

EXECUTIVE STRATEGIC PLAN FOR THE BATHURST POLICE FORCE



FROM
2018-2022

Approved by Chief Ernie Boudreau

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MISSION STATEMENT

The Bathurst Police Force will pursue professional excellence while protecting the lives and property of our citizens and visitors. We will ensure that our community is a safe and desirable place to live, work and visit.

CORE VALUES: Serve with honour, protect with pride and defend with courage

Motivation for the Strategic Plan

The Bathurst Police Force needs to establish long-term goals in the pursuit of continuous improvement by finding ways to maintain law and order in the most effective way possible while remaining financially responsible to the citizens of Bathurst. The development of our employees with professional training will give them the tools and skillset to conduct their duties in the safest way possible. We must also embrace community policing, which is a philosophy that calls for police and community co-operation. In order to identify the concerns and wishes of the community and subsequently develop strategies that will address community needs, we need to ask ourselves the following questions:

- Where are we now?
- Where do we want to be?
- How are we going to get there?
- What do we need to help us get there?

Benefits of the Strategic Plan

1. Community Perception and needs

The Bathurst Police Force has to provide quality customer service to treat our citizens as partners and customers. We need to know our community and how they feel about their police force. The community survey was implemented for this reason.

2. Building Community Partners

Our citizens often have questions on how our police force provides its services. When provided with key information on how we conduct business, they have a better understanding and will be more supportive. We will have to develop sessions and activities that engage our citizens while building strong community police relationships. Our survey indicates that we are on the right track in our strategic planning to further develop respect and co-operation in our community. We must do better than simply responding to calls for service. The goal is to



problem solve with the community and engage in dialogue as well as listen to their concerns. The objective is to shape our police force around community needs and expectations.

3. Internal Police Force Improvements

Officers have also been given an internal survey on their views and needs so that we can better appreciate and respond accordingly to their feedback. This is tremendously important in future planning.

4. Fiscal Planning

The goal is to provide a balanced budget for our citizens and the corporation. Proper planning allows us to determine the level of service requested and what we can provide. We need to look for alternatives and efficiencies to an increasing and continuous rise in the cost of policing.

From the findings of our survey, community and internal, we are set to explore our objectives for the next 5 years. The Bathurst Police Force 2018 Strategic plan is a living document that will evolve and readjust while always taking into consideration community needs. It is by collecting information from our stakeholders and their feedback that this document is designed to ensure that the vision, mission and objectives of the Force can be successfully achieved. The plan has elements that must be understood by all parties. These are the expectations of our community and our plan is designed to adjust to these realities.

By doing this, we will be in a position to effectively manage resources, be accountable and be leaders in change management. We must be able to change course with community needs. This ensures that we are on the path of success and pursuit of excellence bringing this organization from good to great!

We have established our list of long-term objectives in our plan with quarterly checkups of key performance indicators and target dates. This will be carried out over the next 5 years with strategies to achieve our objectives for 2018-2022.

GOALS

1. Reduce the incidents of crime/victimization
2. Increase road safety
3. Succession planning for the organization
4. Establish quality assurance processes to bring this organization from good to great by pursuing excellence not just being on par with provincial policy standards. Our goal is to exceed the provincial standards and be a leader in best practices in several key police activities or strategies
5. Increase quality of service and customer satisfaction to our citizens
6. Increase the operational capacity of our Regional Bathurst PSAP by creating opportunities for revenue and further expand our regional service delivery
7. Explore and promote regional policing with our neighbouring communities and regional fire dispatch
8. Continue to provide high-quality training for all personnel by focusing on shared training opportunities and online CPKN (Canadian Police Knowledge Network) training
9. Improve communication between our organization and our staff as well as our community
10. E.M.O. (Emergency Measures Operations) Readiness and planning

STRATEGIC PRIORITY GOALS

1. Crime reduction

The key drivers for our community Crime Severity Index (CSI) in Bathurst are:

- Break and Enters
- Theft under \$5000
- Fraud and Mischief

	2015	2016	2017
Crime Severity Index	87	90	92
Violent CSI	50	70	74
Non-Violent CSI	101	97	99

The national Crime Severity Index (CSI) had been declining for over a decade and since 2014 has been steadily increasing in all provinces and communities.

