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Town of Kensington Police Study/Service Model Review

2018

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Introduction

The changing nature of policing, and public expectations of the police in Canada has resulted in several recent calls for reviews of how policing services are delivered. As a result of this new environment, provincial and municipal governments as well as the police services themselves must demonstrate that resources are being utilized as effectively and efficiently as possible. As well, the structure for the delivery of policing services must serve to maximize organizational and community policing capacities. It is incumbent upon elected officials and the leadership of police services to ensure they are keeping pace with the rapidly changing nature of the delivery of the policing function. These changes include new legislation and court rulings that have resulted in increases to the required steps in handling cases with associated increases in time for cases to be completed. At the same time this must be balanced with a comprehensive understanding of the potential financial and resource savings that can be generated by the delivery of “non-core” police functions through alternate service delivery models.

Presidia Security Consulting was contracted by the Town of Kensington to conduct an extensive study and analysis of Kensington’s current policing service model as well as alternative policing models/options available, for consideration by Town Council.

The objectives of the project were:

- Assess Kensington’s current policing model including its governance and management structure, identify any gaps or challenges with the current model and provide recommendations for improvement that could close or mitigate the gaps identified.
- Determine a baseline that represents adequate policing for the community. This baseline was subsequently used as a reference for alternative policing service models.
- Complete a detailed review of alternative policing options. Options must be realistic and meet the baseline standard of adequate policing for the community and will include, at minimum, a comparison of service standards and levels, costing (one-time start-up and ongoing operational costs), and perceived community impact.

Approach and Methodology

This project used the following approach and methodology:

- An initial consultation session was held with the Mayor, Police Chief and Chief Administrative Officer.
- A detailed review of pertinent research and relevant similar studies was conducted. In particular the Summerside Police Service Organizational Review and Evaluation conducted in 2012 and the PEI Crime Prevention and Policing Service Model Review conducted in 2017 were examined.
- All provincial police acts and associated regulations were reviewed.
- Interviews of town council members, select Kensington Police Members, a Summerside Police representative, a Charlottetown Police representative, an RCMP representative, Provincial representatives and other key stakeholders were conducted.
- An assessment of current police infrastructure, equipment and future requirements was conducted.
- Calls for service data from 2016 – 2019 was examined.
- A public consultation survey was developed in both electronic form and hard copy and delivered to every Kensington resident.
- Policing budgets for similar size communities were reviewed and compared to Kensington.

The steps outlined above were used to create a policing service statement describing the desired level of policing in Kensington and then explore and document alternative policing options. The results of the initiatives undertaken are described in the sections that follow.

Kensington's Current Policing Model

The Town of Kensington currently maintains its own police service consisting of a Police Chief, a Corporal, one full time constable, one part time constable and two casual constables. Full-time policing service is maintained as follows:

- Monday to Thursday from 0700 to 0100: One officer on duty.
- Friday and Saturday from 0800 to 0300: One officer on duty during the day and two during the evening.
- Sunday from 0800 to 0100: One officer on duty.

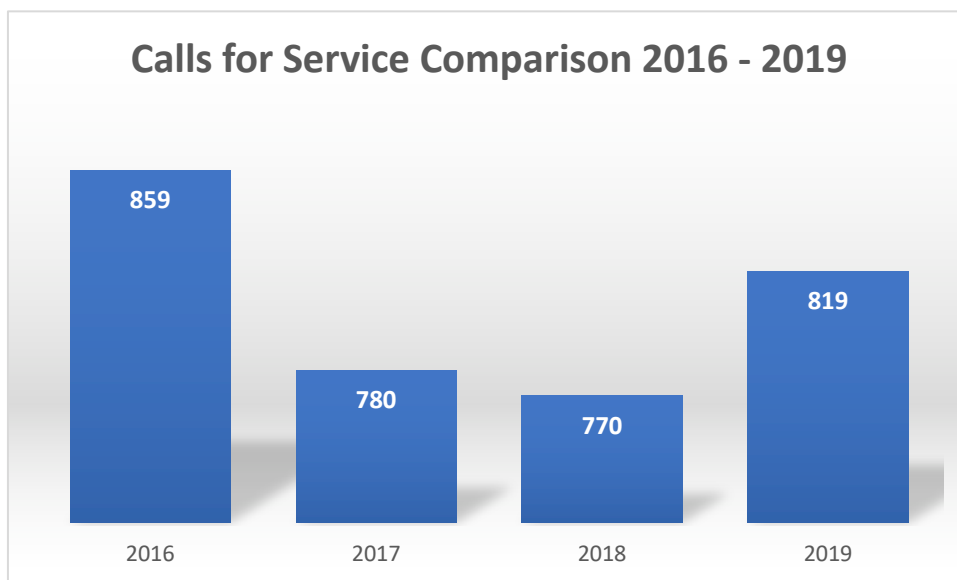
Hours are adjusted as required to manage bigger events, peak traffic times and court appearances.

The Kensington Police Service (KPS) provides general patrol, emergency response and an investigative capability. They hold an appropriate amount of police equipment to perform these tasks. Specialty services and major crime support is obtained from other police services, predominantly the RCMP, through an informal co-operative arrangement. KPS also provides support to other police services outside the Kensington town boundaries through the same type of informal arrangement.

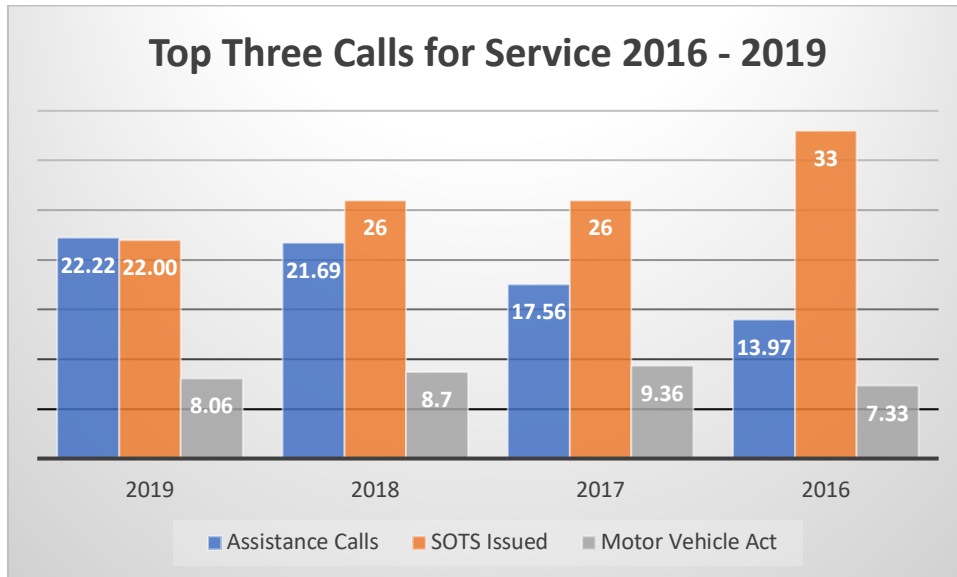
Police Officers report to the Police Chief who in turn reports to the Chief Administrative Officer. Police administrative staff report to the Deputy Administrative Officer.

Calls for Service

The calls for service for the four-year period of 2016 – 2019 were examined. During this time the total number of calls remained relatively consistent ranging from a low of 770 in 2018 to a high of 859 in 2016. The chart below depicts the total calls or service per year during this period.

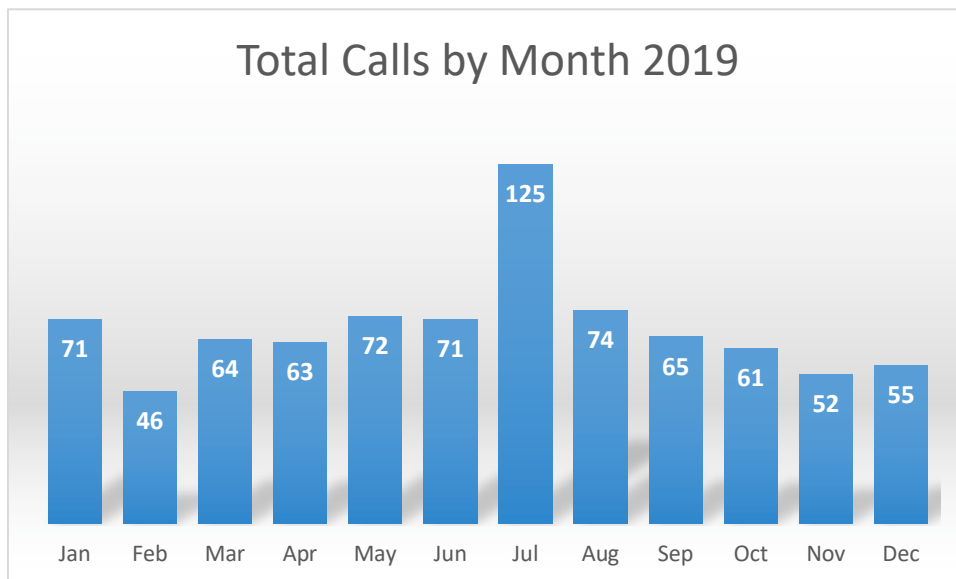


Of note is that the top three categories for calls for service remained consistent over the entire four-year period and consisted of over 50% of the total number of calls. Once these three categories are eliminated the remaining categories each comprise 4% or less of the total calls. The chart below shows the top three categories and their respective percentage of the total calls over the four-year period reviewed.

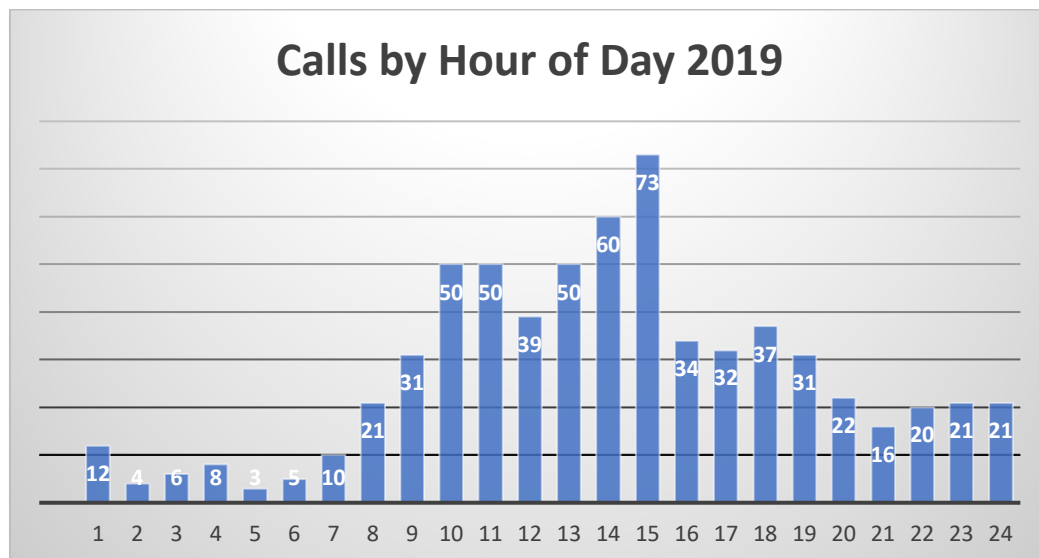


*SOTS = Summary Offence Tickets

Calls for service for 2019 were examined in more detail to identify variances by month and time of day. Calls for service are relatively consistent throughout the year with the peak summer months of May to August as busier times and the February to April time frame typically slower as shown by the chart below.



The chart below shows the total calls broken down by the hour of the day. The figures below indicate that 08:00 until 20:00 as the busiest time and 01:00 until 07:00 as the slowest time.



Calls for Service Analysis

The total calls for service have remained relatively consistent over a four period and also consistent throughout the months of the year save for a noticeable spike in July. Short term spikes in calls can be managed through use of overtime and, in the case of Kensington, an increase in the hours offered to part-time and casual constables. The hours that police are on duty in Kensington are aligned to the busiest times of the day reflected in the calls for service. It is also important to note that proactive policing deters crime thereby potentially lowering the calls for service and calls for service data does not capture proactive efforts such as bike rodeos and other community policing events. Changes, in particular reductions to policing hours, if deemed necessary at some point should be monitored closely to determine their impact on calls for service.

Comparator Communities

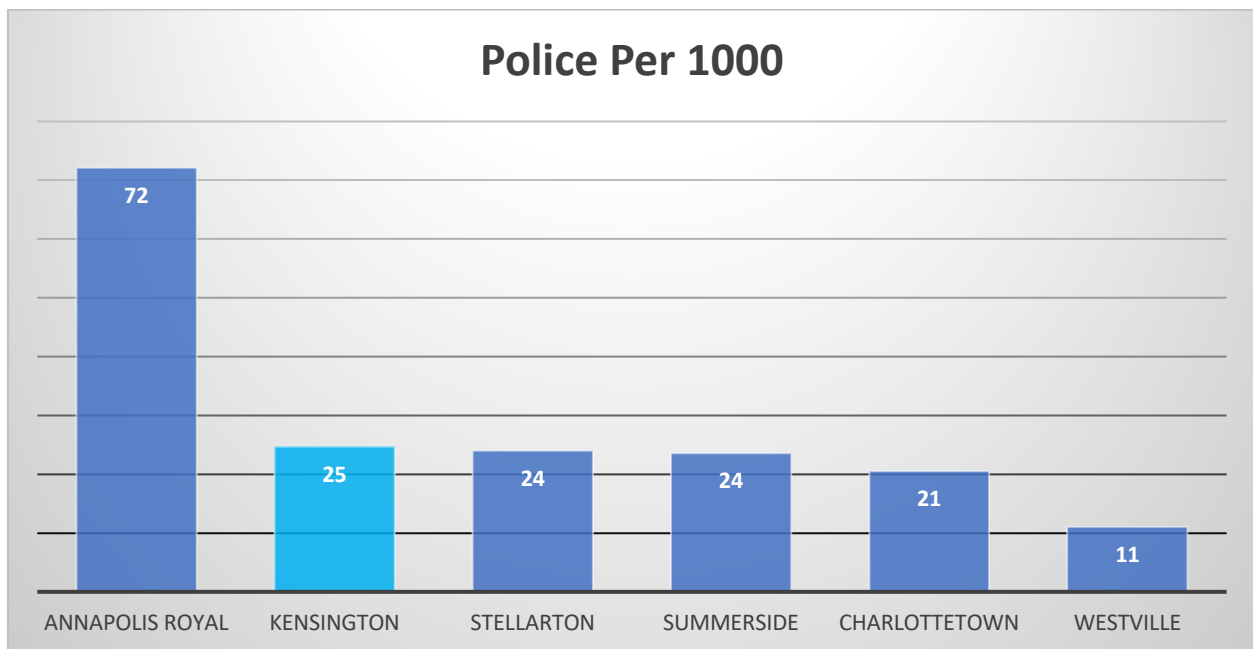
Five communities were selected to use as a general benchmark to compare the ratio of police officers to the general population and the size of the policing budget relative to the overall community budget. Communities selected are the two other municipalities in PEI with their own police service and communities in Nova Scotia similar in population to Kensington. The comparator communities shown with their approximate population in brackets are:

- Charlottetown, Prince Edward Island (36,094)
- Summerside, Prince Edward Island (14,829)
- Annapolis Royal, Nova Scotia (416)
- Stellarton, Nova Scotia (4245)
- Westville, Nova Scotia (3628)

It should be noted that general observations may be useful for comparison purposes, but the small populations of Kensington and several comparator communities mean that a small change in budget or number of police officers could cause a big change in the comparison charts.

