristol and a local office in Hartland. They can recall a time when police officers lived in each community, to regularly patrol their communities, in cars or on foot, while regularly visiting local schools and protecting their homes and businesses.

Over the past two decades, as local services were disbanded and local officers left, there has been a major decline in the presence and visibility of police in both communities. Today, neither municipality has a single police detachment and the officers that serve Carleton North or Hartland work from detachments in Woodstock or Perth-Andover.

Calls to the RCMP go to a regional call center staffed by agents with limited local knowledge. Common wait times range from 15 to 30 minutes. After receiving a call to report an alleged crime, the RCMP may only respond to active crimes, depending on officer availability and other situational factors.

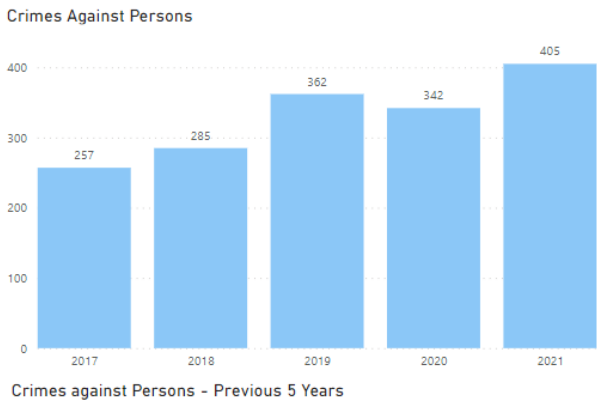
For example, if a major theft has taken place and the perpetrators have left the scene, the RCMP may decide to not immediately send an officer to speak to the property owner or inspect the crime scene. On weekends and weeknights, RCMP officers may only have 1 to 2 officers on active duty, relying instead on on-call staff who are responsible to respond from their homes, making their response times more uncertain.

The chart below, taken from the RCMP's website¹⁷, shows how calls are processed by the RCMP. According to that website, incidents involving severe injury or death or crimes in progress are treated as urgent calls. Incidents involving minor vehicle crashes with no injuries, lost items, computer hacking, identify theft, and telephone fraud are treated as non-urgent calls.

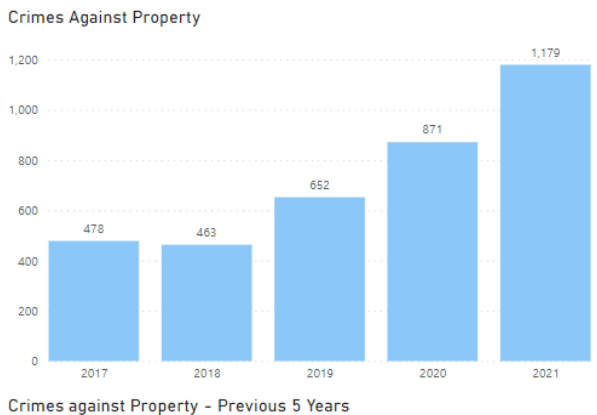


Trends in Crime in the Western Valley (Region 12)

From 2017 to 2021, the Western Valley (Region 12) experienced a disturbing rise in crime and criminal activity. The chart below, taken from the province’s Public Safety Crime Dashboard¹⁸, showed a steady increase in crimes against persons from 2017 to 2021 in the Western Valley.



The Dashboard showed an even greater increase in crimes against property over the same period.



These trends have continued in 2022 and 2023. In the fourth quarter of 2022 alone, the RCMP recorded approximately 1900 calls for police in the District of Carleton North alone. With crime on the rise, both communities worry that a chronic lack of local police presence has become an inducement to crime, as criminals know that both communities are vulnerable, especially on weeknights and weekends, when crimes often take place.

Relationship to Community

In recent years, the relationship between the RCMP and the municipalities of Carleton North and Hartland has become strained. The residents and elected representatives of Carleton North and Hartland have grown increasingly concerned about their RCMP service due to a lack of presence and responsiveness.

In their view and ours, the RCMP has become less visible on town streets, rural roads, and provincial highways, not as engaged with schools and community groups, and not as available or accountable to municipal governments. On weeknights and weekends, the RCMP is often on call from remote locations and often directed to only respond in person to qualified emergencies. What is more, few of the 29 officers who work from the RCMP detachments in Region 12 live in the communities of Carleton North or Hartland. Instead, their homes are in neighboring and sometimes distant areas.

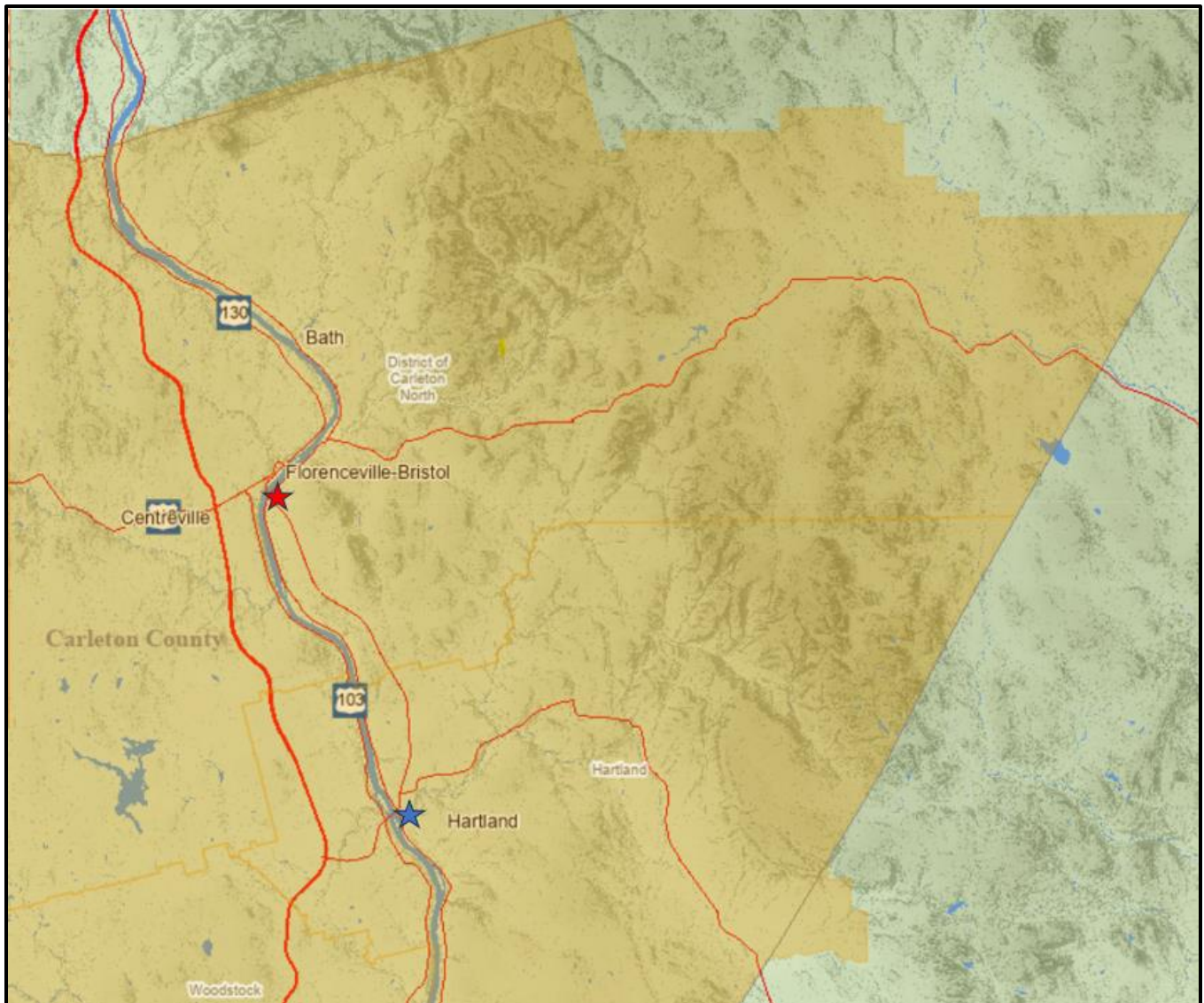
For these reasons, people in Carleton North and Hartland worry that the RCMP may not be there when they need them. This explains why both communities are supporting this proposal for an alternative service model based on 24-7 on duty presence from two local stations.

THE ALTERNATIVE POLICING MODEL

This section describes the proposed alternative service model in terms of service area, programs & services, organizational structure, infrastructure, operating parameters, cost structure, and relationship to community. For reference, the proposed new policing service will be referred to as the Carleton Regional Policing Service.

Coverage Area & Stations

The Carleton Regional Policing Service will serve two municipalities: (1) the District of Carleton North and (2) the town of Hartland. The two municipalities share a contiguous 65-kilometer border with no gap areas. The new policing service plans to cover the Trans-Canada Highway in coordination with the RCMP as part of a larger mutual aid agreement.



The Carleton Regional Police Service will operate out of two police stations. The primary or main station will be located in Carleton North at 8696 Main Street on Route 103 in Bristol. The current building at that location is a community center and former school with a large parking lot and two entrances. It is located less than 500 meters from the Carleton North Town Hall. The Police Review Committee has hired an architect to develop a plan to repurpose that building for use as a police station. The estimated capital cost to repurpose the building is included in the capital budget.



The second station will be a satellite office in Hartland. This station will be located at 31 Orser Street in part of Hartland's Town Hall, less than 100 meters from Route 103. This part of Town Hall was used as a police station more than 10 years ago and is already equipped with entrances, security doors, and interrogation rooms that were designed to align with standards. While investment will be required to update the space, the Police Review Committee expects the change to take a limited amount of time and capital.



From these two stations, facilities and officers will be located much closer to schools, health centers, retirement homes, municipal buildings, and businesses in both communities, and less than 5 kilometers from the regional hospital. Moreover, from these two stations, no resident will live no more than 35 kilometers from a police station, which cuts the current distance for some residents by more than half.

