



## **Board of Police Commissioners**

### **Agenda**

**Tuesday, September 10, 2019**

**10:00 a.m.**

**2<sup>nd</sup> Floor Council Chambers**

**City Hall  
320 Esplanade  
Sydney, N S.**

#### **Commission Members:**

**Commissioner Jim MacLeod, Chair**

**Commissioner Steve Gillespie**

**Commissioner George MacDonald**

**Citizen Appointee - Commissioner Lloyd Bailey**

**Citizen Appointee – Commissioner Dale Deering-Bert, Vice-Chair**

**Citizen Appointee – Commissioner Helen Luedee**

**Provincial Appointee – Commissioner Joseph Gillis**

*Cape Breton Regional Municipality*

**Board of Police Commissioners**

**Agenda**

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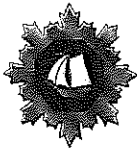
**10:00 a.m.**

**2<sup>nd</sup> Floor Council Chambers, City Hall**

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1. **Administration of the Oath of Office for Citizen Appointee Helen Luedee**
  
2. **Roll Call**
  
3. **Approval of Minutes:** (previously distributed)
  - **June 19, 2019**
  
4. **Approval of Agenda** (motion required)
  
5. **Viability Study – Operational Recommendation 2 – Policing Review:** Jennifer Campbell, Chief Financial Officer (See page 3 )
  
6. **2018 Crime Statistics Summary:** Deputy Chief Robert Walsh (See page 12 )
  
7. **CBRPS Divisional Reports:** Staff Sergeant Bill Turner and Staff Sergeant Joe Farrell (See page 14 )

**Adjournment**



# CBRM

*A Community of Communities*

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Cape Breton Regional Municipality

## Memo

**Date:** September 5, 2019

**To:** Board of Police Commissioners

**From:** Jennifer Campbell, CPA, CA Chief Financial Officer

**Re:** Viability Study Recommendations – Policing Review

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CBRM recently engaged Grant Thornton LLP to conduct a viability study which provided a high level assessment of CBRM's operations, tax structure, and infrastructure deficit and form an opinion on CBRM's viability. As part of the study, the firm was to explore how CBRM compares to other jurisdictions with similar characteristics such as population and urban/rural density. Furthermore, the firm was to present their findings as well as propose recommendations on how to improve viability going forward.

The Viability Study Recommendations Report<sup>1</sup>, which was approved by Council on August 13, 2019, is available on CBRM's website, however excerpts pertaining to this specific recommendation are attached to this memo for your convenience.

The final report produced a number of operational, policy and strategic recommendations to improve viability. *Operational Recommendation 2* pertains to policing services and suggests assessing potential options for improving efficiencies of the CBRPS including conducting a formal review of current and projected policing costs.

According to the report and discussions with the firm, this recommendation is based on a number of factors. While CBRM boasts a relatively low crime rate and infrequent occurrence of severe crime, CBRM also has a higher ratio of police to population when compared to the national average and benchmarking participants. As a service that is largely driven by the number of residents, with costs driven primarily by wages, a continued decline in population, compounded by an increasing aging population will not strengthen the case for current expenditure/staffing levels going forward and should therefore be further explored.

The observations made by the firm that form the basis of this recommendation were based on a high level review of publically available information obtained and responses provided by study participants. Such information is subject to interpretation and assumptions and it is important to ensure that when comparing the CBRPS to other jurisdictions that relevant, accurate, and comparable data is applied.

For instance, CBRPS is unique in that it has a full service police force and includes a number of partnerships with other agencies that could be viewed as incremental to standard policing yet included in our staff complement and operating budget. CBRM also has 2 first nation communities that are policed under 2 different policing models. Some jurisdictions have partial or full service agreements with the RCMP. It is not obvious if such partnerships exist in other jurisdictions. How these unique partnerships are captured in reported data would certainly influence the statistics, service delivery costs and staff complement of benchmarking participants. Additionally, each jurisdiction's legislation or specific reporting requirements could vary.

While the data included in the viability report appears to indicate that statistically the CBRM has a higher than average staff complement serving our population, it also recognizes the limitations of the data collected, and that further work is required to ensure that any future decisions are based on truly comparable information and that community needs continue to be met.

In response to the recommendation, it is expected in the coming months that, in collaboration with CBRPS management and CBRM senior staff, CBRM will engage a consultant to further identify and evaluate potential options for efficiencies within the police service.

Respectfully submitted,

Jennifer Campbell, CPA, CA  
Chief Financial Officer

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<sup>1</sup> Viability Study Recommendations Report, Grant Thornton LLP

Mitigation Strategy	Ensure that the proposed reorganization plan will not negatively impact delivering fire and rescue services within the region, with evidence based data supporting any proposed changes.
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## Recommendation 2: Assess Potential Options for Improving Efficiencies of the Cape Breton Regional Police Services (CBRPS)

Assessing the effectiveness of the CBRPS (the relatively low crime rate, and the above average satisfaction with the CBRPS<sup>39</sup>), illustrate a department that is delivering valued services to the community in an effective manner. However, when assessing the efficiency of delivery, the comparatively high-number of officers, and the fact that the CBRPS has one of the larger department budgets, the CBRPS exhibit qualities that could potentially support consolidation.

