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Item No. 15.1.6
Halifax Regional Council
January 14, 2020

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: January 8, 2020

SUBJECT: Policing Resource Review

ORIGIN

On February 27, 2018, the following motion was put and passed by Regional Council:

THAT Halifax Regional Council direct the CAO to engage an expert to conduct an HRM wide service review of the appropriate composition of:

- 1. The Halifax Regional Police service, in relation to the portion of the municipality for which it is responsible for providing policing services; and*
- 2. The Provincial Police Service, as provided by the RCMP, in respect of the remainder of the municipality served by the Provincial Police Service. And to prepare a report and recommendation to Council, as a starting point for consultations with the Board of Police Commissioners and the Department of Justice regarding the provision of adequate, efficient and effective policing within HRM.*

LEGISLATIVE AUTHORITY

34 (1) The Chief Administrative Officer is the head of the administrative branch of the government of the Municipality and is responsible to the Council for the proper administration of the affairs of the Municipality in accordance with the by-laws of the Municipality and the policies adopted by the Council.

RECOMMENDATION

It is recommended that Halifax Regional Council direct staff to:

1. Accept and implement the recommendations from the Police Service Review with the exceptions of: 1, 2, 20

BACKGROUND

In April 2018, Regional Council directed that Halifax Regional Police (HRP) conduct an HRM-wide service review of the HRP and RCMP to prepare a recommendation report regarding the provision of adequate, efficient and effective policing within HRM.

The objective of the Police Service Review was to provide the CAO with a clear evaluation, including suggestions and recommendations to:

- Create service effectiveness and efficiencies;
- Address resourcing constraints and opportunities;
- Identify and provide recommendations to close service gaps;
- Identify new equipment or technology to enhance service delivery;
- Outline areas where there is potential for savings or cost avoidance; and
- Engage all levels of the service in the change process.

The report's proposals should be viewed in the overall context of the current HRM policing model and what improvements would serve the goal of enhancing public safety outcomes, achieving operational excellence and establishing an effective integration model that serves all areas within HRM effectively and consistently. This response supports the current policing model while offering enhancements to the current strategic and operational processes.

A key development that occurred during the review process was the hiring of the new Chief of Police for HRP. In July 2019, Chief Daniel Kinsella assumed his role as the new Chief of Halifax Regional Police. While not actively involved in these recommendations during the bulk of the review period, in September, he reviewed an initial draft of the report and incorporated input from Chief Supt. Janis Gray.

Chief Kinsella is undertaking organizational restructuring currently. Many of the changes are directly or in spirit applicable to the review.

DISCUSSION

In November 2019, Perivale & Taylor Consulting delivered a report that included 29 recommendations (See Appendix A). The report's recommendations are listed below along with HRP's response and a status summary on each of the recommendations. For this set of recommendations, it is proposed that HRP deliver a combination of changes, some of which are critical to mitigating current operational risks identified by the Chief and achieve operational alignments, while at the same time addressing specific recommendations in the report. A snapshot of the changes being implemented are summarized below. The summaries are a result of the Chief's review and consultation with Halifax District RCMP Chief Superintendent.

1. HRM-wide crime and public safety priorities, objectives, and goals must be jointly developed by the Board, HRM through the Public Safety Advisor, and HRM police (HRP and RCMP), recommended by the CAO, and approved by Regional Council. The implementation of the priorities, objectives and goals respecting police services should be reported jointly to the Board and to Council by the HRM Police – the HRP and RCMP. **(Not accept)**

This recommendation does not have any application under the policing model currently in place in HRM. There are distinct processes that govern municipal policing in HRM as established in the following section within the Police Act:

- *The establishment of the HRP, section 36 (1) (a), and,*
- *An agreement with the province for the RCMP to provide policing services, section 36 (1) (b)*

The Halifax Board of Police Commissioners (BoPC) provides civilian governance and oversight for the Halifax Regional Police on behalf of Regional Council. The Board also functions as a Police Advisory Board to the RCMP Halifax District as it performs contractual policing services within the Halifax Regional Municipality. The legislated mandate and responsibilities of Board of Police Commissioners is established by the Provincial Government of Nova Scotia, and set out in the [Police Act \[PDF\]](#), as well as the Board's [Terms of Reference \(By-Law P-100\) \[PDF\]](#). While providing a combined HRM policing model, the two organizations operate under different authorities and differing federal, provincial and municipal legislation.

With regards to HRP, the Chief of Police is accountable to the BoPC for the provision of policing in HRM. The Chief of Police is accountable to the CAO with respect to the implementation of and compliance with HRM administrative policies and procedures.