Police by Population

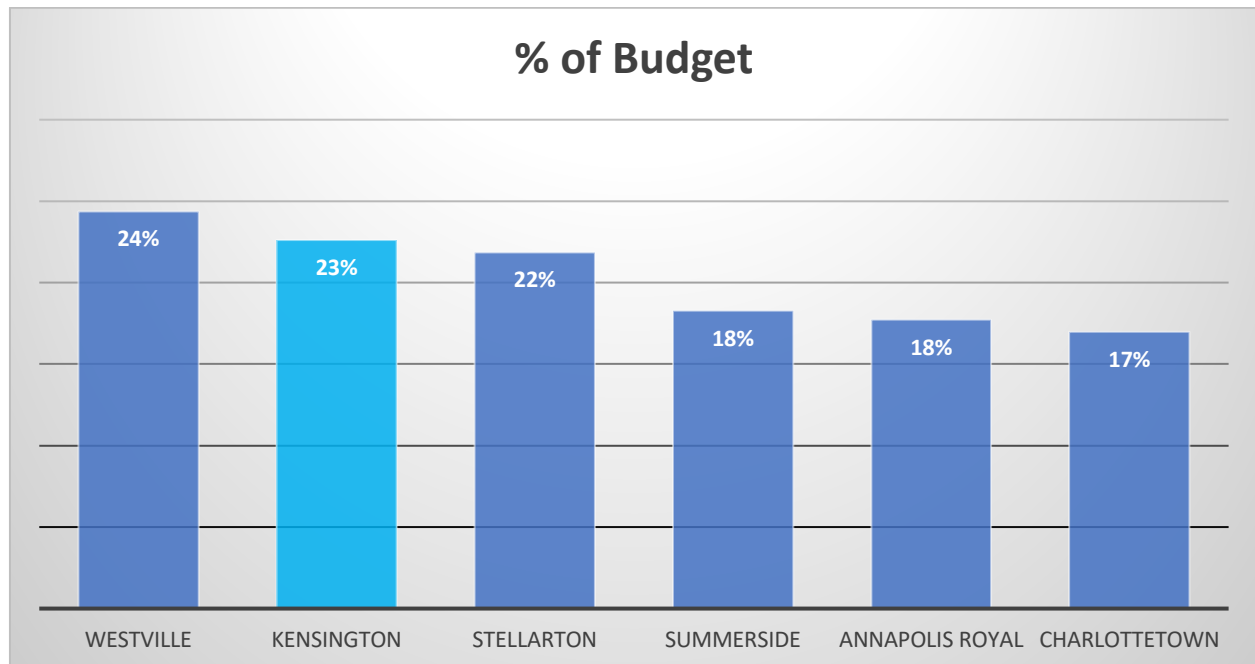
The chart below depicts the ratio of police officers relative to the population of Kensington and the comparator communities. The figures were normalized to the number of police officers per 1000 citizens to allow for comparison purposes.



The number of police per population is relatively consistent amongst the PEI communities and Stellarton. The very small population of Annapolis Royal (416) affects its ratio. Charlottetown is considerably larger than the other communities examined and therefore is able to benefit from some economies of scale.

Financial

The chart below depicts the police budget of each community expressed as a percentage of the overall budget.



Although Kensington is at the high end the numbers are relatively consistent across all the communities. Once again, Charlottetown appears to benefit from its larger size.

Consultation

Interviews

Internal and external key stakeholders were identified by the Town of Kensington. The 15 stakeholders that were available for an interview are listed at Annex A. A summary of the information gleaned from these interviews with respect to Kensington itself follows:

- Kensington is very safe, and the crime rate has remained steady
- Illicit drug offences and speeding offences were the top concerns
- The current policing model is very effective and works well
- There is concern that the current policing budget is not sustainable

Public Consultation

A public consultation survey was developed and made available to residents of Kensington. The survey was available electronically via the town's webpage and a hardcopy was delivered to each resident's address. A total of 260 people responded to the survey. The full results are included at Annex B. A summary of the points pertaining to Kensington's current policing model follow:

- 93% felt that Kensington is a safe community and felt safe walking at night in Kensington (90%).
- Over 80% of respondents do not view the police statistical reports available on the Town's webpage or know what the police budget is.
- Over 80% feel that KPS provides an adequate level of service and visibility in the community.
- Approximately 68% felt crime had stayed the same in Kensington over the last 36 months.
- 86% listed the quality of policing services in Kensington as excellent or good.
- KPS was rated as effective in the all areas surveyed. Those included:
 - Provides an adequate level of service
 - Maintains appropriate visibility in the community
 - Responds to calls in a timely manner
 - Are ethical and respectful in the execution of their duties
 - Maintains effective relationships with the youth and seniors of the community
 - Are effective at:
 - traffic enforcement
 - enforcing drunk driving laws
 - dealing with major crime files
 - community policing and relationship building (over 80%)
 - being approachable and easy to talk to (73%)
- 84% felt that Kensington should maintain its own police force.
- 31% agreed that they would support a tax increase to maintain or increase police service levels and 35% disagreed. 34% were neutral or didn't know.

Respondents were asked about their crime concerns and if improvements could be made to policing in Kensington. Their responses are summarized below:

- Drug offences, speeding and impaired driving were the top three crime concerns listed.
- When asked if aspects of policing in Kensington could be improved many felt that no improvements were required. Of those that felt improvements were necessary the top three improvements listed were:

- more traffic enforcement
 - more interaction via foot and bicycle patrols
 - more youth activities and engagement
- Many respondents felt that there could be more communication about crime trends and policing issues. Approximately 60% felt there was enough or were neutral and 40% disagreed or didn't know.
- Almost 50% felt that there should be a greater presence with foot or bicycle patrols.

Observations and Recommendations

Kensington currently enjoys a level of police service that would be the envy of many Canadian communities. Results from interviews and the public consultation survey were overwhelmingly positive.

The following observations and recommendations apply to Kensington's current policing model and were derived from interviews, public consultation and research of best practices relevant to communities of similar size.

Policing Budget

While virtually unanimous in their praise of the policing service currently being provided, the majority of internal stakeholders interviewed expressed concern that the current policing budget was not sustainable.

Recommendation 1. The police chief should prepare a high-level written justification to accompany the annual budget submission. The justification should classify line items or portions thereof as mandatory (due to legislation, public safety or officer safety), necessary or desirable. Additional funds being requested should identify the program that the funds will support, the specific resources being requested and the anticipated results.

Although monthly variance reports are prepared for the overall town budget there is little detail provided should the policing budget be exceeded.

Recommendation 2. Activities or issues that will cause a substantial budget variance should be accompanied by a written brief that explains the reason for the variance, resources being requested and the anticipated results. Where feasible this brief should be submitted in advance of the variance being incurred. In some cases, steps may be required to limit police information included in these briefs or the circulation of the brief itself to protect personal information and preserve the integrity of investigative steps that will occur.

Police wages are the largest budget item representing approximately 80% of the total budget. Stakeholders that were interviewed expressed concern that wages exceed the

allocated budget each year but there is little detail as to why. Wages are currently broken down into Full-time, Part-time/Casual and Training. Currently overtime and on-call hours are not tracked separately.

Recommendation 3. Wages should be budgeted and tracked in more detail. The following categories should be added to the budget:

- Overtime
- On-call

Overtime hours are a normal occurrence in a policing context and can be used to manage emergencies and other issues that are unplanned or extend longer than anticipated.

Recommendation 4. Overtime hours cost more than regular staffing and should be tracked separately along with the reason for the overtime. This will allow for periodic review to determine whether other options such as extending regular hours may be a more economical alternative. In addition, KPS at times responds out of the Kensington boundaries when assisting other services. It would be useful for council to know if overtime hours are being incurred in this capacity and if so, how much.

KPS maintains an on-call system when no officer is on duty. Officers are paid for their on-call time and then paid a minimum number of hours when they are called out.

Recommendation 5. Hours that are generated as a result of a callout should be tracked as a separate item along with the reason for the callout.

Currently, the police budget does not reflect all items relevant to policing leaving Council with an incomplete picture of the actual budget. For example, the revenue from provincial policing grants and Officer hours that are paid for by the Province (such as bridge duty during the COVID-19 crisis) are not shown as offsets to the wages in the police budget.

Recommendation 6. It is recommended that the policing budget show all items relevant to the budget including but not limited to:

- Provincial policing grants and training grants that Kensington would not be eligible to receive if they did not have their own police service.
- Credits for Officer hours that are paid for by the province or an entity outside of Kensington.
- Any revenue generated from police enforcement activities.

Operations

The KPS strategy to support the Town of Kensington is currently informal and expressed verbally.

Recommendation 7. The police chief should develop a high-level strategic plan for the Department. The plan should mirror the timeframe of the Town of Kensington Strategic Plan and articulate the steps that the police will take to assist the Town in achieving its priorities and goals.

Assistance calls are consistently in the top three calls for service categories and represent approximately 20% of the calls for KPS. Some of these calls are for activities such as funeral escorts and bank runs that are a step above what is expected of a police service, but as they are not tracked in detail it is not possible to determine their impact on the workload and subsequent policing budget.

Recommendation 8. The Assistance category should be broken down further in PROS (Police Records Management System) or tracked separately to attach more fidelity to the calls for service data and subsequently allow greater tracking of the timing and impact of calls on the police workload and budget. In particular, extra activities such as funeral escorts and bank runs should be tracked to determine their impact on the KPS workload and budget and if these activities should continue. There are means within PROS to track workload to this level of detail (survey codes and keywords). If this is not considered feasible then this tracking should be accomplished using other means.

The KPS uses PROS as its police records management system. In PROS the lead police department of jurisdiction holds the file and the other assisting agencies provide input to the lead agency's file. This ensures that the same incident does not show up more than once in the Provincial numbers. This also means; however, that when KPS is called upon to assist another agency, such as the RCMP, the incident does not show up in the KPS calls for service data leaving a potential gap in the ability to monitor and analyze workload.

Recommendation 9. Options in PROS should be explored to find a way to track KPS workload when they are assisting another agency, such as the RCMP, so that this workload and its impact on the KPS budget can be tracked. If this is not possible in PROS, then these calls should be recorded by another means.

KPS currently responds to calls for assistance outside of Kensington boundaries when there is no officer on duty. In such a case the Officer on call would come off on-call status to respond to the incident outside of Kensington.

Recommendation 10. Kensington should consider reserving their on-call response to incidents within the Kensington boundaries.

Specialty services and major crime support is obtained from other police services, predominantly the RCMP, through an informal co-operative arrangement. KPS also provides support to other police services outside the Kensington town boundaries through the same type of informal arrangement.

Recommendation 11. Kensington should develop and maintain a written agreement, contract for service or Memorandum of Understanding (MOU) that will clearly describe any mutual aid or specialized service that they provide to or receive from another police service or the RCMP. At a minimum it is recommended that an MOU or MOUs be developed to cover support for the following:

- Major crime investigative support
- Polygraph
- Police Dog
- Forensic Identification
- Scenes of crime officer
- Crowd control
- Collision reconstructionist or analyst
- Explosives disposal
- Emergency Response Team (ERT)
- Incident Commander
- Hostage negotiator
- Marine operations
- Underwater Recovery Team

KPS currently provides support to other police services outside the Kensington town boundaries through the same type of informal arrangement as described above.

Recommendation 12. MOUs should also be developed to cover support that KPS is expected to provide to external agencies. The MOU should cover what support will be provided and during what hours. For example, the MOU should specify under what circumstances KPS will mobilize an on-call Officer during off duty hours to respond to an incident outside of the Kensington boundaries.

The RCMP Emergency Response Team (ERT) support to PEI is currently provided from New Brunswick which requires several hours of response time. In order to provide an interim capability with a quicker response time the Charlottetown Police Service has developed a tactical response team with additional training to respond to incidents such as an active shooter.

Recommendation 13. KPS should explore options with Summerside Police and Charlottetown Police to benefit from this local response. Options could include having one or more members of KPS take the training and creating a mutual aid agreement with Charlottetown and Summerside.

During interviews and the public consultation survey respondents indicated that drug crime, traffic issues such as speeding and impaired driving were their top three policing concerns. Respondents also indicated that they would like to see more interaction via foot and bicycle patrols, more youth activities and engagement and more communication to the public about crime trends and policing issues.

Recommendation 14. It is recommended that the Police Chief review the survey results with particular focus on those mentioned above and brief the Town Council on what measures are already in place to mitigate these issues and what additional measures may be warranted.

Administration

The COVID-19 pandemic highlighted the issue of essential services. Currently, the police are deemed essential; however, administrative staff are not. KPS has a civilian manager that is responsible to enter information into the PROS, CPIC and court systems to ensure they are up to date. This position is not considered an essential service. Timely entry of information into these systems is important for maintenance but also for police officer safety. Delay in entering information into these systems could result in a police officer confronting a dangerous offender without full knowledge of their recent activities.

Recommendation 15. The PROS and CPIC manager position should be deemed an essential service so it can continue to operate as required during times of crisis.

KPS currently holds a contract with Sterling Talent Solutions (Sterling) to conduct criminal record checks. This contract is a considerable revenue source for the Town of Kensington. During interviews concerns were expressed that should this contract end with no replacement the loss of revenue would be detrimental to the entire town budget.

Recommendation 16. The Sterling contract should be subjected to legal review and advice to explore options that could lessen the financial risk associated with this service.

Policing Service Level Statement

A policing service level statement was developed to articulate a baseline for adequate policing in the Town of Kensington. The statement was developed using information gleaned during interviews, public consultation and research of best practices. The statement provides high level principles that support the town's Strategic Plan and provides minimum standards for policing in Kensington. The complete Policing Service Level Statement is attached at Annex C.

Alternative Policing Options

Several alternative options for policing in Kensington were examined. These options included:

- Expansion of the current Kensington Police service area
- Obtaining policing service from the Summerside Police
- Obtaining policing service from the RCMP

Each option is compared against the current model in the sections that follow using the following rating scale:

Rating	Description
	Meets current requirements
	Lower than current requirements
	Significantly lower than current requirements

Kensington Police Service Current Model

This model examines the current service being provided by the KPS.

"Having a local police force is absolutely a vital part of residents feeling safe. They keep a vigil on their own town and therefore lend a knowing set of eyes and ears to what is going on. It's a necessity, an asset." **Quote from Public Consultation Survey**

Item	Rating	Details
Service Standards		<ul style="list-style-type: none"> Internal and external stakeholders are very satisfied with current service. Over 90% of survey respondents feel that Kensington is safe and over 80% feel that KPS provides adequate service and visibility. KPS compliance with policing directives is rated as excellent in most recent Police Commissioner's report.
Perceived community impact		<ul style="list-style-type: none"> 84% of survey respondents felt that Kensington should maintain its own police service.
Cost		<ul style="list-style-type: none"> Current police budget is seen as unsustainable without the background check contract revenue. Small department does not benefit from economy of scale.
Advantages		<ul style="list-style-type: none"> Officers are dedicated to Kensington contributing to continuity of policing and accumulation of local knowledge. Local example creates incentive for local citizens to consider law enforcement in their own community as a career. The Town has direct and significant input into decisions that affect policing in Kensington. Allows for additional revenue to be generated by conducting background checks (requires municipal police agency).