**Current State:** The value that the CBRPS provides to the community is something that is not necessarily captured in statistics alone. Even when comparing one municipality to the next, the role that police services play in contributing to the overall health of a community is difficult to capture. Assessing the effectiveness of the CBRPS based on standard measures, the relatively low crime rate and infrequent occurrence of severe crimes both reflect the CBRPS effectiveness in contributing to friendly and safe communities.

However, the benchmarking exercise revealed a higher number of police to residents when compared to other cities, resulting in a department that has the second highest budget in the CBRM, primarily driven by wages. As a service that is largely dependent on the number of residents, a continued decline in population will not strengthen the case for the continued expenditure levels of the CBRPS moving forward, yet a continued increase in tourism will require resources that aren't captured in the current measure. Additionally, the higher proportion of the population in senior age categories are traditionally not associated with demographics that contribute to criminal activity.

### Evidence: Thunder Bay, Ontario

Thunder Bay was selected as an initial candidate for the benchmarking exercise, and although they ultimately didn't participate in the survey, a review of the City's background documentation and public information provided some insight into the region's current state of protective services and related social issues. Similar to the CBRM, the general population trend in the area has been a slow but steady decline, with the crime severity index consistently cited as a significant contributing factor.

Thunder Bay has consistently ranked as a city with one of the highest violent crime rates in Canada, leading the country in per capita murder rates in 2017. Thunder Bay's reputation as an unsafe city continues to deter residents and investment to the region. In the continued efforts to effectively manage the severity and frequency of violent crime, the Thunder Bay Police Service ended 2018 \$1.2M over their \$42M budget<sup>40</sup>. As policing costs increase and the population continues to stagnate, the per capita cost of policing is increasing annually, while the impact on violent offences has been marginal at best. The strained relationship between police and the local indigenous population has intensified in recent years, resulting in a number of articles questioning the continued viability of the situation<sup>41</sup>. As evidence for both the risks that can increase when violent crime takes root within a city, and the potential ineffectiveness of allocating increasing amounts of municipal tax dollars to policing efforts aimed at resolving deeper social issues, should serve as guidance for the CBRM.

### Suggestions for implementation:

1. *Work with the CBRPS leadership group to discuss initial options:* The financial realities of the current situation need to be understood by all parties. An assessment of what level of services is most appropriate to

<sup>39</sup> As per the CBRM Budget 2017-18 Public Survey.

<sup>40</sup> Nagy, John, "Police Service Ran Nearly \$1.3M in Red", The Chronicle Journal, March 2019.

<sup>41</sup> Edwards, Kyle, "Something must be done about the Thunder Bay police", Maclean's, Dec 2018.

the CBRM, both currently and in the future, should guide planning discussions. Working collaboratively with the CBRPS leadership group will support the development of feasible strategies to improve sustainability, however, an independent review might facilitate the process of change.

2. *Conduct a formal review of current and projected policing costs:* The development of potential strategies that will improve future expenditures of the CBRPS and a full assessment of the value the CBRPS is providing to the community will support any future decisions. The continued evidence of operational cost reduction strategies already being employed will limit potential options, as close to 93% of budgetary costs are directly related to wages.
3. *Identify and rank potential cost savings opportunities:* As noted throughout the report, the comparatively low crime rate in the CBRM is one of the strongest competitive advantages in the region. Any potential cost reduction strategies that negatively influence the crime rate are strongly advised against, however, as over 90% of the CBRPS is related to wages, it will be difficult to achieve further efficiencies without consolidating the number of active officers.

**Ease of Implementation and Impact:**

Ease of Implementation	Potential Magnitude of Impact
<p><b>High:</b> An initial review of the CBRPS can be initiated with little to no costs incurred by the CBRM. Alignment between all stakeholders regarding the risks posed to current expenditures from a continued population decline is essential as the level of policing is commonly attributed to the number of people living in a city.</p>	<p><b>Livability – Moderate:</b> The current state of crime and general feeling of safety in the communities are one of the CBRM’s strongest attributes. Other cities that have experienced significant economic decline and outmigration are often characterized by higher rates of severe crime, an aspect the CBRM is extremely beneficial to have avoided. The benefits afforded to the municipality from a reduction in CBRPS expenditures will allow for increased spending in other areas or a decrease in taxation, however, if decreases in CBRPS expenditures result in increases to levels of crime in the region, corrective action should be implemented.</p> <p><b>Business &amp; Policy Environment – Moderate:</b> Areas that are recognized for high levels of crime per capita are consistently destinations that attract lower levels of investment and entrepreneurship. Again, assessing the cost saving benefits against the potential risks to increasing rates of criminal activity should be undertaken to ensure the benefits to the community</p> <p><b>Human Capital – Moderate:</b> Any changes to the CBRPS that result in increases in crime will negatively influence the attraction and retention of new businesses and residents.</p> <p><b>Economic Strength – Moderate:</b> A reduction in policing costs would allow for the CBRM to allocate a greater amount of resources to capital projects and other areas that support economic growth, however, the total value recovered could be outweighed by the potential risks.</p>

**Potential Risks and Mitigation Strategy:**

1) Potential for an increase in crime resulting from a decrease in expenditures	
Anticipated Problem	Any future amendments to curtail police expenditures might involve a decrease in the number of active officers in the CBRM. One of the strongest competitive advantages the CBRM currently has is the low crime rate and strong sense of safety in the communities. If a decline in police expenditures result in an increase in criminal activity, the result could significantly inhibit future population growth and strategic initiatives.
Mitigation Strategy	Monitor and assess the areas for potential efficiencies that have the highest likelihood of not impacting service levels. The current approach for community based policing has contributed to the lowest level of crime severity among all benchmarking participants.