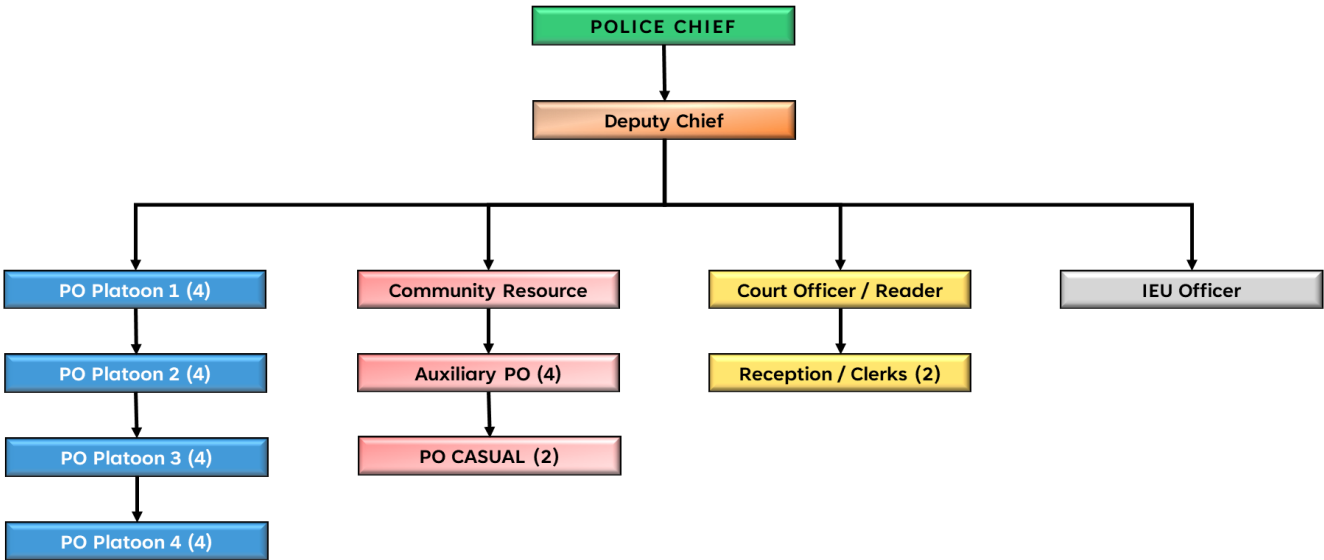
Governance and Organizational Structure

In terms of size and structure, the Carleton Regional Police Service will have a similar structure to the structures established by other municipalities in New Brunswick, in places such as Beresford, Nigadoo, Petit-Rocher, Pointe-Verte, Woodstock, and Grand Falls.

Establishing a strong governance structure is critical to making the proposed force accountable to the elected representatives and residents of both municipalities. For that reason, the Carleton Regional Police Service will be governed by a Carleton Regional Police Service Commission, to be comprised of elected representatives and chief administrators from Carleton North and Hartland as well as policing experts. The commission will operate as other municipal commissions do, by providing oversight and guidance on the growth and evolution of the police service.

The Police Chief of the Carleton Regional Police Service will report to the Carleton Regional Police Service Commission and lead the police service from a management perspective. The graphic below shows the proposed structure of the new municipal force, which has been designed by policing experts to optimize active-duty availability and minimize operational cost.

PROPOSED ORGANIZATION CHART



The following table lists and describes the positions that will comprise the proposed municipal force.

POSITION	DESCRIPTION	COUNT
Police Chief	Head of Police Department.	1
Deputy Chief	Second in command, operational leader of Department.	1
Police Officer (Regular)	4 platoons: 1 shift supervisor and 3 constables per platoon (all full-time).	16
Police Officer (Casual)	2 part-time officers who fill in as needed to control overtime.	2
Court Officer / Reader	Civilian position for court and reading duties.	1
Street Crime Officer	Civilian, plain-clothes position to focus on street crime.	1
Receptionist / Admin	Front desk, phones, walk-in traffic, admin functions, etc.	2

With this organization chart, the Carleton Regional Police Service will have 18 full-time officers, 2 part-time officers, and 4 civilian support members, for a total of 24 employees. In addition to these positions, the Carleton Regional Police Service will have the following staff:

- 1 Integrated Enforcement Unit (IEU) Officer to provide intelligence gathering and tactical enforcement. The IEU officer will serve as a member of 5-to-6 officer area unit, comprised of members from the RCMP, the Woodstock municipal police, and public safety. This position will be paid for by the province.
- 1 Community Officer, a civilian position, to support participation in schools and charitable organizations. Half or 50% of the cost for this position will be shared with school board.
- 1 to 4 auxiliary police officers who serve on an unpaid and voluntary basis, not including expenses.

This staff configuration, when combined with Mutual Aid Agreements, will enable the proposed service to deliver a full set of services while helping to control costs.

Services and Programs

The Carleton Regional Police Service will operate as other municipal police services do across the province in places such as Beresford, Nigadoo, Petit-Rocher, Pointe-Verte, Woodstock, Grand Falls, Bathurst, Rothesay, Quispamsis, and Miramichi. To provide the balance of provincially mandated services, including specialized services, it will operate by providing a standard set of direct services, supplemented by mutual aid agreements with other municipal policing services or MOUs (Memorandum of Understanding) with other qualified agencies.

Services provided directly by Carleton Regional Policing Service

The Carleton Regional Police Service will provide the following direct services.

- 24/7 Detachment – Provided through main detachment in Carleton North and satellite station in Hartland.
- 24/7 Patrol – Officers on active patrol on a 24-7 basis.
- Complaint Department – For non-emergencies and public convenience.
- Community Engagement – Regular engagement with schools, local government, businesses, and community groups.
- Criminal Record Check/Police Certificate – Standard service, self-serve online options to be developed.
- Evidence Management (Local) – Controlling evidence so that it can be used to prove the circumstances of an event.
- Fingerprinting & Identification – Technical services to identify persons.
- Interrogation & Interview – Standard witness or suspect engagement to verify facts and evidence.
- Victim Service Access Point – Services to support & protect victims of crime.

Services provided by Contract/Mutual Aid with Municipal Police Services

The following services will be provided by Mutual Aid Agreements with other municipal police forces.

- 911/Emergency Phone/Dispatch (Bilingual) – Provided by a centralized service with local knowledge.
- Forensic Identification – Special identification services provided by contract with another municipality or RCMP MOU.
- Canine/Police Dog – Special dog service provided by contract with another municipality or RCMP MOU.
- Zone Officer Coverage – Coverage of neighboring zones provided through a mutual aid agreement.

Services provided by MOU with RCMP

The following services will be provided through a Memorandum of Understand (MOU) agreement with the RCMP.

- 24/7 Collision & Investigative – Provided by Carleton Regional Police Service, supplemented by RCMP contract.
- Collision Reconstruction – Vehicle accident reconstruction services.
- Crime Scene Investigator – For major or serious crimes.

- Crowd Control/Public Order (CPO) – To control major public protests.
- Emergency Response Team (ERT) – Special teams that respond to emergencies.
- Explosives Disposal – Special teams to handle and diffuse explosives.
- Hostage Negotiator – Teams to handle hostage crisis incidents.
- Marine Operations/Underwater Recovery Team (URT) – Special aquatic services.
- Polygraph – Provide polygraph services to interview suspects.
- Prisoner Detention – Prison and jail cell capability, to be arranged with Woodstock RCMP.
- Tactical Unit – For extreme cases such as hostage takings, armed/barricaded persons, the execution of high-risk warrants.
- Tech Crime (Computer Forensics) – Techniques to gather and preserve evidence from computing devices.
- Testing Facilities – Special testing facilities, tools, and techniques to support a range of evidence testing.

Special Programs and Value-Add Services

In addition to these core and specialized services, the Carleton Regional Police Service will support a number of value-add programs to benefit residents.

- By-Law Enforcement – Support for Local By-Law enforcement.
- Community Alert/Report A Crime – A community engagement program for two-way information exchange with residents.
- Hospital Security – Enhanced security for the Upper River Valley Hospital.
- Local Resource Officer – A general resource to assist and support a wide range of tasks and duties.
- Police Officer Training (Local) – Provided by new municipal service through an agreement with Holland College.
- Victim Service Access Point – A safe and secure access point for victims to interface with police.
- Vulnerable Sector Check – An enhanced criminal record check to protect children and vulnerable persons.
- Youth Mentorship (Local) – A local program that connects youth with police.

Comparisons to other Municipal Policing Services

The Police Review Committee is aware that residents and other stakeholders are concerned about the size and cost of operating a municipal police service. They question if Carleton North and Hartland can form and operate a police service in a fiscally responsible way, within their budgets and without significantly raising taxes.

In northern New Brunswick, the Town of Beresford, the Village of Nigadoo, the Village of Petit-Rocher, and the Village of Pointe-Verte are served by a shared regional police force called the BNPP Regional Police¹⁹. The BNPP Regional Police service was established in 1981 as the first of its kind in New Brunswick. It covers an area that is over 27 kilometers in length along the Bay of Chaleur and provides service in both official languages. Today, it consists of 17 officers, 2 administrative assistants, and 1 Chief of Police. In 2022, the cost of the BNPP police service was \$2.1M.

According to the BNPP's website, the BNPP Regional Police service was established because the member municipalities felt the

need for a 24-hour-a-day police presence. The BNPP Regional Police is one of the least expensive forces in New Brunswick and provincial statistics show that it excels at crime resolution. The BNPP Regional Police service advertises that it patrols the streets and responds to all calls within a short delay. It also claims that it takes care of the files relating to the Motor Vehicle Act, the Criminal Code, and all other provincial statutes.

To provide specialized services, the BNPP established a Mutual Aid Agreement in 2003 with forces in Bathurst, Grand Falls, Edmundston, Woodstock, and Miramichi. Through this agreement, these municipalities can provide a professional service that is also cost efficient. The specialized services provided through this agreement include identification (or Ident), physical evidence acquisition, canine section, polygraph, and major crimes. Perhaps most importantly, the BNPP Police Service emphasizes how close it is to the community, how engaged it is with schools and charitable organizations, and how much it invests in public education and awareness, all to improve the quality of life for residents.



