



**PROPOSED Halifax Regional Police 2016/17 Operating Budget Situation (Summary)**

Updated: November 18, 2015

Current Situation	
2015/16 Net Budget	- \$ 77,082,800
Forecasted Net Budget Requirement To Operate in 2016/17	- \$ 77,082,800
Budget Gap	- \$ -
Net Budget Change	0.000%

Estimated Budget Pressures	
1. Decrease in recoveries due to 2 UN Missions that took place in 2015/16.	- \$ (256,200)
2. 2016/17 Wage Model pressures.	- \$ (237,000)
* <i>Including 3% annual increase for CUPE 4814 (School Crossing Guards), HRPAs Step Increases, non union adjustments/ISA's approved in 2015/16 fiscal year, slight increase in the Youth Advocate Program compensation costs and one less working day in 2016/17 fiscal year compared to 2015/16 fiscal year. (Contractual)</i>	
3. Increase in Provincial DNA operating costs for HRM.	- \$ (138,400)
* <i>\$397,400 budget for 2015/16 Prov. DNA operating costs will be transferred from HRM fiscal services to HRP's Operating Budget in 2016/17. Transfer not occurring will result in this pressure increasing to \$535,800.</i>	
4. Decrease in recoveries due to discontinued officer secondment with RCMP.	- \$ (109,400)
5. Decrease in recoveries due to discontinued officer secondment with Halifax Regional School Board.	- \$ (109,400)
6. Commissionaires of Nova Scotia service agreement (estimate a 5% increase). (Contractual)	- \$ (69,300)
* <i>Contract for services currently provided by Commissionaires of Nova Service under review/analysis.</i>	
7. Facility operating costs (Estimate 3% increase on all leased facilities). (Contractual)	- \$ (57,700)
8. Decrease in recoveries due to discontinued City Watch contract with DND.	- \$ (5,000)
9. Increase in Lake Patrol Contract	- \$ (1,500)
<b>Total</b>	<b>\$ (983,900)</b>

Service Enhancements	
None.	- \$ -
<b>Total</b>	<b>\$ -</b>

Revenue/Cost Recovery Increases/Efficiencies/Transfers/Contributions from Reserves	
1. Contribution from reserve to offset 2016/17 budget pressures.	- \$ 50,000
* <i>\$45,000 from Q322 Police Emergency/Extraordinary Investigation Reserve, to utilize interest accumulated in the reserve which is capped at \$1,000,000.</i>	
2. Efficiencies due to known retirements which will be replaced with new entry level constables.	- \$ 601,000
* <i>Not included in the initial draft of the 2016/17 Wage Model.</i>	
3. Transfer from Operating to Capital to fund the Police Services Equipment Replacement Account.	- \$ 160,000
* <i>New Police Services Equipment Replacement capital account will be partially funded in 2016/17 by a transfer from the 2016/17 Operating budget.</i>	
4. Efficiencies achieved through the new Trunk Mobile Radio 2 (TMR2) service.	- \$ 94,800
5. Miscellaneous cost recovery increases due to inflation and compensation relative to secondments.	- \$ 78,100
<b>Total Revenue/ Cost Recovery Increases</b>	<b>\$ 983,900</b>

<b>2016/17 Budget (Deficit)/Surplus</b>	<b>\$ -</b>
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% Change from 2015/16 to 2016/17	
Decrease in Revenues/Recoveries	-5.436%
Decrease in Expenses	-0.476%
Overall Net Budget Change	0.000%



