

AMENDED

AGENDA FOR THE REGULAR FINANCE / POLICY COMMITTEE OF THE WHOLE MEETING TO BE HELD IN THE BOARD ROOM, CITY HALL, ON MONDAY, 2009-SEP-21, COMMENCING AT 4:30 P.M.

1. **CALL THE REGULAR FINANCE / POLICY COMMITTEE OF THE WHOLE MEETING TO ORDER:**
2. **INTRODUCTION OF LATE ITEMS:**
 - Add Item 6 (a) – Delegations Pertaining to Agenda Items – Ms. Carolyn Tatton, Mid-Island Science, Technology & Innovation Council (MISTIC).
3. **ADOPTION OF AGENDA:**
4. **ADOPTION OF MINUTES:**
 - (a) Minutes of the Regular Finance / Policy Committee of the Whole Meeting held in the Board Room, City Hall, on Monday, 2009-AUG-17 at 4:30 p.m. *Pg. 4-7*
5. **PRESENTATIONS:**
 - (a) PowerPoint presentation by Inspector Tracey Rook and Corporal Rick Skolrood, RCMP – Human Resources Needs Analysis Report for the Nanaimo RCMP detachment.
6. **DELEGATIONS PERTAINING TO AGENDA ITEMS: (10 MINUTES)**
 - (a) Ms. Carolyn Tatton, Mid-Island Science, Technology & Innovation Council (MISTIC), with regards to appealing the Grants Advisory Committee's recommendation to Council to deny MISTIC's Permissive Tax Exemptions application. *Pg. 7.1*
7. **COMMISSION REPORTS:**

8. **COMMITTEE REPORTS:**

(a) **Grants Advisory Committee – 2009 Grants Advisory Committee Recommendations** Pg. 8-11

Committee's Recommendations: That Council:

1. Award Other Grants to the following Applicants

OG-05 – Hidden Heroes Education Society (\$2,093.93 applied for)	\$1,093.93
OG-07 – United Way Central & Northern Vancouver Island	\$247.00

2. Deny an Other Grant to the following Applicant

OG-06 – Nanaimo Citizens on Patrol (\$2,500.00 applied for)

3. Award a Security Check Grant to the following Applicant

SC-03 – Nanaimo Arts Alive Summer School of the Fine Arts	\$300.00
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4. Award Permissive Tax Exemptions to the following Applicants
(beginning in 2010):

- PTE-07 – Nanaimo Search & Rescue Society
195 Fourth Street
- PTE-08 – Mid-Island Intergroup Society Inc.
285 Prideaux Street
- PTE-09 – Nanaimo Women's Resource Society
285 Selby Street
- PTE-12 – United Way Central & Northern Vancouver Island
3156 Barons Road
- PTE-15 – Nanaimo 7-10 Club Society
285 Prideaux Street

5. Deny Permissive Tax Exemptions to the following Applicants:

- PTE-06 – PacificCare
3156 Barons Road
- PTE-10 – Mental Health & Addiction Services (V.I.H.A.)
528 Wentworth Street
- PTE-11 – Mid-Island Science, Technology & Innovation
Council
150 Commercial Street
- PTE-13 – John Howard Society of North Island
285 Prideaux
- PTE-14 – Downtown Nanaimo Partnership Society
A10 Victoria Crescent

6. *Award Cash-in-lieu (Permissive Tax Exemptions) for 2009 taxes as follows:*

<i>PTE-08 – Mid-Island Intergroup Society Inc.</i>	<i>\$500.00</i>
<i>285 Prideaux Street</i>	
<i>PTE-12 – United Way Central & Northern Vancouver</i>	<i>\$1,053.95</i>
<i>Island</i>	
<i>3156 Barons Road</i>	
<i>PTE-13 – John Howard Society of North Island</i>	<i>\$500.00</i>
<i>285 Prideaux Street</i>	

7. *Deny Cash-in-lieu (Permissive Tax Exemptions) for 2009 taxes as follows:*

PTE-06 – PacificCare
PTE-10 – Mental Health & Addiction Services (V.I.H.A.)

8. *Increase the 2010 budget for Other Grants from \$5,345 to \$7,000.*

9. **STAFF REPORTS:** *(blue)*

10. **INFORMATION ONLY ITEMS:**

11. **CORRESPONDENCE:**

12. **NOTICE OF MOTION:**

13. **OTHER BUSINESS:**

14. **DELEGATIONS PERTAINING TO ITEMS NOT ON THE AGENDA:**
(10 MINUTES)

15. **QUESTION PERIOD:** *(Agenda Items Only)*

16. **PROCEDURAL MOTION:**

It is moved and seconded that the following meeting be closed in order to deal with the following matters under the *Community Charter* Section 90(1):

- (c) labour relations or employee negotiations;
- (j) information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the *Freedom of Information and Protection of Privacy Act*.

MINUTES OF THE REGULAR FINANCE / POLICY COMMITTEE OF THE WHOLE MEETING
HELD IN THE BOARD ROOM, CITY HALL,
ON MONDAY, 2009-AUG-17 COMMENCING AT 4:30 P.M.

PRESENT: Mayor J. R. Ruttan

Members: Councillor W. L. Bestwick
Councillor W. J. Holdom
Councillor D. K. Johnstone
Councillor J. A. Kipp
Councillor L. D. McNabb
Councillor J. F. K. Pattje
Councillor L. J. Sherry
Councillor M. W. Unger

Others: Mr. Bruce Halliday, General Manager, Port Theatre Society
Glynis Hayes - Vice President Port Theatre Society

Staff: A. C. Kenning, Deputy City Manager
A. W. Laidlaw, General Manager of Community Services
D. W. Holmes, General Manager of Corporate Services
E. C. Swabey, General Manager of Development Services
T. L. Hartley, Director of Human Resources
B. E. Clemens, Director of Finance
P. Kristensen, Chief Technology Officer
A. J. Tucker, Director of Planning and Development
S. Graham, Manager of Financial Planning and Payroll
J. E. Harrison, Manager of Legislative Services
S. Samborski, Acting Director of Parks, Recreation and Culture
S. McMillan, Recording Secretary

1. CALL THE OPEN MEETING TO ORDER:

The Regular Finance / Policy Committee of the Whole Meeting was called to order at 4:35 p.m.

2. INTRODUCTION OF LATE ITEMS:

- (a) Add Agenda Item 5 (a) – Presentations – Port Theatre Representatives re: Stúdio Theatre funding
- (b) Replace/Add Agenda Item 9 (a) – Staff Reports – Pages 7 – 10.1

3. ADOPTION OF AGENDA:

It was moved and seconded that the Agenda, as amended, be adopted. The motion carried unanimously.

4. ADOPTION OF MINUTES:

It was moved and seconded that Minutes of the Regular Finance / Policy Committee of the Whole Meeting held in the Board Room, City Hall on Monday, 2009-JUL-06 at 4:30 p.m. be adopted as circulated. The motion carried unanimously.

5. PRESENTATIONS:

- (a) Ms. Glynis Hayes - Vice President Port Theatre Society, introduced Mr. Bruce Halliday, General Manager, Port Theatre Society. Mr. Halliday requested the City guarantee a line of credit for three years for the construction of a Studio Theatre, pending commitment from the Provincial and Federal governments to provide funding towards the \$10.5 Million project.

5:00 p.m. Councillor Kipp vacated the Board Room

5:02 p.m. Councillor Kipp returned to the Board Room

6. STAFF REPORTS:

DEVELOPMENT SERVICES:

- (a) City of Nanaimo and Vancouver Island Health Authority (VIHA) Memorandum of Understanding

It was moved and seconded that Council authorize the General Manager of Development Services to execute the Memorandum of Understanding (MoU) with Vancouver Island Health Authority (VIHA) on behalf of the City of Nanaimo. The motion carried unanimously.

5:07 p.m. Mayor Ruttan vacated the chair

5:07 p.m. Councillor Bestwick assumed the chair

CORPORATE SERVICES:

- (a) City Collector

It was moved and seconded that Council assign the duties and responsibilities of Collector for the City of Nanaimo to Mr. B.E. Clemens, Director of Finance, and that Mr. D.W. Holmes, General Manager of Corporate Services, be the alternate for the purposes of carrying out the 2009 Tax Sale. The motion carried unanimously.

7. INFORMATION ONLY ITEMS:

- (a) Report from Mr. B.E. Clemens, Director of Finance, re: Assessment Roll Adjustments

5:10 p.m. Mayor Ruttan resumed the chair

- (b) Report from Ms. Suzanne Samborski, A/Director of Parks, Recreation and Culture, re: Frank Crane Arena Slab Floor Replacement

Mayor Ruttan advised that Chief Viola Wyse, Snuneymuxw First Nations, had passed away.

8. OTHER BUSINESS:

- (a) Port Theatre Society – Studio Theatre funding

It was moved and seconded that the City of Nanaimo guarantee a line of credit with the Royal Bank for \$2 Million for the Port Theatre Studio Project, pending receiving confirmation of funding from the Federal and Provincial Governments through Building Canada and Cultural Spaces Canada, totalling approximately \$8.5 Million. The motion carried.

Opposed: Councillors Sherry and Unger

- (b) At the Finance/Policy Committee of the Whole Meeting, Monday 2009-JUL-06, Councillor Bestwick put forward the following Notice of Motion:

“That Council review “MANAGEMENT TERMS AND CONDITIONS OF EMPLOYMENT BYLAW 2005 NO. 7000”.

It was moved and seconded that Council review “MANAGEMENT TERMS AND CONDITIONS OF EMPLOYMENT BYLAW 2005 NO. 7000”.

5:38 p.m. Councillor Unger vacated the Board Room.

5: 41 p.m. Councillor Unger returned to the Board Room.

It was moved and seconded that the main motion be amended to also include a review of CUPE, IAFF, and other contractor agreements. The motion carried.

Opposed: Mayor Ruttan, Councillors Johnstone, McNabb and Pattje

The vote was taken on the main motion as amended.

The motion carried.

Opposed: Councillor McNabb

9. PROCEDURAL MOTION:

It was moved and seconded that Council move "In Camera" in order to deal with the following matters under the *Community Charter* Section 90(1):

(d) the security of property of the municipality.

10. ADJOURNMENT:

It was moved and seconded at 6:06 p.m. that the meeting terminate. The motion carried unanimously.

CHAIR

CERTIFIED CORRECT:

DIRECTOR,
LEGISLATIVE SERVICES

POLICE HUMAN RESOURCE STUDY



Nanaimo Detachment



Prepared By:
Government Liaison
& Client Services Unit
Strategic Services Section
Operations Strategy Branch



May 5th, 2009

Table of Contents:

Table of Contents:	2
List of Tables, Charts & Appendices:	3
1.0 Executive Summary:	4
2.0 Introduction:	5
3.0 Methodology:	6
3.1 Police Resourcing Model:	6
3.2 Percentage of Calls Responded to Immediately:	7
3.3 Prioritization of Calls for Service:	7
3.4 Unallocated Time:	7
3.5 Detractors:	8
4.0 Nanaimo Detachment – Community Profile:	9
4.1 Overview:	9
4.2 Population:	10
4.3 Economic Activity Statistics:	10
5.0 Workload Analysis:	12
5.1 Zones:	13
5.2 Service Share by Zone:	14
5.3 Calls for Service:	16
5.3.1 Municipal:	16
5.3.2 Provincial:	19
5.4 Case Burden:	22
5.4.1 Municipal:	22
5.4.2 Provincial:	24
5.5 Crime Rate:	26
5.5.1 Municipal:	26
5.5.2 Provincial:	27
5.6 Workload Simulation (PRM):	28
5.6.1 Unallocated Time & Immediate Response to Calls:	28
5.6.2 Peak and off-peak – 52- week simulation:	29
5.6.3 Workload Distribution:	30
5.6.7 Travel time:	33
6.0 Additional Required Personnel:	34
7.0 Conclusion:	35
References:	36

List of Tables, Charts & Appendices:

Tables & Graphs		
1.1	Core Policing Personnel – Simulator Results	4
3.3.1	PIRS Priority Table	7
4.2.1	Population Table	10
5.1.1	Zones	13
5.2.1	Service Share by Zone	14
5.2.2	Criminal Code Case Counts Comparison by Unit (Municipal – Provincial)	15
5.2.3	Calls For Service (Non Weighted) Count Comparison by Zone	15
5.2.4	Calls For Service (Weighted) Workload Comparison by Zone	15
5.2.5	Chart Explanation Table	15
5.3.1.1	Calls For Service Per Member – Comparison – Municipal	16
5.3.1.2	Calls For Service Per Member – Trend – Municipal	17
5.3.1.3	Calls For Service Per 1000 – Trend – Municipal	18
5.3.2.1	Calls For Service Per Member – Comparison – Provincial	19
5.3.2.2	Calls For Service Per Member – Trend – Provincial	20
5.3.2.3	Calls For Service Per 1000 – Trend – Provincial	21
5.4.1.1	Case Burden – Comparison – Municipal	22
5.4.1.2	Case Burden – Trend – Municipal	23
5.4.2.1	Case Burden – Comparison – Provincial	24
5.4.2.2	Case Burden – Trend – Provincial	25
5.5.1	Crime Rate – Trend 1998 to 2007 – Municipal	26
5.5.2	Crime Rate – Trend 1998 to 2007 – Provincial	27
5.6.1.1	Core Policing Personnel – Simulator Results	28
5.6.3.1	Top Five Event Groups	31
5.6.3.2	Distribution of GD Calls for Service by Event Group	32
5.6.7.1	Travel Time	33
Appendices:		
Appendix “A”	Organizational Chart – Overview	37
Appendix “B”	Organizational Chart – Operations Officer	38
Appendix “C”	Organizational Chart – Operational Support NCO	39
Appendix “D”	Organizational Chart – Operational Support NCO (2)	40
Appendix “E”	Organizational Chart – Plainclothes Section	41
Appendix “F”	52 Week Graph – 51 GD Members	42
Appendix “G”	52 Week Graph – 60 GD Members	43
Appendix “H”	52 Week Graph – 75 GD Members	44
Appendix “I”	52 Week Graph – 81 GD Members	45
Appendix “J”	52 Week Graph – 85 GD Members	46
Appendix “K”	52 Week Graph – 88 GD Members	47
Appendix “L”	Hourly Distribution of Calls	48
Appendix “M”	Hourly Workload Weighted	49
Appendix “N”	Weekly Distribution of Calls	50
Appendix “O”	Weekly Workload Weighted	51
Appendix “P”	Drivers for “Provincial Statute” Event Group	52
Appendix “Q”	Drivers for “Impaired” Event Group	53
Appendix “R”	Drivers for “Disobey Court Orders” Event Group	54
Appendix “S”	Drivers for “Trafficking” Event Group	55
Appendix “T”	Two Significant Event Groups	56
Appendix “U”	Response to Call Times	57
Appendix “V”	Map – Nanaimo Detachment Prime Zone Boundaries	58
Appendix “W”	Map – Nanaimo Detachment Prime Atom Boundaries – Downtown	59
Appendix “X”	Map – Nanaimo Detachment Prime Atom Boundaries – Downtown Excluded	60

1.0 Executive Summary:

A Police Human Resource Study (PHRS) is an in-depth statistical analysis of current workload, demand for service and allocation of current human resources. A PHRS was conducted on Nanaimo Detachment from September 2008 to May 2009 at the request of the detachment commander in order to support requests for increases to their core policing personnel as he believes that his members are very overworked.

For the purpose of this study, data and information from various sources was collected and analyzed. Measures of workload such as, unallocated time¹ for core policing personnel,² the ability of core policing personnel to respond immediately to calls for service, case burden, crime rate, and calls for service rates, were studied and then presented in this Police Human Resource Study in order to provide sufficient information upon which to base decisions regarding staffing levels and the deployment of personnel.

The following table presents various service level options for managers to consider. Within this range of options Strategic Services Section suggests that a deployment of 76 core policing personnel would provide a reasonable level of service to the community.

Nanaimo Detachment				
Table 1.1				
Number of Core Policing Personnel ³	Percentage of Unallocated Time ⁴	Percentage of Priority One Calls Responded to Immediately	Percentage of Priority Two Calls Responded to Immediately	Percentage of Priority Three Calls Responded to Immediately
50	0.00%	99.99%	98.78%	97.51%
56	1.89%	100.00%	99.47%	98.91%
60	8.16%	100.00%	99.69%	99.36%
64	13.65%	100.00%	99.82%	99.64%
68	18.49%	100.00%	99.90%	99.81%
72	22.79%	100.00%	99.95%	99.89%
76	26.64%	100.00%	99.97%	99.94%
80	30.11%	100.00%	99.98%	99.96%
84	33.24%	100.00%	99.99%	99.98%
88	36.09%	100.00%	100.00%	99.99%
Grayed out area above highlights the establishment at the time of this writing.				

¹ **Unallocated time** refers to the amount of time between calls that core policing personnel have to perform other necessary police functions that are not response to calls such as general patrols, traffic enforcement and community policing. It is a measure of how busy core policing personnel are as they respond to calls for service and conduct follow-up investigations.

² **Core policing personnel** are the personnel who are primarily responsible for reactive policing duties such as responding to calls for service. These personnel are normally referred to as General Duty (GD) members. The work performed by specialized units such as General Investigations Sections, Drug Sections and Traffic Enforcement Units, which are available in larger detachments, is removed from the workload for the core policing component calculations.

³ The line represented in gray indicates the actual deployment of personnel as published in organizational charts at the time this study was initiated and may vary from the current establishment if recent adjustments have been made.

⁴ During core hours (0800 hrs to 2200 hrs)

2.0 Introduction:

Government Liaison and Client Services Unit undertook the task of analyzing the police human resource requirements for Nanaimo Detachment at the request of the Officer in Charge.

A Police Human Resource Study (PHRS) was undertaken to provide an accurate understanding of core policing options for the area under review. A PHRS is an in-depth statistical analysis of current workload, demand for service and allocation of current human resources. Criminal offence caseload, complaints requiring police attendance, population change and geographic area are some of the factors which were analyzed. For this purpose, data was extracted from the Police Records Information Management Environment (PRIME) BC for the period of January 1st 2008 through December 31st 2008.

This data was used to determine the number of calls for service, the type of calls received, and the actual travel time required to respond to each occurrence. This study also examined the time required to properly investigate and process a call for service from the public. The data was analyzed to determine the core policing requirement of this particular jurisdiction based on the following criteria:

- 1) Percentage of priority calls dispatched immediately; and
- 2) The amount of unallocated time for core policing personnel.

Other factors and workload indicators which the analyst examined during his review are:

- 1) Case Burden;
- 2) Calls for Service per Member;
- 3) Calls for Service per 1,000 People;
- 4) Crime Rate;
- 5) Workload Distribution;⁵
- 6) Community;
- 7) Population;
- 8) Economic Issues.

⁵ Evaluated by hour of week, week of the year, and event group.

3.0 Methodology:

3.1 *Police Resourcing Model:*

The Police Resourcing Model (PRM) is a decision-making tool which provides concrete intelligence-led information about front line policing. Based on detachment specific data, the PRM simulates the day-to-day activities of a detachment, minute by minute, in terms of the number, time and place of calls for service⁶, and the time required to conduct the initial investigation. Based on real-time travel calculations⁷, the PRM adds the travel component to the time required to perform necessary duties. The PRM also takes into account follow-up investigation, court follow-through and case disposition, as well as detachment shift schedules and leave liability.

With this data, the PRM simulates numerous scenarios and, for each scenario, provides the analyst with the estimated number of core policing personnel required to meet the detachment workload, at a given service level expressed in terms of percentage of unallocated core time and percentage of priority calls responded to immediately.

The PRM considers a variety of workload parameters such as:

- Distribution of calls for service and call priority at the detachment (based on RCMP Records Management System [RMS] historical data - detachment specific);
- Profile of standard time required for core policing personnel to respond to a call for service, in terms of initial investigation, follow-up, court and disposition activities for each call type;
- Uninterrupted travel time required to arrive at scene (based on dispatch records);
- Shift schedules;
- Hours of availability, considering detractors such as training and leave;
- Back-up and assistance requirements;
- Call-out rules (specifically for non-24-hour detachments when a priority call is received after scheduled hours);
- Core service time (08:00 to 22:00) and non-core service time;
- Administrative time is included at 7%;⁸

⁶ Derived from RMS database.

⁷ Derived from CAD database.

⁸ This is the percentage of the core policing personnel's time spent doing administrative duties such as completion of pay & personnel documents and other administrative duties.

Note: The number of members suggested by the PRM reflects core policing personnel only and does not include supervisory personnel, proactive policing units (Traffic, Drug, Community Policing, School Liaison Sections etc.), or General Investigation Sections.

3.2 *Percentage of Calls Responded to Immediately:*

The PRM calculates the percentages of calls responded to immediately by priority over the course of a year. This is not a calculation of the time to arrive on scene; rather, it measures the availability of core policing personnel to accept an urgent call for service. For example, an ability to respond to calls for service at 95% means that 5% of the time when a priority call comes in all patrol units are busy. In order to respond to this priority call a patrol unit must be redeployed from a lower priority call, personnel must be recalled for duty (such as in non-24 hour detachments), or the call is queued.

3.3 *Prioritization of Calls for Service:*⁹

PIRS Priority Table: Table 3.3.1	
Call Priority	DESCRIPTION:
1	Very Urgent (Officer needs help; shots fired; armed robbery in progress)
2	Urgent (Any crime in progress; alarms)
3	Routine (All routine files requiring attendance)
4	No Action (All files not requiring attendance)

3.4 *Unallocated Time:*

Unallocated time corresponds to all time remaining in the daily work period, or shift, which is not committed to any of the following work activities: initial & follow-up investigation, court, case disposition and administrative duties. In the PRM it is measured during core time (08:00 to 22:00 hours) but can also be viewed in non-core hours. The unallocated time is measured as the sum of all individual minutes between those work activities; it does not necessarily represent consecutive minutes.

It is essential that a police officer, and the entire patrol unit as a whole, have some unallocated time in their work day. It is the nature of police work that some calls for service require immediate attention, and police officers cannot respond to such activities if they are constantly committed to ongoing calls for service. In addition, unallocated time also allows police officers time to interact with the community, and deal with street disorder issues that they cannot normally address during reactive time answering 911 calls for service. Therefore, unallocated patrol time must be budgeted into the police officer's work day to ensure:

⁹ Royal Canadian Mounted Police. PIRS Users Manual Revision 12. December 2004

- An opportunity to view, observe and initiate action while on patrol (such as a street check, or a bar walk);
- An opportunity to engage in specific patrols as directed by supervisors, such as hot spot patrols in problem areas, or other reassurance work.
- A timely response to priority calls for service, including simultaneous priority calls for service, and calls requiring more than one police officer (back-up for officer safety and assistance on more difficult work tasks);

The amount of unallocated time necessary to provide a reasonable probability of a timely response to demands and to initiate action depends on the size of workforce, the detachment workload, and other factors such as geography and detachment configuration. Unallocated time varies by the hour of the day, the day of week, as well as the season. Peak periods, where police officers have low levels of unallocated time may be unavoidable. Such as, during busy Friday and Saturday nights, or during the summer months at seasonal locations. However, prolonged periods of low levels of unallocated time are an indicator that police officers are very busy and limited to providing a service level which is only reactive.