**Recommendation 3: Develop the Necessary Processes, Systems, and Resources to Foster a Culture of Continuous Improvement within Municipal Departments**

The expectation for municipalities to operate efficiently and effectively is increasingly resulting in the development of comprehensive performance metrics for all departments. Additionally, the exploration of opportunities to capture efficiencies in delivering municipal services through increasing the scope of specific roles and shared services, expanding partnerships with the private and not-for-profit sector, and utilizing advances in technology are being incorporated into municipal strategies. An additional benefit of utilizing formalized performance metrics is it supports transparency to taxpayers, providing greater detail to the costs, efforts, and value of municipal services.

**Current State:** Although the benchmarking analysis reaffirmed that the majority of the CBRM’s departments are operating comparatively lean, a continued population decline and subsequent decline in revenues would influence the need for further consolidation or an increase in taxes. Additionally, several departments were still in the process of determining performance measures and strategic initiatives. The analysis of operational departments provided evidence of numerous best practices already being employed (i.e. resource sharing among buildings and fleet management) and staff exceeding their respective responsibilities to improve efficiency and effectiveness (numerous senior level staff fulfill the demands of multiple roles, acting on behalf of the municipality and the water utilities). Continued development of strategic planning, performance measurements, and innovative solutions to improve service delivery will continue to support the viability of municipal services.

**Best Practice: HRM, Nova Scotia**

Halifax’s Economic Growth Plan (2016-21) is the guiding document for long-term decision making. The three high-level objectives of the plan are to 1) promote and maximize growth, 2) Attract & Retain Talent, and 3) Make Halifax a better place to live and work<sup>42</sup>.

To assess the effectiveness of the municipality in supporting the stated objectives, Halifax created the Halifax Index to assess municipal performance targets related to specific themes. The themes and performance indicators are as follows:

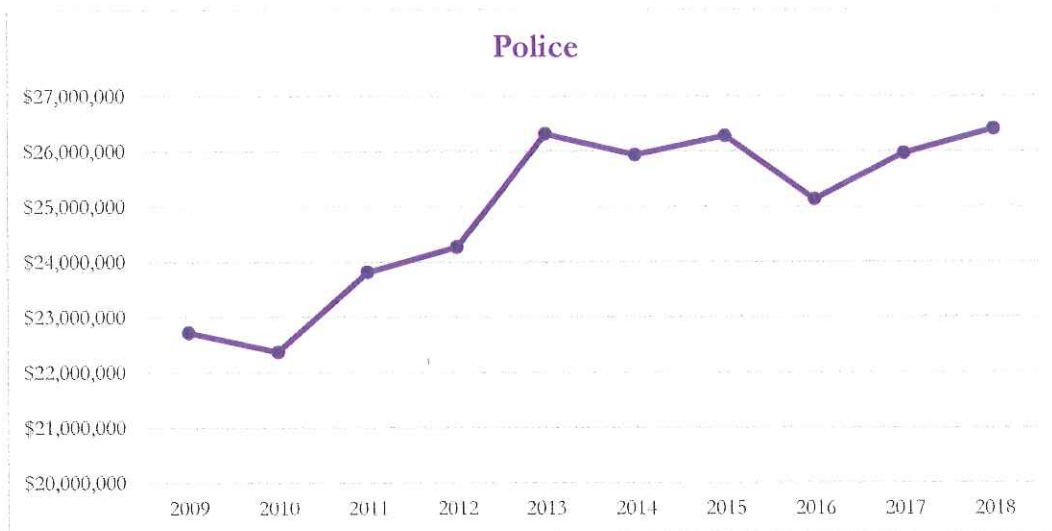
- **People:** Level of net interprovincial migration, level of net international immigration
- **Education:** Growth in population by highest education attained
- **Economy:** Municipal finance (tax-supported debt, municipal revenue by source)

<sup>42</sup> As per the Halifax Index, 2018.

- Low visibility and absence of prioritisation list of capital projects that the department needs to undertake over the course of three (3) to five (5) years leads to suboptimal forecasting and planning.
- The community’s desire to continue operating and funding redundant or surplus infrastructure is resulting in strained budgets.

## Police

The Cape Breton Regional Police Service (CBRPS) are responsible for protecting and serving the 93,000<sup>143</sup> residents of the CBRM. The department is organized into three regions (Eastern, Central, and Northern) with 201 active officers working in 15 various departments, comprising one of the few full service departments in the Province<sup>144</sup>. Services provided include the full suite of general protective services, specialized departments (i.e. forensics), management of the emergency dispatch call-centre, and community programs. In 2018, the CBRPS’s budget was approximately \$26M with 93% of costs being driven by wages. The 2015-18 strategic plan outlined four broad objectives areas: 1) Valued human resources, 2) Delivering service to the community, 3) Ensuring effective partnerships, and 4) Pursuing financial stability. Community engagement was repeatedly mentioned as a pillar of the police service’s strategy and overall characteristic of the culture of the department.



