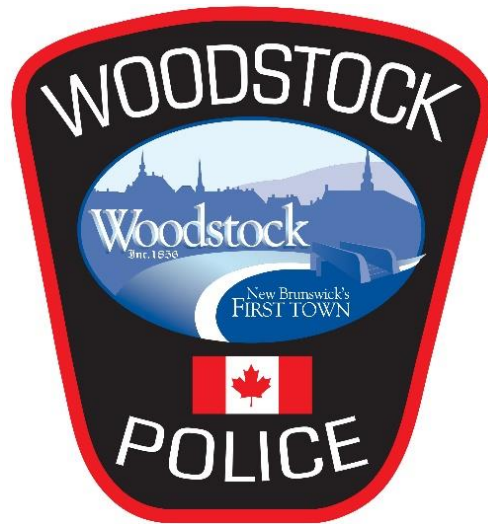




WOODSTOCK POLICE FORCE: 2020 Annual Report

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22 February 2021

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Executive Summary:

Like many New Brunswick communities in 2020, the Town of Woodstock faced its own challenges associated to the coronavirus pandemic. Regardless, with the support of our community and Council, the Woodstock Police Force remained resolved to uphold our public safety mandate in service to all of Woodstock's citizens and visitors.

Guided by our 2020 *Strategic Education and Enforcement Plan*, the Woodstock Police Force aligned closely with town officials, and stakeholders, to encourage an increasingly safer and healthier community during these challenging times. In spite of associated obstacles, the results demonstrated an 81% completion of 201 objectives in 8 categories including education, wellness, enforcement, and administration.

An important distinction was the introduction of our Community Resource Officer (CRO) as a part-time school liaison officer. Since implementation in early 2020, the CRO position delivered in excess of 90 presentations to students and faculty, intended to raise awareness related to Internet safety, cyber bullying, and risks associated to drugs.

Statistically, the Woodstock Police Force experienced an increased call volume in 2020 responding to 2,746 calls for service, compared to 2,677 calls in 2019. Although property crimes rose 10% in 2020 over 2019, crimes against persons dropped 25% in 2020 compared to 2019. We also observed a rise in drug crimes in 2020; however, this may reasonably be attributed to the police force's proactive drug enforcement strategy that saw intensification in the number of operational search warrants executed during the past year.

We wish to acknowledge Mayor, Council, the CAO, and town staff for all that has been done in support of the WPF during 2020. Their level of public safety support, and preoccupation with the well-being and safety of all citizens, cannot be overstated.

Chief Gary Forward – On Behalf of the Woodstock Police Force

Woodstock Police Force 2020 Strategic Plan:

