

Cape Breton Regional Municipality

Special Council Meeting

AGENDA

WEDNESDAY, JUNE 30, 2021

1:30 P.M.

**VIA
VIDEO/TELECONFERENCING**

Cape Breton Regional Municipal Council

Council Meeting

Wednesday, June 30, 2021
1:30 p.m.

Via
Video/Teleconferencing

AGENDA ITEMS

Land Acknowledgement

Roll Call

1. **APPROVAL OF AGENDA:** (Motion Required)
2. **Welcome and Introductions:** Mayor Amanda M. McDougall
3. **Operational Review of Police Services** (See page 3)

Perivale and Taylor Consulting Presenters:

Robert Taylor, Vice President – Primary Presenter

Gail Stephens, Senior Associate – Governance and Corporate Issues

Kevin McQuiggin, Senior Associate – ICT and Data Analysis

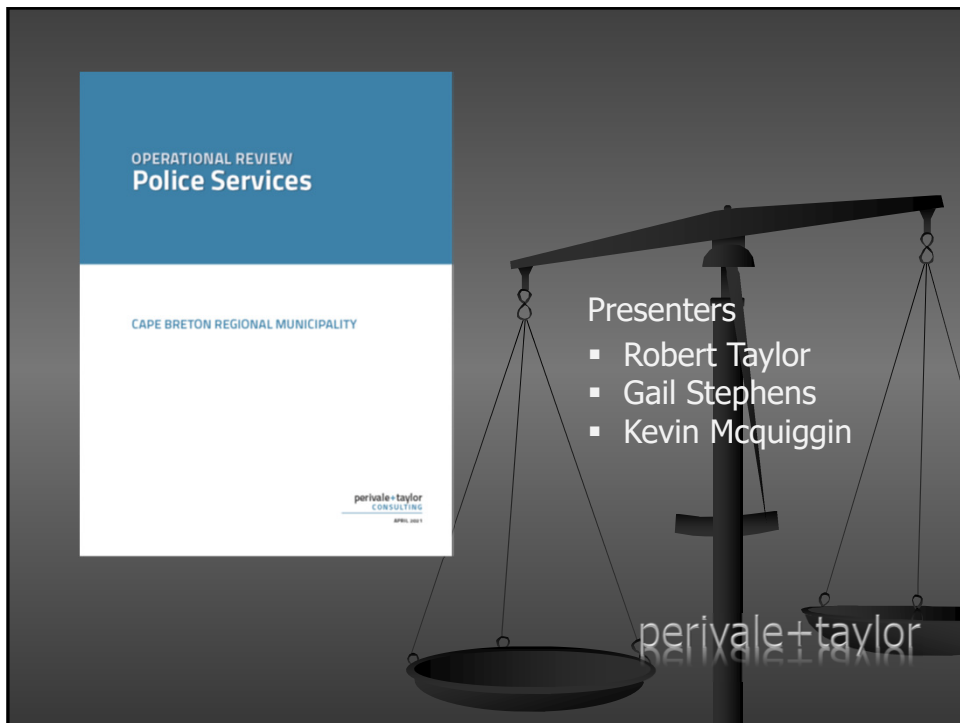
Full Operational Review Report circulated separately

