



2009 Annual Report

Office of the Police Complaints Commissioner
on behalf of
Nova Scotia Police Review Board



February 23, 2010

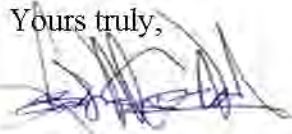
Honourable Graham Steele
Minister of Finance
Nova Scotia Department of Finance
PO Box 187
1723 Hollis Street
Halifax, NS B3J 2N3

Dear Minister:

I have the honour to submit to you the Annual Report of the Nova Scotia Police Review Board for the calendar year 2009, pursuant to the provisions of Section 26 of the *Police Act*, R.S.N.S. 2004, Chapter 31.

This report provides statistics on the number and nature of complaints received by the Office of the Police Complaints Commissioner as well as a comprehensive description of the complaint process and mandate of the Office. For additional information I have included synopses of a number of selected cases to demonstrate the application of the Act and the complaint process in actual situations.

Yours truly,



Nadine Cooper Mont
Police Complaints Commissioner

Mission Statement

The mission of the Office of the Police Complaints Commissioner and the Nova Scotia Police Review Board is to maintain public confidence in our municipal police agencies by delivering judicious, timely, impartial, client-oriented service to the public, to the police services and to the police officers within its jurisdiction.

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Executive Summary

The Police Complaints Commissioner's Office investigates complaints by citizens alleging misconduct by municipal police officers. The Office provides administrative support to the Police Review Board which is empowered to hear complaints made by the public and appeals from police officers who are disciplined.

Complaints by citizens must be filed using a prescribed form within six months of the incident that provoked the complaint and be signed by the complainant. The police department investigation of the complaint must be completed within 60 days of the date that the complaint form is filed. In those instances where the complainant is not satisfied by the decision of the Chief or the municipality's Board of Police Commissioners, the Commissioner may conduct an independent investigation. If, as a result of that investigation, the Commissioner finds that the complaint is not frivolous or vexatious, the matter is referred to the Police Review Board. Police Review Board hearings are open to the public unless the Review Board orders otherwise. The Police Review Board's decision is final.

In 2009, the Commissioner received 136 complaints from the public. An additional 31 internal disciplinary matters were dealt with by the Office.

Of the 136 public complaints, two were substantiated, none were partially substantiated, 11 were informally resolved, 46 were unfounded, 18 were withdrawn, none were abandoned, 37 are still under investigation, and 22 were not accepted or proceeded with because they did not meet the statutory conditions or the officers retired or resigned.

Public complaints related to abuse of authority continued to be the most common allegations in 2009, followed by complaints related to discreditable conduct and neglect of duty. Internal discipline allegations dealing with discreditable conduct and neglect of duty were tied at 22 each as the two most prevalent for 2009.

Fifteen public appeals were filed by the time of reporting in 2009. The Commissioner exercised her statutory discretion to conduct an independent investigation on nine of the appeals. As a result of these investigations, no files had been forwarded to the Police Review Board for a formal hearing by the time of reporting.

There were no internal disciplinary appeals to the Police Review Board by the time of reporting in 2009.

Role of the Police Review Board/Commissioner

The primary role of the Office of the Police Complaints Commissioner is to investigate complaints by citizens alleging misconduct by municipal police officers. The Police Review Board is empowered to hear and rule on public complaints and police officer's appeals against disciplinary penalties or dismissals that are imposed or ordered by chiefs of police and boards of police commissioners.

The responsibilities of the Police Review Board are outlined in Section 18 of the *Police Act* which states that: "The Review Board shall perform the functions and duties assigned to it by this *Act*, the regulations, the Minister or the Governor in Council".

These responsibilities include the following:

- 1) Conduct investigations and inquiries in accordance with this *Act*; and
- 2) Conduct hearings into complaints referred to it by the Complaints Commissioner in accordance with the *Act* or the regulations

Section 19(1) of the *Police Act* provides that the Minister may direct the Review Board to investigate, inquire into and report to the Minister upon any matter relating to:

- (a) the extent, investigation or control of crime
- (b) the enforcement of law
- (c) the operation and administration of a police department

The Office of the Police Complaints Commissioner was established by proclamation of the *Police Act* on December 20, 2005 and came into effect January 1, 2006. Prior to this, the Nova Scotia Police Commission was responsible for many of the functions that fall within the purview of the *Police Act* and regulations. The Office of the Police Complaints Commissioner is responsible for providing all of the administrative support needed by the Review Board to carry out its responsibilities.

The Police Complaints Commissioner shall attempt to negotiate a resolution to public complaints upon an appeal by the complainant. If the Commissioner determines that the complaint has merit he/she will forward the matter for a full hearing before the Police Review Board. The Commissioner may forward the matter to an outside investigator for a full, independent investigation to assist with this decision.

Where the Commissioner cannot satisfactorily resolve a complaint, or has determined the complaint does not merit a review by the Board, he/she may refuse to forward the complaint to a hearing. The complainant may then seek an order to refer the complaint to the Board by appealing the decision of the Commissioner to the Chair of the Review Board.

Administrative History

The Nova Scotia Police Commission was established by proclamation of the *Police Act* in 1976. At that time, the Police Commission reported to the Attorney General; it was responsible for improving the effectiveness of municipal police forces and relations between the police and the public. Initially the Police Commission provided a large number of services relating to provincial policing and security including:

- 1) development and approval of training programs for police officers,
- 2) development of programs to improve public awareness of police functions, duties and responsibilities,
- 3) maintenance of statistics and research services,
- 4) determinations of the adequacy, efficiency, and effectiveness of the police services provided by municipalities,
- 5) recommendations for appointment or re-appointment of Provincial Civil Constables, Special Constables, and By-Law Enforcement Officers; and
- 6) other duties under the Private Investigators and Private Guards Act and the Police Services Act.

In 1992, changes to the *Police Act* resulted in the re-organization and re-orientation of the Nova Scotia Police Commission. The majority of the services listed above were transferred to the Policing Services Division of the Department of the Solicitor General. These services are now the responsibility of the Department of Justice. The Police Commission retained its responsibility for investigating matters relating to the conduct and performance of duties by police, the administration of a police force, the system of policing in municipalities, and the police needs of municipalities.

The Nova Scotia Police Review Board was established through amendments to the *Police Act* in the mid-1980s. It replaced the Police Commission as the adjudicating body for citizen complaints and for appeals by officers against decisions made in internal discipline matters. On January 1, 2006 a new *Police Act* was proclaimed and Office of the Police Complaints Commissioner was created.

Commissioner & Review Board Members

Under the provisions of Section 13(1) of the *Police Act*, the Nova Scotia Police Review Board is composed of not less than three persons appointed by the Governor-in-Council.