While every community the RCMP polices is unique, a range of between 25 to 35% unallocated time on average (over a year) is considered an acceptable target that will allow police officers sufficient time to deliver proactive police service. This target is consistent with many police agencies striving to provide quality police service within reasonable affordability parameters. In smaller communities where call volume is not a major factor it is not uncommon to see higher levels of unallocated time. The challenge in these areas tends to be shift coverage as opposed to call management.

In general, the best remedy to address high workload and low unallocated time is to increase the number of police officers on patrol. However, another option is to reduce the workload by reducing the number and type of calls to which officers respond, increasing planned overtime, or reviewing the shift schedule to determine if any opportunities exist for improvement.

3.5 Detractors:

The PRM takes into consideration the number of hours members are away from their duties due to medical, training, annual leave, etc. These are called 'detractors'. Detachments can provide historical data in this regard or the PRM can utilize national/divisional averages. Using detractors, the PRM can calculate the number of core policing personnel required to provide a given level of service, taking into consideration that not all members will be "road-able resources" at all times.

4.0 Nanaimo Detachment – Community Profile:

4.1 Overview:

Nanaimo is the third oldest city in British Columbia having incorporated in 1874. It is also the second largest city on Vancouver Island, second only to Victoria. Nanaimo took its name from the Coast Salish word, Sney-ny-mo, meaning ‘the meeting place’ as it was once the location of 5 separate First Nations’ villages.¹⁰

Nanaimo is the only all-purpose port city on Vancouver Island, with every facility required to serve both the commercial and recreational needs of business and tourism... The bustling harbour is the central focus for visitors to Nanaimo, with freighters, fishing boats, tugboats and barges, sailboats and float planes all coming and going in a hive of activity in the harbour.¹¹

Centrally located on the east coast of Vancouver Island, Nanaimo is 111 km north of Victoria. Nanaimo serves as a major ferry terminal linking Vancouver Island with the B.C. mainland...¹²

In 2002, Nanaimo formalized a Downtown Plan with the vision to revitalize the downtown core. The Downtown Plan:

- *Makes it easier for businesses to invest.*
- *Build a vibrant, healthy and safe place for more people to live, work and play.*
- *Enhances the social well-being of our downtown core.*
- *Brings people downtown to buy goods and services, and enjoy the cultural and entertainment activities available there.¹³*

On April 11th, 2007 a “STAFF REPORT” to city council was completed. In this report public disorder challenges were addressed and as such it is of interest to the local RCMP.

Nanaimo’s downtown has many of the public disorder challenges facing other similar-sized communities. The success of our efforts in dealing with street crime and public disorder, and in addressing the root causes of these issues, will be critical to the revitalization of our downtown.

A Safer Downtown seminar was held on 2006-Jun-12 to bring together politicians, city staff, RCMP and various other downtown stakeholders to receive

¹⁰ Vancouver Island Dot Com (Website) www.vancouverisland.com Visited: 2008-11-17

¹¹ Vancouver Island Dot Com (Website) www.vancouverisland.com Visited: 2008-11-17

¹² Vancouver Island Dot Com (Website) www.vancouverisland.com Visited: 2008-11-17

¹³ City of Nanaimo (Website) www.nanaimo.ca Visited: 2008-11-17

input to develop strategies for dealing with security, safety and social issues in Nanaimo's downtown.

As a result of the Safer Downtown seminar, two groups were formed to study the problem and make recommendations...

As many groups have acknowledged, there is no magic fix to eliminate either crime or social issues within our, or any, community. What emerged from the work of the two committees; however, is that "communication and coordination" between stakeholders will be key to managing the issues of public and social exclusion in our city centre.¹⁴

It can be gleaned from the above quote that Nanaimo's Mayor and Council have recognized the downtown area requires attention and that the social and criminal problems in that area are not solely a police matter.

4.2 Population:

The following table (Table 4.2.1) shows the population and the growth trend for the area policed by Nanaimo Detachment as obtained from the Ministry of Public Safety and Solicitor General.¹⁵

Population Table Table 4.2.1						
Actual Population Ministry of Public Safety and Solicitor General	2003	2004	2005	2006	2007	2006-2007% Change
Nanaimo Municipal	78,630	79,620	81,077	82,843	83,768	+1.1%
Nanaimo Provincial	13,197	13,557	13,643	13,903	14,117	+1.5%
Total Combined Detachment	91,827	93,177	94,720	96,746	97,885	+1.2%

4.3 Economic Activity Statistics:

In the city of Nanaimo, retail trade is the number one employment sector employing 15.1% of the labour force. Health care and social assistance is the second largest employment sector employing 12% of the labour force. Accommodation and food services sector rounds out the top 3 employment sectors, employing 8.5% of the labour force.

2.1% of Nanaimo's work force between the ages of 19 and 64 relies on British Columbia Basic Income Assistance. This is 1% higher than the BC average of 1.1%. The number of persons receiving employment insurance in Nanaimo is slightly higher than the British

¹⁴ City of Nanaimo (Website) www.nanaimo.ca Visited: 2008-11-17 (Full report including recommendations can be found on the city of Nanaimo website.

¹⁵ Ministry of Public Safety and Solicitor General, Province of British Columbia: Police Jurisdiction Crime Trends 1997-2006. Published: 2008

Columbia average. Of people in the work force between the ages of 19 and 64, 2.6% are receiving employment insurance benefits. In British Columbia on average, 2.2 % of the work force receives these benefits.¹⁶

¹⁶ Government of British Columbia, British Columbia Statistics: (Website – Nanaimo City – Community Facts) www.bcstats.gov.bc.ca, Visited: November 17th, 2008.

5.0 Workload Analysis:

Nanaimo Detachment operates on the post system. This means that both provincial and municipal members respond to calls regardless of where the call originated. Municipal members may be called upon to respond to calls in the provincial area and provincial members may be called upon to respond to calls in the city.

Nanaimo has 50 core policing personnel. Of these, 2 are designated as detachment constables. They are supervised by the watch commanders but they work straight days (12 hour shifts). They are responsible for taking and investigating all of the front counter calls for service so the members on the road do not have to leave the road to attend these calls. The detachment management is working towards deploying 2 additional detachment constables, at which time this service will be 24 hours a day.

In addition to 50 core policing personnel, Nanaimo has 6 Serious Crime Unit constables. These members mainly take all the murders and the serious sexual assaults.

There are also 6 Drug Unit constables, 7 Property Crime Unit constables, 3 Crime Reduction Unit constables, 5 Bike Unit constables, and one Criminal Intelligence constable. These members generally busy themselves with self generated work, but they do occasionally assist core policing personnel on files.

7 Municipal Traffic constables, 6 Community Policing (School Liaison) / Victim Services constables, 2 First Nations' Policing constables, and one administrative constable fall under the operational support umbrella. These constables do not alleviate any operational pressures from the core policing personnel as their mandate does not include responding to calls for service.

Additionally, 51.5 municipal employee positions, one public service employee position, and one civilian member support the detachment operations.

5.1 Zones:

The zones used in this study are set out, and described, in the following table (Table 5.1.1)

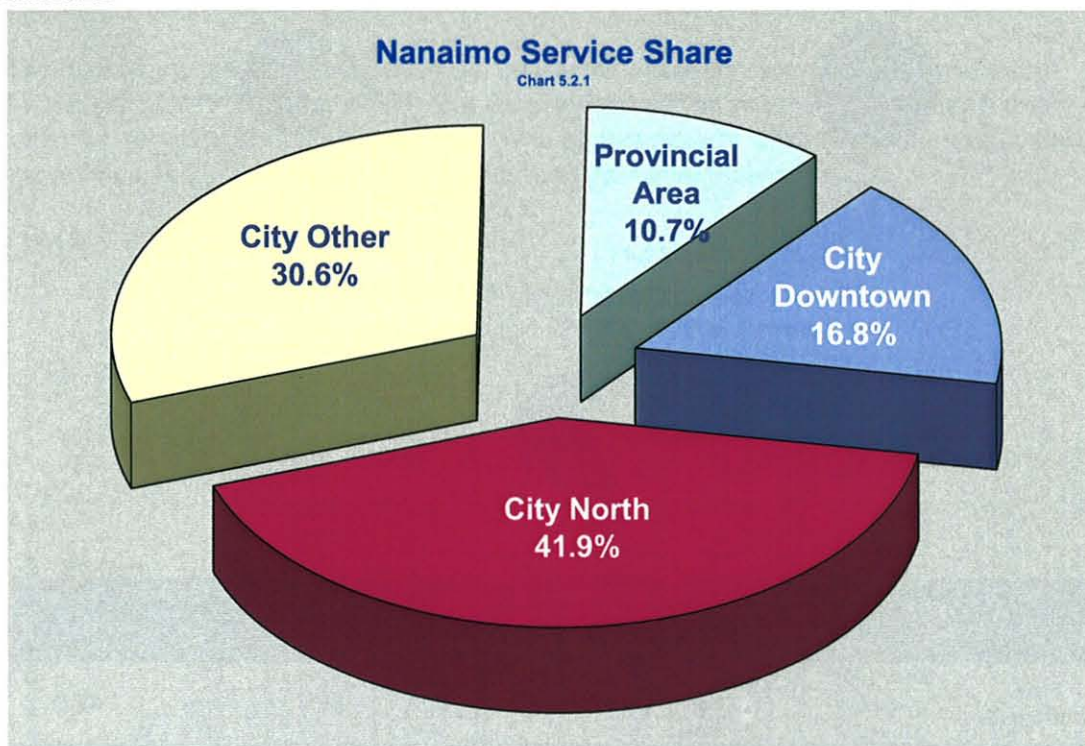
Nanaimo PRM Zones Table 5.1.1			
PRM Zones	Prime Zones	Prime Atoms	Description
CDT (City Downtown)	NA1	NA6401 – NA6473 NA6550	City of Nanaimo City Centre including the waterfront and the downtown area
CN (City North)	NA3 NA5	NA5700 NA5750 NA5800 NA5850 NA5900 NA5950 NA5000 NA5050 NA1250 NA5100 NA5150 NA5520 NA5300 NA5200 NA5650	City of Nanaimo North of City Centre
CO (City Other)	NA1	NA6250 NA6300 NA6350 NA6355 NA6400 NA6600 NA6650 NA6750 NA6700	City of Nanaimo Area west of downtown & south of City Centre & Islands just off the coast of Nanaimo
PA (Provincial Area)	NA5 NA1 NAW VARIOUS FN Zones	NA1000 NA1050 NA2400 NA2990 NA9000 NA8000 NA8100 NA8200 NA8300 NA8400	All provincial area including the First Nations' Reservations and the harbour, and the community of Lantzville

5.2 Service Share by Zone:

The following chart (Chart 5.2.1) presents the breakdown of service share between the various zones of Nanaimo Detachment. Data used to generate this chart was obtained from the workload data portion of the PRM. It is calculated from the weighted¹⁷ workload. This is essentially the share of the delivered police service by zone.

The City of Nanaimo accounted for just over 89% of the workload.

Chart 5.2.1¹⁸



¹⁷ Weighted by initial investigation time (including travel time), follow-up investigation, and disposition (including court time)

¹⁸ Obtained from the PRM simulations of the workload data

The following charts (Charts 5.2.2, 5.2.3, 5.2.4) compare calls for service and Criminal Code case percentages across the various zones of Nanaimo. They demonstrate how percentages for each zone will vary depending on what is being measured. For example, calls for service percentages will not necessarily reflect the Criminal Code case percentages across the various zones.

Chart 5.2.2

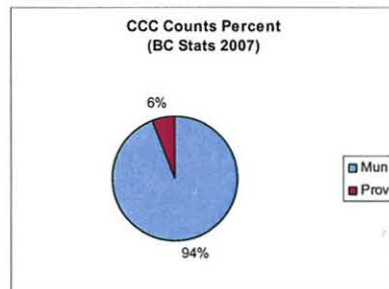


Chart 5.2.3

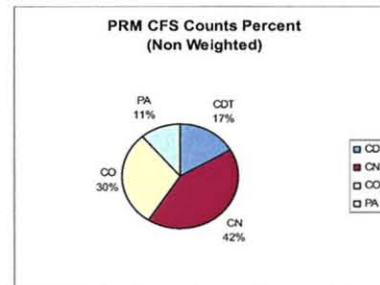


Chart 5.2.4

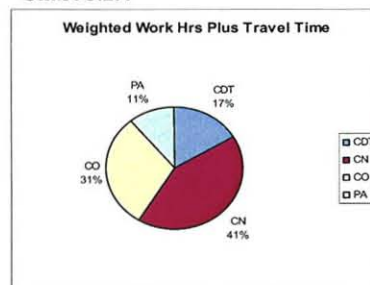


Chart Explanation Table 5.2.5			CCC Counts	CFS (Calls For Service)			
			Criminal Code Cases	Non Weighted (Straight Counts)		Weighted (Workload Hours)	
Mun (Municipal)	Zone CDT	City Downtown	94%	17%	89%	17%	89%
	Zone CN	City North		42%		41%	
	Zone CO	City Other		30%		31%	
Prov (Provincial)	Zone PA	Provincial Area	6%	11%		11%	

While the weighted and non weighted calls for service percentages are very similar, when comparing Criminal Code case percentages to calls for service, more variance is seen. This variance is natural and is simply a result of the type of calls for service received in any particular area. Every area has its unique characteristics. Some areas may receive more nuisance calls of a non criminal nature while other areas may receive mainly criminal calls. Similarly, if there is a concentration of police officers in a given area they may be in a position to effectively deal with a nuisance call before the situation becomes criminal in nature (such as dealing with an intoxicated person before they commit a crime).

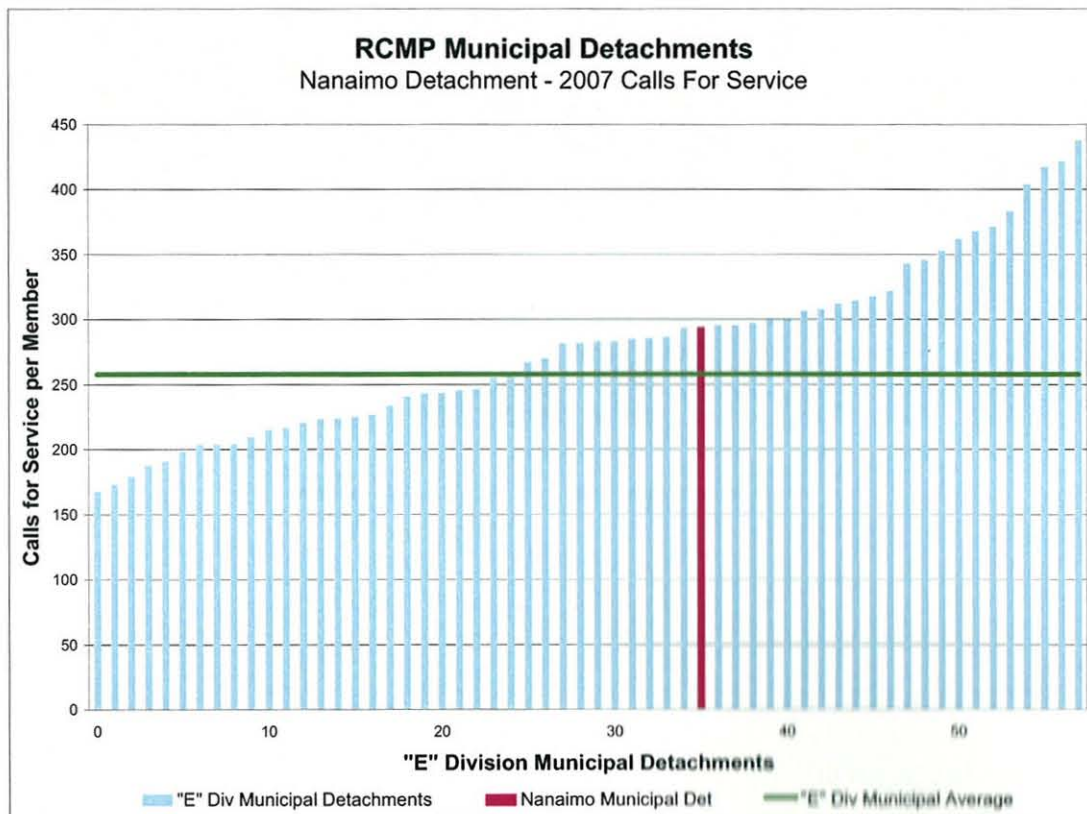
5.3 *Calls for Service:*¹⁹

5.3.1 *Municipal:*

Calls for service and most other activities undertaken by Nanaimo Detachment are recorded in a file which is referred to as an occurrence or case file. This is standard for police services. As such, other important elements of workload involve numbers and types of files which the detachment deals with on a daily basis. A higher percentage of case files that are criminal in nature will result in an increase in the workload at a detachment as this type of file is considered to be more labour intensive for police officers.

The following graph (Chart 5.3.1.1) compares calls for service per member of all Municipal RCMP Detachments across the province and shows that the average number of calls for service per member in 2007 was approximately 258. Nanaimo Municipal at approximately 294 is roughly 14% higher than the municipal average.

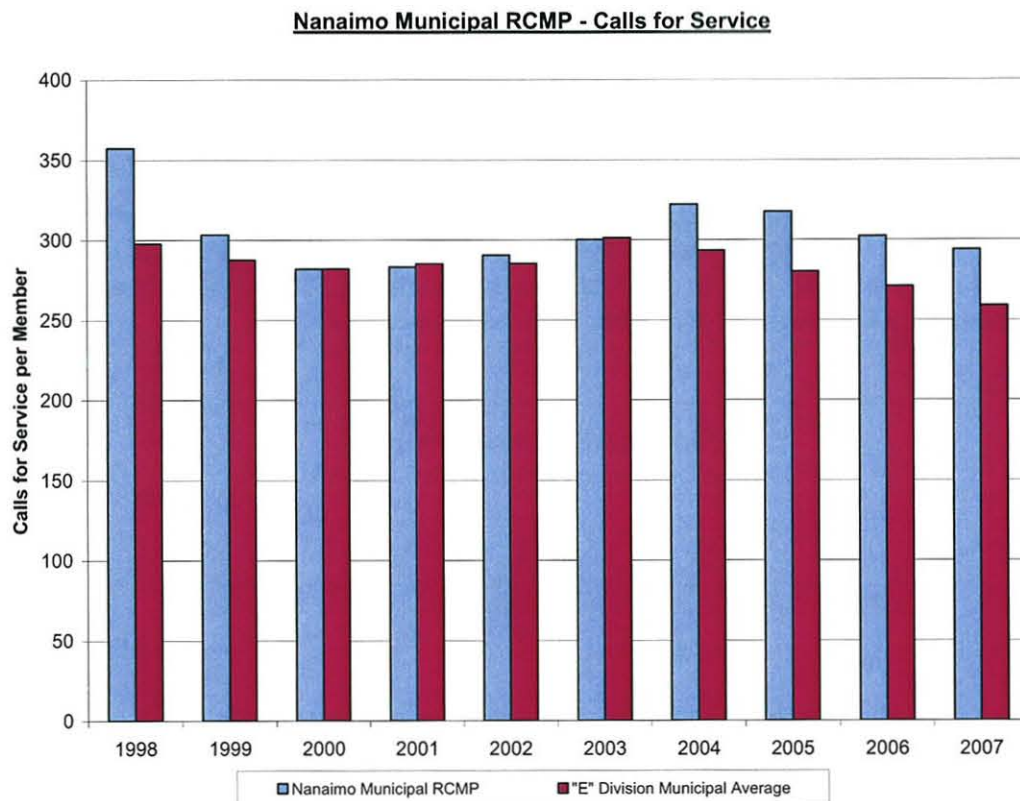
Chart 5.3.1.1



¹⁹ All charts and data concerning calls for service (per member and per 1000 people), case burden, and crime rate are based on information gathered from Police Services Division. Charts and data relating to the simulation are from the PRM simulator.

The following graph (Chart 5.3.1.2) shows that since 2004, the number of calls for service per member at Nanaimo Municipal has been declining steadily; however, it remains above the municipal average.

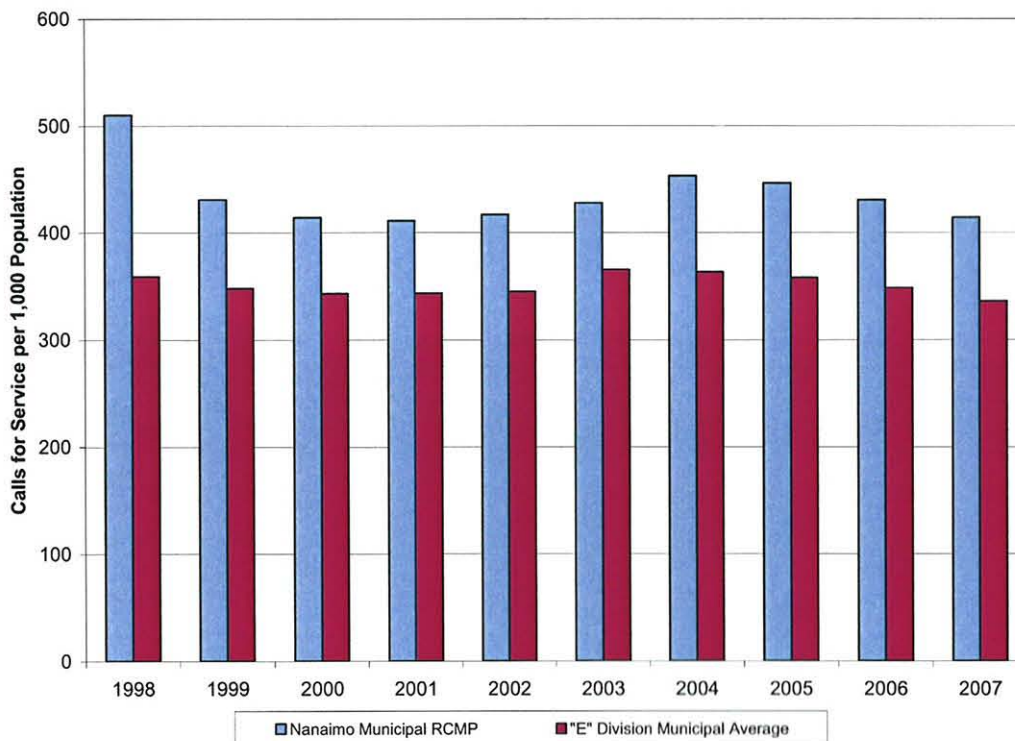
Chart 5.3.1.2



The following graph (Chart 5.3.1.3) shows that since 1998, the number of calls for service at Nanaimo Municipal per 1,000 people has remained consistently higher than the municipal average. The 10 year average of calls for service at municipal RCMP detachments is 351 calls for service per 1,000 people. In Nanaimo the 10 year average of calls for service per 1,000 people is 435: This is approximately 24% higher than the average.

