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B3J 3A5, Canada
FOI/POP Review
Approved to Release

Legal Review by Commission
C. Walker

Item No. 3

Date March 2/2010 4:30pm. Halifax Regional Council
follows official announcement / BA March 1, 2010
In Camera

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY: _____
Russell Walker, Chair Halifax Regional Board of Police Commissioners

DATE: March 1, 2010

SUBJECT: Halifax Regional Board of Police Commissioners Proposed Policing Model for the Halifax Regional Municipality

PRIVATE & CONFIDENTIAL

ORIGIN

The recommendation being placed before Halifax Regional Council by the Halifax Regional Board of Police Commissioners (the Board) originates with subparagraphs (1) and (2) of a January 10, 2006 Motion from Regional Council which requested the Board to:

1. Review HRM Policing Services with a view to developing an effective, long-term police resourcing strategy, [and]
2. Assess the impact of any changes to the service delivery model of policing resulting from upcoming negotiations of the Provincial Policing Contract.

RECOMMENDATION

The Board recommends:

1. That police services for the entire HRM be provided by the Halifax Regional Police (Model C).
2. That Regional Council's decision be communicated to the Province of Nova Scotia, the Royal Canadian Mounted Police (RCMP), and Halifax Regional Police (HRP) before this Report and Council's decision is released to the public.

BACKGROUND

Halifax Regional Municipality (HRM) covers an area of over 5,600 square kilometres and serves a population of approximately 380,000. HRM is unique in Canada in having its policing services provided by two separate entities – the HRP and the RCMP. The dual policing model is explained by history. Prior to the creation of the HRM in 1996, the area was comprised of four separate municipal units: the City of Halifax, the City of Dartmouth, the Town of Bedford, and the Halifax County Municipality. With the creation of HRM, the municipal police services of Halifax, Dartmouth, and Bedford amalgamated to form the Halifax Regional Police (HRP), which services these essentially urban areas. The former Halifax County Municipality was predominately rural with some suburban areas. It was policed by the RCMP and the RCMP continued to provide policing services to the area after amalgamation through to the present.

The RCMP provides policing services to the provinces, territories, and municipalities under a contract with the federal government. The RCMP's services to HRM are provided through the Provincial Police Service Agreement (PPSA) between the Province of Nova Scotia and the Government of Canada. The PPSA is a contract which was negotiated in 1992 and expires at the end of March, 2012. It provides for cost sharing with 30% of the cost set annually by the RCMP to provide policing services paid by the Federal Government, and 70% paid by the Province of Nova Scotia but collected from HRM. The PPSA is being renegotiated at the national level in order that a new Agreement might be in place across the country by April 1, 2012. Until the new Agreement is signed, HRM cannot be certain of either the new cost sharing arrangements or of the types of expenditure which will form the basis for whatever cost sharing is agreed.

DISCUSSION

Policing in the Province of Nova Scotia

The management, administration, operation, and oversight of policing is legislation based. The Minister of Justice has the responsibility for the administration of justice within the province. The *Police Act* by s. 5(1) states that it is the responsibility of the Minister to ensure “that an adequate and effective level of policing is maintained throughout the Province”.

Under the *Police Act*, the obligation for municipalities to provide policing services may be discharged by:

- The establishment of a municipal police department
- Entering into an agreement with the Province, the Government of Canada, or another municipality for the use of an established police department [i.e. RCMP];
- Entering into an agreement with another municipality to amalgamate police departments [or];
- or any other means approved by the minister.

The Role of the Halifax Regional Board of Police Commissioners

Because HRM has two police service providers, the Halifax Regional Board of Police Commissioners exercises two different but related roles under the *Police Act*. As respects HRP, the function of the Board is set by s. 55(1) of the *Act* and is to provide:

- (a) Civilian governance on behalf of the Council in relation to the enforcement of law, the maintenance of law and order and the prevention of crime in the municipality; and
- (b) The administrative direction, organization and policy required to maintain an adequate, effective and efficient police department.

By way of contrast, the Halifax Regional Board of Police Commissioners operates as an “advisory board” in relation to the RCMP. Its statutory role is limited to providing “advice ... in relation to the enforcement of law, the maintenance of law and order and the prevention of crime in the municipality” (s. 68 (1) of the *Police Act*).