## Operating Budget Work Paper (2015/16 to 2016/17 Budget Comparison)

Updated: November 18, 2015

	Budget 2015/2016	% of Total Expenses	Proposed 2016/2017	% of Total Expenses	Variance			
<b>Revenues</b>								
Cond. Grant NS (Other)			(3,800,000)	-4.52%	(3,800,000)	See assumption 2 below.		
False Alarm	(105,000)		(105,000)	-0.12%	-			
NSLC Offences			-		-			
Sales of Services	(545,000)		(545,000)	-0.65%	-			
SOT Revenue	(80,000)		(80,000)		-			
Recovery	(6,049,800)		(1,818,400)	-2.16%	4,231,400	See assumption 3 below.		
Misc.	(614,000)		(643,500)	-0.77%	(29,500)	See assumption 4 below.		
	<b>(7,393,800)</b>		<b>(6,991,900)</b>		<b>401,900</b>			
							<b>COMPENSATION ADJUSTMENTS</b>	
							Pressures	Retirements
<b>Expenses</b>								
Salary - Regular	60,111,900		59,594,200		(517,700)	(8,100)	(509,600)	
Overtime	2,618,000		2,618,000		-			
Court time	1,187,500		1,187,500		-			
Shift	403,700		403,700		-			
Extra	612,400		612,400		-			
Other Allowances	17,000		17,000		-			
Benefits	11,721,200		11,847,000		125,800	217,200	(91,400)	See assumptions 5-6 below.
	<b>76,671,700</b>	<b>90.76%</b>	<b>76,279,800</b>	<b>90.73%</b>	<b>(391,900)</b>			
Vacancy	(800,000)	-0.95%	(800,000)	-0.95%	-			
Retirement Incentive	576,000	0.68%	594,000	0.71%	18,000	18,000		
Workers Compensation	476,100	0.56%	476,600	0.57%	500	500		
Clothing Allowance	418,100	0.49%	418,100	0.50%	-			
Comp & Ben InterDept	592,700	0.70%	465,600	0.55%	(127,100)	9,400	(136,500)	
Telephone	168,500	0.20%	168,500	0.20%	-	237,000	(737,500)	
Courier	29,100	0.03%	29,100	0.03%	-			
Office Furniture	101,700	0.12%	101,700	0.12%	-			
Computer Software & Licenses	118,000	0.14%	118,000	0.14%	-			
Printing	3,600	0.004%	3,600	0.00%	-			
Supplies	134,200	0.16%	134,200	0.16%	-			
Legal Fees	60,400	0.07%	60,400	0.07%	-			
Consulting Fees	37,900	0.04%	37,900	0.05%	-			
Janitorial	52,000	0.06%	52,000	0.06%	-			
Security	115,000	0.14%	115,000	0.14%	-			
Refuse Collection	15,000	0.02%	15,000	0.02%	-			
Outside Policing	337,000	0.40%	337,000	0.40%	-			
Contract Services	2,104,200	2.49%	2,313,400	2.75%	209,200	See assumption 7 below.		
Uniforms	189,200	0.22%	189,200	0.23%	-			
Patrol Equipment & Supply	376,400	0.45%	376,400	0.45%	-			
Photo Supply	20,000	0.02%	20,000	0.02%	-			
Cleaning	5,700	0.01%	5,700	0.01%	-			
Other supplies	4,900	0.01%	4,900	0.01%	-			
Electricity	6,400	0.01%	6,400	0.01%	-			
Other Building	47,300	0.06%	47,300	0.06%	-			
Equipment Purchases	461,500	0.55%	341,500	0.41%	(120,000)	See assumption 8 below.		
Computer Equipment	9,500	0.01%	9,500	0.01%	-			
Equipment Rental	1,800	0.002%	1,800	0.002%	-			
Equipment R&M	193,500	0.23%	200,500	0.24%	7,000	See assumption 9 below.		
Computer R&M	8,700	0.01%	8,700	0.01%	-			
Mechanical Equip.	4,100	0.00%	4,100	0.005%	-			
Communications	370,400	0.44%	270,000	0.32%	(100,400)	See assumption 10 below.		
Comm Circuits		0.00%		0.00%	-			
Airtime	750,200	0.89%	525,400	0.62%	(224,800)	See assumption 11 below.		
Mobile Data		0.00%	-	0.00%	-			
Site Rental		0.00%		0.00%	-			
Fuel - Diesel	3,000	0.00%	3,000	0.00%	-			
Fuel - Gas	1,000	0.001%	1,000	0.001%	-			
Membership	27,200	0.03%	27,200	0.03%	-			
Conferences	19,200	0.02%	19,200	0.02%	-			
Travel - Local	25,900	0.03%	25,900	0.03%	-			
Travel - Out of Town	322,700	0.38%	322,700	0.38%	-			
Training	275,700	0.33%	275,700	0.33%	-			
Licences	14,000	0.02%	137,400	0.16%	123,400	See assumption 12 below.		
Facilities Rental	880,600	1.04%	938,300	1.12%	57,700	See assumption 13 below.		
Advertising	20,500	0.02%	20,500	0.02%	-			
Research Data Acquis	11,500	0.014%	11,500	0.014%	-			
Books	10,400	0.01%	10,400	0.01%	-			