Item	Rating	Details
Disadvantages		<ul style="list-style-type: none"> • Policing is becoming more expensive. New initiatives, such as body worn cameras for example, require an initial outlay of money and other considerations such as data retention and storage that drive up the cost of policing. It is difficult for a small department to achieve the advantages of economy of scale that would apply to a larger department. • The Town incurs all liability associated with policing. • As policing becomes more complex the Town must rely more on external entities such as the RCMP for specialty support potentially raising the cost and complexity of maintaining its own service. • Unknown events (such as COVID-19 Pandemic) may drive up unplanned costs.

Kensington Police Service Expanded Area

Under this model KPS would expand its service areas to include rural areas adjacent to Kensington.

Item	Rating	Details
Service Standards		<ul style="list-style-type: none"> • Internal and external stakeholders are very satisfied with current service. • Over 90% of survey respondents feel that Kensington is safe and over 80% feel that KPS provides adequate service and visibility. • KPS compliance with policing directives rated as excellent in most recent Police Commissioner's report.
Perceived community impact		<ul style="list-style-type: none"> • 84% of survey respondents felt that Kensington should maintain its own police service.

Item	Rating	Details
Cost		<ul style="list-style-type: none"> • Current police budget is seen as unsustainable without background check revenue. • Small department does not benefit from economy of scale. • Expanding service area could raise cost of policing without a corresponding increase in revenue as areas adjacent to Kensington are sparsely populated.
Advantages		<ul style="list-style-type: none"> • Officers are dedicated to Kensington contributing to continuity of policing and accumulation of local knowledge. • Local example creates incentive for local citizens to consider law enforcement in their own community as a career. • The Town has direct and significant input into decisions that affect policing in Kensington. • Allows for additional revenue to be generated by conducting background checks (requires municipal police agency).
Disadvantages		<ul style="list-style-type: none"> • Policing is becoming more expensive. New initiatives, such as body worn cameras, require an initial outlay of money and other considerations such as data retention and storage that drive up the cost of policing. It is difficult for a small department to achieve the advantages of economy of scale that would apply to a larger department. • The Town increases its liability associated with policing due to the expanded area. • As policing becomes more complex the Town must rely more on external entities such as the RCMP for specialty support potentially raising the cost and complexity of maintaining its own service. • Unknown events (such as COVID-19 Pandemic) may drive up unplanned costs. • External stakeholders did not see this as a preferred option.

Summerside Police Service

Under this model KPS would regionalize with Summerside. Summerside would assume the lead role and provide policing service to Kensington.

"Summerside Police is very close, they have 24hr coverage and more resources/services. They should police Kensington." **Quote from Public Consultation Survey**

Item	Rating	Details
Service Standards		<ul style="list-style-type: none"> Due to proximity service standards could be kept similar to the current level. Summerside Police compliance with policing directives rated as excellent in most recent Police Commissioner's report.
Perceived community impact		<ul style="list-style-type: none"> 16% of survey respondents felt that Kensington should not maintain its own police service. Of those a small minority (21%) selected Summerside as the preferred option.
Cost		<ul style="list-style-type: none"> Regionalizing with Summerside would allow for some economies of scale. Both communities could be served by one Chief of Police thereby reducing higher end salary costs. Would reduce support costs such as dispatch services.
Advantages		<ul style="list-style-type: none"> Proximity to Summerside would still allow for contributing to continuity of policing and accumulation of local knowledge. Local policing example creating incentive for local citizens to consider law enforcement in their own community as a career could be preserved. The Town would maintain considerable input into decisions that affect policing in Kensington. A shared service agreement would preserve the additional revenue generated by conducting background checks (requires municipal police agency). Would lower the cost of policing to Kensington by eliminating the need to maintain senior positions dedicated solely to Kensington and allow for economies of scale in procurement. Would lessen Kensington's liability for policing issues.

Item	Rating	Details
		<ul style="list-style-type: none"> Regionalization is seen as a favourable option by external stakeholders. Infrastructure is in place if a Kensington satellite detachment is preferred.
Disadvantages		<ul style="list-style-type: none"> Currently not seen as desirable by the majority of survey respondents. Would still require external entities such as the RCMP for specialty support.

RCMP Extended Service Agreement

Under this agreement Kensington, in cooperation with the Province, would enter into an agreement with the RCMP to pay for additional hours of policing service within the community.

Item	Rating	Details
Service Standards		<ul style="list-style-type: none"> Under this agreement the RCMP would commit to a fixed number of policing hours (in addition to normal response); however, the police visibility and attention that Kensington currently receives would diminish.
Perceived community impact		<ul style="list-style-type: none"> 84% of survey respondents felt that Kensington should maintain its own police service.
Cost		<ul style="list-style-type: none"> Minimal control over cost increase (Current cost is \$141,000 for 40 hours a week). RCMP unionization is expected to increase costs. Current fine revenue (\$32,500 for Kensington) would likely decrease due to less presence in the town.
Advantages		<ul style="list-style-type: none"> All policing liability would be transferred to the RCMP. All policing including specialty services would be provided by the same entity.

Item	Rating	Details
Disadvantages		<ul style="list-style-type: none"> • Currently not seen as desirable by the majority of survey respondents. • All extended agreements currently in PEI are a standard 40 hours a week. • There have been complaints from PEI communities currently under this model (Note: Several communities have also reported being satisfied with the RCMP service).¹ • The town would have less input into policing. • Would significantly decrease continuity of policing and accumulation of local knowledge.² • Does not set incentive for local citizens to consider law enforcement in their own community as a career. • Additional revenue generated by conducting background checks would cease (requires municipal police agency). • A recent study in Alberta identified concerns that the RCMP does not respond flexibly to the unique needs of individual communities due to a lack of resources and insufficient policing levels, particularly in smaller, rural communities.³

¹ http://www.peicanada.com/west_prince_graphic/councils-continue-to-worry-about-rcmp-staffing-issues/article_7dc4e0f6-44ed-11e9-a133-63e91b1edeb1.html
<https://www.journalpioneer.com/news/local/tignish-council-raises-concerns-about-rcmp-officers-residency-388835/>

² <https://www.journalpioneer.com/news/local/tignish-council-raises-concerns-about-rcmp-officers-residency-388835/>

³ <https://open.alberta.ca/dataset/d8933f27-5f81-4cbb-97c1-f56b45b09a74/resource/d5836820-d81f-4042-b24e-b04e012f4cde/download/fair-deal-panel-report-to-government-may-2020.pdf>
http://www.peicanada.com/west_prince_graphic/councils-continue-to-worry-about-rcmp-staffing-issues/article_7dc4e0f6-44ed-11e9-a133-63e91b1edeb1.html

RCMP Provincial Service

Under this option Kensington would receive the standard response provided by the RCMP under the Provincial agreement.

"I think that if it saves money, I would look at either using RCMP or combining with City of Summerside police. Hard to have an effective police presence for a small town." Quote from Public Consultation Survey

Item	Rating	Details
Service Standards		<ul style="list-style-type: none"> Under this option the RCMP would respond to calls for service but there would be limited pro-active presence in the town.
Perceived community impact		<ul style="list-style-type: none"> 84% of survey respondents felt that Kensington should maintain its own police service.
Cost		<ul style="list-style-type: none"> No additional cost to Kensington. Current fine revenue (\$32,500 for Kensington) would likely significantly decrease due to less presence in the town.
Advantages		<ul style="list-style-type: none"> All policing liability would be transferred to the RCMP. All policing including speciality services would be provided by the same entity.
Disadvantages		<ul style="list-style-type: none"> Currently not seen as desirable by the majority of survey respondents. The town would have less input into policing. Would significantly decrease continuity of policing and accumulation of local knowledge. Does not set incentive for local citizens to consider law enforcement in their own community as a career. Additional revenue generated by conducting background checks would cease (requires municipal police agency). A recent study in Alberta identified concerns that the RCMP does not respond flexibly to the unique needs of individual communities due to a lack of resources and insufficient policing levels, particularly in smaller, rural communities.

Conclusion

Kensington's current policing model serves the community extremely well from an operational standpoint. Public consultation, internal and external stakeholders are virtually unanimous in their praise of the service given by the KPS. From a budgetary standpoint, internal stakeholders expressed concern that the current police budget is unsustainable, in particular if the revenue gained from background checks ceases or diminishes substantially. Comparisons with similar communities show the Kensington's police budget is at the high end. Acting upon some of the recommendations provided will allow KPS operations and its budget to be tracked in more detail allowing for decisions that could potentially reduce the budget without significantly impacting the service currently enjoyed by the community.

A review of alternative policing options for the Town of Kensington revealed the following:

- Expanding the current KPS boundaries would maintain the current level of service to Kensington but would likely strain the budget further as it would incur additional costs without a corresponding increase in revenue.
- An extended service agreement with the RCMP would provide a limited presence in the Town and reduce costs but would also drastically reduce the service levels from their current state.
- Adopting the RCMP provincial standard would result in considerable cost savings but would drastically reduce the service provided in Kensington to a reactive response with little police presence in the town.
- Over the long term regionalizing the police service with Summerside would seem to provide the best blend of maintaining service levels close to their current state while reducing costs to a more sustainable level. It should be noted that this option is currently supported by a small minority of the community.

Presidia Point of Contact

Presidia appreciates the opportunity to serve the Town of Kensington and we remain available to support any future requirements. Any questions or requests for clarification with respect to this report can be directed to Stephen Moore by email at contact@presidiasecurity.com or by phone at (613) 800-4727.

Annex A: Stakeholder Interviews

Internal

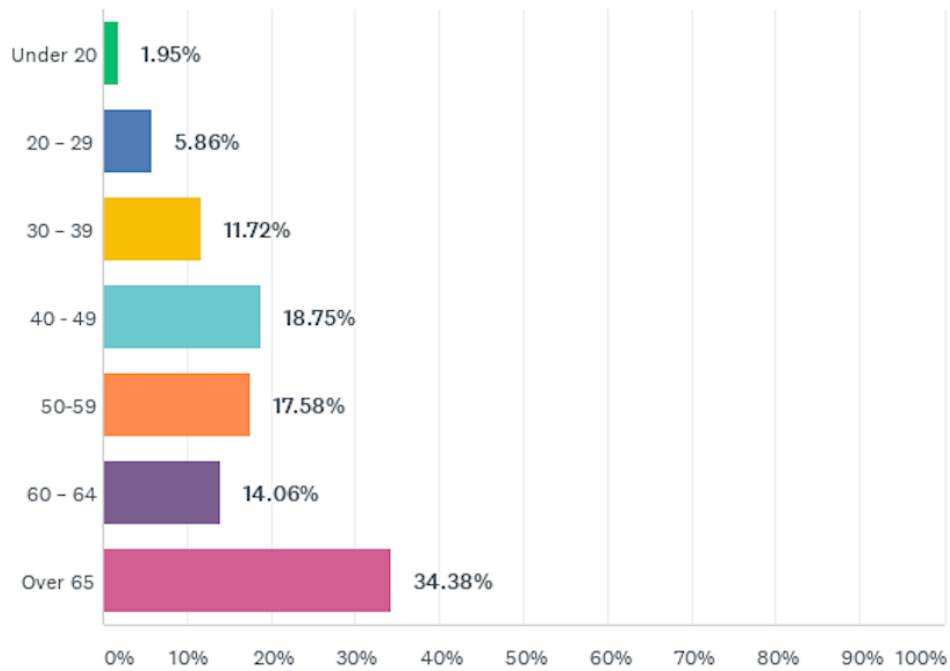
Name	Affiliation
Corporal Andrew Griffin	Kensington Police
Brenda MacIsaac	Kensington Police
Rodney Mann	Town Councillor
Wade Toombs	Town Councillor
Adrien Bernard	Town Councillor
Ivan Gallant	Town Councillor
Jeff Spencer	Town Councillor
Wendy MacKinnon	Deputy Administrator
Coreen Pickering	Deputy Mayor
Lewis Sutherland	Police Chief
Geoff Baker	Chief Administrative Officer
Rowan Caseley	Mayor

External

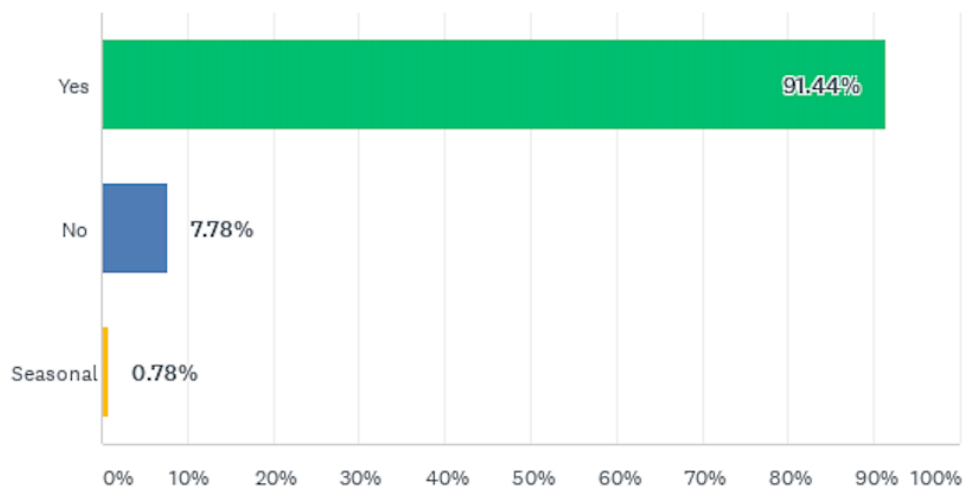
Name	Affiliation
Deputy Chief Sinclair Walker	Summerside Police
Chief Paul Smith	Charlottetown Police
Deputy Chief Brad MacConnell	Charlottetown Police
Chief Superintendent Jennifer Ebert	RCMP
Aaron Campbell	Province
John Flood	Province

