



Cape Breton Regional Municipality

Board of Police Commissioners Agenda

Thursday, March 19, 2026

2:30 p.m.

Council Chambers
Second Floor, City Hall
320 Esplanade, Sydney, Nova Scotia

Board of Police Commissioners:

Deputy Mayor Glenn Paruch, Chair

Councillor Kim Sheppard-Campbell, Vice-Chair

Councillor Steven MacNeil

Tom Vickers, Citizen Appointee

Ken Tracey, Citizen Appointee

Matthew Conner, Citizen Appointee

Noelle Gouthro, Provincial Appointee

Call to Order

Land Acknowledgment

Roll Call

1. **Approval of Agenda:** (Motion required)
2. **Commission Priorities:** Glenn Paruch, Chair/Councillor (See page 3)
3. **Cape Breton Regional Police Services – Proposed Budget 2026-2027:** Stephen MacKinnon, Interim Chief of Police (See page 7)

Adjournment



INFORMATION BRIEF

To: CBRM Police Commission
Submitted by: Glenn Paruch, Chair
Date: March 19, 2026
Subject: Commission Priorities

Recommended:

That the Commission receive this report for information, noting that the strategic priorities discussed at the working session were considered within the Service's four-pillar strategic framework, and that any future budget matters related to these priorities may be reviewed by the Commission through this framework.

Commission Working Session: Strategic Priorities

At the recent working session with Commissioners, the Police Commission reviewed existing strategic priorities which have been organized under the four pillars of the Service's strategic plan: Service Delivery, People, Financial Sustainability, and Partnerships.

The discussion reinforced that many identified needs, particularly those related to modern service delivery, workforce capacity and readiness, data-driven performance management, and collaborative response models, are already embedded within the approved strategic framework. As such, any related financial pressure should be understood as enabling the achievement of established objectives, not as standalone or ad hoc requests.

The Commission also recognized the value of the balanced scorecard/pillar approach used in the Service's strategic plan as the appropriate lens through which to assess these pressures. This approach integrates community outcomes, internal processes, people, and financial stewardship, providing a clear line of sight between strategic priorities, performance indicators, and resource requirements.

The working session considered many community-identified pressures and their potential implications for future planning.

Purpose

The purpose of this report is to summarize the outcomes of the recent working session of Commission, and to outline how identified needs align with the Service's four pillars approach, including potential budget implications.

The Commission's working session focused on identifying priorities as experienced in the community. The discussion was intended to support Commission oversight by clarifying how community pressures may exist within current and future strategies with consideration to how those concerns may translate into future financial considerations.

CBRPS Strategic Pillars



Strategic Alignment by Pillar

In areas that delve into operations, these items are noted as examples of community-based concerns and priorities, and it is recognized that the role of the Commission is governance, not day-to-day operations. It is also recognized that some related work may already be underway.

1. Service Delivery – Delivering Service to the Community

The session confirmed that efforts to modernize service delivery, address evolving crime types, improve response times, and deploy intelligence-led and evidence-based policing are central to the Service's mandate. These priorities rely on investments in technology, analytical capacity, and performance measurement, all of which carry budget implications that support service effectiveness and accountability. Specifically:

- **Modernize service delivery to match evolving crime** (street-level offences, property crime, cybercrime).
- **Implement intelligence-led strategies** to reduce overall harm from crime.
- **Prioritize traffic enforcement** to address community concerns (e.g., speeding).
- **Use crime analysis to target property-crime patterns and trends.**

- **Enhance crime prevention through public education.**
- **Improve response times** and address coverage gaps (incl. remote areas).
- **Deploy modern policing tools** (better RMS, analytical technology).
- **Optimize operational performance** e.g. efficiency, effectiveness, and alignment to community-specific concerns.
- **Implement evidence-based strategies** and adapt to evolving threats.
- **Display key performance indicators** (crime rate, response times).
- **Focus resources based on data (hot spots)** for crime/drug-related offences.
- **Support investment in data analytics & intelligence tools** to strengthen transparency and performance.
- **Performance indicators to track service outcomes:** Trust (citizen satisfaction), Safety (crime rates & perceptions), Equity (recruitment diversity & complaint outcomes), Response (priority-call times).

2. People – Valued Human Resources

Discussion emphasized that sustaining a capable, ethical, and diverse workforce requires ongoing investment in recruitment, training, wellness, and organizational culture. Enhancements in crisis intervention, de-escalation, and community engagement capacity are foundational to both service quality and public trust. Feedback included:

- **Build community trust & visibility** via sustained, two-way dialogue (quarterly divisional meetings; “Coffee with a Cop”).
- **Engage with youth** through mentorship for at-risk youth to build ties and expose them to the profession.
- **Training & readiness:** crisis intervention and de-escalation training; ensure responders are fit for duty and act promptly and diligently
- **Strengthen internal culture** of accountability and ethical conduct; comply with provincial standards.
- **Promote diversity in recruitment and promotion** (ensure strategies reflect municipal diversity; track equity indicators).
- **Commitment to listening and respectful engagement** as part of the service promise to the community.

3. Financial Sustainability – Pursuing Financial Stability

The Commission noted the importance of managing resources through performance indicators and data-informed decision-making. Strategic investments in staffing and technology were

framed as supporting long-term efficiency, transparency, and sustainability rather than short-term cost increases.

- **Invest in modern tools & systems** (RMS upgrades, analytical tech, body-worn cameras; tech to enhance transparency).
- **Address staffing shortages** (especially in remote areas) to maintain service levels.
- **Display and manage to KPIs** to inform resource allocation (crime, response times).
- **Improve service response that meets needs** to optimize deployment and efficiency (implicitly ties to cost-effectiveness).

