POLICING IN AMHERST TODAY
SERVICES AND COSTING

Consultative Draft 1.0

Table of Contents

Contents

Acronyms

There are a variety of acronyms used throughout the document. To aid with the readers understanding, they are provided below for ease of reference.

1. APD – Amherst Police Department
2. B&E – Break and Enter
3. CAO – Chief Administrative Officer
4. CBRM – Cape Breton Regional Municipality
5. CISNS – Criminal Intelligence Service Nova Scotia
6. FTE – Full Time Equivalent used for Human Resources Purposes
7. HRM – Halifax Municipality
8. K-9- Unit Which Utilizes One or More Dogs
9. MCU – Major Crime Unit
10. MVA- Motor Vehicle Act
11. PROS - Police Reporting and Occurrence System
12. PTE- Part Time Equivalent used for Human Resources Purposes
13. RCMP – Royal Canadian Mounted Police
14. RFP – Request for Proposals
15. SCEU – Street Crime Unit
16. TOR – Terms of Reference

Background

The cost of policing services was identified as a strategic priority by Council in 2017, although resources were not committed until the 2018-2019 fiscal year. This report is the summary of work completed to date on reviewing and understanding the services offered by the Amherst Police Department (APD) and the related costs for those services. The focus of this report is enhancing Councils understanding of the services and costs of services offered by the Amherst Police Department.

This report is best read in conjunction with the Amherst Police Sustainability Review Report and provides comprehensive information on services, processes and costs for the APD.

Identification of Existing Services and Mapped Processes - APD

Currently the Amherst Police Department offers the following services which may have a variety of processes contained within them. Appendix A provides a visual map of the processes to aid council in understanding the steps and complexities of each one. Also included in the Appendix is an explanation of the different symbols used in the maps. In addition, Appendix B contains a written narrative of the processes.

The services and defined processes are (note all of these have a reporting and file management process using PROS that has not been mapped yet):

1. **Major Crime Unit (MCU)** - this unit investigates all incidents of a serious, complex and/or sensitive nature, as either the primary/coordinating unit or assisting unit. This

unit is responsible for major fraud. Maps and documentation are provided for:

a) Pre-investigation
b) Open Investigation

Number of Officers: 1 FTE
Actual and Budget Information:

	MCU
2015-16	
Generated Income	0
Direct Expenses	216,563
Net Expenses	**$216,563**
2016-17	
Generated Income	0
Direct Expenses	145,136
Net Expenses	**$145,136**
2017-18	
Generated Income	0
Direct Expenses	115,188
Net Expenses	**$115,188**
2018-19 Budgeted	
Generated Income	0
Direct Expenses	132,775
Net Expenses	**$132,775**

2. **Street Crime Enforcement Unit (SCEU)** - performs intelligence led policing to eliminate street level crime such as, auto theft, child pornography, arson, break and enter (B&E), graffiti, drugs, etc. This is a joint force with the RCMP and covers Cumberland County.
Number of Officers: 2 (Partial funding of $100,000 per officer by the Province)
Actual and Budget Information:

	SCEU
2015-16	
Generated Income	-200,000
Direct Expenses	216,130
Net Expenses	**$16,130**
2016-17	
Generated Income	-200,000
Direct Expenses	217,289
Net Expenses	**$17,289**
2017-18	
Generated Income	-200,000
Direct Expenses	210,863
Net Expenses	**$10,863**
2018-19 Budgeted	
Generated Income	-200,000
Direct Expenses	232,487
Net Expenses	**$32,487**

3. **General Patrol** - performing a general patrol of the Town of Amherst. This Includes enforcing road laws, responding to emergency calls and providing a presence within the community at large. Patrol investigates most frauds which are not considered major and follows the investigation process outlined in h below. Members of patrol are also trained as members of the Containment Team for serious incidents.

a) Dispatched Calls
b) MVA Pull-Over

c) Check-stop
d) Scene Management
e) Escort to Hospital
f) Funeral Escort
g) Investigative Tasks (from MCU)
h) Investigation

Number of Officers: 16 (note there are 3 part-time officers used for backfilling when officers off due to sick leave, vacation, ST and LT disability).

Actual and Budget Information:

	Patrol
2015-16	
Generated Income	-4,212
Direct Expenses	2,060,240
Net Expenses	**$2,056,028**
2016-17	
Generated Income	-42,221
Direct Expenses	2,147,729
Net Expenses	**$2,105,508**
2017-18	
Generated Income	-44,434
Direct Expenses	2,217,091
Net Expenses	**$2,172,658**
2018-19 Budgeted	
Generated Income	-39,200
Direct Expenses	2,249,696
Net Expenses	**$2,210,496**

4. **Criminal Record Checks** – there are two components to criminal records checks. One is performing public criminal record checks as required for employment, volunteering, and educational purposes. Those that are for employment purposes charge a fee. The other criminal records check service is for criminal record checks required for employment, volunteering and educational purposes by third party companies like security companies. There are two staff involved in this service, one full time and one part time. The revenues received for the corporate record checks more than offsets the costs for providing the services.

a) Third Party
b) Public

Number of *Staff*: 1 FT and 1 PT administrative staff (No officers for this service). Note that public criminal record checks are done by administrative staff.

Actual and Budget Information: The criminal record checks for third parties provides net revenue to the APD which is used to offset costs for departmental operations. In 2017, one of the contracts was not renewed so at budget time it was anticipated that revenue would be less than in prior years.

	Criminal Records
2015-16	
Generated Income	-203,979
Direct Expenses	48,330
Net Expenses	**-$155,649**
2016-17	
Generated Income	-224,827
Direct Expenses	61,303
Net Expenses	**-$163,525**
2017-18	
Generated Income	-189,752
Direct Expenses	61,787
Net Expenses	**-$127,964**
2018-19 Budgeted	
Generated Income	-160,000
Direct Expenses	66,625
Net Expenses	**-$93,375**

5. **Non-Emergency Animal Control** - responding to any reports of stray, aggressive, and wild animals within the Town of Amherst. Normally, animal control is done through a contract with the County if staff are available. Occasionally, general patrol responds to cases involving animals when the County's Animal Control Officer is unavailable. Note that **Emergency Animal Control would be handled as a dispatched call by the General Patrol Unit.**

Number of *Staff*: Contracted with the County

Actual and Budget Information:

	Animal Control
2015-16	
Generated Income	0
Direct Expenses	17,137
Net Expenses	**$17,137**
2016-17	
Generated Income	0
Direct Expenses	15,028
Net Expenses	**$15,028**
2017-18	
Generated Income	0
Direct Expenses	12,161
Net Expenses	**$12,161**
2018-19 Budgeted	
Generated Income	0
Direct Expenses	20,600
Net Expenses	**$20,600**

6. **Bylaw Enforcement** - enforcing all bylaws and investigate any reports of bylaw infraction as imposed by Town Council, enforce parking violations under the Motor Vehicle Act and deal with taxi and taxi driver licensing. The APD officer also does administrative functions which have not yet been mapped yet. It is noted that the By-Law officer often does other administrative functions and backfills for lunches for other administrative staff.

   a) Taxi Owner License
   b) Taxi Driver License
   c) Downtown Parking Enforcement
   d) Downtown Sidewalk Snow Removal
   e) Unpaid Ticket Enforcement

Number of *Staff*: 1 FTE
Actual and Budget Information:

	By-Law *
2015-16	
Generated Income	0
Direct Expenses	46,706
Net Expenses	**$46,706**
2016-17	
Generated Income	0
Direct Expenses	46,045
Net Expenses	**$46,045**
2017-18	
Generated Income	0
Direct Expenses	48,388
Net Expenses	**$48,388**
2018-19 Budgeted	
Generated Income	0
Direct Expenses	52,519
Net Expenses	**$52,519**

*There would likely be revenue to offset By-law re parking tickets, taxi licenses etc

7. **Crime Prevention** - determining the types of crime that Amherst is facing or at risk of facing, to create and implement crime preventative measures within the local community. It is noted that the role of the Crime Prevention Officer is varied and includes participating in a wide variety of Committees. Appendix E has a list the committees. **Note: this list has not had a final review by APD nor have the process maps and documentation.**
    a) Downtown Business Liaison
    b) Bar Suspension
    c) Public Campaign and Presentations
    d) Crime Prevention Articles

8. **School/Youth Liaison Officer (coded to crime prevention as well)** – creates a better relationship between youth and police in the community by focusing on prevention at a young age, through interactions at school by giving them the resources they may need. The focus is youth and kids along with their families in the Town of Amherst. There are various processes completed by this position which is partially funded by the province.
    a) Daily Duties
    b) Presentations
    c) Restorative Justice

Number of Officers: 2 FTE (includes Crime Prevention and School/Youth Liaison)
Actual and Budget Information:

	Crime Prevention
2015-16	
Generated Income	-101,978
Direct Expenses	194,616
Net Expenses	$92,638
2016-17	
Generated Income	-102,594
Direct Expenses	216,515
Net Expenses	$113,922
2017-18	
Generated Income	-101,618
Direct Expenses	203,421
Net Expenses	$101,802
2018-19 Budgeted	
Generated Income	-101,000
Direct Expenses	230,973
Net Expenses	$129,973

9. **Cops4Kids Camp** - is a mini police academy for kids that is used to build a stronger relationship between law enforcement and children. Although other services/camps are provided they have not been mapped separately as they would follow a similar process. (Done by a variety of officers with Prevention Officers being main).
Number of Officers: Included as part of the Crime Prevention roles.
Actual and Budget Information: Usually revenue and expenses offset each other. Included as part of the Crime Prevention budget.

10. **Bike Patrol** - patrolling and enforcing the laws within the Town of Amherst on bicycle as a way of being a role model for others while being more engaged with the community.
Number of Officers: Included as part of the Crime Prevention role.
Actual and Budget Information: No additional cost.

11. **Disclosure** - The purpose of this process is to prepare the articles obtained in relation to a case to be presented to the crown as evidence.
Number of Staff: this work is done by administrative staff. No dedicated FTE
Actual and Budget Information: this would be included as part of administrative costs summarized below.

12. **Dispatch** - receiving calls for service and to dispatch service requests for police, fire or public works as required by 911 calls, non-emergency calls or in person reports as well as all after-hours calls for public works.
    a) 911 Calls
    b) Phone Calls for Service
    c) After Hours Public Works

Number of Staff: 4 FTE and 1 PTE
Actual and Budget Information:

	Dispatch
2015-16	
Generated Income	-51,335
Direct Expenses	223,422
Net Expenses	**$172,088**
2016-17	
Generated Income	-4,000
Direct Expenses	201,058
Net Expenses	**$197,058**
2017-18	
Generated Income	-4,000
Direct Expenses	215,355
Net Expenses	**$211,355**
2018-19 Budgeted	
Generated Income	-4,000
Direct Expenses	229,724
Net Expenses	**$225,724**

13. **Funeral Escort –** this service is still being provided and usually uses on duty officers.

14. **School Crossing –** this service has not yet been mapped.
Number of Staff: 3 PTE
Actual and Budget Information:

	Crossing Guar
2015-16	
Generated Income	-32,729
Direct Expenses	39,562
Net Expenses	**$6,833**
2016-17	
Generated Income	0
Direct Expenses	29,959
Net Expenses	**$29,959**
2017-18	
Generated Income	0
Direct Expenses	27,143
Net Expenses	**$27,143**
2018-19 Budgeted	
Generated Income	0
Direct Expenses	33,490
Net Expenses	**$33,490**

15. **Jail Guarding** - this service has not yet been mapped.

16. **Dreams Take Flight –** not yet mapped.

Other services are provided on an as needed basis by the RCMP and/or the Province and include things like K-9 and CISNS.

To deliver the services listed above, there is a requirement for various administrative functions. Due to the compressed time frame for this report, most of these processes have not yet been mapped or documented. They would include the work done by:

1. Chief of Police
2. Deputy Chief
3. Staff Sergeant
4. Executive Assistant/Dispatch Coordinator
5. Administrative Assistants (2)

Examples of the services provided would be (note this is not a comprehensive list):

1. Human Resources
2. File Review
3. Fiscal and Budget responsibilities
4. Setting Vision and Direction
5. Audit
6. Financial coding and input
7. Scheduling
8. Policy and Regulation Development
9. Court Services
10. PROS – file reporting and management

Number of Staff: 6

Actual and Budget Information: Below is a summary of the amounts for Administration. These do not include legal and building which are provided as separate items below.

	Admin
2015-16	
Generated Income	-3,217
Direct Expenses	695,478
Net Expenses	$692,261
2016-17	
Generated Income	-16,797
Direct Expenses	591,389
Net Expenses	$574,592
2017-18	
Generated Income	-13,350
Direct Expenses	471,612
Net Expenses	$458,262
2018-19 Budgeted	
Generated Income	-11,900
Direct Expenses	582,119
Net Expenses	$570,219

	Legal
2015-16	
Generated Income	0
Direct Expenses	37,379
Net Expenses	$37,379
2016-17	
Generated Income	0
Direct Expenses	27,875
Net Expenses	$27,875
2017-18	
Generated Income	0
Direct Expenses	41,680
Net Expenses	$41,680
2018-19 Budgeted	
Generated Income	0
Direct Expenses	61,220
Net Expenses	$61,220

	Bldng
2015-16	
Generated Income	0
Direct Expenses	246,255
Net Expenses	$246,255
2016-17	
Generated Income	0
Direct Expenses	259,232
Net Expenses	$259,232
2017-18	
Generated Income	0
Direct Expenses	293,900
Net Expenses	$293,900
2018-19 Budgeted	
Generated Income	0
Direct Expenses	310,694
Net Expenses	$310,694

Although a small amount, there is also a cost associated with the Governance of the APD.

	Pol Comm
2015-16	
Generated Income	0
Direct Expenses	4,937
Net Expenses	$4,937
2016-17	
Generated Income	
Direct Expenses	7,871
Net Expenses	$7,871
2017-18	
Generated Income	
Direct Expenses	6,446
Net Expenses	$6,446
2018-19 Budgeted	
Generated Income	
Direct Expenses	10,570
Net Expenses	$10,570

Costing for Existing Services

The financial costs for existing services are budgeted at $4,213,492 which is 24% of the 2018-19 expenditure budget. A copy of the costs by service area and a summary of the overtime incurred by APD over the last three years can be found in Appendix C.

	Total
2015-16	
Generated Income	-597,450
Direct Expenses	4,046,754
Net Expenses	$3,449,305
2016-17	
Generated Income	-590,438
Direct Expenses	3,966,428
Net Expenses	$3,375,990
2017-18	
Generated Income	-553,154
Direct Expenses	3,925,036
Net Expenses	$3,371,882
2018-19 Budgeted	
Generated Income	-516,100
Direct Expenses	4,213,492
Net Expenses	$3,697,392

The costs for the police department are offset by $516,100 which includes $300,00 of revenue from the Province for the Street Crime Unit and the School Liaison Officer. Most of the remainder revenue comes from Criminal Record Checks which is forecasted to be $160,000 for the 2018-19 year.

I note that the costs for the preceding three years were adjusted for a wages & benefits accrual as there was no contract signed. The negotiated amount was less than what was accrued which means the expenses in prior periods were overstated. The overall accrual adjustment was $124,619, broken down by year as follows:

- 2014/15 ($32,192)
- 2015/16 ($36,028)
- 2016/17 ($38,820)
- 2017/18 ($17,579)

COSTING ANALYSIS

The information in Appendix C shows that the costs for providing police services is increasing. One of the main drivers of that increase relates to salary and wages. The other component has to do with inflationary increases in materials and supplies. Below is a summary of the cost per officer over the last three fiscal years and based on our current budget.

APD - COSTING ANALYSIS					
Year	Officers	Gross Expenses	Cost Per Officer	Net Costs	Cost Per Officer
2015-16	25	4,046,754	161,870	$3,449,305	137,972
2016-17	24	3,966,428	165,268	$3,375,990	140,666
2017-18	24	3,925,036	163,543	$3,371,882	140,495
2018-19 Budget	24	4,213,492	175,562	$3,697,392	154,058
Note - number of officers includes Administrative Officers - Chief, Deputy and Sergeant					

There are other factors that drive the cost of policing services up. For the APD they are:

1. Increased training needs
2. Increased requirements due to case law
3. Increase requirements due to court processes/evidence
4. Increase in mental health issues and calls for service
5. Increase in non-police services requests, which are part of the Provincial Mandate, when other supports have limited or no resources (Health, addictions, mental health, homelessness, RCMP)
6. Increased requirements to do electronic based work and online/computer-based reporting, tracking, and submissions, which may not always be effective/efficient or fully utilized.
7. Delayed responses by support agencies (IDENT)
8. Assisting RCMP om police matters when their resources are not available
9. Provincial services less available and/or no after hour services
10. Requirement to attend at the hospital and no priority for APD staff

The overtime budget appears to be increasing over the last few years but is still a small percentage of the overall budget. It should be noted there are costs for escorting patients for the Health Authority which are cost recovered.

Year	Total Overtime	Gross Expenses	Percent of Expense	Net Costs	Cost Per Officer
2015-16	47,148	4,046,754	1.17%	$3,449,305	1.37%
2016-17	56,152	3,966,428	1.42%	$3,375,990	1.66%
2017-18	93,546	3,925,036	2.38%	$3,371,882	2.77%
2018-19 Budget	NA	4,213,492	NA	$3,697,392	NA

It needs to be noted that the staff of the APD care about their community and the people in the community. Changes in how services are provided by the Province has created scope creep and a service vacuum across the Province whereby the caring and compassion of the officers of the various municipal

Police Departments have them providing services that could be considered outside of core policing as they are often the place of last resort.

PUBLIC SATISFACTION

The reader now has an indication of the services and costs for services that the APD offers. Another area that needs to be considered when looking at the Department is how they are viewed by the taxpayers of the Town of Amherst. Appendix E contains a copy of the 2015 Police Survey presentation completed by Corporate Research Associates Inc. The report contains information that is relevant to understanding the public perception and opinion regarding policing services. Of particular note is the satisfaction rating of 86% on page 14 of the presentation, the response increasing the budget to fund increasing costs on page 15, the willingness to pay additional taxes for the services provided on page 16 and the 67% support for no change shown on page 24.

CONCLUSION

The objective of this report was to provide the reader with a greater understanding of the service provided by the APD and the associated costs for these services. The Appendices attached provide additional detail on the services and the complexities involved in delivering the services. It is important to note that a survey was completed on the APD and they received an 86% satisfaction rating from the residents of the Town for the services they provide.

APPENDIX A

PROCESS MAPS

Town of Amherst
Phase I
Service Documentation and Mapping for the APD Service Sustainability Review

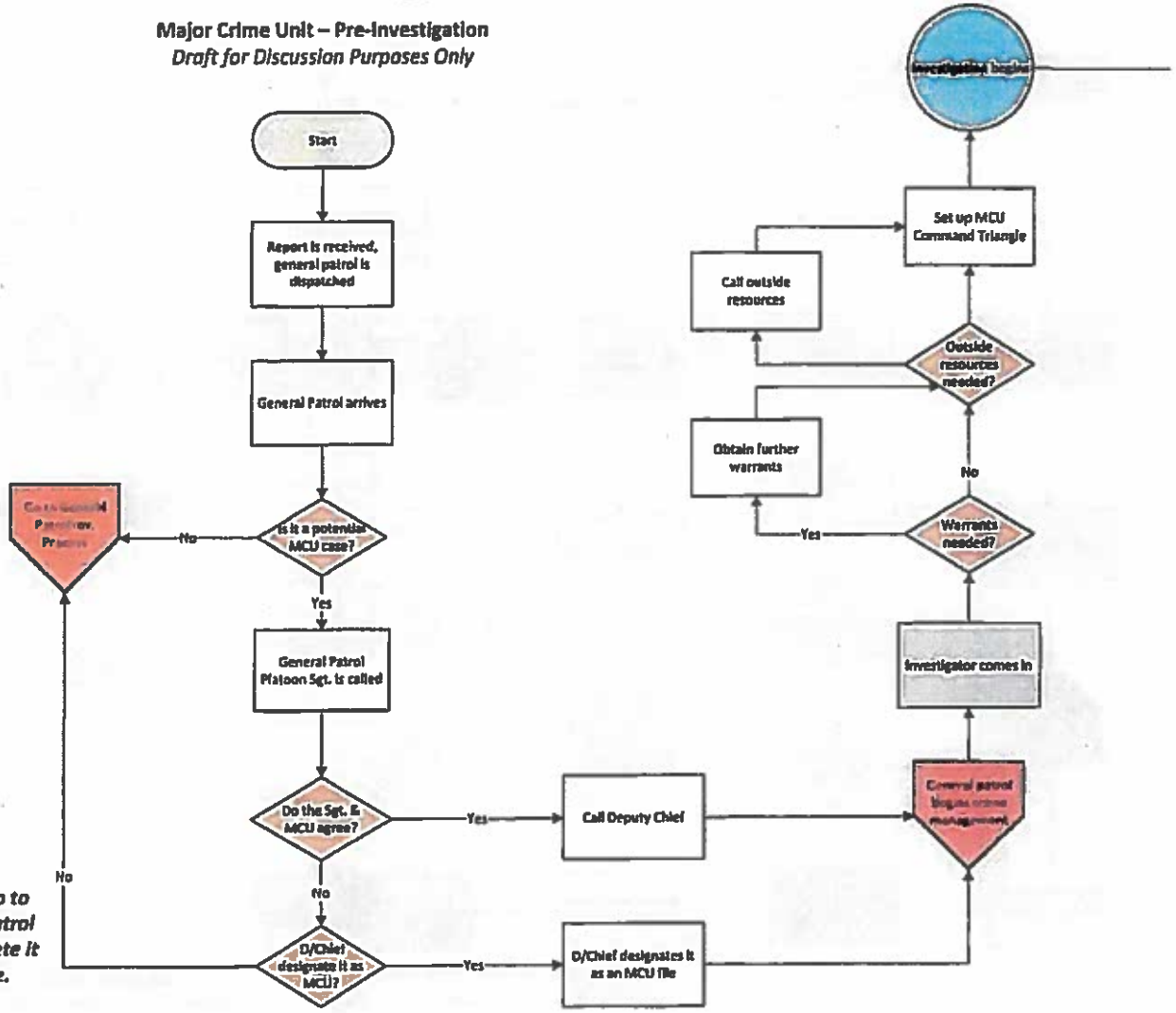
Symbols	Meaning	Example
Start	This symbol represents the start to a process. There should be only one "start", however there may be many different inputs to initiate a start.	Start
	This symbol represents the end to a process. There can be multiple "stop" points throughout a process depending on decisions.	
Decision	This symbol represents a decision point in a process. There will be different flows depending on the decision	Toast ready?
Sub process decision	This symbol represents a decision point that leads to a sub-process that will an Off-page connector will reference to in future maps	Are we using a charcoal BBQ?
Process Connector	This symbol represents a step in an overall process where a different process is performed as part of the overall process	Cook eggs
Process Step	This symbol represents a step in a process that is clear and doesn't need a better understanding	Put toast in toaster
Process Step	This symbol represents a step in a process that is a little foggy. It requires a "deeper dive" for understanding. It is a potential area of interest for improvement	Put spread on toast
Outside Process	This symbol represents a step in a process that is outside of the control of those performing the process.	Community group arranges meeting

Town of Amherst
Phase I
Service Documentation and Mapping for the
APD Service Sustainability Review

→	This symbol is a flow. It shows how the steps "slow" from one to the next	→
	This symbol is used when a "stop" isn't the case because the process continues, but highlighted part of the process is complete	

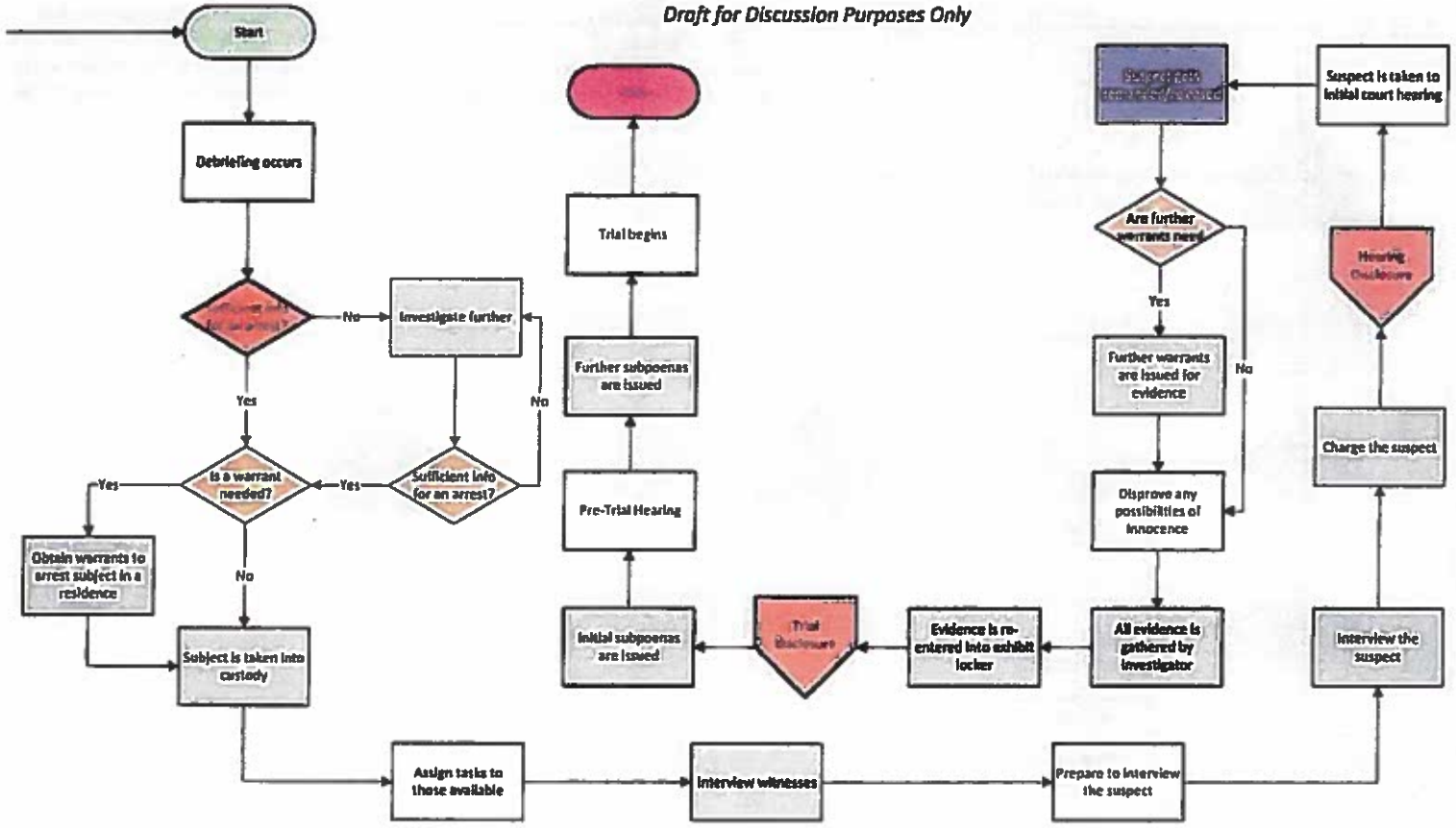
Major Crime Unit – Pre-Investigation

Draft for Discussion Purposes Only



Note: Some major crime cases go to SCEU and members of General Patrol may keep a file if they can complete it start to finish on their schedule.

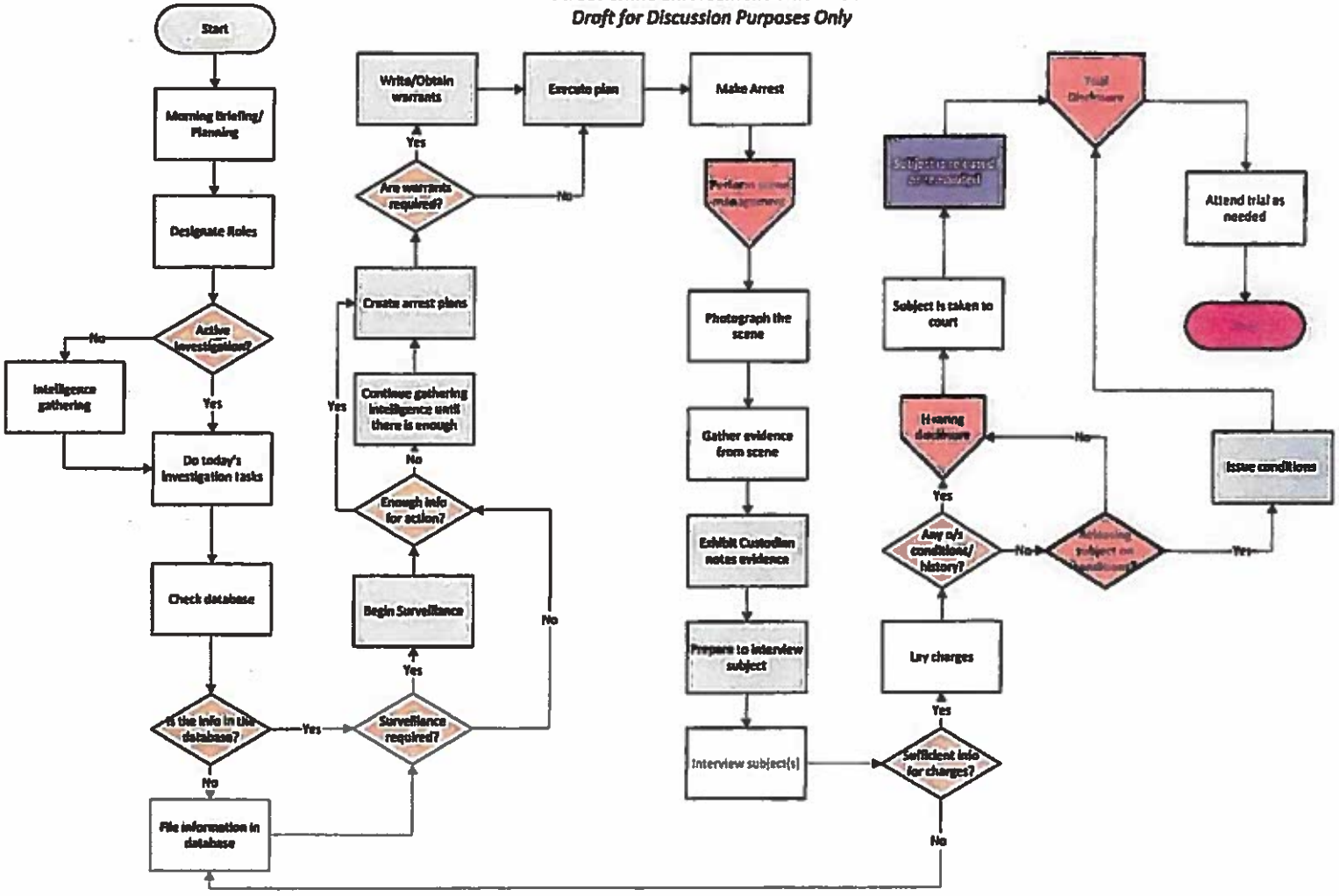
Major Crime Unit – Open Investigation
Draft for Discussion Purposes Only



Note: The "Stop" on this map represents the end of a file as it pertains to the MCU