Annex B: Survey Results

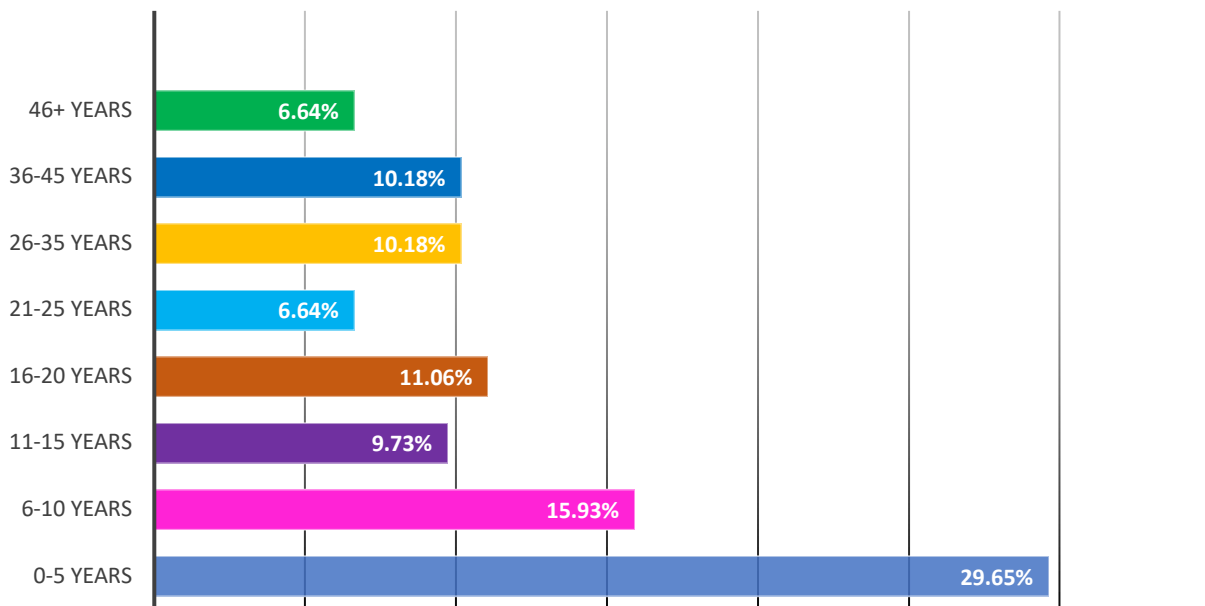
Q1 Age and Demographic Information



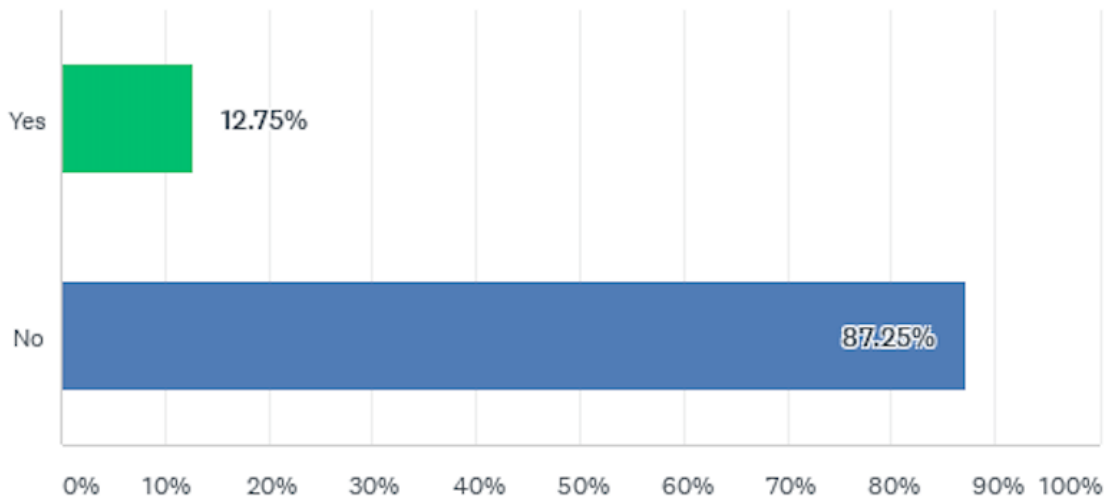
Q2 Are you a Kensington resident?



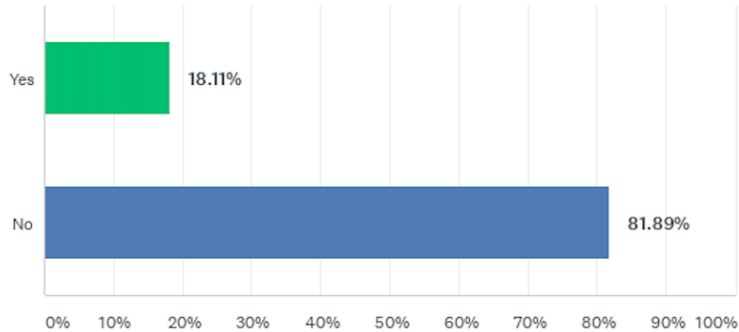
Q3 How Long Have You Lived in Kensington?



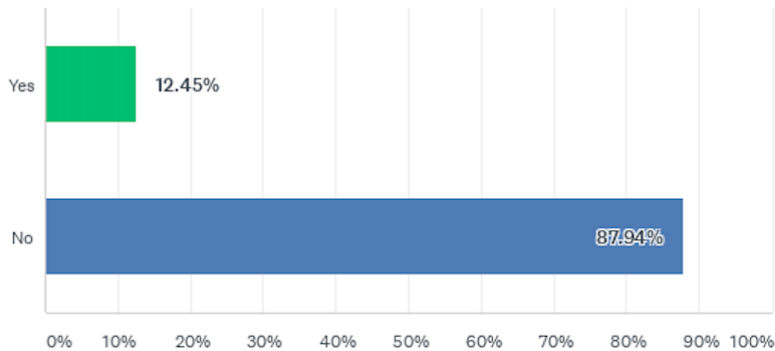
Q4 Do you own/operate a business in Kensington?



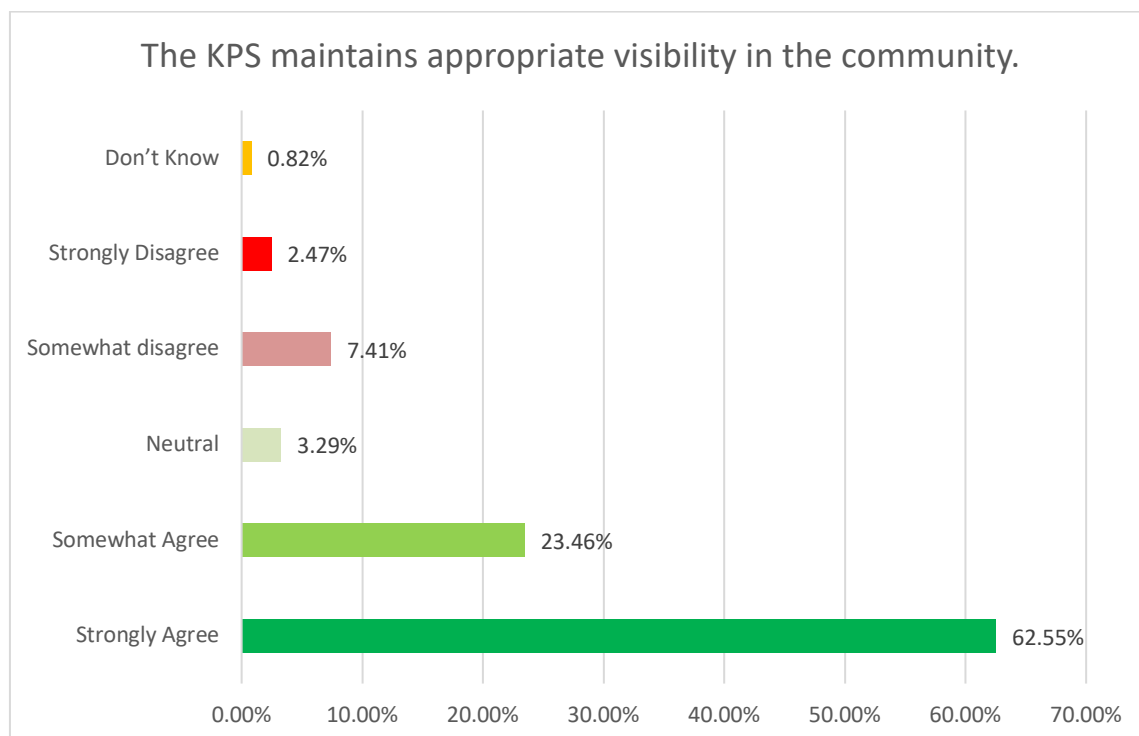
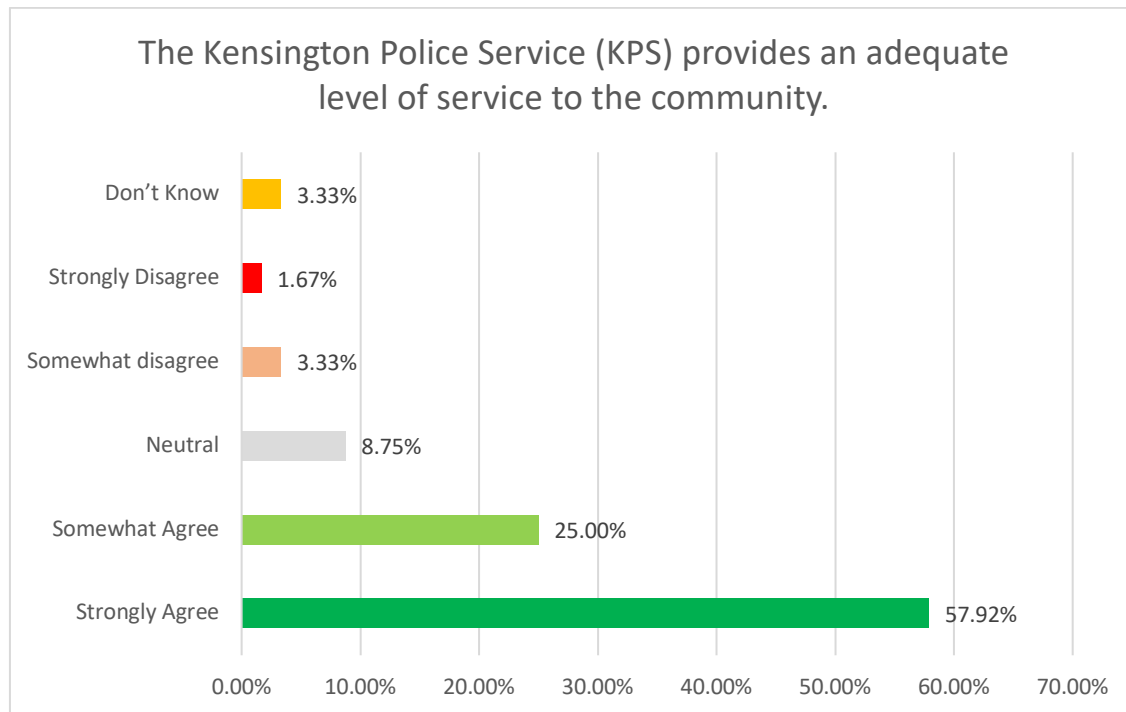
Q5 Do you view the statistical police reports circulated with the monthly Council Agenda Package? (available on Town's webpage)

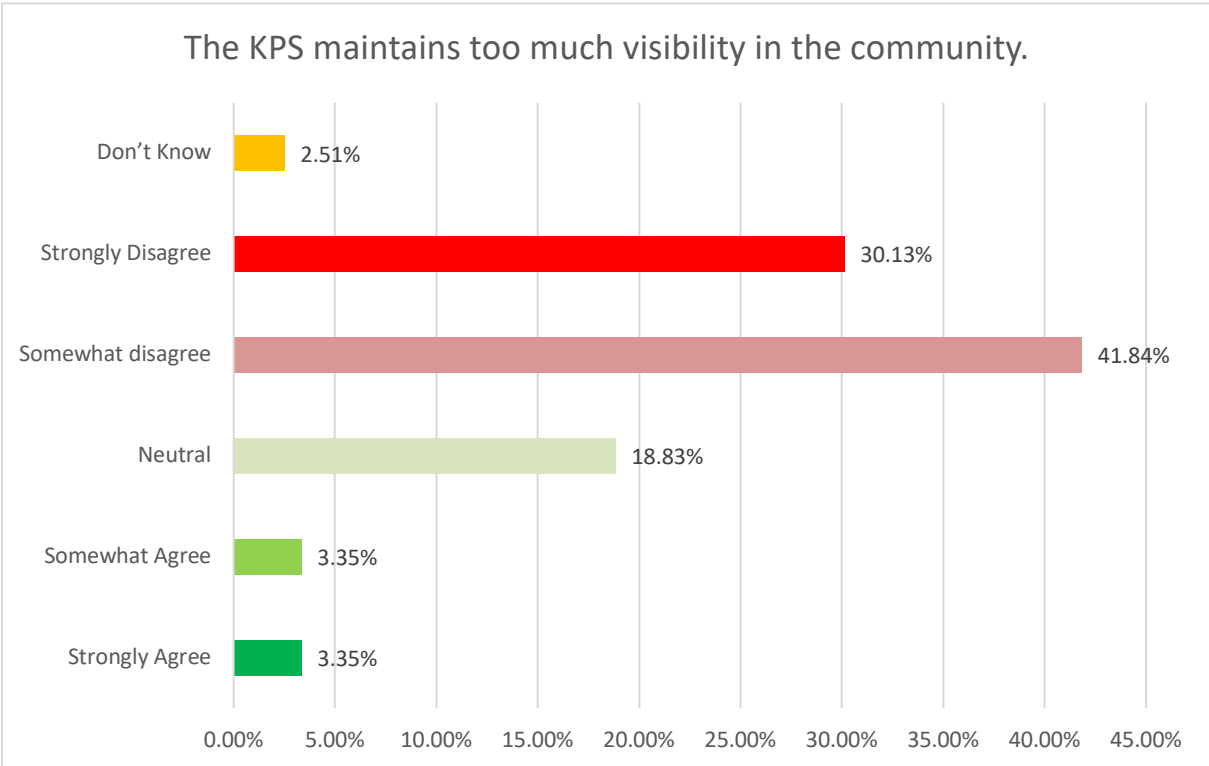
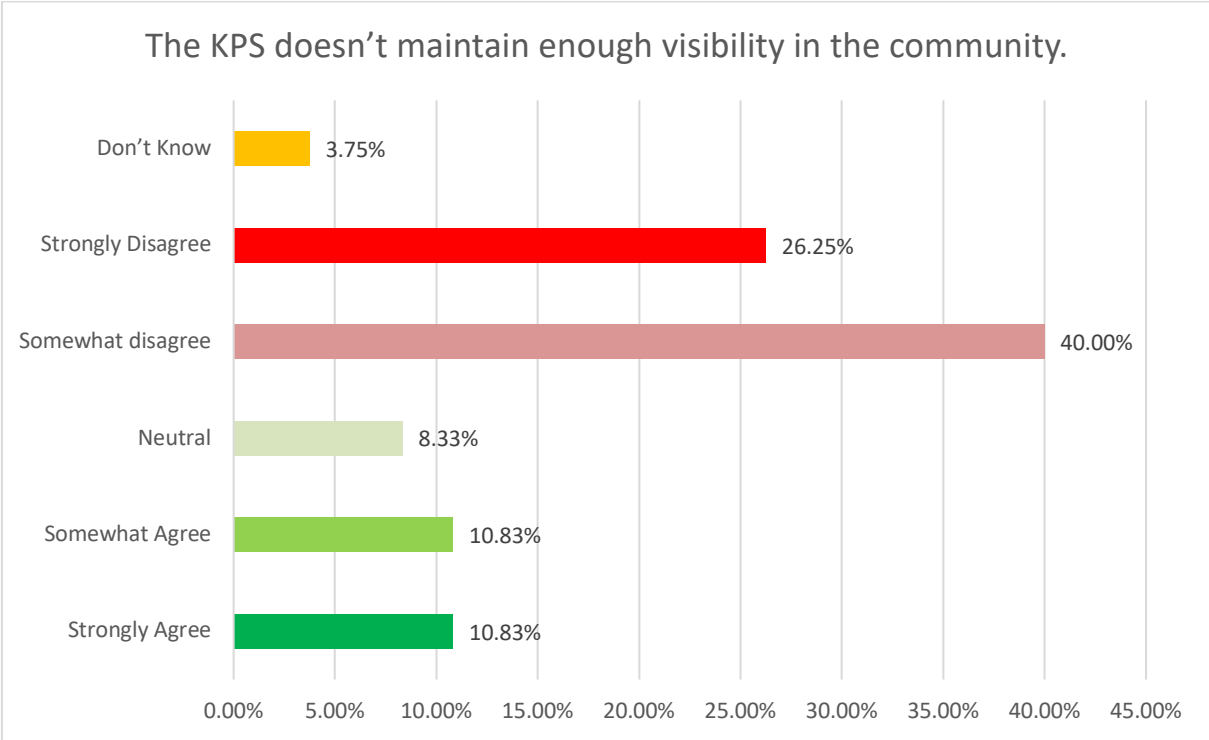