In Grand Falls, the Police Force²⁰ has 19 staff members, consisting of 17 sworn officers and 2 civilian employees for administrative and court support. The Grand Falls police station is located at 131 Pleasant Street. The service offers on-line criminal records checks for convenience. In 2022, prior to amalgamation, the Grand Falls police department had a budget of \$2.6M.



In Woodstock, the municipal Police Force²¹ is comprised of 17 police officers, augmented by 6 auxiliary officers and 4 administrative support staff, for a total of 27 employees. In 2022, prior to amalgamation, the Woodstock police department had a budget of \$2.6M, nearly identical to Grand Falls. In 2023, after amalgamation, the Woodstock budget²² increased to \$4.7M, broken down as follows (the municipal force is associated with all line items except the line item for the RCMP):

BUDGET ITEM	COST
Administration	\$404,000
Crime Control: Personnel	\$2,168,068
Crime Control: Other	\$36,600
Training & Development: Personnel	\$30,000
Station & Website	\$130,283
Automotive Equipment	\$85,000
Prisoner Detention	\$20,000
Other	\$307,073
Subtotal	\$3,181,024
R.C.M.P. (for former LSDs)	\$1,518,751
TOTAL	\$4,699,775

From a customer service perspective, the Woodstock Police Force provides 24-hour coverage to the Town of Woodstock and now offers an online police record check for convenience. More recently, it has reinstated foot patrols in its downtown core.

Infrastructure and Operating Parameters

As noted, the Carleton Regional Police Service will operate out of two local police stations, one in Carleton North and another in Hartland. Those stations will need to be modified to comply with New Brunswick Policing Standards and the New Brunswick Police Act. In addition, the Service will need to procure assets to equip staff, starting with the standard set of vehicles, supplies and equipment. In the case of vehicles, given the long lead time to order new vehicles (which currently exceed 12 months), the Service will look to acquire used vehicles from other services, which may also reduce start-up costs.

The Police Chief will be responsible to oversee human resource management for the policing service, including recruitment, hiring, onboarding, orientation, training, professional development, and payroll and benefits administration. However, to support the service launch phase, the Police Chief will be supported by consultants who are contracted by or part of the Police Review Committee. In addition, the Police Chief will be supported by a shared, full-time Human Resources Manager who will be responsible for not just the police service, but for other municipal staff at both municipalities.

The Police Chief will also be responsible to manage all asset procurement, management, repair, and maintenance for buildings, vehicles, equipment, systems, and supplies. From an operational perspective, the Deputy Chief will manage major operational matters, including shift coverage, traffic and general patrols, holiday coverage, and court and medical support. The Deputy Chief will also be responsible to implement appropriate information systems, including security, communications, and records management systems.

The Police Chief, under the supervision of the Police Commission, will also be responsible for strategic planning and fiscal management of the department. This includes management of operating budgets, capital plans, financial accounting and reporting, annual financial audits, and liability insurance.

Cost Structure and Contracts

The Police Review Committee, led by Chair De Winter, understands that the cost of starting a new municipal police service is a major concern to the residents and elected representatives of Carleton North and Hartland. For that reason, the Committee has taken great care to design a service that balance excellent service with cost control.

For example, the proposed service model includes volunteer, part-time, and subsidized resources to lower staffing costs and offer scheduling and operational flexibility. It also assumes close collaboration and coordination with other municipal forces in New Brunswick through mutual service agreements to ensure that the Carleton Regional Policing Service can provide services mandated by the province as defined under New Brunswick Policing Standards²³ and in the New Brunswick Police Act (P-2)²⁴.

In addition to mutual aid agreements with municipal services, the Carleton Regional Policing Service will be dependent on the RCMP for services, including specialized services. The Police Review Committee seeks support and guidance from the province to facilitate these agreements with the RCMP, which may extend to funding.

5-YEAR OPERATING BUDGET

The Police Review Committee has developed the following 5-year operating budget for the Carleton Regional Policing Service.

5-YEAR OPERATING BUDGET					
OPERATING EXPENDITURES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Administration	\$62,000	\$64,015	\$66,095	\$68,244	\$70,462
Fiscal Services	\$55,000	\$56,788	\$58,633	\$60,539	\$62,506
Bank Service Charges	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Debenture Payments	\$50,000	\$51,625	\$53,303	\$55,035	\$56,824
Office	\$7,000	\$7,228	\$7,462	\$7,705	\$7,955
Canada Post / Mail	\$2,500	\$2,581	\$2,665	\$2,752	\$2,841
Courier Services	\$1,000	\$1,033	\$1,066	\$1,101	\$1,136
Stationary & Office Supplies	\$2,500	\$2,581	\$2,665	\$2,752	\$2,841
Document Destruction (Shredding)	\$1,000	\$1,033	\$1,066	\$1,101	\$1,136
Contracts & Agreements	\$329,500	\$340,209	\$351,266	\$362,682	\$374,469
Other Services	\$29,500	\$30,459	\$31,449	\$32,471	\$33,526
Cleaning & Laundry Services	\$4,000	\$4,130	\$4,264	\$4,403	\$4,546
Custodial Services	\$18,000	\$18,585	\$19,189	\$19,813	\$20,457
Towing Services	\$7,500	\$7,744	\$7,995	\$8,255	\$8,524
Policing Services	\$275,000	\$283,938	\$293,165	\$302,693	\$312,531
Municipal Force Agreements	\$50,000	\$51,625	\$53,303	\$55,035	\$56,824
Dispatch Services (Contract)	\$75,000	\$77,438	\$79,954	\$82,553	\$85,236
Fingerprinting Services (Contract)	\$25,000	\$25,813	\$26,651	\$27,518	\$28,412
Investigative Services (Contract)	\$25,000	\$25,813	\$26,651	\$27,518	\$28,412
Prisoner & Detention Services (Contract)	\$20,000	\$20,650	\$21,321	\$22,014	\$22,730
RCMP Agreements (Contract)	\$75,000	\$77,438	\$79,954	\$82,553	\$85,236
Translations / Interpretation Services (Contract)	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Professional Services	\$25,000	\$25,813	\$26,651	\$27,518	\$28,412
Accounting Services	\$2,500	\$2,581	\$2,665	\$2,752	\$2,841
Auditing Services	\$12,500	\$12,906	\$13,326	\$13,759	\$14,206
Legal Services	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Public Relations	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Equipment & Supplies	\$14,000	\$14,455	\$14,925	\$15,410	\$40,911
Officer Equipment	\$14,000	\$14,455	\$14,925	\$15,410	\$40,911
Firearms (Ammunition)	\$7,500	\$7,744	\$7,995	\$8,255	\$8,524
Firearms (Replacement)	\$0	\$0	\$0	\$0	\$25,000
Health & Safety Supplies	\$2,500	\$2,581	\$2,665	\$2,752	\$2,841
Uniforms & Accessories	\$4,000	\$4,130	\$4,264	\$4,403	\$4,546
IT & Telecom	\$39,000	\$40,268	\$41,576	\$42,927	\$44,323
Computer	\$24,500	\$25,296	\$26,118	\$26,967	\$27,844
Computers - Hardware Repair & Maintenance	\$2,000	\$2,065	\$2,132	\$2,201	\$2,273
Computers - Software (Subscription)	\$20,000	\$20,650	\$21,321	\$22,014	\$22,730
Printers/Copiers	\$2,500	\$2,581	\$2,665	\$2,752	\$2,841
Internet	\$8,500	\$8,776	\$9,061	\$9,356	\$9,660
Broadband Services	\$3,500	\$3,614	\$3,731	\$3,852	\$3,978
Wireless Services	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Phone	\$1,000	\$1,033	\$1,066	\$1,101	\$1,136
Landline Phone Repair & Maintenance	\$500	\$516	\$533	\$550	\$568
Mobile Phone Repair & Maintenance	\$500	\$516	\$533	\$550	\$568
Other	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
IT Support & Maintenance	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Personnel	\$2,476,175	\$2,528,013	\$2,610,174	\$2,695,004	\$2,782,592
Human Resources	\$35,000	\$7,500	\$7,744	\$7,995	\$8,255

