

CODIAC POLICING SPACE NEEDS ASSESSMENT

Final - July 26, 2023



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1 Assessment Overview

1.1 Introduction

The Codiac Policing – Space Needs Assessment has been completed by Cornerstone Planning Group to inform the Moncton Dieppe Riverview Public Safety Policing Services Study, authored by perivale+taylor. The main objective of the larger study is to conduct a thorough study of the requirements for a modern public safety police service and to compare and contrast the delivery of policing services provided by a regional RCMP police force or a regional municipal police force or, a combination of both services, if feasible. This Assessment explores the physical infrastructure implications of the various operating models. Specifically, this study explores:

- The existing Codiac RCMP Policing infrastructure in 2022
- The planned and partially completed replacement Codiac RCMP Policing infrastructure
- The 20-year projected infrastructure space needs to support:
 - Regional RCMP Police Force to 2044
 - Regional Municipal Police Force to 2044
- The variances between the planned replacement detachment and the projected requirements.

The results of this assessment will be used to inform outcomes with the larger, Moncton Dieppe Riverview Public Safety Policing Services Study.

1.2 Approach

To complete the Space Needs Assessment, the following 3-phase project approach was observed.

Phase 1: Exploration of the Current State

The study was initiated with a review of available guiding documentation, followed by a series of in-person facility and site tours and stakeholder interviews. The goal of this phase was to develop a baseline understanding of the current strengths and challenges of the existing and planned infrastructure and to identify the relationships between infrastructure and service delivery.

Phase 2: Space Needs Assessment

Phase 2 focused on the development of a draft Space Needs Assessment. A key input into the development of the future space needs is the service assumptions defined within the perivale + taylor Moncton Dieppe Riverview Public Safety Policing Service Study. This phase of the study included a review of the projected staff, equipment, and space resources of the new Codiac detachment, estimated future resource requirements based on RCMP and Police space standards and associated order of magnitude cost estimate. The draft Space Needs Study was submitted to the Project Team for review and feedback.

Phase 3: Report Finalization

All feedback was collated from the Project Team and incorporated as necessary to produce the final Space Needs Assessment.

The Space Needs Assessment was initiated in August 2022 and completed in June 2023.



1.3 Guiding Documentation

The following documentation, organized chronologically, was made available to Cornerstone Planning Group to inform the Space Needs Assessment.

| | |
|--|--|
| City of Moncton Policing Services Study, 2010 | <p>This study, prepared by perivale + taylor Consulting, explores a range of issues involved in establishing police service requirements and the opportunities for the delivery of effective and efficient police services. The Study examined the policing options for the City including:</p> <ol style="list-style-type: none"> 1. Existing Codiac Regional RCMP 2. New Regional RCMP 3. Moncton RCMP Detachment 4. Moncton Municipal Police Force 5. Regional Municipal Police Force 6. Moncton Municipal Police Force providing a contracted service for Dieppe and Riverview 7. Integrated Municipal-RCMP Regional Police Service |
| New Police Facility Decision Summary Report, 2020 | <p>Review of previous reports, studies and deliverables related to the need, planning and design of a replacement Codiac RCMP to serve the Tri-Community residents. The report was prepared by Colliers Project Leaders and RPL Architects. It summarizes the work completed to date and presents a recommended path forward to advance the replacement detachment.</p> |
| Codiac Regional Facility Moncton, New Brunswick Schematic Design Report, January 2020 | <p>RPL Architects Inc., in partnership with FBM Architecture + Interior Design, CBCL Limited, Viridis, Solterre, R.J. Bartlett and Altus Costing were contracted to develop a schematic design report for the replacement Codiac RCMP detachment. This report presents the schematic facility design and includes reference documents: functional program, FF&E schedule, outline specifications, engineering design briefs and a Class C cost estimate.</p> |
| City of Moncton Strategic Plan, 2022 | <p>Prepared by the City of Moncton, this document sets forth the City's vision, mission, values and strategic plan (including actions) for 2022 - 2024.</p> |
| Various Data Sets and Facility/Site Drawings | <p>The following data sets and drawings were made available.</p> <ul style="list-style-type: none"> • Policing municipal employee staff lists and organizational chart • Police member staff list and organizational chart • CRF – IFC – Drawings 1000-3000 Series, April 2022, prepared by RPL Architects • CRF – IFC – Drawings 6000-9000 Series, April 2022, prepared by RPL Architects • CRF – IFC - Room Schedule, April 2022, prepared by RPL Architects |



1.4 Glossary of Key Space Assessment Terms

Several important terms are used throughout this document to describe space. Their definitions are included below.

- A **Component** is a group of spaces with common purpose.
- **Internal Circulation** is the area assigned to move between the spaces/rooms within a component. For example, the hallways within a staff only zone.
- **External/Major Circulation** is the area assigned to the spaces between components. For example, the building stairway between floors is major circulation.
- **Component Gross Area** is the area of all programmable and support spaces including internal circulation and interior wall thicknesses within the component(s). Component Gross Area is measured in m² or ft² and represented by CGm² or CGft².
- **Building Gross Area** is the total area of all levels of a building as measured to the outside face of exterior walls. It includes all rooms/areas, internal and external circulation, building systems (mechanical, electrical, HVAC etc.), and interior and exterior walls. Building Gross area is measured in m² or ft² and represented by BGm² or BGft².
- **Building Systems** space consists of space used for mechanical, electrical, HVAC, communications and janitorial services as well as the plan area occupied by building structure.



2 Existing Policing Infrastructure

As of 2022, Policing services to the Tri-Community area (City of Moncton, Riverview and Dieppe) are provided by the RCMP under contract to the Codiac Regional Policing Authority (CRPA). The Codiac Regional RCMP is the largest detachment in New Brunswick and provides comprehensive services to the ~120,000 (StatsCan, 2021) residents of the area. Services and support services are delivered from two physical locations:

- Codiac Regional RCMP Detachment, located at 520 Main Street, Moncton
- Operations Communication Centre (OCC) / 911 Call Centre, located at 500 Gauvin Rd, Dieppe

The following map indicates the relative position of each of the facilities within the Tri-Community area.

Figure 1: Location of existing policing infrastructure within the Tri-Community area



Sections 2.1 and 2.2 describe the current state of the policing infrastructure within the Tri-Community region.



2.1 Codiac Regional RCMP Detachment

The current Codiac Regional RCMP Detachment, located at 520 Main Street in Moncton has been in operation since the 1970s, when it was originally designed and constructed to support a municipal police force. The facility has seen various renovations and upgrades since construction but has now reached a point in its lifecycle where the staff and equipment demand on the facility exceed the physical infrastructure capabilities. Today (2022), the facility and site are not able to meet operational service delivery requirements and are resulting in negative impacts to service delivery.

The site and facility directly support a range of public facing and operational supportive functions and services, including:

- General Duty Policing
- Police Dog Services
- Offender Management
- Finance & Administration
- Community Policing
- Crime Reduction
- Victim Services
- Records Management
- General Investigation Services
- Major Crimes
- Court Services
- Exhibit Management

Functions and services are delivered by a staffing compliment of 153 Regular Members (RMs; commonly known as police positions) and 52 Municipal Employees (MEs). The largest shift occupying the facility at a given time is 120 people.