## Operating Budget Work Paper (2015/16 to 2016/17 Budget Comparison)

Updated: November 18, 2015

	Budget 2015/2016	% of Total Expenses	Proposed 2016/2017	% of Total Expenses	Variance			
Meals	27,300	0.03%	27,300	0.03%	-			
Special Projects	23,300	0.03%	23,300	0.03%	-			
Committee Expenses	500	0.001%	500	0.001%	-			
Rewarding Excellence	9,000	0.01%	9,000	0.01%	-			
Internal Trfr Other	(500)	-0.001%	(397,900)	-0.473%	(397,400)	See assumption 14 below.		
Internal Trfr Record Check	(3,300)	-0.004%	(3,300)	-0.004%	-			
Int Trf Extra Duty	(212,400)	-0.251%	(212,400)	-0.253%	-			
Insurance Pol/Prem	54,100	0.06%	54,100	0.06%	-			
Transfers - To/From Reserves	(693,900)	-0.82%	(150,000)	-0.18%	543,900	See assumption 15 below.		
	84,476,600		84,074,700		(401,900)			
<b>Net Budget</b>	<b>77,082,800</b>		<b>77,082,800</b>		-			
<b>% Change from 2015/16 to 2016/17</b>								
Decrease in Revenues/Recoveries	-5.436%							
Decrease in Expenses	-0.476%							
Overall Net Budget Decrease	0.000%							
<b>Assumptions</b>								
1.) An official (signed off) 2016/17 Wage Model will not be available from HRM until early December. Compensation figures identified above may change at that time. <b>CHANGES ARE ESTIMATED TO BE MINIMAL.</b>								
2.) Internal accounting adjustment. Funding from Provincial Boots on the Street program (\$3.8M) has been moved to a more appropriate general ledger account <b>Conditional Grants NS (Other)</b> . Previously included in <i>Recovery</i> general ledger account.								
3.) Includes an accounting adjustment moving Provincial Boots on the Street program funding (\$3.8M) from the <b>Recovery</b> general ledger account to <b>Conditional Grants NS (Other)</b> general ledger account. Also includes pressures due to removal of recoveries from 2 UN Missions that took place in 2015/16 (\$256.2K), secondments with the RCMP and School Board (\$218.8K), a discontinued City Watch contract with DND (\$5K); offset by miscellaneous cost recovery increases due to inflation and compensation relative to secondments (\$48.6K)								
4.) Includes additional revenue due to miscellaneous cost recovery increases due to inflation. (\$29.5K)								
5.) Includes compensation related pressures of \$237K which includes 3% annual increase for CUPE 4814 (School Crossing Guards), HRPWA Wage Step Increases/Service Pay, non-union adjustments/ISA's approved in 2015/16 fiscal year, a slight increase in Youth Advocate Program compensation charged back through the <i>Comp &amp; Ben InterDept</i> general ledger account, offset by one less working day in 2016/17 from 262 to 261 working days.								
6.) Includes compensation related efficiencies of \$601K from known retirements ( <i>not included in the initial draft of the HRP wage model</i> ) which will be replaced with new entry level constables, and \$136.5K from funding the Public Safety Coordinator position in 2015/16 that will be budgeted within the CAO's Office operating budget in 2016/17.								
7.) Includes budget pressures due to an increase in the Provincial DNA Costs for HRM (\$138.4K), estimated contractual increase of 5% for services currently provided by the Commissionaires of Nova Scotia (69.3K) and an estimated increase in the Lake Patrol Contract. (\$1.5K).								
8.) Includes budget transfer of \$60K from Operating to the new Police Services Equipment Replacement Capital Account to fund the purchases of replacement equipment that in previous years was purchased through operating funds, and efficiencies due to the removal of a \$60K budget amount that was included in 2015/16 to purchase bomb/chemical disposal suits.								
9.) Includes an increase of \$7K in equipment repairs and maintenance associated with the new Trunk Mobile Radio 2 (TMR2) service.								
10.) Includes budget transfer of \$100K from Operating to the new Police Services Equipment Replacement Capital Account to fund the purchases of replacement equipment that in previous years was purchased through operating funds, and efficiencies through the implementation of the TMR2 service. (0.4K)								
11.) Includes budget efficiencies in radio airtime accounts through the implementation of the TMR2 service. (\$224.8K)								
12.) Includes an increase in licensing costs associated with the new TMR2 service. (\$123.4K)								
13.) Includes an estimated 3% budget pressure directly related to facility operating costs. (\$57.7K) Exact percentage increase will be known at the end of March 2016.								
14.) Includes a budget transfer for 2015/16 Prov. DNA operating costs (\$397.4K) from HRM fiscal services to HRP's Operating Budget in 2016/17. <b>**Transfer not occurring will result in the Provincial DNA Costs pressure (identified in assumption 7.) increasing to \$535,800.**</b>								
15.) Includes contributions from reserve Q322 Police Emergency /Extraordinary Investigation Reserve, utilizing interest earned on the reserve to offset 2016/17 budget pressures (\$50K), and pressures as a result of reductions in contributions from reserves previously in place in 2015/16 to fund HRM's portion of provincial DNA testing costs (\$397.4K), the Public Safety Coordinator position (\$136.5K) and the cost of purchasing bomb/chemical disposal suits. (\$60K)								