5-YEAR OPERATING BUDGET					
OPERATING EXPENDITURES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Recruitment & Retention (Contract)	\$35,000	\$7,500	\$7,744	\$7,995	\$8,255
Remuneration	\$2,358,675	\$2,435,332	\$2,514,480	\$2,596,201	\$2,680,577
Civilian - CPP & EI	\$11,750	\$12,132	\$12,526	\$12,933	\$13,354
Civilian - Life, LTD, Health, Dental	\$17,625	\$18,198	\$18,789	\$19,400	\$20,030
Civilian - OT	\$0	\$0	\$0	\$0	\$0
Civilian - Wages	\$117,500	\$121,319	\$125,262	\$129,333	\$133,536
Officers - CPP & EI	\$158,400	\$163,548	\$168,863	\$174,351	\$180,018
Officers - Life, LTD, Health, Dental	\$237,600	\$245,322	\$253,295	\$261,527	\$270,027
Officers - OT	\$221,800	\$229,009	\$236,451	\$244,136	\$252,070
Officers - Wages	\$1,584,000	\$1,635,480	\$1,688,633	\$1,743,514	\$1,800,178
Worksafe NB	\$10,000	\$10,325	\$10,661	\$11,007	\$11,365
Training & Development	\$40,000	\$41,300	\$42,642	\$44,028	\$45,459
Conferences/Seminars	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Courses/Tuition	\$15,000	\$15,488	\$15,991	\$16,511	\$17,047
Membership Fees & Dues	\$10,000	\$10,325	\$10,661	\$11,007	\$11,365
Other	\$10,000	\$10,325	\$10,661	\$11,007	\$11,365
Travel	\$42,500	\$43,881	\$45,307	\$46,780	\$48,300
Air	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Accommodations	\$20,000	\$20,650	\$21,321	\$22,014	\$22,730
Meals	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Mileage	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Other	\$7,500	\$7,744	\$7,995	\$8,255	\$8,524
Property & Buildings	\$52,000	\$53,109	\$54,770	\$56,485	\$58,256
Furniture	\$2,500	\$2,000	\$2,000	\$2,000	\$2,000
Desks, Chairs, Cabinets, Other Furniture	\$2,500	\$2,000	\$2,000	\$2,000	\$2,000
Office Equipment	\$10,000	\$10,325	\$10,661	\$11,007	\$11,365
General Equipment	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Photo/Video System Repair & Maintenance	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Operations	\$30,000	\$30,975	\$31,982	\$33,021	\$34,094
Heat & Light	\$18,000	\$18,585	\$19,189	\$19,813	\$20,457
Utilities	\$12,000	\$12,390	\$12,793	\$13,208	\$13,638
Security	\$2,500	\$2,581	\$2,665	\$2,752	\$2,841
Alarm/Security System Repair & Maintenance	\$2,500	\$2,581	\$2,665	\$2,752	\$2,841
Stations	\$2,000	\$2,065	\$2,132	\$2,201	\$2,273
Depot 1 Repair & Maintenance	\$2,000	\$2,065	\$2,132	\$2,201	\$2,273
Other	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Property Tax	\$5,000	\$5,163	\$5,330	\$5,504	\$5,682
Transportation	\$152,500	\$157,456	\$162,574	\$167,857	\$173,313
Vehicles	\$152,500	\$157,456	\$162,574	\$167,857	\$173,313
Vehicle Gasoline	\$75,000	\$77,438	\$79,954	\$82,553	\$85,236
Vehicle Insurance	\$25,000	\$25,813	\$26,651	\$27,518	\$28,412
Vehicle Parts	\$10,000	\$10,325	\$10,661	\$11,007	\$11,365
Vehicle Repair & Maintenance	\$42,500	\$43,881	\$45,307	\$46,780	\$48,300
Miscellaneous	\$95,000	\$98,088	\$101,275	\$104,567	\$107,965
Contingency	\$95,000	\$98,088	\$101,275	\$104,567	\$107,965
General Contingency	\$95,000	\$98,088	\$101,275	\$104,567	\$107,965
Grand Total	\$3,220,175	\$3,295,612	\$3,402,654	\$3,513,176	\$3,652,289

This operating budget was developed by the Police Review Committee's policing experts in consultation with other municipal police services in New Brunswick. It contains the following key assumptions:

- Mutual Aid Agreements will cost \$50,000 on an annual basis.
- RCMP agreements (MOUs) will cost \$75,000 on an annual basis.
- The municipalities will pay \$50,000 per year for a 20-year, \$850,000 debenture to go toward year 1 capital costs.
- Staff recruitment and relocation costs will be covered as year-1 capital costs.

5-YEAR CAPITAL BUDGET

The Police Review Committee has developed the following 5-year capital budget for the Carleton Regional Policing Service.

5-YEAR CAPITAL BUDGET					
CAPITAL EXPENDITURES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Contracts & Agreements	\$125,000	\$0	\$0	\$0	\$0
Professional Services	\$125,000	\$0	\$0	\$0	\$0
Legal Services (Start-Up)	\$25,000	\$0	\$0	\$0	\$0
Project Management	\$100,000	\$0	\$0	\$0	\$0
Equipment & Supplies	\$225,000	\$10,000	\$10,000	\$10,000	\$10,000
Officer Equipment	\$225,000	\$10,000	\$10,000	\$10,000	\$10,000
Firearms	\$75,000	\$10,000	\$10,000	\$10,000	\$10,000
Health & Safety Supplies	\$25,000	\$0	\$0	\$0	\$0
Uniforms & Accessories	\$125,000	\$0	\$0	\$0	\$0
IT & Telecom	\$90,000	\$0	\$0	\$50,000	\$0
Computer	\$60,000	\$0	\$0	\$50,000	\$0
Computers - Hardware	\$50,000	\$0	\$0	\$50,000	\$0
Printers & Copiers	\$10,000	\$0	\$0	\$0	\$0
Phone	\$30,000	\$0	\$0	\$0	\$0
Landline Phones	\$5,000	\$0	\$0	\$0	\$0
Mobile Phones	\$25,000	\$0	\$0	\$0	\$0
Property & Buildings	\$2,715,000	\$0	\$0	\$5,000	\$0
Furniture	\$20,000	\$0	\$0	\$5,000	\$0
Chairs, Desks, Cabinets	\$20,000	\$0	\$0	\$5,000	\$0
Office Equipment	\$45,000	\$0	\$0	\$0	\$0
General Equipment	\$25,000	\$0	\$0	\$0	\$0
Photo / Video Systems	\$20,000	\$0	\$0	\$0	\$0
Security	\$25,000	\$0	\$0	\$0	\$0
Alarm/Security Systems	\$25,000	\$0	\$0	\$0	\$0
Stations	\$2,625,000	\$0	\$0	\$0	\$0
Depot 1 Construction (CN)	\$2,550,000	\$0	\$0	\$0	\$0
Depot 2 Construction (Hartland)	\$75,000	\$0	\$0	\$0	\$0
Transportation	\$375,000	\$125,000	\$125,000	\$125,000	\$125,000
Vehicles	\$375,000	\$125,000	\$125,000	\$125,000	\$125,000
Officer Fleet	\$375,000	\$125,000	\$125,000	\$125,000	\$125,000
Grand Total	\$3,530,000	\$135,000	\$135,000	\$190,000	\$135,000

This capital budget was developed by the Police Review Committee's policing experts in consultation with other municipal police services in New Brunswick. It contains the following key assumptions:

- Station 1 in Carleton North will cost approximately \$2.5M to repurpose and Station 2 in Hartland will cost \$75,000 to repurpose. Assessments of these buildings are ongoing and subject to change.
- Vehicle costs may change significantly based on the availability of new versus used vehicles.

ROLE OF TRANSITION FUNDING

The Police Review Committee is projecting a \$3.53M capital budget in year-1 to launch a new regional policing service. The Police Review Committee has assumed that the municipalities will cover \$850,000 of this cost through debentures, with the balance to be covered by the province in the form of transitional funding.

ROLE OF MUTUAL AID AGREEMENTS

Like other municipal or regional police services in New Brunswick, the Carleton Regional Policing Service will rely on mutual aid agreements to provide mandated services in a cost-effective way. The cost of these agreements will be subject to negotiation and may be phased in over a period of years.

ROLE OF RCMP MOU

Like other municipal or regional police services in New Brunswick, the Carleton Regional Policing Service will rely on agreements with the RCMP to provide specialized services. The cost of this agreement will be subject to negotiation and may require the active support of the provincial government.

Presence, Visibility, and Responsiveness

Overall, the Carleton Regional Policing Service will have an open storefront and reception desk to the public, with extended hours of operation and direct, efficient access to on duty officers. To the extent possible, the Service will be accessible at all times, especially to those who contact the service to prevent or report crime. In this way, the Carleton Regional Policing Service will follow the best practices of other municipal policing services that are held in high esteem by their communities for their presence, accessibility, availability, and responsiveness.

Knowing that Carleton North and Hartland have not experienced a strong local presence by police in recent years, the Carleton Regional Policing Service will follow the lead of successful local policing services by reinstating highly visible foot and car patrols and by actively exploiting opportunities to engage residents, through programs in schools, businesses, and community groups. To do this, the Carleton Regional Policing Service will consult with other policing services, to obtain first-hand accounts of their policies and programs, to leverage their knowledge and experience while designing and developing a service for Carleton North and Hartland.

Relationship to Community

The formation of the Carleton Regional Policing Service will enable strong community relations in several ways:

- Chiefs and officers will live in the community, which will help them know and relate to the residents they are serving.
- Service leadership will be directly accountable to residents through elected Councils in local government.
- Members will be more visible to residents through 24-7 operations and increased foot and car patrols.
- Members will be more available to residents through open storefronts and direct contact systems.
- Members will be more responsive to residents by being in closer proximity to them and by working out of local stations.
- Members will be more engaged with the community, through programs and outreach efforts to schools, businesses, and community groups.

Key Comparatives: RCMP versus Local Service

DIMENSION	INCUMBENT PROVIDER (RCMP)	ALTERNATIVE LOCAL MODEL
GOVERNANCE	Federal Agency	Local Police Services Board
LOCAL POLICE PRESENCE	1-4 Shared Officers	12-16 Dedicated Officers
SERVICE FOCUS & PRIORITY	Major Crime	Full Spectrum
AFTER HOURS SERVICE	On Call	24-7 Active Duty
PROXIMITY TO SERVICE AREA	25 km to 75 km	0 km to 35 km
GAP AREAS	Not applicable	Not applicable
LOCAL CONTROL OF STAFFING	No	Yes
LOCAL CONTROL OF SERVICE LEVEL	No	Yes
LOCAL CONTROL OF COST	No	Yes
SPECIALIZED SERVICES	Provided internally	Contract with RCMP/Service Providers
BILINGUAL DISPATCH	Provided internally	Provided by Contract
RELATIONSHIP TO COMMUNITY	Detached	Embedded

IMPLEMENTATION PLAN

Successfully implementing a new regional police service to be shared by two independent municipalities requires a well-defined and executed project plan. That project plan will have major phases with critical tasks and milestones, and those tasks will have complex dependencies and significant risks and issues.

The Police Review Committee recognizes the importance of strong project management to ensure that tasks are completed, risks mitigated, and issues resolved. For that reason, Carleton North and Hartland will invest in a Project Manager to lead this project under the direction of Chair De Winter and the Police Review Committee.

Project Plan

The Police Review Committee has developed the preliminary project plan below to implement a new regional policing service.