In addition to the core functions and services of the detachment, Codiac RCMP is supported by a range of regional, provincial, and federal specialized services by the New Brunswick regional headquarters, RCMP 'J' Division. These services, required by the New Brunswick Policing Standards, include:

- Air Services including helicopter & Pilatus
- Alert Ready - including operational oversight
- Clandestine Lab Unit
- Collision Reconstructionist
- Community Crime Reduction Unit
- Crime Stoppers
- Criminal Analysis Section
- Criminal Intelligence Services
- Crisis Negotiator
- Digital Forensic Services
- Emergency Response Team
- Exploitation Divisional
- Explosive Disposal Unit
- Financial Crime Unit
- Forensic Identification Services
- Human Source Management
- Incident Commander
- Innovation & Crime Reduction - CPO
- Integrated Child
- Major Case Management
- Major / Serious Crime Unit
- National Sex Offender Registry
- NB Integrated Enforcement Unit
- Operational Readiness and Response
- Police Dog Service
- Polygraph Services
- Premier Protective Detail
- Protective Technical Security Special Entry Section
- Provincial Crime Reduction Unit
- Radio Support Services
- Special I – Electronic Surveillance
- Special Project Unit
- Tactical Support Group
- Tactical Traffic Enforcement Unit
- Threat Assessment Unit
- Undercover/Backstopping
- Underwater Recovery / Marine Operations
- Violent Crime Linkage Analysis System (ViCLAS)
- VIP Protection
- Witness Protection



Many of these specialized services require specialized training and certification, facilities, and equipment. As such, they are provided regionally and on an as-need basis by the J-Division.

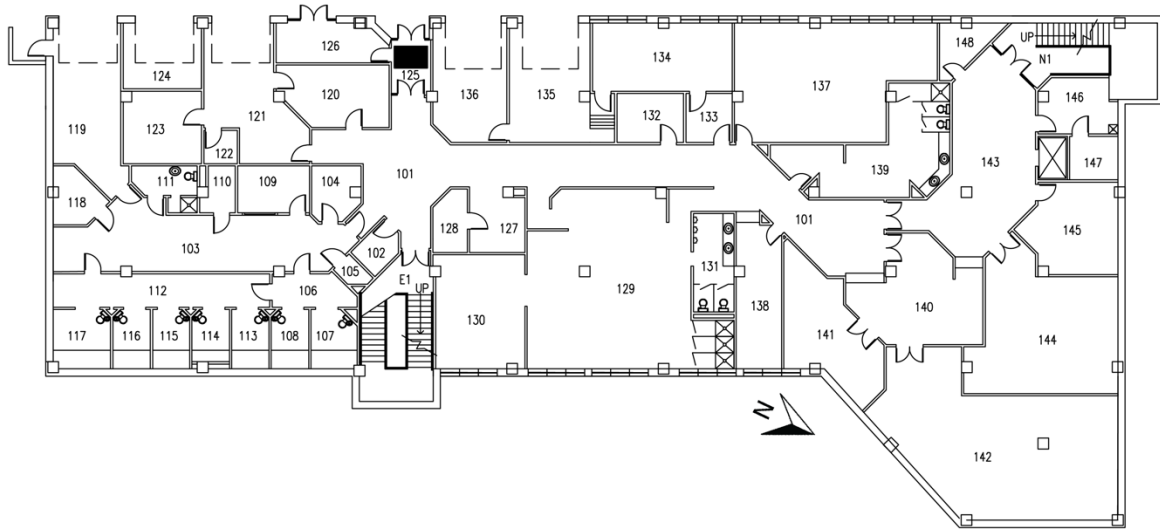
The existing Codiac RCMP detachment is ~3,400 BGm² spread across three levels. The following site and facility plan identify the current arrangement of space.

Figure 2: Codiac Detachment, 520 Main Street, Site and Facility Plans

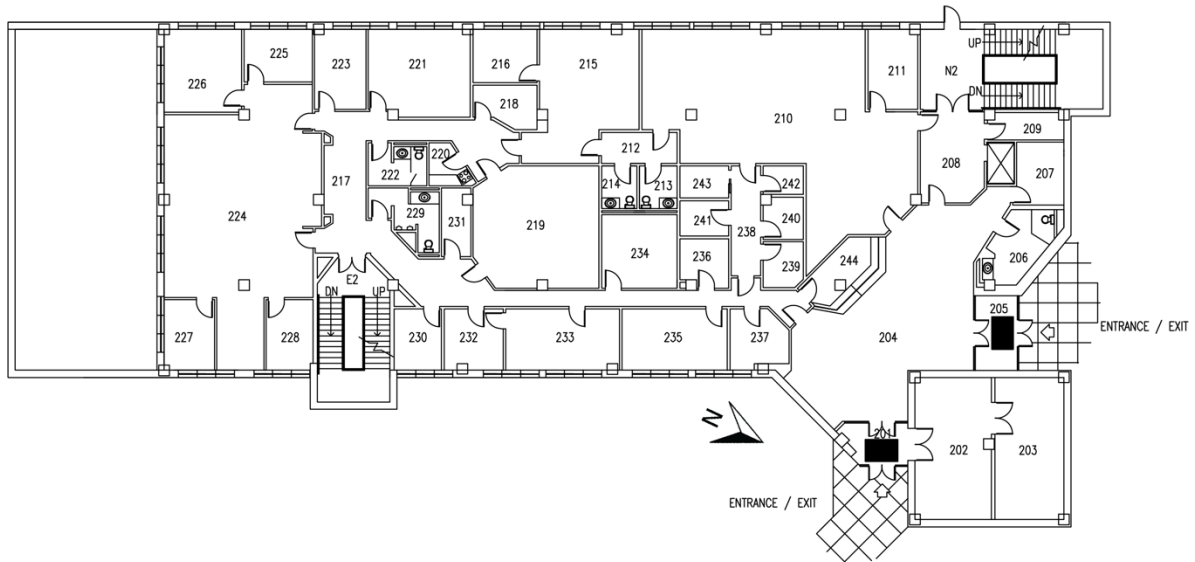




First floor (Basement)

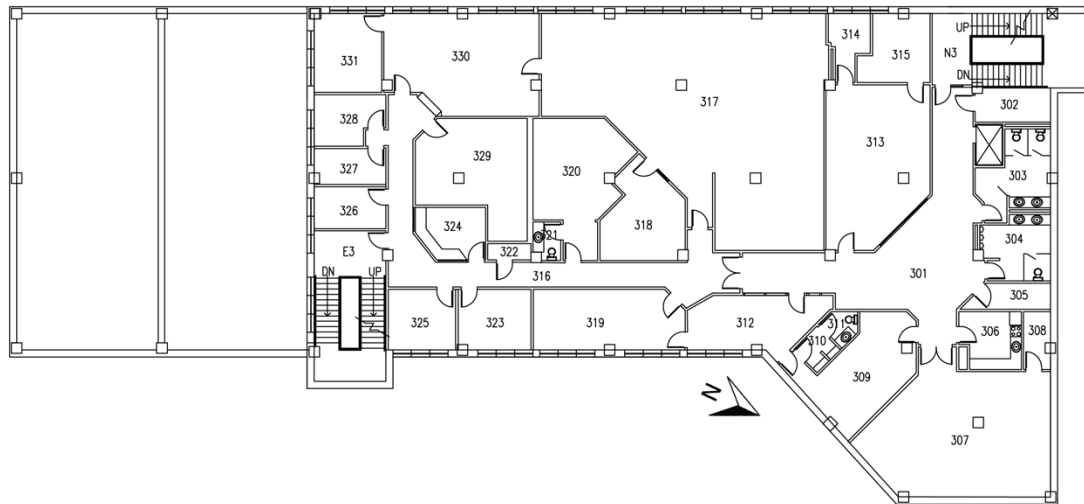


Second floor (Ground floor)





