REQUEST FOR PROPOSALS

RFP-MCC-2302

MUNICIPAL POLICING SERVICES

MUNICIPALITY OF CUMBERLAND

UPPER NAPPAN SERVICE CENTRE
1395 BLAIR LAKE ROAD
UPPER NAPPAN, NS
B4H 3Y4

April 12, 2023

MUNICIPALITY OF CUMBERLAND

REQUEST FOR PROPOSALS

MUNICIPAL POLICING SERVICES

INTRODUCTION

The Municipality of Cumberland is a large rural municipality located in the north-central portion of Nova Scotia. It encompasses the geographic boundary of the County of Cumberland, excluding the towns of Amherst and Oxford. Settlement patterns within the Municipality include the former Towns of Springhill (Dissolved April 1, 2015) and Parrsboro (Dissolution scheduled for November 1, 2016) along with two villages (Pugwash and River Hebert). Several settlements serve as small service centres including Advocate, Joggins, Tidnish, Wallace, and Wentworth. Small settlements and rural development are scattered throughout the countryside, with strong recreational property development along the Northumberland Strait, Parrsboro shore and the Wentworth area. There is also a relatively large settlement base in the area surrounding the Town of Amherst. The Springhill Institution, a federal medium security correctional facility is located in the community of Springhill.

Geographically, Cumberland County is the second largest county in Nova Scotia, and has an area of approximately 4285 km2 or three quarters the size of neighbouring Prince Edward Island. It is the only entry point when driving to Nova Scotia from New Brunswick and is the only land connection between the province of Nova Scotia and the rest of the country. Consequently, Cumberland County has become known as the “gateway” of Nova Scotia.

The Municipality has a population of 19,685 (2022) residing in approximately 8790 occupied private dwellings. In addition, it is estimated that there are an additional 3400 to 4000 seasonal dwellings.
The Municipality of the County of Cumberland (Municipality) is requesting proposals from qualified police service providers to provide municipal policing services.

This Request for Proposal (RFP) and any supporting documents supplied with it define both the form and content required of your proposal. We urge you to structure your response in accordance with the terms of this RFP. It will be by these criteria that we will determine whether a Proposal is complete, appropriate and competitive. **Proposals that do not conform to these terms and conditions may be given lesser weight than others, or may be rejected.**

This document is not intended to limit the content of your Proposal, but rather, to provide a common framework for the Municipality to assess each Proposal in a professional manner in a

demonstrably fair process. You may provide unsolicited information if you consider it to be relevant.

Proposal packages may be subject to disclosure pursuant to Part XX of the Municipal Government Act. By submitting a Proposal, the Proponent agrees to the appropriate disclosure of the information supplied, subject to the provisions of the governing law. The Municipality cannot guarantee the confidentiality of the complete content of any Proposal after the procurement has been awarded to the successful Proponent.

SECTION 1 - TERMS AND CONDITIONS

SUBMISSION OF PROPOSALS

The following is to be used in the preparation and submission of a proposal for Municipal Policing Services.

1. Completed vendor proposals and other correspondence should be submitted to:

   MUNICIPALITY OF CUMBERLAND
   UPPER NAPPAN SERVICE CENTRE
   1395 BLAIR LAKE ROAD
   UPPER NAPPAN, NS
   B4H 3Y4

   ATTENTION: Mr. GREGORY D. HERRETT, CPA, CA
   Chief Administrative Officer

   Any proposals submitted by fax or telephone will not be accepted under any circumstances.

   Proposals may be submitted electronically, in a PDF document, to the below email. It is the responsibility of the vendor to confirm receipt of their proposal by the Municipality. This email address is for document submission only.

   procurement@cumberlandcounty.ns.ca

   The vendor agrees that the electronic signatures of the vendor on this document is intended to have the same force and effective as manual/original signatures. Delivery of an executed copy of a proposal by electronic means permitted in this request for proposals constitutes valid and effective delivery.

2. Proposals submitted as hard copy must be in a sealed envelope clearly marked **"MUNICIPAL POLICING SERVICES"**.

3. If submitting a proposal as a hardcopy please provide **three (3) copies** of your proposal.

4. **Closing Time and Date:**

   Proposals are due and will not be accepted any later than **2:00 pm, local time on Friday May 19, 2023**.

5. Late proposals will not be accepted and will be returned unopened.

6. Proposals must be submitted on firm letterhead duly signed by an authorized person.

7. There will be no public opening of this proposal but, in accordance with the Municipality's Procurement Policy, after the proposals are opened a list of the proponents will be available to the public and the proponents upon request. Details of the submissions will not be publicly disclosed at that time.

