MEMORANDUM

TO: Municipal Council

FROM: Greg Herrett, CPA, CA – Chief Administrative Officer

DATE: **December 12, 2022**

RE: Recommendation from Policing Options Review Committee

The purpose of this memo is to summarize the review process to date and transmit the recommendation of the Policing Options Review Committee to Council in accordance with the terms of reference of the committee.

Committee Mandate
The mandate of the committee was set out in Council approved terms of reference (attached).

- Review the current delivery of policing services
- Review the policing needs of the community
- Review the options for service delivery of policing services, which could include a request for proposal from other policing service providers
- Present the initial findings and recommendations to Council.

Work completed to date
The initial phases of the police review are complete. The committee, and Council, has received the required presentation from the current service provider and our contractor, Narrative Research, has completed the public consultation phase. Narrative Research's report is attached.

The themes from each of the public meetings was similar and clear. The public want better response times, more visibility by police in our communities and they need to feel safe in their homes and in the community.

Review of options

The committee had considerable discussion with regard to the options available for policing services. Three high level options were identified and agreed to by the committee:

1. Status quo - make no changes and remain with the current service provider
2. Conduct a review of policing services with the current provider, ensuring that the concerns raised in the public consultation process are addressed.
3. Issue a request for proposals for policing services, ensuring that the concerns raised in the public consultation process are addressed.

Further discussion by the committee led to the consensus that because the status quo was not acceptable, only options 2 or 3 should be considered in the committee's recommendation to Council.

Evaluation of options

With agreement on options, the committee proceeded to the evaluation of those options. While there were some cursory discussions around the financial aspects related to the remaining options, detailed discussion regarding financial considerations is premature prior to engagement with either the current service provider or potential alternate service providers through either option 2 or 3 because detailed financial information won't be available until the receipt of their proposals.

In terms of initial committee conclusions and the recommendation to Council, the essential question considered by the committee was: "After considering the presentation from the current service provider and the results of the public consultation process is there merit in testing the market for an alternate service provider?"

After considerable discussion over two separate meetings, the committee's conclusion was that there was indeed merit in testing the market. The following motion was approved by the committee:

That the Committee should ask staff to draft a report to Council including a recommendation that Council approve the following motion : " That Council accepts the recommendation of the Policing Options Review Committee that a request for proposals for policing services should be issued and requests that the Committee proceed to draft the request for proposal, based on the concerns raised in the public consultation process, for Council's review and approval"

This memo and attachments constitute the report to Council.

Policing Options Review Committee recommends:

That Council accepts the recommendation of the Policing Options Review Committee that a request for proposals for policing services should be issued and requests that the Committee proceed to draft the request for proposal, based on the concerns raised in the public consultation process, for Council's review and approval.

In terms of process, if that motion was approved at a public Council meeting, the committee would begin work on a request for proposals (RFP) for policing that would set out what any proposals should include in terms of level of service. This draft RFP would then come back to Council for approval before being released.

Municipality of Cumberland
Policing Review
TERMS OF REFERENCE

Purpose

The Municipality of Cumberland has passed a resolution to conduct a review of policing options, with respect to their policing requirements, including:

1. Review the current delivery of policing services in the community.
2. Identify any alternate service providers.
3. Identify options for the delivery of policing services.

Composition

The Municipality of Cumberland will establish a Review Committee, all appointed by a resolution of Council, with representation from the Department of Justice, RCMP Advisory Board, members of Council, senior staff and members of the public as follows:

- Mayor
- 4 members of Council, representing
  - District 2
  - District 4
  - District 6
  - District 8
- 4 members of the public, representing
  - District 1
  - District 3
  - District 5
  - District 7
- A representative from the Department of Justice (non-voting)
- Chief Administrative Officer (non-voting)

Mandate and Deliverables

The Review Committee will:

- Review the current delivery of policing services
- Review the policing needs of the community
- Review the options for the delivery of policing services, which could include a Request for Proposal from other policing service providers
- Present the initial findings and recommendations to Council

- Should Council direct, prepare a Request for Proposals for Council approval
- Should Council decide to issue an RFP, review the submissions and make recommendations to Council of final approval with regard to policing services

Objectives

The Review Committee will examine:

- Specific requests from the community (i.e. visibility)
- The allocation of resources to detachments can be addressed in the requested review
- Level of service, including hours of service, can be addressed in this review
- Financial issues, including but not limited to, payment for human resource vacancies can be addressed in the review
- During the review of options, clearly identify priorities (community outreach programs, community safety, school resources, accountability, population, economic issues, and recruiting)

Under the *Police Act*, the NS Minister of Justice must determine the effectiveness and efficiency of policing in the province of Nova Scotia; any changes to policing models must therefore be approved by the Minister.
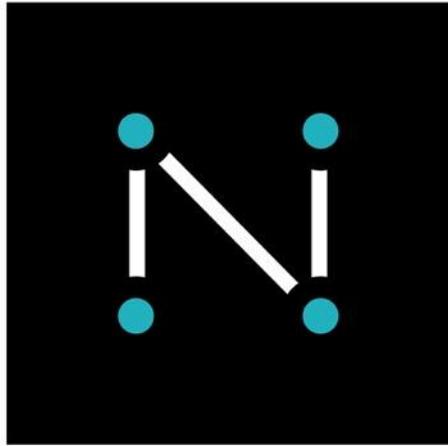
2022 Municipality of Cumberland County
Policing Services Review

Public Consultation Report

October 2022

Prepared for:

The Municipality of Cumberland

Introduction & Methodology

In Summer 2022, The Municipality of Cumberland passed a resolution to conduct a review of policing options, with respect to their policing requirements, including reviewing the current delivery of policing services in the community, identifying any alternate service providers, and identifying options for the delivery of policing services. A Policing Services Review Committee was established to oversee this review, with one of the deliverables being to understand the policing needs of the community through a public consultation process.

To that end, Narrative Research was engaged by the Municipality of Cumberland to gather public input as part of the Policing Services Review Committee's process. This public consultation process gathered feedback from residents and stakeholders regarding policing needs and their desired operational priorities for policing in the Municipality, including response times, property crime, organized crime and gangs, crime prevention, traffic safety, public disorder, and vandalism.

This review also sought to understand desired attributes for policing in Municipality, including opinions relating to fair and equitable treatment, visibility, safety, community values, education/outreach, and response times. The primary objective of this public consultation was to understand policing needs of the community, including:

- Identify perceived policing priorities and service expectations;

- Understand how visible and involved audiences expect police to be in their community; and

- Determine expectations with respect to response times from police.

Page 20 of 45

3

To gather public input, a three-part public consultation process was implemented, using both qualitative and quantitative methods.

- Five community consultations were held in Parrsboro, Springhill, Pugwash, Upper Nappan and River Hebert, with members of the general public being invited to attend through media (radio, newspaper, social media). These discussions focused on the future of policing in the County and sought opinions regarding eight attributes of policing. Sessions were conducted September 8th to October 4th, with each session lasting approximately 90 minutes. In total, 110 residents attended the community sessions.

- A series of eight in-depth interviews were also conducted with community leaders in the County, including representatives of Boards of Trade, Chambers of Commerce, Community Associations, Development Associations, and Citizens Groups throughout the region. Interviews were conducted by phone.