Third floor (2nd Storey)



For comparison purposes, the total gross building area of RCMP detachments that are designed and constructed to modern RCMP specifications are ~50m² per staff member on the largest shift. Using this planning metric, the Codiac RCMP detachment should be ~6,000 BGm² to meet their current staffing levels. This represents 76% more space than what is currently provided in 2022.

There are several challenges associated with the aged and well utilized facility. Challenges are well documented in various previously completed Assessments and Studies. Key challenges are listed below.

- Significant unit fragmentation across the facility.
- Overcrowding within workspaces and storage areas.
- Facility does not meet post disaster construction standards and is located within the floodplain placing the facility at risk in the event of a major incident.
- Design and build do not meet standards set forth by the RCMP.
- Increasing facility maintenance and renewal costs as a result of aging building infrastructure.
- Insufficient parking for members, employees and visitors.

The detachment at 520 Main Street will be retired pending the completion of the new, replacement detachment, referred to as the Regional Facility (described in Section 4).

In addition to the main detachment, the CRPA has committed to the development of a Community Police Office located at 795 Main Street in Moncton. This storefront location within the heart of downtown Moncton has been prioritized in response to challenges related to homelessness and downtown business security. Construction is anticipated to complete by the fall of 2023. The facility will initially be used to support the staff within the Community Policing Unit but may later be expanded to meet the changing policing profile.



2.2 Operations Communication Centre / 911 Call Centre

The citizens of New Brunswick have rapid and accurate access to emergency services through six Public Safety Answering Points (PSAPs). Each PSAP is responsible for 9-1-1 call taking services for distinct jurisdictions. The Codiac region falls within the Codiac PSAP and is serviced by an Operations Communication Centre (OCC) within the City of Dieppe.

Call taking services are provided 24/7 via four shifts (largest shift is currently 11 FTE). There are currently 35 funded FTE, comprised of:

- OCC Manager – 1 FTE
- OCC Assistant Manager – 1 FTE
- Team Lead – 4 FTE
- OCC / 9-1-1 Operator - 29 FTE

The OCC is located at 500 Gauvin Road, Dieppe, New Brunswick and is collocated with Fire services. The OCC is located on the second story of the community fire hall. The Codiac OCC features six 9-1-1/dispatch workstations and two administration line workstations, responsible for dispatching both within the Codiac region and for five fire services outside the Tri-Communities. The staff are supported by a wellness room and break room. The current OCC is ~350 CGm², which represents ~32m² per on shift staff member.

The OCC was previously located within the Codiac RCMP detachment at 520 Main Street but was moved to the Fire Hall as a result of expanding police space needs.



3 Regional Facility Overview

The planning of the replacement Regional Codiac RCMP detachment began in 2013 and construction is expected to be substantially complete in late 2024 / early 2025. The design and intended functionality of the site and facility has undergone multiple iterations, with the finalized development supporting RCMP operations, the OCC and the City's Emergency Operations Centre. The new detachment will be owned by the City of Moncton and leased to the CRPA.

The Regional RCMP Facility will be located on 1.92 hectares (4.74 acres) of land on the corner of Vaughan Harvey Blvd. and Albert Street. This site was procured in 2019 by the City of Moncton for a cost of \$2.45M. The following figure identifies the location of the site.

Figure 3: Regional Facility Site Location



As stated within the *New Police Facility Decision Summary Report*, the facility will be 6,683 BGm² (excluding mechanical penthouse space) and accommodate a total staffing compliment of 394 people (in year 2044 and including OCC staff). The project is estimated to cost \$46.0M (in 2020) which represents ~\$6,880/m².



Relevant to the understanding of the building flow and operation are Zones of Security within the facility. The Regional Facility features 5 security zones as described by RCMP document G1-026 Guide to the Application of Physical Security Zones. Security zones denote level of restriction for public, municipal employees and Police stations as they move through the building. Security zones are designed and managed in order to reduce the risk of unwanted events. Security zones within the facility from least restrictive to most restrictive include:

- **Public Zone:** Spaces that are generally freely accessible by the public or visitors. This zone generally includes a lobby and victim services. In relation to this detachment, the public will be able to freely access the main lobby during business hours. Victim services will not be freely accessible but can be readily accessed during business hours via the front counter and has a close adjacency requirement to the main lobby.
- **Reception Zone:** A transition from the public zone to a restricted-access area, typically demarcated and controlled. The reception zone has been included as part of the public zone in the diagrams above as the public will be able to interact with this zone but not enter it. In relation to this detachment, the front counter staffed by Municipal Employees will control access past the lobby. A number of locked doors will restrict public access throughout the detachment into higher security zones.
- **Operations Zone:** Spaces with limited access for personnel who work at the detachment and escorted visitors. In relation to this detachment spaces within the operations zone include leadership offices, general duty and other office functions, Municipal Employee administration workstations, general support functions and spaces, and operations support spaces. Some individual storage rooms or equipment closets will be locked for security of equipment, and when required, some spaces may be temporarily locked (e.g. project room). The secure parking compound is also considered part of the operations zone.
- **Security Zone:** Spaces that are limited to authorized personnel and to authorized and properly escorted visitors. In relation to this detachment both archives and records, and exhibits functions will be controlled for authorized personal only.
- **High Security Zone:** Access is limited to authorized, appropriate screened personnel and authorized and properly escorted visitors. In relation to this detachment, the Cellblock/Prisoner Security spaces including the Sallyport/Secure vehicle bays will be highly restricted. Prisoners should be brought directly into this component for processing when arrested and released directly from this component to the outdoors without passing through any other controlled areas within the detachment.