Police Resourcing Study - Overview

As part of its consideration of Public Safety as a Council Focus Area, and in a effort to prepare for the expiration of the PPSA in 2012, Halifax Regional Council requested that the Board develop an effective long term police resourcing strategy and that it assess the impact of any changes to the service delivery model which might result from the expiry and renegotiation of the PPSA. In response to Council’s Motion, Perivale and Taylor were retained to conduct a review of HRM’s policing services. The Report filed by Perivale and Taylor with the Board found that the quality and quantity of policing services provided by the RCMP and HRP met national standards, that integration of the two services had proceeded as far as it could, and suggested that the selection of a police service model should be governed by considerations relating to cost, contractual and statutory accountability, and the prospects for cost effective adjustment of service levels to meet changing community needs. Perivale and Taylor proposed four policing alternatives, but made no recommendation. The alternatives were:

- Model A: Status Quo – HRP and RCMP continue to share responsibility based upon current arrangements.
- Model B: Current model with a redefinition of Urban and Rural Policing areas – HRP would expand its jurisdiction to police the communities of Cole Harbour and Lower Sackville.
- Model C: HRP would assume responsibility for the entirety of HRM
- Model D: RCMP would assume responsibility for the entirety of HRM

Board of Police Commissioners' Decision Making Process

Perivale and Taylor presented a draft of its report to the Board over a full day meeting on May 14, 2008. Chief Frank Beazley of HRP and Superintendent Gordon Barnett of the RCMP met with the Board to discuss their preliminary responses on May 15, 2008 and each filed written responses by the early fall of 2008. The Board held a meeting with the CAO, Dan English, to review the municipal implications of the draft report on June 6, 2008. Perivale and Taylor were asked to finalize their report following a full day meeting of the Board held March 13, 2009. The final report was filed in April, 2009 and the Board held a meeting with representatives of the Department of Justice to review provincial implications and responses on May 22, 2009.

In an effort to conduct a thorough analysis of the policing alternatives identified by Perivale and Taylor, the Board requested the HRP and the RCMP to develop detailed Business Cases for each of the four models. Guidelines were established by the Board in consultation with the HRP and the RCMP to assist in preparation of the Cases and to enable fair comparisons of the two agencies' proposals. Guidelines included the following directions:

1. Cost analysis of each model – because it was assumed that the earliest date any change in service providers could be implemented was January 1, 2011, both agencies were asked to project 2011 costs using March 31, 2009 actuals with a 3% escalator for those costs which could not be better projected forward to 2011, or which are not set by contract.
2. Proposals were to contain a bid to provide the same number of police officers (648) as is currently in place. If during the analysis, a service provider identified an opportunity for increased efficiency that was to be noted and costed.
3. Plans were to include reference to civilian positions, and any efficiencies which might be found in that area.
4. Complete costing/valuation of facilities and equipment
5. Consideration for any leases which would have to be honoured
6. Opportunities for reduced costs around facilities and equipment
7. Timetable for transition

Criteria were provided to the RCMP and HRP in advance and referenced the following matters:

Quality of Police Service: Community Building –Continuity of Service Providers; Proactive approaches to Crime Prevention; Crime Reduction Strategies; Networking and Leveraging of Resources; Degree of Innovation displayed in the above mentioned approaches; Degree to which vacancies impact on service delivery; Degree to which joint aid agreements impact on service delivery; and, Community support

Governance: Oversight by Municipality – Transparency & Accountability of Service Provider; Flexibility in Service Priorities; Deployment Model & Efficiencies; Complexity of Change– Change Management Considerations

Financial Considerations: Cost [cost benefit considerations, savings, expenses, efficiencies]; Ability to manage total costs of service [degree of HRM control to manage overall budget]

HRP's and RCMP's Business Cases were filed with the Board on September 11, 2009. An independent analysis of the Cases was conducted by Deloitte & Touche to validate the cost assumptions underlying each proposal and to perform a financial analysis of each option. The Board then conducted a series of special purpose meetings to canvas the many issues involved in the selection of the model and to ensure via further inquiry that it had all relevant information before it.