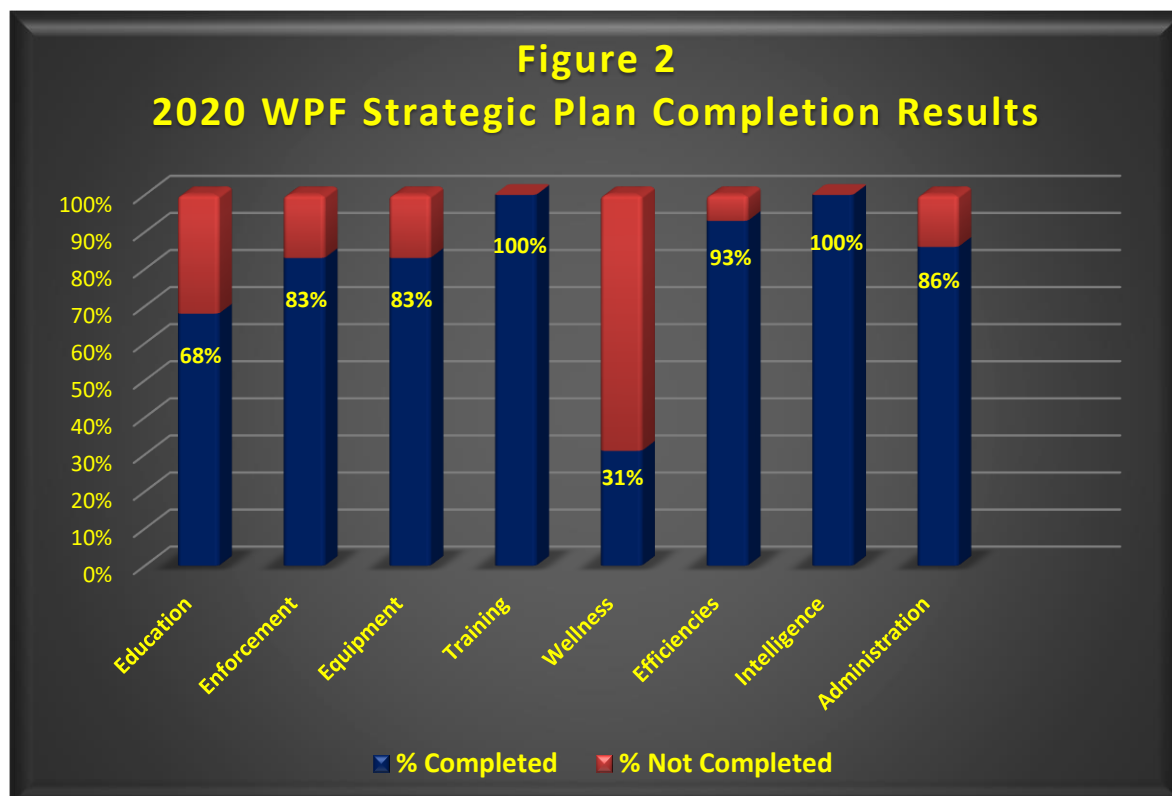
In early 2020, the Woodstock Police Force (WPF) introduced new methodology in support of our public safety mandate. Created and populated by officers and staff, the WPF 2020 *Strategic Education & Enforcement Plan* emerged as our principle guide in 8 key areas of community public safety and wellness as detailed in **Figure 1**.

Figure 1



So...How Did We Do?

A total of 201 public safety operational and administrative objectives were identified within 8 categories. Despite challenges experienced with the advent of Covid 19 in early 2020, the WPF realized an overall average of 81% completion. Percentage results, in each category, are depicted in **Figure 2**.¹



Adversely impacting the total average outcome were the 31% and 68% finishing points in the Wellness and Education categories of our *Plan*. These results may reasonably be linked to staff adherence of GNB's health and safety measures in 2020 that coincided with social distancing efforts aimed at restricting the spread of Covid 19.² Unfinished objectives/ideas shall be carried forward for inclusion in our 2021 *Plan*.

¹ The Woodstock Police Force's 2020 *Strategic Education and Enforcement Plan* was authored and implemented in late 2019 and early 2020. The 201 objectives represented the ideas and input of all WPF staff. The *Plan* itself was regularly updated and the results were shared with staff as well as the Town of Woodstock (Mayor/Council/CAO) on a quarterly basis. The *Plan* is an internal protected "A" document.

² Note: There were zero (0) reported WPF staff infections of Covid in 2020.

Strategic Plan Completion Highlights in 2020...

The following represents a small cross section of our objectives completed in 2020.³

- ✓ Community Resource Officer: Presentations to Multicultural Association (Welcome)
- ✓ Intimate Partner Violence: WPF Assigned File Coordinator
- ✓ Provincial Domestic Violence Review Committee: WPF Representative Assigned
- ✓ Community Resource Officer: Established as School Liaison Officer (MOU)
- ✓ Capital Business Case Submission – Safety & Security: Building Windows
- ✓ Crime Reduction Unit: Minimum of 6 Judicial Authorization Investigations
- ✓ Capital Business Case Submission – Health: Building Ventilation
- ✓ Community Resource Officer: Presentations to Elderly on Fraud Prevention
- ✓ Capital Business Case Submission – Records Management: Server Upgrade
- ✓ Body Worn Cameras – Police Accountability: Policy & Implementation
- ✓ McNeil Police Misconduct Policy: Court Reviewed Police Misconduct Disclosure
- ✓ Records Management System: Implementation of Versaterm 8 Upgrade
- ✓ Canadian Police Knowledge Network: Police Online Training Program
- ✓ Safe Driving Social Media and Radio Campaign: Impaired Driving & Slow Down
- ✓ CRO – School Presentations: Internet Safety, Drugs, Bullying
- ✓ Annual Staff Evaluation Reform: Redefine how we Grow & Develop our People
- ✓ Capital Business Case Submission – Client Services: Jail Cell Retrofit



³ The complete list of objectives may be made available to the Civic Authority, in accordance with the *New Brunswick Police Act*, but shall remain an internal document with Protected “A” classification.

