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# Preface

In 2011, the Cape Breton Regional Police Service (CBRPS) undertook the very important task of developing a Strategic Plan – a guide to providing an excellent service to our community and a basis on which to measure our activities and hold ourselves accountable to the job we do.

With input from community partners, Cape Breton Regional Municipality (CBRM) Corporate Staff, Councillors, Board of Police Commissioners, and the staff of the CBRPS, this plan provides a clear direction for moving forward and to continue serving the citizens of the CBRM in the name of public safety.

The resources required to implement this Strategic Plan are included as part of the annual operating budget.

# Message from the Chair

## CBRM Board of Police Commissioners

It is my pleasure as chairman of the Cape Breton Regional Police Commission to introduce the 2012-2015 Strategic Plan. The goals and objectives of the Strategic Plan are the result of input received from the Cape Breton Regional Police Service, the Police Commission, Cape Breton Regional Municipality staff and council members as well as community stake holders. This collaborative work has identified four key priorities including human resources, delivering service to the community, ensuring effective partnerships and pursuing financial stability. These four priorities will become the focus of Service Delivery over the next three years as the Cape Breton Regional Police Service works to maintain and enhance the quality of service provided to the citizens of the Cape Breton Regional Municipality.



Sincerely,  
Tom Wilson, Chair, CBRM Board of Police Commissioners

# Message from the Chief of Police

We are very excited to present this Strategic Plan for our police service, a guide we will use to focus our efforts and build on the areas that will bring the biggest impact to the success of our organization as we strive to continue providing an excellent service to our community.

As we work with the community to build safe, secure communities and ensure quality of life for our citizens, we will focus on four key areas: human resources – to professional and personally support our membership, the most valuable asset in our organization; delivering service to the community – addressing public safety, which is the basis for our existence; ensuring effective partnerships – working “with” the people we serve, who share our desire for public safety; and pursuing financial stability – providing the most fiscally responsible and efficient service we can, within ongoing economic pressures.



As police officers, we understand public trust and confidence comes through our accountability, integrity and reputation for customer service. Our team of dedicated members are committed to serving the citizens of the CBRM with the highest professional standards for public safety. With this plan, we’ve set measurable goals and objectives to hold ourselves accountable to the job that we do for the people we serve.

Sincerely,  
Chief Peter McIsaac

# Overview, Cape Breton Regional Police Service

The CBRPS provides policing for all communities within the CBRM and all areas of Cape Breton County, serving a total of 101,619 people across a geographic area of 2,500 square kilometres. The CBRPS was formed through the amalgamation of the CBRM in 1995, bringing together officers and services from the former individual police forces of Sydney, North Sydney, Sydney Mines, Glace Bay, New Waterford, Dominion and Louisbourg into one regional police service. Later, in 2000, the CBRPS also took over policing duties for rural areas of Cape Breton County. In 2007, the CBRPS was chosen to police the Membertou First Nation, which is located within the CBRM, employing a collaborative and interactive approach to policing to meet the specific needs of that community.