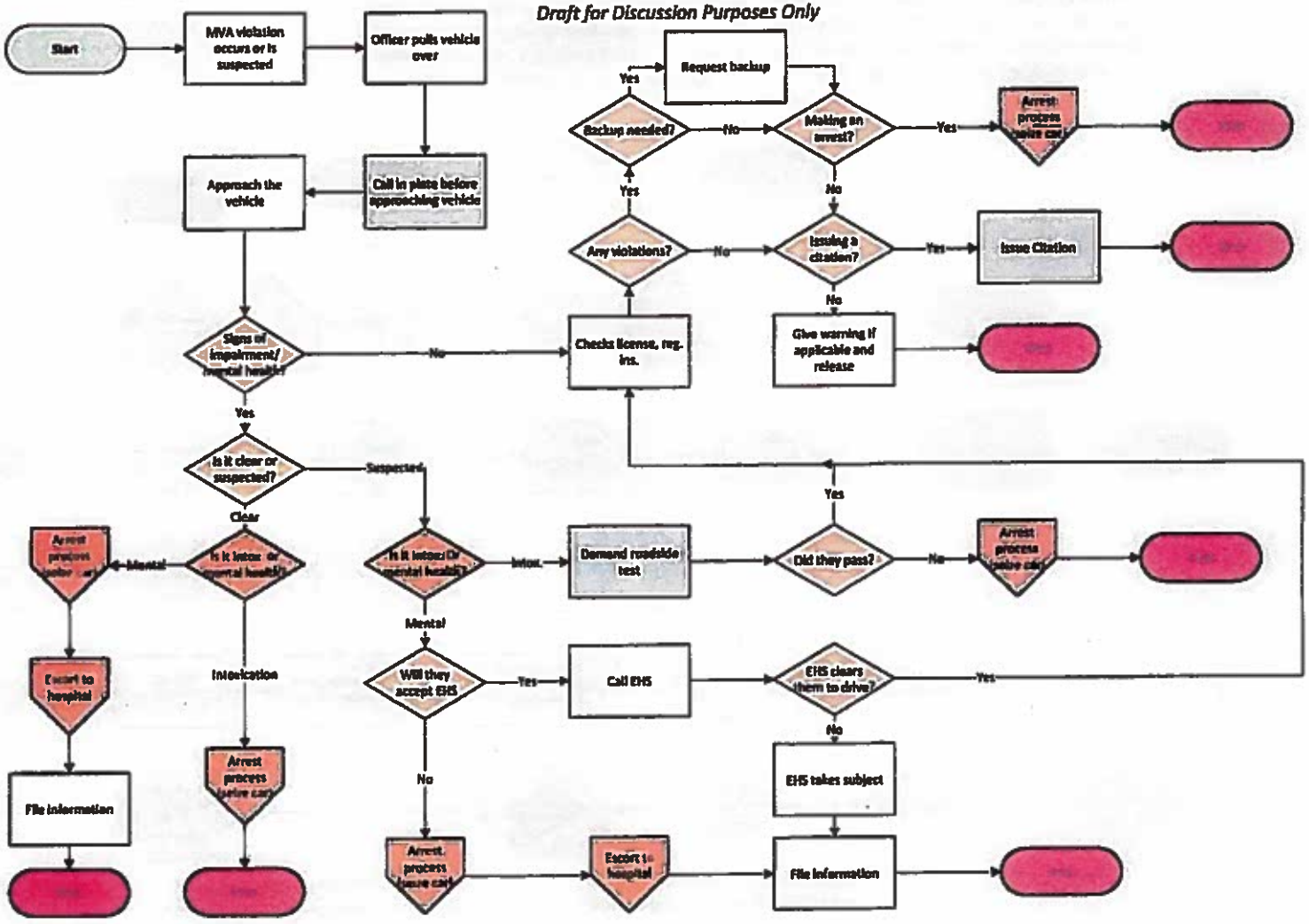
Street Crime Enforcement Unit – SCEU

Draft for Discussion Purposes Only



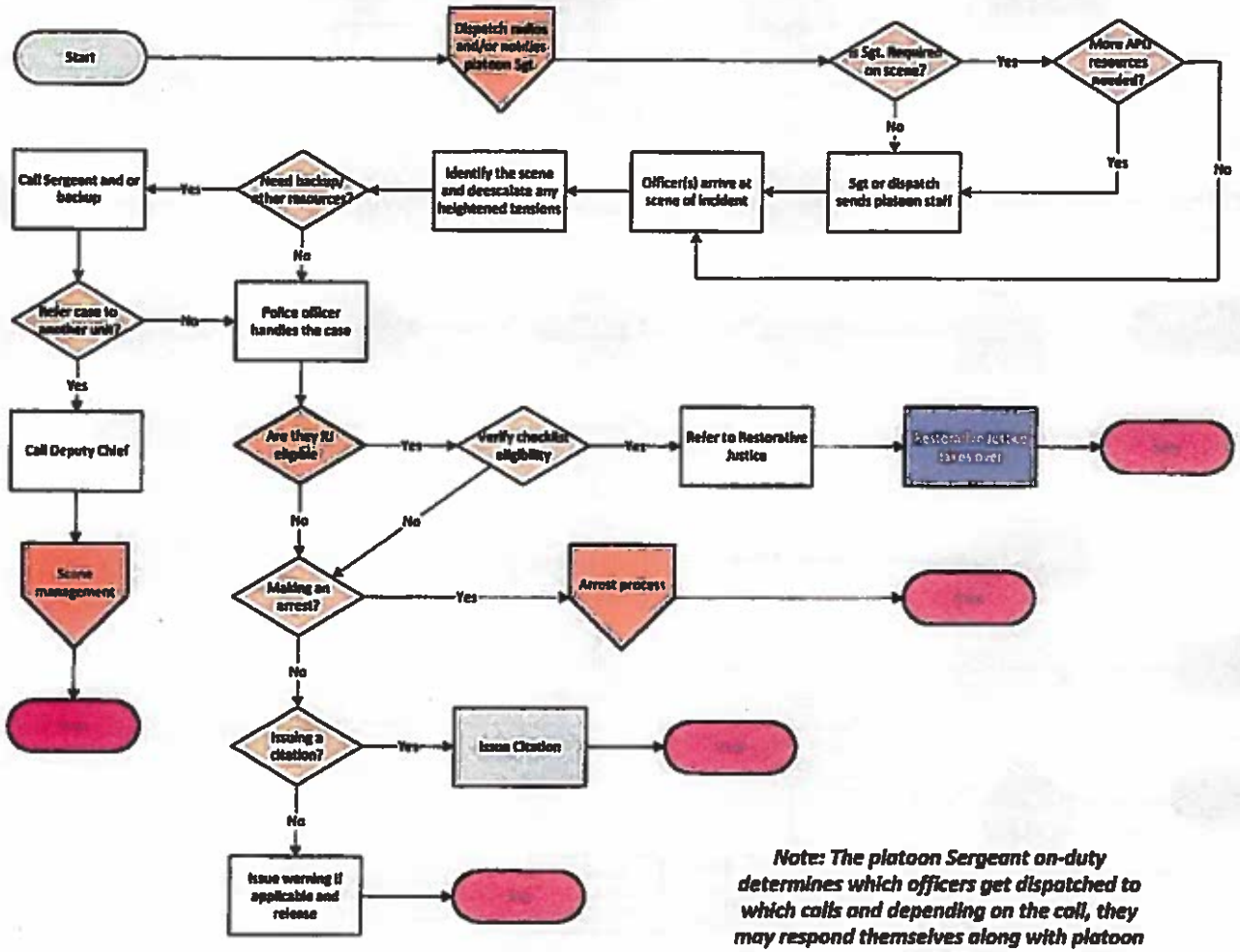
General Patrol – MVA Pull-over

Draft for Discussion Purposes Only



General Patrol – Dispatched Calls

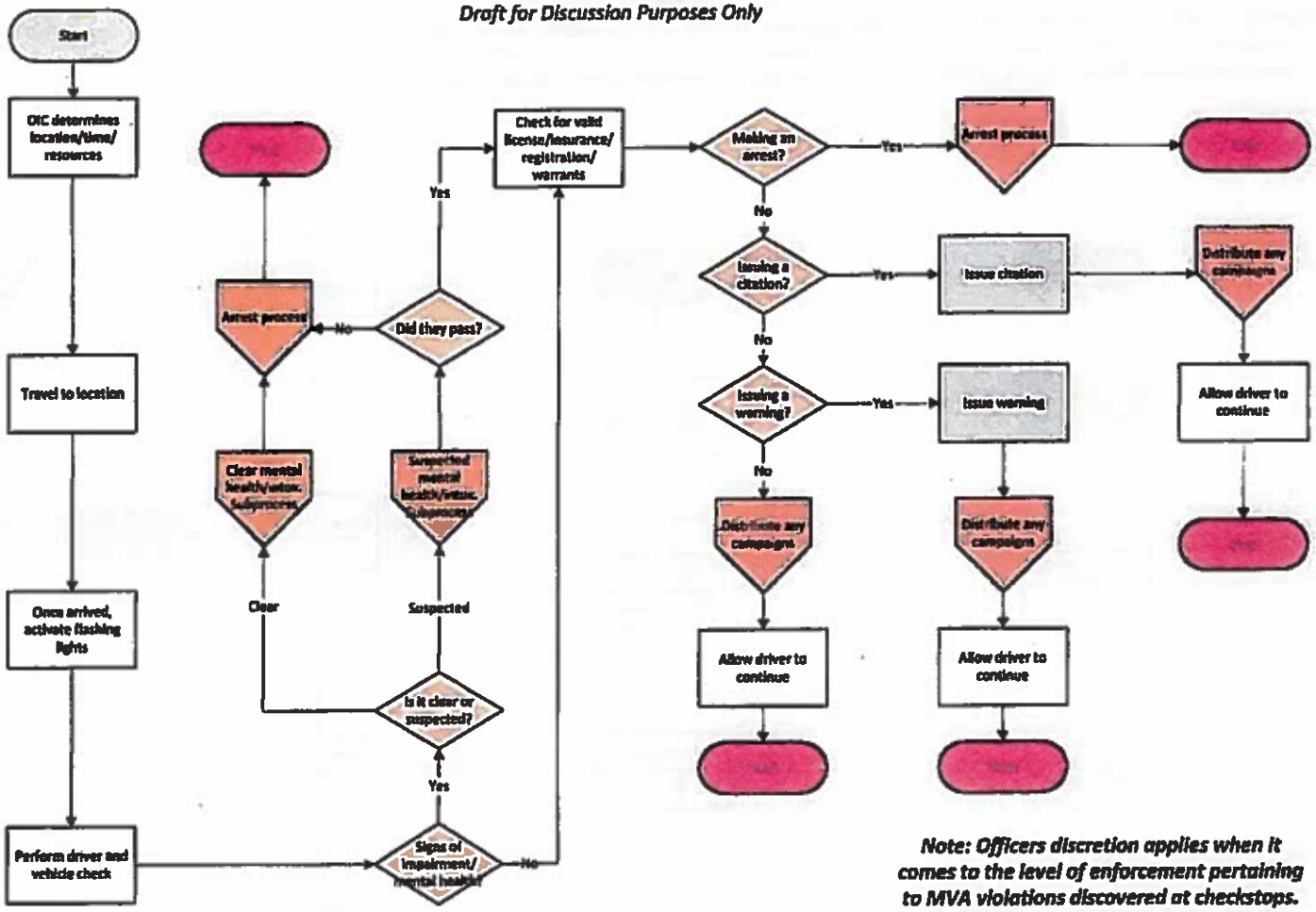
Draft for Discussion Purposes Only



Note: The platoon Sergeant on-duty determines which officers get dispatched to which calls and depending on the call, they may respond themselves along with platoon constables

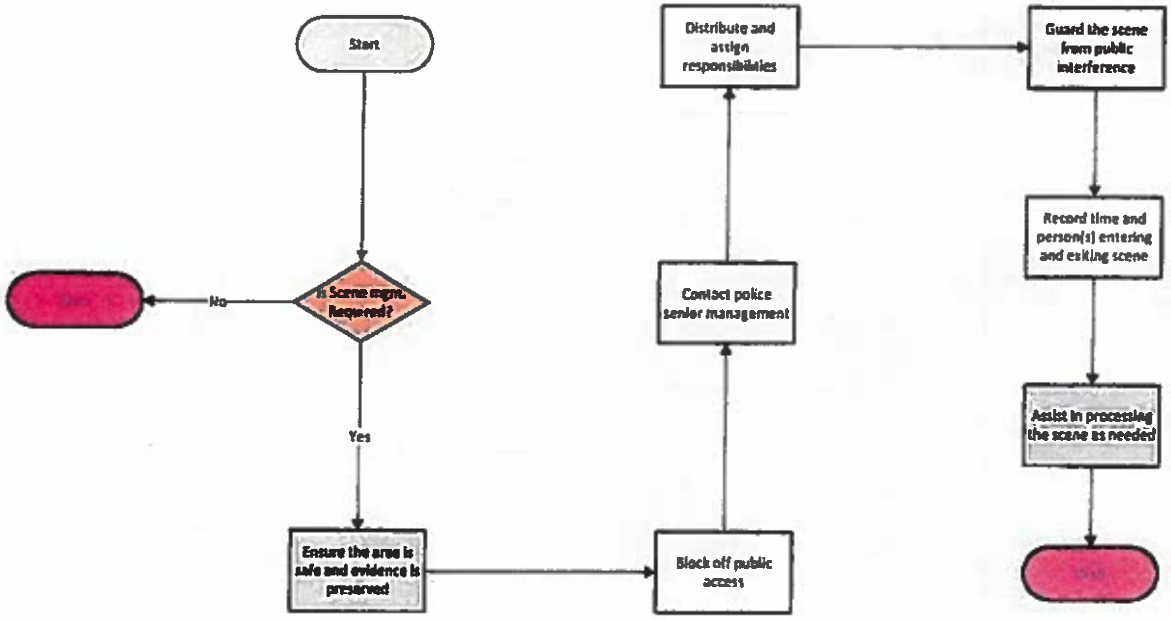
General Patrol – Checkstop

Draft for Discussion Purposes Only



Note: Officers discretion applies when it comes to the level of enforcement pertaining to MVA violations discovered at checkstops. The officer may issue a warning rather than a citation

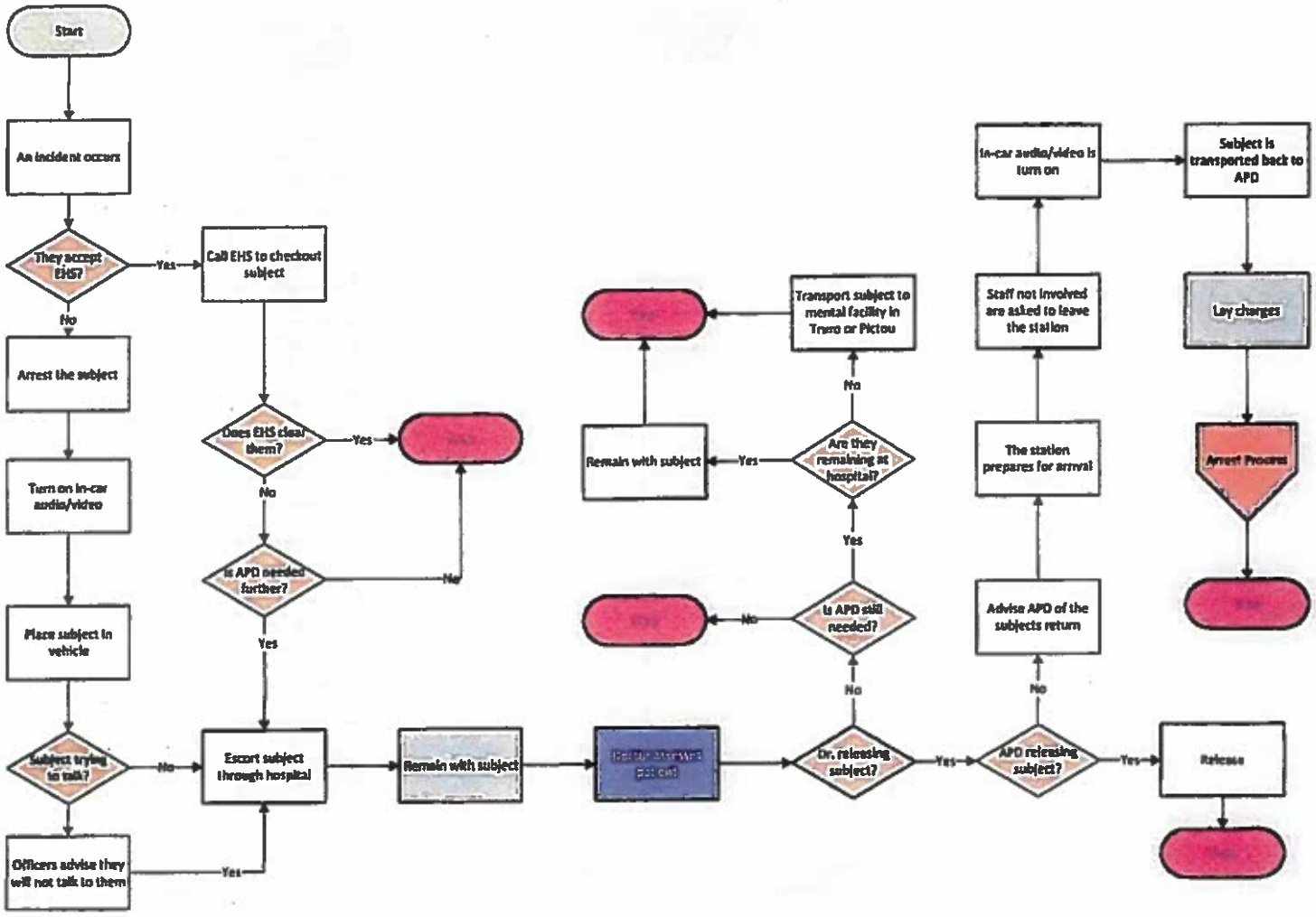
General Patrol – Scene Management
Draft for Discussion Purposes Only



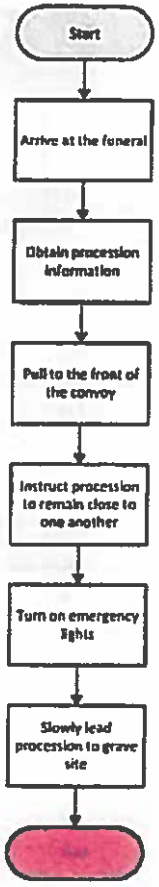
Note: General Patrol constables perform scene management for MCU, SCEU, and General Patrol cases, when a scene needs to be protected during an ongoing presentation or fires.

General Patrol – Escort to the Hospital

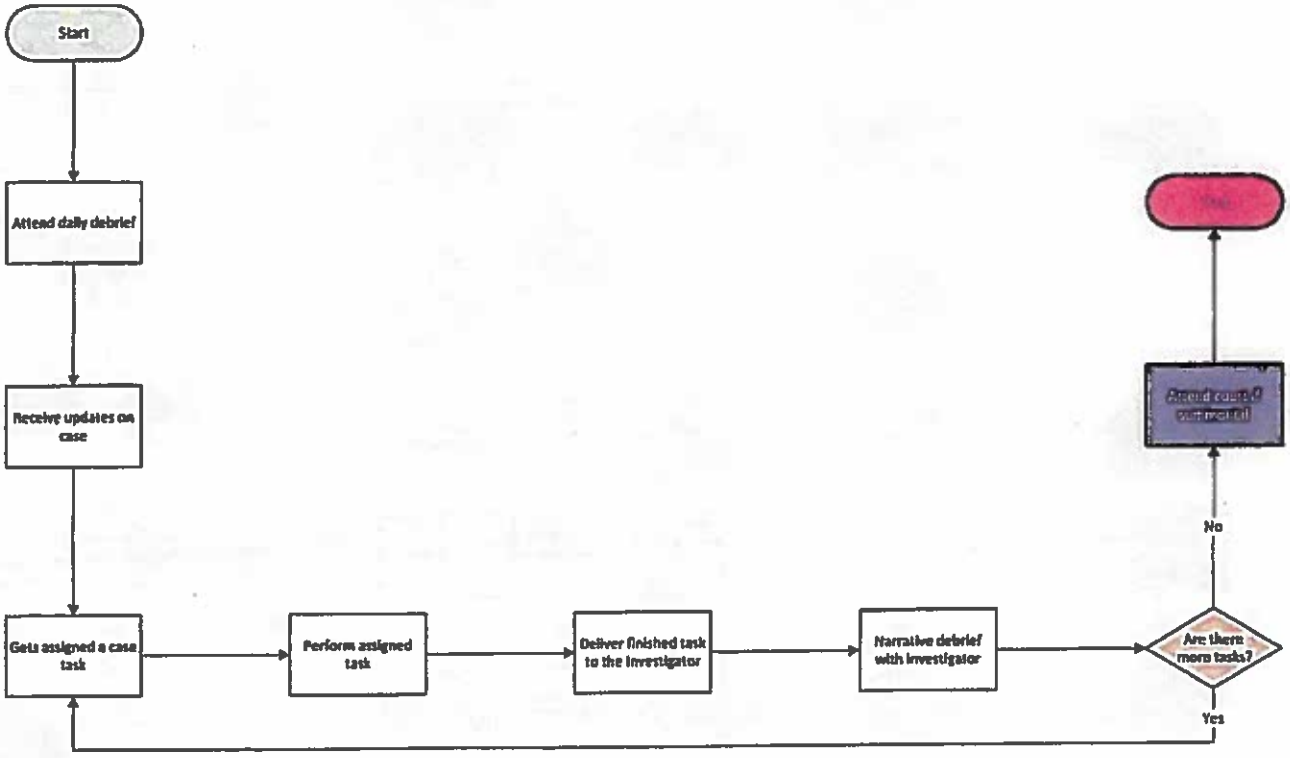
Draft for Discussion Purposes Only



General Patrol – Funeral Escort
Draft for Discussion Purposes Only



General Patrol – Investigative Tasks
Draft for Discussion Purposes Only



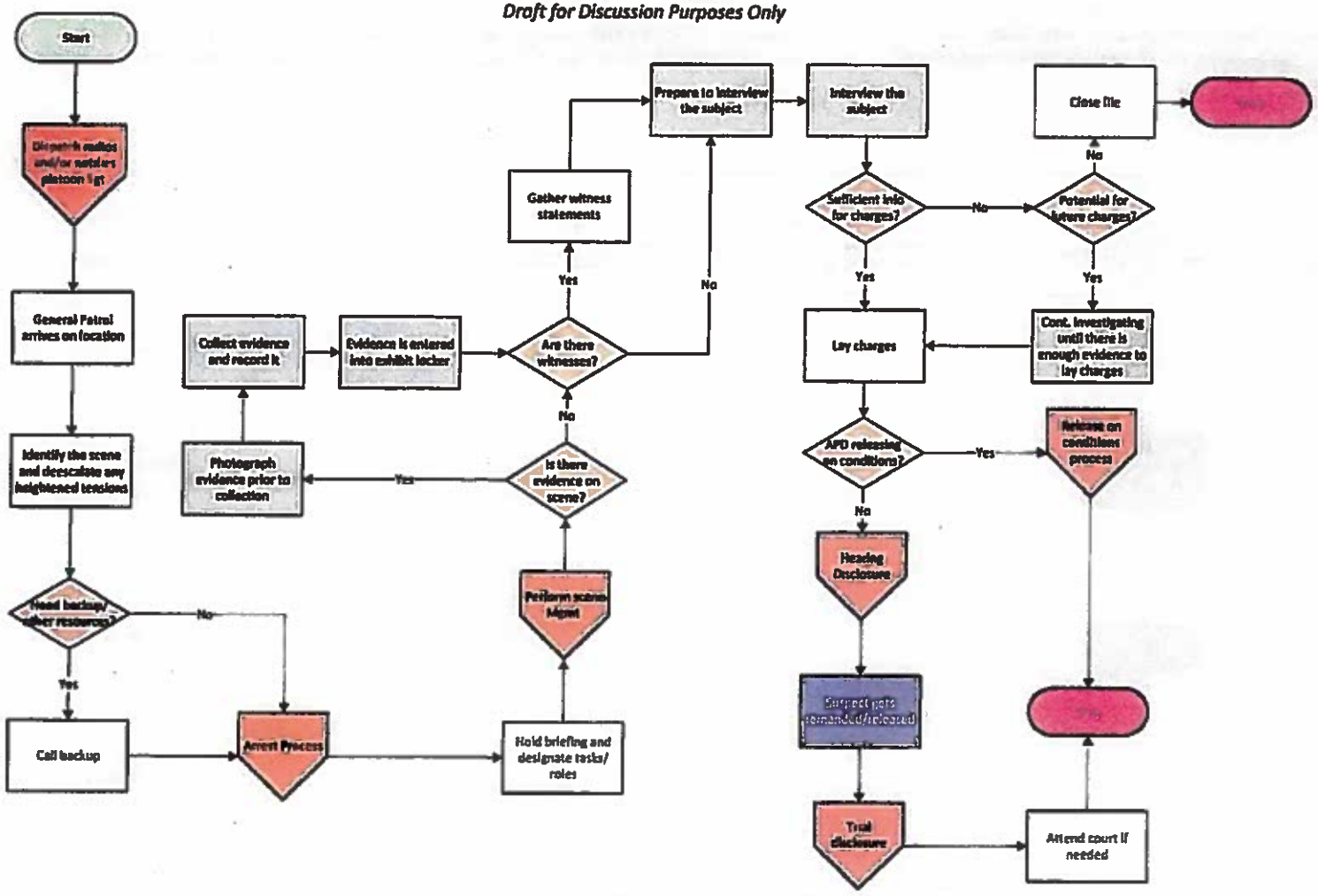
Note: Only some members of the platoons will be assigned tasks pertaining evidence/ intelligence gathering.

Note: This process pertains to MCU files

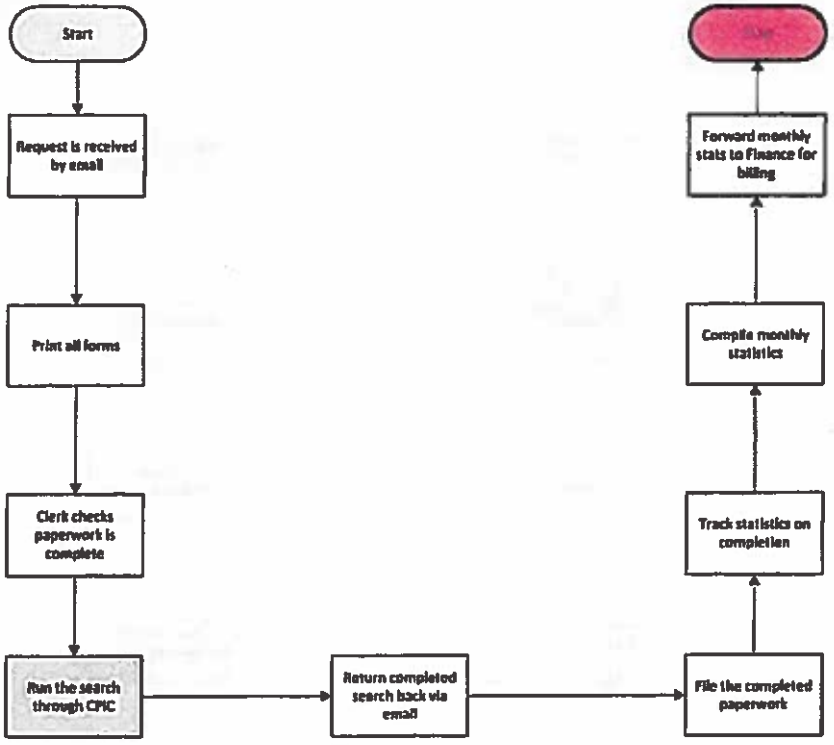
Note: Officers that have handled/collected evidence or spoke to the subject has a good chance of being summoned to court.

General Patrol – Investigation

Draft for Discussion Purposes Only



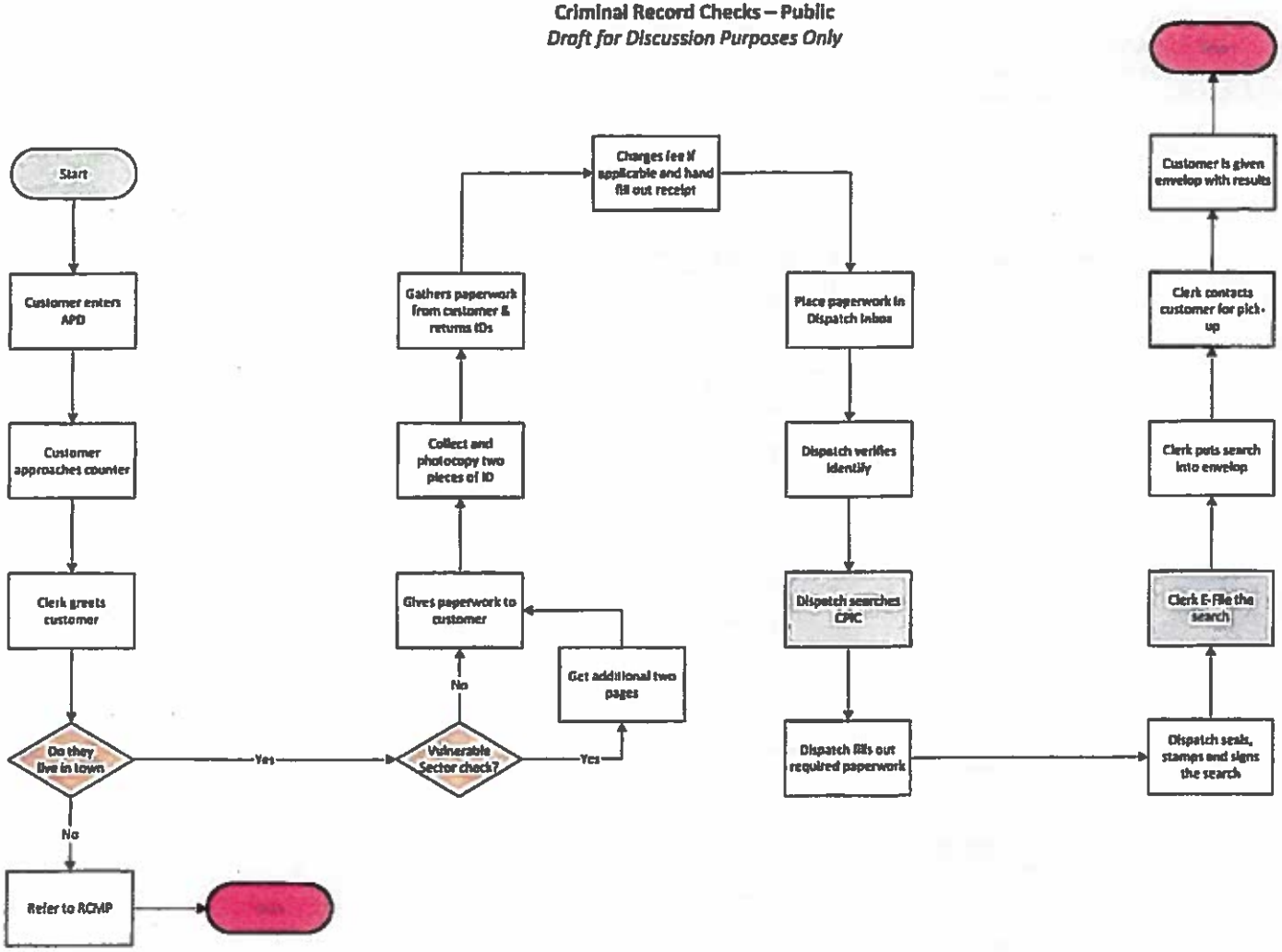
Criminal Record Checks – 3rd Party
Draft for Discussion Purposes Only



Note: This applies to security companies who are 3rd party contracted clients, not public criminal record checks