8. **Terms and Conditions**

   The terms and conditions of the **"MUNICIPAL POLICING SERVICES"** proposal submitted by you are to remain firm and irrevocable from the proposed closing date of **Friday May 19, 2022** for a period of 120 days, and if you receive our letter of acceptance, become part of the contract with the Municipality, expiring at the completion of the project.

PROPOSAL REGULATIONS

1. Submission of a Proposal indicates acceptance by the submitter of all the conditions contained in this RFP unless otherwise clearly and specifically noted in the Proposal submitted.

2. **Municipality's Right to Reject**

   The Municipality of Cumberland reserves the right, without prejudice,
   - to accept any Proposal,
   - to reject any or all Proposals,
   - to not be obligated to accept the lowest cost Proposal,
   - to accept any Proposal that it considers to be in its best interests.
   - to waive formality, informality, or technicality in any Proposal.
   - to reject any proposal that it feels incapable of providing the necessary resources to perform the work in a satisfactory manner.

   Proponents may be required to demonstrate financial stability, authorization to provide the services being acquired, and/or regulatory agency approval or registration as needed or otherwise clarify the Proponent's capability to satisfy the invitation requirements.

   Acceptance is subject to the approval of the Municipality of the County of Cumberland Council.

3. Revisions maybe submitted prior to the proposal submission closing date and time only by signed letter delivered. Only the proponent's entries of the delivered proposal may

be revised. The revision must state only the amount by which a figure is to be increased or decreased, or specific directions as to the exclusion or inclusion of particular words.

4. Late proposals will be rejected.

5. The Proponent must be prepared to include in the contract for services any oral or written representations, undertakings or guarantees that are made prior to the final agreement, including the entire response to this RFP, or parts thereof.

6. Proposals not completed in permanent, unalterable form of print will be rejected.

7. The Municipality of Cumberland shall pay no fee to any firm for the preparation and delivery of its Proposal in response to the Municipality's RFP. The Municipality will not be responsible for any costs, expenses, losses, damages or liability incurred by the Proponent as a result of, or arising out of data/information collection, the submission of any proposal, or due to the Municipality not accepting or rejecting any proposal.

8. In case of any disputes over the completeness, accuracy and/or interpretation of this RFP, the versions of such documents held by the Municipality will be considered correct. Information, offers, commitments or instruction obtained by any source other than the Municipality of Cumberland will not be binding on the Municipality.

9. Inquiries regarding this request for proposals can be directed to:

Kellie Seaman
Procurement
Upper Nappan Service Centre
Phone: (902) 664-9243
kseaman@cumberlandcounty.ns.ca

Enquiries and responses given may be recorded and may be distributed to all other Proponents as an Addendum. No responses shall be binding on the Municipality unless made in writing. All enquiries regarding the interpretation of these Terms and Conditions, general procurement policy or procedures must be made to the Municipality.

10. It is the responsibility of all respondents to check the Municipality of Cumberland web site (www.cumberlandcounty.ns.ca) and the Nova Scotia provincial procurement website on a regular basis for any addendums or information releases for this RFP.

11. No addendums or other relevant information related to the RFP will be issued within **72 hours** of the RFP closing date and time of **2:00 pm Local Time Friday May 19, 2023.**

12. It is mandatory that all submitted proposals comply with **Section 3 - PROPOSAL REQUIREMENTS**.

SECTION 2 – SCOPE OF WORK

1. Background

The Municipality of the County of Cumberland (MCC), through the dissolution process, has absorbed the former Towns of Springhill (2015) and Parrsboro (2016). In the span of less than 24 months, the Municipality of the County of Cumberland (MCC) went from being a completely rural municipality, providing services from only one location, to a hybrid rural/urban municipality.

The Municipality of the County of Cumberland (Cumberland) has widely consulted its citizens with respect to policing through one on one conversations, independently facilitated public meetings and a survey. From this robust engagement a vision for policing in Cumberland has emerged:

The Municipal Police Service Provider (Provider) delivers policing services to communities whose citizens are confident in both their personal safety and that of their properties and dwellings. This confidence exists because it's been established through the obvious presence of the provider in the community and the well known and well communicated responsiveness by the provider to both emergency and non-emergency calls for service and law enforcement. This confidence is further supported by the fact that the provider is accountable to a well organized, robust and transparent civilian oversight body and that the service is provided in an efficient, affordable, financially sustainable way that ensures the provision and ongoing availability of sufficient financial, human and capital resources.

Beyond confidence, residents see some part of themselves or their community in both the service provider and the civilian oversight body. Nova Scotia is becoming more diverse and the same is true in Cumberland. Principles in hiring and appointing staff and overseers reflect diversity and inclusiveness. The employees of the service provider are part of the communities they serve - they live in and respond from them. This not only enhances the trust and confidence that the community has in the service provider but provides it with important community intelligence to effectively both prevent and solve crimes and other offences.