CARLETON REGIONAL POLICING SERVICE DESIGN & IMPLEMENTATION PROJECT					
INITIATION			START	DAYS	FINISH
	1.01	Project Kick-Off	08-Jan-24	7.0	15-Jan-24
	1.02	Hire Project Manager	15-Jan-24	56.0	11-Mar-24
	1.03	Form Project Team	15-Jan-24	7.0	22-Jan-24
	1.04	Define Project Charter	22-Jan-24	28.0	19-Feb-24
	1.05	Project Governance	22-Jan-24	14.0	05-Feb-24
PLANNING			START	DAYS	FINISH
	2.01	Project Plan	19-Feb-24	14.0	04-Mar-24
	2.02	Project Schedule	19-Feb-24	14.0	04-Mar-24
	2.03	Budgets (Operating & Capital)	19-Feb-24	28.0	18-Mar-24
	2.04	Standards Definition	05-Feb-24	28.0	04-Mar-24
	2.05	Service Definition	05-Feb-24	28.0	04-Mar-24
AGREEMENTS			START	DAYS	FINISH
	3.01	Cost Sharing Agreement	15-Jan-24	28.0	12-Feb-24
	3.02	Transition Funding	15-Jan-24	56.0	11-Mar-24
	3.03	Mutual Aid Agreements	05-Feb-24	140.0	24-Jun-24
	3.04	RCMP MOU	05-Feb-24	140.0	24-Jun-24
STAFFING			START	DAYS	FINISH
	4.01	Hire Police Chief	15-Jan-24	84.0	08-Apr-24
	4.02	Hire HR Manager	15-Jan-24	84.0	08-Apr-24
	4.03	HR Policies	08-Apr-24	28.0	06-May-24
	4.04	Hire Deputy Police Chief	08-Apr-24	56.0	03-Jun-24
	4.05	Hire Officers	08-Apr-24	168.0	23-Sep-24
	4.06	Hire Civilian Staff	08-Apr-24	168.0	23-Sep-24
INFRASTRUCTURE			START	DAYS	FINISH
	5.01	Upgrade Main Station	15-Jan-24	252.0	23-Sep-24
	5.02	Upgrade Satellite Station	15-Jan-24	252.0	23-Sep-24
	5.03	Infrastructure Plan	04-Mar-24	28.0	01-Apr-24
PROCUREMENT			START	DAYS	FINISH
	6.01	Vehicles	15-Jan-24	280.0	21-Oct-24
	6.02	Officer Equipment & Supplies	15-Jan-24	252.0	23-Sep-24
	6.03	Office Equipment & Supplies	08-Apr-24	84.0	01-Jul-24
	6.04	Computer & Telecom Equipment	08-Apr-24	84.0	01-Jul-24
	6.05	Communication Systems	08-Apr-24	140.0	26-Aug-24

CARLETON REGIONAL POLICING SERVICE DESIGN & IMPLEMENTATION PROJECT					
	6.06	Information Systems	08-Apr-24	140.0	26-Aug-24
	6.07	Security Systems	08-Apr-24	140.0	26-Aug-24
SUPPORT SERVICES			START	DAYS	FINISH
	7.01	Accounting & Auditing Services	18-Mar-24	140.0	05-Aug-24
	7.02	Legal Services	18-Mar-24	140.0	05-Aug-24
	7.03	Public Relations Support	18-Mar-24	140.0	05-Aug-24
	7.04	IT Support	08-Apr-24	140.0	26-Aug-24
OPERATIONAL READINESS			START	DAYS	FINISH
	8.01	Policies & Procedures	08-Apr-24	140.0	26-Aug-24
	8.02	Trial Plan - Service Launch	08-Apr-24	84.0	01-Jul-24
	8.03	Training & Orientation - Officers	14-May-24	84.0	06-Aug-24
	8.04	Training & Orientation - Civilian Staff	14-May-24	84.0	06-Aug-24
	8.05	Soft Launch 1 - Beta Trial	06-Aug-24	28.0	03-Sep-24
	8.06	Soft Launch 2 - Preliminary Trial	03-Sep-24	28.0	01-Oct-24
LAUNCH			START	DAYS	FINISH
	9.01	Public Announcement & Campaign	01-Oct-24	56.0	26-Nov-24
	9.02	Provincial Review & Approval	01-Oct-24	28.0	29-Oct-24
	9.03	Checkpoint 1	29-Oct-24	28.0	26-Nov-24
	9.04	Checkpoint 2	26-Nov-24	28.0	24-Dec-24
	9.05	Service Launch	01-Jan-25	0.0	01-Jan-25
CLOSURE			START	DAYS	FINISH
	10.01	Lessons Learned	01-Jan-25	28.0	29-Jan-25
	10.02	Corrective Action Plan	29-Jan-25	28.0	26-Feb-25
	10.03	Project Closure Report	26-Feb-25	28.0	26-Mar-25

Key Success Factors

The Police Review Committee sees the following elements as key success factors to launch a new policing service:

- Strong support from and agreement between the Councils of District of Carleton North and the town of Hartland.
- Strong political, administrative, and financial support from the Provincial Government, including transitional funding to support start-up costs and capital costs.
- Ongoing direction, guidance, and consultation from policing experts such as John De Winter and Jason Hickey.
- The selection of an experience and capable Police Chief to lead implementation of the new service.
- Strong mutual aid agreements with other municipal services in New Brunswick to cost-effectively deliver mandated services.
- Access to specialized services from the RCMP through MOUs.

PUBLIC ENGAGEMENT

When Minister Austin approved the District of Carleton North and the town of Hartland to form a Police Review Committee in August, the Police Review Committee developed a public engagement strategy to inform the public about the purpose and activities of the Police Review Committee and to solicit feedback from the public on matters of policing.

In October, the Police Review Committee took the following steps in support of the public engagement process:

1. Created a Public Announcement (see Appendix 4) that was published by local press in the area's two main newspapers, the Bugle-Observer (Telegraph-Journal) and the River Valley Sun.
2. Launched a website²⁵ with a detailed Q&A (see Appendix 5) that explained the purpose and activities of the Police Review Committee.
3. Created and distributed a public survey on policing (see Appendix 6).

In November, the Police Review Committee hosted two town halls. Both town halls were open to public and advertised in advance through local radio, websites, and social media. The town halls were also advertised with printed color flyers that were posted at local places with high traffic such as the post office, grocery stores, and pharmacies.

The first town hall took place at 6:30 PM on Wednesday, November 8 at Carleton North High School. The second town hall took place at 6:30 PM on Thursday, November 9 at Hartland Community School. At both sessions, the Police Review Committee made a 45-to-60-minute presentation using Microsoft PowerPoint, followed by an open question period. Chair De Winter led the presentation, with support from other members of the committee, including Mayors Harvey and DeMerchant.

For much of 2023, the activities and deliverables of the Police Review Committee have been shared through the open Council meetings of both municipalities and documented in official minutes. These activities and deliverables have also been distributed through social media, including the respective websites and Facebook pages of both municipalities.

SUMMARY

Carleton North and Hartland have 13,500 residents and share an 1800-square-kilometer rural area with a 65-kilometer border. These two neighboring communities also have two of the most important industrial sectors in New Brunswick, which host the McCain's plant in Florenceville, Day & Ross national headquarters, Old Dutch, and Craig Manufacturing. In addition, Hartland is the home of the Upper River Valley Hospital, which serves a catchment population of 45,000 in northwestern New Brunswick.

With this size and population, Carleton North and Hartland receive a regional policing service from the RCMP that provides 0.9 officers per 1000 residents with no local police stations. At present, Carleton North and Hartland rely on a shared officer pool that works from detachments in Woodstock and Perth-Andover located as far as 75 kilometers away from parts of Carleton North and Hartland. Moreover, the cost of this RCMP service is high. In 2023, Carleton North is due to pay just under \$2,000,000 for policing, while Hartland is due to pay \$971,000, which means these two communities are paying more than most municipalities in the province as a percentage of their general operating budgets, including several that have dedicated municipal police forces.

At the same time, the people of Carleton North and Hartland are experiencing higher rates of crimes against persons and property. And they are telling their elected representatives in local government, through meetings, surveys, and other feedback, that they are concerned about crime and policing. Their voices express a lack confidence in the current service, serious doubt that it is capable of serving and protecting them, of keeping them safe from violence, drug dealing, theft, and property damage.

In response, earlier this year the local governments of Carleton North and Hartland formed a Police Review Committee to thoroughly review the state of policing in both communities and to identify alternatives. That committee, which includes the Mayors and Council members of both communities, was chaired by John De Winter, and further supported by Jason Hickey, two senior policing veterans with extensive, first-hand policing experience and expertise.

In recent months, the committee has examined various police service delivery models, through research and meetings with the Department of Justice and Public Safety, the RCMP, and municipal police forces across the province, in Woodstock, Grand Falls, Beresford, Nigadoo, Petit-Rocher, Pointe-Verte, Bathurst, Rothesay, Quispamsis, and Fredericton.

As a result of this effort, Carleton North and Hartland are proposing that the two communities form a new local policing service, based on 24-7 on-duty coverage, high responsiveness, and local police stations. As designed by Chair De Winter and senior advisor Hickey, we are confident that the proposed service delivery model will provide an excellent service at a fair and comparable cost, with greater accountability to residents and local government.

The Police Review Committee would like to thank those in the Department of Justice and Public Safety who guided and supported our efforts. We look forward to the province's review of our proposal, which promises to improve the safety, security, and quality of life of our residents.

Thank you,

The Police Review Committee of Carleton North and Hartland

APPENDIX 1 – Average RCMP Cost (2018–2022)

The table below shows the average amount that New Brunswick municipalities paid for the 5-year period from 2018 to 2022²⁶ (pre-amalgamation) for RCMP service contracts as set and administered by the province's Department of Justice and Public Safety according to annual Municipal Statistics reports published by the Government of New Brunswick. The far-right column shows the average % of each municipality's General Operating budget that went to pay for policing. Municipalities that spent more than 20% of their budget on policing services are highlighted.