GOAL - TO REDUCE CRIME INCIDENTS IN CERTAIN CATEGORIES AND TO BECOME THE SAFEST CITY IN NEW BRUNSWICK BY:

- Monitoring emerging crime trends and conducting timely analysis making sure that front-line officers are receiving this information and data.
- Developing enforcement strategies. If emerging crimes are in a specific area, we need to consider zone blitz enforcement initiatives to reduce the opportunity for crime.
- Making sure CID (Criminal Investigation Division), Patrols, Street Crime and Traffic sections are working together on these initiatives. Documenting all initiatives and collecting data from police to see the impact on crime trends and if our key performance indicator (KPI) targets are being met by completing street checks, hot spot enforcement activities at major events and gathering places.
- Reducing violent crime.
- Reducing property crime.



VIOLENT CRIMES

The Bathurst Police Force often responds to the following types of crimes: common assault, assault causing bodily harm, sexual assault, criminal harassment and uttering threats. They are taken seriously and investigated thoroughly.

Violent Crimes	2015 Actual	2016 Actual	2017 Actual
Sexual Assault	9	10	13
Sexual Interference	3	3	7
Invitation to sexual touching	2	0	1
Sexually explicit material to child with Intent	0	1	0
Luring a child using a computer	1	0	0
Voyeurism	0	0	0
Non-Consensual Distribution of Intimate Image	0	1	1
Aggravated Assault – Level 3	0	2	1
Assault with weapon or causing bodily harm – Level 2	7	19	14
Assault – Level 1	48	74	98

Assault Peace Officer	2	4	8
Forcible Confinement	0	2	2
Robbery	2	3	3
Extortion	3	0	0
Criminal Harassment	1	3	4
Threatening/Indecent Phone Calls	0	2	9
Uttering Threats	42	33	45
Total Violet Crime Offences	122	138	210

PROPERTY CRIMES

Victim, offender and opportunity are the factors leading to crime. The Bathurst Police Force must continue to educate and engage our community in conversations that enhance public safety of their property, home and fear of crime. Programs such as Neighbourhood Watch and Lock it or Lose it, will help the public realize that they too have a responsibility to assist police in making our community safer.

Property Crimes	2015 Actual	2016 Actual	2017 Actual
Arson	4	0	3
Break & Enter - Total	95	102	95
Theft over \$5000	8	5	8
Theft from Motor Vehicles over \$5000	0	2	1
Theft over \$5000 shoplifting	0	1	0
Theft of Motor Vehicle	16	7	14
Theft under \$5000	260	312	215
Theft from Motor Vehicles under \$5000	107	44	61
Theft under \$5000 – Shoplifting	34	19	13
Possession of Stolen Goods over \$5000	2	4	3
Possession of Stolen Goods under \$5000	10	5	11
Fraud	26	35	22
Mischief	138	93	116
Total Property Crime Offences	738	556	595

OTHER CRIMINAL CODE

The Bathurst Police Force has been actively and aggressively making sure that we hold our offenders accountable for their court ordered conditions. Bail hearings are held for individuals that police identify as prolific offenders. They are a major cause for concern and threat to our public safety. Charges are laid for failing to attend court, breach of probation and failing to comply with a judges' or police officer's undertaking holding those prolific offenders accountable for their actions while released into the community.

Other Criminal Code	2015 Actual	2016 Actual	2017 Actual
Possess Firearms while prohibited	5	4	3
Breach of Firearms regulation – Unsafe Storage	1	1	1
Fail to Comply	51	11	35
Breach of Recognizance	0	31	47
Counterfeit Money	1	0	0
Disturb the Peace	2	4	15
Indecent Acts	0	1	1
Child Pornography	0	1	0
Child Pornography - Making or Distributing	0	0	1
Obstruct Public Peace Officer	7	2	6
Trespass at Night	4	0	5
Fail to Attend Court	15	22	26
Breach of Probation	36	50	50
Total Other Criminal Code Offences	138	145	247

DRUG OFFENCES

The Canadian Centre for Substance Abuse, an advisory council in Canada mandated to provide research on the abuse of drugs and other addictive substances, publish a report about the adverse effects of gateway drugs like cannabis particularly stating these effects during adolescence to be problems in focusing attention, information processing, motor coordination difficulties, and psychotic symptoms as well as the mental health issues.

We are now in an opioids crisis in Canada, where approximately 3000 die from opioid-related death. This rate will no doubt climb in 2018.