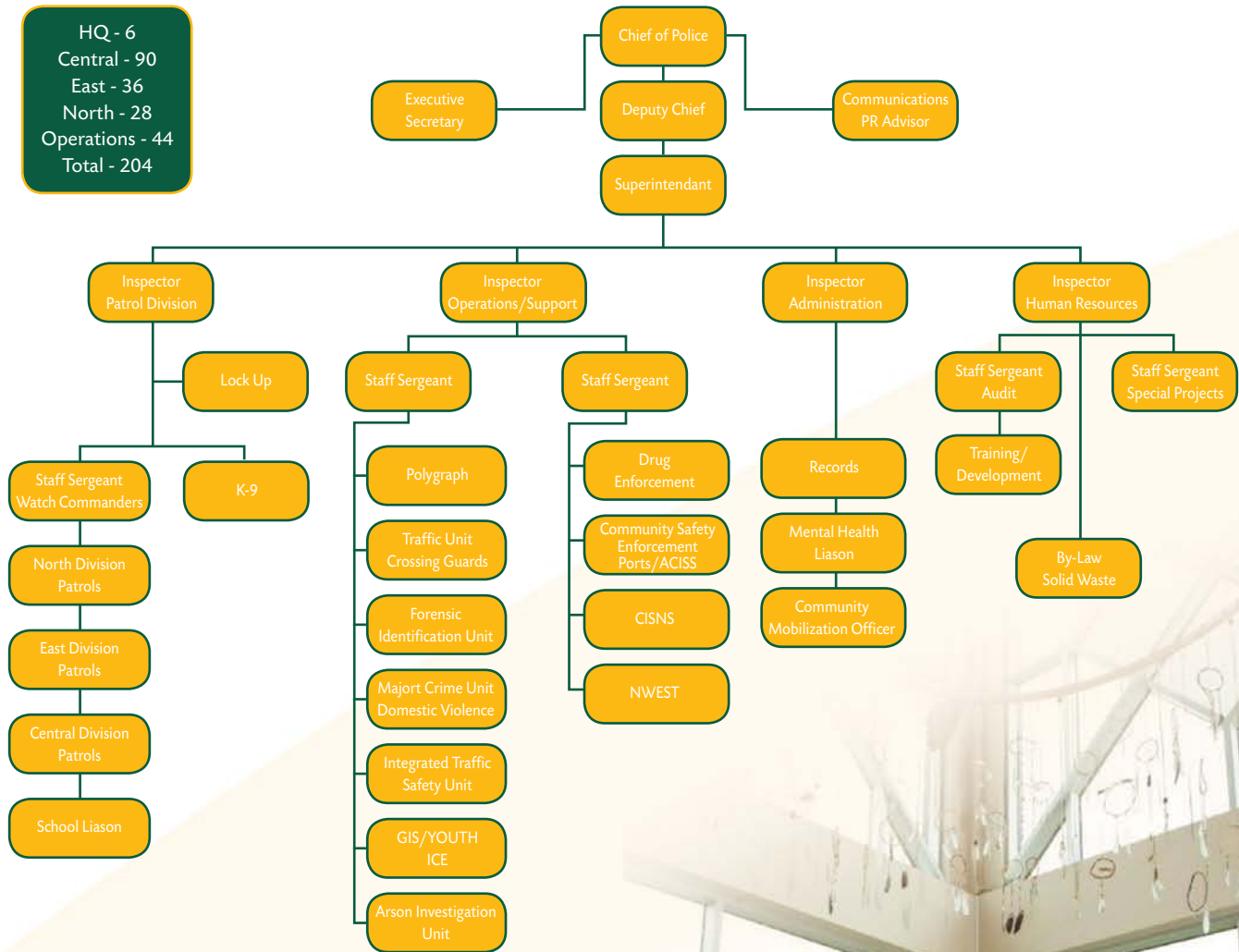
The CBRPS employs 204 sworn officers and 30 civilian staff members. In addition to regular Patrol officers, the service has nearly 15 different specialized sections and teams, making it one of the few full-service police agencies in the province. Operating on a community-based model of policing, the CBRPS values the role that community partners play in the balance between enforcement and prevention and works with the people it serves towards achieving a shared goal of building safe and healthy communities.

With an annual budget of approximately \$23 million, the CBRPS allocates 85% towards wages and other mandatory requirements to carry out policing duties – including vehicles, fuel, uniforms, officer safety and training. The CBRM provides funding for 169 positions; additional funding comes through cost recovery from other sources such as: the Provincial Government, through the Boots on the Street program and School Liaison Officers; the RCMP, through the Integrated Traffic Unit; and the Membertou First Nation, through the MOU to provide policing services to that community.

# Organizational Chart



HQ - 6  
 Central - 90  
 East - 36  
 North - 28  
 Operations - 44  
 Total - 204



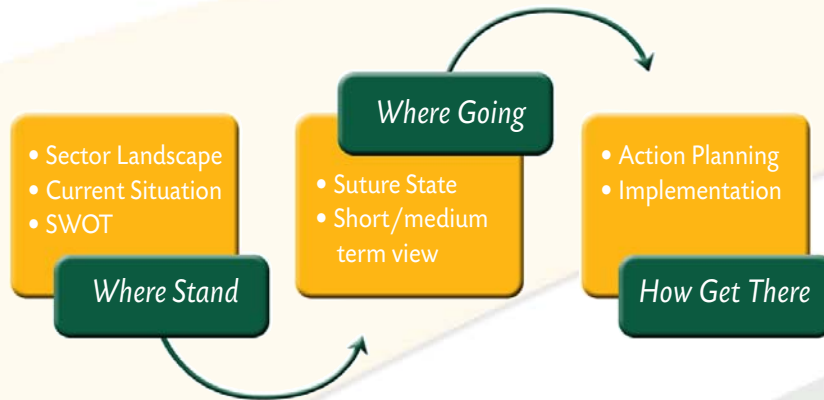
*Constable Lawrence Doucette,  
 Chief Paul, Chief Mclsaac and  
 Sergeant Scott Reeves*



# Strategic Planning Process

Development of this Strategic Plan was participant-driven, involving consultation with a variety of stakeholders and the CBRPS membership.

