



**COMMISSIONAIRES  
NOVA SCOTIA  
STAKEHOLDERS  
REPORT**

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# MESSAGES FROM LEADERSHIP

Commissionaires is a proud, modern leader in meeting the security needs of all Canadians. We protect people, property, and information by offering a full suite of security and identification services – from guarding and mobile patrol to fingerprinting and criminal record checks.

Commissionaires Nova Scotia (CNS) is backed by 1,365 employees working in all corners of the province. As a Division of the Canadian Corps of Commissionaires, we are part of a national federation that employs 22,000 people, including 5,000 veterans of the Canadian Armed Forces and Royal Canadian Mounted Police. Our social mandate to support veterans and their families is a cherished foundation of the organization.

We continuously enhance the ways we serve our stakeholders. We are an innovative, well-governed not-for-profit that supports our communities, is committed to a healthy environment, and promotes a professional work culture of equity, diversity, and inclusion.

Through these actions, we are creating an impact and securing our future.



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

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Commissionaires has a knack for developing solutions in times of change.

We were born from a need to respond to new demands in the community, specifically in the post-war era. When soldiers returned home seeking a social safety net and a way to make the difficult transition back to civilian life, our founders answered the call by creating Commissionaires. The first commissionaires in Nova Scotia started work on January 24, 1938, and we have been evolving our services for the betterment of our stakeholders ever since.

After 84 years in business, our longevity depends on our ability to adapt, expand, implement new technologies, and meet client expectations. We continue to develop new business lines to capitalize on the skills of modern veterans and those with a desire to protect the safety of others. We also routinely assess our operational processes to ensure we're delivering services that meet the highest global standards.

The public safety and security risks that exist today are very different from those of even a few years ago. Constant change in our sector compels us to find new and better ways to provide solutions for our partners each and every day.



**Glenn MacIsaac, CD, PLog**  
Interim Chief Executive Officer, CNS

# WHO WE ARE

## // SOCIAL MANDATE

To provide meaningful employment that meets the needs of veterans of the Canadian Armed Forces, the 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.



### EQUITY, DIVERSITY, AND INCLUSION

We welcome, respect, and include everyone.



### SAFETY

We make sure everyone gets home safe.



### INTEGRITY

We do the right thing.



### PROFESSIONALISM

We do things the right way.



### INNOVATION

We always try to find a better way.

## // 2022-24 STRATEGIC PLAN

By the end of fiscal year 2024, 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.

### BEING A GOOD NEIGHBOUR

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

### ENABLING INFORMED DECISIONS

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

# OUR PEOPLE

We depend on a team of dedicated security professionals to deliver best-in-class service. Our team works across four districts. We are accessible to the public via five offices. Our management is local and includes experienced members of the military, law enforcement, and business community.



**1,365**  
COMMISSIONAIRES

**315** SEASONED COMMISSIONAIRES  
RETIRED FROM OUR RANKS

**280** NEXT-GEN COMMISSIONAIRES  
ADDED ENERGY TO OUR TEAM

## // A DIVERSE WORKFORCE (as self-identified by our employees)

**45%**  
VETERANS

**24%**  
FEMALE

**8%**  
INDIGENOUS

**7%**  
VISIBLE  
MINORITIES

**69%**  
BELOW THE AGE  
OF 65

**11%**  
WORK WITH AN  
ACCOMMODATED  
DISABILITY

## // SAFETY STATS (YEAR-OVER-YEAR)



**45 INCIDENTS**  
(down 14% from 57 incidents in 2021)

**33**  
FALLS/FALL-  
RELATED  
INCIDENTS  
(down 25% from  
44 incidents)

**5**  
STRUCK  
AGAINST  
AN OBJECT  
(same as  
last year)

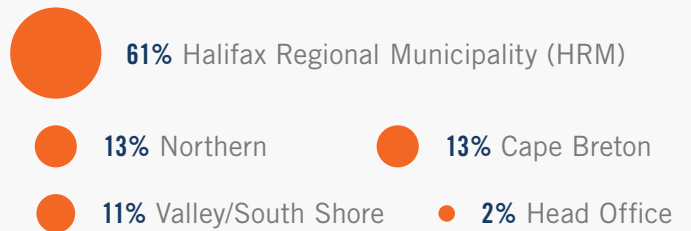
**3**  
OVEREXERTIONS  
(up 200%  
from one)