MUNICIPALITY	GENERAL OPERATING BUDGET	ANNUAL RCMP COST	% OF GENERAL FOR POLICE
Aroostook	\$251,008	\$46,834	18.8%
Millville	\$288,217	\$28,616	9.9%
Meductic	\$320,691	\$42,494	13.4%
Canterbury	\$362,631	\$55,271	15.2%
Harvey	\$387,943	\$83,680	21.6%
Tracy	\$481,288	\$65,763	13.7%
Maisonnette	\$501,262	\$81,237	16.2%
Bath	\$521,703	\$82,315	15.8%
Riverside-Albert	\$540,399	\$59,616	11.0%
St. Martins	\$549,261	\$40,012	7.3%
Alma	\$569,777	\$53,409	9.4%
Saint-Léolin	\$585,251	\$85,822	14.7%
Stanley	\$610,791	\$55,191	9.1%
Port Elgin	\$617,022	\$67,751	11.0%
Rivière-Verte	\$694,794	\$117,897	17.0%
Centreville	\$699,210	\$112,516	16.2%
Le Goulet	\$709,171	\$108,102	15.3%
Upper Miramichi	\$809,506	\$142,644	17.6%
Lac-Baker	\$820,059	\$144,313	17.6%
Sainte-Marie-Saint-Raphaël	\$856,432	\$125,448	14.7%
Drummond	\$878,107	\$130,156	14.8%
Fredericton Junction	\$920,346	\$86,391	9.4%
Sainte-Anne-de-Madawaska	\$979,085	\$145,005	14.8%
Tide Head	\$995,392	\$178,706	18.0%
Paquetville	\$997,519	\$138,132	13.9%
Gagetown	\$1,060,722	\$104,007	9.8%
Cambridge-Narrows	\$1,081,704	\$123,458	11.4%
Pointe-Verte	\$1,124,027	\$208,777	18.8%
Blackville	\$1,126,804	\$215,461	19.1%
Saint-Isidore	\$1,143,169	\$138,748	12.2%

MUNICIPALITY	GENERAL OPERATING BUDGET	ANNUAL RCMP COST	% OF GENERAL FOR POLICE
Grande-Anse	\$1,206,795	\$132,807	11.0%
Doaktown	\$1,247,734	\$210,753	16.9%
Dorchester	\$1,307,034	\$174,786	13.4%
Saint-Louis de Kent	\$1,317,763	\$180,110	13.7%
Bertrand	\$1,389,529	\$189,754	13.7%
Bas-Caraquet	\$1,430,068	\$217,056	15.2%
McAdam	\$1,430,560	\$257,332	18.0%
Sussex Corner	\$1,433,872	\$310,205	21.7%
Norton	\$1,450,004	\$266,351	18.4%
Blacks Harbour	\$1,516,252	\$225,391	14.9%
Rogersville	\$1,529,909	\$217,065	14.2%
Rexton	\$1,546,347	\$213,046	13.8%
Chipman	\$1,568,058	\$137,221	8.7%
Charlo	\$1,590,527	\$247,691	15.6%
Eel River Crossing	\$1,604,148	\$304,528	19.0%
Nackawic	\$1,616,829	\$146,164	9.0%
Saint-André	\$1,651,601	\$422,578	25.6%
Plaster Rock	\$1,691,603	\$207,983	12.3%
Hartland	\$1,816,611	\$226,478	12.5%
Hillsborough	\$1,846,667	\$221,776	12.0%
Kedgwick	\$1,860,526	\$357,034	19.2%
Saint-Léonard	\$1,916,480	\$221,405	11.6%
Balmoral	\$1,967,363	\$303,415	15.4%
Lamèque	\$2,003,502	\$249,582	12.5%
Saint-Antoine	\$2,023,859	\$349,383	17.3%
Petitcodiac	\$2,052,510	\$239,372	11.7%
Salisbury	\$2,364,492	\$430,671	18.2%
St. George	\$2,386,498	\$441,808	18.5%
Perth-Andover	\$2,419,943	\$343,073	14.2%
Neguac	\$2,554,088	\$332,325	13.1%
Richibucto	\$2,610,731	\$297,541	11.5%
Minto	\$2,720,056	\$256,409	9.4%
Grand Manan	\$2,965,382	\$665,986	22.5%
Saint-Quentin	\$3,072,840	\$374,787	12.2%
Florenceville-Bristol	\$3,506,858	\$490,599	14.0%
Haut Madawaska	\$3,608,921	\$401,804	11.2%
Cap-Pelé	\$3,738,199	\$468,159	12.5%
Atholville	\$3,850,517	\$668,295	17.4%
Bouctouche	\$4,154,199	\$479,190	11.5%

MUNICIPALITY	GENERAL OPERATING BUDGET	ANNUAL RCMP COST	% OF GENERAL FOR POLICE
Belledune	\$4,854,368	\$796,409	16.4%
New Maryland	\$5,030,744	\$602,626	12.0%
Saint Andrews	\$5,032,683	\$468,923	9.4%
Shippagan	\$5,168,197	\$570,612	11.1%
Dalhousie	\$5,830,559	\$648,922	11.1%
Grand Bay-Westfield	\$6,371,565	\$719,195	11.3%
Memramcook	\$7,096,137	\$828,337	11.7%
Caraquet	\$7,458,524	\$933,297	12.5%
Sussex	\$7,229,796	\$1,081,866	15.0%
St. Stephen	\$9,477,191	\$1,222,361	12.9%
Tracadie	\$14,318,021	\$1,185,766	8.3%
Shediac	\$13,081,791	\$1,436,301	11.0%
Sackville	\$11,367,097	\$1,810,424	15.9%
AVERAGE	\$2,509,376	\$332,350	14.1%

APPENDIX 2 – Actual RCMP Cost (2018–2022)

The table below shows the total amount that each New Brunswick municipality spent on policing for the years 2018 to 2022 according to annual Municipal Statistics reports published by the Government of New Brunswick.

Municipality	2018	2019	2020	2021	2022	Grand Total
Alma	\$51,087	\$51,820	\$53,234	\$54,918	\$55,985	\$267,044
Aroostook	\$45,450	\$45,831	\$47,018	\$47,648	\$48,225	\$234,172
Atholville	\$644,068	\$650,099	\$666,158	\$690,422	\$690,727	\$3,341,474
Balmoral	\$292,428	\$294,301	\$303,697	\$311,354	\$315,293	\$1,517,073
Bas-Caraquet	\$207,856	\$211,873	\$217,246	\$223,557	\$224,746	\$1,085,278
Bath	\$80,823	\$80,665	\$82,273	\$83,314	\$84,498	\$411,573
Bathurst	\$5,279,885	\$5,366,037	\$4,291,895	\$4,323,148	\$4,648,556	\$23,909,521
Belledune	\$826,873	\$811,030	\$794,465	\$796,867	\$752,812	\$3,982,047
Beresford	\$1,056,944	\$1,106,913	\$1,160,977	\$1,213,646	\$1,176,999	\$5,715,479
Bertrand	\$184,888	\$185,101	\$189,741	\$193,881	\$195,159	\$948,770
Blacks Harbour	\$227,436	\$229,011	\$228,161	\$225,050	\$217,298	\$1,126,956
Blackville	\$208,284	\$209,858	\$214,792	\$218,152	\$226,217	\$1,077,303
Bouctouche	\$478,650	\$504,502	\$433,399	\$462,442	\$516,957	\$2,395,950
Cambridge-Narrows	\$118,025	\$119,224	\$120,986	\$123,346	\$135,709	\$617,290
Campbellton	\$2,546,495	\$2,601,255	\$2,633,584	\$2,763,234	\$3,225,152	\$13,769,720
Canterbury	\$53,672	\$54,007	\$55,680	\$56,192	\$56,804	\$276,355
Cap-Pelé	\$449,170	\$451,587	\$467,442	\$476,763	\$495,833	\$2,340,795
Caraquet	\$926,189	\$912,929	\$934,709	\$946,811	\$945,848	\$4,666,486
Centreville	\$108,597	\$110,204	\$113,521	\$114,316	\$115,943	\$562,581
Charlo	\$237,769	\$240,591	\$248,344	\$254,196	\$257,556	\$1,238,456
Chipman	\$128,877	\$130,424	\$134,481	\$138,340	\$153,984	\$686,106
Dalhousie	\$632,898	\$637,548	\$651,993	\$660,369	\$661,800	\$3,244,608
Dieppe	\$5,460,857	\$5,525,622	\$5,951,848	\$6,092,368	\$7,187,561	\$30,218,256
Doaktown	\$202,877	\$205,417	\$210,228	\$213,063	\$222,182	\$1,053,767
Dorchester	\$169,573	\$170,778	\$174,676	\$177,235	\$181,666	\$873,928
Drummond	\$120,712	\$124,333	\$128,063	\$136,615	\$141,055	\$650,778
Edmundston	\$5,317,860	\$5,475,926	\$5,561,727	\$5,531,368	\$5,457,982	\$27,344,863
Eel River Crossing	\$296,057	\$298,434	\$305,679	\$309,862	\$312,609	\$1,522,641
Florenceville-Bristol	\$471,443	\$479,859	\$493,689	\$501,076	\$506,927	\$2,452,994
Fredericton	\$19,998,224	\$22,223,567	\$22,692,466	\$23,228,839	\$24,769,443	\$112,912,539
Fredericton Junction	\$80,862	\$82,170	\$84,601	\$86,727	\$97,595	\$431,955
Gagetown	\$99,130	\$99,466	\$101,044	\$104,843	\$115,552	\$520,035
Grand Bay-Westfield	\$690,416	\$697,794	\$716,748	\$735,758	\$755,260	\$3,595,976
Grand Manan	\$638,000	\$648,000	\$667,363	\$683,267	\$693,300	\$3,329,930