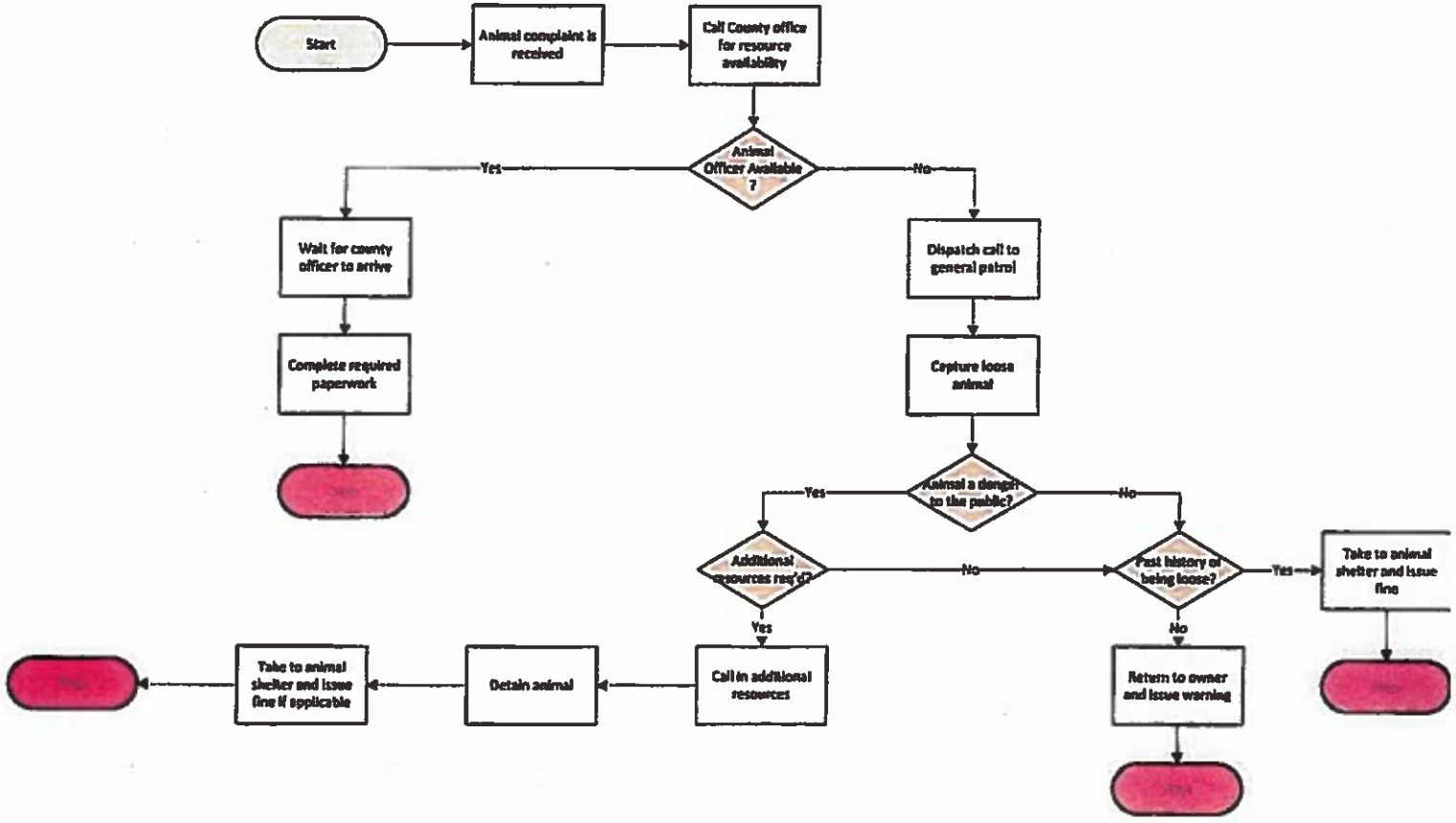
Criminal Record Checks – Public

Draft for Discussion Purposes Only



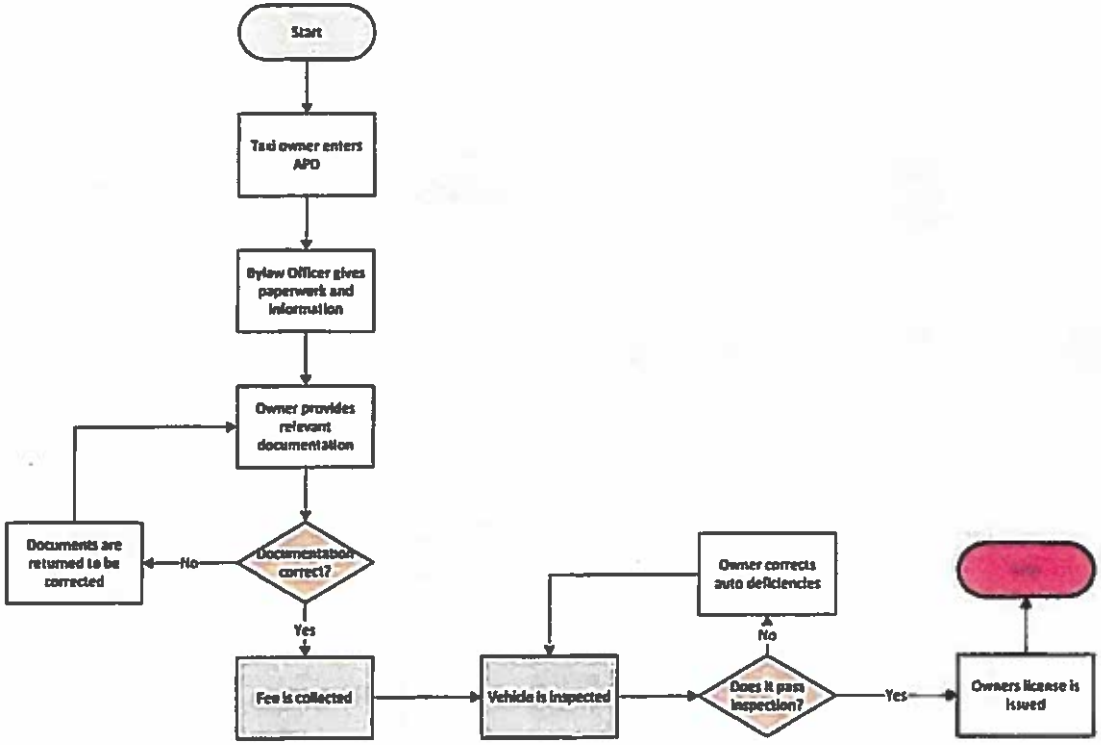
Non-Emergency Animal Control

Draft for Discussion Purposes Only



Bylaw Enforcement Officer – Taxi Owner License

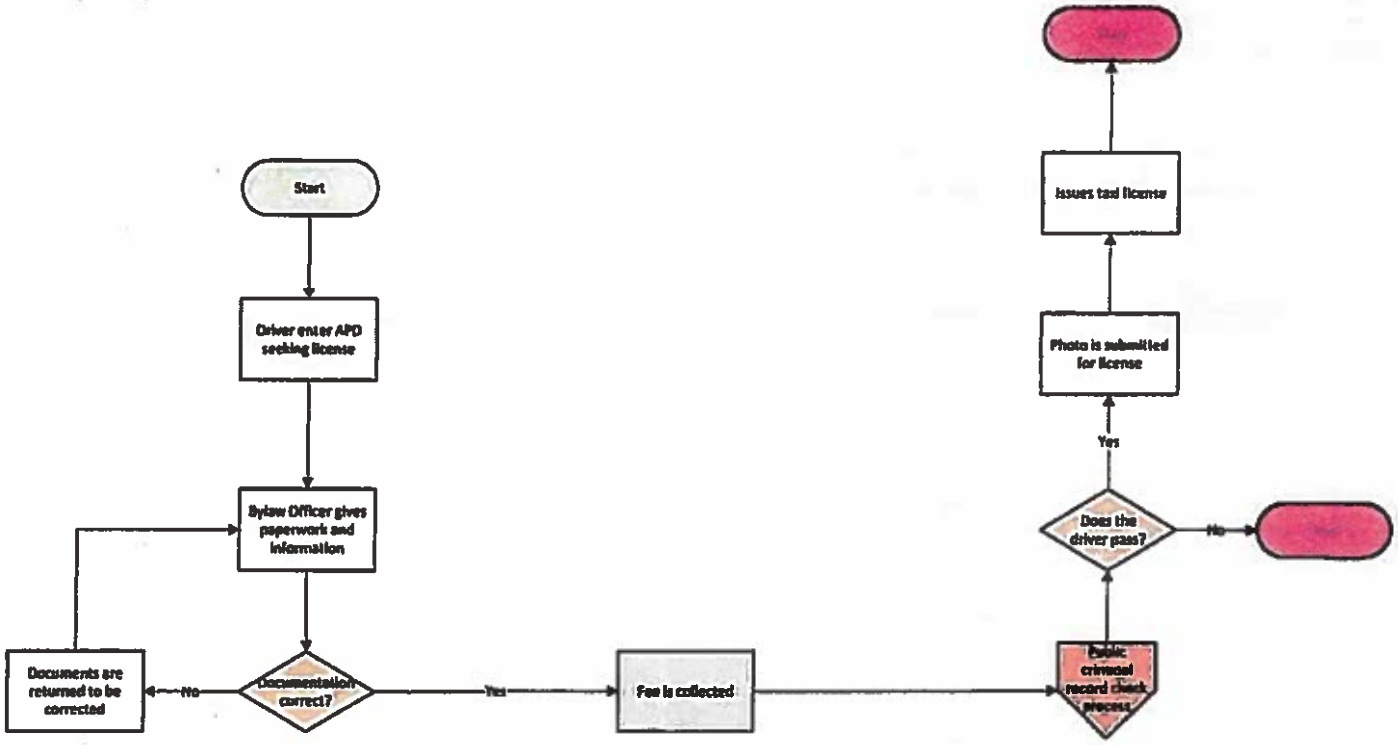
Draft for Discussion Purposes Only



Note: This applies to the issuance of an owner license. There is a separate process for the issuance of taxi driver license.

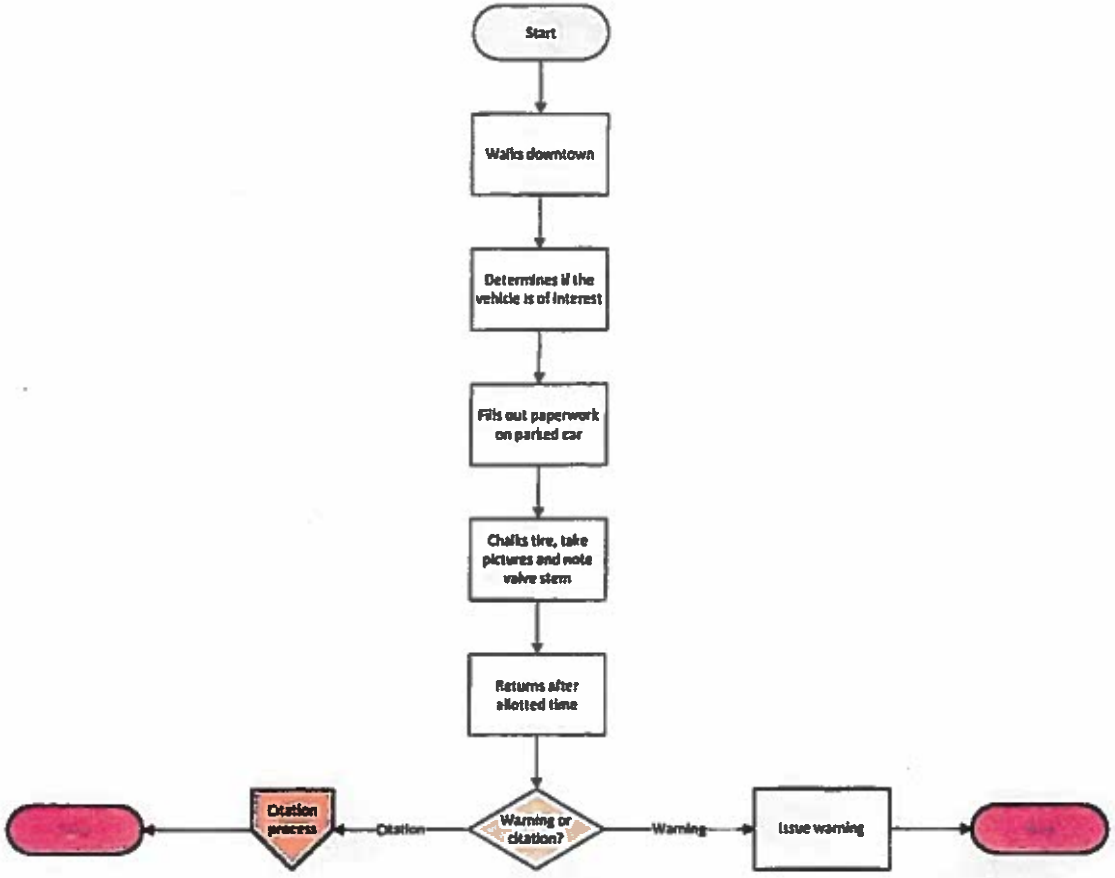
Bylaw Enforcement Officer – Taxi Driver License

Draft for Discussion Purposes Only



Bylaw Enforcement Officer – Downtown Parking Enforcement

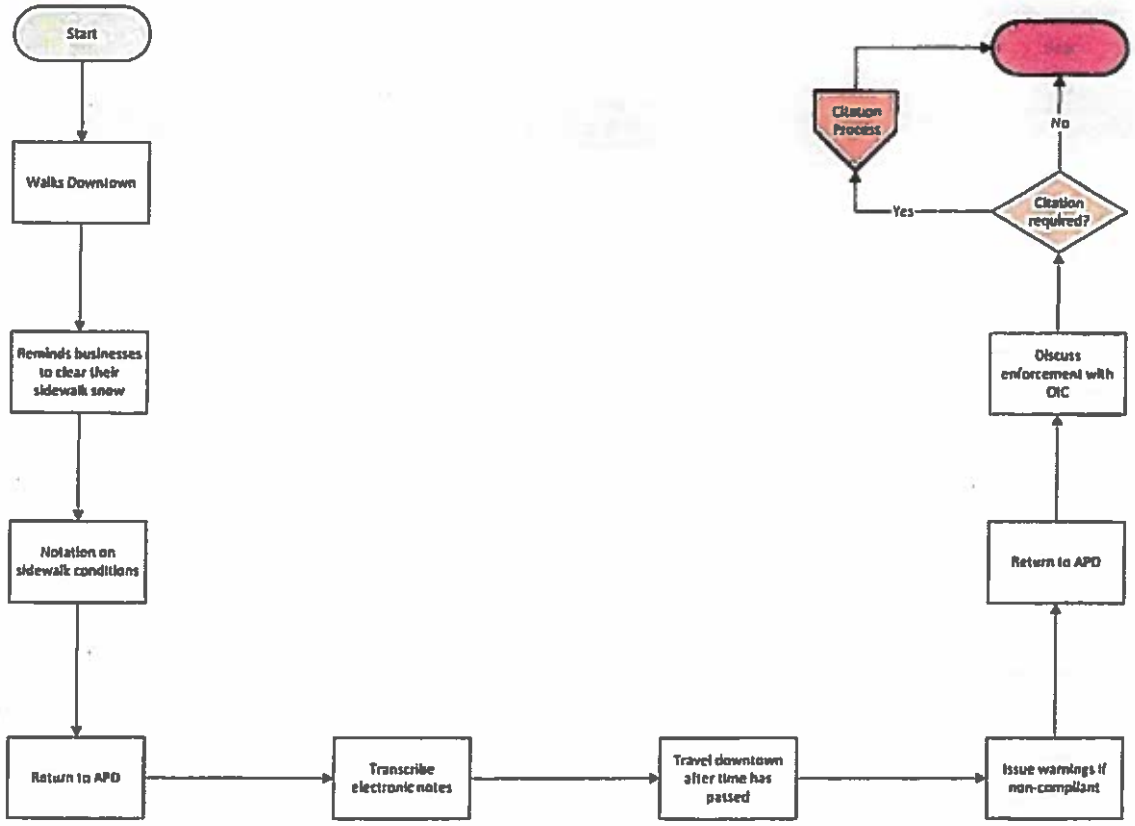
Draft for Discussion Purposes Only



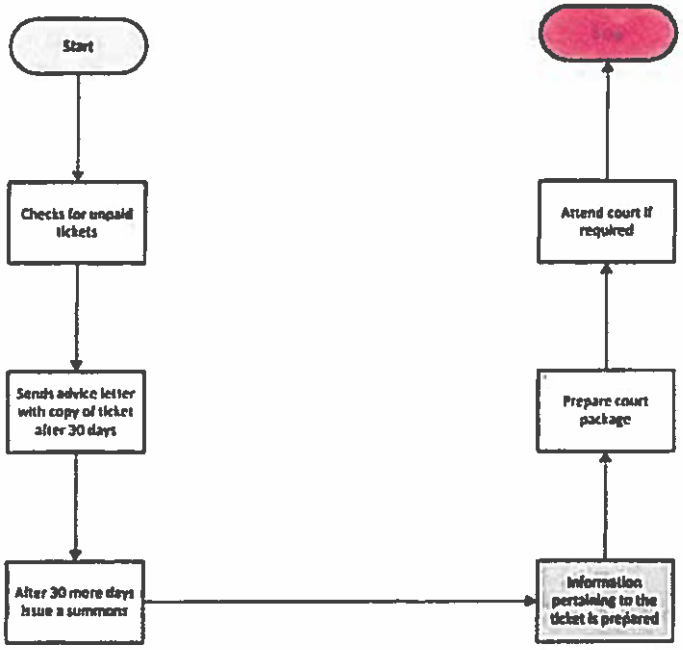
Note: There is a two hour parking limit downtown.

Bylaw Enforcement Officer – Downtown Sidewalk Snow Removal Bylaw

Draft for Discussion Purposes Only



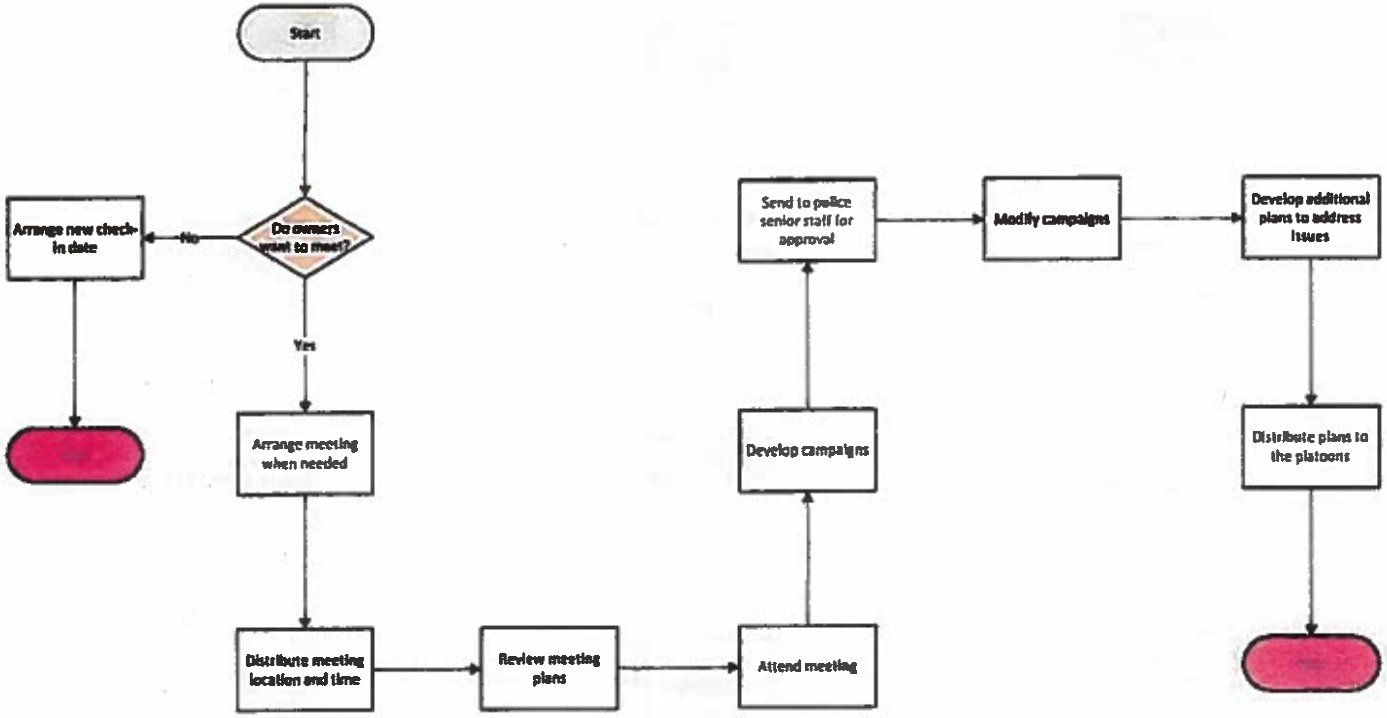
Bylaw Enforcement Officer – Unpaid Ticket Enforcement
Draft for Discussion Purposes Only



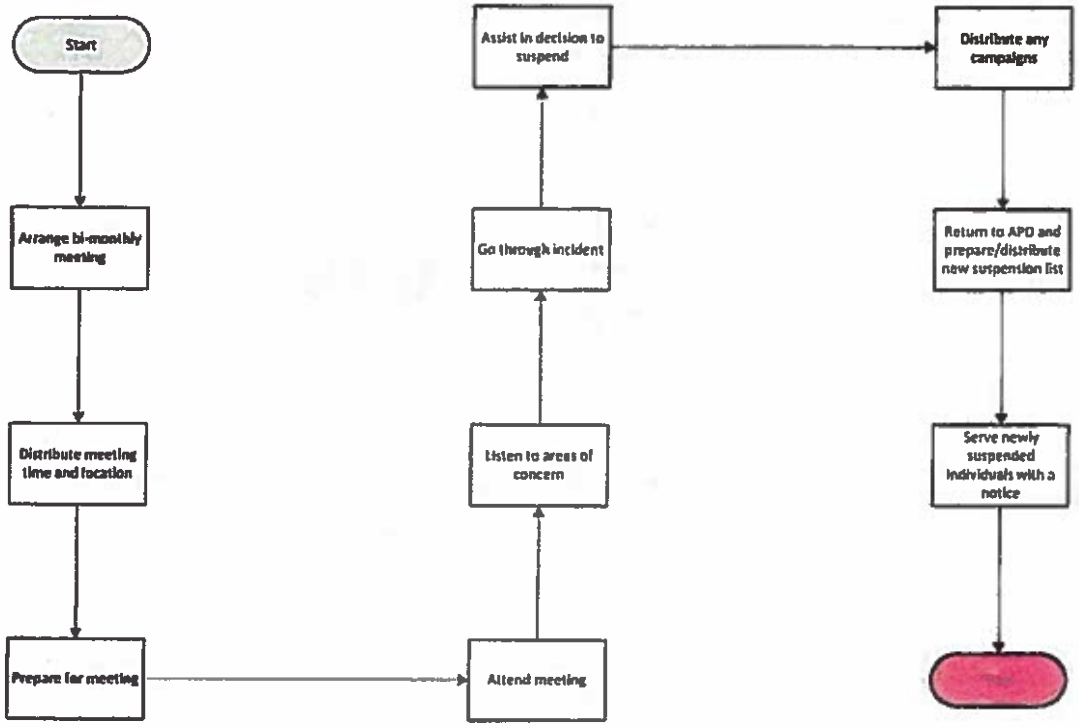
Note: This process takes three months from start to finish due to enforcement regulations

Crime Prevention Officer – Downtown Business Liaison

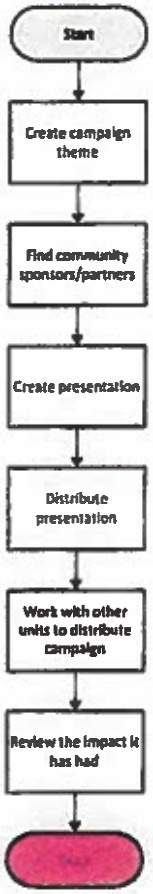
Draft for Discussion Purposes Only



Crime Prevention Officer – Bar Suspension
Draft for Discussion Purposes Only



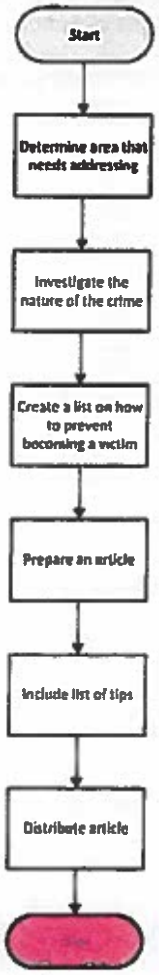
Crime Prevention Officer – Public Campaigns & Presentations
Draft for Discussion Purposes Only



Note: The Crime Prevention Officer sits on many committees, is an active member when it comes to community support groups, and participates in a lot of community events. At this time, we do not feel that these meetings can be mapped however the level of involvement is understood

Note: As part of Crime Prevention Campaigns, the officer creates a monthly "focussed enforcement" and keeps track of the data for cases in focus.

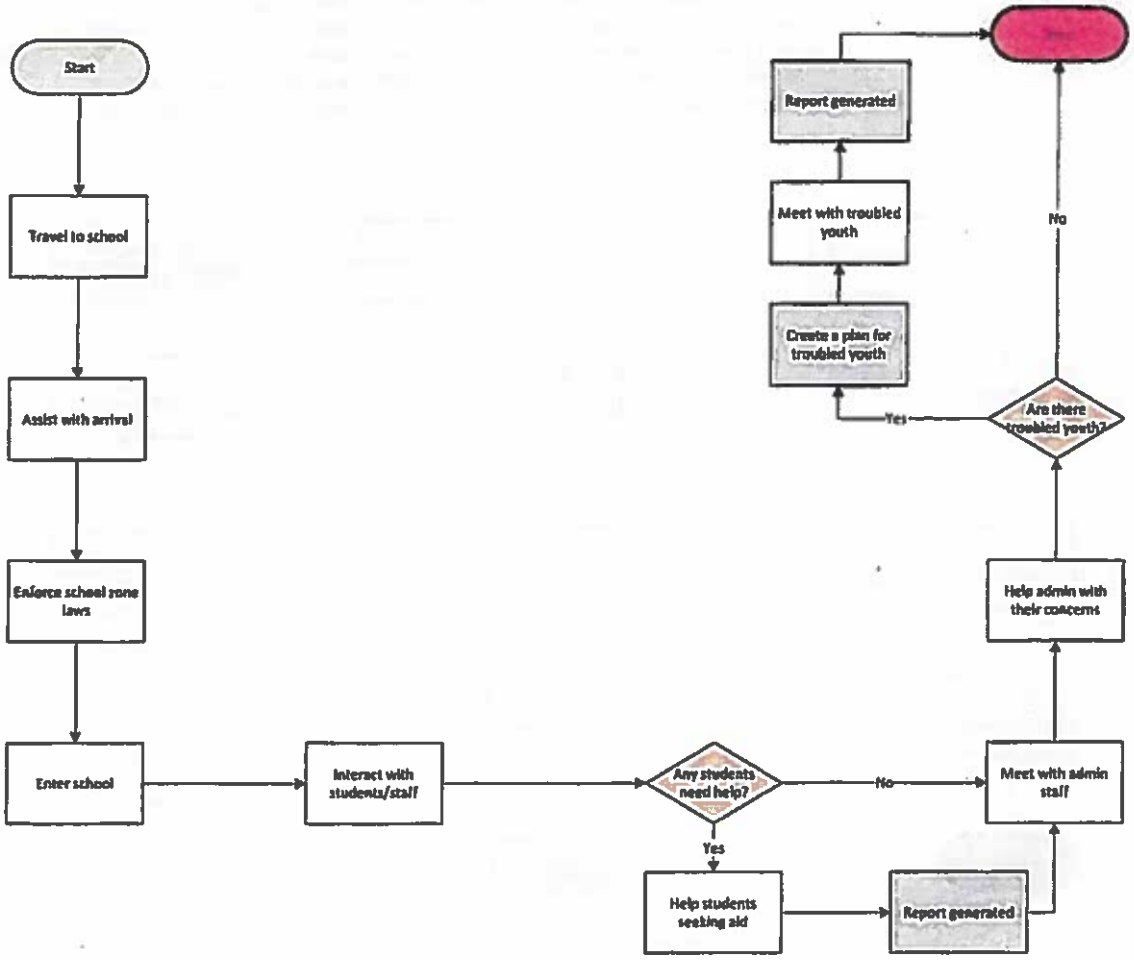
Crime Prevention Officer – Crime Prevention Articles
Draft for Discussion Purposes Only



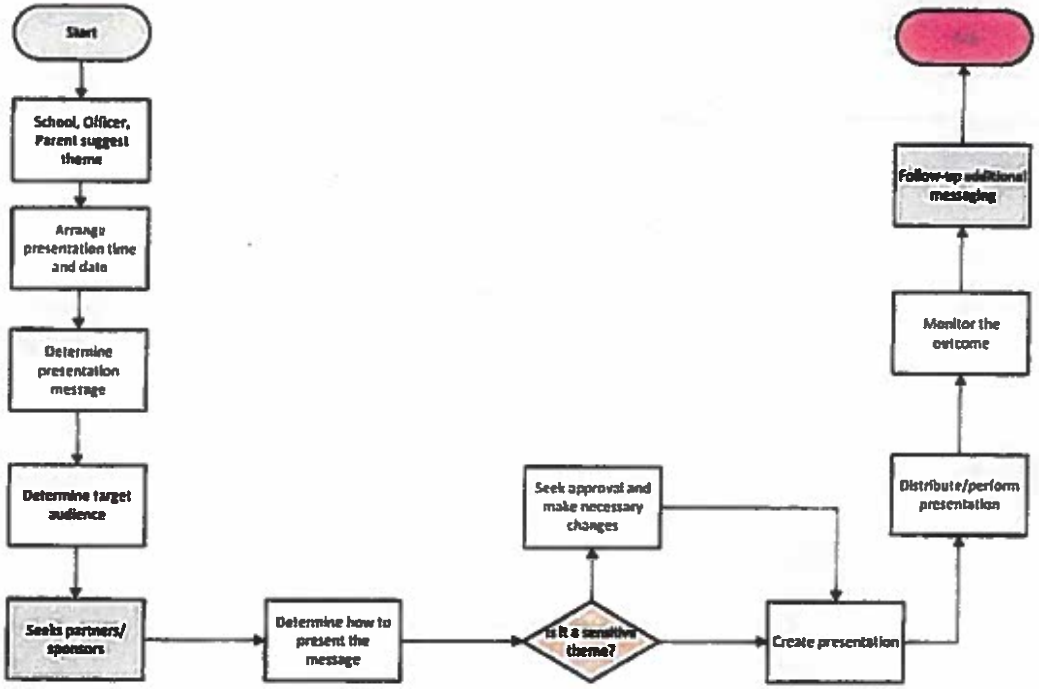
Note: Along with crime prevention articles, the officer performs media releases regarding crimes that have happened

School/Youth Liaison – Daily Duties

Draft for Discussion Purposes Only



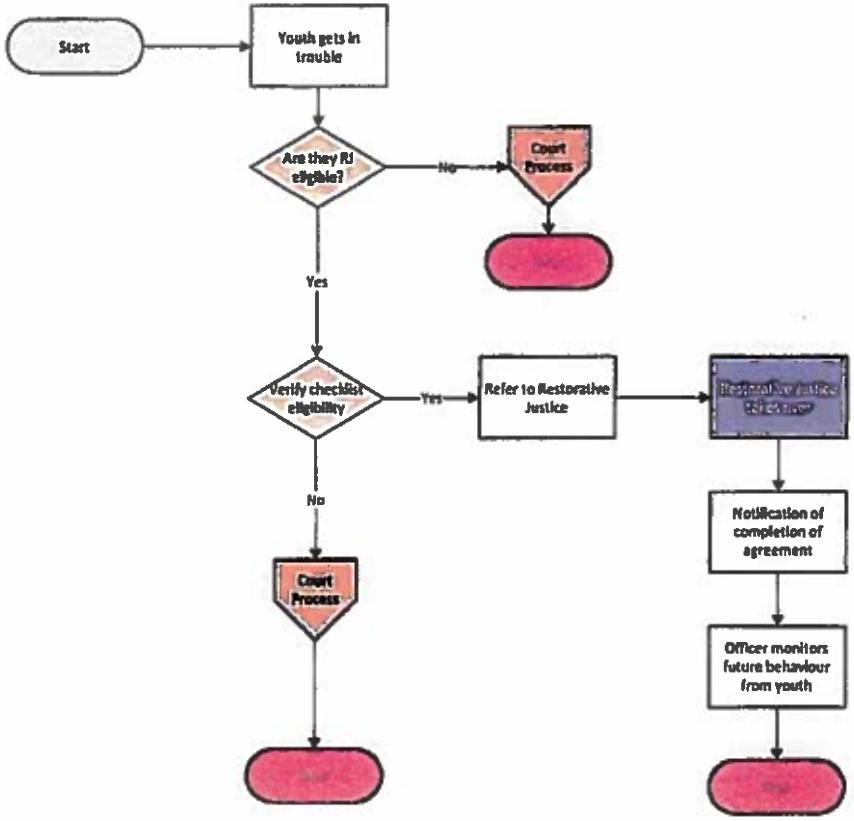
School/Youth Liaison – Presentations
Draft for Discussion Purposes Only



Note: School/Youth Liaison Officer sits on many committees, is an active member when it comes to community support groups, and participates in a lot of community events. At this time, we do not feel that these meetings can be mapped however the level of involvement is understood

School/Youth Liaison – Restorative Justice

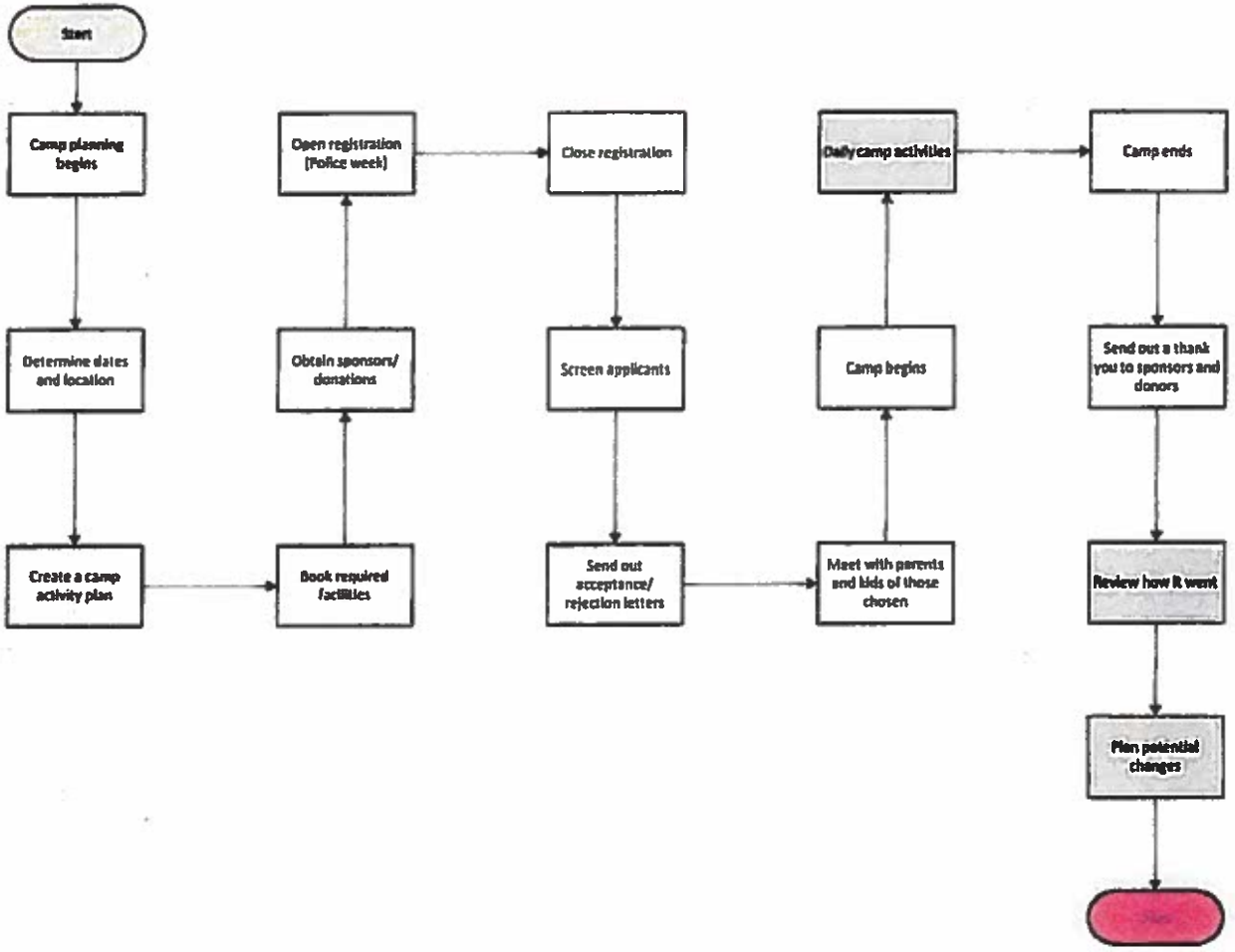
Draft for Discussion Purposes Only



Note: Cumberland Restorative Justice Society (CRJS) organizes and arranges the meeting. The officer is only responsible for the referall and attending the meeting