## 2016/2017 Operating Budget Work Paper (3 Year History)

Updated: November 18, 2015

	Actual 2012/2013	Actual 2013/2014	Actual 2014/15	Actual 2015/2016 To Date (P6)	Budget 2015/2016	% of Total Expenses	Proposed 2016/17	% of Total Expenses	Variance
<b>Revenues</b>									
Area Rate	(14,500)	-	-	-	-	-	-	-	-
Fines Fees	-	-	(200)	-	-	-	-	-	-
Cond. Grant NS (Other)	-	-	-	(1,950,000)	-	-	(3,800,000)	-	(3,800,000)
False Alarm	(116,200)	(115,900)	(96,300)	(51,800)	(105,000)	-	(105,000)	-	-
NSLC Offences	(14,100)	-	-	-	-	-	-	-	-
Sales of Services	(558,200)	(514,400)	(442,900)	(291,000)	(545,000)	-	(545,000)	-	-
SOT Cancel Fees	-	(30,000)	(71,300)	(51,300)	(80,000)	-	(80,000)	-	-
Recovery	(7,252,200)	(6,516,900)	(6,521,400)	(1,262,300)	(6,049,800)	-	(1,818,400)	-	4,231,400
Misc	(584,900)	(564,800)	(718,400)	(448,600)	(614,000)	-	(643,500)	-	(29,500)
	<b>(8,540,100)</b>	<b>(7,742,000)</b>	<b>(7,850,500)</b>	<b>(4,055,000)</b>	<b>(7,393,800)</b>		<b>(6,991,900)</b>		<b>401,900</b>
<b>Expenses</b>									
Salary - Regular	54,928,600	55,782,700	58,088,700	27,898,800	60,111,900	-	59,594,200	-	(517,700)
Overtime	2,564,200	2,201,700	3,022,200	1,764,900	2,618,000	-	2,618,000	-	-
PDP Increase	(68,500)	(79,000)	(107,500)	(87,900)	-	-	-	-	-
Court Time	1,003,300	1,086,100	1,146,300	630,600	1,187,500	-	1,187,500	-	-
Shift Agreements	60,700	71,000	67,800	900	-	-	-	-	-
Shift Differential	297,700	284,700	285,500	1,700	403,700	-	403,700	-	-
Extra Duty	575,500	498,000	619,800	379,600	612,400	-	612,400	-	-
Vacation Payout	71,000	49,600	25,800	41,800	-	-	-	-	-
Other Allowances	-	-	-	-	17,000	-	17,000	-	-
Benefits	10,121,700	10,690,900	11,623,600	5,642,900	11,721,200	-	11,847,000	-	125,800
	<b>69,554,200</b>	<b>70,585,700</b>	<b>74,772,200</b>	<b>36,273,300</b>	<b>76,671,700</b>	<b>90.76%</b>	<b>76,279,800</b>	<b>90.73%</b>	<b>(391,900)</b>
Vacancy	-	-	-	-	(800,000)	-0.95%	(800,000)	-0.95%	-
Honorariums	-	-	3,600	-	-	-	-	-	-
Retirement incentive	511,600	572,600	561,400	310,600	576,000	0.68%	594,000	0.71%	18,000
Severance	280,900	119,700	-	-	-	-	-	-	-
Workers Compensation	190,900	184,600	192,200	104,700	476,100	0.56%	476,600	0.57%	500
Overtime Meals	200	-	-	-	-	-	-	-	-
Clothing Allowance	422,800	417,900	416,900	273,200	418,100	0.49%	418,100	0.50%	-
Stipends	5,000	1,500	1,500	-	-	-	-	-	-
WCB Recov Earnings	(8,300)	-	-	-	-	-	-	-	-
Comp & Ben Interdebt	(506,100)	387,400	424,100	132,700	592,700	0.70%	465,600	0.55%	(127,100)
HR CATS Wages	49,900	46,600	25,000	2,700	-	-	-	-	-