As of December 31, 2009 the members of the Police Review Board were:

Nadine Cooper Mont	Complaints Commissioner	Daniel Paul	Member
Lester Jesudason	Chair	Ken Langille	Member
Linda Garber	Vice Chair	Paul Gates	Member
Ann Mann	Member	Betty Thomas	Member
Peter James	Alternate Member		

Staff

Pamela J. Whittaker	Office Manager
Mirella LoPresti	Administrative
Norma MacDonald	Administrative
Jeff Garber	Contract employee

Staff Offices



The Office of the Police Complaints Commissioner is located at Sun Tower, 1550 Bedford Highway, Suite 720, Bedford, Nova Scotia.

Mailing Address: PO Box 1573
Halifax, Nova Scotia B3J 2Y3
Canada

Telephone: (902) 424-3246
Facsimile: (902) 424-1777
E-Mail: polcom@gov.ns.ca

Organizational Chart



Professional Association

The Office of the Complaints Commissioner is proud to be a member of the Canadian Association for Civilian Oversight of Law Enforcement (CACOLE). CACOLE is a national non-profit organization of individuals and agencies involved in the oversight of police officers in Canada. CACOLE is dedicated to advancing the concept, principles and application of civilian oversight of law enforcement throughout Canada and abroad.

The first meeting of heads of oversight agencies happened in the fall of 1995. The first conference was held in Halifax in September of 1996. CACOLE was ultimately established in 1997, and is an incorporated non-profit organization under the Canada Incorporations Act. The national organization is governed by a set of By Laws and is managed by an elected, volunteer Board of Directors representing oversight agencies in each province, as well as First Nations and the Federal Government. The part-time Executive Director is the only paid position.

CACOLE members represent diverse organizations - municipal and provincial police boards and commissions, First Nations, provincial and federal oversight agencies, ombudsman offices, police associations and professional standard bureaus. CACOLE member organizations operate in Canada, the United States, Great Britain, Northern Ireland, Portugal and other European countries.

For more information please visit CACOLE's website at: www.cacole.ca



The Complaint Process

How long do I have to file a complaint?

You must file your complaint within 6 months of the incident which gave rise to the complaint. If you file a complaint 6 months after the incident it cannot be considered under any circumstances.

Where do I file a complaint?

You may make your complaint against a police officer, chief of police, or police department in general to any of the following:

- ⇒ Any member of the police force of which the officer is a member;
- ⇒ The Board of Police Commissioners in the municipality for which the police force is responsible for policing;
- ⇒ The Police Complaints Commissioner.

The Police Complaints Commissioner obtains a copy of every complaint, wherever it is filed.

How do I file a complaint?

You must file the complaint in writing. There is a form available (Form 5) and assistance can be provided by the Commissioner's office. You can obtain a form from any municipal police station, local board, or the Police Complaints Commissioner. A form can also be downloaded from the following website: http://www.gov.ns.ca/just/Policing_Services/complaints.asp

You should include details such as the date, time and place of the incident that you are complaining about. When you file a complaint you will receive a form describing the complaint procedure.

Will my complaint be taken seriously?

Yes. Once you have put your complaint in writing, the Chief of Police or the authority will appoint an officer to investigate the complaint.

What happens after I make my complaint?

The police officer appointed to investigate the complaint will contact you to discuss the matter and will try to resolve the complaint informally if you and the officer you complained about agree. If informal resolution is not agreed upon, the investigator will proceed with the investigation. The police department investigation must be completed 60 days from the day you filed the written complaint. In some circumstances, the Commissioner may grant an extension of time to complete the investigation. You will receive a notice when the investigation is complete.

Who decides the outcome of the case?

The Chief of Police or the Municipal Board of Police Commissioners (if the complaint is against the Chief of Police) will review the investigation and based on its findings will decide to:

- ⇒ Take no further action with respect to the complaint; or
- ⇒ Discipline the officer.

You will be notified of the decision, as will the officer complained about and the Commissioner.

What is the role of the Police Complaints Commissioner in the Police Department's Investigation?

The Commissioner ensures that time limitations provided within the *Police Act* have been and are adhered to and may exercise her/his authority to extend the time to investigate complaints when additional time is requested by the authority.

What can I do if I am not satisfied with the decision of the Chief, or the Municipal Board of Police Commissioners?

You must file a Notice of Review (Form 13) with the Commissioner within 30 days of receipt of the decision. Once you file the Form 13, the Commissioner will attempt to mediate an informal resolution. Any informal agreement will require the consent of the officer being complained about and the complainant.

If informal resolution is unsuccessful, the Commissioner may conduct an independent investigation of the complaint. Following the completion of this investigation, the Commissioner will decide whether the complaint is frivolous and vexatious and if that is the case, the matter will not be referred to the Police Review Board. If the complaint is not referred

to the Police Review Board, you will be notified that no further action will be taken with respect to your complaint.

What can I do if my complaint is not referred to the Review Board?

The Commissioner's decision is final. You may seek legal advice or contact the Office of the Ombudsman.

What happens when my complaint is referred to the Review Board?

A panel of three members will conduct a public hearing into your complaint. You will be notified of the hearing date and you may be represented by a lawyer if you wish. If you are not represented by a lawyer, the Office of the Police Complaints Commissioner will provide assistance in preparation of subpoenas for witnesses and information on hearing procedures.

Is my complaint kept confidential?

Complaints are considered confidential. However, if your complaint is referred to the Police Review Board, the hearing is open to the public, unless the Review Board orders otherwise.

Who sits on the Police Review Board?

The Governor in Council appoints civilian members to the Police Review Board. Please refer to page 4 for the names of the members of the Police Review Board. A Chair and Vice-Chair are designated. Co-Chairs may also be designated by the Governor in Council. The Chair or Vice-Chair and two members constitutes quorum.

What can the Review Board do?

The Review Board may:

- ⇒ Find the complaint valid and make recommendations on penalties;
- ⇒ Dismiss the matter;
- ⇒ Affirm or change any penalty which has been imposed or substitute a finding;
- ⇒ Award or fix costs where appropriate.

The Review Board cannot award compensation.

