



Board of Police Commissioners

Agenda

Tuesday, September 11th, 2018

10:00 a.m.

2nd Floor Council Chambers

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

Commission Members:

Commissioner Earlene MacMullin, Chair

Commissioner Steve Gillespie

Commissioner Ivan Doncaster

Citizen Appointee - Commissioner Nadine Bernard

Citizen Appointee – Commissioner Dale Deering-Bert

Citizen Appointee - Commissioner Joseph Meaney

Provincial Appointee – Commissioner Joseph Gillis, Vice Chair

Cape Breton Regional Municipality

Board of Police Commissioners

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10:00 a.m.

2nd Floor Council Chambers, City Hall

Roll Call

1. **Approval of Minutes:** (previously distributed)
➤ **June 12, 2018**
2. **Cape Breton Regional Police Service Strategic Plan 2018-21:** Chief Peter McIsaac
(See page 3)
3. **2017 Crime Stats:** Chief Peter McIsaac (See page 15)
4. **Divisional Reports:** Staff Sergeant Ken Routledge and Staff Sergeant Jodie Wilson (See page 17)

Adjournment



CAPE BRETON REGIONAL POLICE SERVICE

STRATEGIC PLAN 2018-21



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MESSAGE FROM THE CHAIR, CBRM BOARD OF POLICE COMMISSIONERS



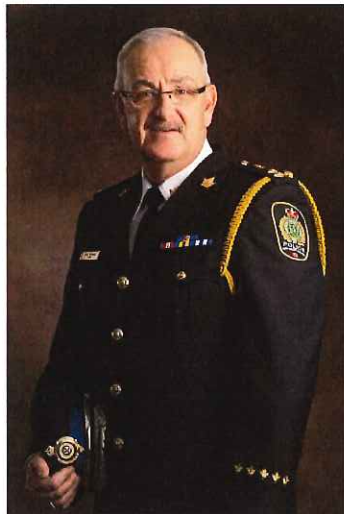
Earlene MacMullin
Councillor, District 2

On behalf of the CBRM Board of Police Commissioners, I am pleased to present the 2018-2021 Strategic Plan for the Cape Breton Regional Police Service.

I had the privilege to personally participate in the planning process, alongside other members of our Police Board, the police service, and its community partners and stakeholders. It is an impressive collaboration to see everyone work together and set a shared direction for how our police service can best meet the specific needs of our community.

I have the utmost pride in the quality and professionalism of our Cape Breton Regional Police Service, and confidence in their ability to continue providing our citizens and visitors with a safe and healthy CBRM.

MESSAGE FROM THE CHIEF OF POLICE



I am proud to present the Cape Breton Regional Police Service 2018-2021 Strategic Plan, as our continued commitment to providing a top-notch, well-respected service to the community we are honoured to serve.

Constantly shifting demographics, changing types of crime and the fiscal challenges of meeting more demands and responsibilities and managing higher daily costs of doing business with less resources, create complex dynamics for policing organizations to deliver public safety. Here in the CBRM, we respond to more than 60,000 calls for service each year, in a community whose socio-economics – including unemployment, poverty and addictions – all lead to crime. Yet, our crime rates have dropped more than 30% over the last five years and remain lower than provincial and national averages, as well as most municipalities of a similar size. That's because of the outstanding efforts of our dedicated staff, both sworn and civilian, who work extremely hard every day to serve and protect our citizens' fundamental rights to be able to live in a safe community.

I am extremely proud to lead this organization to ensure public safety for the evolving needs of our community. This plan, built on previous momentum and accomplishments, as well as the collective input of our stakeholders, will be our guide in doing so, with continued innovation and efficiency towards our vision of a safe and healthy CBRM.

Chief Peter J. McIsaac
M.O.M., BTEch (EM Mgmt.)