### Budget trend:

- The budget has remained within approximately \$1M of annual variance over the past five years
- 33 positions are funded through cost recovery partnerships with other organizations and levels of government to a total of \$4M<sup>145</sup>
- In 2016 the \$1.9M provided by the Province was transferred from general revenues to wage cost recovery to offset additional expenses incurred by the CBRM for this program.

### Strengths

- Fiscal responsibility and efficiency are a key priority in the strategic plan and efforts to limit spending have been captured through training, asset management, and external partnerships.

<sup>143</sup> CBRM annual budget 2017-18, Stats Canada 2016 and Grant Thornton analysis to extrapolate population figure for 2018

<sup>144</sup> As per the CBRPS Strategic Plan, 2015-2018

<sup>145</sup> As per the CBRMPS Strategic Plan, 2015-2018

- The CBRPS consists of nearly 15 different specialized sections and teams making it one of the few full-service police agencies in the Province<sup>146</sup>.
- Crime prevention and community engagement are a strategy that are clearly aligned with the most pressing issues of the CBRM.
- Coordination and collaboration with other levels of government and other regions, specifically Membertou First Nation.

### Challenges

- The 2015-18 strategic plan states that the CBRPS operates at national standards for police to population ratios, which is not necessarily accurate. The 2017 Canadian average of police officers per 100,000 was 188<sup>147</sup>. Using current population estimates, the CBRM is well above national averages at a ratio of 201 officers to 93,000 CBRM residents<sup>148</sup>.
- Changes in federal legislation legalizing cannabis has the potential to create new financial pressures for training, equipment and enforcement requirements that will be borne by the CBRM.
- When assessing the demographics of the population, the weighted average of seniors accounts for a large portion of the residents. From a purely statistical point of view, the age demographics of a population significantly influence the crime severity index and needs of the community.
- The efforts made by the CBRPS in crime prevention strategies have the drawback of not easily measuring their effectiveness (i.e. how do you measure something that didn't happen, how do you confirm the absence of the action was caused by the program).
- Collective bargaining agreements limit the ability to influence the overall cost of labour, which has resulted in wage increases exceeding the rate of inflation.
- Increased regulatory requirements were mentioned as a contributing factor to increased wages (i.e. increased administrative regulatory process for different cases can frequently result in increases to overtime due to the immediacy of documentation requirements), which accounted for close to 93% of the total budget.
- Crossing guards have been a cost incurred that relates to education, yet is currently at the expense of police. As per 2018-19 budget, the CBRM paid for forty (40) such positions which cost \$485,238<sup>149</sup>.
- The funding for the provincial sponsored Boots on the Street program that was intended to fully fund 19 positions at \$1.9M per year has not increased since the program's inception<sup>150</sup>. The CBRM is now subsidizing the program by approximately \$616,000<sup>151</sup> annually and will continue to increase in accordance with the contract settlements.
- Increased regulatory burden resulting from national changes to reporting and administration standards was identified as one of the most significant cost drivers.

### Recreation

The Recreation department is responsible for developing, coordinating and delivering programs to all regions and demographics. Programs include sporting and activity groups that encourage activity, healthy lifestyles and social engagement within the community. They are also responsible for scheduling and coordinating all CBRM events such as Christmas festivals and Canada Day celebrations, etc.), and supporting external festivals by coordinating regulatory requirements (police & fire, transit). Currently, the department consists of one (1) manager, seven (7) coordinators (generalists) representing seven different

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<sup>146</sup> Ibid

<sup>147</sup> Statistics Canada, Police Resources and selected crime statistics, Canada, provinces and territories, 2017

<sup>148</sup> The population numbers do not reflect the inclusion of the population of Membertou First Nation

<sup>149</sup> As per CBRM memo on municipal transfers for provincial costs

<sup>150</sup> CBRM Police annual budget 2017-18

<sup>151</sup> Stakeholder Consultations

**Table 7 – Total Municipal Debt**

	CBRM	HRM	Saint John	Moncton	Sarnia
<b>Total Consolidated Net Debt<sup>202</sup></b>	\$148M	\$241M	\$234M	\$120M	\$70M

*Observation: Although operating costs are a reality of any municipality, fiscal flexibility can prove critical to responding to economic cycles and unplanned capital needs. The costs of debt servicing can quickly outpace the planned fiscal capacity of municipalities. Fiscal responsibility and new funding strategies were listed as an on-going priority by all respondents, yet the challenges of keeping pace with aging infrastructure remains.*

## Part Two: Comparative Analysis

The following section provides a more in-depth summary of specific characteristics of each selected municipality. For an introductory overview of the selected benchmarking participants, the table below provides a summary of the relevant 2017 expenditures among all selected municipalities.

**Table 8 – Municipal Expenditure Summaries**

	CBRM	HRM	Saint John	Moncton	Sarnia
<b>General Government Services</b>	\$17.2M	\$110.9M	\$35.8M	\$45.5M	\$47.5M
<b>Per Capita Cost</b>	\$185	\$256	\$515	\$600	\$659
<b>Protective Services</b>	\$38.9M	\$220.6M	\$52.5M	\$38.5M	\$38.7M
<b>Per Capita Cost</b>	\$417	\$509	\$756	\$508	\$537
<b>Transportation Services</b>	\$38.9M	\$271.8M	\$48.5M	\$27.9M	\$28.3M
<b>Per Capita Cost</b>	\$417	\$628	\$698	\$368	\$392
<b>Environmental Services</b>	\$16.2M	\$41.1M	\$21.5M	\$9.9M	\$10.0M
<b>Per Capita Cost</b>	\$174	\$94	\$310	\$131	\$139
<b>Recreation and Cultural Services</b>	\$10.5M	\$131.6M	\$10.9M	\$15.4M	\$15.9M
<b>Per Capita Cost</b>	\$113	\$304	\$157	\$203	\$220
<b>Water and Wastewater</b>	\$12.5M (wastewater)	N/A	\$35.8M	\$27.7M	\$27.3M
<b>Per Capita Cost</b>	\$134	N/A	\$515	\$366	\$379

To provide additional context, the following table outlines some of the key variables that influence the overall level of taxation and services delivered by each municipality, as well as factors that contribute to growth in the tax base.