The public safety plan and priorities for HRM are set by Council and delivered through the office of the Public Safety Advisor, who consults and works with a variety of municipal stakeholders, including the police, in the delivery of community public safety objectives. As the Council is aware, the Public Safety Advisor (PSA) does not have any operational authority over either RCMP or HRP. HRP is governed by the Police Act under BoPC's oversight as described above, while the RCMP falls under the federal mandate consistent with their operations throughout the country. While it is important to progressively strengthen the collaboration and partnership between the two services and the PSA, the wording of the recommendation goes well beyond that and is not applicable.

2. The 2001 Policing MOU should be rescinded and replaced by two MOUs: Strategic and Operational. **(Not accept)**

It would not be feasible to create an overarching MOU as suggested because of the fundamental differences in both the make-up and governing processes of the two agencies. Many of the reasons are included in the response to recommendation #1.

The review report itself acknowledges "the challenges in coordinating two organizations operating under differing legislation and expectations". While HRP is governed by the Police Act, under BoPC's oversight and reporting to HRM in specific areas as described above, the RCMP falls under the federal mandate consistent with their operations throughout the country. The current MOU does an effective job of establishing and clarifying the governance, reporting, advisory and liaison duties and roles of all the signatories for effective and efficient policing in HRM.

To further amend or expand the current MOU (See Appendix B) is unrealistic and not provided for within the current legislative framework. Having said that, staff acknowledge the intent behind this recommendation and the need for stronger strategic alignment between the two agencies. To that end, since the review was initiated, both strategically and operationally, steps continue to be taken for improved alignment and collaboration between the two agencies.

For example, the business planning and the committee of the whole process now includes reporting of strategic deliverables and financials for both HRP and RCMP in a standardized format. Both agencies report their strategic priorities to BoPC on a regular basis in an open, consultative and public forum. Operationally, in the largest integrated division the Criminal Investigations Division, there are written agreements in place on both cost sharing and operations based on resources brought to the integration by both agencies. We believe that the spirit of this recommendation as laid out in the report can be achieved with ongoing and continual

improvements in civilian and Council oversight mechanisms without creating a new framework that fundamentally disagrees with the applicable legislative frameworks.

3. The internal business plans for HRP should be separate from the HRM-wide crime and public safety priorities, objectives and goals, and addressed separately by Regional Council, the CAO, and the Board. **(Accept and implement)**

This is already happening. Currently the Public Safety Advisor has a multi-year strategy on public safety measures that involve many stakeholders where appropriate, including police. HRP's business plan already distinctly sits outside of that strategy. Since the introduction of the HRP Strategic Plan in 2015, HRP has successfully worked to refine the strategic plan reporting process to BoPC. Currently HRP strategic plan deliverables are reported quarterly to BoPC as well as part of the business planning process to Council.

4. The HRP staff performance measures should be based on outcomes reflecting the priorities, objectives, and goals of HRP. **(Accept and implement)**

HRP is currently in the process of doing a best-practices scan on key performance measures that prominent Canadian police organizations follow. We will be working to develop new Key Performance Indicators (KPIs) informed by those practices in alignment with the priority, objectives and goals of HRP.

5. The Public Attitude Surveys developed by HRP and Public Safety Canada should be conducted HRM-wide on a regular basis, and the results used in developing crime and public safety priorities, objectives, and goals. **(Accept and implement)**

Currently, HRP is working with stakeholders to gather input for survey questions to appropriately reflect community priorities and test service expectations. The goal is to have the first survey in the market by early 2020 and it will be conducted on a regular basis, HRM-wide.

6. The HRP Divisions and RCMP Detachments should separately conduct weekly local crime reduction meetings. The regional ComStat meetings should be scheduled every four weeks and be chaired alternatively by the HRP and the RCMP. **(Accept and implement)**

Intelligence-led policing deployment is an operational consideration and can be effectively managed by both HRP and RCMP, as appropriate. HRP Chief can determine the implementation in coordination with RCMP; however, it will have to be determined if the alternative chairing proposal is viable or not.

7. The IES should examine ways to reduce the average time from call receipt to dispatch for Priority 1 and 2 incidents through enhanced policies and procedures. The call category assist citizen should be eliminated and replaced by the most accurate categories. HRP and RCMP should re-assess the priority of *alarm* calls. **(Accept and implement)**

This is currently being dealt with as part of an ongoing Priority Response Review. The review will look at the priority we have assigned to the various types of calls based on the number of officers who could be available to respond and a determination of the continued assigned priority of such calls based on workload and patrol strength. Subsequently a determination will be made on how to most efficiently and appropriately deploy officers to a variety of calls for service.