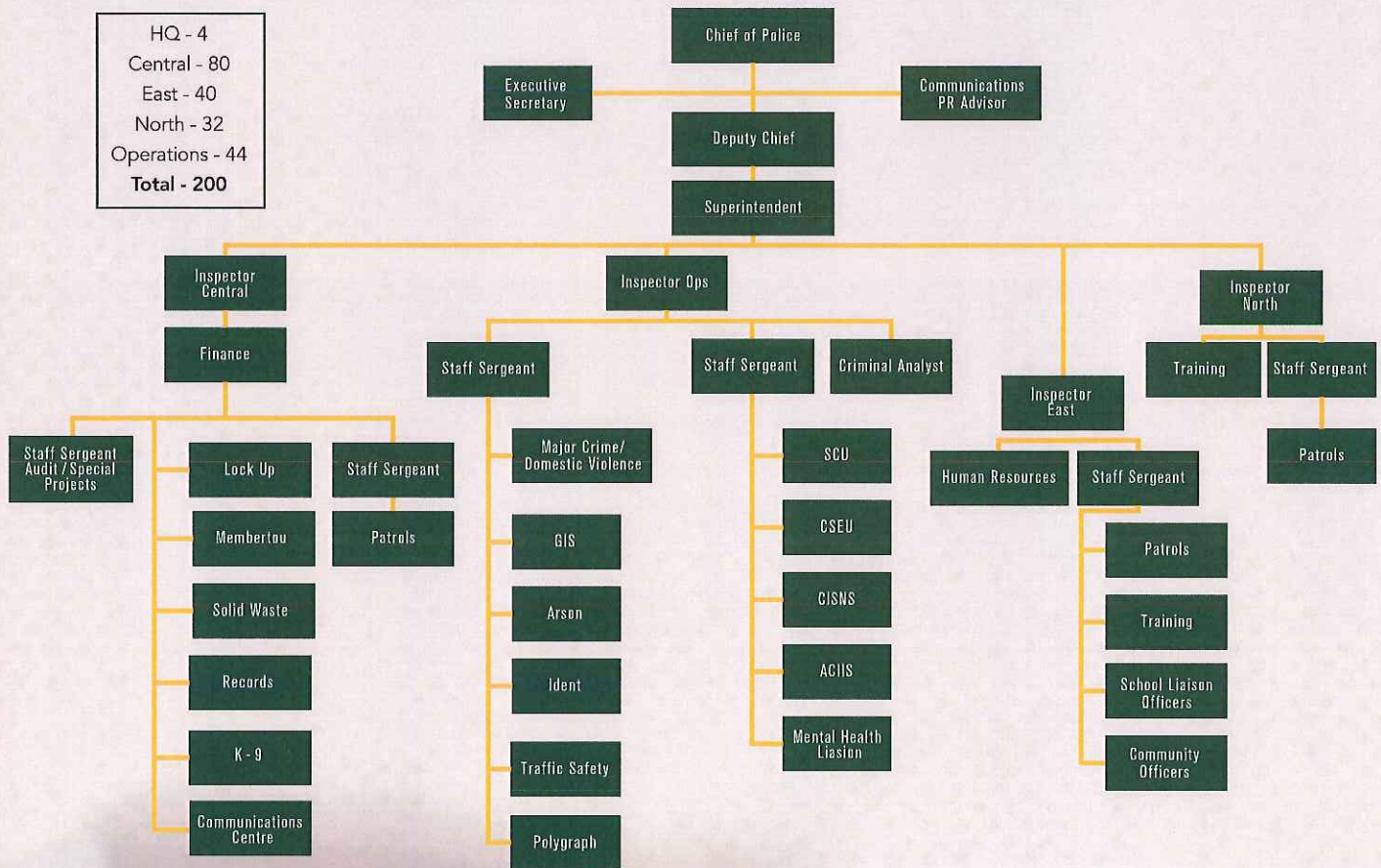
Cape Breton Regional Police Service

The CBRPS provides policing for all communities within the CBRM and all areas of Cape Breton County, serving a total of 95,000 people across a geographic area of 2,500 square kilometres and responding to and managing over 60,000 calls for service every year.

With 200 sworn officers, the CBPRS operates right at national standards for police to population ratios. The service has nearly 15 different specialized sections and teams, making it one of the few full-service police agencies in the province. Operating on a community-based model of policing, the CBRPS values the role that community partners play in the balance between enforcement and prevention and works with the people it serves towards achieving a shared goal of building safe and healthy communities.

