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Item No. 8
Budget Committee
February 12, 2025

TO: Chair and Members of Budget Committee
(Standing Committee of the Whole on Budget)

SUBMITTED BY: Commissioner Gavin Giles, Chair, Board of Police Commissioners

DATE: January 30, 2025

SUBJECT: **Proposed 2025/26 Halifax Regional Police / Royal Canadian Mounted Police
Halifax Regional Detachment Budget and Business Plan**

ORIGIN

January 15, 2025, Board of Police Commissioners motion (Item 10.2.1)

MOVED by Commissioner O'Malley, seconded by Commissioner Kent

That, having ensured that the proposed Halifax Regional Police Operating Budget for 2025/26 as presented at the December 4, and December 18, 2024, meetings of the Board of Police Commissioners is consistent with those matters referred to in subsection 55(3) of the Police Act, the Board of Police Commissioners moves the following recommendation:

1. THAT Halifax Regional Council approve the proposed 2025/26 Halifax Regional Police Operating Budget of \$101,255,700, which includes a proposed increase in the composition as set out in the Proposed Service Enhancements identified in the 2025/26 Budget Information Package and as presented by Chief MacLean to the Board on December 18, 2024.

MOTION PUT AND PASSED.

January 15, 2025 Board of Police Commissioners motion (Item 10.2.1)

MOVED by Commissioner Kent, seconded by Commissioner Hinch

THAT the Board of Police Commissioners for Halifax Regional Municipality recommend that the Halifax Regional Municipality Budget Committee support the Royal Canadian Mounted Police Halifax Regional Detachment (RCMP HRD) resource request for additional fourteen (14) regular member positions as part of the budget deliberations for the 2025-2026 operating budget as set out in Attachment 1 of the staff report dated January 8, 2025.

MOTION PUT AND PASSED

RECOMMENDATION ON PAGE 2

EXECUTIVE SUMMARY

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on November 19, 2024, staff are required to present the draft 2025/26 Business Unit Budget and Business Plans to the Budget Committee for review and discussion prior to consideration by Regional Council.

RECOMMENDATION

That the Budget Committee:

1. Direct the Chief Administrative Officer to incorporate the Halifax Regional Police (HRP) proposed 2025/26 Budget and Business Plan, as set out and discussed in the accompanying plan and supporting presentation, into the Draft 2025/26 Operating Budget;
2. Direct the Chief Administrative Officer to incorporate the Royal Canadian Mounted Police Halifax Regional Detachment (RCMP HRD) proposed 2025/26 Budget and Business Plan, as set out and discussed in the accompanying plan and supporting presentation, into the Draft 2025/26 Operating Budget; and
3. Include an estimated increase of \$2,837,400 (pro-rated at \$1,418,700 for 2025/26) for fourteen RCMP HRD regular member positions as outlined in Attachment 4 – RCMP HRD Resource Request within the proposed 2025/26 RCMP budget to the Budget Adjustment List as an expense over budget option for consideration.

BACKGROUND

On January 12, 2021, Regional Council adopted a Strategic Planning Framework, establishing priority outcomes for their term, and directed staff to develop plans to advance these outcomes.

The Board of Police Commissioners (BoPC) held meetings on December 4 and 18, 2024, and on January 6, 8, and 15, 2025, to review the proposed 2025/26 HRP and RCMP Halifax Regional Detachment (RCMP HRD) Operating Budgets as submitted by the Chief of Police for Halifax Regional Police and Chief Superintendent for the RCMP HRD. A virtual public consultation meeting was held by the BoPC on January 8, 2025, to solicit public engagement.

HRP provided two presentations to the BoPC on the proposed 2025/26 operating budget on December 4 and 18, 2024 as part of the BoPC meetings that are broadcast publicly. A Budget Information Package for the HRP budget is included as Attachment 3. This was prepared for publication prior to the December 18, 2024, BoPC meeting and intended for public review.

The RCMP HRD provided two presentations to BoPC on their proposed 2025/26 funding request on December 4, 2024, and January 6, 2025, (the December 18, 2024 meeting was deferred to January 6, 2025). A Funding Request document was prepared for BoPC consideration and is included as Attachment 4 (RCMP HRD Resource Request).

DISCUSSION

Staff has prepared the proposed 2025/26 HRP-RCMP HRD Budget and Business Plan consistent with the 2021- 2025 Strategic Priorities Plan approved on December 1, 2020.

The BoPC has studied the budget proposals and has recommended the attached proposed Budget and Business Plan.

The proposed 2025/26 HRP operating budget is \$101,255,700, which includes a proposed increase in the composition as set out in the Proposed Service Enhancements identified in the 2025/26 Budget Information Package (Attachment 3), an increase of \$3,244,300 (3.3%) from the 2024/25 budget. The year-to-year increase is predominantly a result of the impact of contractual obligations in the areas of compensation (collective agreements), external services, facility leases, and rising costs for existing goods and services required to operate as well as evolving pressures related to the delivery of existing services in the areas of accountability/safety and demographics. This increase also includes adjustments to revenue opportunities and cost recoveries resulting from previous year experiences or future expectations. In addition to the fixed costs listed above, HRP is proposing seven new civilian positions and the procurement, implementation and staffing of a digital evidence management system.

Without the service enhancements, the proposed operating budget would be \$100,793,400, an increase of \$2,782,000 – or 2.8%.

On December 4, 2024, and January 6, 2025, the Board received presentations and a staff report from the RCMP Halifax Regional Detachment on the 2025/26 Funding Request. RCMP HRD noted their role in policing in HRM, current and planned initiatives and policing pressures driven in part due to population growth, increasing policing demands, and complexity of service calls, and that they would be requesting an increase of fourteen (14) regular member officer positions for 2025/26, with an annual cost of \$2,837,400 (pro-rated to \$1,418,700 for 2025/26, based on 2025/26 all-in per officer cost of \$202,671, and at 50 per cent of yearly per-officer cost based on expected hiring dates).

On January 15, 2025, the BoPC passed a motion to recommend that Halifax Regional Council consider the RCMP HRD resource request for an additional fourteen (14) regular member positions as part of the budget deliberations for the 2025/26 operating budget.

The estimated proposed 2025/26 budget for RCMP HRD of \$39,109,100 is \$500,000 (1.3%) higher than the 2024/25 budget of \$38,609,100.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2025/26 HRM Budget and Business Plan documents to be presented to Regional Council's Budget Committee, as per the process and schedule approved on November 19, 2024.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2025/26 Budget. There are no immediate financial implications from this recommendation. The broader financial implications will be discussed and debated as the budget is developed in more detail.

RISK CONSIDERATION

Although there is no immediate risk associated with this report, there may be risks associated with individual decisions during the budget debate that could favour short-term results over longer-term strategic outcomes. Individual decisions made during budget debate will, however, be considered for both short- and long-term impacts to levels of service, asset condition, and cost.

In addition, the administration seeks to reduce these risks in three ways: by providing Regional Council with several fiscal options to assist in the achievement of longer-term strategic outcomes, by assessing both corporate and capital project risk, and by providing the opportunity to draw Regional Council's attention to project or program related risks when reports are presented for consideration.

Enterprise risks are reviewed as part of the strategic planning process and mitigating initiatives incorporated into business planning activities to reduce or eliminate the impact and likelihood of the risk occurring.

COMMUNITY ENGAGEMENT

The 2025/26 budget process seeks to solicit public comment by inviting members of the public to provide feedback prior to each business unit budget and business plan presentation.

A virtual public consultation meeting was held by the BoPC on January 8, 2025.

ENVIRONMENTAL IMPLICATIONS

No environmental implications were identified.

ALTERNATIVES

Budget Committee could choose to amend the Budget and Business Plan as proposed in the supporting presentation through specific motion and direct the Chief Administrative Officer to prepare the Budget and Business Plan for inclusion in the proposed 2025/26 HRM Budget and Business Plan documents.

Budget Committee could also choose to add the RCMP HRD resource request directly to the operating budget through the following motion:

1. That the Budget Committee direct the Chief Administrative Officer to incorporate the Royal Canadian Mounted Police Halifax Regional Detachment resource request for an additional fourteen (14) regular member positions into the Draft 2025/26 Operating Budget as set out in Attachment 4 of the staff report dated January 8, 2025.

LEGISLATIVE AUTHORITY

Halifax Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

Nova Scotia *Police Act*, section 53(1): "The Board shall annually cause the chief to prepare a budget for the police department."

Board of Police Commissioners Terms of Reference, By-Law P-100 Respecting the Board of Police Commissioners for the Halifax Regional Municipality, section 8, (2)(e) which states: The Board in accordance with the Police Act, and HRM Bylaws may carry out any of the following roles and responsibilities: prepare and submit in consultation with the Chief of Police and the Chief Administrative Officer or delegate, to Council an annual budget for the municipal police service. The municipal council shall only exercise global budget approval and shall only accept the police service budget submitted to it by the board or refer to the board with instructions that it be altered upward or downward by a specific dollar amount or percentage.

As part of the budget process, Regional Council may be provided with a list of possible service increases and decreases that will allow them to more fully direct changes to the budget. Unlike other business units, Regional Council cannot direct specific changes to the Halifax Regional Police (HRP) Budget. Rather, it can direct the total amount of the HRP Budget (higher or lower) and refer the total change back to the Board of Police Commissioners.

ATTACHMENTS

Attachment 1 – 2025/26 HRP / RCMP HRD Proposed Budget and Business Plan

Attachment 2 – 2025/26 HRP Proposed Operating Budget Presentation (BoPC December 18, 2024 – Item 10.2)

Attachment 3 – Halifax Regional Police 2025/26 Proposed Budget Information Package (BoPC December 18, 2024 – Item 10.2)

Attachment 4 – RCMP HRD Resource Request (BoPC January 15, 2025 – Item 10.2.1)

Attachment 5 – RCMP HRD 2024/25 Annual Performance Plan (BoPC December 18, 2024 – Item 10.2.2)

Attachment 6 – 2025/26 HRP / RCMP HRD Proposed Budget and Business Planning Presentation

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Wendy Gauthier, Coordinator, Corporate Planning & Performance, Finance & Asset Management

Financial Approval by: Jerry Blackwood, CFO, Executive Director of Finance & Asset Management,

Report Approved by: Chief Don Maclean, Halifax Regional Police
Don Moser, Superintendent, Acting OIC RCMP Halifax Regional Detachment

Report Approved by: Cathie O'Toole, Chief Administrative Officer

HALIFAX

Attachment 1

HALIFAX REGIONAL POLICE & ROYAL CANADIAN MOUNTED POLICE – HALIFAX REGIONAL DETACHMENT





2025/26 BUDGET AND BUSINESS PLAN




MISSION

WORKING TOGETHER TO KEEP OUR COMMUNITIES SAFE.

READING THE BUDGET AND BUSINESS PLAN

Council and Administrative Priorities are represented within the *Budget and Business Plan* using the legend below. Estimated Completion (EST) applies to deliverables carried over from previous business plans and is the estimated date of completion. Target (T) applies to new deliverables and is the original target completion date.

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

LENSES

Lenses enable the municipality to consider a problem, decision, or action to be undertaken from different points of view. They highlight foundational guideposts that will always be a priority for the municipality. The municipality has adopted the following lenses through which business unit work is planned.

Environment and Climate Action (ENV)	Equity, Diversity, Inclusion, and Accessibility (EDIA)	Risk Management / Continuous Improvement (RM/CI)
The municipality recognizes that its success in addressing the climate crisis and protecting the environment (implementing HalifACT) requires the integration of environment and climate action in all corporate and community planning, policies, infrastructure, investments, and services. In its decision-making, the municipality prioritizes environment and climate action to achieve net-zero emissions, safeguard communities and infrastructure, and protect ecosystems.	The municipality recognizes that to enable success, it must value, understand, and draw on the diverse views, ideas, lived experiences, skills, and knowledge of its residents and employees. In its decision-making, the municipality applies an EDIA lens to build more inclusive communities, programs, and services, and to actively remove systemic barriers. This approach ensures that all voices are considered in shaping the future, promoting fairness and access for everyone.	The municipality recognizes that success requires evidence-based decision-making and effective management of operational and strategic risks. In its decision-making, the municipality applies a RM/CI lens to identify, assess, and appropriately manage risks, while also driving continuous improvement in processes and service delivery. This approach ensures the organization remains adaptable, resilient, and focused on enhancing overall performance.

The municipality ensures consistent use of the lenses in its operations and planning. The following are examples of some applications of the lenses in the budget and business plan.

Equity, Diversity, Inclusion, and Accessibility

- Evidence-Based, Community-Focused and Culturally Sensitive Policing (Wortley Report Implementation)
- Race-based Data Collection Framework
- Diversity Recruitment Framework for the HRP Police Science Program
- HRP Interpretation Services
- Community-led Nova Scotia RCMP Action Plan
- RCMP HRD North Preston Bias-free Investigations Review Committee
- RCMP HRD Capacity Building and Hiring

Risk Management / Continuous Improvement

- HRP Early Intervention Program
- HRP Digital Evidence Management System
- HRP Policy Refresh and Public Release of HRP Policies
- Establish an RCMP HRD Intimate Partner Violence Unit
- 2023 Tantallon Wildfire After Action Review Continuous Improvement Recommendations

OVERVIEW

Policing services in the Halifax Regional Municipality are provided by Halifax Regional Police (HRP) and the Royal Canadian Mounted Police Halifax Regional Detachment (RCMP HRD).

The Halifax Board of Police Commissioners (BoPC) provides civilian governance and oversight for HRP on behalf of Halifax Regional Council. The BoPC also functions as a Police Advisory Board to the RCMP HRD as it performs contractual policing services within the municipality. RCMP HRD services are delivered under the Provincial Police Service Agreement through an agreement between the Halifax Regional Municipality and the Nova Scotia Department of Justice. The municipality maintains a 70/30 cost share agreement, where the province bills the municipality quarterly 70% of 'all in' costs per officer. The remaining 30% is covered by Public Safety Canada.

Access to support services such as Forensic Identification Services and the Nova Scotia RCMP's Critical Incident Program are not directly billed to municipalities but form part of the delivery of policing services for municipalities policed by the RCMP HRD in Nova Scotia.

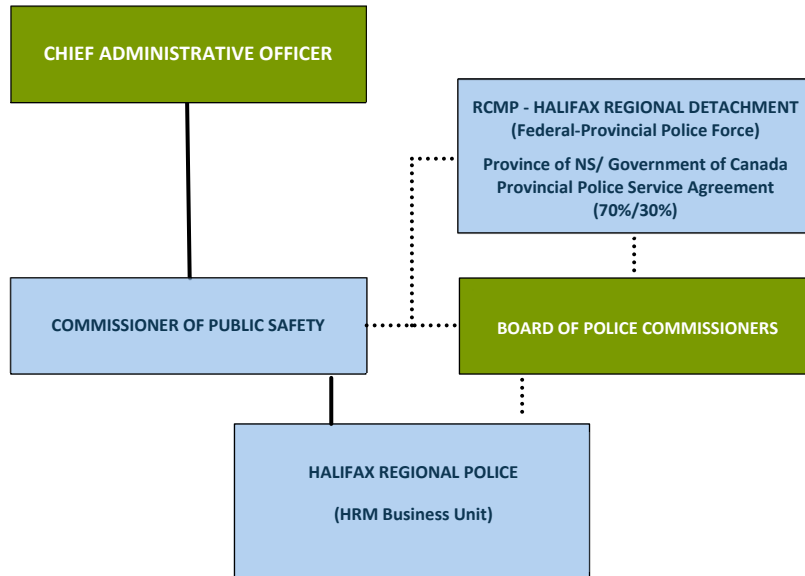
Policing in the municipality is delivered under an integrated service model where HRP and RCMP HRD employees work together in a number of integrated units. Both HRP and RCMP HRD utilize intelligence-led policing models to focus and prioritize policing objectives related to people, places, patterns, and problems.

HRP is responsible for policing Halifax, Dartmouth, Bedford, and all communities extending from Bedford to Sambro Loop. RCMP HRD is divided into West Operations and East Operations. West Operations includes the communities of Tantallon, Lower Sackville and Cole Harbour. East Operations include Musquodoboit, Sheet Harbour, North Preston and North Central.

HRP and RCMP HRD are Partners in Policing with a model that facilitates mutual assistance and a coordinated response providing for a professional police service for the municipality.

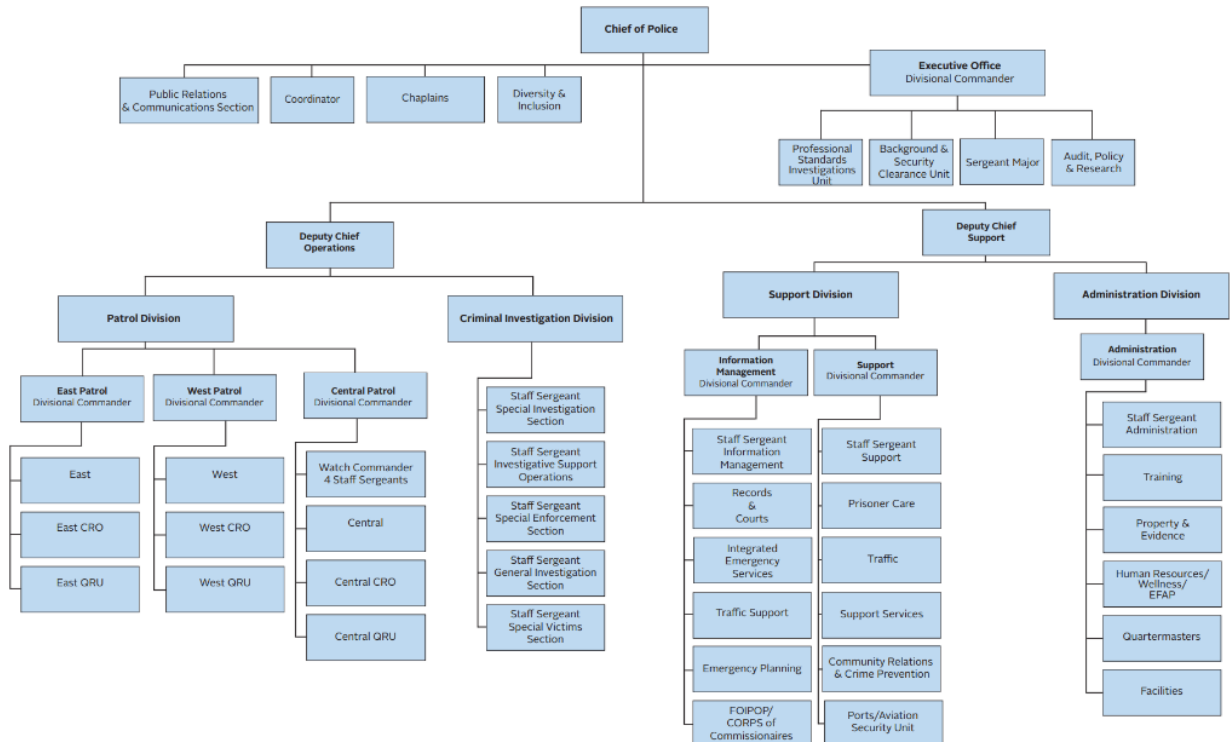
ORGANIZATION CHARTS

Police Services Organization Chart

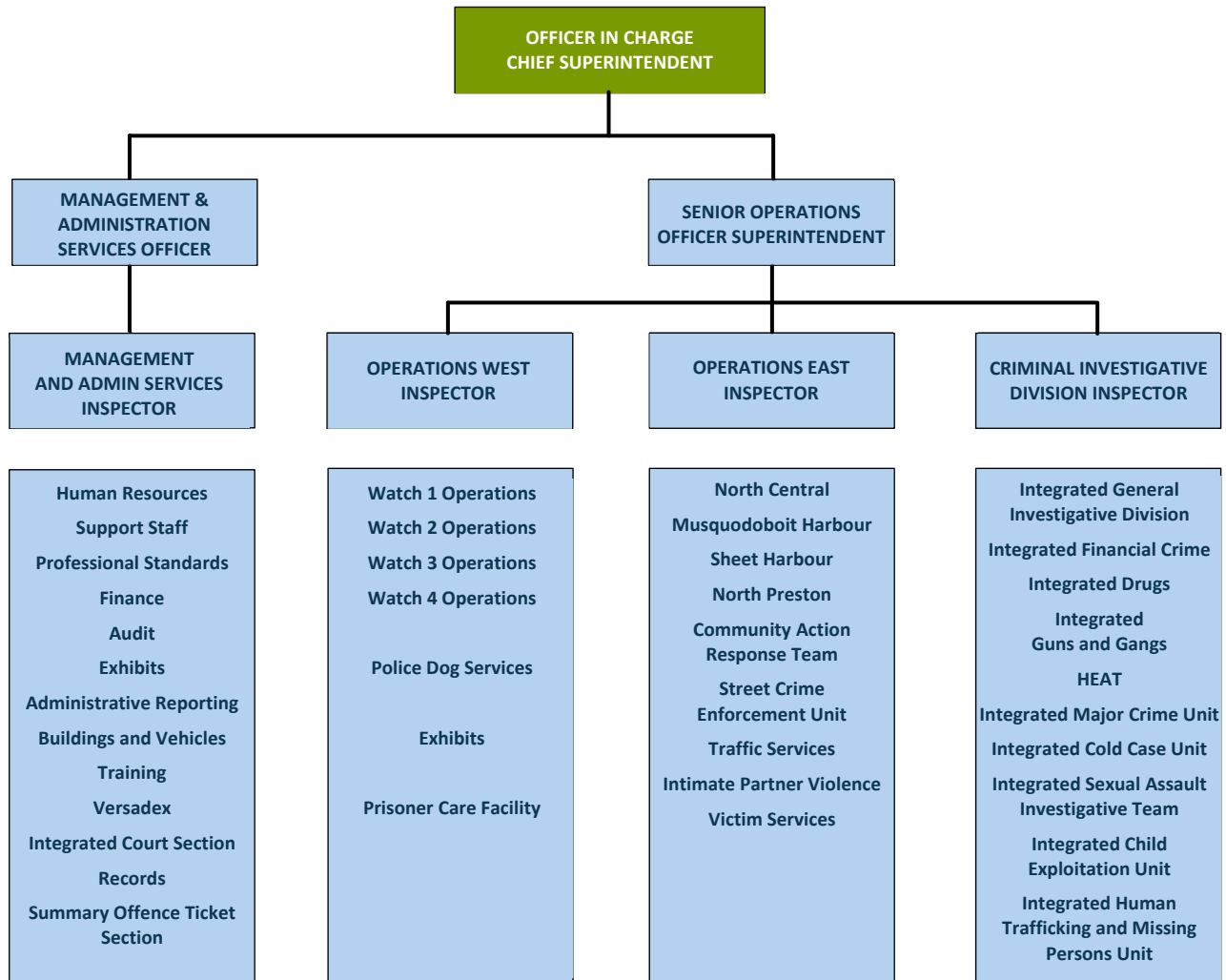


Halifax Regional Police Organization Chart

Halifax Regional Police | Organizational chart



Royal Canadian Mounted Police Halifax Regional Detachment Organization Chart



FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details		
Approved 2024/25 FTEs:		778.8
Net Positions:		
Position	Rationale	Count
Digital Evidence Management System (DEMS) Clerk	Service Enhancement	9.0
Digital Evidence Management System (DEMS) Supervisor	Service Enhancement	1.0
Body Worn Video Project Coordinator	Other	(1.0)
Culture and Support Manager	Service Enhancement	1.0
Victim Services Case Workers	Service Enhancement	2.0
Forensic Media Specialist	Service Enhancement	1.0
Civilian Auditor	Service Enhancement	1.0
Quartermaster	Service Enhancement	1.0
Administrative Assistant - Police Science Program	Service Enhancement	1.0
Transferred Positions		
Net Transfer Positions		(11.4)
Total Changes		4.6
Total Budgeted 2025/26 FTEs		783.4

Includes full, part-time, and permanent positions.
 Some opening balances have been restated to be consistent with how an FTE is counted.

SUCCESSSES

Successes from the 2024/25 fiscal year to date include:

Halifax Regional Police

- **Senior leadership stabilization.** Following a nation-wide search, Chief Don MacLean was named the successful candidate for the permanent role of Chief of Police.
- **Member Reintegration Program.** The Member Reintegration Program is now being introduced to all new sworn members and Emergency Response Communicators.
- **2025 Police Science Program.** Recruits are currently attending a 38-week program which will train them to become police officers with HRP.
- **Employee Engagement Working Group.** Three sub-committees have been established to focus on Personal Development, Internal Communications and Workplace Culture, Wellbeing and Environment.
- **Chief's Recognition Board.** HRP's internal recognition program has a new Board and is committed to recognizing members in a timely manner.
- **Rainbow Internal Support Network.** Members of the Rainbow Internal Support Network (R-ISN) have advised the Employee Engagement Working Group, consulted with the Nova Scotia Office of Equity and Anti-Racism and worked as liaisons with Halifax's 2SLGBTQIA+ community during the lead up to Pride Week. The R-ISN have also successfully advocated for the waiving of fingerprint fees for 2SLGBTQIA+ community members engaging in a legal name or gender marker change and have initiated the "Rainbow Name Tag Project" internally for HRP members.

- **Experienced Police Officer Hiring Campaign.** Marketing campaign created in partnership with HRM Corporate Communications to attract experienced police officers to join HRP.
- **Bolster Training to Better Support Diverse Communities.** Recruits with the Police Science Program are now taking part in a 2.5-week Diversity Training Program situated at the beginning of their training. This program includes community visits, partnerships with local community groups and leaders and focuses on learning about the unique needs and concerns of local communities.
- **CACP Conference.** HRP hosted the Canadian Association of Chiefs of Police (CACP) 119th Annual Summit from August 11-13, 2024, welcoming police leaders from across the country to learn and exchange with one another.

Royal Canadian Mounted Police Halifax Regional Detachment

- **Senior Leadership Enhancement.** RCMP HRD established a Senior Operations Officer (Superintendent) within the management team to oversee high-risk operations throughout RCMP HRD. Superintendent Don Moser was named as the successful candidate.
- **Completion of the Tantallon Wildfire After Action Report (AAR).** In June of this year, the AAR was completed and an implementation plan is underway with an expected completion date of March 31, 2025.
- **Establishing the Emergency Operations Centre (EOC).** The EOC was established and Incident Command System (ICS) training is underway.
- **Dedicated Traffic Services Unit.** RCMP HRD created a five-member dedicated traffic unit with a mandate to enhance highway safety throughout the municipality.
- **Responding to Homelessness.** RCMP HRD committed a full-time regular member resource to liaise directly with the municipality's homelessness working group as a pilot for outreach within the unhoused community.
- **Supporting reconciliation with African Nova Scotian (ANS) communities.** Following the apology for the historic use of street checks, RCMP HRD is committed to implementing the Nova Scotia RCMP Action Plan.
- **Revitalized COMPSTAT.** COMPSTAT is a tool used to identify public safety issues and concerns within RCMP HRD; it is renowned for its evidence-based approach. With the addition of a new analyst, monthly COMPSTAT meetings recommenced in June 2024.
- **Fall Program Oriented Work Planning Meeting (POWPM).** RCMP HRD held a two-day POWPM for all categories of employees with a significant focus placed on teamwork, building leadership and wellness.
- **New Prisoner Care Facility (Lower Sackville).** RCMP HRD are nearing completion of a large renovation of the Prisoner Care Facility which will enhance our capability to house prisoners in the municipality.
- **Fleet and Human Resources Review.** RCMP HRD completed a detailed Fleet and HR Audits in an effort to improve our stewardship and response to public safety outcomes.
- **Established Intimate Partner Violence (IPV) Unit.** RCMP HRD established its inaugural IPV unit and will complete staffing early 2025 to better able to respond to these serious and deeply impactful investigations.

BUDGET – HALIFAX REGIONAL POLICE

SERVICE AREA BUDGET OVERVIEW

Service Area	2023/24	2024/25	2024/25	Budget	2025/26	
	Actual	Budget	Projections		Δ 24/25 Budget	Δ %
Chief's Office	\$ 3,804,750	\$ 4,405,000	\$ 4,311,500	\$ 4,589,300	\$ 184,300	4.2
Support Division	31,825,197	29,664,500	30,010,200	29,159,000	(505,500)	(1.7)
Operations Division	60,182,260	63,941,900	64,026,600	67,507,400	3,565,500	5.6
Net Total	\$ 95,812,207	\$ 98,011,400	\$ 98,348,300	\$ 101,255,700	\$ 3,244,300	3.3

SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2023/24	2024/25	2024/25	Budget	2025/26	
	Actual	Budget	Projections		Δ 24/25 Budget	Δ %
Compensation and Benefits	\$ 101,923,768	\$ 103,103,300	\$ 103,390,500	\$ 104,930,500	\$ 1,827,200	1.8
Office	769,393	645,700	645,700	625,400	(20,300)	(3.1)
External Services	2,369,413	3,108,400	2,925,300	3,534,400	426,000	13.7
Supplies	851,406	1,073,100	1,073,100	1,190,700	117,600	11.0
Building Costs	85,672	53,700	109,200	47,300	(6,400)	(11.9)
Equipment & Communications	1,342,837	1,654,100	1,654,100	2,094,100	440,000	26.6
Vehicle Expense	7,622	4,000	61,900	4,000	-	-
Other Goods & Services	2,408,012	2,538,700	2,883,600	2,919,900	381,200	15.0
Interdepartmental	(715,662)	(592,100)	(792,100)	(685,300)	(93,200)	15.7
Other Fiscal	16,051	54,100	54,100	54,100	-	-
Total Expenditures	109,058,512	111,643,000	112,005,400	114,715,100	3,072,100	2.8

Revenues	2023/24	2024/25	2024/25	Budget	2025/26	
	Actual	Budget	Projections		Δ 24/25 Budget	Δ %
Transfers from other Govts	\$ (3,800,000)	\$ (3,800,000)	\$ (4,049,300)	\$ (3,800,000)	\$ -	-
Fee Revenues	(520,873)	(565,000)	(565,000)	(550,000)	15,000	(2.7)
Other Revenue	(8,925,432)	(9,266,600)	(9,042,800)	(9,109,400)	157,200	(1.7)
Total Revenues	(13,246,305)	(13,631,600)	(13,657,100)	(13,459,400)	172,200	(1.3)
Net Total	\$ 95,812,207	\$ 98,011,400	\$ 98,348,300	\$ 101,255,700	\$ 3,244,300	3.3

OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2024/25 Budget	\$ 98,011,400
Service Enhancements	
Culture and Support Manager	75,700
Victim Services Case Workers	172,500
Forensic Media Specialist	44,900
Civilian Auditor	46,700
Quartermaster	67,000
Administrative Assistant - Police Science Program	55,500
Body Worn Cameras Initiative (positions & non-compensation)	847,900
Revenue Adjustments:	
Constable Secondments	162,700
Miscellaneous Cost Recoveries	9,500
Inflation/Service Pressures	
Collective agreement and other compensation adjustments	2,987,900
Court Time	330,000
Leased facilities	350,000
Commissionaires of Nova Scotia contract	157,500
On-Demand Interpretation Services	125,000
Adjustments to fixed costs to continue delivering existing services	119,600
Biological Casework Analysis Agreement	78,500
Advanced media recruiting campaigns	23,000
Other/Transfers	
Parks & Recreation - Youth Advocate Program	(865,900)
Community Safety - Crossing Guard Supervisors (Crossing Guard positions/budget were previously transferred in 2024/25 budget)	(182,700)
Community Safety - Funding equivalent to (2) constable positions	(226,000)
IT Services - Staff resources to centralize IT functions	(1,135,000)
Total Changes	\$ 3,244,300
2025/26 Budget	\$ 101,255,700

Service Enhancements

- **Culture and Support Manager.** One FTE (civilian) position would oversee and manage a unit dedicated to improving the health, wellness and culture at HRP. The Culture and Support Manager would have responsibility for the existing positions of Reintegration Coordinator, Wellness Specialist and Employee and Family Assistance Program (EFAP) Coordinators and volunteers. They would also work to create an overarching wellness strategy and policy, as well as other business and strategic initiatives such as the Safeguarding program and the Early Intervention program.
- **Victim Services Case Worker.** Two FTE (civilian) positions would expand the Victim Services Unit and allow for an increased focus in the area of domestic violence. One of the positions would support victims as a Case Coordinator. The other position would act as an Offender Navigator and work with offenders to provide support and prevent re-offending.

- **Forensic Media Specialist.** One FTE (civilian) position would be assigned to the integrated Criminal Investigation Division (CID) and be responsible for coordinating the canvassing and collection of media in collaboration with investigators, and its subsequent viewing, classification, and storage. The position would be expected to establish expertise in this area and provide advice and direction on such in CID investigations.
- **Civilian Auditor.** One FTE (civilian) position of Auditor would replace the current Audit and Oversight Sergeant position, resulting in a more independent and cost-effective approach to staffing in this area. The auditing of policing functions is essential to understand the economy, efficiency, and effectiveness of their operational programs, and identify and address risks and issues. It allows for accountability and transparency, improved efficiency and effectiveness, compliance, risk management, and improved decision-making and resource allocation.
- **Quartermaster.** One FTE (civilian) position to provide additional capacity to the current sole Quartermaster position, thereby relieving the unsustainable pressure on the incumbent, and adding resilience to a critical policing function which is facing increased demand. The Quartermaster position is responsible for the ordering, receipt, distribution, management and security of police clothing and equipment, and supplies. They liaise with vendors, organize the stores, maintain safety standards, and ensure proper tracking of all items through documentation.
- **Administrative Assistant – Police Science Program.** One FTE (civilian) Administrative Assistant position would be dedicated to the Police Science Program (PSP). The planning, organizing, and execution of a PSP class is lengthy and involved. Currently, the administration tasks are completed by the PSP Sergeant, PSP Constable, or the Training and Curriculum Consultant. This is not a cost-effective solution. It does not provide value for taxpayer money and detracts those positions from completing the tasks appropriate to their level.
- **Body Worn Cameras Initiative (positions & non-compensation).** HRP is preparing to procure, implement and staff a Digital Evidence Management System (DEMS) initiative, which would include body-worn cameras, and in-car cameras. Nine FTE (civilian) DEMS clerks would be responsible for the redaction of digital evidence, where it is required. One FTE (civilian) DEMS supervisor would ensure successful implementation of the program, develop training, policies, and processes, and participate in the hiring process for the DEMS clerks. Once implemented and in the operating phase, the DEMS supervisor would be responsible for supervising the work of the DEMS team. This initiative will improve evidence capture opportunities, assist investigations, and see HRP aligned with our RCMP partners, who will be implementing their program by Spring 2025 in Nova Scotia RCMP detachments, including Halifax.

BUDGET – ROYAL CANADIAN MOUNTED POLICE HALIFAX REGIONAL DETACHMENT

RCMP HRD Contract Information

RCMP HRD provides its services under the auspices of the 2012 dated *Provincial Police Service Agreement* (PPSA). This agreement outlines the roles and responsibilities between the two contract partners (Canada and the Province of Nova Scotia), regarding the services provided by the RCMP HRD. The RCMP is not a party to the PPSA. There is an agreement between the municipality and the Province of Nova Scotia that speaks to the RCMP HRD service provided to the municipality.

Financial oversight for the PPSA is robust and consistent with national standards for financial reporting requirements. There is Provincial awareness for all large purchases as well as the ability for amortization of purchases.

The municipality was grandfathered into the PPSA contract negotiations in 2012 and retains a 70/30 cost share arrangement regardless of population size. Based on this cost share arrangement, the Province of Nova Scotia is responsible for 70 per cent of the cost of policing services and the Government of Canada is responsible for 30 per cent of the cost. Of the 70 per cent the Province of Nova Scotia is responsible for, a portion is cost-recovered from municipalities policed. Municipalities, including the Halifax Regional Municipality, are billed based on the number of general duty policing resources and detachment supports as agreed to between the municipality and the Province of Nova Scotia (Department of Justice).

Municipalities policed under the PPSA are not billed for “shared” and “centralized” services such as Human Resources, Health Services, Emergency Response Team, Forensic Identification, Underwater Recovery, Collision Reconstruction, Critical Incident Program, etc. The costs associated with these services are borne by the province. The municipality pays for general duty policing services by the RCMP HRD and receives the benefits of an enhanced suite of specialized policing services at no additional cost.

RCMP HRD H Division submits a Multi-Year Financial Plan (MYFP) by June 1st of each year as stipulated under Article 18 of the PPSA. The MYFP reflects the RCMP’s determination of “need” to maintain an adequate level of policing services for municipalities. The Department of Justice analyzes and reviews the MYFP and has discussions with H Division before finalizing its recommended budget. The proposed budget is presented to the Justice Minister for approval. The approved budget is then submitted to Nova Scotia Treasury Board (TB) for final approval. Once TB approves the budget allocation, the RCMP HRD is notified. The Notice of Annual Cost is then sent to municipalities.

The “All-In” Cost RCMP Per Officer Billing Model

Currently, of the 70 per cent of policing costs the Province of Nova Scotia is responsible for, only the costs of members assigned to RCMP HRD are recovered from the municipality. This cost amount is determined using a per-officer calculation, whereby the municipality is billed a per-officer rate for the number of officers assigned.

The per-officer calculation is determined as follows: the totality of the RCMP HRD annual budget minus costs associated with shared services is divided by the total number of FTE positions to calculate the average per-officer cost. The cost per-officer is the same for all officers regardless of rank. This includes salary, benefits, specialized services, support services, equipment, fleet, access to aircrafts (planes and helicopter) and vessels, divisional administration etc. This “All-In” cost is the per-officer cost multiplied by the number of officers plus shared services cost (operational communications centre and advisory services). The per officer cost is adjusted to account for vacant positions.

Most capital costs for RCMP HRD buildings are not billable to the municipality. The RCMP (on behalf of RCMP HRD) have several space-service agreements with HRM/HRP whereby costs are recovered for services provided to RCMP HRD (e.g. use of HRP cells MOU) or where there is a split of costs between RCMP HRD and HRP (e.g. specific operational Criminal Investigation Division costs).

The Department of Justice, Public Safety and Securities Division, is the appropriate contact point for requests for financial information pertaining to the RCMP HRD service delivery.

HRM INTEGRATED POLICE STATISTICS (HRP & RCMP HRD)

Service Delivery Performance Measures

Performance Measures ¹	2022 Actual (HRM)	2023 Actual (HRM)	2023 (Canada)
<i>Population size in determining measures</i>	480,582	492,199	40,097,761
Reported Number of Criminal Code Incidents (Non-Traffic) per 100,000 Population	5,751	5,665	5,843
Reported Number of Violent Criminal Code Incidents per 100,000 Population	1,466	1,464	1,427
Number of Criminal Code incidents (Non-Traffic) per Police Officer	N/A	N/A	N/A
Total Crime Severity Index	72.97	72.04	80.45
Violent Crime Severity Index	103.94	97.08	99.45
Notes: 1) Data for all measures provided in the above table come from Statistics Canada.			

Performance Measures Analysis

In 2023, the overall Crime Severity Index (CSI) for the municipality decreased by 1.27%. This followed three consecutive years of increases, and sees it remain below the national CSI, which increased by 2.15% in 2023. The top violations contributing to the decrease seen in the municipality were break and enter, robbery, sexual assault level one, theft under \$5,000, and murder first degree.

In 2023, the Violent Crime Severity Index (VCSI) for the municipality decreased by 6.6%, returning to below the national VCSI, which saw a very slight increase of 0.4%. The top violations contributing to the decrease seen in the municipality were robbery, sexual assault level one, attempted murder, sexual interference, and murder first degree.

SERVICE AREA PLANS – HALIFAX REGIONAL POLICE

CHIEF'S OFFICE

Under the leadership of the Chief, the Chief's Office is responsible for providing overall leadership and strategic direction to HRP, and supporting Regional Council priorities through the delivery of an effective and efficient police service for Halifax Regional Municipality residents and visitors. Teams within the Chief's Office are responsible for the coordination of business unit activities, the management of internal and external stakeholder relationships through strategic communications, and delivery of initiatives and activities to support diversity and inclusion priorities. The Executive Office is responsible for the upholding of professional standards, security clearance

applications, auditing and oversight of internal operations, policy development, and the support of strategic and business priorities through research and analysis.

Services Delivered

Public Relations and Corporate Communications. This service manages relationships with internal and external HRP partners, through strategic communications, issues management, crisis communications, and public education and awareness campaigns.

Diversity and Inclusion. This service leads and supports the design and delivery of diversity and inclusion activities, initiatives, and training, to build relationships and create a safe, inclusive, and welcoming environment for our communities and employees.

Executive Office: Professional Standards Investigative Unit. This service upholds the integrity and professionalism of HRP through the investigation and resolution of public and internal criminal and non-criminal complaints.

Executive Office: Background and Security Clearance Unit. This service processes applications for a security clearance with HRP, from new applicants to HRP and existing HRM employees who provide a service to HRP.

Executive Office: Sergeant Major. This service upholds the professionalism of HRP through ensuring appropriate deployment of members when representing HRP in uniform, and coordinating the attendance and professionalism of HRP members through drill instructions at events.

Executive Office: Audit, Policy and Research. This service is responsible for enhancing accountability and transparency through audit and oversight, and supporting strategic and business operations and priorities through policy development, research, and analysis.

PATROL DIVISION

Under the leadership of the Patrol Superintendent and reporting to the Deputy Chief of Operations, the Patrol Division is responsible for responding to citizen-generated calls for service, providing a visible policing presence within HRM, conducting proactive activity to provide reassurance to residents and visitors, and supporting specialized policing activities and initiatives. Within the Patrol Division, the Community Response and School Resource Officers build and maintain relationships and partnerships within communities and schools, to deliver a proactive approach to the prevention of crime and quality of life issues.

Services Delivered

Patrol. This service is responsible for responding to citizen-generated calls for police service, conducting initial investigations into criminal and non-criminal incidents, and carrying out proactive activity to maintain public safety, prevent crime and apprehend offenders. Where a Patrol file is prosecuted, this service is also responsible for supporting the prosecution and associated victims and witnesses, through to the conclusion of the case.

Quick Response Unit. This service is responsible for providing support to the Patrol function, dynamically responding to calls for service and providing a targeted and problem-oriented approach.

Community Response Officers. This service is responsible for providing a consistent and visible point of contact within the community, and building and maintaining positive and collaborative community partnerships, with an objective of early intervention, and prevention of problems before they escalate. This service is also responsible for supporting the Patrol function.

School Resource Officers. This service is responsible for providing a consistent and visible point of contact within schools, and building and maintaining positive and collaborative school partnerships, with an objective of early intervention, and prevention of problems before they escalate. This service is also responsible for supporting the Patrol function.

Public Safety Unit. During events and demonstrations, this service is responsible for maintaining public safety and order, preserving the peace, and enforcing the law, through specialized training and crisis resolution skills.

CRIMINAL INVESTIGATION DIVISION (CID)

Under the leadership of the Criminal Investigation Division Superintendent and reporting to the Deputy Chief of Operations, the integrated Criminal Investigation Division is responsible for the investigation of all serious and complex crime in HRP and RCMP HRD areas, including homicide, firearms offences, robbery, sexual assault and drugs offences. The investigations are conducted and supported by a number of specialized units.

Services Delivered

Special Investigative Section – (integrated HRP/RCMP HRD). This service is responsible for all major crime investigations including homicide, cold cases and hate crimes. It is also responsible for supporting prosecutions, and victims and witnesses.

Special Enforcement Section – (integrated HRP/RCMP HRD). This service is responsible for the investigation of drug-related offences, criminal networks, firearms offences, and investigations related to high-risk offenders. It also supports the prosecution through to the conclusion of the case.

Special Victims Section – (integrated HRP/RCMP HRD). This service is responsible for investigations concerning vulnerable persons, including: sexual assault, human trafficking, missing persons and internet child exploitation. It also supports other investigations involving vulnerable victims and witnesses, and, where a case is prosecuted, supporting the prosecution and associated survivors and witnesses, through to the conclusion of the case.

General Investigation Section (GIS) – (integrated HRP/RCMP HRD). This service is responsible for the investigation of serious offences including serious and aggravated assaults, robbery, break and enter, auto-theft and financial crimes. It is also responsible for supporting prosecutions, and victims and witnesses.

Investigative Support Operations – Forensic Identification Section (FIS). This service is responsible for supporting investigations into criminal offences and other events through the provision and coordination of specialized forensic services, analytics and products, including the seizure and preservation of evidence and management of human sources.

SUPPORT DIVISION

Under the leadership of the Support Superintendent and reporting to the Deputy Chief of Support, the Support Division is responsible for delivering multiple operational support and organizational support services. The Integrated Emergency Services function receives and processes all 911 and non-emergency calls for HRM, and dispatches Police, Fire, and EHS resources, as appropriate. The Prisoner Care facility is responsible for the safe and secure custody of prisoners detained by HRP and RCMP HRD officers. Other areas providing support services to both HRP and RCMP HRD are the Records Section, Court Section, and CPIC Transcription. Non-integrated specialized support services are provided in the following areas: Traffic, K-9, Mounted, Ports, Liquor Enforcement, Mental Health Mobile Crisis, Emergency Response, Emergency Planning, Community Relations and Crime Prevention, Victim Services, and the Freedom of Information and Protection of Privacy (FOIPOP). The Aviation Security Unit is an HRP-contracted unit based at Halifax Stanfield International Airport.

Services Delivered

Integrated Emergency Services. This service is responsible for answering and processing all 911 and non-emergency calls for service within the municipality, which relate to Police (HRP and RCMP Halifax Regional Detachment), Fire, and dispatching resources as appropriate. It is also responsible for the initial processing of Emergency Health Services (EHS) calls.

Records Section – (integrated HRP/RCMP HRD). This service is responsible for the processing and administration of tasks related to court dispositions, fingerprint records, statistics, and the keeping of police records, including the processing of non-FOIPOP external requests, including criminal record check requests, and court production orders for information.

Court Section – (integrated HRP/RCMP HRD). This service is responsible for processing all charged files, coordinating requests from the Public Prosecution Service, and coordinating the attendance of police and civilian witnesses required to attend court to testify.

Traffic Support Section – (integrated HRP/RCMP HRD). This service is responsible for administrative and disclosure tasks related to the issuing of summary offence tickets (traffic and non-traffic), seized vehicles, and all traffic accident reports.

CPIC Transcription – (integrated HRP/RCMP HRD). This service is responsible for the processing and validation of Mobile Report Entry (MRE) reports created by frontline officers, and the processing, updating and purging of Court Orders.

Freedom of Information and Protection of Privacy (FOIPOP). This service is responsible for processing all requests for information made under the Freedom of Information and Protection of Privacy (FOIPOP) provisions of the Municipal Government Act.

Emergency Planning. This service is responsible for the development and maintenance of internal emergency and business continuity plans, administration and coordination of the Halifax ALERT hfxALERT system, provincial Alert Ready planning and delivery, and for liaising and coordinating with the HRM and NS Emergency Management Offices, in relation to the police role in wider provincial emergency planning and preparedness.

Prisoner Care Facility. This service is responsible for ensuring the safe and secure custody and care of all persons detained within the Prisoner Care Facility, and for ensuring the efficient and effective processing of all such detainees.

Support Services – Traffic. This service is responsible for providing a visible reactive and proactive policing response to incidents involving traffic concerns and offences, including attendance at special events to support traffic control and safety. This service includes the collision reconstruction unit, which attends and processes the scenes of all collisions involving fatalities and serious injuries.

Support Services – K-9. This service is responsible for providing support to the Patrol and Emergency Response functions, policing operations, and special events, through the provision of specialized support in incidents which require the K-9 ability to track people, search property and articles, and detect contraband material and explosives.

Support Services – Mounted Unit. This service is responsible for providing specialized Mounted support to the Patrol function and during policing operations, and for acting as ambassadors at community events.

Support Services – Ports Unit. As the agency of jurisdiction for the harbour, this service is provided under contract with the Halifax Port Authority and is responsible for responding to incidents and calls for service occurring in the harbour and/or the Ports property, conducting proactive activity in those areas, and supporting special events involving the harbour or ports.

Support Services – Liquor Enforcement Unit. This service is responsible for providing support to the Patrol function, policing operations, and special events, through the provision of specialized support, specific to liquor enforcement and the licensed establishments in HRP areas. This service also assists the provincial Alcohol & Gaming Department.

Support Services – Mental Health Mobile Crisis Team. This service is responsible for providing a specialized response to calls involving persons believed to be experiencing a mental health crisis, consisting of joint Police/Mental Health Clinician teams which provide immediate crisis assessment, support and management, and assistance with accessing short and long-term services and supports.

Support Services – Emergency Response Team. This service is responsible for providing support to the Patrol and CID functions, policing operations, critical incidents, and special events, through the provision of specialized emergency response support, including an enhanced capability to respond to incidents believed to involve weapons and firearms. This service is also responsible for providing coverage for the RCMP HRD ERT function on an as-needed basis.

Support Services – Victim Services. This service is responsible for providing support to victims of crime, including victims of domestic and/or intimate partner violence, and/or persons who have been significantly affected by criminal and non-criminal incidents and who may benefit from this service, through the provision of advice, information, support, and assistance.

Community Relations and Crime Prevention. This service is responsible for building and maintaining positive and collaborative community partnerships, with a focus on providing education and awareness, and supporting community events and activities, and special events and initiatives.

Aviation Security Unit. This service is provided under contract with the Halifax International Airport Authority, and is responsible for providing police services exclusively within a specific boundary of Halifax Stanfield International Airport. Outside that boundary, policing services are provided by RCMP Halifax Regional Detachment, as the airport is within their geographical policing area of HRM.

ADMINISTRATION

Under the leadership of the Superintendent of Administration, and reporting to the Deputy Chief of Support, the Administration Division is responsible for providing effective and efficient administrative support to HRP in the areas of Human Resources, Training, Property and Evidence, and Information Technology.

Services Delivered


Human Resources. This service is responsible for the recruitment and retention of police officers and civilians, through efficient recruitment practices, labour relations, and the design and delivery of activities and initiatives related to employee wellbeing, and integration into the workforce.