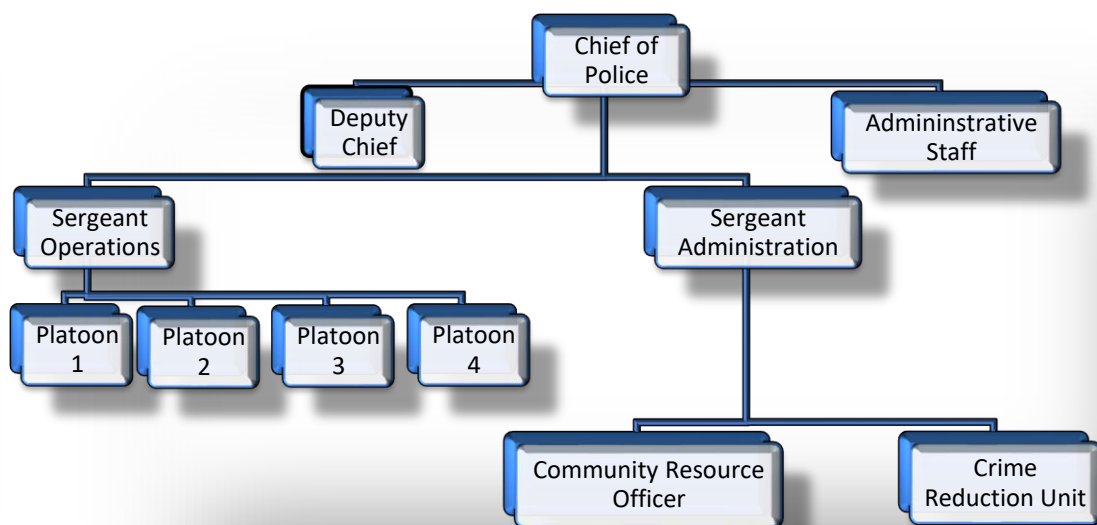
2020 WPF Organizational Chart & Deployment:

The Woodstock Police Force provides 24/7 general, emergency, and investigative response to the Town of Woodstock. Resource support for 2020 consisted of 16 full-time members (police officers and management), 2 part-time members, 4 administrative support personnel, and 6 auxiliary police officers as illustrated in **Chart 1** and **Figure 3**.

Breakdown and Scheduling (**Chart 1**):

Position	Number of Resources	Shift Scheduling
Chief of Police	1 position	M-F: 8-hour dayshift
Deputy Chief of Police	0 position (Vacant)	N/A
Sergeant of Administration	1 position	M-F: 8-hour dayshift
Sergeant of Operations	1 position	M-F: 8-hour dayshift
Crime Reduction Unit	1 position	Flexible day/night
Community Resource Officer	1 position	M-F: 8-hour dayshift
Platoons 1-2-3-4	11 full-time positions	4 on 4 off rotation (day/night)
Part Time (police)	2 part-time positions	Response support as required
Admin Staff (full time)	2 positions	M-F: 7-hour dayshift
Admin Staff (part-time)	2 positions	3 days per week: 8 hr days
Auxiliary Police	6 positions	Voluntary or as required

Figure 3 – Woodstock Police Force: 2020 Organizational Chart



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In line with our 2020 strategic vision and objectives, we carefully considered our resource compliment and questioned how best to prioritize our resources in support of our public safety mandate. We agreed that although policing is largely reactive, an increasingly proactive response was needed in the areas of youth at risk, domestic violence, property crimes, and recidivism. The feedback paved the way for the implementation of our **Community Resource Officer (CRO)**.