Approximately 90% of the annual \$27 million budget is allocated towards wages and other mandatory requirements to carry out policing duties – including vehicles, fuel, uniforms, officer safety and training. The CBRM provides funding for 167 positions the additional are funded through nearly \$4 million in cost-recovery partnerships, including: the Government of Nova Scotia, through the Boots on the Street program; the RCMP, through the Integrated Traffic Unit; the Membertou First nation, through the MOU to provide policing services in that community; and the Cape Breton-Victoria Regional School Board, for School Liaison Officers.

ORGANIZATION CHART





THE STRATEGIC PROCESS

The CBRPS formalized a Strategic Planning process in 2012, as a guide to focus our efforts and direction to providing the most efficient and effective service we can to meet the needs of our citizens and community, and as a way to measure our activities and hold ourselves accountable to the job we do and the people we serve.

Our process is collaborative and participant-driven, developed by a committee with representation from CBRM Corporate staff, Council and Police Commission, community partners, all ranks of sworn members and civilian staff. With the assistance of a strategic planning facilitator, they conducted an environmental scan; reviewed accomplishments from prior plans; assessed results from a public survey; reviewed strengths, weaknesses, opportunities and threats for the organization; and categorized the pressures and priorities we face moving forward.

The landscape of policing continues to change and evolve, as does our community. Amidst a declining population and shrinking tax base, with a lack of core industry, lower paying jobs and high unemployment, municipal departments – including police – face increased pressures for reductions in budget and resources. At the same time, crime is changing and processes are more complex, creating new demands for capacity to investigate, as well as more training and new equipment to maintain expertise, all of which places additional demands on our budget and resources.

Considering all of the above, our committee developed goals and objectives in four key result areas in response to changing trends and demands with a focus on innovation and efficient service delivery for a safe and healthy community.

GUIDING PRINCIPLES

MISSION

We serve and protect our community.

VISION

Safe and healthy communities through leadership, partnerships and engagement.