4. Partnerships – Ensuring Effective Partnerships

The session reinforced the value of partnerships with community organizations, municipal services, and health and social agencies, including multi-disciplinary crisis response models. While these partnerships can reduce long-term demand on policing services, they require coordination, governance, and, in some cases, shared or complementary funding.

- **Name and leverage key partners:** community organizations, municipal enforcement services, victim services, mental-health & health-care agencies.
- **Collaborate with community members, municipal officials, and partners** to set and achieve priorities.
- **Sustain regular resident engagement** (quarterly meetings, “Coffee with a Cop,” community surveys) to build trust and gather feedback.
- **Strengthen police–community relations** (town halls; commission presence at events; visible dialogue across diverse areas).
- **Expand multi-disciplinary mobile crisis teams** pairing police with mental-health professionals; collaborate with health agencies to reduce mental-health-related call burden.
- **Enhance transparency & accountability mechanisms** (publish complaint outcomes; communicate commission decisions).

This session strengthened the Commission’s shared understanding of joint and regional concerns and the impact on community. **This feedback was provided to the CBRPS to inform future planning and budget considerations.**

A copy of this report can be obtained online at www.cbrm.ns.ca or by contacting the Office of the Municipal Clerk at 902-563-5010.

Report Prepared by: Deputy Mayor Glenn Paruch, Commission Chair

Cape Breton Regional Police Service 2026/27 Draft

	Projected Operating Results 2025-26	Approved Budget 2025-26	Requested Budget 2026-27	Budget Increase (Decrease)
Police Services				
6000 WAGES/SALARIES	\$ 27,326,440	\$ 27,740,882	\$ 28,521,084	\$ 780,202
6010 BENEFITS	5,914,011	6,743,192	7,214,414	471,222
6011 WAGE RECOVERY	(4,236,077)	(4,236,077)	(4,348,092)	(112,015)
6180 OTHER COST RECOVERY	(416,189)	(416,189)	(424,890)	(8,701)
GL 6000, 6010 , & 6011 WAGES & BENEFITS NET OF COST RECOVERY	\$ 28,588,185	\$ 29,831,808	\$ 30,962,516	\$ 1,130,708
6020 TRAINING/EDUCATION	185,173	180,000	260,000	80,000
6030 TRAVEL/CONFERENCES	50,919	60,000	60,000	-
6040 PROF MEM/DUES & FEES	3,483	5,000	5,000	-
6050 OFFICE SUPPLIES	32,817	45,000	45,000	-
6060 OFFICE EQUIPMENT	42,480	70,000	70,000	-
6070 PHOTOCOPY SUPPLIES	-	10,000	-	(10,000)
6080 ADVERTISING	721	5,000	2,500	(2,500)
6090 POSTAGE & 6100 COURIER	-	13,000	-	(13,000)
6100 COURIER	16,024	-	13,000	13,000
6110 TELEPHONE/FAX	187,501	200,000	200,000	-
6120 PUBL./SUBSCRIPTIONS	4,706	6,000	6,000	-
6130 COMPUTER HARDWARE	260,415	250,000	440,000	190,000
6140 COMPUTER SOFTWARE	546,135	500,000	500,000	-
6150 MEETING EXPENSES	10,015	10,000	10,000	-
6170 PROMOTION	10,000	10,000	12,500	2,500
7000 HEAT	32,000	32,000	32,000	-
7010 ELECTRICAL	113,371	112,500	112,500	-
7020 WATER	8,525	8,525	8,525	-
7030 BLDG/FACILITY MAINT	111,970	93,000	93,000	-
7040 BLDG/FACILITY REPAIR	5,875	15,000	15,000	-
7060 BLDG/FACILITY RENOV	34,033	15,000	15,000	-
7070 BLDG/FACILITY RENTAL	55,131	53,000	53,000	-
7110 SECURITY	1,469	2,000	2,000	-
7500 VEH/EQUIP MAINT	30,000	30,000	30,000	-
7505 GASOLINE & DIESEL	500,000	500,000	500,000	-
7510 VEH/EQUIP REPAIRS	465,256	325,000	350,000	25,000
7530 VEH/EQUIP REPLACEMENT	605,110	580,000	710,000	130,000
7540 VEH/EQUIP RENTAL	-	2,000	2,000	-
7550 VEH/EQUIP TOWING	978	4,000	2,000	(2,000)
8000 OPERATIONAL EQUIP	152,144	150,000	150,000	-
8010 OPERATIONAL MAT/SUPP	171,301	150,000	150,000	-
8020 MAINTENANCE EQUIP	4,323	6,070	6,070	-
8040 COMMUNICATION EQUIP LINES	-	-	-	-
8090 UNIFORMS/CLOTHING	229,682	175,000	200,000	25,000
8100 PROFESSIONAL SERVICE	258,200	150,000	200,000	50,000
8110 CONTRACTS/AGREEMENTS	66,369	20,000	20,000	-
8120 LEASES	157,800	157,800	157,800	-
8125 MAJOR INVESTIGATIONS	665,204	180,000	180,000	-
8150 GRANTS/SUBS TO ORG	25,000	25,000	25,000	-
8165 STORM RECOVERY COST	-	-	-	-
Total Expenditures	\$ 33,632,315	\$ 33,981,703	\$ 35,600,411	\$ 1,618,708
				4.8%
Departmental		Finance		

	Projected Operating Results 2025-26	Approved Budget 2025-26	Requested Budget 2026-27	Budget Increase (Decrease)
Police Services Revenue				
4751 RECORDS INQUIRIES	\$ 79,927	\$ 200,000	\$ 200,000	\$ -
5151 FINES	351,042	300,000	\$ 300,000	-
5440 PROV-911 CALLS		-	\$ -	-
Total Revenues	\$ 430,970	\$ 500,000	\$ 500,000	\$ -