- An online survey was designed, whereby residents were asked to rank attributes and values of policing, and prioritize policing services. A link to the survey was available on the Municipality website and the survey was promoted in the media (social media, radio, newspaper), and via outreach to Narrative Research's East Coast Voice online panel. The survey was open to the public from September 8th – October 11th and the average time to complete the survey was 12 minutes. In total, 364 residents completed the survey.

The following report provides results from the public consultation and includes an executive summary of the consultation, as well as an analysis of findings. Verbatim comments of respondents are also included throughout the report. Appended to the report are copies of the facilitation guide, interview protocol and online survey, as well as detailed data tables for the online survey.

Five Community Consultations
- Parrsboro, Springhill, Pugwash, Upper Nappan, River Hebert
- September 8th – October 4th, 2022
- 110 attendees

Eight In-depth Interviews
- With community leaders
- September 11th– October 18th, 2022

Online Survey
- 364 completed surveys
- Average survey length: 12 minutes
- September 8th – October 11th

The primary benefits of qualitative discussions (e.g., public engagement / consultation sessions and in-depth interviews) are that they allow for in-depth probing with participants on their opinions, perceptions and attitudes on a specific subject matter. Qualitative research allows for more complete understanding of the segment in that the thoughts or feelings are expressed in the participants' "own language" and at their "own levels of passion." Qualitative techniques are used in marketing research as a means of developing insight and direction, rather than collecting quantitatively precise data or absolute measures. As such, results derived from the public engagement sessions and one-on-one interviews are directional only and cannot be projected to the overall population under study. Further, given that participation in the online survey is self-select, a margin of error is not appliedd to survey results.

Executive Summary

Results of the **Public Consultation** provide clear input for the Policing Services Review Committee in understanding public expectations and perceived priorities for a future policing service in the Municipality of Cumberland. Findings show a clear desire for a more visible and widely dispersed police force in the Municipality, and concern is evident given the large geographic size of the Municipality. The following outlines key highlights from the public consultation.

- *Expectations of response times in an emergency vary by location, although residents consistently place high importance on this policing attribute.* Response time expectations vary from a matter of minutes to an hour. If living close to a town center, response time in an emergency is generally between 5-20 minutes depending on the nature of the emergency, while those living in rural areas realistically expect between 30 minutes and an hour.

- *There is a clear desire and expectation for increased visibility of police in the community, in various ways.* A visible police presence includes several distinct elements, namely having a uniformed presence, an unmarked presence, regular interaction with residents, and visible enforcement actions.

- *Active public education and community outreach is considered an important aspect of building trust with a police service, as well as for crime prevention.* Residents would like to see various types of police engagement within the community including school visitations, business visits, outreach to seniors' facilities or other community groups, public speaking and attendance at key community meetings.

- *An increased police presence and greater law enforcement are key to ensuring residents feel safe.* Seeing police more often and sharing regular information on crime statistics will go a long way towards achieving this goal.

- *While there is clear recognition that protecting residents' property is a shared responsibility, there is an expectation for police to assist.* Public education, organized community watch programs and increased police patrol are key actions to create an increased sense of safety for property owners.

- *Providing fair and equal treatment to all residents is expected, regardless of gender, race, income, age, ability or status in the community.* Residents want everyone to be treated respectfully, regardless of where they live, who they are, or their socio-economic status. Seeing gender and racial representation in the police service ranks would help to demonstrate a sense of equity and fairness.

- *Greater public information on police servicing in the Municipality is desired, across multiple mediums.* The public is keenly interested in better understanding what is going on in their community and want to hear from police regularly on a wide range of measures. Any information dissemination must make use of a wide range of communication methods to ensure effective public communication.

6

- *While there is a clear desire and expectation for the police to solve crimes quickly, many are unsure of the status of investigations of reported crimes.* Residents believe there needs to be greater accountability towards keeping community members informed.

- *Residents place priority on ensuring response times in an emergency, as well as on providing visibility of police in the community.* In the public consultation sessions, these key attributes consistently ranked of higher priority and were deemed a top priority by almost all attendees.

- *Residents consider each of the police service attributes and values assessed to be highly important.* Indeed, survey results underscore that residents deem each attribute to be of importance, although top priority is placed on response times in an emergency, fair and equitable treatment for all, and ensuring that residents feel safe.

- *Residents place high importance on all operational policing activities assessed.* That said, of those activities, residents believe the police should place greatest priority on investigating crimes of violence, responding to calls more quickly, investigating online crimes against children and youth, and investigating major crimes against property.

- *When asked what concerns need to be addressed in the future, findings highlight a desire for a larger police force in the Municipality.* Residents express concern about a lack of presence of police, a need for more policing, as well as current resources being spread too thin. Accordingly, a limited police force impacts response times as well as the ability to deal with drug issues in the community.

7

Detailed Analysis

Attributes and Values of Policing

Perceptions and expectations relating to eight key policing attributes or values were explored in the community consultations and in-depth interviews. These attributes included: *response times in an emergency; visibility of police; providing education and outreach; ensuring residents feel safe; ensuring residents' properties are safe; the ability to solve crimes in a timely manner*; and *fair and equitable treatment for all*.

The following section discusses participants' understanding and expectations of each attribute. Verbatim comments are provided to exemplify public sentiment.

Expectations of response times in an emergency vary by location, although residents consistently place high importance on this policing attribute.

Across locations, there is genuine concern about how long it will take police to reach them in an emergency. Residents appreciate that times will vary depending on where they live, especially then considering where they are located in relation to the location of police dispatching depots.

When asked how long of a response time is expected, answers varied notably, ranging from a **matter of minutes to an hour**. If living close to a town center, there is a general expectation that a response time in an emergency will be between 5-20 minutes, depending on the nature of the emergency. By contrast, those living in more rural areas realistically expect a response time of between 30 minutes and an hour.

Of note, in River Hebert response time is often longer, impacted by a perceived inability to call police during times of an emergency. A lack of cellular phone service, together with an unawareness of where to call, impedes residents' ability to call the police when needed.

Across locations, residents generally believe that the solution to improving response times is to increase the number of police resources in the Municipality and to spread the resources throughout the region. Indeed, many in remote areas feel there should be more officers and more depots, with officers living in the more remote parts of the Municipality to expedite response time.

> *"I think the municipality is understaffed to cover such a wide geographical area, and it's not just our county. Depends on how far away they are. If they can't get there in under 30 minutes we have a problem. But that's tough for Advocate and other remote areas."* – **In Depth Interview**
>
> *"I expect an officer in the town at all times, and there isn't."* – **Parrsboro Engagement Session**
>
> *"The response times from RCMP members in rural communities is unacceptable. I have been witness to many situations where a call for help has been placed and people have waited way too long for members to show up. This is because they are coming from different areas across Cumberland County that may not be the closest to the area where the individual needs assistance. It is to the point where many people, myself included have lost faith that in a situation that could be very serious including life or death, RCMP members would not show up in time."* – **Verbatim Survey Response**
>
> *"There's no cell coverage here – it's a dead zone. Getting someone on the other end is a challenge when you can't even make a call. And if I can, I don't know who to call."* **River Hebert Engagement Session**
>
> *"Our police force needs to be visible with members strategically deployed so that all areas are consistently covered. Waiting for police to drive to Parrsboro in an emergency situation, from Amherst or further, is disgraceful."* – **Verbatim Survey Response**

There is a clear desire and expectation for increased visibility of police in the community, in various ways.