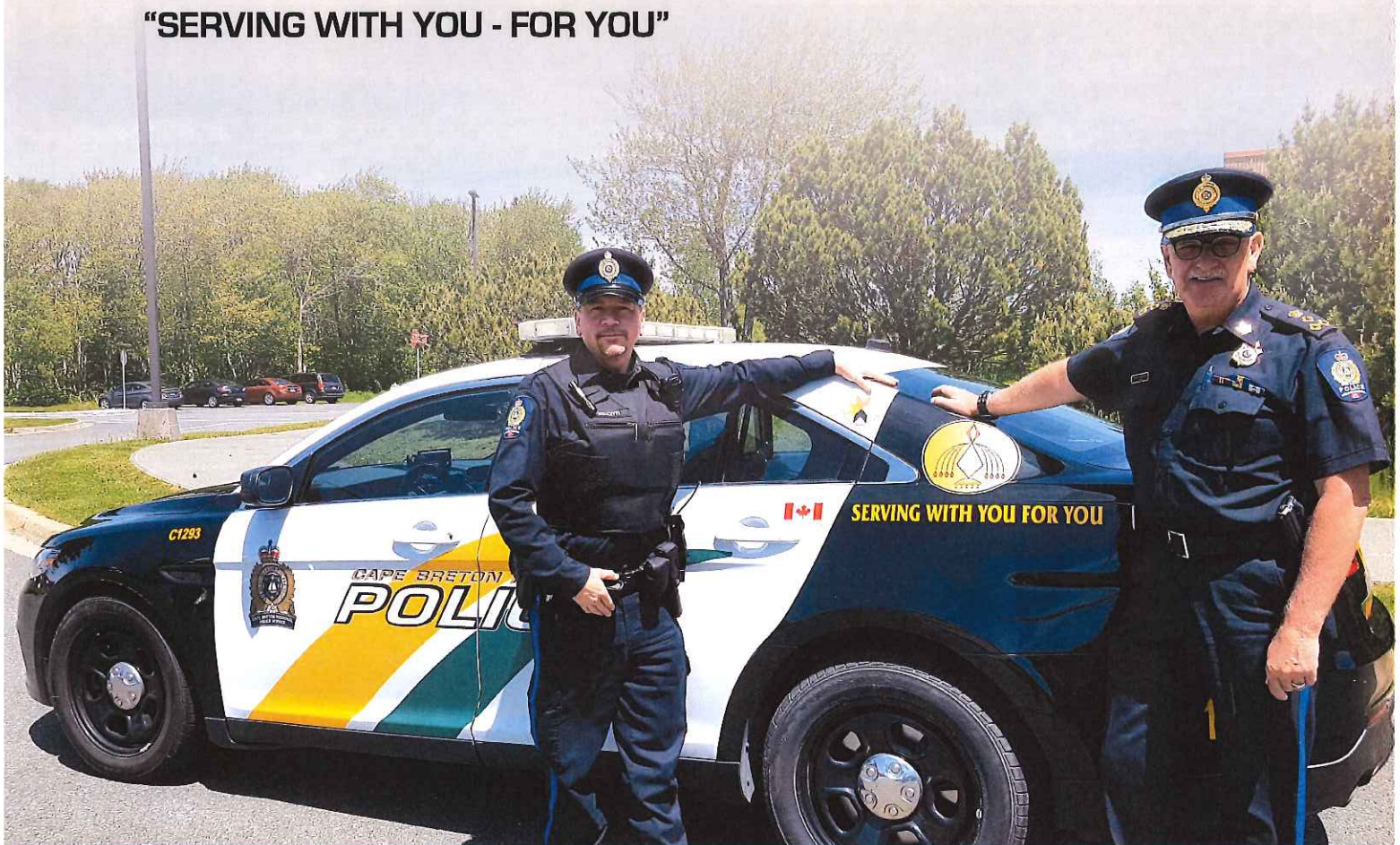
VALUES

We believe in maintaining law and order through:

- > ethics and professionalism;
- > accountability and transparency;
- > inclusion and diversity; and,
- > collaboration and community spirit.

MOTTO

"SERVING WITH YOU - FOR YOU"





VALUED HUMAN RESOURCES



Our members are our most valuable asset in serving our community and must be supported professionally and personally.

GOAL 1

Foster a positive, cohesive and supportive environment

OBJECTIVES:

- Strengthen organizational diversity in accordance with provincial and local polices in recruiting, hiring, training, and promoting professional and skilled members who reflect our community.
- Complete cultural awareness training to facilitate equity and inclusiveness.
- Continue addressing disciplinary behaviour with a restorative approach for awareness, education and prevention, when and where appropriate.

GOAL 2

Provide training that supports career development and succession planning

OBJECTIVES:

- Use a competency-based system for employee performance, assessment, development and career-pathing.
- Leverage police-related training and education available through the Canadian Police Knowledge Network for personal and professional development.
- Maximize opportunities for internal members with specialized skills and certification to facilitate training.

GOAL 3

Implement programs and services to ensure well and healthy employees as productive members of the workforce and society.

OBJECTIVES:

- Provide and promote access to programs and services for physical and mental well-being.
- Fully implement R2MR (Road to Mental Readiness) training to equip all employees with the resources to address and manage mental health.
- Develop a comprehensive process to manage attendance and performance, including sick time and workplace accommodation.

We exist to serve our community and ensure public safety.

GOAL 1

Make effective use of available technology for efficient operations and response

OBJECTIVES:

- Equip the complete fleet of vehicles with computers.
- Engage citizens in crime prevention and service delivery efforts through online crime reporting.
- Explore opportunities for adoption of emerging, proven technologies.

GOAL 2

Continue developing an intelligent-led model of policing for efficient allocation of resources

OBJECTIVES:

- Adopt a CBRM-wide operational platform
 - eliminate divisional boundaries,
 - refine zone mapping, and
 - move radio communication to one operational channel, to best respond where and when needed.
- Utilize GPS mapping to dispatch officers based on location, priority and officer/public safety needs.
- Use analytics and problem-oriented policing to further enhance ongoing crime reduction strategies.