Training. This service is responsible for the design and delivery of internal training and recertification to employees and new hires, including the Police Science Program for police cadets, as an accredited career college, and the coordination of attendance by employees at external training courses.






Property and Evidence. This service is responsible for the effective and efficient retention, storage and disposal of property which has been found, abandoned, or seized, and taken into HRP possession.

Quartermaster. This service is responsible for the ordering, distribution and disposition of all equipment and supplies.

STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<p>Evidence-Based, Community-Focused and Culturally Sensitive Policing (Wortley Report Implementation)</p>	<p>In collaboration with the Board of Police Commissioners, Nova Scotia Department of Justice, and local communities, Halifax Regional Police took several steps that are responsive to the Halifax, Nova Scotia Street Checks Report. Implementation consists of short- and long-term action plans, including enhanced training, team education on Anti-Black racism and bias, a greater focus on diversity in police cadet recruitment, proactive community engagement, and enhanced guidelines for officer conduct. HRP will continue to work with the Department of Justice and others on the implementation of the race-based data collection framework proposed by the working group of the Wortley Report implementation team.</p>	<p style="text-align: center;">  Safe Communities </p>

2025/26 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Race-based Data Collection Framework	HRP will continue to work on the design, development and implementation of the race-based data collection framework in accordance with the Wortley Report recommendations and the subsequent report specifically on race-based data collection by Dr. Tim Bryan.	 Safe Communities	T – Q4 2025/26
Consecutive Police Science Program Recruitment – Year 2 (2025/26)	HRP will work towards adopting a consecutive annual recruitment cycle for the next five years for its Police Science Program (PSP), a 38-week course which trains recruits to become officers with HRP. Part of this work will involve advancing a Diversity Recruitment Framework to help recruit cadets from various diverse communities in Halifax Regional Municipality.	 Talent Attraction, Retention & Development	T – Q4 2025/26
Experienced Police Officer Recruitment	In an effort to optimize our recruitment efforts and attract experienced talent in policing to HRP, HRP will continue working to recruit Experienced Police Officers. Together, with the cadet recruitment, this will ensure HRP builds and maintains our workforce.	 Talent Attraction, Retention & Development	T – Q4 2025/26
Early Intervention Program	HRP will work towards implementing an Early Intervention Program. The program will identify triggers which could impact the mental health of members and provide supports early to keep members healthy and at work. Software capability for this program has been requested in the IT Business Systems 2025/26 Capital Budget. HRP will create a working group, draft policy and identify resources and supports that will assist in designing, implementing, and delivering the Early Intervention Program.	 Talent Attraction, Retention & Development	T – Q4 2025/26
Physically and Mentally Healthy Workforce	As part of our focus on member wellness, HRP will continue working to create a physically and mentally healthy workforce through a combination of new and existing avenues, initiatives, and programs. Part of this work will involve developing wellness briefings that can be delivered to members on a variety of topics.	 Healthy & Safe Workplace	T – Q4 2025/26

2025/26 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Digital Evidence Management System	In partnership with IT, HRP will work to procure and implement the Digital Evidence Management System (DEMS), body-worn cameras and in-car cameras. HRP will also work to implement a new team dedicated to the management and maintenance of the DEMS.	 Innovative Performance Excellence	T – Q4 2025/26
Interpretation Services	HRP will work to procure and implement an on-demand, real-time interpretation service to better assist our community members and front-line employees.	 Exceptional Customer Service	T – Q4 2025/26
Community Relations and Crime Prevention Programming	HRP's Community Relations and Crime Prevention Unit is working to reimagine some of the programming it delivers to make it more engaging and informative for the community members who participate. HRP plans to host a Senior Police Academy which will allow interested seniors in HRM an opportunity to learn a variety of safety skills including how to recognize potential incidents of fraud. In addition, HRP will look at how to improve existing programs such as the Youth Program.	 Involved Communities	T – Q4 2025/26
Employee Engagement	HRP will continue to focus on employee engagement through the identification and advancement of a variety of initiatives by the Employee Engagement Working Group and its sub-committees, which focus and concentrate on specific key areas. The work will be guided and shaped through regular employee feedback and the bi-annual HRM Employee Engagement Survey.	 Engaged & Skilled People	T – Q4 2025/26
HRP Policy Refresh and Public Release of HRP Policies (2025/26)	HRP's Senior Policy Advisor will continue working to organize hundreds of existing policies into a user-friendly format for members to access with the assistance of IT. A review of the updated policing standards issued by the Nova Scotia Department of Justice will be completed to identify if policy needs to be created or updated. New policies will be created, revised, or updated as the need arises based on internal and external input. Each time a policy is approved, it will be considered for public release.	 Well-Managed	T – Q4 2025/26

SERVICE AREA PLANS – ROYAL CANADIAN MOUNTED POLICE HALIFAX DISTRICT

CHIEF SUPERINTENDENT

The Officer in Charge of RCMP HRD, provides strategic direction and oversight to West Operations, East Operations, Integrated Criminal Investigation Division and the Management and Administration portfolio.

Services Delivered

Management and Administration. This office manages Human Resources, Finance, Information Management, Professional Standards, Audits, Buildings, Fleet, Training and Public Service Employees.

RCMP HRD OPERATIONS

The RCMP HRD is fully committed and continues to demonstrate support of Regional Council strategic priorities through first response policing and investigative support. The RCMP HRD policing model include operations, investigative support and administration.

Services Delivered





General Duty. Conducts investigations and enforces provisions of the Criminal Code, federal and provincial statutes and municipal bylaws, and establishes and maintains community-based policing measures, e.g. crime prevention, promoting community relations, and liaising with client groups within the municipality.



Community Policing Section. Pilot Community Action Response Team (CART): CART is intended to support the watches by reactively and proactively dealing with the 'Four Pillars' as they are identified, and ideally before they become a major issue. The four pillars are: People, Places, Patterns, and Problems. CART's primary focus is to address and deliver the core mandate of schools, youths, and communities aligned with resources provided by the Province.

Investigative Support – Criminal Investigations Division. This HRP-RCMP HRD integrated unit provides specialized and complex investigative services in support of general duty.

Road Safety. Uses statistical data to target the casual factors of serious injury/fatal motor vehicle collisions, aggressive driving, distracted driving, and impaired operation of motor vehicles.

Victim Services. Provides quality service information, referral, and support to victims through the utilization of trained community volunteers working under the direction of the RCMP HRD.

2025/26 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Deliver Strong Core Operations	In addition to responding to emerging crime trends, RCMP HRD continues to lead effective proactive patrols and techniques for impaired drivers and road safety. In 2024, RCMP HRD modernized its Traffic Services Program. This team's mandate is to enhance highway safety throughout the Halifax region. The team's focus is enforcement and education aligned with the the municipality's road safety priorities. RCMP HRD will work with our partners, to provide targeted and strategic enforcement of high-risk driving behaviours focusing on the main causal factors of serious injuries and fatalities.	 Safe Communities	T – Q3 2025/2026
Supporting the Price Waterhouse Coopers Report	RCMP HRD is fully supportive of revitalizing the integrated policing model in the municipality as envisioned by the Price Waterhouse Coopers report. RCMP HRD will continue to work with our policing and municipal partners to realize the optimal level of integration.	 Responsible Administration	T – Q3 2025/2026
Support reconciliation with Halifax Regional Municipality's African Nova Scotian communities	RCMP HRD is committed to supporting reconciliation with the municipality's African Nova Scotian communities in many ways, including the CART team. RCMP HRD will complete a pilot North Preston File review, looking at indicators specific to bias-free policing. Following the apology by the Nova Scotia RCMP, RCMP HRD will support the recommendations contained in the Action Plan. RCMP HRD will support the Wortley Race-Based data Collection Project locally.	 Safe Communities	T – Q4 2024/2025
Capacity Rebuilding	RCMP HRD will continue to rebuild the management team cadre to better enable service delivery to the residents of Halifax Regional Municipality. The rebuild includes the already established (2024) Senior Operations Officer (Superintendent), a position equivalent to a Deputy Chief. In 2025, RCMP HRD will complete the staffing process for the Staff Sergeant Major, who will support future-focused the Senior Management Team.	 Well-Managed	T – Q3 2025/2026

2025/26 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Support Halifax Regional Municipality CAO and Public Safety Initiatives	<p>Applying information gathered on best practices, RCMP HRD will provide support to the Halifax Regional Municipality Homelessness Strategy.</p> <p>RCMP HRD members will work with the municipality’s Community Safety Office and continue to support public safety through engagement with vulnerable communities RCMP HRD will also have a dedicated resource who directly supports the work of Community Safety Office and the municipality’s Homelessness Strategy.</p> <p>RCMP HRD will establish its Intimate Partner Violence (IPV) program and focus on enhancing the collective response to intimate partner violence.</p>	 Safe Communities	T – Q4 2025/2026
Effective Stewardship of Budget and Human Resources	<p>RCMP HRD will champion employee wellness and related support. RCMP HRD strives to promote wellness for all categories of employees. Wellness events will continue in 2025 with a minimum of two employee developmental initiatives per year as well as a Program-Oriented Work Planning Meeting for all categories of employees.</p> <p>RCMP HRD will continue to audit and evaluate human and material resources through best practices. RCMP HRD will also harmonize the municipality and RCMP business process cycles by working with the BoPC, the CAO, and policing partners.</p>	 Well-Managed	T – Q4 2025/2026

Attachment 2

HALIFAX

Halifax Regional Police

2025/26 Proposed Operating Budget

Background

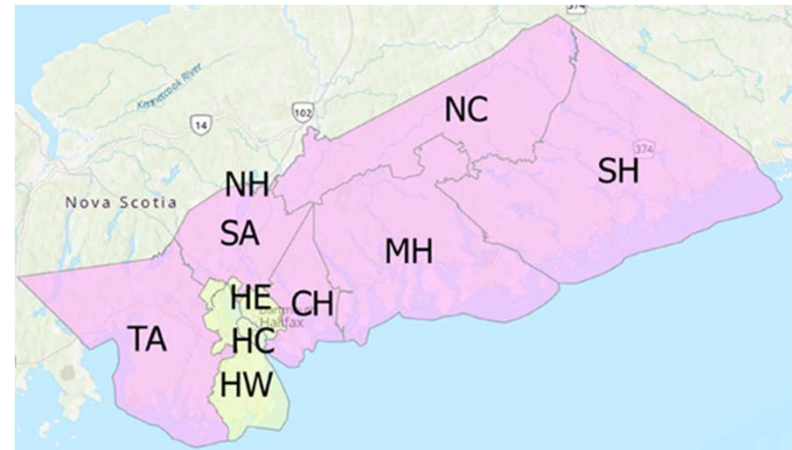
Halifax Regional Police Mission

Working together to make our communities safe

Policing Model Geography & Jurisdiction

Three HRP patrol divisions

- Central (downtown Halifax)
- East (Dartmouth)
- West (Bedford and west Halifax)



Unique Policing Model

- Policing services in Halifax Regional Municipality (HRM) are provided by Halifax Regional Police (HRP) and RCMP Halifax Regional Detachment (HRD)
- HRP and HRD are Partners in Policing
- There are a number of integrated units where HRP and RCMP HRD employees work together – such as the Criminal Investigation Division

Year-in-review



Year-in-review

- Senior leadership stabilization
- Member Reintegration Program expanded
- 2025 Police Science Program (PSP) underway
- Employee Engagement Working Group (EEWG)
- Chief's Recognition Board
- Rainbow Internal Support Network (R-ISN)
- Hosting of CACP Conference

Operational Pressures



Operational Pressures

Recruitment and retention:

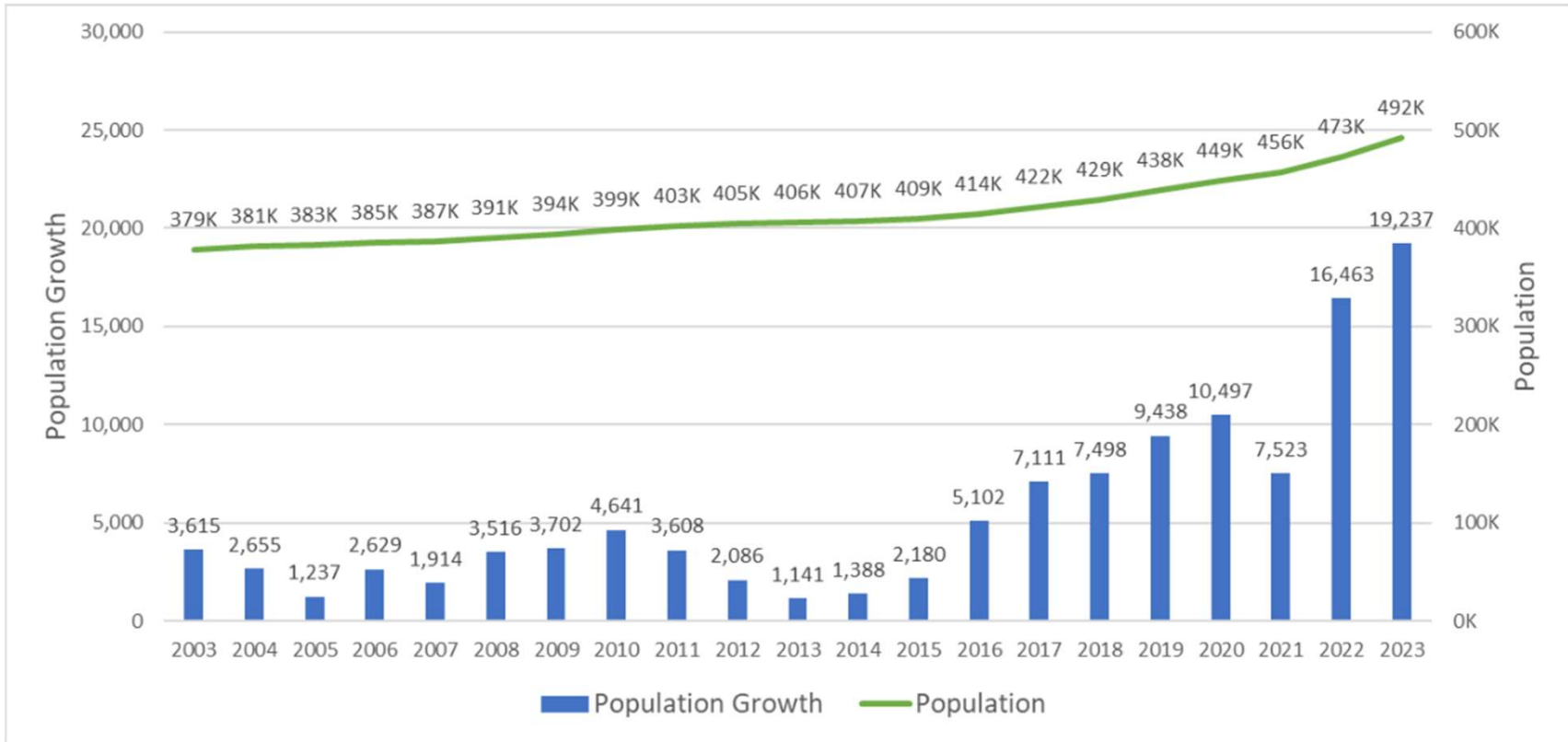
- Continues to be a challenge for policing agencies across Canada, creating a competitive job market
- Between January 1 and December 2, HRP hired 12 Experienced Police Officers
- HRP is planning to run its internal cadet class, the Police Science Program (PSP), on a yearly basis for the next five years
- The 2025 PSP class launched in October and is well underway
- Application window for the 2026 PSP class is November 17, 2024, to January 10, 2025. As of December 16, HRP has received 288 applications

Operational Pressures

Growing population:

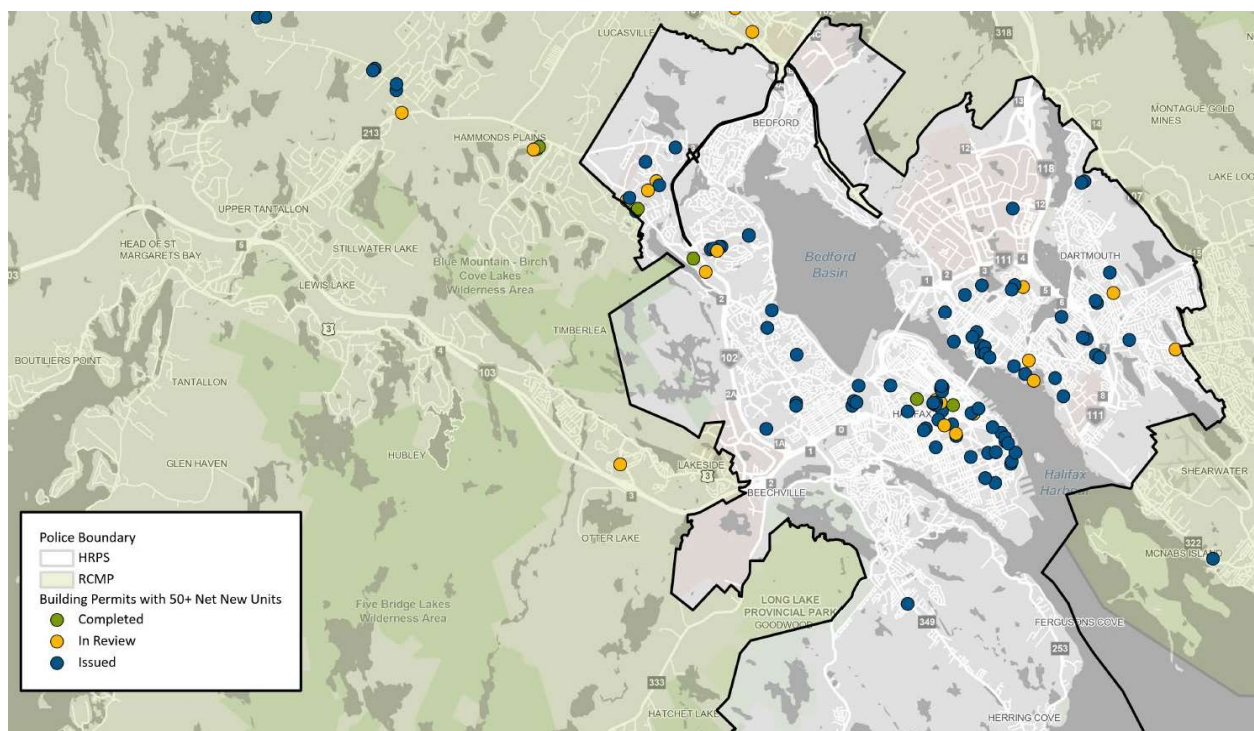
- HRM is a vibrant and diverse municipality which is experiencing extraordinary population growth
- The municipality is also home to many temporary populations including students, tourists, commuters, and entertainment visitors
- There are ongoing developments across the municipality, including many planned projects within HRP jurisdiction

Population Growth, Halifax, NS



Building Permits

50+ Unit by Police Boundaries (January 2021 – October 2024)



Source: HRM Planning & Development

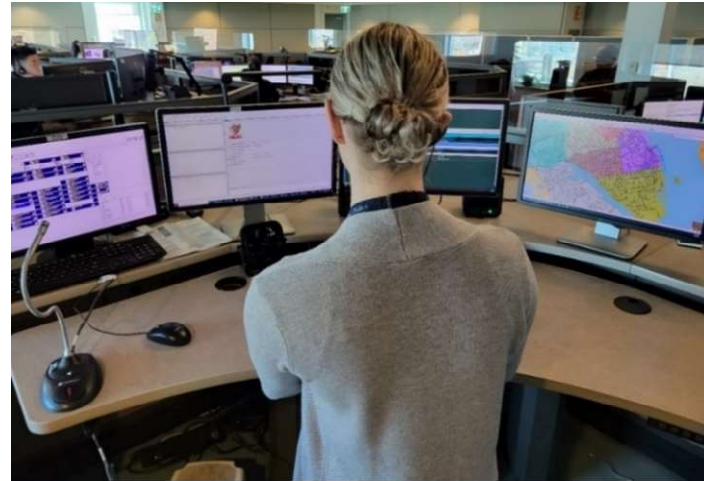
Operational Pressures

Event resourcing:

- There will always be planned and unplanned events which place an increased demand on police resources
- The number and frequency of demonstrations in HRM have increased over the last 12 months and show no signs of slowing down
- Several demonstrations have taken place in relation to international conflicts which have had profound impacts and led to heightened tensions globally. We recognize the effects on our local communities and are committed to their safety

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Key Facts and Figures



Key Facts and Figures



565
authorized
police officer
positions



202.4
authorized
civilian
positions



IES answers approx.
300,000 calls/year



Officers dispatched to
approx. 100,000 calls/year



2024/25 approved HRP Operating Budget: \$98,011,400

Chief's Priorities for 2025/26



Chief's Priorities for 2025/26

- Recruitment and retention
- Healthy and engaged workforce
- Collective agreement/HRPA
- Operational readiness
- Community trust and partnerships
- Continuous improvement and enhanced transparency and accountability
- Wortley Report Implementation

The Year Ahead



The Year Ahead

- Consecutive Police Science Program (PSP) cadet classes
- Implement an Early Intervention Program, which identifies triggers that could impact the mental health of members
- Procure and implement real-time, on-demand interpretation services to better serve our diverse communities and frontline members
- Work towards implementing a race-based data collection framework (Wortley Report recommendation)

The Year Ahead

- Procure and implement a digital evidence management system, body-worn cameras, and in-car cameras
- Maintain a sharp focus on employee engagement and advance initiatives through the HRP Employee Engagement Working Group
- Work to reimagine some of the programs offered by the Community Relations and Crime Prevention Unit
- Continue work on the HRP Policy Manual Refresh

Financial Summary

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Current Operating Budget

The net 2024/25 operating budget for Halifax Regional Police is \$98,011,400, broken down as follows:

Compensation costs:	\$103,103,300
Revenue/Recoveries:	(\$13,631,600)
Non-compensation operating costs <i>(Equipment, services, and supplies)</i>	\$8,539,700

Proposed 2025/26 Operating Budget Preparation Framework

The proposed 2025/26 operating budget takes into consideration the following fiscal requirements and trends:

- Contractual related pressures in the areas of compensation (collective agreements), external service providers, facility leases, etc.
- Rising costs for existing goods and services required to operate including line items related to uniforms, recruiting campaigns, etc.
- Evolving pressures related to the delivery of existing services in the areas of accountability/safety and demographics
- Adjustments to revenue opportunities and cost recoveries resulting from previous year experiences or future expectations

Proposed 2025/26 Operating Budget

- The proposed 2025/26 HRP operating budget is \$101,255,700, an increase of \$3,244,300 (3.3%) from 2024/25

Total Expenditures	\$ 114,252,800
Proposed Service Enhancements (7 FTE)	\$ 462,300
Revenue and Recoveries	(\$ 13,459,400)
Net Total	\$ 101,255,700

- Without the service enhancements, the proposed operating budget would be \$100,793,400, an increase of \$2,782,000 (2.8%)

Proposed 2025/26 Operating Budget

Proposed service enhancements:

HRP function	Positions	Estimated Cost 2025/26	Percentage of Total PSE
Victim Services Case Worker	2 x Civilian	\$172,500	37.3%
Culture & Support Manager	1 x Civilian	\$75,700	16.4%
Forensic Media Specialist	1 x Civilian	\$44,900	9.7%
Auditor	1 x Civilian	\$46,700	10.1%
Quartermaster	1 x Civilian	\$67,000	14.5%
Administrative Assistant (PSP)	1 x Civilian	\$55,500	12.0%
	7 FTE	\$462,300	100%

23

Digital Evidence Management System, Body-Worn Cameras and In-Car Cameras

24

DEMS, BWCs, and In-Car Cameras

- The proposed 2025/26 HRP Operating Budget includes costs allocated to the procurement and operation of DEMS, BWCs, and In-Car Cameras, and associated staffing requirements
- Digital Evidence Management System (DEMS) – a secure cloud-based solution for storing, managing, and sharing digital evidence
- Body-Worn Cameras (BWCs) and In-Car Cameras are both tools used to capture digital evidence

DEMS, BWCs, and In-Car Cameras

- DEMS and BWCs increasingly adopted by Canadian policing agencies in recent years, including our RCMP HRD partners
- BWC and in-car camera capability will deliver enhanced transparency and accountability, and will aid several areas including criminal and non-criminal investigations, prosecutions, public complaints against police, and training
- Enable electronic sharing of digital evidence with the public and partner agencies, creating significant operational efficiencies

DEMS, BWCs, and In-Car Cameras

- Equipment and staffing requirements:
 - 600 DEMS licenses
 - 425 BWCs
 - 120 In-car cameras
 - One x DEMS Supervisor
 - Nine x DEMS clerks

- This initiative will see HRP aligned with our RCMP partners

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DEMS, BWCs, and In-Car Cameras

Estimated costs of DEMS, BWCs and In-Car Cameras:

	Qty	5-year estimate*	Annual cost*	
BWCs	425	9,035,191.86	1,807,038.37	76%
DEMS	600			
In-Car Cameras	120	2,820,416.40	564,083.28	24%
		11,855,608.26	2,371,121.65	

**Taxes included*

(Estimated costs and timeline are subject to change as the planning and preparation phase of this project progresses)

DEMS, BWCs, and In-Car Cameras

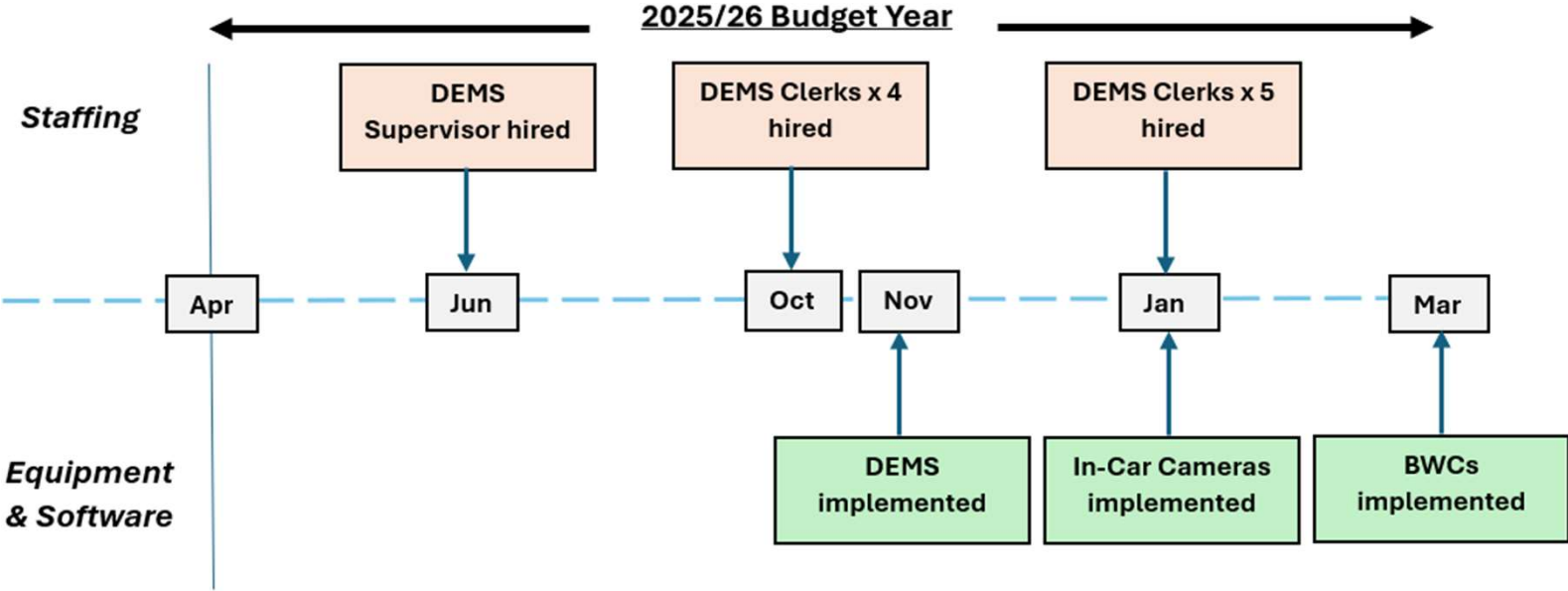
Estimated costs of staffing, DEMS, BWCs and In-Car Cameras for 2025/26 and 2026/27:

<u>DEMS/BWC/In-Car Cameras</u>	2025/26	2026/27
Equipment, software & services	\$ 441,701.50	\$ 2,371,121.65
Staffing	\$ 405,883.84	\$ 993,216.64
Total	\$ 847,585.34	\$ 3,364,338.29

(Estimated costs and timeline are subject to change as the planning and preparation phase of this project progresses)

DEMS, BWCs, and In-Car Cameras

Estimated timeline for DEMS, BWCs and In-Car Cameras during 2025/26



(Estimated costs and timeline are subject to change as the planning and preparation phase of this project progresses)

Proposed Service Enhancements

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Proposed Service Enhancements

HRP is proposing the following service enhancements as part of the 2025/26 operating budget:

- Victim Services Case Worker (two positions)
- Culture and Support Manager (one position)
- Auditor (one position)
- Forensic Media Specialist (one position)
- Quartermaster (one position)
- Administrative Assistant for the Police Science Program (one position)

The proposed service enhancements would all be filled by civilian employees.

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Victim Services Case Worker (2)

Cost of proposed positions: \$172,500 in 2025/26 (\$190,900 in 2026/27)

Percentage of total proposed service enhancements: 37.3%

Chief's Priorities for 2025/26: Community trust and partnerships, Continuous Improvement

HRP Strategic Priorities: Crime Reduction & Improved Quality of Life, Safe Communities & Partnerships, and Effective & Innovative Police Service

HRM Board of Police Commissioners Strategic Pillars and Priorities:

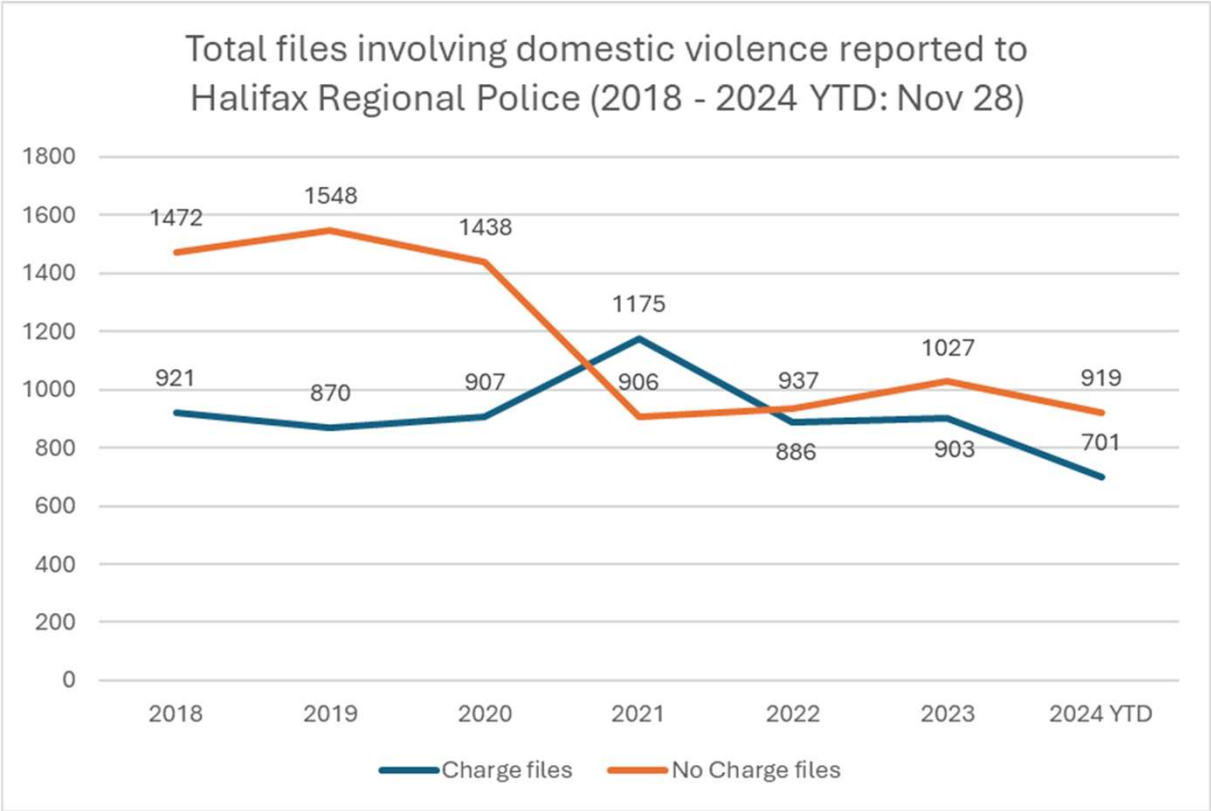
- Evolve – *evolving police response in critical areas*

33

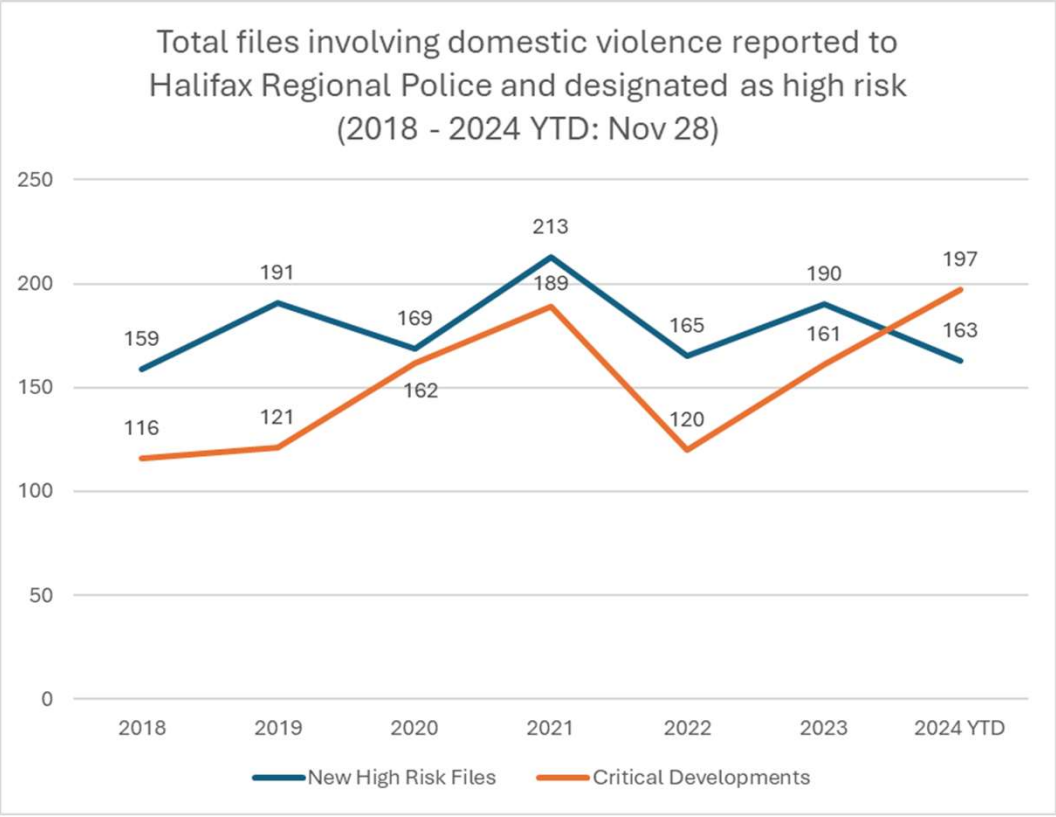
Victim Services Case Worker (2)

- Two additional positions within Victim Services – assigned to domestic violence:
 - Second Case Coordinator
 - Offender Navigator – upstream model working with offenders to connect with supports and prevent re-offending (temporary position since 2019)
- Significantly enhanced capacity to deal with incidents of domestic violence reported to HRP

Victim Services Case Worker (2)



Victim Services Case Worker (2)



Culture and Support Manager

Cost of proposed position: \$75,700 in 2025/26 (\$150,500 in 2026/27)

Percentage of total proposed service enhancements: 16.4%

Chief's Priorities for 2025/26: Healthy and Engaged Workforce, Recruitment and Retention

HRP Strategic Priorities: Effective & Innovative Police Service

HRM Board of Police Commissioners Strategic Priorities:

- *Adapt - ensuring police services have the necessary policies, tools, and resources in place to ensure their health and safety, and the health and safety of the public now and into the future*
- *Evolve - strengthening the focus of police service leaders on attracting, retaining, and developing the people in their services*

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Culture and Support Manager

- New position to bring together and manage the following:
 - Employee & Family Assistance Program Coordinators and Volunteers
 - Wellness Program Specialist
 - Reintegration Coordinator
 - Safeguarding Program
 - Early Intervention Program

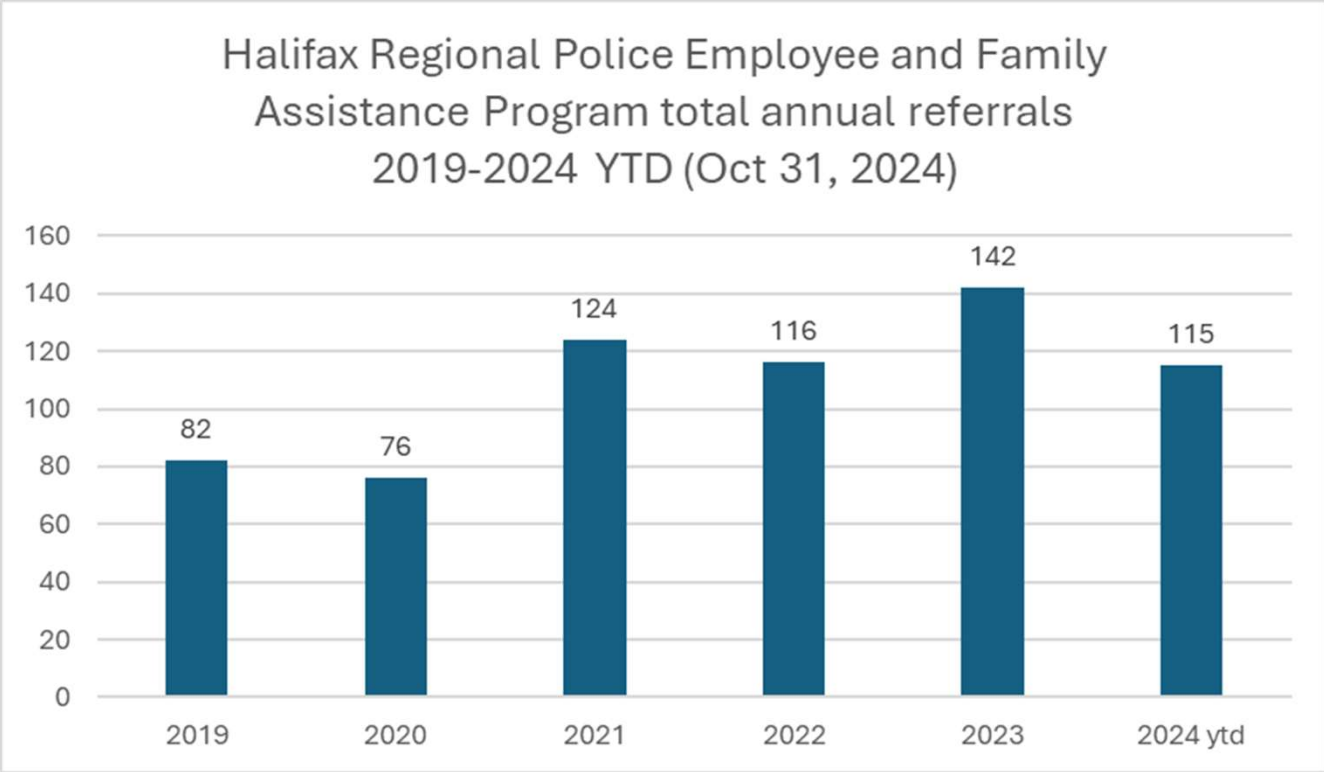
More detail on these and other positions and programs are in the report to the Board's December 4 meeting: <https://www.halifax.ca/media/88861> *Update on HRP Actions to Enhance Psychological Safety and Trauma Supports Including Consideration of Budgetary Implications (Nov 21, 2024)*

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Culture and Support Manager

- Early Intervention Program – the proposed HRM IT Business System 2025/26 Capital Budget includes a request for the software to enable the program. If approved, the project will move forward in partnership with HRM IT, in 2025
- The new position will also increase the capacity of the Inspector to focus on training and the Police Science Program

Culture and Support Manager



Forensic Media Specialist

Cost of proposed position: \$44,900 in 2025/26 (\$87,100 in 2026/27)

Percentage of total proposed service enhancements: 9.7%

Chief's Priorities for 2025/26: Operational Readiness, Continuous Improvement

HRP Strategic Priorities: Effective & Innovative Police Service

HRM Board of Police Commissioners Strategic Priorities:

- Evolve – *evolving police response in critical areas*

Forensic Media Specialist

- New position within the Integrated Criminal Investigation Division (CID) – Special Investigation Section (SIS) – SIS is responsible for investigating major events within HRM e.g. homicides
- Advancements in technology have seen a significant increase in the volume, quality, and availability of public and private media, particularly video

Forensic Media Specialist

- New position required to coordinate the collection, viewing, organizing and storage of media on major investigations
- Responsible for ‘telling the story’ through combined video footage and other types of media e.g. 911 call, still images, etc.
- Cost-effective solution which would allow for expertise to be built in this area, and free up officers to focus on tasks requiring their sworn skills and training

Auditor

Cost of proposed position: \$46,700 in 2025/26 (\$90,800 in 2026/27)

Percentage of total proposed service enhancements: 10.1%

Chief's Priorities for 2025/26: Continuous Improvement, Transparency and Accountability

HRP Strategic Priorities: Effective & Innovative Police Service

HRM Board of Police Commissioners Strategic Priorities:

- *Evolve - evolving police response in critical areas (identified by community, stakeholders, and public safety reports)*

Auditor

- New position to replace the Audit & Oversight Sergeant
- The Sergeant position would be re-deployed within HRP
- Civilian Auditor would bring existing training, skills, expertise and experience
- Improved transparency and accountability
- Support of the HRP Policy Manual Refresh project

Quartermaster

Cost of proposed position: \$67,000 in 2025/26 (\$81,100 in 2026/27)

Percentage of total proposed service enhancements: 14.5%

Chief's Priorities for 2025/26: Operational Readiness

HRP Strategic Priorities: Effective & Innovative Police Service

HRM Board of Police Commissioners Strategic Priorities:

- *Adapt - ensuring police services have the necessary policies, tools, and resources in place to ensure their health and safety, and the health and safety of the public now and into the future*

Quartermaster

- Responsible for the ordering, receipt, distribution, management and security of police clothing, equipment, and supplies
- Second position is required to increase capacity and resiliency within this critical function
- Growing workforce and more time-consuming processes are leading to unsustainable demand

Administrative Assistant (PSP)

Cost of proposed position: \$55,500 in 2025/26 (\$68,500 in 2026/27)

Percentage of total proposed service enhancements: 12.0%

Chief's Priorities for 2025/26: Operational Readiness, Recruitment and Retention

HRP Strategic Priorities: Effective & Innovative Police Service

HRM Board of Police Commissioners Strategic Priorities:

- *Evolve* - strengthening the focus of police service leaders on attracting, retaining, and developing the people in their services.

Administrative Assistant (PSP)

- New position assigned to the Police Science Program (PSP)
- Build on the capacity created by the dedicated PSP Sergeant and Constable positions, which were approved in the 2024/25 budget process and have been filled
- Cost-effective solution to address the significant amount of administrative support required to run the PSP
- Necessary position to support consecutive PSP classes

Next steps

January 8, 2025:

- Public participation on proposed 2025/26 HRP Operating Budget

January 15, 2025:

- Return to the Board of Police Commissioners with a Recommendation Report

Questions?



INFORMATION PACKAGE

Proposed 2025/26

Operating Budget



Message from the Chief



To the residents of Halifax Regional Municipality, the Board of Police Commissioners, and members of Halifax Regional Council.

It has been a little over a year since I took over as Chief of Halifax Regional Police and it has been one of the most rewarding experiences of my life. I am extremely proud of the work our members – sworn, civilian and volunteers – do each and every day. While there will inevitably be challenges ahead for our organization and the policing profession as a whole, we will continue to work with our members, their unions, elected officials and community partners to turn those challenges into opportunities to improve.

My priorities for the year ahead include continuing to build a healthy and engaged workforce, recruitment and retention, building and maintaining community trust, transparency and accountability, and progressing continuous improvement opportunities and initiatives which improve operational readiness, efficiency, and effectiveness.

As our municipality continues to grow at a record rate, I am grateful for the continued collaboration and support of our closest partners, RCMP Halifax Regional Detachment and HRM Community Safety, and look forward to advancing our public safety work as a team.

As with previous years, the vast majority of the proposed 2025/26 HRP Operating Budget is made up of fixed costs, such as salaries and benefits, which we have contractual obligations to meet under our collective agreements. In addition, there are ongoing annual costs for equipment, services, and supplies, which have been adjusted to account for inflation.

During the 2024/25 budget process, a total of 22 positions were approved, including 19 police officers. We are working hard to fill those positions and existing vacancies, through Experienced Police Officer recruitment and our Police Science Program. This year, my focus is on adding civilian positions which provide essential operational and organizational support through their specialist skills, knowledge and experience. These requests are cost-effective, place us in a strong position for future strategic planning and workforce growth, and align with my priorities for the year ahead, as well as our strategic priorities and those of the Board of Police Commissioners.

I would like to take this opportunity to thank the residents of Halifax Regional Municipality, the Board of Police Commissioners, and members of Halifax Regional Council, for taking the time to read this Budget Information Package and consider the proposed 2025/26 HRP Operating Budget.

Sincerely,

Don MacLean
Chief, Halifax Regional Police



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1. Executive Summary

Halifax Regional Police (HRP) is the largest municipal police service in Atlantic Canada and is dedicated to serving our community. Every year, our patrol officers are dispatched to approximately 100,000 calls for service. We are committed to working with our Partners in Policing – RCMP Halifax Regional Detachment (HRD) – to deliver effective and efficient policing services to the citizens of Halifax Regional Municipality (HRM).

Our top priorities include having a healthy, engaged workforce, building accountability, transparency, and community trust, and bolstering our recruitment and retention efforts to ensure our police service is adequately resourced to serve HRM's rapidly growing population. For policing, the increasing number of residents who call our municipality home means more people and more property to be kept safe from crime, public disorder, and emergency events.

The proposed 2025/26 HRP operating budget is \$101,255,700. This represents a net increase of \$3,244,300 (3.3%) in the approved operating budget from 2024/25, which was \$98,011,400. This includes funding to implement and staff a Digital Evidence Management System, Body-Worn Cameras, and In-Car Cameras, an initiative which will improve operational readiness, efficiency, and effectiveness, and align HRP with our Partners in Policing, RCMP HRD.

There are no requests for additional police officer positions within the proposed 2025/26 HRP operating budget. Instead, our focus is on adding civilian positions which would provide essential operational and organizational support. The proposed service enhancements for 2025/26 include two Victim Services Case Workers, a Culture and Support Manager, a Forensic Media Specialist, an Auditor, a second Quartermaster, and an Administrative Assistant for the Police Science Program. These additional positions are deemed necessary in several important areas, and will place us in a strong position for future workforce growth.

There is growing recognition of how critically important it is to address domestic violence. The additional Victim Services Case Workers would be assigned to the area of domestic violence to provide support to victims and work with offenders to reduce the likelihood of reoffending.

The Culture and Support Manager and the Administrative Assistant for our Police Science Program (PSP) would reinforce the work to address our recruitment and retention challenges, and the Forensic Media Specialist would work specifically on coordinating digital media for serious and complex cases such as homicides. The Auditor position would deliver increased accountability through a cost-effective and independent solution to our audit and oversight capability, and the Quartermaster would bring much-needed additional capacity to a critical support function.

The estimated costs of the proposed service enhancements for 2025/26 are \$462,300 (0.46% of the proposed budget). Should these not be approved, the proposed 2025/26 operating budget would be \$100,793,400, a net increase of 2.8% from 2024/25.

The proposed 2025/26 HRP Operating Budget is considered necessary for HRP to continue working towards its strategic priorities of reducing crime, improving quality of life, maintaining safe communities and partnerships, and being an innovative and effective police service.



2. Background

The Halifax Regional Municipality (HRM) operates under an integrated policing model, with services provided by both Halifax Regional Police (HRP) and the Royal Canadian Mounted Police Halifax Regional Detachment (RCMP HRD).

HRP is the largest municipal police service in Atlantic Canada, with an authorized strength¹ of 565 police officers and 202.4 civilian employees². HRP is responsible for policing Halifax, Dartmouth, Bedford, and all communities extending from Bedford to Sambro Loop. The remaining areas of HRM are policed by RCMP HRD. A map of HRM and its policing districts can be found at **Appendix A**.

HRP and RCMP HRD are Partners in Policing. The integrated service model is unique across policing agencies in Canada and sees employees from both organizations working together in integrated units including the Criminal Investigation Division (CID), Court Section and Records Section.

The Halifax Board of Police Commissioners (BoPC) provides civilian governance and oversight for HRP on behalf of Halifax Regional Council. The board's mandate also includes acting as a conduit between the community and HRP to ensure that community needs and values are reflected in policing.

Under the 2004 Police Act, municipal policing services provided within the province of Nova Scotia shall include the following³:

- Crime prevention;
- Law enforcement;
- Assistance to victims of crime;
- Emergency and enhanced services; and
- Public order maintenance.