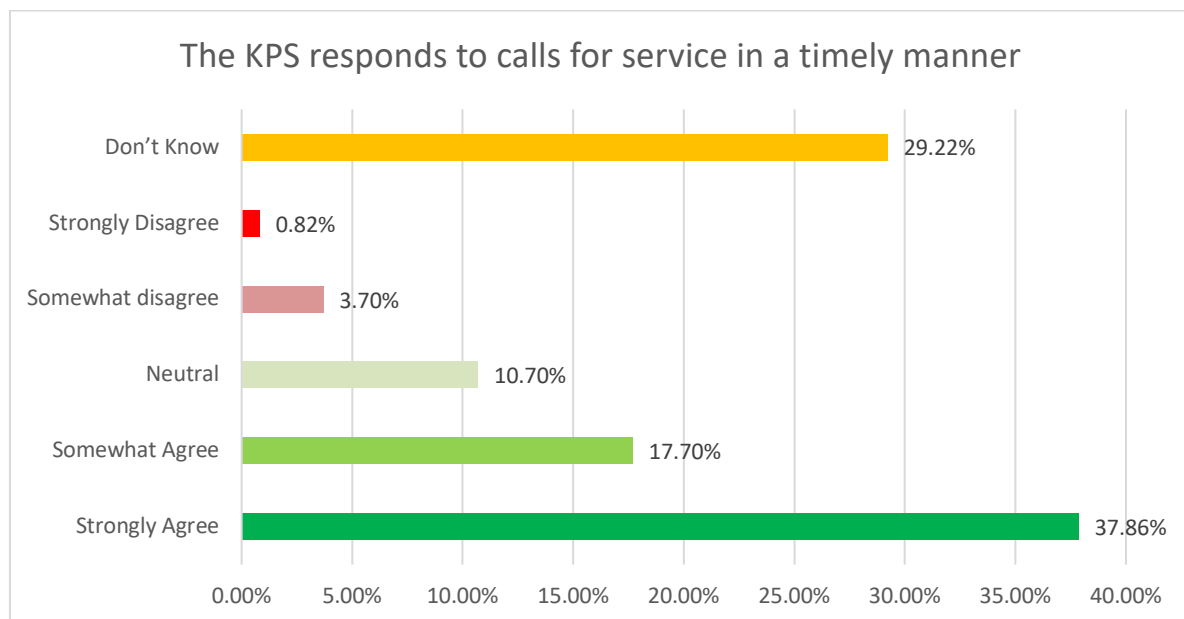
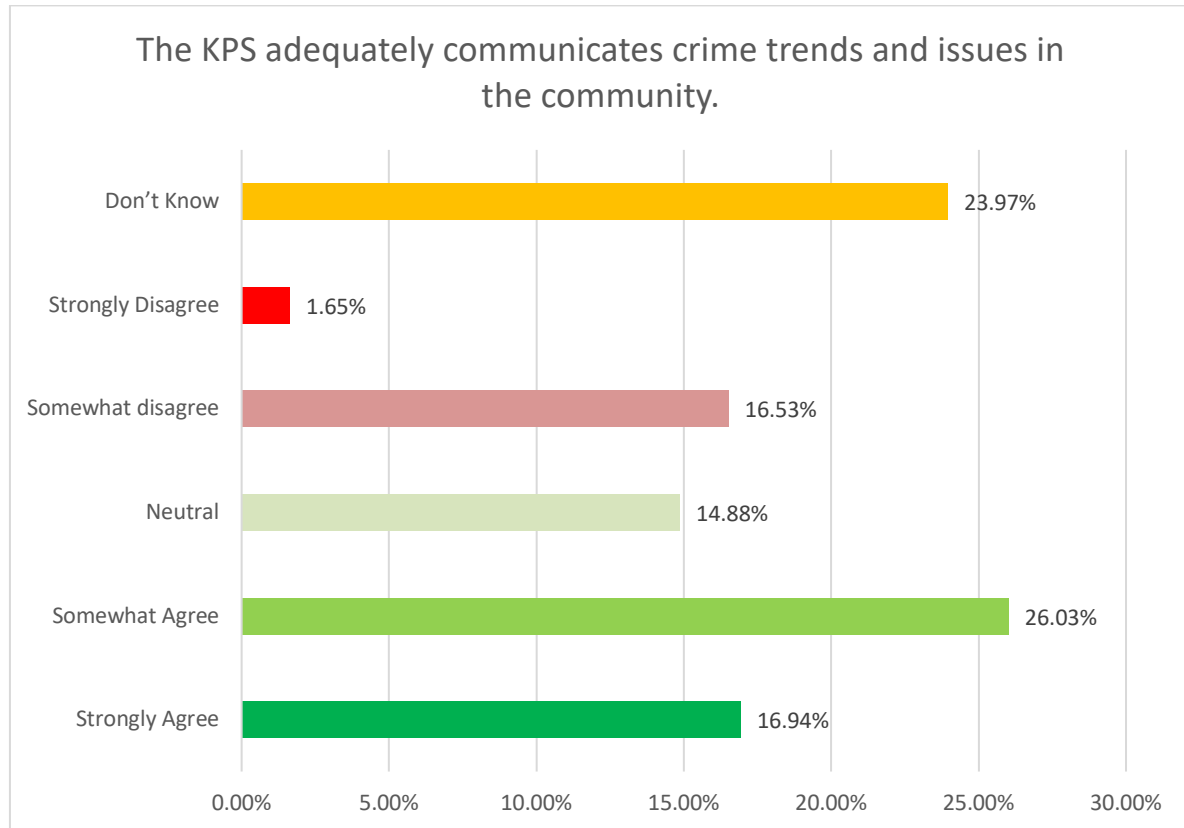
Q6 Do you know what the current police budget is for the Town of Kensington?

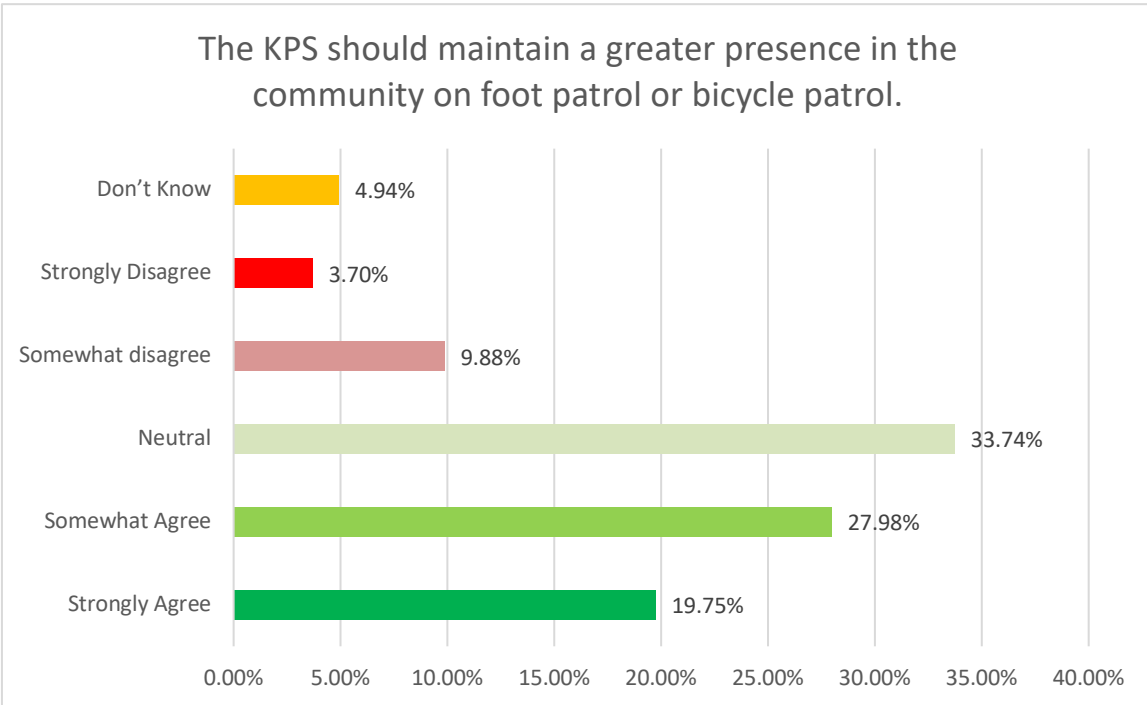
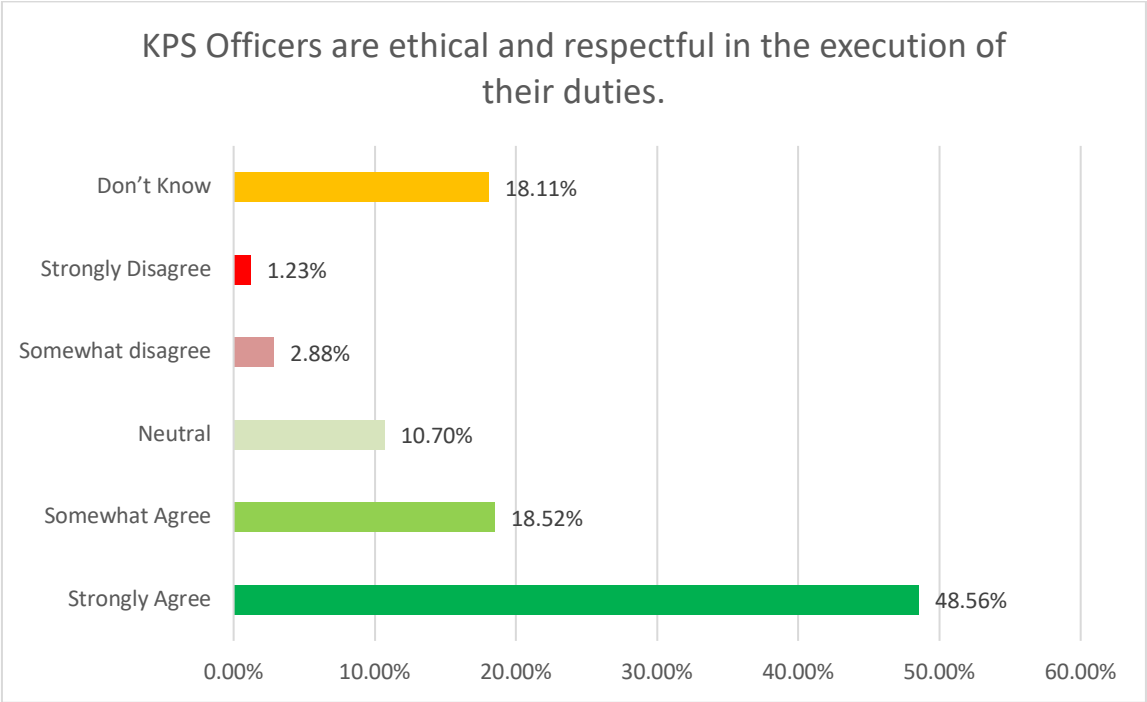


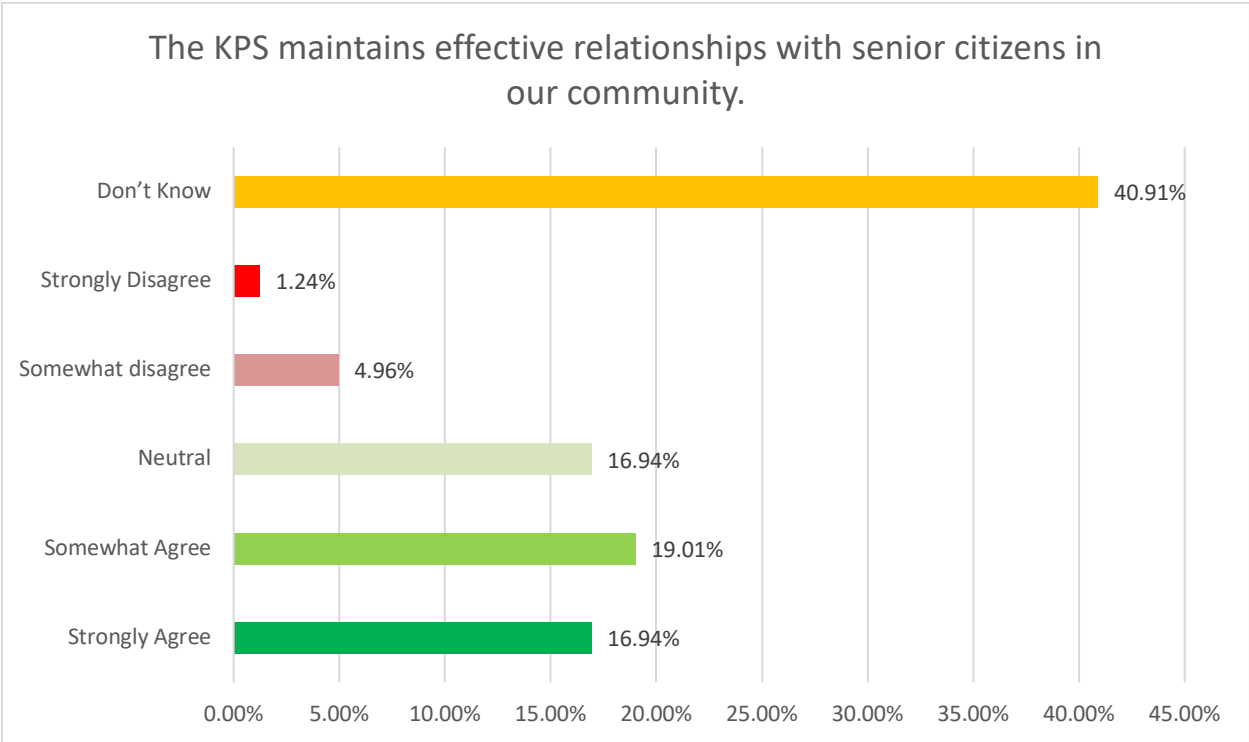
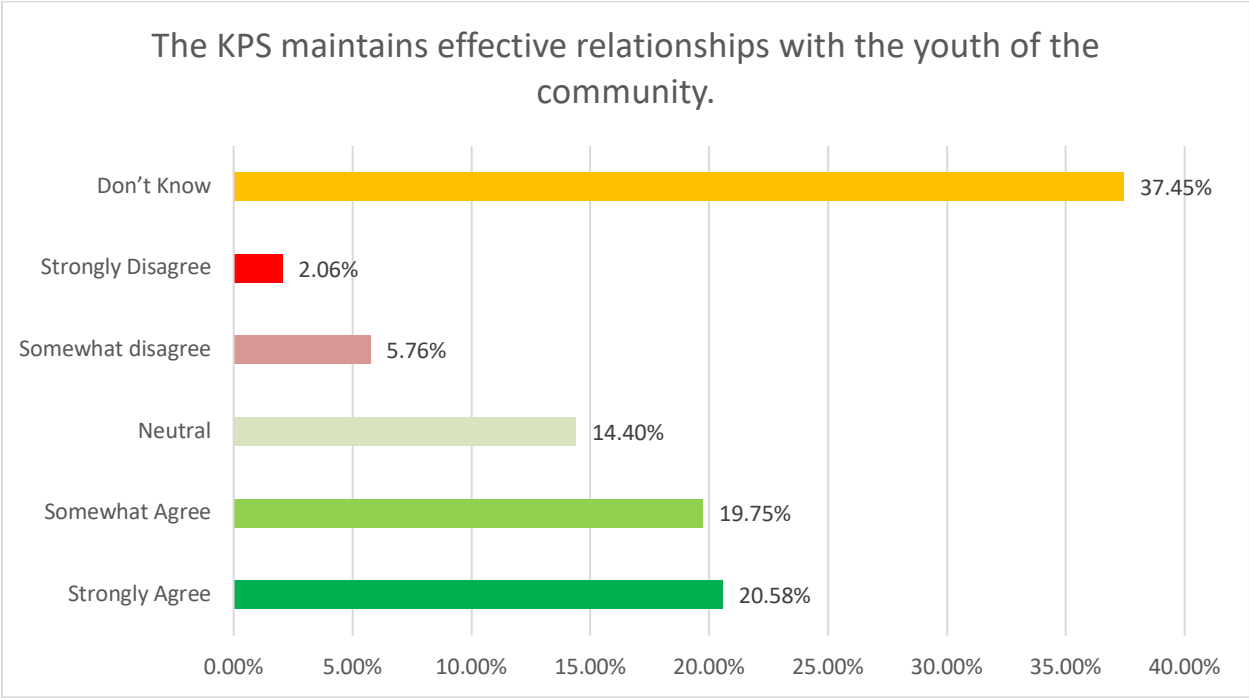
Q7 To what extent would you agree or disagree with the following statements:

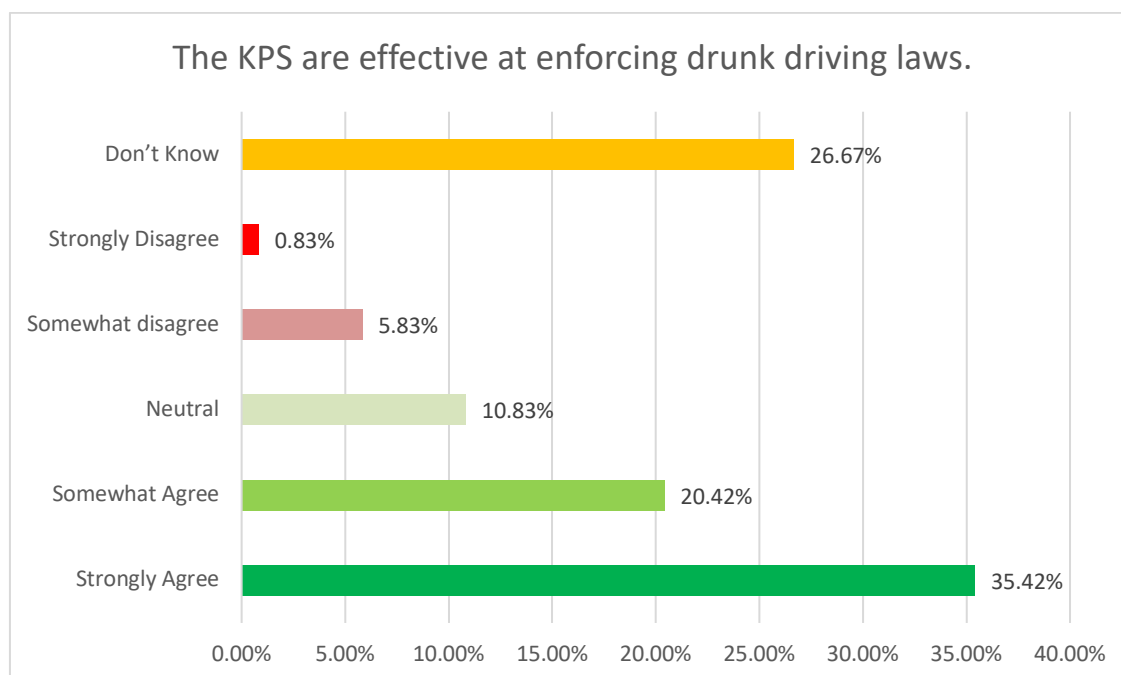
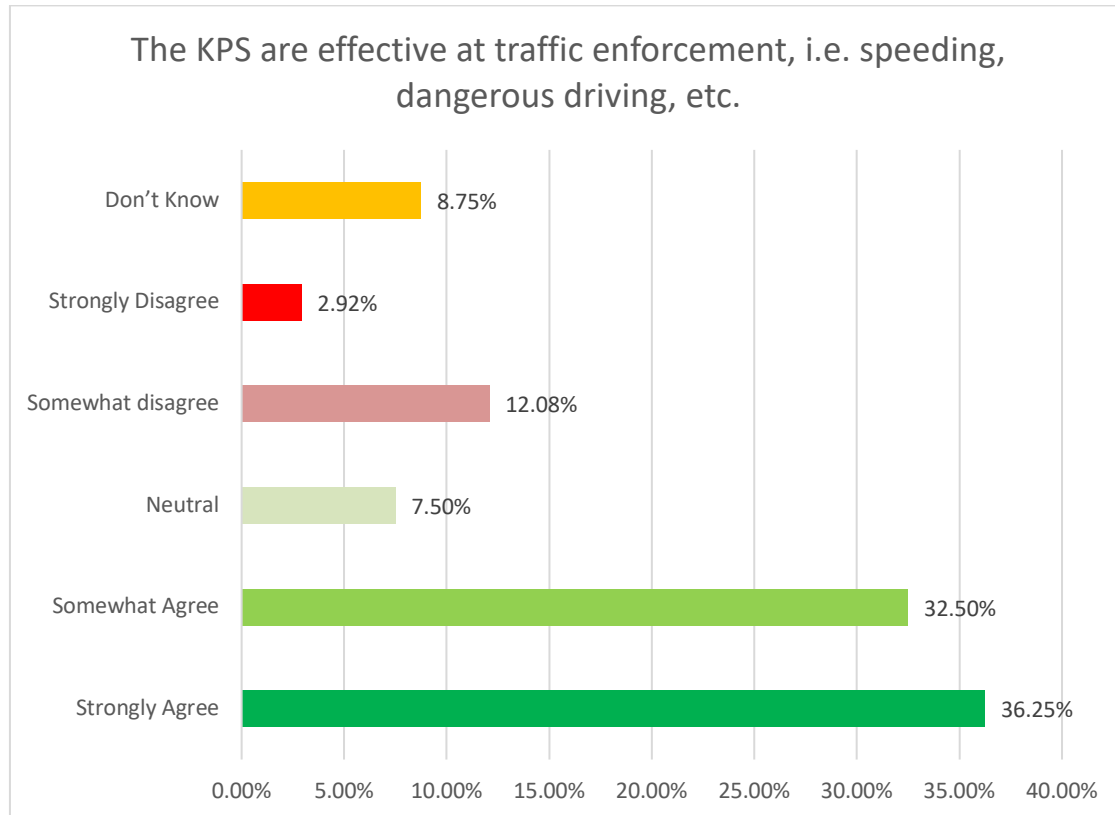


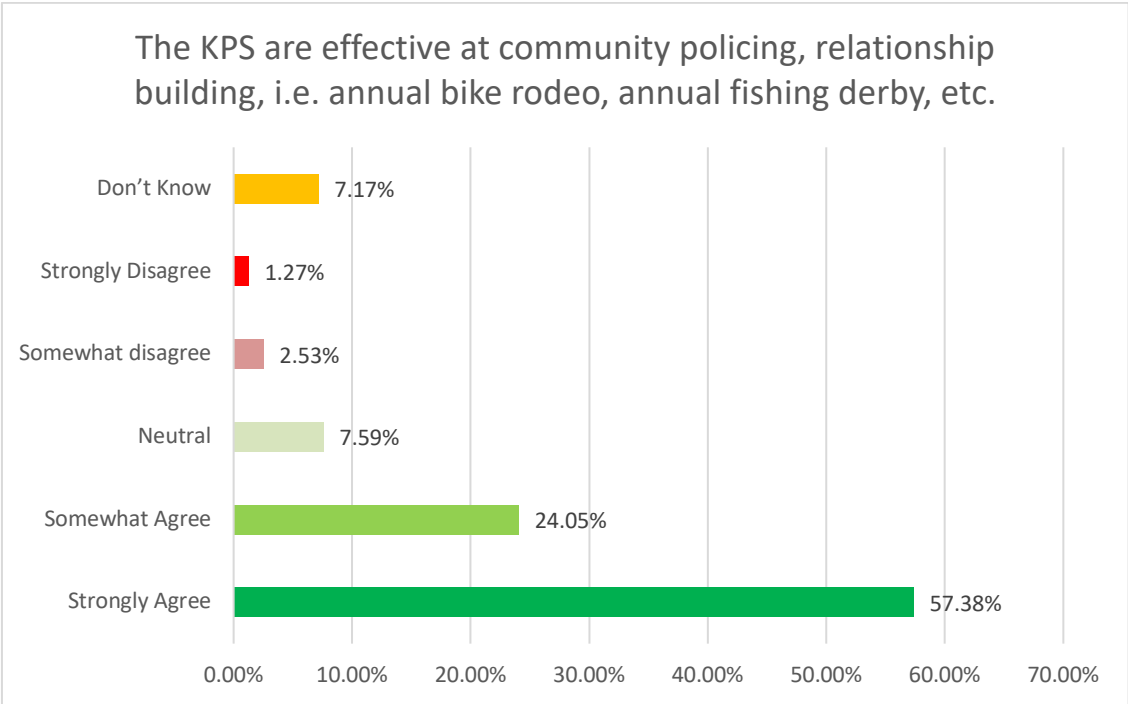
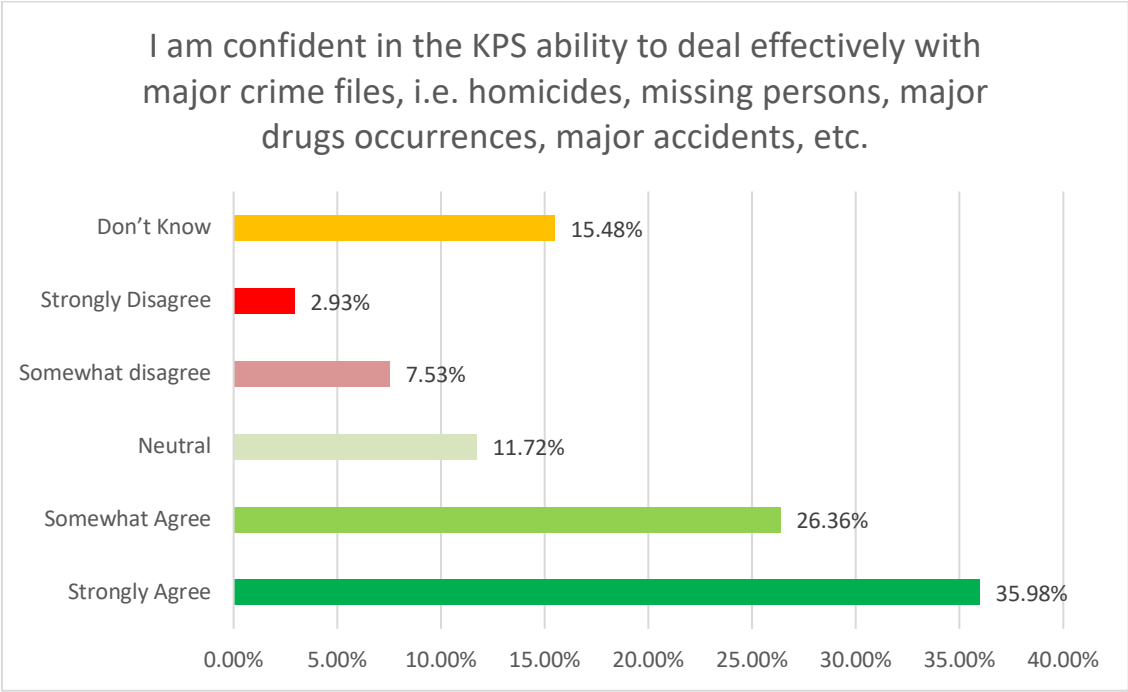