GOAL 3

Address the impacts of cannabis legislation using effective crime management and community safety strategies.



We are guided by our motto of “Serving With You - For You”, engaging our public in partnerships for public safety.

GOAL 1

Leverage partnerships to meet continually evolving public safety needs

OBJECTIVES:

- Work with community agencies for information sharing about and with new Canadians.
- Build trust, capacity and responsibility as a culturally-safe resources in the community.
- Access partner agencies to better assist and serve vulnerable, marginalized, and at-risk populations, including victims of domestic violence, the illegal sex trade and youth at risk.

GOAL 2

Continually assess opportunities with public safety partners

OBJECTIVES:

- Facilitate continued information and intelligence sharing with specialized sections and resources, and community and law-enforcement partners.
- Develop common protocols to collaboratively respond to overlapping roles and responsibilities.
- Expand the role of the Mental Health Liaison to address increasing needs, challenges and calls for service

GOAL 3

Continue to foster public trust, confidence and support

OBJECTIVES:

- Better educate the public on policing, its complexity and all the ways our full-service agency works for public safety.
- Continue engaging with citizens through every-day interactions as well as community events and initiatives.
- Maintain open communication and collaboration with the media to share important information with the public.

Ongoing fiscal pressures mean we must be strong financial stewards.

GOAL 1

Focus on providing value-for-money

OBJECTIVES:

- Spend wisely and responsibly to manage available funds.
- Manage facilities and infrastructure for efficiencies, including required upgrades and facilitate required training cost-effectively.
- Maintain operational partnerships and explore means of enhancing external partnerships.

GOAL 2

Address staffing and resource issues

OBJECTIVES:

- Maintain and manage externally funded partnerships – including a specific focus on the Nova Scotia Additional Officer program – to ensure adequate cop-to-pop service delivery standards.
- Use the expertise of an HR Attendance Manager to best manage resources – including sick time, accommodation and overtime.
- Explore the possibility of contract term positions for peak periods.

GOAL 3

Deliver effective and efficient operations through improved business and financial practices

OBJECTIVES:

- Explore benefits of integration for economics of effort.
- Set up Ad-hoc operational cooperation with police agencies to achieve common goals.
- Explore possibilities of outsourcing duties and responsibilities for cost-effectiveness.



2017 Crime Rate, Crime Severity Index and Clearance Rate Comparisons
(Local, Provincial, National and Similar Policing Boundaries)

Prepared July 23, 2018

Crime Rate /100,000	CBRPS	Nova Scotia	Canada	St. John's	Halifax	Moncton*	Fredericton	St. John	Thunder Bay
Total, all Criminal Code violations (excluding traffic)	4890.28	5035.43	5334.04	5195.68	4993.27	8637.71	6284.58	6497.14	6238.73
Total violent Criminal Code violations	976.37	1251.43	1098.4	1414.08	1253.36	1597.44	1373.16	2024.44	1556.45
Total property crime violations	2957.6	2867.58	3244.76	2773.88	2853	5151.39	3725.96	3212.55	3227.64
Total other Criminal Code violations	956.31	916.48	990.88	1007.72	886.92	1888.87	1185.46	1260.15	1454.64

Highlights of Crime Rates

The overall criminal code violations rate of CBRPS is slightly lower than that of Nova Scotia and Canada as a whole
The violent criminal code violations rate of CBRPS is significantly lower than that of Nova Scotia and Canada as a whole
The property criminal code violations rate of CBRPS is slightly higher than that of Nova Scotia but significantly lower than Canada as a whole
The other criminal code violations rate of CBRPS is slightly higher than that of Nova Scotia and significantly lower than Canada as a whole

Crime Severity Index	CBRPS	Nova Scotia	Canada	St. John's	Halifax	Moncton*	Fredericton	St. John	Thunder Bay
Overall Crime severity index	59.46	65.85	72.87	66.84	64.43	97.91	85.61	79.13	88.25
Violent crime severity index	65.64	78.2	80.26	84.08	86.65	84.29	82.74	108.94	145.81
Non-violent crime severity index	57.1	61.26	70.04	60.48	56.29	102.58	86.44	68.21	67.34