8. Call load and allocated vs. unallocated time analytical processes should be established, and these analyses should be conducted at least annually. **(Accept and implement)**

This will be achieved using a multi-pronged approach, including, a workload study and the Priority Response analysis as noted in #7 that will factor in HRP's deployment model. It will also show the proactive and reactive time available to patrol members. As part of work being done by

the Chief's organizational review, the afore-mentioned workload study is now underway as the first step to this effort.

9. HRP IT, in consultation with HRP and RCMP, should review the process by which CAD incidents are concluded and sent for follow-up through transfer to RMS. Changes should be put in place to ensure key tombstone data from CAD cannot be mistakenly altered. **(Accept and implement)**

HRP will lead the implementation in coordination with RCMP as informed by the Priority Response Review in relation to recommendation # 7.

10. The HRP Audit function should be moved from its current reporting position to the Executive Officer, and report to the proposed Planning and Performance Section. **(Accept and implement)**

Under the new organizational structure (See Appendix C), steps have been taken to create a central audit and oversight function, which will still reside in the Chief's Office under the Executive Officer's oversight. Under the new structure, Audit has been separated from the joint supervision of Prisoner Care Facility and the Property and Exhibits areas and will function as an independent entity under a supervisor committed solely to audit and risk management. The purpose behind it is to have audit and oversight management in place not only for reactive purposes, but as a central unit that proactively ensures compliance with all organizational policies and operational areas. It would ensure independence of this function from the units being audited.

11. The HRP Operational Planning Section should be renamed the Planning and Performance, and assume an organization-wide function including research, planning, audit and oversight, and performance management. **(Accept and implement)**

Under the new organizational structure, the operational planning section has been eliminated, and corporate planning, policy, public information and research capabilities will be located under one umbrella within the Office of the Chief of Police. As part of that, a temporary secondment has been put in place as a pilot for a corporate data analyst function. The analyst will support the completion of a framework and related tools to align these components within this new area. Future staff resources may be necessary to bring it fully in line with the recommendation.

12. The staffing and deployment of primary investigation resources (HRP Patrol Divisions and RCMP General Duty) should be relatively consistent with the temporal workload as identified in the Review Allocated Time Study. **(Accept and implement)**

A review is ongoing as an HRP strategic plan deliverable to help achieve optimization of patrol resources through an analysis of workload, geographic resource deployment and patrol operating hours.

- 13-19. Nine HRP sworn positions should be considered for civilianization. **(Accept and implement)**

HRP has been progressively gaining specialized expertise through civilian roles in functional and leadership capacities. For example, the new Chief Information Security Officer and the new EFAP lead roles have been civilianized. The Forensic Identification Section has hired its first civilian forensic technician. While all the changes in the recommendations #13-19 will not be achievable in the near term, HRP will continue with this trend with the end goal of ensuring appropriately skilled people are in appropriate positions.

20. Airport policing should be seamless with the police of jurisdiction, developed in consultation with the RCMP, HRP, the Board, and HRM. **(Not accept)**

Not applicable, as it relates to a separate service contract negotiated with Halifax International Airport Authority, which is a private entity.

21. The HRP should consider the Review's analysis of Quality Assurance (QA) workload and adjust the staffing appropriately. **(Accept and Implement)**

As part of the organizational structure review and as an HRP strategic plan deliverable, HRP's deployment model is being examined to compare workload amongst patrol zones, and proactive and reactive time available to officers in each of the patrol areas.

22. The HRP Property and Exhibits Section should report to the Administration Division. **(Accept and implement)**

This has been implemented as part of the organizational restructuring by Chief Kinsella.

23. HRM should work with HRP and RCMP to develop a viable and effective shared services IT plan which respects the unique nature of the police IT environment and the police context. **(Accept and implement following a separate analysis)**

Some of the guiding principles included in this recommendation have already been identified in two audits of HRM and HRP technology infrastructure and systems. HRP has initiated in-depth discussions with HRM ICT to complete a robust risk analysis of current and possible future state models for information technology processes related to police. This is a critical first step towards creating a strategic IT plan for HRP and integrated HRM police services with RCMP's input, including a detailed plan consisting of service level agreements (SLAs) for the ownership and delivery of various IT services; identification, transfer and/or establishment of priority infrastructure; and, associated budgetary implications. This analysis and the ensuing plan would both ensure appropriate harmonization of systems where appropriate as well as separation where necessary due to unique policing technology needs.

24. HRP and RCMP should establish a security committee, develop comprehensive security and risk management policies, and the body of surrounding procedures/ standards to ensure the security of IT systems and the data stored therein. **(Accept and implement following a separate analysis)**

Same response as #23.

25. HRP, in consultation with the RCMP, should create and staff an IT Section with responsibility for maintenance of the HRP IT infrastructure, and lead new IT projects using accepted project management processes. **(Accept and implement following a separate analysis)**

Same response as #23.