¹ 'Authorized strength' refers to the number of permanent full-time positions which are approved and funded. The terms 'actual strength', 'employee strength', or 'headcount' refer to the number of people in those positions

² During the 2024/25 fiscal year, which began with 211.8 FTE civilian positions, three positions were added and 12.4 civilian positions were transferred out of HRP

³ Section 35(3) [Nova Scotia Police Act 2004](#)



3. Strategic Priorities

HRP is guided by a 10-year strategic plan (2015-2025)⁴ which is people-centred, purpose-driven and community-focused. The three pillars are: Crime Reduction & Improved Quality of Life, Safe Communities & Partnerships, and Effective & Innovative Police Services.

Our vision is to build and maintain confidence, trust, and safety in partnership with our communities. HRP is committed to working with our Partners in Policing – RCMP HRD – to deliver effective and efficient policing services to the citizens of HRM.

When preparing for the 2025/26 budget, HRP considered the strategic priorities of the Board of Police Commissioners under their pillars: Develop, Engage, Adapt and Evolve⁵.

These priorities include, but are not limited to:

- increasing accountability by ensuring the necessary structures are in place to determine the priorities, objectives, and goals of police.
- ensuring police services have the necessary policies, tools, and resources in place to ensure their health and safety, and the health and safety of the public now and into the future.
- overseeing the development of a people-focused policing strategy, by ensuring police develop a clear plan that will enable them to attract, retain, and develop the people in their services.



⁴ <https://www.halifax.ca/media/64563>

⁵ <https://www.halifax.ca/media/84632> (Attachment 1)



4. Year-in-review

The last year has been a year of transition for HRP. Don MacLean was named Acting Chief of Police in September 2023. Following a nation-wide search, Chief MacLean was named the successful candidate for the permanent role in August 2024.

In October, the 2025 Police Science Program (PSP) began. Recruits are currently attending the 38-week program which will train them to become police officers with HRP. Nine Experienced Police Officers (EPOs) also joined the ranks at HRP between January 1 and October 31, 2024. Efforts continue to attract EPOs to fill vacancies within our organization.

The Member Reintegration Program, a peer-driven program that provides support and training for members who experienced a critical incident and those returning to work following an absence, is now being introduced to all new police officers and Emergency Response Communicators (ERCs).

The HRP Employee Engagement Working Group (EEWG) continues to meet on a monthly basis. It has established three sub-committees which are focused on the key areas of Personal Development, Internal Communications, and Workplace Culture, Wellbeing and Environment.

The Chief's Recognition Board, an internal initiative to recognize members for their good work, has been revamped. The board is made up of both sworn and civilian members who hold various roles within the organization and is committed to recognizing members in a timely manner to help boost morale and increase engagement.

HRP hosted the Canadian Association of Chiefs of Police (CACP) 119th Annual Summit from August 11 to 13. Employees played a significant role in planning and organizing the summit, which welcomed police leaders from across the country to learn and exchange with one another.

The HRP Rainbow Internal Support Network (R-ISN) has engaged in a number of employee-related initiatives including hosting an inaugural Pride BBQ, advising the EEWG, and consulting with the Nova Scotia Office of Equity and Anti-Racism on an action plan to address concerns of the 2SLGBTQIA+ community. R-ISN members also worked as liaisons with Halifax's 2SLGBTQIA+ community during the lead up to Pride Week and have played key roles as protest liaison officers, helping to forge new relationships within the municipality's 2SLGBTQIA+ community.

Our Community Relations and Crime Prevention (CRCP) Unit has been working hard to re-imagine several existing programs, such as the Youth Program, to make them more engaging for participants. HRP members continue to attend different cultural and welcoming events within the communities we serve. Some of the events that HRP attended in 2024 include Interfaith Harmony Halifax Celebration, Get to Know Your Municipality (organized by Halifax Immigration Partnership), Ummah Masjid cultural events and the BGC Greater Halifax Clubs (formally Boys and Girls Clubs) annual breakfast. HRP's Diversity Officer has also liaised with a number of communities to assist in resolving conflicts, obtaining feedback on policing practice, or hosting information sessions with youth or community members.

HRP looks forward to continuing working with our partners and our communities to prevent, reduce and detect crime, and protect the quality of life for our residents.



5. Our Municipality

i. Growth & Emergency Events

HRM is a vibrant and diverse municipality which has been experiencing extraordinary population growth.

In 2023, the population of HRM was estimated by Statistics Canada at 492,199⁶ (see **Figure 1**, below). The population of HRM is predicted to continue trending upwards with international migration as a primary contributing factor. Development across HRM also continues, with many projects planned or in progress across the municipality.

Figure 1: Halifax Regional Municipality Population Growth 2003 – 2023

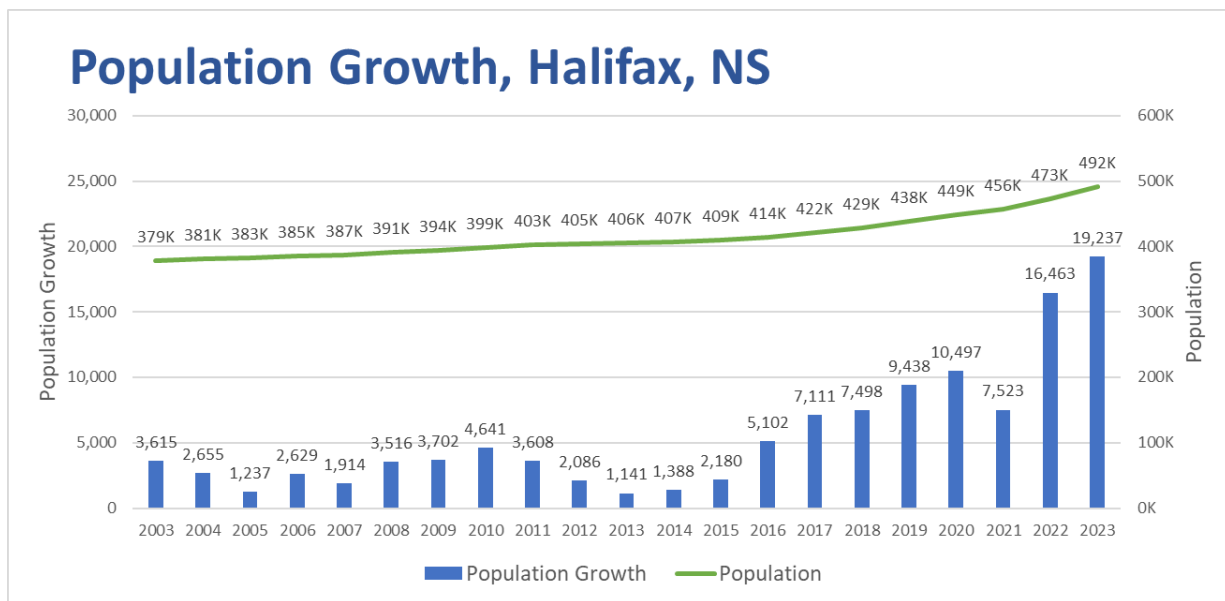
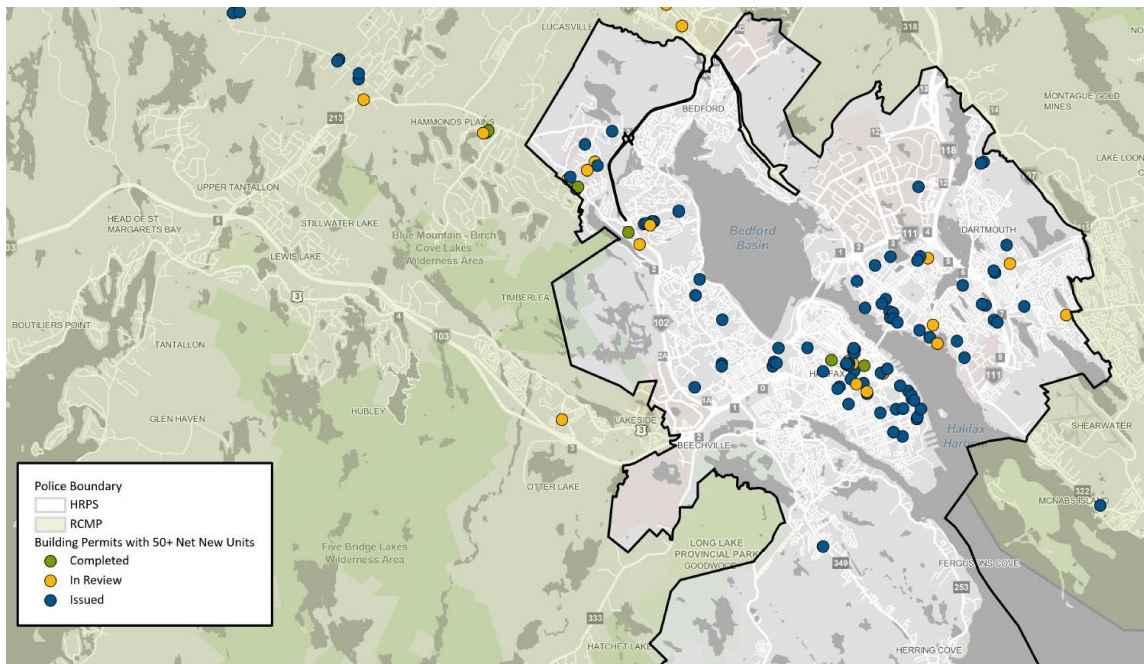


Figure 2 shows the number of HRM building permits for 50+ units which were issued, completed, or in review, between January 2021 and October 2024.

⁶ [Population estimates, July 1, by census division, 2021 boundaries](#)



Figure 2: HRM building permits for 50+ units between January 2021 and October 2024⁷



HRM is also home to temporary populations, including a large student population across universities, the Nova Scotia Community College (NSCC), and private career colleges.

This year, HRM has thankfully not seen the same number of environmental emergency events as in 2023, however there will always be planned and unplanned events which place an increased demand on police resources.

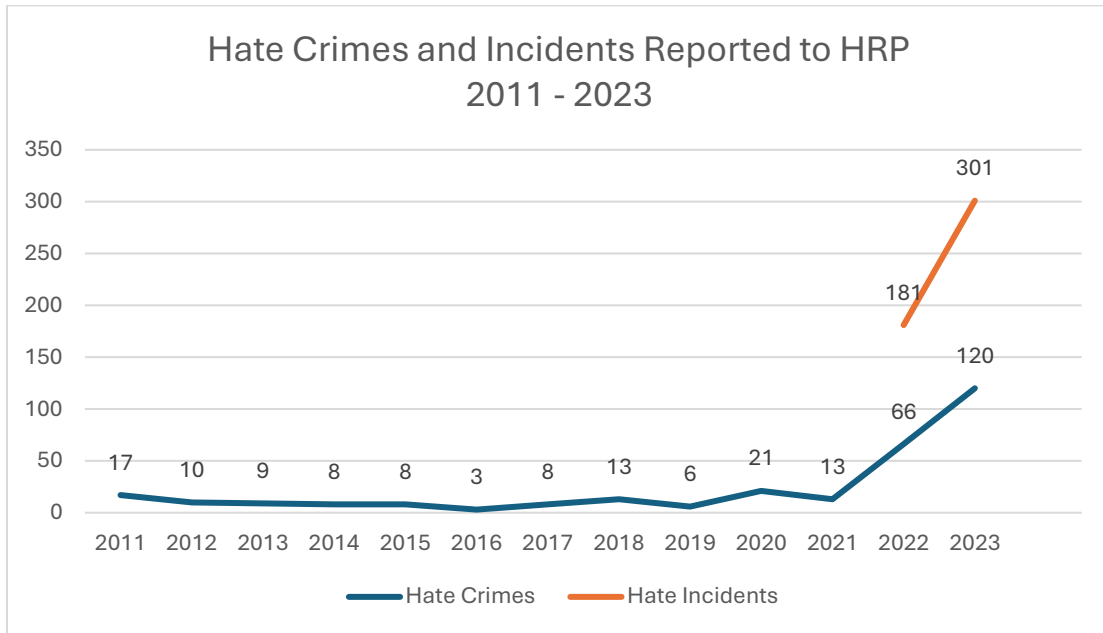
The number and frequency of demonstrations in HRM have increased over the last 12 months and show no signs of slowing down. Several have taken place in relation to international conflicts which have had profound impacts and led to heightened tensions globally. We recognize the effects on our local communities and are committed to their safety.

The HRP Hate Crime Unit and Diversity Officer have continued to meet and engage with different communities around hate crimes and incidents, in an effort to provide education and awareness, and encourage reporting. **Figure 3** shows the number of confirmed or suspected hate crimes and hate incidents that have been reported to HRP between 2011 and 2023.

⁷ Source: HRM Planning and Development



Figure 3 – Hate Crimes and Hate Incidents⁸ Reported to HRP 2011-2023



For HRP, the responsible course of action is to plan accordingly for continued population growth as well as a continued strong tourism sector and potential emergency events within our municipality.

For policing, this means we have more people and more property to keep safe from crime, public disorder, and emergency events. It is essential that HRP, as one of the emergency response services involved in the response to such events, is ready and prepared with the necessary resources, to respond in a way that the public rightfully expects, when the need arises.

⁸ More information on hate crimes and incidents can be found here: [Hate Crimes & Incidents | Halifax](#)



ii. Calls for Service & Proactive Activity

The HRP Integrated Emergency Services (IES) function is a Public Service Answering Point (PSAP) in HRM and the largest PSAP in Nova Scotia. It receives, processes, and dispatches resources in response to all emergency and non-emergency calls from the public which require the services of HRP, RCMP HRD, Halifax Regional Fire and Emergency (HRFE), and Emergency Health Services (EHS).

Calls for service occur when a request is made for assistance from any of the above emergency service providers, in both emergency and non-emergency situations. Where required, a unit will be dispatched to respond to the incident. The vast majority of calls for service are made by telephone, with a much smaller but increasing number of requests being reported online.



From the point the call for service is received, the IES Emergency Response Communicators (ERCs) remain involved with the call until no further IES actions are required, and the call can be closed. The length of time that ERCs remain involved depends on the complexity and severity of the call, and can range from a few minutes, to over 24 hours.⁹ During this time they may need to connect

⁹ For example, the response to a homicide will involve the dispatch and coordination of multiple units, and often actions requiring frontline resources for an extended period of time, such as the guarding of scenes



with other emergency services, such as HRFE and EHS, as necessary, according to the situation being dealt with.

Other functions of IES include dealing with ‘overflow’ calls to other PSAPs in the province when they are at capacity, as well as receiving calls from residential and business alarm lines, and phones located at police detachments and in certain public locations.

Figure 4 shows the number of calls for service answered by IES, since 2017. These numbers fluctuate annually and tend to hover around 300,000 calls per year.

Figure 4 - Total number of calls answered by IES, 2017-2024 YTD (YTD: September 30, 2024)

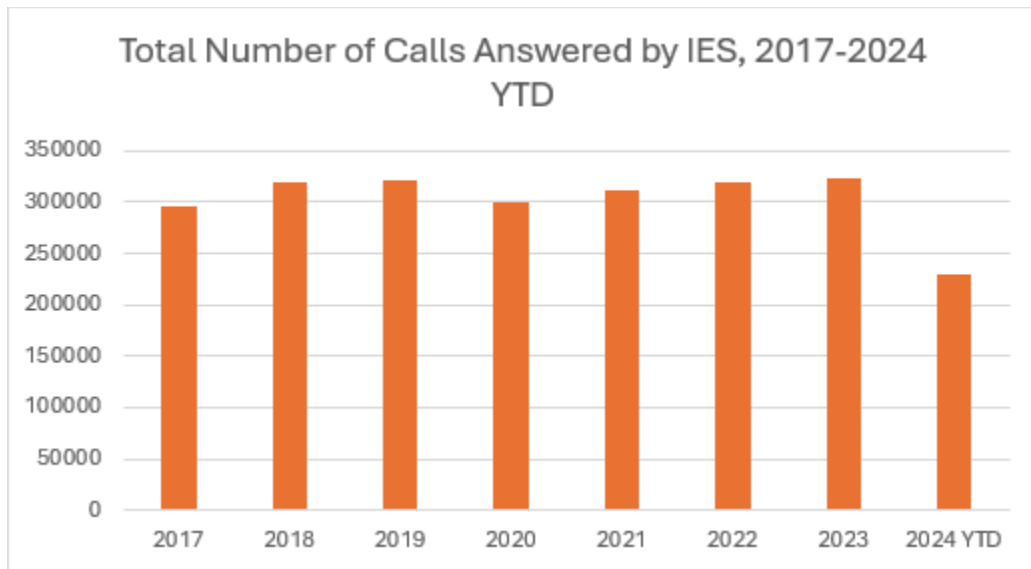
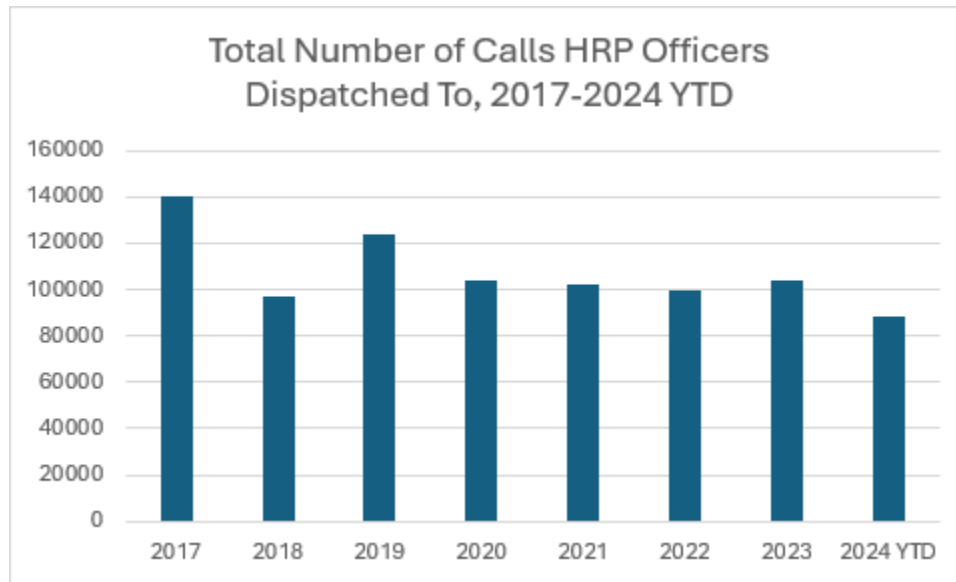


Figure 5 shows the number of calls for service since 2017 which required an HRP unit to be dispatched. These numbers fluctuate annually, and in recent years have hovered around 100,000 per year.



Figure 5 - Total number of calls HRP Officers dispatched to, 2017-2024 YTD (YTD: September 30, 2024)



For each call for service where a unit is dispatched, a record is made of the time the call was received, the time a unit was dispatched to respond to the call, the time the unit arrived at the call, and the time the unit ‘cleared’ (left) the call. The length of time that a unit spent dealing with a call for service, is calculated as the time between when the unit was dispatched, and the time they cleared the call.¹⁰

Figure 6 shows the average time spent on calls for service where an HRP unit was dispatched, since 2015. During this time, the average time has risen by nearly one hour. When considering that HRP officers are dispatched to approximately 100,000 calls for service per year, this works out to an additional 100,000 hours spent on calls for service per year. Considered in other ways, this is an additional 274 hours per day, or an additional 137 hours per Watch, per shift.¹¹

It is not possible to determine the reasons for this increase with any certainty, as both criminal and non-criminal incidents can be complex. Possible contributing factors could include the increasing availability of digital evidence, e.g., investigating a neighbourhood break and enter takes longer when multiple residents now have doorbell cameras, and a report of criminal harassment may now require the capture of several social media posts as evidence.

An example of a complex non-criminal incident could be a missing person investigation where no foul play is suspected, but search and rescue efforts are required and/or multiple investigative avenues are identified.

There is also improved documentation required as part of robust reporting mechanisms, such as instances where child welfare is concerned. In addition, a full report is now required for certain file

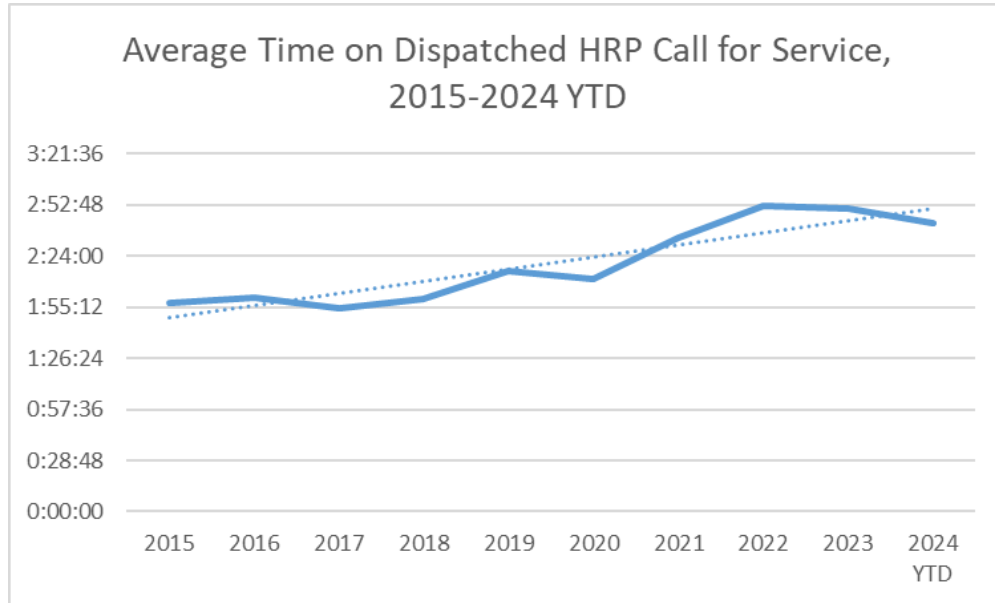
¹⁰ Where the dispatched unit was double-crewed (two officers in one vehicle), the time was adjusted to account for this i.e. where the time spent dealing with the call for service was two hours, and the unit was double-crewed, the total officer time spent on the call was four hours

¹¹ HRP’s Patrol Division is comprised of four Watches, responsible for patrolling the three HRP divisions: Central, East, and West. Patrol Officers work 12-hour shifts, so a 24-hour period is staffed by two Watches



types, where previously that may not have been the case, e.g., since January 2022 HRP has been entering a report for every non-criminal hate incident, when previously these may have been closed without a full report being created.

Figure 6 - Average time spent on a dispatched HRP call for service, 2015-2024 YTD (YTD: November 1, 2024)



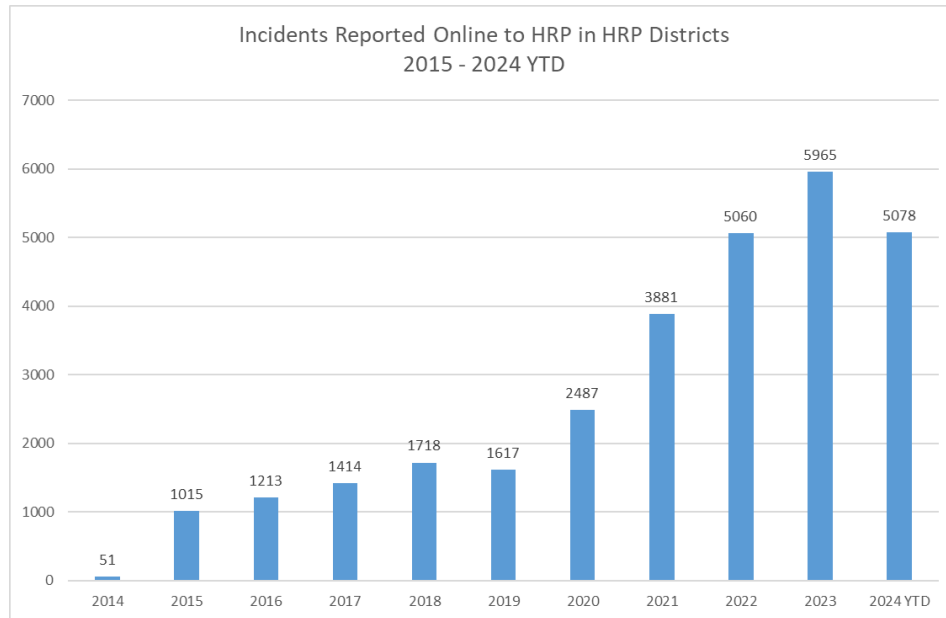
Reports of certain types of crime¹² can also be made online. These reports are not received and processed by IES, they are reviewed by a separate department and, depending on the information in the report, may require an officer to be assigned.

Figure 7 shows the number of incidents reported online to HRP since 2015. The number has been steadily increasing over this time, which is to be expected as people become more familiar with and expect the use of technology in all aspects of everyday life.

¹² Damage/Mischief to Property or Vehicle, Lost or Found Property, Theft Under \$5k, Theft from Vehicle Under \$5k



Figure 7 - Number of incidents reported online to HRP, 2015-2024 YTD (YTD: November 4, 2024)



When not assigned to calls for service or working on their crime workload¹³, Patrol officers are expected to carry out proactive activity. This is an essential part of effective policing, such as traffic stops, foot patrols, and mobile patrols in areas experiencing higher levels of crime or public disorder.

Figure 8 shows the number of incidents of proactive activity¹⁴ carried out by HRP patrol officers since 2015. Levels of proactive activity began decreasing from 2018 and were low during 2020-2022. This was to be expected in 2020 and 2021 as everyday life and policing activity were subject to public health restrictions during the COVID-19 pandemic, but between 2022 and 2024 they remain far from pre-pandemic levels.

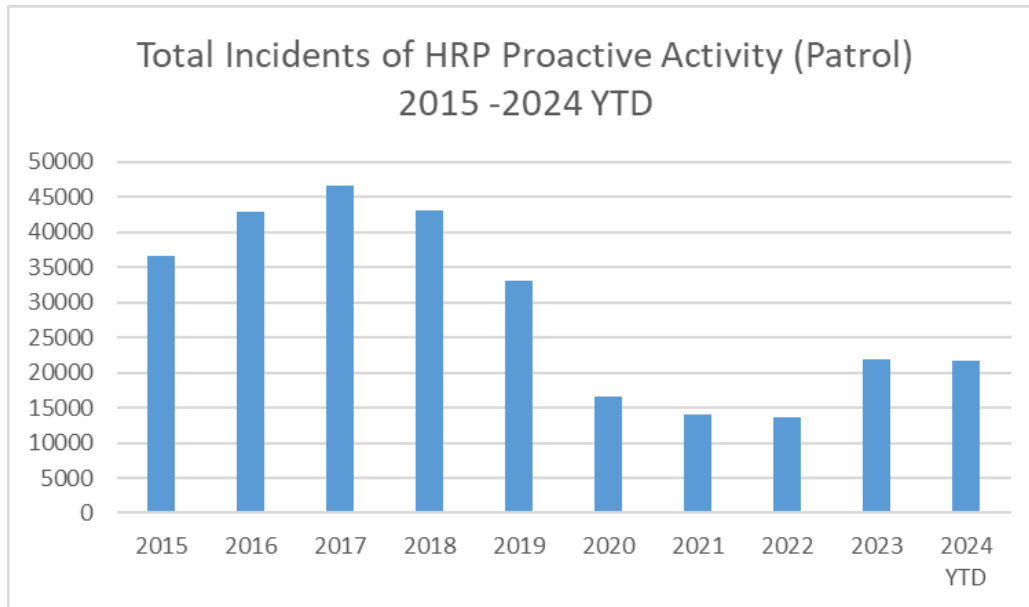
Coupled with the increased average time spent on each call for service, this suggests there is currently less time available for officers to carry out proactive activity.

¹³ See Section 5 (iii) for explanation of ‘crime workload’

¹⁴ Measured through the number of incidents recorded as a Traffic Stop, Foot Patrol, or Proactive Activity



Figure 8 - Number of incidents of HRP proactive activity (Patrol), 2015-2024 YTD (YTD: November 1, 2024)



iii. Crime Workload & Charged Files

Calls for service may involve reports of both criminal and non-criminal incidents. Where an incident involves a report of crime, this takes time to investigate. Officers must carry out an initial investigation as a minimum, and may require time and resources from other units, for tasks such as interviewing witnesses or canvassing for video.

Officers may also require assistance from specialized units, such as the K-9 Unit, or the Forensic Identification Section. Sometimes a call may involve a report of crime but, upon further investigation, no criminal offence has occurred e.g., a purse initially believed to have been stolen, was in fact misplaced. Such reports still take time to investigate and conclude.

The length of time it takes to investigate a report can vary considerably according to the complexity of the report. Where an investigation cannot be concluded within the officer’s shift because it requires follow-up actions, such as speaking with further witnesses who are not available at the time of the report or canvassing for video at a time when residents are likely to be in, the report is assigned to the officer for completion of the outstanding investigative actions. The total number of such reports assigned to an officer is referred to as their ‘crime workload’. Actions related to their crime workload are completed when they are on duty, when not responding to calls for service.

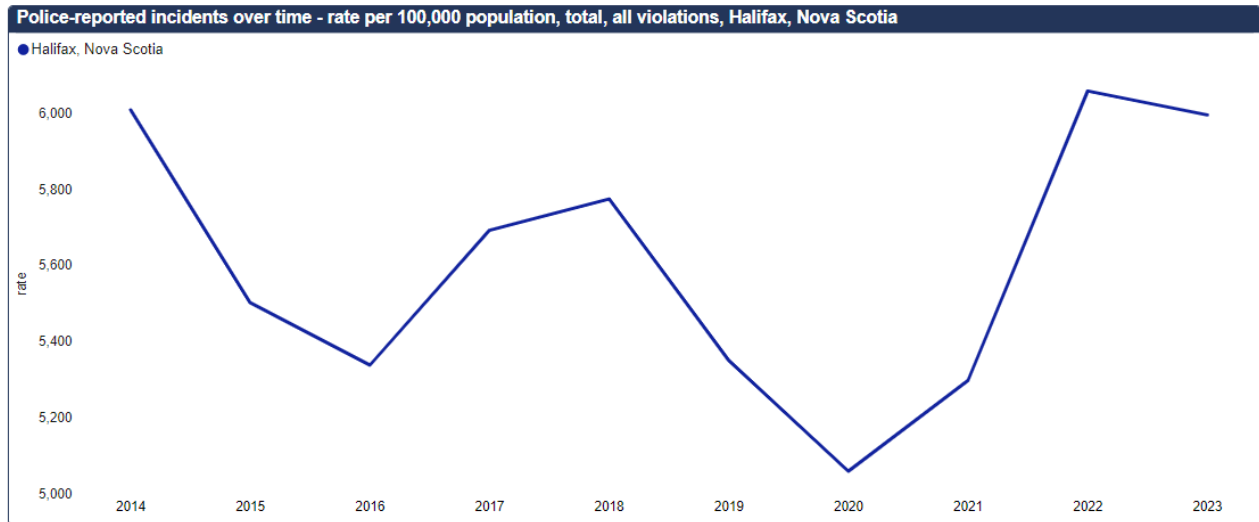
Where a call for service reveals a serious or complex criminal offence has been committed, or it is not confirmed to be criminal but a lengthy and involved investigation may be required, it may be transferred to the integrated Criminal Investigation Division (CID), which is staffed by both HRP and RCMP HRD officers. The CID teams deal with all serious and complex crime within HRM, including



homicide, firearms offences, human trafficking, robbery, sexual assault, fraud, and drugs offences. The investigations are conducted and supported by a number of specialized units.

The number of criminal violations reported to police in Halifax has fluctuated over the past 10 years, with a sharp rise seen recently between 2021-2023 (see **Figure 9**, below).

Figure 9 - Police-reported incidents over time, total violations, Halifax¹⁵



When an investigation leads to charges under the Criminal Code of Canada or other federal statutes¹⁶, it requires additional time over and above the investigation, to see the file through the court process.

Court material must be prepared and submitted to the Court Section, and officers will receive additional requests from prosecutors as the court process unfolds. The number and extent of these requests are dependent on the severity and complexity of the file, which may involve several officers from different departments and must be addressed and dealt with alongside officers' normal duties. This continues until the court process is concluded, which can take months, and sometimes years.

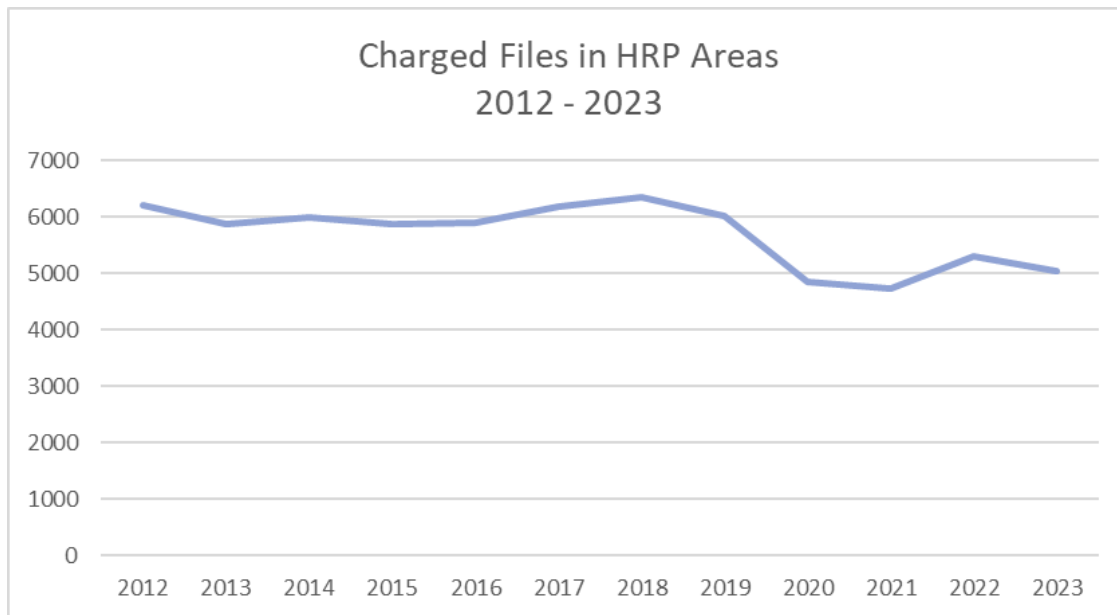
At the height of the COVID-19 pandemic during 2020-21, the number of charged files saw a significant decrease (see **Figure 10**, below). This was to be expected as unnecessary in-person contact was limited under the pandemic restrictions. This number began a return to the pre-pandemic level in 2022. In 2023, there were 5,500 charged files, slightly lower than the previous year.

¹⁵ [Police-reported Information Hub: Geographic Crime Comparisons \(statcan.gc.ca\)](https://www.statcan.gc.ca)

¹⁶ Other federal statutes include the Firearms Act, Controlled Drugs and Substances Act, Cannabis Act



Figure 10 - Number of charged files in HRP areas, 2012-2023¹⁷



iv. Crime Severity Indexes

HRM has seen an increase in the severity of crime over the past few years. In July 2024, Statistics Canada published national statistics on crime across Canada in 2022, including the Crime Severity Indexes; the overall Crime Severity Index (CSI), the Violent Crime Severity Index (VCSI)¹⁸, and the Non-Violent Crime Severity Index (NVCSI)¹⁹.

The CSIs measure changes in the severity of crime in different geographical areas by giving a ‘weight’ to each offence type e.g., a murder would have a heavier weight than a robbery, and a robbery would have a heavier weight than a theft. When all the police-reported crimes for the year are combined, places which have a larger proportion of crimes with heavier weights (more serious crimes), will have a higher crime severity index.

In 2023, the overall CSI for Halifax²⁰ reduced to 72.04, following three consecutive years of increases, from 72.97 in 2022 (see **Figure 11** below). It remains below the national overall CSI of 80.45.

¹⁷ These numbers relate to offences which occurred in HRP areas. They include files dealt with by the integrated CID, which is staffed by both HRP and RCMP officers

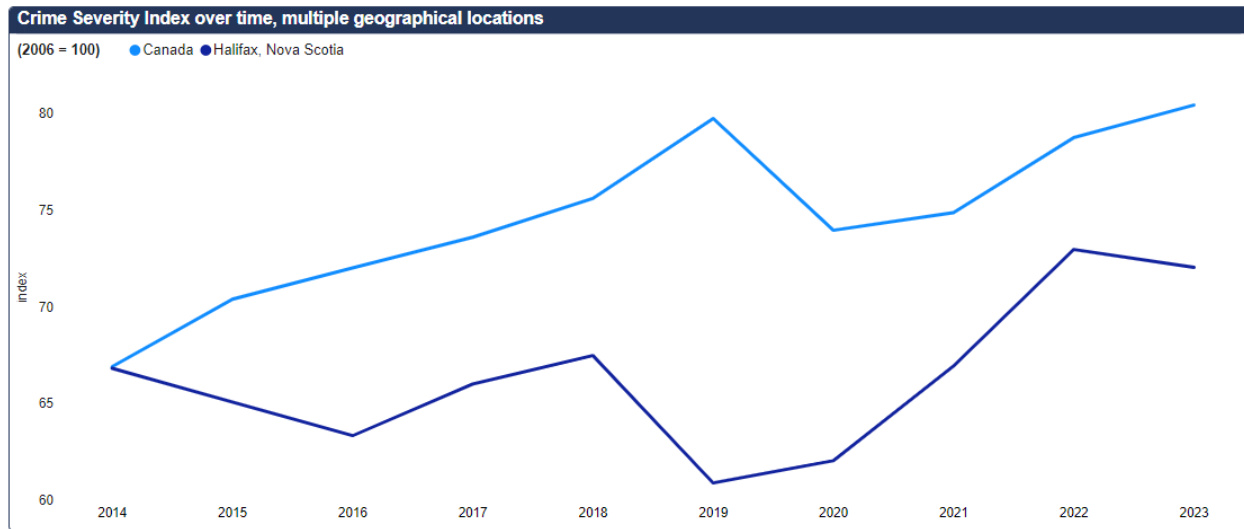
¹⁸ The VCSI includes all violent violations, such as murder, manslaughter, sexual assault, assault, and includes some violations which have not always been included, such as uttering threats, criminal harassment, and forcible confinement

¹⁹ The NVCSI includes all non-violent criminal violations, including traffic, as well as drug violations and all Federal Statutes

²⁰ Data for the Halifax crime severity indexes are provided by both HRP and RCMP HRD to the Canadian Centre for Justice and Community Safety Statistics (CCJCSS) division of Statistics Canada

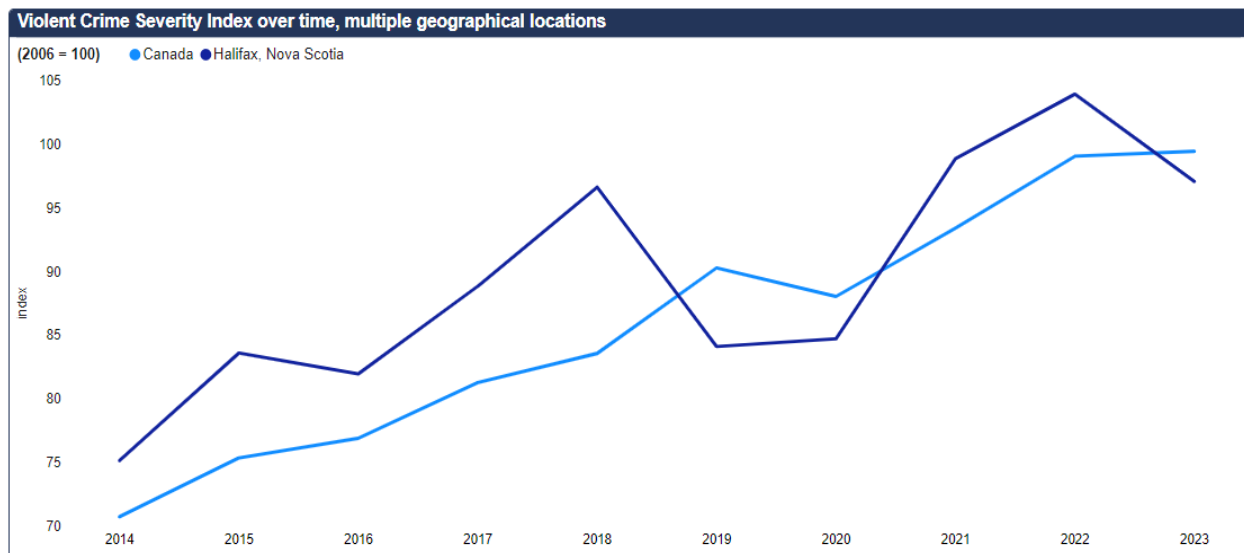


Figure 11 - Crime Severity Index for Halifax and Canada, 2013-2023²¹



The VCSI also saw a decrease, to 97.08, from 103.94 in 2022 (see **Figure 12**), returning to below the national VCSI.

Figure 12 - Violent Crime Severity Index for Halifax and Canada, 2013-2023²²



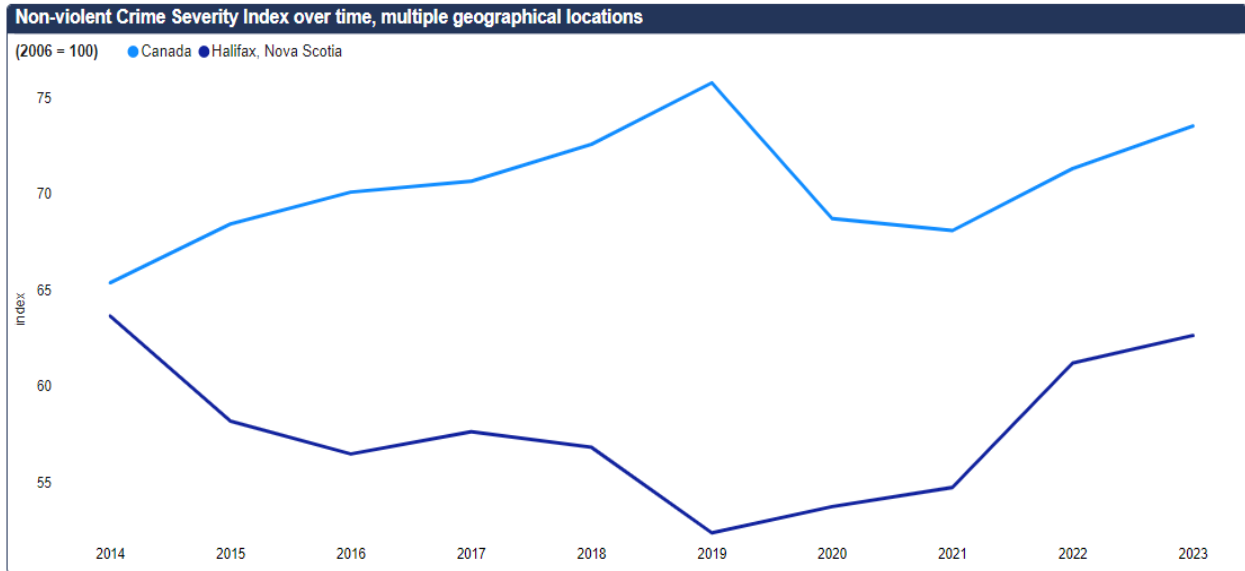
The NVCSI increased to 62.64, from 61.21 in 2022 (see **Figure 13**, below). It remains below the national rate of 73.54, which increased from 71.32 in 2022.

²¹ [Police-reported Information Hub: Geographic Crime Comparisons \(statcan.gc.ca\)](https://www150.statcan.gc.ca/n1/pub/25-228-x/2023001/article/00001-eng.htm)

²² Ibid.



Figure 13 - Non-Violent Crime Severity Index for Halifax and Canada, 2013-2023²³



²³ Ibid.



6. Our People

i. Recruitment & Retention

Policing is a rewarding career, one where officers are able to make important community connections and directly impact public safety on a daily basis. HRP has been working to train new police officers through its Police Science Program (PSP) and bring experienced officers to the organization through the Experienced Police Officer (EPO) program. However, the recruitment and retention of police officers continues to be a challenge for policing agencies across Canada.

Such challenges have contributed to a competitive job market, with policing organizations becoming increasingly innovative in their recruitment initiatives to attract and retain officers from other areas, thereby providing greater opportunities for officer movement. HRP has both benefitted and lost from the movement opportunities created through policing recruitment campaigns.

Earlier this year, HRP launched a marketing campaign²⁴ to attract experienced officers to work on the east coast. Part of the campaign focus was encouraging those previously from the Maritimes to 'return home'.

Between January 1 and October 31, 2024, nine EPOs joined the ranks at HRP, each bringing their unique life experience and skills to our organization. HRP continues to focus on the recruitment of EPOs through an ongoing recruitment process which emphasizes the benefits and opportunities of a career with HRP.



²⁴ <https://www.halifax.ca/about-halifax/employment/work-halifax-regional-police>



From January 15 to February 28, 2024, HRP initiated a recruitment campaign for its 2025 Police Science Program (PSP). Despite a window of only six weeks, HRP received 697 applications by the closing date, which shows that, despite the challenges, there remain plenty of community-minded individuals dedicated to serving the public, who wish to make policing their career. For all recruitment processes, HRP is committed to connecting with diverse candidates to ensure our organization is reflective of the communities we serve.

On October 1, 2024, HRP launched its latest PSP class. The 38-week program trains cadets to become officers with HRP. This is the fourth PSP class HRP has held in the last five years, and in November 2024 the application window opened for the 2026 PSP class. As of December 4, 219 applications had already been received. Applications for the 2026 PSP class will be accepted until January 10, 2025.

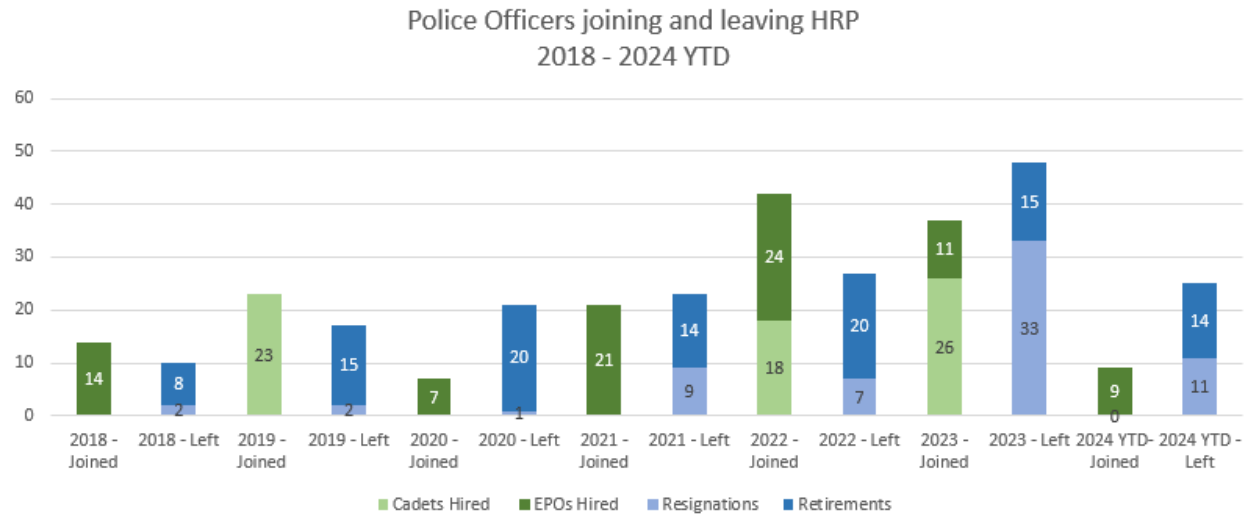


To maintain a properly trained and readily deployable police service, the PSP needs to become a stream of consecutive recruitment with classes taking place on a 12-month cycle. This approach would streamline the recruitment process, ensuring potential recruits have the necessary time and resources to prepare their applications, that venues and instructors are booked in advance, thereby addressing seasonal challenges and potential issues with instructor availability, and that there is an ongoing marketing strategy in place to reach individuals in diverse communities.

Figure 14 shows the number of police officers joining and leaving HRP since 2018 through EPO and cadet recruitment, retirements and resignations.



Figure 14 - Number of police officers joining and leaving HRP, 2018-2024 YTD



Additional staffing challenges include a number of HRP employees on long-term leave, or who cannot perform their regular duties due to illness or injury and instead perform modified duties. This leaves positions which are either backfilled through rotating staff members from other departments, addressed through the use of overtime, or left unstaffed. For critical frontline response positions, leaving a position unstaffed is not an option.

Figure 15 below shows the total number of all sworn and civilian HRP employees on long-term leave or modified duties, in the last ten years.

