



# // COMMISSIONAIRES NOVA SCOTIA STAKEHOLDERS REPORT 2021

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## // REINVENTION IN HARD TIMES

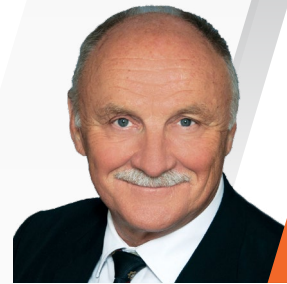
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Hard times, so they say, make strong people. Commissionaires Nova Scotia is the sort of institution born of hard times. Our founding as a not-for-profit security provider in 1937 was motivated by the Great Depression and its impact on veterans of the First World War. Within a couple of short years, commissionaires were providing security support to a country back at war for the second time in a generation. Not long after, the organization supported the largest military demobilization in Canadian history, providing lifelong work for tens of thousands of former service members.

This tradition of rising to meet challenges continues into the modern era: commissionaires were there in the anxious weeks and months following the September 11<sup>th</sup> attacks when Canada quickly scaled up its public safety posture on an unprecedented scale. And over the past hard year, commissionaires have been proud to be on the front line of the COVID-19 pandemic, providing vastly increased access control and screening at client locations, and supporting public health efforts at vaccination and testing sites.

Staying relevant over the long term means deliberate reinvention. As Commissionaires Nova Scotia approaches its 85<sup>th</sup> year as Nova Scotia's public safety utility, it is reinvigorating itself with a new strategic plan attuned to the times. While we take on challenges related to climate change and equity, diversity and inclusion, the true gauge of a strong institution is its ability to rise to the occasion to face the unexpected. This has been our *raison d'être* and our privilege for nearly 85 years.

— MESSAGE FROM THE CHAIR AND CEO OF COMMISSIONAIRES NOVA SCOTIA



**Steve Graham OOM, BA, MBA**  
*Deputy Commissioner (Ret'd)*  
Chair, CNS Board of Governors



**Geoff Hamilton CO**  
Chief Executive Officer, CNS

# // MANDATE / MISSION / VISION / VALUES

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## SOCIAL MANDATE

To provide meaningful employment that meets the needs of veterans of the Canadian Armed Forces and Royal Canadian Mounted Police, their families and others who wish to contribute to the security and well-being of Canadians.

## MISSION

To provide expert security solutions that our clients value and trust to protect their interests.

## VISION

To excel as the leading integrated security provider in Nova Scotia.

## VALUES

Commissionaires Nova Scotia is a mandate-driven organization defined by its values:



### HONOURING SERVICE

We honour service in the military and RCMP, and the sacrifices made by service families.



### INTEGRITY

We do the right thing.



### DIVERSITY, INCLUSION AND EQUITY

We welcome, respect and include everyone.



### PROFESSIONALISM

We do things the right way.



### SAFETY

We make sure everyone gets home safe.



### INNOVATION

We always try to find a better way.

# // 2022-24 STRATEGIC PLAN LEADMARK STATEMENT

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Over the next three years, we will transform ourselves into a sought-after employer and partner, and will excel as the leading integrated security provider in Nova Scotia. We will do this by:

## **BUILDING OUR FUTURE WORKFORCE**

Attracting, retaining and developing a diverse team that can meet future opportunities with success.



## **DEVELOPING OUR INTEGRATED SECURITY BUSINESS**

Continually improving our operations and diversifying our products to become a full-range integrated security provider.



## **ENABLING INFORMED DECISIONS**

Putting the tools and systems in place to make sure everyone is able to make decisions based on good information.



## **BEING A GOOD NEIGHBOUR**

Being a visibly engaged and responsible member of our community that anyone would be proud to work with.

## // STEERING TOWARD AN ECO-FRIENDLY FUTURE

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One of our key strategic objectives is to achieve carbon neutrality, allowing Commissionaires to contribute to a cleaner Nova Scotia and a more secure climate. To help reach our goal, we have committed to replacing our entire mobile patrol fleet with electric or hybrid vehicles. Adding to our two hybrid vehicles, in May we purchased our first electric car and installed an EV charging station at head office.



// IT'S EXCITING TO SEE THE IMPACT ONE ELECTRIC VEHICLE CAN MAKE ON FUEL CONSUMPTION, OPERATIONAL EXPENSES AND OUR OVERALL CARBON FOOTPRINT. THE BENEFITS WILL ONLY IMPROVE AS OUR PETROLEUM VEHICLES REACH THEIR END OF LIFE AND ARE REPLACED.

— ROB CARTER  
FLEET MANAGER

electric



Commissionaires spend a lot of time on the road, with an average of 15,000 kilometres clocked each month by our mobile patrol unit in Halifax. The company is already realizing big benefits from the move to electric and hybrid.