Municipality	2018	2019	2020	2021	2022	Grand Total
Grande-Anse	\$130,203	\$131,048	\$132,712	\$134,608	\$135,466	\$664,037
Grand-Sault/Grand Falls	\$1,398,705	\$2,025,703	\$2,034,317	\$2,354,803	\$2,603,612	\$10,417,140
Hampton	\$780,125	\$765,125	\$765,125	\$800,292	\$897,963	\$4,008,630
Hartland	\$222,015	\$223,288	\$227,718	\$228,208	\$231,163	\$1,132,392
Harvey	\$81,020	\$80,976	\$83,609	\$85,731	\$87,064	\$418,400
Haut Madawaska	\$392,162	\$392,546	\$400,613	\$407,787	\$415,914	\$2,009,022
Hillsborough	\$214,786	\$217,111	\$222,096	\$225,555	\$229,331	\$1,108,879
Kedgwick	\$342,319	\$346,721	\$362,446	\$366,067	\$367,615	\$1,785,168
Lac-Baker	\$137,824	\$139,062	\$145,017	\$147,972	\$151,691	\$721,566
Lamèque	\$240,808	\$241,167	\$249,942	\$257,160	\$258,835	\$1,247,912
Le Goulet	\$105,421	\$105,947	\$108,518	\$110,310	\$110,315	\$540,511
Maisonnette	\$78,950	\$79,471	\$80,882	\$82,944	\$83,940	\$406,187
McAdam	\$249,109	\$252,323	\$257,716	\$262,841	\$264,669	\$1,286,658
Meductic	\$37,436	\$42,023	\$43,546	\$44,542	\$44,921	\$212,468
Memramcook	\$796,720	\$805,292	\$828,284	\$845,184	\$866,205	\$4,141,685
Millville	\$27,208	\$27,362	\$29,500	\$28,096	\$30,916	\$143,082
Minto	\$246,487	\$244,112	\$251,158	\$257,260	\$283,030	\$1,282,047
Miramichi	\$5,494,601	\$5,744,431	\$6,014,878	\$6,220,658	\$6,202,632	\$29,677,200
Moncton	\$20,941,875	\$21,027,627	\$22,670,502	\$23,272,106	\$27,690,034	\$115,602,144
Nackawic	\$139,049	\$140,651	\$144,561	\$147,781	\$158,779	\$730,821
Neguac	\$323,252	\$326,347	\$334,875	\$337,915	\$339,238	\$1,661,627
New Maryland	\$570,114	\$575,614	\$589,123	\$603,084	\$675,197	\$3,013,132
Nigadoo	\$223,707	\$235,701	\$245,551	\$255,753	\$249,791	\$1,210,503
Norton	\$252,400	\$258,072	\$265,965	\$273,317	\$282,000	\$1,331,754
Oromocto	\$2,050,714	\$1,997,793	\$2,022,235	\$2,183,489	\$2,403,249	\$10,657,480
Paquetville	\$133,702	\$135,136	\$138,729	\$141,395	\$141,698	\$690,660
Perth-Andover	\$336,976	\$337,063	\$342,033	\$346,732	\$352,561	\$1,715,365
Petitcodiac	\$233,857	\$233,503	\$239,376	\$242,881	\$247,245	\$1,196,862
Petit-Rocher	\$450,787	\$462,018	\$483,599	\$505,195	\$504,394	\$2,405,993
Plaster Rock	\$245,410	\$192,506	\$197,423	\$199,790	\$204,785	\$1,039,914
Pointe-Verte	\$193,296	\$203,660	\$213,284	\$215,250	\$218,393	\$1,043,883
Port Elgin	\$65,547	\$66,346	\$67,630	\$69,260	\$69,970	\$338,753
Quispamsis	\$3,491,212	\$3,689,260	\$4,008,952	\$4,280,435	\$4,590,676	\$20,060,535
Rexton	\$206,865	\$209,045	\$211,713	\$215,656	\$221,953	\$1,065,232
Richibucto	\$289,314	\$290,289	\$297,122	\$303,632	\$307,350	\$1,487,707
Riverside-Albert	\$57,916	\$58,325	\$59,568	\$60,538	\$61,731	\$298,078
Riverview	\$3,655,052	\$3,537,302	\$3,703,633	\$3,759,335	\$4,404,612	\$19,059,934
Rivière-Verte	\$113,746	\$114,402	\$117,892	\$121,382	\$122,062	\$589,484
Rogersville	\$210,025	\$214,242	\$219,205	\$218,677	\$223,175	\$1,085,324
Rothsay	\$2,302,225	\$2,429,920	\$2,584,445	\$2,805,004	\$3,037,986	\$13,159,580

Municipality	2018	2019	2020	2021	2022	Grand Total
Sackville	\$1,810,825	\$1,768,284	\$1,758,631	\$1,737,905	\$1,976,476	\$9,052,121
Saint Andrews	\$457,951	\$458,721	\$454,075	\$462,127	\$511,740	\$2,344,614
Saint John	\$24,502,293	\$26,058,539	\$26,095,633	\$25,093,262	\$25,843,504	\$127,593,231
Saint-André	\$413,491	\$415,186	\$424,327	\$423,761	\$436,127	\$2,112,892
Saint-Antoine	\$338,982	\$343,007	\$349,443	\$354,683	\$360,802	\$1,746,917
Sainte-Anne-de-Madawaska	\$139,213	\$141,798	\$145,147	\$146,869	\$152,000	\$725,027
Sainte-Marie-Saint-Raphaël	\$122,638	\$122,301	\$125,622	\$127,857	\$128,820	\$627,238
Saint-Isidore	\$135,171	\$136,884	\$138,630	\$142,303	\$140,752	\$693,740
Saint-Léolin	\$82,581	\$83,513	\$86,155	\$88,269	\$88,590	\$429,108
Saint-Léonard	\$214,481	\$217,811	\$222,105	\$225,048	\$227,580	\$1,107,025
Saint-Louis de Kent	\$175,097	\$176,985	\$180,434	\$182,826	\$185,207	\$900,549
Saint-Quentin	\$363,015	\$365,400	\$376,469	\$381,417	\$387,635	\$1,873,936
Salisbury	\$409,529	\$416,929	\$427,413	\$432,596	\$466,888	\$2,153,355
Shediac	\$1,375,559	\$1,384,423	\$1,436,785	\$1,474,700	\$1,510,039	\$7,181,506
Shippagan	\$557,933	\$560,500	\$574,110	\$580,363	\$580,156	\$2,853,062
St. George	\$426,330	\$430,617	\$442,001	\$448,767	\$461,327	\$2,209,042
St. Martins	\$38,470	\$38,830	\$39,994	\$41,033	\$41,735	\$200,062
St. Stephen	\$1,190,590	\$1,201,554	\$1,222,714	\$1,234,691	\$1,262,258	\$6,111,807
Stanley	\$52,178	\$52,803	\$54,482	\$55,492	\$60,999	\$275,954
Sussex	\$1,034,597	\$1,051,437	\$1,087,812	\$1,109,943	\$1,125,540	\$5,409,329
Sussex Corner	\$296,317	\$301,103	\$310,664	\$316,719	\$326,221	\$1,551,024
Tide Head	\$174,697	\$175,832	\$178,506	\$180,698	\$183,796	\$893,529
Tracadie	\$1,156,210	\$1,163,165	\$1,188,645	\$1,208,530	\$1,212,279	\$5,928,829
Tracy	\$62,830	\$62,772	\$64,460	\$65,833	\$72,922	\$328,817
Woodstock	\$2,207,004	\$2,253,450	\$2,392,700	\$2,546,096	\$2,606,247	\$12,005,497
Grand Total	\$133,533,297	\$139,016,550	\$142,304,378	\$144,659,400	\$155,765,034	\$715,278,659

APPENDIX 3 – RCMP Services in New Brunswick

In New Brunswick, the RCMP provides the following 51 services.

- | | |
|---|---|
| 1. Air Services | 27. Internet Child Exploitation Unit |
| 2. Alternate Dispute Resolution | 28. Internet Child Sex Abuse |
| 3. Amber Alert | 29. Major Case Management |
| 4. Auxiliary Program | 30. Major Incident Command |
| 5. Canadian Police Information Centre | 31. Major / Serious Crime Investigations |
| 6. Collision Analysis / Reconstruction | 32. Media Relations / Communications |
| 7. Commercial Crime Section | 33. Member / Employee Assistance Program |
| 8. Coastal Watch | 34. National Security |
| 9. Crime Intervention (Hostage) Negotiation | 35. Official Languages |
| 10. Crime Prevention | 36. Operational Communication Centre |
| 11. Crime Reduction | 37. Police Service Dog Section |
| 12. Criminal Analysis and Intelligence | 38. Polygraph |
| 13. Customs and Excise | 39. Recruiting |
| 14. Drug Enforcement | 40. Scams/Fraud |
| 15. Emergency Response Team | 41. Security Engineering |
| 16. Explosives Disposal Unit | 42. Special "I" - Electronic Surveillance |
| 17. Health Services | 43. Special "O" - Physical Surveillance |
| 18. Federal Enforcement Services | 44. Tactical Troop |
| 19. Fitness and Lifestyle Advisor | 45. Technological / Computer Crime |
| 20. Financial Administration of Policing Services | 46. Traffic Services |
| 21. Forensic Identification Service | 47. Training |
| 22. Indigenous Policing Program | 48. Underwater Recovery Team |
| 23. Informatics | 49. Unsolved Crimes |
| 24. Integrated Border Enforcement Team | 50. Violent Crime Linkage Analysis System |
| 25. Integrated Proceeds of Crime | 51. VIP Protective Services |
| 26. Internal Investigation Section | |

APPENDIX 4 – Public Announcement

The following public announcement was distributed to local press/newspapers in October.

FOR IMMEDIATE RELEASE

District of Carleton North and Hartland Form Police Review Committee

Policing is an important obligation to every citizen and a point of discussion in our homes, schools, and businesses here in the District of Carleton North and Hartland.

Since our recent amalgamations, the newly elected councils of both municipalities have agreed to form a joint police review committee. This is all in an effort to provide our communities with the best possible police service that we can.

Our committee has received a letter of approval from the Honorable Kris Austin, New Brunswick's Minister of Justice and Public Safety, to complete an official review as outlined in the province's Police Service Delivery Model Process Guide.

In an official review, several steps including public engagement are required. Our committee is planning to host public meetings to hear what you have to say and to answer any questions you may have. We also want to hear from you through a survey.

With more than 30 years of municipal and RCMP policing experience in various provinces, retired District Commander and Staff Sergeant John de Winter has accepted the position of committee chair. John is quoted, "The police have an incredible influence in the lives, safety, and well-being of our communities and I see the committee's work as an opportunity to provide the best policing model possible.

Mayor DeMerchant said recently, "Hartland is very pleased that John de Winter has decided to chair our committee. We are confident that his knowledge and experience will enable us to propose an excellent and affordable police service for our community."