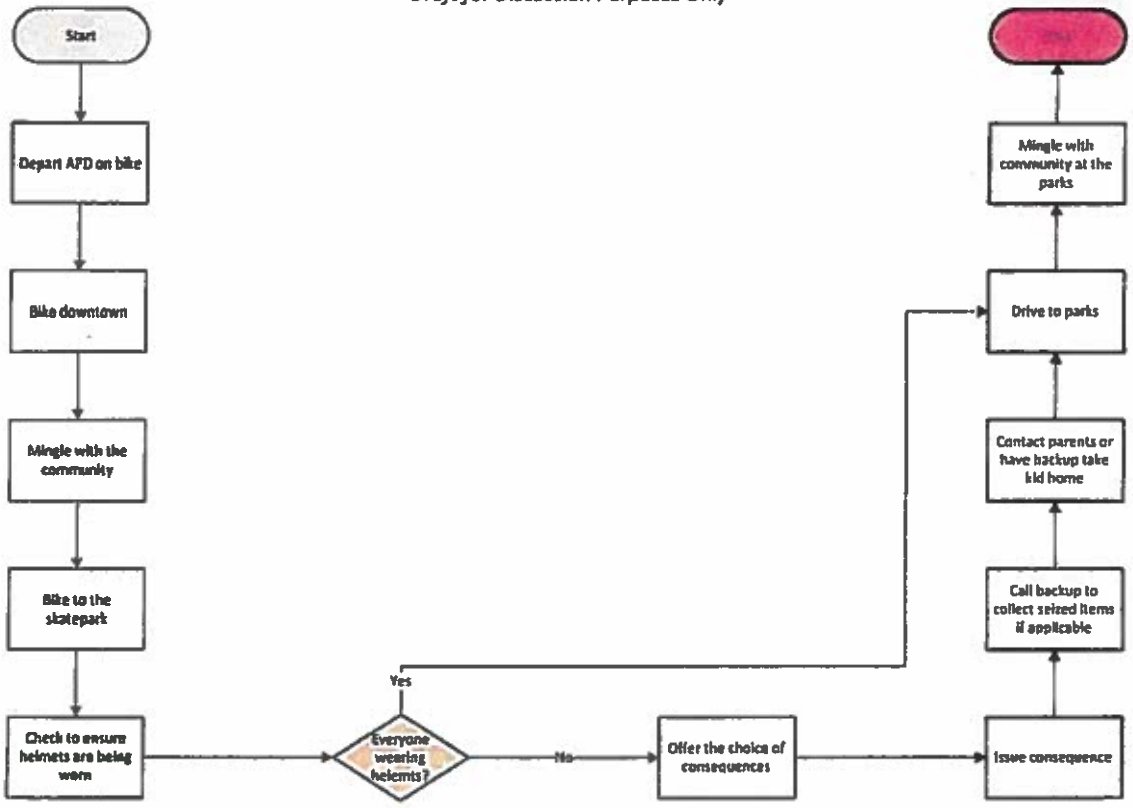
Cops4Kids

Draft for Discussion Purposes Only



Bike Patrol

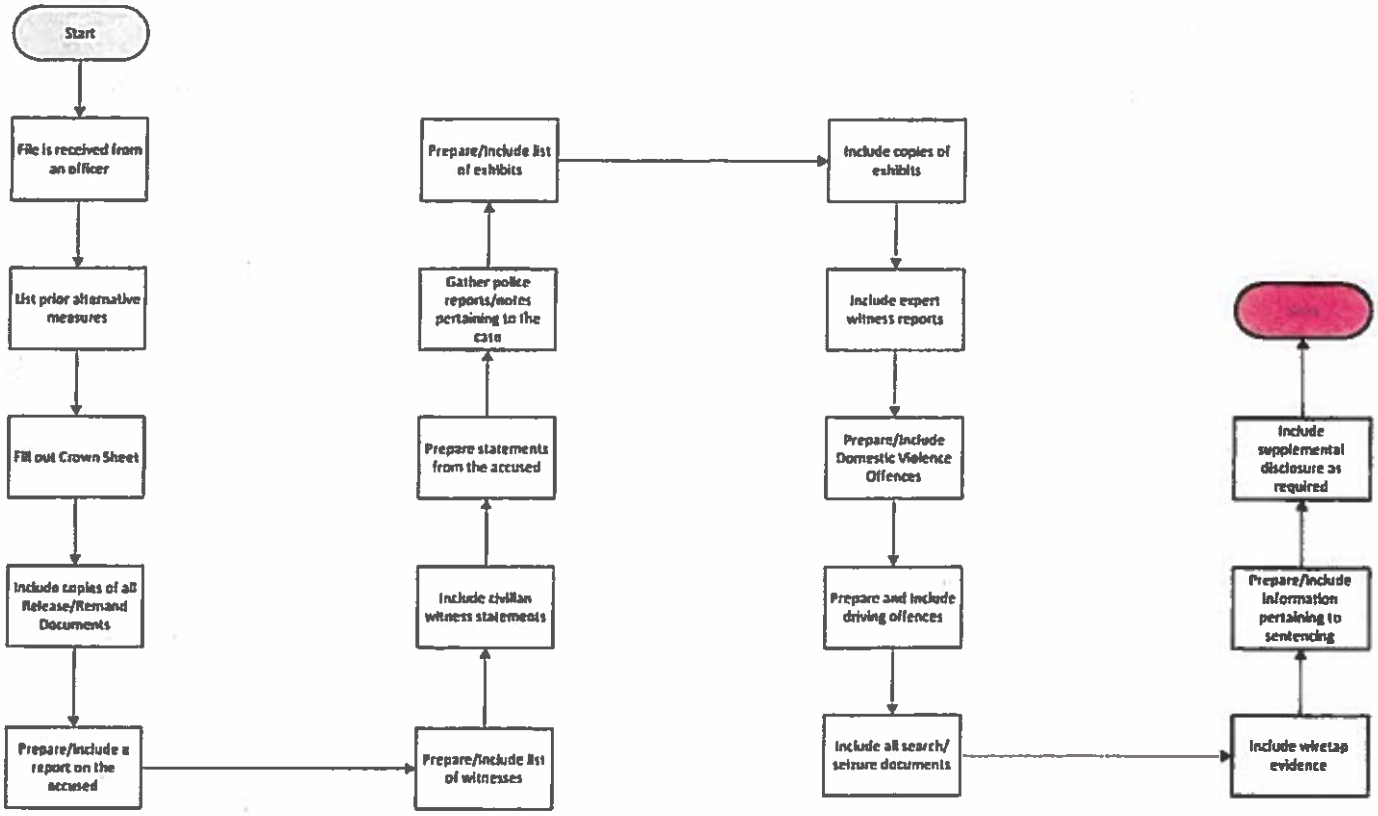
Draft for Discussion Purposes Only



Note: During the school year, the School Liaison Officer will also bike to the schools and participate in the Spring in their fun runs, bike rodeos, etc.

Disclosure – Pre-Court

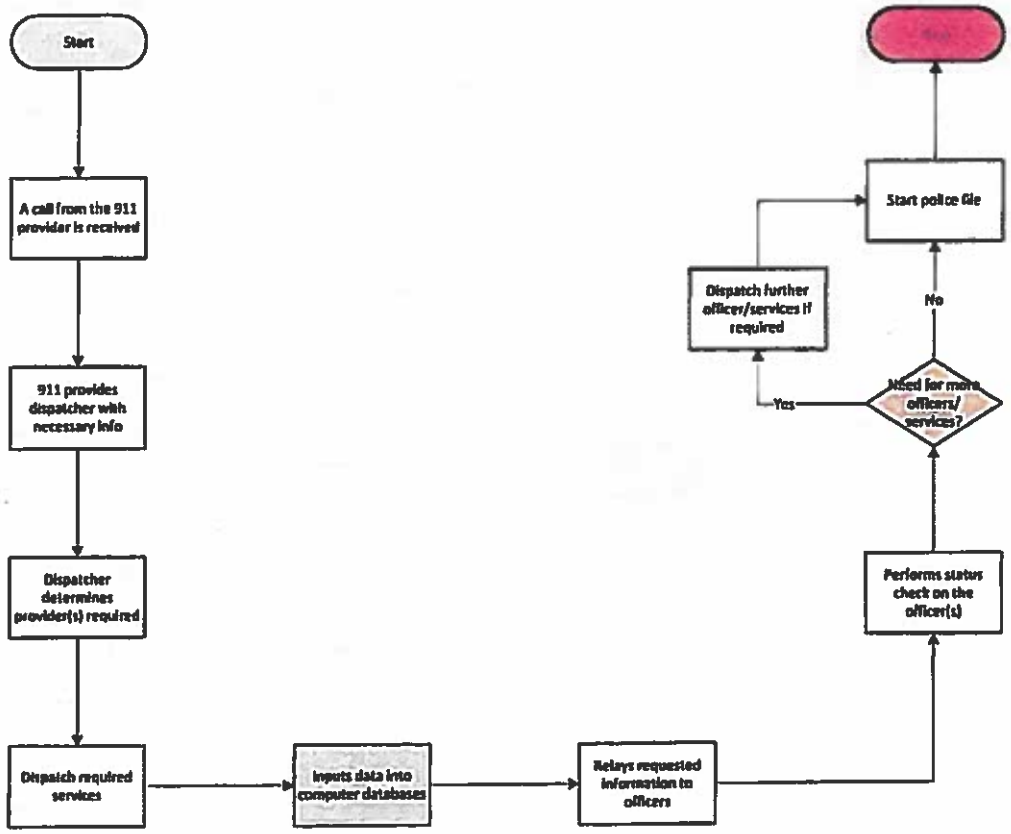
Draft for Discussion Purposes Only



Note: Disclosure for the Pre-Hearing may not contain all steps in this process.

Dispatch – 911 Calls

Draft for Discussion Purposes Only

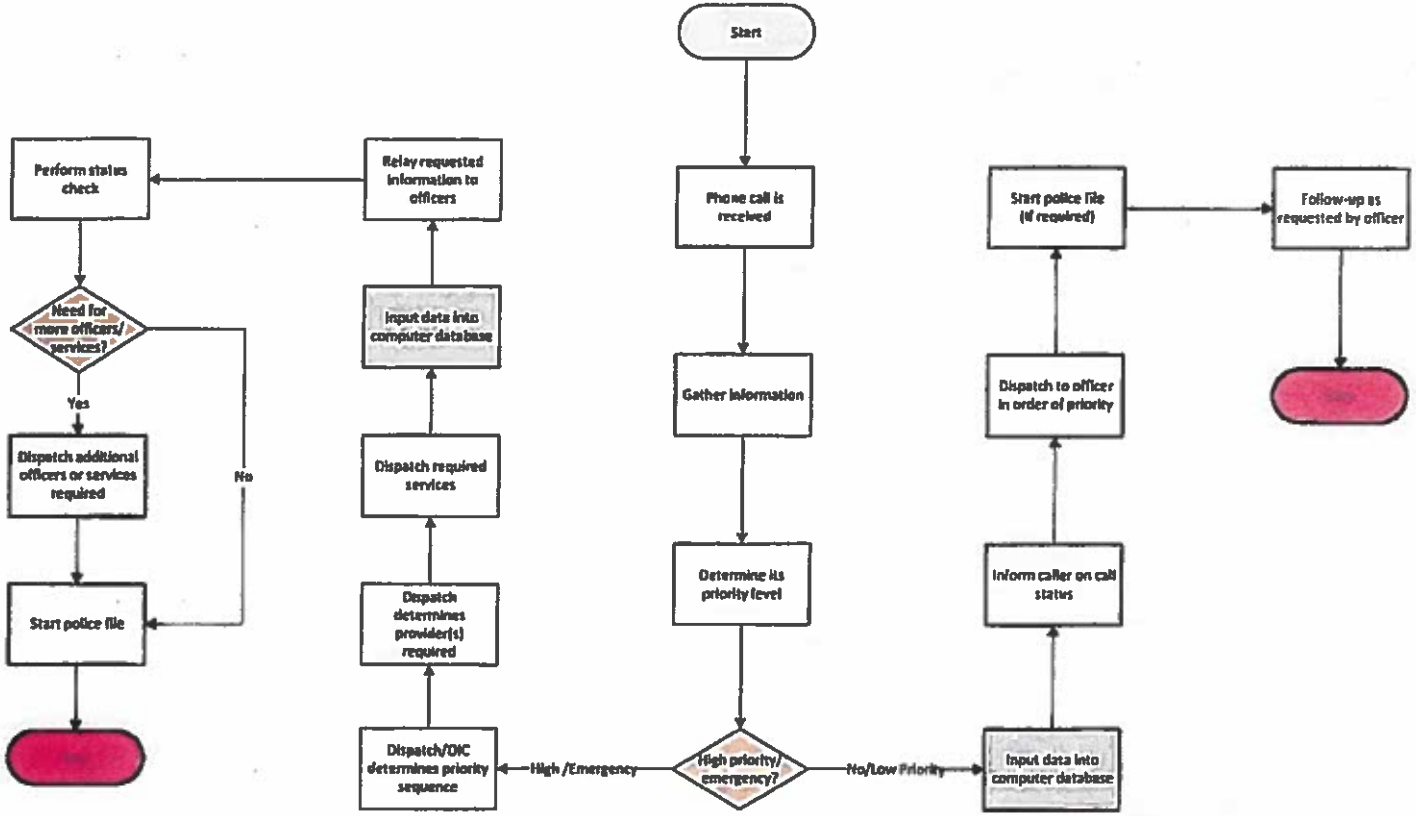


Note: The need for more status checks and resource requirement checks may continue a few times during a call

Note: APD dispatches 911 calls for all calls pertaining to APD and the AFD

Note: APD must respond to all 911 calls as per the Provincial 911 act.

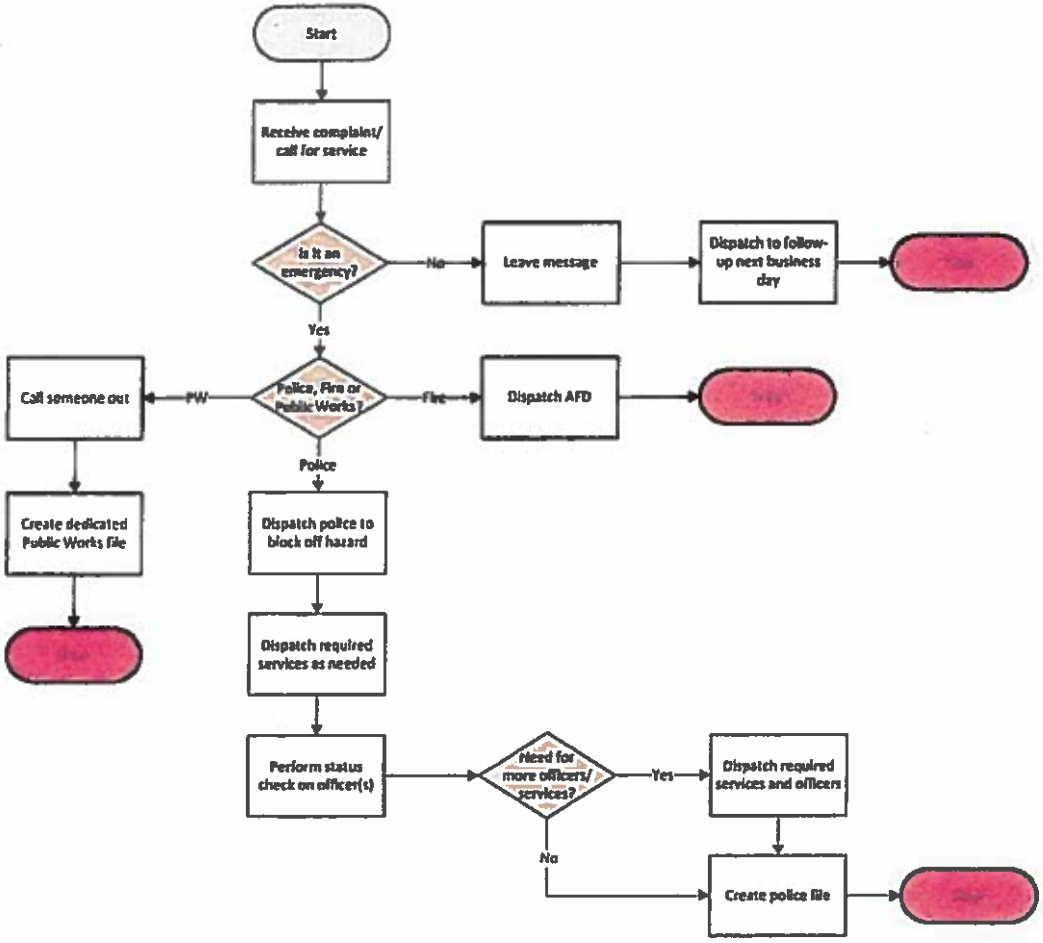
Dispatch – Phone Call for Service
Draft for Discussion Purposes Only



Note: The need for more status checks and resource requirement checks may continue a few times during a call

Dispatch – After Hours Calls for Public Works

Draft for Discussion Purposes Only



APPENDIX B

PROCESS DOCUMENTATION

Town of Amherst
Phase I
Service Documentation and Mapping for the APD Service Sustainability Review

Please note that the following is a list in order of the process packages that can be found as part of Phase I for the APD Service Sustainability Review. Process Packages include Process Maps which is a graphical, visual representation of the process(es) involved in the delivery of a service. With the Process Maps there will be Process Documents. Process Documents are the written narrative and cover things that are not identifiable on the Process Maps such as Legislative Requirements.

The Process Packages can be found in the following order:

1) Major Crime Unit (MCU)
2) Street Crime Enforcement Unit (SCEU)
3) General Patrol
4) Criminal Record Checks
5) Animal Control
6) Bylaw Enforcement Officer
7) Crime Prevention
8) Disclosure
9) School/Youth Liaison Officer
10) Cops4Kids Camp
11) Bike Patrol
12) Dispatch

Please Note: Some services may offer multiple sub-services that together form the service. These services can be identified by them having multiple maps. (i.e. General Patrol)

Name of Service/Process	Major Crime Unit		
Service/Process owner:	Amherst Police Department		
Created by:	Justin Ott	Last Updated By:	Justin Ott
Date Created:	June 15th, 2018	Last Revision Date:	August 20th, 2018

Process Purpose	The purpose of the Major Crime Unit is to investigate all incidents of a serious, complex and/or sensitive nature, as either the primary/coordinating unit or assisting unit.
Process Scope *(Internal)*	Serious, complex or sensitive files which require a dedicated investigation or resources. It starts with a report of an incident of a serious, complex or sensitive nature and pending investigation would end if there is insufficient information to take it to court or in a court sentence. Sometimes there may be a withdrawal of complaint the complaint, thus ending the process.
Process Input	A serious, complex or sensitive incident has occurred or has been reported. Incident requires continuity and on-going decision making. Dependent on availability of staff, existing caseload, and whether assisting role is sufficient, an MC file is initiated.
Process Boundaries *(External)*	The boundaries for this process are the Town of Amherst unless requested by Cumberland RCMP or other municipalities/counties. However, there are no boundaries as it pertains to retrieval of people who have left when under subpoena as long as APD obtains agreement from the other province/jurisdiction.
Process Flow	**Pre-investigation...** • This process begins by a call being received by Dispatch. From there the dispatch process is performed and General Patrol is dispatched • Once the call is dispatched, the officer(s) responding will travel to the location until they arrive on scene • The first decision in this process is whether it is a potential MCU case. If the decision in clear that it is not an MCU case, then the General Patrol Officer(s) will begin the General Patrol Investigation Process. General Patrol handles the file • If the answer to the last decision is a yes, that the case is a potential MCU case, the constable will then contact the Platoon Sergeant • The officer in charge consults with the MCU investigator and/or The Chief or D/Chief to decide on whether the file is an MCU file. • If it is not an MCU Case, then the General Patrol will take over the investigation using the General Patrol Investigation Process. • Regardless of the decision, the next step is to inform the Chief and D/Chief if they are unaware. • Once the call has been designated as an MCU case, General Patrol will then begin scene management and perform the scene management process • The investigator begins the investigation process including determining if warrants are needed. Should they not be needed, the process shall continue to the next step. • Should warrants be needed, the Investigator will obtain further warrants before continuing. • The next decision is whether outside resources are needed. Outside resources include EHS, Fire, K9 from Truro, RCMP IDENT, etc. Should they not be needed, this process will continue to the next step. Should they be needed, the investigator will call in the resources required. • The final step in the pre-investigative phase of the MCU process is to set up the MCU Command Triangle which is a methodic approach to the management of MCU incidents ensuring clear roles, accountability, in an appropriate and timely manner. • The Investigation begins

Process Flow Cont.	**Open investigation...** • To initiate process, the Investigator will hold a daily debriefing. These briefings are quick and efficient and are used to designate roles and responsibilities, designate tasks and give updates to the constables involved. • The first decision that is made during the investigation process is whether there is enough information for an arrest. Should there not be enough information, they will investigate further and will repeat this decision process until there is sufficient information, or the case is dropped. • The next decision is whether a warrant is needed. Should a warrant be required, the Investigator will obtain them for the arrest of the subject. • Next, the subject will be arrested and taken into custody. Note that officer have 24hrs before they are required to charge or release the subject. • The Investigator will assign tasks to those officers available. These tasks vary from collecting bank transaction records, to taking scene photographs • In addition, the investigator and/or assisting officers will collect witness statements. Note that the witness may also get subpoenaed should the courts wish them to testify. • The Investigator/Officers prepare carefully to interview the subject including determining appropriate questions, determining the approach to the interrogation and ensuring staff conducting the interview have appropriate training. • The interview itself is with one officer while the other officers that are involved will be in the electronic room marking important sections, taking notes of the subject responses, and noting their reactions to the questions. • Once the interview is complete, the Investigator will lay the charges. • MCU will then send the case file to administration who will perform the hearing disclosure • The next step is to take the suspect to the initial court hearing • At the court hearing the suspect will be either remanded (goes to new holding centre) or released upon conditions. • The Investigator will determine if additional warrants are required and will obtain the warrants. • Time is then spent disproving all possibilities of suspect being innocent or that the remanded suspect is the wrong one. • Once all information has been collected, the Investigator pieces together the information for the court. • They will then send what is needed for the trial disclosure to the administrative staff. • The evidence will then be re-entered into the exhibit locker by the locker custodian which is an APD Constable. • The administrative staff responsible for disclosure will then perform the disclosure process which includes downloading audio/video, getting photographs, etc. • As the trial gets closer, initial subpoenas are issued. These subpoenas may be for the Pre-Trial Hearing or the full trial. • The Pre-Trial hearing will then occur where disclosure will need to be submitted, and the crown, defence, and the prosecutor will decide on who will be subpoenaed for the trial and who may get out of trial • Further subpoenas are then issued following the Pre-Trial hearing • Trial will then begin, and the investigation will end.

Process Flow Cont.	
Process Output	The output for the MCU is that serious, complex and/or sensitive cases get investigated through the collection of evidence and when possible lay charges where there is reasonable expectation of conviction
Reporting Requirements **Note: If <u>Not Applicable</u> please indicate**	• ViCLAS • Child Abuse Registry • SBOR (Use of Force Reports) • Homicide Reporting (Stats Canada) • Victim Services, Autumn House • Family and Children' Service • Hazardous Pursuit Forms • Reports to Provincial SiRT • Report to a Justice (reports on all seized exhibits and warrants)
Legislative Requirements **Note: If <u>Not Applicable</u> please indicate**	• Criminal Code of Canada • Canadian Charter of Rights and Freedoms • Case Law • Domestic Violence Intervention Act • Privacy Act • Canada Evidence Act • CDSA • Youth Criminal Justice Act
Exceptions to Normal Process Flow **Note: Optional**	• Some Major Crime Cases go to SCEU and members of the platoons due to MCU personnel shortage • Scene management is performed by part-time officers and the platoons • Platoons take any MCU file that they can complete start to finish on their schedule • Flights to gather people if needed • SCEU may assist in writing warrants • Debriefing may include a briefing with the crown

Name of Service/Process	Street Crime Enforcement Unit (SCEU)		
Service/Process owner:	Amherst Police Department		
Created by:	Justin Ott	Last Updated By:	Justin Ott
Date Created:	June 15th, 2018	Last Revision Date:	August 22nd, 2018

Process Purpose	The purpose of SCEU is to keep Cumberland County safe through the appropriate use of intelligence led policing
Process Scope *(Internal)*	SCEU covers all of Cumberland County through the collection of intelligence related to "Street Crime". They also respond to calls involving firearms and other emergencies.
Process Input	This service is intelligence led policing to eliminate street level crime such as, auto theft, child pornography, arson, break and enter (B&E), graffiti, drugs, etc. Information come from a variety of sources and the gathering of information is often initiated by the unit
Process Boundaries *(External)*	Although SCEU operates out of Cumberland County no real geographical boundary exists for this service. SCEU can perform investigations across Nova Scotia without permission and may make an arrest in any jurisdiction upon approval.
Process Flow	• This process begins with a quick morning briefing/planning. • While at the meetings, the officers will designate roles for the day. This may include somebody performing surveillance while others may be preparing warrants • The first decision that arises in this process is whether there is an active investigation. If not, the officer will begin gathering intelligence in various ways that can potentially lead to future arrests. • Then SCEU would be to do today's investigative tasks. • As information and intelligence is gathered Members of SCEU will check their databases to determine if the information pre-exists or whether they need to update/upload information into the database. • The next step would be determining if surveillance is required. If so they will perform surveillance. • Next, they will decide on whether there is enough information for action. If there isn't enough then the unit will continue to gather intelligence until there is. • Based on the information gathered, the unit will then begin creating the arrest plans. These plans will break down who is doing what when they arrive on location, how they will do it, and what to do following the arrest. • The next step is deciding if warrants are required. Should they be needed, they will obtain the warrants. • The unit will then execute the plan and arrests subjects involved. • From there the next step is to perform scene management. (e.g. clearing rooms to ensure they're safe while making arrests) • The Officer will then proceed to take pre-evidence gathering photos, followed by photos of the evidence as it is collected. • Once the evidence has been collected the information will be brought forth to the Exhibit Custodian who will note the evidence • The officer(s) who has been designated to perform the interview will then prepare to interview the subject(s). These preparations vary based on the case and case type. • The officer then interviews the subject(s). • Following the interview and collection of evidence there is a decision on whether there is enough information for charges. • If there is not, then the information will get filled into the database and the investigation will continue. • One they have decided that there is enough information they will then lay charges • They will then determine if there are any outstanding conditions.

Process Flow Cont...	• If there are no previous conditions, they will then decide on whether they are releasing the subject on conditions. **If yes:** They will Issue Conditions to appear in court to the individual and other potential conditions that are applicable to the case at hand. - Since the individual is not being release or remanded, there is no hearing to release or remand the subject therefore they will send the information to the administrative. staff who will prepare the trial disclosure. - Since members of SCEU are considered expert witnesses and have gathered/handled evidence they may attend trial as needed for the case at hand. - This process ends after the trial is complete. • **If no:** SCEU will then send the information to the administrative staff to prepare the hearing disclosure which will include enough information to have the subject remanded. • SCEU will then escort the subject to court for their release hearing where the court will decide whether the subject is going to be released on conditions until the trial or whether they will be remanded. • The subject is the released or remanded depending on the court decision. At this point APD has no control over the decision. • Following the case, SCEU will then send the information to administration to prepare the trial disclosure package. • Again, due to members of SCEU being expert witnesses, and may have gathered/handled the evidence they will attend trial as needed. • This process is over once trial is complete and officers are no longer called to court.
Process Output	Cumberland County is kept safe from street crime through intelligence led, joint service policing.
Reporting Requirements **Note: If not applicable please indicate.**	• PROS • ViCLAS • Family and Children' Services • SiRT • Health Canada • Child Abuse Registry (Rare) • SBOR • Victim Services • Report to Justice (Warrants) • Senior Police Management
Legislative Requirements **Note: If not applicable please indicate.**	• Criminal Code of Canada • Charter of Rights and Freedoms • Canada Evidence Act • Federal Drug Act • Tobacco and Vaping Products Act • Case Law • Privacy Act • SAFER • Provincial Statutory Offences • Motor Vehicle Act
Exceptions to Normal Process Flow **Note: Optional**	• If there not enough information on a file, intelligence gathering continues • May involve arrests in other jurisdictions • Scene Management is performed by the platoons (Secure & Protect) • May write warrants for MCU • Patrol may respond to calls and then refer the file to SCEU • May perform MCU cases • Outside jurisdictional projects (Joint Task Force)

Name of Service/Process	General Patrol		
Service/Process owner:	Amherst Police Department		
Created by:	Justin Ott	Last Updated By:	Justin Ott
Date Created:	June 13th, 2018	Last Revision Date:	August 17th, 2018

Process Purpose	The purpose of this service to perform a general patrol of the Town of Amherst which includes responding to all calls for service and enforcing all laws. General Patrol focuses on keeping Amherst safe by actively detecting and deterring crime.
Process Scope *(Internal)*	The scope of General Patrol is dependent on case load and the availability of the other units within APD. It can range from performing tasks related to major crime such as investigations to dealing with complaints regarding possible motor vehicle violations
Process Input	The input for the General Patrol unit is the need for an active patrol to respond to calls for service and enforce laws. The various of inputs include assigned tasks for investigations, responding to incident reports, or meeting with business owners.
Process Boundaries *(External)*	The general patrol may only respond to calls for service within Town of Amherst. Any calls responded to outside of the Town requires a request or approval from another jurisdiction. (i.e. RCMP not available)
Process Flow	**When responding to dispatched calls…** • A request for service is received by dispatch. Dispatch will then radio and/or notify the platoon sergeant that the call has been received. • Next, the Platoon Sergeant or the acting Sergeant will decide whether they are required to attend the scene whether more APD resources are needed alongside the Sergeant. If so, the Sergeant or Dispatch requests additional staff. • The officer(s) then travels to and arrives at the scene of the incident. • The officer(s) then identifies the scene and deescalates any heightened tensions. • At this point the officer will then determine whether there is a need to request backup and/or other resources. • Should there be a need, the officer will call the Sergeant and/or back up. • From there the decision to refer a case to another unit is made by the Sergeant and the OIC for the other unit. If the case is being referred the D/Chief is called and scene management begins except for assigned tasks from MCU their role is complete. • If not, the officer handles the case using the investigative process. • The next decision for the case will be for the officer to determine whether the subject is Restorative Justice eligible. Should they be eligible, they will then verify that they meet eligibility requirements by the RJ checklist. If eligible, the officer will then refer the subject to Restorative Justice where the case is transferred. • If the subject is not eligible, the officer will then determine whether they are making an arrest. If so, they will perform the arrest process. • If they aren't making an arrest, they will decide if they are issuing a citation. Should they be issuing a citation, the officer will begin the citation process. • If required, the officer will issue the subject a warning if applicable and/or release them.