Finally, the provider is responsive to the changing needs of the community and is able to nimbly respond to those changes in its model of service.

2. Proposal Scope and Deliverables

Proposals must include a description of the proponents plan to address each of the aspects of service noted below. Proponents are encouraged to provide options for the municipality's consideration in the service aspects. For each section, please describe how you would provide the service on an ongoing basis, including emergency and non-emergency target response times by service and community, and whether the service is to be provided by the sworn officers dedicated to the service provider or by agreement with another service provider. As well, please describe how the services would be provided in a situation where the internal resources were not sufficient to provide the service. Where the service is proposed to be provided by another provider through an MOU, please provide confirmation of the willingness of all parties to the MOU to participate. Finally, please describe the proposed hours of service by community and by service indicating whether the service is proposed to be provided through an "on-duty" or "on-call" model. If the service is proposed to be provided through an "on-call" model please describe in detail the logistics (from call to physical response) of the model.

2.1 Policing services to the standard mandated by the Nova Scotia Police Act and Regulations and/or Nova Scotia Department of Justice Policy

(a) crime prevention.

(b) law enforcement.

(c) assistance to victims of crime.

(d) emergency and enhanced services; and

(e) public order maintenance.

2.2 Additional and specialized policing services

a. Enforcement of bylaws selected by Cumberland.
b. Major crime investigation
c. Canine services
d. Criminal identification
e. Emergency response (ERT) services
f. Forensic Services
g. Criminal Identification
h. Drug enforcement
i. Community relations
j. Street crime

2.3 Dispatch and communication services

Please describe in detail the model proposed to be used including:

a. Full Time Equivalent (FTE) staff resources assigned to the section,
b. Redundancies in place to ensure continuity of operation through times of extraordinary volumes and or unusual events.
c. Physical location of the dispatch facilities, including security and business continuity arrangements in place
d. Equipment proposed to be used, including redundancies in place to ensure continuity of service through times of extraordinary volumes and/or unusual events.
e. Capability of the service to handle large volumes of internal and/or external calls and/or requests for service including failover arrangements in place.
f. Capability of the service to record, retain and recall all incoming and outgoing communications. Technical arrangements in place describing data storage capacity and data security should be included in this section.

2.4 Routine and emergency communications

Please describe in detail the proposed strategy for routine and emergency communication with the public and the Municipality, including:

a. Frequency and medium used for routine communication with the public.
b. Media and channels to be used for emergency communications with the public and the approval process for release of information and public alerts
c. Format and frequency of publicly available reports of operational statistical and activity reports
d. A discussion addressing how the proponent would adapt to evolving public and political expectation in respect of statistical and activity reporting.
e. Public education and outreach services including liaising with schools, youth, seniors, and other community groups.
f. How complaints will be managed and addressed and how Freedom of Information issues will be dealt with

2.5 Deployment model

Please describe the deployment model proposed to be implemented. The discussion must describe the physical location and configuration of all offices, sub-offices, stations, storefronts and lockups proposed to be utilized.

Please describe how each of these locations would be staffed including, but not limited to, whether sworn officers would respond from these locations, whether sworn officers

would be permanently assigned to them, whether administrative staff would be assigned to them on a permanent, temporary, rotating, or scheduled basis.

This section should include a fulsome discussion of the so called "district" versus "detachment" models and whether one of these models or some variation of one or both of them is proposed to be implemented.

2.6 Hours of service by service and geographic area.

This must include options for:

a. 24 hours on duty per day service
b. 18 hours per day on duty/6 hours per day on call service
c. Any other options put forward by the proponent.

2.7 Human resource management

This section must include a fulsome discussion on human resource issues, including but not limited to:

a. Proponent strategy to recruit and retain sufficient human resources to staff the operational plan.
b. How vacancies will be treated with respect to the fee for service.
c. The strategy for reporting vacancies to the Municipality.
d. The potential lateral movement of officers from one service provider to the other should that become necessary.
e. The use of civilian staff for non-core policing services traditionally provided by sworn officers
f. Use of part time and/or term officers and civilian staff
g. Use of auxiliary or volunteer officers
h. Number of officers on each shift required to adequately provide the level of service proposed
i. Description of officer safety standards
j. Any residency requirements for employees of the service provider
k. Any applicable contracts, salary schedule, labour relations cycle, etc.
l. Strategy to ensure that the principles of diversity, equity and inclusion are considered in all human resource management activities

2.8 Operational Management

Proponents must provide a detailed description of the management structure, including an organizational chart, for the provision of the service which fully describes executive and operational management as well as the platoons and staff positions necessary to provide the service.