HR CATS OT	(9,600)	4,900	6,800	-	-	-	-	-	-
Telephone	416,700	407,300	166,800	54,800	168,500	0.20%	168,500	0.20%	-
Courier	29,200	32,100	32,700	12,200	29,100	0.03%	29,100	0.03%	-
Office Furniture	53,600	92,100	223,200	79,400	101,700	0.12%	101,700	0.12%	-
Computer Software & Licenses	74,300	120,700	66,900	46,600	118,000	0.14%	118,000	0.14%	-
Printing	5,300	5,900	5,200	1,100	3,600	0.004%	3,600	0.004%	-
Supplies	123,700	132,700	138,500	50,900	134,200	0.16%	134,200	0.16%	-
Other	400	200	-	-	-	-	-	-	-
Legal Fees	80,900	52,600	141,400	21,500	60,400	0.07%	60,400	0.07%	-
Consulting	-	143,000	46,200	20,200	37,900	0.04%	37,900	0.05%	-
Janitorial	49,500	53,500	69,700	44,900	52,000	0.06%	52,000	0.06%	-
Security	1,800	26,700	75,500	29,500	115,000	-	115,000	-	-
Refuse Collection	18,500	21,200	20,500	5,200	15,000	0.02%	15,000	0.02%	-
Outside Policing	263,200	208,900	253,200	50,500	337,000	0.40%	337,000	0.40%	-
Contract Services	1,755,400	1,810,000	2,033,700	1,059,600	2,104,200	2.49%	2,313,400	2.75%	209,200
Uniforms	127,700	185,800	279,000	198,000	189,200	0.22%	189,200	0.23%	-
Medical & First Aid	-	-	1,500	200	-	-	-	-	-
Patrol Equipment & Supply	215,800	257,700	427,800	302,900	376,400	0.45%	376,400	0.45%	-
Rec Supplies	-	400	-	200	-	-	-	-	-
Photo Supply	41,000	23,000	17,300	6,400	20,000	0.02%	20,000	0.02%	-
Cleaning	3,900	6,900	5,500	4,500	5,700	0.01%	5,700	0.01%	-
Other Supplies	3,300	3,100	3,700	300	4,900	0.01%	4,900	0.01%	-
Chemicals	200	-	-	-	-	-	-	-	-
Hardware	-	-	1,200	-	-	-	-	-	-
Stone and Gravel	-	100	-	-	-	-	-	-	-
Paint	7,300	800	1,000	-	-	-	-	-	-
Other Materials	-	-	400	-	-	-	-	-	-
Electrical	6,100	-	3,000	-	-	-	-	-	-
Electricity	6,700	7,900	6,900	2,500	6,400	0.01%	6,400	0.01%	-
Building - Exterior	-	100	-	-	-	-	-	-	-
Building - Interior	-	200	700	-	-	-	-	-	-
Other Building Costs	71,700	38,200	51,000	44,700	47,300	0.06%	47,300	0.06%	-
Equipment Purchases	150,700	355,700	124,900	470,300	461,500	0.55%	341,500	0.41%	(120,000)
Small Tools	-	-	-	-	-	-	-	-	-
Computer Equipment	6,400	2,300	6,800	1,200	9,500	0.01%	9,500	0.01%	-
Equipment Rental	4,700	3,300	2,200	700	1,800	0.002%	1,800	0.002%	-
Equipment R&M	106,500	127,500	100,800	43,900	193,500	0.23%	200,500	0.24%	7,000
Computer R&M	5,800	8,300	19,200	6,300	8,700	0.01%	8,700	0.01%	-
Plumbing and Heating	-	-	-	-	-	-	-	-	-
Mechanical Equipment	2,400	800	4,000	600	4,100	0.005%	4,100	0.005%	-
Communications	45,500	103,100	203,800	160,600	370,400	0.44%	270,000	0.32%	(100,400)