## Three Phase Model



An initial group – with representatives from CBRM Corporate Staff, Council and Police Commission; the community; and all ranks of our police service – gathered to analyze and discuss our current situation. With the assistance of a strategic planning facilitator, they conducted an environmental scan, reviewed strengths, weaknesses, opportunities and threats for the organization and categorized the pressures and priorities we face moving forward.

Following that, we sought further feedback from the entire CBRPS staff through an internal survey. With a high survey response rate of nearly 60%, staff showed strong support – 75% + – for the intended direction of the strategic plan. Staff noted similar priority areas as were identified during the initial planning session and provided a set of common themes for the organization to focus on in setting our course of action, including: recruitment, training and professional development, succession planning, technology upgrades, manpower and deployment of resources, crime prevention, community engagement and facilities.

Finally, an expanded planning group consisting of CBRPS Management and representatives from all ranks and sections within the police service met one last time with a strategic planning facilitator, and based on all the information gathered to date, developed the final priorities, goals and objectives that make up our Strategic Plan.

# Guiding Principles

## Mission

In partnership with the people, we are committed to serve and protect our community.

## Vision

The Cape Breton Regional Police Service fosters community leadership to ensure security and quality of life.

## Values

We believe in maintaining law and order, by:

- the highest professional standards and integrity;
- being accountable and transparent;
- working collaboratively and having a strong community spirit;
- providing effective and efficient service; and
- respecting diversity ....

## Motto

“Serving With You - For You”

*Constable Melissa MacDonald and  
Constable Dawnielle Morrison*





# Four Strategic Pillars

Based on the various inputs gathered and discussed, the CBRPS has identified four strategic areas on which to focus its energies and efforts:



**Valued Human Resources:** Our members are our most valuable asset in serving our community and they must be supported professionally and personally.

**Delivering Service to the Community:** We exist to serve our community and address safety and security concerns.

**Ensuring Effective Partnerships:** We are guided by our Mission statement that says *"In partnership with the people, we are committed to serve and protect our community"*.

**Pursuing Financial Stability:** On-going fiscal pressures mean that the Cape Breton Regional Police Service must always be strong financial stewards of the funds provided to the Service.

# Goals, Objectives and Indicators

## Valued Human Resources

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

### **Maintain a positive and cohesive work environment by...**

- implementing a multi-pronged and layered internal communications system;
  - striving to improve internal communications
  - maximizing technology to improve communications
  - providing appropriate support and assistance to staff
- focusing on improving management, staff, and union relations;
  - maintaining regular management/labour relations (MLR) meetings
  - recognizing the accomplishments of our staff
  - enhancing systems for better efficiency and effectiveness
- reviewing promotions, transfers, and workplace accommodations process(es);
  - working toward competency based promotions
  - ensuring diversity in our service
  - educating our staff on returning staff to the workplace/accommodation.

### **Create and implement organization-wide training and a development plan that supports career development by...**

- providing mandatory, specialized, remedial, and academic training for all members in response to required competencies and identified needs;
  - developing partnerships to maximize training
  - developing and implementing ethics training
  - developing core training using internal and external resources
- exploring alternate and cost-effective means of providing training;
  - promoting career pathing
  - developing a competency based assessment program
  - encouraging and promoting post-secondary education

## Delivering Services to the Community

We exist to serve our community and address safety and security concerns.