2.9 Financial Considerations

Proponents must fully describe and delineate amounts to be invoiced to the municipality and any resource to be provided to the service provider by the Municipality, including but not limited to:

a. Services included in "all in" pricing.
b. Any additional charges contemplated for specialized services.
c. Proposed terms of payment
d. Allowances for officer vacancy or service deficiencies, including how they would be measured, reported and credited to the Municipality.
e. Whether the proposal includes invoicing for capital costs and how, if applicable, they would be invoiced, including whether they would be invoiced "up front" and if there are any ongoing annual or periodic capital costs to be invoiced.
f. Any rental amounts to be charged or credited to the municipality for premises.
g. Any other financial considerations

2.10 Governance & Accountability

In this section proponents must discuss and describe how the provision of policing services would be governed and whether accountability would flow through a police commission, police advisory board, and provide an outline of the proposed contract for service.

1. Civilian oversight
    a. Style of civilian oversight including whether it would be achieved through a Police Advisory Board or Police Commission.
    b. If the proposed governance style is through a Police Commission, proponents must address the composition and organization, including representation from the municipality, in the proposed Commission, including but not limited to whether the form of governance would be administered through:
        i. A Joint Police Commission
        ii. Representation on an existing Police Commission
        iii. A separate Police Commission
2. Form of contract

Proponents must provide an outline of the proposed contract for service.

2.11 Transition (if necessary)

Proponents must provide an implementation plan to address the ramp up to the commencement of any new or additional services proposed.

2.12 Other

Proponents are encouraged to provide additional innovative proposals which may enhance the level and quality of policing in the municipality.

3. PRESENTATION

a. Proponents may be required to give a presentation to the Review Committee and/or Municipal Council.

4. Additional Information to Bidders

a. Appendix A: 2022 Municipality of Cumberland County Policing Services Review: Public Consultation Report

SECTION 3 – EVALUATION

1. **Evaluation Criteria**

   Each response to this Request for Proposal will be evaluated by the Municipality to determine the degree to which it responds to the requirements as set out. Because this is a Request for Proposals, other factors in addition to price will be considered when submissions are evaluated. Factors to be considered are as follows:

Criteria	Weighting
Technical Expertise & Capacity	**20%**
Meet the Policing Needs of the Municipality	**30%**
Addresses the Concerns of the Community	
As set out in the Narrative Research Report	**20%**
Cost	**30%**

2. **Termination**

   In the event that the Respondent fails to comply with any of the terms and conditions set forth in this document, the Respondent will be notified in writing and will be given fifteen days to comply with the violated sections. At the expiration of the stated period of time, if the Respondent has not complied with same, to the satisfaction of the Municipality, the Contract will be terminated. Any termination of the contract by the Municipality as aforesaid shall be without prejudice to any other rights or remedies the Municipality may have.

3. **General**

   Provide any other information and/or comments which you feel are appropriate for the Municipality to consider in making its decision.

……End of Request for Proposal ……

APPENDIX A

NARRATIVE RESEARCH

2022 Municipality of Cumberland County Policing Services Review

Public Consultation Report

October 2022

Prepared for:

The Municipality of Cumberland

NARRATIVE
RESEARCH

Introduction & Methodology

Background & Introduction

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.

Methodology

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.

NARRATIVE
RESEARCH

Executive Summary

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.

Executive Summary (Cont.)

- *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.

NARRATIVE
RESEARCH

Detailed Analysis

NARRATIVE RESEARCH

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.

Response Times in an Emergency

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

Visibility of Police in the Community

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**

Providing Education and Outreach within the Community

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**

Ensuring that Residents Feel Safe

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

Ensuring that Residents' Properties Are Safe

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

Fair and Equitable Treatment for All

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

Communication and Transparency

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

Ability to 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 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

Prioritizing Policing Activities (Community Consultations)

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**

NARRATIVE
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Prioritizing Policing Activities