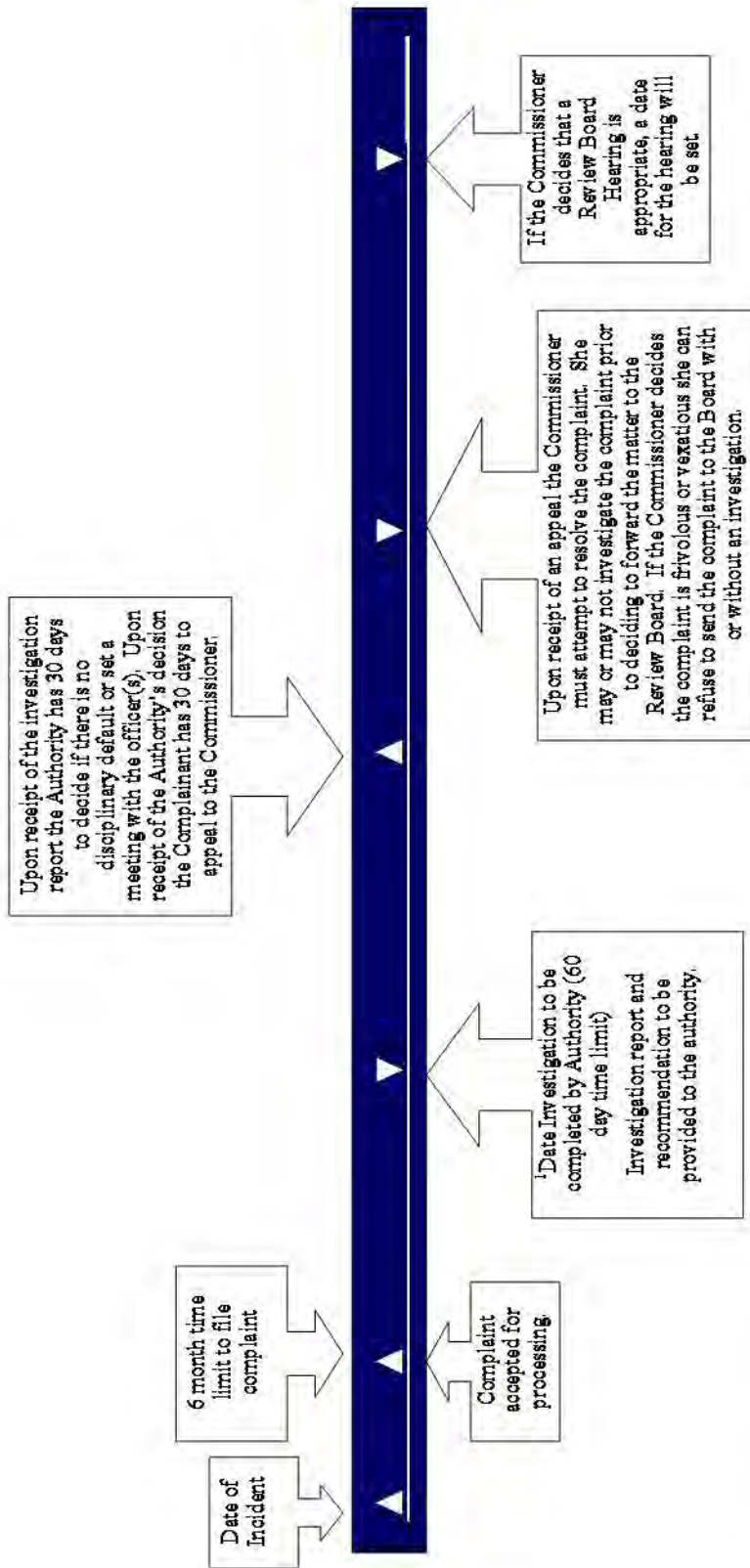
Can a police officer appeal?

The police officer may appeal disciplinary action imposed by the Chief of Police or the Authority.

What if I am dissatisfied with the Review Board's decision?

The Review Board's decision is final. If you are unhappy with it, you should contact a lawyer.

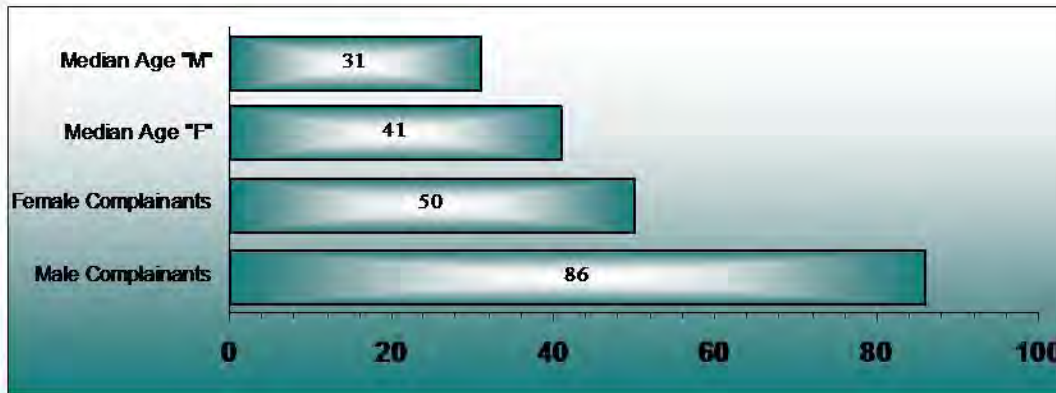
Filing a Public Complaint Timeline Example



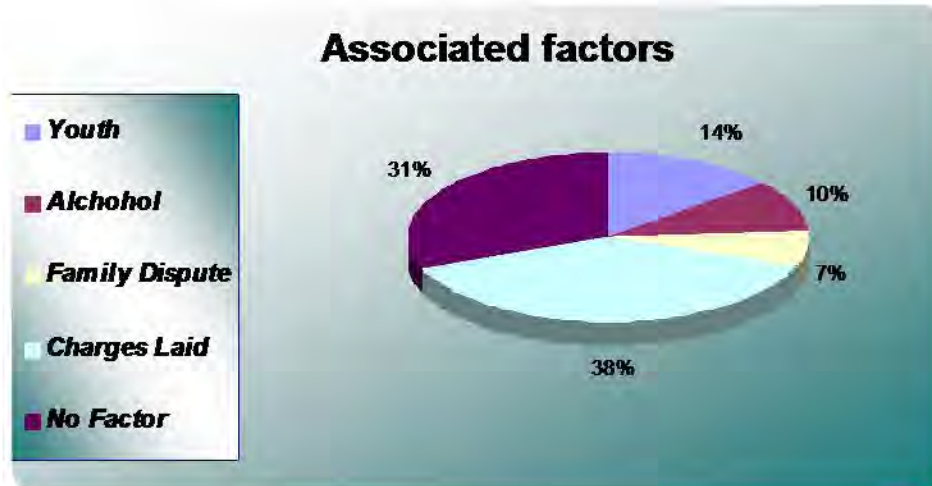
1. There are provisions for police department investigators to apply for extensions to investigate.

Demographics

In 2009 there were a total of 136 public complaints filed. Fifty public complaints were filed by women with a median age of 41. Men accounted for the other 86 complaints filed; their median age was 31.



The figure shown below outlines the percentage of instances in 2009 where there were reports of alcohol involvement, youth involvement, charges laid, and/or family disputes on the part of public complainants. All data has been collected from complaint forms or from investigation reports. 'Charges Laid' also includes arrests and the issue of summary offence tickets.



