

Item No. 10.2.2
Board of Police Commissioners
November 15, 2023



RCMP Halifax Regional Detachment

Funding Request for Resources 2024
To Halifax Regional Municipality

Executive Summary

Aligned with the spirit of ongoing modernization and transformation, RCMP Halifax Regional Detachment is pleased to present this request to the HRM Board of Police Commissioners and HRM Council for additional resources. This resource request is for four (4) uniformed front-line police officers (Regular Member Constables) as well as two (2) Regular Member Constables as specialized domestic violence/intimate partner violence investigators. These regular members will directly support public safety efforts, improve officer safety, contribute to social and harm reduction priorities. These positions would also improve response times and capacity within the expansive RCMP jurisdiction within HRM.

In Fiscal Year 2022/23, four General Duty Constable positions were approved by Council to augment the Watches. The RCMP staffing process is well underway with allocations being made to staff these positions.

The Assistant Detachment Commander position (Superintendent) would be a key resource in the Detachment Management Team and is needed to reach and sustain its full potential in HRM's integrated policing environment. In a time of ever-increasing complexity in policing, its inherent value to work with senior stakeholders in policing and within HRM mitigates a high-risk gap.

Costing

The Halifax Regional Detachment RCMP per officer cost for Fiscal Year 2022/23 was approximately \$179,052 (see chart in Appendix "A"). Under the current Provincial Police Services Agreement (PPSA), the 70/30 Provincial/Federal cost share typically applies to Municipalities with populations with less than 15,000 residents. However, HRM continues to operate under this agreement, which constitutes a cost savings for the Municipality.

The cost per Regular Member is all inclusive i.e., all capital costs such as buildings and vehicles, fuel, kit and clothing, support staff, liability, etc. More specific questions regarding RCMP costing can be addressed through the Nova Scotia Department of Justice.

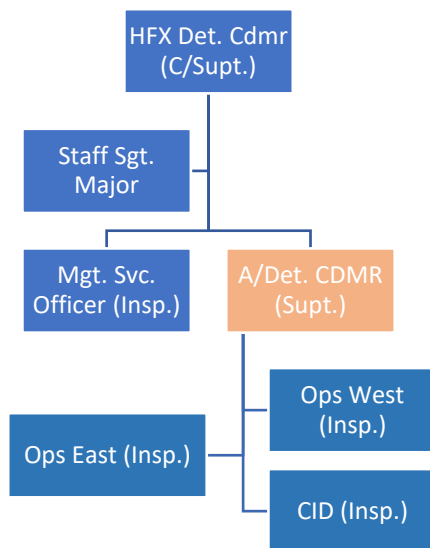
Assistant Detachment Commander (Superintendent) (1 Regular Member position)

Request

Halifax Regional Detachment RCMP is seeking to establish a new Regular Member position at the senior Officer level to fill the function of Assistant Detachment Commander. Through the Province of Nova Scotia, and with the support of the Halifax Regional Municipality (HRM), this position would be established as a new Regular Member (RM) Full-Time Equivalent (FTE) at the proposed rank of Superintendent (Supt.).

Position Level and Responsibilities

The current Price Waterhouse Cooper (PwC) policing review unequivocally recommends a renewed and deeper “integrated policing model” to meet or exceed the high expectations of contract partners and the public. This proposed position would significantly contribute to that goal.



The proposed position would be the Assistant Detachment Commander for Halifax Regional Detachment and would report directly to the Detachment Commander (Chief Supt.). It is expected that this position would be at the Superintendent rank level and would serve as the Senior Operations Officer for the Detachment.

The Assistant Detachment Commander would be responsible to oversee the broad spectrum of detachment operations. This would relieve the Detachment Commander of the significant time and attention requirements needed to oversee the complex and challenging operations of the large and dynamic organization that Halifax Regional Detachment has become.

Figure 1 - Senior Ops Officer / Assistant Det. Commander

This position would help address an important risk that exists in the current detachment command structure, specifically rank continuity. Without the Superintendent position there is a gap in the continuity of rank between Inspector and Chief Superintendent. This gap means that there is absolutely no opportunity for RCMP Inspectors to advance their careers without exiting the detachment, with the resulting loss of important corporate knowledge (and relationships) needed to support the integrated policing model in HRM.

This position would help address an important risk that exists in the current detachment

Responsibilities of the Assistant Detachment Commander (as Senior Operations Officer) would include:

- Being a key member of: a) the Detachment’s senior command team; and b) the future RCMP-HRP Senior Management Team.
- Along with the Detachment Commander: deeply understand, champion and be actively engaged in the HRM integrated policing model - and with all the internal and external stakeholders.