Figure 15 - Total HRP employees on long-term leave or modified duties, 2014-2024

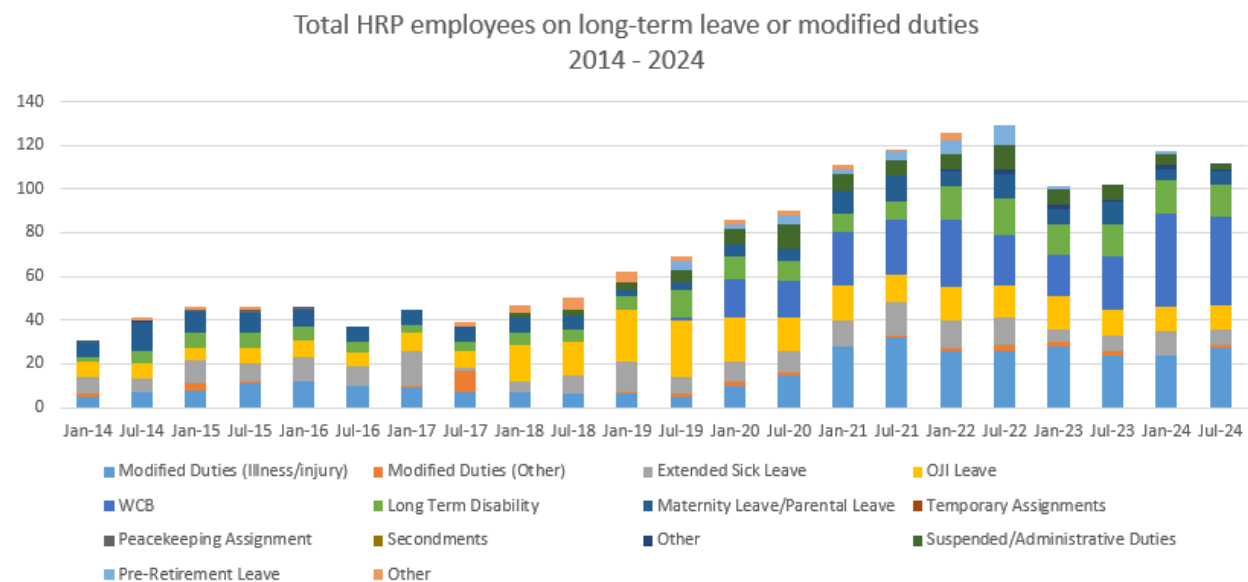
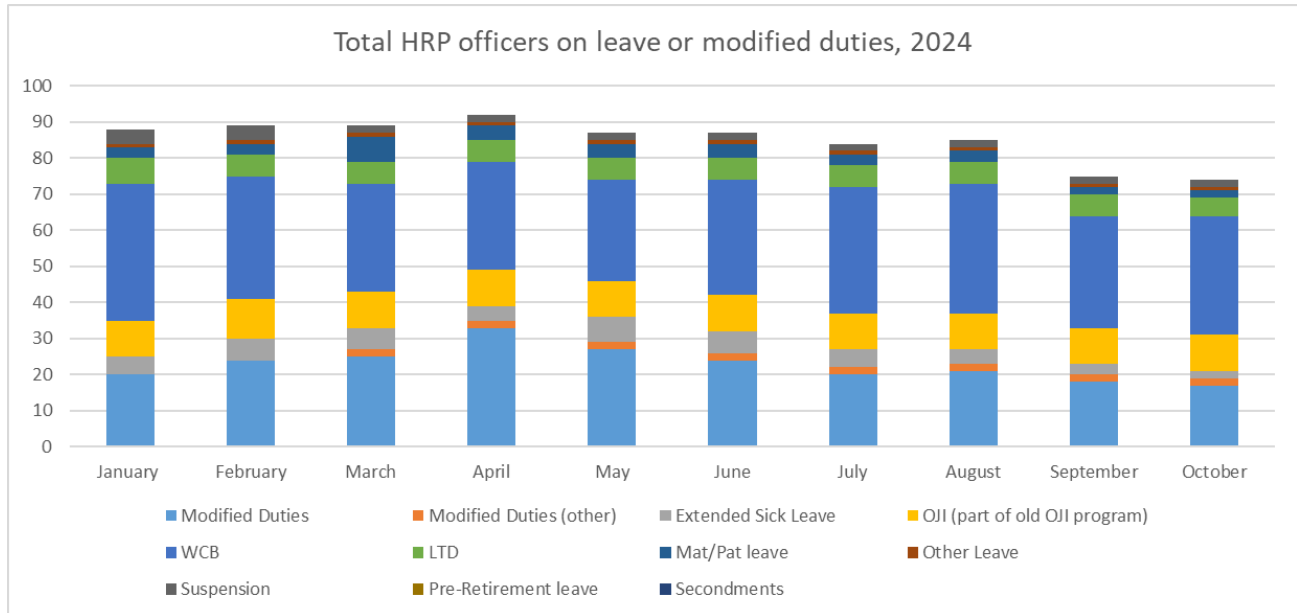




Figure 16 shows the number of HRP officers on long-term leave or modified duties, since the beginning of 2024.

Figure 16 – Number of HRP officers on leave or modified duties, 2024 YTD (October 31, 2024)



To complement HRP’s recruitment, retention, and reintegration efforts and ensure the growth of our workforce, an additional 22 positions were sought and approved as part of the 2024/25 HRP Operating Budget. This included 19 police officer positions and took the total authorized police officer strength at HRP to 565.

The uplift included one Sergeant and one Constable for the Police Science Program, two civilian investigators for the Background and Security Clearance Unit, one Coordinator for the Employee and Family Assistance Program, one Constable for the Hate Crime Unit, four Constables for the Community Response Office and 12 Constables for the Patrol Division.

Funding for two of the Constable positions approved within the Patrol Division will be transferred to HRM Community Safety to support their work in implementing the HRM Public Safety Strategy²⁵ and that of the Policing Transformation Study.²⁶

HRP is working to fill the positions approved in the 2024/25 budget through ongoing EPO recruitment and the upcoming recruits who will graduate from the 2025 HRP Police Science Program.

²⁵ https://cdn.halifax.ca/sites/default/files/documents/about-the-city/regional-community-planning/public-safety-strategy-2023-26_0.pdf

²⁶ <https://cdn.halifax.ca/sites/default/files/documents/city-hall/regional-council/230425cow4.pdf>



Even with measures in place to address recruitment and retention challenges, there will always be a level of employee attrition, through retirements as well as resignations. This continues to be a challenge facing law enforcement locally, nationally, and internationally.

Figure 17 shows the number of police officers eligible to retire between 2024-2030.

These are officers who are eligible to retire, it does not mean that they will necessarily all do so as soon as they are eligible to – that is a personal decision for them to make at the point that is right for them.

If they do not retire at the point they become eligible to do so, they will be included in the following year’s figures as part of that year’s cumulative total. Therefore, the number in the current year (in this case, 2024) will always be the highest. Any of the 81 eligible officers who do not retire in 2024, will be carried forward and included next year in the total for 2025.

Figure 17 - Total numbers of HRP police officers eligible to retire, 2024-2030²⁷

Year	# eligible to retire
2024	81
2025	18
2026	22
2027	19
2028	24
2029	30
2030	25
Total eligible	219

To mitigate the attrition rate, HRP will maintain a sharp focus on the continued recruitment, retention, and reintegration of police officers.

²⁷This number constantly fluctuates as officers reach the date at which they are eligible to retire, and as retirements occur



ii. Overtime

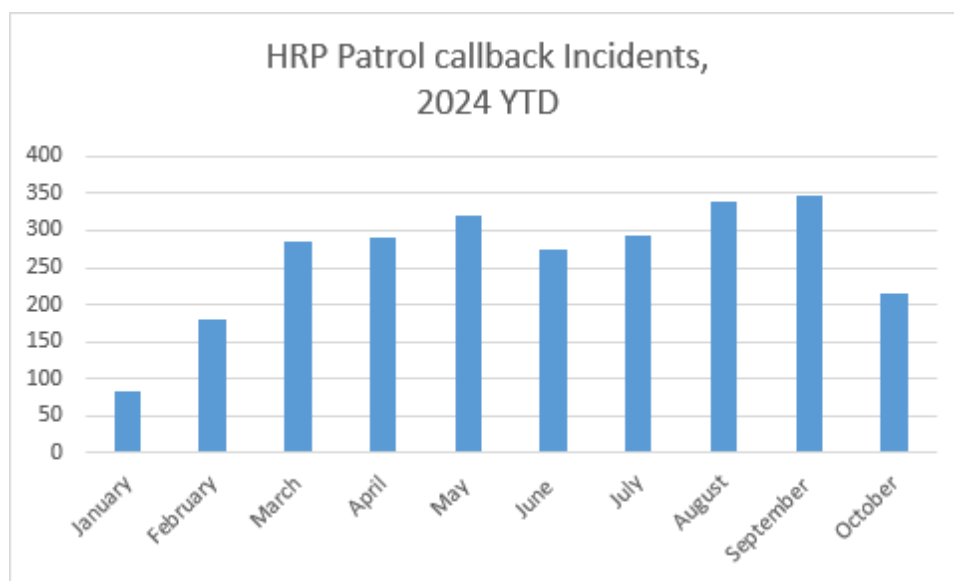
Overtime will always be a necessary part of policing. It is incurred for various reasons including coverage during breaks due to planned and unforeseen absences, such as vacation leave and sickness, where attendance is required at court at short notice, or to provide enhanced staffing levels during planned and unplanned large events²⁸ and resource-intensive investigations such as homicides.

Some amount of overtime is to be expected and there will always be seasonal variations connected to events which require additional resources, such as New Year’s Eve, or Homecoming in the fall. But when consistently high levels of overtime are required to maintain standard operations, this is neither sustainable nor conducive to employee well-being. It also takes up valuable supervisory time in multiple efforts to contact and call back officers, with only some who are contacted being available for duty.

For key frontline positions, such as Patrol and IES, when an employee is absent from the workplace or on modified duties, their positions must be filled. This is achieved either through backfilling by rotating staff from other positions, or through overtime.

Figure 18 shows the number of times officers have been called back to supplement the standard patrol operations during 2024, to increase numbers to an appropriate staffing level. This does not include occasions where overtime was incurred because an officer remained on duty to complete tasks outstanding from that shift or, for example, when an officer was called to attend court at short notice. Between January 1 and November 2, 2024, there were 216 occasions where officers were called back to supplement standard Patrol operations, amounting to 28,052 hours of overtime, at a cost of \$2,684,209.34.

Figure 18 - Number of incidents of HRP Patrol callback overtime, 2024 YTD (YTD: November 2, 2024)



²⁸ Some events will be classified as ‘extra duty’ overtime e.g., the BlueNose Marathon, Scotiabank Centre events, large load traffic transport – the costs for these are borne by the person or organization making the request



Figure 19 and **Figure 20** show the levels of annual patrol callback hours and cost of such, between 2012 and 2024 YTD. These numbers have steadily increased over the past ten years, with 2024 YTD figures already far exceeding the levels seen in previous years. As we continue our focus on recruitment, retention, and reintegration, we hope to see these numbers reduce.

Figure 19 - Annual total HRP Patrol callback hours, 2012-2024 YTD (YTD: November 2, 2024)

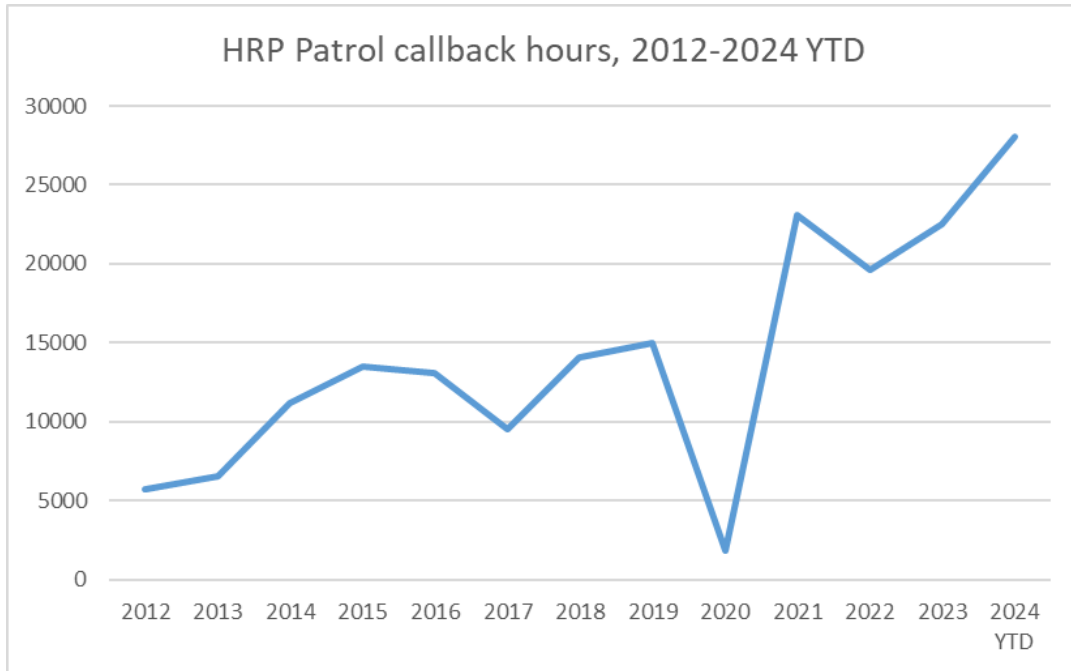
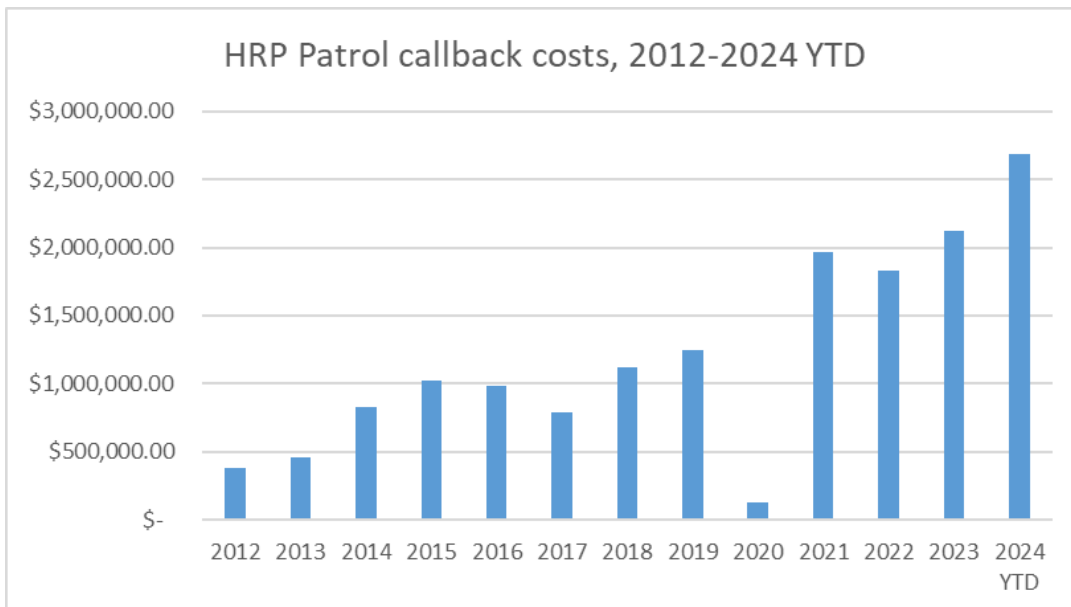


Figure 20 - Annual total \$ cost of HRP Patrol callback overtime, 2012-2024 YTD (YTD: November 2, 2024)





iii. Health and Wellness

We recognize that our people are our biggest asset. A healthy and engaged workforce is better equipped to look after the public and handle the physical and mental demands of policing.

HRP has positions and programs in place to support the health and well-being of all employees, including those on long-term leave due to health reasons, with the objective of their recovery and return to the workplace. These positions and programs are summarized below.

More detail regarding these and other support groups and initiatives is included in a report presented to the Board of Police Commissioners at their meeting on December 4, 2024.²⁹

The HRP Employee and Family Assistance Program (EFAP) provides confidential support for employees and their families who are experiencing personal, professional, or health-related challenges, with the objective of providing early intervention and support, and encouraging employees and their families to seek the assistance they may need.

The HRP Member Reintegration Program was officially launched in Fall 2022. It is a confidential peer-driven, multi-faceted program which provides support and training for members who have experienced a critical incident and those returning to work following a long-term absence, which can be overwhelming. Members may need assistance with building their confidence and skills, to ensure readiness to resume their regular duties.

The HRP Wellness Program Specialist (WPS) is responsible for implementing a health and wellness program across HRP, through education, training, prevention, intervention, and recovery strategies, which focus on holistic lifestyle approaches to health and wellness. The position employs a comprehensive approach to the development and implementation of initiatives and programs that encompasses psychological, physical, ergonomic and emotional components, with the objective of empowering and motivating employees to make positive personal choices that improve their overall health and well-being.

An initiative identified a couple of years ago by the WPS is the Early Integration (EI) Program. This is designed to intervene where there are early signs of psychological struggle for an employee, where otherwise they might be missed. The benefits of this program have been recognized by HRP and the HRM IT Business System 2025/26 Capital Budget includes a request for the software which is necessary to enable the EI Program.

The approximate cost is estimated at \$66,000 for the first year, then \$31,000 annually thereafter – these will be funded from the HRM IT budget. This request will move forward within the budget process, for consideration by Regional Council. If the request is approved, HRP will move the project forward in partnership with HRM IT, in 2025.

²⁹ <https://www.halifax.ca/media/88861>



It is not possible to predict with precision the savings this program would realize but, when compared against the salary range of a full-time constable, it would only need to divert one officer from being on a leave of absence for a few months each year, to pay for itself.

The HRP Health Specialists are responsible for delivering effective case management services to support the reintegration of ill or injured employees back into the workplace. They act as the coordinator in facilitating the return to work, liaison with the Nova Scotia Workers' Compensation Board (WCB), as well as support services for employees who stay at work during their recovery.

The Health Specialists will work with the Reintegration Coordinator, the Wellness Program Specialist, the EFAP Coordinator, and any other support services they deem necessary to support and facilitate the employee's full return to the workplace. As with the Reintegration Program, there is no one-size-fits-all solution so they work to develop a plan tailored to the individual employee.

There are two full-time permanent Health Specialists at HRP. The second position was introduced in late 2021 and created more capacity to deal with the increased workload of complex health files (see **Figure 15**).

The HRP Safeguarding Program supports certain positions within HRP which are at a higher risk of significant and/or prolonged exposure to situations and material with an increased likelihood of having an adverse impact on the employee, such as child abuse, sexual assault, and homicide.

These employees participate in an annual assessment with a psychologist³⁰ to assess whether they are coping with the demands of the role and are safe to continue working in that position, or whether they may need additional supports or treatment, such as counselling or a period of leave. HRP is currently exploring the expansion of this program to the Patrol Division through an initial pilot.

Critical incident debriefs and assessments take place when there has been an incident of a particularly traumatic nature, the EFAP Coordinator will arrange for a debrief to be held with the employees exposed to the trauma, either individually or as part of a group. Participation is voluntary but strongly encouraged.

During the debrief the EFAP Coordinator will assist the participants in normalizing the feelings they are experiencing and help them understand potential reactions they may feel and experience, as

³⁰ A private psychologist is contracted to carry out these assessments. They also carry out pre-employment assessments of applicants for the PSP cadet class, and post-critical incident assessments where required. In the 2023/24 budget process, HRP requested two new positions, and these were approved: Psychologist and Occupational Health Nurse. These requests highlighted a need for such capability and capacity across HRM, so the positions were transferred to Human Resources to create the HRM positions of Director of Employee Wellbeing and Occupational Health Practitioner. HRP recognizes the benefits of these new positions and is committed to a collaborative partnership for the benefit of all employees. It is felt that HRP would still benefit from an in-house psychologist, including that they would complete all psychological assessments during the hiring process for both new and experienced police officers rather than this process being contracted out. The position would also be readily available for advice to the existing health and wellness team, and to liaise with other treatment providers, thereby reducing potential delays in the return to work or recovery process. This will be a potential consideration in future budget discussions.



well as educate them on available resources and supports if they do experience such reactions. Psychologist assessments are scheduled for six weeks post-incident, and beyond. If the psychologist identifies that an employee has been significantly impacted by the incident, the Wellness Program Specialist will connect with the employee to see if they would benefit from support and assistance. Where they would, a claim is submitted to the Workers' Compensation Board and the employee will be supported through that process by the Health Specialists.

HRP has three Chaplains that are available 24/7 on an on-call basis. The newest Chaplain to volunteer with HRP is a local Iman. It is important that HRP members and the community have access to clergy members to provide emotional and spiritual assistance, when required.

In addition to the above resources, HRM also has health and wellness related policies, programs and initiatives in place to support HRP employees.

New and existing employees are regularly informed and reminded of all available resources, to ensure they are aware of the help and supports available to them in all aspects of their personal and professional lives.



7. Proposed 2025/26 Budget

i. Financial Summary

The financial information contained in this section relates to the proposed 2025/26 HRP Operating Budget³¹.

The HRP Operating Budget is prepared annually by the Chief of HRP for the BoPC, in accordance with section 53(1) Nova Scotia Police Act: “*The Board shall annually cause the Chief to prepare a budget for the police department.*” Once ratified by the BoPC, it is presented to Halifax Regional Council for approval.

The HRP Operating Budget for the 2024/25 fiscal year was \$98,011,400.

The proposed 2025/26 HRP Operating Budget consists of two main categories – expenditures (what will be spent) and revenues and recoveries (additional money that will be received).

Table 1 outlines the expenditures and revenue contained within the 2024/25 budget, and how they compare with the proposed 2025/26 budget³²:

- Expenditures:
 - Compensation and benefits: these relate to employees’ salaries and benefits. They are fixed costs which HRP is contractually obliged to meet under ratified collective agreements. The proposed 2025/26 HRP Operating Budget also includes compensation and benefits related to the additional positions required for the Digital Evidence Management System, Body-Worn Cameras, and In-Car Cameras (see section 6 (ii) below), which are estimated at \$406k (pro-rated) for 2025/26 and \$993k for 2026/27.
 - Non-compensation operating expenses: these include items such as equipment, building costs, services, and supplies. These are also fixed costs as they relate to items without which HRP would not be able to operate. For the proposed 2024/25 budget, these costs have been adjusted to account for inflation. The proposed 2025/26 HRP Operating Budget also includes costs related to operate the Digital Evidence Management System, Body-Worn Cameras, and In-Car Cameras. These are estimated at \$442k (pro-rated) for 2025/26 and \$2.37m for 2026/27.
- Revenues and recoveries: these include revenue generated from extra duty services, provincial grants, and recovery of compensation related to various secondments.

³¹ The annual budget for RCMP Halifax Regional Detachment is addressed separately by the Board of Police Commissioners, which then presents both budgets to Regional Council



In addition to the above expenditures, HRP is proposing further service enhancements – additional staffing positions which are required to improve operational and organizational support functions, and thereby bolster the level of service HRP provides to the public.

The total costs of the proposed service enhancements for 2025/26 would be \$462,300. This figure does not account for a full fiscal year, as the positions would start after the beginning of the 2025/26 fiscal year. The projected figure for these additional positions for 2026/27 would be \$668,900.

The breakdown of costs for these positions can be seen in **Table 2** below, and the rationale for these requests will be outlined in the next section.

Without the service enhancements, the proposed 2025/26 budget for HRP would be \$100,793,400, an increase of \$2,782,000 (2.8%) from the 2024/25 HRP budget.

With the service enhancements, the proposed 2025/26 budget for HRP would be \$101,255,700, an increase of \$3,244,300 (3.3%) from the 2024/25 HRP budget.

Table 1 - Comparison of 2024/25 HRP Budget with proposed 2025/26 HRP Budget

Items	2024/25 Budget	% Total Expenses	2025/26 Budget	% Total Expenses	\$ change	% change
Compensation & Benefits	\$103,103,300	92.35%	\$104,473,800	91.44%	\$1,370,500	1.33%
Non-Compensation Operating Expenses	\$8,539,700	7.65%	\$9,779,000	8.56%	\$1,239,300	14.51%
Total Expenditures	\$111,643,000	-	\$114,252,800	-	\$2,609,800	2.34%
Revenues & Recoveries	(\$13,631,600)	-	(\$13,459,400)	-	(\$172,200)	(1.26%)
Net Total	\$98,011,400	-	\$100,793,400	-	\$2,782,000	2.84%
25/26 Proposed Service Enhancements	-	-	\$462,300	-	-	-
Net Total with Proposed Service Enhancements	\$98,011,400	-	\$101,255,700	-	\$3,244,300	3.31%



Table 2 - Cost and Percentage of Proposed Service Enhancements (PSE) in proposed 2025/26 HRP Budget

HRP function	# of positions	Estimated Cost 2025/26	Percentage of Total Increase	Estimated Cost 2026/27
Victim Services Case Worker	2 x Civilian	\$172,500	37.3%	\$190,900
Culture & Support Manager	1 x Civilian	\$75,700	16.4%	\$150,500
Forensic Media Specialist	1 x Civilian	\$44,900	9.7%	\$87,100
Auditor	1 x Civilian	\$46,700	10.1%	\$90,800
Quartermaster	1 x Civilian	\$67,000	14.5%	\$81,100
Administrative Assistant (Police Science Program)	1 x Civilian	\$55,500	12.0%	\$68,500
	7 FTE	\$462,300	100%	\$668,900

For a more detailed breakdown of expenditures and recoveries, the full financial tables for the proposed 2025/26 HRP Budget can be found at **Appendix B**.



ii. Digital Evidence Management System, Body-Worn Cameras, and In-Car Cameras

Included within the proposed 2025/26 HRP Operating Budget is funding for a digital evidence management system (DEMS), body-worn cameras (BWCs), in-car cameras, and associated staffing requirements.

The topic of BWCs for HRP has been the subject of much discussion over recent years. The conversation has shifted from whether to implement them³³, to how and when to implement them. They have been increasingly adopted by police agencies across Canada, including our RCMP partners who are in the process of implementing DEMS and BWCs at RCMP detachments within Nova Scotia, including Halifax.³⁴

The importance of robust policies and procedures around the use of BWCs is fully recognized and will be central to development of this initiative. Once implemented, the benefits of BWCs include improved operational effectiveness and evidence capture – the capabilities of the cameras have advanced significantly even in just the last few years and allow for a reliable account of an incident. This brings enhanced transparency and accountability, and will aid several areas including criminal and non-criminal investigations, prosecutions, public complaints, and training.

In line with the Policing Transformation Study, it is important we are aligned with our RCMP partners. Following full implementation by both agencies, BWC capability and evidence will be available regardless of where an incident occurs in HRM.

Alongside BWCs, HRP intends to implement in-car cameras, which will deliver front and rear camera capability to HRP vehicles.

Both BWCs and in-car cameras are tools which capture digital evidence. Once the digital evidence has been captured it must be stored and managed – this will happen within a DEMS: a secure cloud-based storage solution. The amount of digital evidence these tools will capture will be vast, a DEMS is essential to meet the storage needs, and the intention is to use it for all types of digital evidence as well as BWC and in-car camera footage e.g., retail and private CCTV, cell phone video, etc.

The DEMS will also allow for two-way sharing of information, leading to significant operational efficiencies.

Currently, an officer might make an appointment with a store owner to collect CCTV related to a shoplifting, attend and download it onto a USB drive, return to the office and upload the footage, book the USB drive into the property store, then retrieve it for interview or court purposes as needed. Once the DEMS is implemented, officers will be able to send the store owner a link to upload their footage directly into the system. And for prosecutions, the evidence can be shared

³³ <https://www.halifax.ca/media/48941>

³⁴ [RCMP in Halifax, across Nova Scotia rolling out body cameras | CBC News](#)



digitally and therefore more efficiently with the Public Prosecution Service, as opposed to the current manual system of physically transporting it.

Prior to sharing digital evidence externally, it is critical to review and redact the footage of any sensitive information that could potentially identify a victim or witness, or compromise an ongoing investigation. We are in the fortunate position that many other police agencies have gone before us and discovered that the level of resources required for this important function is substantial and should not be underestimated. If a backlog were to appear, it would be very difficult to catch up and delays could adversely impact investigations and prosecutions.

The funding allocated to this initiative in the proposed 2025/26 HRP Operating Budget would cover the estimated costs for the following:

- 600 DEMS licenses
- 425 BWCs
- 120 In-car cameras
- One x DEMS Supervisor
- Nine x DEMS Clerks

The DEMS licenses would be required for police officers and civilians in certain positions, such as the Court Section, Training, and Professional Standards. The number of BWCs (425) would allow for individual issue to frontline officers and a pool of cameras available to CID officers for use in accordance with policy.

The additional staffing positions would create a DEMS team – one supervisor and nine clerks. This would allow for one DEMS clerk per 47 BWCs, and would be reviewed as the demand, practices and processes are developed and become established.

The supervisor would be hired first and be responsible for preparing for implementation, in partnership with project resources from HRM IT and other internal HRP resources. The DEMS clerks would be hired in two stages, the first being prior to implementation of the DEMS, and the second prior to implementation of the in-car cameras, then BWCs. This will allow for DEMS training and familiarization prior to the implementation of the BWCs, which will lead to a substantial increase in the amount of digital evidence handled by HRP.

Tables 3 and 4 below show the estimated costs for the program for 2025/26 and 2026/27. **Figure 21** shows the proposed timeline for implementation, although this should only be considered an estimate at these early stages - it is subject to change as planning and preparation progresses.

Before the proposed service enhancements which are discussed in the following section, the costs for this program represent 26.8% of the year-on-year increase from 2024/25.

This is a significant project for HRP. If the budget is approved, it will be progressed in 2025 in partnership with HRM IT.



Table 3 – Estimated costs of DEMS, BWCs and In-Car Cameras for 2025/26

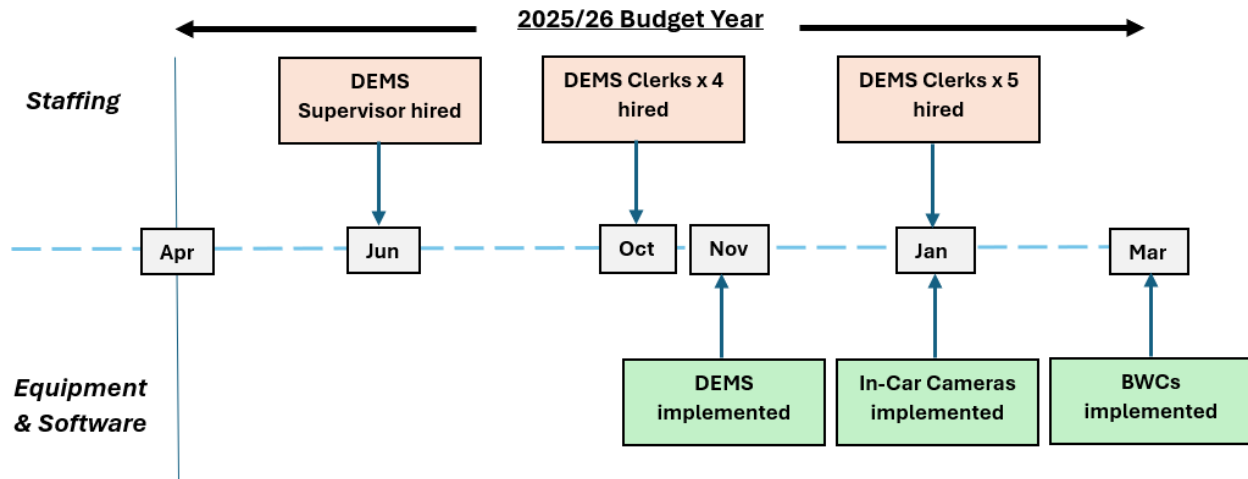
	Qty	5-year estimate*	Annual cost*	
BWCs	425	9,035,191.86	1,807,038.37	76%
DEMS	600			
In-Car Cameras	120	2,820,416.40	564,083.28	24%
		11,855,608.26	2,371,121.65	

*Taxes included

Table 4 – Estimated costs of staffing, DEMS, BWCs and In-Car Cameras for 2025/26 and 2026/27

DEMS/BWC/In-Car Cameras	2025/26	2026/27
Equipment, software & services	\$ 441,701.50	\$ 2,371,121.65
Staffing	\$ 405,883.84	\$ 993,216.64
Total	\$ 847,585.34	\$ 3,364,338.29

Figure 21 – Estimated timeline³⁵ for implementation of DEMS, BWCs and In-Car Cameras program



³⁵ The timeline is an estimate only and is subject to change as the planning and preparation phase progresses



iii. Proposed Service Enhancements

The needs of policing are continuously evolving, so every year the HRP senior leadership team reviews staffing levels in their respective areas to identify whether additional resources are required to meet the needs of our growing municipality.

In the 2024/25 budget process, an additional 22 positions were approved for HRP, to enhance our service in the areas of the Police Science Program (Sergeant and Constable), the Background and Security Clearance Unit (two civilian investigators), the Employee and Family Assistance Program (one Coordinator), the Hate Crime Unit (one Constable), the Community Response Office (four Constables), and the Patrol Division (12 Constables).

This was a necessary increase in our authorized police officer strength. We continue to work hard to ensure all these positions are filled, as well as other vacancies, through the ongoing recruitment process for Experienced Police Officers and the 2025 Police Science Program.

This year we are focusing on areas of our workforce staffed by civilian employees, who deliver essential support services. Civilian members within our organization bring specialized and diverse skills and expertise in several areas which are critical for modern policing, but which do not require police powers, skills, or training, thereby ensuring cost-effectiveness in those areas and freeing up officer time.

Civilian employees also do not rotate through positions with the same frequency as police officers so bring greater longevity to their roles, as well as improved continuity, consistency, and maintenance of institutional knowledge in their respective areas.

HRP is proposing an additional seven civilian positions as part of the 2025/26 budget process including:

- Victim Services Case Worker (two positions)
- Culture and Support Manager (one position)
- Forensic Media Specialist (one position)
- Auditor (one position)
- Quartermaster (one position)
- Administrative Assistant for the Police Science Program (one position)

Table 5 shows a summary of these proposed service enhancements, their estimated costs for 2025/26 (pro-rated) and 2026/27, and their alignment with priority areas.

If approved, the estimated costs of these proposed service enhancements would be \$462,300 in 2025/26 (pro-rated), and \$668,900 in 2026/27.

Table 5 – Summary of proposed service enhancements (PSE): cost and alignment with priorities

	Victim Services Case Workers (2)	Culture & Support Manager (1)	Forensic Media Specialist (1)	Auditor (1)	Quartermaster (1)	Administrative Assistant (PSP) (1)
Estimated cost 2025/26 (pro-rated)	\$172,500 (37.3% of total PSE)	\$75,700 (16.4% of total PSE)	\$44,900 (9.7% of total PSE)	\$46,700 (10.1% of total PSE)	\$67,000 (14.5% of total PSE)	\$55,500 (12.0% of total PSE)
Estimated cost 2026/27	\$190,900	\$150,500	\$87,100	\$90,800	\$81,100	\$68,500
Chief’s priorities for 2025/26	Community trust and partnerships Continuous improvement	Healthy and engaged workforce Recruitment and retention	Operational readiness Continuous improvement	Continuous improvement Transparency and accountability	Operational readiness	Operational readiness Recruitment and retention
HRP Strategic Priorities	Crime Reduction & Improved Quality of Life Safe Communities & Partnerships Effective & Innovative Police Service	Effective & Innovative Police Service	Effective & Innovative Police Service	Effective & Innovative Police Service	Effective & Innovative Police Service	Effective & Innovative Police Service
Board of Police Commissioners’ Strategic Pillars and Priorities	Evolve: evolving police response in critical areas	Adapt: ensuring police services have the necessary policies, tools, and resources in place to ensure their health and safety, and the health and safety of the public now and into the future Evolve: strengthening the focus of police service leaders on attracting, retaining, and developing the people in their services	Evolve: evolving police response in critical areas	Evolve: evolving police response in critical areas (identified by community, stakeholders, and public safety reports)	Adapt: ensuring police services have the necessary policies, tools, and resources in place to ensure their health and safety, and the health and safety of the public now and into the future	Evolve: strengthening the focus of police service leaders on attracting, retaining, and developing the people in their services.

a. Victim Services Case Worker

Positions: Two Civilians

Cost of proposed positions: \$172,500 in 2025/26 (\$190,900 in 2026/27)

Chief's priorities for 2025/26: Community Trust and Partnerships, Continuous improvement

HRP Strategic Priorities: Crime Reduction & Improved Quality of Life, Safe Communities & Partnerships, and Effective & Innovative Police Service

HRM Board of Police Commissioners Strategic Pillars and Priorities: *Evolve – evolving police response in critical areas*

The HRP Victim Services Unit³⁶ deals with victims of many types of crime, including domestic violence³⁷. In September 2024, the Nova Scotia government adopted a bill declaring intimate partner violence an epidemic³⁸, something which has also been recognized by the federal government. According to data recently released by Statistics Canada³⁹, family violence against children, youth, and seniors reached their highest recorded levels in 2023. It is essential that all levels of government come together to put action behind words, to effect real and meaningful change in this area.

Figure 22 below show the total reports of domestic violence made to HRP since 2018.

Figure 23 shows the number of new files which were designated as high risk, and those where there was a 'critical development' - those originally designated as high risk and where a new incident has occurred, triggering the requirement for the high-risk process of notification to all protocol partners, to be repeated.

This request is for two additional FTE (civilian) positions of Victim Services Case Worker which would expand the unit and allow for an increased focus around domestic violence. Approval of these positions would bring the total permanent positions within the unit from four to six, thereby delivering significantly enhanced capacity to deliver critical services in this area and build on the unit's expertise, knowledge, and training capability.

The two additional positions would be assigned to the area of domestic violence. One position would be a second Domestic Violence Case Coordinator (DVCC), responsible for providing victims with emotional support, police case information, and connecting them with other supports in the community, to provide them with the tools necessary to seek additional help and support.

³⁶ <https://www.halifax.ca/safety-security/police/programs-services/victim-services-halifax>

³⁷ The terms 'domestic violence' and 'intimate partner violence' should be considered interchangeable for the purpose of this document

³⁸ https://nslegislature.ca/legc/bills/64th_1st/1st_read/b482.htm

³⁹ [The Daily — Trends in police-reported family violence and intimate partner violence in Canada, 2023](#)



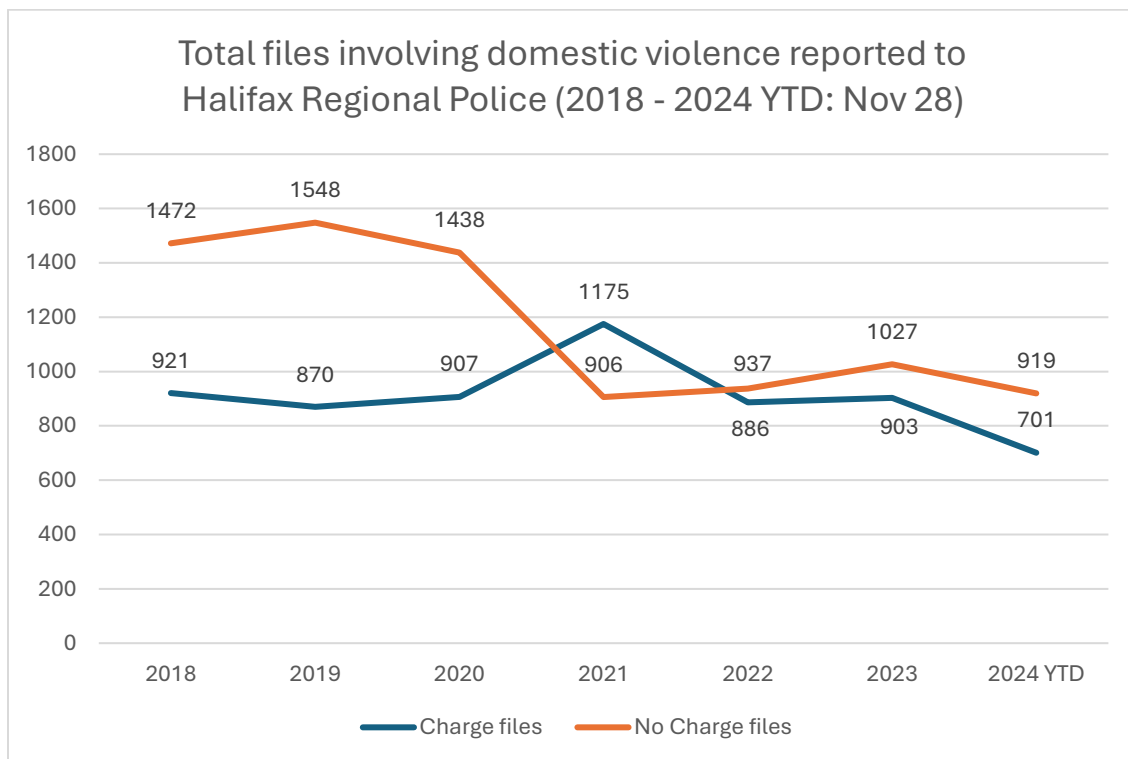
The other position would be a Domestic Violence Offender Navigator (DVON). There is currently a temporary DVON position within Victim Services which has been in place since 2019, but the funding is due to expire in May 2025. Approval of this request would see the DVON position made permanent.

The DVON program started as a pilot project in 2019 and is an upstream primary resource to high-risk domestic violence offenders. Through early intervention, they work with the offender, with the shared objective of the offender taking responsibility, acknowledging the harm of their abuse, and accepting help. Through collaboration with the DVCCs and the team’s Domestic Violence Officer (DVO), information is shared, and a problem-solving approach is adopted, to ensure the safety of the victim and deliver support to the offender to mitigate the risk of further harm.

For many offenders, who truly want to change and are struggling with the outcomes of their abuse, such as the loss of their parenting role, it is the first time they have been offered help and support.

Further information from HRP on Victim Services regarding domestic violence, and the response to gender-based violence in general, can be found in a report provided to the September 4, 2024, meeting of the HRM Board of Police Commissioners.⁴⁰

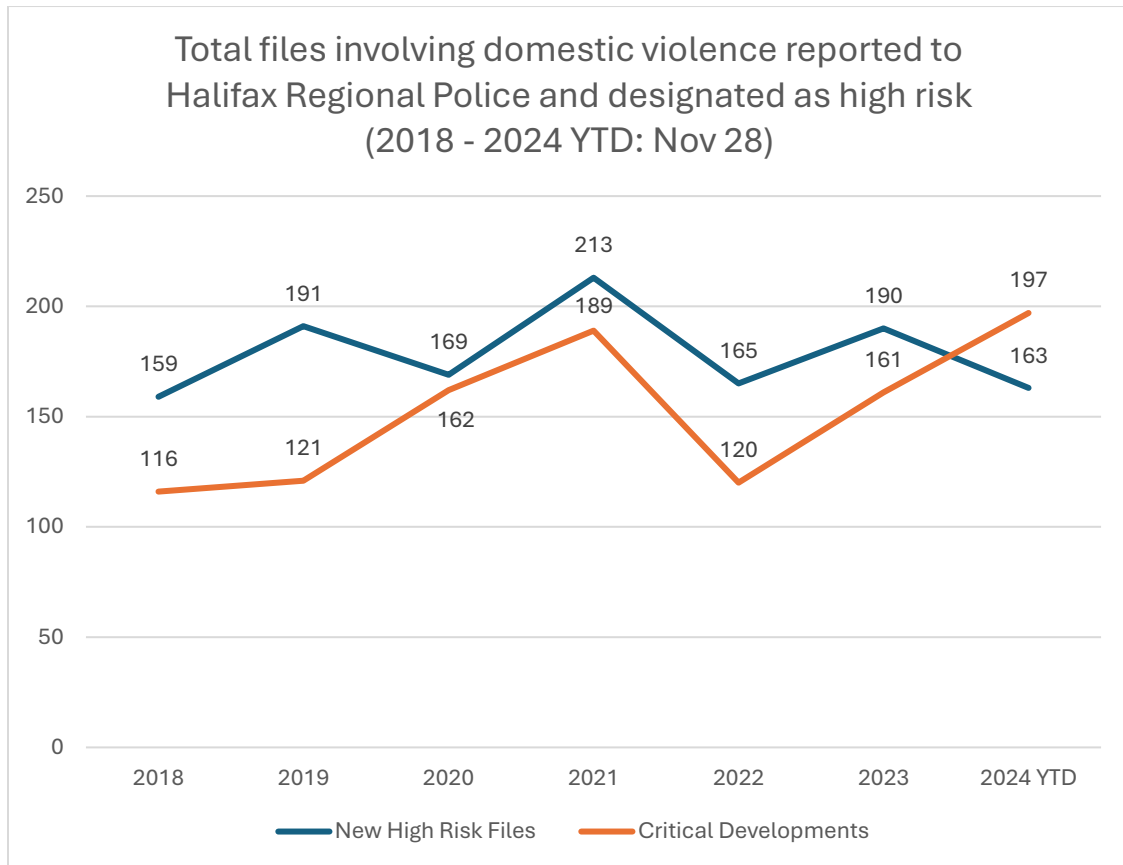
Figure 22 – Total files involving domestic violence reported to Halifax Regional Police



⁴⁰ <https://www.halifax.ca/media/88007>



Figure 23 – Total files involving domestic violence reported to Halifax Regional Police and designated as high risk





b. Culture and Support Manager

Positions: One Civilian

Cost of proposed position: \$75,700 in 2025/26 (\$150,500 in 2026/27)

Chief’s priorities for 2025/26: Healthy and engaged workforce, Recruitment and retention

HRP Strategic Priorities: Effective & Innovative Police Service

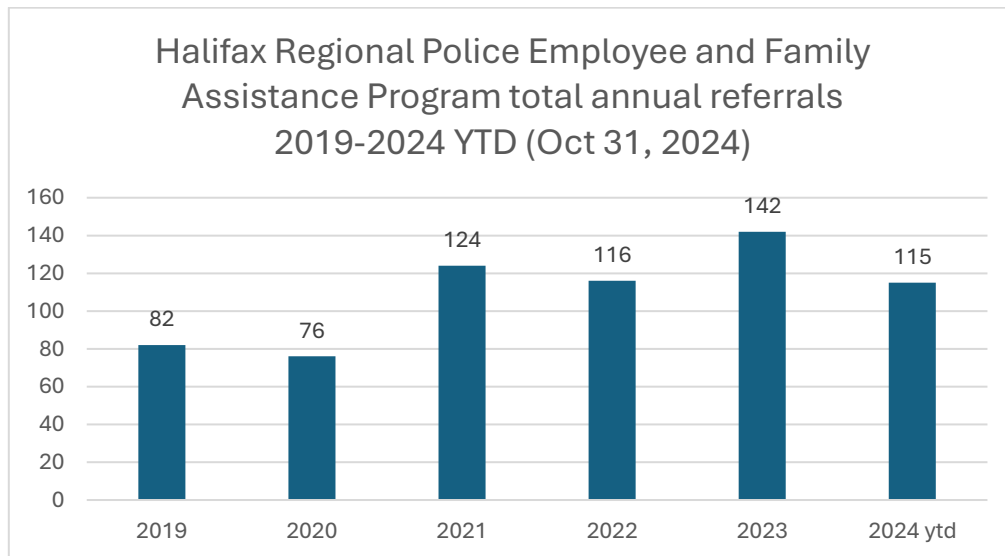
HRM Board of Police Commissioners Strategic Priorities: *Adapt - ensuring police services have the necessary policies, tools, and resources in place to ensure their health and safety, and the health and safety of the public now and into the future, Evolve - strengthening the focus of police service leaders on attracting, retaining, and developing the people in their services*

The wellness, engagement, and retention of employees is a priority for HRP, and how we approach this is central to our workplace culture. The healthier and more engaged our workforce, the better it is for the individual employee, and the better positioned HRP is to deliver optimal service to the public and our partners.

Within HRP there are existing positions of Reintegration Coordinator, Wellness Program Specialist, and Employee and Family Assistance Program (EFAP) Coordinators and volunteers. These positions work alongside and in collaboration with Health Specialists.

Figure 24 shows the total annual EFAP referrals between 2019 and 2024 year-to-date, which illustrate how these have been steadily increasing.

Figure 24 – HRP Employee & Family Assistance Program total annual referrals, 2019-2024 YTD (YTD: October 31, 2024)





There are also existing and planned initiatives including the Safeguarding program, and the Early Intervention Program.

These positions and programs are summarized above in section ii (Health & Wellness). More detailed information regarding these and other HRP support groups and initiatives is included in a report presented to the Board of Police Commissioners at their meeting on December 4, 2024.⁴¹

These positions work collaboratively but are structurally independent of one another and not co-located. Individually they report to an Inspector who also has responsibility for HR and Training.

This request is for one FTE (civilian) managerial position which would manage the positions of Reintegration Coordinator, Wellness Program Specialist, and EFAP Coordinators and volunteers.

The new position would also have responsibility for the creation of an overarching strategy and policies in this area, as well as other business and strategic programs and initiatives such as the Safeguarding and Early Intervention programs.

The creation of this new managerial position would alleviate some of the direct reporting demand on the Inspector and allow them to focus more attention on the Training Section. Training alone is a substantial responsibility and deserves undivided attention, it is an area where lack or perceived lack of training opportunities and structure has a major impact on employee engagement levels.

The Training Section is also responsible for the training and recruitment of new police officers through the Police Science Program (PSP), which is in the process of transitioning to a consecutive recruitment cycle. Having a dedicated Culture and Support Manager and thereby freeing up more of the Inspector's time to focus on the PSP and overall training, would deliver multiple benefits in the areas of recruitment, retention, and engagement.

⁴¹ <https://www.halifax.ca/media/88861>



c. Forensic Media Specialist

Positions: One Civilian

Cost of proposed position: \$44,900 in 2025/26 (\$87,100 in 2026/27)

Chief's priorities for 2025/26: Operational readiness, Continuous improvement

HRP Strategic Priorities: Effective & Innovative Police Service

HRM Board of Police Commissioners Strategic Priorities: *Evolve – evolving police response in critical areas*

Advancements in technology have seen an increase in the volume, quality, and availability of public and private media, particularly video footage. Such types of media greatly assist investigations by enabling investigators to track persons and vehicles pre- and post-offence, thereby identifying additional investigative avenues and contributing to the narrative.

The Special Investigation Section (SIS) within the integrated Criminal Investigation Division (CID) is responsible for investigating major incidents which are reported within HRM. These are predominantly homicide investigations, some of which would not have been solved without video evidence. In dealing with such investigations, the sheer volume of available media has become increasingly apparent. It must all be collected, viewed, organized and categorized, and much of it turns out to be neither helpful nor relevant.

Investigative teams have found it necessary to identify and assign resources to the task of coordinating this media, something which requires a person who has the organizational, technical and analytical skills required for the position. There will always be a limited pool of available resources and the individuals available for that assignment may not always possess those attributes. Therefore, it has been recognized that this should be a full-time dedicated permanent position, and does not require a sworn member to fill the role.

This request is for one FTE (civilian) position which would be assigned to CID and be responsible for coordinating the canvassing and collection of media in collaboration with investigators, and its subsequent viewing, classification, and storage.