Complaints by municipal agency

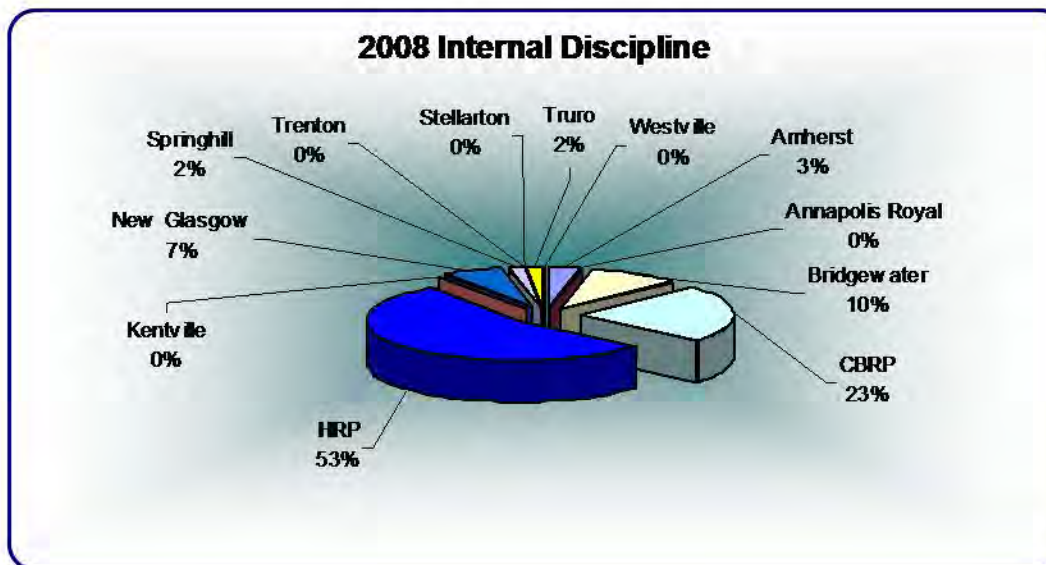
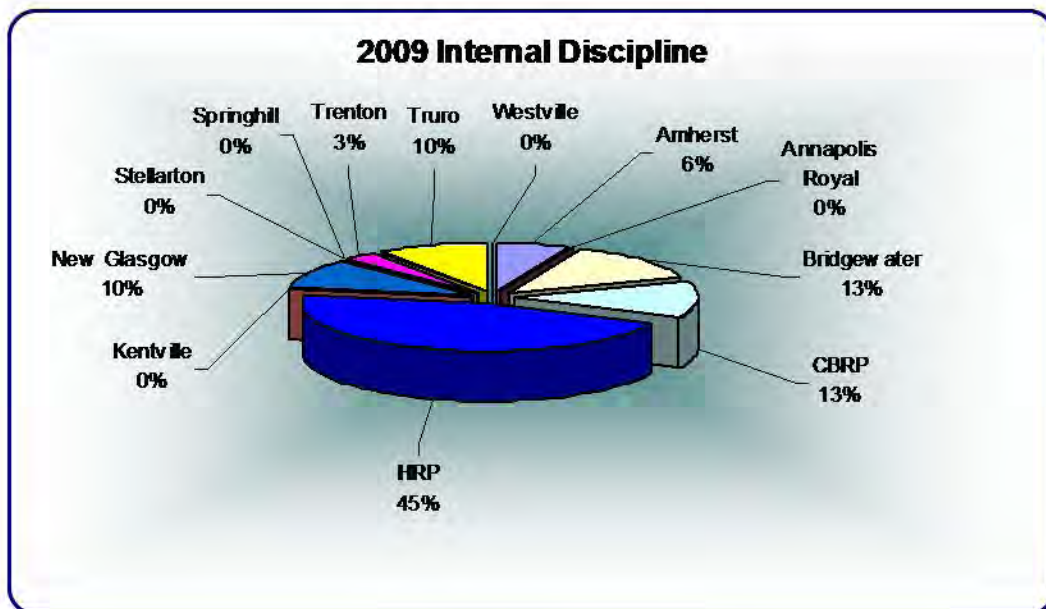
The table below provides the number of public and internal complaints by municipal police agency.

Department	2008		2009	
	PC	ID	PC	ID
Amherst	8	2	6	2
Annapolis Royal	0	0	2	0
Bridgewater	4	6	3	4
CBRPS	28	14	21	4
HRPS	88	33	74	14
Kentville	1	0	3	0
New Glasgow	2	4	2	3
Springhill	3	1	6	0
Stellarton	1	0	9	0
Trenton	3	0	1	1
Truro	8	1	5	3
Westville	3	0	4	0
Totals	149	61	136	31

PC=Public Complaints
ID=Internal Discipline

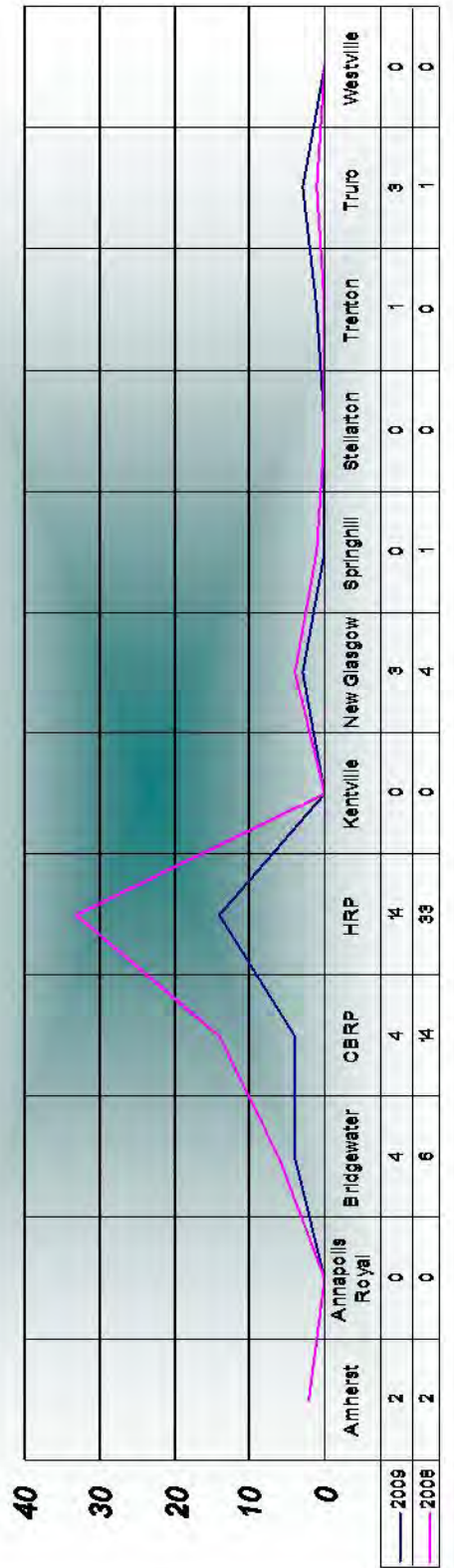
Internal Discipline

The number of internal disciplinary matters decreased from 61 to 31 between 2008 and 2009. This represents a decrease of 49.18%.