- **Oversee Detachment Operations:**
 - Implement detachment operational priorities, providing strategic direction for RCMP front line (General Duty) operations.
 - Actively engaged in the deployment/utilization of RCMP specialized services (e.g., ERT)
 - As needed, liaise with the integrated Criminal Investigation Division leadership on key investigations.
 - Provide senior leadership and direction for RCMP resources through the detachment COMSTAT processes, and any future joint RCMP-HRP COMSTAT process (or similar).
 - Provide senior level accountability for serious investigative files, high risk/high impact unfolding operations and how they are conducted.
- **Stakeholder Relationships:** On operational matters, be the detachment's primary contact with a broad range of policing stakeholders, including: HRP, "H" Division Criminal Operations Branch, Criminal Intelligence Service NS, the Nova Scotia Department of Justice (NS DOJ) etc.
- **Communications:** On operational matters, prepare, vet, approve detachment Briefing Notes and other communication/reporting products for HRM's Board of Police Commissioners (BoPC), HRP, HRM and elected Councillors, RCMP "H" Division etc.
- **Detachment Commander Support:**
 - Assume command of day-to-day operational responsibilities so that the Detachment Commander can properly attend to managing the Detachment's strategic direction and key relationships / internal processes.
 - Assume the responsibilities of the Detachment Commander when they are not available (e.g., on annual leave).
- **Peer-to-Peer Relationships -** Provide rank equivalent liaisons (e.g., Supt. to Supt.) with senior leaders within HRP, HRM, RCMP and other police agencies.
- **Human Resource Mentorship:**
 - Provide overwatch of senior Non-Commissioned Officers (NCOs) when they are acting in Inspector roles.
 - Support the mentorship and development of junior Commissioned Officers and senior NCOs.

Summary

Establishing a new RM position as the Assistant Detachment Commander position (Supt.) would enable the Detachment Commander to focus their attention and energies on the RCMP's senior level responsibilities in the HRM integrated policing environment, including those to HRM and its police governance, and meeting the demands of a large detachment in the HRM integrated policing environment. This Superintendent position would: a) be a key resource in the Detachment's senior management team and is needed to enable the Detachment to reach and sustain its full potential within HRM's integrated policing environment; b) improve operational outcomes and promote consistent service delivery for HRM communities served by the Detachment; c) positively impact the Detachment's governance and policing stakeholder relationships; and d) improve continuity and legacy of leadership within the Detachment.

Dedicated Intimate Partner Violence Investigators (2 Regular Member positions)

Request

Halifax Regional Detachment is requesting the establishment of two (2) new Constable positions (investigators) that would primarily support Intimate Partner Violence (IPV) investigations. These positions are anticipated to work out of the Cole Harbour and Tantallon offices during regular business hours.

Background/Context

In 2022, 616 occurrences were flagged as Domestic Violence within Halifax Detachment. Of these, 214 of these occurrences were deemed as “High Risk”.

There is currently no dedicated IPV investigator within Halifax Regional Detachment. Investigations are currently assigned based on the totality of severity, and normally will be investigated and managed within the general duty capacity and normally assigned to the watch member(s). Watch members work on a rotational shift basis – days and nights. Due to shift lengths and scheduling parameters for health and safety, this scheduling pattern creates variations in times that a client/victim can be in contact with the investigator.

IPV files often require in-depth investigations. Due to their domestic nature, the situations are often complex and benefit from consistency given multiple protocols and frameworks guiding police and victim response. It is also recognized that IPV files/ incidents are often under reported. IPV files are inherently high risk and require experienced and trained investigators.

While high-priority files can be reassigned from watch to watch, a dedicated investigator will have a more consistent shift pattern with greater accessibility victims and services providers. This request is in alignment with best practices found within policing. The RCMP recognizes the complexity of these investigative files and the need to provide enhanced services to victims, clients, partners and suspects.

These positions will create a *de facto* specialized unit. These members would work alongside our High-Risk Domestic Violence (IPV) and victims service coordinators. Members assigned as dedicated IPV investigators would provide easier access for victims, based on their schedules and mandate alone, thereby removing barriers.

Anticipated Impacts

- Being innovative: creating specialized resources and services in support of vulnerable clients while mitigating investigation risk by developing additional knowledge and skills with dedicated investigators.
- Creates an Intimate Partner Violence Unit, which has been viewed as a best practice.
- Facilitates a more consistent and specialized investigation; with a single investigator carrying files through the investigative and court processes, leading to improved quality of investigations.
- Supports the strategic priorities of the HRM Public Safety Strategy 2023-24 to 2025-26 of “Prevent and Reduce Crime”.
- Supports numerous recommendations from the Mass Casualty Commission (MCC) surrounding gender-based intimate partner and family violence, trauma informed and victim-centred principles.