Process Flow Continued...	**When performing a pull-over...** • This process begins with the officer responding to Motor Vehicle Act violation that has occurred or is suspected • At this point the officer will then pull over the vehicle which may include waiting until the vehicle is in a safe place to be pulled over • Prior to the officer approaching the vehicle, the officer will call in the plate on the vehicle to dispatch, where dispatch will run the plate. • Once this has been done, the officer will then approach the vehicle while being observant to any suspicious activity that might be occurring within the vehicle. • Once the officer has reached the vehicle, the first thing the officer will do is check the driver for signs of impairment or signs of mental illness that might impact the driver's ability to drive. • Next comes the first decision of many within the process. Are there signs of impairment/mental health issues? If there are signs of impairment, the next decision is to determine whether it is suspected or whether they are impaired or unfit to be driving at that moment. **Suspected:** If they are suspected to be impaired the first step will be to demand a roadside test. Then comes the question of whether they pass or fail. Should they fail they shall be placed under arrest. If they pass, the process shall continue. If it is suspected that they are not fit to drive because of a mental health issue, the officer will ask if they will accept EHS coming to clear them. If yes, EHS will be called and will determine if they can drive. If they are cleared, the process is continued, however should they not be cleared by EHS, EHS shall take the subject to the hospital and the officer will complete the paperwork. If they refuse EHS, the officer shall arrest the subject, escort them to the hospital and then complete the paperwork. **Clear:** Should the individual be clearly unfit to drive the officer shall place the individual under arrest. At this point in time, if it is due to impairment, they shall be brought to APD, where as if it is due to a mental illness, the police officer will escort them to the hospital and file the information in accordance with the mental health act. • Should the driver not show signs of impairment from drugs/alcohol or from a mental health issue, or pass all tests, the officer will then check to see if the driver has an active license, registration and proof of insurance. • The next decision is whether there are any violations that pertain to their license, registration or insurance. Should there be violations the officer must then decide on whether they need to call backup and radio for assistance if they do. Should they not, they shall continue the process and decide on whether they are making an arrest. If they decide to make an arrest, they will perform the arrest process and seize the vehicle. • Should there not be any violations, there won't be a need for backup or making an arrest. Therefore, the next decision be to decide on whether to issue a citation for the MVA violation. Should the officer decide to issue a citation they will perform the citation process • If the officer decides not to issue the citation they shall give the driver a warning if applicable and release them to go on with their day.

When performing a checkstop...

- The process begins with the OIC for the platoon on-duty determining the best place for the checkstop, the time and the resources that will be involved
- Once all the information is determined in the previous step, the officers involved will then travel to the location
- When the officers arrive at the location of the checkstop, the first thing they will do is activate their emergency lights to begin slowing and stopping the traffic
- At this point, they shall begin the checkstop
- The first thing being done is a vehicle check, their checking for things like the safety inspection and ensuring the registration is up to date as they walk up to the vehicle. They will then check the driver.
- The decision that follows the driver check is whether the driver show signs of impairment or of a mental health issue that may hinder their ability to safely operate a motor vehicle? Should they show signs, they shall then determine if it is just suspected or if it is clear and perform the process involved. If they pass, then they shall continue through the checkstop process.
- The next decision is to determine whether they have insurance, a valid registration, that their license is valid and, in some cases, may even check for warrants
- Depending on the validity and whether the checks out will determine whether the driver is arrested. Should they be arrested the officer will perform the arrest process.
- Should the driver not be arrested but there are enforceable infractions, the officer will then decide on whether to issue a citation. If they decide to issue one, the officer shall perform the citation process.
- The officer may also decide not to issue a citation and solely issue a warning to the driver. For these cases, the officer will issue a warning to the driver
- Following all of this, the officer will then distribute any campaigns created b the Crime Prevention Officer or other units/organizations and release the driver on their way

Scene Management...

- This process begins with the officer(s) determining whether scene management is required. Should it not be required than this process stops.
- The next step is to ensure the area is safe. This could mean ensuring that there is nobody at the scene with weapons, there isn't a gas leak, etc. This is important because if the officers get hurt/killed themselves they cannot help others.
- Once the scene is determined safe, the officers will then block off public access. This is another important step as public interference can ruin an investigation.
- The next step is to call the Platoon Sergeant and/or Staff Sergeant, MCU Inspector, D/Chief, the Chief. This call is made because if they are performing scene management it is likely that the case will be referred to another unit, or outside agencies will need to be called in such as the RCMP's IDENT services.
- The distribution and assignment of scene management responsibilities come next. This could mean that one person is tasked with patrolling the scene, while another blocks off access and another protects outside evidence from the elements
- Guard the scene from the public is an on-going step however it becomes more and more important as the case develops now that other units have taken over
- Now that the scene is even more guarded, one of the officers will begin to record the time and persons entering the scene. This is important when it comes to investigations and who may get subpoenaed and defending evidence
- The final step in scene management is assisting in preserving the scene as needed, due to no scene ever being the same this will vary each time.

Escorting a Subject to the Hospital...

- This process begins with an incident that has occurred where an individual requires medical attention
- The officer will then ask the individual and suggest that they get seen by EHS. Shoul they accept the offer, the office will call EHS. Once EHS has seen them, if they clear them and this process is over. If EHS does clear them and EHS doesn't need APD than this process is over as well. However, if APD is still needed, then APD shall go to the hospital with the subject and escort them through the hospital.
- Should they refuse EHS, the officer will then arrest the individual, turn on the in-car audio/video and place the subject in the vehicle. At this point if the subject is trying to talk, the officer will advise them that they will not talk to them and escort them through the hospital upon arrival
- Now that the subject is in the hospital and the individual is in police custody, the officer must remain with the subject while at the hospital. This could mean spending hours or days up at the hospital depending on the doctor and whether they determine the individual is a priority.
- The doctor will then assess the patient. Depending on the doctor's decision will determine the officers next decision.
- Should the doctor determine that they are not releasing the patient, come whether APD is still needed. If they are not, then this process is over. Should APD be still needed, the next decision is whether they are remaining at the hospital. Should they be remaining, then the officer will remain with the subject up at the hospital and this process is over. If they are not keeping, then APD will transport the individual to a mental facility in either Truro or Pictou and this process is over.
- Should the doctor be releasing the individual, then the next question is whether APD is releasing the subject. If they are, then the subject is released, and this process is over.
- If APD isn't releasing the subject, then the officer shall advise the police station of the subject return.
- The staff at APD will then prepare the station, which include ensuring the cameras and mic are on, and nobody is in the receiving area. This is done to prevent a "he said/she said" and cause other officers to be subpoenaed because of their interactions with the subject.
- The vehicles audio/video is then turned on to reduce any liability or claims against the officer.
- The subject is then placed in the vehicle and transported back to APD where the officer will charge the subject and arrest process begins

Funeral Escorts...

- To begin this process, the officer(s) will arrive at the location of the funeral
- Once at the funeral, the officer(s) will offer their condolences and obtain the escort information which shall include the number of vehicles and the gravesite location
- Now that the information has been obtained the officer shall pull to the front of the convoy to lead the convoy through town
- The officer(s) will then instruct the escort to remain as close to one another as possible to reduce the impact the procession will have on traffic
- As the procession is set to begin, the officer will turn on their emergency lights to notify motorists and slow traffic
- The officer will then slowly lead the procession to the grave sight and if possible ma exit the vehicle and salute the convoy as it enters the gravesite.

When Performing Investigative Tasks...

- This process begins by the officer attending the daily debrief for the unit to which the case belongs to.
- At the debrief the officer will then receive any updates on the open case from the past day.
- They will then get assigned one task as part of a case. This one task can be anything from going to a bank to get bank records to questioning a witness.
- Once they have received the task, they will then perform it
- When the task is completed, the officer will then deliver the finished task to the Inspector who will be putting the results all together as part of their investigation
- The next point Is, are there any more tasks? If there aren't anymore tasks than the process moves forward to the next step. Should there be more tasks that need to be completed, the investigator shall assign another task to the officer to perform and the process repeats itself from that point.
- Once all tasks are complete, the officer shall attend court if summoned.

When Performing an Investigation...

- The process begins by a call being dispatched through the dispatch process to general patrol and them responding
- General Patrol will then travel to the location until they arrive
- When General Patrol arrives, the first thing they do is identify the scene and deescalate any heightened tensions. If a call is being responded to, often there is tension because people are having a bad day and it has gotten out of control.
- The officer based on the scene identification and level of tension will then decide on whether back up or and/or other resources are needed? If so, they will call for backup and/or request dispatch to send the services needed.
- The next step is the arrest process. At this time, the officer(s) will arrest the subjects at the scene who have committed the crime.
- Once people have been arrested, the officer will then hold a briefing with the other officers and designate tasks/roles
- Now that an investigation is underway, other members of the General Patrol Unit who are not directly involved will begin performing scene management
- The next step is determining if there is evidence at the scene. If there is evidence, the officer will photograph the evidence prior to collection, will then collect and record the evidence, and will place it into the exhibit locker.
- Once that is completed the next step is determining whether there are witnesses? Should there be any witnesses the officer will gather all the witness's statements
- Next up is to prepare to interview the subject. This could mean grabbing a bite to eat and planning for an interview to be around supper time knowing the subject is going to get hungry, but it won't affect the interviewer
- Then comes the interviewing of the subject. This is done with somebody interviewing the subject and another person listening and watching in another room noting the places of interest. There are multiple different techniques for interviewing.
- The next decision is determining whether there is enough information to lay charges? If there isn't enough, the officer will then have to decide on whether there is a potential in the future for charges. If there isn't, the case will get closed and the process is done. If there is a potential than the officer(s) will continue their investigation until there is enough information to lay charges
- Once there is enough information to lay charges, the officer will then do so.
- At this time the officer will then decide on whether they are going to release the subject on conditions. Should they decide to, they will perform the release on conditions process.

	• The next step should the subject not be released, is to send the necessary information to disclosure for the hearing disclosure to be generated. • 24hrs later the officer and the subject will attend court where the officer hopes there is enough information gathered and ready at that time for the subject to get remanded. If the subject doesn't get remanded, then the court shall release them o conditions. • Following this hearing, the remainder of the evidence will be sent for trial disclosure through the disclosure process • The officer will then attend court if needed for the trial.
Process Output	The output for this process is that citizens are kept safe and laws are enforced as required 24hrs a day.
Reporting Requirements **Note: If not applicable please indicate.**	• PROS • ViCLAS • Homicide Reporting • Family and Children' Service • Hazardous Pursuit Forms • Senior Police Management • Child Abuse Registry • SBOR • Victim Service • SiRT • Report to a Justice • Use of Force Reports
Legislative Requirements **Note: If not applicable please indicate.**	• Impairment test • Charter of Rights and Freedoms • Criminal Code of Canada • Provincial Statutory Offenses • Case Law • FOIPOP • Family and children's Services • ID of Criminals Act • Youth Justice Act • Tobacco and Vaping Products Act • Motor Vehicle Act • Canada Evidence Act • Excise Act • Hospital Act • 911 Act
Exceptions to Normal Process Flow **Note: Optional**	• Some constable will keep a case versus referring it to MCU or SCEU • Some calls can be dealt with over the phone

Name of Service/Process	Public Criminal Record Check		
Service/Process owner:	Amherst Police Department		
Created by:	Justin Ott	Last Updated By:	Justin Ott
Date Created:	June 14th, 2018	Last Revision Date:	August 20th, 2018

cess Purpose	The purpose of this service is to perform public criminal record checks as required for employment, volunteering, and educational purposes as well as third party record checks as contracted.
Process Scope	This process only pertains to the moment a customer enters APD for a criminal record check to the point the check is issued to the customer. For 3rd party checks this process only pertains to the minute an email requesting a search is received until it is sent back completed.
Process Input	The need for this service is that some employers, volunteer organizations and some post-secondary educational schools require a criminal record check from their applicants or a request for search is received from an organization to whom APD holds a contract with.
Process Boundaries	This service is only available to members of the Town of Amherst and contracted 3rd party clients.
Process Flow	*Public Record Checks...* • The process begins with a customer entering APD • From there the customer approaches the front counter seeking a criminal record check and possibly a vulnerable sector check as well. • The Administrative Assistant on duty will then greet the customer at the front counter. • Due to the boundaries of who APD can do criminal record checks for, the Administrative Assistant will then ask the customer if they live in town. Should they live outside of the Town of Amherst, they will then refer them to the RCMP • The Administrative Assistant will then ask if they want a vulnerable sector check as it is 2 extra pages, but it is not part of the criminal record check unless requested. • Following determining what searched are being requested, the Administrative Assistant shall then give the paperwork to the customer to fill out and explain how to properly fill it out. • From there, the Administrative Assistant gathers and photocopies two pieces of ID from customer where one of the two must be a government issued photo ID and returns the IDs when completed. • The Administrative Assistant will then gather the filled-out paperwork and collects the fee from customer if applicable. APD does not charge for criminal record checks for individuals whose reason for the search is for volunteering. • Once the paperwork as been gathered and the customer leaves APD, the Administrative Assistance will then place the completed paperwork in the inbox of Dispatch • Once the paperwork has been received by Dispatch, the Dispatcher will then verify the customers identity using personal information provided through the IDs • The Dispatcher will then perform the search using the Canadian Police Information Centre which is referred to as CPIC. • After the search has been completed, the Dispatcher will fill out the required paperwork in the manner provided by the Criminal Records Act. • Once it is all filled out, the Dispatcher will seal, stamp and sign the search and hand the search back over to the administrative assistant. • Once the Administrative Assistant receives the completed search, they will then file the into an electronic drive for APD records • From there, the Administrative Assistant will take the record search after it has been e-filed and puts it into an envelop and seals it. • Following that, the customer will then be notified their search is ready for pick-up • Customer returns and the sealed envelop is handed over

Process Output	Criminal Records are performed in a timely and effective manner for both the community and contracted 3rd parties.
Reporting Requirements **Note: If not applicable please indicate**	• Criminal Records Act • CPIC • Youth Justice Act • Monthly Reports
Legislative Requirements **Note: If not applicable please indicate**	• Criminal Record Act • CPIC • Youth Justice Act
Exceptions to Normal Process Flow **Note: Optional**	• No fee is collected for those needing a criminal record check for volunteering • If the paperwork is incomplete the record check can't be performed until completed • May need further identity checks because of how the system works when checking

Name of Service/Process	3rd Party Criminal Record Checks		
Service/Process owner:	Town of Amherst		
Created by:	Justin Ott	Last Updated By:	
Date Created:	August 14th, 2018	Last Revision Date:	

Process Purpose	The purpose of this process is to perform criminal record checks required for employment, volunteering and educational purposes by third party companies
Process Scope *(Internal)*	This process pertains to the minute an email requesting a search is received until it is sent back completed, except for the daily and monthly reporting requirements.
Process Input	The need for this service is that APD holds contracts with security companies who require a criminal record check from their clients
Process Boundaries *(External)*	This service is only provided to 3rd party contracted clients as a paid service.
Process Flow	• The process begins by a request for a criminal record search being received by email from one of the contracted 3rd parties. • The Criminal Record Checker will then print all forms received in the email for APD record management. • Following printing the forms, the Record Checker will then check that the paperwork is complete, which includes ensuring that the forms have been signed by the applicant, a witness, and that there are two valid pieces of ID with one being Government issued. • If the paperwork has been completed properly, the Record Checker will then run the search through the Canadian Police Information Centre and fill out the administrative section as it pertains to the search. • Once completed the Record Checker will then return the completed search with the paperwork completed back to the client via email. • From there, the paper copy of the record check that had been printed off and completed will be filed for APD records • Once the paperwork has been filed, the Record checker will compile a daily running total of the number of searches performed and for which client to be used at the end of the month • At the end of the month, the daily totals are summed and broken down by client • Once the end of the month stats has been compiled, the Record Checker will then forward the number to the Finance Department within APD to begin the billing of the clients for the month
Process Output	Criminal records are performed in a timely and effective manner for contracted third party clients.
Reporting Requirements **Note: If *Not Applicable* please indicate**	• CPIC • Monthly Reports
Legislative Requirements **Note: If *Not Applicable* please indicate**	• Criminal Records Act • CPIC
Exceptions to Normal Process Flow **Note: Optional**	• If the paperwork is incomplete the record check can't be performed until it is completed

Name of Service/Process	Animal Control		
Service/Process owner:	Amherst Police Department		
Created by:	Justin Ott	Last Updated By:	July 23rd, 2018
Date Created:	July 16th, 2018	Last Revision Date:	Justin Ott

Process Purpose	The purpose of Animal Control is to respond to any reports of stray, aggressive, and wild animals within the Town of Amherst.
Process Scope *(Internal)*	The scope is that it only pertains to the general patrol on cases involving animals when the County's Animal Control Officer is unavailable.
Process Input	The input for this service is the need for the enforcement of the companion animal bylaw as well as the need to protect the community from wild animals.
Process Boundaries *(External)*	The boundaries for this process is that the General Patrol unit are only permitted to carry out tasks that correspond to calls regarding animals within the Town of Amherst.
Process Flow	• This process begins with an animal complaint being received by Dispatch at APD. • Dispatch will then contact the County Office to try and dispatch the Counties Animal Control Officer as per a contract with the county. • The next step is a decision point on whether the Animal Control Officer is available. If the officer is available, then APD shall wait until the officer arrives. Once the Animal Control Officer has arrived, an APD officer shall complete the required paperwork and the process is over. • If the Animal Control Officer isn't available than Dispatch will then refer the complaint to the General Patrol. • The officer on General Patrol will then capture the loose animal • Once the animal has been captured, the officer must now decide whether the animal is a danger to the public and whether additional resources are required. Should the animal be a danger and need additional resources, the officer will call in additional resources, detain the animal, take it to the animal shelter and issue a citation to the owner if applicable. • Should the animal not be a danger to the public and additional resources are not required, the next step is to investigate whether the animal has a history of being loose. If the animal doesn't have a history, the officer shall return the animal to the owner and issue a warning and the process is over. Should the animal have a history, the officer shall take the animal to the shelter and issue the owner a citation.
Process Output	The output for this process is that citizens are kept safe from all incidents as it pertains to animals within the Town of Amherst
Reporting Requirements **Note: If *Not Applicable* please put "N/A"**	• Senior police management • PROS • Department of Natural Resources
Legislative Requirements **Note: If *Not Applicable* please put "N/A"**	• Town of Amherst Companion Animal Bylaw
Exceptions to Normal Process Flow **Note: Optional**	• Where an animal attacks an officer, the officer may be required to shoot the animal to protect themselves • An officer may have to shoot a wild animal within the Town depending on the situation and response time from DNR

Name of Service/Process	Bylaw Enforcement		
Service/Process owner:	Amherst Police Department		
Created by:	Justin Ott	Last Updated By:	Justin Ott
Date Created:	June 14th, 2018	Last Revision Date:	August 21st, 2018

Process Purpose	The purpose of the bylaw enforcement officer is to enforce all bylaws and investigate any reports of bylaw infraction as imposed by Town Council, enforce parking violations under the Motor Vehicle Act and perform other administrative duties when required.
Process Scope *(Internal)*	The Bylaw Enforcement Officers scope is that they only enforce the taxi license and sidewalk snow removal bylaw and parking violations as per the MVA. All other bylaw infractions are not their responsibility to investigate or enforce.
Process Input	The input for this service is the need to enforce bylaws that pertain to taxi licenses and sidewalk snow removal along with parking violations within the Town of Amherst
Process Boundaries *(External)*	The bylaw boundary is the municipal border. The Bylaw Enforcement officer is only permitted to perform enforcement within the Town of Amherst
Process Flow	*Taxi Owner License...* • The process begins with the taxi owner coming in seeking an Owner's License . • The Bylaw Enforcement Officer will then issue them the paperwork and all relevant information. • Once the paperwork is complete, the owner will provide all relevant documentation and the filled-out forms. • The Bylaw Enforcement Officer will then check the paperwork to ensure it has all been filled out properly and is completed. Should it be incomplete, they will return it to the owner to correct/complete. • The Bylaw Enforcement Officer will then collect the associated fee. • Once the fee has been collected, the Bylaw Enforcement Officer will then inspect the vehicle. • When the inspection is complete, the Bylaw Enforcement Officer will then decide to whether the vehicle passes. Should it not, the owner will be required to correct the issues and resubmit it for inspection. • Following the vehicle passing inspection, the owners license is issued. *Taxi Driver License...* • This process is initiated by a taxi driver entering APD seeking a taxi driver license. • The Bylaw Enforcement Officer will then issue the paperwork and relevant information • The next step is for the Bylaw Enforcement Officer to check if the documentation is correct and completely filled out. If it is not, then they will return the paperwork to the driver to correct. • When that is complete, the Bylaw Enforcement Officer will then collect the associated fee • Once the fee has been collected, the next step is the Public Criminal Record Check Process. • After the record check has been completed, should the driver not meet the criminal record requirements than no license is issued. • The next step is for the driver to then submit a photo of themselves for the license. • The Bylaw Officer will then print and issue the license to the driver.

Process Flow Continued	*Downtown Sidewalk Snow Removal Bylaw...* • This process begins with the Bylaw Enforcement Officer walking downtown • They will then remind businesses who have yet to clear the snow in front of their store to do so. • While downtown, the Bylaw Officer will note the sidewalk conditions as it pertains to snow and ice and return back to APD • While back at APD, they will then transcribe electronic notes until time has passed in which they will set back out downtown. • At this point, they will then issue warnings to the businesses who haven't yet cleared their snow. • They will then return to APD where they will discuss enforcement with the OIC. Should they decide that citation is required the bylaw enforcement officer will issue citations to businesses who are non-compliant while on their next patrol. *Downtown Parking Enforcement...* • This process is initiated by the Bylaw Enforcement Officer walking downtown to perform a parking patrol. • While downtown, they will then determine whether the vehicle is of interest. • They will then fill out paperwork which notes the license plate, time, where the valve stem is, etc. • Once the paperwork is complete, the Bylaw Enforcement Officer will the chalk the tire, and take pictures of the chalk and valve stem location. • The officer will then return just shortly after the parking time constraints have passed. While downtown they will check for vehicles that are in violation to the downtown parking bylaw. • Should a vehicle be in violation, they will then decide on whether to issue a parking citation or issue a warning • - If issuing a warning: The Bylaw Enforcement Officer will remind the driver of the bylaw and issue them a warning - If issuing a citation: The Bylaw Enforcement Officer will perform the citation process. *Unpaid Ticket Enforcement...* • This process begins with the Bylaw Enforcement Officer checking for tickets that haven't been paid after the 30 days has passed from the date of issue. • The Officer will then draft an advice letter with a copy of the ticket and mails it to ticket holder. • After another 30 days without payment, the Bylaw Officer then pulls the ticket and a summons for court is issued. • Once completed, the Bylaw Officer will then prepare the information pertaining to the ticket. • From there, the Bylaw Officer will then prepare the court package that pertains to the parking ticket • 30 days following the summons, the officer will attend court if required.
Process Output	Citizens are more educated on town bylaws and parking regulations therefore reducing the amount of future violations.
Reporting Requirements **If <u>Not Applicable</u>, please indicate**	• File all information as it pertains to the issuance of tickets • Reports to police senior management • Criminal Record checks • The Crown • Administration • General Patrol

Legislative Requirements **If <u>Not Applicable</u>, please indicate**	• Motor Vehicle Act • Town of Amherst Bylaws • Canada Evidence Act • Charter of Rights and Freedoms • Criminal Record Act
Exceptions to Normal Process Flow **Note: Optional**	• Performs APD Errands • Runs to get meals for those in jail • Covers Dispatch on their lunch • Fingerprinting on Wednesdays • Updates files • Occasionally performs record checks • Fills out court related documents for failure to appear

Name of Service/Process	Crime Prevention		
Service/Process owner:	Amherst Police Department		
Created by:	Justin Ott	Last Updated By:	Justin Ott
e Created:	June 15th, 2018	Last Revision Date:	July 20th, 2018

Process Purpose	The purpose of the Crime Prevention Officer is to determine the types of crime that Amherst is facing or at risk of facing, to create and implement crime preventative measures within the local community.
Process Scope *(Internal)*	This process pertains to the Crime Prevention Officer within the Amherst Police Department.
Process Input	The input for this service is the need to recognize and try to prevent crime as an effort to protect the safety and wellbeing of the citizens and businesses within the community
Process Boundaries *(External)*	The boundaries for this service is the Town limits, however the officer may have meetings outside of the Town of Amherst as APD's representative.
Process Flow	**Downtown Business Liaison...** • This process begins by the Crime Prevention Officer arranging a meeting with Downtown business owners. There are no set dates for this as it is only when needed by the Officer or the business owners • Once a meeting is needed, the Crime Prevention Officer will plan a meeting location and time and distribute it to business owners and managers • Prior to the meeting occurring, the Crime Prevention Officer is responsible for reviewing the meeting plans and ensuring that everything is correct in the plans • *At the meeting the Crime Prevention Officer will*: - Listen to areas of concern from business owners and managers downtown. This can be anything from excessive amounts of loitering to people dealing drugs downtown. - The Crime Prevention Officer will then work collectively with the business owners to develop a list of key issues that need addressing. Some issues may be small and just require the police driving by more frequently as a deterrent where as other issues may require the police creating campaigns or intervening. - Once the issues that needed addressing have been discussed, the Crime Prevention Officer will begin the discussion on how APD has worked on improving the issues from the last meeting. - From there the next step would be for the Crime Prevention Officer to distribute any campaigns that pertain to the prevention of crime amongst the downtown. • Once the meeting has occurred, the Crime Prevention Officer will then turn their attention to developing plans to address the issues brought forth in the meeting • Pending the completion of the preventative plans, the Officer will then send the created plan to police senior staff for approval. • Following the approval of the plans by senior police management, the Crime Prevention Officer will then distribute the plans to the platoons for them to focus on. **Bar Suspension...** • This process begins by the Crime Prevention Officer arranging a bi-monthly meeting with the participating liquor establishments' owners and managers • Once a meeting is determined that it is needed, the Officer will then distribute the meeting time and location to the participating parties • Following the officer distributing the meeting information, the Crime Prevention Officer will then begin preparing for the meeting. This may include going over any information already received.

Process Flow Continued	• *At the meeting the Crime Prevention Officer will*: - Listen to areas of concern from bar owners and managers. These areas of concern can range from an increase in underage individuals to fighting - Next they will go through any incident reports. Incident reports are drafted from any incidents regarding unacceptable behaviour while on the property owned by the liquor establishment. This can include fighting, vandalism, theft, etc. - While going through the list the Crime Prevention Officer will assist in the decision making of whether to suspend someone and for how long they should be suspended for. - Once all the incident reports have been reviewed and suspension decisions have been made, the Crime Prevention Officer will then distribute any campaigns. An example of this would be the "Don't be that Guy" posters which highlight sexual harassment/assault. • After the meeting has concluded, the Officer will then prepare the new list of individuals and drop the list off at the participating establishments for them to post within the bar. • Following the decision to suspend, the length of the suspension and distributing the list back to the bar owners/managers, the Crime Prevention Officer will then serve newly suspended individuals with a Protection of Property Act Notice. **Public Campaigns & Presentations…** • This process begins by the Crime Prevention Officer creating a campaign theme for the week or month(s) should one not exist at the time. Some months may already have set campaigns that are reoccurring yearly. • Once the campaign theme has been decided, it is then up to the officer to find community sponsors/partners. For instance, should the theme revolved around impaired driving, the officer may choose to partner with an insurance company or the RCMP and rent a spot in the mall for the impaired driving bike course. • Once a list of sponsors and partners have gotten on board with the campaign/presentation, the Crime Prevention Officer will then create the presentation • Following the creation and approval of the presentation/campaign, the Officer will then distribute the presentation as part of the campaign. This may involve the officer being present or could be as simple as putting up posters in different places around town. • Should the campaign be much larger than putting up posters such as "Police week", the Crime Prevention Officer will then work with the other units such as general patrol to distribute the campaign message to the community through check-stops or special events • Following the completion of the campaign/presentation the Crime Prevention Officer will then note and review the impact the campaign has had on the area of focus **Crime Prevention Articles…** • After an amount of time, the Crime Prevention Officer may see an increase in different crimes. At this point the Officer will begin by determining the area that needs addressing • To ensure that the officer understands the preventable crime that is occurring, the officer will begin by investigating the nature of the crime that needs addressing • After this, they will then create a list on how to prevent falling victim to area of concern. For an example should Amherst be seeing an increase in vehicles being broken into, the list might include things such as "ensuring doors are locked, remove valuables, etc.

Process Flow Continued...	• Once the preventable crime has been determined, investigated and a list of preventable measures has been composed, the Crime Prevention Officer will then begin drafting an article explaining the issue • Within the article that explains the issue, the officer shall also include tips on how members of the community can prevent themselves from falling victim to the identified crime • Once the article is complete, the Crime Prevention Officer shall then distribute the articles through various outlets such as public notice/newspaper/online, etc.
Process Output	The output for this service, is that the community sees a reduction in crime and community annoyances because of preventative measures and campaigns distributed by the Crime Prevention Officer within the community.
Reporting Requirements **Note: If <u>Not Applicable</u> please indicate**	• Reports to the public any preventative tips • Reports to Police Senior Management • Police Senior Management • Focused Enforcement • Police Commission
Legislative Requirements **Note: If <u>Not Applicable</u> please indicate**	• Canadian Criminal Code • Case Law • Provincial Statutory Laws • Liquor Control Act • Canadian Evidence Act • Youth Justice Act • Motor Vehicle Act
Exceptions to Normal Process Flow **Note: Optional**	• Attend meetings as needed • Perform duties relating to MCU or Patrol as needed • Youth Drop-In • Vehicle and equipment checks • Media Relations • Exhibit Custodian

Name of Service/Process	School Liaison Officer		
Service/Process owner:	Amherst Police Department		
Created by:	Justin Ott	Last Updated By:	Justin Ott
Date Created:	June 14th, 2018	Last Revision Date:	August 17th, 2018

Process Purpose	The purpose of this process is to create a better relationship between youth and police in the community by focusing on prevention at young age, through interactions at school by giving them the resources, they may need.
Process Scope *(Internal)*	The scope is that it only pertains to APD members who are considered school liaison officers whose focus is youth and kids along with their families in the Town of Amherst
Process Input	The need for the School Liaison Service is to improve the relationship between police and youth through community-based policing performed through schools in Amherst, that is self driven based on the needs of the community from relationships and observations.
Process Boundaries *(External)*	The boundaries for this process is that it only pertains to youth attending schools within the Town of Amherst except on occasion when requested at Cumberland North Academy
Process Flow	**Daily duties...** • The daily duties of the School Liaison Officer begin by the Officer travelling to a school within the Town of Amherst • Once at the school the Officer will then assist in the safe arrival of the students and their families • While assisting with the safe arrival of the students, the School Liaison Officer is also responsible for the enforcement of laws has they relate to school zones. Examples of this could be those speeding through school zones or somebody passing a school bus with the lights flashing. • After assisting with the arrival of the students, the School Liaison Officer will then enter the school to continue their duties. • Once in the school the officer will begin interacting further with the students to build upon their relationships. • Through these interactions, students may bring forth issues that they may need assistance with. At this point in time, the School Liaison Officer will then help students who have concerns or would like assistance. Following assisting the students, the officer is then required to generate a report. • Following meeting with any students who come forward themselves, the Officer will then meet with the administrative staff at the school. • From this meeting, the Officer shall then assist administration with any of the concerns that they have brought forth. • Some of these issues may stem from problematic youth. At this time, the Officer will then create a plan for the troubled youth to assist in correcting any behavioural issues. • Once the plans have been created, it is then time for the School Liaison Officer to meet with the troubled youth. Because they have met with the youth, following the meeting the officer is then required and shall generate a report **Presentations...** • The process begins by the officer determining a theme for the presentation whether it is self generated, from a school, parents, or from other members of the community • After the theme has been decided, the officer is then responsible for arranging a date and time for the presentation. • Following arranging the date, time and location of the meeting comes determining what the presentation message should be. For instance, if performing a presentation on Halloween Safety, the message might be to always check your candy.