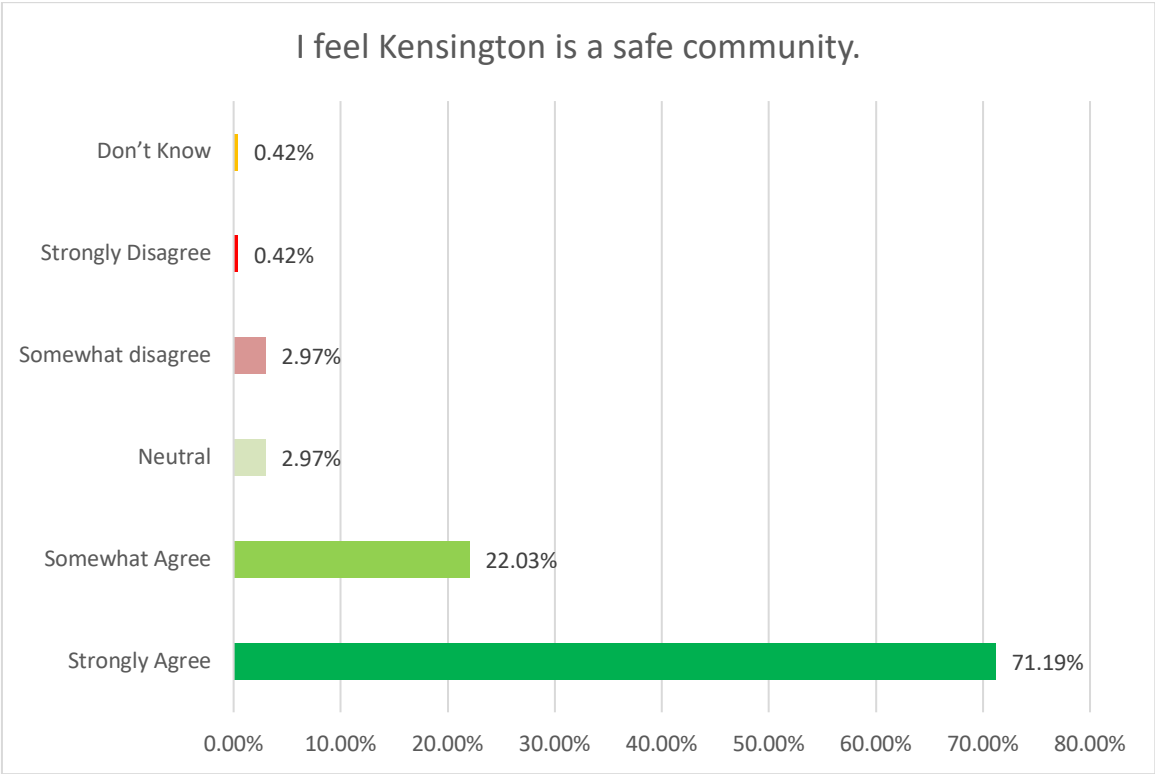
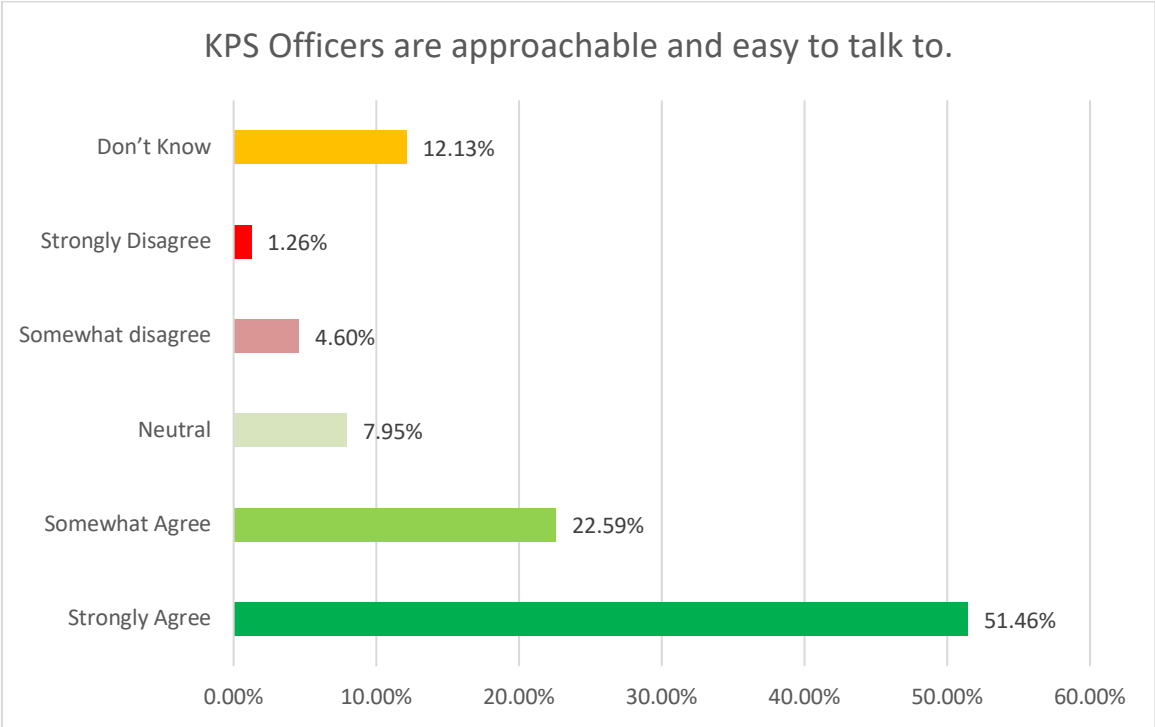


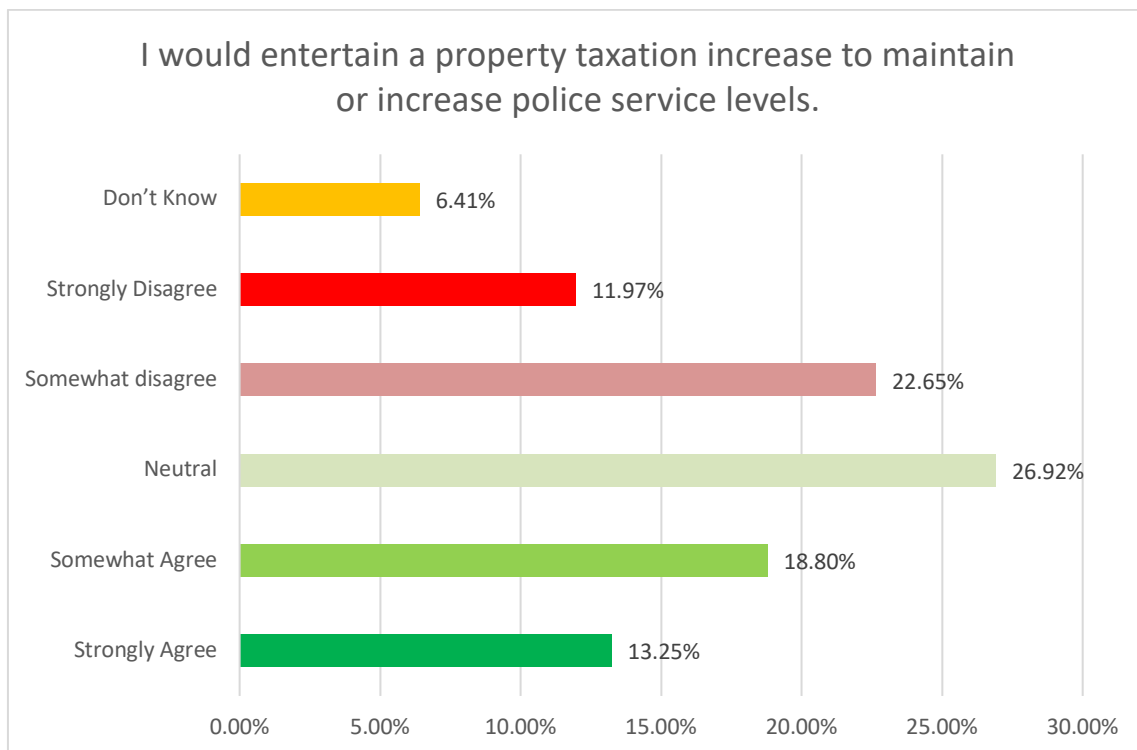
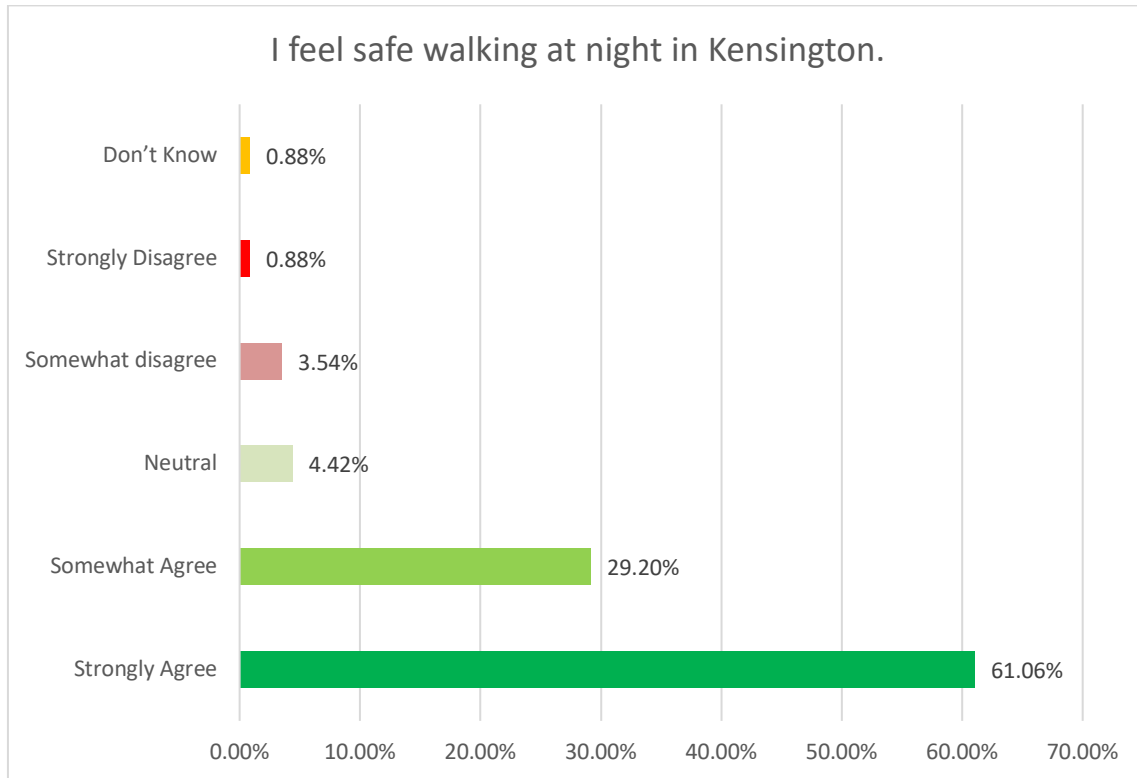




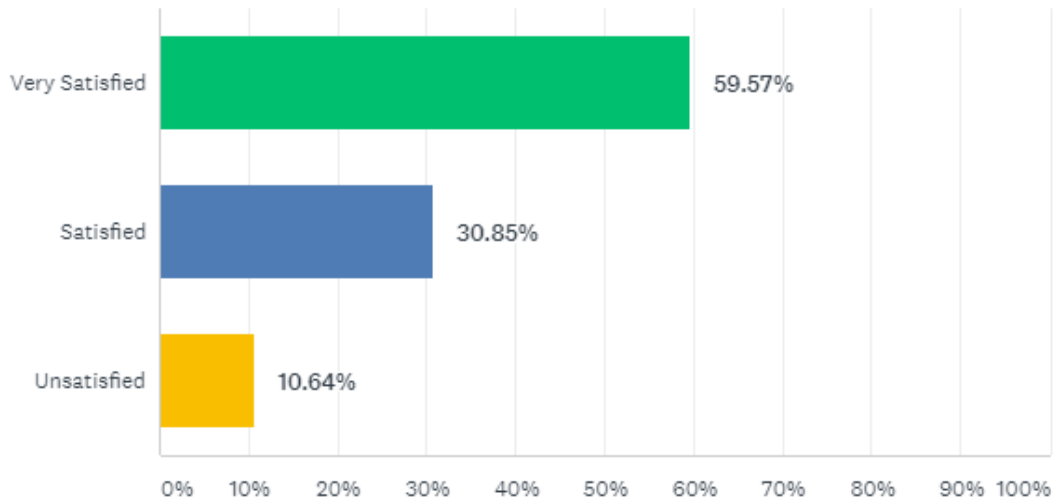




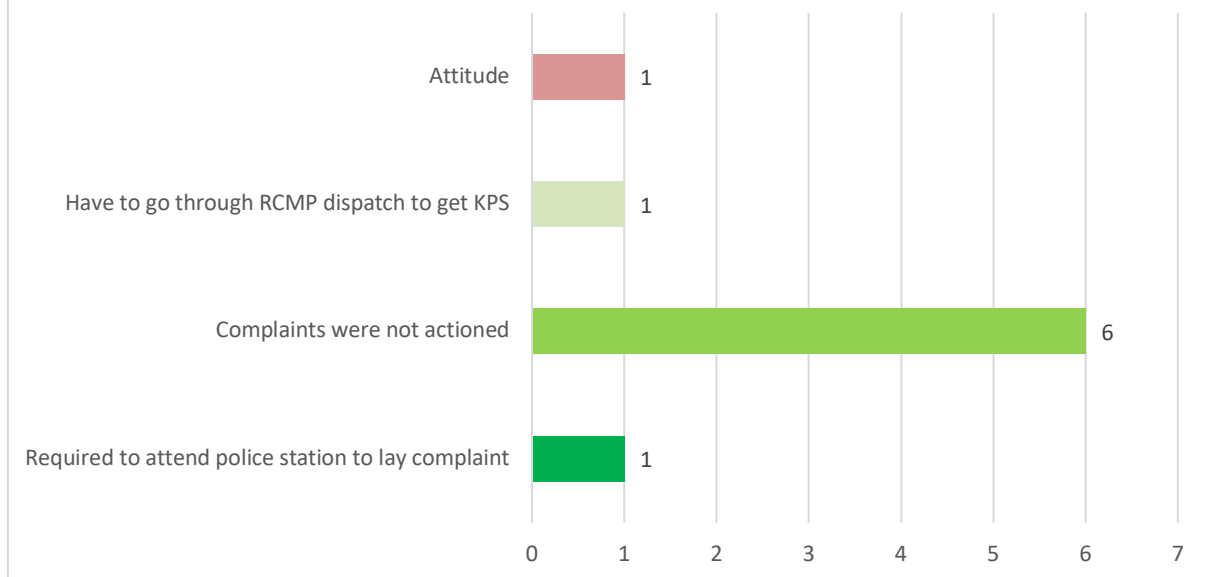




Q8 If you have contacted KPS by telephone in the past 24 months how satisfied were you with the way your call was handled?