Drug Offences	2015 Actual	2016 Actual	2017 Actual
Possession – Cocaine	0	0	1
Possession – Other Controlled Drugs and Substances Act	6	4	15
Possession – Cannabis	21	12	27
Possession – Methamphetamine	1	0	0
Trafficking - Cocaine	1	0	1
Trafficking – Other Controlled Drugs and Substances Act	1	0	2
Trafficking - Cannabis	2	1	3
Total Drug Offences	33	18	49

2. Safer Roads

GOAL: Reduce the Amount of Motor Vehicle Accidents in our Community

As the number of roadway crashes increased over the last few years in Bathurst, we must find ways with our patrol and traffic section to lower the number of accidents. In order to improve roadway safety for our citizens, we will implement campaigns and initiatives such as the C.A.D.D. (Citizens Against Distracted Driving) in order to educate the public and increase citizen awareness on the various safety issues related to traffic safety.



Objective 1: Reduce Rear-End and Distracted Driving Crashes

TACTICS:

- Identify locations which experience high rear-end crash rates.
- Conduct time and location-appropriate traffic enforcement targeting distracted and following too close violations.
- Use decoy patrol vehicles in high crash areas along with proactive traffic enforcement.
- Use radio, print and Internet/social media to spread information about traffic safety and our initiatives.

Objective 2: Hold Drivers Accountable Who Engage in Dangerous Driving Behaviours

TACTICS:

- Conduct traffic enforcement targeting drivers who operate at excessive speeds.
- Regularly enforce speed limits in school zones and college zones.
- Proactively target drivers under the influence of alcohol or drugs.

Objective 3: Assist Public Works with Roadway and Intersection Problems to Address Areas and Conditions That May Contribute to Crashes

TACTICS:

- Maintain a positive working relationship with Public Works (PW) Engineering and Traffic committee.
- Identify and report problem areas in Bathurst and make sure that there is appropriate signage.
- Forward crash statistics to traffic engineers at PW when required.

Objective 4: Increase our Proactive Patrols and Vigilance

TACTICS:

Proactive patrols by all members in order to identify dangerous drivers who are committing infractions against the Motor Vehicle Act of New Brunswick

DRIVING OFFENCES

With the upcoming legalization of Marihuana, a significant amount of training in drug recognition expert (DRE) and Standard Field Sobriety Testing (SFST) has been given to our officers. The legalization of the recreational drug will undoubtedly have an impact on road safety.

Criminal Driving Offences	2015 Actual	2016 Actual	2017 Actual
Dangerous Operation	3	2	3
Dangerous Operation Evade Police	1	2	1
Impaired Operation/Related Violation/Over 80	26	22	14
Impaired Operation (Drugs)	-	-	-
Fail to provide Breath Sample	8	6	6
Hit & Run	50	57	52
Drive while prohibited	2	4	3

MVA Offences	2015 Actual	2016 Actual	2017 Actual
Fail to Stop for Police	0	0	1
Handheld Device	13	8	79
Careless Driving	2	0	4
Driving while Licence Suspended	26	14	26
Seat Belt	2	3	31
Total POPA Prosecutions and Warnings	853	1529	2331

3. Succession Planning:

Goal

Succession Planning plays a major role in the police force's ability to continuously and seamlessly transition officers into promotions. It is a process by which one or more individuals are identified to replace key positions and assume leadership roles within the organization. The Succession Planning Model recognizes future police management requirements and provides development opportunities and career pathways within our sections maximizing learning and development opportunities.

Our objective is to identify individuals with leadership skills, soft people skills and who demonstrate potential for growth. As an organisation, we must aim to provide them with the opportunities to further develop their skills and gain experience.

TACTICS:

- Develop a pool of qualified individuals who are able to fill in positions short term and on a permanent basis.



- Become a learning organization by using acting positions, training programs, courses, secondment opportunities and lateral transfers. We need to anticipate vacancies and mentor individuals who are ready to assume command.
- Establish a succession planning process that is reflective of an organization that is committed to continuous improvements and learning. Continue to have employees gain knowledge and experience in each other's duties. This applies to civilian staff positions as well as the rank and file of the police officers. It is every employee's responsibility to mentor and educate. This would allow for a more seamless transition and reduce future staffing problems.
- We will be looking at employee performance evaluations, work in various sections and individual responsibilities which will play a bigger role in promotion and advancement opportunities. In essence we need to know who has the ability to do the job.