There is a clear desire to have a visible police presence throughout the community. That said, having a visible police presence includes several distinct elements, namely having:

- a **uniformed presence** (including the presence of marked vehicles, uniformed officers, officers 'walking the beat', police depots, and a presence in other non-traditional ways such as on bicycles or ATVs on trails)

- an **unmarked presence** (whereby 'ghost' cars will frequently patrol the community)

- **interaction with residents** (e.g., uniformed officers visiting local businesses, community associations or schools, and being an active and familiar part of the community)

- **visible enforcement action** (e.g., ticketing speedsters, pulling people over, addressing / visiting known drug houses)

Residents have a clear expectation to see the police throughout the County, whether it be around towns or in remote areas. There is a strong belief that greater police visibility will act as a deterrent to criminals, speeders, and those driving under the influence (DUI), and will go a long way to making residents feel safe. Further, residents expect that during any police shift each street or community is patrolled to some extent.

Across locations, there is a general perception that the police are not seen often enough. It is perceived that much mischief is occurring because people know the police are not around. During discussions, there were numerous mentions of ATVs on roads, speeding, DUI, drug houses, and vandalism occurring. People felt such activities would be reduced with greater visibility of police in the communities and more random visits by police.

"

"One of the most important things is being present in the community. Public facing policing to keep it top of mind for people. See people pulled over in rural areas. Most crimes are crimes of opportunity. Visibility deters and it helps people to feel safe in their community." – **Upper Nappan Engagement Session**

"Visibility also involves accessibility. Having them accessible in situations is just as important as seeing them. They could have 30 minutes in a squad car or you could have a half hour walking Main Street and getting to know people and let them know you. As far as visibility around the community, my expectation is that every street in the town is patrolled at least once in the shift." – **Springhill Engagement Session**

"You need to have a uniformed presence. There is none right now." – **River Hebert Engagement Session**

Page 28 of 45

Active public education and community outreach is considered an important aspect of building trust with a police service, as well as for crime prevention.

When asked what types of education and outreach residents expect from the police, a need for various types of police engagement within the community were highlighted. It was felt these would greatly assist in crime prevention. These generally included:

- **Visiting schools** and speaking to students

- Having an **active presence in the local business community** (e.g., random visits to businesses)

- Visiting **seniors facilities** or **other community groups,** particularly those with marginalized or at-risk audiences (e.g., victims of domestic violence). This would ensure a greater sense of safety in dealing with police.

- **Public speaking** on topics of relevance

- Being an **active community member** (e.g., living in the community, coaching teams, appearing at community events)

- Attending meetings (**County meetings, community development meetings** and providing **regular input to Council**)

Topics of interest ranged from how to keep yourself safe, safe driving, drug use (risks of, efforts to combat, statistics on extent of the problem), cyber security, fraud, identity theft, human trafficking, and tips for home safety. Residents are keen to learn more about what they can do to keep themselves and their properties safe when the police are not around.

In most locations, residents had positive recollections of police visiting schools and believed those actions helped create positive relationships within the community and may have helped steer kids the right way.

Some felt that active outreach currently occurs in some communities and schools in the County, although there is little awareness or communication of such efforts. It was generally felt that education and communication outreach does not happen as frequently as it once did and should be brought back.

"The RCMP rotate staff so frequently, it prevents the ability for officers to build relationships and create programs like hockey teams for at risk youth." – **Parrsboro Engagement Session**

"I think instead of them educating us I think we need to educate them. As a woman I don't feel safe, I don't feel I can call upon them, because of their attitudes." – **Parrsboro Engagement Session**

"There has been some great outreach to the schools, but I don't think people know about it." – **River Hebert Engagement Session**

12

An increased police presence and greater law enforcement are key to ensuring that residents feel safe.

Ensuring that residents feel safe is a fundamental and expected part of a policing service. Across communities, many indicated that they currently do not feel safe in their community, citing recent crime outbreaks (e.g., building fires, thefts, presence of drug dealers, dangerous roads due to increased DUI or speeding), or personal experience as a victim of or witness to crime.

When asked how police can ensure that residents feel safe, a number of key actions were consistently outlined which relate to previously discussed attributes. These generally included:

- Increased police presence

- Greater police enforcement

- Enhanced policing familiarity of the Municipality (e.g., where landmarks are, where problems are)

- Shared information (namely providing regular statistics on crime levels, convictions, trending of statistics, etc.)

In some smaller communities having a police depot or office where residents can stop in to express concerns was also deemed important.

"Visibility, people know that RCMP aren't in town at specific times. People in the community need to see them. Right now we are looking out for each other's properties and valuables. Need to increase staffing of patrol officers." – **Springhill Engagement Session**

"Be on duty 24 hours. Be visible, need enough staff to cover a rotation." – **Parrsboro Engagement Session**

"It's very frustrating when you call and the person on the phone doesn't know the area. When you describe a landmark and they don't know it's not reassuring." – **Parrsboro Engagement Session**

"I moved to Cumberland to be in a safer place but it's not like that anymore." – **Pugwash Engagement Session**

"Show us that enforcement is happening and that laws are being upheld!" – **River Hebert Engagement Session**

Page 30 of 45

While there is clear recognition that protecting residents' property is a shared responsibility, there is an expectation for police to assist.

There is clear recognition that protecting residents' property is a shared responsibility, and that residents have a role to play. That said, there is an expectation for a policing service to guide residents on how to keep their property safe, as well as offer additional types of support - potentially through organized, community-based approaches. When asked how police can ensure property is safe, suggestions included:

- **Provide guidance to residents on how to keep their property safe**. Examples provided included providing information on the effective use of cameras on a property (doorbells, or other), putting proper lighting in place, sensory lighting, keeping shrubs trimmed, or any other action that might mitigate risk.

- **Establish organized community watch programs** (e.g., Neighbourhood Watch, Block Watch, etc.). Such a program would have neighbourhood advocates in place who are trained on how assist police. This would include formal signage and meetings on a regular basis.

- **Ensure regular police patrol in communities**. Again, it was felt that an absence of police presence was detrimental to residents feeling as though their properties are safe.

In combination with police assistance and education, residents expressed that these types of initiatives would help spread a sense of safety. It was also suggested that this would help seasonal residents, given that through organized community watch programs full-time residents could keep an eye on seasonal residents' properties.

"

"What about Neighbourhood Watch? It worked well, where did it go?" – **Parrsboro Engagement Session**

"Get out of the car and check buildings. When not chasing someone that will make people feel safe. Walking around and interacting with people on the street. They see you and you're doing the businesses a service." - **Upper Nappan Engagement Session**

"Knowing what you can do as a homeowner to keep your property safe is important. Help me learn what I need to do." - **River Hebert Engagement Session**

Page 31 of 45

Providing fair and equal treatment to all residents is expected, regardless of gender, race, income, age, ability or status in the community.