There are 7 major facility components anticipated for the Codiac Detachment. These components are defined by spaces that work together to support a specific function of service delivery. Components and spaces include:

- Public Zone:** The public component includes the vestibule, public lobby, and public washroom, all spaces that are freely accessible by the public. Access to this component will be during regular business hours. Outside these hours access will be restricted, however, the public will be able to communicate with on-duty personnel via intercom. Additionally, the public component includes a reception counter which acts as a security buffer between the Public zone and Restricted zones of the Detachment. Reception staff will receive the public at the front counter for reporting crimes, complaints, criminal record check, and fingerprinting services. Spaces include the front counter workstations, interview rooms, and LiveScan space. Victim Services will utilize the interview rooms in this component to meet with clients as needed.
- Office Zone:** The office component includes work and supportive spaces for all leadership, general duty, watch commanders, and supportive Municipal employee administrative functions. Office spaces include open workstations and business centres supporting printing and copying activities as well as storage for stationary supplies. Workstations are clustered by department to create functional groups.
- Common and Specialized Units Zone:** Common units anticipated to be stationed at the detachment include GIS/SCU, K9 unit, Crime Reduction Unit, and Callback unit. Additional specialized units are also anticipated to be stationed at the detachment to service the community. Specialized units include the OCC/911 call centre. Each unit's assigned space is grouped with close access to major circulation. Additional specialized service staff operated by 'J' Division may visit the facility and utilize space such as project rooms, as required.
- General Support Zone:** The General Support component provides spaces that support staff daily activities. Spaces include records/archives, lunchroom and lounge, multipurpose, general and specialized storage spaces, and vehicle bays.
- Operations Support Zone:** The Operations Support component includes spaces that support staff operations and continued operations of the detachment. Spaces include exhibits, exercise room, staff locker and showers, and support spaces such as the telephone closets and Lan Rooms.
- Prisoner Security Zone:** Prisoner Security accommodates short term secured detention of suspected or convicted criminals. Detainees include males, females and juveniles that are held pending their trial, or post trial and prior to transfer to a provincial or federal institution. Temporary holding without charges being laid is also accommodated. Spaces include, 12 cells, processing, drug testing, LIVESCAN, interview, prisoner effects, and prisoner interview/visitor space.

The total building gross area of the finalized facility, as drawn (IFC drawings), is approximately 6,860 BGm² (excluding mechanical penthouse). The following table summarizes the assigned areas by component.

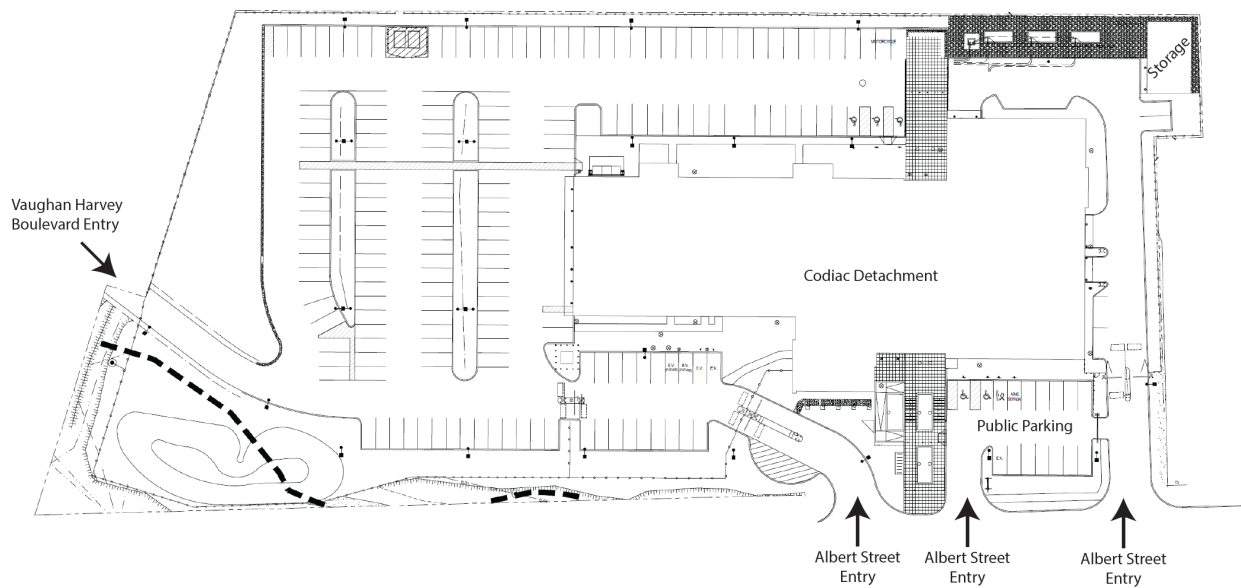


Table 1: Regional Facility Space Summary by Component as Per IFC Drawings

| Facility Component | Area (m ²) | Included functions |
|----------------------------------|------------------------|--|
| Public Access | 386 | Large lobby, public washrooms, reception counter, victim services suite/interview rooms |
| Office | 843 | General member and administrative workstations and offices, and business centres. |
| General Support | 1,391 | Exercise room, vehicle bays, locker room, kitchen/lunchroom, records and archives, washrooms |
| Operational Support | 949 | Exhibits, equipment and duty bag storage, resource libraries, monitor rooms, project rooms, and server/LAN/telephone rooms |
| Prisoner Security | 489 | 12 cells, processing, drug testing, LIVESCAN, interview, prisoner effects, and prisoner interview/visitor space |
| Common Units | 481 | Includes work, support, and storage space for GIS/SCU, K9 unit, Crime Reduction, and Callback units. |
| Special Units | 413 | OCC unit, support, and storage. |
| Subtotal | 4,952 | |
| Gross Up | 1,312 | CGF of 24%, and BGF of 26% |
| Total Building Gross Area | 6,860 | |

The site features 184 secure staff parking stalls (174 stalls, including 2 EV +2 future EV stalls, 3 handicap and 3 motorcycle), 21 visitor and public parking stalls (16 stalls, including 1 EV, 2 handicap, 1 pregnant and 1 senior), a storage building and a back-up generator structure. The site has four points of access, three on Albert Street (south) and one on Vaughan Harvey Boulevard (west). The total footprint (facility and site features) of the Regional Facility is 1.52 hectares (3.75 acres or 15,172 m²). The following figure presents the Final Design of the site.

Figure 4: Regional Facility Site Features



**Facility and Site Observations:**

- While the facility has been designed to accommodate service growth (up to 394 people by year 2044), it is our opinion that the built infrastructure will not support such growth. The largest shift in 2044 will be approximately 229 staff which equates to ~30 BGm²/person. This per person allocation is low in comparison to modern detachments. Overcrowding, department fragmentation and the use of offsite storage structures is probable in the future.
- Site parking, as designed, will not be able to support a projected staffing compliment of 394 with the largest shift of 229. With only 184 staff/fleet parking stalls, there will be challenges during shift changes and during peak use times. An offsite staff parking strategy will be required for employee vehicles.
- Through discussions with project stakeholders, it was determined that this facility has not been designed/constructed to accommodate vertical expansion.
- Building expansion on the South-west side of the facility may be feasible but this would decrease site parking (which is already constrained) and therefore facility expansion is only feasible with the construction of a multi-level parking structure or a robust off-site parking strategy.



4 Space Needs Assessment

The intent of the Space Needs Assessment is to quantify the current and future facility and site space requirements for a Regional RCMP Police Force and a Regional Municipal Police Force to understand how they differ. Four scenarios have been explored:

Regional RCMP Police Force

- Scenario 1: Space needs to support 2022 services
- Scenario 2: Space needs to support 2044 projected services

Regional Municipal Police Force

- Scenario 3: Space needs to support 2022 services
- Scenario 4: Space needs to support 2044 projected services

Projections until year 2044 are consistent with other previously prepared planning documents/reports/studies.