26. In consultation with the RCMP, and in conjunction with HRM, HRP should undertake a future technology planning process to improve support for effectiveness and efficiency of policing services. **(Accept and implement following a separate analysis)**

Same response as #23.

27. HRP/RCMP/HRM should examine options for enhancing suitable storage, including adequate physical facilities, proper staffing, and IT-based record keeping, to meet exhibit and property management requirements. **(Accept and implement)**

This is currently being processed as part of capital planning. It may also entail new staffing costs.

28. The HRP booking and prisoner care facility reporting should report to the Inspector, Operations Support, through the on-duty Watch Commanders. Long-term HRM planning should consider the nature of prisoner care approaches, including cooperation and/or integration with the Department of Justice Correctional Services and Sheriffs Services and other opportunities. **(Accept and Implement)**

This has been implemented as part of the new organizational realignment and is also slated to be reviewed as part of the long-term capital planning process.

29. The reporting of overtime should be coded to identify the type of overtime and the originating section. HRP should develop an electronic overtime reporting process. **(Accept and implement following a separate analysis)**

Same response as #23.

FINANCIAL IMPLICATIONS

The implementation of recommendations 23, 25, 26 27 and 28 will require associated capital spending. (2024). Recommendation 29 may entail some costs associated with the payroll team. Additional staffing costs will be necessary for 2020 (Prisoner Care Facility). Estimates for all will require a further detailed analysis.

RISK CONSIDERATION

There are no significant risks associated with the information in this report.

COMMUNITY ENGAGEMENT

Given it's an internal, operational review, no external community engagement was required.

ENVIRONMENTAL IMPLICATIONS

N/A

ALTERNATIVES

Council may choose to not accept these recommendations.

ATTACHMENTS

- Appendix A - Recommendations 1-29
- Appendix B - Halifax Regional Municipality & Board of Police Commissioners & provincial Police Service (Royal Canadian Mounted Police – Halifax Detachment) 2001
- Appendix C - HRP's previous and new organizational charts

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: Neera Ritcey, Manager, Communications and Public Relations, HRP, 902.490.5063

APPENDIX A

The following section provides the total recommendations prepared by the consultants:

1. HRM-wide crime and public safety priorities, objectives, and goals must be jointly developed by the Board, HRM through the Public Safety Advisor, and HRM police (HRP and RCMP), recommended by the CAO, and approved by Regional Council. The implementation of the priorities, objectives and goals respecting police services should be reported jointly to the Board and to Council by the HRM Police – the HRP and RCMP.
2. The 2001 Policing MOU should be rescinded and replaced by two MOUs: Strategic and Operational.
3. The internal business plans for HRP should be separate from the HRM-wide crime and public safety priorities, objectives and goals, and addressed separately by Regional Council, the CAO, and the Board.
4. The HRP staff performance measures should be based on outcomes reflecting the priorities, objectives, and goals of HRP.
5. The Public Attitude Surveys developed by HRP and Public Safety Canada should be conducted HRM-wide on a regular basis, and the results used in developing crime and public safety priorities, objectives, and goals.
6. The HRP Divisions and RCMP Detachments should separately conduct weekly local crime reduction meetings. The regional ComStat meetings should be scheduled every four weeks and be chaired alternatively by the HRP and the RCMP.
7. The IES should examine ways to reduce the average time from call receipt to dispatch for Priority 1 and 2 incidents through enhanced policies and procedures. The call category assist citizen should be eliminated and replaced by the most accurate categories. HRP and RCMP should re-assess the priority of alarm calls.
8. Call load and allocated vs. unallocated time analytical processes should be established, and these analyses should be conducted at least annually.
9. HRP IT, in consultation with HRP and RCMP, should review the process by which CAD incidents are concluded and sent for follow-up through transfer to RMS. Changes should be put in place to ensure key tombstone data from CAD cannot be mistakenly altered. Occurrence file management - HRP can lead the implementation in coordination with RCMP.
10. The HRP Audit function should be moved from its current reporting position to the Executive Officer, and report to the proposed Planning and Performance Section.
11. The HRP Operational Planning Section should be renamed the Planning and Performance, and assume an organization-wide function including research, planning, audit and oversight, and performance management.
12. The staffing and deployment of primary investigation resources (HRP Patrol Divisions and RCMP General Duty) should be relatively consistent with the temporal workload as identified in the Review Allocated Time Study.