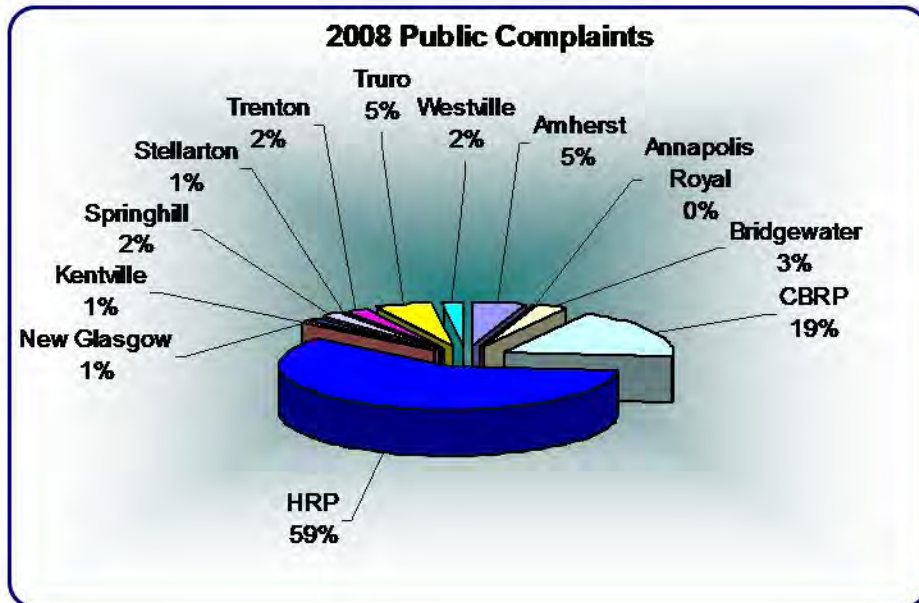
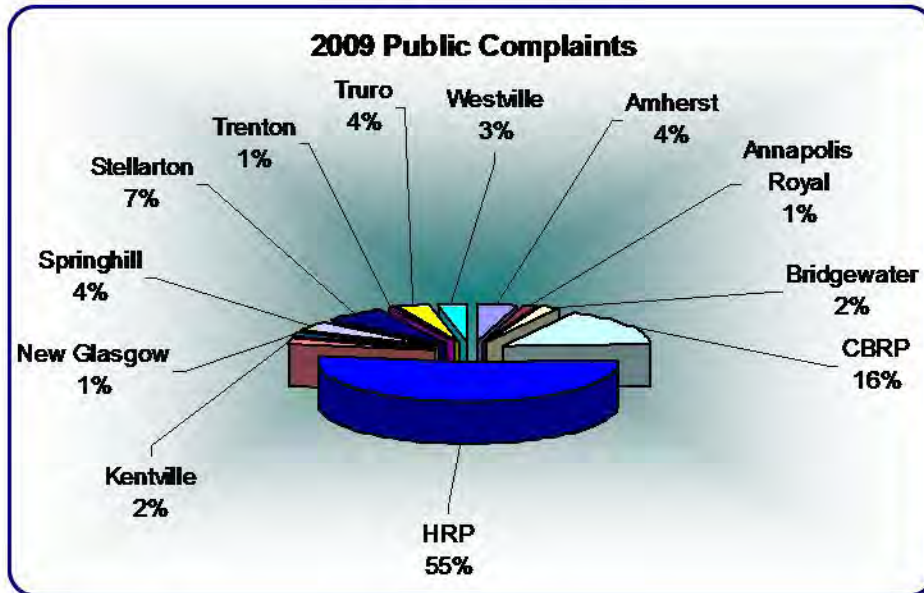
Internal Disciplinary Complaints by Department

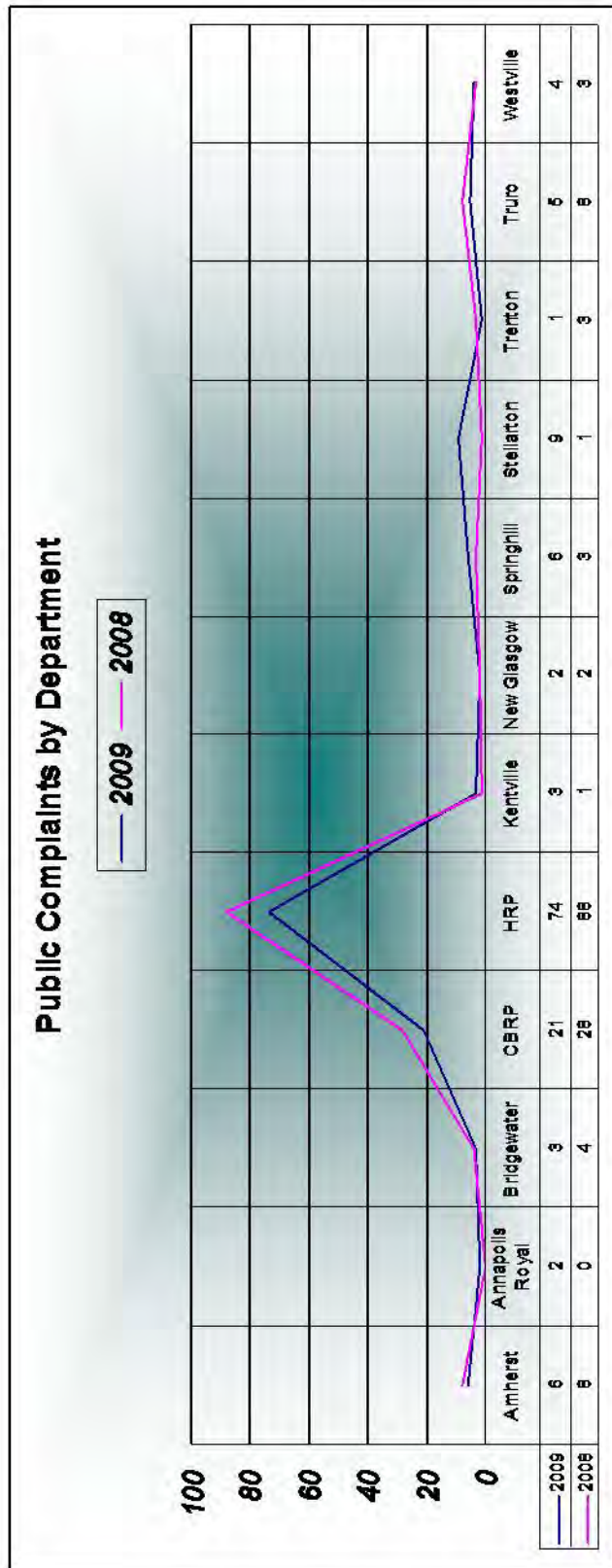
— 2009 — 2008



Public Complaints

Public Complaints decreased from 149 to 136, or 8.72% between 2008 and 2009.