**Table 9 – Key Municipal Statistics**

<sup>202</sup> Values are an estimation based on the 2017 consolidated financial statements, as a note, some of the municipalities hold capital debt related to water utilities in a separate legal entity, such as the HRM. Some items contained in the debt may skew the true economic standing of the municipality.

	CBRM	HRM	Saint John	Moncton	Sarnia
<b>Population</b>	93,200	432,982	69,458	75,778	72,125
<b>Geographic Area</b>	2,600km <sup>2</sup>	5,577km <sup>2</sup>	316km <sup>2</sup>	142km <sup>2</sup>	165km <sup>2</sup>
<b>Number of Universities and Secondary Education Institutions<sup>203</sup></b>	Three universities /colleges	Eight universities /colleges	Three universities /colleges	Six universities /colleges	One college
<b>Policing Structure</b>	Municipal police service	Mix of municipal police service and RCMP	Municipal police service	RCMP	Ontario Provincial Police
<b>Police Officers Per 100,000 Civilians<sup>204</sup></b>	223 : 100,000 (201 actual)	165 : 100,000 (523 HRP, 188 RCMP, 711 actual <sup>205</sup> )	230 : 100,000 (160 actual)	183 : 100,000 (139 actual)	109 : 100,000 (79 actual)
<b>Crime Rate per 100,000<sup>206</sup></b>	4,614	5,185	6,688	6,565	7,276
<b>Number of Fire Departments</b>	36 stations (30 volunteer, 3 composite, 3 career)	51 stations (22 volunteer, 21 composite, 8 career)	8 stations (All career firefighters)	5 stations (All career firefighters)	5 stations (1 career, 4 volunteer)
<b>Facilities<sup>207</sup></b>	<ul style="list-style-type: none"> <li>• 10 arenas</li> <li>• 4 pools</li> <li>• 12 community centers</li> </ul>	<ul style="list-style-type: none"> <li>• 67 recreation facilities</li> <li>• 7 indoor pools</li> <li>• 4 outdoor pools</li> <li>• 25 ice surfaces</li> </ul>	<ul style="list-style-type: none"> <li>• 6 arenas</li> <li>• 8 indoor pools</li> <li>• 15 community centers</li> </ul>	<ul style="list-style-type: none"> <li>• 4 arenas</li> <li>• 2 pools</li> <li>• 7 ice surfaces</li> </ul>	<ul style="list-style-type: none"> <li>• 3 arenas</li> <li>• 4 community centers</li> <li>• 1 pool</li> </ul>
<b>Age Demographics<sup>208</sup></b>	0 to 14: 13.1% 15 to 64: 63.2% 65+: 23.7%	0 to 14: 15% 15 to 64: 69.3% 65+: 15.7%	0 to 14: 15% 15 to 64: 65.4% 65+: 19.6%	0 to 14: 15.7% 15 to 64: 67% 65+: 17.3%	0 to 14: 15% 15 to 64: 63.7% 65+: 21.3%
<b>Average Age<sup>209</sup></b>	46.1	40.8	42.9	41.7	43.7

## Halifax Regional Municipality, Nova Scotia

Similar to the CBRM, the HRM was established as a result of the provincial mandate to amalgamate in 1996, consisting of the four former municipalities of Halifax, Dartmouth, Bedford, and Halifax County. Although the municipalities selected for the comparative analysis were primarily chosen based on similarities to the CBRM, the HRM is unique in that other than the shared characteristics of Provincial mandates, regulatory governance, and amalgamation in 1996, the similarities are few and far between. The HRM is the largest municipality in Atlantic Canada and continues to experience steady growth in population and GDP. The bulk of challenges faced by the HRM are related to growth, with improved coordination between departments on projects, initiatives and service delivery as a key strategic priority.

<sup>203</sup> As per each jurisdictions listed education institutions.

<sup>204</sup> Calculated as per each jurisdictions Police Service website and/or operating budget report.

<sup>205</sup> HRM Police Services, 2018/19 Multi-Year Budget & Business Plan.

<sup>206</sup> SmartMoney/Environics Analytics data, 2018.

<sup>207</sup> These figures include facilities that are wholly or partially owned by the municipalities, with arenas and recreation centers typically having higher associated costs.

<sup>208</sup> Stats Canada, Census Profile, 2016.

<sup>209</sup> Ibid.

## 2018 Crime Statistics Summary

The Canadian Centre for Justice Statistics released its annual "Police-Reported Crime Statistics in Canada, 2018" on July 22, 2019.