Comparison of the Models

The Board's goal has been to address the long term management of scarce resources to best accommodate the municipality's obligation to deliver an efficient, effective, and economical police service. As Perivale and Taylor observed in an earlier study conducted for HRM:

Municipalities and provinces are under pressure to assess the adequacy and effectiveness of policing, and to develop strategies that focus on "good governance", enhanced accountability, contain cost increases and, at the same time, do not compromise service delivery.

During 2008 and 2009, HRM paid approximately \$74,000,000 for its policing services (\$20,000,000 to RCMP and \$54,000,000 to HRP). The municipality was served by 39 police officers funded by the Province of Nova Scotia (under the "Boots on the Street" Programme), 15 police officers funded by Secondment, 470 HRP officers and 178 RCMP officers.¹

Like Perivale and Taylor, the Board recognizes and fully accepts that both the Halifax Regional Police (HRP) and the Royal Canadian Mounted Police (RCMP) are providing valued services within the region - and providing them well. Nevertheless, Regional Council is being asked to consider the future model of policing, in the context of the services the public expects HRM to provide, and the cost of providing those services.

Below is a high level comparison of some of the advantages and disadvantages of each model raised by member(s) over the course of the Board's various discussions:

Model A - Status Quo	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> - No disruption of service - RCMP rural expertise - HRP (sub)urban expertise - Community impact minimized - Federal perspective of RCMP 	<ul style="list-style-type: none"> - Integration has gone as far as it can go - Duplication of overhead/administration - The presence of two service providers results in increased potential for miscommunication - Lack of statutory accountability of

¹ The 178 figure represents "full time equivalents" paid for by HRM under the Agreement between the Federal Government and the Province (PPSA)

<ul style="list-style-type: none"> - Maximized opportunity for Provincial partners 	<p>RCMP to the Board</p> <ul style="list-style-type: none"> - Furthers perception of a divided municipality - Costs of future PPSA unknown
<p>Projected three year cost: \$240,056,340</p>	

<p>Model B - HRP to police the communities of Cole Harbour and Lower Sackville</p>	
<p>Advantages:</p>	<p>Disadvantages:</p>
<ul style="list-style-type: none"> - The interests of Province may be met with 68 RCMP still present in HRM to police Tantallon and rural areas - Harmonizes urban/suburban core - Provides some increased control for HRM over police budget - Reduces some duplication of overhead/admin costs - More control for the Board of Police Commissioners on behalf of HRM - Retains benefit of RCMP experience in policing small communities across Canada - Second least disruptive after model A 	<ul style="list-style-type: none"> - RCMP may be challenged with maintaining critical mass - Will increase overall costs of provincial policing leading to an increase in cost for other municipalities - Increasing the geographic scope of HRP will increase HRM's exposure to legal liability and cost should policing error occur - May impair the relationship between HRP and RCMP - Political impact – Province of Nova Scotia and HRM - Splits HRM in two, geographically - May impact Province of Nova Scotia funded positions - Causes 11% reduction in the size of the Provincial Police Service by eliminating 110 RCMP positions
<p>Projected three year cost: \$245,453,338</p>	

Model C – HRP to police all of HRM	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> - 1 service provider for one municipality is simple to understand and administer - Better working relationship at senior levels - Increased cohesiveness with one agency - Best option financially with potential for larger cost savings in the long run - Best option for Board of Police Commissioners oversight - Greatest control over policing operations and budgets for HRM - Eliminates the overhead/duplication of admin costs between HRP and RCMP - The manner in which the <i>Police Act</i> governs HRP - Interested RCMP members would be guaranteed positions with HRP 	<ul style="list-style-type: none"> - Loss of critical mass – RCMP loses all 178 positions in HRM - Loss of one vehicle for communication between the federal level and HRM - Community/Political impact – disruption to communities - Will increase the cost of provincial policing & may impact Province of Nova Scotia funded positions - Loss of whatever advantages there may be in continuing to leverage resources, experience, and assets between the RCMP and HRP as co-service providers - Increasing the geographic scope of HRP will increase HRM’s exposure to legal liability and cost should policing error occur
Projected three year cost: \$232,321,450	