Process Flow Continued	• Once the target message has been decided on, the School Liaison Officer shall then determine the target audience (Elementary, Jr. High, High School). For obvious reasons, the High School won't have the same presentations as the elementary school and vice versa. Crossovers between age groups are likely to happen at the Jr. High level where they may still get some elementary level presentations and some light high school presentations. • The next step in the presentation process is to seek partners and sponsors for the presentation. This step may take longer as being in a small town, a lot of the business are asked for donations many times. • Once the theme, message, audience and the partners and sponsors have been sorted out the officer will then determine how to present the message. This can be by coming in to a class to speak, an assembly, play, etc. • Prior to the message created, the decision on how to present the theme and details shall be submitted for approval if it is of a sensitive theme such as suicide, or sexual assault. • From the decision on how to present the message, comes the creation of the presentation. • Now that the presentation has been created, the School Liaison Officer will then distribute and/or perform the presentation. • After the presentation wraps up, the School Liaison Officer with help will monitor the outcome from the presentation. Due to the theme of some of the messages, students may attempt to reach out for help or may see a change in behaviour. • To wrap the presentation process up, the Officer will follow-up with any additional messaging which may include answering questions from a question box a couple days later to distributing some posters for a school to put up. **Restorative Justice…** • This process begins by a Youth in the community finding themselves in trouble with the law. • Once the Youth has gotten into trouble, the next step is for the Officer to determine whether they are eligible for the Restorative Justice Program. Should they not be eligible, the officer will begin the court process • The next step for the officer should the Youth be eligible for Restorative Justice would be to go through the RJ Checklist which will again determine whether they meet the requirements to be admitted into Restorative Justice. Should they not meet the requirements at this stage, the court process shall begin. • Once the checklist has been completed and the Youth has met the requirements, the officer shall then refer the Youth to the Cumberland Restorative Justice Society • After the referral has been sent, CRJS takes over the process and arranges everything. At this point, the officer is now only required to attend the session if asked. • The officer shall then receive a notification of completion of the agreement which is a contract between all parties. • Due to the individual being a minor and the nature of the School/Youth Liaison Officers position and job focus, the officer will continue to monitor the future behaviour of the Youth and intervene when needed to ensure the success of the Youth.
Process Output	The output for this process is that family and youth relations increase through interaction at school and in the community thus reducing problematic behaviour in youth.
Reporting Requirements **Note: If <u>Not Applicable</u> please indicate**	• Reporting to APD senior management • Parents • Restorative Justice • Cumberland RCMP

Legislative Requirements **Note: If <u>Not Applicable</u> please indicate**	• Youth Justice Act • Criminal Code of Canada • Evidence Act • Charter of Rights and Freedoms • Motor Vehicle Act • Smoking By-law
Exceptions to Normal Process Flow **Note: Optional**	• Youth in distress after work • Attends Restorative Justice Meetings • Attends after hour committee meetings and school administration meetings • School emergency plan development, distribution and practice • Community events • Child interviewer for things of sensitive nature • Checks on youth related cases handled by other officers • Going to Cumberland North Academy • Go to for other officers involved in cases involving youth.

Name of Service/Process	Cops4Kids		
Service/Process owner:	Amherst Police Department		
Created by:	Justin Ott	Last Updated By:	Justin Ott
Date Created:	July 14th, 2018	Last Revision Date:	July 23rd, 2018

Process Purpose	The purpose of Cops4Kids is a mini police academy for kids that is used to build a stronger relationship between law enforcement and children.
Process Scope *(Internal)*	This process only pertains to the Cops4Kids program within the Town of Amherst. All other services/camps are not included.
Process Input	The input for this service is the need for a stronger, healthier relationship with minors in the community to allow facilitate
Process Boundaries *(External)*	The boundaries for this service is that it is only available to roughly 40 kids each year who live in the Town of Amherst, and kids are not able to participate once they've already participated.
Process Flow	• This process begins by starting the planning for the camp. This step involves brainstorming activities, listing potential venues, potential demonstrations, etc. • Following the start of the planning, the officers involved will then determine the dates for the camp and location. • Once the location and dates have been decided, the next step is to create a camp activity plan. This involves choosing the brainstormed ideas and organizing any outside organizations involved • Once the location has been determined they will then book required facilities. This step is solely for locations outside of where the camp will be run out of. For instance, pool times at the YMCA need to be booked. • The next step is possibly the hardest, it is the step that is obtaining sponsors and the donations. Due to the town being small, many small businesses already sponsor many events and corporations are beginning to change their donation policies. • Once everything has been sorted out, APD will open registration. Registration has a hard-opening date which is within "Police Week". • Once APD has received the applications and the closing date has passed, APD will then close registration. • The officers involved in Cops4Kids will then screen the applicants. There are priorities given to kids who may be victims of domestic violence, if it is their last year of eligibility, and/or they have been identified as being a potential at-risk youth. • Once the applications have been screened the APD will send out the acceptance/not-accepted letters to the families • Prior to the camp beginning, the organizing officers will then meet with the parents and the kids of those chosen. They will explain the rules of the camp and what they can expect to see/due in the camp. Ex: they may bring in seized items such as marijuana to show the kids what it looks like and to explain the dangers of drugs which will be disclosed to the parents. • Camp begins. This is the moment that all parties involved look forward to. Each camp day begins at 9am and goes the full work day. • Day 1 • Day 2 • Day 3 • Day 4 • Day 5 • Camp ends. Prior to the camping ending they will meet with each kid individually to see what they got out of the program. The camp officially closes by the kids graduating from "Police Academy" in a small graduation ceremony.

Process Flow Cont.	• Send out a thank you to sponsors and donors. The officers involved ensure that those who have donated to the camp receive their due recognition. • Due to how busy the camp schedule is, the officers do not get much time to review how the camp went during the week. The officers however will review how the camp went once it has ended. • Following reviewing how camp went, the officers will then plan the potential changes for next year. They may say that "this activity didn't work at all or wasn't enjoyed let's scrap it" or something such as "This needs to be tweaked a bit, but this activity was great". This step ends the process for that year's camp.
Process Output	Youth and law enforcement develop a stronger relationship, where youth feel the ability to approach police with any needs while also becoming educated on how to live a successful, happy, and healthy life.
Reporting Requirements **Note: If <u>Not Applicable</u> please indicate**	• Senior Police Management • Parents
Legislative Requirements **Note: If <u>Not Applicable</u> please indicate**	***Not Applicable***
Exceptions to Normal Process Flow **Note: Optional**	• In the final days they do individual debriefs with the children

Name of Service/Process	Bike Patrol		
Service/Process owner:	Amherst Police Department		
Created by:	Justin Ott	Last Updated By:	Justin Ott
Date Created:	June 14th, 2018	Last Revision Date:	August 20th, 2018

ocess Purpose	The purpose of this process is to patrol and enforce the laws within the Town of Amherst on bicycle as a way of being a role model for others while being more engaged with the community.
Process Scope *(Internal)*	This process only pertains to patrols performed on bike rather than in a cruiser within the Town of Amherst
Process Input	The input for this service is the need to build a happy and healthy relationship with the community through community policing initiatives
Process Boundaries *(External)*	The boundaries of this service are that the patrol on bike is only performed during the day during high visibility and only within the borders of the Town of Amherst.
Process Flow	• This process begins by the officer departing APD on bike. At the present time, only the School/Youth Liaison Officer performs patrols on bike. • The officer will then bike downtown due to the downtown being such a hub in the summer with the shops and historical buildings. • While downtown, the officer mingles with members of the community along with businesses. This includes enforcing the smoking ban in parks, chatting with youth, and stopping people from loitering outside of businesses • The officer will then bike to the skatepark which is an area of interest due to past incidents. • While at the skatepark the officer will check to ensure people are not only wearing their helmets but that they are also fastened up. The officer may also distribute treats such as Freezies and ice cream treat coupons. • The next step is the first decision point in the process and it is "is everyone wearing their helmets. If they are, this process will move to the step of driving to the parks. • Should there be people not wearing their helmets the officer will offer first time offenders not wearing them a choice of consequences with the options being attending a presentation on wearing a helmet or taking a fine. • Those opting for the fine, the officer will issue them a citation through the citation process. To those opting for the presentation, the officers will give them the time and location details. • The next step is to call back-up for any bikes/skateboards/scooters being seized. Because the officer is on bike, they cannot transport the bike to APD therefore they must call another officer to come take it • The next step is to contact the parents to pick them up. If the parents refuse or cannot be reached, then the officer will have backup take the kid home • Following the skatepark, the next step for the officer is to drive to the parks • While at the parks, the officer will again mingle with people using the parks and enforce the smoking ban. The officer may also hand out treats to the kids at the park. • This process then ends at the end of the day.

Process Output	More engaged policing within the Town therefore building relations between law enforcement and the community.
Reporting Requirements **Note: If <u>Not Applicable</u> please indicate**	• PROS • Dispatch • Senior Police Management
Legislative Requirements **Note: If <u>Not Applicable</u> please indicate**	• Criminal Code of Canada • Youth Justice Act • Boots on the Street
Exceptions to Normal Process Flow **Note: Optional**	• Bike presentations • Giving out treats to the kids • Biking to the schools during the school year

Name of Service/Process	Disclosure		
Service/Process owner:	Amherst Police Department		
Created by:	Justin Ott	Last Updated By:	Justin Ott
Date Created:	July 11th, 2018	Last Revision Date:	August 21st, 2018

Process Purpose	The purpose of this process is to prepare the articles obtained in relation to a case to be presented to the crown as evidence
Process Scope *(Internal)*	This process only pertains to the staff who are responsible for the preparation of all disclosures being presented to the crown during criminal proceedings and the individuals involved in the storage of evidence
Process Input	Evidence is obtained and requires proper filing and preparation for the courts.
Process Boundaries *(External)*	APD only discloses articles that are being used as evidence as it pertains to cases where APD has made an arrest and is responsible for the case.
Process Flow	**Pre-Court...** • This process begins by the administrative staff responsible for doing disclosure receiving a file from an officer for disclosure • The first thing on the disclosure checklist, is to list any prior alternative measures may have been given through court sentencing or police discretion. This includes Restorative Justice, Community Service, etc. • The next step is for them to fill out the Crown Sheet. This sheet includes all the information pertaining to the charges the subject has been charged with • The person performing the disclosure package will then include copies of all Release/Remand Documents. These documents list what conditions the subject was released on, whether they have been previously released or remanded, etc. • Following that, they will then prepare/include a report on the accused, such as any court orders, criminal record, etc. • Once the previous step is completed, they will the prepare a list of witnesses if they hadn't received one and include it as part of the disclosure • Next, they will prepare/include civilian witness statements which includes exporting the file to usable player • When the previous step is completed, they then prepare/include the statements of the accused • The next step involves gathering/including all police reports and notes that apply to the case. • Once all of the reports have been included, they will then prepare/include a list of all exhibits that were seized as evidence. • Now that the list has been included, the next step is to include copies of the Exhibits, Notices, Certificates, and Affidavits. • Then they will include all reports from Expert Witnesses • They will then prepare/include all Domestic Violence Offences and any pertaining information. • Following the completion of the previous step, they will prepare/include all information as it pertains to Driving Offences. • Once the previous step is complete, they will include all Search and Seizure Documents. • The next step in the disclosure process is to include all Wiretap Evidence.

Process Flow Cont.	• Now that any wiretap evidence as been included, they will then prepare/include the information as it pertains to sentencing • Once the package is complete, they will include any supplemental disclosure as required.
Process Output	A package is created for the crown that contains the evidence collected as it pertains to the case.
Reporting Requirements **Note: If *Not Applicable* please put "N/A"**	• All documents that pertain to the case • Must report evidence as found • "Not for Disclosure" • Paper and Electronic filing • Information/Records pertaining to the accused
Legislative Requirements **Note: If *Not Applicable* please put "N/A"**	• Charter of Rights and Freedoms • Canadian Evidence Act • Information must get sworn in • Photo standards • Criminal Code of Canada • Video/Audio need to be converted to a useable player
Exceptions to Normal Process Flow **Note: Optional**	• Supplemental disclosure gets added separately

Name of Service/Process	Dispatch Services		
Service/Process owner:	Amherst Police Department		
Created by:	Justin Ott	Last Updated By:	Justin Ott
Date Created:	June 14th, 2018	Last Revision Date:	August 21st, 2018

Process Purpose	The purpose of this process is to receive call for service and to dispatch service requests for police, fire or public works as required by 911 calls, non-emergency calls or in person reports as well as all after-hours calls for public works.
Process Scope *(Internal)*	This process only pertains to Dispatch Services for police, fire for Amherst and District 2 along with after-hours public works located within the Amherst Police Department and is not a 911 call station.
Process Input	This process begins with a visit or call that requires a first responder within the Town of Amherst or a call from AFD and/or APD. It can also begin with a request for assistance from an outside agency or a request for service for public works after-hours such as water break or the need for plows.
Process Boundaries *(External)*	Staff dispatch calls for service within the Town of Amherst for calls that pertain to after-hours requests for public works. Dispatchers also dispatch calls for service for police and fire within the Town of Amherst and occasionally outside of the Town such as contracted calls for hospital escorts or requests from the RCMP. Dispatch also dispatches outside of the Town for all District 2 Fire calls.
Process Flow	**911 Calls...** • A call from the regional 911 service provider located in Truro is received. • The Dispatcher who is located at the Amherst Police Department acquires information gathered by 911 (Primary Dispatch) and accepts the call transfer • Based on the information gathered, the dispatcher will then determine what the scenario requires (Police and/or Fire) based on the information provided. • The Dispatcher will then dispatch the required emergency services by radio. Should it be a police issue, the General Patrol Sergeant on-duty may also attend or request more/or less officers attend. • The Dispatcher, if required, will continue to gather information that pertains to the case at hand (Secondary Dispatch) • Following the call being dispatched, the Dispatcher shall then input the relevant data into police computer systems. • While inputting the information into the computer system, the Dispatcher shall also relay all requested information to the dispatched officer(s) • After the officer has arrived on scene, the Dispatcher will then perform status checks on the officer until the officer has cleared the call • Should an officer radio for more resources or an external resource, the Dispatcher shall dispatch the requested service • Dispatch will then start the police file and task it to the appropriate officer. **Phone Call for Service...** • A call for service from the community is received by the APD Dispatcher • The Dispatcher will then gather all relevant information from the caller as it pertains to the complaint that is being received. • The Dispatcher determines the priority level and thus the required response • Is it a high priority/emergency? • *If the required response is a low priority response...* - The Dispatcher shall then input all data into the police computer system in order for

Process Flow Cont...	the officers to access the information at a different time. - They will then inform the caller on the call status. - The Dispatcher will then dispatch the calls awaiting a response to the officers in order of priority. - The next step for the Dispatcher would be to start the police file if the call require one - Dispatch will then follow-up as requested by the officers which could include dispatching further officers or outside agencies as needed. ***All calls are a priority however calls with the highest priority are calls where there is harm to people, followed by the next being active harm against property.** • *If the call is a high priority...* - The Dispatcher and the Officer in Charge determines the priority sequence for the call - Dispatch will then determine what provider(s) are required for the call. Due to APD dispatching for police, fire and after-hours public works, it is the responsibility of the Dispatcher to dispatch the appropriate and required service. - The dispatcher will then dispatch the required service. Depending on the nature of the call, there could be multiple services dispatched to a call. An example of this would be a car accident where the Jaws of Life are needed. The Dispatcher would dispatch police as a police report would be likely needed along with traffic control, but they would also dispatch the Fire Department to come and rescue anybody from the car. - The Dispatcher will then input the data into the police computer database - Following inputting the data, the Dispatcher will then relay any additional information as requested from officers. - After a set period as passed or as requested by the OIC, the Dispatcher will perfor a status check on the dispatched officers - At this time, should the officers need more assistance or other services, Dispatch will then radio for further officers and/or services - After more services have been dispatched (if needed) the dispatcher will then start the police file and task the file to the appropriate constable. **After hours calls for public works...** • A call is received by APD containing a complaint regarding a Public Works issue after-hours. These calls can vary from a water-main break to a large pothole. • The Dispatcher will then determine if it is an emergency. If it is not, then they will leave a message and dispatch will follow-up with the complaint on the next business day. • The Dispatcher will then determine whether it requires police, fire or public works. • If it is a Public Works matter, Dispatch will perform the call-out process and then create a dedicated Public Works file • If it is a fire matter, they will dispatch the Amherst Fire Department • If it is a police matter, they dispatch the police to block off the hazard • They will then dispatch the required services as needed • Next, they will perform status checks on the officer(s) and determine there is a need for more officers/services. If so they will dispatch them accordingly. • Following the last step, they will then create the police file and assign it to the corresponding officer
Process Output	Responders are dispatched in an appropriate and timely basis along with officers being kept safe.

Reporting Requirements **Note: If not applicable please indicate**	• Report calls to police on duty • Debrief reliever on ongoing calls and received calls • Report calls to the Chief D/Chief as required • PROS • CPIC
Legislative Requirements **Note: If not applicable please indicate**	*Not Applicable*
Exceptions to Normal Process Flow **Note: Optional**	• Disk purging • Special projects • Ongoing positional training • Check cameras • Anything Administrative • Front counter after hours • File management when required • Liaise with other agencies • Checks radio equipment

APPENDIX C

FINANCIAL INFORMATION

SUMMARY OF TOTAL COSTS BY COST CENTER
OVERTIME

APD - REVENUE AND EXPENDITURES FOR THE DEPARTMENT BY COST CENTER

	Animal Control	By-Law*	Crime Prevention	Criminal Records	Dispatch	Patrol	MCU	SCBU	Admin	Building	Crossing Guard	Legal	PR Comm	Total
2015-16														
Generated Income	0	0	-101,978	-203,979	-51,335	-4,212	0	-200,000	-3,217	0	-32,729	0	0	-597,450
Direct Expenses	17,137	46,706	194,616	48,330	223,422	2,060,240	216,563	216,130	695,478	246,255	39,562	37,379	4,937	4,046,754
Net Expenses	$17,137	$46,706	$92,638	-$155,648	$172,088	$2,056,028	$216,563	$16,130	$692,261	$246,255	$6,833	$37,379	$4,937	$3,449,305
2016-17														
Generated Income	0	0	-102,594	-224,827	-4,000	-42,221	0	-200,000	-16,797	0	0	0		-590,438
Direct Expenses	15,028	46,045	216,515	61,303	201,058	2,147,729	145,136	217,289	591,389	259,232	29,959	27,875	7,871	3,966,428
Net Expenses	$15,028	$46,045	$113,922	-$163,525	$197,058	$2,105,508	$145,136	$17,289	$574,592	$259,232	$29,959	$27,875	$7,871	$3,375,990
2017-18														
Generated Income	0	0	-101,618	-189,752	-4,000	-44,434	0	-200,000	-13,350	0	0	0		-553,154
Direct Expenses	12,161	48,388	203,421	61,787	215,355	2,217,091	115,188	210,863	471,612	293,900	27,143	41,680	6,446	3,925,036
Net Expenses	$12,161	$48,388	$101,802	-$127,964	$211,355	$2,172,658	$115,188	$10,863	$458,262	$293,900	$27,143	$41,680	$6,446	$3,371,882
2018-19 Budgeted														
Generated Income	0	0	-101,000	-160,000	-4,000	-39,200	0	-200,000	-11,900	0	0	0		-516,100
Direct Expenses	20,600	52,519	230,973	66,625	229,724	2,249,696	132,775	232,487	582,119	310,694	33,490	61,220	10,570	4,213,492
Net Expenses	$20,600	$52,519	$129,973	-$93,375	$225,724	$2,210,496	$132,775	$32,487	$570,219	$310,694	$33,490	$61,220	$10,570	$3,697,392

*There would likely be revenue to offset By-law re parking tickets, taxi licenses etc

** Lost a contract so budgeted conservatively

*8 Some adjustment in 2017-18 for overaccruals for negotiation purposes

Town of Amherst
Police Department
Animal Control

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
* 7500 VEH/EQUIP MAINT.	0	79	80	
* 7510 VEH/EQUIP REPAIRS	1,764	1,073	712	
* 7550 VEH/EQUIP FUEL - GAS	749	0	0	
** Vehicle & Equipment Costs	2,513	1,151	792	
* 8150 GRANTS/SUBS TO ORGS	10,000	12,000	10,000	12,500
** Grants to organizations	10,000	12,000	10,000	12,500
* 8100 PROFESSIONAL SERVICES	0	474	-63	500
* 8110 CONTRACTS/AGREEMENTS	4,624	1,404	1,432	7,600
** Other municipal costs	4,624	1,877	1,369	8,100
*** Expenditures	17,137	15,028	12,161	20,600
**** Total	17,137	15,028	12,161	20,600

Town of Amherst
Police Department
By-Law Enforcement

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
* 6000 WAGES/SALARIES	37,455	36,608	37,370	40,800
* 6009 Y/E WAGES & BENEFITS ACCRUAL	347	164	42	164
* 6010 CPP	1,677	1,659	1,716	1,740
* 6012 Employment Insurance	891	856	787	860
* 6014 Blue Cross	2,738	2,550	2,979	3,190
* 6015 Pension - Regular Pymts	2,239	2,183	2,251	2,320
* 6016 Group Insurance	622	598	646	670
* 6017 WCB	516	693	870	930
** Wages & Benefits	46,585	45,311	46,662	50,674
* 6030 TRAVEL	0	15	0	
* 6040 PROF MEM/DUES & FEES	0	32	45	
* 6130 COMPUTER HARDWARE	0	0	748	
* 6140 COMPUTER SOFTWARE	0	0	279	
* 6142 Software Licensing	0	0	0	5
** Administrative Costs	0	47	1,073	5
* 7510 VEH/EQUIP REPAIRS	0	0	0	1,000
* 7550 VEH/EQUIP FUEL - GAS	121	687	654	840
** Vehicle & Equipment Costs	121	687	654	1,840
*** Expenditures	46,706	46,045	48,388	52,519
**** Total	46,706	46,045	48,388	52,519

Town of Amherst
Police Department
Crime Prevention

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
** 4490 COMMUNITY SPONSORSHIP REV.	-1,978	-2,594	-1,618	1,000-
** 4715 Provincial Conditional Grant	-100,000	-100,000	-100,000	100,000-
*** Gross revenues	-101,978	-102,594	-101,618	101,000-
* 6000 WAGES/SALARIES	161,921	174,703	164,353	181,800
* 6009 Y/E WAGES & BENEFITS ACCRUAL	1,649	967	314	957
* 6010 CPP	4,830	4,936	4,984	5,190
* 6012 Employment Insurance	2,329	2,258	2,083	2,190
* 6014 Blue Cross	23	618	617	680
* 6015 Pension - Regular Pymts	12,689	15,350	14,773	16,340
* 6016 Group Insurance	4,224	8,424	8,241	9,810
* 6017 WCB	2,423	2,249	2,463	2,760
** Wages & Benefits	190,087	209,504	197,828	219,737
* 6020 PROFESSIONAL DEVELOPMENT	284	148	863	1,000
* 6030 TRAVEL	0	430	94	500
* 6032 Conferences & Conventions	1,003	171	114	1,000
* 6040 PROF MEM/DUES & FEES	91	113	91	216
* 6050 OFFICE SUPPLIES	28	40	13	
* 6130 COMPUTER HARDWARE	6	753	0	1,200
* 6140 COMPUTER SOFTWARE	0	279	0	350
* 6142 Software Licensing	0	7	0	20
* 6170 PROMOTION	0	0	0	550
** Administrative Costs	1,412	1,941	1,174	4,836
* 7500 VEH/EQUIP MAINT.	0	77	92	150
* 7510 VEH/EQUIP REPAIRS	728	1,411	1,610	2,000
* 7550 VEH/EQUIP FUEL - GAS	603	572	572	1,050
** Vehicle & Equipment Costs	1,331	2,060	2,273	3,200
* 8010 MATERIALS / SUPPLIES	2,182	2,612	808	2,200
** Materials & Supplies	2,182	2,612	808	2,200
* 8025 COMMUNITY EVENTS	141	172	231	500
* 8090 UNIFORMS/CLOTHING	285	227	1,106	500
** Other municipal costs	427	399	1,337	1,000
* 6180 COST RECOVERY	-823	0	0	
** Cost recovery	-823	0	0	
*** Expenditures	194,616	216,516	203,421	230,973
**** Total	92,638	113,922	101,802	129,973

Town of Amherst
Police Department
Criminal Records

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
*** 4350 SALE OF SERVICES	-203,979	-224,827	-189,752	160,000-
**** Gross revenues	-203,979	-224,827	-189,752	160,000-
** 6000 WAGES/SALARIES	40,480	46,286	48,024	50,400
** 6009 Y/E WAGES & BENEFITS ACCRUAL	0	1,896	-90	
** 6010 CPP	1,685	1,969	2,049	2,020
** 6012 Employment Insurance	996	1,109	1,029	1,090
** 6014 Blue Cross	761	2,550	3,192	3,190
** 6015 Pension - Regular Pymts	421	2,128	2,103	2,870
** 6016 Group Insurance	110	548	761	830
** 6017 WCB	0	131	965	920
*** Wages & Benefits	44,452	56,615	58,033	61,320
** 6040 PROF MEM/DUES & FEES	0	4	45	
** 6050 OFFICE SUPPLIES	1,769	1,054	1,538	1,500
** 6060 OFFICE EQUIPMENT	0	1,067	0	
** 6090 POSTAGE	15	0	0	
** 6100 COURIER	15	20	0	
** 6130 COMPUTER HARDWARE	0	0	0	850
** 6140 COMPUTER SOFTWARE	0	0	0	350
** 6142 Software Licensing	0	29	0	5
*** Administrative Costs	1,799	2,174	1,584	2,705
** 8100 PROFESSIONAL SERVICES	0	344	0	
** 8121 LEASES -OFFICE EQUIP	2,078	2,170	2,171	2,600
*** Other municipal costs	2,078	2,514	2,171	2,600
* 9410 APPROP OPERATING RESERVE	155,649	0	0	
** Transfers to Own Funds	155,649	0	0	
*** Fiscal Services	155,649	0	0	
**** Expenditures	203,979	61,303	61,787	66,625
***** Total	0	-163,525	-127,964	93,375-

Town of Amherst
Police Department
Dispatch

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
*** 4300 INTERNAL RECOVERY LABOUR	-42,000	-4,000	-4,000	4,000-
*** 4350 SALE OF SERVICES	-9,335	0	0	
**** Gross revenues	-51,335	-4,000	-4,000	4,000-
** 6000 WAGES/SALARIES	189,626	169,240	177,915	185,100
** 6009 Y/E WAGES & BENEFITS ACCRUAL	1,340	764	18	665
** 6010 CPP	8,478	7,551	8,304	7,860
** 6012 Employment Insurance	4,632	4,050	4,025	3,950
** 6014 Blue Cross	5,968	6,029	8,131	10,990
** 6015 Pension - Regular Pymts	7,603	6,699	7,180	11,230
** 6016 Group Insurance	1,750	818	1,714	2,630
** 6017 WCB	2,883	2,836	2,918	3,360
*** Wages & Benefits	222,482	197,988	210,206	225,785
** 6020 PROFESSIONAL DEVELOPMENT	1,586	837	3,845	2,000
** 6030 TRAVEL	0	368	0	
** 6040 PROF MEM/DUES & FEES	103	95	136	140
** 6050 OFFICE SUPPLIES	16	0	36	
** 6060 OFFICE EQUIPMENT	535	1,558	229	
** 6080 ADVERTISING	0	267	0	
** 6114 Cellular	0	0	38	84
** 6130 COMPUTER HARDWARE	722	0	0	850
** 6140 COMPUTER SOFTWARE	387	0	0	350
** 6142 Software Licensing	38	63	0	15
*** Administrative Costs	3,387	3,189	4,285	3,439
** 8000 OPERATIONAL EQUIP	0	302	0	
*** Vehicle & Equipment Costs	0	302	0	
** 8090 UNIFORMS/CLOTHING	260	403	864	500
*** Other municipal costs	260	403	864	500
* 9410 APPROP OPERATING RESERVE	9,335	0	0	
** Transfers to Own Funds	9,335	0	0	
*** Fiscal Services	9,335	0	0	
** 6180 COST RECOVERY	-12,042	-824	0	
*** Cost recovery	-12,042	-824	0	
**** Expenditures	223,422	201,058	215,355	229,724
***** Total	172,088	197,058	211,355	225,724

Town of Amherst
Police Department
Patrol / Crime

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
*** 4340 INTERNAL RECOVERY OTHER	-250	-1,450	-74	
*** 4350 SALE OF SERVICES	0	-100	-250	200-
*** 4480 REV.-PROCEEDS OF CRIME	0	-28	-18	
*** 4550 FINES	0	-34,698	-38,186	35,500-
*** 4680 MISC.REVENUE	-3,962	-5,944	-5,905	3,500-
**** Gross revenues	-4,212	-42,221	-44,434	39,200-
** 6000 WAGES/SALARIES	1,599,473	1,670,484	1,782,060	1,723,500
** 6009 Y/E WAGES & BENEFITS ACCRUAL	15,719	12,341	-2,541	8,489
** 6010 CPP	45,447	45,459	50,703	49,290
** 6012 Employment Insurance	22,228	20,946	21,619	20,800
** 6014 Blue Cross	8,362	7,877	8,189	10,070
** 6015 Pension - Regular Pymts	131,550	132,295	139,303	139,660
** 6016 Group Insurance	86,001	69,057	66,985	83,740
** 6017 WCB	17,443	20,018	27,144	26,180
** 6018 Pension-Special Pymts	0	0	12,596	
*** Wages & Benefits	1,926,223	1,978,479	2,106,058	2,061,729
** 6020 PROFESSIONAL DEVELOPMENT	24,484	23,787	12,864	21,065
** 6030 TRAVEL	588	3,447	536	500
** 6032 Conferences & Conventions	0	520	0	600
** 6040 PROF MEM/DUES & FEES	504	538	864	830
** 6050 OFFICE SUPPLIES	2,929	183	2,642	4,500
** 6060 OFFICE EQUIPMENT	0	0	0	500
** 6070 PHOTOCOPY SUPPLIES	362	0	0	
** 6080 ADVERTISING	71	0	73	
** 6090 POSTAGE	975	596	338	400
** 6100 COURIER	932	1,496	2,325	1,750
** 6110 TELEPHONE	15	304	0	
** 6114 Cellular	457	159	188	288
** 6120 PUBL./SUBSCRIPTION	896	667	378	500
** 6130 COMPUTER HARDWARE	119	2,534	762	2,350
** 6140 COMPUTER SOFTWARE	0	837	0	350
** 6142 Software Licensing	15,432	13,559	10,483	13,200
** 6150 MEETING EXPENSES	13	18	0	
*** Administrative Costs	47,778	48,646	31,452	46,833
** 7010 ELECTRICAL	0	-97	0	
** 7030 BLDG/FACILITY MTCE	256	313	0	
** 7100 MAINT. TOOLS/EQUIP	0	0	0	
*** Building & Facility Costs	256	216	0	
** 7500 VEH/EQUIP MAINT.	2,238	1,201	855	2,000
** 7510 VEH/EQUIP REPAIR	32,912	36,482	22,875	35,000
** 7520 VEH/EQUIP INSURANCE	0	23,051	23,361	18,464
** 7550 VEH/EQUIP FUEL - GAS	29,869	27,874	26,876	34,380
** 8000 OPERATIONAL EQUIP	6,600	6,141	5,010	5,800
** 8020 MAINTENANCE EQUIP	4,294	2,239	7,277	5,000
*** Vehicle & Equipment Costs	75,912	96,988	86,254	100,644
** 8010 MATERIALS / SUPPLIES	4,486	3,242	4,331	4,500
*** Materials & Supplies	4,486	3,242	4,331	4,500

Town of Amherst
Police Department
Patrol / Crime

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
** 8025 COMMUNITY EVENTS	55	0	187	
** 8090 UNIFORMS/CLOTHING	13,821	12,273	12,991	17,200
** 8100 PROFESSIONAL SERVICES	8,016	11,059	10,769	14,000
** 8110 CONTRACTS/AGREEMENTS	4,207	8,852	11,059	7,200
** 8121 LEASES -OFFICE EQUIP	2,043	487	0	4,500
** 8130 LICENSES/PERMITS	3,225	2,734	3,163	3,090
*** Other municipal costs	31,366	35,405	38,169	45,990
** 6180 COST RECOVERY	-25,781	-15,246	-49,173	10,000-
*** Cost recovery	-25,781	-15,246	-49,173	10,000-
**** Expenditures	2,060,240	2,147,729	2,217,091	2,249,696
***** Total	2,056,028	2,105,508	2,172,658	2,210,496

Town of Amherst
Police Department
Major Crime

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
* 6000 WAGES/SALARIES	177,110	109,678	89,757	102,400
* 6009 Y/E WAGES & BENEFITS ACCRUAL	1,732	-2,838	213	1,016
* 6010 CPP	4,965	4,239	2,652	2,600
* 6012 Employment Insurance	2,390	1,958	1,111	1,100
* 6014 Blue Cross	1,008	925	881	680
* 6015 Pension - Regular Pymts	15,574	14,351	7,332	9,070
* 6016 Group Insurance	6,043	8,769	7,536	5,340
* 6017 WCB	1,869	1,882	1,282	1,380
** **Wages & Benefits**	210,691	139,163	110,763	123,586
* 6020 PROFESSIONAL DEVELOPMENT	634	165	89	2,500
* 6030 TRAVEL	27	1,064	0	300
* 6040 PROF MEM/DUES & FEES	51	63	45	45
* 6050 OFFICE SUPPLIES	310	1,019	156	1,000
* 6080 ADVERTISING	46	0	0	
* 6114 Cellular	372	227	63	84
* 6130 COMPUTER HARDWARE	6	0	0	
* 6142 Software Licensing	0	7	0	10
** **Administrative Costs**	1,446	2,545	353	3,939
* 7500 VEH/EQUIP MAINT.	0	0	80	100
* 7510 VEH/EQUIP REPAIRS	1,115	231	1,088	2,000
* 7550 VEH/EQUIP FUEL - GAS	616	1,335	1,273	1,500
* 8020 MAINTENANCE EQUIP	0	376	78	500
** **Vehicle & Equipment Costs**	1,731	1,942	2,518	4,100
* 8010 MATERIALS / SUPPLIES	26	0	0	500
** **Materials & Supplies**	26	0	0	500
* 8090 UNIFORMS/CLOTHING	2,512	1,284	1,554	1,650
* 8110 CONTRACTS/AGREEMENTS	156	0	0	
* 8130 LICENSES/PERMITS	0	201	0	
** **Other municipal costs**	2,668	1,485	1,554	1,650
* 6180 COST RECOVERY	0	0	0	1,000-
** **Cost recovery**	0	0	0	1,000-
*** **Expenditures**	216,563	145,136	115,188	132,775
**** **Total**	216,563	145,136	115,188	132,775