Offering fair and equitable treatment for all regardless of gender, race, income, age or ability was deemed essential to any policing service - something that is a given and a basic expectation. While residents generally concurred that this aspect of policing should be expected, there were mixed opinions in terms of whether that was actually the case.

When asked what fair and equitable treatment looks like in terms of policing, residents want everyone to be treated respectfully, regardless of where they live, who they are, or their socio-economic status.

There were some concerns expressed among women about whether or not their calls would be treated appropriately if the phone is answered by a man, particularly if the topic is of a sensitive nature. This would especially be the case when dealing with victims of domestic violence, human trafficking, or sexual abuse.

It was felt that seeing gender and racial representation in the ranks would help to demonstrate a sense of equity, while also enhancing comfort levels of some residents when interacting with a police officer.

"

"I want to see different gender and race representation in the ranks of the police service." – **Parrsboro Engagement Session**

"Ensuring that a woman feels comfortable calling the police is very important (doesn't seem to be the case)." – **Pugwash Engagement Session**

"Regardless of where you live or who you are, you should be able to expect fair and equitable treatment. Whether you get that is determined by the actions of the police." **Springhill Engagement Session**

"Everyone should be treated fair and equally. Regardless of who it is people should be treated the same when they call in an emergency. This is a given." – **In-depth interview**

Page 32 of 45

Greater public information on police servicing in the Municipality is desired, across multiple mediums. "

Across communities, people want and expect better communication from the police service. There is a widely held expectation that the police should follow up with those that report crimes, but that they do not. People also want to know more about crimes being solved.

The public is keenly interested in better understanding what is going on in their community and want to hear from police regularly on a wide range of measures, including such things as:

- ➢ Number of tickets issued
- ➢ Number of warrants / arrests
- ➢ Updates on cases under investigation
- ➢ Number of convictions

Further, information about the nature of crimes or offences in the community (e.g., DUI, identify theft, break and enter, property destruction, speeding, etc.) was deemed valuable information that is worthy of regular communication to the public. This information was considered an important means of showcasing the efficacy of the police force, while also making residents feel safer in their communities.

In terms of how such information could be shared, it was largely felt that multiple communication mediums should be used. The **internet** offers an easily accessible communication vehicle for most residents to find information, whether it be through a community-specific police update on a police website, the Municipality website or on social media. Providing a regular update on pre-determined performance indicators for **monthly Council meetings** was considered imperative. In addition, including information on local news, and on bulletin boards in community centers were deemed important. It was underscored that residents use a diverse range of mediums to obtain their information and that the police should use a wide range when communicating.

"They need to be accountable to the people of the community. The community needs to be able to fire them if they are not meeting the communities' needs. Should be able to affect their pay grade, promotions, etc., it would be performance management." – **Parrsboro Engagement Session**

"I think transparency involves the public having full knowledge of what's going on, budget, personal issues, a public accounting of actions. A public report and information on a website would help build transparency. Somewhere for the public to go if they feel mistreated by the police officer. Full transparency as long as it does not jeopardize people or investigations." – **In-depth interview**

"At the very least you need to have regular updates to Council at every meeting – on predetermined measures – that can be shared with the public." – **Springhill Engagement Session**

"Need to build greater communication between the community/citizens and the police." – **Pugwash Engagement Session**

While there is a clear desire and expectation for the police to solve crimes quickly, many are unsure of the status of investigations for reported crimes.

There is a general sentiment that residents feel uninformed in terms of whether the policing service can solve crimes in a timely manner. While there is a clear desire and expectation for the police to solve crimes quickly, many are unsure of the status of investigations following a crime being reported. As mentioned, in multiple locations, several participants noted that they have reported crimes but have never heard back from police. Further, a good number of participants noted that often residents know who committed a crime, share the information with police, but nothing is done, and the crime continues. Residents are of the opinion that there needs to be greater accountability towards keeping community members informed.

Suggestions to improve accountability included:

- Having police provide **regular reports to Council**
- **Police holding open house sessions** in communities on a regular basis
- Ensuring some type of **follow-up process** for any crimes reported
- **Creation of a Police Commission** to make the police more accountable to the community

When asked how they heard about crimes being solved, many residents were at a loss and indicated that they typically didn't hear anything or heard about updates by other residents at the local Tim Horton's. Indeed, there was a general lack of information or lack of awareness on how to get the information they wanted. The public wants to know how investigations progress, feels they deserve to know, and believes regular communication would both help to make people feel safer and deter criminals.

The concept of a police service reporting into a Police Commission was popular in the Parrsboro and Springhill areas.

> *"We need a local Police Commission that is accountable to the community."* – **Parrsboro Engagement Session**

> *"Possibility of a Police Commission that makes them accountable to the community rather than their own hierarchy."* – **Springhill Engagement Session**

> *"Being accountable to the community is important."* – **Survey Verbatim**

> *"We lose faith when we see things unresolved."* – **Pugwash Engagement Session**

> *"If your bike is not locked up it's getting stolen. We never hear if there are any results. Even if we know who did it, they are allowed to keep doing it. Extreme speeding, obvious drug addicts roaming town, attempted thefts a few houses from ours that has been reported.* – **Parrsboro Engagement Session**

> *"You should be giving me information - what are you doing for me?"* – **River Hebert Engagement Session**

Residents place priority on ensuring response times in a emergency, as well as on providing visibility of police in the community.

Following discussion of the eight policing attributes, attendees of the community consultations were asked to rank which aspects of policing they deem most important, by identifying their **top three priorities**.

As outlined in the table to the right, two key attributes consistently ranked of higher priority and were deemed a top three priority by almost all attendees. These included *ensuring response times in an emergency*, and *providing visibility of police in the community.*

Residents also placed notable priority on *ensuring that residents feel safe*, with close to half of all attendees placing this attribute in the top three. Overall, one-third of all attendees also placed high importance on *communication and transparency of policing operations with members of the public.*

Of note, during discussions residents emphasized that there is much interdependence between the various aspects assessed and that all aspects collectively contribute to a better police force and a safer community.

Rating Attributes of Policing
Community Consultation Sessions

	1st	2nd	3rd	Total
Response times in an emergency	43	35	15	93
Visibility of police in the community	40	34	10	84
Ensuring that **residents feel safe**	10	14	24	48
Communication and transparency about policing operations with members of the public	3	8	24	35
Police providing education and outreach within the community	7	4	10	21
Ensuring that **residents' properties are safe**	3	6	11	20
Ability to **solve crimes in a timely manner**	3	4	10	17
Fair and equitable treatment for all regardless of gender, race, income, age or ability	1	2	1	4

Prioritizing Policing Activities

A total of 364 residents completed an online survey, assessing the level of importance of a variety of policing activities.