Highlights of Crime Severity Index

The overall crime severity index of CBRPS is significantly lower than that of Nova Scotia and Canada as a whole
The violent crime severity index of CBRPS is significantly lower than that of Nova Scotia and Canada as a whole
The non-violent crime severity index of CBRPS is slightly lower than that of Nova Scotia and significantly lower than Canada as a whole

Weighted Clearance Rate	CBRPS	NS	Canada	St. John's	Halifax	Moncton*	Fredericton	St. John	Thunder Bay
Weighted clearance rate Total	52.51	40.56	39.49	33.01	35.34	28.05	31.55	64.38	49.67
Violent weighted clearance rate	82.52	62.67	62.86	45.79	47.93	52.49	50.45	82	67.13
Non-violent weighted clearance rate	40.11	30.41	29.87	26.61	28.37	20.83	25.04	54.26	36.07

Highlights of Weighted Clearance Rates

The overall weighted clearance rate of CBRPS is significantly higher than that of Nova Scotia and Canada as a whole
The violent weighted clearance rate of CBRPS is significantly higher than Nova Scotia and Canada as a whole
The non-violent weighted clearance rate of CBRPS is significantly higher than that of Nova Scotia and Canada as a whole
* Moncton is defined by the Codiac region which includes Dieppe and Riverview in addition to Moncton

**2017 Crime Rate, Crime Severity Index and Clearance Rate Comparisons
(Local, Provincial, National and Similar Policing Boundaries)**

Prepared July 23, 2018

Sources:

- Statistics Canada: Table 35-10-0177-01 Incident-based crime statistics, by detailed violations
- Statistics Canada: Table 35-10-0026-01 Crime severity index and weighted clearance rates
- Statistics Canada: Table 35-10-0178-01 Incident-based crime statistics, by detailed violations, police services in the Atlantic provinces
- Statistics Canada: Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario



Divisional Report
June 1, 2018 – August 31, 2018

Calls responded to by the CBRPS:

June 1, 2018 to August 31, 2018

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

June 1, 2017 to August 31, 2017

Area	Calls	Reportable
North Division	2844	1133
Central Division	6228	2595
East Division	4139	1656
CBRPS Total	13,211	5,384

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 – including foot patrol – 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 including: the Sydney Downtown Waterfront Festival, Crab fest, and the Cape Breton Bike Rally.

Training:

- Hazardous Environment Recognition, Ont. (2)
- Advanced Friction Ridge Analysis, Ont. (1)
- Peer to Peer Investigators Course, Ont. (1)
- K-9 Handler Development Seminar, Barrie, Ont. (2)
- Annual Range Training – completed for this year

Patrols:

- Attended calls relating to incidents of Robbery, Assault, Suspicious Fires, Vehicle Theft, Vandalism, 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 Westmount & Northside Trestles.
- Assisted investigative sections with vehicle stops.
- Participated in several community events including Canada Day Celebrations, Walmart IWK Fundraiser, Pride Week festivities, Bike Fest, Johnny Miles Festival, Farmers Exhibition and Coal Dust Daze.

Lockup:

June	July	August	Total
169	235	205	609

Membertou:

- Responded to 528 calls for service and laid 39 charges.
- Attended/participated Directors Meeting, Fetal Alcohol Spectrum Meeting, Conference Planning Committee Meeting, LETR Meeting, No Texting & Driving Roadside Checkpoint, Tim Horton's Camp Day, Aboriginal Day, Bicycle Safety Talks at school, Family Day at Membertou Football Field.
- Attends, on a regular basis, Pavilion Gaming Centre, Building 3 Gaming Centre and Entertainment Centre, Day Care Centre, Elementary School, Membertou Fitness Centre, Businesses located on Churchill Drive, Monthly Ticket Draws at VON Office.