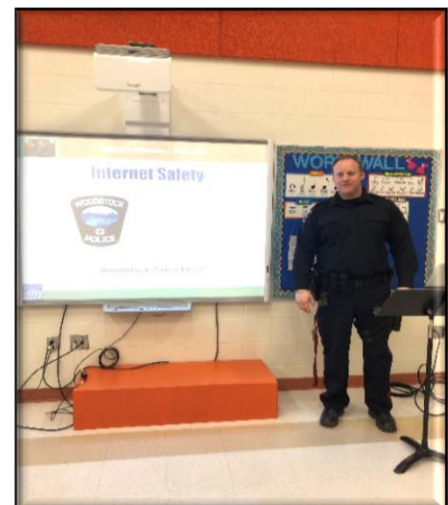


Although CRO's mandate was to be utilized as a conduit for all community issues, the post was also piloted as a part-time school resource liaison. In doing so and through early exposure and guidance, CRO found early success in 2020 by proactively communicating helpful information to students related to Internet safety, cyber Bullying, drug Use, and the fingerprint program. The effort culminated in excess of 90 school presentations to students at Woodstock High School, Meduxnekeag Consolidated, and Townsview Schools.



Strengthened by positive response from teachers, parents, and students, the Woodstock Police Force partnered with Anglophone District West to secure the WPF Community Resource Officer's ongoing presence as a part-time school liaison officer.

This proactive partnership, with an increased level of early education and information, may better prepare our youth with the ability to make good decisions when faced with tough choices.



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In addition, the CRO position partnered with charitable groups and key community stakeholders as the WPF representative on the Community Advisory Committee. This presence considered collective based solutions related to drug use, addiction, domestic violence, homelessness, wellness, and frauds that targeted the elderly.



Cst. Shaun Kimball and Mike Cupples following WPF presentation on Elderly Fraud to the Forever Young Club.

Cst. Shaun Kimball and daughter Leni at the 2019 Town Mud run!



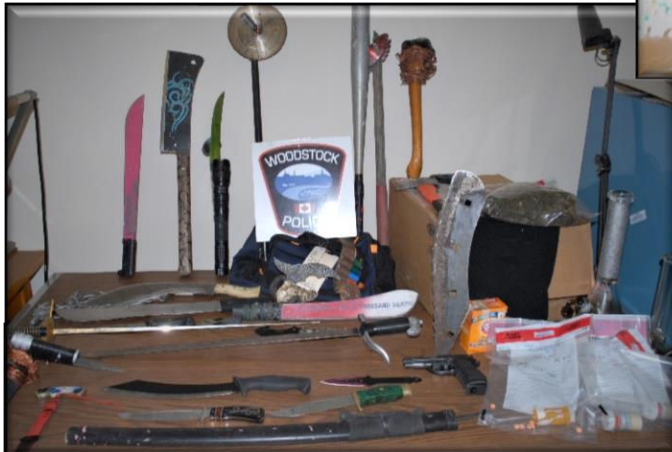
WPF with Western Valley Region Special Olympics.



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Equally proactive was the re-implementation of the **Crime Reduction Unit (CRU)** position to the WPF in 2020. CRU's mandate was to increase our awareness and response to serious crime in Woodstock and surrounding areas including violent crimes and drug trafficking.