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

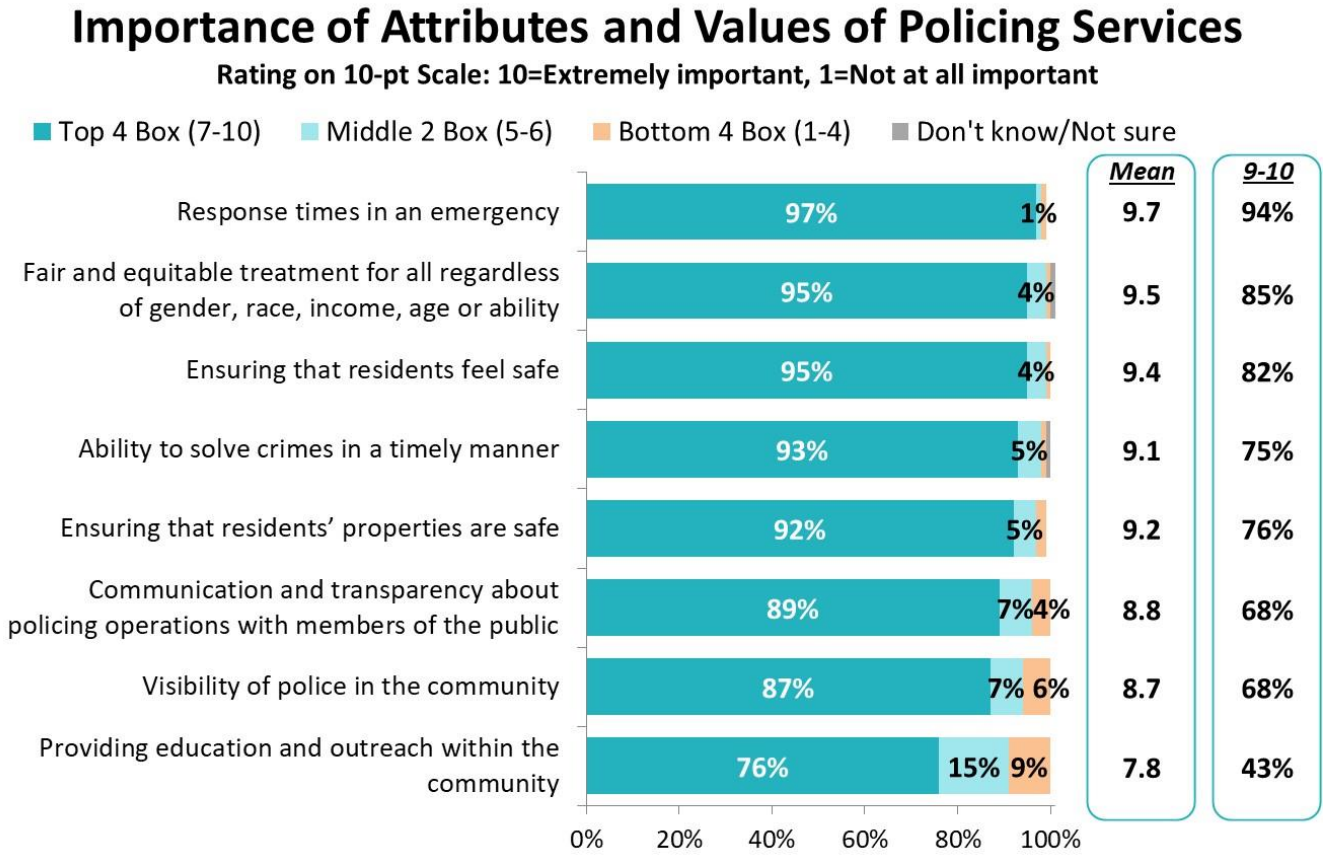
The following section discusses survey respondents perceived importance of each attribute under study, as well as perceived priorities for a police service.

Importance of Police Service Attributes and Values

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* more important than **renters**. Further, **seasonal residents** place less importance on *providing education and community outreach* than **permanent residents** do, but place greater importance than permanent residents on *having the ability to solve crimes in a timely manner.* (Tables A1a-h)



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.

Most Important Attribute of Policing (Survey Results)

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.

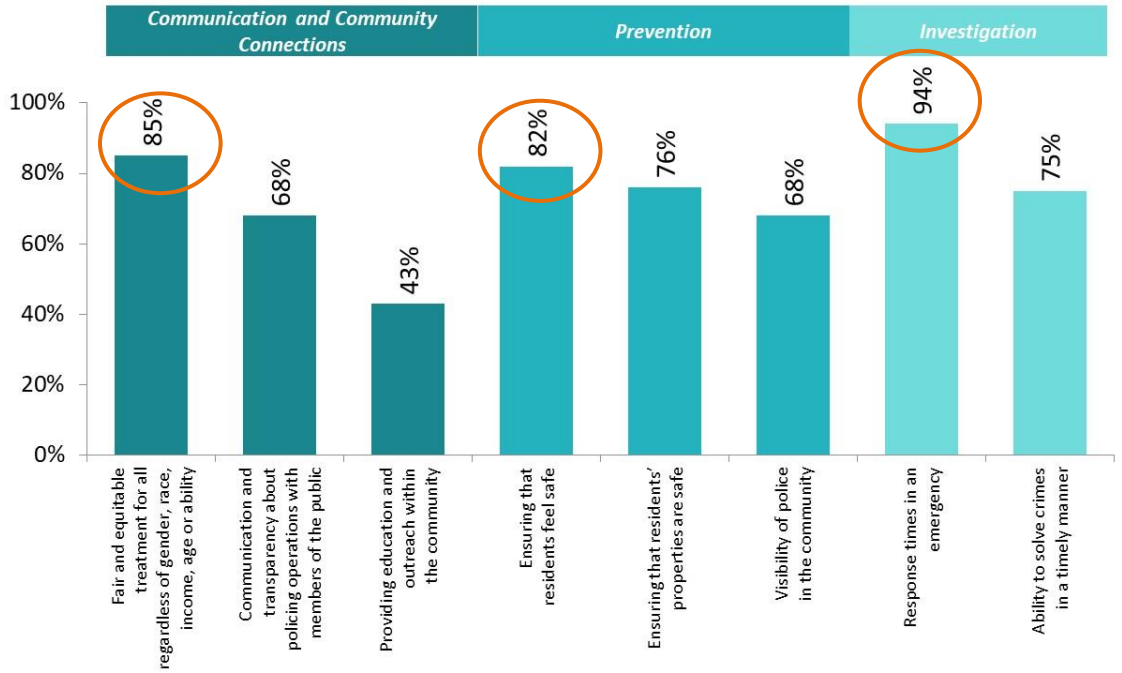
Response times in an emergency is clearly considered the most important attribute ranked in the survey, followed by ***fair and equitable treatment for all*** and ***ensuring that residents feel safe***. When considering top box scores only, findings suggest that ***providing education and outreach within 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