4.1 Regional RCMP Police Force

Should the Tri-Communities continue with the current RCMP deployment model, the following space planning assumptions are relevant.

Space Standards Used Space needs are estimated using RCMP Detachment Space Calculator V5, 2021

Core Services Accommodated General Duty, GIS/SCU Unit, Crime Reduction Unit, Callback Unit, Police Dog Unit, Victim Services, Secure Records and Archives, Exhibit Processing and Storage, Prisoner Security/Cell Block.

Operations Communication Centre

Specialized Services Accommodated All required specialized services (listed in Section 2.1 of this report) are provided by 'J' Division. None of the specialized services (requiring built infrastructure) will be included within the space estimates.

| Staffing Levels | Year 2022 | Year 2044 |
|-----------------|---|---|
| | Regular Members: 153 Municipal Employees: 83 Total: 236 Largest Shift: 138 | Regular Members: 262 Municipal Employees: 132 Total: 394* Largest Shift: 229 |

* Projected total staff growth for has been adopted from the *New Police Facility Decision Summary Report, 2020*.

Site and Facility Features

- 100% of the largest shift staff require on-site parking. No allowances for shift cross over parking are included.
- Facility construction will be 2-storeys and all surface parking.



Using the above stated planning assumptions, the space needs for a Regional RCMP Police Force are:

Table 2: Regional RCMP Police Force Space Needs

| Component | Year 2022 (m ²) | Year 2044 (m ²) |
|---------------------------|-----------------------------|-----------------------------|
| Public | 234 | 234 |
| Office | 588 | 958 |
| General Support | 884 | 1,272 |
| Operational Support | 728 | 1,116 |
| Prisoner Security | 396 | 396 |
| Common Units | 444 | 858 |
| Special Units | 256 | 271 |
| Subtotal | 3,531 | 5,105 |
| Component Gross Factor | 847 | 1,225 |
| Building Gross Factor | 920 | 1,330 |
| Total Building Gross Area | 5,298 | 7,660 |

| | | |
|---------------------------------------|-------|--------|
| Site Requirements | 6,539 | 10,315 |
| Total Site and Building Requirements* | 9,188 | 14,145 |
| (Acres) | 2.27 | 3.50 |

* Total site and building requirements assume a 2-storey building and surface parking.

4.2 Regional Municipal Police Force

Should the Tri-Communities wish to move towards a Municipal Police Force, the following space planning assumptions are relevant.

Space Standards Used It is assumed that the Municipal Police Force would use RCMP space standards as a basis for design. This analysis uses the RCMP Detachment Space Calculator V5, 2021. Specialized services space requirements have been estimated based on a combination of RCMP Standards and the defined functional requirements.

Core Services Accommodated Core services remain the same between RCMP and Municipal model. Naming convention may change but for the purposes of the space assessment no adjustments have been made. Core services include: General Duty, GIS/SCU Unit, Crime Reduction Unit, Callback Unit, Police Dog Unit, Victim Services, Secure Records and Archives, Exhibit Processing and Storage, Prisoner Security/Cell Block.

The OCC will continue to dispatch for the Codiac Municipal Police Force. There will be essential interoperability between emergency response agencies in police systems and adjacent policing jurisdictions. The OCC back-up capability would also require complementary systems. Additional municipal resources will be required for the necessary support services, including the final quality assurance function.



**Specialized Services
Accommodated**

Under this scenario, it is assumed that the Municipal Police Force would not have access to the specialized services provided by 'J' Division but select specialized services would continue to be provided by provincial and federal policing. Provincial Program/Service that will continue to be under the financial responsibility of the province include:

- Clandestine Lab Unit
- Criminal Intelligence Services
- Digital Forensics
- Financial Crime Unit
- Internet Child Exploitation
- Explosive Disposal
- National Sex Offender Registry
- NB Integrated Enforcement Unit
- Premier Protective Detail
- Provincial Crime Reduction Unit
- Special I
- Special Project Unit
- Tactical Support Group
- Tactical Traffic Enforcement Unit
- VIP Protection

Federal program/service that will continue to be under the financial responsibility of the federal government.

- Air Services including helicopter and Pilatus
- Federal Undercover/Backstopping.
- Protective Technical Security
- Special Entry Section
- Underwater Recovery / Marine Operations

The remaining specialized programs / services will need to be provided by the Municipal Police Force. See Appendix A for the service specific service, personnel and space planning assumptions.

Note: While it may be feasible for a Municipal Police Force to enter into a contract agreement with 'J' Division for the provision of select specialized services, there has been no commitment by the RCMP and therefore space estimates assume the Municipal Police Force will provide all personnel, facility, and site requirements to support the services.



| Staffing Levels | Year 2022 | Year 2044 |
|-----------------|-------------------------|--------------------------|
| | Officers: 172 | Officers: 288 |
| | Municipal Employees: 93 | Municipal Employees: 148 |
| | Total: 265 | Total: 436 |
| | Largest Shift: 162 | Largest Shift: 266 |

- Site and Facility Features**
- All functions, including specialized services are constructed as part of 1 facility for building support efficiencies. Select functions including Forensic Identification Services and Major Crime could be constructed as a standalone facility recognizing that additional staff support spaces would be required.
 - 100% of the largest shift staff require on-site parking. No allowances for shift cross over parking are included.
 - Facility construction will be 2-storeys and all surface parking.

Using the above stated planning assumptions, the space needs for a Municipal Police Force are:

Table 3: Regional Municipal Police Force Space Needs

| Component | Year 2022 (m ²) | Year 2044 (m ²) |
|---------------------------|-----------------------------|-----------------------------|
| Public | 234 | 234 |
| Office | 611 | 1,015 |
| General Support | 1,046 | 1,560 |
| Operational Support | 829 | 1,333 |
| Prisoner Security | 396 | 396 |
| Common Units | 779 | 1,056 |
| Special Units | 779 | 830 |
| Subtotal | 4,675 | 6,424 |
| Component Gross Factor | 1,122 | 1,542 |
| Building Gross Factor | 1,218 | 1,673 |
| Total Building Gross Area | 6,981 | 9,639 |

| | | |
|---------------------------------------|--------|--------|
| Site Requirements | 7,787 | 12,011 |
| Total Site and Building Requirements* | 11,278 | 16,830 |
| (Acres) | 2.79 | 4.16 |

* Total site and building requirements assume a 2-storey building and surface parking.



4.3 Space Needs Summary

The future projected 2044 results of the Space Needs Assessment for a Regional RCMP Police Force and a Regional Municipal Police Force are summarized in the following table.