The report presents findings from the 2018 UCR Survey, an annual survey of all criminal incidents known to, and substantiated by, Canadian police services. The crime rate represents the sum of all criminal incidents (excluding traffic offences and drug offences) reported to police, divided by the population. The crime rate is expressed as a rate per 100,000 population.

### Crime Rates

Police-reported crime in the CBRM decreased by 9.24% and is significantly lower than both provincial and national rates.

Violations (Rate/100,000)	2017	2018	% Change 17-18
Total, all violations [0]	5,131.22	4,647.71	-9.42%
Total, all Criminal Code violations (including traffic) [25]	5,035.60	4,575.98	-9.13%
Total, all Criminal Code violations (excluding traffic) [50]	4,838.12	4,352.48	-10.04%
Total violent Criminal Code violations [100]	965.55	850.33	-11.93%
Total property crime violations [200]	2,913.27	2,565.54	-11.94%
Total other Criminal Code violations [300]	959.31	936.61	-2.37%
Total Federal Statute violations [400]	95.62	71.73	-24.98%
Total Drug violations [401]	89.38	71.73	-19.75%
Youth Criminal Justice Act [6450]	4.16	0	-100.00%
Total Criminal Code traffic violations [900]	197.47	223.5	13.18%

	CBRPS	Nova Scotia	Canada	St. John's	Halifax	Moncton*	Fredericton	St. John	Thunder Bay
Total, all Criminal Code violations (excluding traffic)	4352.48	5075.2	5488.36	5508.21	5263.59	9707.45	5715.53	5870.41	5777.96
Total violent Criminal Code violations	850.33	1268.1	1143.5	1433.59	1373.04	1873.35	1407.59	1832.38	1544.99
Total property crime violations	2565.54	2863.51	3338.81	2949.27	2960.24	5859.92	3216.89	3338.3	3321.29
Total other Criminal Code violations	936.61	943.6	1006.06	1125.36	930.3	1974.18	1091.04	699.74	911.68

Sources: Statistics Canada: Table 35-10-0178-01 Incident-based crime statistics, by detailed violations, police services in the Atlantic provinces / Statistics Canada: Table 35-10-0177-01 Incident-based crime statistics, by detailed violations, Canada, provinces, territories and Census Metropolitan Areas

**Crime Severity Index**

Crime severity decreased 15.85% and sits significantly lower than both the provincial and national averages.

The Crime Severity Index measures the seriousness of police-reported crime. Each offence is assigned a weight, derived from sentences handed down by criminal courts. The more serious the offence (i.e. homicide), the higher the weight. The CSI was introduced to address the issue of the overall crime rate being driven by high-volume, less-serious offences.

Statistics	2017	2018	% Change 17-18
Crime severity index	59.11	49.74	-15.85%
Violent crime severity index	66.09	50.12	-24.16%
Non-violent crime severity index	56.46	49.49	-12.35%

	CBRPS	Nova Scotia	Canada	St. John's	Halifax	Moncton*	Fredericton	St. John	Thunder Bay
Overall Crime severity index	49.74	65.17	75.01	74.97	67.33	114.78	88.7	75.53	94.29
Violent crime severity index	50.12	78.16	82.44	83.41	96.32	106.49	126.94	103.33	159.68
Non-violent crime severity index	49.49	60.35	72.16	71.76	56.74	117.49	74.74	65.36	70.54

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**Weighted Clearance Rates**

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The weighted clearance rate of all crimes solved by the CBRPS decreased 10.53% but still sits significantly higher than both the provincial and national averages.

The Weighted Clearance Rate measures the proportion – amount and severity – of crime solved by police. Offences are weighted according to their severity. More serious offences are assigned a higher “weight” than less serious offences; solving more serious crimes counts for more.

Statistics	2017	2018	% Change 17-18
Weighted clearance rate	52.72	47.17	-10.53%
Violent weighted clearance rate	82.17	76.39	-7.03%
Non-violent weighted clearance rate	40.33	36.52	-9.45%

	CBRPS	Nova Scotia	Canada	St. John's	Halifax	Moncton*	Fredericton	St. John	Thunder Bay
Weighted clearance rate Total	47.1	39.92	38.36	27.51	36.78	24.45	40.9	57.17	44
Violent weighted clearance rate	76.3	60.1	61.15	40.49	46.07	46.87	61.38	67.08	58.77
Non-violent weighted clearance rate	36.5	30.52	28.99	22.08	31.1	17.14	28.39	51.53	31.98

Sources:

Statistics Canada: Table 35-10-0186-01 Crime severity index and weighted clearance rates, police services in the Atlantic provinces / Statistics Canada: Table 35-10-0026-Crime severity index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas



**Divisional Report  
June 1, 2019 – August 31, 2019**

**Calls responded to by the CBRPS:**

**June 1, 2019 to August 31, 2019**

<b>Area</b>	<b>Calls</b>	<b>Reportable</b>
North Division	2562	1025
Central Division	5420	4519
East Division	4005	1202
<b>CBRPS Total</b>	<b>11,987</b>	<b>6746</b>

**June 1, 2018 to August 31, 2018**

<b>Area</b>	<b>Calls</b>	<b>Reportable</b>
North Division	3106	1318
Central Division	5846	2647
East Division	3737	1723
<b>CBRPS Total</b>	<b>12,689</b>	<b>5688</b>

**HIGHLIGHTS AND INITIATIVES**

- Hosted Cadet Constables from the Atlantic Police Academy for On-the-Job-Training, each assigned to a CBRPS Coach Officer for mentoring. The APA Cadets provide service to the CBRM community at zero cost, conducting foot patrols in our parks, summer concerts and other large gatherings, as well as general duties.
- Through a Memorandum of Agreement with Parks Canada, the CBRPS provided an officer to patrol Parks Canada properties, ensure visitor safety, enforce applicable laws and liaise with the community, beginning in June and continuing through October.
- Dedicated an increased police presence in the downtown Sydney core for the summer months, in response to the large numbers of visitors and tourists, including cruise ships as well as increased presence and resources for a number of large-scale community festivals and events and in response to merchant concerns.
- Used targeted enforcement in the Whitney Pier area after receiving numerous complaints of ATV's and dirt bikes causing property damage.