This Fall, our move to electric and hybrid is being featured in a commercial and promotional campaign by Nova Scotia Power, raising the profile of our commitment to an eco-friendly future.

## // SERVICE OF THE HIGHEST STANDARD

Quality assurance is embedded in our corporate culture. We strive to deliver services that meet the highest global standards. Our hard work was recognized in May when we became the first company based in Canada to earn a coveted security operations management certification, known as ISO 18788:2015. This certification, awarded by the authoritative International Organization for Standardization (ISO), means that security operations delivered by CNS are managed to world-class standards.

// OUR ISO 18788 CERTIFICATION GUARANTEES CLIENTS AND BUSINESS PARTNERS THAT WE CONSISTENTLY DELIVER HIGH-QUALITY SECURITY SERVICE.



ISO  
9001:2015  
Quality  
Management  
QMS/052021/002

ISO  
18788:2015  
Security  
Operations  
Management  
SMS/052021/002

ANSI/ASIS  
PSC.1-2012  
Quality  
Assurance  
Management  
SMS/052021/002

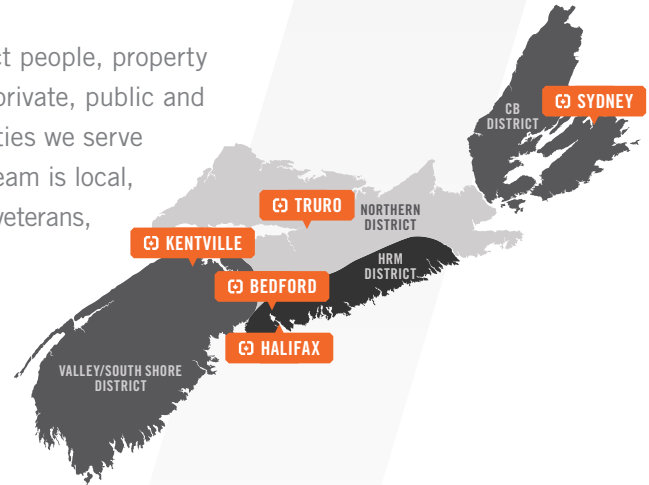


The process of achieving certification was intense, requiring introduction of a formal Enterprise Risk Management system and development of carefully documented work instructions. The final audit was conducted over three sessions, separated by several months. We now wear the ISO 18788 certification as a badge of honour, proudly showcasing it on employee business cards, our vehicles and across our online channels.

In addition to ISO 18788, CNS also holds certifications for its environmental management (ISO 14001) and quality management (ISO 9001).

## // YOUR SAFETY & SECURITY PARTNER

As Nova Scotia's trusted public safety utility, we protect people, property and information across the province for small-to-large private, public and government clients. We are connected to the communities we serve with five offices across Nova Scotia. Our management team is local, comprised of experienced military and law enforcement veterans, as well as business professionals. Clients will attest to the integrity, professionalism, and responsiveness of our Commissionaires team.



94%

CLIENT  
SATISFACTION



291

SECURITY  
SITES



86

LONG-TERM  
CLIENT PARTNERS



174

SHORT-TERM  
PROJECT CLIENTS

### JUST SOME OF OUR CLIENT PARTNERS:





## // OUR PEOPLE

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We are dependent upon a team of dedicated security professionals to deliver best-in-class service.

### 1,400 NOVA SCOTIAN COMMISSIONAIRES – WHO ARE THEY?

#### WELL TRAINED

Commissionaires receive the highest level of standardized, nationally-certified training

#### EXPERIENCED

**72%**  
are in their second  
or third career

#### LOYAL

We boast a retention rate of  
**79%**  
(double the industry standard)

### A DIVERSE WORKFORCE:

**55%**

#### VETERANS

Our unique blend of veterans and non-veterans bring both energy and a wealth of experience to our clients

**9%**

#### INDIGENOUS

(compared to 3% of Nova Scotia's workforce)

**21%**

#### FEMALE

(compared to 14% of retiring CAF/RCMP members)

**50%**

below the ordinary age  
of retirement

**17%**

work with an  
accommodated disability

**6%**

#### VISIBLE MINORITIES

(non-indigenous)

### EMPLOYEE #20,000!

In March we enrolled a commissionaire in the Northern District with Corps number 20,000 – our employee identification system that dates back to our division's founding year of 1937.