### **Maximize front-line response resources by...**

- centralizing facilities, but balancing services and continuing to have strong presence in all areas, based on community demands;
  - reviewing our service delivery model for efficiencies
  - reviewing divisional boundaries and zone-mapping
  - enhancing our community based policing throughout the CBRM
- ensuring responders are fully trained, aware of changing community composition, and extent of community referral services;
  - working with our community partners to enhance our training
  - developing training that reflects trends in our community
- updating call response protocols with aim to free up officer time for proactive and other activities;
  - implementing ROADS computers in our vehicles
  - reviewing and enhancing all service delivery
  - reviewing and enhancing our customer service model

### **Continually adjust programs and services by...**

- evaluating match between community expectations and capacity and exploring cost-efficient service delivery options;
  - reviewing our fleet for efficiencies
  - improving our intelligence led model of policing through education
  - insuring effective use of technology to improve service delivery
- educating the public about policing processes and promoting CBRPS;
  - enhancing our CBRPS website to better inform the community
  - improving our messaging through social media
  - encouraging all staff to participate in community events

## Leverage and maximize utilization of available technology by...

- ▶ streamlining and increasing utility of Niche RMS;
  - increasing our training on Niche
  - opening more portals on Niche to maximize its effectiveness
  - developing and implementing a video surveillance database for businesses
  
- ▶ ensuring comprehensive rollout plan and proper training on mobile laptops;
  - initiating ROADS computers in our vehicles
  - developing a policy associated to ROADS
  - maintaining ROADS through partnership with CBRM technology
  
- ▶ exploring alternate reporting opportunities;
  - utilizing social media and technology
  - utilizing staff effectively and efficiently
  - reviewing dispatch system for efficiencies

*Constable Shaun McLean and  
Sergeant Russell Baker*



## Maximizing Partnerships

As guided by our Mission: *In partnership with the people, we are committed to serve and protect our community*

### **Leverage partnerships to meet safety needs of seniors by...**

- linking with financial institutions, regional housing authority, health care workers, adult protection, and other related agencies to promote programs that foster healthy and safe communities;
  - engaging external partnerships to enhance service
  - enhancing our service delivery through safer communities and crime prevention
  - continuing to partner with the Nova Scotia Department of Justice to improve crime prevention
- engaging seniors in information and safety sessions;
  - promoting safety for our seniors through better use of our website and social media
  - promoting better communication between our police service and our senior community
  - utilizing local media to promote senior safety

### **Continually assess partnership opportunities with public safety partners by...**

- fostering improved relations with fellow first responders;
  - initiating meetings with other first responders to promote partnerships
  - initiating integrated training with other first responders
  - improving communication and information sharing with other first responder partners
  - continuing to foster relationships with our partners

### **Access partner agencies to address youth issues by...**

- understanding problems and opportunities associated with youth at risk;
  - developing a plan to become more engaged with elementary students
  - promoting programs that identify youth at risk
  - working with partners to develop programs that assist youth at risk
- liaising with key partners to put plans in place;
  - reviewing service delivery model as it relates to external funding
  - maintaining a high level of performance through our externally funded programs

## Pursuing Financial Stability

On-going fiscal pressures mean that the Cape Breton Regional Police Service must always be strong financial stewards of the funds provided to the Service.

### **Practice and demonstrate accountability for each budget by...**

- spending responsibly and managing available funds within budget;
  - participating in a comprehensive review of all expenditures
  - participating in a review of procurement issues
  - reviewing all line items for efficiencies
- continually exploring opportunities for efficiencies;
  - exploring greener options in all future planning
  - exploring our current method of service delivery
  - enhancing roles and responsibilities of all staff
- controlling wages and salaries;
  - incorporating more efficiencies regarding overtime
  - exercising diligence in all areas of cost recovery
  - continuing to communicate with associated agencies concerning police resources and costs

### **Manage required facility and infrastructure upgrades in a prudent and fiscally responsible manner by...**

- continuing to centralize operations where practical, and exploring community-based offices;
  - exploring a realistic and measured approach towards centralized service
  - maintaining a strong police presence through community offices
  - exploring alternative partnerships for community based offices
- making business cases for each strategic/operational endeavour;
  - conducting business cases for operational projects
  - improving service delivery through technology

### Addressing threats to reduction in staffing levels by...

- focusing on maintaining and managing externally funded positions (contract, integrated functions, funded positions);
  - continuing to report on our successes as a police service
  - being diligent in efficient reporting to external agencies
  - adapting to change in today's ever changing society and emerging trends
- exploring feasibility and viability of early retirement options;
  - partnering with the CBRM to explore retirement options
- managing training costs and scheduling;
  - exploring better methods of training delivery to all staff
  - exploring more cost efficient methods of training our staff