4. **General Discussion**

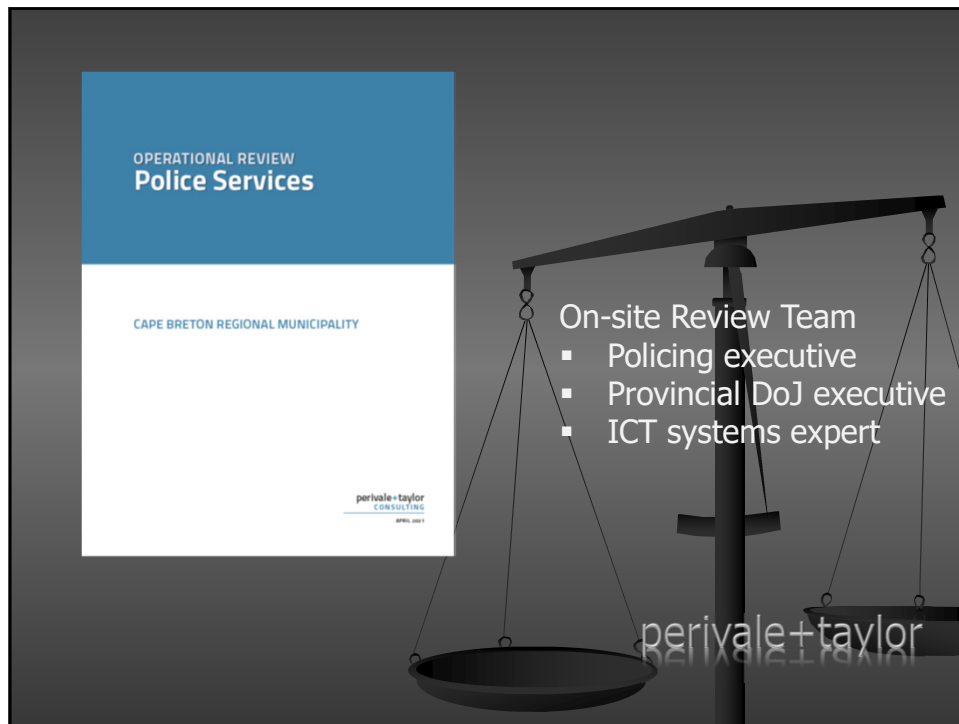
ADJOURNMENT



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The image shows a presentation slide with a dark background. On the left is a white report cover with a blue header. The header contains the text "OPERATIONAL REVIEW" and "Police Services". Below the header, it says "CAPE BRETON REGIONAL MUNICIPALITY". At the bottom right of the cover is the "perivale+taylor CONSULTING" logo and the date "APRIL 2017". To the right of the cover is a list titled "On-site Review Team" with three bullet points: "Policing executive", "Provincial DoJ executive", and "ICT systems expert". A large, faint watermark of a scale of justice and the text "perivale+taylor" is visible in the background.

OPERATIONAL REVIEW
Police Services

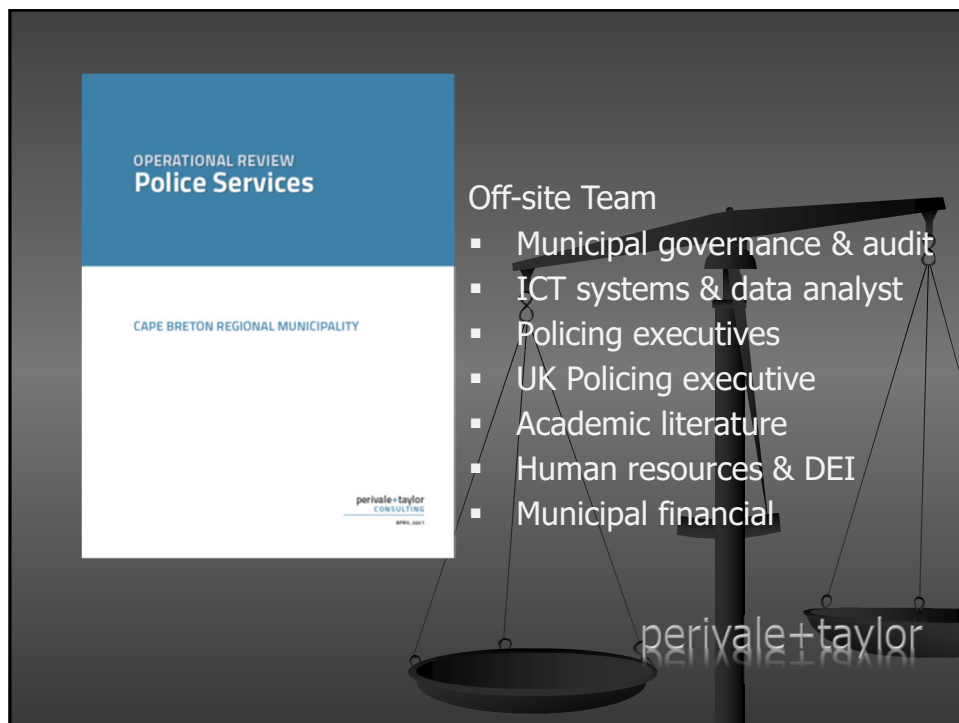
CAPE BRETON REGIONAL MUNICIPALITY

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CONSULTING
APRIL 2017

On-site Review Team

- Policing executive
- Provincial DoJ executive
- ICT systems expert

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OPERATIONAL REVIEW
Police Services