Table 4: Summary of Space Needs

| Component | RCMP 2044 (m ²) | Police 2044 (m ²) | Delta (m ²) | Delta (%) |
|--|--------------------------------|----------------------------------|-------------------------|-----------|
| Public | 234 | 234 | 0 | 0% |
| Office | 958 | 1,015 | 57 | 6% |
| General Support | 1,272 | 1,560 | 288 | 23% |
| Operational Support | 1,116 | 1,333 | 218 | 20% |
| Prisoner Security | 396 | 396 | 0 | 0% |
| Common Units | 858 | 1,056 | 198 | 23% |
| Special Units | 271 | 830 | 559 | 206% |
| Subtotal | 5,105 | 6,424 | 1,319 | 26% |
| Component Gross Factor | 1,225 | 1,542 | 317 | 26% |
| Building Gross Factor | 1,330 | 1,673 | 344 | 26% |
| Total Building Gross Area | 7,660 | 9,639 | 1,979 | 26% |
| Site Requirements | 10,315 | 12,011 | 1,696 | 16% |
| Total Site and Building Requirements* (Acres) | 14,145 3.50 | 16,830 4.16 | 2,686 0.66 | 19% |

* Total site and building requirements assume a 2-storey building and surface parking.

The facility space needs of a Municipal Police Force far exceed that of a Regional RCMP Police Force. The core functions of the Police Force under both models are similar but the differentiating factor is that the Municipal Force would not have access to the specialized services and support of 'J' Division, necessitating additional staff, equipment, and space to meet service delivery requirements. The projected 2044 building space needs for a Municipal Police Force is ~26% larger than that of a Regional RCMP Police Force and 16% larger for site requirements.



5 Gap Analysis

To understand how well the newly constructed Regional Facility will meet the projected service demands for a Regional RCMP Police Force and a Regional Municipal Police Force, a comparative gap analysis has been prepared. The results indicate that the Regional Facility which is under construction is not appropriately sized to accommodate the 2044 projected service needs or either Police Force model. It is estimated that the Regional Facility would have to be expanded by 12% or 800 BGm² to meet the 2044 service demands of a Regional RCMP Police Force and 41% or 2,780 BGm² to meet the demands of a Municipal Police Force. The following table summarizes the gap in facility and site requirements of each scenario.

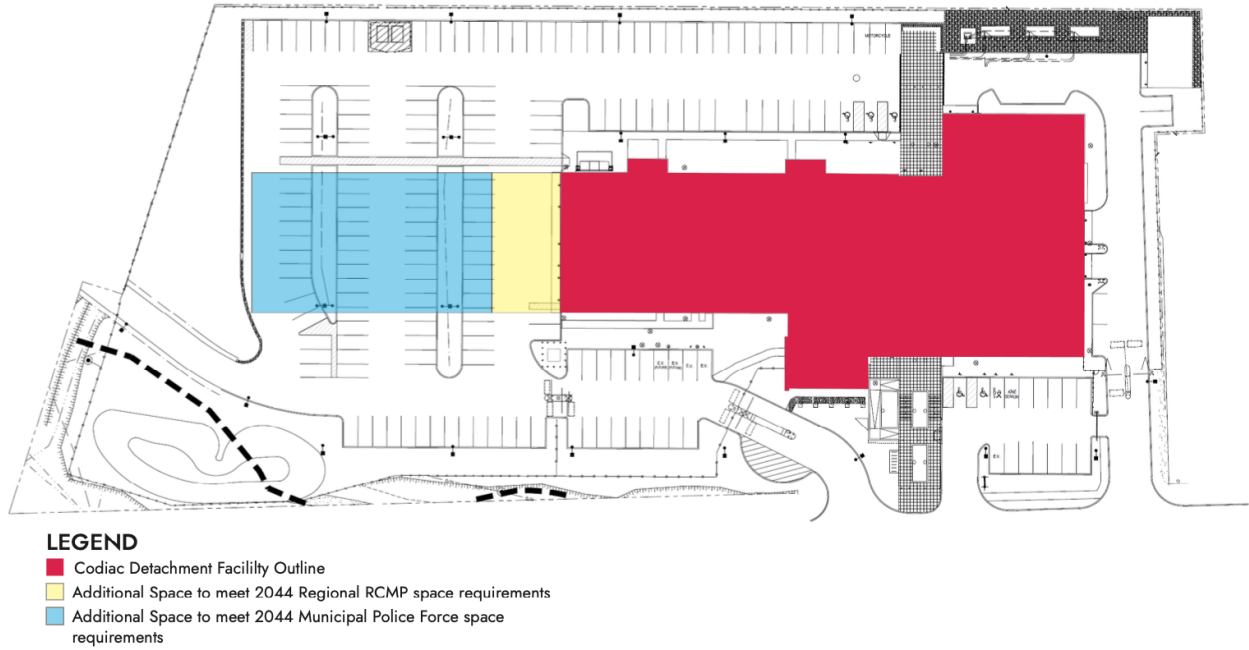
Table 5: Gap Analysis by Scenario

| Component | Construction Drawings (m ²) | RCMP Police Force 2044 (m ²) | Delta from Construction (m ²) | Municipal Police Force 2044 (m ²) | Delta from Construction (m ²) |
|---|---|--|---|---|---|
| Public | 386 | 234 | 152 | 234 | 152 |
| Office | 843 | 958 | - 115 | 1,015 | - 172 |
| General Support | 1,391 | 1,272 | 119 | 1,560 | - 169 |
| Operational Support | 949 | 1,116 | - 166 | 1,333 | - 384 |
| Prisoner Security | 489 | 396 | 93 | 396 | 93 |
| Common Units | 481 | 858 | - 377 | 1,056 | - 575 |
| Special Units | 413 | 271 | 142 | 830 | - 416 |
| Subtotal | 4,953 | 5,105 | - 152 | 6,424 | - 1,471 |
| Component Factor | 594 | 1,225 | - 631 | 1,542 | - 947 |
| Building Gross Factor | 1,312 | 1,330 | - 17 | 1,673 | - 361 |
| Building Gross Area | 6,860 | 7,660 | - 800 | 9,639 | - 2,779 |
| Site Requirements (m ²) | 8,312 | 10,315 | - 2,003 | 12,011 | - 3,699 |
| Total Site and Building Requirements* (Acres) | 11,742 2.90 | 14,145 3.50 | - 2,403 - 0.59 | 16,830 4.16 | - 5,089 - 1.26 |

To visualize the increased facility space requirements of both models in 2044, the following site test fit has been prepared. This test fit assumes a two-storey facility expansion is feasible and that vehicle parking can be accommodated via a multi-level parkade or off-site – **not shown on the figure**. The increased building area shown is not representative of how the facility would be expanded and instead is intended to show the scale of growth required. Given the current organization of space within the facility, it is likely the most suitable location for expansion is on the southwest of the building.



Figure 5: Required Expansion of the Regional Facility to meet projected space needs in 2044



While this assessment assumes that the projected facility requirements would be accommodated by way of an expansion to the Regional Facility, it should be noted that there exist other opportunities for consideration. For example, satellite facilities (decentralized facility model) could be viable options to accommodate growth. The centralization of resources usually provides greater efficiencies and economies of scale, whereas decentralization may provide enhanced local policing. A later assessment identifying resource requirements, service implications and the most effective and efficient allocation of facilities is recommended.



6 Facility Costs

With the understanding that the Regional Facility under construction would need to be expanded to accommodate the space needs of a Regional Municipal Police Force, expansion capital costs have been estimated. Estimates are presented at an *order of magnitude* level and based on the following cost benchmarking.