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

NARRATIVE
RESEARCH

Operational Priorities of Policing

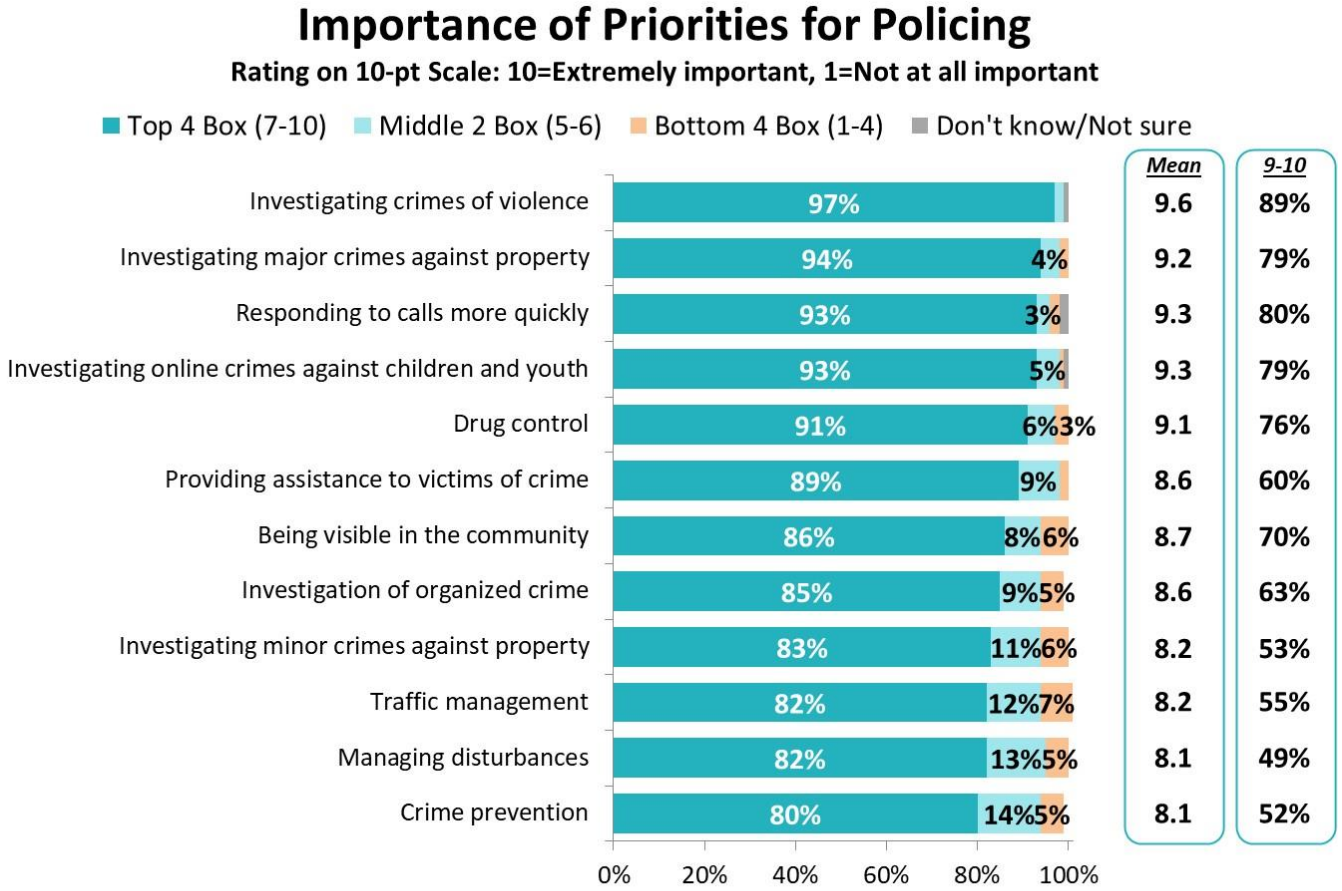
Importance of Operational Activities

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.***



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.*

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



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.