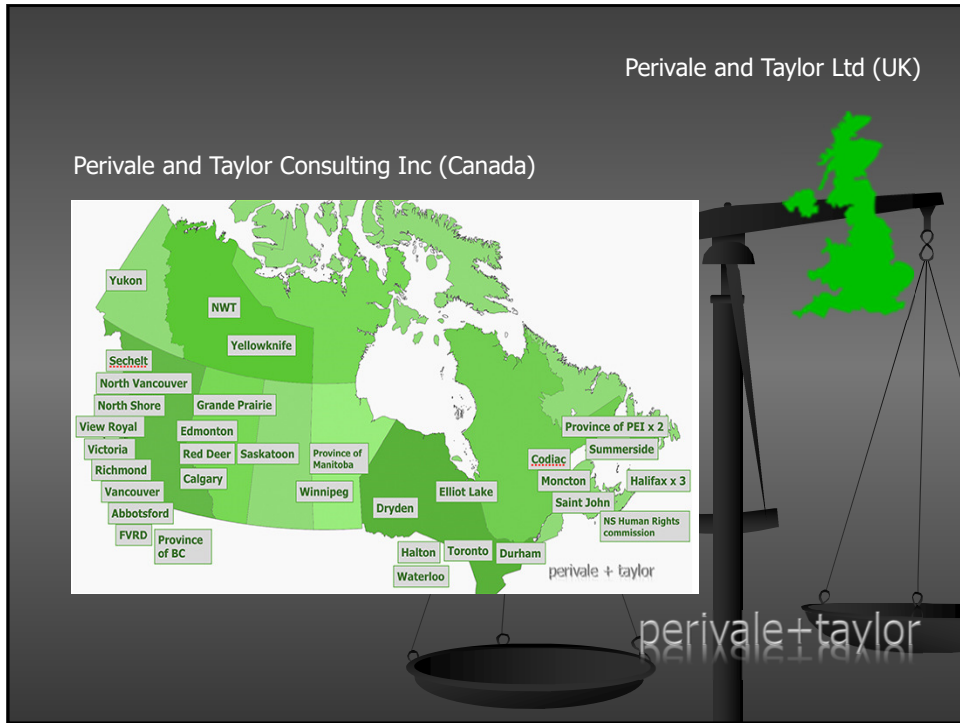
CAPE BRETON REGIONAL MUNICIPALITY

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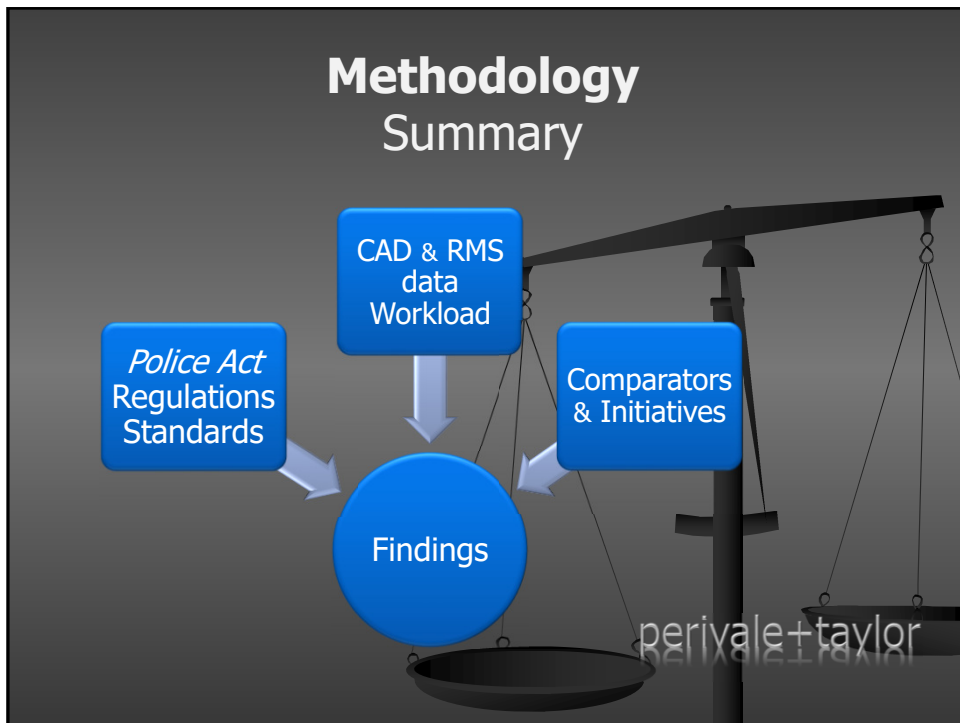
Off-site Team