Town of Amherst
Police Department
Street Crime

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
** 4715 Provincial Conditional Grant	-200,000	-200,000	-200,000	200,000-
*** Gross revenues	-200,000	-200,000	-200,000	200,000-
* 6000 WAGES/SALARIES	174,481	176,539	170,987	185,000
* 6009 Y/E WAGES & BENEFITS ACCRUAL	1,649	967	314	966
* 6010 CPP	4,629	5,080	5,300	5,190
* 6012 Employment Insurance	2,245	2,322	2,219	2,190
* 6014 Blue Cross	672	672	504	300
* 6015 Pension - Regular Pymts	14,741	15,410	14,991	16,340
* 6016 Group Insurance	4,384	8,436	6,021	9,810
* 6017 WCB	1,764	2,355	2,994	2,760
** Wages & Benefits	204,567	211,782	203,330	222,556
* 6020 PROFESSIONAL DEVELOPMENT	1,086	678	798	1,135
* 6030 TRAVEL	85	436	39	500
* 6040 PROF MEM/DUES & FEES	51	63	91	166
* 6050 OFFICE SUPPLIES	0	0	0	
* 6114 Cellular	1,310	1,212	650	720
** Administrative Costs	2,532	2,389	1,577	2,521
* 7500 VEH/EQUIP MAINT.	0	0	80	150
* 7510 VEH/EQUIP REPAIRS	3,980	1,386	2,155	2,000
* 7550 VEH/EQUIP FUEL - GAS	1,688	781	707	1,260
* 8000 OPERATIONAL EQUIP	0	0	881	700
** Vehicle & Equipment Costs	5,668	2,167	3,824	4,110
* 8010 MATERIALS / SUPPLIES	24	0	0	
** Materials & Supplies	24	0	0	
* 8090 UNIFORMS/CLOTHING	3,339	2,909	2,133	3,300
** Other municipal costs	3,339	2,909	2,133	3,300
* 6180 COST RECOVERY	0	-1,959	0	
** Cost recovery	0	-1,959	0	
*** Expenditures	216,130	217,289	210,863	232,487
**** Total	16,130	17,289	10,863	32,487

Town of Amherst
Police Department
Administration

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
*** 4000 RESIDENTIAL TAXES	-1,521,139	-1,541,112	-1,598,043	1,647,634-
*** 4010 TAXES COMMERCIAL	-1,440,339	-1,415,716	-1,436,031	1,473,217-
*** 4350 SALE OF SERVICES	-1,672	-9,577	-11,111	9,500-
*** 4360 REVENUE ALARM	-1,450	-887	-1,543	2,000-
*** 4480 REV.-PROCEEDS OF CRIME	0	-5,129	0	
*** 4580 ROOM RENTALS	-75	-1,050	-325	400-
*** 4660 INTEREST ON MISC. A/R	10	4	0	
*** 4680 MISC.REVENUE	-30	-157	-371	
*** 4690 PROV - EQUALIZATION	-542,120	-577,435	-580,002	576,541-
**** Gross revenues	-3,506,815	-3,551,059	-3,627,426	3,709,292-
** 6000 WAGES/SALARIES	366,941	393,907	358,602	389,000
** 6006 Retired EE Pension	7,531	7,531	7,531	7,800
** 6009 Y/E WAGES & BENEFITS ACCRUAL	3,586	2,071	236	1,537
** 6010 CPP	11,392	11,550	13,855	12,030
** 6012 Employment Insurance	5,726	5,448	5,937	5,250
** 6014 Blue Cross	1,526	1,430	1,674	1,740
** 6015 Pension - Regular Pymts	33,413	35,637	34,263	36,480
** 6016 Group Insurance	18,730	17,784	12,765	19,180
** 6017 WCB	4,317	4,910	7,206	5,960
** 6018 Pension-Special Pymts	73,948	2,472	2,472	2,472
*** Wages & Benefits	529,111	482,740	444,542	481,449
** 6015 Liability Claims	30,999	0	2,698	1,500
** 6020 PROFESSIONAL DEVELOPMENT	2,427	79	2,817	7,000
** 6030 TRAVEL	2,011	4,790	1,488	2,300
** 6032 Conferences & Conventions	1,405	705	1,437	2,000
** 6040 PROF MEM/DUES & FEES	720	749	1,329	840
** 6050 OFFICE SUPPLIES	5,455	6,285	4,619	4,500
** 6060 OFFICE EQUIPMENT	293	0	206	1,000
** 6080 ADVERTISING	521	546	0	500
** 6090 POSTAGE	699	211	834	600
** 6100 COURIER	121	0	0	250
** 6110 TELEPHONE	15,457	13,741	13,037	16,500
** 6114 Cellular	1,782	1,470	1,552	840
** 6120 PUBL./SUBSCRIPTION	1,452	1,951	3,001	2,300
** 6130 COMPUTER HARDWARE	7,879	2,181	2,025	1,350
** 6140 COMPUTER SOFTWARE	5,487	1,639	279	850
** 6142 Software Licensing	10,264	8,298	9,038	11,145
** 6150 MEETING EXPENSES	438	211	13	1,500
** 6152 Catering	199	0	0	200
** 6170 PROMOTION	0	130	0	
** 6160 LIABILITY INSURANCE	7,203	2,193	2,423	4,595
*** Administrative Costs	94,831	45,180	46,797	59,770

Town of Amherst
Police Department
Administration

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
** 7025 Solid Waste Disposal	1,325	0	0	
** 7001 HEAT - NATURAL GAS	8,713	0	0	
** 7010 ELECTRICAL	8,375	0	0	
** 7020 WATER	777	0	0	
** 7030 BLDG/FACILITY MTCE	16,373	2,253	747	
** 7040 BLDG/FACILITY REPAIR	100	0	110	
** 7100 MAINT. TOOLS/EQUIP	0	0	0	
*** **Building & Facility Costs**	35,662	2,253	857	
** 7500 VEH/EQUIP MAINT.	0	26	27	
** 7510 VEH/EQUIP REPAIRS	143	190	41	
** 8000 OPERATIONAL EQUIP	159	0	0	
** 8020 MAINTENANCE EQUIP	261	183	723	
*** **Vehicle & Equipment Costs**	563	398	790	
** 8010 MATERIALS / SUPPLIES	556	308	82	2,500
*** **Materials & Supplies**	556	308	82	2,500
** 8025 COMMUNITY EVENTS	246	104	335	500
** 8090 UNIFORMS/CLOTHING	1,224	122	0	500
** 8100 PROFESSIONAL SERVICES	26,471	57,710	-31,794	29,500
** 8110 CONTRACTS/AGREEMENTS	2,033	0	2,436	2,200
** 8111 CONTR/AGREE -WELDING	313	0	0	
** 8121 LEASES -OFFICE EQUIP	3,684	6,660	6,853	4,500
** 8130 LICENSES/PERMITS	12	0	0	
*** **Other municipal costs**	33,984	64,597	-22,171	37,200
* 9090 BANK CHARGES	771	753	715	1,200
** Bank charges & Short term	771	753	715	1,200
*** **Fiscal Services**	771	753	715	1,200
** 6180 COST RECOVERY	0	-4,840	0	
*** **Cost recovery**	0	-4,840	0	
**** **Expenditures**	695,478	591,389	471,612	582,119
***** **Total**	-2,811,337	-2,959,671	-3,155,814	3,127,173-

Town of Amherst
Police Department
Building - 21 Havelock

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
** 6050 OFFICE SUPPLIES	254	0	25	
** 6060 OFFICE EQUIPMENT	1,526	0	0	
** 6070 PHOTOCOPY SUPPLIES	0	0	0	
** 6080 ADVERTISING	639	90	0	
** 6090 POSTAGE	260	426	0	
** 6110 TELEPHONE	1,014	521	1,815	
** 6130 COMPUTER HARDWARE	1,789	3,347	0	
** 6140 COMPUTER SOFTWARE	99	0	0	
** 6150 MEETING EXPENSES	310	0	0	
*** **Administrative Costs**	**5,891**	**4,385**	**1,840**	
** 7025 Solid Waste Disposal	2,066	4,142	4,264	4,560
** 7001 HEAT - NATURAL GAS	336	10,879	10,901	15,000
** 7010 ELECTRICAL	19,839	23,589	36,925	44,000
** 7020 WATER	264	1,709	1,529	1,700
** 7030 BLDG/FACILITY MTCE	4,941	16,867	28,585	33,400
** 7040 BLDG/FACILITY REPAIRS	553	1,586	6,559	5,000
** 7050 BLDG/FACILITY INSURANCE	2,531	2,042	2,133	1,814
*** **Building & Facility Costs**	**30,530**	**60,813**	**90,896**	**105,474**
** 8000 OPERATIONAL EQUIP	0	0	0	500
** 8020 MAINTENANCE EQUIP	0	0	179	
*** **Vehicle & Equipment Costs**	**0**	**0**	**179**	**500**
** 8010 MATERIALS / SUPPLIES	1,707	0	146	
*** **Materials & Supplies**	**1,707**	**0**	**146**	
** 8025 COMMUNITY EVENTS	960	0	0	
** 8100 PROFESSIONAL SERVICES	616	237	0	400
** 8110 CONTRACTS/AGREEMENTS	6,549	187	1,851	6,600
** 8121 LEASES -OFFICE EQUIP	0	0	0	
** 8130 LICENSES/PERMITS	0	0	0	
*** **Other municipal costs**	**8,127**	**424**	**1,851**	**7,000**
* 9020 INT ON DEBENTURES	0	47,591	53,187	51,920
* 9050 PRINC ON DEBENTURES	0	0	145,800	145,800
** Debt Service Costs	0	47,591	198,987	197,720
* 9010 INT SHRT TERM BORROWING	0	16,018	0	
** Bank charges & Short term	0	16,018	0	
* 9400 APPROP CAPITAL RESERVE	200,000	0	0	
* 9410 APPROP OPERATING RESERVE	0	130,000	0	
** Transfers to Own Funds	200,000	130,000	0	
*** **Fiscal Services**	**200,000**	**193,609**	**198,987**	**197,720**
**** **Expenditures**	**246,255**	**259,232**	**293,900**	**310,694**
***** **Total**	**246,255**	**259,232**	**293,900**	**310,694**

Town of Amherst
Police Department
Crossing Guard

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
** 4350 SALE OF SERVICES	-50	0	0	
** 4550 FINES	-32,679	0	0	
*** Gross revenues	-32,729	0	0	
* 6000 WAGES/SALARIES	25,360	28,774	25,844	31,100
* 6009 Y/E WAGES & BENEFITS ACCRUAL	0	1,148	-722	
* 6010 CPP	799	863	844	960
* 6012 Employment Insurance	667	683	592	720
* 6017 WCB	443	491	584	710
** Wages & Benefits	27,269	29,959	27,143	33,490
* 7520 VEH/EQUIP INSURANCE	12,018	0	0	
* 7550 VEH/EQUIP FUEL - GAS	275	0	0	
** Vehicle & Equipment Costs	12,293	0	0	
*** Expenditures	39,562	29,959	27,143	33,490
**** Total	6,833	29,959	27,143	33,490

Town of Amherst
Police Department
Legal

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
* 6000 WAGES/SALARIES	5,526	10,161	14,575	33,400
* 6009 Y/E WAGES & BENEFITS ACCRUAL	0	223	506	
* 6010 CPP	108	305	448	1,290
* 6012 Employment Insurance	138	258	331	770
* 6015 Pension - Regular Pymts	0	0	75	
* 6017 WCB	60	95	250	760
** Wages & Benefits	5,832	11,042	16,185	36,220
* 8100 PROFESSIONAL SERVICES	25,653	16,833	25,494	25,000
* 8110 CONTRACTS/AGREEMENTS	5,894	0	0	
** Other municipal costs	31,547	16,833	25,494	25,000
*** Expenditures	37,379	27,875	41,680	61,220
**** Total	37,379	27,875	41,680	61,220

Town of Amherst
Police Department
Police Commission

Cost elements/Cost centers	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget
* 6005 Honoraria	1,000	500	0	1,100
** **Wages & Benefits**	**1,000**	**500**	**0**	**1,100**
* 6030 TRAVEL	1,329	2,760	0	500
* 6032 Conferences & Conventions	1,600	1,651	4,020	5,000
* 6040 PROF MEM/DUES & FEES	400	1,435	800	1,150
* 6080 ADVERTISING	-64	0	267	50
* 6150 MEETING EXPENSES	0	0	0	150
* 6152 Catering	480	0	264	420
* 6170 PROMOTION	111	0	7	200
** **Administrative Costs**	**3,856**	**5,845**	**5,359**	**7,470**
* 8010 MATERIALS / SUPPLIES	81	0	0	
** **Materials & Supplies**	**81**	**0**	**0**	
* 8170 SCHOOL/GRANTS TO INDIVIDUALS	0	0	500	1,000
** **Grants to organizations**	**0**	**0**	**500**	**1,000**
* 8025 COMMUNITY EVENTS	0	0	588	
* 8100 PROFESSIONAL SERVICES	0	1,525	0	1,000
** **Other municipal costs**	**0**	**1,525**	**588**	**1,000**
*** **Expenditures**	**4,937**	**7,871**	**6,446**	**10,570**
**** **Total**	**4,937**	**7,871**	**6,446**	**10,570**

APD - Overtime Analysis			
	Crime OT	SCEU	Total
2015-16			
OT	20,440.28	55.49	20,495.77
Court	9,208.57	0	9,208.57
Double	7,014.71	0	7,014.71
Acting	10,428.45	0	10,428.45
Total	$ 47,092.01	$ 55.49	$ 47,147.50
2016-17			
OT	24,215.17	3162.75	27,377.92
Court	8,674.48	0	8,674.48
Double	10,518.69	0	10,518.69
Acting	9,581.15	0	9,581.15
Total	$ 52,989.49	$ 3,162.75	$ 56,152.24
2017-18			
OT	49,862.05	6408.86	56,270.91
Court	11,465.45	0	11,465.45
Double	13,804.43	0	13,804.43
Acting	12,005.23	0	12,005.23
Total	$ 87,137.16	$ 6,408.86	$ 93,546.02

APPENDIX D

ORGANIZATIONAL CHART

AMHERST POLICE DEPARTMENT

Board of Police Commissioners

Chief of Police

Police Chaplain

D/Chief of Police

Staff Sgt.

One Officer

Executive Assistant

One

School Resource / Youth Officer
One Officer

Crime Prevention Officer
One Officer

Street Crime
Two Officers

Major Crime
One Officers

NCO Platoon A
One Sergeant
Three Patrol Officers

NCO Platoon B
One Sergeant
Three Patrol Officers

NCO Platoon C
One Sergeant
Three Patrol Officers

NCO Platoon D
One Sergeant
Three Patrol Officers

Part-Time
Patrol Officers
#Varies

Admin. Assistant
One

Admin. Assistant
One

Bylaw Enforcement
One Bylaw Officer

Dispatch
Four Dispatchers

School Crossing
Three Guards

Jail Guards
#Varies

APPENDIX E

2015 Police Survey

TOWN OF Amherst

FAITH IN OUR PEOPLE PRIDE IN OUR PRODUCTS

MEDIA RELEASE

TO:	Amherst News	darrell.cole@tc.tc
	CKDH Newsroom	ckdh@ckdh.net
	Tantramar Community Radio	cfta@eastlink.ca
	Chronicle Herald	newsroom@herald.ca
	The Citizen	andrew.wagstaff@tc.tc

FOR IMMEDIATE RELEASE **MR# 2016063**

DATE: 30 November 2015

RE: Amherst Police Survey Results

A recent survey of the residents of Amherst on the future of policing in Amherst shows, overall, that residents are satisfied with the policing being provided by the Amherst Police Department and feel safe in all areas of town.

The survey also provided data on perception of crime levels, the appropriate number of police officers, resource allocation and service providers.

"We were very pleased to see that the Amherst Police Department enjoys the confidence of a significantly high number of Amherstonians," Mayor Robert Small said after the results were released. "For example," he continued, "86% of respondents were either completely or mostly satisfied with the level of services provided by Amherst Police Department."

Police Commission Chair, Councillor Lisa Emery added "The Commission is very pleased with the results as well. This data will be a key piece of information in our ongoing review of policing."

The Town engaged Corporate Research Associates, Inc. (CRA) of Halifax to carry out the survey. CRA Chairman and CEO, Don Mills, presented the results at a special meeting of Council at 6:00 PM today.

A copy of Mr. Mills' presentation is attached.

- 30-

Direct Inquiries to:
Gregory D. Herrett, CPA, CA
Chief Administrative Officer
902-667-6513
gherrett@amherst.ca

Town of Amherst

Future of Policing Research Study

Presentation

November 2015

Prepared by:

CRA
CORPORATE RESEARCH ASSOCIATES

Introduction

- Random fifteen (15) minute telephone survey
- Residents of Town of Amherst
- 18+ years of age

- 300 completes
- + 5.6 margin of error

- Data collected October 5-20, 2015

CRA

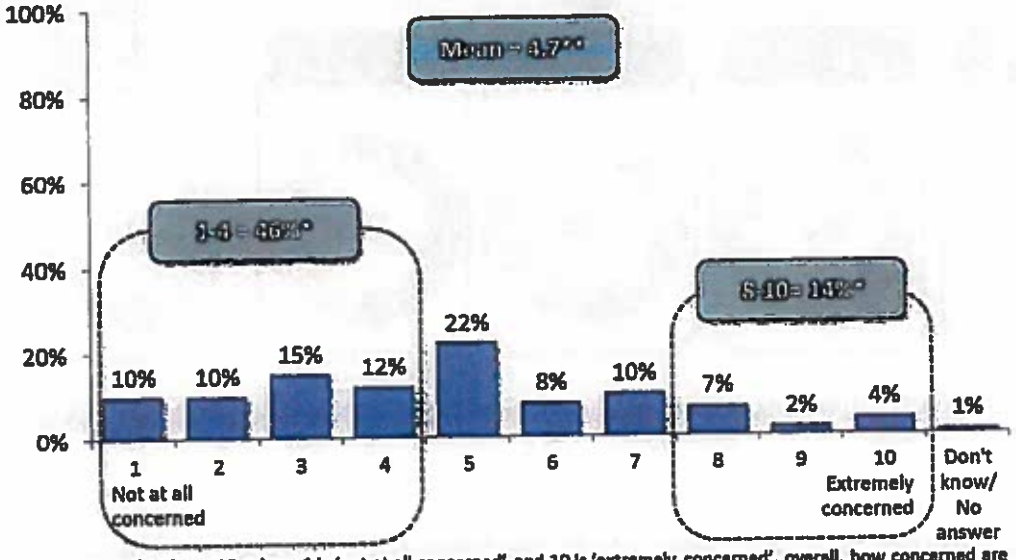
Amherst

Crime

Residents express minimal concern about the level of crime in the Town of Amherst.

Concern About the Level of Crime in Amherst

Rating on 10-pt Scale: 1=Not at all concerned, 10=Extremely concerned



Q.7: Using a scale of 1 to 10, where 1 is 'not at all concerned' and 10 is 'extremely concerned', overall, how concerned are you personally about the level of crime in the Town of Amherst? (n=300)

**Due to rounding*

***Responses of Don't know/No answer have been excluded from the mean.*

CRA

Amherst

Crime

Although most residents perceive the current level of crime in the Town of Amherst to be the same as a year ago, findings show a net increase in perceived crime levels.

Level of Crime in Amherst Today Compared with Five Years Ago

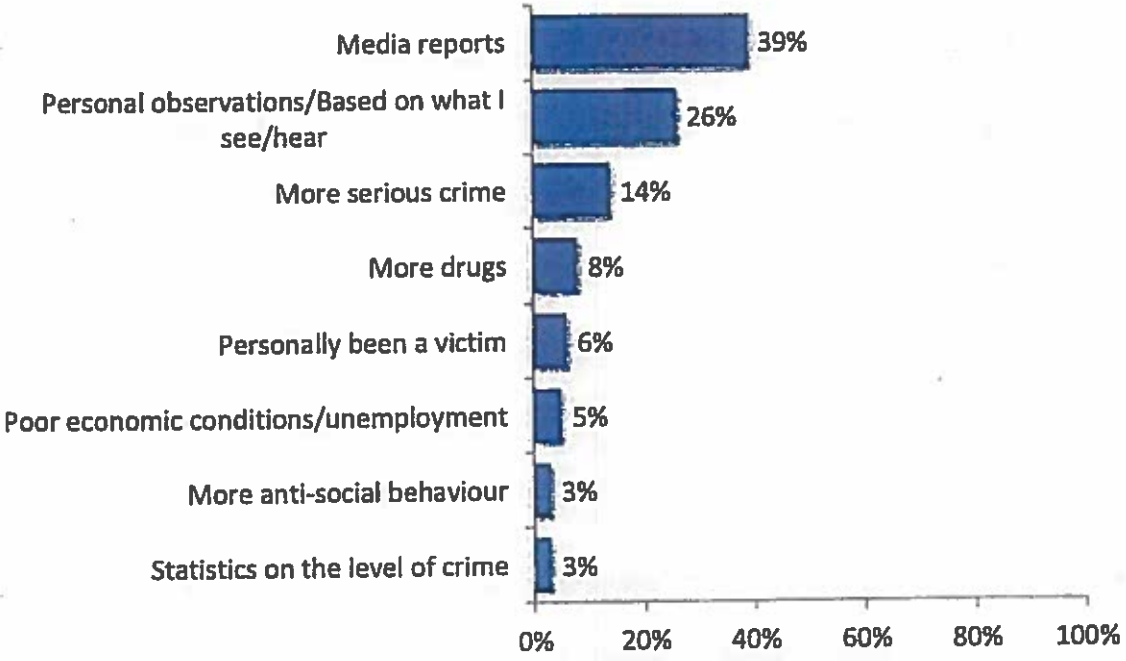
Q.8: Compared with five years ago, would you say the level of crime in the Town of Amherst today is now: (n=300)

CRA

Amherst

Reasons for Saying Crime is Higher

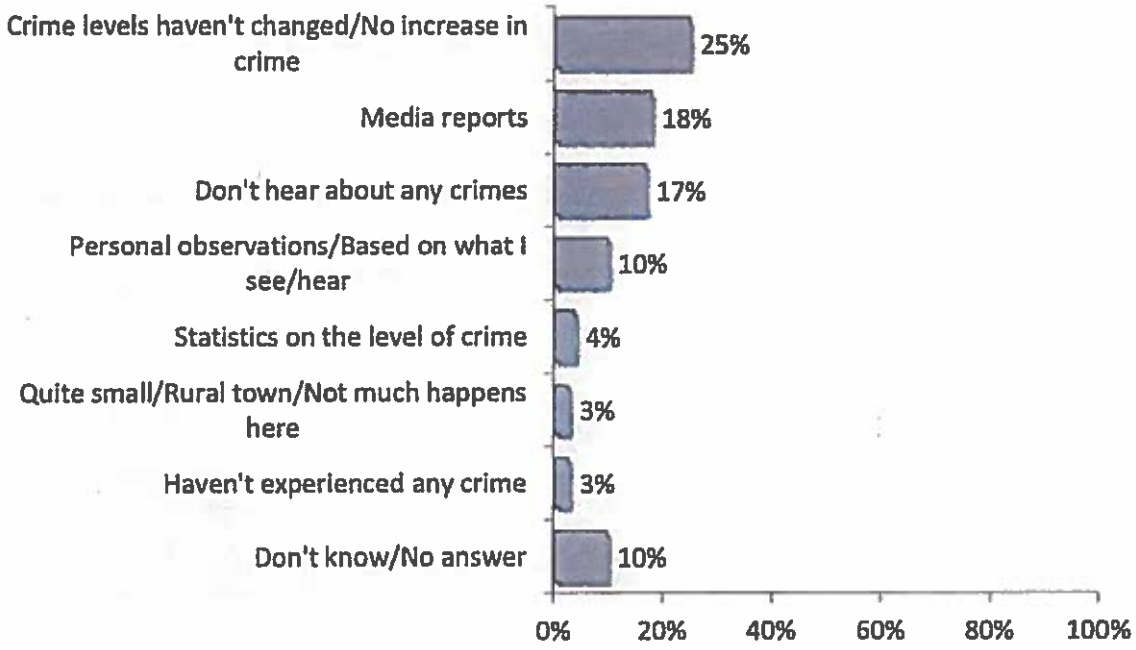
Aided Top Mentions Among Those Who Answered 'Much' or 'Somewhat higher' in Q.8



Q.9: [IF Q.8 = 'MUCH' OR 'SOMEWHAT HIGHER'] Why do you say that? (n=101)

Reasons for Saying Crime is About the Same

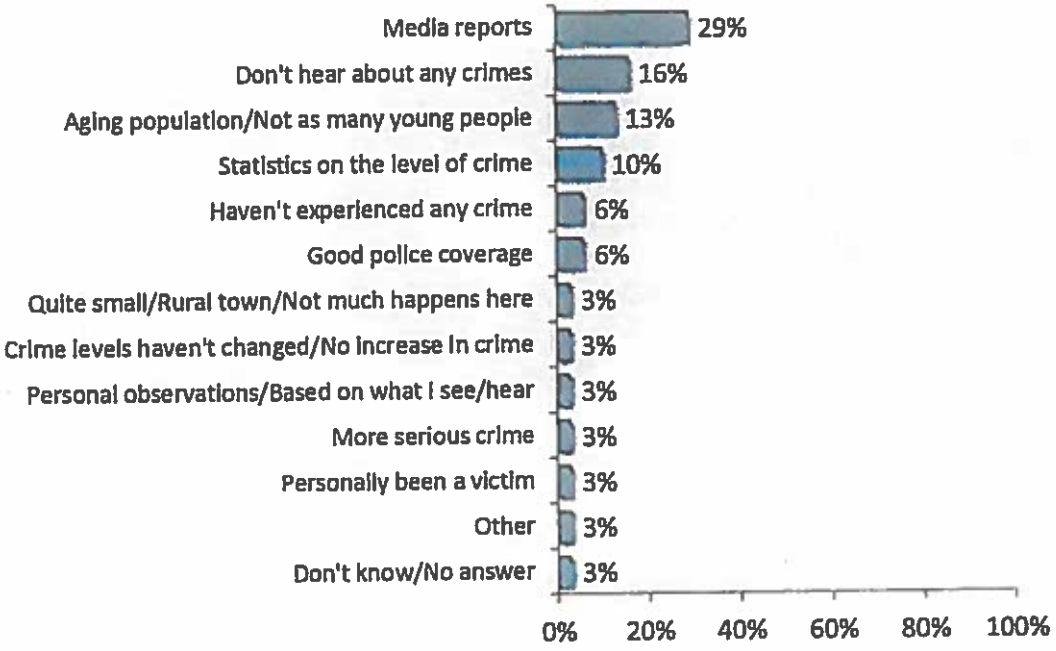
Aided Top Mentions Among Those Who Answered 'About the Same' in Q.8



Q.9: [IF Q.8 = 'ABOUT THE SAME'] Why do you say that? (n=157)

Reasons for Saying Crime is Lower

Aided Total Mentions Among Those Who Answered 'Somewhat' or 'Much lower' in Q.8



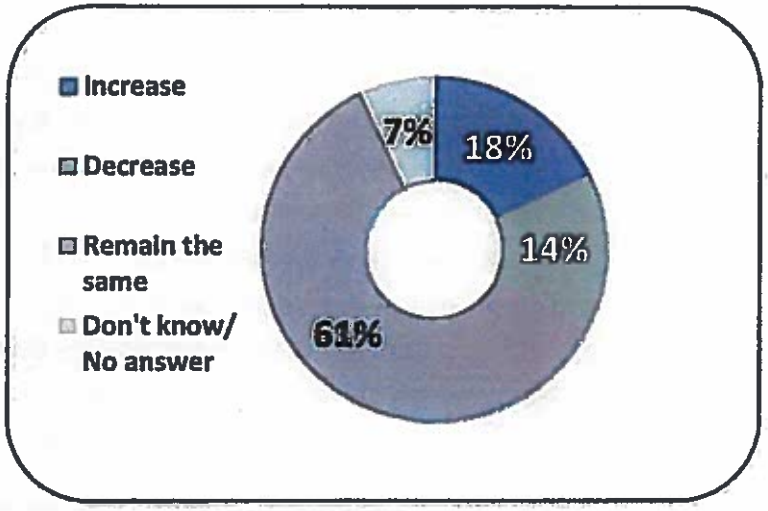
Q.9: [IF Q.8 = 'SOMEWHAT' OR 'MUCH LOWER'] Why do you say that? (n=31)*

**Caution: Small sample size*

Crime

For the most part, Amherst residents do not anticipate a change in the level of crime over the next year.

Opinion of Level of Crime Over the Next Year



Q.10: Over the next year, do you think the level of crime in the Town of Amherst will: (n=300)

CRA

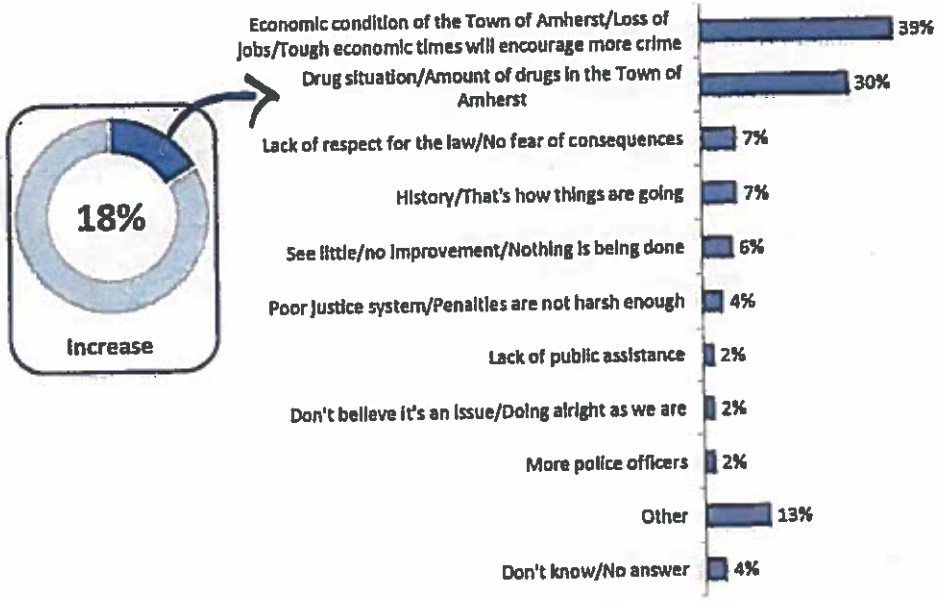
Amherst

Crime

An anticipated increase in crime is primarily driven by current economic conditions and the prevalence of drugs in the Town.