All construction and project costs have been escalated to \$CAD, Q4 2022. Escalation rates were derived from Statistics Canada Building construction price indexes based on non-residential buildings and adjusted to local prices in Moncton, New Brunswick. As the building construction price index is based on project cost of all non-residential buildings in the area, it is safe to assume the following cost benchmark is a conservative estimate of the actual cost of building a policing facility, which tends to be more complex than most non-residential buildings.

Table 6: Order of Magnitude Cost Benchmark Facilities

| Detachment | Year | Building Gross Area (m ²) | Total Project Cost (\$ CAD) | Escalated and Adjusted Project Cost (Q4, 2022) | \$/BGm ² |
|--|------|---------------------------------------|-----------------------------|--|---------------------|
| Fort St. John (BC) | 2022 | 4,839 | 51,434,379 | 50,289,508 | 10,289 |
| Kelowna (BC) | 2017 | 8,137 | 48,000,000 | 47,952,000 | 5,893 |
| Mission RCMP (BC) | 2023 | 3,986 | 55,771,701 | 55,771,701 | 13,992 |
| North Cowichan (BC) | 2020 | 4,767 | 49,000,000 | 52,591,855 | 10,922 |
| Pitt Meadows (BC) | 2022 | 1,719 | 21,500,000 | 21,021,434 | 12,107 |
| Codiac Detachment (NB) | 2020 | 6,683 | 46,000,000 | 54,745,573 | 8,192 |
| Burin Peninsula (NL) | 2022 | 1,197 | 12,000,000 | 12,268,966 | 10,147 |
| New Minas (NS) | 2017 | 2,938 | 14,000,000 | 16,374,753 | 5,518 |
| Pangnirtung (NT) | 2018 | 590 | 8,700,000 | 10,027,405 | 16,826 |
| Carcross (YT) | 2021 | 372 | 8,200,000 | 8,297,952 | 22,083 |
| Rocky Harbour (NB) | 2021 | 565 | 6,800,000 | 7,467,407 | 13,084 |
| Norway House (MB) | 2022 | 860 | 18,100,000 | 18,039,160 | 20,766 |
| Average (excluding construction <1000 BGm ²) | | | | | 9,632 |

Based on the facilities included within the benchmarking review, the average project cost per m² for RCMP policing facilities in Canada is **\$9,623 CAD (Q4, 2022)**.

Using the benchmarked data as a basis to estimate the potential capital cost impacts related to expanding the Regional Facility to meet 2044 space requirements, the following table summarizes the estimates.



Table 7 Order of Magnitude Cost estimate

| | Regional Building Area (BGm ²) | Projected Building Area Requirements (BGm ²) | Delta (BGm ²) | Estimated Capital Cost of Expansion (\$CAD, Q4 2022) |
|---|--|--|---------------------------|--|
| Expansion of Regional Facility to meet 2044 projected needs of a Regional RCMP Police Force | 6,860 | 7,660 | 800 | \$7,705,000 |
| Expansion of Regional Facility to meet 2044 projected needs of a Municipal Police Force | 6,860 | 9,639 | 2,779 | \$26,768,000 |
| Standalone FIS and Major Crimes Facility to support Municipal Police Force* | n/a | 1,440 | n/a | \$13,870,000 |

*A large component of the required building expansion to satisfy the space needs of a Municipal Police force are related to Forensic Investigation Services and Major Crimes. For this reason, a cost estimate for these two functions collocated has been included.



7 Conclusion

The intention of the Codiac Policing Space Needs Assessment is to understand the future facility and site space implications of a Regional RCMP detachment in comparison to a Municipal Police Force. Following the completion of the assessment, the following conclusions can be made:

- The replacement of the existing RCMP detachment at 520 Main Street is well justified based on regional growth, service limitations and physical building and site challenges.
- The new replacement Regional Facility, designed to support RCMP and OCC operations, will provide suitable space for the immediate and short-term future. The facility and site will not support the long-term projected 2044 staffing demands of 394 total staff with the largest shift of 229 staff. To support a projected staffing compliment of 394 staff, it is estimated that the facility should be 12% larger and site should be 24% larger for a Regional RCMP Police Force.
- Should the Tri-Communities decide to move towards a Municipal Police Force model, a facility 41% larger and site 45% larger than the Regional Facility is required to meet 2044 projections. This represents a ~2,780 BGm² larger facility and ~3,700m² larger site than the Regional Facility. The increase in facility and site area is driven by the necessity for the Municipal Police Force to provide specialized service space that under a Regional RCMP Police Force is provided by the 'J' Division.

Note: While it may be feasible for a Municipal Police Force to enter into a contract agreement with 'J' Division for the provision of select specialized services, there has been no commitment by the RCMP and therefore space estimates assume the Municipal Police Force will provide all personnel, facility and site requirements to support the services.

Since the projected space requirements to meet a 2044 Regional RCMP or Municipal Police Force is larger than the construction drawings of the Codiac Detachment, a later assessment can be undertaken to determine the best approach to supporting future growth. Generally, an on-site expansion will support greater efficiencies and economies of scale of on-site resources, while decentralized services will support enhanced local policing presence.

The capital cost implications of an expanded facility to meet the 2044 space requirements are presented in the following table:



Table 8 Order of Magnitude Cost estimate

| | Regional Building Area (BGm ²) | Projected Building Area Requirements (BGm ²) | Delta (BGm ²) | Estimated Capital Cost of Expansion (\$CAD, Q4 2022) |
|---|--|--|---------------------------|--|
| Expansion of Regional Facility to meet 2044 projected needs of a Regional RCMP Police Force | 6,860 | 7,660 | 800 | \$7,705,000 |
| Expansion of Regional Facility to meet 2044 projected needs of a Municipal Police Force | 6,860 | 9,639 | 2,779 | \$26,768,000 |
| Standalone FIS and Major Crimes Facility to support Municipal Police Force* | n/a | 1,440 | n/a | \$13,870,000 |