## 2016/2017 Operating Budget Work Paper (3 Year History)

Updated: November 18, 2015

	Actual 2012/2013	Actual 2013/2014	Actual 2014/15	Actual 2015/2016 To Date (P6)	Budget 2015/2016	% of Total Expenses	Proposed 2016/17	% of Total Expenses	Variance
Comm. Circuits	48,600	48,500	-	-	-	0.00%	-	0.00%	-
Airtime	725,100	729,600	763,000	144,000	750,200	0.89%	525,400	0.62%	(224,800)
Mobile Data	57,000	52,300	-	-	-	-	-	-	-
Site Rental	18,500	18,400	-	-	-	0.00%	-	0.00%	-
Equipment Transfer	(11,200)	-	-	-	-	-	-	-	-
Vehicle R&M	1,200	-	-	-	-	-	-	-	-
Fuel - Diesel	2,600	2,100	5,300	1,200	3,000	0.004%	3,000	0.004%	-
Fuel - Gas	800	100	900	-	1,000	0.001%	1,000	0.001%	-
Tires and Tubes	-	-	-	-	-	-	-	-	-
Fleet Rentals	-	-	300	400	-	-	-	-	-
Other Vehicle Exp	-	200	-	-	-	-	-	-	-
Membership	29,300	25,200	28,100	22,600	27,200	0.03%	27,200	0.03%	-
Conferences	48,200	20,900	46,300	55,400	19,200	0.02%	19,200	0.02%	-
Travel - Local	12,900	27,800	27,900	8,300	25,900	0.03%	25,900	0.03%	-
Travel - Out of Town	210,700	268,900	347,700	155,700	322,700	0.38%	322,700	0.38%	-
Training	126,000	270,200	200,700	82,200	275,700	0.33%	275,700	0.33%	-
Licences	36,300	30,400	30,600	-	14,000	0.02%	137,400	0.16%	123,400
Commission Fees	-	-	100	-	-	-	-	-	-
Facilities Rental	673,200	742,700	812,200	398,400	880,600	1.04%	938,300	1.12%	57,700
Advertising	10,000	51,200	29,700	5,100	20,500	0.02%	20,500	0.02%	-
Recruiting	-	-	1,400	2,200	-	-	-	-	-
Research Data Acquis	-	-	-	-	11,500	0.014%	11,500	0.014%	-
Books	5,700	9,600	10,900	3,800	10,400	0.01%	10,400	0.01%	-
Meals	20,200	23,300	19,500	9,400	27,300	0.03%	27,300	0.03%	-
Special Projects	1,600	30,100	29,800	5,400	23,300	0.03%	23,300	0.03%	-
Committee Expenses	-	-	-	-	500	0.001%	500	0.001%	-
Committee Events	-	-	200	-	-	-	-	-	-
Corporate Training	1,800	400	700	-	-	-	-	-	-
Rewarding Excellence	3,700	8,800	9,600	3,300	9,000	0.01%	9,000	0.01%	-
Other Goods	5,100	5,100	5,600	300	-	-	-	-	-
Interdept Equipment	-	-	-	-	-	-	-	-	-
Other Interdept	-	-	-	-	-	-	-	-	-
Interdept Expenses	-	-	-	-	-	-	-	-	-
Inter Trfr Paper Recyc	14,300	-	-	-	-	-	-	-	-
Int Tsfr IT & Com	2,600	-	-	-	-	-	-	-	-
Inter Trfr Other	400	(18,900)	(1,600)	-	(500)	-0.001%	(397,900)	-0.473%	(397,400)
Inter Trfr Insur Funds	-	1,000	-	-	-	-	-	-	-
Inter Trfr Record Check	(4,700)	(5,100)	(9,900)	(4,400)	(3,300)	-0.004%	(3,300)	-0.004%	-
Inter Trfr Extra Staff	(44,500)	(191,900)	(193,800)	(146,200)	(212,400)	-	(212,400)	-	-
Inter Trfr Extra Vehicle	-	-	-	-	-	-	-	-	-
Inter Trfr Facility Rent	400	600	100	-	-	-	-	-	-
Trf Interdept Vehicle	(27,000)	-	-	-	-	-	-	-	-
PM Shop Expenses	25,700	-	-	-	-	-	-	-	-
PM Labour - Reg	400	400	500	200	-	-	-	-	-
Insurance POL	66,400	47,000	63,300	29,800	54,100	0.06%	54,100	0.06%	-
Transfers - Reserves	1,040,700	643,100	(274,600)	(198,500)	(693,900)	-0.82%	(150,000)	-0.18%	543,900
Transfers - Capital	-	-	634,200	-	-	-	-	-	-
<b>Net</b>	<b>\$ 77,271,700</b>	<b>\$ 79,395,000</b>	<b>\$ 83,526,600</b>	<b>\$ 40,395,500</b>	<b>\$ 84,476,600</b>		<b>\$ 84,074,700</b>		<b>(401,900)</b>
	<b>\$ 68,731,600</b>	<b>\$ 71,653,000</b>	<b>\$ 75,676,100</b>	<b>\$ 36,340,500</b>	<b>\$ 77,082,800</b>		<b>\$ 77,082,800</b>		<b>\$ -</b>