**Training:**

- Officer Safety Use of Force Instructor Course, PEI (1)
- PADI Open Water Scuba Diving Course, Pt. Hawkesbury (4)
- Senior Police Administration Course, Ottawa (1)
- File Review Case Management Training, Dartmouth (6)
- Forensic Interviewing Course, PEI (4)
- ERT Tactical Training, Ont. (1)
- Proactive Source Recruitment training, Dartmouth (2)
- Shotgun Training Course, Ont. (1)
- IACP Drug, Alcohol & Impaired Driving Training, USA (1)
- Canadian Association of Police Polygraphists Conference, Ottawa (2)

**Patrols:**

- Attended calls relating to incidents of Robbery, Assault, Suspicious Fires, Vehicle Theft, Vandalism, Attempted Suicides, Impaired Driving, Deceased Persons, Missing Persons, Break and Enter, Motor Vehicle Accidents, Domestic Violence and Weapons Complaints.
- Addressed citizen complaints regarding speeding, dirt bikes and ATV's, mischief and graffiti.
- Periodic checks performed on the Sydney River Trestle and Coxheath Arena due to mischief and noise complaints.
- Assisted investigative sections with vehicle stops.
- Participated in several community events including Canada Day Celebrations, Pride Week festivities, Tim Horton's Camp Day, Ribfest, CB Farmers Exhibition, Bay Daze, Sea Side Daze, and the Legion Track & Field Championship.

**Lockup:**

<b>June</b>	<b>July</b>	<b>August</b>	<b>Total</b>
148	205	112	465

**Membertou:**

- Responded to 710 calls for service and laid 60 charges.
- Attended/participated Directors Meeting, Interagency Meeting, Prayer Group with seniors.

- Attends, on a regular basis, the Pavilion Gaming Centre, Building 3 Gaming Centre and Entertainment Centre, Day Care Centre, Elementary School, Membertou Fitness Centre, and businesses located on Churchill Drive.
- Delivered a Bicycle Safety Talk and Rodeo with Membertou Elementary & Daycare
- Delivered a Senior's Safety Workshop

### **K-9 Unit:**

- Responded to 86 calls for K-9 service including Robbery, Sexual Assault, Suicidal persons, Domestic Assault/Threat, Barricaded Persons, Missing Persons, Flight from Police, Arson, Motor Vehicle Collisions, Home Invasion, Break & Enter, Lost Items, Alarms, and assistance to other investigative units and agencies (RCMP)
  - Located / arrested 9 persons, located 16 articles, and issued 1 Summary Offence Ticket.
- Assisted patrols with 188 calls for service, 30 alarms and 38 vehicle stops.
- Participated in Bicycle Safety session, Senior Canadian Baseball Tournament, Pride Week Flag Raising, St. Mathew Wesley United Church Bible Camp and visited a youth from New Waterford who is currently battling Cancer.
- Regular Foot Patrols conducted in all Divisions.

### **School Liaison Officers:**

- Participated in coaching and mentoring students.
- Investigated criminal matters that occurred during school hours.
- Assisted patrol officers with files connected to students at schools.
- Dealt with incidents including: property damage, bullying, theft, working with school administration and parents to address issues internally through suspensions and restitution or through further police investigation and the Court system where warranted.
- Assisted patrol officers with files connected to students at schools.
- Worked with Addictions Services to refer youth with addiction issues.
- Helped students who were experiencing personal problems by referring to Mental Health Services.
- Attended various after school activities and events, which include sporting events, meetings, and Parent/Teacher meetings.
- Helped organized and attended Safe Grad celebrations.
- Worked with the Patrol Section during non-school summer months.

## **Community Officers:**

- Conducted foot patrol in many CBRM communities and spoke with merchants and citizens.
- Attended meetings as a police liaison for a group home in Cossitt Heights.
- Participated in several community events throughout CBRM including Cops against Cancer, Tim Hortons Camp Day, Boys & Girls Club Fundraiser, Canada Day festivities, UNIA Fishing Derby, Seaside Daze and the Senior Little League Championship.
- Delivered presentations on internet and cell phone safety to children between the ages of 7 and 12 in schools and attending summer camps.
- Attended High School Proms, SAFE Grad events, and acted as honor guard for Graduation exercises.
- Organized 5 CBRPS Community Office summer student grant workers.
- Assisted in organizing a block parent group in Sydney Mines
- Assisted with job placement for CBU Students.