- 13-19. Nine HRP sworn positions should be considered for civilianization.
20. Airport policing should be seamless with the police of jurisdiction, developed in consultation with the RCMP, HRP, the Board, and HRM.
21. The HRP should consider the Review's analysis of Quality Assurance (QA) workload and adjust the staffing appropriately.
22. The HRP Property and Exhibits Section should report to the Administration Division.
23. HRM should work with HRP and RCMP to develop a viable and effective shared services IT plan which respects the unique nature of the police IT environment and the police context.
24. HRP and RCMP should establish a security committee, develop comprehensive security and risk management policies, and the body of surrounding procedures/ standards to ensure the security of IT systems and the data stored therein.
25. HRP, in consultation with the RCMP, should create and staff an IT Section with responsibility for maintenance of the HRP IT infrastructure, and lead new IT projects using accepted project management processes.
26. In consultation with the RCMP, and in conjunction with HRM, HRP should undertake a future technology planning process to improve support for effectiveness and efficiency of policing services
27. HRP/RCMP/HRM should examine options for enhancing suitable storage, including adequate physical facilities, proper staffing, and IT-based record keeping, to meet exhibit and property management requirements.
28. The HRP booking and prisoner care facility reporting should report to the Inspector, Operations Support, through the on-duty Watch Commanders. Long-term HRM planning should consider the nature of prisoner care approaches, including cooperation and/or integration with the Department of Justice Correctional Services and Sheriffs Services and other opportunities.
29. The reporting of overtime should be coded to identify the type of overtime and the originating section. HRP should develop an electronic overtime reporting process.

**HRM POLICING
RESOURCE REVIEW**

Partners in Policing
Halifax Regional Municipality

APPENDIX 1

MOU

**Halifax Regional Municipality &
Board of Police Commissioners &
Provincial Police Service
(Royal Canadian Mounted Police -
Halifax Detachment)
2001**

perivale + taylor consulting

May 2019

This Memorandum of Understanding made this ^{26th} day of November 2001 and effective the 21 day of September 1999.

Between:

HALIFAX REGIONAL MUNICIPALITY,
a municipal Body corporate

and

**BOARD OF POLICE COMMISSIONERS
FOR HALIFAX REGIONAL MUNICIPALITY**

and

**PROVINCIAL POLICE SERVICE
(ROYAL CANADIAN MOUNTED POLICE -
HALIFAX DETACHMENT)**

APPROVED
AS TO FORM
Original Signed
Municipal Solicitor

Whereas the Halifax Regional Municipality ("HRM") is responsible for the policing and maintenance of law and order within the Halifax Regional Municipality ("the Municipality") and for providing and maintaining an adequate and effective police service at its expense in accordance with its needs;

And Whereas HRM has determined to discharge its responsibility to ensure adequate and effective police service through a combination of methods;

And Whereas HRM has created and appointed the chief and members of the Halifax Regional Police (HRP) to provide policing services to a portion of the Municipality and has contracted with the Province of Nova Scotia to provide policing services to the remainder of the Municipality through Provincial Police Service (PPS) as provided by the Royal Canadian Mounted Police (RCMP);

And Whereas this Memorandum of Understanding is intended to establish and clarify the governance, reporting, advisory and liaison duties and roles of the Halifax Regional Board of Police Commissioners (the "Board"), the Chief Administrative Officer (the "CAO"), the Halifax Regional Police, the Chief of Police, and the Provincial Police Service, to ensure that adequate, effective and efficient policing services are maintained with HRM.

BOARD OF POLICE COMMISSIONERS

1. The primary function of the Halifax Regional Municipality Board of Police Commissioners is to provide civilian governance in regards to strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and an advisory role in respect of police matters within the communities serviced by the Provincial Service.

2 (a) The Board in accordance with the *Police Act* and HRM Bylaws may carry out any of the following roles and responsibilities:

- (i) co-ordinate public planning process as it relates to community oriented police response to community issues;
- (ii) provide civilian governance on behalf of council in relation to enforcement of the law, the maintenance of law and order and the prevention of crime within the municipality;
- (iii) in consultation with the Chief of Police, review priorities, goals and objectives of the municipal police service;
- (iv) oversee and ensure the provisioning of the municipal police service in the areas of accommodation and material as deemed necessary;
- (v) 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 may only exercise global budget approval and may only accept the police service budget submitted to it by the board or refer back to the board with instructions that it be altered upward or downward by a specific dollar amount or percentage;
- (vi) ensure compliance with Nova Scotia Police Act code of conduct;
- (vii) make rules respecting standards, guidelines and policies for the administration of the police service and for the efficient discharge of duties by the employees;
- (viii) carry out any studies or investigations respecting its civilian governance responsibilities;
- (ix) monitor gender, ethnic and minority group issues and making recommendations concerning these matters to the Chief of Police;
- (x) ensure that community needs and values are reflected in policing goals and methods;

(xi) act as a conduit between the community and the police service providers.