Model D - RCMP to police all of HRM	
Advantages:	Disadvantages:
<ul style="list-style-type: none"> - 1 service provider for one municipality is simple to understand and administer - Better working relationship at senior levels - Increased cohesiveness with one agency 	<ul style="list-style-type: none"> - Advisory committee – role of the Board of Police Commissioners very different under this scenario - Community/Political impact and disruption - Reduced control over budget by Board

<ul style="list-style-type: none"> - Eliminates the overhead/duplication of admin costs between HRP and RCMP - Reduced policing costs to the province 	<p>and Regional Council</p> <ul style="list-style-type: none"> - Transition costs are very high to (1) wind up pension and other contractual obligations to HRP members, and (2) to acquire and upgrade infrastructures to RCMP national standards - Need for redeployment of existing employees by the Municipality - Cost of Service highest in Model D - No guarantee of positions for HRP members (HRP members would need to apply for positions with RCMP) - Difficulty in going back to Municipal police force
<p>Projected three year cost: \$353,782,704</p>	

1. Models A, B and C

As noted above, the choices before the Board (and now before Regional Council) are:

- to leave policing essentially unchanged (Model A),
- to contract out the entirety of policing in HRM to the RCMP (Model D),
- to expand the jurisdiction of the HRP to include Lower Sackville and Cole Harbour (Model B), or
- to expand the jurisdiction of the HRP to extend over the whole of HRM (Model C).

The Board has recommended 'one police force for one municipality' as the preferred long-term strategy (Model C). We believe that the recommendation is consistent with the fashion in which policing over the years has been adjusted to meet the needs of communities in HRM. In 1961, the Dartmouth Police Department assumed policing responsibility for the communities of Woodlawn, Woodside, and Westphal when they joined the Town of Dartmouth to become the City of Dartmouth. In 1969, the Halifax Police Department assumed policing responsibility for the communities of Rockingham, Clayton Park, Fairview, Armdale, and Spryfield when they became part of the City of Halifax. The Town of Bedford chose a municipal police force, shortly after incorporation.

As Regional Council will be aware, the Halifax Regional Municipality was created on April 1, 1996 and all municipal services other than policing have been combined under a single delivery model.

The service, cost, control, and governance factors which resulted in a choice of a single service

provider for other areas of municipal responsibility are in fact more acute when one comes to consider policing. A dual agency model based on geographical boundaries fails to recognize the impact of transportation corridors and the consequent rapid movement of those who would commit crimes within HRM from one area to another. Integration measures have gone some distance to ensure coordinated approach but maintaining two agencies prevents HRM from achieving a 'seamless' model and inevitably results in duplication of overhead and administrative costs. As noted earlier the statutory, regulatory, and operational differences between the HRP and the RCMP necessarily result in differences in control and governance.

The Board has considered whether, irrespective of the decision made in relation to Lower Sackville and Cole Harbour, the rural nature of the remaining portion of HRM favours a separate service provider for that region (Model B). The Board suggests that it does not. We note that HRP has successfully served the rural communities in the Sambro Loop since 2005 and that it would not be alone in municipal policing circles by expanding further into rural HRM. Ottawa and Durham are two examples of agencies of police services which provide a successful mix of rural and urban policing. Closer to home, the Cape Breton Regional Police Service has provided a mix of rural and urban policing for some years.

In order to proceed with due diligence and as part of the Recommendation it makes here to Regional Council, the Board asked HRP to prepare an Implementation Plan for Model C. A copy of the Implementation Plan provided by HRP is attached at Schedule 'I'. A review of the Schedule will illustrate, HRM already owns and operates much of the critical infrastructure to support policing through the entirety of HRM. For that reason, the addition of additional services and staff are projected to have an incremental financial impact.

From the vantage point of operations, Regional Council will be aware that the IES-911 Dispatch, Community Projects (Animal Services) By-Law Services Taxi & Limousine Services, Youth LIVE, and School Crossing Guards are municipal activities operated by HRP. Accordingly, the expansion of HRP's jurisdiction will have no impact on these services.