The position would be expected to establish expertise in this area and provide advice and direction on such in CID investigations. This is a cost-effective solution which would enable the sworn members to be more practically utilized in other areas. It would also deliver improved continuity of expertise as civilian employees do not rotate through positions as frequently as sworn members.



d. Auditor

Positions: One Civilian

Cost of proposed position: \$46,700 in 2025/26 (\$90,800 in 2026/27)

Chief's priorities for 2025/26: Continuous improvement, transparency and accountability

HRP Strategic Priorities: Effective & Innovative Police Service

HRM Board of Police Commissioners Strategic Priorities: *Evolve - evolving police response in critical areas (identified by community, stakeholders, and public safety reports)*

The auditing of policing functions is essential to understand the economy, efficiency, and effectiveness of their operational programs, and identify and address risks and issues. It enables increased accountability and transparency, and improves efficiency, effectiveness, compliance, risk management, as well as decision-making and resource allocation.

While there is an Auditor General for HRM, their office is responsible for completing audits for all of HRM and does not focus on just one business unit. This means the number of audits completed in relation to police is not as high as it would be with an audit position dedicated solely to HRP.

This request is for one FTE (civilian) position of Auditor. It would be a new position and replace the current Audit & Oversight Sergeant position, resulting in a more independent and cost-effective approach to staffing in this area, freeing up the Sergeant position to be re-allocated elsewhere in the organization, and allow for the hiring of a person with existing skills, certification, and expertise in auditing. This would also remove the need to train a Sergeant new to the auditing position, something which has proved problematic due to the lack of appropriate training programs in North America.

Other benefits of this position would include improved continuity as civilian members do not rotate through positions as frequently as sworn members, and the ability to undertake more regular and complex audits, directly contributing to the identification and mitigation of organizational risk, and improved practices and policies.

Should the position not be approved, the audit and oversight function within HRP will not be able to operate completely or efficiently, risking operational and organizational issues not being identified and addressed. Alternatively, it would necessitate the abstraction of a Sergeant from a position where their policing skills and experience are better suited and utilized.



e. Quartermaster

Positions: One Civilian

Cost of proposed position: \$67,000 in 2025/26 (\$81,100 in 2026/27)

Chief's priorities for 2025/26: Operational Readiness

HRP Strategic Priorities: Effective & Innovative Police Service

HRM Board of Police Commissioners Strategic Priorities: *Adapt - ensuring police services have the necessary policies, tools, and resources in place to ensure their health and safety, and the health and safety of the public now and into the future*

The Quartermaster position is responsible for the ordering, receipt, distribution, management and security of police clothing, equipment, and supplies. They liaise with vendors, organize the storage areas, maintain safety standards, and ensure proper documented tracking of all items.

This request is for one FTE (civilian) to create a second Quartermaster position, to provide additional capacity to the current sole position, thereby relieving the unsustainable pressure on the incumbent, and adding resilience to a critical policing function which is facing increased demand.

With a growing workforce and the implementation of more time-consuming processes, the workload of the incumbent has become increasingly unsustainable. They are working excessive additional hours to meet the demand and feel unable to take time off as there is no relief to cover their duties. This is not compatible with our focus on employee well-being. Although members on modified duties may be assigned to assist, these are not long-term solutions and create additional demand as training is required, sometimes on multiple occasions in a short period of time.

The benefits if this second position is approved include reduced risk of burnout of the current Quartermaster, added resilience and capacity to a critical policing function, reduced backlog of work and a more efficient process. It would also free up officers on modified duties to assist in other areas.

Should the position not be approved, risks and impacts include (but are not limited to) continuation and growth of the current backlog, inevitable burnout of the current Quartermaster, risk of errors due to fatigue, risk of contracts not being renewed, and equipment and supplies not being distributed in a timely manner. This can create safety risks, for example, if there was a shortage of radios, uniforms, ammunition, or PPE.



f. Administrative Assistant (Police Science Program)

Positions: One Civilian

Cost of proposed position: \$55,500 in 2025/26 (\$68,500 in 2026/27)

Chief’s priorities for 2025/26: Operational Readiness, Recruitment and Retention

HRP Strategic Priorities: Effective & Innovative Police Service

HRM Board of Police Commissioners Strategic Priorities: *Evolve - strengthening the focus of police service leaders on attracting, retaining, and developing the people in their services.*

Having a fully staffed and trained workforce is essential to meeting the policing needs of the public. To ensure proper staffing levels are maintained, there needs to be an efficient and effective recruitment and training process to allow for the regular replacement of police officers leaving the organization - for reasons such as retirement or resignation.

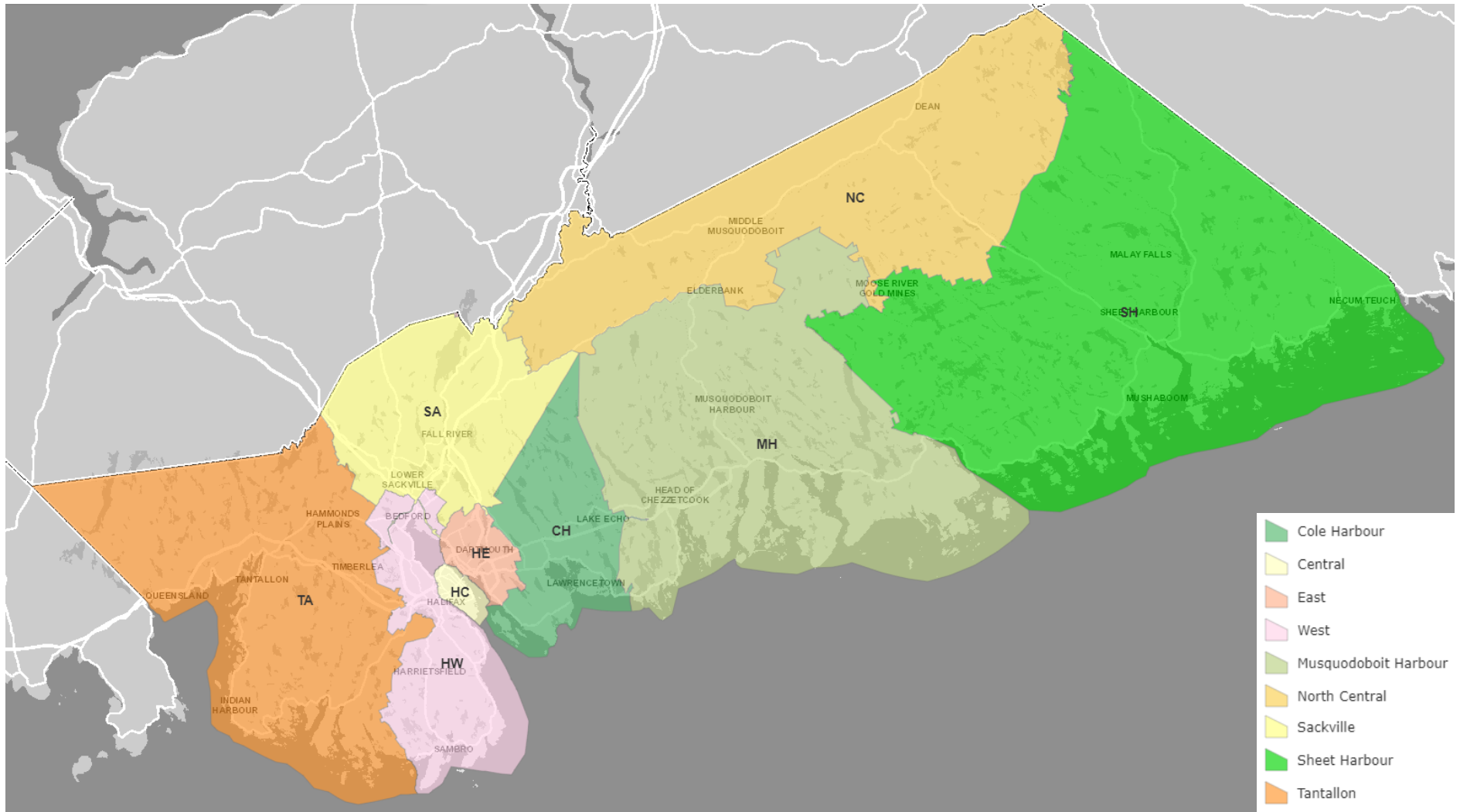
HRP’s current priorities include recruitment and retention of existing employees, and employee wellness and engagement. These priorities are supported when there is an effective recruitment process in place, to ensure staffing levels are met and maintained, thereby decreasing the need for overtime and the additional workload on officers.

In the 2024/25 budget process, dedicated Police Science Program (PSP) Sergeant and Constable positions were approved and have been filled. This was the first step to creating a robust PSP staffing model which will eventually enable a consecutive process that will allow PSP classes to run back-to-back and at the same time each year. Building dedicated PSP capacity and resources will allow delivery of a more streamlined, effective, and efficient program, with improved consistency of knowledge and approach, and the ability to plan years ahead for future programs. In turn, this will allow other departments involved in the recruitment process, such as HR and the Background and Security Clearance Unit, to plan accordingly for anticipated periods of high demand.

The planning, organizing, and execution of a PSP class is lengthy and involved. Currently, the administration tasks are completed by the PSP Sergeant, PSP Constable, or the Training and Curriculum Consultant. This is not cost-effective and detracts those positions from completing the tasks appropriate to their sworn skills and training. The resources assigned to the 2023 PSP class worked a significant level of additional hours per month over the course of the program, including preparation and closure time, in order to meet its needs. This is not sustainable and is incompatible with our focus on employee well-being.

This request is for one FTE (civilian) to create a dedicated PSP Administrative Assistant position, delivering a cost-effective solution which will enhance the PSP team and thereby build the capacity and capability of HRP in the area of recruitment.

Appendix A – Policing Districts in Halifax Regional Municipality



Appendix B – Draft Financial Tables for the proposed 2025/26 HRP Budget

Table 1 – Service Area Budget Overview (DRAFT)

Service Area Budget Overview						
Service Area	2023/24	2024/25	2024/25	Budget	2025/26	
	Actual	Budget	Projections		Δ 24/25 Budget	Δ %
Chiefs Office	\$ 3,804,750	\$ 4,405,000	\$ 4,311,500	\$ 4,544,100	\$ 139,100	3.2
Support Division	31,825,197	29,664,500	30,010,200	28,885,300	(779,200)	(2.6)
Operations Division	60,182,260	63,941,900	64,026,600	67,364,000	3,422,100	5.4
Net Total	\$ 95,812,207	\$ 98,011,400	\$ 98,348,300	\$ 100,793,400	\$ 2,782,000	2.8

Table 2 – Summary of Expenditures & Revenue (DRAFT)

Summary of Expenditures & Revenue						
Expenditures	2023/24	2024/25	2024/25	Budget	2025/26	
	Actual	Budget	Projections		Δ 24/25 Budget	Δ %
Compensation and Benefits	\$ 101,923,768	\$ 103,103,300	\$ 103,390,500	\$ 104,473,800	\$ 1,370,500	1.3
Office	769,393	645,700	645,700	645,700	-	-
External Services	2,369,413	3,108,400	2,925,300	3,534,400	426,000	13.7
Supplies	851,406	1,073,100	1,073,100	1,164,600	91,500	8.5
Materials	-	-	-	-	-	-
Building Costs	85,672	53,700	109,200	53,700	-	-
Equipment & Communications	1,342,837	1,654,100	1,654,100	2,096,100	442,000	26.7
Vehicle Expense	7,622	4,000	61,900	4,000	-	-
Other Goods & Services	2,408,012	2,538,700	2,883,600	2,911,700	373,000	14.7
Interdepartmental	(715,662)	(592,100)	(792,100)	(685,300)	(93,200)	15.7
Debt Service	-	-	-	-	-	-
Other Fiscal	16,051	54,100	54,100	54,100	-	-
Total Expenditures	109,058,512	111,643,000	112,005,400	114,252,800	2,609,800	2.3

Revenues	2023/24	2024/25	2024/25	Budget	2025/26	
	Actual	Budget	Projections		Δ 24/25 Budget	Δ %
Tax Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	-
Area Rate Revenue	-	-	-	-	-	-
Tax Agreements	-	-	-	-	-	-
Payments in Lieu of taxes	-	-	-	-	-	-
Transfers from other Gov'ts	(3,800,000)	(3,800,000)	(4,049,300)	(3,800,000)	-	-
Interest Revenue	-	-	-	-	-	-
Fee Revenues	(520,873)	(565,000)	(565,000)	(550,000)	15,000	(2.7)
Other Revenue	(8,925,432)	(9,266,600)	(9,042,800)	(9,109,400)	157,200	(1.7)
Total Revenues	(13,246,305)	(13,631,600)	(13,657,100)	(13,459,400)	172,200	(1.3)
Net Total	\$ 95,812,207	\$ 98,011,400	\$ 98,348,300	\$ 100,793,400	\$ 2,782,000	2.8



Table 3 – Change Description / Service Impact (DRAFT)

Change Description	Amount
Approved 2024/25 Budget	\$ 98,011,400
Compensation Changes:	
Compensation	1,981,000
Court Time	330,000
Body Worn Camera Positions	305,900
Revenue Adjustments:	
Constable Secondments	162,700
Miscellaneous Cost Recoveries	9,500
Other Budget Adjustments	
Body Worn Cameras (Equipment, Infrastructure, Software, Cloud Storage)	442,000
HRP Specialized Training Facility leased in 2024/25	350,000
Commissionaires of Nova Scotia Contract	157,500
On-Demand Interpretation Services	125,000
Inflation Adjustments	91,500
Biological Casework Analysis Agreement	78,500
Advanced Media Recruiting Campaigns	23,000
Other/Transfers	
Parks & Recreation - Youth Advocate Program	(865,900)
Community Safety - Crossing Guard Supervisors <i>(Crossing Guard positions/budget were previously transferred in 2024/25 budget)</i>	(182,700)
Community Safety - Funding equivalent to (2) constable positions	(226,000)
Total Changes	\$ 2,782,000
2025/26 Budget	\$ 100,793,400

Table 4 – Full Time Equivalent (FTE) Change Details (DRAFT)

Full Time Equivalent (FTE) Change Details		
Approved 2024/25 FTEs:		778.8
New Positions:		
Position	Rationale	Count
Digital Evidence Management System (DEMS) Clerk	Service Enhancement	9.0
Digital Evidence Management System (DEMS) Supervisor	Service Enhancement	1.0
Body Worn Video Project Coordinator	Other	(1.0)
Transferred Positions		
Net Transfer Positions		(11.4)
Total Changes		(2.4)
Total Budgeted 2025/26 FTEs		776.4

Includes full, part-time, and permanent positions - calculated value based on the normal working hours of each position.



Table 5 – Proposed Service Enhancements Description / Service Impact (DRAFT)

Description / Service Impact	Revenue / Expense	One-time / On-Going	2025/26 Amount	2026/27 Amount
1 Culture and Support Manager (To provide oversight and management for those HRP Programs influencing the wellness, engagement and retention of employees)	Expense	On-Going	75,700	150,500
2 Victim Services Case Workers (To increase focus on services provided to those impacted by domestic violence)	Expense	On-Going	172,500	190,900
1 Forensic Media Specialist (To coordinate the canvassing and collection of media for investigations and its subsequent viewing, classification and storage)	Expense	On-Going	44,900	87,100
1 Civilian Auditor (To provide an independent and cost-effective approach to staffing in the Audit & Oversight section)	Expense	On-Going	46,700	90,800
1 Quartermaster (To increase capacity and resilience to a critical policing function facing increased demand annually)	Expense	On-Going	67,000	81,100
1 Administrative Assistant - Police Science Program (To create dedicated, cost-effective administrative support for the growing Police Science Program, strengthening recruitment capabilities)	Expense	On-Going	55,500	68,500
Total Increases			\$ 462,300	\$ 668,900

Table 6 – Summary of Net Expenditures by Cost Center (DRAFT)

Summary of Net Expenditures - Halifax Regional Police						
Expenditures	2023/24	2024/25	2024/25	2025/26		
	Actual	Budget	Projections	Budget	Δ 24/25 Budget	Δ %
P120 Corporate Affairs	919,395	1,260,800	760,800	675,000	(585,800)	(46.46)
** Corporate Affairs Division	919,395	1,260,800	760,800	675,000	(585,800)	(46.46)
P110 Professional Stds	591,216	385,200	1,300,500	1,634,400	1,249,200	324.30
P125 Audit & Policy	351,846	155,400	261,200	572,100	416,700	268.15
** Executive Office	943,063	540,600	1,561,700	2,206,500	1,665,900	308.16
P105 Chief's Office	1,942,293	2,603,600	1,989,000	1,662,600	(941,000)	(36.14)
*** Chief's Office	3,804,750	4,405,000	4,311,500	4,544,100	139,100	3.16
P311 STIU	840,503	1,298,700	971,000	28,100	(1,270,600)	(97.84)
* IT & Security	840,503	1,298,700	971,000	28,100	(1,270,600)	(97.84)
P130 Facilities & Prop.	161,462	134,500	134,500	134,500	-	0.00
P210 EAP	158,201	219,100	162,000	336,800	117,700	53.72
P220 Human Resources	(302,605)	(87,400)	(200,600)	(274,900)	(187,500)	214.53
P225 Training	2,059,958	1,822,100	1,695,600	2,181,300	359,200	19.71
P255 Exhibits & Property	1,185,921	1,542,500	1,542,500	1,646,800	104,300	6.76
P505 Police Science Training	(0)	114,300	167,900	341,500	227,200	198.78
* Administration	3,262,937	3,745,100	3,501,900	4,366,000	620,900	16.58
P230 Finance	21,723	28,000	28,000	28,000	-	0.00
P250 Fleet Maintenance	1,214	50,900	50,900	50,900	-	0.00
* Fleet/Finance	22,937	78,900	78,900	78,900	-	0.00
** Administration Division	4,126,377	5,122,700	4,551,800	4,473,000	(649,700)	(12.68)



Summary of Net Expenditures - Halifax Regional Police						
Expenditures	2023/24	2024/25	2024/25	Budget	2025/26	
	Actual	Budget	Projections		Δ 24/25 Budget	Δ %
A450 Integrated Emergency Services	7,887,085	8,344,200	8,483,300	8,615,700	271,500	3.25
A551 Emergency Planning	71,762	122,000	122,000	129,600	7,600	6.23
N711 Dispatch Centre	87,508	105,700	105,700	105,700	-	0.00
N721 HRP	329,136	281,800	281,800	281,800	-	0.00
N731 Core Fire & EMO	5,674	3,000	3,000	3,000	-	0.00
N732 Rural Fire	700,066	676,300	676,300	676,300	-	0.00
P240 Traffic Support	591,244	676,500	676,500	708,600	32,100	4.75
P245 Court Officers	1,810,508	1,755,600	1,755,600	1,781,900	26,300	1.50
P265 Records	298,867	455,500	455,500	476,900	21,400	4.70
P489 Ground Search + Rescues Incident Command	916	-	-	-	-	0.00
S120 FOIPOP Coordinator	73,982	166,000	166,000	166,100	100	0.06
* Information Management	11,856,747	12,586,600	12,725,700	12,945,600	359,000	2.85
P235 Extra Duty	(400,678)	(134,100)	(134,100)	(131,000)	3,100	(2.31)
P317 CATS Clearing Account	5,054,818	-	-	-	-	0.00
P365 Collision Reconst	307,402	293,300	336,400	294,900	1,600	0.55
P370 Prisoner Care	1,211,891	875,000	1,332,600	906,300	31,300	3.58
P410 Shared Support	836,581	884,700	708,300	753,600	(131,100)	(14.82)
P430 Victim Service	284,457	325,300	296,100	335,100	9,800	3.01
P435 Canine	1,033,580	987,500	1,160,900	1,023,900	36,400	3.69
P440 ERT	2,384,948	2,214,700	2,810,500	2,394,000	179,300	8.10
P450 Public Safety Unit	44,845	36,700	36,700	36,700	-	0.00
P455 Bike Patrol	4,979	16,000	16,000	16,000	-	0.00
P465 Mounted	155,166	163,900	163,900	164,700	800	0.49
P470 Port's Policing	183,036	145,900	276,300	132,200	(13,700)	(9.39)
P480 CR/CP	917,400	1,200,100	1,229,900	1,304,800	104,700	8.72
P481 Youth Advocate Program	927,254	865,900	865,900	-	(865,900)	(100.00)
P485 Traffic	1,044,346	1,408,800	1,457,800	1,465,000	56,200	3.99
P486 Mental Health Mobile Crisis Team	253,355	262,500	362,300	253,000	(9,500)	(3.62)
P488 Aviation Security	(272,550)	(210,700)	(38,700)	(276,300)	(65,600)	31.13
* Support	13,970,830	9,335,500	10,880,800	8,672,900	(662,600)	(7.10)
** Support Division	25,827,576	21,922,100	23,606,500	21,618,500	(303,600)	(1.38)
P205 Support Division	1,871,245	2,619,700	1,851,900	2,793,800	174,100	6.65
*** Support Division	31,825,197	29,664,500	30,010,200	28,885,300	(779,200)	(2.63)



Summary of Net Expenditures - Halifax Regional Police						
Expenditures	2023/24	2024/25	2024/25	2025/26		Δ %
	Actual	Budget	Projections	Budget	Δ 24/25 Budget	
P312 Technical Unit	1,108,184	1,279,700	1,279,700	1,285,300	5,600	0.44
P313 VICLAS	-	-	-	-	-	0.00
P314 Digital Forensics	663,283	537,800	537,800	557,200	19,400	3.61
P315 Inves. Call BackUnit	162,293	195,600	195,600	257,000	61,400	31.39
P316 CID	(2,275,326)	(2,152,300)	(2,152,300)	(2,043,600)	108,700	(5.05)
P320 Polygraph	148,189	153,800	153,800	156,900	3,100	2.02
P321 Cyber Crime	15,070	145,500	145,500	146,300	800	0.55
P325 Forensic Ident.	2,809,952	2,664,000	2,829,000	2,756,600	92,600	3.48
P330 Financial Crime	1,290,673	1,342,500	1,342,500	1,351,300	8,800	0.66
P335 Drugs	1,949,007	1,751,700	1,700,000	1,592,600	(159,100)	(9.08)
P340 Criminal Intel Unit	1,681,995	1,586,100	1,839,700	1,560,300	(25,800)	(1.63)
P345 Human Trafficking/MP	878,393	856,700	856,700	911,900	55,200	6.44
P346 ICE	470,178	561,500	561,500	562,400	900	0.16
P347 SAIT	1,633,579	1,610,600	1,610,600	1,594,500	(16,100)	(1.00)
P360 GIS	2,631,769	2,836,200	2,747,500	2,873,900	37,700	1.33
P375 Homicide	1,875,193	2,188,500	2,492,800	2,300,500	112,000	5.12
P376 Cold Case	312,976	290,000	290,000	237,200	(52,800)	(18.21)
P377 HEAT	317,433	292,400	292,400	436,500	144,100	49.28
P380 Crime Analysis	964,864	1,073,700	1,073,700	1,118,000	44,300	4.13
P381 Human Source Unit	124,535	173,500	173,500	174,300	800	0.46
P382 Intercept Monitors	-	10,000	10,000	10,000	-	0.00
** Criminal Investigations Division	16,762,242	17,397,500	17,980,000	17,839,100	441,600	2.54
P415 Central	14,376,331	15,683,200	16,650,400	16,553,900	870,700	5.55
P475 QRU - Quick Response Unit Central Patrol	1,104,324	1,036,500	1,256,100	1,036,900	400	0.04
* Operations Central	15,480,655	16,719,700	17,906,500	17,590,800	871,100	5.21
P420 West	13,744,476	13,925,700	13,053,600	14,567,400	641,700	4.61
P495 QRU - Quick Response Unit West Patrol	416,371	732,500	404,000	711,600	(20,900)	(2.85)
* Operations West	14,160,847	14,658,200	13,457,600	15,279,000	620,800	4.24
P425 East	12,698,945	13,665,900	13,593,400	14,297,600	631,700	4.62
P490 QRU - Quick Response Unit East Patrol	510,163	719,000	332,900	711,200	(7,800)	(1.08)
* Operations East	13,209,107	14,384,900	13,926,300	15,008,800	623,900	4.34
** Patrol Operations	42,850,609	45,762,800	45,290,400	47,878,600	2,115,800	4.62
P405 Deputy Operations	569,409	781,600	756,200	1,646,300	864,700	110.63
*** Operations Division	60,182,260	63,941,900	64,026,600	67,364,000	3,422,100	5.35
Net Total	95,812,208	98,011,400	98,348,300	100,793,400	2,782,000	2.84



Table 7 – Summary Details – Expenditures by Expense Category (DRAFT)

Summary Details - Halifax Regional Police						
Expenditures	2023/24	2024/25	2024/25	2025/26		
	Actual	Budget	Projections	Budget	Δ 24/25 Budget	Δ %
6001 Salaries - Regular	72,181,998	78,113,200	70,113,100	78,882,600	769,400	0.99
6002 Salaries - Overtime	6,686,305	2,818,700	7,810,000	2,889,200	70,500	2.50
6003 Wages - Regular	-	132,400	132,400	132,400	-	0.00
6005 PDP & Union Contract Increases	(808,214)	-	(119,600)	-	-	0.00
6050 Court Time	1,611,823	1,317,800	3,046,000	1,647,800	330,000	25.04
6051 Shift Agreements	78,024	-	-	-	-	0.00
6052 Shift Differentials	250,498	403,700	403,700	403,700	-	0.00
6053 Extra Duty	1,792,230	1,988,400	1,988,400	1,988,400	-	0.00
6054 Vactation Payout for Staff Leaving HRM	82,988	-	-	-	-	0.00
6099 Other Allowances	1,667	-	-	-	-	0.00
6100 Benefits - Salaries	16,365,033	16,100,300	15,631,200	16,723,000	622,700	3.87
6110 Vacancy Management	-	(2,227,400)	-	(2,227,400)	-	0.00
6152 Retirement Incentives	700,094	911,600	911,100	929,900	18,300	2.01
6154 Workers' Compensation	2,250,321	2,065,000	2,060,700	2,382,400	317,400	15.37
6156 Clothing Allowance	379,833	462,500	462,500	462,500	-	0.00
6157 stipends	2,000	-	-	-	-	0.00
6158 WCB Recoverable Earnings	(650,598)	-	-	-	-	0.00
6164 Police Officer On the Job Injuries	206,608	244,400	178,300	179,400	(65,000)	(26.60)
6199 Comp & Benefits - Inter Dept, Exp/recv	791,496	772,700	772,700	79,900	(692,800)	(89.66)
9200 HR CATS Wage/Ben	1,665	-	-	-	-	0.00
* Compensation and Benefits	101,923,769	103,103,300	103,390,500	104,473,800	1,370,500	1.33
6201 Telephone/Cable	269,830	172,500	172,500	172,500	-	0.00
6202 Courier/Postage	43,049	49,000	49,000	49,000	-	0.00
6203 Office Furniture and Equipment	80,590	80,800	80,800	80,800	-	0.00
6204 Computer Software and Licenses	251,641	224,500	224,500	224,500	-	0.00
6205 Printing & Reproduction	-	2,500	2,500	2,500	-	0.00
6207 Office Supplies	123,763	116,400	116,400	116,400	-	0.00
6299 Other Office Expenses	521	-	-	-	-	0.00
* Office	769,393	645,700	645,700	645,700	-	0.00
6302 Legal Fees	80,697	160,400	160,400	160,400	-	0.00
6303 Consulting Fees	4,895	-	-	-	-	0.00
6304 Janitorial Services	118,411	139,700	139,700	139,700	-	0.00
6311 Security	49,380	42,900	71,600	42,900	-	0.00
6312 Refuse Collection	14,338	15,000	15,000	15,000	-	0.00
6315 Outside Policing	266,018	553,400	553,400	553,400	-	0.00
6399 Contract Services	1,835,673	2,197,000	1,985,200	2,623,000	426,000	19.39
* External Services	2,369,413	3,108,400	2,925,300	3,534,400	426,000	13.70
6401 Uniforms & Clothing	206,117	319,200	319,200	410,700	91,500	28.67
6402 Medical & First Aid Supplies	12,273	-	-	-	-	0.00
6403 Patrol Equip Supplies	566,325	688,300	688,300	688,300	-	0.00
6405 Photography Supplies & Equipment	37,109	35,000	35,000	35,000	-	0.00
6407 Cleaning/Sanitary Supplies	4,481	10,700	10,700	10,700	-	0.00
6409 Personal Protective Equipment	23,999	15,000	15,000	15,000	-	0.00
6499 Other Supplies	1,102	4,900	4,900	4,900	-	0.00
* Supplies	851,406	1,073,100	1,073,100	1,164,600	91,500	8.53

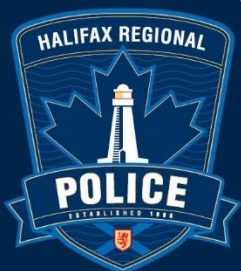


Summary Details - Halifax Regional Police						
Expenditures	2023/24	2024/25	2024/25	2025/26		
	Actual	Budget	Projections	Budget	Δ 24/25 Budget	Δ %
6602 Electrical	12,627	-	-	-	-	0.00
6607 Electricity	-	6,400	6,400	6,400	-	0.00
6608 Water	-	-	4,500	-	-	0.00
6612 Safety Systems	124	-	-	-	-	0.00
6616 Natural Gas-Buildings	-	-	1,000	-	-	0.00
6699 Other Building Cost	72,920	47,300	97,300	47,300	-	0.00
* Building Costs	85,672	53,700	109,200	53,700	-	0.00
6701 Equipment Purchase	146,013	392,200	392,200	834,200	442,000	112.70
6702 Small Tools	57	-	-	-	-	0.00
6703 Computer Equipment/Rentals	50,436	10,000	10,000	10,000	-	0.00
6704 Equipment Rental	95	1,800	1,800	1,800	-	0.00
6705 Equipment - Repair and Maintenance	71,306	93,500	93,500	93,500	-	0.00
6706 Computer Repair and Maintenance	115	8,700	8,700	8,700	-	0.00
6707 Plumbing & Heating	559	-	-	-	-	0.00
6708 Mechanical Equipment	5,622	4,100	4,100	4,100	-	0.00
6711 Communication System	815,621	885,100	885,100	885,100	-	0.00
6731 Airtime	253,014	258,700	258,700	258,700	-	0.00
* Equipment & Communications	1,342,837	1,654,100	1,654,100	2,096,100	442,000	26.72
6802 Vehicle Repair and Maintenance	3,033	-	-	-	-	0.00
6803 Vehicle Fuel - Diesel	342	3,000	1,000	3,000	-	0.00
6804 Vehicle Fuel - Gasoline	2,289	1,000	7,300	1,000	-	0.00
6806 Vehicle Rentals	1,620	-	53,600	-	-	0.00
6811 Shop Supplies	339	-	-	-	-	0.00
* Vehicle Expense	7,622	4,000	61,900	4,000	-	0.00
6901 Membership Dues	13,264	19,600	19,600	19,600	-	0.00
6902 Conferences and Workshops	34,086	25,000	25,000	25,000	-	0.00
6903 Travel - Local	1,813	7,400	7,400	7,400	-	0.00
6904 Travel - Out of Town	366,555	380,200	380,200	380,200	-	0.00
6905 Training & Education	486,836	487,700	487,700	487,700	-	0.00
6906 Licenses & Agreements	147,613	84,800	84,800	84,800	-	0.00
6911 Facilities Rental	1,233,112	1,460,700	1,747,500	1,810,700	350,000	23.96
6912 Advertising and Promotion	21,785	20,100	20,100	43,100	23,000	114.43
6913 Awards	79	-	-	-	-	0.00
6914 Recruiting	26,072	-	58,100	-	-	0.00
6917 Books and Periodicals	16,183	9,900	9,900	9,900	-	0.00
6918 Meals/Catering	46,183	26,000	26,000	26,000	-	0.00
6919 Special Projects	-	2,000	2,000	2,000	-	0.00
6938 Rewarding Excellence	14,431	15,300	15,300	15,300	-	0.00
* Other Goods & Services	2,408,012	2,538,700	2,883,600	2,911,700	373,000	14.69
7008 Internal Transfer of IT, Software & Comm	37,013	-	-	-	-	0.00
7009 Internal Transfers Other	97,875	92,700	(107,300)	(500)	(93,200)	(100.54)
7011 Internal Transfer Record Checks	-	(3,300)	(3,300)	(3,300)	-	0.00
7012 Internal Transfer Printing/Reproductions	6,249	-	-	-	-	0.00
7013 Internal Transfer Extra Duty Staff	(856,799)	(681,500)	(681,500)	(681,500)	-	0.00
* Interdepartmental	(715,662)	(592,100)	(792,100)	(685,300)	(93,200)	15.74
8003 Insurance Policies and Premiums	49,668	54,100	54,100	54,100	-	0.00
8030 Transfer from Reserves to Operating	(33,617)	-	-	-	-	0.00
* Other Fiscal	16,051	54,100	54,100	54,100	-	0.00
** Total	109,058,513	111,643,000	112,005,400	114,252,800	2,609,800	2.34



Table 8 – Summary Details - Revenue (DRAFT)

Summary Details - Halifax Regional Police						
Revenues	2023/24	2024/25	2024/25	2025/26	Δ 24/25 Budget	Δ %
	Actual	Budget	Projections			
4703 Conditional Grants NS (Other)	(3,800,000)	(3,800,000)	(4,049,300)	(3,800,000)	-	0.00
* Transfers from other Gov'ts	(3,800,000)	(3,800,000)	(4,049,300)	(3,800,000)	-	0.00
5250 Sales of Services Other	(520,873)	(565,000)	(565,000)	(550,000)	15,000	(2.65)
* Fee Revenues	(520,873)	(565,000)	(565,000)	(550,000)	15,000	(2.65)
5508 Recoveries from External Parties	(7,342,120)	(7,353,700)	(7,129,900)	(7,190,600)	163,100	(2.22)
5600 Miscellaneous Revenue	(1,583,312)	(1,912,900)	(1,912,900)	(1,918,800)	(5,900)	0.31
* Other Revenue	(8,925,432)	(9,266,600)	(9,042,800)	(9,109,400)	157,200	(1.70)
** Total	(13,246,305)	(13,631,600)	(13,657,100)	(13,459,400)	172,200	(1.26)





Attachment 4

Item No. 10.2.1 **Board of Police Commissioners for the Halifax Regional Municipality** **January 15, 2025**

TO: Chair Kent and Commissioners of the Board of Police Commissioners for the Halifax Regional Municipality

DATE: January 8, 2025

SUBJECT: Royal Canadian Mounted Police Halifax Regional Detachment (RCMP HRD) 2025/2026 Resource Request: RCMP HRD Recommendation Report

ORIGIN

Staff initiated.

RECOMMENDATION

It is recommended that the Board of Police Commissioners for the Halifax Regional Municipality recommend that the HRM Budget Committee support the Royal Canadian Mounted Police Halifax Regional Detachment (RCMP HRD) resource request for additional fourteen (14) regular member positions as part of the budget deliberations for the 2025-2026 operating budget as set out in Attachment 1.

BACKGROUND

Halifax Regional Detachment achieved a number of key accomplishments within the previous year, demonstrating our ability to adapt and evolve to the changing HRM landscape. These accomplishments have contributed to more effective and efficient police service delivery across HRM.

Building upon these accomplishments, in September, 2024, RCMP HRD submitted its 2025/2026 resource request in the form of a business case to HRM Administration. On December 4, 2024, a supplemental presentation was submitted to the BOPC. The business case and presentation provide a two-year snapshot of resource request projections with the intention to provide the BoPC with a broad view of the strategic direction and priorities for HRD over this two-year period. In Year 1, the HRD Resource Request ask consists of a total of 14 Full-Time Employees (FTEs). This is made up of: a community office in Beechville (6 FTEs), a community office in Fall River (6 FTEs); 1 FTE Traffic Services member in Musquodoboit Harbour; and, 1 FTE Community Policing Officer in Sheet Harbour. In Year 2, HRD's Resource Request includes nine (9) FTEs consisting of: a community office in Eastern Passage (6 FTEs); 2 FTE Intimate Partner Violence Investigators; and 1 FTE Community Action Response Team (CART) position.

DISCUSSION

In its 2025/26 Resource Request to the BoPC, HRD focused on a number of critical factors for consideration that impact service delivery. Aligning with the BoPC's 2024-2025 Workplan Pillars, HRD strives to support the BoPC by: developing the appropriate information packages with evidence-based information to assist BoPC's accountability function and informed-decision making; engaging and collaborating with its communities, businesses and residents to gain insight and determine strategic direction; adapting to population growth, societal changes, economic conditions, transformation and other contributing factors (i.e., Tantallon Wildfires); evolving police response based on community feedback and report findings and recommendations. HRD also considered the HRM Strategic Lens Framework with a focus on the Equity, Diversity, Inclusion, and Accessibility Lens as well as the Risk Management and Continuous Improvement Lens. Specifically, these two lenses are reflected in several of the proposed service delivery enhancements.

HRM's population continues to expand at a rapid rate with the 2024/25 HRM population forecasted estimate at 502,736 people.¹ HRM has seen significant population growth in recent years, with a 12% increase since 2019. This growth has led to a notable rise in the demand for policing services, as reflected in the HRD's higher number of calls for service in 2024 compared to the previous two years.²

HRD's focus on Satellite Offices in the communities of Beechville and Fall River are needed to support the effective and efficient delivery of core police services in those areas, but more importantly reflect the direct feedback HRD has received from its community and stakeholder consultations. It is also in line with the BoPC pillar of *Engaging, Evolving and Adapting* to meet the needs of the community. We have heard from HRM Councillors relaying their citizen's interest to have more RCMP members visible, and involved in the community. The Wortley Report³ identifies and speaks to the future potential growth of community offices in section 4.8 which reads:

"Establish more community-level detachments. It is recommended that the police establish more community-level detachments like the one recently developed in North Preston. Such local detachments should operate seven days a week, twenty-four hours a day."

As HRM considers its population growth strategy and service continuum, future investments for new RCMP resources could be aligned with this recommendation supporting community and operational needs.

HRD's North Preston Community Office has been established as a best practice, community-focused model. This office is made possible by leveraging opportunities and partnerships with HRM to incorporate public safety offices into already existing HRM infrastructure. In the Fall of 2024, HRD held multiple community engagement sessions in the Preston communities. The feedback, advice and guidance provided by the community was clear in that there was resounding support for this model and a call for greater HRD community involvement and engagement.

The population in the Beechville, Lakeside and Timberlea area is anticipated to grow by 23%⁴ by 2033 with new residential developments and improvements. Beechville was designated a Provincial Heritage site in 2018. Its residents have a progressive vision for its future development with plans for affordable housing, recreation and commercial development; the community is also working to expand their community boundaries to reflect its original neighbourhood. With a deep sense of community, culture and engagement, Beechville's essence thrives with spirit and connection. Addressing recommendations of the

¹ HRM Corporate Planning 2025/2026 budget and business planning update, December 12, 2024,

² HRD Resource Request Presentation to BOPC on January 6, 2025.

³ Wortley, S. Halifax, Nova Scotia: Street Checks Report, March 2019.

⁴ Halifax Regional Municipality, Environics Population Projections.

Wortley Report, a satellite office within Beechville will integrate HRD into the fabric of the community, building visibility, accessibility and fostering connection and trust.

In September, 2024, Assistant Commissioner Dennis Daley, the Commanding Officer of Nova Scotia RCMP, issued a formal apology to African Nova Scotians and to all people of African descent for the historic use of street checks and other negative interactions.⁵ Following extensive community consultations led by a steering committee, 13 Nova Scotia communities were visited. As a result of what was learned, the RCMP in Nova Scotia established a Community-Led Nova Scotia RCMP Action Plan.⁶ One of the key recommendations was ensuring RCMP involvement in African Nova Scotian communities.

The Fall River community is expected to grow approximately 31% by 2033⁷ with a number of developments envisioned, including single family dwellings and townhome/condo units, as well as a long-term care facility; there is also the potential opportunity for the rezoning of the Aerotech Business Park to provide economic development for warehousing, logistics, and distribution businesses. These initiatives are in the planning stages but are believed to increase traffic given public transit is not available at this time. There are concerns the development planning is outpacing school and road infrastructure.⁸ A satellite office in Fall River is will enhance service, bolster visibility and support community needs to ensure residents and community businesses have an integrated and modern public safety approach.

HRDs request for a dedicated Traffic Services member in Musquodoboit Harbour is directly related to providing proactive and reactive support to HRM's Road Safety Program. It's important to note that since amalgamation in 1996, there has been no new human resource investment in HRD's Traffic Safety Program.

As of November 2024, there have been 1,850 motor vehicle collisions within HRD. Within the Musquodoboit Harbour, Sheet Harbour and North Central office areas, there have been 223 collisions this year.⁹ HRD is a key HRM safe system partner¹⁰ and will continue to align proactive and enforcement road safety initiatives within our communities to reduce the number of fatal and serious injury collisions on our roads. This is a challenge given the projected population growth of approximately 11% in this area over the next four years; this translates into increased vehicle congestion in both the HRM urban core and rural communities. HRM's 2024 Road Safety Strategy has been endorsed as a strategic public safety priority by HRM Council. As noted above, and as part of the Safe System Approach, HRD will leverage relationships with other primary stakeholders to increase visibility, lead enforcement strategies and develop prevention campaigns. This additional resource will increase our capacity to focus on seatbelts, speeding and impaired, distracted and aggressive driving which lead to serious injuries and fatalities.

HRD is also requesting one new Community Policing Officer in the community of Sheet Harbour. Since amalgamation in 1996, there has been no new investment in FTEs for the Sheet Harbour community. The Sheet Harbour area spans 37 communities and 87 kilometers along the Eastern Shore. Its population is expected to grow 15% by 2033¹¹. The Sheet Harbour office consists of 6 Full-Time Employees and 1 Public Service Employee. The office is managed by a corporal with 5 constables providing core policing to the area. This new position will respond to the growing population and expand the community

⁵ <https://rcmp.ca/en/nova-scotia/apology-historical-use-street-checks>

⁶ <https://rcmp.ca/en/nova-scotia/apology-historical-use-street-checks/action-plan#s5>

⁷ Halifax Regional Municipality, Environics Population Projections

⁸ Luke Ettinger, "120-Unit Housing Development in Fall River Can Proceed After Decision by Province", February 18, 2024.

⁹ RCMP HRD Statistics, December 2024.

¹⁰ Halifax Regional Municipality 2024 Road Safety Strategy, p. 12.

¹¹ Halifax Regional Municipality, Environics Population Projections.

policing program in Sheet Harbour and the surrounding area. The *Price Waterhouse Cooper report*¹² highlights “the importance of creating community capacity to focus on ‘core policing’ functions.” HRD believes greater community service delivery requirements are key to holistic public safety well-being. Over the past two years, and specifically within the community of Sheet Harbour, General Duty resources have been tasked with prevention education and programming to schools, seniors’ groups and a number of community-based support services which help victims of crime. We have heard directly from the community on these efforts and a continued evolution of service-delivery capacity is important. This new resource will build on this work and strengthen HRD’s connection to community well-being allowing General Duty members to focus on their core policing duties.

In summary, HRD is committed to working with the BoPC, HRM’s Public Safety Office, the Halifax Regional Police (HRP), and its other stakeholders and partners to enhance public safety in HRM. We will support the important work of the BoPC as we look toward police transformation in 2025. HRD will continue to advance BoPC’s key pillars: *Develop, Engage, Adapt and Evolve*, as we work together to improve public safety. To support HRD in its ability to provide effective and efficient policing services in HRM, it is vital that we have the human resources necessary to: provide the best possible policing to our communities; align officer resourcing levels with the growing population; respond to increasing policing demands; and, to manage the complexity of service calls. Adequate resourcing will enable proactive policing, enhance public safety, and allow for more crime prevention and community involvement. HRD’s request follows best practices and recommendations from recent policing reform reports, including the *2023 HRM Policing Transformation Report developed by PricewaterhouseCoopers* and the *2023 Mass Casualty Commission Final Report*, aiming to strengthen the HRD RCMP’s community response capacity and improve service quality in rural HRM.

FINANCIAL IMPLICATIONS

Financial implications of this request are not currently known.

The RCMP’s budget is approved by the Provincial Treasury Board. Should the resource request be supported, the financial implications will be updated for the HRM Budget Committee at a later date.

The RCMP per-officer cost for fiscal year 2024-25 was \$202,671.

COMMUNITY ENGAGEMENT

An initial presentation on the proposed 2025/26 funding request was made on December 4, 2024. HRD is scheduled to provide a second presentation on January 6, 2025. Public consultation is scheduled to be held on January 8, 2025 in a virtual format hosted by the BoPC.

ALTERNATIVES

The Board of Police Commissioners for the Halifax Regional Municipality may:

1. Recommend that the HRM Budget Committee consider Halifax Regional Detachment Royal Canadian Mounted Police (HRD RCMP) resource request for an amended number of regular member positions as part of the budget deliberations for the 2025-2026 operating budget.
2. Recommend that the HRM Budget Committee do not consider the Halifax Regional Detachment

¹² Halifax Regional Municipality Policing Model Transformation Study: Future Policing Model Recommendations. Price Waterhouse Cooper, November, 2022.

Royal Canadian Mounted Police (HRD RCMP) resource request for additional fourteen (14) regular member positions as part of the budget deliberations for the 2025-2026 operating budget.

LEGISLATIVE AUTHORITY

Nova Scotia Police Act (2004)

35 (1) Every municipality is responsible for the policing of and maintenance of law and order in the municipality and for providing and maintaining an adequate, efficient and effective police department at its expense in accordance with its needs.

36 (1) The obligation of a municipality to provide policing services pursuant to Section 35 may be discharged by

- (a) the establishment of a municipal police department pursuant to this Act;*
- (b) entering into an agreement with the Province, the Government of Canada or another municipality for the use or employment of an established police department or any portion of an established police department;*

57 (1) A municipality receiving policing services in whole or in part from the Royal Canadian Mounted Police or the Provincial Police shall establish a police advisory board.

Contractual Authority

2012 Provincial Police Service Agreement (referred to as the PPSA or PSA)

- Original Signed -

The PPSA is the agreement that outlines the roles and responsibilities of the two contract partners (Canada and Nova Scotia), as well as the service provider (Royal Canadian Mounted Police) and the relationship to the Halifax Regional Municipality.

ATTACHMENTS

Attachment 1: Funding Request Business Case

Attachment 2: Funding Request Presentation

Attachment 3: 2024/25 Annual Performance Plan 2nd Edition

Report Prepared by: Insp. Jeff Mitchell, Management and Administrative Services Officer,
RCMP Halifax Regional Detachment

Report Approved by: Supt. Don Moser, Acting Officer-in-Charge, RCMP Halifax Regional Detachment



RCMP Halifax Regional Detachment

Funding Request for Resources 2025-2026

Halifax Regional Municipality



Royal
Canadian
Mounted
Police

Gendarmerie
royale
du Canada

Cathie O'Toole
Chief Administrative Officer HRM

Becky Kent
Chair Board of Police Commissioners

1841 Argyle Street
Halifax, NS B3J 3A5

Cathie O'Toole

Dear Madam CAO / Madam Chair,

Kindly find within a number of recommended investments in the Halifax Regional Detachment (HRD).

Halifax Regional Detachment (HRD) has benefitted by the investment of new full-time equivalent (FTEs) over the past two funding cycles. With your support, by late fall 2024, all new regular member positions are expected to be staffed. As a result, public safety outcomes for the sizeable population within the RCMP jurisdiction has been enhanced. In particular, I am most pleased by the initial investment of two intimate partner violence (IPV) dedicated specialists. The investment by council in this new modern concept will allow the HRD service delivery model to augment its service to victims.

Similarly, the ideas within this document will position the administration, Board of Police Commissioners, and Council to imagine viable investments matching rapid population growth as projected within the HRM planning functions. As HRD areas rapidly expand and urbanize, it is an appropriate time to imagine community offices that bolster presence and service delivery within those designated areas. This menu of items included will also facilitate administration's ability to assess population growth trends and urban planning responsibilities within the totality of the council's responsibility to deliver policing under the *Nova Scotia Police Act* using the business case process to infer and examine trends and data such as population to police officer ratios.

Current data reflects increased demands and expectations on the RCMP resulting in the demonstrable need for sustained growth of HRD. We have preliminarily separated these submissions into year 1 (2025 funding cycle) and year 2 (2026 funding cycle) for a more fulsome analysis in support of HRM and clients.

Your HRD senior team looks forward to presenting these ideas and working with HRM stakeholders in the coming months for the municipal funding cycle.

Original Signed

Jeffrey Christie
Chief Superintendent
Halifax Regional Detachment

Cc: Haley Crichton, Executive Director – Department of Justice

C/Supt Jeffrey Christie
Detachment Commander
RCMP Halifax Region

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Executive Summary

With the evolution of growth in Halifax Regional Municipality (HRM), public safety management will need to remain dynamic. This submission considers the future growth of HRM and needs of its police service to address demographic, economic and social changes that will occur as part of this growth. As part of this Executive Summary, [Appendix A](#) has been added and contains four tables to visually demonstrate the increased calls for service and growth of proactive work Halifax Regional Detachment has been experiencing over the last several years. HRD offers quality, competent, effective and efficient service to its residents that aligns with policing standards, and with the priorities, objectives and goals of the Board of Police Commissioners and HRM council. This request will allow us to continue to do so in these changing times.

In Year 1, this 2025/2026 business case submission requests 1 Regular Member traffic position for Musquodoboit Harbour as well as 1 Regular Member community policing officer for Sheet Harbour. Despite an increase in calls for service, improved infrastructure and population growth, these areas on the Eastern Shore have not received any new FTE investment since amalgamation in 1996.

In Year 1, this business case also requests funding to establish 1 community policing office in Beechville and 1 community policing office in Fall River. Both areas are growing; these offices would be staffed with 1 supervisor and 5 constables to provide presence, visibility, local access and improve response times to the respective areas.