- Municipal governance & audit
- ICT systems & data analyst
- Policing executives
- UK Policing executive
- Academic literature
- Human resources & DEI
- Municipal financial

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Methodology – Consultation

Interviews – on site & remote

- CBRM Staff
 - CBRPS & Board
 - RCMP
 - Dept of Justice
 - Stakeholders
 - Focus Groups – on site
- Total of over 100 participants



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Methodology – Benchmarking

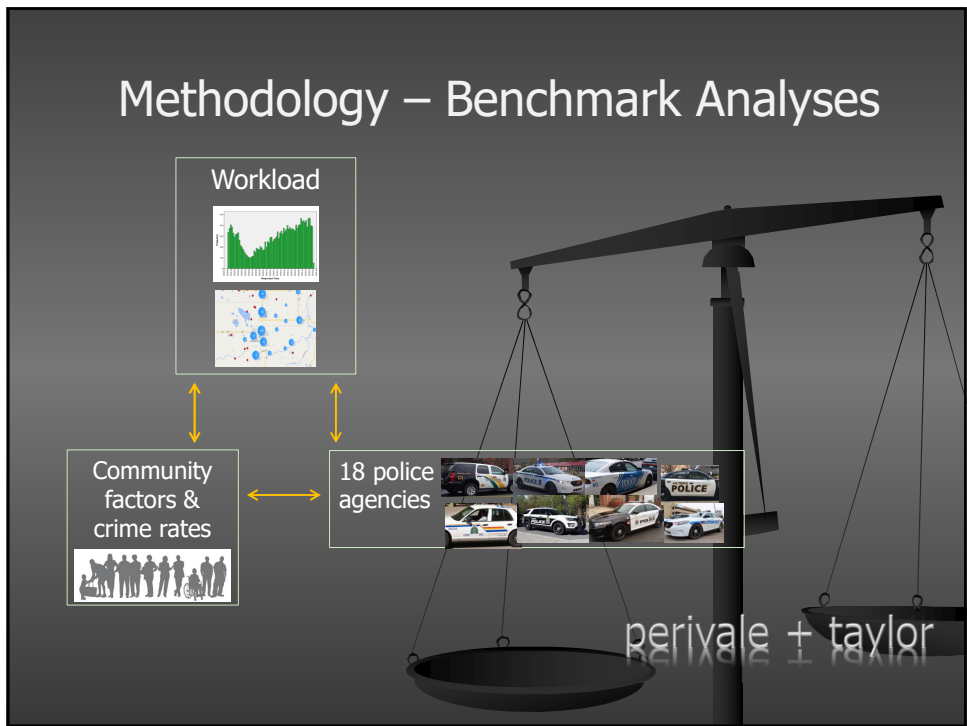
- 18 Canadian police agencies
- Statistics Canada
- International literature review
- UK, US, & Canadian policing initiatives