Integrated Investigative Units, and Court and Records already serve the entire region of HRM. If the Board's recommendation is accepted by Regional Council, these and related units will be adjusted to discharge the additional responsibility placed on the HRP.

HRP's assumption of policing in the Lower Sackville, Cole Harbour, and Tantallon areas is straightforward. The Board has been advised that "for the most part [the transition] simply involves replacing RCMP Patrol Officers with HRP Patrol Officers. In fact, it is likely some Patrol Officers will simply change uniforms." Both HRP and its Union, MAPP, have agreed that all interested RCMP officers will be employed by HRP with full recognition of their status and seniority.

Finally, policing in Musquodoboit Harbour, Sheet Harbour, and North Central will be provided by HRP (with enhancements) on the rural detachment model presently used effectively by the RCMP. General duties and investigations will be provided locally and will be supported by specialized services from the urban core of HRM.

2. Model D - RCMP to police all of HRM

The Business Case submitted by the RCMP contained an impressive proposal to assume responsibility for all policing within the boundaries of HRM. The Board has no doubt that the RCMP, after a period of transition, could provide a service which met contemplated standards.

The RCMP cannot alter the regulatory regime under which it operates pursuant to direction from its regional and national offices nor can it alter the constraints placed on the statutory role of HRM's Board of Police Commissioners to provide "advice" rather than "oversight".

The costing attached to the RCMP's proposal by the RCMP itself was, however, the most significant factor in the Board's decision to remove Model D from consideration. The Model would be the most expensive choice by several orders of magnitude. The RCMP's proposed base costs are higher and it would have to acquire substantial infrastructure (portions of which would have to meet nationally set standards). The cost to "disband" the HRP would be significant including not only the severance and related obligations to HRP members but a pension impact between \$35,000,000 and \$50,000,000 depending on market conditions on the relevant date.

(a) The Service

Although there is some variation between the programs and approaches proposed by HRP and the RCMP they are, in the aggregate, viewed by the Board as being more similar than different. As noted above, the service proposed by the RCMP was not a significant factor in the Board's decision.

(b) Contracting Regime and Financial Impact

If HRM decided to engage the RCMP to police the whole of the municipality it would have to do so under a Municipal Policing Service Agreement (MPSA) rather than the PPSA referred to earlier. Municipalities signatory to an MPSA receive either no cost sharing from the Federal Government at all or ten percent (the current rate for direct Municipal contracts in excess of 15,000 populations).

(c) Personnel

Policies in place at the national level made it impossible for the RCMP to offer redundant members of HRP equivalent positions in the RCMP without precondition and an application process. If Model D should be chosen by Regional Council, it is likely that nearly all interested HRP officers would be offered reasonably commensurate employment by the RCMP. There can, however, be no guarantee of that result.

CONCLUSION

Under section 35 of the *Police Act* HRM is responsible for the policing and maintenance of law

and order in the Municipality, and for providing for and maintaining an adequate, efficient, and effective police department at its cost in accordance with its needs. A single municipal police force accountable to the Halifax Regional Board of Police Commissioners and Regional Council, ensures that control of important public safety decisions (and their cost) remains at the local level.

The Board believes that the expansion of HRP across the whole of HRM is the natural progression of policing in HRM. A municipally focused police force provides, in our opinion, the most efficient, effective, and economical means of providing policing over the long term. It offers a seamless operational policing environment with simplified structures of command and control, allows HRM to capitalize on economies of scale, and introduces the administrative operational efficiencies required to maintain and enhance policing in our community.

BUDGET IMPLICATIONS

Based on the financial information provided by both the HRP and the RCMP in the Business Cases, Model C provides the most cost effective solution for policing services in HRM. (See Schedule ‘II’)

Financial Summary of Models

	Model A	Model A	Model B	Model C	Model D
	Status Quo	Status Quo	Redefined Urban Core	All HRP	All RCMP
	70/30 *	90/10	90/10 *		90/10 *
2011/12	77,665,515	82,911,837	80,136,543	77,611,602	169,529,155
2012/13	79,995,480	85,399,192	80,823,899	76,052,741	90,765,295
2013/14	82,395,345	87,961,168	84,492,896	78,657,107	93,488,254
3 Year Total	240,056,340	256,272,197	245,453,338	232,321,450	353,782,704
Potential Increased cost compared to Model C	7,734,890	23,950,747	13,131,888		121,461,254