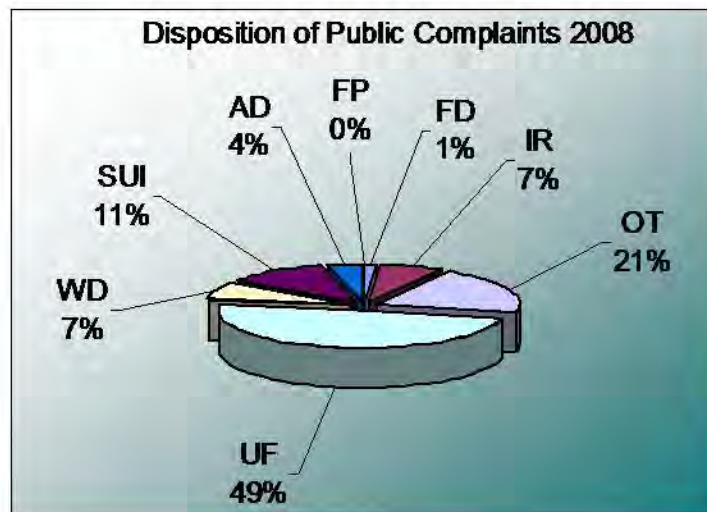
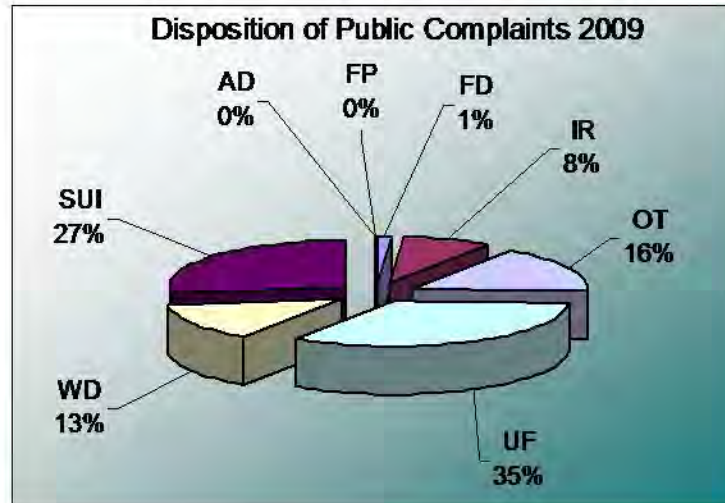




Disposition of Public Complaints

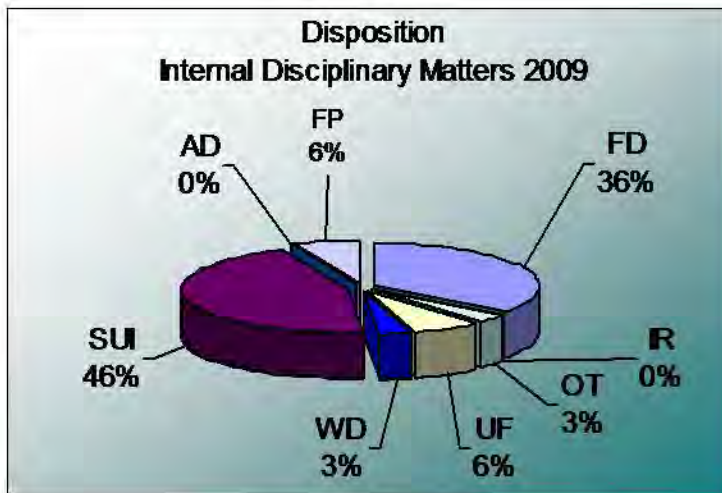
These graphs illustrate the percentage of public complaints filed with the Office of the Police Complaints Commissioner in terms of their disposition at the printing of this report.

1. *Other* includes complaints filed beyond the 6 month time limit, incidents that did not constitute a breach of the code of conduct, or officer retirement.

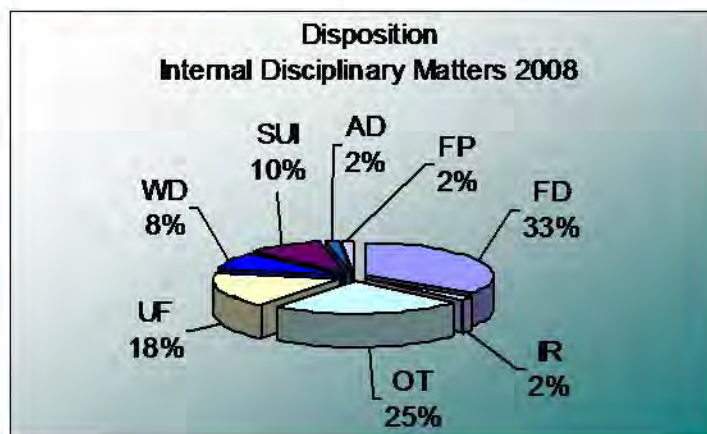


Disposition - Public	Abbreviation	2008	2009	Change
Founded	FD	2	2	0
Informal Resolution	IR	11	11	0
Other ¹	OT	30	22	-8
Unfounded	UF	72	46	-26
Withdrawn	WD	11	18	7
Still Under Investigation	SUI	17	37	20
Abandoned	AD	6	0	-6
Founded in Part	FP	0	0	0
Total		149	136	

Disposition of Internal Disciplinary Matters



These charts illustrate the percentage of internal complaints filed with the Office of the Police Complaints Commissioner in terms of their disposition at the time of reporting.



Disposition - Internal	Abbreviation	2008	2009	Change
Founded	FD	21	11	-10
Informal Resolution	IR	1	0	-1
¹ Other	OT	² 15	1	-14
Unfounded	UF	11	2	-9
Withdrawn	WD	5	1	-4
Still Under Investigation	SUI	6	³ 14	8
Abandoned by Department	AD	1	0	-1
Founded in Part	FP	1	2	1
Total		61	31	