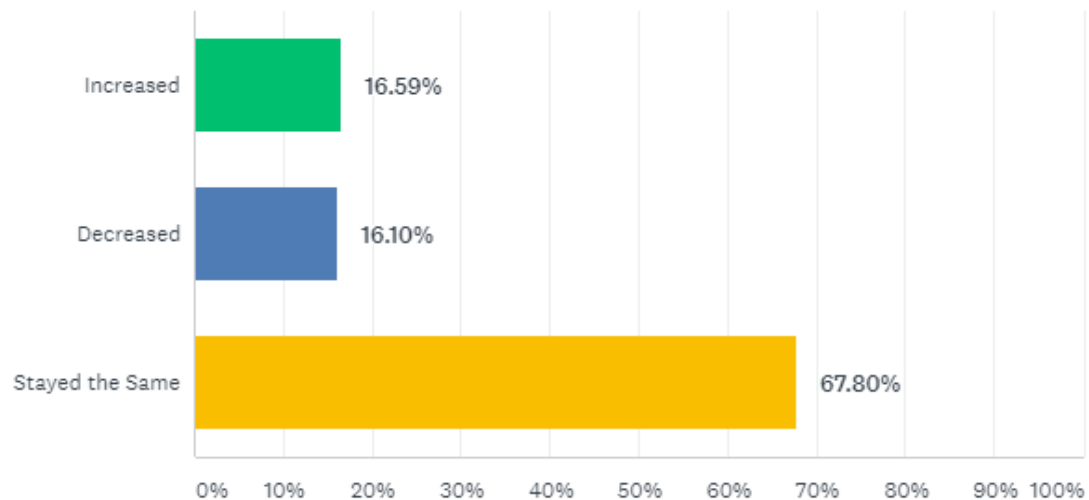


Q9 If Q8 was marked as "Unsatisfied" please list why

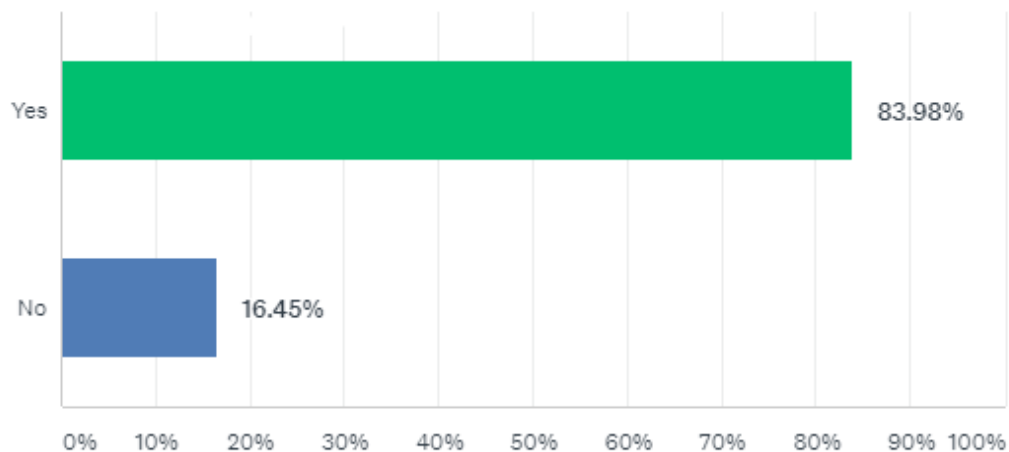


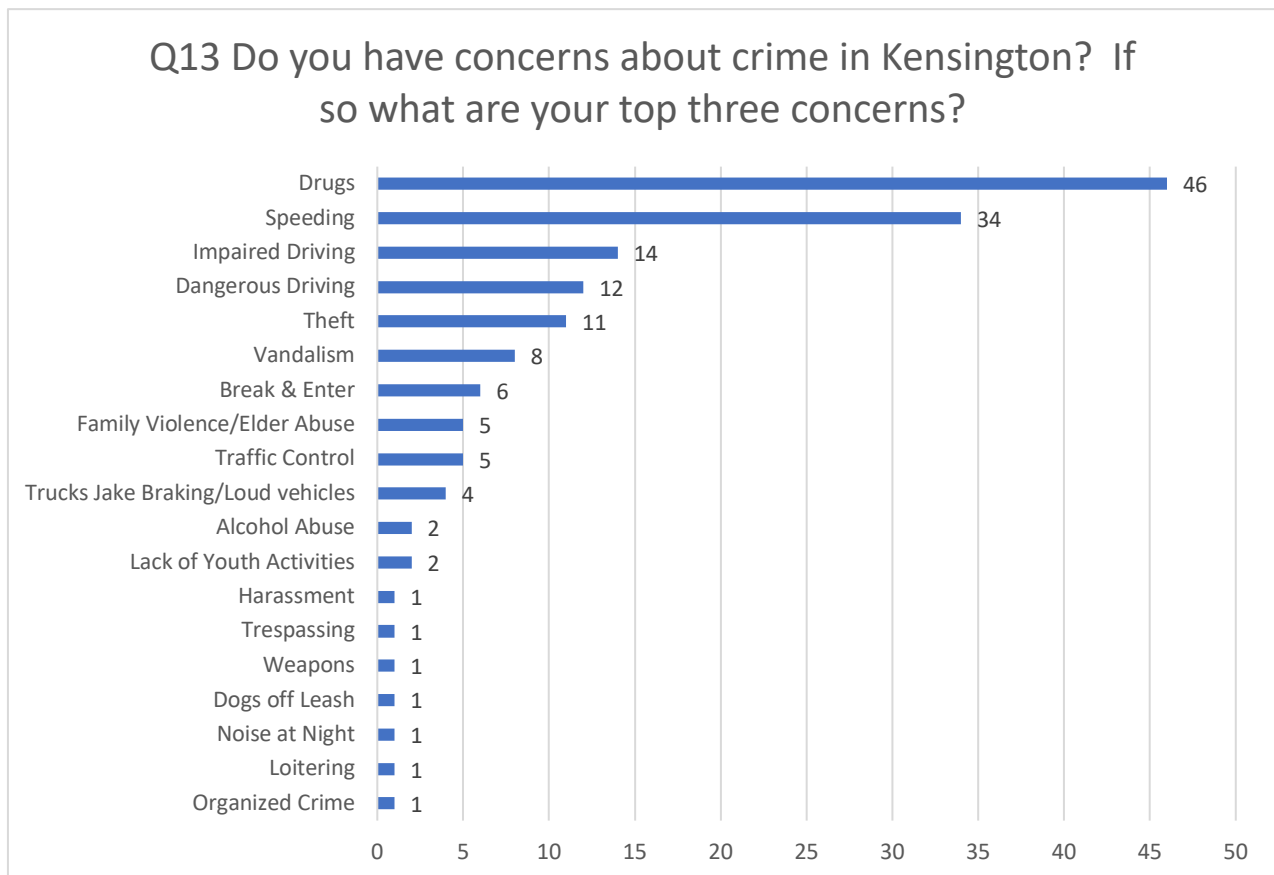
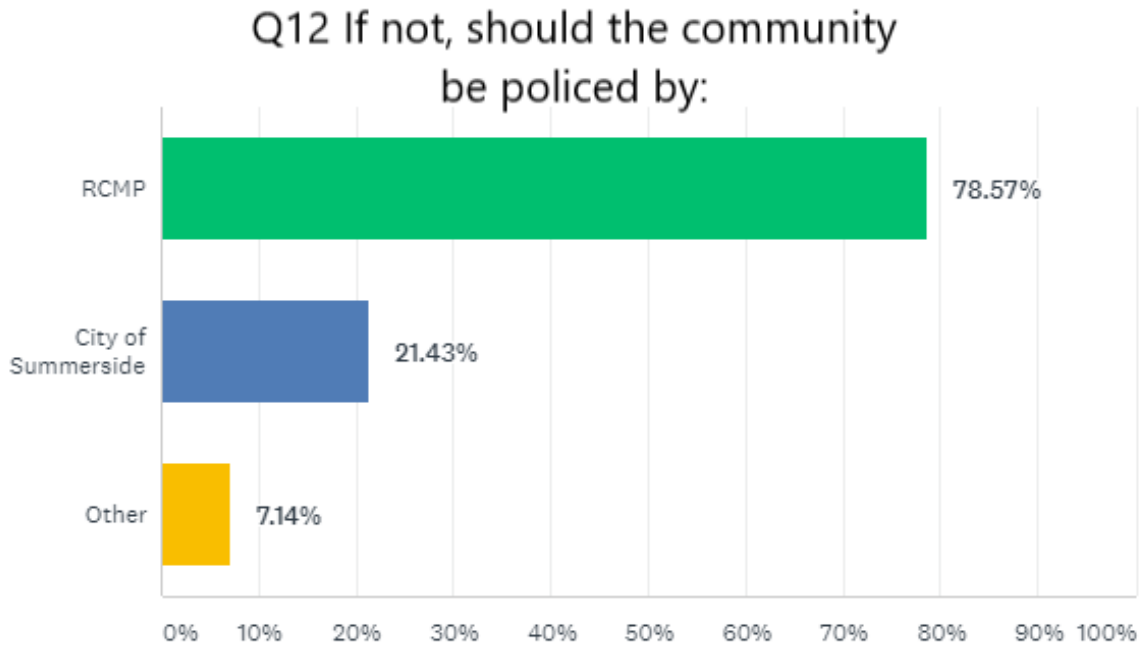
*Categories were created based on text responses received.

Q10 Do you think crime in Kensington has increased, decreased or generally remained the same over the past 36 months?



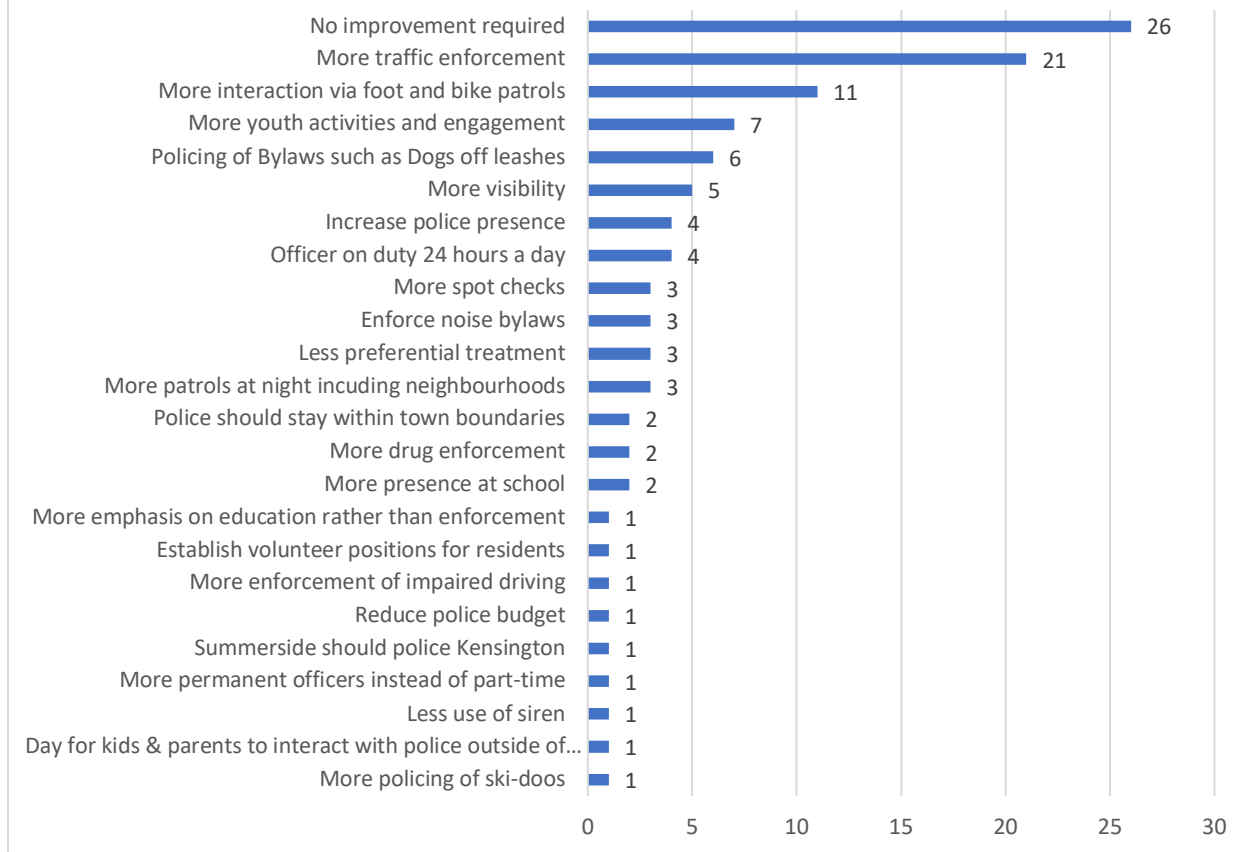
Q11 Do you think Kensington should continue to maintain its own police force?





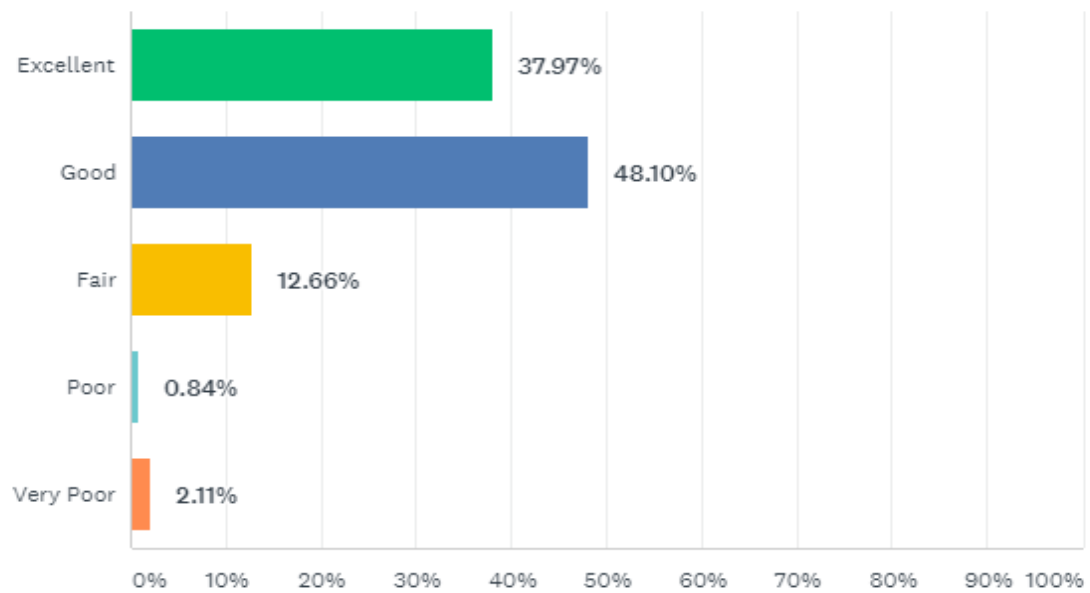
*Categories were created based on text responses received.

Q14 Are there aspects of policing service in Kensington that could be improved?



*Categories were created based on text responses received.

Q15 Overall, how would you rate the quality of
policing services currently provided in Kensington?



Annex C: Kensington Police Service Level Statement

Introduction

Effective policing is an important part of the Town of Kensington and contributes to its present and future success as articulated in the Town of Kensington Strategic Plan 2019-2024. While policing may contribute to many factors, it plays a key role in the following components of the plan:

- Policing contributes to the overall safety of the community thereby enhancing the quality of life that Kensington can offer. Perception is an important part of safety and Kensington strives to be recognized as safe and walkable.
- A community policing approach sees the police actively engaging residents thereby giving them a role and important voice in the quality of life in Kensington.
- A community that is, and is perceived to be, safe is essential to attract and retain young families thereby promoting healthy growth.
- Effective law enforcement assists in the maintenance of the principles of integrity, respect and professionalism.
- Overall, effective policing contributes to achieving and maintaining a strong community.

Mission Statement

The mission statement of the Kensington Police Department is to foster a peaceful environment in the Town of Kensington through communication, visibility, prevention and effective enforcement of laws.

Service Level Statement

Kensington will ensure that its community enjoys an effective and fiscally responsible policing standard that furthers the Vision, Mission, Guiding Principles and Strategic Priorities and Goals articulated in its Strategic Plan. Policing services will be delivered in a manner that respects equity, fairness and non-discrimination.

Policing in Kensington will respect the following standards as a minimum. These standards can be met directly by a Kensington Police Service or by a shared service agreement with another Prince Edward Island (PE) police service or the Royal Canadian Mounted Police (RCMP):

The citizens of Kensington will have access to emergency police services 24 hours a day. Access can include on-call status however police must be on duty a minimum of 16 hours a day.

Kensington will have access to a major case investigator and/or a duty officer for consultation or attendance at crime scenes 24 hours a day.

Any person identified as responsible for a major investigation shall meet Canadian qualifications to do so. These qualifications shall be approved by the Chief of Police.

Policing services in Kensington shall include at a minimum:

- Community-based crime prevention initiatives
- General patrol
- Directed patrol in areas and at time it is considered necessary and appropriate
- Criminal intelligence
- Communications and dispatch services
- Road safety
- Investigations
- An average response time of under 20 minutes during regular hours and 40 minutes during on-call hours

Kensington Police Service will provide or have access to the following specialized services 24 hours a day:

- Polygraph
- Police Dog
- Forensic Identification
- Scenes of crime officer
- Crowd control
- Collision reconstructionist or analyst
- Explosives disposal
- Emergency Response Team (ERT)
- Incident Commander
- Hostage negotiator
- Marine operations
- Underwater Recovery Team

Kensington will develop and maintain a written agreement, contract for service or Memorandum of Understanding (MOU) that will clearly describe any mutual aid or specialized service that they provide to or receive from another police service or the RCMP.