* Most likely percentage cost share agreement for RCMP services if Model is selected (See Schedule ‘II’ for additional detail)

To have HRP police the entirety of HRM is projected, over a three year period, to generate cost savings of \$7,734,890 over maintaining the status quo even if the 70/30 cost sharing arrangement

is retained for HRM in the new PPSA. [If the assumption that the present 70/30 cost sharing arrangement will be carried forward for HRM in the new PPSA is incorrect and the Federal contribution is set at 10 %, the savings will rise to \$23,950,747.]

The “All HRP” Model C is projected for the same three year period to save \$13,131,888 over Model B (which would leave Tantallon and the rural areas to be policed by the RCMP under an MPSA with a 90/10 municipal/federal cost share). Finally, the “All HRP” Model C saves \$121,461,254 over the “All RCMP” Model D over the period beginning April 1, 2011 and ending March 31, 2014 (costed on the assumption of a 90/10 municipal/federal cost share).

As the chart indicates, the “All RCMP” Model D is significantly more expensive than the other three models. This, in part, is due to one-time transition costs of \$81.4 million identified in the Business Cases and set out in further detail at Schedule ‘III’.

The comparative savings were calculated using the most likely cost share percentages, based on the information available to date. Schedule ‘II’ recognizes that other funding splits are possible for certain of the models. The information presented in the chart above and at Schedule ‘II’ covers the first three years of operation. The anticipated comparative savings is, however, likely to continue into the future.²

FINANCIAL MANAGEMENT POLICIES/BUSINESS PLAN

This report complies with the Municipality’s Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies, and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ALTERNATIVES

Regional Council may accept the recommendation of the Halifax Regional Board of Police Commissioners that police services for entirety of HRM be provided by the Halifax Regional Police (Model C).

Alternatively, Regional Council may decide that police services for HRM will be provided by:

- (a) the existing combination of RCMP and HRP (Model A – Status Quo),
- (b) a combination of the RCMP and HRP with the latter responsible for Lower Sackville and Cole Harbour (Model B), or
- (c) the RCMP (Model D).

ATTACHMENTS

² The assessment summarized here and detailed in ‘II’ & ‘III’ is consistent with the results of the independent analysis completed by Deloitte & Touche at the request of the Board.

- Schedule I –Implementation Plan for Model C
- Schedule II – Three Year Cost Projection for Models A to D
- Schedule III – Transition Cost Projections for Model D
- Schedule IV – Persons Consulted by Perivale & Taylor; Works Consulted by Perivale & Taylor; Additional Works Consulted by Halifax Regional Board of Police Commissioners; and List of Meetings – Halifax Regional Board of Police Commissioners

Report Prepared by: Terry L. Roane, Q.C.

Report Approved by: Halifax Regional Board of Police Commissioners: Chair Russell Walker, Commissioner Gloria McCluskey, Commissioner Bill Karsten, Commissioner James Perrin, Commissioner Earl Gosse, Commissioner Douglas MacDonald; Commissioner Kenneth Hill

Schedule 'I'
Implementation Plan for Model C

*Removed from Reclamation Report
due to Public Safety
considerations
as directed by Council
C. Mett
Municipal Clerk
Mar 2/2010*

Schedule 'II'

	Model A		Model B		Model C		Model D	
	Status Quo		Redefined Urban Core		All HRP		All RCMP	
	70/30 *	90/10	90/10 *	70/30			90/10 *	100
2011/12	77,665,515	82,911,837	80,136,543	77,611,602	77,611,602	77,611,602	169,529,155	178,154,280
2012/13	79,995,480	85,399,192	80,823,899	78,223,209	76,052,741	76,052,741	90,765,295	99,649,174
2013/14	82,395,345	87,961,168	84,492,896	81,814,185	78,657,107	78,657,107	93,488,254	102,638,650
3 Year Total	240,056,340	256,272,197	245,453,338	237,648,996	232,321,450	232,321,450	353,782,704	380,442,104
Potential Increased cost compared to Model C	7,734,890	23,950,747	13,131,888	5,327,546			121,461,254	148,120,654

* Most likely pricing structure if option is selected.