The following section discusses survey respondents perceived importance of each attribute under study, as well as perceived priorities for a police service.
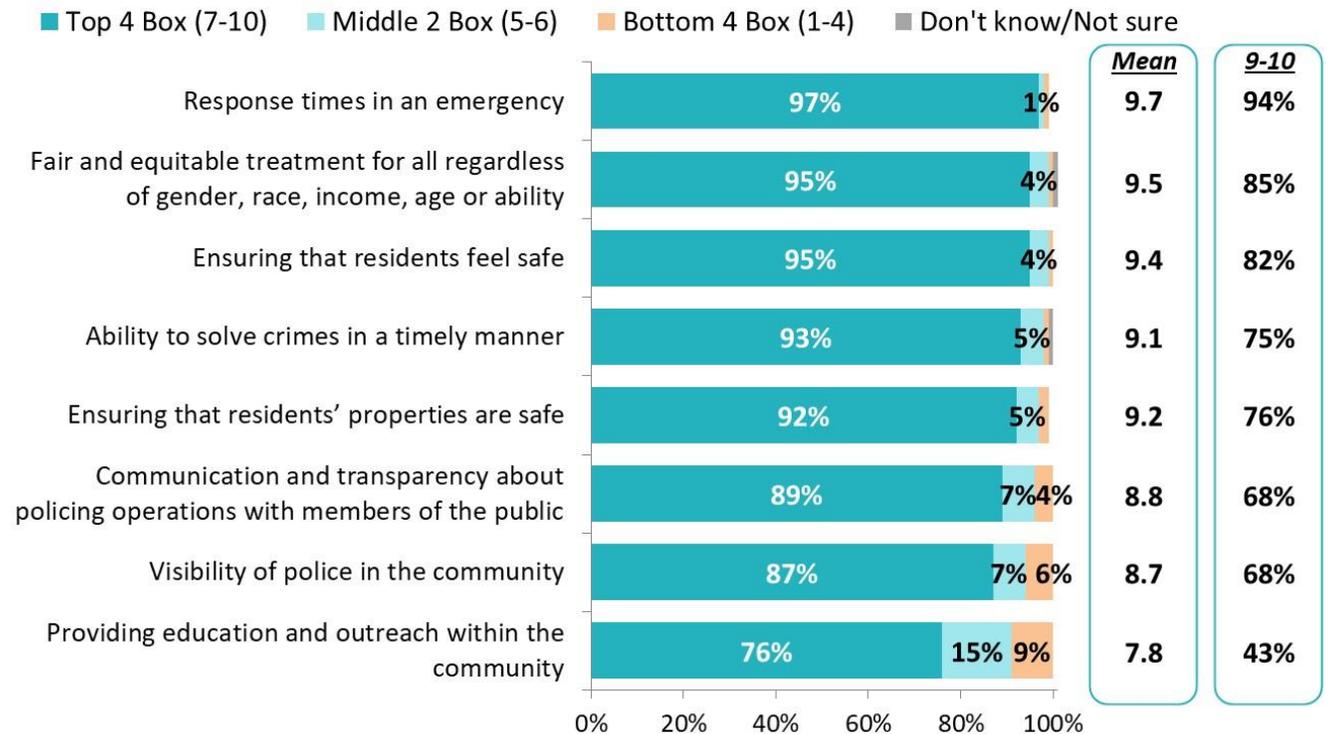
Residents consider each of the police service attributes and values assessed to be highly important.

Survey respondents were asked to rate the same eight police service attributes discussed in the community consultation in terms of importance using a 10-point scale *(with 1 being not at all important and 10 being extremely important)*. Overall, all attributes assessed are deemed highly important to most survey respondents. Further, few residents consider any of the attributes to be unimportant. Of note, women place slightly greater importance on most factors than men.

Results are generally consistent across the Municipality, although a few differences warrant mention. **Homeowners** rate *response times in an emergency, ensuring residents feel safe,* and *ensuring that residents' properties are safe* <u>more</u> important than **renters**. Further, **seasonal residents** place <u>less</u> importance on *providing education and community outreach* than **permanent residents** do, but place <u>greater</u> importance than permanent residents on *having the ability to solve crimes in a timely manner.* (Tables A1a-h)

Importance of Attributes and Values of Policing Services
Rating on 10-pt Scale: 10=Extremely important, 1=Not at all important

■ Top 4 Box (7-10)   ■ Middle 2 Box (5-6)   ■ Bottom 4 Box (1-4)   ■ Don't know/Not sure

	Top 4 Box	Bottom 4 Box	Mean	9-10
Response times in an emergency	97%	1%	9.7	94%
Fair and equitable treatment for all regardless of gender, race, income, age or ability	95%	4%	9.5	85%
Ensuring that residents feel safe	95%	4%	9.4	82%
Ability to solve crimes in a timely manner	93%	5%	9.1	75%
Ensuring that residents' properties are safe	92%	5%	9.2	76%
Communication and transparency about policing operations with members of the public	89%	7% 4%	8.8	68%
Visibility of police in the community	87%	7% 6%	8.7	68%
Providing education and outreach within the community	76%	15% 9%	7.8	43%

0%   20%   40%   60%   80%   100%

Q.A1a-h: When thinking about policing services in your area, how important are each of the following attributes and values? (n=364)
Mentions of 2% or less are represented as a bar. For the calculations of mean, 'Don't know/Not sure' is excluded.

Page 37 of 45

20

Top priority is placed on response times in a emergency, fair and equitable treatment for all, and ensuring that residents feel safe.

Looking at top box scores only (ratings of 9-10) helps to ascertain which attributes are deemed of greatest importance.
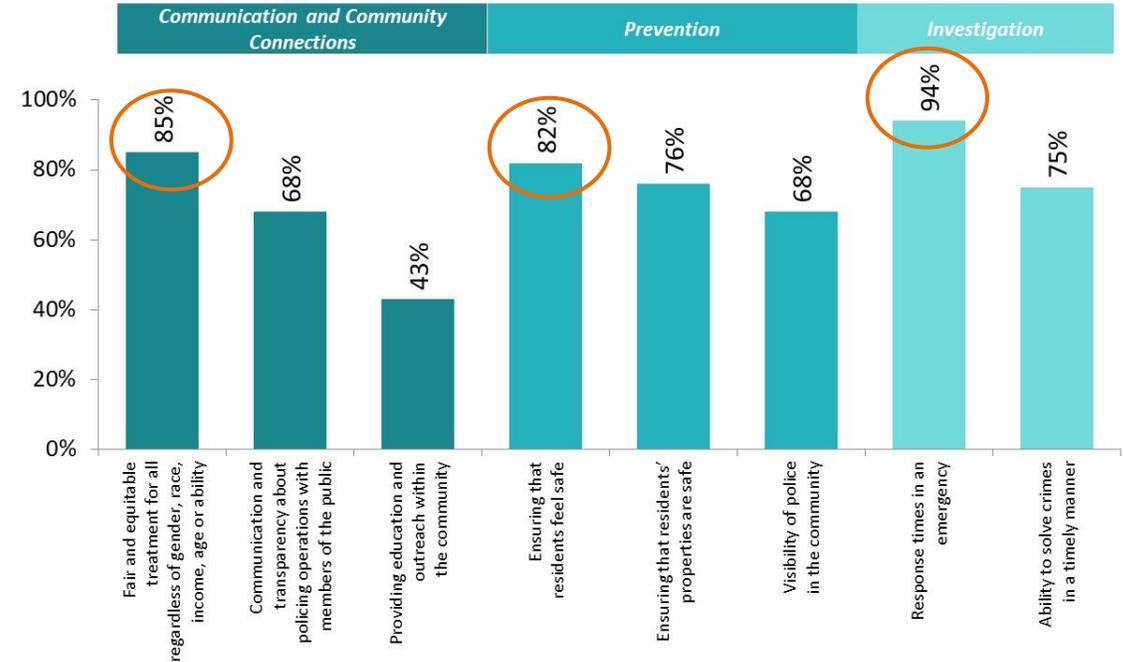
Response times in an emergency is clearly considered the most important attribute ranked in the survey, followed by *fair and equitable treatment for all* and *ensuring that residents feel safe*. When considering top box scores only, findings suggest that *providing education and outreach within the community* is comparatively less of a priority, even though most place some level of importance on such actions.