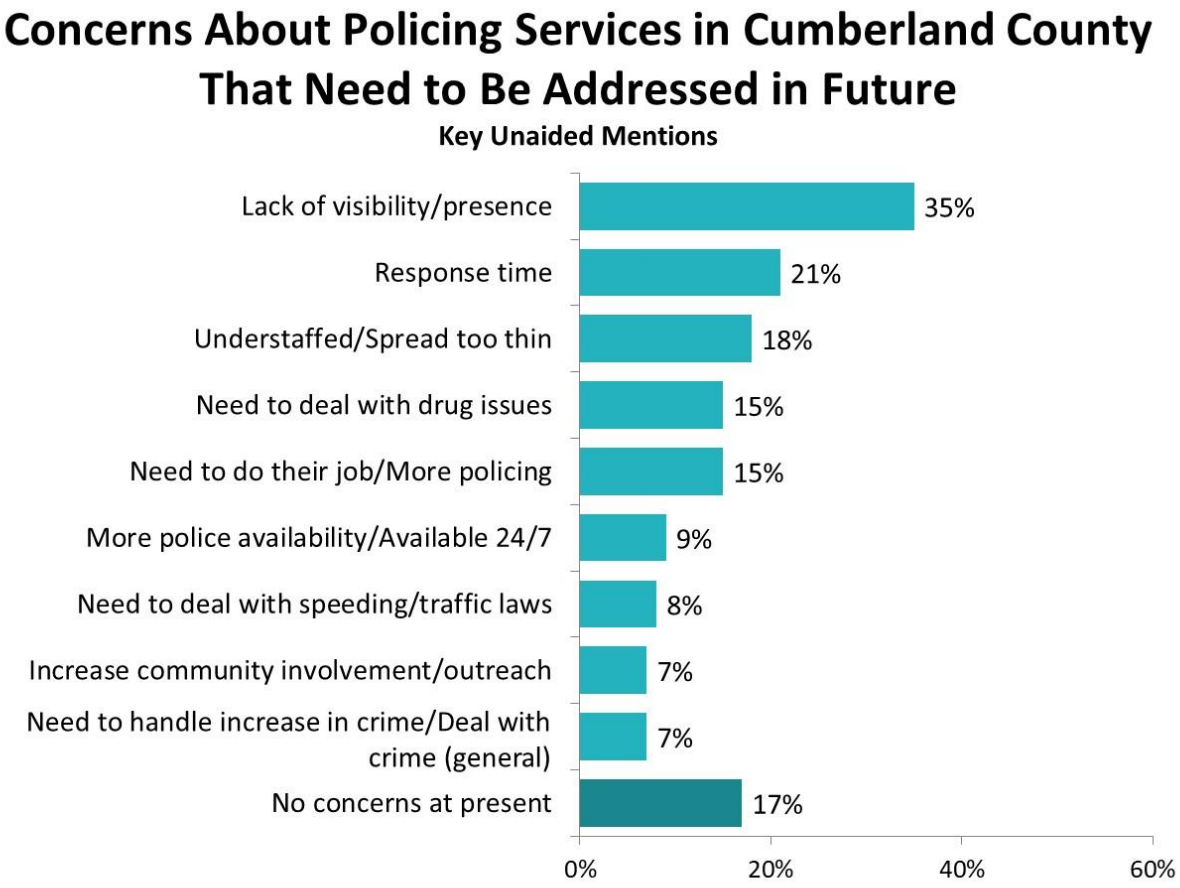
One in three residents (35%) expressed concern about the ***lack of visibility / presence of police***, while one in five (21%) are concerned about ***response times***. Similarly, two in ten (18%) believe that police services are ***understaffed or spread too thin***. One in seven residents (15%) either ***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."



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

Additional Comments

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!"