Comparative agencies	Alberta Communities			Crime severity index 2015
	Population 2015 census	Authorized police	Fines per 100,000 population	
1	88,800	166	245	75.33
2	111,000	238	215	117.06
CBRM	94,285	200	212	65.80
3	36,000	74	205	86.36
4	93,000	114	192	86.76
5	1,895,000	1882	187	128.62
6	754,000	1283	184	125.16
7	87,200	172	178	158.68
8	223,000	369	171	122.49
9	72,200	111	154	84.69
10	1,311,000	2006	153	89.51
11	106,000	160	146	52.88
12	154,000	208	135	89.88
13	171,000	158	131	46.52*
Average not including Cape Breton			176.6	95.5
Median not including Cape Breton			178	89.51

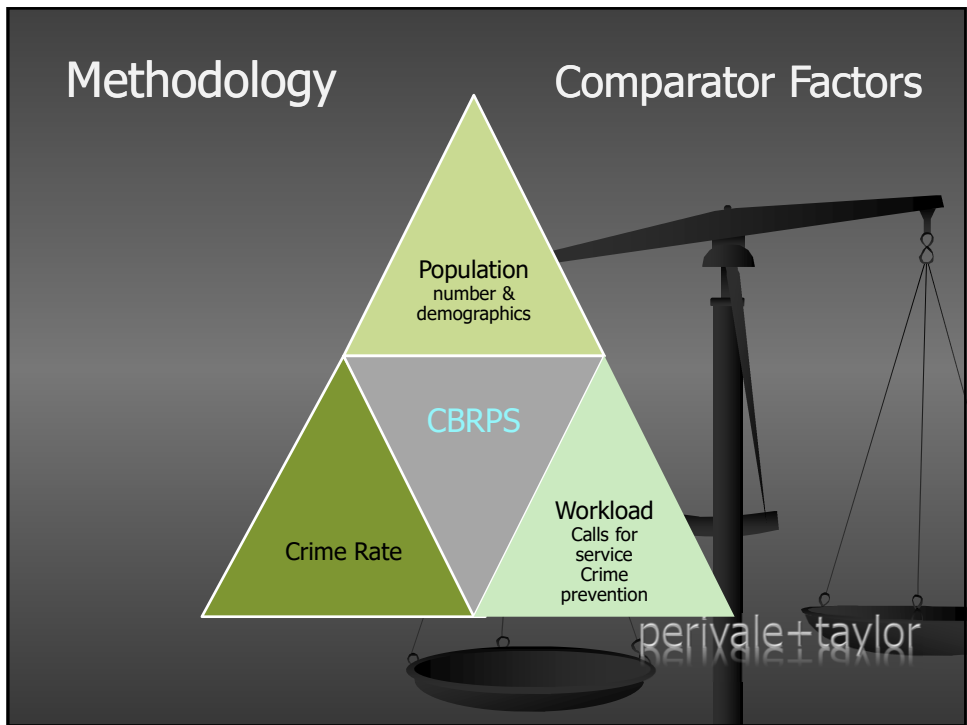


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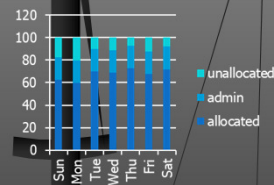
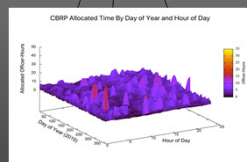
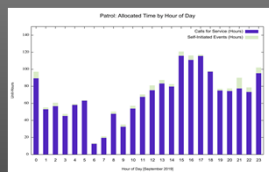
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Methodology – Workload Analyses

- CAD data
 - patrol response & investigations
 - proactive crime prevention
- RMS data – investigations & files



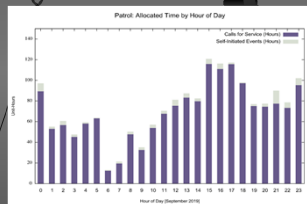
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Methodology – Patrol Allocated Time

Duty Time – 100%

- Police hours
- ### Administrative Time – 20%
- Pre- and post-shift activities
 - Meal breaks
- ### Allocated Time
- Calls-for-service
 - Proactive initiatives
 - Crime prevention
- ### Unallocated Time
- Duty time minus other times