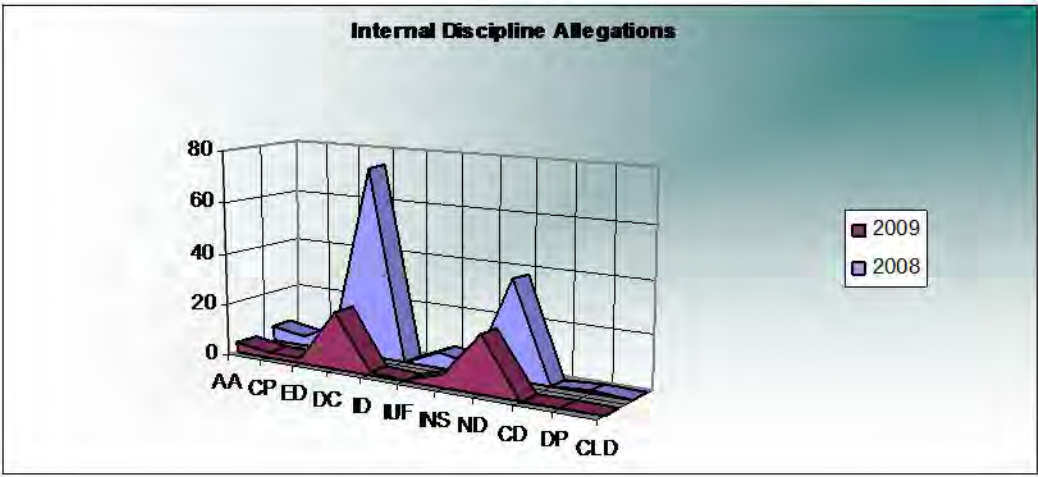
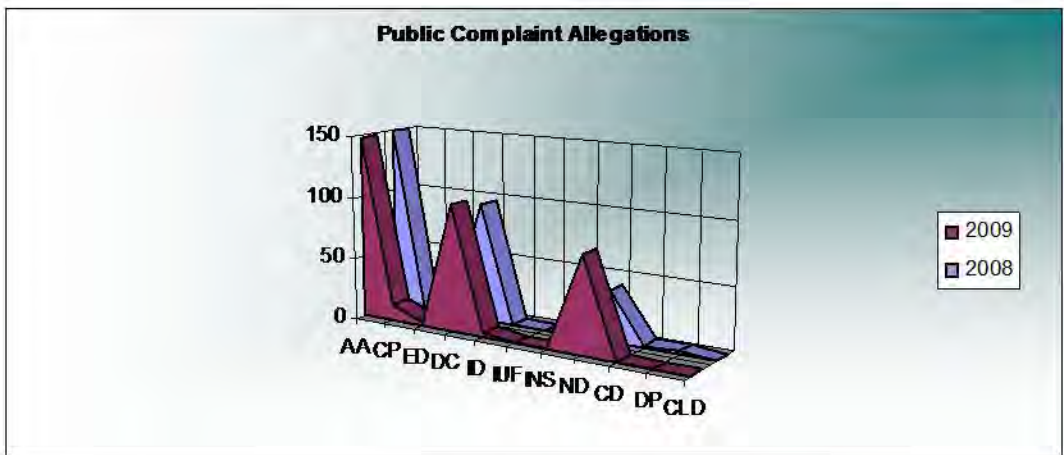
¹Other includes complaints filed beyond the 6 month time limit, incidents that did not constitute a breach of the code of conduct, or officer retirement.

²This figure is skewed upward due to a single officer receiving 10 separate internal complaints during the 2008 reporting year.

³The SUI figure increased sharply during the 2009 reporting year because of the timing of the collection of data.

Allegations

Abbreviation	Alleged Defaults	Public			Internal		
		2008	2009	Change	2008	2009	Change
AA	Abuse of Authority	150	148	-2	6	4	-2
CP	Corrupt Practice	0	14	14	4	2	-2
ED	Engages in Deceit	5	3	-2	11	2	-9
DC	Discreditable Conduct	96	103	7	74	22	-52
ID	Improper Disclosure	1	3	2	0	1	1
IUF	Improper use of Firearm	0	0	0	6	0	-6
INS	Insubordination	0	0	0	4	5	1
ND	Neglect of Duty	41	77	36	38	22	-16
CD	Complaint Against Department	2	0	-2	0	0	0
DP	Damages Property	3	0	-3	1	0	-1
CLD	Liquor or Drug Infraction	0	0	0	0	0	0
Total		298	348		144	58	



Appeals to the Commissioner & Chair of the Police Review Board

Public Appeals of Complaint Files Opened in 2009

Fifteen public appeals were filed by the time of reporting in 2009 by complainants who were not satisfied by the Authority's decision. Of those 15 appeals, the Commissioner determined that nine of them merited an independent investigation. As a result of these investigations, no files were forwarded to the Police Review Board for a formal hearing by the time of report publication.

The section of the Police Act that allowed an appeal of the Commissioner's decision to the Chair of the Review Board was repealed effective April 7, 2009. No form 15 appeals were processed in the 2009 reporting year.

Internal Disciplinary Appeals Resulting from Files Opened in 2009

No internal disciplinary matters were appealed to the Police Review Board by the time of reporting for 2009.

Complaint Summaries

The following are summaries of a selection of complaints filed with the Office of the Police Complaints Commissioner in 2009. These synopses are used to demonstrate the application of the complaint process and the Nova Scotia Police Act.

File PC-09-0124 Public Complaint SUI (still under investigation)

Allegation(s): making an arrest without good or sufficient cause 24(7)(a)

Using unnecessary force on or cruelly treating any prisoner or other person with whom the member may be brought into contact in the course of duty 24(7)(b)

Unlawfully exercising authority as a member 24(7)(c)

Three officers were accused of arresting the complainant for being intoxicated in public without cause. The complainant alleges that he was not intoxicated and that during the course of arrest and transport, he was subjected to excessive physical hardship.

The investigating officer applied to the Commissioner and was granted two extensions to the 60 day time limit to complete the investigation based on difficulty in contacting a witness and the complainant. This investigation is still under way.

File PC-09-0146 Public Complaint Withdrawn

Allegation(s): Acting in a disorderly manner or in a manner which is likely to bring discredit on the reputation of the police department 24(1)(a)

The complainant alleged that the respondent accused her of not being truthful. The complainant withdrew her complaint just over a month after filing the complaint by submitting the prescribed form for a withdrawal, a form 6.

File PC-09-0092 Internal Discipline Founded

Allegation(s): Acting in a disorderly manner or in a manner which is likely to bring discredit on the reputation of the police department 24(1)(a)

Using oppressive or abusive conduct or language toward another member 24(1)(d)

Using oppressive or abusive language or conduct toward another member of the force and acting in a disorderly manner were the accusations against the respondent in Police Complaints Commissioner file# PC-09-0092. After an internal investigation, the respondent was summoned to a formal meeting using the prescribed form 10. The respondent was found guilty of the allegations and disciplined with a 30 day suspension, sensitivity training, and close supervision for six months upon return to the workplace.

File PC-09-0015

Public Complaint

Not sustained

Allegation(s):

Making an arrest without good or sufficient cause 24(7)(a)

Using unnecessary force on or cruelly treating any prisoner or other person with whom the member may be brought into contact in the course of duty 24(7)(b)

The complainant was stopped for not wearing a seatbelt but was arrested for disturbing the peace. He is alleging that there was no reason for this arrest and accused the two officers involved of making an arrest without cause and using unnecessary force.

The investigation into the incident revealed that the complainant was verbally abusive to the officers who issued the ticket and that school aged children were in the vicinity. Corroborating evidence from other officers on patrol, audio recording of the call to dispatch, and a third party witness were collected. The respondents provided statements that the complainant assaulted them by spitting on them and also that he kicked the interior of the patrol wagon. The investigator concluded that the officers did not act inappropriately in detaining the complainant given all circumstances. The complainant did not appeal the decision.