K-9 Unit:

- Responded to 81 calls for K-9 service 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, Assist Major Crime Unit, Street Crime Unit, ERT, IDENT members, other agencies RCMP, CBSA
 - Located / arrested 6 persons, located 14 articles, laid 3 charges, and issued 2 Summary Offence Tickets.
- Assisted patrols with 144 calls for service, 36 alarms and 28 vehicle stops.
- Attended the Law Enforcement Torch Run
- Regular Foot Patrols conducted in all Divisions.

School Liaison Officers:

- Participated in coaching and mentoring students.
- Worked closely with school administration to address potential issues and ensure school safety.
- 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. Did motorcycle patrol in various communities.
- Liaison between CBRPS and Child Welfare Group Home in Sydney.

- Participated in several community events throughout CBRM including Cops against Cancer, Jump Start Program, UNIA Fishing Derby, IWK Telethon, and summer parades.
- Attended LETR and the 911 Ride.
- Attended several meetings including community office meetings, Neighborhood Watch, Torch Run, and Summer Grant Programs.
- Worked with various community agencies including Crossroads Clubhouse and Breton Ability Center.
- Conducted a number of talks to senior groups on safety and fraud prevention.
- Mentor a student in the Options and Opportunity Program through the Cape Breton Victoria Regional Center for Education.

OPERATIONAL SUPPORT

Traffic Safety Unit:

- Enforced 228 *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.
 - Partnered with MADD Cape Breton and carried out several check points across CBRM. Over 1000 vehicles were checked resulting in several Motor vehicle infractions.
- Assisted/participated with Safe Grad for several of the local high schools and escorted several parades within CBRM
- Participated in the Law Enforcement Torch Run, escorting members in and around Cape Breton Island
- Attended numerous community meetings including Sydney Downtown Redevelopment Project, Active Transportation, Special Olympics, Fiddlers Run Group, and Equalization Payments Group.

Street Crime/Drug Unit:

- Executed 19 warrants, laid 141 charges and seized over \$660,000 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:

- Worked on 154 assignments.
- The community Safety Enforcement Unit, with the assistance of investigators and patrol officers, conducted an extensive investigation into the continued prostitution activity as well as other criminal behavior in the downtown area. As a result of this investigation police issued a more than 40 charges including 18 charges of Obtaining Sexual Services. Other charges included of breaching a previous court order, theft, impaired driving, fraud and several motor vehicle infractions.
- Conducted numerous compliance checks, property checks, address checks, vehicle stops and attempts to execute outstanding warrants, arresting individuals breaching conditions.
- Assigned a number of files for follow up including a Break/Enter and Theft. One individual was arrested and charged.
- 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 31 new investigations and laid 20 criminal code charge, 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 42 active investigations.
- Executed 8 search warrants and production orders along with sealing orders.
- Continued preparing Court documentation for upcoming trials.
- Reviewed 368 domestic-related files and received 191 domestic violence referrals, resulting in 348 Criminal charges.
- Conducted Domestic Violence Training Session for APA Cadet Constables.

General Investigation Section

- Assigned 32 new files for investigation, including sexual offences, theft, assault, and Breaches of Court orders. A total of 34 charges were laid.
- Currently managing 56 active investigations.
- Prepared and executed multiple search warrants and production orders.
- Registered persons on the National Sex Offender Registry.

Arson Investigator:

- Leading 13 active criminal investigations.
- Investigations into offences including Arson, Possession of Incendiary Materials, Break and Enter, Forcible Entry as well as breaches of court orders resulting in 5 criminal charges being laid.
- Prepare and execute production orders related to ongoing investigations.
- Worked 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 32 investigations including incidents of child luring, child pornography and the forensic analysis of computers and mobile devices such as tablets and cell phones.
- Prepared and executed several search warrants and production orders.

Forensic Identification Unit:

- Responded to 134 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 4 fingerprint identifications and 2 footwear identification confirmed.

Solid Waste:

- Received 47 complaints of illegal dumping resulting in 4 charges laid.
- 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.
- Fulfilled internal and external requests for statistical information.
- Facilitated information sharing with Criminal Intelligence Service of Nova Scotia and maintained all information entries to the Automated Criminal Intelligence Information System (ACIIS).
- Liaised 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.