4. QUALITY ASSURANCE AND POLICING STANDARDS

The Bathurst Police Force performs yearly quality assurance reviews for operational and administrative readiness which has had great results in the last two years. This year our audits were on:

- UCR – Uniform Crime Reporting
- Sexual Assault
- ViCLAS – Violent Crime Linkage Analysis System
- Approved Roadside Alcohol Screening Devices
- Detention Cells.

Purpose:

Internal audits and inspections (Quality Control) can serve to identify issues and problems that can be corrected before they develop into major problems. It also enables to ensure that the police operations conform to established guidelines. The Bathurst Police Force has endorsed and implemented an internal audit process that ensures periodic and objective reviews of our overall operational activities. The results are then sent to New Brunswick Department of Public Safety.

The topics to be included in the internal audit function are as follows; but not limited to:

BATHURST POLICE FORCE – ASSURANCE RISK ACTIVITIES.

- Approved Breath Analysis Instruments
- Approved Screening Device
- Arrest and release;
- Communications
- Contemporary Community Policing
- Contingency Plans

Full-Time Positions	Actual
Chief	1
Deputy Chief	2
Sergeants	5
Constables	18
Total Police Staff	25
Civilians	11
Total Full Time Members	36

Part-Time Positions	Actual
Police	4
Civilian	6
Total Part-Time Members	10

Crossing Guard	1
Prison Guards	5

Vacant Positions	
Full Time Police	2
Full Time Civilian (Disp.)	2
Part Time Civilian (Adm.)	1

- Crime Prevention
- Directing/Supervision
- Domestic and Intimate Partner Violence
- Equipment
- Exhibits
- File Review
- Force Organization
- Goals/Strategic Planning
- Hazardous Pursuits
- Holding Facilities and Monitoring of Detainees
- Human Sources
- Performance Evaluation
- Police Officer Notebooks
- Public Complaints Against Force/Members
- Quality of Investigation & Supervision
- Radar
- Search & Seizure

QUALITY CONTROL

- Specialized Support Services
- Sudden Death Investigations
- Training
- Un-executed Warrants
- Use of Force
- Violent Crime Linkage Analysis Systems (ViCLAS)
- Workplace Harassment
- Bathurst Police Force – Assurance Risk Activities
- Alternative Measures
- Criminal Record Check
- Defibrillation Reports
- Finger printing
- Photograph quality
- Sex Offender Registry (NSOR)
- Specialized Training
- Taxis
- WatchGuard DVD

5. Increase quality of service and customer satisfaction to our citizens

Develop a culture of transparency and accountability. Initiate non-enforcement activities that are designed to engage the community and build trust. Implement a community advisory group to provide input on the strategies which will address community issues. Reach out to the community via social media and track our target audience.

The Crime Prevention Officer has been tasked to do quarterly updates reportable to management on the progress of the following public engagement initiatives.

Community Engagement	Q1	Q2	Q3	Q4	Total
Number of Outreach to Youth Initiatives	9	23			32
Number of Outreach to Seniors Initiatives	2	1			3
Number of Outreach to Immigrant Initiatives	1	0			1
Number of Outreach to Religious Groups Initiatives	0	0			0
Number of Public Awareness Campaigns	1	2			3
Number of Facebook Followers	5018	5047			5047
Number of Twitter Followers	16	18			18
Prolific Offenders Arrested	12	3			15
Other	15	17			32

6. Increase the operational capacity of our regional Bathurst PSAP, creating opportunities for revenue and further regional service delivery

Capital and operational investments have been identified to finance our current need for TMR (Trunk Mobile Radio) system for 2018/2019. Because of our aging communication system, this new TMR system is presently being rolled out in the province. Some municipalities in the province have already moved to this system which enables integrated functionalities.

- Our current recording system, which was upgraded two years ago is not compatible with new TMR (Trunk Mobile Radio) system and will need to be replaced.

7. Explore and Promote Regional Policing

In the fall of 2017, a policing proposal was made to the Village of Belledune by the management Team of the Bathurst Police Force subsequent to a request was made to City of Bathurst to see if our police organization could police their jurisdiction. The proposal was accepted and is presently before New Brunswick Department of Public Safety. The sale of our service to other jurisdictions, as well as, developing and working with partnering agencies and services helps us reduce costs and duplications. The Bathurst Police Force has always worked under this principal. There is a political interest in the region when it comes to amalgamation of services and with the recent regional policing study initiated by the Regional Service Commission, the options will be known in the fall of 2018.