When looking at themes within the data (Investigation, Communication & Community Connections, and Prevention) findings show that a top priority is placed within each theme, which is recognition that the public places a high degree of importance in each of these thematical function areas.

Interestingly, when comparing survey results with priorities identified in the public consultation, top three priorities share two consistencies (*response time in an emergency* and *ensuring that residents feel safe*), although survey respondents place greater priority on fair and equitable treatment for all.

Importance Attributes and Values of Policing Services
Top 2 Box (9-10), Rating on 10-pt Scale: 10=Extremely important, 1=Not at all important

Communication and Community Connections	Prevention	Investigation

- Fair and equitable treatment for all regardless of gender, race, income, age or ability — 85%
- Communication and transparency about policing operations with members of the public — 68%
- Providing education and outreach within the community — 43%
- Ensuring that residents feel safe — 82%
- Ensuring that residents' properties are safe — 76%
- Visibility of police in the community — 68%
- Response times in an emergency — 94%
- Ability to solve crimes in a timely manner — 75%

Q.A1a-h: When thinking about policing services in your area, how important are each of the following attributes and values? (n=364)

Response Times in an Emergency
- 1st Community Consultation
- 1st Online Survey

Visibility of Police in the Community
- 2nd Community Consultation
- 6th= Online Survey

Ensuring that Residents Feel Safe
- 3rd Community Consultation
- 3rd Online Survey

Communication and Transparency About Policing Operations
- 4th Community Consultation
- 6th= Online Survey

Providing Education and Outreach Within the Community
- 5th Community Consultation
- 8th Online Survey

Ensuring Residents' Properties are Safe
- 6th Community Consultation
- 4th Online Survey

Ability to Solve Crimes in a Timely Manner
- 7th Community Consultation
- 5th Online Survey

Fair and Equitable Treatment for All
- 8th Community Consultation
- 2nd Online Survey

Page 38 of 45

Operational Priorities of Policing

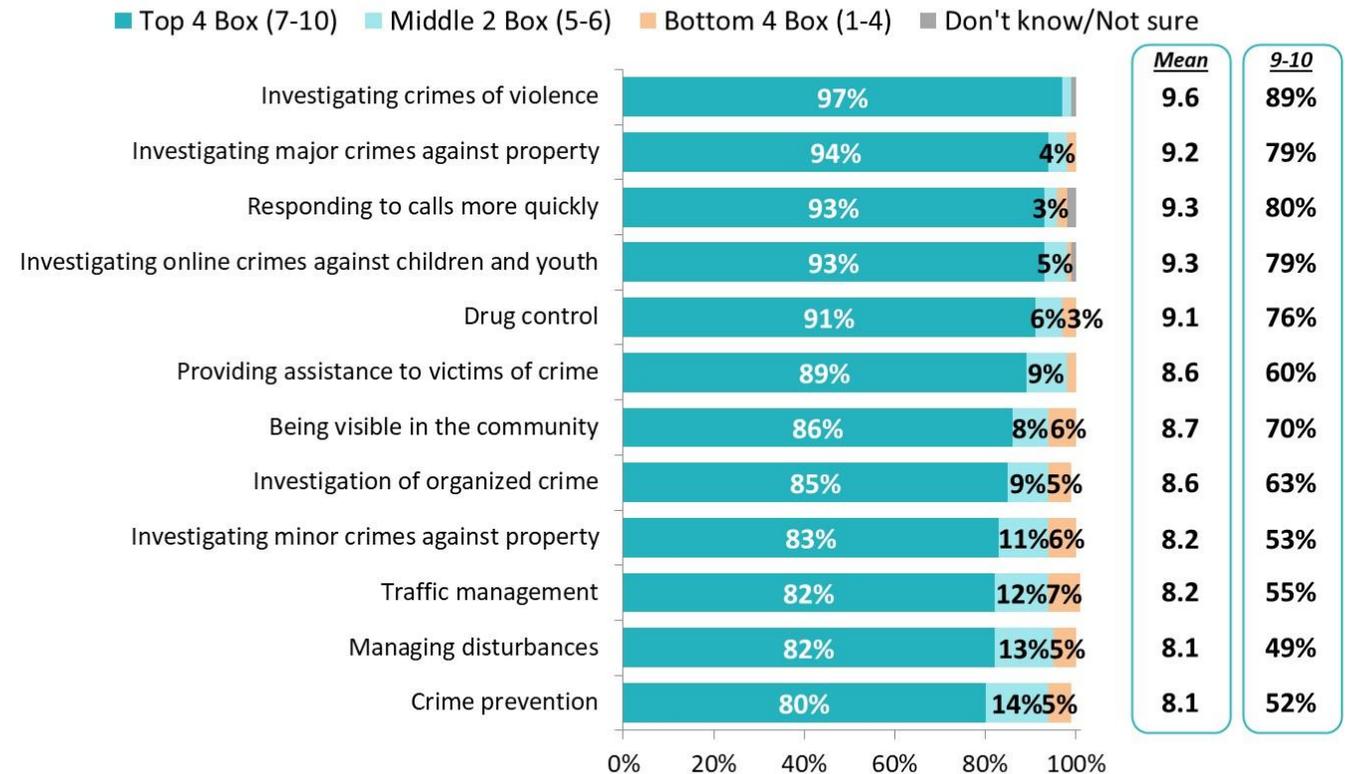*Residents place high importance on all operational policing activities.*

Survey respondents were asked to consider twelve operational police activities and rate each in terms of importance using a 10-point scale *(with 1 being not at all important and 10 being extremely important)*.