Chart 5.3.1.3

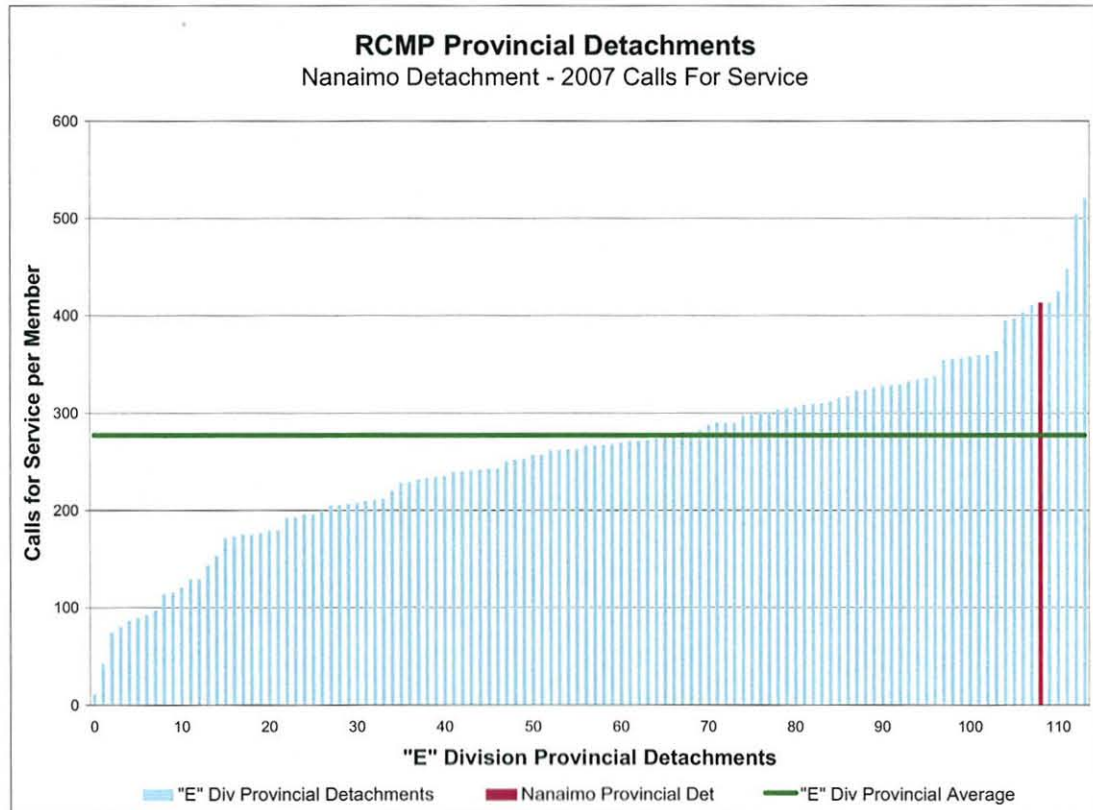
Nanaimo Municipal RCMP - Calls for Service per 1,000 Population



5.3.2 Provincial:

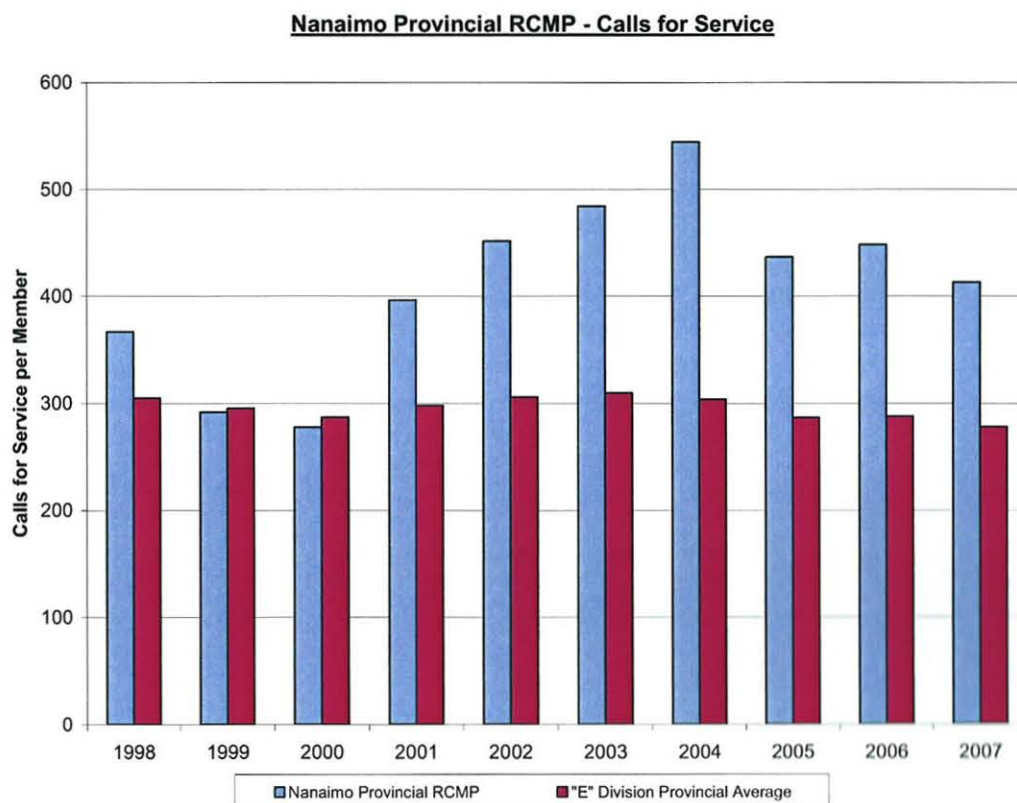
The following graph (Chart 5.3.2.1) compares calls for service per member of all Provincial RCMP Detachments across the province and shows that the average number of calls for service per member in 2007 was approximately 277. Nanaimo Provincial at approximately 413 is roughly 49% higher than the provincial average.

Chart 5.3.2.1



The following graph (Chart 5.3.2.2) shows that since 1998, the number of calls for service at Nanaimo Provincial per member has remained consistently higher than the provincial average. The 10 year average of calls for service at provincial RCMP detachments is 296 calls for service per member. In Nanaimo the 10 year average is 411: This is 39% higher than the 10 year provincial average.

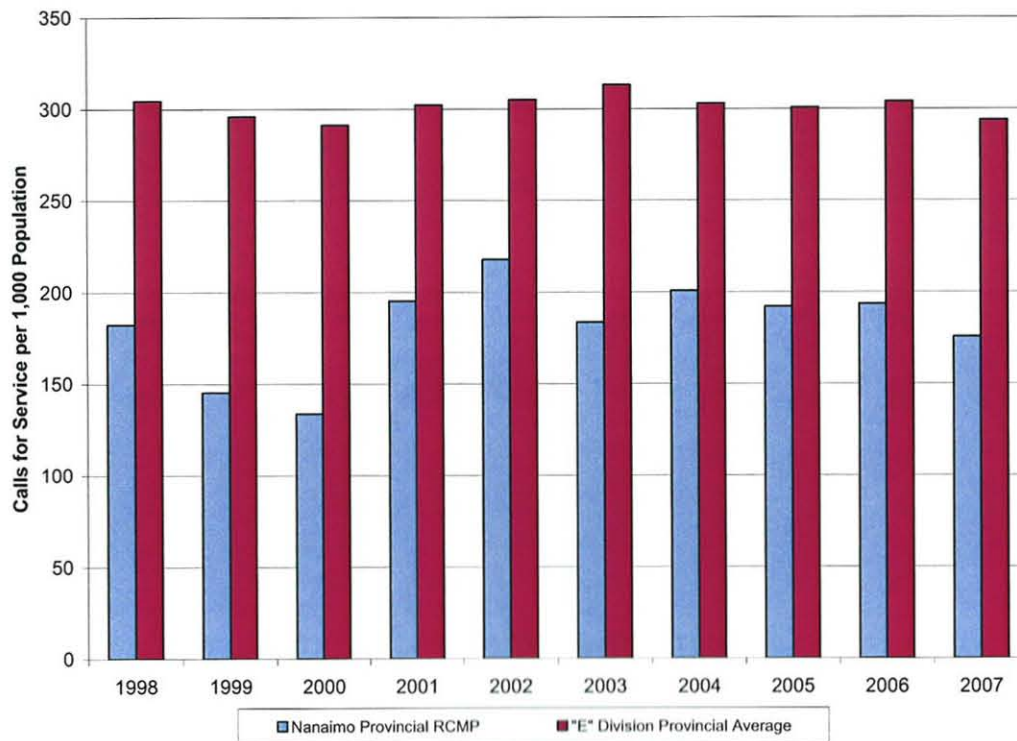
Chart 5.3.2.2



The following graph (Chart 5.3.2.3) shows that since 1998, the number of calls for service at Nanaimo Provincial per 1,000 people has remained consistently lower than the provincial average. The 10 year average of calls for service at provincial RCMP detachments is 301 calls for service per 1,000 people. In Nanaimo the 10 year average is 182. Nanaimo's 10 year calls for service average is 40% lower than the 10 year provincial average.

Chart 5.3.2.3

Nanaimo Provincial RCMP - Calls for Service per 1,000 Population



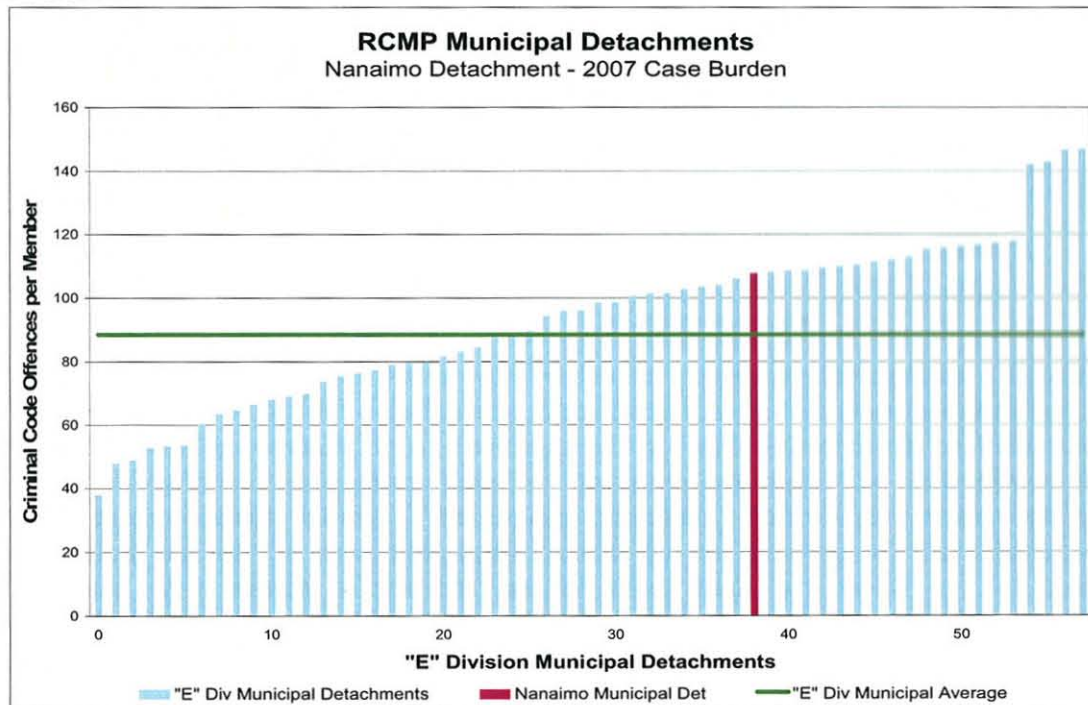
5.4 Case Burden:

5.4.1 Municipal:

External comparisons can be useful in the analysis of a detachment's police human resource need. For this purpose it is useful to compare case burdens of RCMP detachments throughout the province. Case burden is defined as the number of Criminal Code Cases (excluding Criminal Code Traffic) reported within a given jurisdiction, divided by the authorized strength of the police service. This does not take into consideration vacancies or long term absences from duty. It also includes all the personnel at a detachment including non-core policing personnel; therefore, a detachment which has deployed much of its policing personnel to non-core policing functions may have placed a higher burden on their core policing personnel than is indicated by the case burden measurement. Case burden is only one of the useful criteria used in comparing one detachment to another or to the provincial average.

The following graph (Chart 5.4.1.1) compares case burdens of Municipal RCMP Detachments across the province and shows that the average case burden in 2007 was approximately 88.5 Criminal Code Offences per member. Nanaimo Municipal, at approximately 107.9 criminal code cases per member, is roughly 22% higher than the municipal average.

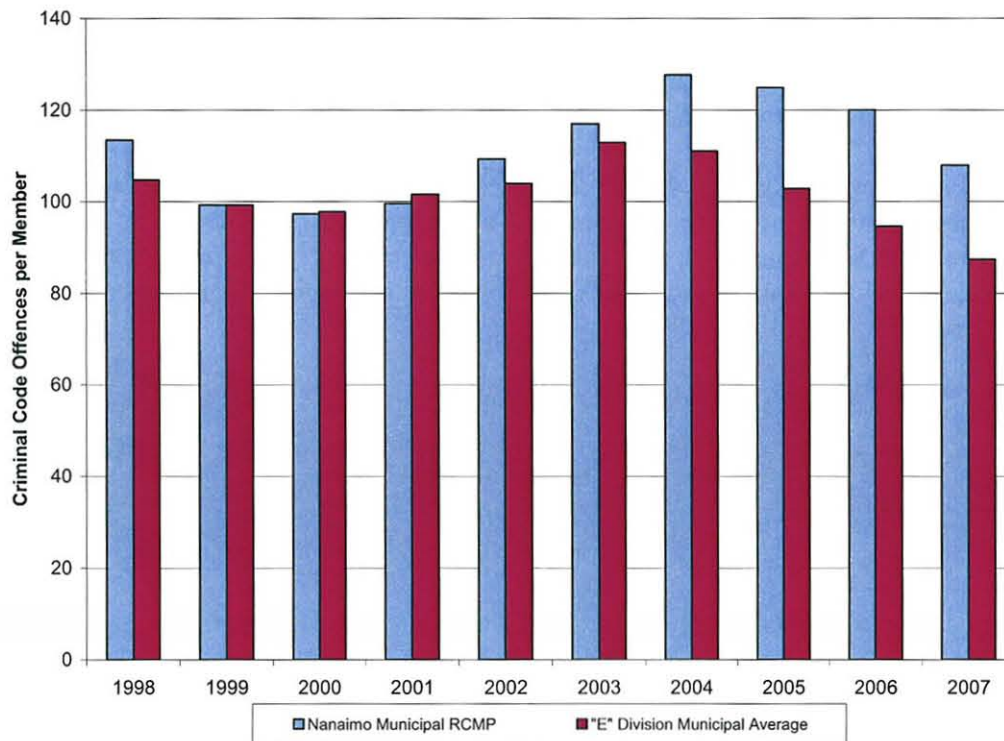
Chart 5.4.1.1



The following graph (Chart 5.4.1.2) shows how the case burden in Nanaimo increased from 2000 to 2004 and then began to decrease to the 2007 level which was similar to the 1998 level. The case burden for Nanaimo Municipal has remained higher than the provincial average since 2002 and as of 2007 it was 22% higher. As case burden measures the number of cases per member posted to any particular area, it follows that changes in the number of members at a detachment, or changes in the number of criminal code offences reported, will both have an effect on case burden.

Chart 5.4.1.2

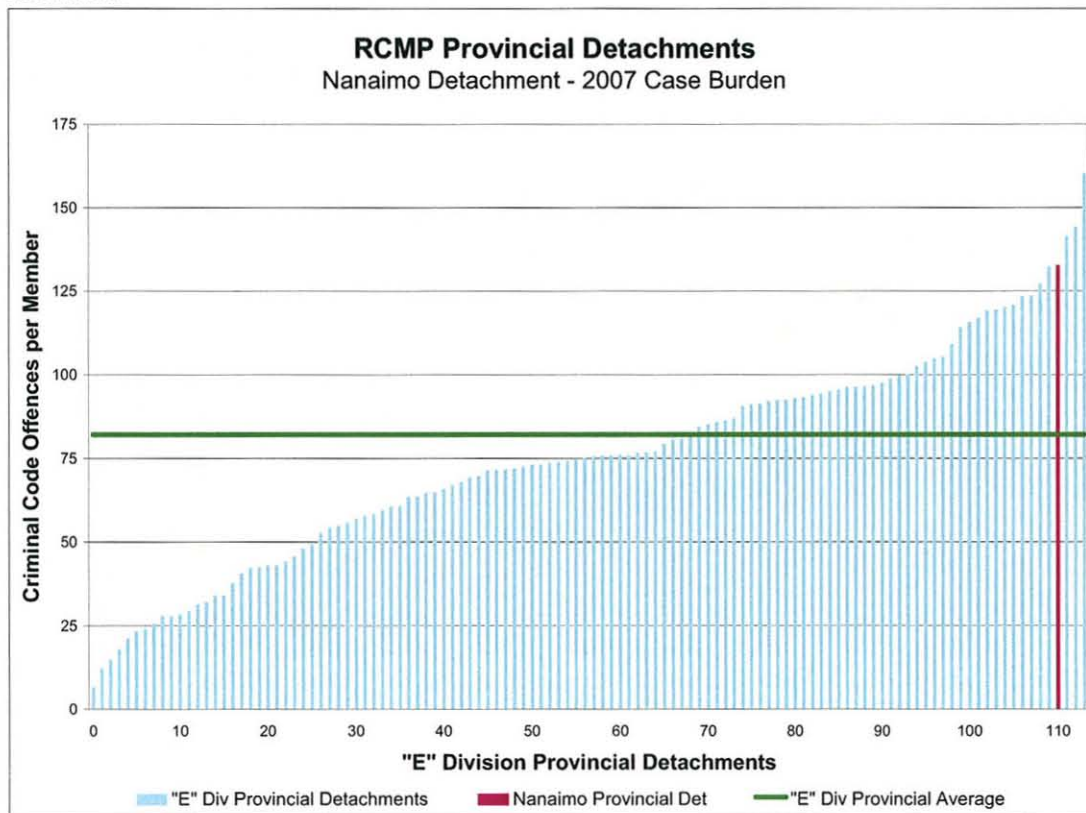
Nanaimo Municipal RCMP - Case Burden



5.4.2 Provincial:

The following graph (Chart 5.4.2.1) compares case burdens of Provincial RCMP Detachments across the province and shows that the average case burden in 2007 was approximately 82 Criminal Code Offences per member. Nanaimo Provincial, at approximately 133 criminal code cases per member, is roughly 62% higher than the provincial average.

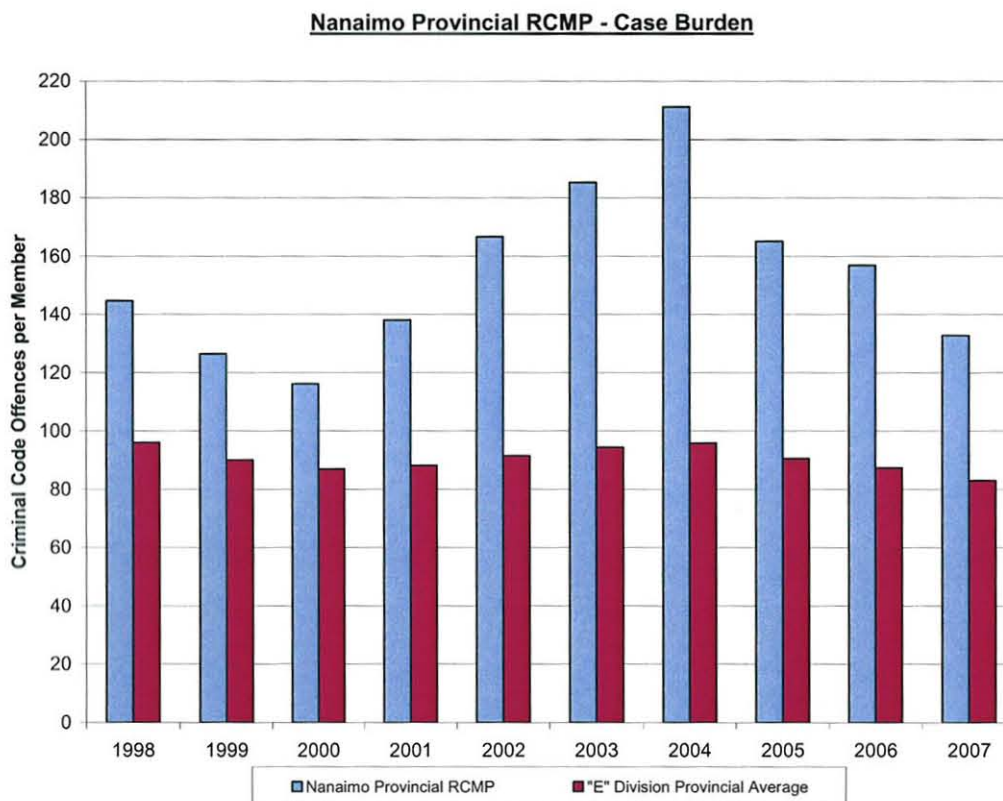
Chart 5.4.2.1



Police Services Division calculates case burden for provincial detachments differently than they do for municipal detachments. Provincial case burden does not consider all provincial positions working out of a particular office. Multi-jurisdictional positions such as Police Dog Service or Highway Patrol are not considered part of the establishment for the calculation of case burden. Furthermore, Community Police Unit members are not considered part of the provincial establishment for the purpose of this calculation. Municipal case burden calculations on the other hand, are based on the entire establishment posted to any of the municipal collator codes at the jurisdiction under review.

The following graph (Chart 5.4.2.2) shows how the case burden in Nanaimo increased from 2000 to 2004 and then began to decrease to the 2007 level which was similar to the 1999 level. The case burden for Nanaimo Provincial has remained higher than the provincial average over the past 10 years and as of 2007 it was 62% higher.