Reasons You Believe Crime Will Increase Over the Next Year

Total Aided Mentions, Among Those Who Said 'Increase' In Q.10



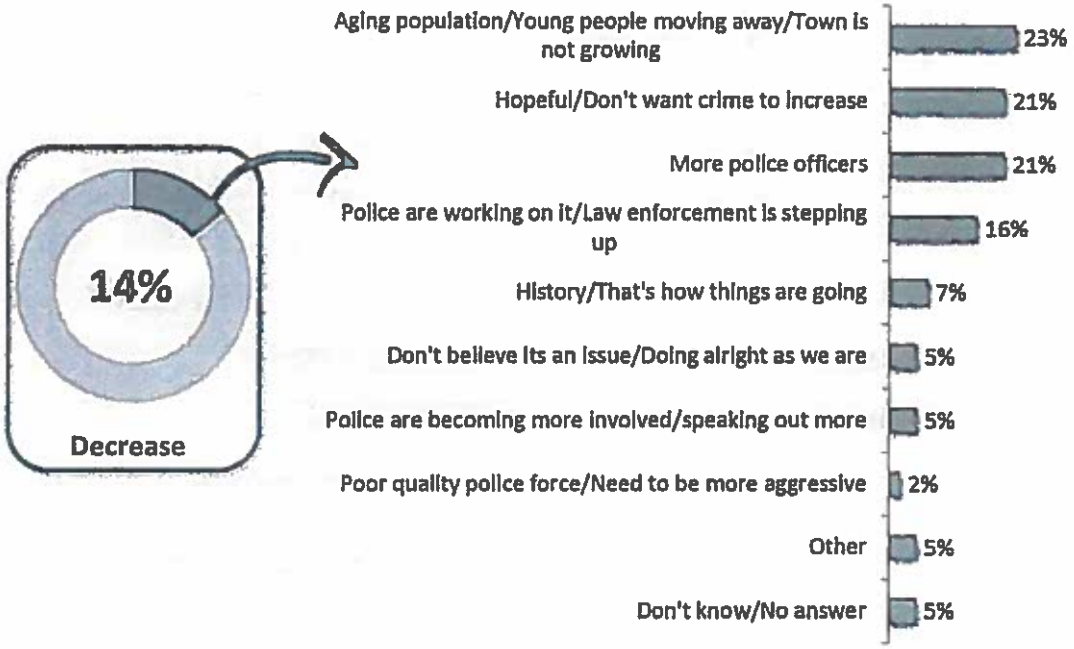
Q.10: Over the next year, do you think the level of crime in the Town of Amherst will: (n=300)
Q.11: [IF Q.10 = 'INCREASE' Why do you say that? (n=54)

CRA

Amherst

Reasons You Believe Crime Will Decrease Over the Next Year

Top Aided Mentions, Among Those Who Said 'Decrease' in Q.10



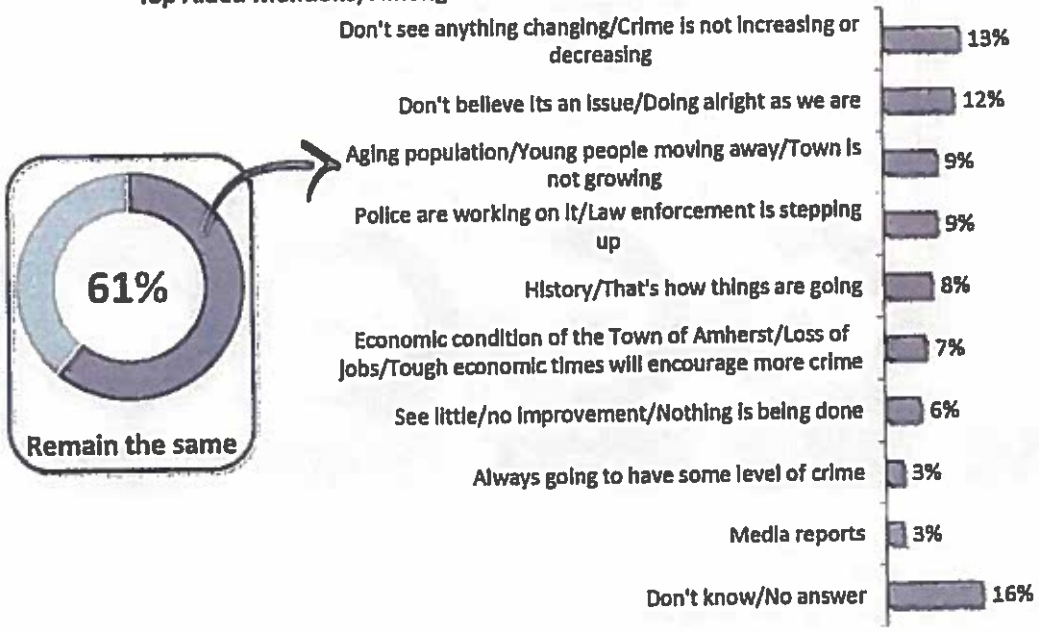
Q.10: Over the next year, do you think the level of crime in the Town of Amherst will: (n=300)
Q.11: [IF Q.10 = 'DECREASE' Why do you say that? (n=43)* **Caution: Small sample size.*

CRA

Amherst

Reasons You Believe Crime Will Remain the Same Over the Next Year

Top Aided Mentions, Among Those Who Said 'Remain the Same' in Q.10



Q.10: Over the next year, do you think the level of crime in the Town of Amherst will: (n=300)
Q.11: [IF Q.10 = 'REMAIN THE SAME' Why do you say that? (n=182)

CRA

Amherst

Feeling safe in Amherst

Residents feel generally safe throughout the Town of Amherst.

Feelings of Safety in Areas of Amherst

Top 3 Box on a Scale of 1-10
1=Not at all safe, 10=Extremely safe

Q.12a-f: On a scale of 1 to 10, where 1 is not at all safe and 10 is extremely safe, how safe do you feel in the following areas of the Town of Amherst? (n=300)
**Responses of Don't know/No answer have been excluded from the mean.*

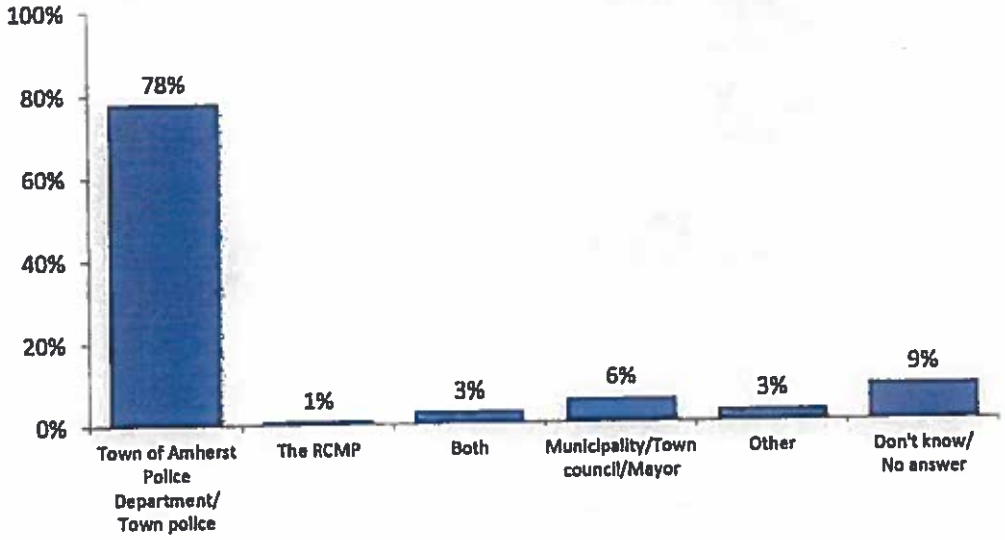
CRA

Amherst

Policing services responsibility

The vast majority of residents are aware that the Town of Amherst Police Department is responsible for providing policing services.

Who is Currently Responsible for Providing Policing Services for the Town of Amherst



Q.13: To the best of your knowledge, who is currently responsible for providing policing services for the Town of Amherst? (n=300)

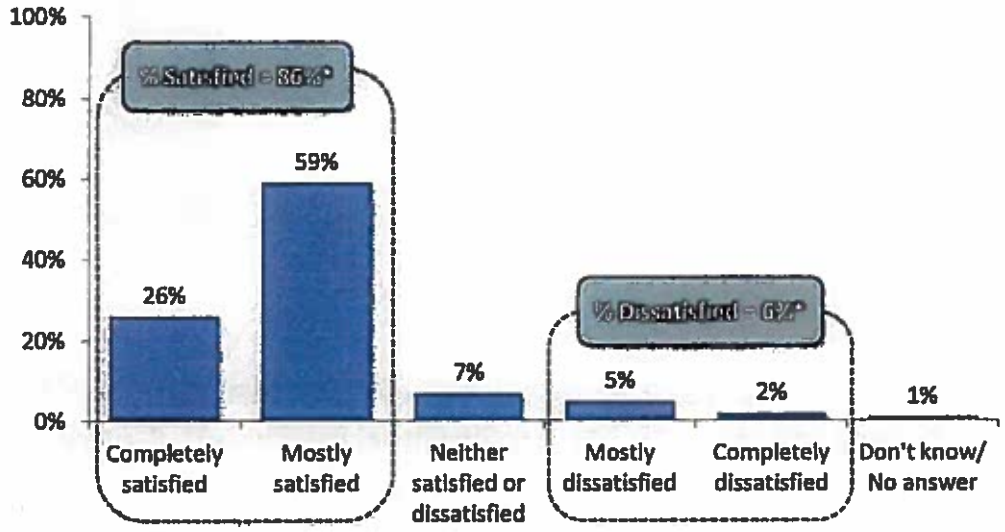
CRA

Amherst

Satisfaction with police services

The vast majority of residents are satisfied with the level of police services provided by the Town of Amherst Police Department.

Satisfaction with Level of Service Provided by the Town of Amherst Police Department



Q.14: The Town of Amherst Police Department is currently responsible for police services in the Town of Amherst. Overall, are you completely satisfied, mostly satisfied, neither satisfied or dissatisfied, mostly dissatisfied or completely dissatisfied with the level of service provided by the Town of Amherst Police Department? (n=300) *Due to rounding.

CRA

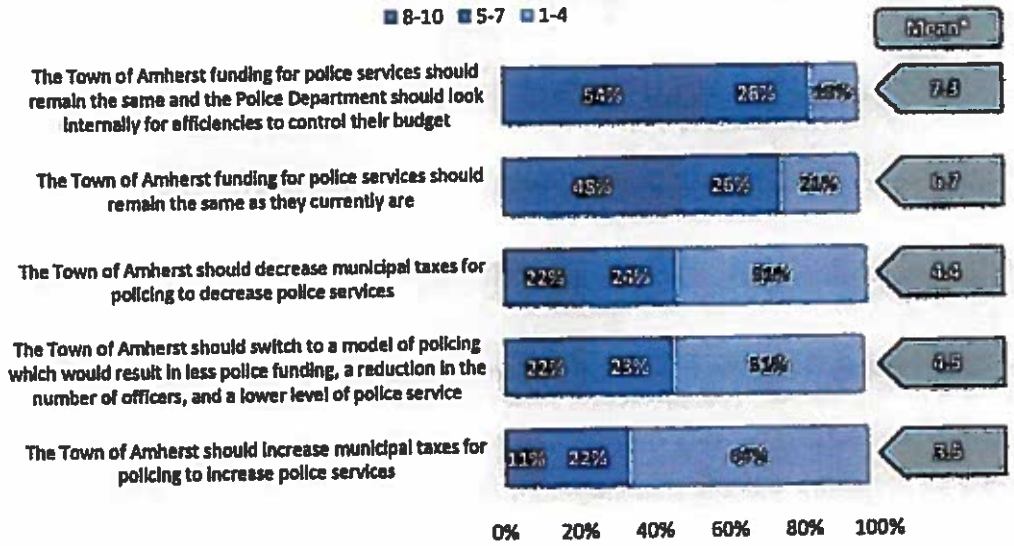
Amherst

Funding police services

Residents are most likely to agree that the Town of Amherst funding for police services should remain the same and that the Police Department should look internally for efficiencies to control their budget.

Opinion of Statements About Policing Costs

Rating on a 10-pt Scale 10=Completely agree, 1=Completely disagree



Q.15a-e: Policing costs in the Town of Amherst are currently funded through municipal taxes, provincial grants, and revenues generated through the police department. Approximately $4 million, representing 23% of the total municipal budget, is spent on policing. On a scale of 1 to 10, where 1 is 'Completely Disagree' and 10 is 'Completely Agree', to what extent do you agree or disagree with each of the following statements: (n=300)

**Responses of Don't know/No answer have been excluded from the mean.*

CRA

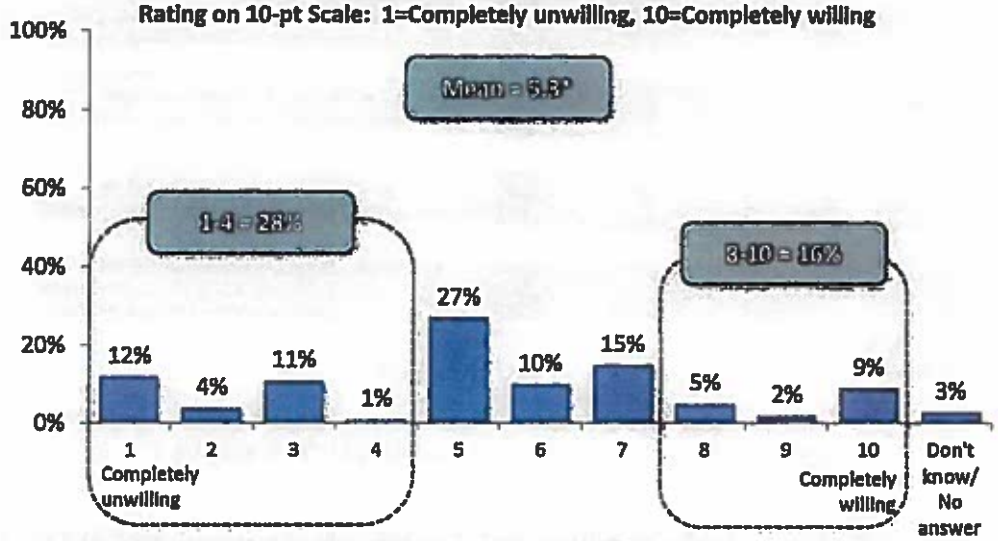
Amherst

Willingness to pay more taxes to increase police funding

Residents are not overly receptive to paying more in municipal taxes to increase police service.

Willingness to Pay More in Municipal Taxes so the Town of Amherst Can Spend More on Policing

Among Those Who Answered 5 or Greater in Q.15a
Rating on 10-pt Scale: 1=Completely unwilling, 10=Completely willing



Q.16: [IF Q.15A =/> 5] On a scale of 1 to 10, where 1 is 'Completely unwilling and 10 is 'completely willing', how willing are you to pay more in municipal taxes so the Town of Amherst can spend more on policing? (n=99)
**Responses of Don't know/No answer have been excluded from the mean.*

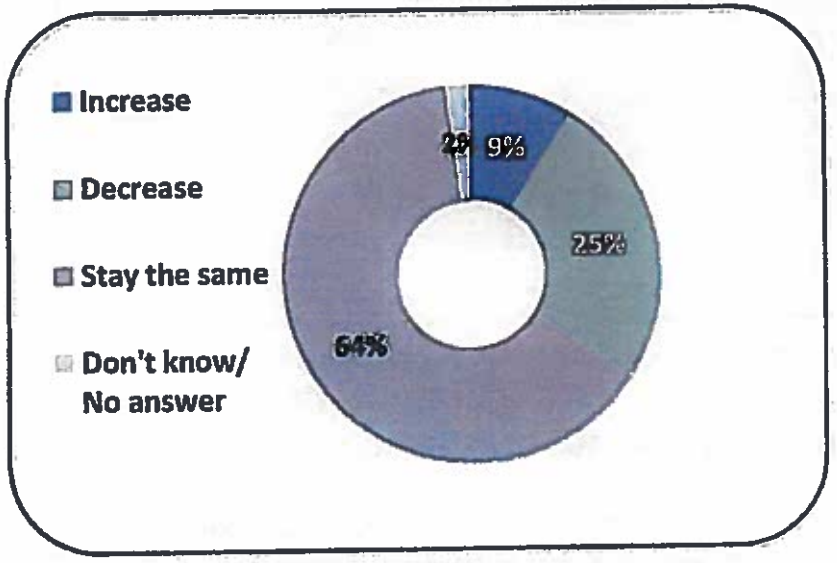
CRA

Amherst

Number of police officers

The majority of residents think the number of police officers in the Town of Amherst should stay the same.

Opinion of the Number of Police Officers in Amherst in 2016



Q.17: Currently the Town of Amherst Police Department has 25 police officers. In 2016, should the number of police officers in the Town of Amherst: (n=300)

CRA

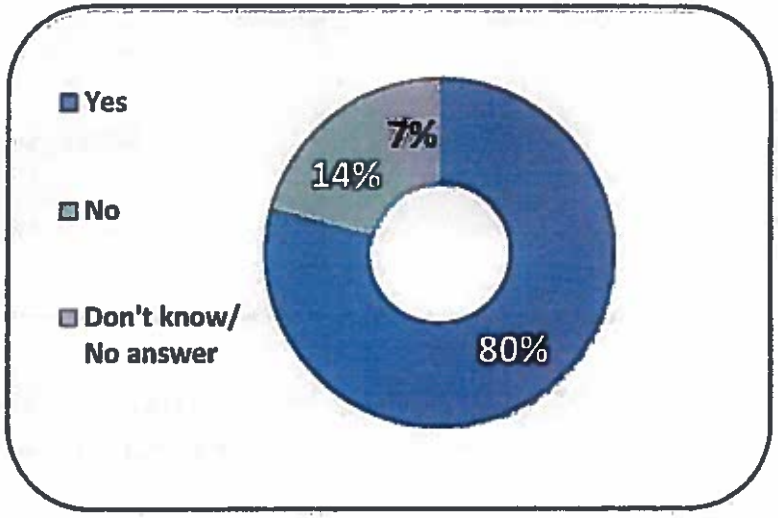
Amherst

Decrease number of police officers

A strong majority continues to support a decrease in the number of police officers, after understanding the funding model.

Should Be a Decrease in the Number of Police Officers

Among Those Who Said 'Decrease' in Q.17



Q.19: [IF Q.17 = 'DECREASE'] The Province of Nova Scotia currently funds three police officer positions in the Town of Amherst – two Street Crime Officers and a School Resource/Youth Officer. For every police officer position eliminated by the Police Department, one of the positions funded by the Province would be eliminated. Do you still think there should be a decrease in the number of police officers? (n=74)

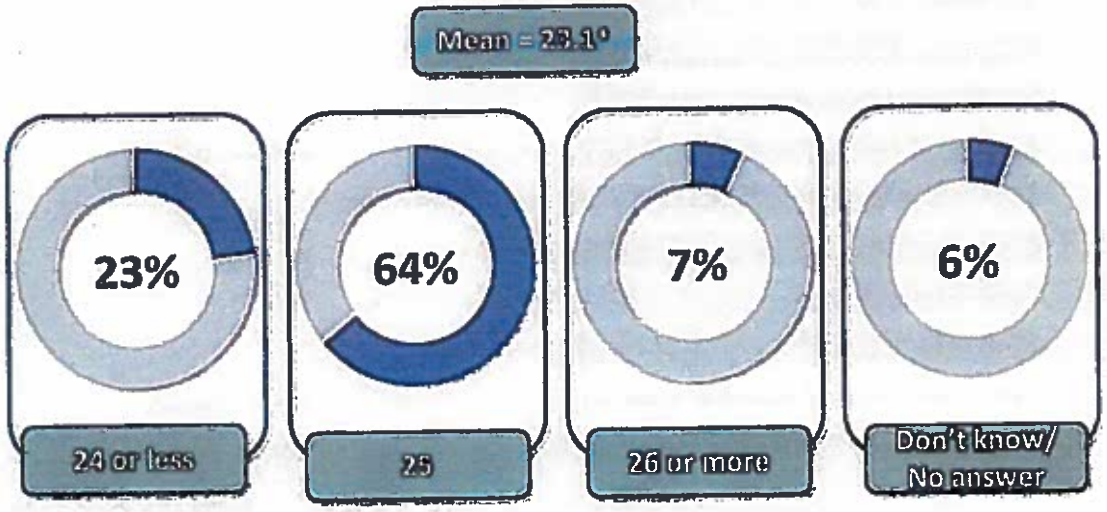
CRA

Amherst

Ideal number of police officers

While the majority of residents think the number of police officers in the Town of Amherst should stay the same, on average residents think there should be 23 police officers in the town.

Number of Police Officers Amherst Should Have



Q.18: In your opinion, how many police officers should the Town of Amherst have? (n=300)
**Responses of Don't know/No answer have been excluded from the mean.*

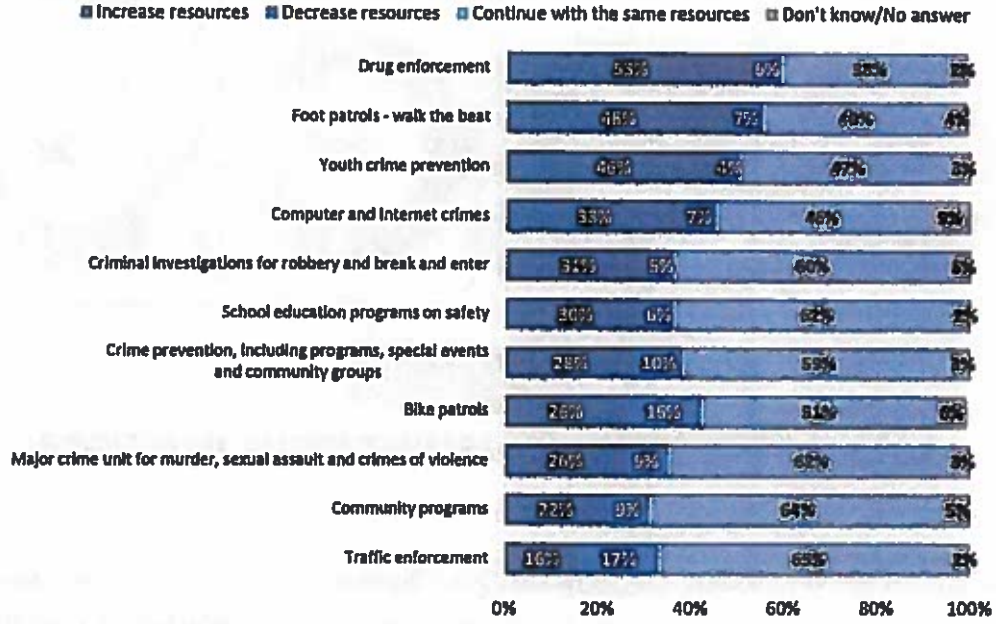
CRA

Amherst

Resources to provide police services

While residents believe adequate resources are in place for general policing services in the Town, there is a perception that resources for some services like drug enforcement should be increased.

Opinion of Resources for Services Provided by Police Department



CRA

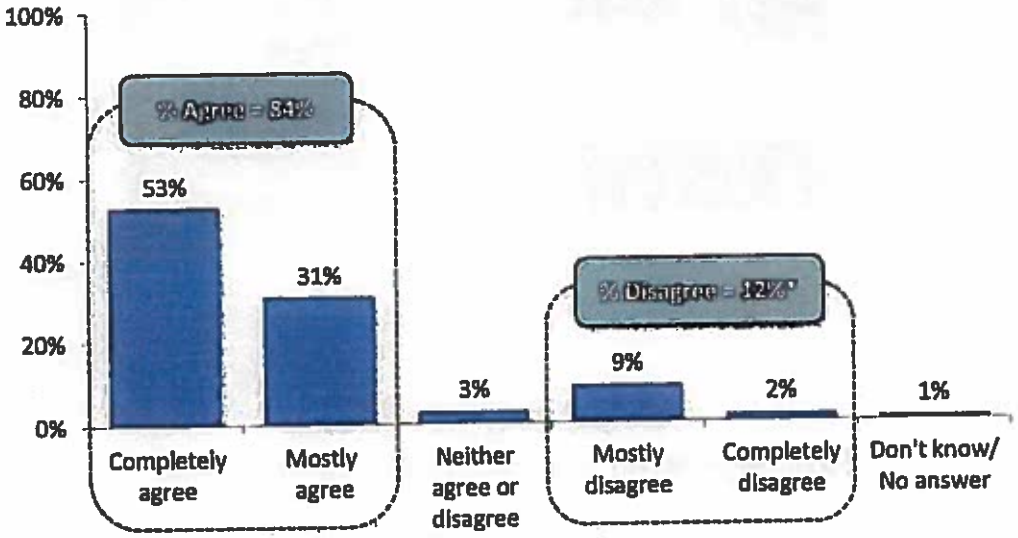
Q.20a-k: The Town of Amherst Police Department provides a variety of different services. For each of the following services, do you think that the Department should increase resources, including personnel time and funding, decrease resources, or continue with the same resources? (n=300)

Amherst

Officers on duty 24/7

Residents are in favour of continuing to have officers on duty 24/7.

Amherst Should Continue to Have Officers on Duty 24/7



Q.21: Do you completely agree, mostly agree, neither agree or disagree, mostly disagree or completely disagree that the Town of Amherst should continue to have officers on duty 24 hours per day, 7 days per week? (n=300)

**Due to rounding.*

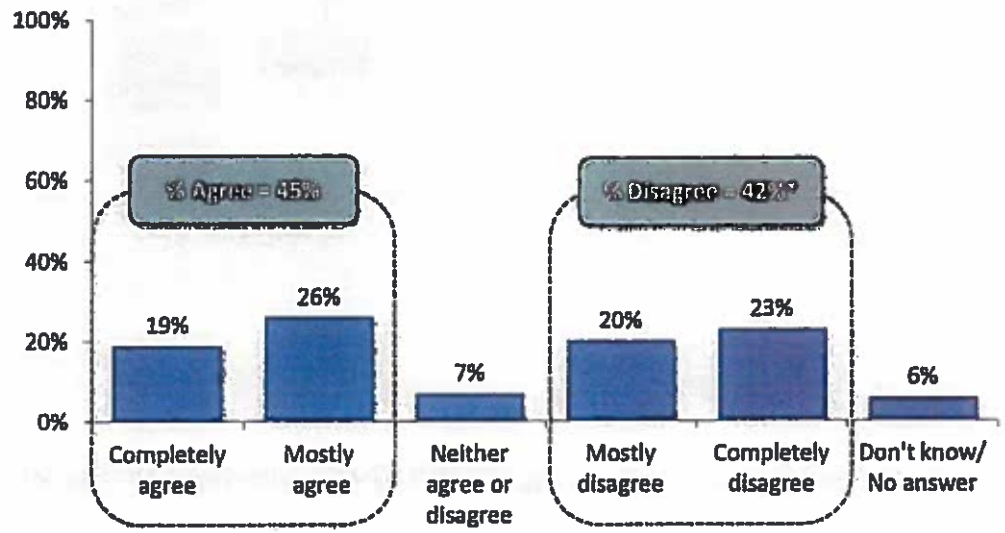
CRA

Amherst

Policing options in Amherst

There is mixed opinion on whether or not other policing options should be considered for the Town.

Amherst Should Consider Other Options for Providing Policing



Q.22: Do you completely agree, mostly agree, neither agree or disagree, mostly disagree or completely disagree that the Town of Amherst should consider other options for providing policing in the Town of Amherst, such as the RCMP or an integrated Town/RCMP option? (n=300)

**Due to rounding.*

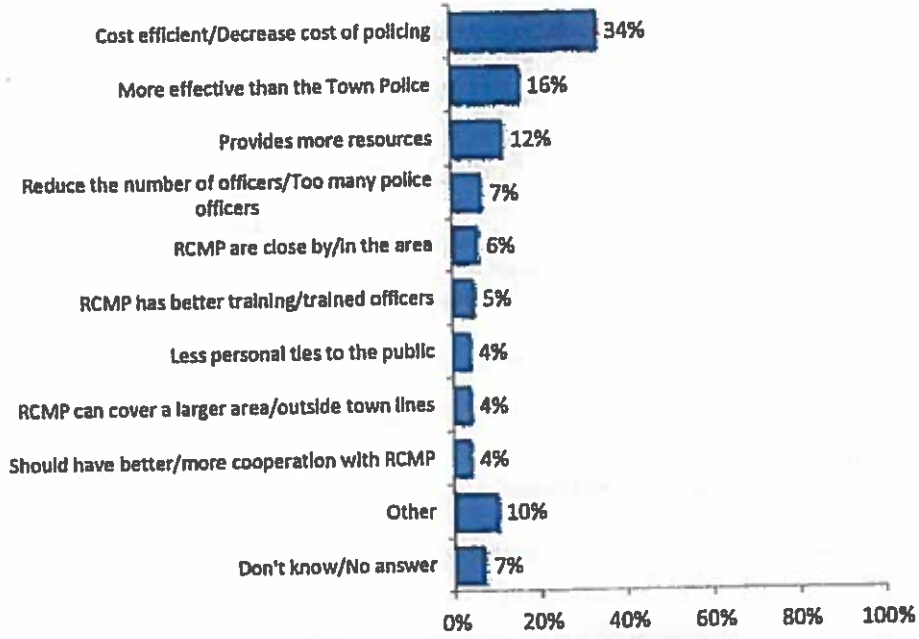
CRA

Amherst

Other policing options

Reasons Amherst Should Consider Other Policing Options

Total Unaided Mentions Among Those Who Answered 'Mostly agree' or 'Completely agree' in Q.22



Q.23: [IF Q.22 = 'MOSTLY AGREE' OR 'COMPLETELY AGREE'] Why do you believe that the Town of Amherst should consider other policing options? Any other reasons? (n=134)

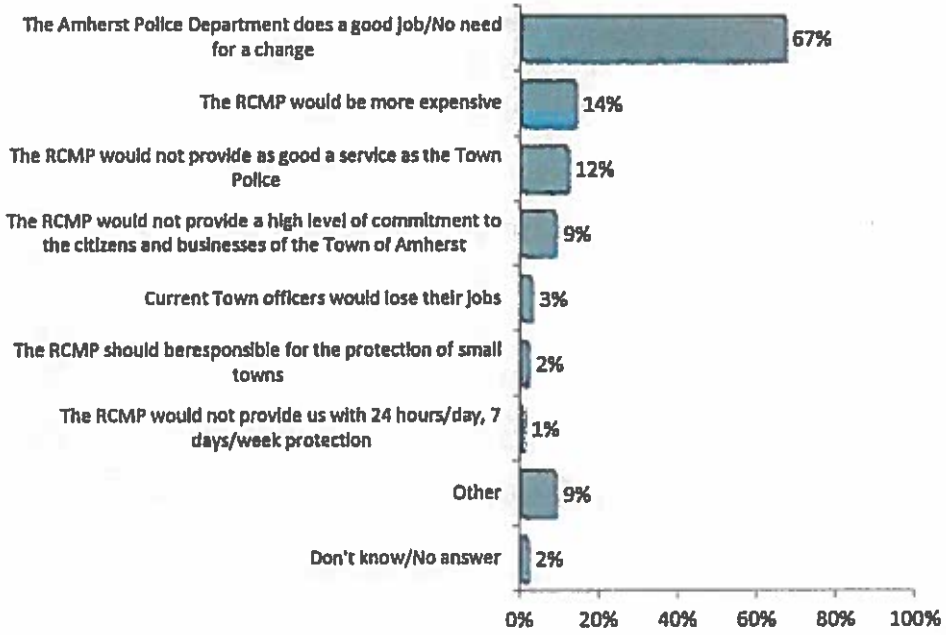
CRA

Amherst

Other policing options

Reasons Amherst Should Not Consider Other Policing Options

Total Mentions Among Those Who Answered 'Mostly disagree' or 'Completely disagree' in Q.22



Q.24: [IF Q.22 = 'MOSTLY AGREE' OR 'COMPLETELY AGREE'] Why do you believe that the Town of Amherst should consider other policing options? Any other reasons? (n=127)

CRA

Amherst

Delivering a superior service

The Amherst Police Department is deemed to provide a more cost effective police service, while the RCMP is seen as more proficient at conducting major crime investigations.

Who Would Deliver the Most Superior Service

Q.25a-f: Now I would like you to think of the Amherst Police Department in comparison to the RCMP when it comes to delivery of services to the citizens and businesses of the Town of Amherst. Based on what you know today, which policing service do you believe would deliver the most superior service, on each of the following elements for the people of the Town of Amherst. Please answer each question with Amherst Police Department, RCMP or both equally. (n=300)

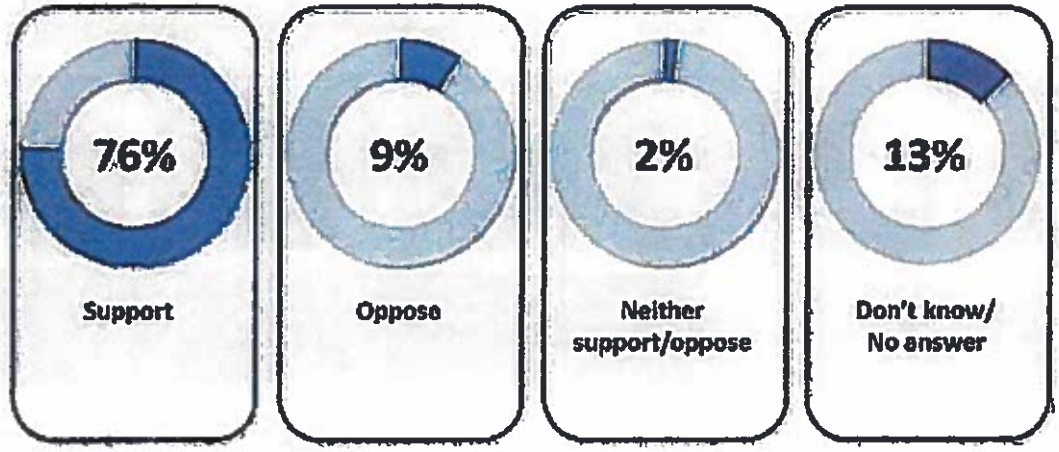
CRA

Amherst

Support/Opposition for municipal structure discussion

There is strong support for an evidence-based discussion on municipal structure.

Opinion of Municipal Units in Cumberland County Participating in a Discussion on Municipal Structure



Q.26: And one final question. There has been some discussion regarding municipal structure in Cumberland County. Do you personally support or oppose having ALL municipal units in Cumberland County, including the Town of Amherst, participate in an evidence-based discussion on municipal structure? (n=300)

CRA

Amherst

Recommendations

- Communicate survey findings to residents
- Consider operating under an integrated policing model
- Communicate crime statistics on a regular basis

CRA

Amherst

Town of Amherst

Future of Policing Research Study

Presentation

November 2015

Prepared by:

CRA
CORPORATE RESEARCH ASSOCIATES