In Year 2, the submission outlines a request for 1 Regular Member Community Action Response Team (CART) Regular Member position as well as the establishment of a community office in Eastern Passage with 1 supervisor and 5 constables to staff the office.

An Intimate Partner Violence (IPV) unit of 4 Regular Member specialized investigators is envisioned. Funding was received for 2 positions in 2024 and staffing is currently underway. This submission requests funding in Year 2 for the additional 2 Regular Members to adequately resource this critical program and to fully realize the dedicated unit.

Traffic Services Year 1

Request

RCMP Halifax Regional Detachment (HRD) requests one (1) Regular Member traffic position for Musquodoboit Harbour Office.

Background/Context

Since amalgamation in 1996, there has been no new investment in HRD's traffic safety program.

As of June 2024, there have been over 1,048 motor vehicle collisions within HRD, an increase from 920 collisions in 2023, indicating injury and fatality collisions are on the rise. Within the Musquodoboit Harbour, Sheet Harbour and North Central office areas, there have been 138 collisions this year (Table 1). HRD is a key HRM safe system partner and will continue to align proactive and enforcement road safety initiatives within our communities. HRD is committed to reducing and maintaining the number of fatal and serious injury collisions. This is challenging given the projected population growth of approximately 11% in this area over the next four years¹; this translates into increased vehicle congestion in both the HRM urban core and rural outlying communities. The Road Safety Strategy has been endorsed as a strategic public safety priority by Halifax Regional Council. The Road Safety Program has an established partnership with HRD. By leveraging this relationship, the additional traffic resource will support increased visibility, lead enforcement strategies and prevention campaigns, partner with local stakeholders (EHS, fire and emergency department(s) and work with local community groups (i.e., ATV associations) with the ultimate objective of reducing injuries and fatalities on our roads.

Table 2 shows driving-related concerns rank in the top five types of calls for service within the Musquodoboit Harbour area. As a rural community, most households consist of at least two drivers and two or more vehicles. Many residents commute to work and/or attend higher education in the urban core of HRM. Vehicles are required to run errands and for everyday activities such as shopping, sports and recreation. There is also an increase of seasonal residents and tourists late spring through the fall, resulting in a significant increase of motorists on the roadways. Limited public transportation extends only to Porters Lake making the Number 7 Highway and its arterials busier each year. Negligent driver behaviours such as texting, speeding, and driving while impaired continue to cause injury and fatality collisions. The reduced options of public transport, taxis, and ride shares provide drivers with less options when drinking. Additionally, rural communities historically have a higher percentage of newly licensed inexperienced drivers on the roadways when compared to residents in the urban core who have other options available to get around. The Musquodoboit Harbour Office works in direct support to the neighbouring units of North Central, located in Middle Musquodoboit and the Sheet Harbour Office. Although the population density of these two abutting areas of HRD responsibility is far less, they still have their share of public safety concerns on the roadways. The existing 5-member traffic safety program is deployed with a corporal and constable at Lower Sackville; 2 constables at Cole Harbour, and 1 member at Tantallon. A traffic member posted to the Musquodoboit Harbour Office would be in direct support of both of these rural and isolated units and position HRD to address traffic safety concerns.

¹ Halifax Regional Municipality Enviro-nics Population Projections for Police Zones

Table 1

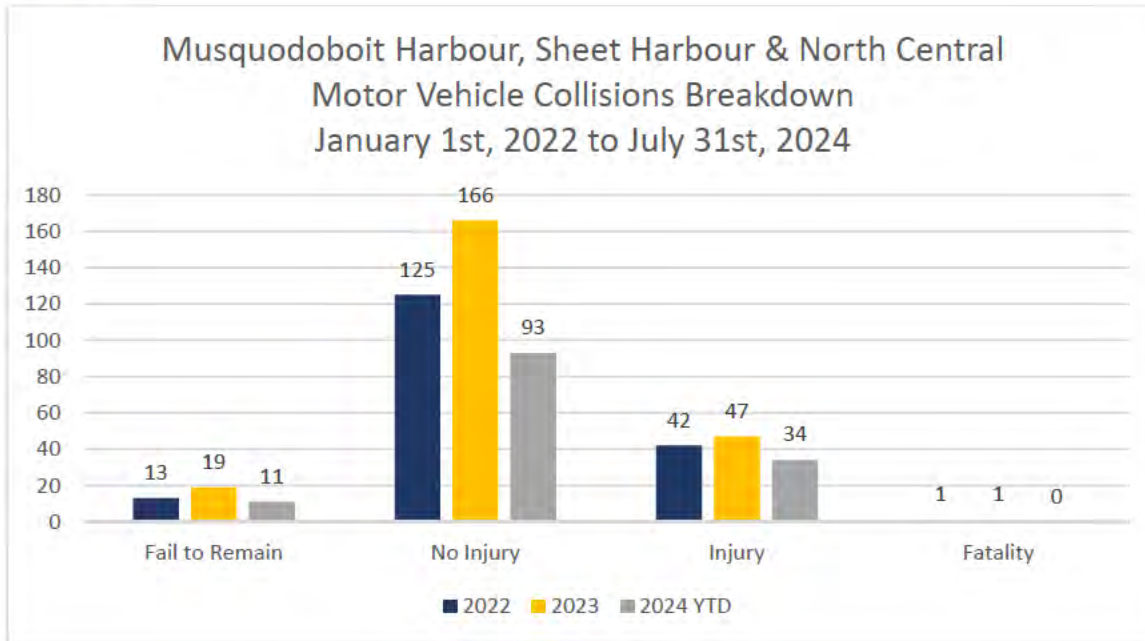


Table 2

Musquodoboit Harbour Top 10 Calls for Service January 1st, 2024 to July 31st, 2024	
Call Type	Calls for Service
Traffic Stop	635
Proactive Assignment	623
Assist Citizen	216
Driving Complaint	117
MVC- Property Damage	70
False Alarm- Commercial	56
Mentally Ill Person	47
Verbal Dispute	44
Theft- Not in Progress	40
Other Criminal Code	38

Source: Halifax Regional Detachment

Community Policing Officer Year 1

Request

Community Policing Officer

RCMP Halifax Regional Detachment (HRD) requests funding for one (1) Regular Member Community Policing Officer in Sheet Harbour.

Background/Context

Since amalgamation in 1996, there has been no new investment in FTEs for the Sheet Harbour office.

The Sheet Harbour area spans 37 communities and 87 kilometers along the Eastern Shore. Its population is expected to grow 15% by 2033². The current FTE count is 6 Regular Members and 1 Public Service Employee. The office is managed by a corporal with 5 constables providing core policing to the area. This position will respond to the growing population and expand the community policing program in Sheet Harbour and the surrounding area. A strategic consideration for this request relates to the number of mental health calls received in the area and the impact travel time to/from hospitals located within the core of HRM has on the current resources. This resource can support escort activities.

Consultation with stakeholders and partners indicates the desire for more direct consultation with the RCMP on community policing objectives and priorities and stronger links to mental health and wellness supports. In addition, the Price Waterhouse Cooper report³ highlights “the importance of creating community capacity to focus on ‘core policing’ functions.” HRD believes greater community service delivery requirements is key to holistic public safety well-being.

The Sheet Harbour community policing officer would be paramount to achieve this objective and solidify a consistent presence and connection within the community. This resource would be responsible for providing a proactive and problem-solving response, relying on the engagement from community focussed residents and businesses to set objectives and priorities within the area. The community policing officer would further collaborate with general duty on issues directly related to policing and enforcement. The RCMP recognizes our community members expect an increased focus on community safety as a whole instead of an enforcement only approach to problem-solving. The community policing officer would work within their area to prevent / reduce social harms by proactively working with community members, community resources, healthcare and social services to establish priorities and identify solutions. Better integration of services between police and these services means better supports for our community members and facilitates root cause resolutions.

Adapting the model to include a community policing officer will mean greater focus on crime prevention, community-led response and strategic navigation to complement core policing. This Regular Member resource will work within the community of Sheet Harbour with the ultimate goal to proactively support crime reduction initiatives and enhance community engagement while boosting local accessibility to services.

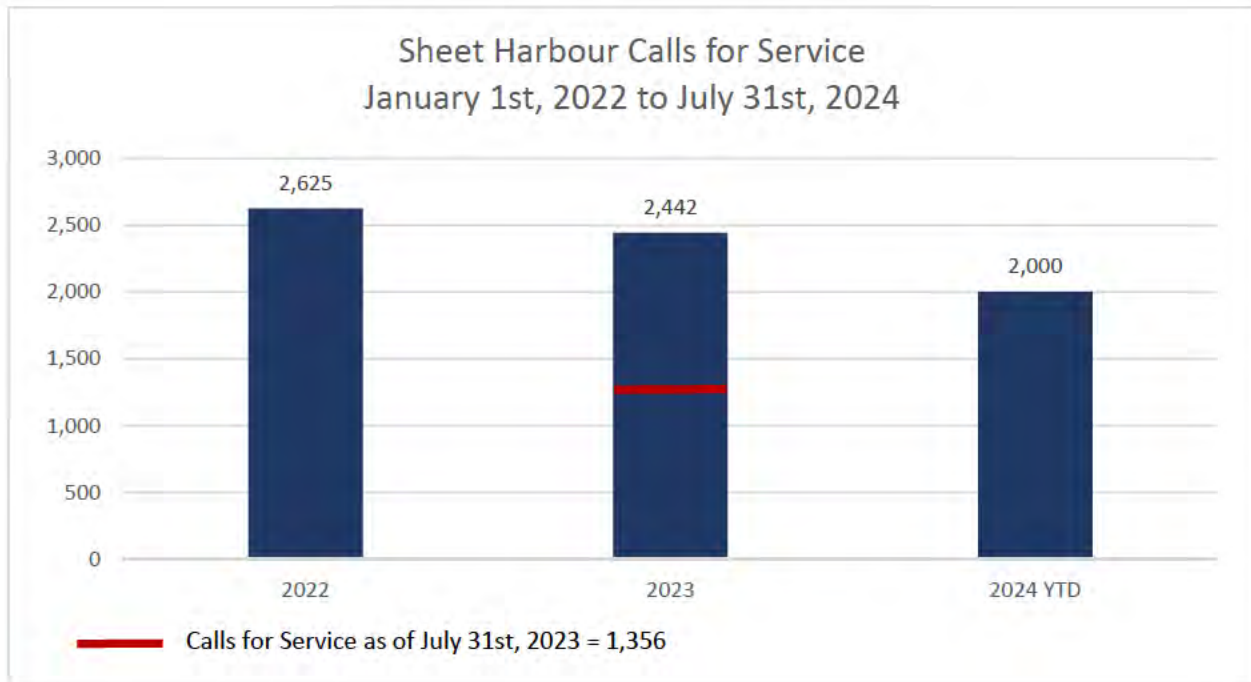
² Halifax Regional Municipality. Environics Population Projections

³ Halifax Regional Municipality Policing Model Transformation Study: Future Policing Model Recommendations. Price Waterhouse Cooper. November, 2022.

Table 3

Sheet Harbour Top 10 Calls for Service January 1st, 2024 to July 31st, 2024	
Call Type	Calls for Service
Proactive Assignment	1,072
Traffic Stop	464
Assist Citizen	69
Assist Other Agency	33
Foot Patrol	25
Miscellaneous / Suspicious Circumstances	21
MVC- Property Damage	19
Other Criminal Code	17
False Alarm- Commercial	16
Unwanted Person	16

Table 4



Source: Halifax Regional Detachment

Community Policing Office Year 1

Request

RCMP Halifax Regional Detachment (HRD) requests support to establish a community policing office in the community of Beechville, with six (6) FTE positions to staff.

Background / Context

This funding request emanates from a number of critical reports and recommendations related to improving the RCMP's model of policing⁴ as well as the continued population and residential growth HRD is experiencing in its policing areas. As we witness increasing population growth, higher international migration and the need for more affordable housing, the RCMP must adapt its delivery of policing services to meet the changing community needs and expectations.

Population in the Beechville, Lakeside and Timberlea area is anticipated to grow by 23%⁵ with new residential developments and improvements well within the line of sight. Beechville, a Historically Black Nova Scotian settlement established in 1813, was designated a Provincial Heritage site in 2018. Its residents have a progressive vision for its future development with plans for affordable housing, recreation and commercial development; the community is also working to expand their community boundaries to reflect its original neighbourhood. With a deep sense of community, culture and engagement, Beechville's essence thrives with spirit and connection. Addressing recommendations of the *Wortley Report*⁶, a policing office within Beechville will integrate the RCMP in a progressive manner. It will ensure the RCMP is visible and accessible as well as foster connection and trust. Optimistically, it would be possible to co-locate with another service provider and/or leverage existing or planned HRM infrastructure that is centrally situated, visible and accessible; in doing so the RCMP and community will be a vital centre of collaboration and integration within the HRM public safety ecosystem⁷. Building relationships are of key importance; the location will positively increase the profile of policing services within the community, while offering space for the RCMP and community members to collaborate, problem-solve and develop proactive strategies to manage local public safety issues and concerns, providing elevated locally focused attention to proactive community safety approaches, instead of enforcement focussed interactions. This request is linked to the RCMP's objective to create and sustain partnerships, and its deliverable to support reconciliation with African Nova Scotians and other people of African descent⁸. The community hub would be operated, staffed and governed by the RCMP with 1 supervisor and 5 constables. The constables would be assigned to a watch and performing core policing duties. This team would ensure better alignment between strategic and operational outcomes in the community as the residents have direct input into the development of crime prevention programs and initiatives applicable to their neighbourhood.

⁴ Halifax Regional Municipality. Public Safety Strategy 2023-2026; Price Waterhouse Cooper. (2022). Halifax Regional Municipality Policing Model Transformation Study: Future Policing Model Recommendations; Wortley, S. (2019). Halifax, Nova Scotia: Street Checks Report.

⁵ Halifax Regional Municipality. Environics Population Projections

⁶ Halifax, Nova Scotia: Street Checks Report. Dr. Scot Wortley. March 2019.

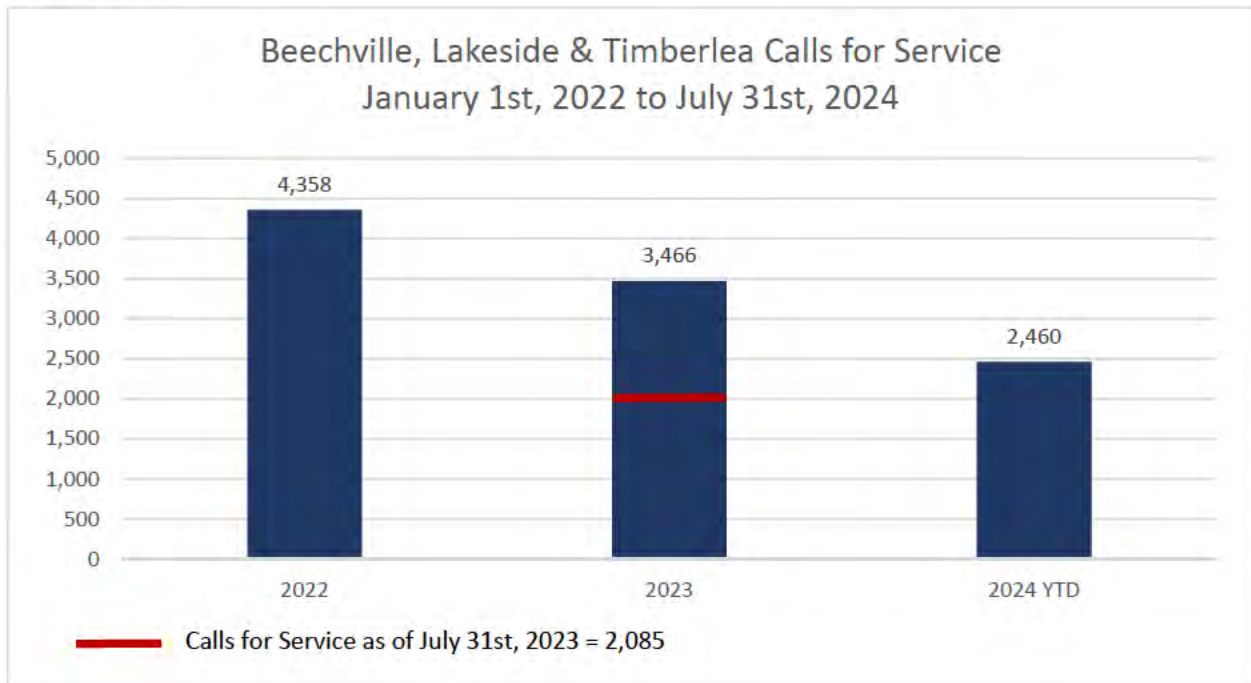
⁷ Halifax Regional Municipality. Public Safety Strategy 2023-2026.

⁸ RCMP. 2024/25 Annual Performance Plan.

Table 5

Beechville, Lakeside & Timberlea Top 10 Calls for Service January 1st, 2024 to July 31st, 2024	
Call Type	Calls for Service
Proactive Assignment	714
Traffic Stop	420
Driving Complaint	177
Assist Citizen	151
MVC- Property Damage	87
False Alarm- Commercial	54
Impaired Driving Complaint	42
Verbal Dispute	40
False Alarm- Residential	39
Other Criminal Code	38

Table 6



Source: Halifax Regional Detachment

Community Policing Office Year 1

Request

RCMP Halifax Regional Detachment (HRD) requests support to establish a community policing office in the community of Fall River, requiring six (6) FTE positions to staff.

Background / Context

According to Halifax Partnership's Halifax Index 2024, the population in HRM grew 4.1% between 2022-2023 with almost 80% of the growth derived from international migration ranking Halifax 4th in population growth in Canada when compared with other major cities⁹. HRM is growing rapidly with an expected increase in population from approximately 477k in 2023 to 568k by 2033¹⁰. The Fall River policing area is expected to grow approximately 31% by 2033 with a number of developments envisioned, including single family dwellings and townhome/condo units, as well as a long-term care facility; there is also the potential opportunity for the rezoning of the Aerotech Business Park to provide economic development for warehousing, logistics, and distribution businesses. These initiatives are in the planning stages but would increase traffic given public transit is not available at this time. There are concerns the development planning is outpacing school and road infrastructure¹¹.

A community policing office in Fall River is an option to enhance service, enhance visibility and respond to community needs to ensure residents and community businesses have an integrated and modern public safety approach. This also reflects a growing population and predicted external service delivery needs. The community policing office would provide police presence, access, and the ability to collaborate and problem-solve on issues of concern that are related to public safety in the area. The HRD's intended outcome is to build trust and increase the community's confidence in their police, giving greater local control and flexibility to address concerns. Optimistically, it would be possible to co-locate with another service provider and/or leverage existing or planned HRM infrastructure that is visible and centrally situated, establishing the RCMP HRD and community as a vital centre of collaboration and integration within the HRM public safety ecosystem.

The community policing office would serve as the hub for six (6) additional resources consisting of 1 supervisor and 5 constables, with constables assigned to a watch and performing core policing duties. Table X indicates the ten most prevalent types of calls for service received by HRD within the Fall River area. Given that the Lower Sackville Office is located a distance from Fall River, this location will provide better alignment between strategic and operational outcomes in the community as the residents would have direct input into the development of crime prevention programs and initiatives applicable to their neighbourhood. The location will positively increase the profile of policing services within the community and enable better response, while offering space for the RCMP and community members to collaborate, problem-solve and develop proactive strategies to manage local public safety issues and concerns.

⁹ Halifax Partnership

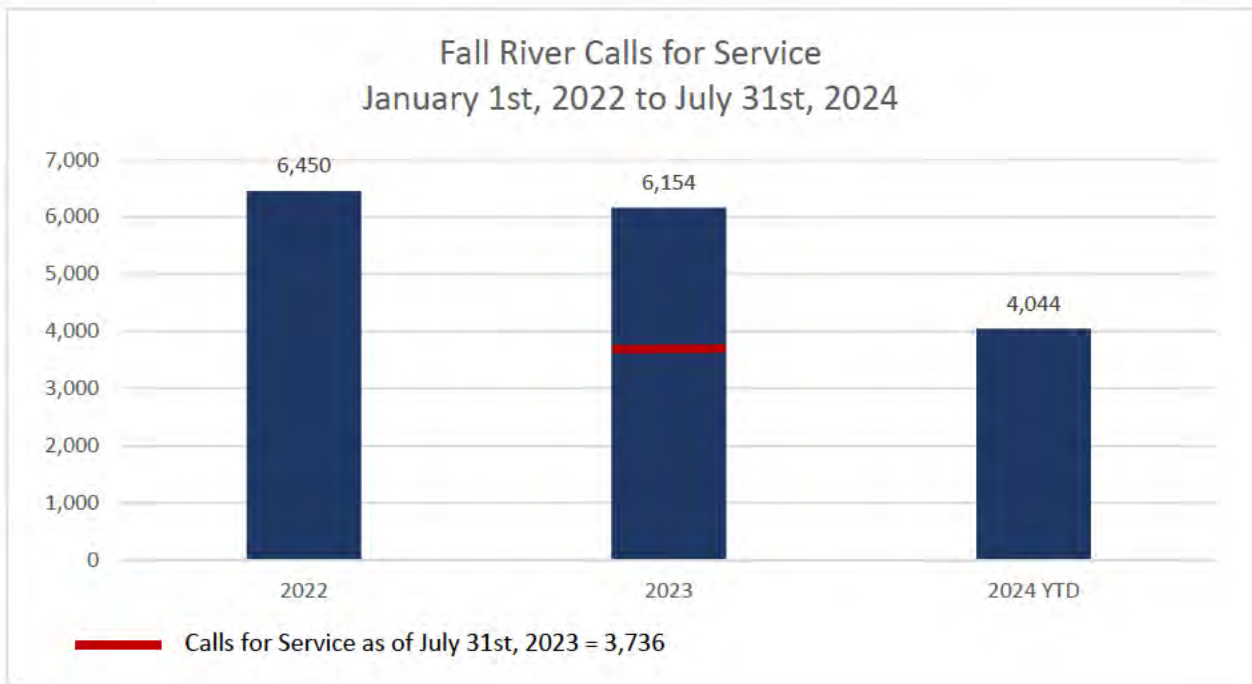
¹⁰ Halifax Regional Municipality. Environics Population Projections

¹¹ CBC article, February, 2024

Table 7

Fall River Top 10 Calls for Service January 1st, 2024 to July 31st, 2024	
Call Type	Calls for Service
Traffic Stop	848
Proactive Assignment	722
Driving Complaint	349
Assist Other Agency	313
Assist Citizen	210
MVC- Property Damage	185
Airport Alarm- Pre-Board	171
False Alarm- Commercial	99
Suspicious Person	85
False Alarm- Residential	54

Table 8



Source: Halifax Regional Detachment

Community Policing Office Year 2

Request

RCMP Halifax Regional Detachment (HRD) requests support to establish a community policing office in the community of Eastern Passage and support for six (6) FTE positions to staff.

Background / Context

Consultation with stakeholders and partners indicates the desire for more direct discussion with the RCMP on community policing objectives and priorities and stronger links to mental health and wellness supports¹². Further, the Price Waterhouse Cooper report¹³ highlights “the importance of creating community capacity to focus on ‘core policing’ functions.” HRD believes greater community engagement and providing a modern policing model that aligns with future population growth and service delivery requirements is key to holistic public safety well-being.

HRM is growing rapidly with an expected increase in population from approximately 477k in 2023 to 568k by 2033¹⁴. The Eastern Passage area is expected to grow 20% by 2033 with private housing developments planned and DND’s construction of a Canadian Surface Combatant Land-Based Testing Facility at Hartlen Point; there is also the Morris Lake Expansion that has been identified through the Provincial Special Planning initiative to increase housing. Eastern Passage has also become a destination for recreation and tourist activities. MacCormacks Beach Provincial Park has also become more popular within the summer months.

The intent of this business case is to establish a storefront location where community policing is woven into the fabric of the community of Eastern Passage thereby providing its residents and businesses with its presence, access, and the ability to collaborate and problem-solve on issues of concern that are related to public safety in the area. HRD’s intended outcome is to enhance service, build trust, increase the community’s confidence in the police, and better meet the public safety expectations of the community. In co-locating with another service provider and/or leveraging existing or planned HRM infrastructure that is visible, accessible and centrally situated, the RCMP and community will be a vital centre of collaboration and integration within the HRM public safety ecosystem¹⁵. A community policing office would serve as the hub for six (6) additional resources providing a consistent presence in the community. The community office would be staffed by 1 supervisor as well as 5 constables, with constables assigned to a watch and performing core policing duties. Building stronger engagement protocols within the community supports the establishment of well-defined public safety priorities and objectives. Integrating within the community in a progressive manner, the FTE resources would build relationships and interface with other health, social and community partners as required to find a tailored response strategy to any given community safety issue. As the Cole Harbour Office is located a distance from Eastern Passage, this location will also provide better alignment between strategic and operational outcomes in the community as the residents would have direct access for input into the development of crime prevention programs and initiatives applicable to their neighbourhood.

¹² RCMP Consultation with Contract Partners

¹³ Halifax Regional Municipality Policing Model Transformation Study: Future Policing Model Recommendations. Price Waterhouse Cooper. November, 2022

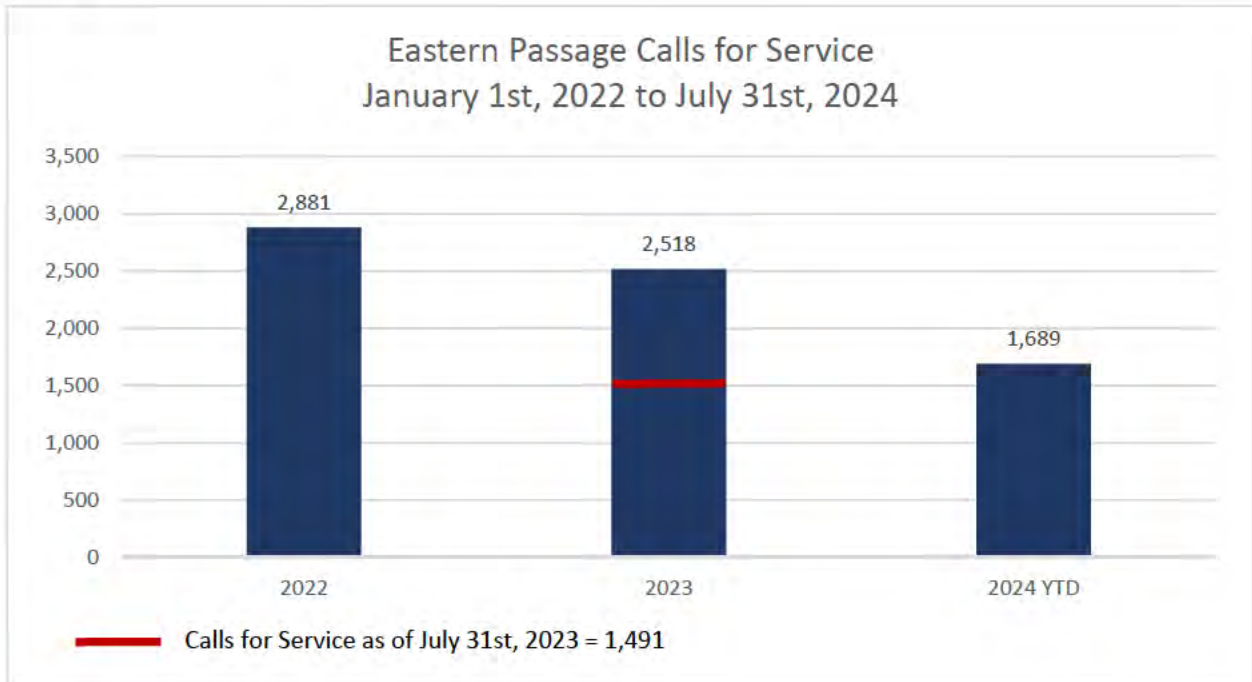
¹⁴ Halifax Regional Municipality. Environics Population Projections

¹⁵ Halifax Regional Municipality. Public Safety Strategy 2023-2026

Table 9

Eastern Passage Top 10 Calls for Service January 1st, 2024 to July 31st, 2024	
Call Type	Calls for Service
Proactive Assignment	590
Traffic Stop	203
Assist Citizen	116
Driving Complaint	69
MVC- Property Damage	39
Verbal Dispute	39
Assist Other Agency	30
Wellbeing Check	26
False Alarm- Commercial	24
Assault- Not in Progress	22

Table 10



Source: Halifax Regional Detachment

Intimate Partner Violence Year 2

Request

RCMP Halifax Regional Detachment (HRD) requests two Regular Member positions to resource this critical program's dedicated unit requirement of 4-Regular Members. These two new positions will complement the initial allocations and likely be assigned to the Cole Harbour and Tantallon offices.

Background/Context

Nova Scotia recently declared Intimate Partner Violence (IPV) an epidemic in Nova Scotia¹⁶.

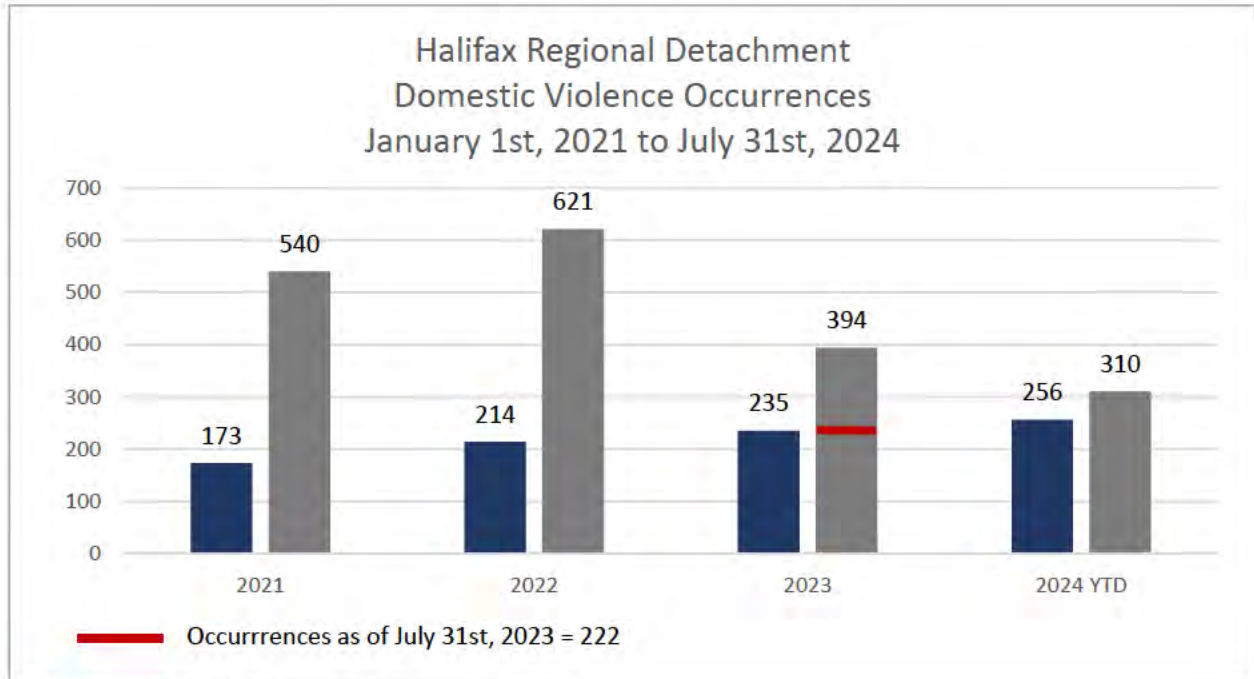
Police response to intimate partner violence has been underscored through recommendations of the Mass Casualty Commission¹⁷ (MCC) as well as the Desmond Inquiry¹⁸, and align with federal, provincial and local priorities to address IPV. In addition, this direction supports the HRM Public Safety Strategy as the municipality identifies better responses to social issues. HRD recognizes that IPV impacts our community members regardless of cultural background, socio-economic status, sexual identity or preference in gender relationships. The statistics demonstrate that IPV calls continue to increase (Table X). ***In fact, high-risk IPV statistics for 2024 have already surpassed previous years statistics.*** Adapting HRD's service delivery model will align to best practices and provide an effective and consistent approach to the investigation and prosecution of these types of crimes. As HRM's population increases, so will IPV calls for service, especially for our more vulnerable populations which include, but are not limited to, indigenous women, new immigrant women, adolescents, those with disabilities and older adults. Having dedicated specialized investigators ensures victims are supported by investigators who: have knowledge and expertise specific to intimate partner violence; can facilitate enhanced services and connect victims to the appropriate partners and stakeholders within the community and broader justice system; and, provide timely, efficient case management of high risk IPV files. High-risk intimate partner files are complex, requiring evidence-based investigation through a dedicated specialized program. The investigative requirements and provincial standards for such investigations have evolved over many years and these violent crimes continue to be a significant public safety concern with IPV investigative standards and victim support being a keen focus of health and justice communities. Based on the high-risk nature of IPV, case management and investigative rigour must be applied to ensure timely and effective investigations. This requires investigators with increased knowledge of evolving IPV investigative best practices such as progressive investigative techniques and trauma informed practices to reduce harm; knowledge that can be used to educate general duty members at the response level. The files require ongoing, specialized investigative training (i.e., non-fatal strangulation, coercive control patterns) and the knowledge and skills to support best justice system outcomes. Developing innovative and collaborative relationships with public health, social and community partners is essential for effective outcomes. Dedicated investigators gain alignment and mutual respect with multiple agencies and community resources, ensuring the public safety and community stakeholders needs are being met. This request aligns with Halifax Regional Detachment's Annual Performance Plan (APP) 2024/25 to oversee high-risk operations and priorities and complements the initial investment of 2 FTEs.

¹⁶ Intimate Partner Violence Epidemic Act Bill 482, September 12, 2024

¹⁷ Turning the Tide Together. Final Report of the Mass Casualty Commission. Executive Summary and Recommendations. Mass Casualty Commission

¹⁸ Report of the Inquiry into the Deaths of the Desmond Family. Paul Scovil. Provincial Court Judge. 2024

Table 11



Source: Halifax Regional Detachment

Community Action Response Team Year 2

Request

RCMP Halifax Regional Detachment (HRD) requests support for 1 Regular Member position for the Community Action Response Team (CART).

Background/Context

The Halifax Regional Municipality (HRM) is experiencing rapid population growth, with projections indicating that by 2028, the population will reach 523,647¹⁹. This is a 10% increase since 2023. This will place additional pressure on community resources due to the increasing number of students in schools, a larger workforce, and a rise in individuals at risk of falling into crisis situations. By increasing the team's capacity, CART will be better equipped to address the complex challenges posed by a larger, more diverse population, ensuring that community support services are proactive and responsive.

The number of unhoused individuals is projected to rise. CART's expansion will not only support those who are experiencing homelessness, but also residents living in alternative housing solutions like Tiny Homes, Pallet Homes, encampments, and other community shelters. The team's presence is crucial for managing these communities, providing essential services, and ensuring the safety and well-being of all involved. A stronger CART will help HRM navigate these housing challenges and offer vital support to the unhoused and those in precarious living situations.

The growing senior population also presents significant concerns. By 2043, Statistics Canada projects that the number of individuals over the age of 65 will increase, "particularly during the period 2022-2030"²⁰. With this growth comes an increase in elder abuse, financial fraud schemes targeting seniors, and a greater need for support in areas such as mental health. Seniors are often vulnerable to exploitation and isolation, requiring protection, prevention education, and direct assistance. Having additional resources within CART will be critical in addressing these issues, offering the necessary care and intervention to safeguard seniors' well-being and dignity, while ensuring they receive proper mental health support.

Additionally, the rising cost of living is expected to lead to an increase in property crimes, such as shoplifting. Nova Scotia currently has the highest rates of shoplifting in Canada as reported by Statistics Canada. This represents a 60% increase over last year. CART will play an essential role in combating this type of crime by engaging in crime prevention education, conducting proactive patrols, and collaborating with the Street Crime Enforcement Unit to identify and manage high-risk offenders. Expanding the team will enable CART to take a more proactive approach to addressing property crime, helping to promote public safety.

CART's strength is that its members offer connection to community residents, provide understanding to individual public safety concerns, and facilitate a response using networks and relationships it has established with community and social partners.

¹⁹ Halifax Regional Municipality. Environics Population Projections

²⁰ Government of Nova Scotia Economics and Statistics. Statistics Canada Population Projections 2022-2043. August 2022.

Funding Analysis

Funding Implications

The cost is for Halifax Regional Municipality (HRM) and billed at 70% of the total cost. The cost is adjusted for dispatch services, NCO's and the Police Records Management System PROS, as HRM has IES and Versadex RMS. The Nova Scotia Department of Justice is the primary point of context for the cost of contracted policing services. Future costs per FTE are not determined. This is based on 2024 FTE costs.

Per Officer Cost

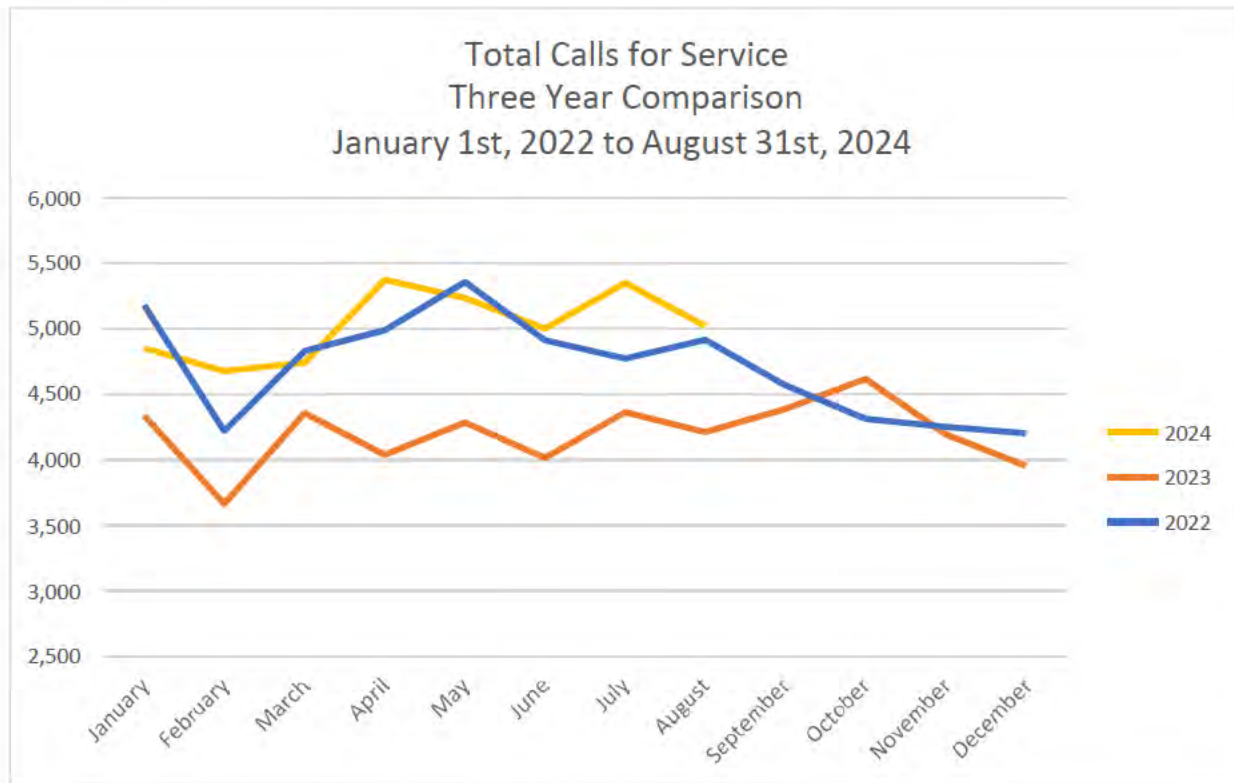
Salary & Pension	104,830
Accommodations	12,540
Leased Accommodations	922
Divisional Administration	28,620
Police Reporting Occurrence System (PROS)	535
Other	
Direct & Indirect	10,466
Overtime	13,361
Public Service Pay	12,351
Vehicle Fuel	2,674
Vehicle Repairs and Fit up	2,110
Shared Services (Phone lines / Cell phones)	787
Equipment	
Criminal Operations	952
Informatics	4,823
Police Vehicles	6,524
Adjustment for: OCC, NCOs & PROS	(10,741)
Total Per Officer Cost	190,754

Summary of Annual Requests by Year

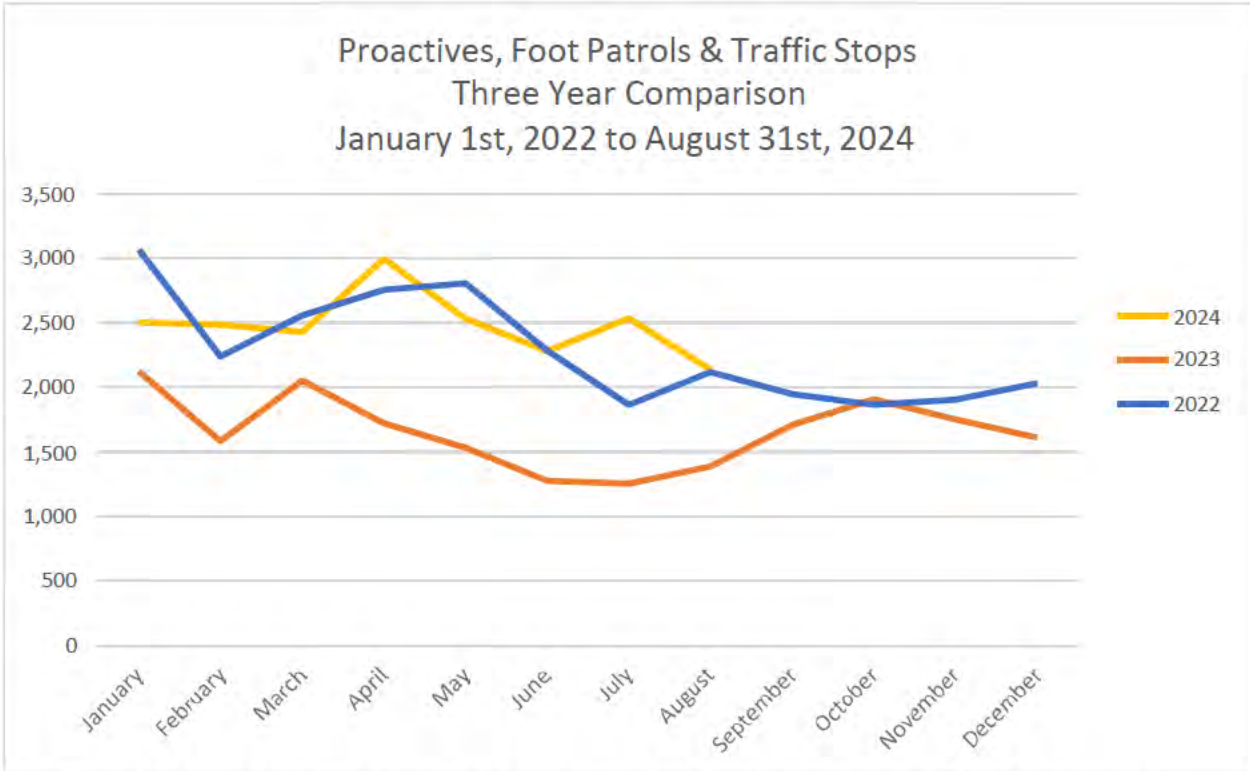
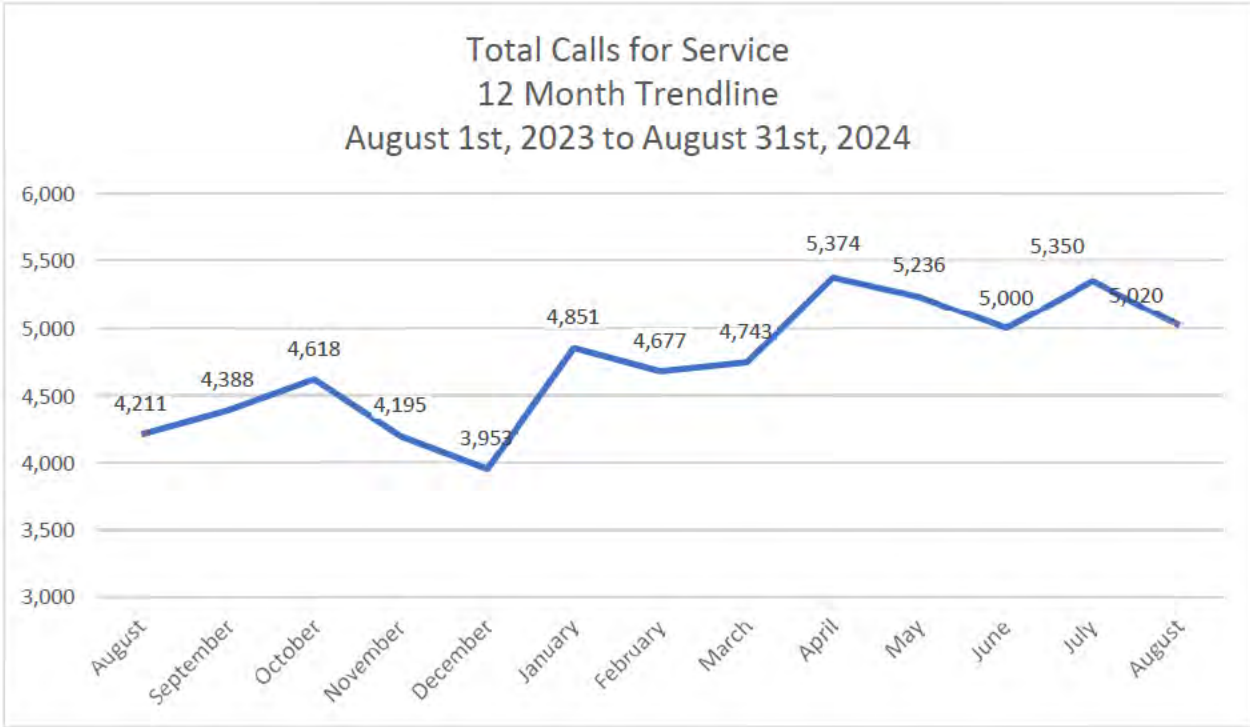
*should these requests be supported, a submission will be made to seek provincial funding for Public Service Employee (PSE) support to match Regular Member investment

Business Case	Year 1	Year 2	PSE (provincially funded)
Traffic Services Position Musquodoboit Harbour	1 FTE		1 PSE
Community Policing Officer Sheet Harbour	1 FTE		1 PSE Victim Services 1 PSE Gen Admin
Community Policing Office Beechville	6 FTEs		1 PSE
Community Policing Office Fall River	6 FTEs		1 PSE
Community Policing Office Eastern Passage		6 FTEs	1 PSE
Intimate Partner Violence Specialized Investigators		2 FTEs	1 PSE
Community Action Response Team (CART)		1 FTE	

Appendix A



- there has been a positive increase for total calls for service every month in 2024 compared to 2023 data
- From January 1st to August 31st, 2024 there were a total of 40,251 total calls for service, a 21% increase when comparing the same time frame in 2023



- there has been a positive increase for self-generated work every month in 2024 compared to 2023 data
- For the entire year of 2023 there were a total of 19,911 calls for self-generated work. As of August 31st, 2024, there are a total of 19,898, just shy of 2023's total

Proactive, Foot Patrols & Traffic Stops
12 Month Trendline
August 1st, 2023 to August 31st, 2024



January 6, 2025

Halifax Board of Police Commissioners

Halifax Regional Detachment
Resource Request 2025-2026

Presentation Outline

- Resource Request Summary
- HRD Policing Metrics
- Detailed Resource Request
- Closing Remarks

HALIFAX

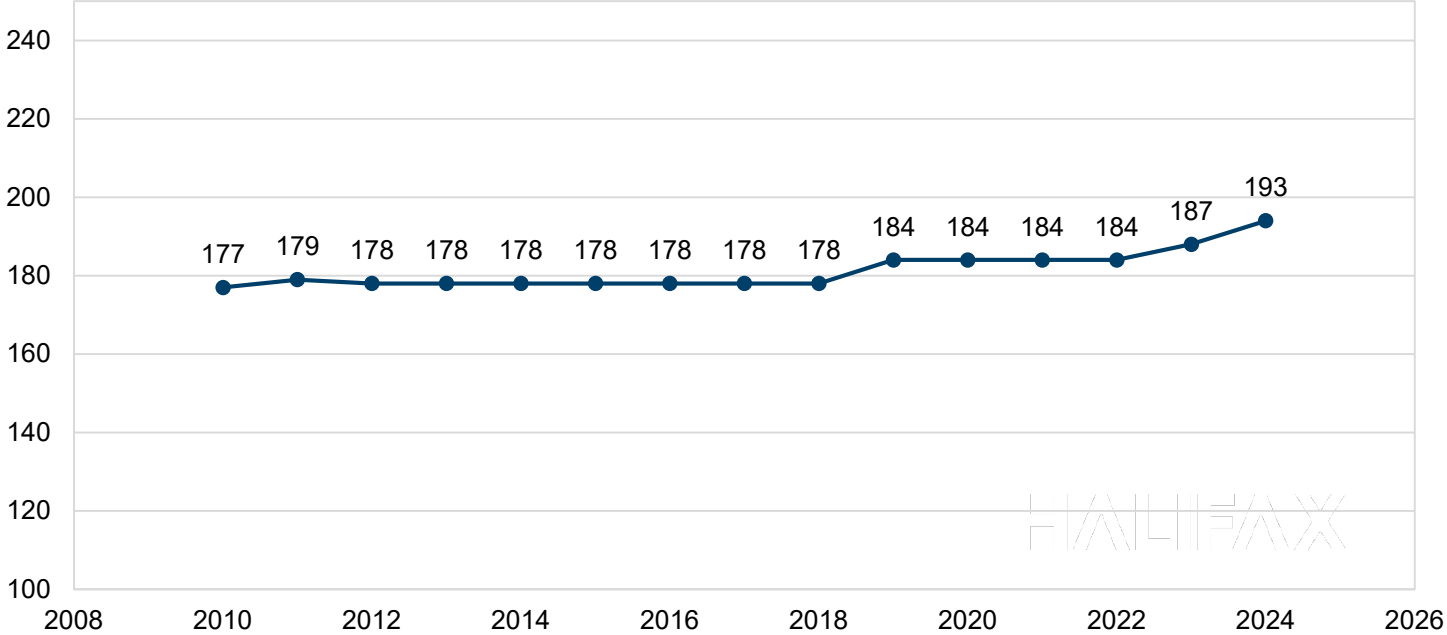
2024 Key Accomplishments

- Restructured Command Team
- Wildfire After Action Report & Improvement Plan
- New Annual Performance Plan
- New Prisoner Care Facility (Lower Sackville)
- Completed Fleet Review
- Completed Human Resource Management Review
- Established IPV & Traffic Services Programs
- Renewed Compstat Program