Chart 5.4.2.2

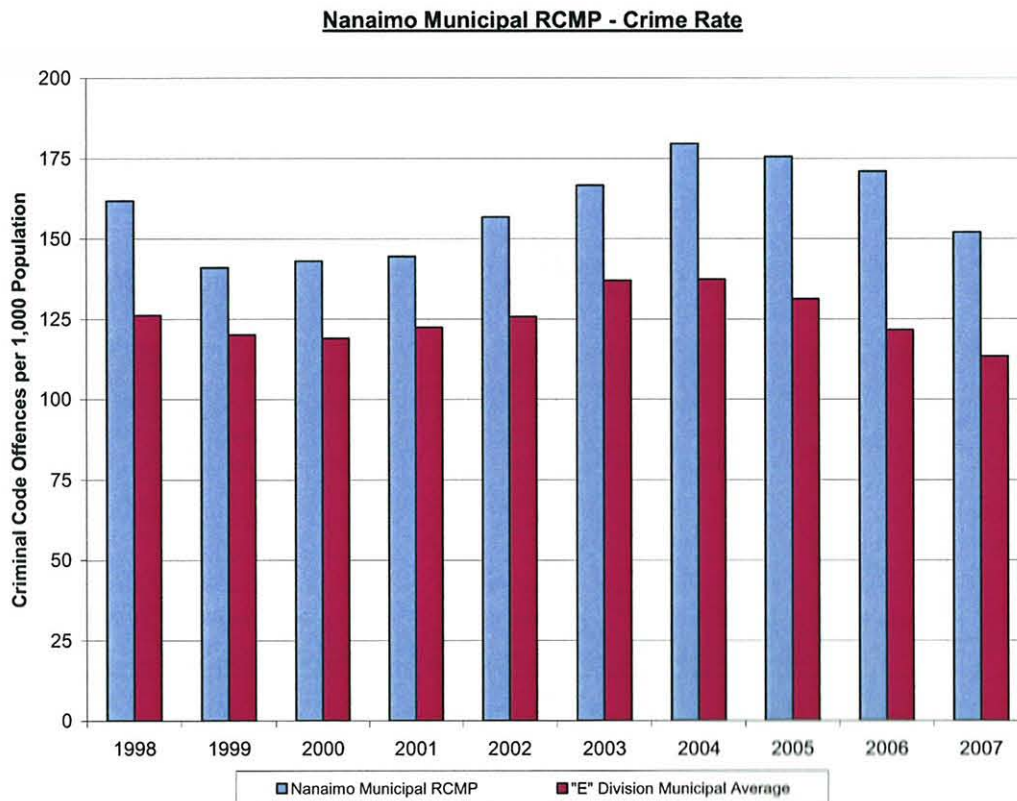


5.5 Crime Rate:

5.5.1 Municipal:

The following graph (Chart 5.5.1.1) compares the crime rate for Nanaimo Municipal to the average municipal crime rate.²⁰ The average municipal crime rate province wide has seen minor fluctuations over the past 10 years, while the fluctuations in Nanaimo's crime rate have been somewhat more pronounced. Nanaimo's crime rate has remained higher than the average municipal crime rate for this period. In Nanaimo, the crime rate peaked in 2004 and had been declining ever since. The 2007 Nanaimo Municipal crime rate was at 152, approximately 35% higher than the average municipal crime rate of 113.

Chart 5.5.1.1

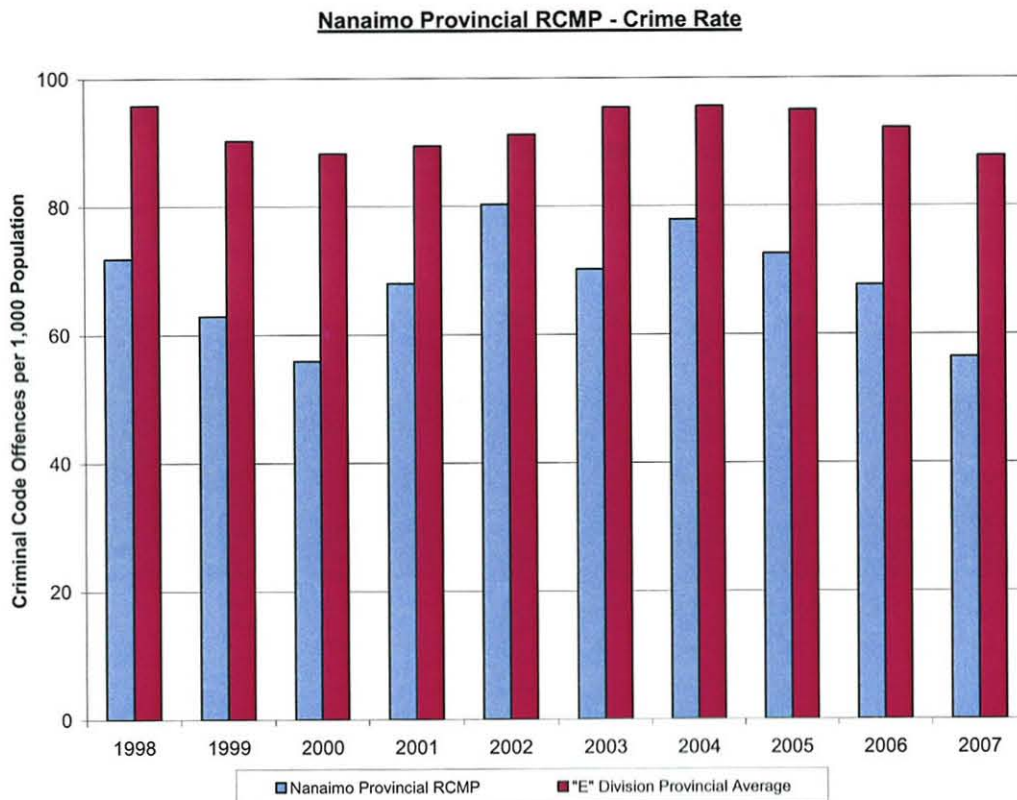


²⁰ The average crime rate among all the municipalities policed by the RCMP in the Province of British Columbia

5.5.2 Provincial:

The following graph (Chart 5.5.2.1) compares the crime rate for Nanaimo Provincial to the average provincial crime rate.²¹ The provincial crime rate has remained fairly stable over the past 10 years, while the crime rate for Nanaimo Provincial has fluctuated somewhat. Nanaimo's crime rate has remained lower than the provincial average over this time period. At 56 the 2007 crime rate for Nanaimo Provincial was 36% lower than the average provincial crime rate of 88.

Chart 5.5.2.1



²¹ The average crime rate among all the provincial areas policed by the RCMP in the Province of British Columbia

5.6 Workload Simulation (PRM):

5.6.1 Unallocated Time & Immediate Response to Calls:

The PRM simulator analyzed workload data and in doing so, simulated (among other things) an average week²² and the number of core policing personnel required to provide various levels of service during that week.²³ The results of this analysis are set out in the following table (Table 5.6.1.1). This table illustrates how different human resource levels affect the percentage of unallocated time each member will have during the core hours of the day (0800 hrs to 2200 hrs), and their ability to accept priority calls for service. There are currently 50 core policing personnel assigned to Nanaimo Detachment. These personnel have limited unallocated time in which to engage in proactive police work and are responding from call to call.

When utilizing the following table it should be noted that there is a 4 watch system at Nanaimo Detachment. Keeping the watches even will result in the workload being more evenly distributed amongst the core policing personnel.

Nanaimo Detachment				
Table 5.6.1.1				
Number of Core Policing Personnel ²⁴	Percentage of Unallocated Time ²⁵	Percentage of Priority One Calls Responded to Immediately	Percentage of Priority Two Calls Responded to Immediately	Percentage of Priority Three Calls Responded to Immediately
50	0.00%	99.99%	98.78%	97.51%
56	1.89%	100.00%	99.47%	98.91%
60	8.16%	100.00%	99.69%	99.36%
64	13.65%	100.00%	99.82%	99.64%
68	18.49%	100.00%	99.90%	99.81%
72	22.79%	100.00%	99.95%	99.89%
76	26.64%	100.00%	99.97%	99.94%
80	30.11%	100.00%	99.98%	99.96%
84	33.24%	100.00%	99.99%	99.98%
88	36.09%	100.00%	100.00%	99.99%

Grayed out area above highlights the establishment at the time of this writing.

An additional 26 core policing personnel would increase unallocated time to approximately 27%, thus allowing sufficient time for proactive police work.

²² An average week, defined as a week with an average number of Calls for Service for each Event Group, and the Detachment's hourly call distribution. In other words: For a given Event Group (work activity), e.g. Event Group# 108 (Assault), the average week has the total number of Calls for Services within EG 108 over the entire year, divided by 52, the number of weeks in a year. For each Event Group, that average number of Calls for Service is distributed amongst each one of the 168 hours of the average week as per the Detachment hourly distribution.

²³ See the next section which discusses the year as a whole including peak and off-peak times.

²⁴ The line represented in gray indicates the actual deployment of personnel as published in organizational charts. The other lines indicate the deployment of personnel based of service share.

²⁵ During core hours (0800 hrs to 2200 hrs)

5.6.2 Peak and off-peak – 52- week simulation:

The PRM conducted a 52-week simulation showing unallocated time during the peak and off-peak periods of the analyzed year, 2008. During the analyzed year, unallocated time for core policing personnel was never within the 25 – 35% range. During most weeks the 50 core policing personnel on establishment had zero unallocated time in which to engage in proactive police work, meaning that they were only able to engage in reactive work. Although workload pressures remain quite strong throughout the entire year, summer is clearly the peak period where strong seasonal policing pressures are present.

A 52-week graph depicting unallocated time available to core policing personnel and their ability to respond immediately to priority calls is included as appendix “F” of this report. Other 52-week graphs depicting various service levels up to a core policing personnel staffing level of 88 are included as appendices “G” to “K” of this report. These graphs demonstrate a significant improvement in the ability of core policing personnel to engage in proactive police work.

Using these graphs the detachment management team can design seasonal policing initiatives more effectively. For example, if 76 core policing personnel were normally on staff at Nanaimo, the summer would still experience many weeks where unallocated time is low. Using appendices “I”, “J” & “K” the detachment management team can see how much improvement can be obtained by adding scheduled overtime. Refining this even further the detachment management team can utilize the hourly workload distribution graphs (Appendix “L” and “M”) to best schedule overtime.

Appendix “H” shows how much unallocated time members would have, if 75 core policing personnel were on establishment at Nanaimo. Even with that amount of personnel there are 23 weeks which experience levels of unallocated time below the recommended range, and during 13 of those weeks unallocated time was below 20%. When compared with appendices “I”, “J” & “K” it’s clear to see how adding one, 2 and 3 additional overtime member(s) per watch would increase the service level. 3 overtime personnel (per-watch) increases unallocated time to within or near the recommended range throughout the summer peak period.

Due to the size of this detachment, and the fact that it operates 24 hours a day, nearly 100% of priority one calls are dispatched immediately. When all priority calls are considered, the ability to dispatch calls immediately is still above 90% for all weeks of the year. This means that there is very little need to queue a call for service. With 75 core policing personnel on establishment (Appendix “H”) detachment management can expect all priority calls for service to be dispatched immediately.

5.6.3 Workload Distribution:

The PRM also analyzed the calls for service based on the hour of the week, the week of the year, and the event group. This is referred to as workload distribution.

Hourly Workload Distribution:

There are peaks in the hourly workload distribution in early afternoon during normal business days: Calls for service peak on Friday and Saturday more than any other day of the week with the most calls for service coming in at 2300hrs on Friday evening. The second busiest hour of the week is on Saturday evening also at 2300hrs. On Fridays and Saturdays, the volume of calls for service remains steady longer. On both Friday and Saturday, the volume of calls for service drops off later into the shift than on the other days. Sunday is the slowest day of week.

When this data is weighted by initial investigation time, Friday and Saturday remain the busiest days of the week.

Graphs depicting hourly workload distribution can be viewed as appendix "L" & "M" to this report.

Weekly Workload Distribution:

The weekly workload distribution for Nanaimo Detachment shows a trend of increased activity in the summer months. Calls for service start increasing in February and peak in late June or early July when the calls begin to decrease again until the end of the year.

When weighted by initial investigation time, the seasonal peak period is maintained longer and starts to drop off in late August.

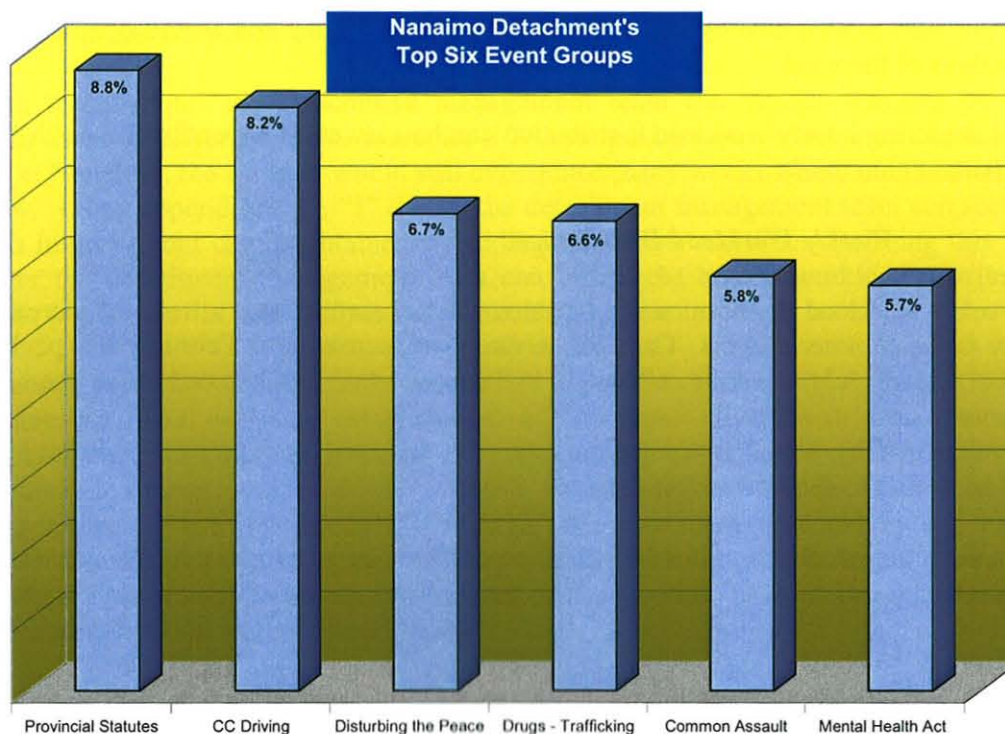
Graphs depicting weekly workload distribution can be viewed as appendix "N" & "O" of this report.

Workload Distribution by Event Group:

The following graph (Chart 5.6.3.1) shows the 6 most demanding event groups, in terms of the time spent, by core policing personnel, on the calls for service comprised in each of these event groups, while performing initial investigation, follow-up, court and case disposition. Overall these event groups represent nearly 42% of the workload.

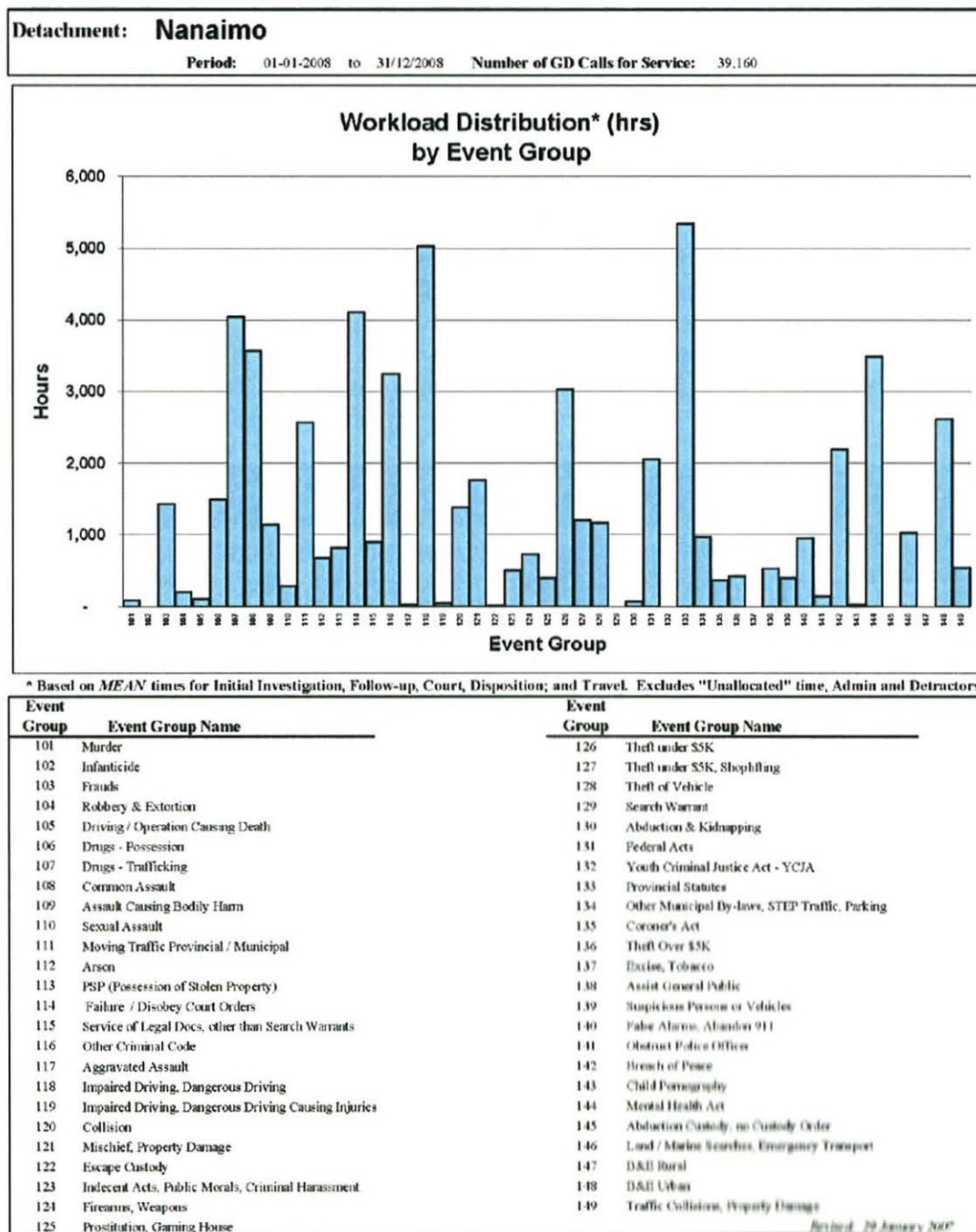
Graphs depicting the most common offences in each of these event groups are attached as appendices "P" through "T" of this report. Detachment management may use this information to design programs or direct targeted enforcement to address certain calls for service.

Chart 5.6.3.1



The following graph (Chart 5.6.3.2) presents a distribution of the time spent by core policing personnel on activities such as initial investigation, follow-up, court, case disposition and travel, by event group.

Chart 5.6.3.2



PRM Model v1e_Nanaimo 2009-03-04.xls, Chart Resources by EG

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5.6.7 Travel time:

Many police forces measure the efficiency of their first responders by how quickly they respond to priority one calls for service. The PRM produces a measure of how long it takes for a unit to arrive on scene after it has accepted a call for service. This is travel time and should not be confused with response time. The difference is: The PRM does not measure the time required for dispatchers to process the call for service before it is dispatched. Therefore, it is difficult to make a straight across comparison with this measure and response time measures used by many other police forces. It is useful however, for managers to know how long it takes for members to arrive on scene once they have been dispatched.

The following table (Table 5.6.7.1) lists average travel times by zone and priority in Nanaimo.

Travel Time by Zone and Priority in Minutes					
Table 5.6.7.1					
	All Zones	City Downtown	City North	City Other	Provincial Area
Priority 1	6.7	3.4	7.2	5.9	11.6
Priority 2	8.6	5.8	9.6	7.2	12.7
Priority 3	16.8	11.6	18.7	14.3	24.7
All Calls	14.0	9.5	15.7	11.9	20.2

When all the zones are considered, core policing personnel in Nanaimo, on average, take 6.7 minutes to arrive on scene after accepting a priority one call for service. Only the Provincial Area zone experienced travel times for priority one calls for service significantly higher than 7 minutes.²⁶

A graph depicting the above information in visual form is included as appendix "U" of this report.

²⁶ Due to the geographic reality of most provincial detachments, it can be expected that travel times will be greater than urban areas.

6.0 Additional Required Personnel:

This resource study provides decision makers with information designed to assist them in determining the number of police resources that are required when acting in the capacity of core policing personnel within a particular jurisdiction and as such, it addresses only the need for uniformed Regular Members of the RCMP that are responding to calls for service. Additional personnel required to support the core policing component of an RCMP detachment are listed below.

6.1 Supervisory:

In order to operate effectively, core policing personnel require a supervisory structure; therefore, additional supervisory personnel must be considered when examining a potential increase to core policing personnel.

6.2 Administrative Support Personnel:

Although outside the scope of this paper; decision-makers must consider the number of support staff workers required to provide administrative assistance to the core policing personnel at the detachment under review. Regardless of whether the support staff are Public Service Employees, Municipal Employees, Regional District Employees, or any other classification of employee, there may be a requirement to increase support staff personnel in conjunction with an increase in core policing personnel.

6.3 Specialized Units:

Decision-makers should also consider whether the detachment could benefit from specialized units such as Police Dog Service, Traffic Enforcement, School Liaison, Drug Enforcement/Awareness or a General Investigations Section that could proactively address developing criminal trends within the detachment area. This is referenced here only for decision-makers contemplation and is outside the scope of this paper.

7.0 Conclusion:

This statistical analysis is provided to facilitate discussion and assist decision-makers in determining the core police staffing levels required for their community. Nanaimo Detachment is currently operating with 50 core policing personnel on establishment who have very limited unallocated time. This would indicate that the current staffing levels are insufficient to meet the demand for service while allowing members enough time to conduct proactive police work. In other words, the members are responding from call to call and only have time to engage in reactive policing duties.

Other workload indicators, such as calls for service per member, case burden, and the municipal crime rate support the PRM results for Nanaimo as they show that members in this area are busier on average than most RCMP members in the province.

Service share calculations support the allocation of core policing resources as follows:

- Nanaimo: 76
 - Municipal: 68
 - Provincial: 8

It should be noted that the above distribution of resources is based solely on service share and is independent of any agreement which may be in place.