APPENDIX A

| Specialized Services | Service Assumption | Personnel Implications | Physical Space Implications | | | | | | | | | | | | | | |
|--|--|--|--|------------|------------|---------|---|----------------|---|--------------------------|---|------------------------------|---|-------------------------------|---|----------------|---|
| Specialized services previously provided by 'J' Division which are not assumed to be the responsibility of provincial or federal policing. | | | | | | | | | | | | | | | | | |
| Alert Ready | Equivalent service to be provided. | Additional training required. | No space impact. | | | | | | | | | | | | | | |
| Collision Reconstructionist | Service will be provided within the Traffic Unit. | Additional staff, training and certification required. | Collision reconstructionist suite required. | | | | | | | | | | | | | | |
| | | <table border="1"> <thead> <tr> <th>Position</th> <th>Head Count</th> </tr> </thead> <tbody> <tr> <td>Manager</td> <td>1</td> </tr> <tr> <td>Traffic Member</td> <td>4</td> </tr> <tr> <td>Collision Analyst</td> <td>1</td> </tr> <tr> <td>Administration</td> <td>2</td> </tr> </tbody> </table> | | Position | Head Count | Manager | 1 | Traffic Member | 4 | Collision Analyst | 1 | Administration | 2 | | | | |
| | | Position | | Head Count | | | | | | | | | | | | | |
| | | Manager | | 1 | | | | | | | | | | | | | |
| | | Traffic Member | | 4 | | | | | | | | | | | | | |
| Collision Analyst | 1 | | | | | | | | | | | | | | | | |
| Administration | 2 | | | | | | | | | | | | | | | | |
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| Community Crime Reduction Unit | Unit already functional within current Police Force. | No implication. | No space impact. | | | | | | | | | | | | | | |
| Crime Stoppers | Equivalent service to be provided. | No implication – service will be managed by Municipal staff. | No space impact. | | | | | | | | | | | | | | |
| Criminal Analysis Section | Equivalent service to be provided. | Additional training and certification required. | No space impact. | | | | | | | | | | | | | | |
| Crisis Negotiator | Equivalent service to be provided. | Additional training and certification required. | No space impact. | | | | | | | | | | | | | | |
| Emergency Response Team | Equivalent service to be provided. | Training and certification required. | Equipment and vehicle storage required. | | | | | | | | | | | | | | |
| Exploitation Divisional | Equivalent service to be provided. | Additional training and certification required. | No space impact. | | | | | | | | | | | | | | |
| Forensic Identification Services | Equivalent service to be provided. | Additional staff, training and certification required. | Dedicated and specialized FIS infrastructure required. | | | | | | | | | | | | | | |
| | | <table border="1"> <thead> <tr> <th>Position</th> <th>Head Count</th> </tr> </thead> <tbody> <tr> <td>Manager</td> <td>1</td> </tr> <tr> <td>Supervisor</td> <td>1</td> </tr> <tr> <td>Investigative Technician</td> <td>4</td> </tr> <tr> <td>Internet Forensic Specialist</td> <td>1</td> </tr> <tr> <td>Cellphone Forensic Specialist</td> <td>2</td> </tr> <tr> <td>Administration</td> <td>2</td> </tr> </tbody> </table> | | Position | Head Count | Manager | 1 | Supervisor | 1 | Investigative Technician | 4 | Internet Forensic Specialist | 1 | Cellphone Forensic Specialist | 2 | Administration | 2 |
| | | Position | | Head Count | | | | | | | | | | | | | |
| | | Manager | | 1 | | | | | | | | | | | | | |
| | | Supervisor | | 1 | | | | | | | | | | | | | |
| | | Investigative Technician | | 4 | | | | | | | | | | | | | |
| | | Internet Forensic Specialist | | 1 | | | | | | | | | | | | | |
| Cellphone Forensic Specialist | 2 | | | | | | | | | | | | | | | | |
| Administration | 2 | | | | | | | | | | | | | | | | |
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| Specialized Services | Service Assumption | Personnel Implications | Physical Space Implications | | | | | | | | | | | | | | |
|--|--|---|-----------------------------------|------------|---------|---|------------|---|---------------|---|--------------------------|---|---------------------|---|------------------------|---|---|
| Human Source Management | Equivalent service to be provided. | No implication – service will be managed by Municipal staff. | No space impact. | | | | | | | | | | | | | | |
| Incident Commander | Equivalent service to be provided. | Function to be provided internally by specialized training and certification. | Equipment storage. | | | | | | | | | | | | | | |
| Innovation & Crime Reduction - CPO | Equivalent service to be provided. | Function to be delivered by Community Policing Unit at CP Office. | No space impact. | | | | | | | | | | | | | | |
| Major Case Management | Equivalent service to be provided. | Assumes this function would be captured within the Major Crime Unit personnel. | No space impact. | | | | | | | | | | | | | | |
| Major Crime Unit | Equivalent service to be provided. | Additional staff, training and certification required. Additional enhanced drug unit. <table border="1" data-bbox="711 772 1154 1087"> <thead> <tr> <th>Position</th> <th>Head Count</th> </tr> </thead> <tbody> <tr> <td>Manager</td> <td>1</td> </tr> <tr> <td>Supervisor</td> <td>1</td> </tr> <tr> <td>Investigators</td> <td>4</td> </tr> <tr> <td>Investigator - Polygraph</td> <td>1</td> </tr> <tr> <td>Document Management</td> <td>1</td> </tr> <tr> <td>Administrative Support</td> <td>2</td> </tr> </tbody> </table> | Position | Head Count | Manager | 1 | Supervisor | 1 | Investigators | 4 | Investigator - Polygraph | 1 | Document Management | 1 | Administrative Support | 2 | Dedicated and specialized major crime infrastructure required; assumed MCU oversees a dedicated drug bust unit. |
| Position | Head Count | | | | | | | | | | | | | | | | |
| Manager | 1 | | | | | | | | | | | | | | | | |
| Supervisor | 1 | | | | | | | | | | | | | | | | |
| Investigators | 4 | | | | | | | | | | | | | | | | |
| Investigator - Polygraph | 1 | | | | | | | | | | | | | | | | |
| Document Management | 1 | | | | | | | | | | | | | | | | |
| Administrative Support | 2 | | | | | | | | | | | | | | | | |
| Operational Readiness and Response | Equivalent service to be provided. | Additional training required. | No space impact. | | | | | | | | | | | | | | |
| Police Dog Service | Unit already functional within current Police Force. | Additional training and certification required. | Enhanced Dog Unit suite required. | | | | | | | | | | | | | | |
| Polygraph Services | Equivalent service to be provided. | Additional staff, training and certification required. | Polygraph suite required. | | | | | | | | | | | | | | |
| Radio Support Services | Equivalent service to be provided. | Additional IT staff, training and certification required. | Equipment storage required. | | | | | | | | | | | | | | |
| Threat Assessment Unit | Service to be provided from within the Major Crime Unit. | Additional staff, training and certification required. | No space impact. | | | | | | | | | | | | | | |
| Witness Protection | Service not provided. | No implication. | No space impact. | | | | | | | | | | | | | | |
| Specialized services identified within the New Brunswick Policing Standards relevant to the operational development of Municipal Police Force. | | | | | | | | | | | | | | | | | |
| Collision Reconstructionist | Refer to <i>Collision Reconstructionist</i> above. | | | | | | | | | | | | | | | | |



| Specialized Services | Service Assumption | Personnel Implications | Physical Space Implications |
|---|---|--|---|
| Crowd Control / Public Order Unit | Equivalent service to be provided. | Additional staff, training and certification required. | Equipment storage and vehicle parking required. |
| Emergency Response Team | Refer to <i>Emergency Response Team</i> above. | | |
| Forensic Identification Services | Refer to <i>Forensic Identification Services</i> above. | | |
| Hostage Negotiator | Equivalent service to be provided. | Additional training required. | No space impact. |
| Incident Commander | Refer to <i>Incident Commander</i> above. | | |
| Major / Serious Crime Investigations | Refer to <i>Major Crime Unit</i> above. | | |
| Police Dog Service | Refer to <i>Police Dog Services</i> above. | | |
| Polygraph Services | Refer to <i>Polygraph Services</i> above. | | |
| Scenes of Crime Officer or Crime Scene Investigator | Service to be provided as part of Major Crimes Unit | No implications. | No impact. |