- IPV investigators will receive additional training related to these principles as outlined in the MCC. They will become subject matter experts within this field and will have enhanced relationships with Crown Counsel as files move through the court processes.
- Supports the Watch: while not providing additional general duty resources to the watch, dedicated IPV investigators will boost efficiency of the watch in that *time freed* from these files will be directed towards other investigative or proactive initiatives.
- Aligned with the HRM policing transformation study (PwC report) as well as the defund the police report, IPV investigators will work as needed with other service providers when handling incidents of gender-based and intimate-partner violence.
- IPV investigators will have a more in depth understanding of intimate partner relationships, including those in marginalized and 2SLGBTQ+ communities.
- Improved outcomes for victims: Competent and experienced plain clothed investigators would be available during business hours.
- IPV Investigators will have enhanced access to Victim Service and Domestic Violence coordinators as well as other supports for victims.
- While two FTE's can not serve the total file volume of complaints it would establish initial capacity for "High Risk" files and become a center of expertise for all others.
- Trends and impacts-value of these positions would be closely monitored for potential ongoing investment.

Summary

In conclusion, the creation of two dedicated IPV investigators would, at its core, be more accessible to victims of intimate partner violence and would break down barriers. These investigators would investigate and carry high risk files within the Detachment. They would ensure a timely, detailed and consistent approach is taken with high risk IPV investigations. IPV investigators would receive specialized training, which would include gender-based violence and victim centric principles. As the dedicated IPV investigators, they would work with victim services and the high risk IPV coordinator to ensure the safety of victims. The outcomes from this specialized unit will be assessed to determine the future needs of enhanced victim-based services throughout HRM.

General Duty (Uniformed) Investigators (4 Regular Member positions)

Request

Halifax Regional Detachment is requesting the establishment of four (4) general duty investigators (Regular Member) positions to supplement the current Watch structure.

These 4 positions would be allocated on the basis of one member to each watch. In turn this will create additional presence in expanding communities within HRM. New investment could lead to option analysis, specific to future policing needs such as the establishment of a satellite office in Fall River or elsewhere.

Background/Context

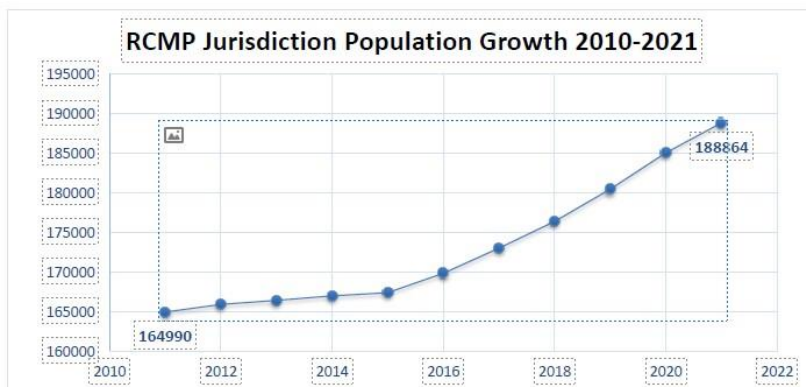
Trends in population, crime and mental health calls continue to support the need for an incremental increase to front line resources.

As outlined in the draft Regional Municipal Planning Strategy dated June 2023:

“...In addition to societal changes resulting from the global pandemic, the municipality has been experiencing a period of rapid population growth, beginning in 2016. This rapid growth is placing significant pressure on the Municipality’s services and infrastructure, including parks, facilities, emergency services, transit, and utilities. The municipality is facing housing shortages as high housing costs and low vacancy rates impact residents’ ability to secure safe, affordable and appropriate housing. Acting on the climate crisis continues to be critically important for building a more resilient and healthy future.

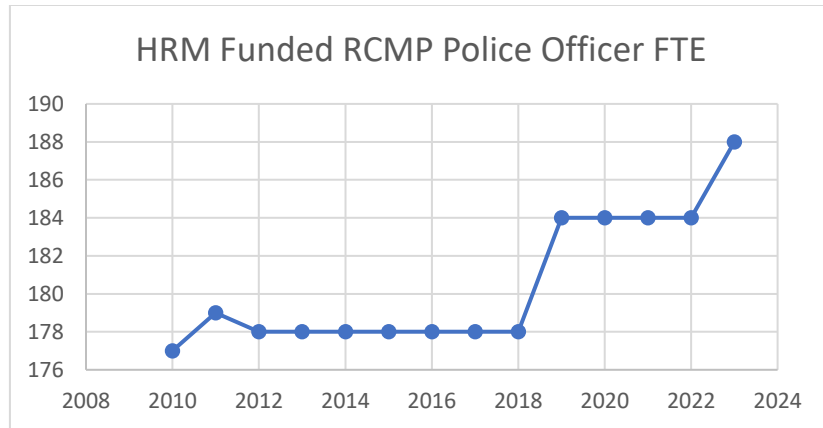
“... Population projection scenarios have shown that the municipality is on track to double its population to around 1 million people in the next 25-30 years.”