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- xvi. Royal Canadian Mounted Police – Police Resourcing Methodology Website: http://infoweb.rcmp-grc.gc.ca/ccaps/prm_merp/index_e.htm

Appendix "A"

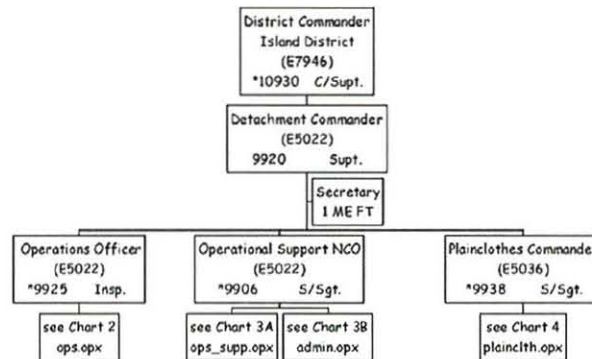
Organizational Chart: Nanaimo Detachment Chart 1 - Overview

'E' Division
Island District
Nanaimo Detachment
Chart 1 - Overview

Chart FTE's	
RM	1
CM	0
PS	0
ME	1
Total	2

*Not counted in
FTEs

Detachment Total FTE's	
RM	124
CM	1
PS	1
PNP	2
ME	51.5
Total	179.5



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Serial #	E08-471
Division	'E'
Location	Island District
Unit/Section	Nanaimo Detachment, Overview
Approved	2008-08-21
Effective Date	2008-08-01
Approved by	RCM - 94
RCMP, Org Management, Pacific Region	

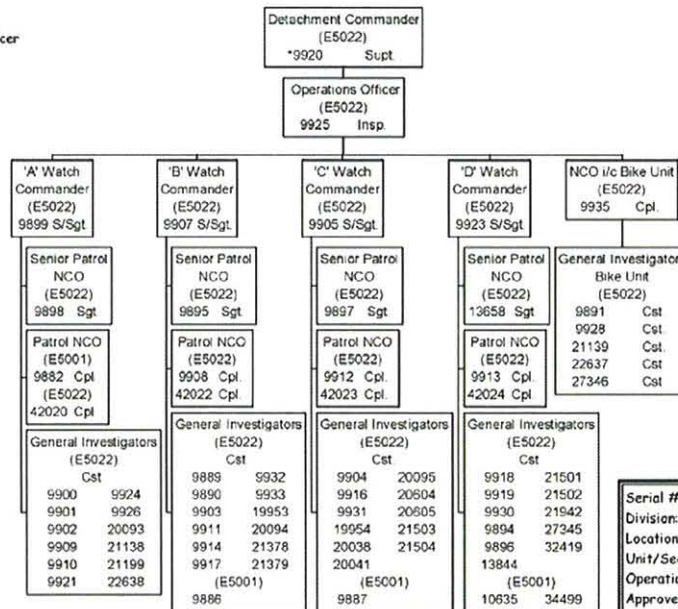
Appendix "B"

Organizational Chart: Nanaimo Detachment Chart 2 – Operations Officer

'E' Division
Island District
Nanaimo Detachment
Chart 2 - Operations Officer

FTEs
RM 73

* Not counted in FTEs



Serial #: E08-470
Division: 'E'
Location: Island District
Unit/Section: Nanaimo Detachment,
Operations Officer, Chart 2
Approved: 2008-08-21
Effective Date: 2008-08-01
Approved by RCM #94

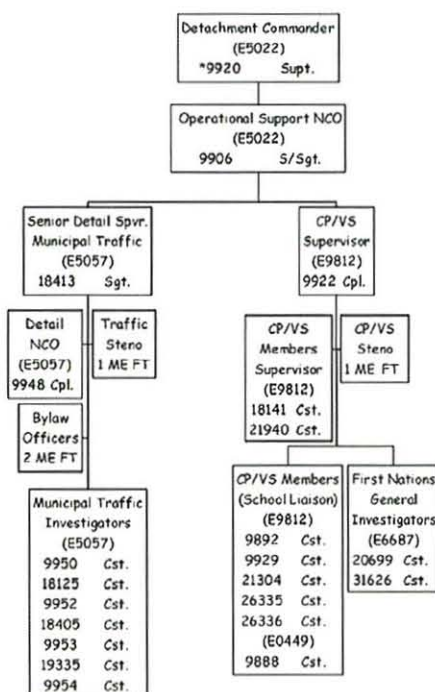
RCMP, Org. Management, Pacific Region

08-08-21 ks
ops.opx
i:\OrgPlus3.5\OrgCharts\island\nanaimo

Appendix "C"

Organizational Chart: Nanaimo Detachment Chart 3A – Operational Support NCO

'E' Division
Island District
Nanaimo Detachment
Operational Support NCO
Chart 3A



FTE's	
RM	19
ME	4
FNP	2
Total	25

* not counted in FTEs
** to be deleted
when vacant

2008-08-21
ops_suppox
i:\OrgPlus3.5\OrgCharts\Island-D\nanaimo

Serial # E08-466
Division 'E'
Location Island District
Unit/Section Nanaimo Detachment,
Operational Support NCO
Approved 2008-08-21
Effective Date 2008-08-01
Approved by RCM 94

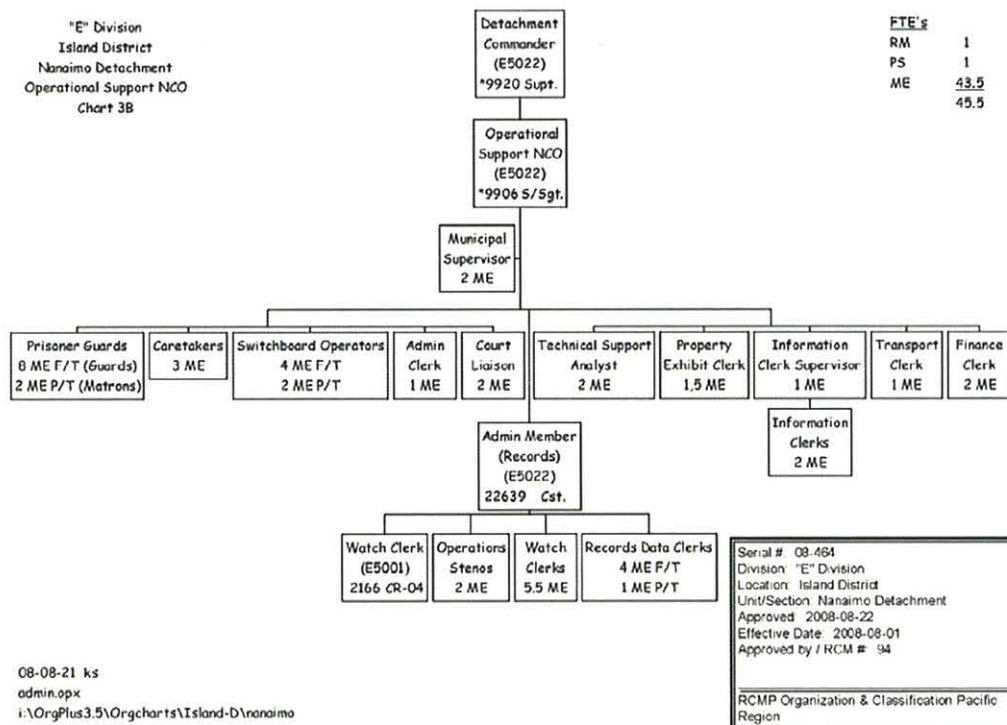
RCMP, Org. Management, Pacific Region

Appendix "D"

Organizational Chart:

Nanaimo Detachment

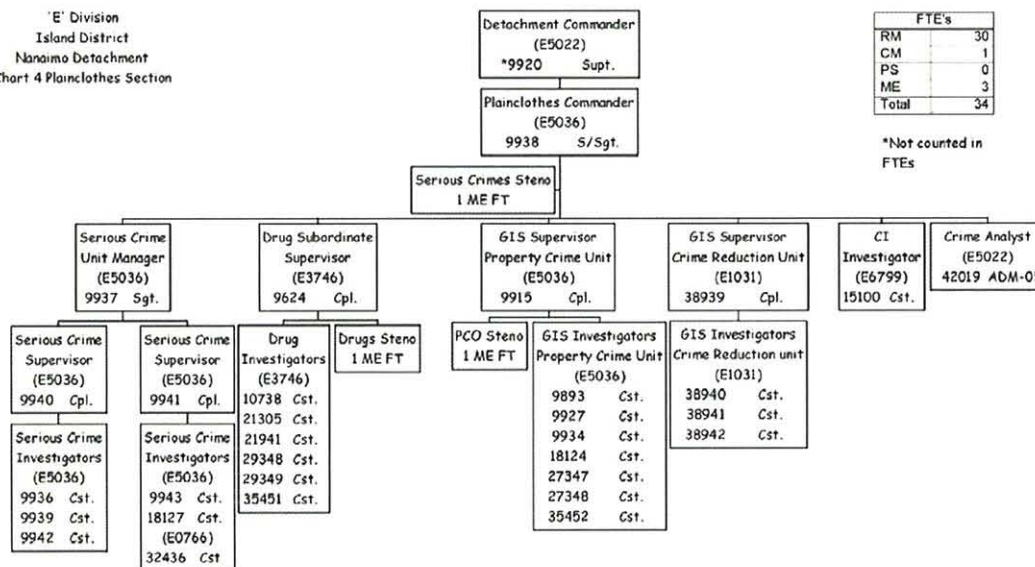
Chart 3B – Operational Support NCO



Appendix "E"

Organizational Chart: Nanaimo Detachment Chart 4 – Plainclothes Section

'E' Division
Island District
Nanaimo Detachment
Chart 4 Plainclothes Section



FTE's	
RM	30
CM	1
PS	0
ME	3
Total	34

*Not counted in
FTEs

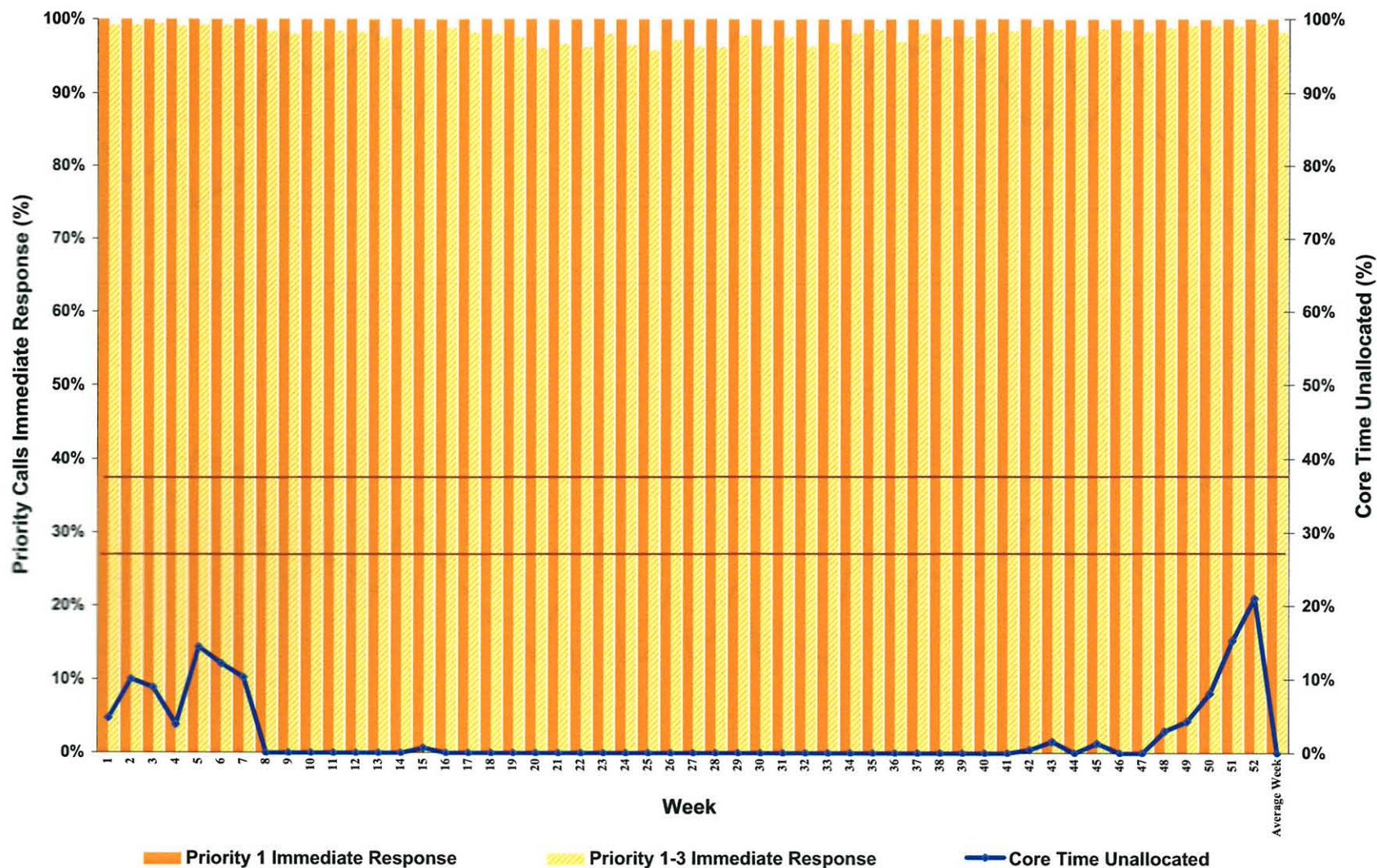
2008-08-21 ks
plainclth opx
i:\OrgPlus3.5\OrgCharts\Island-D\nanaimo

Serial # E08-465
Division: 'E'
Location: Island District
Unit/Section: Nanaimo Detachment, Overview
Approved: 2008-08-22
Effective Date: 2008-08-01
Approved by RCM: 94

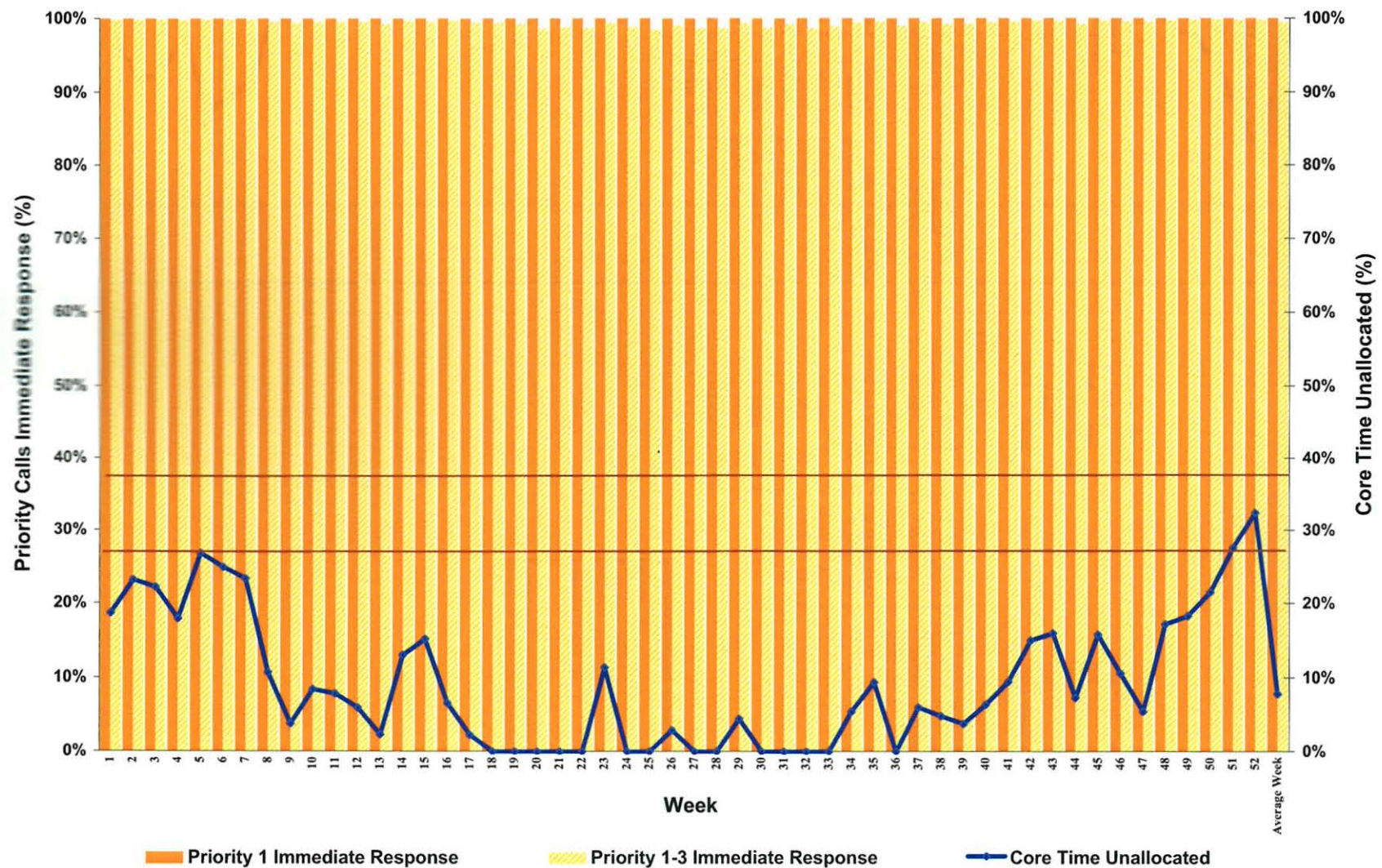
RCMP, Org. Management, Pacific Region

Appendix:"F" Page 42 of 60 Police Resourcing Model - 52 Week Simulation

Nanaimo Detachment Scenario with 51 GD Officers

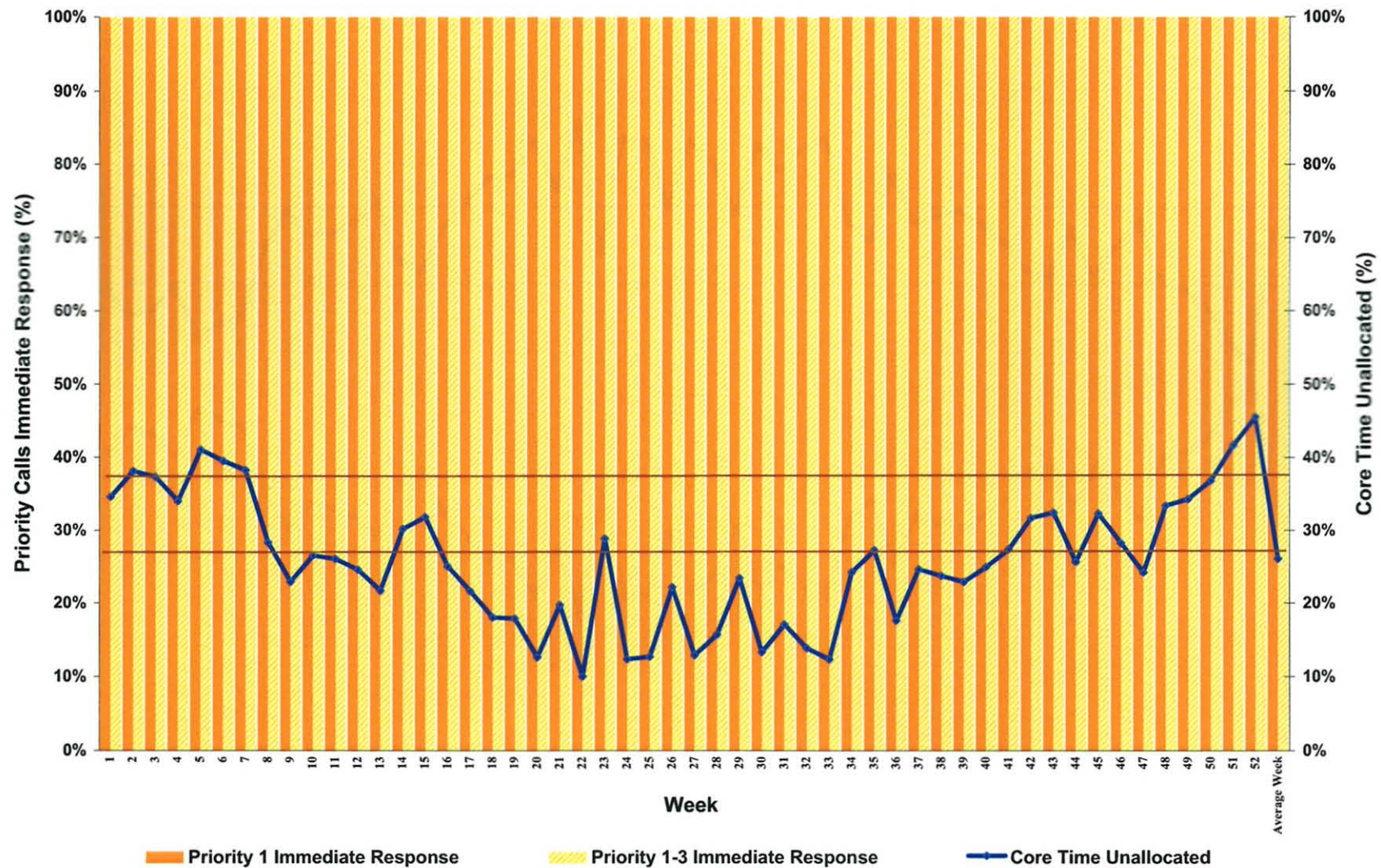


Appendix:"G" Page 43 of 60 Police Resourcing Model - 52 Week Simulation Nanaimo Detachment Scenario with 60 GD Officers