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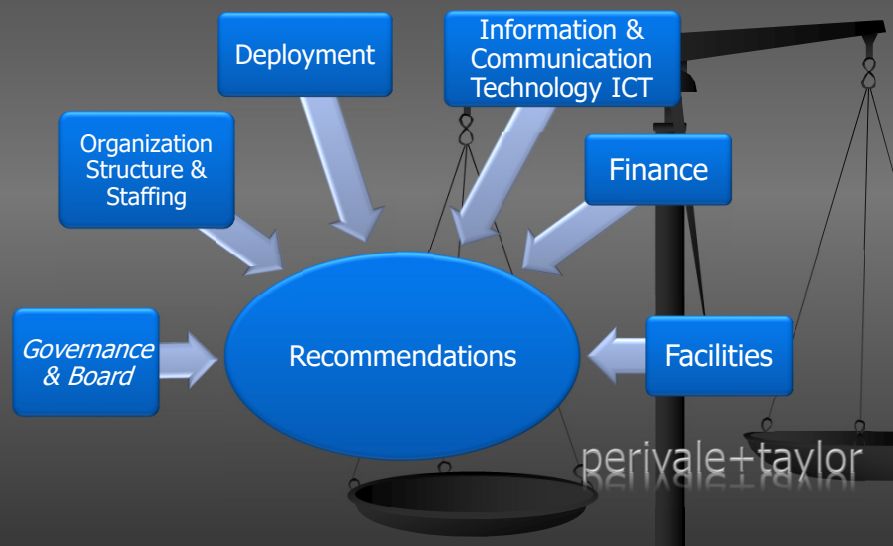
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Global Findings

1. An organization lacking the necessary support systems
2. High number of police positions
3. Low number of specialized support staff
4. Older staff
5. Low staff diversity
6. Need for self-supporting functions - isolation
7. Lower call-load than comparators
8. New structure required
9. Improved operational deployment required
10. Financial challenges looming

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Recommendations Summary



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Governance

Police Act

Section 44 (1)
Municipality must establish a police Board

Section 55 (1)
The function of a board is to provide

- the administrative direction, organization and policy required to maintain an adequate, effective and efficient police department

Section 55 (3)
A board shall ...



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Role of CBRM Board of Police Commissioners as set out by the *Police Act*

- determine, in consultation with the chief officer, priorities, objectives and goals respecting police services in the community
- ensure the chief officer establishes programs and strategies to implement the priorities, objectives and goals respecting police services
- ensure that community needs and values are reflected in policing priorities, objectives, goals, programs and strategies
- ensure that police services are delivered in a manner consistent with community values, needs and expectations
- act as a conduit between the community and the police service providers
- recommend policies, administrative and organizational direction for the effective management of the police department
- review with the chief officer information provided by the chief officer respecting complaints and internal discipline
- ensure a strategic plan and business plan is in place
- ensure the department is managed by the chief officer according to best practices and operates effectively and efficiently



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Role of CBRM Board of Police Commissioners as set out by the *Police Act* Specifically

1. determine, in consultation with the chief officer, priorities, objectives and goals respecting police services in the community
2. ensure the chief officer establishes programs and strategies to implement the priorities, objectives and goals respecting police services
3. recommend policies, administrative and organizational direction for the effective management of the police department
4. ensure a strategic plan and business plan is in place
5. ensure the department is managed by the chief officer according to best practices and operates effectively and efficiently

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With approval of the Minister Council Options

Structure of the Board is outside the control of Council

With Ministerial approval, Council can proscribe:

- other Board roles and responsibilities
- rules and regulations governing Board proceedings
- other matters delegated to the Board

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Good Governance Considerations

- Competency-based Board selection
- On-going Board training and development
- Rigorous Board evaluation processes
- Robust risk management, compliance and financial oversight
- Role of the Board in the selection of the Chief Officer
- Periodic audits and evaluations
- Independent Board budget from the municipality



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Recommendations Governance

Council should consider changes to strengthen Board governance

The Board, in consultation with the Chief Officer:

- resource the change management process
- implement a policy management system
- update all policies and procedures