Overall, all operational activities are deemed highly important to most survey respondents. Further, few residents consider any of these operational activities to be unimportant. Once again, women place greater importance than men on each police activity. (Tables A2a-l)

While permanent residents generally place more importance on each operational activity, there are a few exceptions. Seasonal residents place greater importance on *investigating crimes of violence*, *being visible in the community* and *investigation of organized crime.*

Importance of Priorities for Policing
Rating on 10-pt Scale: 10=Extremely important, 1=Not at all important

■ Top 4 Box (7-10) ■ Middle 2 Box (5-6) ■ Bottom 4 Box (1-4) ■ Don't know/Not sure

	Top 4 Box	Middle/Bottom	Mean	9-10
Investigating crimes of violence	97%		9.6	89%
Investigating major crimes against property	94%	4%	9.2	79%
Responding to calls more quickly	93%	3%	9.3	80%
Investigating online crimes against children and youth	93%	5%	9.3	79%
Drug control	91%	6% 3%	9.1	76%
Providing assistance to victims of crime	89%	9%	8.6	60%
Being visible in the community	86%	8% 6%	8.7	70%
Investigation of organized crime	85%	9% 5%	8.6	63%
Investigating minor crimes against property	83%	11% 6%	8.2	53%
Traffic management	82%	12% 7%	8.2	55%
Managing disturbances	82%	13% 5%	8.1	49%
Crime prevention	80%	14% 5%	8.1	52%

0% 20% 40% 60% 80% 100%

Q.A2a-l: And now thinking about priorities for policing, how important are reach of the following? (n=364) *Mentions of 2% or less are represented as a bar. For the calculations of mean, 'Don't know/Not sure' is excluded.*

Page 40 of 45

When it comes to operational priorities, investigating crimes of violence is the highest priority for the residents of Cumberland County.

Once again, looking at top box scores only (ratings of 9-10) helps to ascertain which attributes are deemed of greatest priority.

Residents believe the police should place the greatest priority on *investigating crimes of violence*, followed by *responding to calls more quickly*, *investigating online crimes against children and youth*, and *investigating major crimes against property*.

A common refrain in the community meetings and in the in-depth interviews was about the problem of ATV usage on the roads and at night, however the survey results suggest that residents would prioritize the police focusing on investigating major/ serious crimes, being responsive and being visible above all else.

Importance of Priorities for Policing
Top 2 Box (9-10), Rating on 10-pt Scale: 10=Extremely important, 1=Not at all important

| Deterrents | Minor/Major Crimes | Serious Crimes | Response |

Being visible in the community 70%, Crime prevention 52%, Investigating major crimes against property 79%, Traffic management 55%, Investigating minor crimes against property 53%, Managing disturbances 49%, Investigating crimes of violence 89%, Investigating online crimes against children and youth 79%, Drug control 76%, Investigation of organized crime 63%, Responding to calls more quickly 80%, Providing assistance to victims of crime 60%

Q.A2a-l: And now thinking about priorities for policing, how important are each of the following? (n=364)

Policing Services Concerns That Need to Be Addressed

The desire to have more police officers in their communities is clearly the theme when asked what concerns need to be addressed in the future.

When asked what concerns residents have about policing services that need to be addressed in the future, comments underscore the need for additional resources.

One in three residents (35%) expressed concern about the *lack of visibility / presence of police*, while one in five (21%) are concerned about *response times*. Similarly, two in ten (18%) believe that police services are *understaffed or spread too thin*. One in seven residents (15%) either *want more done in dealing with drug issues* or feel the need for *more policing*. No other concern was mentioned by more than one in ten residents.

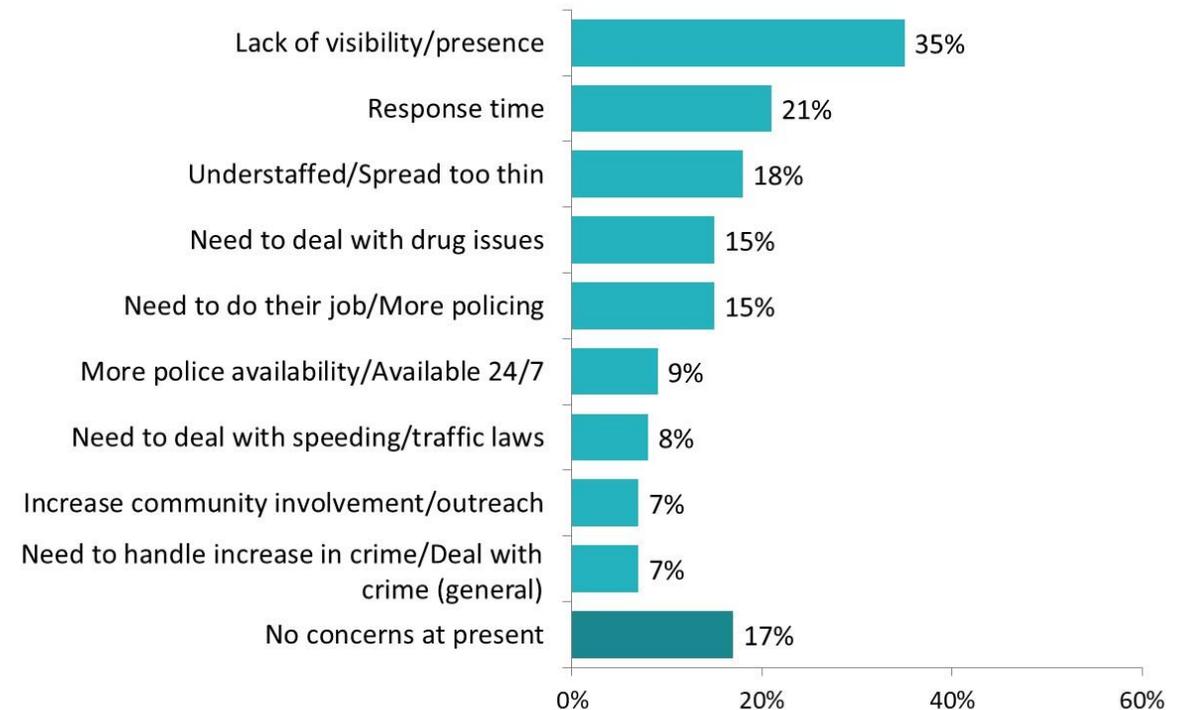> *"I feel that we need more police in Cumberland County."*
>
> *"I feel there needs to be more of a visible presence. I often hear that there is no policing in the community, people can do whatever they want. If police were more visible on a regular basis, I feel there would be less crimes committed."*
>
> *"More visibility in the communities and faster response times to incidents."*
>
> *"Not enough coverage, but due to lack of officers and such a large area to cover, we have a huge problem. We need many more bodies, regardless if from RCMP or town police."*

Concerns About Policing Services in Cumberland County That Need to Be Addressed in Future

Key Unaided Mentions

Concern	%
Lack of visibility/presence	35%
Response time	21%
Understaffed/Spread too thin	18%
Need to deal with drug issues	15%
Need to do their job/More policing	15%
More police availability/Available 24/7	9%
Need to deal with speeding/traffic laws	8%
Increase community involvement/outreach	7%
Need to handle increase in crime/Deal with crime (general)	7%
No concerns at present	17%

Q.A4: What concerns, if any, do you have about policing services in Cumberland County, that need to be addressed in future? (n=364)

At the end of the survey, two in ten respondents (n=75) offered additional thoughts for consideration, with most comments highlighting concerns over the perceived lack of policing in the Municipality.