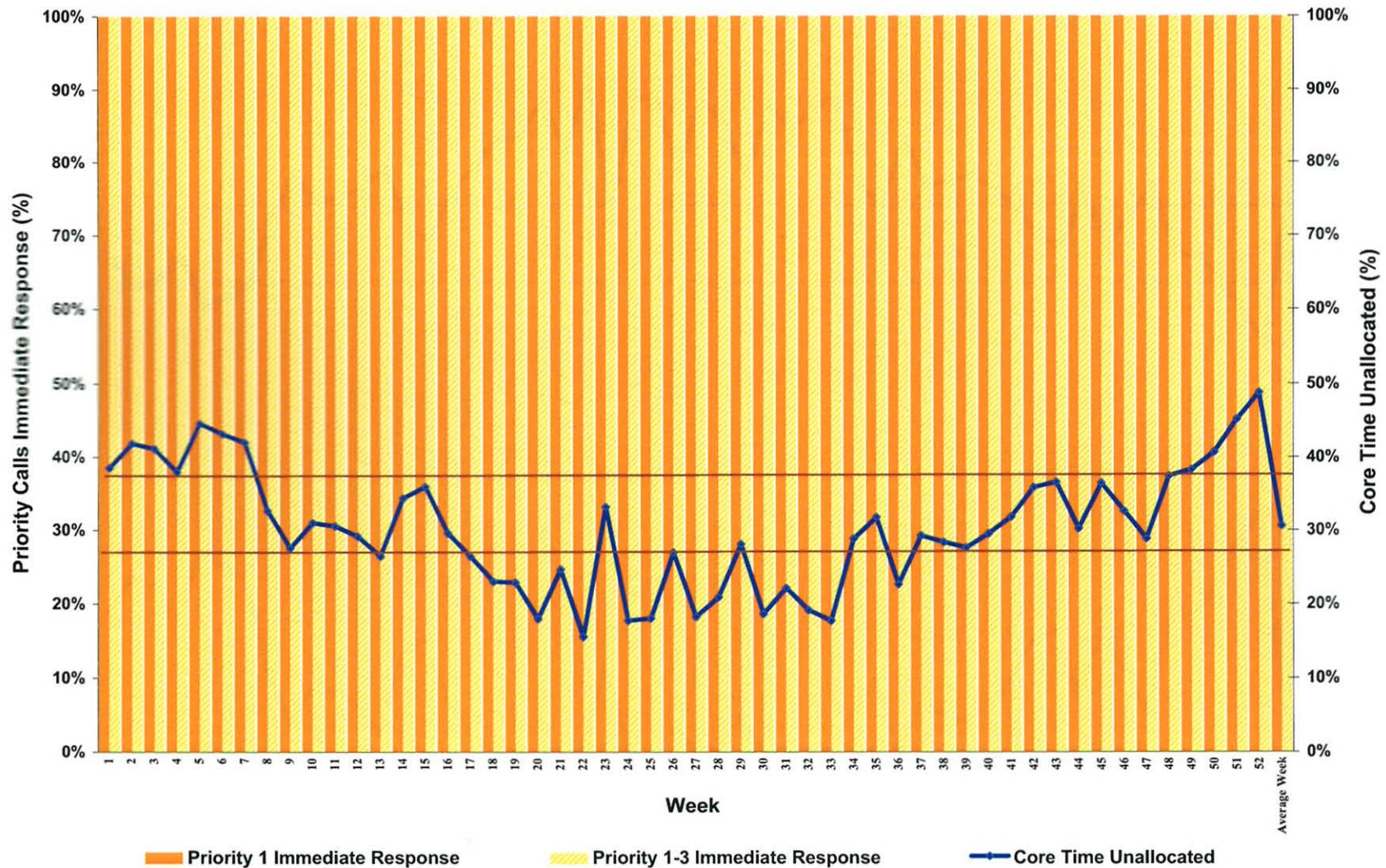


Appendix:"H" Page 44 of 60 Police Resourcing Model - 52 Week Simulation

Nanaimo Detachment Scenario with 75 GD Officers

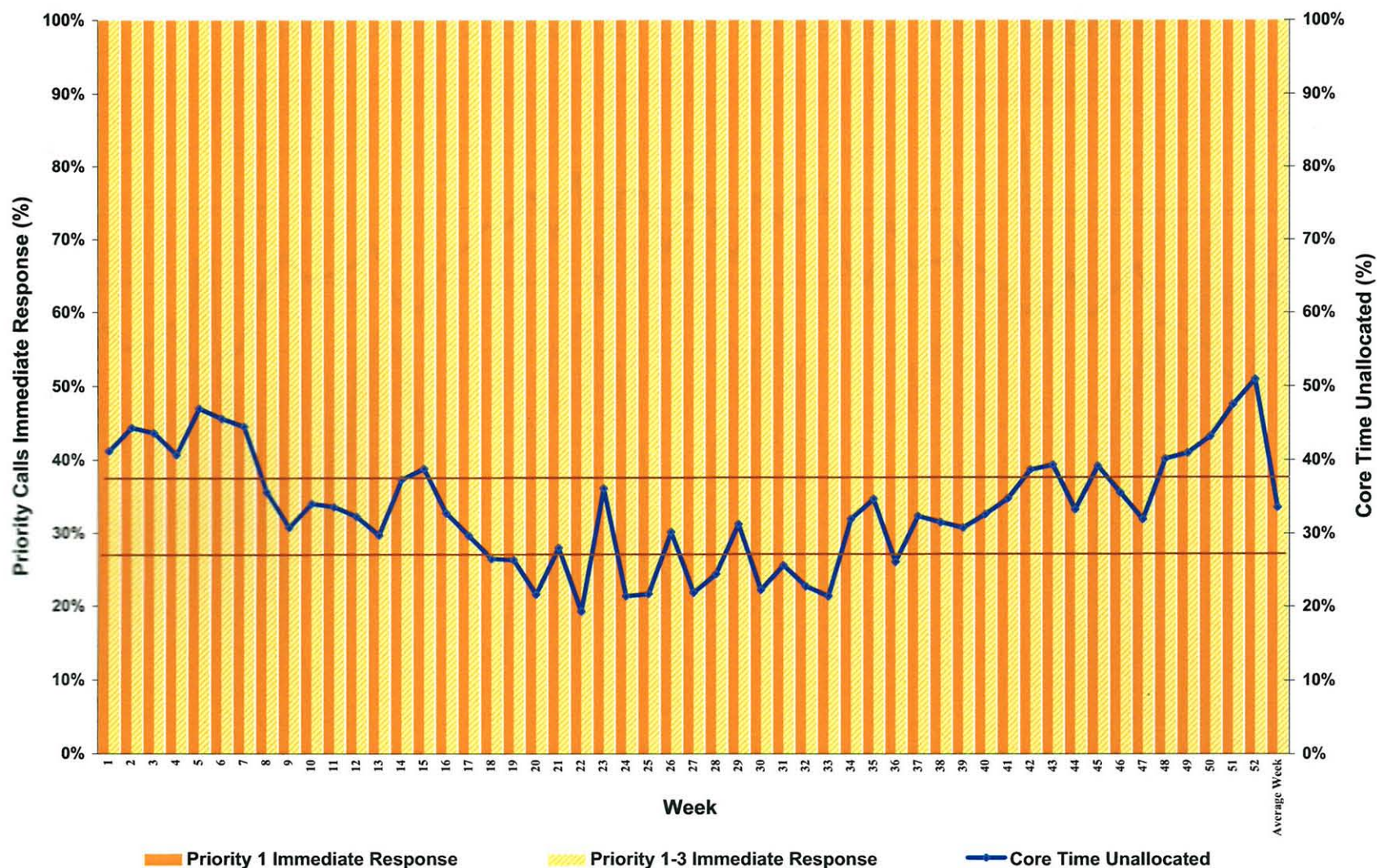


Appendix:"I" Page 45 of 60 Police Resourcing Model - 52 Week Simulation Nanaimo Detachment Scenario with 81 GD Officers

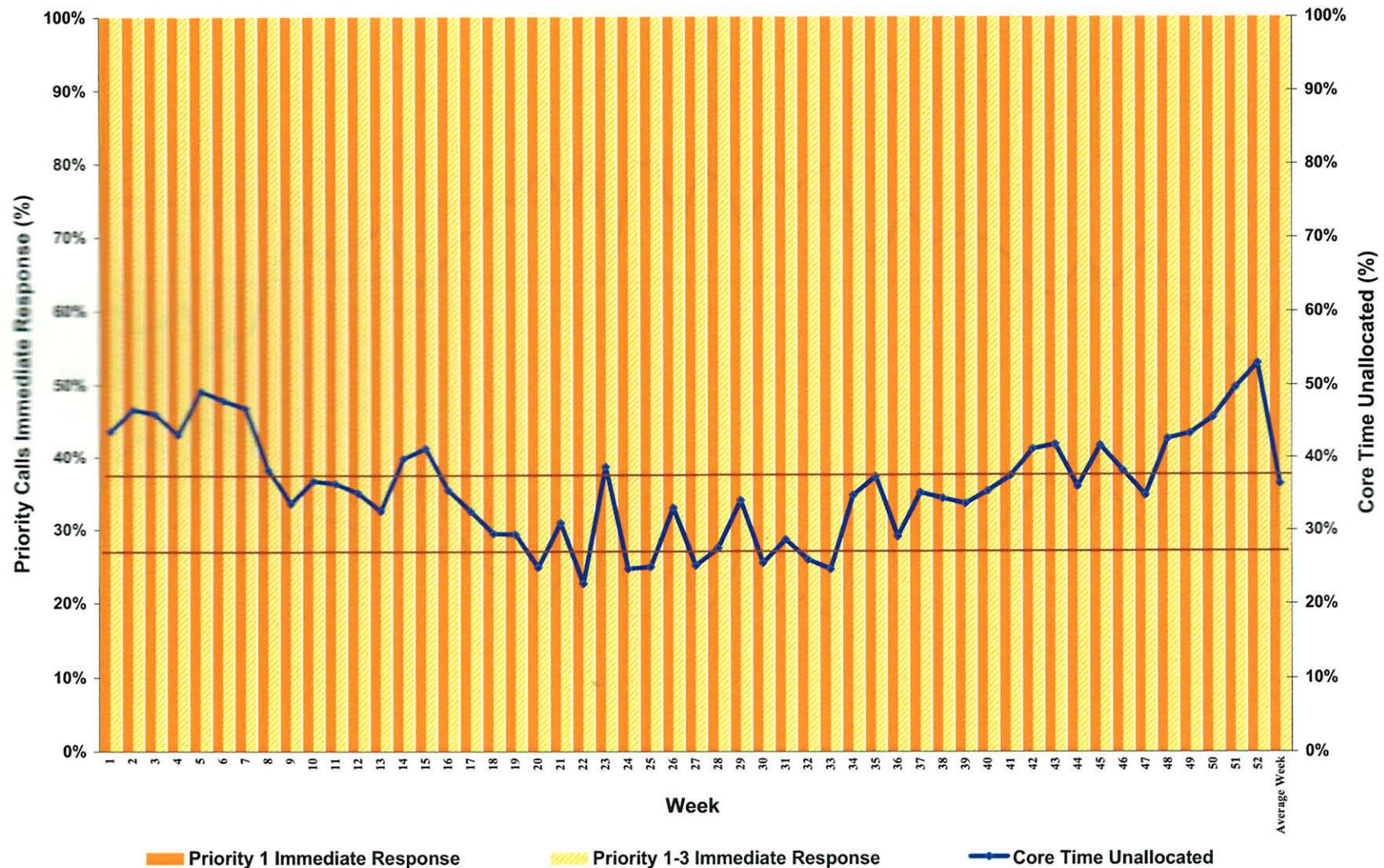


Appendix:"J" Page 46 of 60 Police Resourcing Model - 52 Week Simulation

Nanaimo Detachment Scenario with 85 GD Officers



Appendix:"K" Page 47 of 60 Police Resourcing Model - 52 Week Simulation Nanaimo Detachment Scenario with 88 GD Officers



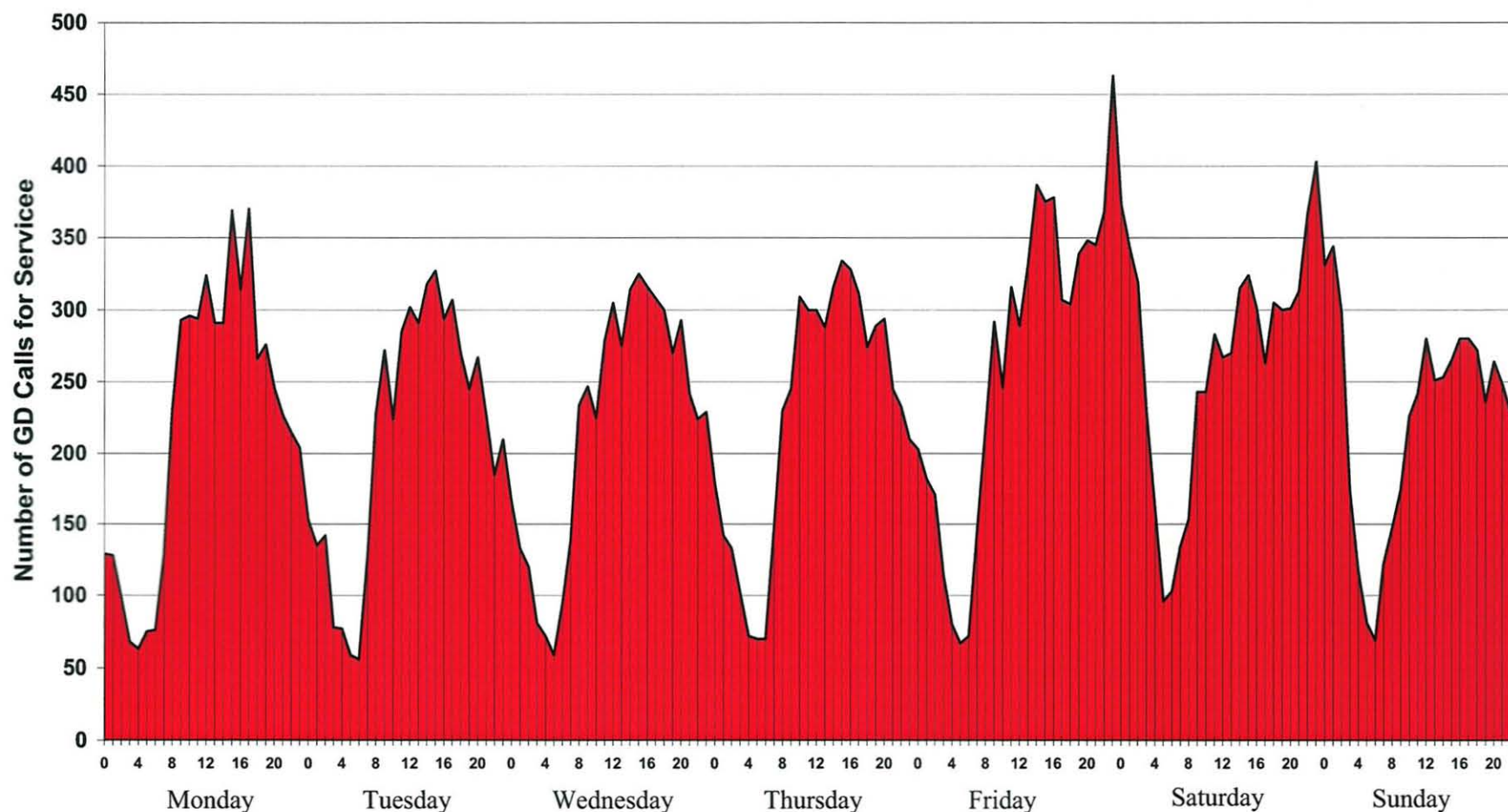
Detachment: **Nanaimo**

Appendix:"L" Page 48 of 60

Period: 01-01-2008 to 31/12/2008

Number of GD Calls for Service: 39,160

Hourly Distribution of GD Calls for Service - Non Weighted



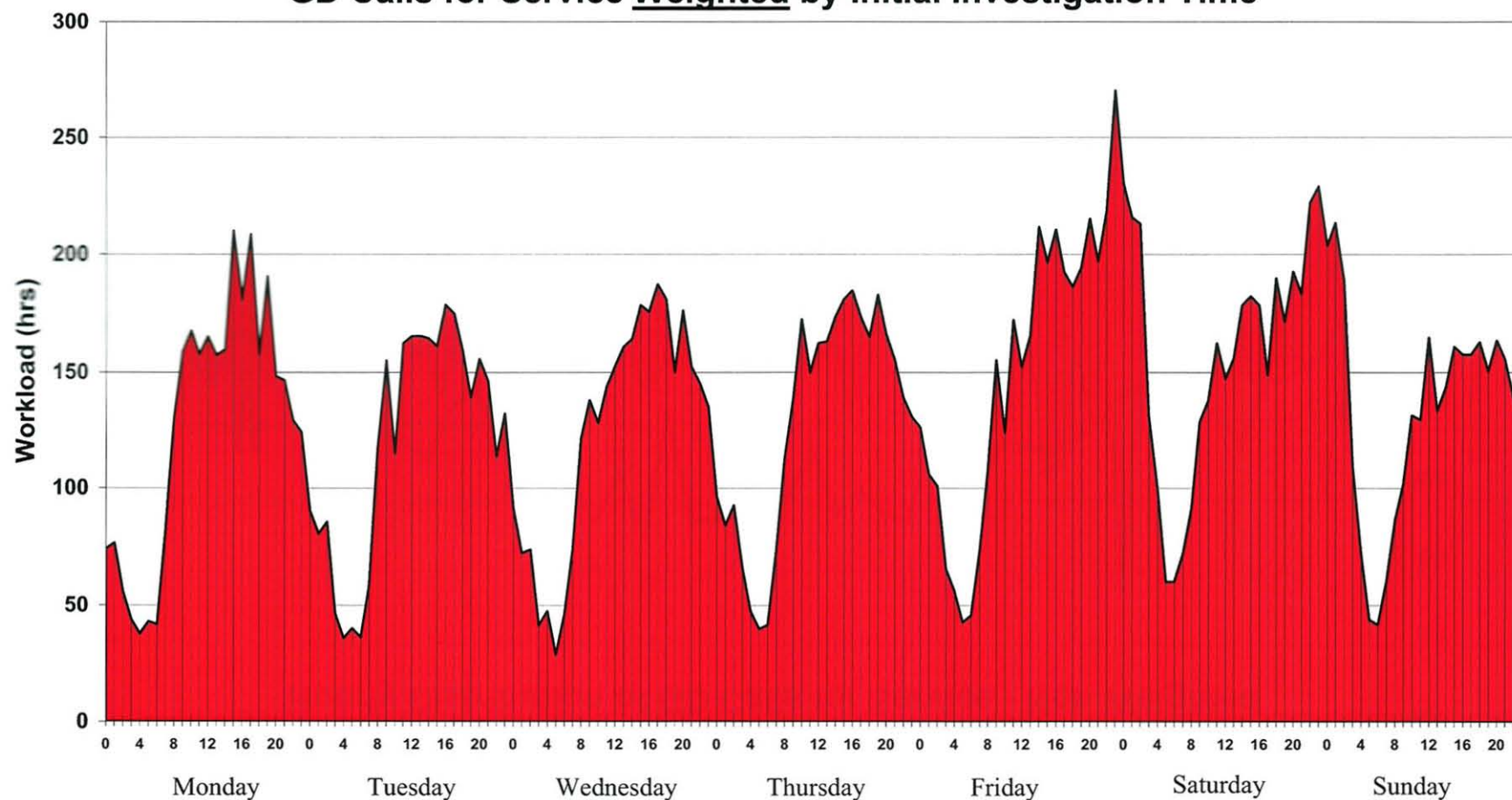
** Based on RMS Data*

Detachment: **Nanaimo**

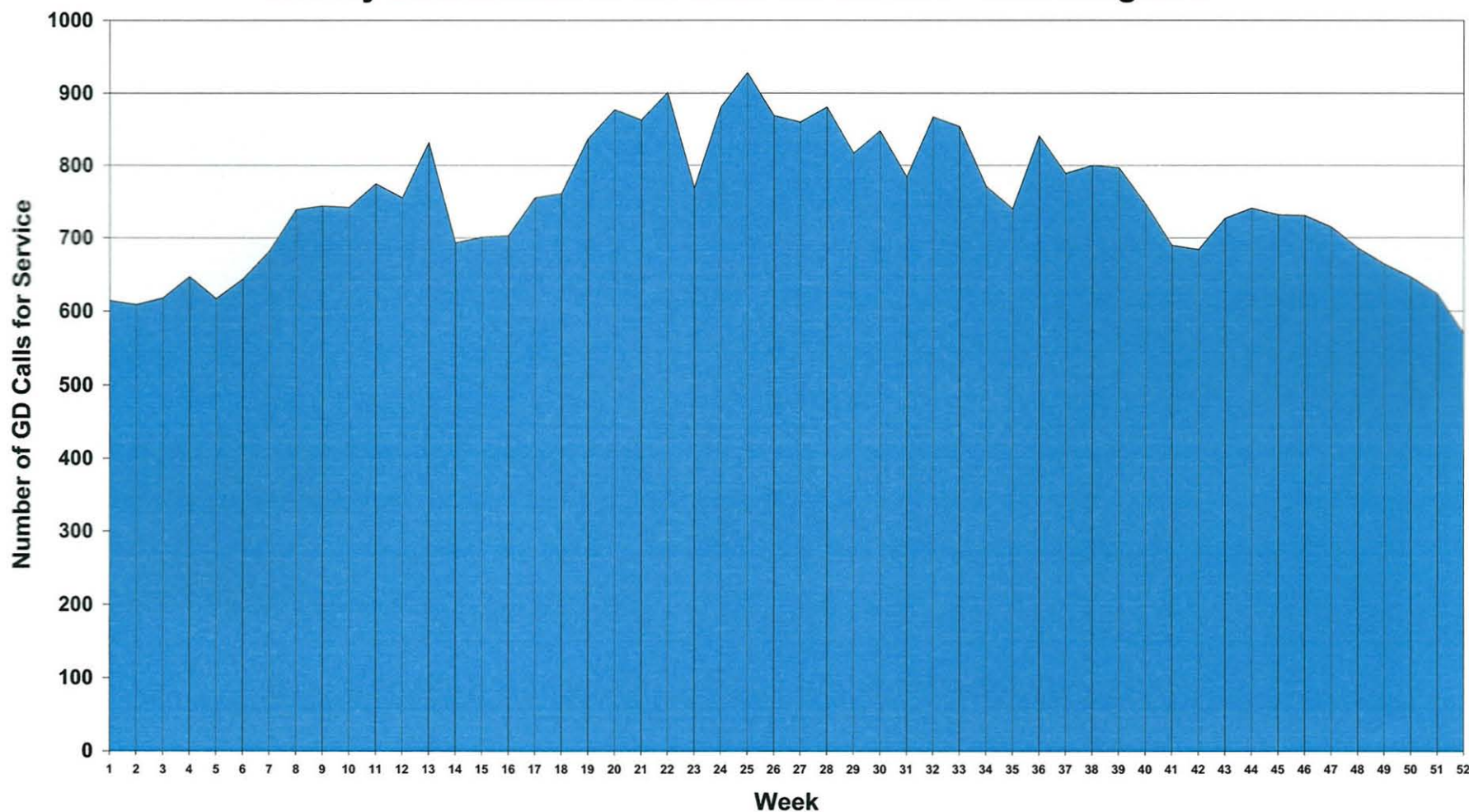
Appendix:"M" Page 49 of 60

Period: 01-01-2008 to 31/12/2008 Number of GD Calls for Service: 39,160

Hourly Workload Distribution
GD Calls for Service Weighted by Initial Investigation Time



** Based on RMS Data*

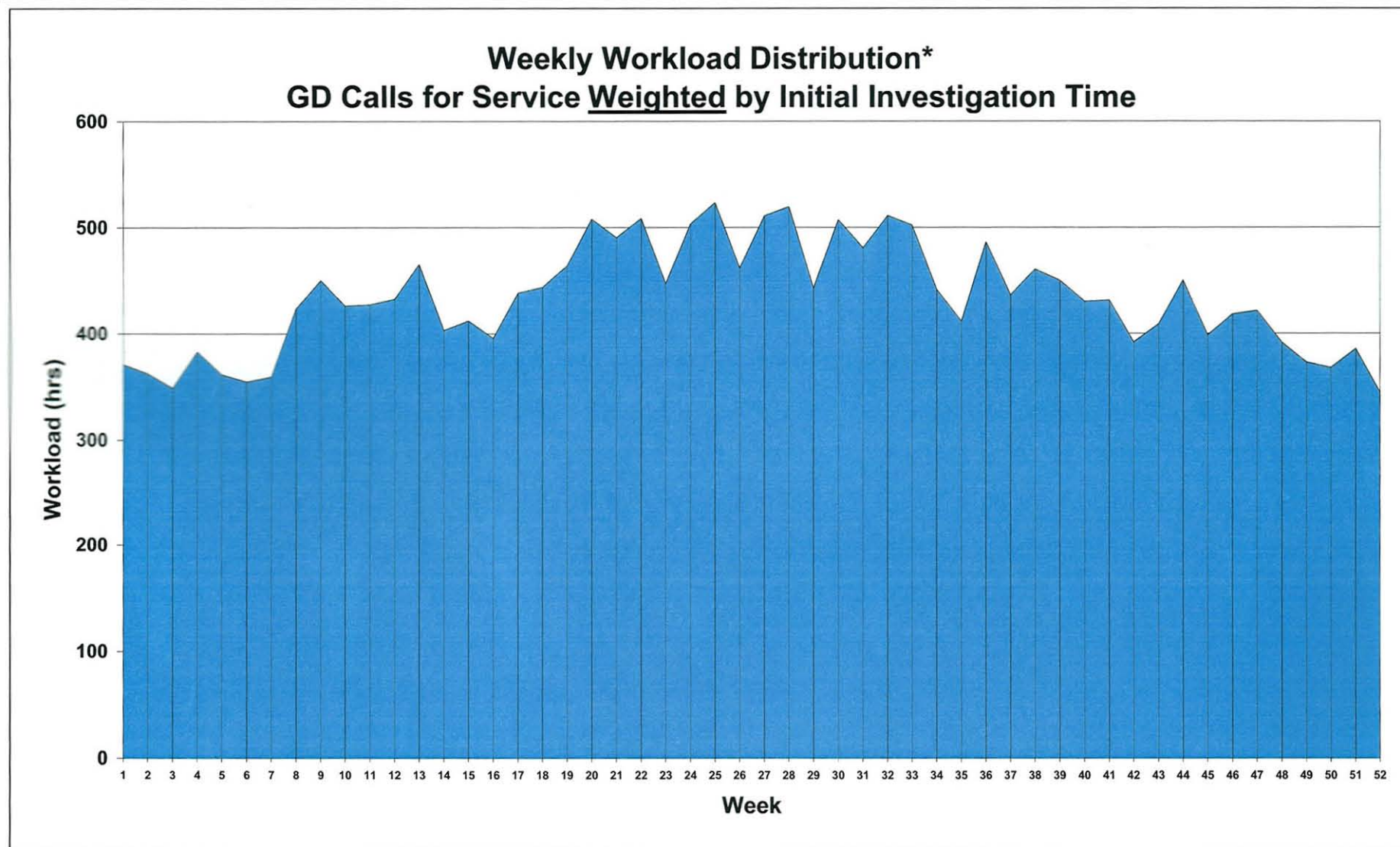
Detachment: Nanaimo**Appendix:"N" Page 50 of 60****Period:** 01-01-2008 to 31/12/2008**Number of GD Calls for Service:** 39,160**Weekly Distribution of GD Calls for Service - Non Weighted**** Based on RMS Data*