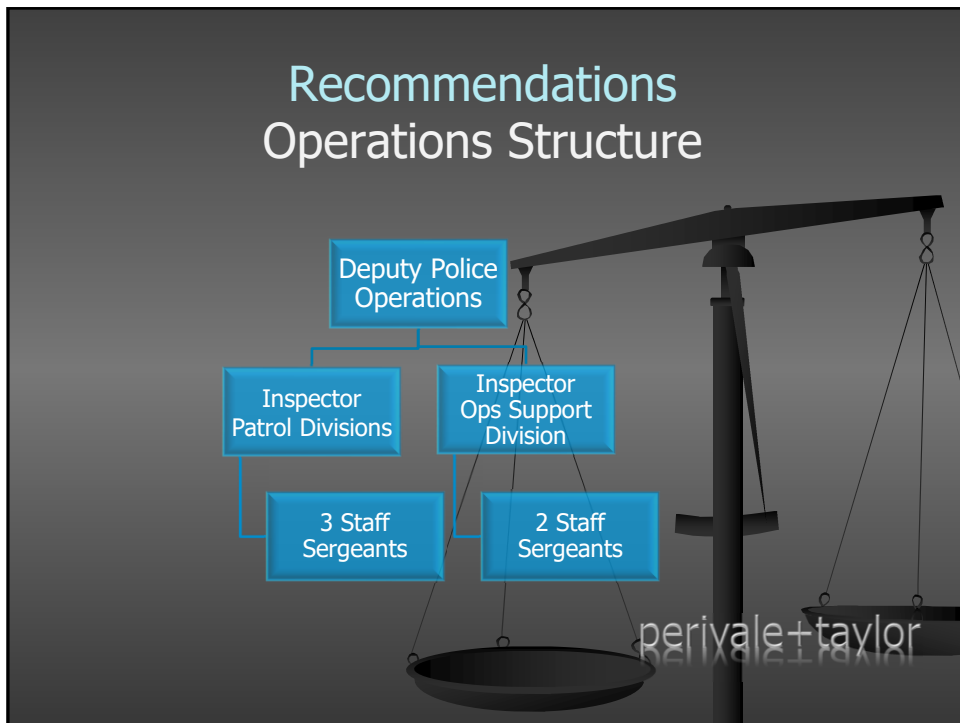


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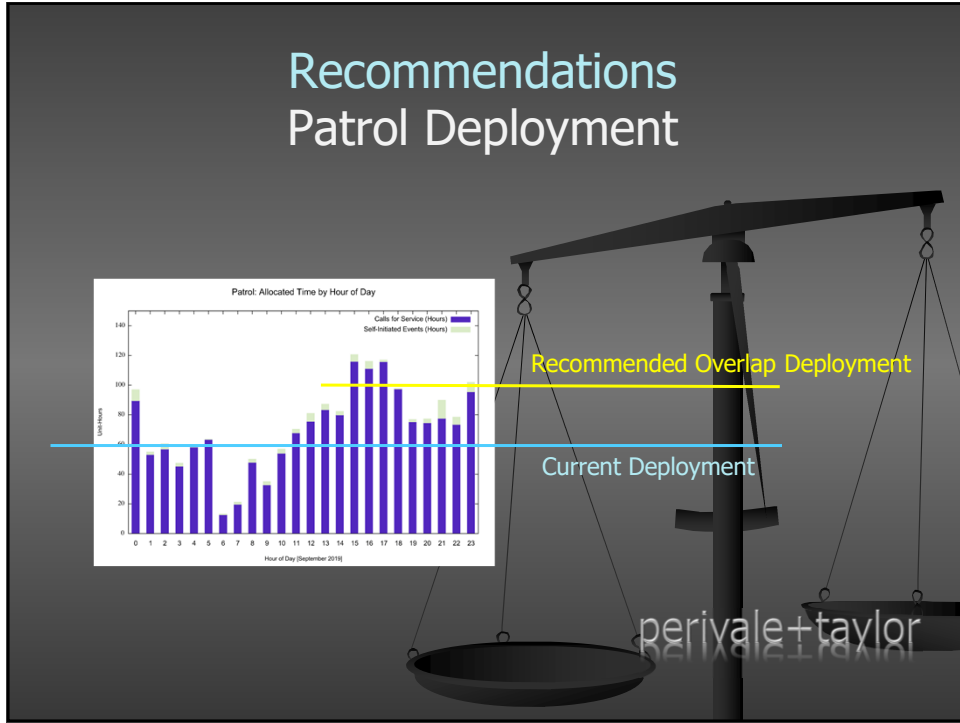
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Recommendations Information and Communication Technology