"*Automobiles and off-road vehicles! Too much drinking and driving of both!*"

"*Something has to be done about the lack of policing.*"

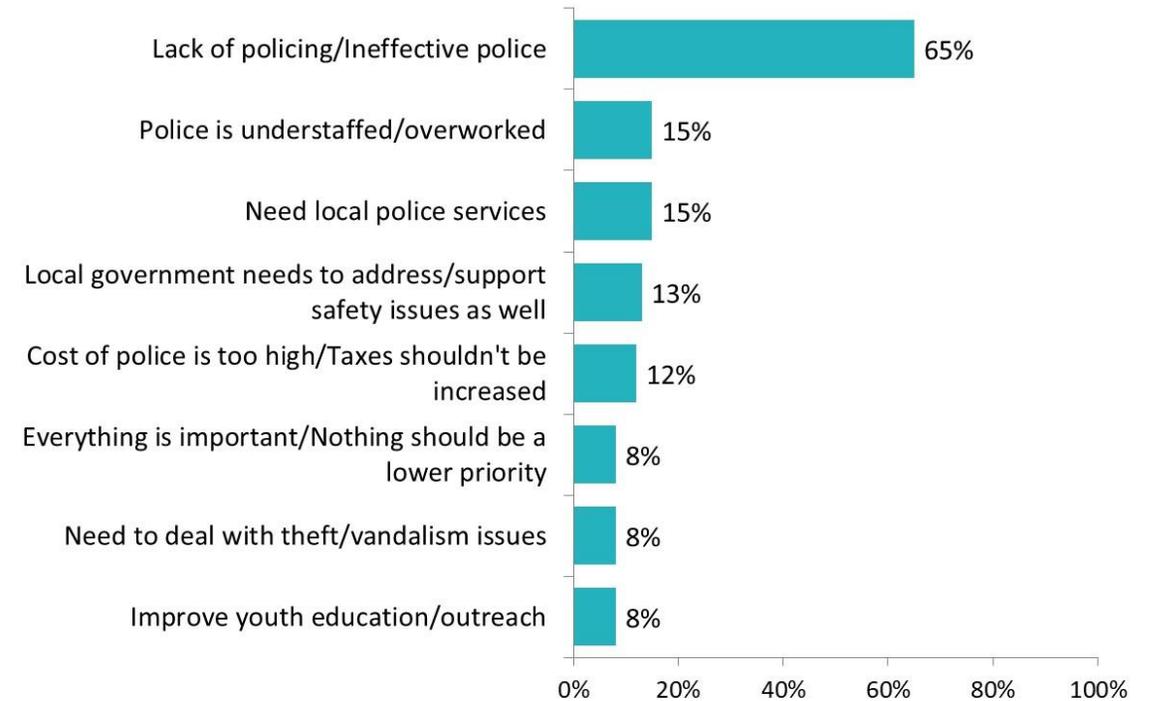"*Existing officers have a huge expanse to patrol, more than any one officer should have, which in my opinion needs to be reduced by adding more officers where needed.*"

"*The justice system makes it very hard for police to actually charge criminals and have it stick.*"

"*Cumberland County would be better served with a regional police force that has platoons on duty 24/7. The infrastructure is in place (RCMP detachment buildings). It would put "command and control" of the police force in the hands of the Chief here instead of H Division in Halifax and thus would permit residents of Cumberland County to have input on the type of service provided by the dept.*"

"*I do not believe the RCMP as an organization is able to provide the appropriate level of policing Cumberland County needs. They have never had adequate numbers of officers in the County, despite making agreements to have a minimum number.*"

Comments About Topics in Survey
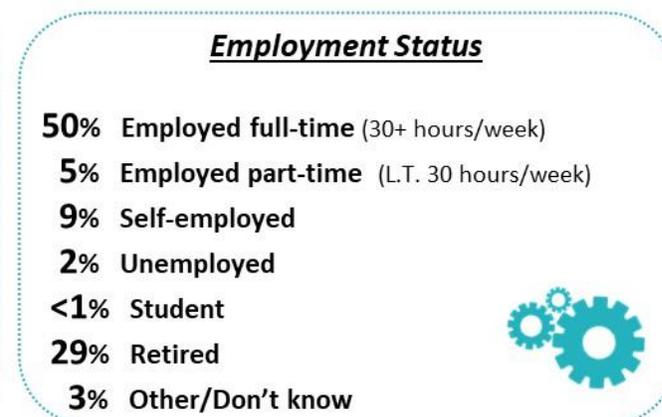### Key Unaided Mentions

Lack of policing/Ineffective police	65%
Police is understaffed/overworked	15%
Need local police services	15%
Local government needs to address/support safety issues as well	13%
Cost of police is too high/Taxes shouldn't be increased	12%
Everything is important/Nothing should be a lower priority	8%
Need to deal with theft/vandalism issues	8%
Improve youth education/outreach	8%

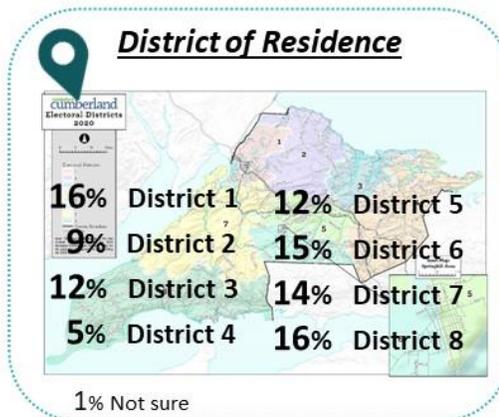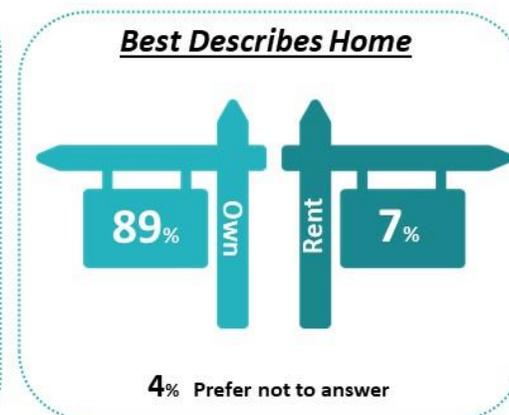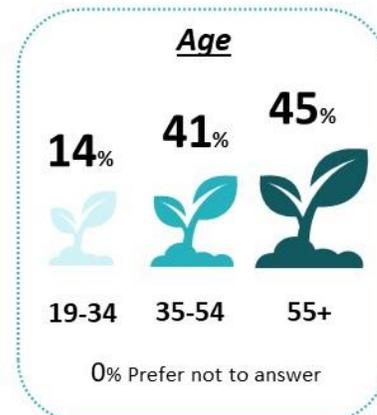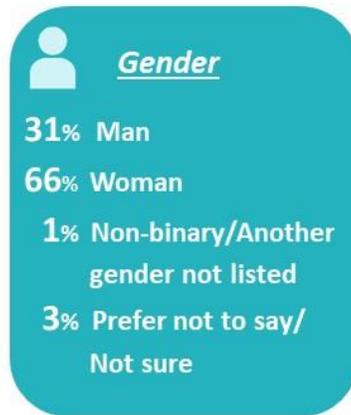0%   20%   40%   60%   80%   100%

Q.D7: Do you have any other comments about topics in this survey? (n=75) *This question was optional.*

Page 43 of 45

26

The following provides a demographic overview of survey respondents. Please note that demographics are not available from the community engagement sessions as personal information was not collected.

Respondent Profile: *(n=364)*

Every insight tells a story.