Detachment: **Nanaimo**

Appendix:"O" Page 51 of 60

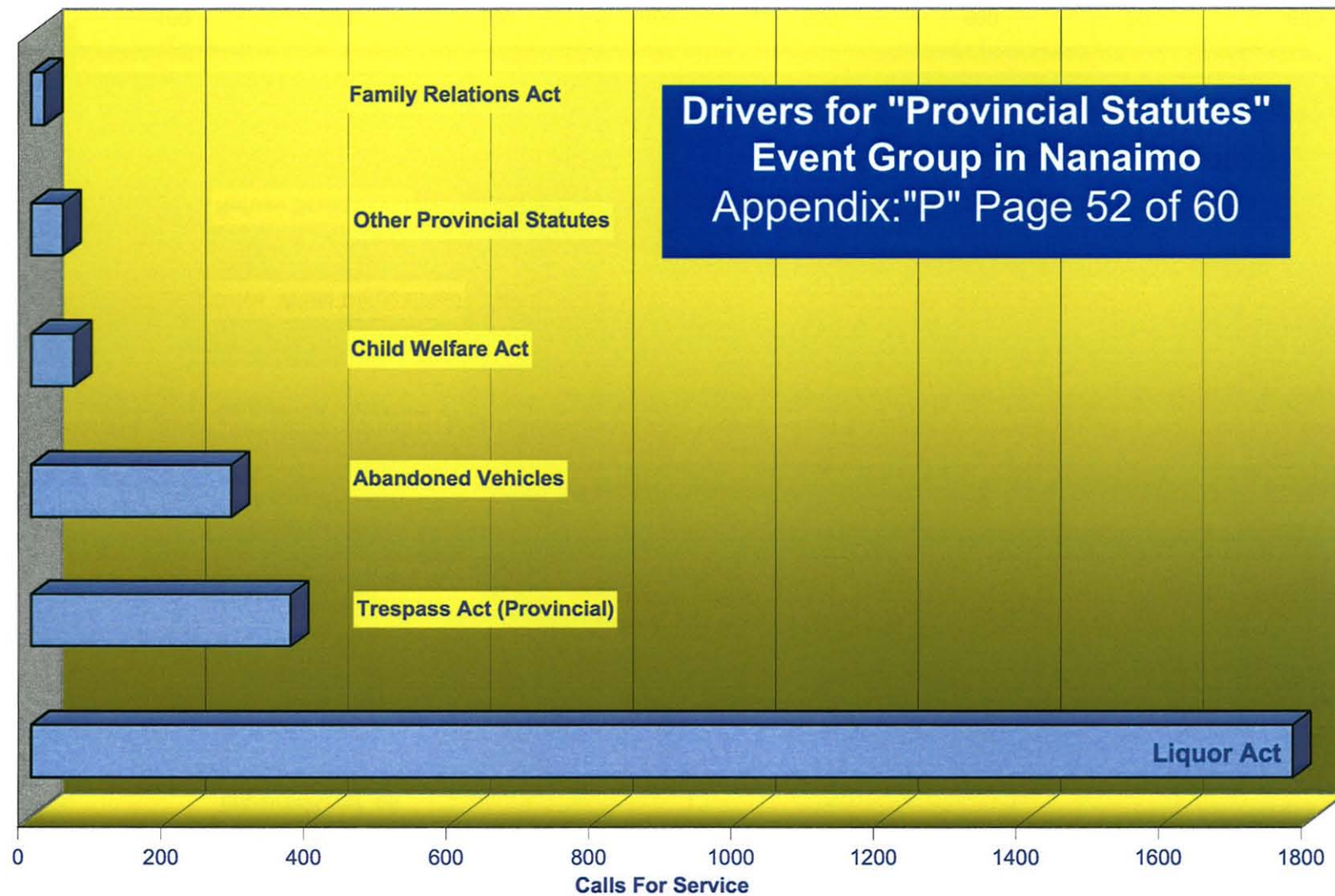
Period: 01-01-2008 to 31/12/2008

Number of GD Calls for Service: 39,160

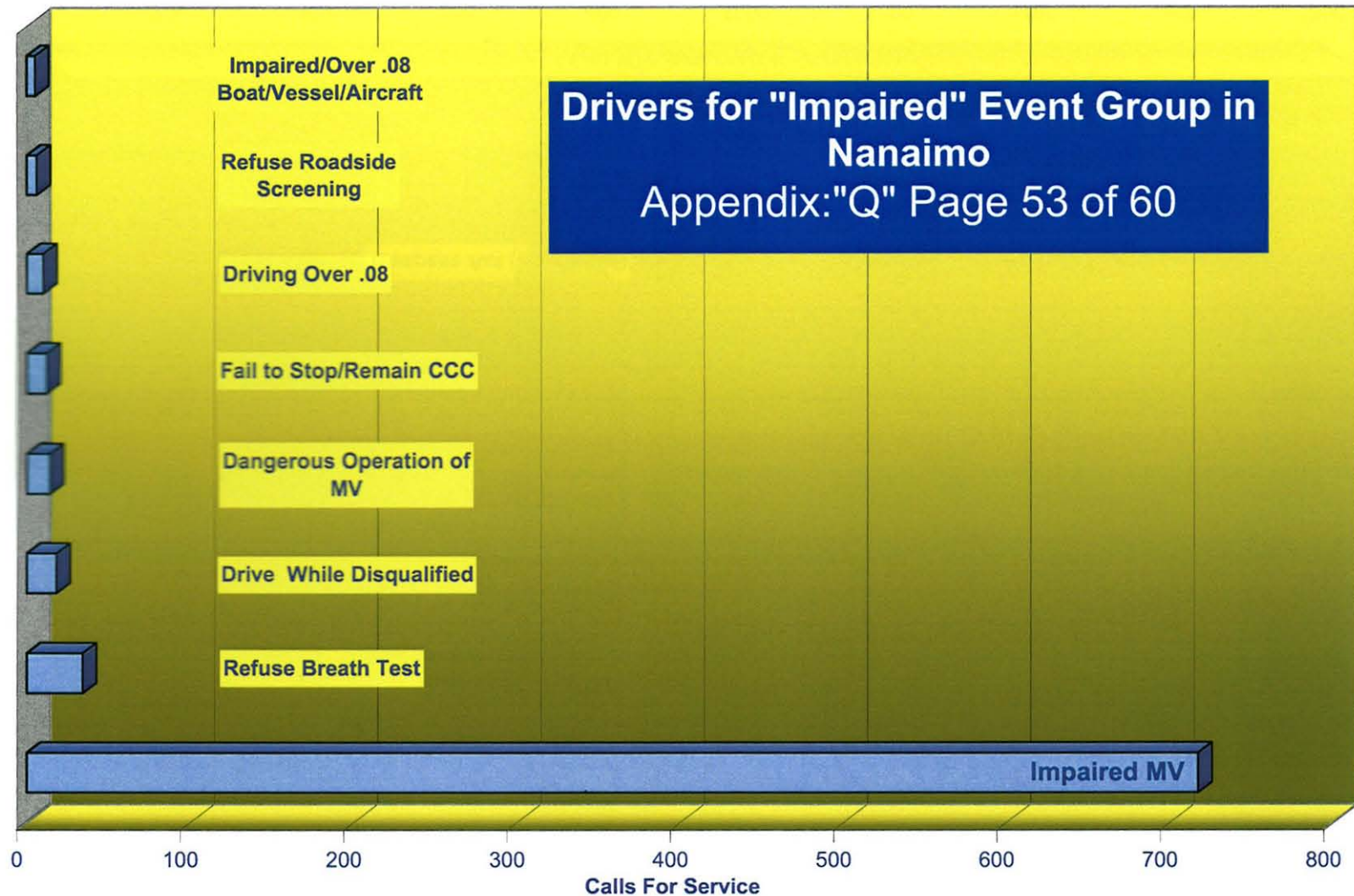


** Based on RMS Data*

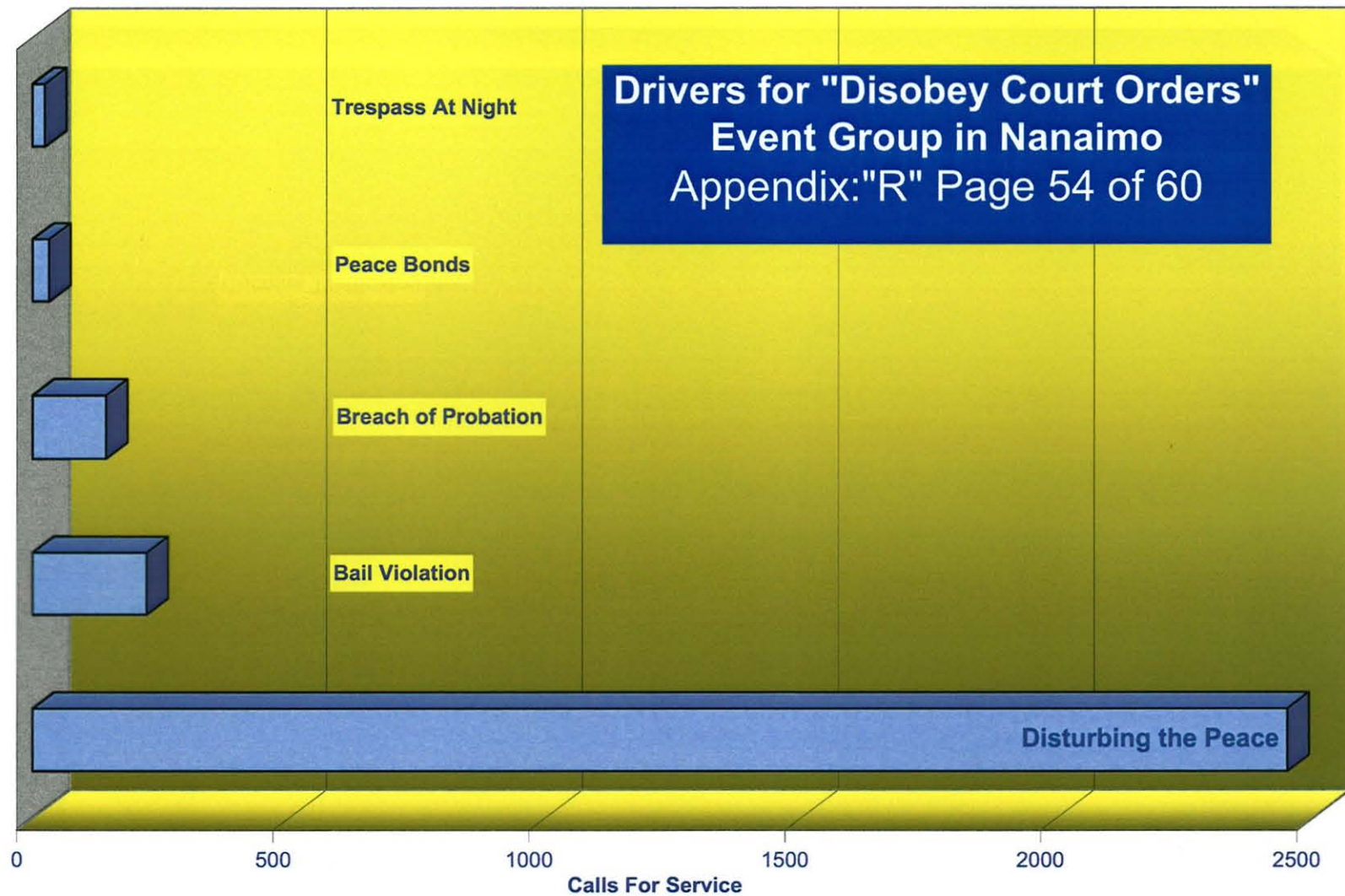
Provincial Statutes



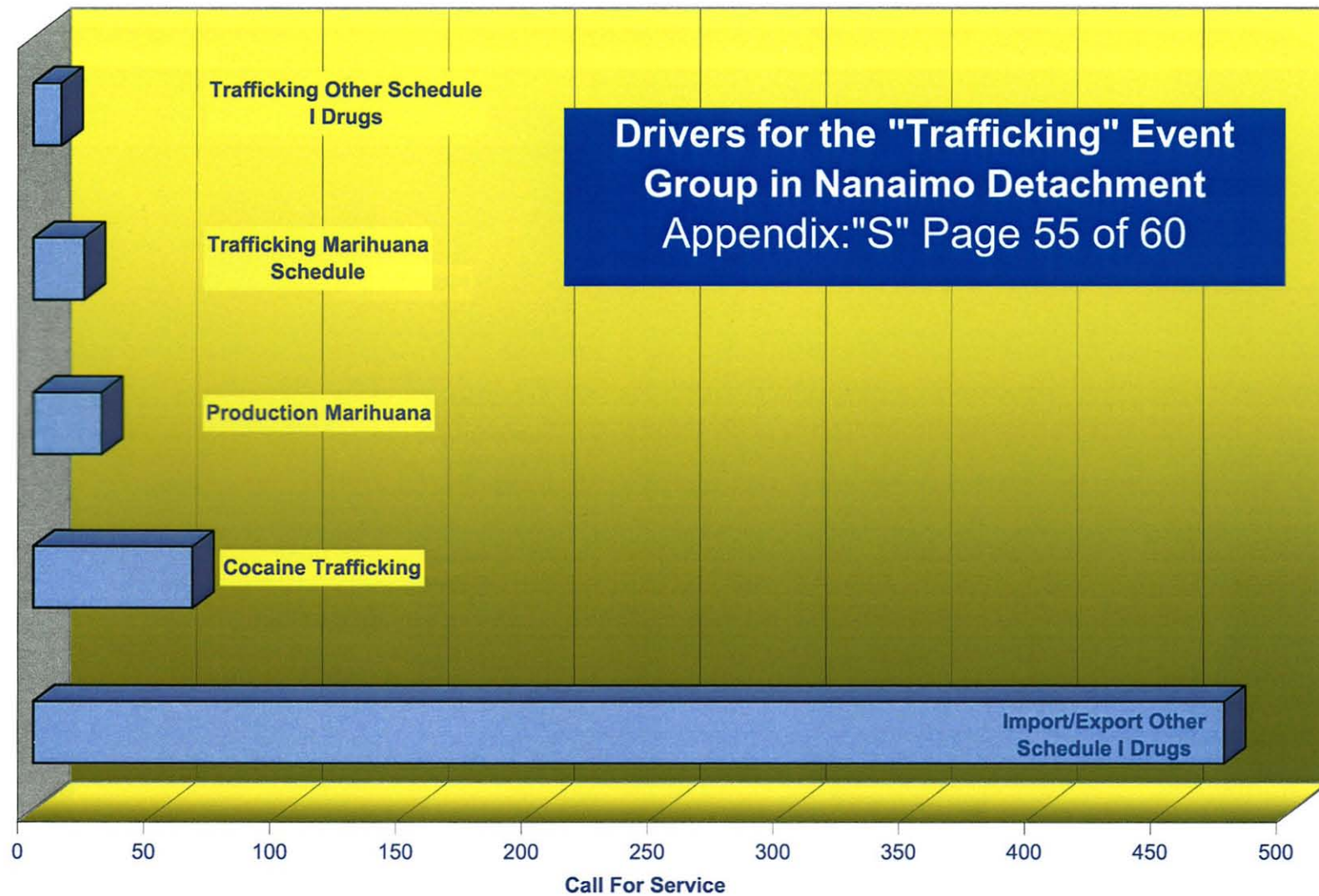
Criminal Code Traffic etc.



Disobey Court Orders (Disturbing the Peace) etc.

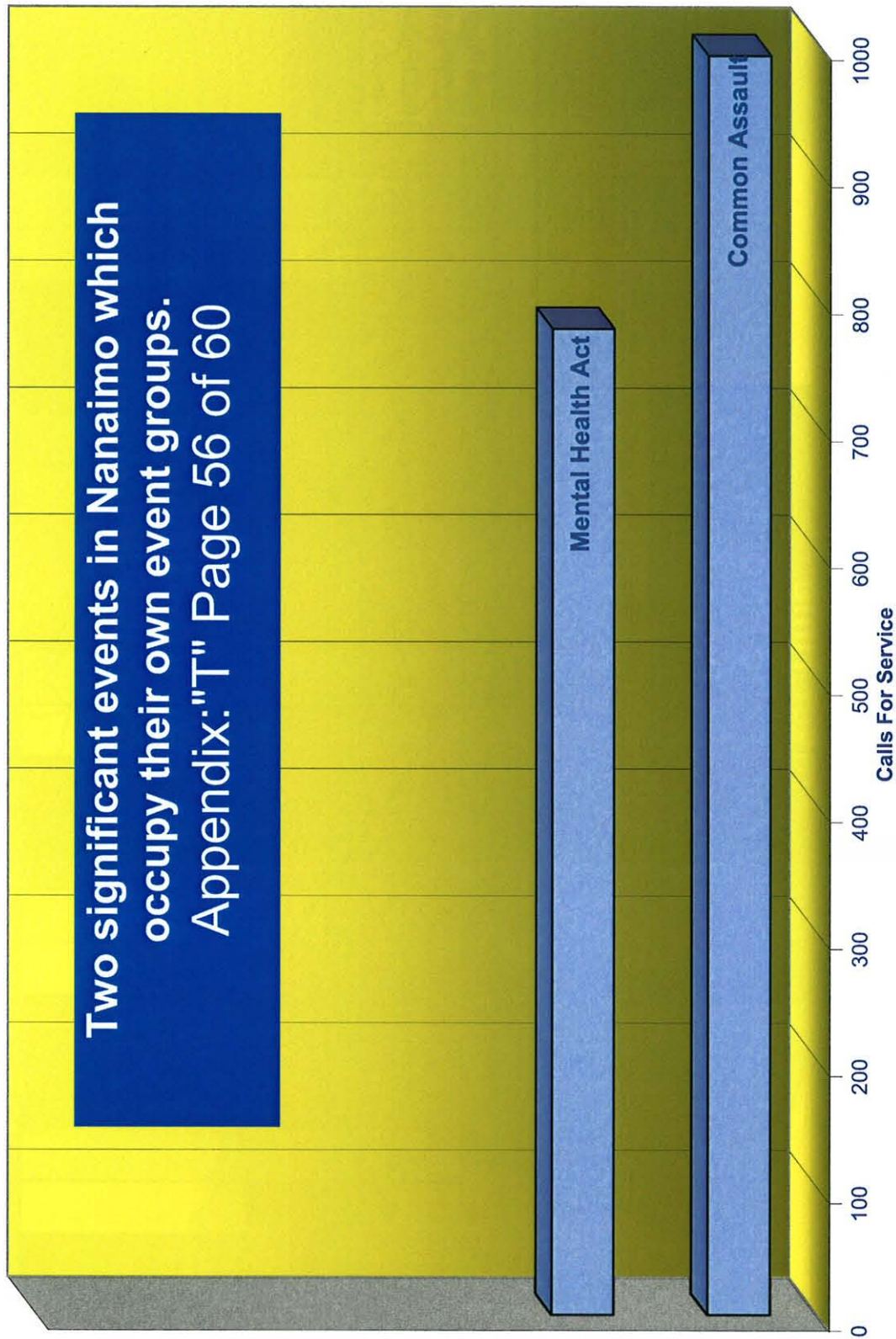


Trafficking



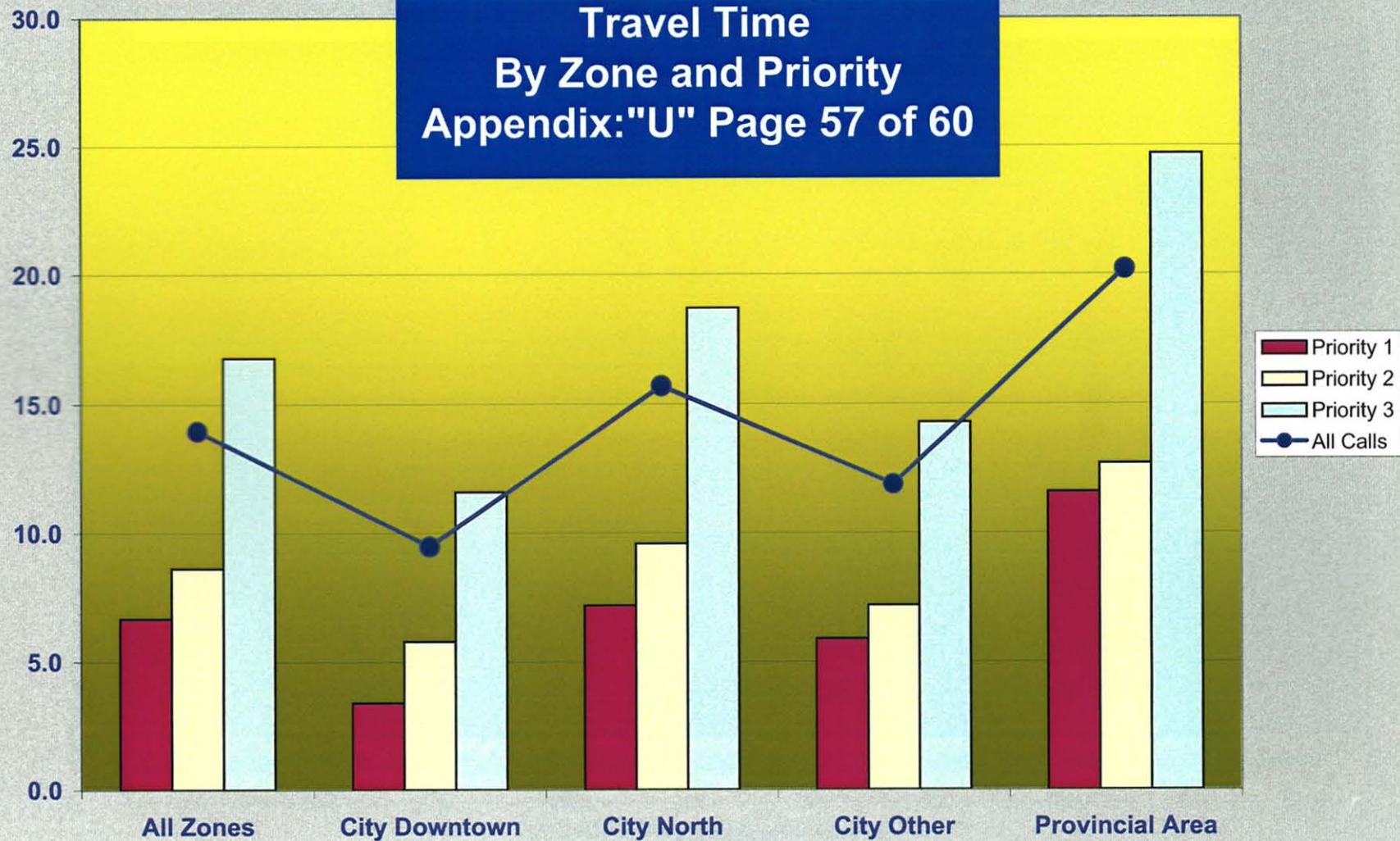
Assault and Mental Health Act

Two significant events in Nanaimo which occupy their own event groups. Appendix: "T" Page 56 of 60