(b) The Board, in accordance with the *Police Act* and Halifax Regional Municipality Bylaws, may carry out any of the following roles and responsibilities as they relate to the RCMP Halifax Detachment:

- (i) by consulting with the Officer in Charge to develop and implement the policing objectives, priorities and goals;
- (ii) Requiring the Officer in Charge of the Halifax Detachment of the RCMP to attend all meeting of the Board of Police Commissioners, and other meetings as required by the Board, in order to provide information pertaining to operational and administrative status of the Halifax Detachment of the RCMP; such consultation shall occur as and when required but not less than quarterly;
- (iii) requiring the Officer In Charge to an annual report, by March 31 of each year, on the status of the implementation of HRM's objectives, priorities and goals relating to the Halifax Detachment's policing responsibilities within its prescribed territorial jurisdiction in the HRM during the previous fiscal year;
- (iv) requiring the Officer in Charge to provide monthly or more frequently if deemed necessary the Board of Police Commissioners the details of any new or outstanding internal disciplinary matter in respect of those members of the RCMP who carry out policing functions within Halifax Detachment;
- (v) by requesting as required information relating to any policies, directives or practices of the RCMP on matters such as information on organizational initiatives within the RCMP, the public complaint process, the processes dealing with discipline and poor performance of members of the RCMP, recruiting processes in general, and as they relate specifically to visible minorities; transfer policies for RCMP members and any other programs as may from time to time be of interest to the Board;
- (vi) in consultation or with their delegate consult with the Officer in Charge or his or her delegate, the Attorney General or his or her delegate meet in respect to financial planning having regard to the number of member and support staff required for Halifax Detachment for the following fiscal year or five year plan.

CHIEF ADMINISTRATIVE OFFICER

3. The Chief Administrative Officer or delegate will liaise with the Provincial Police Service and the Minister of Justice as per such terms and conditions, including financial arrangements, as may be agreed upon between HRM and the Minister of Justice.
4. The CAO or delegate may carry out independently, and/or liaise with or in conjunction with the Province as a service provider any strategic and/or business planning review within the context of business practices that reflect the goals of efficient, effective and economical service delivery of law enforcement, crime prevention and policing within the Municipality. The findings of the planning reviews shall be submitted to the Minister of Justice and the Board for consultative review and to HRM Council for funding and implementation approval.
5. The CAO or delegate in consultation with the Board may carry out and not be limited to the following strategic and/or business planning reviews such as: Communication/Dispatch services; Information/Record keeping technology; population trends, growth patterns, business development and economical growth and their impact on policing service delivery; recruiting and training; policing business practices and the external governmental factors that impact on these practices; policing governance within and external to HRM; and costing models of police service delivery. The findings and recommendations shall be submitted to the Minister of Justice if they impact directly on the Provincial Service Agreement (1992).

CHIEF OF POLICE

6. The Chief of Police shall, as the senior police manager within HRM, report to the CAO or delegate on police service matters pertaining to their development, planning and implementation as directed by the Chief Administrative Officer, required in providing for efficient, effective and economical municipal police service delivery.
7. The Chief of Police shall, as the senior police manager within HRM, advise the Board with respect to the provision of efficient, effective and economical municipal police service and may in consultation with the Board undertake in a timely manner, research, strategic planning, policy development and implementation and the reporting of results, in response to inquiries by the Board pertaining to its community governance responsibilities, generally categorized as:
 - (a) providing an effective community voice on matters pertaining to policing;
 - (b) civilian review of police service delivery;
 - (c) ensuring the quality of police service delivery by evaluation processes;
 - (d) keeping generally informed of policing operations; and

- (e) insuring police personnel are accountable to civilian authority.

HALIFAX REGIONAL POLICE

8. The geographic service boundary of the Halifax Regional Police shall be the territorial boundaries of the former cities of Dartmouth and Halifax and the former Town of Bedford on March 31, 1996 or as may be amended from time to time pursuant to the Terms of Reference for a Business Planning Review of Police Service Delivery as approved by HRM Council.
9. The HRP shall consist of a Chief of Police and such other officers, assistants and civilian employees as the HRM Council through the Chief Administrative Officer or delegate may from time to time deem necessary.
10. The HRM Council shall on the recommendation of the CAO appoint a person to be the Chief of Police of the HRP.
11. The Chief of Police shall have the power to appoint, promote, suspend, dismiss and reinstate all members, special constables, by-law enforcement officers and civilian employees of the HRP.
12. The Chief of Police shall provide day to day direction of the HRP with respect to the enforcement of law and the maintenance of discipline within the area of the Municipality over which the HRP has jurisdiction.
13. The Chief of Police and the officers of the HRP are charged with the enforcement of the penal provisions of all the laws of the Province and the Municipality and any penal laws in force within the Municipality within the area of the Municipality over which the HRP has jurisdiction except as otherwise directed by the Nova Scotia Police Act or any other enactment or by the Minister of Justice.