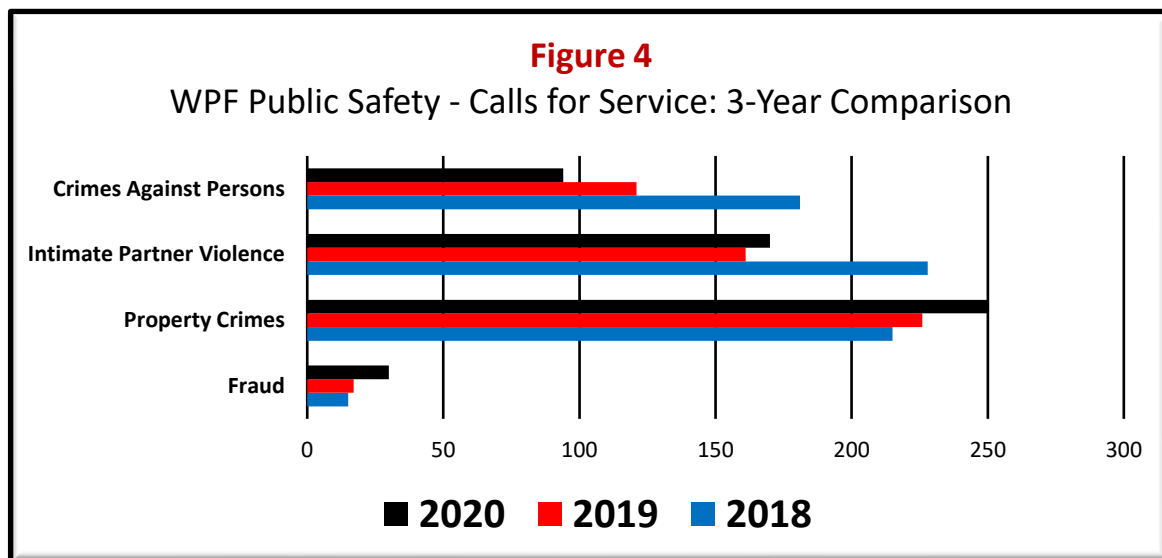
The result demonstrated a 300% increase in judicially authorized drug, contraband, and related investigations in 2020 when compared to 2019.



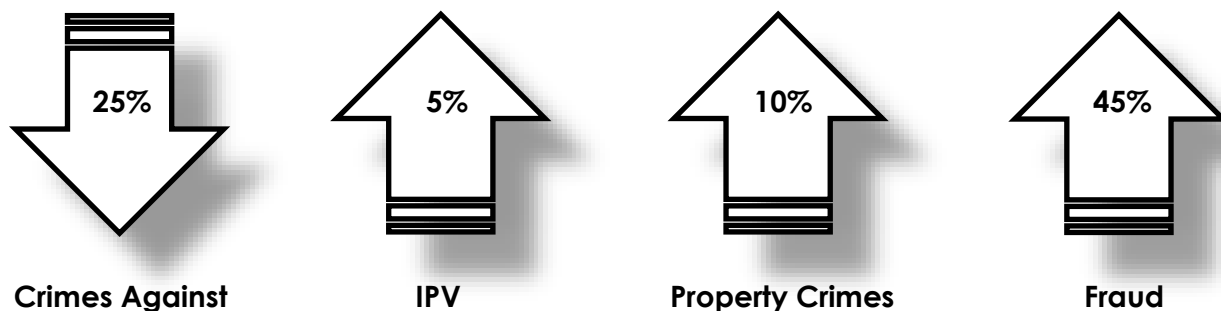
2020 WPF Statistical Data: 3-Year Comparison

Through our Records Management System (RMS), the Woodstock Police Force records and categorizes calls for service and sends the data to Stats Canada annually. The information provides quantitative and qualitative insight into what is taking place in Woodstock and how to proactively respond from a resource and intelligence-led perspective.

The below noted illustrates a 3-year comparison (2018/2019/2020) in key areas of public safety interest (**Figure 4**).



What did the data reveal for 2020? Although Crimes Against Persons dropped by 25% in 2020 when compared to 2019, every other category revealed an increase in occurrences for 2020 when compared to 2019.



WPF Mission Statement & Core Values:

The Woodstock Police Force is committed to proudly serving our community with integrity and equality toward all people.

We Shall Demonstrate our Commitment Through;

- ✓ Professionalism
- ✓ Compassion
- ✓ Honesty
- ✓ Respect
- ✓ Fairness

As part of our strategic planning efforts in 2020, it was necessary to ask the question... "What are we doing well, and what might we build upon or do better tomorrow?" This consideration equates to modest realization that we can always grow in our commitment to building and furthering public trust.

To be effective in this regard, the Woodstock Police Force acknowledged that Woodstock's citizens are not looking for excuses, nor perfection; that to truly forge public trust, a police force must demonstrate humility through an unwavering acceptance that there will always be room to grow and do better. Accordingly, we also questioned "What measures might we undertake, as evidence of our intent, to be increasingly **Accountable** and **Transparent** to those we serve?"