Travel Time

Travel Time By Zone and Priority Appendix:"U" Page 57 of 60



0.0

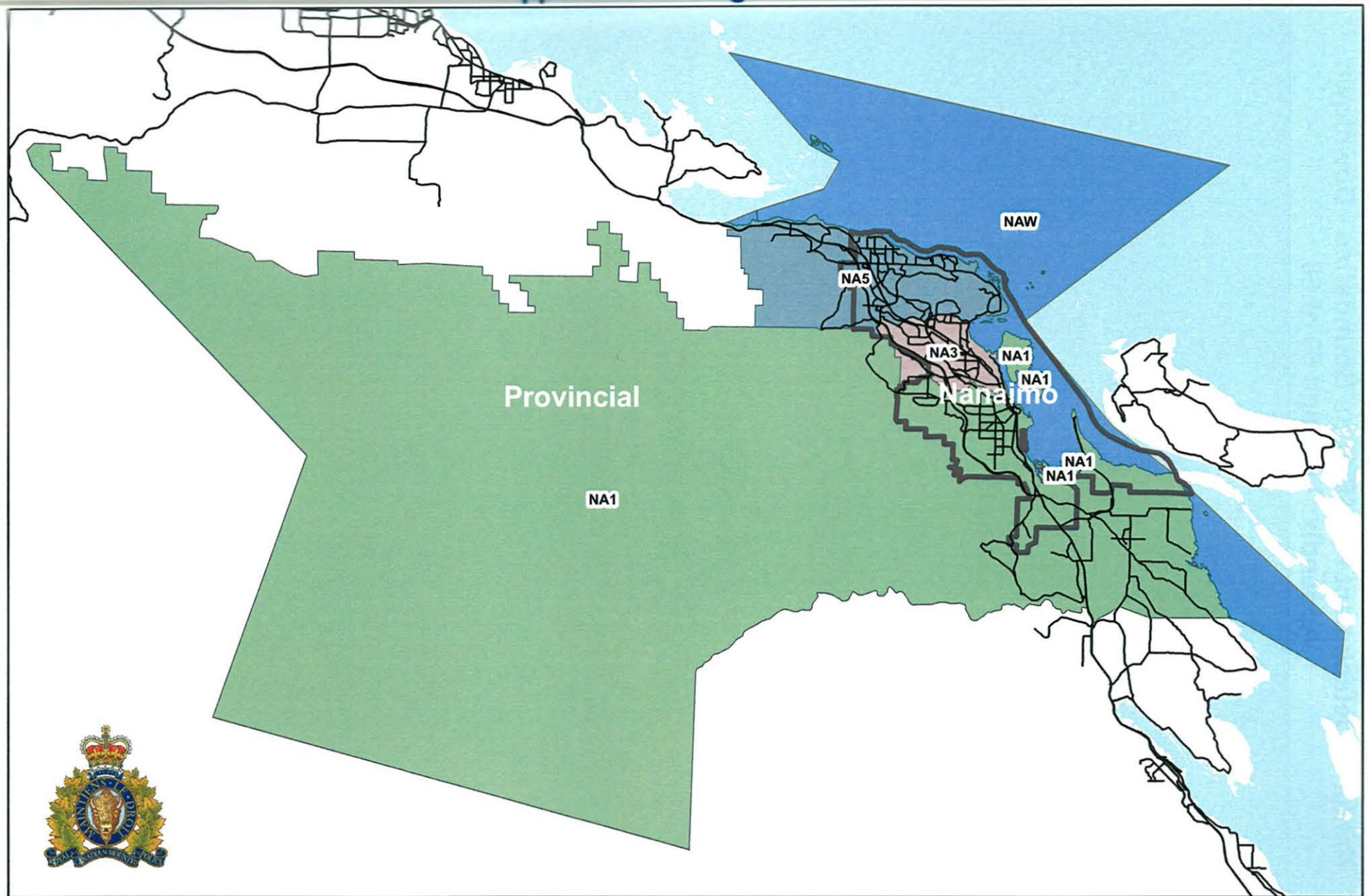
All Zones

City Downtown

City North

City Other

Provincial Area

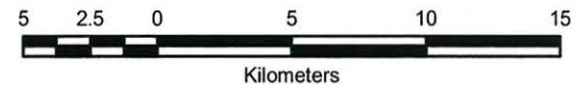
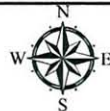


Data Sources: Detachment boundaries - RCMP PRIME detachment layer.

Base Layers - GIS Innovations BC Atlas.

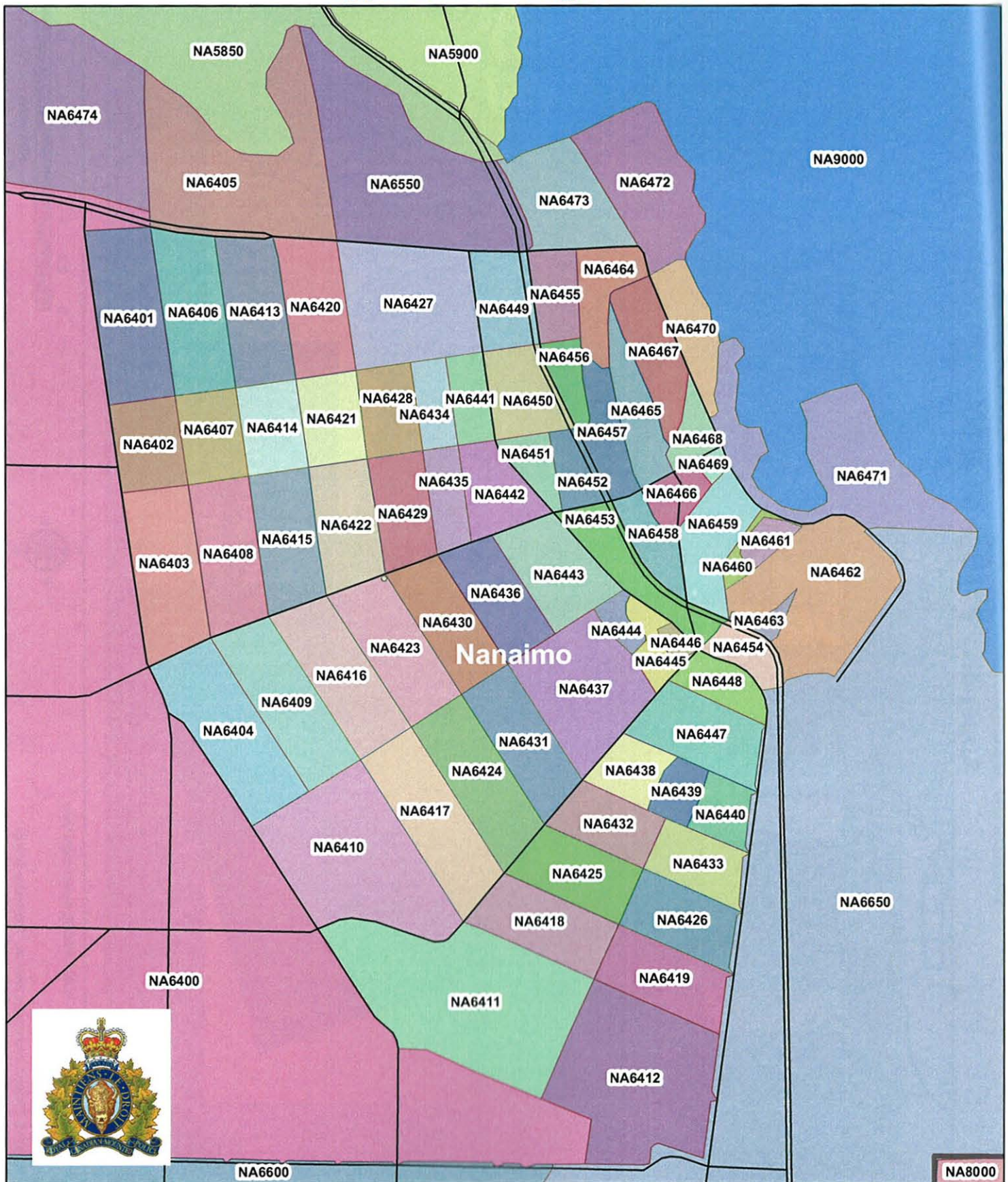
Map created: October, 2008.

Created by: RCMP E Division Informatics Branch, Geomatics Group.



Nanaimo Detachment PRIME Atom Boundaries - Downtown

Appendix: "W" Page 59 of 60

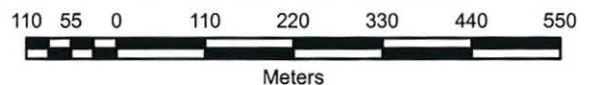


Data Sources: Detachment boundaries - RCMP PRIME detachment layer.

Base Layers - GIS Innovations BC Atlas.

Map created: October, 2008.

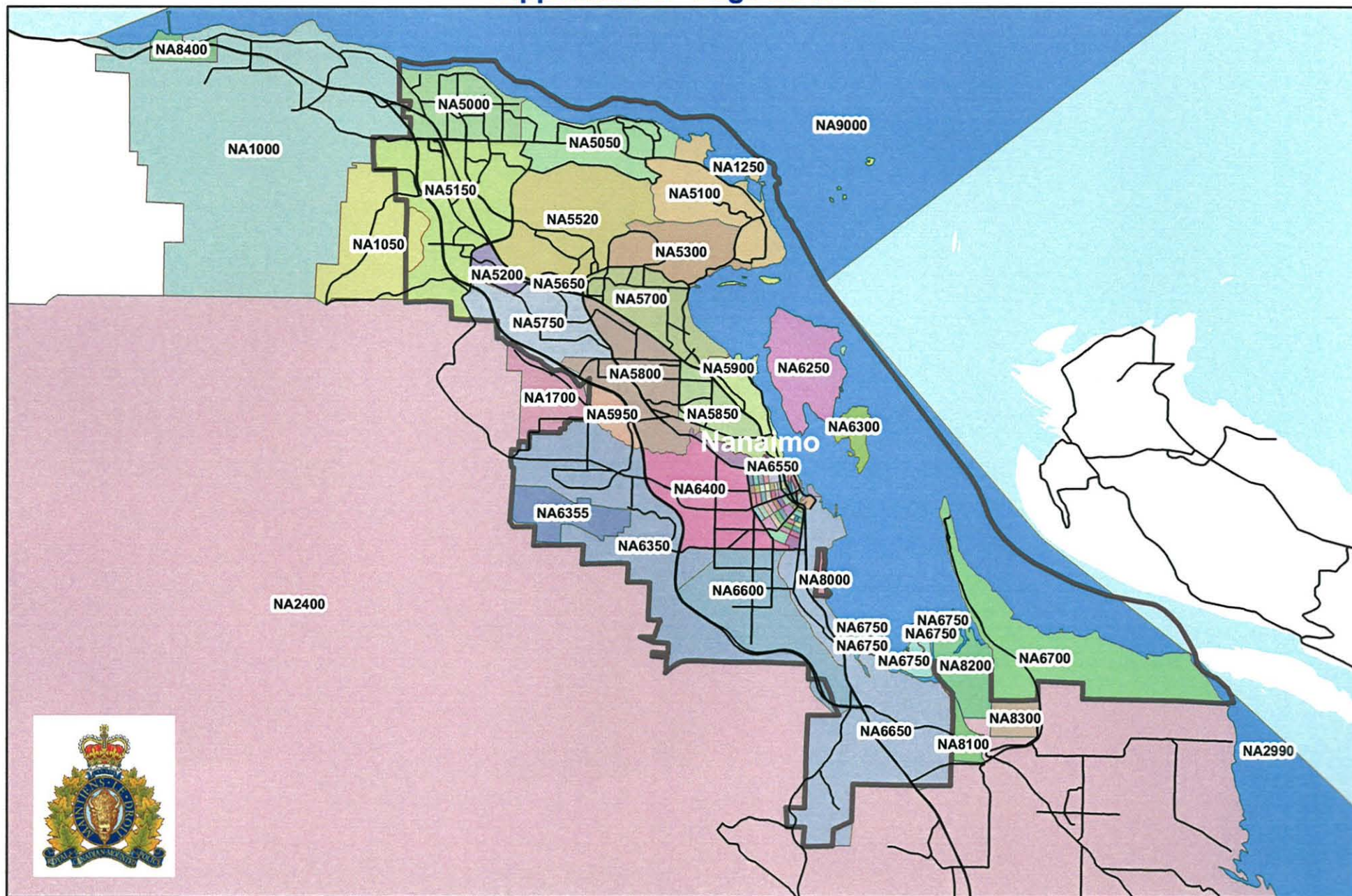
Created by: RCMP E Division Informatics Branch, Geomatics Group.



Meters

Nanaimo Detachment PRIME Atom Boundaries - Downtown Excluded

Appendix:"X" Page 60 of 60



Data Sources: Detachment boundaries - RCMP PRIME detachment layer.

Base Layers - GIS Innovations BC Atlas.

Map created: October, 2008.

Created by: RCMP E Division Informatics Branch, Geomatics Group.

Sheila McMillan

From: Cam Scott
Sent: September 21, 2009 11:13 AM
To: Sheila McMillan
Subject: FW: Request to Appear as Delegation

-----Original Message-----

From: Cam Scott
Sent: September 21, 2009 11:07 AM
To: Cam Scott
Subject: Request to Appear as Delegation

Mid Island Science, Technology & Innovation Council (MISTIC) has requested an appearance before council.

The requested date is Sep 21, 2009.

The requested meeting is:
FPCOW

Presenter's information

Address: 150 Commercial Street
City: Nanaimo
Province: BC
Postal Code: V9R 5G6
Home Phone:
Email:
Business Phone: 250-753-8324

Details of Presentation:

Appeal Grants Advisory Committee's recommendation to council to deny MISTIC's Permissive Tax Exemptions application.

☐ Council
☒ Committee FPCOW
☒ Open Meeting
☐ In-Camera Meeting
Meeting Date: 2009-SEP-21

REPORT TO FINANCE/POLICY COMMITTEE OF THE WHOLE

FROM: COUNCILLOR DIANA JOHNSTONE, CHAIRPERSON,
GRANTS ADVISORY COMMITTEE

RE: 2009 GRANTS ADVISORY COMMITTEE RECOMMENDATIONS

COMMITTEE'S RECOMMENDATION: That Council:

1. **Award** Other Grants to the following Applicants

OG-05 – Hidden Heroes Education Society (\$2,093.93 applied for)	\$1,093.93
OG-07 – United Way Central & Northern Vancouver Island	\$247.00

2. **Deny** an Other Grant to the following Applicant

OG-06 – Nanaimo Citizens on Patrol (\$2,500.00 applied for)	
---	--

3. **Award** a Security Check Grant to the following Applicant

SC-03 – Nanaimo Arts Alive Summer School of the Fine Arts	\$300.00
---	----------

4. **Award** Permissive Tax Exemptions to the following Applicants (beginning in 2010):

PTE-07 – Nanaimo Search & Rescue Society
PTE-08 – Mid-Island Intergroup Society Inc.
PTE-09 – Nanaimo Women's Resource Society
PTE-12 – United Way Central & Northern Vancouver Island
PTE-15 – Nanaimo 7-10 Club Society

5. **Deny** Permissive Tax Exemptions to the following Applicants:

PTE-06 – PacificCare
PTE-10 – Mental Health & Addiction Services (V.I.H.A.)
PTE-11 – Mid-Island Science, Technology & Innovation Council
PTE-13 – John Howard Society of North Island
PTE-14 – Downtown Nanaimo Partnership Society

6. **Award** Cash-in-lieu (Permissive Tax Exemptions) for 2009 taxes as follows:

PTE-08 – Mid-Island Intergroup Society Inc.	\$500.00
PTE-12 – United Way Central & Northern Vancouver Island	\$1,053.95
PTE-13 – John Howard Society of North Island	\$500.00

7. **Deny** Cash-in-lieu (Permissive Tax Exemptions) for 2009 taxes as follows:

PTE-06 – PacificCare

PTE-10 – Mental Health & Addiction Services (V.I.H.A.)

8. Increase the 2010 budget for Other Grants from \$5,345 to \$7,000

EXECUTIVE SUMMARY:

The Grants Advisory Committee met on 2009-Sep-8. Included in this report are the Committee's recommendations.

BACKGROUND:

The Grants Advisory Committee has reviewed in detail the financial data and background information provided by the applicants. Recommendations are made in accordance with the Grants Policy and Guidelines adopted by Council.

The Committee recognizes both the limited funding that the City has available and the excellent community services provided by the various organizations. We are hopeful that the funds allocated by Council will allow the organizations in need of assistance to continue to provide their valuable services.

Grant funding is divided into the following categories: security grants, other grants and permissive tax exemptions.

Other grants are awarded to registered non-profit societies that demonstrate financial need and have a large number of volunteers. These organizations must be accessible to a large portion of the community and have a broad base of support. Sound financial and administrative management must also be demonstrated.

Council is permitted to (but not required to) exempt certain organizations from property taxation. Sections 224, 225, 226 of the *Community Charter* identify situations in which Council may exercise discretion in granting full or partial exemptions from taxation. These exemptions must be adopted by bylaw, by the 31st of October of the year preceding exemptions.

New Applications

Other Grants Category

Only \$1,335 remained in the budget prior to receiving these applications. These recommendations will use up all available budget.

Application OG-05 – Hidden Heroes Education Society	\$1,093.93
Award funds representing in-kind funding for rental subsidy of Beban Park for the Society's fundraising event. The Society also applied for a separate \$1,000.00 cash grant which is not being recommended.	

Application OG-06 – Nanaimo Citizens on Patrol

Deny a \$2,500.00 cash grant for symposium speaker expenses as the Organization has limited membership and the symposium is primarily for non-residents.

Application OG-07 – United Way Central and & Northern Vancouver Island

\$247.00

Award funds representing in-kind funding to cover City staff costs for hanging the United Way banner.

Security Check Grant Category**Application SC-03 – Nanaimo Arts Alive Summer School of the Fine Arts**

\$300.00

Award funds representing the maximum grant permitted.

Permissive Tax Exemption Grants (PTE) Category**Application PTE-06 – PacificCare**

Deny a permissive tax exemption for property the Society leases at 3156 Barons Road, as the Committee feels this would be a downloading of provincial responsibility. The organization receives the majority of its funding from the province.

Application PTE-07 – Nanaimo Search and Rescue Society

Permissively exempt a portion of City-owned property the Society sub-leases from the Regional District of Nanaimo at 195 Fourth Street (Folio: 16592.001).

Application PTE-08 – Mid-Island Intergroup Society Inc.

Permissively exempt property the Society leases from the City at 285 Prideaux Street (Folio: 81611.013).

Application PTE-09 – Nanaimo Women's Resource Society

Permissively exempt property the Society leases at 285 Selby Street. (Folio: 81165.000).

Application PTE-10 – Mental Health & Addiction Services (V.I.H.A.)

Deny a permissive tax exemption for property owned by the Vancouver Island Health Authority at 528 Wentworth Street, as the Committee feels this would be a downloading of provincial responsibility.

Application PTE-11 – Mid-Island Science, Technology & Innovation Council

Deny a permissive tax exemption for property they lease from the City of Nanaimo at 150 Commercial Street as this organization is a regional-based, business-oriented group and therefore does not meet the criteria for this grant.

Application PTE-12 – United Way Central & Northern Vancouver Island

Award a permissive tax exemption for property the Society sub-leases from PacificCare at 3156 Barons Road. (Folio: 07498.255).

Application PTE-13 – John Howard Society of North Island

Deny a permissive tax exemption for property the Society leases from the City of Nanaimo at 285 Prideaux Street, as the Society is a regional-based organization funded by the province, primarily serving a population outside of Nanaimo.

Application PTE-14 – Downtown Nanaimo Partnership Society

Deny a permissive tax exemption for property leased at A10 Victoria Crescent as this organization is a business-oriented group.

Application PTE-15 – Nanaimo 7-10 Club Society

Award a permissive tax exemption for property the Society leases from the City of Nanaimo at 285 Prideaux Street. (Folio: 81611.020).

Cash-in-Lieu of Permissive Tax Exemption Grants (PTE) Category**Application PTE-06 – PacificCare**

Deny cash-in-lieu of permissive tax exemption for 2009 taxes as the Committee feels this would be a downloading of provincial responsibility.

Application PTE-08 – Mid-Island Intergroup Society

\$500.00

Award cash-in-lieu of permissive tax exemption for property the Society leases from the City of Nanaimo at 285 Prideaux Street, representing the Business Improvement Area portion of the 2009 Tax Levy.

Application PTE-10 – Mental Health & Addiction Services (V.I.H.A.)

Deny cash-in-lieu of permissive tax exemption for 2009 taxes as the Committee feels this would be a downloading of provincial responsibility.

Application PTE-12 – United Way Central & Northern Vancouver Island

\$1,053.95

Award cash-in-lieu of permissive tax exemption for property the Society sub-leases from PacificCare at 3156 Barons Road, representing a portion of the pro-rated 2009 taxes, based on remaining funds available in the Committee's budget.

Application PTE-13 – John Howard Society of North Island

\$500.00

Award cash-in-lieu of permissive tax exemption for property the Society leases from the City of Nanaimo at 285 Prideaux Street, representing the Business Improvement Area portion of the 2009 Tax Levy.

Respectfully submitted



Councillor Diana Johnstone
Chair, Grants Advisory Committee