## // WHAT OUR EMPLOYEES SAY\*



**78%**

of Commissionaires agree the people they work with treat each other with respect



**80%**

of Commissionaires say CNS promotes a safe workplace



**75%**

of Commissionaires agree the mission of CNS makes them feel their job is important



**75%**

of Commissionaires would recommend CNS to their family and friends



**77%**

of Commissionaires say at work, they have the opportunity to do what they do best every day



*\*Based on CNS 2021 Employee Engagement Survey*

## // EMPLOYEE BENEFITS

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### **WE OFFER:**

- Higher-than-industry pay rates
- Health, drug and dental benefits
- Life and accident insurance
- Paid personal time off and vacation leave
- Free uniforms and equipment
- Free high-quality formal and on-job training
- Annual paid loyalty award
- Education assistance funds and family scholarship programs
- Advancement opportunities within a large, national organization

### **NEW LOYALTY AWARD:**

This year we introduced an annual loyalty award for commissionaires with over five years of service and for all veterans of the Canadian Armed Forces and RCMP. This monetary award is paid out in the weeks leading up to Christmas and replaces the former retirement gratuity that was paid only upon release. For FY 2020/21, the award amount was approximately \$200 for each qualifying commissionaire who worked full-time.

# // COMMISSIONAIRES LONG SERVICE MEDAL

## AN OFFICIAL CANADIAN RECOGNITION

### // RIBBON

The ribbon is 32mm wide with a dark red central stripe of 13mm framed by 6mm white stripes. Each edge is lined by a dark blue stripe measuring 3mm in width.

### // BAR

A silver bar is awarded for each additional period of five years of service. The silver bars are replaced with a gold bar at 32 years of service, then additional gold bars at 37, and 42 years.

### // MEDAL

The circular medal is made of nickel-plated brass, silver in colour.

### // THE CLSM

This medal, first approved on 20 August 1948 by veteran and Secretary of State Colin W. G. Gibson, has been incorporated into the Canadian Honours System. This medal is awarded for 12 years of service in the Corps.

### // LABOR OMNIA VINCIT

The medal has a straight suspension bar bearing the words *labor omnia vincit* (*work conquers all*) linked to the medal by three eyelets.

### // DESIGN

The face features a maple leaf surmounted by a sword, an anchor, and an eagle, framed by a garter bearing the words *virtute et industria* (*with courage and hard work*).



35 mm

## // WHO WE SERVE

Commissionaires is a commercially self-sustaining not-for-profit corporation based in Nova Scotia.



**1.74 million**  
SECURITY HOURS SERVED

**100%**  
SELF-FUNDED THROUGH OPERATIONS

**\$38.7 million**  
IN REVENUE

COMMERCIAL 34%



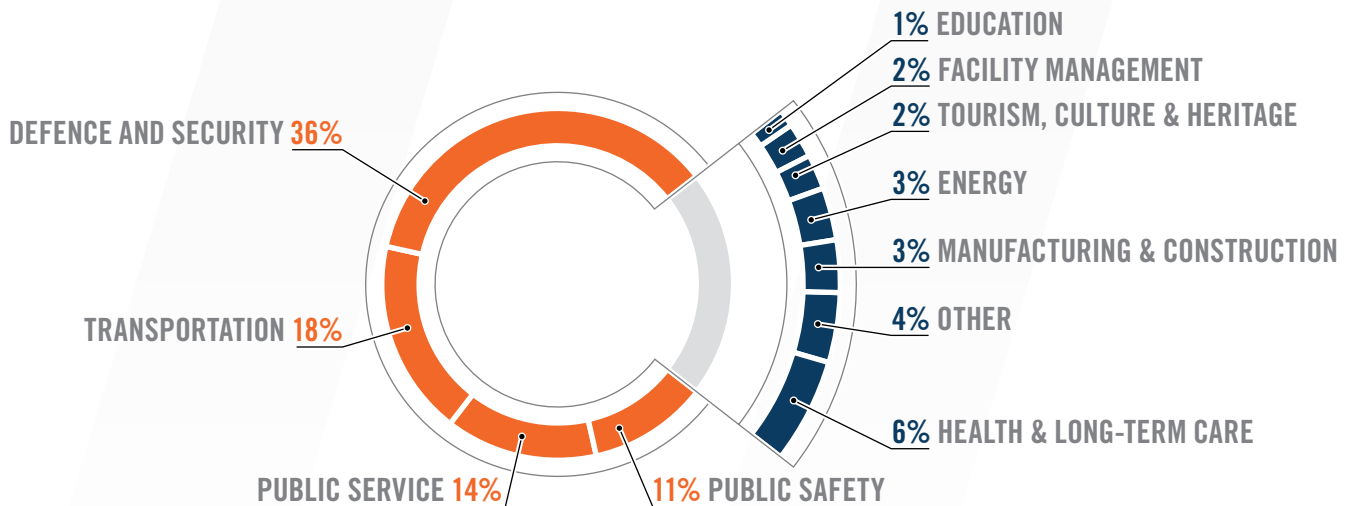
66% GOVERNMENT

LONG-TERM 85%



15% SHORT-TERM

### BUSINESS % BY INDUSTRY SECTOR



**95%**

OF REVENUE GOES BACK TO EMPLOYEES  
IN THE FORM OF WAGES AND BENEFITS

# // SMARTER SECURITY, STRONGER COMMUNITIES

## GREATER VALUE FROM YOUR SECURITY SERVICES



Commissionaires clients now enjoy the option of an enhanced technology experience. Our new security workforce management software, ONWATCH, offers value-driven security services that are fully aligned with our clients' needs. Connectivity, data insight, and automation enable us to deliver smarter security and supply greater impact for our clients' investment.