## **OPERATIONAL SUPPORT**

### **Traffic Safety Unit:**

- Enforced 185 *Motor Vehicle Act* charges.
  - Partnered with RCMP Integrated Traffic Section and Transportation and Infrastructure to carry out several motor vehicle compliance checks in the CBRM resulting in several motor vehicle infractions and Criminal Code Charges.
- Provided safety planning and escort for several road races and parades throughout CBRM
- Participated in CBRM Active Transportation Committee meetings and associated projects
- Attended numerous community meetings

### **Street Crime/Drug Unit:**

- Executed 7 warrants, laid 61 charges and seized over \$209,000 worth of drugs.
- Assisted other agencies and sections of the CBRPS in executing search warrants, conducting surveillance and making arrests.
- Shared intelligence on persons involved in criminal activity with police agencies across Nova Scotia.

### **Community Safety Enforcement Unit:**

- Monitored the downtown core of Sydney performing street checks, vehicle checks, and a general presence in the area in an effort to prevent illegal activity.
- Conducted numerous compliance checks, property checks, address checks, vehicle stops and attempts to execute outstanding warrants, arresting individuals breaching conditions.
- Assisted Patrols with locating wanted individuals as well as assisting with calls for service.
- Assisted the Street Crime Unit in the execution of warrants resulting in several charges and a significant amount of drugs removed from the streets.

### **Major Crime/Domestic Violence Unit:**

- Assigned 32 new investigations and laid 30 Criminal Code charges, including Youth Criminal Justice Act charges, in relation to complaints including Forcible Entry, Robbery, Assaults, Sexual Assaults, Domestic Violence, Criminal Harassment, Uttering Threats, Break and Enters, Fraud, Weapon Violations, Breach Violations, Attempt to Obstruct Justice, and executing Arrest Warrants.
  - Currently managing 65 active investigations.
- Executed 7 search warrants and production orders along with sealing orders.
- Continued preparing Court documentation for upcoming trials.
- Reviewed 281 domestic-related files and received 180 domestic violence referrals, resulting in 328 Criminal charges.

### **General Investigation Section**

- Assigned 58 new files for investigation, including sexual offences, theft, assault, armed robbery, weapons offences and breaches of Court orders. A total of 31 charges were laid.
- Currently managing 67 active investigations.
- Prepared and executed multiple search warrants and production orders.
- Registered persons on the National Sex Offender Registry.
- Assisted Major Crime Unit and Patrols with criminal code investigations
- Liaison for Mi'kmaw Family & Children's Services
- Police Liaison with Adult Restorative Justice Group to assist with managing police files.

- Leading several active criminal investigations including Arson, Possession of Incendiary Materials, Break and Enter, Forcible Entry as well as breaches of court orders.
- Works closely with the Fire Marshall's office, polygraph examiner and Forensic Identification Unit, Insurance Bureau of Canada and CBRM Inspection and Bylaws, as well as RCMP Technology Lab in Halifax.

#### **Internet Child Exploitation Unit (ICE) / Computer Forensic Unit:**

- Worked on 35 investigations including incidents of child luring, child pornography and the forensic analysis of computers and mobile devices such as tablets and cell phones.
- Provides technical assistance to Patrols, GIS and MCU with investigations
- Prepared and executed several search warrants and production orders.

#### **Forensic Identification Unit:**

- Responded to 93 calls for service including: Arson, Deceased Persons, Photo array requests, Break & Enter, Assist Other Agency requests, Mischief, Recovered Stolen Vehicles, Armed Robberies, Assault, Sexual Assault, Motor Vehicle Accidents, Home Invasion, Search Warrants, Damage.
- Prepared files for court including exhibit preparation.
- Maintained exhibit control for all evidence seized by the police service, and managed all photographic evidence.
- Conducted lab work associated with file exhibits submitted by Major Crime, General Investigation Unit, Arson Investigation Unit and Patrols for processing.
  - Identified 3 fingerprint identifications and 2 footwear identification

#### **Solid Waste:**

- Investigated several complaints of illegal dumping.
- Several interviews carried out.

#### **Polygraph Unit:**

- Assisted members of Major Crime, General Investigative Section, Arson Investigator and Patrols with several investigations, conducting Polygraph tests, taking statements and conducting interviews, and advising on interview strategy and technique.

### **Criminal Analyst:**

- Assisted with investigations, analyzing data, producing reports and crime mapping to identify potential suspects, timelines and target areas.
- Fulfill internal and external requests for statistical information.
- Facilitate information sharing with Criminal Intelligence Service of Nova Scotia and maintained all information entries to the Automated Criminal Intelligence Information System (ACIIS).
- Liaise with Correctional Services Canada for information sharing on federal parolees.
- Created documentation for Prolific Offender's going to Court, liaising with Crown's Office to promote a zero tolerance approach to remand.

### **Mental Health Liaison Officer:**

- Acted as a liaison between the NSHA and the CBRPS to help address systemic issues and resolve particular situations involving individuals with mental health disorders.
- Assisted with training in Mental Health, including strategies for officers to identify and resolve situations dealing with persons suffering from mental illness.
- Participated in community education committees and focus groups, conducted presentations and advocacy, provided outreach services to support individuals with mental illness and accompany mental health nurses meeting with unpredictable/concerning clients.
- Collaborated with Crown Prosecutors, Defence Lawyers and Mental Health professionals on supportive plans for those involved in the justice system.
- Assisted officers with cases involving emotionally disturbed persons and incidents involving patients within the Cape Breton Regional Hospital.