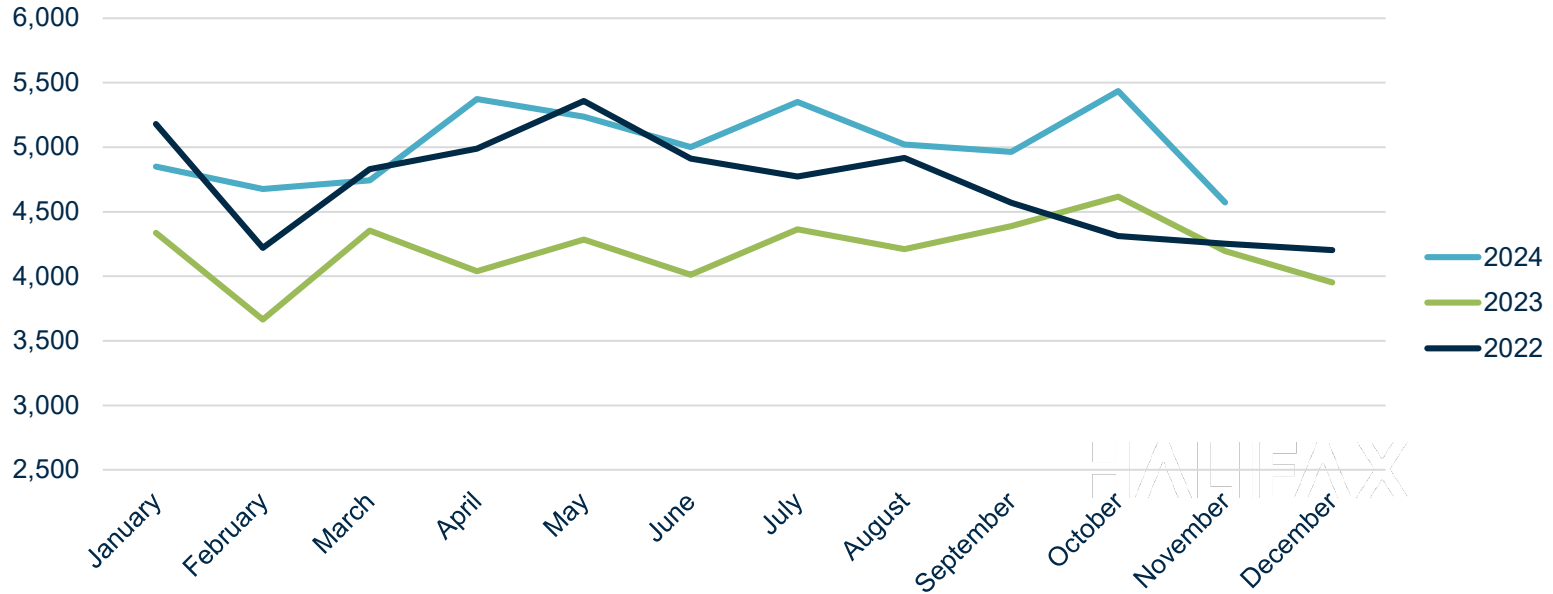
Resource Request Summary

Business Case	Year 1 2025-2026	Public Service Employee
Traffic Services Position Musquodoboit Harbour	1 FTE	
Community Policing Officer Sheet Harbour	1 FTE	
Satellite Office Beechville	6 FTEs	1 PSE
Satellite Office Fall River	6 FTEs	1 PSE

HRM Funded Regular Member Resources 2010-2024

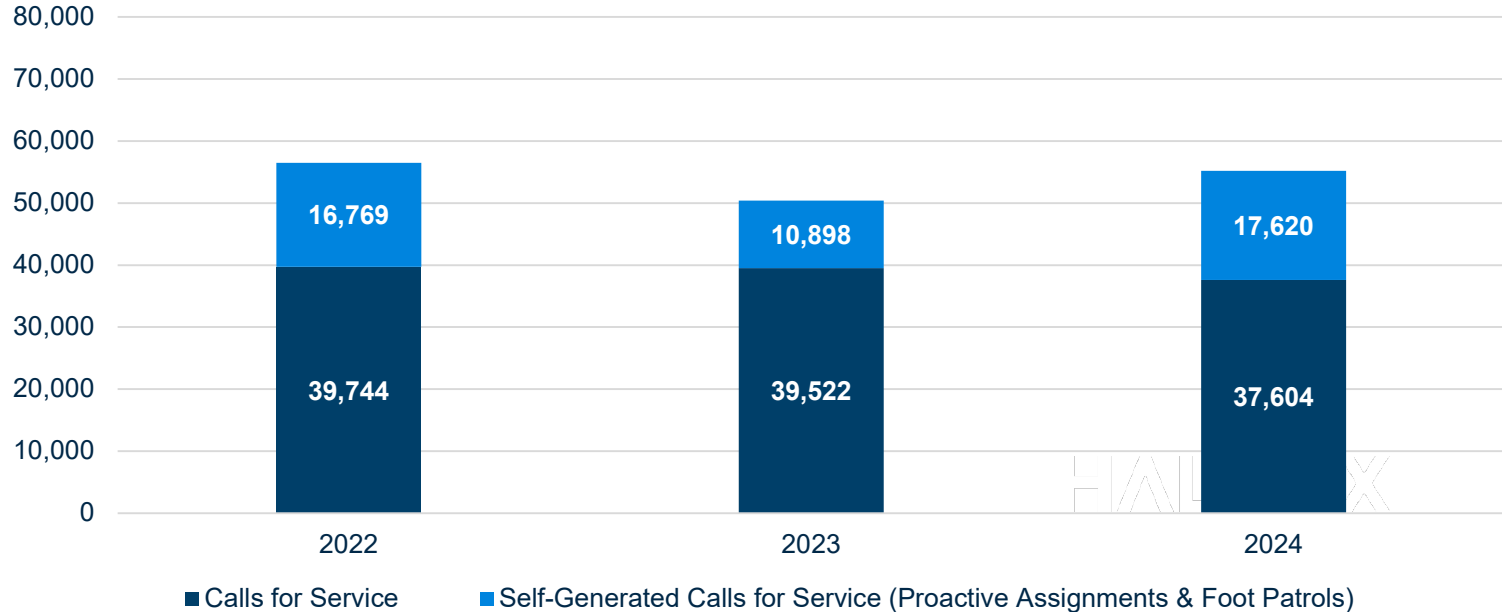


Total Calls for Service January 1st, 2022 to November 30th, 2024

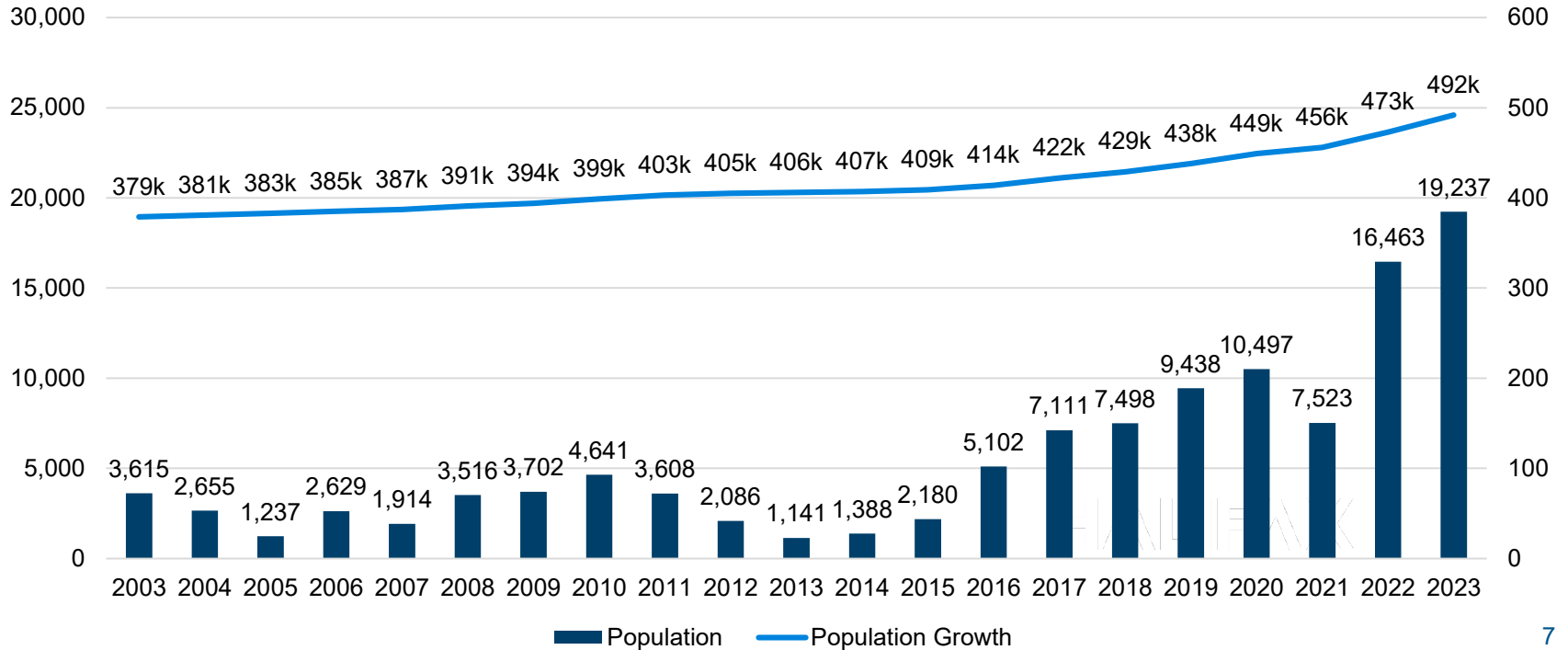


Calls for Service

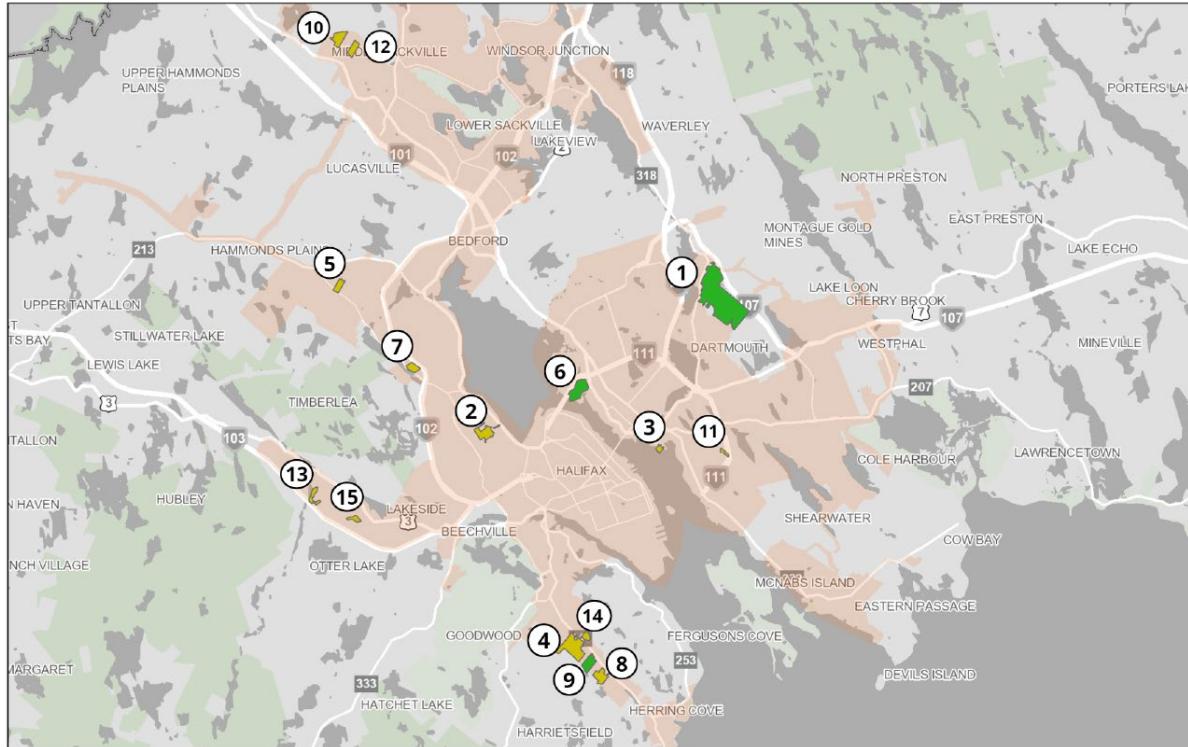
January 1st, 2022 to November 30th, 2024



Population Growth, Halifax, NS



Major Infrastructure Subdivisions



	Name	Estimated # of Units
1	Parks Lake Charles (SPA)	4896 +789 + 151
2	Seton Ridge	2963
3	Kings Wharf	1146
4	Green Acres	998
5*	West Bedford Sub 1 (SPA)	579
6	Shannon Park	300
7	West Bedford Sub 10 (SPA)	250
8	Parkmoor Ridge	223
9	Briarwood	196
10	Berry Hills	172
11	Mount Hope	156
12	Twin Brooks	137
13	Brunello 11	120
14	Mcintosh	114
15	Brunello 14	101

*West Bedford Sub 1 (SPA) area shared with Halifax Regional Police

Detailed Resource Request

2025-2026

HALIFAX

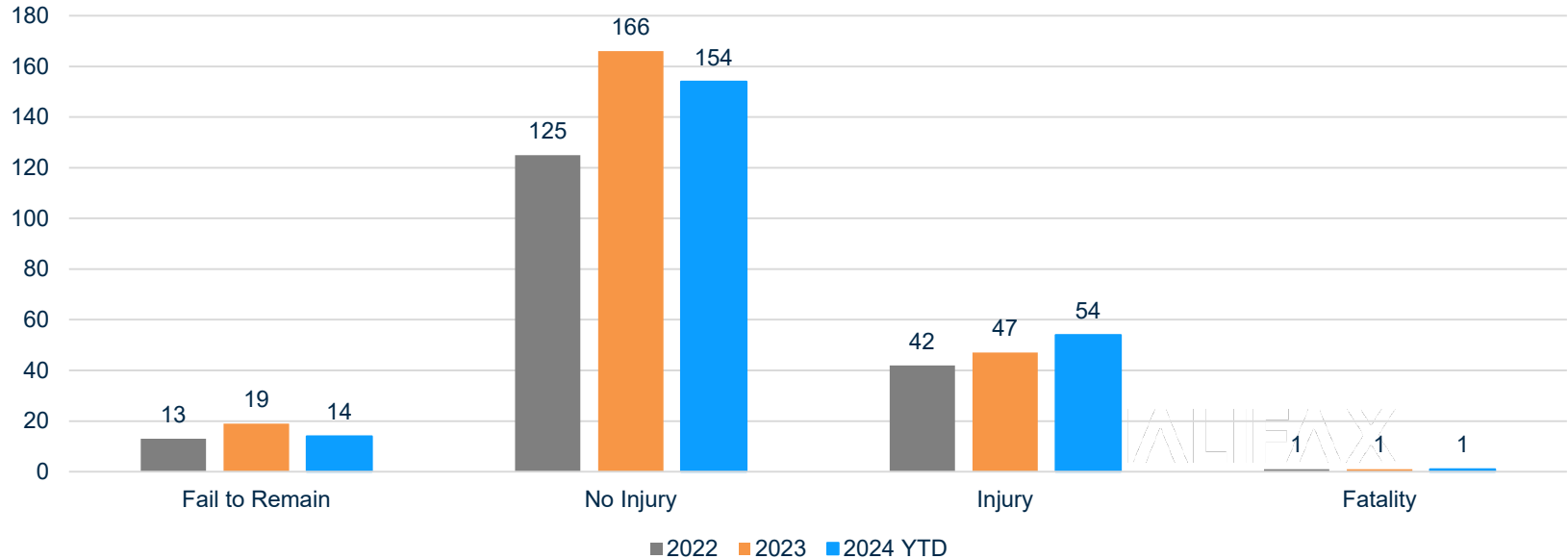
Musquodoboit Harbour Traffic Position

- One FTE position
- Anticipated population growth in the area @ 10% within 4 years
- Steady increase in the number of injury accidents
- HRD contributes to HRM's Road Safety Strategy
- Enables public safety scalability



10

Musquodoboit Harbour, Sheet Harbour & North Central Motor Vehicle Collisions January 1st, 2022 to November 30th, 2024



Sheet Harbour Community Policing Officer

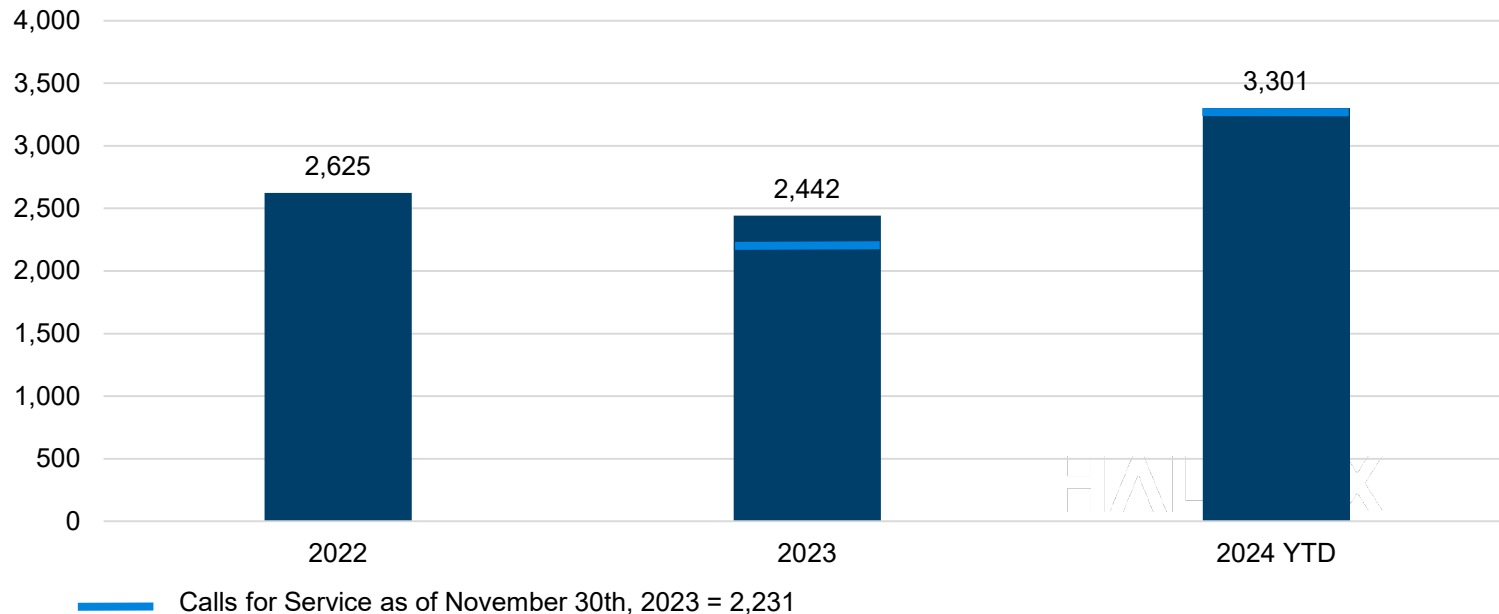
- One FTE resource
- Forecasted population growth is @ 9% within next 4 years
- Community expectations related to engagement and visibility
- Evidence that community-based relationships, connectivity and trust is rooted
- Service delivery enhancement

HALIFAX



HALIFAX

Sheet Harbour Calls for Service January 1st, 2022 to November 30th, 2024



Satellite Offices

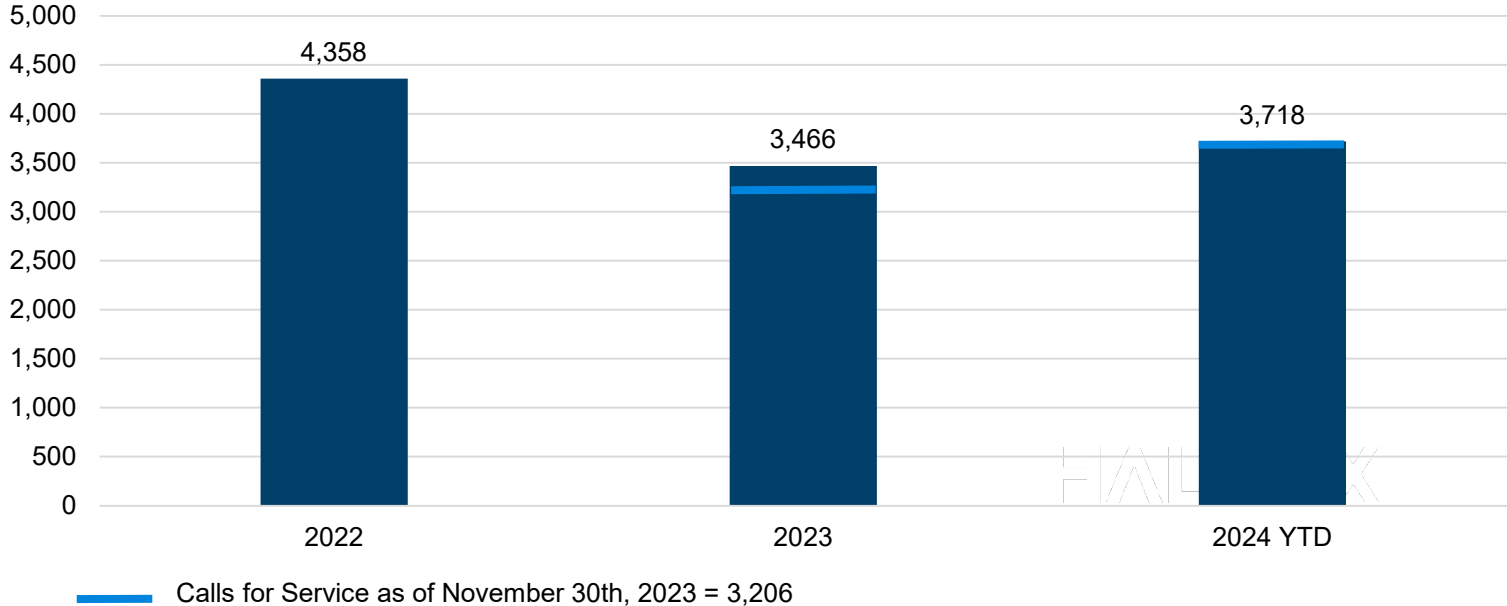


Beechville Satellite Office

- Six FTEs
 - 1 Supervisor
 - 5 Regular Members
 - 1 Public Service Employee
- Forecasted population growth @ 12% by 2028
- NS RCMP Apology Action Plan
- Community expectations
- Service delivery enhancement



Beechville Calls for Service January 1st, 2022 to November 30th, 2024



Fall River Satellite Office

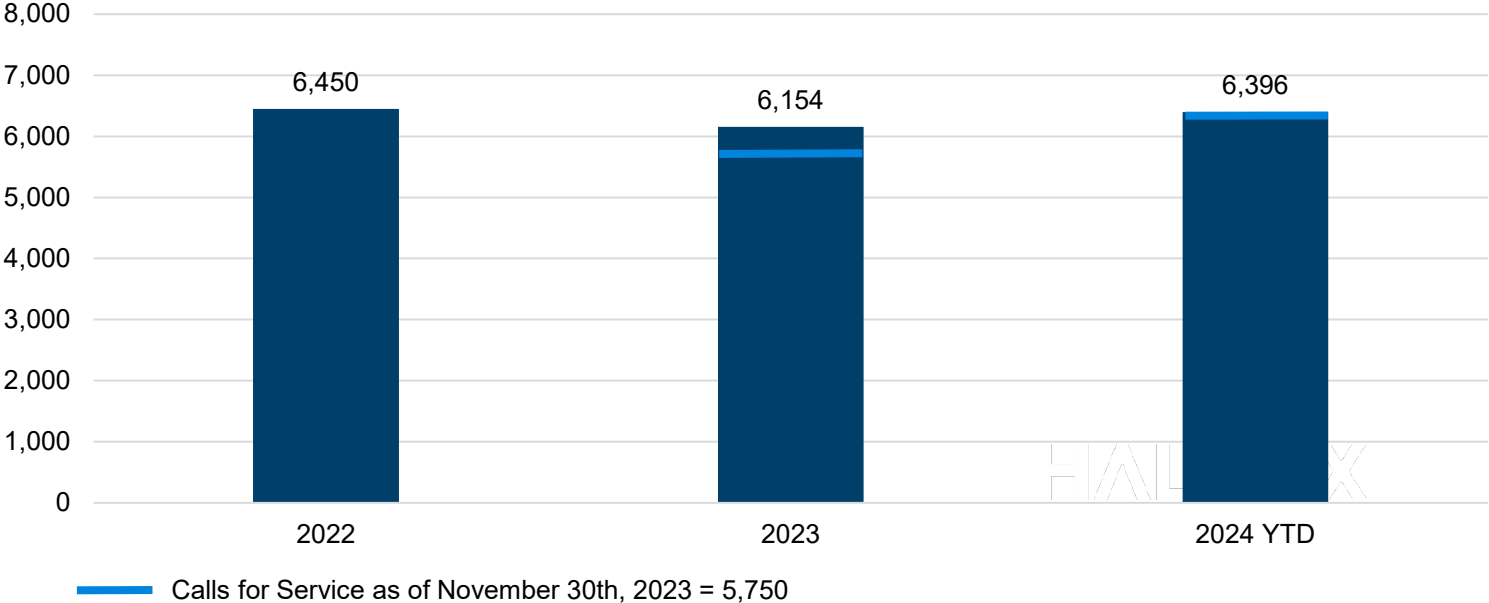
- Six FTEs
 - 1 Supervisor
 - 5 Regular Members
 - 1 Public Service Employee
- Anticipated population growth is @ 15% by 2028
- Increasing development and infrastructure
- Community expectations
- Service delivery enhancement



HALIFAX

Fall River Calls for Service

January 1st, 2022 to November 30th, 2024



Closing Remarks

HALIFAX

Attachment 5



2024/25 Annual Performance Plan

SECOND EDITION

RCMP Halifax Regional Detachment

Serving the Halifax Regional Municipality in Support of Public Safety

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ANNUAL PERFORMANCE PLAN AREAS

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CAO LETTER TO CHAIR OF POLICE BOARD

Colleagues,

I am pleased to extend my support for the Halifax Regional Detachment's (HRD) Annual Performance Plan, which aligns closely with our municipality's shared priorities for community safety, engagement, and well-being.

The ongoing collaboration between the Halifax Regional Municipality (HRM) public safety ecosystem and HRD exemplifies our mutual commitment to providing a safe and inclusive region for all. It is my personal commitment to work closely with the Board of Police Commissioners, HRM's new Mayor and Council, other levels of government, and HRD to support efforts that foster safe, vibrant, and resilient communities across our growing municipality.

This year's HRD plan outlines key objectives focused on reducing crime, bolstering community presence, and enhancing service delivery. As a growing municipality, we are committed to an evidence-based, community-focused and culturally sensitive approach to policing, with an emphasis on continuing the renewal of integration with Halifax Regional Police. The objectives in HRD's Annual Performance Plan reinforce our collective mission to improve the quality of life for residents and create a safer HRM.

Thank you for the Halifax Regional Detachment's dedication and collaborative spirit in advancing these goals. I look forward to seeing the positive impact this plan will have on our community in the coming year.

Sincerely,

Cathie O'Toole MBA, FCPA, ICD.D
Chief Administrative Officer, HRM
Email: Cathie.OToole@Halifax.ca

FOREWORD: OFFICER IN CHARGE

Good day,

This will be my final report as I complete my two-year role in support of Halifax Regional Detachment (HRD).

I wish to recognize the importance of this structured document and a vibrant but practical strategic commitment by your HRD police that reflects the priorities of the Halifax Regional Municipality (HRM) as our primary client. These priorities can be found on page 5. HRM rightly expects us to focus on the priorities specific to HRM, its residents and day-to-day issues – as well as the challenging files and events that suddenly arise – and call for the best of principled cooperation between all agencies.

Our goal in HRD is to ensure residents are confident to come forward to report crime or victimization and receive help from a collaborative police service. In addition, our HRD is fully committed to working within the municipality as a valued partner along with Halifax Regional Fire & Emergency, Halifax Regional Police and the municipality's Community Safety business unit to meet the needs of today, as well as the vision of tomorrow. In fact, let me congratulate the newly appointed Chief Don McLean!! Well done.

During 2023 and the first six months of 2024 – RCMP HRD responded to over 80,299 calls for service, spread between Sheet Harbour to Tantallon and all locations in between. Let me acknowledge – and thank – the employees and volunteers who support HRD in this type of response.

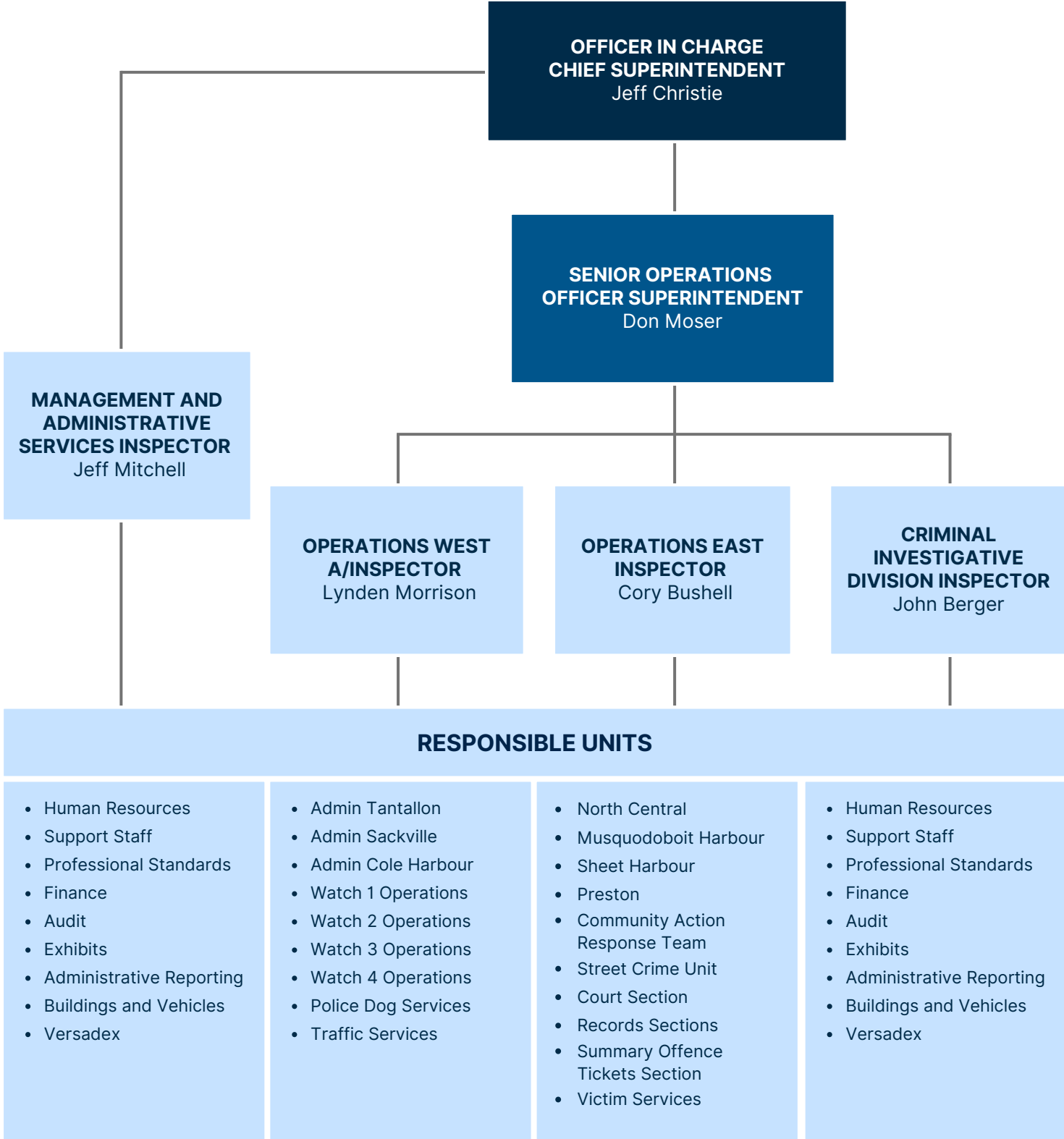
HRM is a remarkable, sustainable community within Nova Scotia and, indeed, Canada. We are proud to be part of its unique policing model. However, a growing population requires future investment in support of a rapidly growing community – the RCMP core areas clearly reflect future population growth. To that end, we continue to generate ideas for investment and growth in policing while working day-to-day with partners through HRM.

Change is healthy and as the municipality realizes its election cycle and a new council, we will also see change within HRD. You will have a new Officer in Charge of HRD in the next few months. As I depart my role, I am proud of the service that HRD has provided over the past two years, the leadership of the senior team and the commitment to two new positions – an Operational Superintendent as well as a Staff Sergeant Major. This will increase our response capacity and reflect our commitment to a future-focused police leadership team. In fact, the strategic themes embedded in this document reflect the unique roles of the leadership team as it maximizes and coordinates our “team of employees” throughout HRM.

HRM is an amazing place to be and your RCMP remains fully committed to the future as we move towards 2025 and 2026 and achieving the potential of ongoing transformation within its policing services.

Sincerely,
Jeffrey Christie

HALIFAX REGIONAL DETACHMENT TEAM



ANNUAL PERFORMANCE PLAN

Serving the Halifax Regional Municipality in support of public safety

Deliver core operations | Inspector Lower Sackville

1. Deliver 8 Com Stat per year
2. Ensure stewardship of watch resources and pressures
3. Maintain effective oversight of assigned public complaints
4. Lead effective proactive patrols and techniques for impaired drivers and road safety
5. Engage with local councillors
6. Priority over sight of centralized exhibit management

Contributing to municipal public safety outcomes

Sustain partnerships which show positive impacts | Inspector Cole Harbour

1. Create and deliver an RCMP Hub Model by mid 2024
2. Support reconciliation with Halifax African NovaCommunities, demonstrating effective use of proactive positions
3. Pilot a Preston File review
4. Assess the viability and creation of HFX District Homelessness strategy
5. Support the HRM Public Safety Directorate and related eco-system
6. 100% compliance yearly on SAFE Plans completed
7. Finalize the pilot of CART and provide feedback and evaluation in 2024
8. Maintain effective oversight of assigned public complaints

Oversee high-risk operations / priorities | Superintendent Operations

1. Lead a district wildfire review including identified themes
2. Renewed a Crime Reduction strategy for 2024 - 2025
3. Ensure for significant OPS events, signed operational plans are developed
4. Deliver a minimum of 1 Councillor Com Stat a year
5. Create a district EOC with two teams able to deploy for significant events
6. Support CID on high risk high impact matters
7. Support Division HQ on priorities
8. For 2024, coordinate and strengthen service delivery between support units in Cole Harbour including Traffic Services, IPV, SCEU and Community Policing
9. Support the CAO on priority safety matters

Collaborate towards effective specialized services in the municipality | Inspector – Plain Clothes

1. Oversee operational planning for high impact organized crime files and liaison with Criminal Operations
2. Support employee wellness in the integrated environment
3. Develop and lead a systematic process for exhibit flow process and care within RCMP standards
4. Support CID with joint service and innovation such as the Sexual Review Committee and other opportunities that might arise
5. Support related specialized provincial priorities (RCMP NS) such as cyber, CISN, specialized services and human trafficking (as may be associated to CID) or unfolding for new crime trends victimizing HRM
6. Maintain effective oversight of assigned public complaints

Build internal capacity while strengthening wellness & governance | Inspector Management & Administration

1. Oversee operational planning for high impact organized crime files and liaison with Criminal Operations
2. Support employee wellness in the integrated environment
3. Develop and lead a systematic process for exhibit flow process and care within RCMP standards
4. Support CID with joint service and innovation such as the Sexual Review Committee and other opportunities that might arise
5. Support related specialized provincial priorities (RCMP NS) such as cyber, CISN, specialized services and human trafficking (as may be associated to CID) or unfolding for new crime trends victimizing HRM
6. Maintain effective oversight of assigned public complaints

Support governance, the Board of Police Commissioners, & municipal administration for effective and adequate policing by RCMP resources | OIC Halifax Detachment

1. Regularly attend Police Board events.
2. Support HRM examination of the PWC report and options
3. Develop new reporting templates
4. Renew the Halifax RCMP senior team foot print
5. Promote and deliver 8 community engagement initiatives per year
6. Explore options and provide input for governance specific to the PWC report

Provide adequate and effective policing in collaboration

ANNUAL PERFORMANCE PLAN 1

DELIVER STRONG CORE OPERATIONS

A/Insp. Lynden Morrison – Operations Officer West

DELIVERABLES

- deliver eight COMPSTAT (operational briefings) meetings per year
- ensure stewardship of Watch resources and pressures
- lead effective proactive patrols and techniques for impaired drivers and road safety
- engage with local councillors to identify priorities

OPERATIONAL HIGHLIGHTS

A/Insp. Lynden Morrison is the senior Watch Commander in HRD and acting Operations Officer (West). A/Insp. Morrison maintains continual focus on core operations and the deliverables within the APP.

Senior management regularly engage with municipal councillors to identify and discuss areas of concern. As a result of this engagement, local area councillors play a significant role in helping shape the public safety response by HRD. Working closely with these municipal leaders enables HRD to provide a better police response to community issues within the large RCMP HRD policing area. A/Insp. Morrison holds meetings in person and/or virtually with each councillor on a monthly basis to identify matters of concern and priority for their respective districts; these meetings have been well received. Solutions and response plans are addressed through the most appropriate policing method which may include studies of a specific matter to assess the level and measure of response. For example, speeding issues on a certain highway may require a study for a more thorough analysis of the contributing factors; the response, therefore, could include assessments by other HRD partners such as the Halifax Regional Municipality and the Nova Scotia Department of Public Works.

COMPSTAT is another tool used to identify public safety issues and concerns within HRD; it is renowned for its evidence-based approach. COMPSTAT has recently been revisited and revitalized and with the addition of a new analyst, monthly COMPSTAT meetings recommenced in June 2024. These meetings are held with public safety partners and are the thread that binds effective response to emerging issues and victimization across HRD boundaries. Given meetings began in June, HRD is on track to deliver seven COMPSTAT meetings this calendar year. The meetings address prolific/chronic offenders, crime trends, targets and significant events occurring in RCMP policing areas. These meetings have strong participation from every part of the HRD police family including the Community Action Response Team (CART), Traffic Services, Watches (Patrol) and Criminal Investigative Division (CID). They have been particularly well received by HRD partners including the Department of National Defence, Correctional Service of Canada, Probation Services and the many other agencies that assist in intelligence and investigations.



OPERATIONAL HIGHLIGHTS

Watch Commanders are senior NCOs, typically with significant police experience. They manage human resources based on pressures within the municipality by conducting continuous risk assessments to ensure adequate public safety response is maintained. Watch resources are under the control of the Watch Commander to ensure adequate and effective policing coverage in all areas. To ensure HRD's effective readiness, capacity and response, A/Insp. Morrison has put together a detailed Emergency Operations Procedures plan to ensure HRD can provide the best response possible during any disaster including, but not limited to, hurricanes, wildfires and droughts.

A proper risk assessment ensures there is adequate coverage in all HRD-policed communities, 24 hours a day, to respond to community needs. With the support of Regional Council and the Board of Police Commissioners, we are boosting our capacity with four additional Watch members who are arriving this fall. These resources will increase personnel in Cole Harbour, Tantallon and Lower Sackville.



ANNUAL PERFORMANCE PLAN 2 CREATE AND SUSTAIN PARTNERSHIPS

Inspector Cory Bushell - Operations Officer East

DELIVERABLES

- support reconciliation with African Nova Scotians and other people of African descent
- pilot a Preston file review
- contribute to the municipality's homeless strategy and response
- support the municipal Public Safety Directorate

OPERATIONAL HIGHLIGHTS

Insp. Cory Bushell has developed a strong network of public safety partners and community groups who share the common goal of enhancing public safety through traditional and innovative proactive policing and social development efforts. Through these partnerships, he amplifies the effectiveness of his teams by focusing on the activities and efforts which will produce the greatest public safety impacts.

HRD is committed to supporting reconciliation with African Nova Scotian (ANS) communities. In September 2024, Assistant Commissioner Dennis Daley, Commanding Officer of the Nova Scotia RCMP, apologized to African Nova Scotians and all people of African descent, for our historic use of street checks and other harmful interactions. Following the apology, Assistant Commissioner Daley also released an action plan that outlines ways the Nova Scotia RCMP is working to rebuild the fractured relationship with the province's Black community. The commitments include employee education around African Nova Scotian history and anti-Black racism; ongoing collaboration within Black communities across the province; increasing the number of, and retaining, African Nova Scotians and other racialized employees; supporting race-based data collection to enhance transparency and accountability; and reporting on progress in these areas. Insp. Bushell and the members of the Preston RCMP office have developed and are tracking initiatives to help bring the action plan to fruition.

HRD created a five-member dedicated traffic unit in April 2024. This team's mandate is to enhance highway safety throughout the Halifax region. The team's focus is enforcement, education and interdiction as it relates to the primary drivers of death and injury on municipal roadways: distracted driving, impaired driving, aggressive driving and seatbelts.

HRD continues to support the municipality's homelessness strategy. This year, HRD committed a full-time regular member resource to liaise directly with the municipality's homelessness working group as a pilot for outreach within unhoused community. The member worked as a collaborator with stakeholders on solutions to support the unhoused, local businesses and the community. The pilot was a major success and has been continued. The successful transition of residents from the Lower Sackville encampment to more suitable housing options in February 2024 was a direct result of these inclusive and collaborative efforts.



OPERATIONAL HIGHLIGHTS

HRD continues to support the municipal Public Safety Directorate and related ecosystem through regular contact with the director and employees of the municipality's Public Safety Office. This important collaboration with key stakeholders and partners will ensure decisions are made in line with enhancing the public safety of our residents. Areas of consultation include but are not limited to:

- development of a municipal sobering centre
- highway safety and areas of concern such as high-incident portions of municipal roadways and intersections, aggressive and impaired driving
- senior safety
- violence in communities



ANNUAL PERFORMANCE PLAN 3 OVERSEE HIGH-RISK OPERATIONS AND PRIORITIES

Superintendent Don Moser - Senior Operations Officer

DELIVERABLES

- lead a detachment wildfire review including identified themes
- deliver a minimum of one Councillor COMPSTAT a year
- create a detachment EOC with two teams able to deploy for significant events
- for 2024, coordinate and strengthen service delivery between support units in Cole Harbour including Traffic Services, IPV, SCEU and Community Policing
- support the CAO on priority safety matters

OPERATIONAL HIGHLIGHTS

Inspector Moser assumed the lead role to review the May 2023 Tantallon wildfires and as a result of that review, completed the Wildfire After Action Report (AAR) in June of this year. The new Senior Operations Officer (SOO) will have ownership of the recommendations and subsequent implementation plan which is underway with an expected completion date of March 31, 2025. As part of these recommendations, an awards and recognition program is under development to recognize the contributions and impact to those who supported the response. Also included in the recommendations is the establishment of a revised Incident Command System-based Detachment Emergency Operations Plan. Presentations regarding the AAR and its recommendations have been presented to HRD staff, the BoPC and a number of municipal Councillors and senior municipal employees.

The Emergency Operations Centre (EOC) has been established and Incident Command System (ICS) training is underway. The continuous improvement in HRD's Incident Command System capabilities and interoperability with its public safety partners will be led by the Senior Operations Officer. A viability assessment is currently underway to establish a detachment-based Mobile Command Post. An ad hoc detachment-based EOC operations can be supported within the Lower Sackville Office and will substantially improve HRD Incident Command System competence. Regular exercising with HRD partner agencies will improve the municipality's overall public safety response as it enhances interoperability between HRD, HRP and other public safety partners.

The intersectionality of crime trends and public safety is key to response strategy. HRD hosted the annual COMPSTAT meeting at H Division RCMP Headquarters in September. The half-day event provided an opportunity for Councillors to meet with the HRD senior team, receive presentations on crime trends and updates on important initiatives, as well as ask questions and discuss policing matters regarding their respective areas.

Inspector Moser continues to engage with the CAO to provide timely sharing of significant information related to public safety as well as awareness of incidents and events that are deemed to be high-risk within HRD jurisdiction.



ANNUAL PERFORMANCE PLAN 4 DELIVER AN EFFECTIVE SPECIALIZED SERVICE WITHIN HRM

Inspector John Berger – Criminal Investigation Division Officer

DELIVERABLES

- oversee operational planning for high-impact organized crime files and liaise with Criminal Operations
- develop and lead a systematic process for exhibit flow process and care within RCMP standards
- support CID with joint service and innovation, including the Sexual Assault Review Committee and trauma-informed practices
- support specialized police priorities such as cybercrime, human trafficking or unfolding for new crime trends victimizing our municipality

OPERATIONAL HIGHLIGHTS

Insp. John Berger completed his first year with the joint management team and integrated specialized CID in July of 2023. CID delivers specialized high-level policing functions with HRP colleagues in the areas of Major Crime, Internet Child Exploitation, Human Trafficking, Sexual Assault, Guns and Gangs and General Investigations to name a few. With a foundation in strong relationships, networking and operational excellence, CID aims to provide a consistent and professional service delivery model to partner agencies and the residents of the Halifax Regional Municipality.

Several factors positively impact excellence in operational efficiency, including ensuring members working in CID have the required training, skills and capacity to take on complex investigations. Emphasizing the training component, Insp. Berger ensures available financial resources are maximized on training to ensure the high service can be maintained despite human resource movement due to transfers and promotions. With an emphasis on operational excellence and service delivery, Insp. Berger has led the integrated team in CID in joining H-Division's Sexual Assault Investigations Review Committee (SAIRC). SAIRC further focuses on ensuring investigations are complete, timely, impartial and conducted in a trauma-informed approach. CID is participating in the first review committee in September of 2024 and looking forward to reviewing the results.

Insp. Berger continues to maintain a leadership role in modernizing the exhibit flow process and developing a system to ensure compliance with RCMP standards. This project was initialized due to overcrowding of current facilities and the necessity to establish space for the ongoing cell project. Nearing 75 per cent completion, we look forward to bringing back a second temporary public service employee in January of 2025 to assist in bringing the project to a successful conclusion.



ANNUAL PERFORMANCE PLAN 5

BUILD INTERNAL CAPACITY AND STRENGTHEN WELLNESS

Inspector Jeff Mitchell - Management and Administration Services Officer

DELIVERABLES

- deliver a minimum of two employee development initiatives per year
- champion wellness and related support for employees during significant events
- complete a bi-yearly reconciliation of positions in PS and RM categories
- develop, track and deliver the 2024-2026 Performance Plan

OPERATIONAL HIGHLIGHTS

Insp. Mitchell joined the team in October 2023 with a focus on employee engagement and wellness, budget, business planning and capital assets.

In September, HRD held a two-day Program Oriented Work Planning Meeting (POWPM) event at Oak Island Resort, Western Shore, NS for all categories of employees. A significant focus of the sessions was placed on teamwork, building leadership and wellness. His Worship, Mayor Mike Savage and the municipality's Chief Administration Officer, Cathie O'Toole, were keynote speakers and spoke about policing, leadership and transformation.

In August 2024, Insp. Mitchell attended the Canadian Association of Police Governance (CAPG) and the Canadian Association of Chiefs of Police (CACP) in Halifax. This was a great opportunity to represent HRD, share experiences and learn best practices from other police agencies.

Insp. Mitchell and his team coordinated the development of HRD's inaugural Annual Performance Plan (APP) report in the spring of 2024. This document was a collective effort from senior managers and their respective business lines and highlights the results of our work in key areas of policing. This is the second edition of HRD's APP which highlights the work that has been done to date.

In August, HRD hosted Mr. Rouben Khatchadourian, the RCMP Chief Strategic Policy, External Relations and Communications Officer from our National HQ in Ottawa at our HRD Gottingen Street HQ. The day included meetings with the HRD Senior Management Team, the Director of HRM Public Safety, followed by presentations by the Criminal Investigations Division (CID) the Community Action Response Team (CART). The visit culminated with a tour to the North Preston detachment where ideas were shared with members and staff of this office. Mr. Khatchadourian spoke highly of the time he spent with us learning about our unique policing relationship in our municipality.



OPERATIONAL HIGHLIGHTS

Finally, Insp. Mitchell and his team were able to build capacity in the public service employee (PSE) cadre by reconciling staffing gaps and vacancies. By conducting a detailed analysis of the PSE staffing landscape in HRD, the team was able to fill some long-term vacancies, conduct interviews to fill positions with the best candidates and identify some alternative solutions to help with PSE pressures. As a result, detachment front counter service has been enhanced, other administrative units have been bolstered and employees have been given developmental opportunities. In the coming months, HRD will be developing and advertising our own staffing action to develop a pool that will serve us well into 2025.