File PC-09-0126

Public Complaint

Informally resolved

Allegation(s):

Acting in a disorderly manner or in a manner that is reasonably likely to bring discredit on the reputation of the police department 24(1)(a)

Contravening an enactment of the Province, a province or territory of Canada or the Government of Canada in a manner that is likely to bring discredit on the reputation of the police department 24(1)(b)

The complainant alleged that the respondent, who is her estranged partner and a constable with a municipal police force, sexually assaulted her. The file was not suspended to conduct a criminal investigation due to lack of evidence of the allegations. The complaint process continued and the initial investigation completed at the department level also concluded that there was insufficient evidence to substantiate a breach of the disciplinary code of conduct.

The complainant appealed the authority's decision by filing a form 13 with the Office of the Police Complaints Commissioner, at which time the Commissioner appointed an independent investigator who completed another investigation into the matter. The Commissioner's investigator was able to mediate an informal resolution in this situation. The prescribed form, a form 7, was filed with the Police Complaints Commissioner and this concluded the file.

File PC-09-0003

Public Complaint

Informally resolved

Allegation(s):

Improperly using ones position as a member for private advantage 24(6)(d)

Acting in a disorderly manner or in a manner that is reasonably likely to bring discredit on the reputation of the police department 24(1)(a)

The incidents which gave rise to this complaint involved the respondent's relationship with the complainant's former partner. The complainant alleged that the respondent was using his position as a police officer to intimidate the complainant and to leverage his ex-partner's position with regard to a custody agreement. An informal resolution was mediated by the department investigator to the satisfaction of both complainant and respondent.

File PC-09-0132

Internal discipline

Founded in Part

Allegation(s)

Being insubordinate, either by word or action, by disobeying, omitting, or neglecting to carry out a lawful order without adequate reason 24(2)

Failing to work in accordance with orders 24(3)(b)

The member was accused of being insubordinate and failing to work in accordance with orders with regard to his involvement in a business outside of his employment as a police officer. The member admitted to the second allegation at a formal meeting at police headquarters. The member was reprimanded and ordered to cease business operations pending formal approval for the business activity.

Municipal Police Agencies



Chief Charles Rushton
 Amherst Police Department
 45 Victoria Street
 Amherst, Nova Scotia B4H 1X4
 P (902) 667-8600 F (902) 667-0268



Chief (Acting) William Chase
 Annapolis Royal Police Department
 P. O. Box 310
 Annapolis Royal, Nova Scotia B0S 1A0
 P (902) 532-2427 F (902) 532-7492



Chief Brent Crowhurst
 Bridgewater Police Department
 45 Exhibition Drive, Bridgewater, NS B4V 0A6
 (P.O. Box 9, B4V 2W7)
 P (902) 543-2465 F (902) 543-7478



Chief Myles Burke
 Cape Breton Regional Police Service
 865 Grand Lake Road - Central HQ
 Sydney, Nova Scotia B1P 6W2
 P (902) 563-5099 F (902) 567-2266



Chief Frank Beazley
 Halifax Regional Police
 1975 Gottingen Street
 Halifax, Nova Scotia B3J 2H1
 P (902) 490-5020 F (902) 490-5038



Chief Mark Mander
 Kentville Police Service
 80 River Street
 Kentville, Nova Scotia B4N 1G9
 P (902) 678-3378 F (902) 678-6600



Chief Gary Copeland
Springhill Police Service
P.O. Box 2380
Springhill, NS B0M 1X0
P (902) 597-3779 F (902) 597-3119



A/Chief Hugh Muir
Stellarton Police Service
PO Box 609
Stellarton, Nova Scotia B0K 1S0
P (902) 752-6160 F (902) 752-4101



Chief Robert White
Trenton Police Department
P. O. Box 1224
Trenton, Nova Scotia B0K 1X0
P (902) 752-1113 F (902) 752-2144



Chief David MacNeil
Truro Police Service
776 Prince Street
Truro, NS B2N 1G9
P (902) 895-5351 F (902) 897-3270



Chief Don Hussher
Westville Police Service
PO Box 923
Westville, NS B0K 2A0
P (902) 396-2777 F (902) 396-2779



Chief Delaney Chisholm
New Glasgow Police Service
225 Park Street
New Glasgow, Nova Scotia B2H 5P7
P (902) 755-8325 F (902) 755-9982

If your complaint concerns the conduct of members of the RCMP please contact the Commissioner for Public Complaints Against the RCMP (CPC) at 1-800-665-6878 (TTY: 1-866-432-5837). Complaints can also be made using the online form on the CPC's website at: www.cpc-cpp.gc.ca or in writing to the following address:
7337 137 Street, Suite 102, Surrey, British Columbia, V3W 1A4

Nova Scotia 2009 Police Resources & Population

Municipality	Population ¹	Male	Female	Total	Population per Police Officer	Other Personnel		Total Operating Expenditures (2008)
						Police Officers	dollars	
Population (100,000+) Cape Breton Regional	103,042	193	13	206	500	65	20,779,650	
HalifaxRegional	220,854	418	91	509	434	270	67,970,000	
Population (5,000 - 14,999) Amherst	9,523	26	2	28	340	10	3,125,778	
Bridgewater	8,001	21	3	24	333	14	3,118,942	
Kentville	5,931	14	1	15	395	5	1,472,000	
New Glasgow	9,439	23	3	26	363	9	3,145,255	
Truro	12,211	31	5	36	339	22	5,013,602	
Population (<5,000) Annapolis Royal ²	440	4	0	4	110	1	188,355	
Springhill	3,967	9	0	9	441	7	1,051,905	
Stellarton	4,715	8	1	9	524	18	1,221,107	
Trenton	2,723	6	1	7	389	7	1,013,273	
Westville	3,808	7	0	7	544	4	894,200	

Adapted from: Statistics Canada, 2009, *Police Resources in Canada, catalogue no. 85-226-X*, pages 19, 35.

1. Populations are based on July 1st preliminary postcensal populations for 2008 (based on 2006 Census), Demography Division, Statistics Canada. Populations are adjusted to follow policing boundaries. Populations for 2009 were not yet available at the publishing of the Statistics Canada report.

2. Personnel data for 2009 were not available; therefore 2008 personnel data were substituted. Expenditures for 2008 were not available therefore expenditures for 2007 were used.

Use caution in comparing forces: The number of officers may not reflect the number available for general community policing because some officers in certain communities are restricted to specific locations (e.g. ports, airports). Operational expenditures may vary considerably between police services for many reasons.



Office of the Police Complaints Commissioner
Sun Tower, 1550 Bedford Highway, Suite 720, Bedford Nova Scotia

Mailing Address:

PO Box 1573 Halifax, Nova Scotia B3J 2Y3

Telephone: (902) 424-3246

Facsimile: (902) 424-1777

polcom@gov.ns.ca