“... the Municipality must continue to work closely with emergency service providers when planning our communities. “



Policing and its integrated nature particularly in a rapidly growing municipality requires investment to maintain an adequate and effective level of service.

The two charts show the population growth within RCMP jurisdiction within the HRM, versus the complement of regular members.



Issues

- Rapid Population Growth within HRM
 - With greater population, the greater the calls for service are to the police.
- Housing crisis
 - Has led to more homelessness and societal issues. This in turn, increased calls for police services related to these complex issues.
- Climate change
 - Climate change has and will continue to put a significant strain on emergency resources. As seen in recent years, and specifically in 2023, Halifax Regional Detachment experienced a significant draw on resources especially during the Tantallon wildfires. There has also been flooding of epic proportions, hurricanes (Dorian, Fiona, Lee, etc.). By adding to the watch compliment, there will be more members available to call upon during these disasters.

Outcomes

With additional watch resources, the following positive outcomes would be achieved:

- Visibility
 - Increase of uniformed, general duty members. There would be more members on patrol in marked cars.
- Traffic complaints
 - Traffic complaints are the number one complaint to Halifax Regional Detachment. With additional members there would be more capacity to conduct proactive traffic enforcement.
- Community Safety
 - Response times will be reduced and capacity to respond will increase thus improving community safety.
- Mental Health
 - Police are still the de-facto first response for mental health calls.
 - Mental Health in and of itself is not a criminal matter, however these calls have increased the demand for police response. Mental Health calls for service have become increasingly complex and time consuming, with significant hours of members taken out of service waiting at hospitals.

- Member Wellness
 - An additional member per watch will improve opportunities for members to take additional training, attend duty commitments, annual leave, etc. all of which will contribute to employee wellness.

Summary

As HRM grows, so does the need for its police to grow. Funding four Constable positions for the Halifax Regional Detachment Watches will put the RCMP in a better position to address HRM's public safety needs now and in the future. This investment is an incremental growth in front line services that will have an immediate and direct impact on public safety by reducing response times, increasing visibility and reduce the impact of mental health calls to our communities.

Business Case Concluding Remarks

Your RCMP Halifax Regional Detachment team has heard the importance of innovation and modernization to meet current and future needs.

Policing and its integrated nature particularly in a rapidly growing municipality requires investment to maintain an adequate and effective level of service. The ideas and concepts explored within this document provide opportunity for HRM, the Board of Police Commissioners, and ultimately municipal council to consider, debate and consider. This proposal does not address important and necessary investments in public service employees to support policing. Halifax Regional Detachment is currently strongly engaged with the Provincial Department of Justice and "H" Division to advance this goal using the provincial Multi-Year Financial Plan (MYFP) process.

Your Halifax RCMP team deeply respects the mandate of Council to explore its model of policing. We will continue to fully participate in related processes and discussions, and will augment this business case through the BOPC processes with other pertinent details, presentations and discussions.

Thank you for your consideration.

Jeffrey D. Christie, C/Supt.
RCMP Halifax Regional Detachment
Date: 2023.11.08.

APPENDIX "A"

<u>2022-23 Halifax Detachment RCMP Per Officer Cost</u>	<u>Fiscal Year 2022/23</u>
<i>Salary & Pension</i>	\$ 103,623
<i>Accommodations</i>	\$ 12,368
<i>Leased Accommodations</i>	\$ 881
<i>Divisional Administration</i>	\$ 27,415
<i>Police Reporting Occurrence System (PROS)</i>	\$ 555
<i>Other</i>	
<i>Direct and Indirect</i>	\$ 5,849
<i>Overtime</i>	\$ 9,459
<i>Public Service Pay</i>	\$ 11,924
<i>Vehicle Fuel</i>	\$ 2,233
<i>Vehicle Repairs and Fit up</i>	\$ 2,640
<i>Shared Services</i>	\$ 817
<i>Equipment</i>	
<i>Criminal Operations</i>	\$ 1,301
<i>Informatics</i>	\$ 4,890
<i>Police Vehicles</i>	\$ 5,786
<i>Adjustment for: OCC, NCOs and PROS</i>	\$ (10,689)
<i>Total Per Officer Cost</i>	179,052 *

*The noted cost is illustrative only for HRM only and is 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 NS Department of Justice is the primary point of context for the cost of contracted policing services. Future costs per FTE are not determined.

*Based on 2022 costs