ANNUAL PERFORMANCE PLAN 6

SUPPORT GOVERNANCE, THE BOARD OF POLICE COMMISSIONERS AND HRM ADMINISTRATION

Chief Superintendent Jeff Christie – Officer in Charge



DELIVERABLES

- regularly attend Police Board events
- support municipal examination of the Price Waterhouse Coopers (PWC) report and options
- develop new reporting templates
- renew the RCMP Halifax Regional Detachment team footprint

OPERATIONAL HIGHLIGHTS

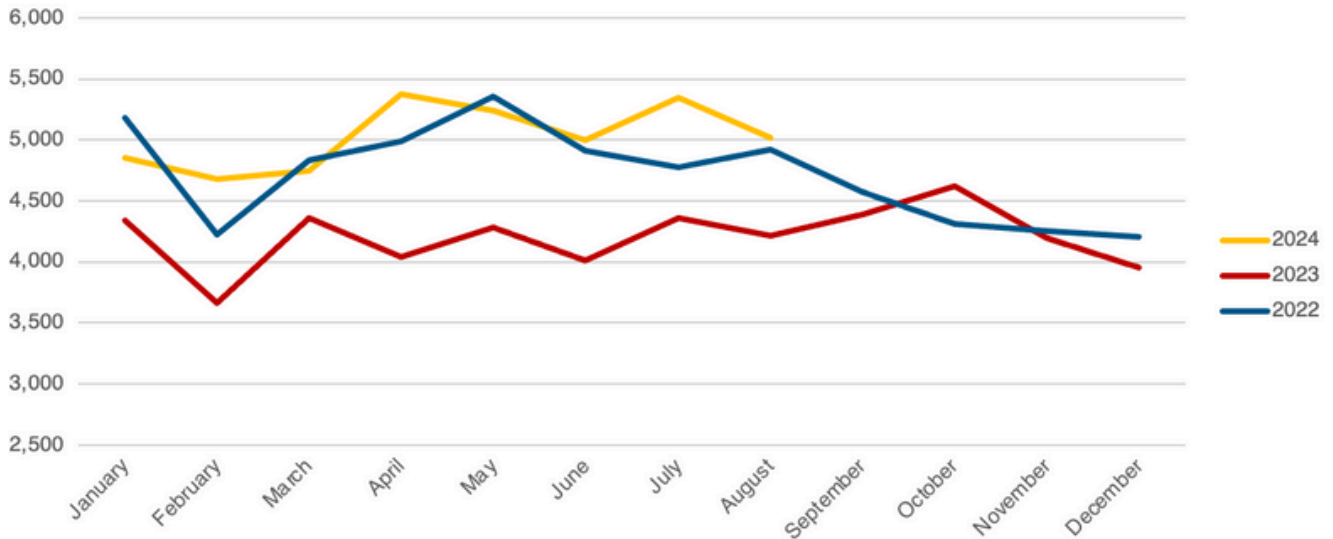
Chief Superintendent Christie is very proud to have held the position of Officer in Charge of HRD over the past two years and to have served the residents of our municipality. He has regularly attended Board of Police Commissioners meetings and events during his tenure.

The BoPC and the municipality's administration have engaged with police leadership to realize a vision for police service delivery within the Halifax region that will benefit and positively impact the communities and residents we serve. Working with the BoPC, municipal councillors, HRP and the municipality's Public Safety division to advance integration, it is evident a renewed community safety transformation strategy is underway. The HRD management team is well positioned for the future model of policing within the municipality and will provide transitional leadership that is collaborative, engaging and deliberate, thereby meeting the municipality's governance and policing needs.

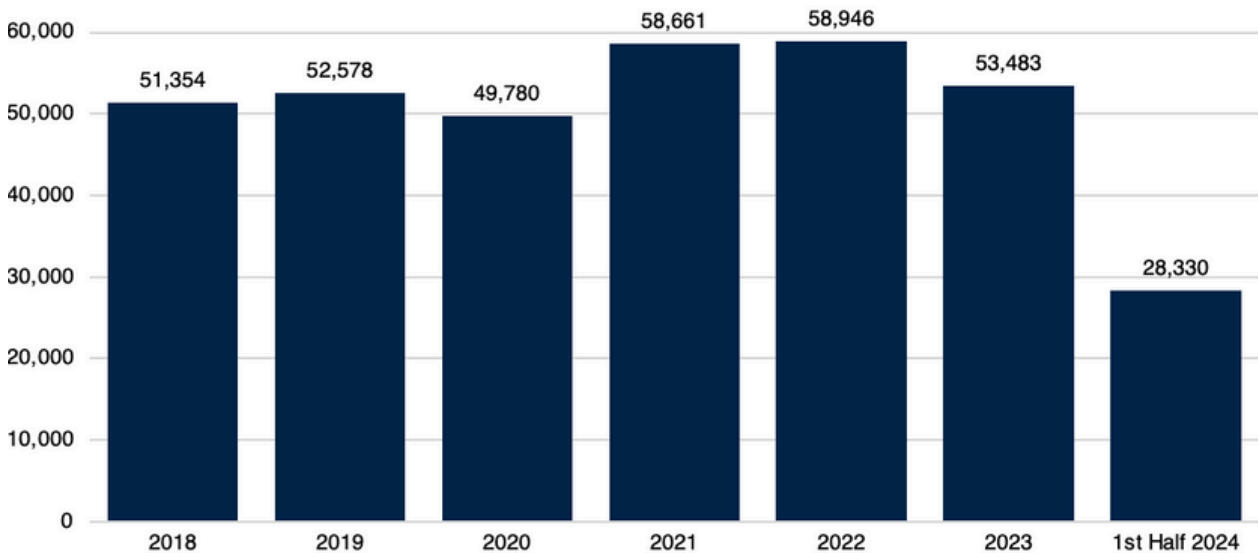
Business planning is an important exercise to ensure we are adapting to support the municipal planning cycle. Building capacity on our corporate side will be important to align our business planning processes. In addition, it will be equally important to invest in the public safety footprint to support the continued population growth within the Halifax region and to maintain the level of adequate and effective policing that is expected.

CALLS FOR SERVICE AND GENERAL OCCURRENCE STATISTICS

TOTAL CALLS FOR SERVICE | THREE YEAR COMPARISON
JANUARY 1, 2022 TO AUGUST 31, 2024

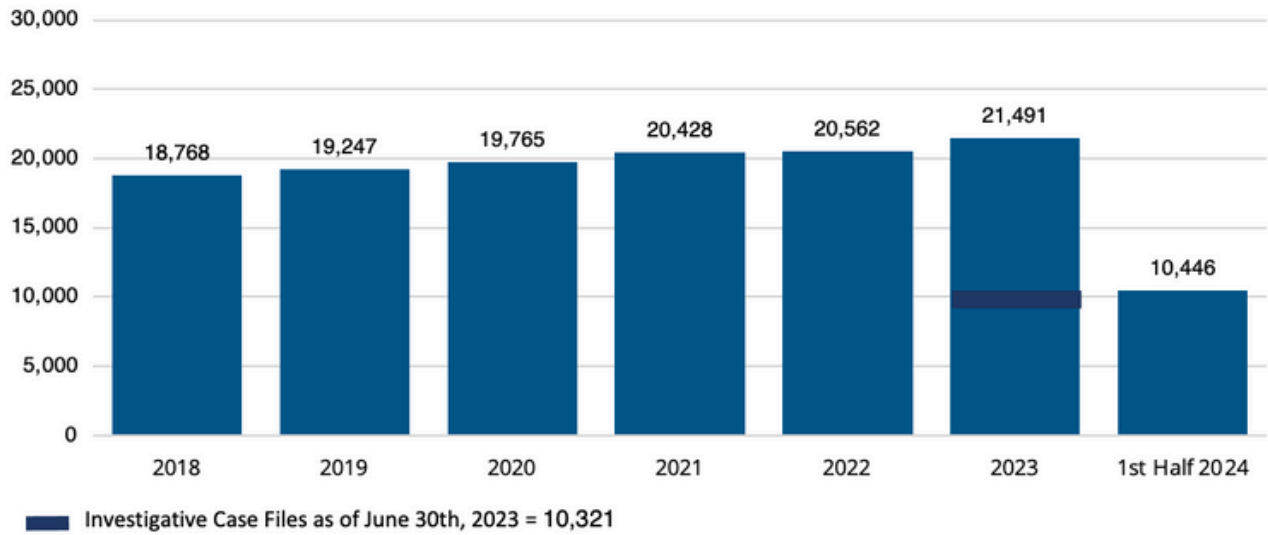


DISPATCHED CALLS FOR SERVICE | JANUARY 1, 2018 TO JUNE 30, 2024



The total number of Dispatched Calls for Service shows an increasing trendline over the past six years, with the first half of 2024 remaining on trend.

INVESTIGATIVE CASE FILES | JANUARY 1, 2018 TO JUNE 30, 2024



When a Call for Service requires further investigation or documentation, a file is created. Although time spent investigating can vary, the number of files continue to trend upward. The first half of 2024 numbers remaining consistent when comparing the same timeframe in 2023.



SEMI-ANNUAL CRIME STATISTICS

Occurrence Type	2022	2023	2024	% Change 2023-2024
Homicide	0	0	3	100.00
Attempted Murder	1	2	3	50.00
Robbery	14	15	13	-13.33
High Risk Domestic Violence	75	90	168	86.67
Sexual Assaults	52	41	55	34.15
TOTAL ASSAULTS	420	426	466	9.39
Mental Health Occurrences	519	636	601	-5.50%
Break & Enter Residence	48	40	45	12.50%
Break & Enter Business	24	43	20	-53.49%
Break & Enter Other	15	21	17	-19.05%
TOTAL BREAK & ENTER	87	104	82	-21.15%
Theft Motor Vehicle	49	52	59	13.46%
Theft > 5000	27	24	20	-16.67%
Theft < 5000	749	652	874	34.05%
Frauds	233	306	282	-7.84%

Offensive Weapons	31	39	36	-7.69%
Firearm Seizures	122	115	116	0.87%
Impaired Driving Suspensions	148	157	174	10.83%
Impaired Driving Charges	139	136	143	5.15%
Criminal Code Traffic Violations	164	185	218	17.84%
Traffic Collision Fatalities	1	2	4	100.00%
Traffic Collision Injuries	136	141	161	14.18%
TOTAL TRAFFIC COLLISIONS	867	920	1,048	13.91%
Driving Complaints	2038	1779	1893	6.41%
Speeding Tickets	891	733	556	-24.15%
Cell Phone Tickets	197	92	136	47.83%
Aggressive Driving Tickets	548	275	415	50.91%
TOTAL TICKETS	2808	2352	2490	5.87%

Notes: The chart above excludes all unfounded files reported, meaning through police investigation it was determined that the offence reported did not occur, nor was it attempted. Sexual Assaults category is specific to sexual assaults and excludes all other sexual offences. Mental Health Occurrences is related to the total number of forms attached to files (IPTA and EDP). And Driving Complaints include ATV and Impaired Driving Complaints. Speeding Tickets include stunting. Aggressive Driving includes improper passing, fail to yield, following too closely, etc.

CRIME AND TRAFFIC STATISTICS

	January to June			2023-2024 Comparison	
	2022	2023	2024	#	%
PERSONS					
Homicide	0	0	3	3	100.00%
Attempted Murder	1	2	3	1	50.00%
Robbery	14	15	13	-2	-13.33%
Assaults	402	426	466	40	9.39%
All Others	4	6	10	4	66.67%
TOTAL	421	449	495	46	10.24%
PROPERTY					
Break & Enter	87	104	82	-22	-21.15%
Theft Motor Vehicle	49	52	59	7	13.46%
Theft > 5000	27	24	20	-4	-16.67%
Theft < 5000	749	652	874	222	34.05%
Have Stolen Goods	14	15	25	10	66.67%
Frauds	233	306	282	-24	-7.84%
TOTAL	1159	1153	1342	189	16.39%

CRIMINAL OTHER					
Morals	0	1	0	-1	-100.00%
Offensive Weapons	31	39	36	-3	-7.69%
Other Criminal Code	937	1029	1108	79	7.68%
TOTAL	968	1069	1144	75	7.02%
TOTAL CRIMINAL CODE	2548	2671	2981	310	11.61%
FEDERAL					
General	14	12	15	3	25.00%
Drugs	29	26	39	13	50.00%
TOTAL	43	38	54	16	42.11%
PROVINCIAL					
General	814	681	744	63	9.25%
Liquor	21	21	29	8	38.10%
Traffic	2808	2352	2490	138	5.87%
TOTAL	3643	3054	3263	209	6.84%
PROVINCIAL					
Criminal Code	164	185	218	33	17.84%
Collisions	867	920	1048	128	13.91%
Fatalities	1	2	4	2	100.00%
Injured	136	141	161	20	14.18%

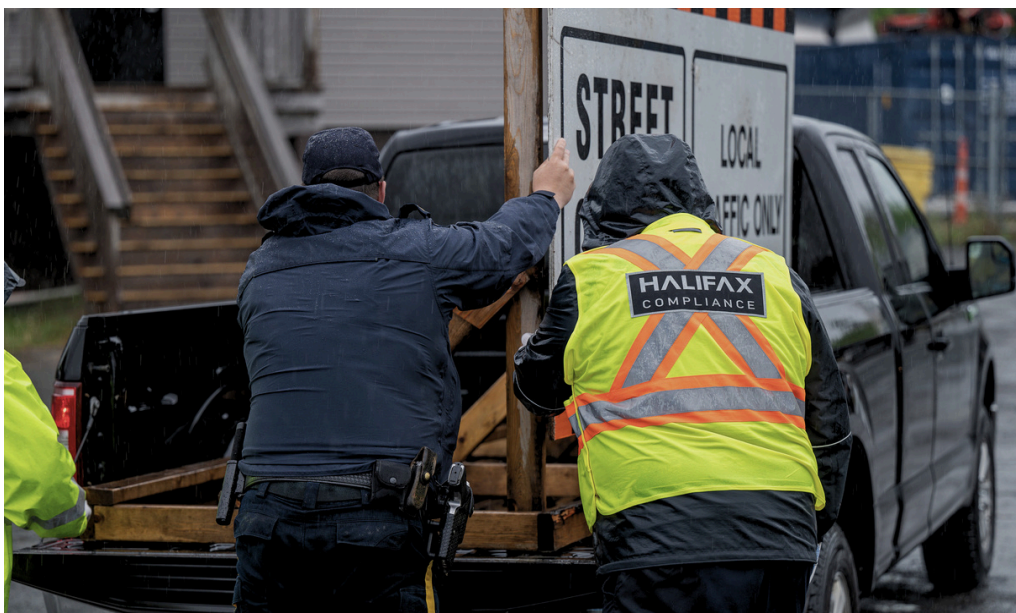


OUR STORY: TANTALLON WILDFIRES

Extreme weather events and wildfires affect the demand of police services due to their nature, complexity and the level of response required. The Upper Tantallon wildfire was an unprecedented event which occurred in May 2023. Its unique circumstances were defined by the concentration of population impacted as well as the significant damage to structures and property. More than 16,000 people were displaced with local access and travel restriction in place for 12 days after the event. HRD is deeply committed to its communities with the paramount goal to ensure public safety. This includes providing a high quality of service through engagement, collaboration, communication and leadership in order to respond to evolving crisis situations. Partnership and consultation were critical to the effective and efficient use of resources to positively confront this large-scale event. HRD demonstrated an unparalleled and sustainable ability to deliver effective support through a well-coordinated, multi-agency response.

While HRD can improve the coordination of some response activities, the approach to emergency management across partner agencies is working well. HRD's commitment to support continual improvement is exemplified in an Improvement Plan to be led by HRD's new Senior Operations Officer (Superintendent) to strengthen HRD's response capabilities and mitigate issues in future responses.

The trust and confidence of HRD's public safety partners and the community in HRD's service delivery model has been enhanced. In doing so, through adverse circumstances, HRD has demonstrated to our partners and employees the added value which HRD brings to such high-impact events impacting the municipality. More so, HRD can and will continue to effectively support its partners and the Halifax Regional Municipality in the public safety ecosystem.



February 12, 2025

Attachment 6

HALIFAX

**Halifax Regional Police /
Royal Canadian Mounted Police Halifax
Regional Detachment**

2025/26 Budget and Business Plan

Integrated Policing Model

- The Halifax Regional Municipality (HRM) operates under an integrated policing model, with services provided by both Halifax Regional Police (HRP) and the Royal Canadian Mounted Police - Halifax Regional Detachment (RCMP HRD)
- HRP is responsible for policing Halifax, Dartmouth, Bedford, and all communities extending from Bedford to Sambro Loop
- RCMP HRD is divided into West and East Operations. West Operations includes the communities of Tantallon, Lower Sackville and Cole Harbour. East Operations include Musquodoboit, Sheet Harbour, North Preston and North Central

Integrated Policing Model

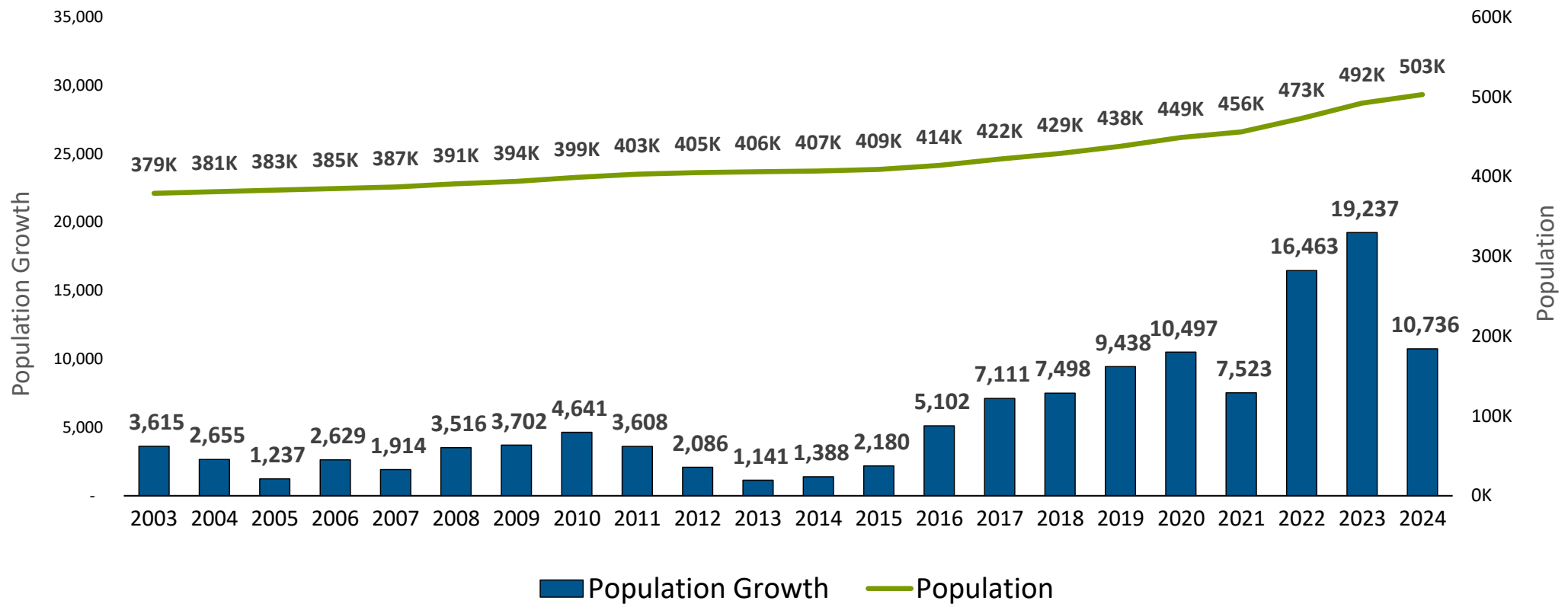
- HRP and RCMP HRD are Partners in Policing
- There are several integrated units where HRP and RCMP HRD employees work together such as the Criminal Investigation Division, Court Section and Records Section
- In areas in which integrated operations exist, officers from both HRP and RCMP HRD serve the entire municipality



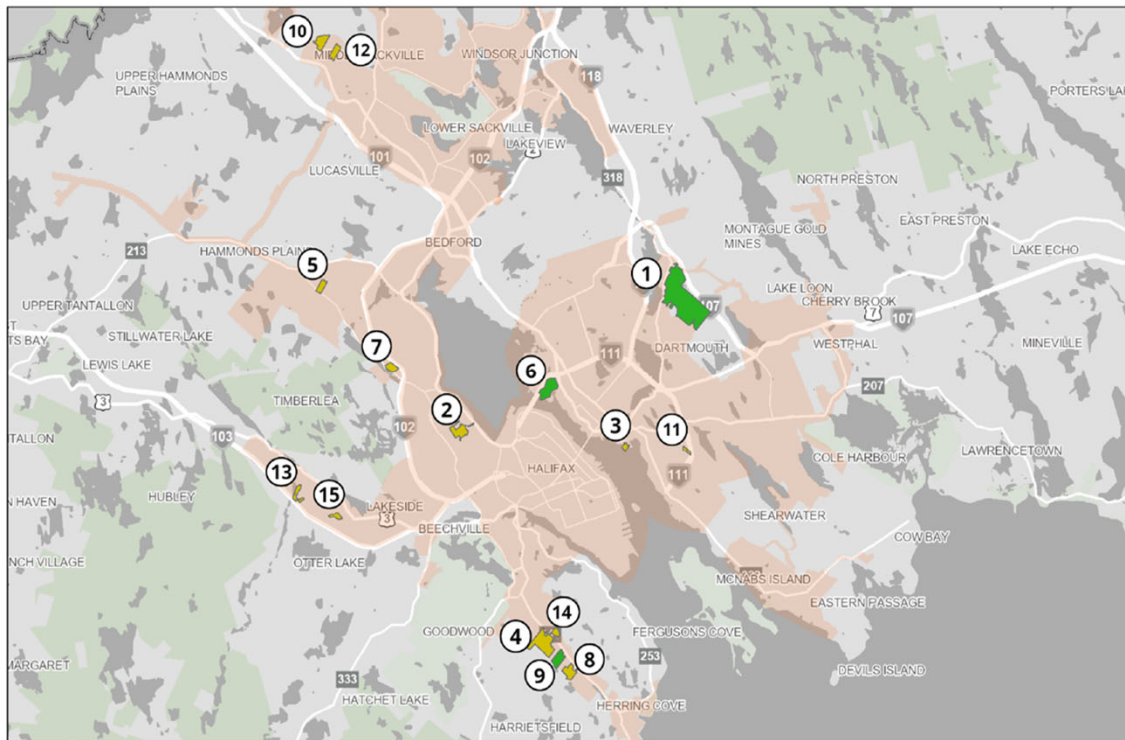
Policing Model Governance

- The Halifax Board of Police Commissioners (BoPC) provides civilian governance and oversight for HRP on behalf of Halifax Regional Council
- The BoPC also functions as a Police Advisory Board to RCMP HRD
- RCMP HRD services are delivered under contract through the Provincial Police Service Agreement (2012) between the Government of Canada and Nova Scotia Department of Justice

Population Growth, Halifax, NS



Major Infrastructure Subdivisions



	Name	Estimated # of Units
1	Parks Lake Charles (SPA)	4896 +789 + 151
2	Seton Ridge	2963
3	Kings Wharf	1146
4	Green Acres	998
5*	West Bedford Sub 1 (SPA)	579
6	Shannon Park	300
7	West Bedford Sub 10 (SPA)	250
8	Parkmoor Ridge	223
9	Briarwood	196
10	Berry Hills	172
11	Mount Hope	156
12	Twin Brooks	137
13	Brunello 11	120
14	Mcintosh	114
15	Brunello 14	101

Source: HRM Planning & Development



Halifax Regional Police

Halifax Regional Police

Mission

Working together to make our communities safe

Policing Model Geography & Jurisdiction

Three HRP geographic patrol divisions:

- Central (downtown Halifax)
- East (Dartmouth)
- West (Bedford and west Halifax)

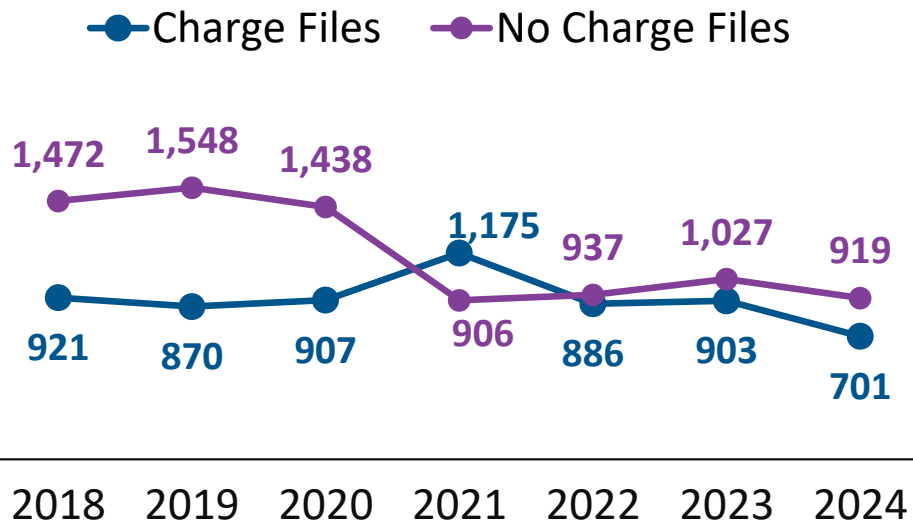


Staff Counts

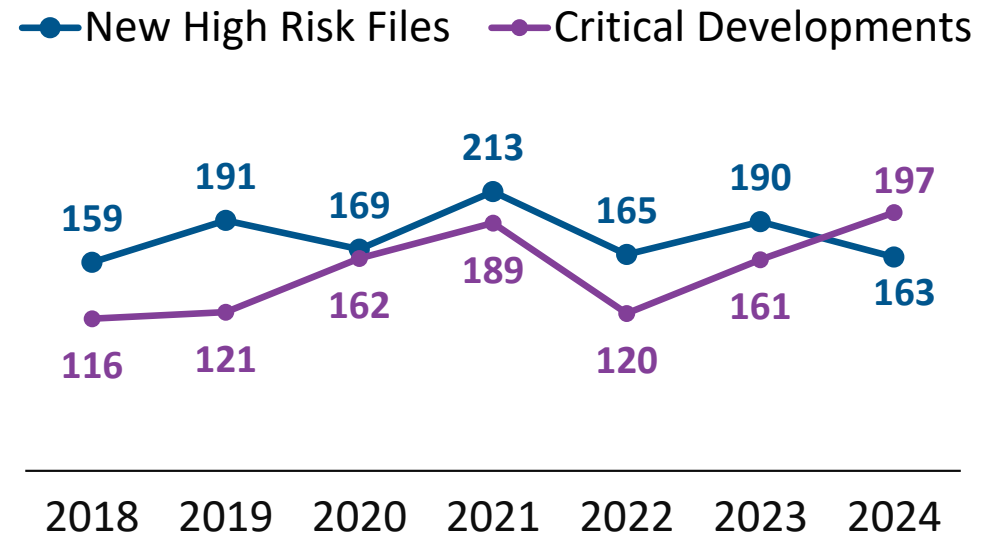
Full Time Equivalent (FTE) Change Details		
Approved 2024/25 FTEs:		778.8
Net Positions:		
Position	Rationale	Count
Digital Evidence Management System (DEMS) Clerk	Service Enhancement	9.0
Digital Evidence Management System (DEMS) Supervisor	Service Enhancement	1.0
Body Worn Video Project Coordinator	Other	(1.0)
Culture and Support Manager	Service Enhancement	1.0
Victim Services Case Workers	Service Enhancement	2.0
Forensic Media Specialist	Service Enhancement	1.0
Civilian Auditor	Service Enhancement	1.0
Quartermaster	Service Enhancement	1.0
Administrative Assistant - Police Science Program	Service Enhancement	1.0
Transferred Positions		
Net Transfer Positions		(11.4)
Total Changes		4.6
Total Budgeted 2025/26 FTEs		783.4

Domestic Violence – Victim Services Support

Total files involving domestic violence reported to Halifax Regional Police (2018 to 2024 YTD: Nov 28)

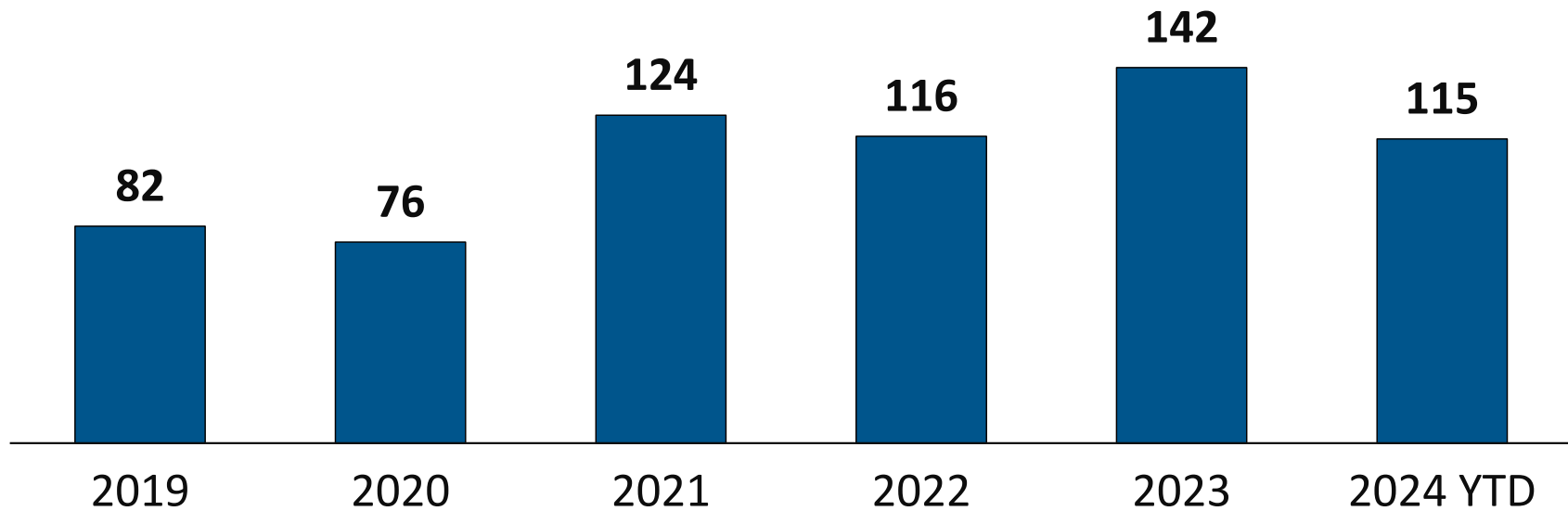


Total files involving domestic violence reported to Halifax Regional Police as high risk (2018 to 2024 YTD: Nov 28)



HRP EFAP Total Annual Referrals

Halifax Regional Police Employee Family
Assistance Program (EFAP) Referrals
2019-2024 Year-to-Date as of October 31, 2024



Operating Budget Summary of Changes

Change Description / Service Impact	Amount
Approved 2024/25 Budget	\$ 98,011,400
Service Enhancements	
Culture and Support Manager	75,700
Victim Services Case Workers	172,500
Forensic Media Specialist	44,900
Civilian Auditor	46,700
Quartermaster	67,000
Administrative Assistant - Police Science Program	55,500
Body Worn Cameras Initiative (positions & non-compensation)	847,900
Revenue Adjustments:	
Constable Secondments	162,700
Miscellaneous Cost Recoveries	9,500
Inflation/Service Pressures	
Collective agreement and other compensation adjustments	2,987,900
Court Time	330,000
Leased facilities	350,000
Commissionaires of Nova Scotia contract	157,500
On-Demand Interpretation Services	125,000
Adjustments to fixed costs to continue delivering existing services	119,600
Biological Casework Analysis Agreement	78,500
Advanced media recruiting campaigns	23,000
Other/Transfers	
Parks & Recreation - Youth Advocate Program	(865,900)
Community Safety - Crossing Guard Supervisors (Crossing Guard positions/budget were previously transferred in 2024/25 budget)	(182,700)
Community Safety - Funding equivalent to (2) constable positions	(226,000)
IT Services - Staff resources to centralize IT functions	(1,135,000)
Total Changes	\$ 3,244,300
2025/26 Budget	\$ 101,255,700

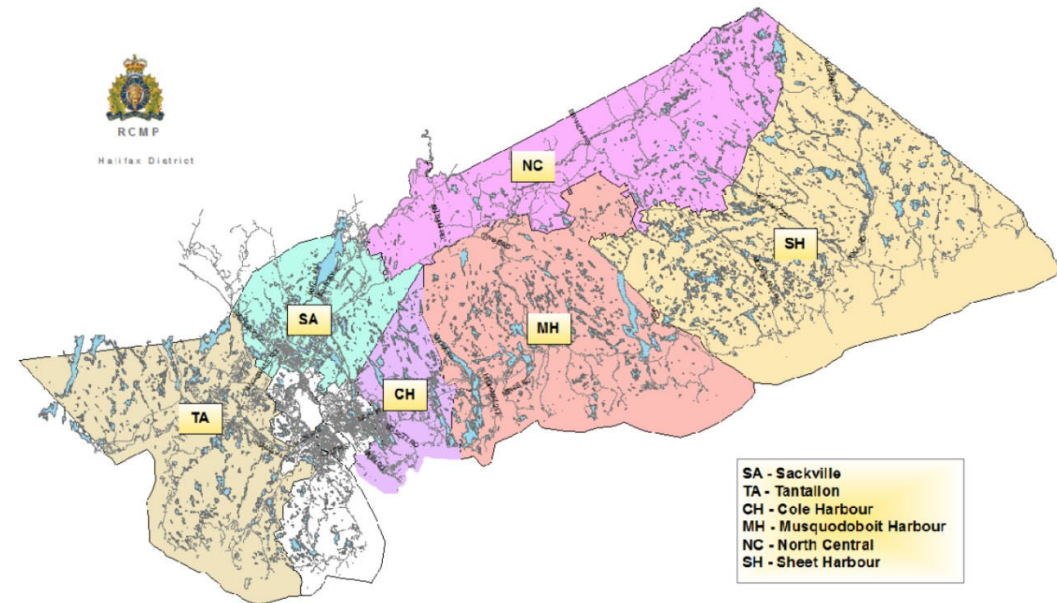


Royal Canadian Mounted Police – Halifax Regional Detachment

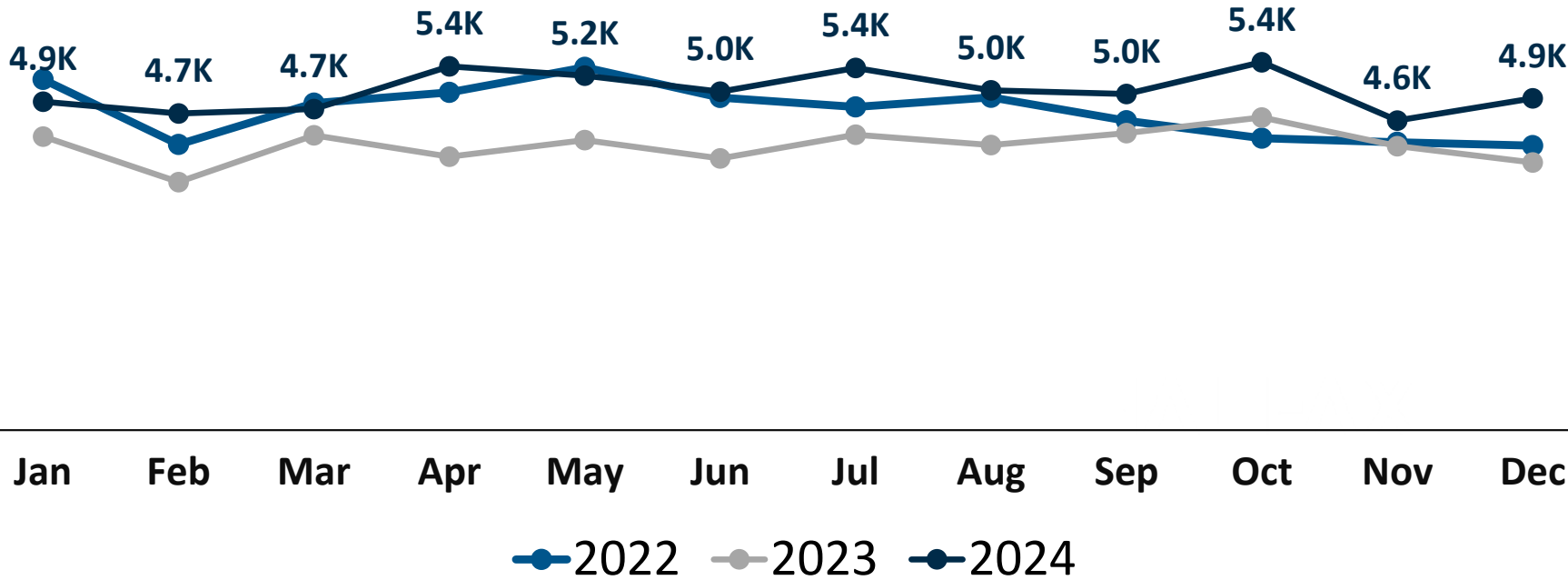
Policing Model Geography and Jurisdiction

Ten (10) Locations:

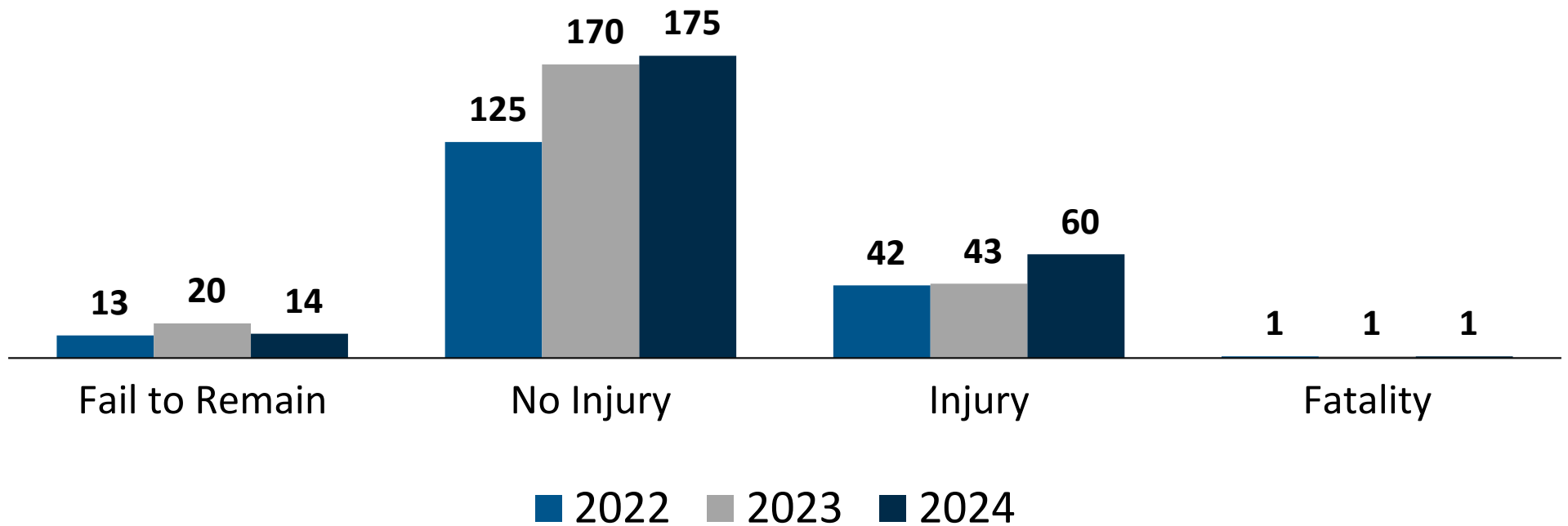
- HRP/RCMP HQ (Gottingen St)
- Cole Harbour
- Lower Sackville
- Musquodoboit Harbour
- Sheet Harbour
- Tantallon
- North Central
- North Preston
- Integrated Criminal Investigative Division (CID)
- Integrated Court/Records Section (Northbrook School)



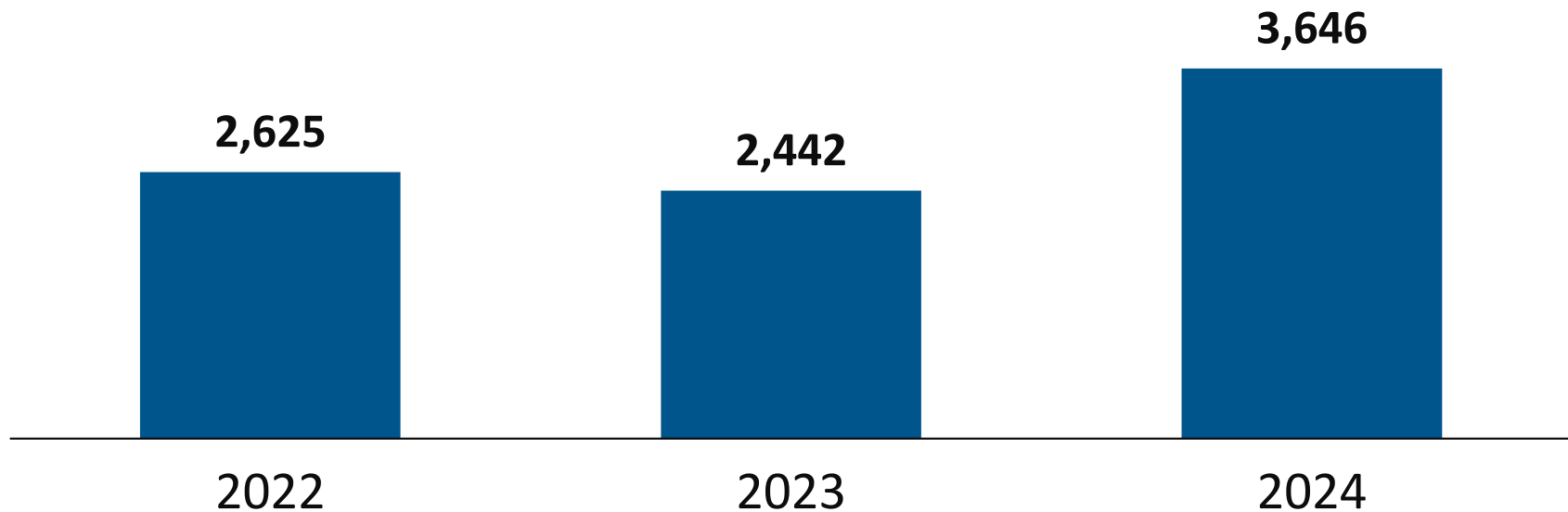
Total Calls for Service January 1, 2022 to December 31, 2024



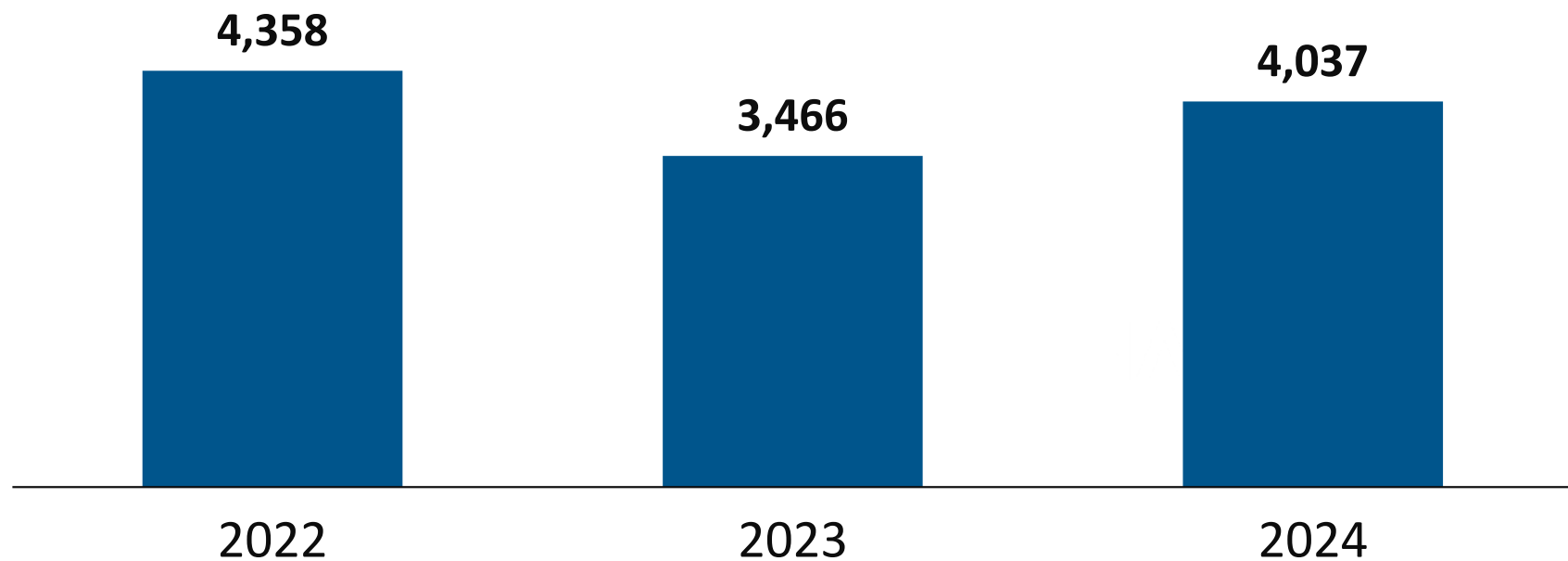
Musquodoboit Harbour, Sheet Harbour and North Central Motor Vehicle Collisions January 1, 2022, to December 31, 2024



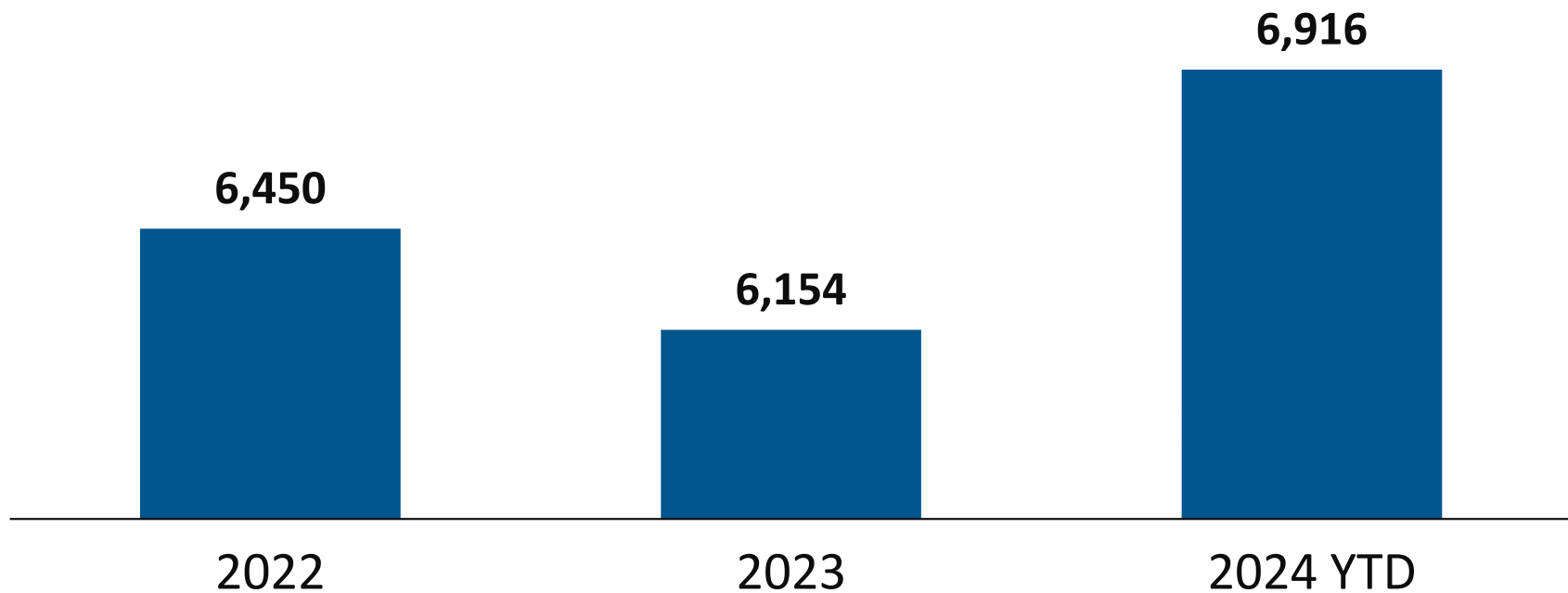
Sheet Harbour Calls for Service January 1, 2022, to December 31, 2024



BLT Calls for Service January 1, 2022, to December 31, 2024



Fall River Calls for Service January 1, 2022, to December 31, 2024



Operating Budget Summary of Changes

Change Description / Service Impact	Amount
Approved 2024/25 Budget	\$ 38,609,100
Contractual Increases	
Full year cost for 6 positions added in 2024/25	500,000
Total Changes	\$ 500,000
2025/26 Budget	\$ 39,109,100

Note: Final 2025/26 RCMP contract is pending Treasury board approval. Fiscal Services Proposed Operating Budget includes a provision for any contract increases.

Overs

Over Description / Service Impact	Revenue / Expense	One-time / On-Going	2025/26 Amount	2026/27 Amount
RCMP Contract Enhancement (14 new Regular Member positions - half-year estimated costing)	Expense	On-Going	1,418,700	2,837,400
Total Increases			\$ 1,418,700	\$ 2,837,400