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The tragic death of Mr. George Floyd, at the hands of Minneapolis police officers on 25 May 2020, served as a boiling point in society frustrated with the role of policing and its impact in their respective communities. Shortly thereafter and closer to home, the police involved deaths of Chantal Moore (Edmundston - 4 June 2020) and Rodney Levi (Sunny Corner - 12 June 2020) exacerbated growing public sentiment to dismantle or “defund the police.”⁴

The Woodstock Police Force was not immune to this public trust divide and understood that establishing public trust, through demonstrated transparency and accountability, needed to be an ongoing effort and not taken for granted. We concluded and accepted that our actions must be questioned at all times and that we must be held answerable should we fail in this regard. The question seemed simple enough... “How do we go about being increasingly accountable and transparent?” After some deliberation, WPF officers and staff agreed to focus in three (3) areas;

1. **Policy Review/Development and Directives** (Internal Routine & Standing Orders)
2. **Training** (How might we grow to better serve our community?)
3. **Equipment** (Is there equipment that can act as an objective and unbiased source to events?)



⁴ This statement is made to reasonably suggest that these events, to one degree or another, impacted public trust related to policing in general. It may be helpful to point out that, at the time of this report, the Rodney Levi matter investigation had concluded. Information on the outcome may be found at - <https://www.cbc.ca/news/canada/new-brunswick/rodney-levi-rcmp-shooting-investigation-1.5854626> (accessed by G. Forward on 4 February 2021). The matter involving Chantal Moore remains under investigation.

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1. Policy Review and Internal Directives:

In the Administration category of our *2020 Strategic Plan*, we identified several policy objectives that might reasonably bolster police accountability and transparency. One example was the WPF “McNeil - Officer Misconduct” policy that was authored and implemented to ensure that any charge file would include and openly communicate misconduct history, for any and all officers, associated to the file. Moving forward, misconduct information was to be included in Crown submissions for disclosure consideration purposes.⁵

We also considered a robust approach toward building adherence related to organizational expectations, professionalism, and client services. A resurrection of internal Routine Orders (day-to-day operations) and Standing Orders (directives and policy) was undertaken as mechanisms to communicating best practices and organizational changes to all staff (**Figures 5A and 5B**).

Figure 5A
WPF Routine Orders

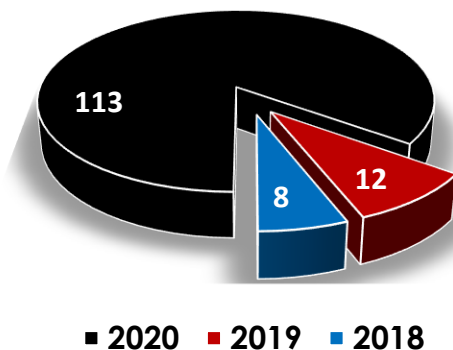
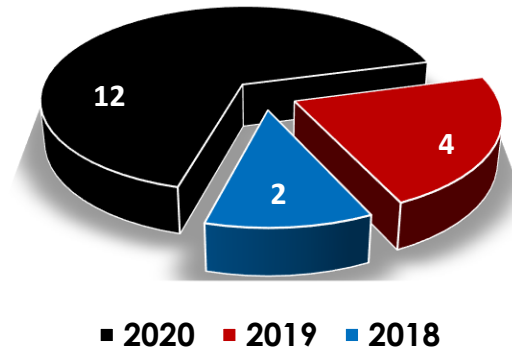


Figure 5B
WPF Standing Orders



⁵ This policy results from a 2009 case law matter referred to as R vs. McNeil. Additional information about the case law and its impact on police may be found at <http://www.thecourt.ca/mcneil-the-duty-to-disclose-police-misconduct-records/> (accessed on-line by G. Forward on 4 February 2020). It may be helpful to note that although the case law came out in 2009, the WPF had no “officer misconduct disclosure” policy direction prior to 2020. In addition, there were zero (0) Police Act complaints against WPF officers in 2020.