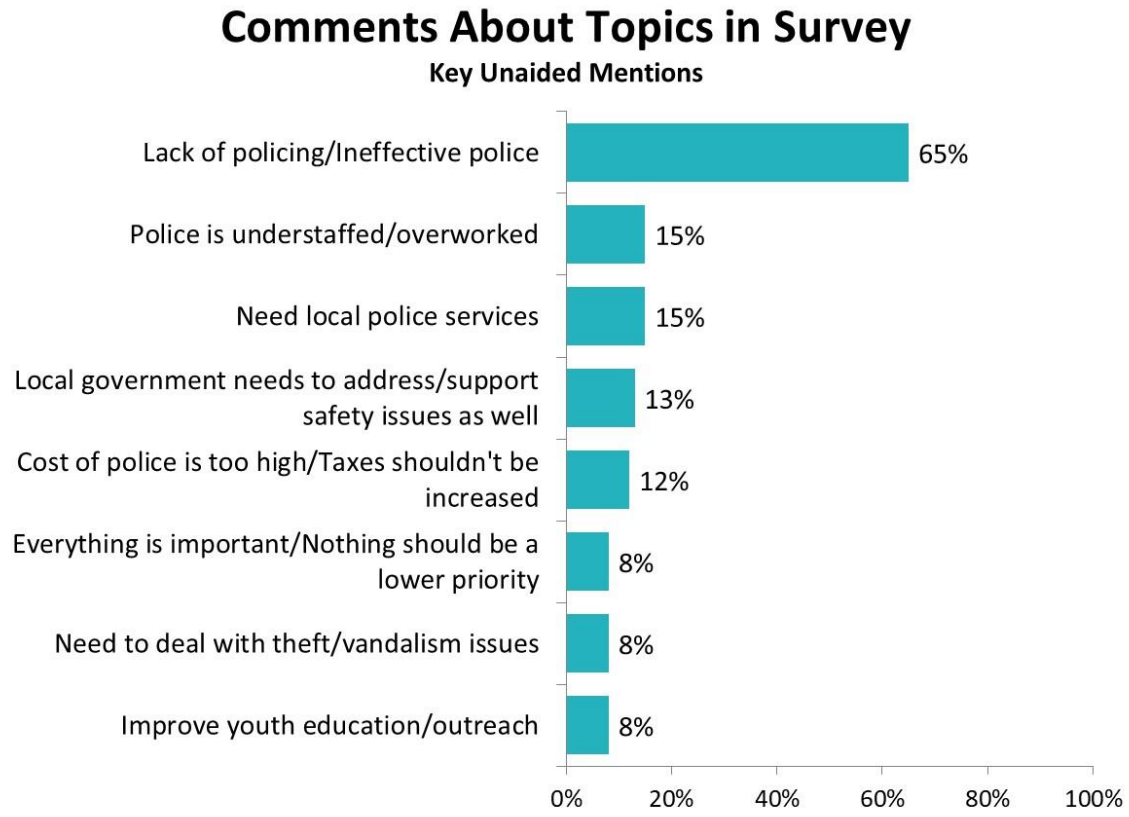
"Something has to be done about the lack of policing."

"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."



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

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)*

Gender

31% Man
66% Woman
1% Non-binary/Another gender not listed
3% Prefer not to say/ Not sure

Age

14% 19-34
41% 35-54
45% 55+
0% Prefer not to answer

97% *Live in Cumberland County all year*

3% *Seasonal resident*

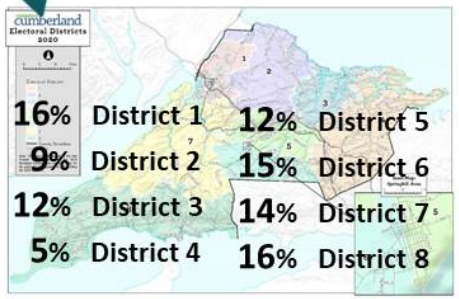
13% Own or operate a business

Best Describes Home



4% Prefer not to answer

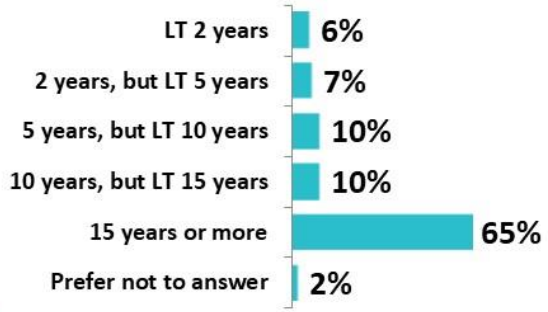
District of Residence



16% District 1
9% District 2
12% District 3
5% District 4
12% District 5
15% District 6
14% District 7
16% District 8

1% Not sure

Lived or Owned Property in Municipality



Employment Status

50% Employed full-time (30+ hours/week)
5% Employed part-time (L.T. 30 hours/week)
9% Self-employed
2% Unemployed
<1% Student
29% Retired
3% Other/Don't know



NARRATIVE
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Every insight tells a story.