8. Continue to provide high-quality training for all our personnel focusing on shared training opportunities and online CPKN training

Training

Police officers are professionals that require a tremendous amount of training and recertification. Having officers train and at the same time replace them on their regular duties can be costly. We have recently negotiated a 12 hour training day with the Police Association and have implemented block training for a set period of time. This is a cost saving measure for the Police Department. The Bathurst Police Force must continue to keep its employees current on required provincially mandated training. The budget should show and reflect the required training that must be done on a yearly basis such as: Use of Force, Firearms, Containment Team, E.R.T, and First Aid (CPR and Emergency care i.e.: Tourniquet). The required yearly training will be broken down on what it actually costs to keep qualification up to provincial standards.



9. Improve communication between our organization members and the community

It is vital for police to be able to effectively communicate between themselves and with the community. Internal communication allows agency members to be well informed of agency practices and changes within the department. External communication provides the community with a clear picture of how the department is providing services and allows the citizens an opportunity to interact with agency personnel.

Objective 1: Increase the amount and effectiveness of two-way, internal communication between all personnel of the department

TACTICS:

- Create open dialogue by encouraging questions, comments and ideas. Make all members accountable to the 5-year plan.
- Encourage information sharing on the current state of policing.

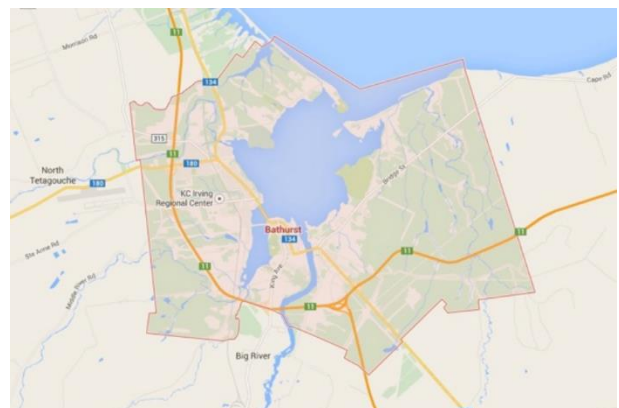
Objective 2: Increase the amount and quality of external communication.

TACTICS:

- Deliver straightforward information to community members via press release; direct communication and responses to official requests for information
- Use the police web resources for major events and provide upcoming information about department activities.
- Use social media sites (Twitter/Facebook) to communicate to individuals in the community with a consistent message
- Conduct a coordinated campaign to increase Facebook/Twitter followers
- Conduct a survey of community members to determine the best way to reach the most people. This was done in 2018.
- The public relations manager will be encouraged to participate a quarterly ride-along for an entire shift where they will broadcast about what is happening using the social media outlet twitter.
- Train more personnel to post emergency/safety information on Facebook/Twitter as major events unfold
- Arrange for yearly department-related presentations in some civic clubs
- Prepare a series of articles about the agency for publication
- Use contacts to determine times and locations of local organization meetings and make that available to the Crime Prevention Officer
- Interact with people, formally or casually, at meetings and engage the community

10. E.M.O. Preparedness:

Continue with the E.M.O. plan for the Chaleur Region. The Chief of Police has been named the E.M.O Coordinator for the city and is working with the regional CSR on their plan to have an E.M.O plan for the whole regional area. The responsibilities of the Chief of Police as coordinator of E.M.O extends from his normal police chief responsibilities. For an E.M.O. event we must also ensure that facilities needed during emergencies meet the criteria.. For example, the KC Irving Centre has been identified as a regional warming centre. As a



result, the purchase of a generator will be required in order to achieve this moving forward. ICS – (Incident Command System) is now being used as the emergency management platform. For several communities, the ICS 200 training has been provided to Police and Fire staff. Also, as coordinator the

main role during a non-emergency event is to work with the community with respect to resiliency and planning. The City has made great strides towards achieving this and opportunities need to be taken advantage of to receive provincial and federal assistance

CONCLUSION

This plan has given our community and organization a better understanding of our goals, mission statement and values. We are committed to creating public awareness that can better explain our core functions and how we operate and serve this community. We look forward to working with the community in order to achieve the goals identified in this plan.



E. Boudreau
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Bathurst Police Force