Mayor Harvey offered a similar view, "Policing is a major issue to the people of Carleton North. Our residents want to see a local police service that is highly present and effective across our entire municipality, to serve and protect our citizens."

The Mayors and Councils of both municipalities are looking forward to receiving your feedback on policing options for our communities.

Sincerely,

Chair John de Winter
Mayor Tracey DeMerchant
Mayor Andrew Harvey

APPENDIX 5 – Q&A for Public

The Police Review Committee provided the following 17 questions and answers on its website to inform the public about its history, purpose, and activities.

1. When, how, and why did Carleton North and Hartland form a partnership on policing?

Immediately following their elections in November 2022, the new Councils of Carleton North and Hartland turned their attention to policing, a matter of great concern to residents in both communities. In January, Mayor Harvey of Carleton North formed a committee to study policing, met with the RCMP officials on multiple occasions, and then produced a report on the state of policing. In Hartland, Mayor DeMerchant and Council often discussed the high cost of RCMP policing services and the perceptions among residents of low RCMP presence and visibility. In April, representatives from both communities met several times to discuss these common concerns. Shortly thereafter, the two communities agreed to form a joint committee comprised of Councillors and administrators. In ensuing weeks, the committee met and consulted with members of policing services in other municipalities. In June, the joint committee travelled to Fredericton to meet with Minister Kris Austin of the Department of Public Safety to seek permission to form an official Police Review Committee. In August, Minister Austin formally approved the Police Review Committee of Carleton North and Hartland to proceed, authorizing it to propose a new local policing alternative to the current RCMP service.

2. What is the current contract between the RCMP and Carleton North and Hartland?

Carleton North and Hartland each have annual contracts with the RCMP that are negotiated and administered by the province of New Brunswick through the Department of Public Safety. Under these contracts, Carleton North and Hartland cannot determine staffing levels, service levels, or cost. Instead, the province uses a complex formula to establish the cost for each municipality, which each municipality must pay and cannot challenge.

3. In 2023, how much are Carleton North and Hartland due to pay for RCMP service?

In 2023, Carleton North and Hartland are due to pay \$3,000,000 to the RCMP to serve and protect more than 13,500 residents from detachments in Woodstock and Perth-Andover.

4. Is it normal for Carleton North and Hartland to not have local detachments (or police stations)?

No. Combined, the 13,500 residents of Carleton North and Hartland live in an area that covers 1800 square kilometers. The two communities also claim two of the province's largest industrial bases with such notable tenants as McCains, Day & Ross, Old Dutch, Valley Equipment, and Craig Manufacturing. In addition, Hartland is home to the only regional hospital between Fredericton and Grand Falls. Looking across the Maritimes and even Canada, there are very few communities with this profile that do not have a single local police station.

5. Who is going to determine what we need to form a new police service?

Carleton North and Hartland have tasked John De Winter, a retired senior policing expert, to chair the Police Review Committee. Jason Hickey, a retired veteran of the Waterloo, Ontario police service, who grew up in Carleton North, is also on the committee, along with the Mayors and CAOs of both municipalities, as well as members of both Councils. John and Jason are leading the committee's effort to define the organizational chart and operating requirements of the new service. With support from the CAOs, they are also leading the committee's efforts to define operating and capital budgets. John and Jason are doing this in conjunction with representatives from the province who work for the Department of Public Safety.

6. How much is a new municipal police service going to cost?

The Police Review Committee, which is defining the proposed service, estimates that the annual operating cost of a new service will be comparable to the current annual cost of the RCMP. That said, the committee recognizes that in addition to these operating costs, there will be significant start-up costs, or capital costs, for buildings, vehicles, equipment, information systems, and so on. The committee is consulting with other municipal policing services to estimate these costs and actively engaging the province to determine what transition funds will be available.

7. How do you plan to engage the public about this initiative?

The Police Review Committee recognizes the critical importance of involving the public in this process and will engage the public in the following ways. First, it will communicate through local press and media, sharing information about the Committee's activities and progress. Second, it has created a website to share information and to welcome public feedback. Third, it will conduct a public survey of residents in Carleton North and Hartland to better understand their perspective on policing. Fourth, it will host open town halls with the public on November 8 and 9 to share information, collect feedback, and answer questions.

8. Is there going to be a feasibility study before a new service is approved?

To submit a proposal to the province, the Police Review Committee must complete a 16-step process that has been defined by the Department of Justice and Public Safety. That 16-step process includes the completion of a comparative analysis (to compare the current service to the proposed), public engagement, and a detailed implementation plan. The Police Review Committee is now working on these deliverables and expects to complete them by November 2023.

9. When could a new municipal police service be put in place?

Under the current contract with the RCMP, a municipality must notify the RCMP one calendar year in advance that they intend to replace the RCMP with an alternative service. If Carleton North and Hartland give this notice on December 31, 2023, the new service could be installed on (but not before) January 1, 2025. The Police Review Committee is working to complete the 16-step process and to provide notice by December 31, 2023. Once the Committee submits the proposal to the province, the province will be solely responsible to review and approve it. If the province approves the proposal, the municipalities may then notify the RCMP.

10. In a new municipal policing service, where would the police stations be located?

At present, the Police Review Committee is planning to place a primary station in Carleton North and a secondary station in Hartland. Potential sites for these stations are being evaluated by architects and committee members.

11. How will specialized services be delivered by the new police service?

Modern policing services include many specialized services, from homicide investigators and crowd control to marine operations and polygraphing. Most municipal services across Canada do not provide all of these specialized services. Instead, they establish agreements with the RCMP or other municipal policing services to provide them on an as-needed basis. When discussing these specialized services, it is important to note that there are municipal policing services across New Brunswick that operate today by accessing these specialized services from larger municipal, provincial, or federal policing services, with financial support from provincial and federal governments.

12. How will you find and hire enough officers?

The Police Review Committee has already received expressions of interest from police officers across Canada who seek to move to a small town with a great cost of living and lifestyle. In addition, the Committee is purposely designing a flexible organizational structure based on a mix of full-time and part-time officers to attract a broad range of members, from recent retirees and veterans to new graduates and maturing officers. The Committee is confident that it will be able to staff the service in due order and will take care to choose leaders who will attract officers to join the new service.

13. How will costs be shared between Carleton North and Hartland?

Carleton North and Hartland expect to share operating and capital costs according to their relative sizes. The specific sharing arrangement will be negotiated and finalized in upcoming weeks.

14. Do Carleton North and Hartland plan to work with other municipal policing services?

Yes. Carleton North and Hartland have been in close communication with local police services across New Brunswick, including services in Carleton County. We are open to working closely with these established services to develop a new policing service for Carleton North and Hartland.

15. If Carleton North and Hartland form a new policing service, will we still rely on the RCMP?

Yes. Even with a new municipal service, Carleton North and Hartland will continue to rely on the RCMP or other municipal policing services for specialized services, as other municipalities do across Canada.

16. Do members of the Police Review Committee respect the work of RCMP officers?

Yes, absolutely. Members of the Police Review Committee share a total respect for the work that our RCMP officers do, for the skill and knowledge they possess, and for the duty and dedication they demonstrate. No committee member is questioning the skill, quality, or dedication of any RCMP officer. Rather, the Police Review Committee, on behalf of the residents of Carleton North and Hartland, is evaluating if a municipal policing service might provide a better service in terms of cost, presence, accountability, and structure.

17. Do Carleton North and Hartland object to the RCMP's recent information campaign over social media?

No, not at all. Carleton North and Hartland believe that the RCMP and its officers have every right to promote their service to the public. In turn, we trust that RCMP representatives will respect the responsibility of the elected representatives of Carleton North and Hartland to ensure that residents receive the services they want and need, the services they are asking for and paying for.

APPENDIX 6 – Public Survey

In October, Carleton North and Hartland survey residents on local policing. The survey had 10 questions. 153 residents responded to the survey, which revealed a strong consensus among those residents. The results of that survey are summarized below.

SURVEY RESPONSES – RAW NUMBERS

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
Crime is a major problem in my community	79	55	12	7	0	153
My neighborhood is safer today than it was 5 years ago.	0	5	35	56	57	153
In my neighborhood, police presence is adequate.	1	14	17	59	62	153
Police officers should be on duty 24 hours a day rather than on call.	63	68	11	9	2	153
If a crime were committed against me or my family, I am confident that the police would respond in a timely and efficient way.	5	20	18	71	39	153
It is easy for me to contact and speak with a police officer.	5	32	53	47	16	153
Police stations should be located in the District of Carleton North and the Town of Hartland.	77	53	18	5	0	153
Police should be in our schools and highly engaged with our youth.	67	56	24	6	0	153
Police should know my neighborhood and concerns.	74	73	6	0	0	153
I would support an increase in my taxes for a 24-hour local police service.	27	43	35	31	17	153

SURVEY RESPONSES – BY PERCENTAGE

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Crime is a major problem in my community	51.6%	35.9%	7.8%	4.6%	0.0%
My neighborhood is safer today than it was 5 years ago.	0.0%	3.3%	22.9%	36.6%	37.3%
In my neighborhood, police presence is adequate.	0.7%	9.2%	11.1%	38.6%	40.5%
Police officers should be on duty 24 hours a day rather than on call.	41.2%	44.4%	7.2%	5.9%	1.3%
If a crime were committed against me or my family, I am confident that the police would respond in a timely and efficient way.	3.3%	13.1%	11.8%	46.4%	25.5%
It is easy for me to contact and speak with a police officer.	3.3%	20.9%	34.6%	30.7%	10.5%
Police stations should be located in the District of Carleton North and the Town of Hartland.	50.3%	34.6%	11.8%	3.3%	0.0%
Police should be in our schools and highly engaged with our youth.	43.8%	36.6%	15.7%	3.9%	0.0%
Police should know my neighborhood and concerns.	48.4%	47.7%	3.9%	0.0%	0.0%
I would support an increase in my taxes for a 24-hour local police service.	17.6%	28.1%	22.9%	20.3%	11.1%

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