**Halifax Regional Police Strategic Initiatives for 2016/17**

<b>Strategic Alignment</b>	
<b>HRP 1.01</b>	Governance and Communication – Public Engagement
<p><b>HRP Employee and Public Relations</b> HRP will assess its Public Relations functions to ensure that the necessary PR support is being provided to the organization. Given the community-based nature of police operations, effective communication internally and externally will aid in boosting public confidence in HRP and enhance effective and efficient collaboration of operational and partnership-based initiatives.</p>	
<b>HRP 1.02</b>	Governance and Communication – Public Engagement
<p><b>HRP Partnerships and Integrated Community Partnerships</b> HRP will work toward operating within a community partnership. HRP will properly identify community partners and analyze and update its practices to ensure intelligence, expertise, and protocols are the most up-to-date and are being delivered through robust community relationships.</p>	
<b>HRP 1.03</b>	Healthy Communities – Public Safety
<p><b>Effective and Efficient Crime Response</b> HRP will work to ensure that proper resources are in place to effectively and efficiently respond to crime. HRP will analyze our response metrics, identify gaps in alignment with other agencies, and align with other HRM business units so that we can effectively respond in times of crisis.</p>	
<b>HRP 1.04</b>	Healthy Communities – Public Safety
<p><b>Reduction of Victimization</b> HRP will work to reduce victimization of HRM citizens by implementing our Victim Support Strategy and potentially expanding our Victim Services Mandate.</p>	
<b>HRP 1.05</b>	Healthy Communities – Public Safety
<p><b>Significant Reduction of Crime and Significant Increase in Safety</b> HRP will work toward significantly reducing crime and significantly increasing safety in all HRM communities by implementing various crime prevention and reduction tactics including but not limited to a revised Crime Reduction strategy that targets specific criminal elements.</p>	
<b>HRP 1.06</b>	Our People – Learning Organization
<p><b>Good HRP Governance</b> HRP will work toward having their employees fully reflecting our new Core Values. HRP will also research and implement new and innovative ways to provide outstanding leadership throughout the organization and the community.</p>	
<b>HRP 1.07</b>	
<p><b>HRP Facilities and Infrastructure</b> HRP will work toward having the proper facilities and infrastructure in place so that HRP members can more effectively and efficiently perform their duties in the coming years.</p>	

<b>HRP 1.08</b>	Our People – Strong Leaders
<b>HRP Learning and Innovative Culture</b> HRP plans to develop a Human Resources Strategy that will focus on ensuring that personnel are being fully utilized based on their skills and expertise while also ensuring their well-being. Specific areas of emphasis for the strategy will be on recruitment, performance management, professional development, succession planning, diversity	
<b>HRP 1.09</b>	Service Excellence – Continuous Improvement
<b>HRP Operational Excellence</b> HRP will work toward identifying and implementing operational performance improvements and developing a Performance Measurement Strategy.	
<b>HRP 1.10</b>	Our People – Positive Workplace Culture
<b>HRP Organizational Culture and Response Philosophy</b> HRP will work toward the establishment of a new organizational culture that will be based on our new response philosophy and crime reduction strategy. Our updated values and goals will help to legitimize our new culture allowing it to permeate every process, procedure, and service that HRP undertakes or offers.	

## 2016/17 Chief’s Office Key Deliverables

Strategic Alignment	16/17 Deliverables
Governance and Communication – Communications	<b>Public Relations Strategy</b> HRP will implement a Public Relations strategy and related tactics, including those arising out of the 15/16 Social Media Strategy and the 15/16 Public Relations Engagement Protocol in light of the current duties and capacity of the Public Relations Unit.
Healthy Communities – Public Safety	<b>HRM-aligned Emergency Response Plan</b> HRP will continue to develop an Emergency Response Plan that is All Hazards-based, HRM-aligned, and informed by work accomplished to date on business continuity at HRP, including the Amber Alert Emergency Operations Centre.
Our People – Learning Organization	<b>HRP Human Resources skills map</b> HRP will determine gaps that need to be filled in employee skills and competencies based on the human resources skills map carried out in 15/16.
Healthy Communities – Public Safety	<b>Incident Command System (ICS) Implementation</b> HRP will continue to transition toward the ICS model guided by the 15/16 ICS Strategy, and will support HRM-aligned training exercises using ICS for multi-agency responses.
	<b>HRP Facilities Plan</b> In support of a multi-year HRP facilities plan, a facilities plan will be completed that outlines requirements for all facilities including how HRP will be more customer focused and more focused on safety and security.