### CORE FEATURES OF ONWATCH:

- GPS tracking creates an at-a-glance map view of site operations while geofencing allows us to define precise perimeters.
- Real-time alerts allow us to manage by exception and take quick action to address emergencies and anomalies.
- Defines specific actions to be taken at each guard checkpoint.
- Electronic reports reduce time delays between incidents and reporting, support standardization and are fully customizable.
- Web-based, mobile-friendly technology connects management to the frontline.



### COMMUNITY IMPACT

Commissionaires live in the 88 communities in which they work. As a not-for-profit with a social mandate, we endeavour to give back to the communities in which we serve. This year:

#### EDUCATION

**\$12,000** in scholarships were awarded to full-time university students

#### VETERAN COMMUNITY

More than **\$10,000** was donated to the Nova Scotian veteran community

#### VETERAN COMFORT

**\$16,000** was donated to four veterans' units in long-term care residences

## // MENU OF SERVICES

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### SECURITY & SAFETY SERVICES

GUARDING // THREAT RISK ASSESSMENT // SITE INSPECTION // ALARM RESPONSE  
MOBILE PATROL // EVENT SECURITY // SECURE DELIVERIES // TRAFFIC CONTROL  
VISITOR/CONTRACTOR ESCORTING // BY-LAW ENFORCEMENT // ACCESS & PERIMETER CONTROL  
MONITORING (ON-SITE & REMOTE 24/7) // HOME & BUSINESS WATCH  
SECURITY SERVICES MANAGEMENT // LONE WORKER MONITORING // INVENTORY CONTROL  
CUSTOM SECURITY & SAFETY TRAINING // CANADIAN RED CROSS FIRST AID TRAINING  
INVESTIGATIONS // NON-CORE POLICING // CONTROLLED GOODS SECURITY ASSESSMENT

### IDENTIFICATION SERVICES

FINGERPRINTING // BACKGROUND SCREENING // PRE-EMPLOYMENT SCREENING  
PASSPORT & CITIZENSHIP PHOTOS // RECORD SUSPENSIONS (PARDONS) // US WAIVERS  
OATHS & AFFIDAVITS // CRIMINAL RECORD CHECKS // COMMERCIAL ID CARDS  
TENANT SCREENING // CREDIT CHECKS // REFERENCE CHECKS // DRIVER ABSTRACTS  
MOBILE IDENTIFICATION SERVICES

// WE CAN COME TO YOU! SAVE TIME AND MONEY WITH OUR  
CONVENIENT GROUP AND VIP BACKGROUND SCREENING.



## // CORPORATE GOVERNANCE

Commissionaires Nova Scotia is governed by a board of 16 volunteer Governors who work hard on behalf of our commissionaires to ensure our mission is fulfilled. This strong team of men and women offer their business, communications, legal, accounting, financial, medical, security, and public safety expertise to better serve and enhance our company goals.



**Steve Graham OOM BA MBA**  
*Deputy Commissioner (Ret'd)*  
Chair



**Tom Bennett LSM MSM BPS**  
*Chief Superintendent (Ret'd)*  
Vice Chair



**Marjorie Hickey CD QC**  
*Commander (Ret'd)*  
Immediate Past Chair



**Heather Armstrong**  
**CD BCOMM DCL**  
*Commander (Ret'd)*



**John E.L. Carruthers**  
**BBA FCPA FCA CBV CMC**



**Joanne Crampton M.O.M**  
*Assistant Commissioner*  
*(Ret'd)*



**Gary Curtis CD**  
*Colonel (Ret'd)*



**Anne Espenant DMSM CD**  
*Lieutenant Colonel*  
*(Ret'd)*



**Erica Fleck MMM CD**  
*Major (Ret'd)*



**Corinne MacLellan BPR**  
*Honourary Lieutenant*  
*Colonel*



**Kirk MacRae ICD.D**



**D.E. (Dusty) Miller**  
**CMM MSC CD**  
*Vice Admiral (Ret'd)*



**John Miller CD DBS**  
*Lieutenant Colonel (Ret'd)*



**Richard Oland CD BCOMM**  
*Commander (Ret'd)*



**Douglas G. Ruck QC**



**Bryn Weadon**  
**CMM CD FCPA FCMA**  
*Rear Admiral (Ret'd)*



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