Connectivity Issues

The diagram illustrates connectivity issues between four main components: a CBRM Comm Centre (top left), Police Databases (top right, labeled 'National Provincial'), a vehicle dashboard (middle), and a police car (bottom). Yellow double-headed arrows indicate bidirectional connectivity between the CBRM Comm Centre and the Police Databases, between the CBRM Comm Centre and the vehicle dashboard, between the vehicle dashboard and the Police Databases, and between the vehicle dashboard and the police car. A scale of justice is visible in the background.

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Recommendations Information and Communication Technology

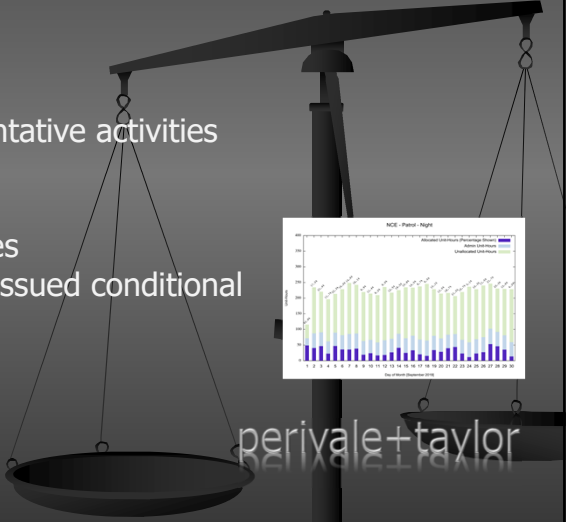
- Upgrade systems
 - planned for 2021
- Policies & Procedures
 - asap
- Training
 - all staff
- Dedicated ICT staff
 - on-site
 - involved in training

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Recommendations ICT Policies & Procedures

- Allocated Time
 - Calls-for-service
 - Proactive preventative activities
- Missing
 - Court appearances
 - Checks on court-issued conditional sentence orders
 - File preparation
 - Directed patrols



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Recommendations Finance – Full Staffing

A five-year financial contingency plan for the potential of a fully-staffed police service

- LTD & WCB retire
 - Replace
 - Don't replace
- Return to work



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Recommendations

Finance – Additional Officer Program

Request the Minister of Justice

- renegotiate the AOP
- allow for staffing efficiencies
- without affecting the AOP funding

1.01 The Province agrees to provide funding in the amount of officer position allocated to the Municipality.

1.02 The Province agrees that the funding of any allocated position be provided to the Municipality, prorated from the commencement date designated position, and once a police officer has been hired and deployed by the Provider as not to reduce the existing size of the police officer positions

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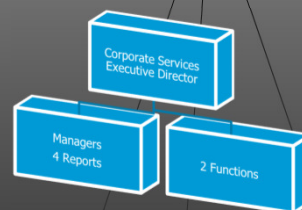
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Recommendations

Finance – Support Staff

Corporate Services Functions

- to be built
- part of overall organizational plan



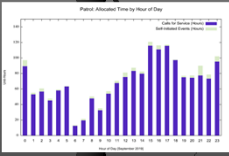
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Recommendations Finance – Overtime

OT Reporting

- precise details to enable analyses
- real time OT management system
- OT for Patrol to be guided by allocated time predictions





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HALIFAX REGIONAL MUNICIPALITY
BY LAW NUMBER B-400
Respecting Burglary, Robbery and Fire Alarm System
-Law may be cited as the "Alarm By -Law".

Recommendations Finance – Alarm Bylaw

FALSE ALARMS
Cost neutral through licence fees and fines for repeat false alarms

- 2,614 intrusion alarms
- 189 hold-up alarms
- highest single category
- **risk for the police and public**





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Recommendations Buildings & Facilities

- Thirty-year facilities plan
 - Evidence-based approach
 - Locations, functions, flexibility
 - Detention
 - Vulnerabilities
 - Communication Centre
 - Continuity of service



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Comments & Questions

Operational Review of Police Services



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June 2021

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