Schedule 'III'

Transition Cost Projections – Model D	\$
HRM Pension Plan to be partially wound up	50,000,000
Staff/Collective agreement wind up costs	24,301,413
Court time subsequent to change	1,100,000
Network Services upgrades	241,955
Radio/Computer equipment	63,440
HRM Facilities	5,700,700
Total projected transition costs	81,407,508

Schedule 'IV'

1. Persons Consulted by Perivale & Taylor

Wayne Anstey, DCAO, HRM

Ian Atkins, Assistant Commissioner, RCMP H Division, Nova Scotia

Gordon Barnett, Superintendent, Officer in Charge Halifax District, RCMP

Jamie Bates, IT, HRP

Darrell Beaton, Inspector, RCMP

Frank Beazley, Chief of Police, HRP

Tom Bennett, Chief Superintendent, HRP

Meghan Bing, RCMP Communication Specialist

Caroline Blair-Smith, Senior HR Consultant, HRM

Theresa Brien, Public Affairs Supervisor, HRP

Michael Burns, Superintendent, HRP

Jodie L. Cahoon, Senior Financial Management Advisor, H Division, RCMP

Judy Crump, Policing Services Consultant, Justice, Nova Scotia

Marion Currie, Coordinator, Chief Administrative Office, HRM

Mary Ellen Donovan, Director, Legal Services, HRM

Craig Duffin, OIC, Contract Services, RCMP, HQ, Ottawa

Dan English, CAO, HRM

Austin French, Manager, HRM Planning Services

Lou Gannon, Facility Manager, North Preston Community Centre

Marcus Garnet, Senior Planner, HRM

Rob Gordon, Professor of Criminology, Director of the School of Criminology, Simon Fraser University & Co-Director of the Centre for Restorative Justice

Darrell W Harvey, Management & Services Administration Officer, RCMP, Halifax Detachment

Kash Heed, Police Chief, West Vancouver Police, BC

Ray Hobin, IT, RCMP

David W Horner, Director of Policing Strategy, Justice, Nova Scotia

Marcus James, Halifax Library (community member)

Dave Jones, Crime Prevention Director, Vancouver Downtown Business Improvement Assn.
Tracy Jones, Halifax Library (community member)
Joshua Judah, Solicitor, Legal Services, HRM
Geri Kaiser, DCAO, HRM
Bill Karsten, Councillor, HRM
Peter J. Kelly, Mayor, HRM
Gordon Kind, Indian Friendship Centre
Ed Kirby Director of Contracts, Finance & Administration, Justice, Nova Scotia
Blair Lopes, Dalhousie University (community member)
Gary Martin, Councillor, HRM
Paul MacDougald, Inspector, RCMP, Career Development and Resourcing
Gloria McCluskey, Police Commission and Councillor, HRM
Harry McInroy, Councillor, HRM
Chris McNeil, DCC, HRP
William Mercer, Director, Projects, University of BC
Dave Moore, President, Halifax Regional Police Association
William Moore, Superintendent, HRP
Paul Morgan, Planner, HRM
Linda Mosher, Councillor, HRM
Catherine Mullally, Director, Human Resources, HRM
Barb Palmeter, Financial Consultant, HRM
Terry Roane, Chair, HRM Police Commission
Ken Simpson, Executive Director, Union of Nova Scotia Municipalities
J. Smith, Councillor, HRM
Krista Snow, Councillor, HRM
Brad Sullivan, Superintendent, RCMP
Stephen D. Sykes, Superintendent, HRP
Joe Taplin, Cpl., RCMP Media Relations
Abe Townsend, Division Rep., RCMP
Russell Walker, Councillor, HRM
John Webber, Manager Integrated Emergency Services, HRM

William White, Police Commission, HRM

M. Wile, Councillor, HRM

2. Works Consulted by Perivale & Taylor

BC Progress Board Recommendation Reducing Crime and Improving Criminal Justice in British Columbia: Recommendations for Change 2006

Cohen, L. and Felson, M. 1979. Social change and crime rate trends: A routine activity Approach. *American Sociological Review* 44, 588-608

Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA®)

Connection with Our Community - A Recipe for Success. Halifax Regional Police

Collective Agreement, HRM and Municipal Association of Police Personnel

Focus Groups on Organized Crime and Community Based Social Issues. Halifax, June 2007

Halifax District RCMP, Deployment Model and Crime Reduction Strategy, June 2007

Halifax Regional Municipality's By-law number P-100 Respecting the Board of Police Commissioners for the Halifax Regional Municipality, the "Police Board By-law"

Home Office, Neighbourhood Policing Plan, London, 2007

HRM Go-Guide December 2004

HRM Growth Centres – HRM Regional Municipality Planning Strategy, June 2006

HRM Integrated Emergency Services, May 2005

HRM Police Business Plan 2007-2008

HRM Strategic Priorities, 2007/2008

In Search of Security: The Future of Policing in Canada, Law Commission of Canada 2006

Institute for the Prevention of Crime, Building a Safer Canada, First Report of the Nation Working Group on Crime Prevention, Ottawa, 2007

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3. Additional Works Consulted by Halifax Regional Board of Police Commissioners

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Deloitte & Touche, December 10, 2009, Report to Halifax Regional Municipality’s Policing Options: Cost Analysis

HRP Business Cases: September 11, 2009 (“HRM Policing 2011 and Beyond”) and responses to questions posed by Commissioners

Policing in Alberta (February 3, 2009: Alberta Urban Municipalities Association)

Price Waterhouse Analysis of costing contained in HRP Business Cases (prepared for MAPP)

RCMP Business Cases: September 11, 2009 and responses to questions posed by Commissioners

RCMP Municipal Contract Policing (August 31, 2009: Report to the Canadian Federation of Municipalities)

Violence and Public Safety in the Halifax Regional Municipality (April 2008: Don Clairmont)

4. List of Meetings – Halifax Regional Board of Police Commissioners

September 11, 2009 -
Tabling of RCMP & HRP Business Cases/Discussion of Process to Review
Receipt of RCMP/HRP Reaction to Board's Deliberations of August 10th, 2009 (re: Perivale & Taylor and Policing Oversight Recommendations)

October 5, 2009 - 11:00 a.m. - 12:00 p.m.
Request from Province and agreement to allow Mr. Bob Purcell to participate in a non voting capacity

October 7, 2009 - 9:30 a.m. - 4 p.m.
RCMP Business Case presentation

October 8, 2009 - 9:30 a.m. - 4 p.m.
HRP Business Case presentation

October 28, 2009 - 9:30 a.m. - 3:00 p.m.
Distribution of Draft Evaluation Criteria
Receipt of Answers to Questions Arising from RCMP and HRP Reports/Presentations

October 29, 2009 - 9:30 a.m. - 12:00 p.m.
Continuation of Receipt of Answers to Questions Arising from RCMP and HRP Reports/Presentations

November 9, 2009 - 9:30 a.m. - 4 p.m.
Receipt of Information - Mr. Bob Purcell, Executive Director, Public Safety Division, Nova Scotia Department of Justice
Review and Adoption of Evaluation Criteria
Review of Service Models A to D

December 10, 2009 - 9:30 a.m. - 12:00 p.m.
Deloitte and Touche Presentation (Independent Review of Financial Estimates Provided by HRP & RCMP)
Department of Justice Responses to Questions Posed by Commissioners
Clarification of Boundaries of Lower Sackville and Cole Harbour in HRP Proposal
Present and Future Comparisons of Models A to D on a "Cost per Officer" Basis -HRM Finance

January 7, 2010 - 12:30 - 4:30 p.m.
Discussion of Models A to D

January 22, 2010 - 9:30 a.m. - 4:30 p.m.
Update from the Department of Justice - Bob Purcell
Summary of results of Evaluations of Models A to D
Discussion/Deliberations on Models A to D. Model D removed from consideration

February 3, 2010 - 5:00 - 8:00 p.m.
Discussion/Deliberations on Models A to C. Draft Report to be prepared for Board Meeting
February 22

February 22, 2010 – Review of draft Report, preparation and adoption of final Report