PROVINCIAL POLICE SERVICE

14. The geographic service boundary of the Provincial Police Service shall be the remainder of the Municipality not coming under the jurisdiction of the HRP.
15. The responsibility of the Provincial Police Service shall be carried out by the Royal Canadian Mounted Police - Halifax Detachment.
16. The Officer in Charge of the RCMP - Halifax Detachment shall be responsible for the operations, policies and functions of the police service under the Officer's direction and a member of the RCMP while acting as a member of the Provincial Police Service shall, subject to the terms of the Provincial Police Agreement, be under the Officer's direction.

17. Subject to the Provincial Police Agreement, the officers and members of the Provincial Police Service shall be municipal police officers for HRM.

18. The Officer in Charge and the officers of the RCMP - Halifax Detachment are charged with the enforcement of the penal provisions of all the laws of the Province and the Municipality and any penal laws in force within the area of the Municipality over which the RCMP- Halifax Detachment has jurisdiction except as otherwise directed by the Nova Scotia Police Act or any other enactment or by the Minister of Justice.

19. The Officer in Charge of the RCMP - Halifax Detachment shall report to the Board as frequently as is reasonably required by the Board on matters of police service delivery within the RCMP's prescribed territorial service boundary in the Municipality and the Officer in Charge shall be consulted by the Board (or delegate) or CAO (or delegate) on matters pertaining to the development, planning and implementation of police services to the Municipality where such matters impact on the position, operations or functioning of the RCMP - Halifax Detachment with HRM.

20. In respect of resource planning, the Officer in Charge (or delegate), the Chair of the Board (or delegate), the CAO (or delegate) and the Minister of Justice (or delegate) shall consult on or before December 1st of each fiscal year to establish the estimated cost of and the number of members and support staff required for the RCMP- Halifax detachment in the upcoming fiscal year.

21. It is recognized that there may be times or occurrences where having regard to emergencies or special events that the Minister of Justice for the Province or the Solicitor General of Canada may have need to call upon the Provincial Police Service to meet the police needs of the Province or Canada.

HRP - PROVINCIAL POLICE SERVICE LIAISON

22. Senior management of HRP and RCMP - Halifax Detachment shall meet on a regular basis as required to discuss strategic issues that impact on the efficient, effective, economical police service delivery within the region. Such business issues that are the result of these meetings will be reported to the Board and the CAO or delegate.

LEGAL EFFECT OF MOU

23. This Memorandum of Understanding is not written or entered into as a formal or legally binding agreement, but is only a definite expression and record of purpose and intention of the participants, to which each pledge themselves.

This MOU having been executed by the property signing officer of the respective parties hereto, the day and year first above written having been approved by the Regional Council of the Halifax Regional Municipality the 21st day of September, 2001.

Execute In the Presence Of:

HALIFAX REGIONAL MUNICIPALITY,

Original Signed

per Mayor

Original Signed

per Municipal Clerk

Original Signed

WITNESS

Original Signed

WITNESS

**BOARD OF POLICE COMMISSIONERS
FOR HALIFAX REGIONAL MUNICIPALITY**

Original Signed

Chairman

Original Signed

WITNESS

**PROVINCIAL POLICE SERVICE
(ROYAL CANADIAN MOUNTED POLICE -
HALIFAX DETACHMENT)**

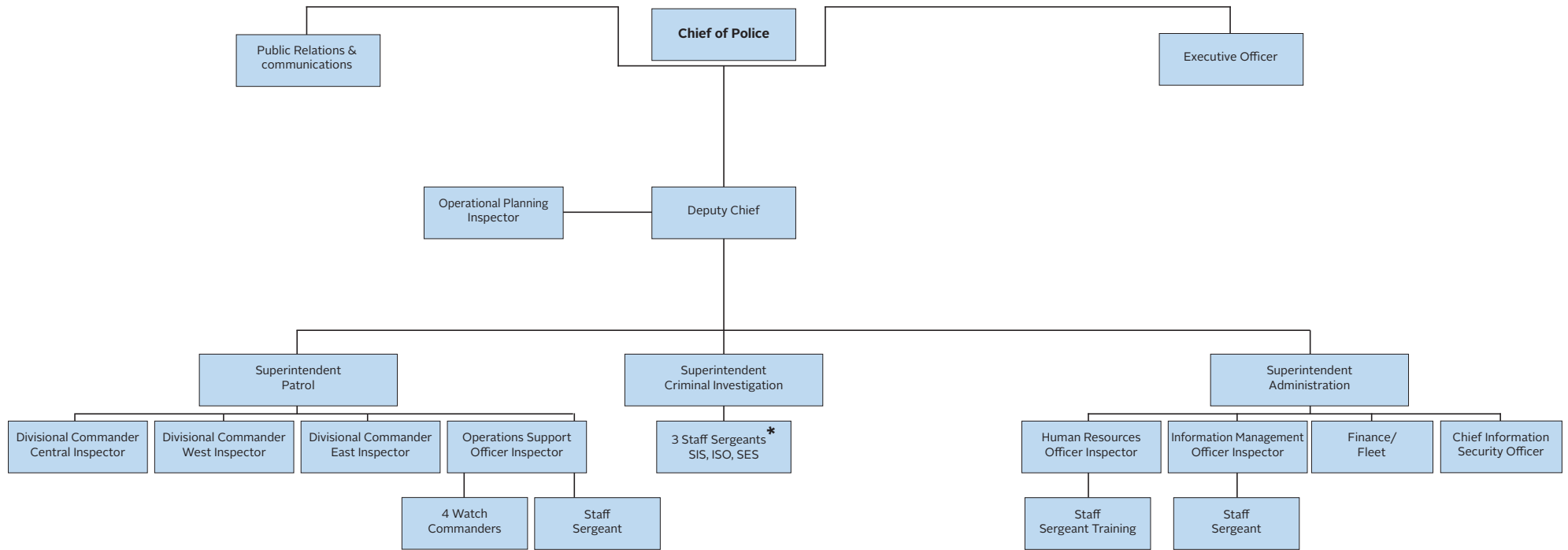
Original Signed

Officer In Charge

Original Signed

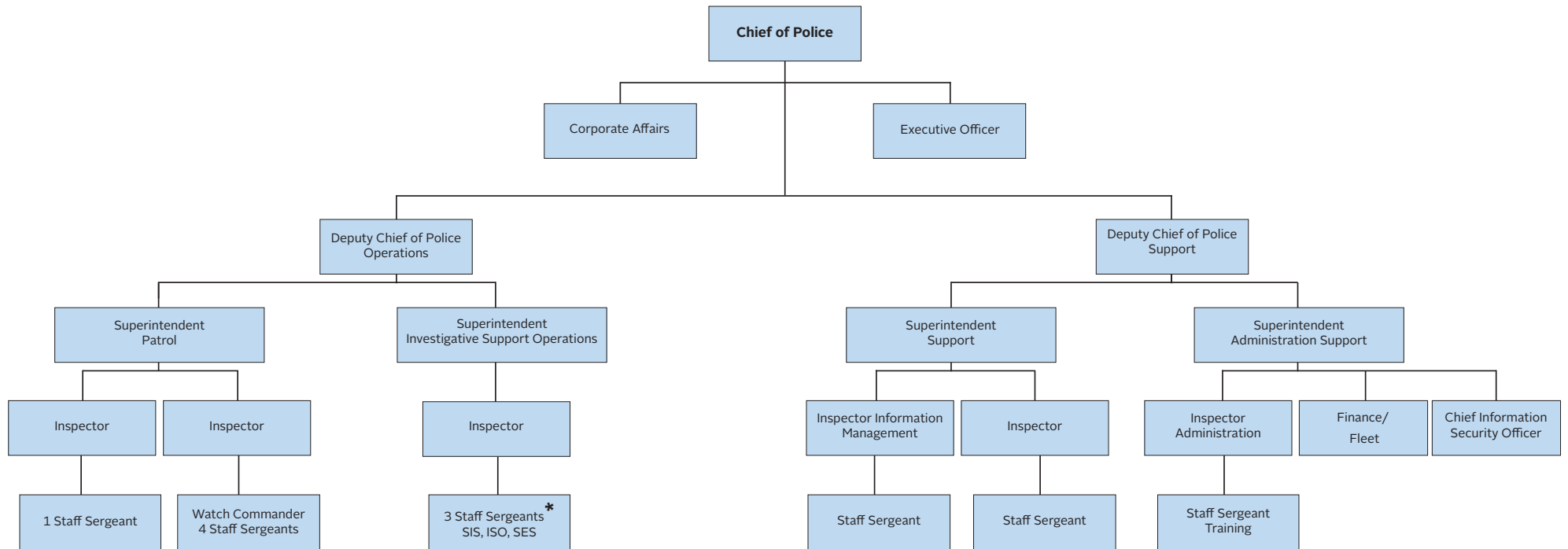
WITNESS

Halifax Regional Police | Previous organizational chart (Senior Management)



* - Special Investigation Section
 - Investigative Support Operations
 - Special Enforcement Section

Halifax Regional Police | New organizational chart (Senior Management)



* - Special Investigation Section
 - Investigative Support Operations
 - Special Enforcement Section