Strategic Alignment	16/17 Deliverables
	<p><b>HRP Facilities Plan and Council Report</b> In support of a multi-year HRP facilities plan, HRP will continue to work with Facilities, Design, and Construction to complete a business case and subsequent council report for a new headquarters that will focus on innovation, learning culture, operational excellence, customer service, and safety and security.</p>
Healthy Communities – Public Safety	<p><b>HRP Joint Partnership Plan</b> HRP will develop a Joint Partnership Plan that outlines the objectives and commitments of those involved, and addresses gaps identified in the 15/16 Partnership Analysis.</p>
Healthy Communities – Pedestrian Safety	<p><b>Annual Pedestrian Safety Action Plan</b> HRP will continue to work with Transportation &amp; Public Works and Corporate Communications to implement approved recommendations from the Pedestrian Safety Action Plan, as well as work toward a comprehensive road safety plan for HRM.</p>
Healthy Communities – Public Safety	<p><b>Improve Dispatch/Call Management Process</b> HRP will implement accepted recommendations from the Pomax study to improve Dispatch Process and related governance issues.</p>
Governance and Communication – ABCs Governance	<p><b>HRP Alignment with the Police Board of Commissioners</b> HRP will develop, in collaboration with the Police Board of Commissioners, a process for a robust reporting mechanism between the two bodies.</p>
Our People – Strong Leaders	<p><b>HRP Leadership Profile</b> HRP will implement development plans arising out of challenges identified in the 15/16 Leadership Profile report.</p>
Health and Safety – Safer Workplaces	<p><b>HRP Health and Wellness Program</b> HRP will finish implementing a Road to Mental Readiness program and continue developing potential wellness coordinator functions based on the challenges identified in the 15/16 Health and Wellness Strategy.</p>
Our People – Learning Organization	<p><b>Review of HRP promotional training process</b> HRP will review the promotional training process for Non-Commissioned Officers (Sergeants and Staff Sergeants). After a promotional routine is completed, new NCOs will be monitored, developed and given the proper tools to manage their performance, as well as their subordinates, in order to work effectively and efficiently in their new roles.</p>
Service Excellence – Continuous Improvement	<p><b>HRP Technology Roadmap</b> HRP will support and implement the ICT Technological Roadmap and its associated projects.</p>
Service Excellence – Continuous Improvement	<p><b>Quality Assurance Audits</b> HRP will develop and execute an annual audit plan for Quality Assurance (QA) functions based on risk profiles.</p>
Our People – Top Talent	<p><b>2016 Atlantic Police Academy Class</b> HRP will develop a strategy for supporting the 2016 APA class.</p>
Service Excellence – High Value Results	<p><b>Upgrades to HRP Intranet Site</b> HRP will complete an Opportunity Assessment that outlines upgrades</p>



Strategic Alignment	16/17 Deliverables
	to HRP's Intranet site in light of HRP's ongoing Information Management Strategy.

## 2016/17 HRP Operations Key Deliverables

Strategic Alignment	16/17 Deliverables
Healthy Communities – Public Safety	<p><b>Implementation of Audit Recommendations</b>                      HRP will implement recommendations from the Domestic Violence Strategy Document, including but not limited to programming related to communications, prevention, intervention, enforcement, and quality assurance.</p>
Healthy Communities – Public Safety	<p><b>Juvenile Prostitution Targeting Strategy</b>                      HRP will implement the Juvenile Prostitution Targeting strategy, including but not limited to early identification of high-risk individuals and active enforcement.</p>
Healthy Communities – Public Safety	<p><b>HRP Capability Response Framework</b>                      HRP will continue implementing a Capability Response Framework based on 15/16 Roadmap, the 15/16 Operational Assessment, and the Clairmont Report.</p>
Healthy Communities – Public Safety	<p><b>Operational Assessment for a Mass Notification System</b>                      In collaboration with all other HRM business units, HRP will explore the potential for leading and implementing a mass notification system.</p>
Healthy Communities – Public Safety	<p><b>Active Aggressor and Lockdown Procedures</b>                      HRP will finalize an internal process for responding to active aggressors in police buildings including facility security audits and protocols for sworn members, civilian employees, and persons in custody. HRP will also communicate and advise active aggressor and lockdown procedures externally in collaboration with other HRM business units.</p>
Healthy Communities – Public Safety	<p><b>Investigator's Guide For Online Crime</b>                      HRP will create an investigator's guide for all officers that will outline procedures and resources relating tech crime and cyber threats.</p>
Healthy Communities – Public Safety	<p><b>Cyber Threat Protocol</b>                      HRP will develop and implement a cyber threat protocol and policy which will detail how HRP combats and responds to external attacks on HRP's technological infrastructure.</p>
Healthy Communities – Public Safety	<p><b>Social Media Crime Solving Tool</b>                      HRP will implement recommendations from the 15/16 Social Media Crime Solving Tool pilot project and continue to explore its potential for aiding in the prevention, intervention, and investigation of crime.</p>
Healthy Communities – Public Safety	<p><b>HRP Crime Reduction Strategy</b>                      HRP will continue towards implementing a Crime Reduction Strategy based on the 15/16 Roadmap, including a report outlining a recommended position on crime reduction.</p>

<p>Healthy Communities – Public Safety</p>	<p><b>HRP Victim Support Plan</b>                  HRP will support victims of crimes by implementing and addressing the issues and recommendations from the 15/16 Victim Support Plan.</p>
<p>Healthy Communities – Public Safety</p>	<p><b>Real Time Crime Centre Pilot Project Outcomes</b>                  The data collected from the Real-Time Crime Centre pilot project will be analyzed and future decisions on the program's feasibility and/or implementation, including cross-training for existing staff and other potential internal support, will be made.</p>
<p>Healthy Communities – Public Safety</p>	<p><b>Review of School Liaison Officer function</b>                  HRP will undertake a full review of the School Liaison Officer function, educational requirements for prospective officers, workload analysis, and programming delivered.</p>

**DRAFT**