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2. Training:

Although we achieved a 100% completion of objectives in the “Training” category of our *2020 Strategic Plan*, Cultural Competency had not been included for the simple reason that we did not seek it out initially. This was most likely because we failed to realize its relevance to our public safety mandate. The deaths of George Floyd, Rodney Levi, and Chantal Moore necessitated an increased understanding as to how and why we respond to various calls for service in a community that is now represented by more than 70 vibrant cultures...and counting.⁶



In late 2020, the Woodstock Police Force partnered with the Multicultural Association of Carleton County (MACC) to discuss Cultural Competency training for police officers and staff. In essence, “The training allows participants to gain a better understanding of how culture impacts the way people think and act.”⁷ Due to Covid restrictions, the training could not be completed in 2020, but now scheduled for March 2021 and serves as the first step of what we hope will be a steady stream of cultural competency training opportunities.

3. Equipment (Body Worn Camera Technology):

In recent years, video recordings have played an increasingly vital role in court cases and, indirectly, the building of public trust. Without it, the courts and complaint process have relied largely on the subjectivity of those involved. Anecdotally and as it relates to police, the approach that “it happened this way because we say it happened this way,” stands precariously on a foundation of ever thinning ice. Is there a way to objectively capture what happened, and in doing so, change the dynamic of public trust?

In mid-2020, the Woodstock Police Force researched Body Worn Cameras (BWC) and discovered new technology to be financially prohibitive. Undeterred, an opportunity to purchase “used” technology, from a partner agency, emerged at a cost of \$500 for

⁶ Telegraph Journal – Bugle Observer article titled “Police taking ‘Cultural Competency’ training” on or about the week of 25 January 2021 by Rebecca Howland.

⁷ Ibid – Comment from MACC Client Services, Michael Brown.

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seven (7) functioning cameras and associated hardware. Implementation of the BWC's occurred in the fall of 2020, which was supported by departmental policy making BWC deployment mandatory for all officers to use during their respective shifts and public interaction. The goal was sincere...introduce an objective and unbiased measure (audio and video) that vastly improves the ability to independently capture "what occurred."

At the time of this annual report, in excess of 570 videos were recorded, uploaded, and maintained for evidentiary, informational, public complaint, and/or daily routine purposes. Our policy states that no video shall be erased, for any reason, with a retention period of 18 months. The introduction and mandatory use of BWC's, at minimum, hopes to demonstrate the Woodstock Police Force's commitment to growing public trust and to be held accountable should we fail in that regard.



The aforementioned policy mandates that any videos, unless the information is related to an ongoing investigation, before the courts, or is reasonably connected to intelligence, shall be subject to the NB's *Right to Information and Private of Privacy Act* (RTIPPA). Our BWC policy was recently uploaded to our website for public viewing.⁸

The BWC implementation in no way suggests the end of our efforts in this regard. We must and shall remain committed to implementing ideas that grow public trust through measures that support our pledge to be increasingly transparent and accountable. Trust is earned, and we remain resolute in our belief that we can always do better.

⁸ <https://town.woodstock.nb.ca/m/woodstock-police-force/news> as accessed on-line by G. Forward 8 February 2021.

Chief's Message and Conclusion...

The Woodstock Police Force would like to thank its many partners in 2020 for their valued assistance, support, and guidance. The New Brunswick Association of Chiefs of Police deserve our deepest gratitude for the endless and helpful counsel provided by all of NB's municipal police agencies, the RCMP, CBSA, and GNB. We would also like to thank the numerous health officials, stakeholders, and charitable groups whose caring and service to community has been a shining example to us all.

Looking ahead to 2021 and beyond, the Woodstock Police Force will research advancements in technology, client services, and officer safety training...as well as the growing inter-operative opportunities between neighboring agencies. Our hope is to build an increasingly and highly effective presence, through collaborative partnerships, that celebrate the diversity of our community in support of our public safety mandate.

Finally, this report would be remiss if it did not duly recognize the staff and officers of the Woodstock Police Force. The level of demonstrated dedication, selflessness, and unwavering commitment in 2020 was nothing short of admirable. This report is dedicated to each of you in appreciation of all you do each day to ensure the Town of Woodstock remains a safe play for all to live, work, and play.

Respectfully Submitted,



G. Forward

Gary J. Forward, BIS, MA.

Chief of Police – Woodstock Police Force