**2**  
MOTOR VEHICLE  
INCIDENTS  
(down 50% from  
four incidents)

**2**  
EXPOSED TO  
A HAZARDOUS  
MATERIAL  
(up from zero)



## // PERSONNEL BY LOCATION



## // WHAT OUR EMPLOYEES SAY (based on the 2022 CNS Employee Engagement Survey\*)

**82%**  
of commissionaires say they have the opportunity to do what they do best every day

**83%**  
of commissionaires say they have the materials and equipment to perform their job correctly

**81%**  
of commissionaires say the people they work with treat each other with respect

**78%**  
of commissionaires say they would recommend Commissionaires Nova Scotia to their friends and family

\*66% of commissionaires participated in the 2022 CNS Employee Engagement Survey, up from 57% in 2021

# OUR BUSINESS

We are Nova Scotia's only not-for-profit security provider. We are 100% self-funded through operations and reinvest 95% of our annual operational spending in employee wages, training, and benefits.

We have no shareholders and do not pay dividends. Our priority is our employees, not profit margins.

**1.72 million**  down 1% from 1.74 million hours in 2021  
SECURITY HOURS



**\$41.5 million**  up 7% from \$38.7 million in 2021  
IN REVENUE



## // SERVICES WE OFFER

### 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
- // inventory control
- // security & safety training
- // 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

# OUR CLIENTS

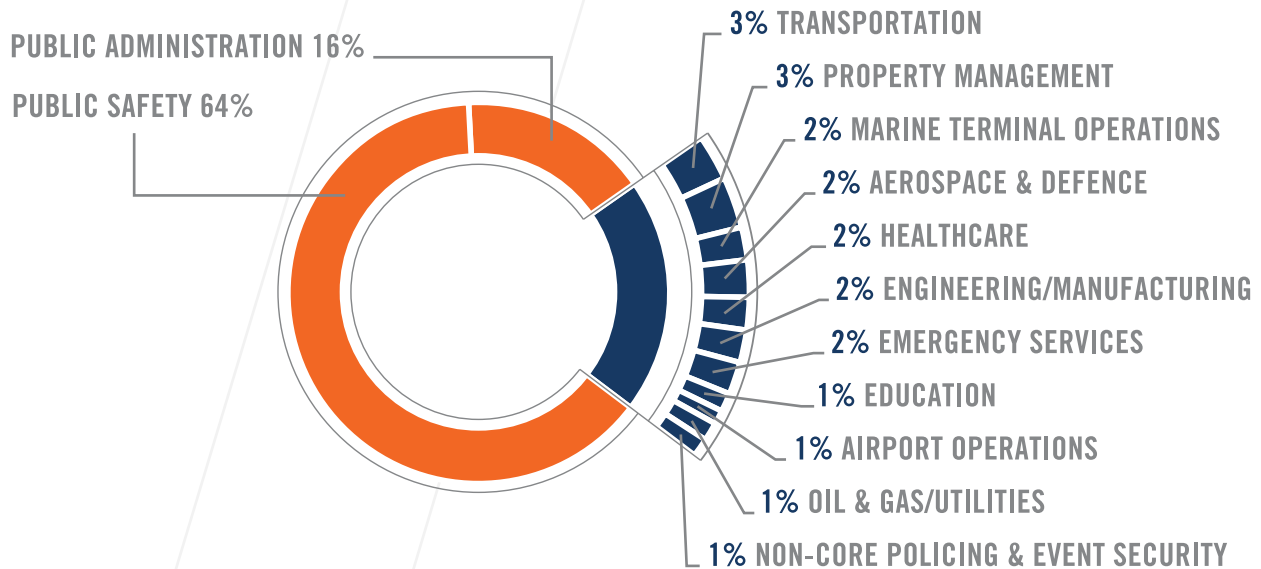
We are Nova Scotia's premier provider of security services. We protect people, property, and information for small-to-large private, public, and government clients across the province.

Clients can attest to the integrity, professionalism, and responsiveness of our team.

**332 CLIENTS**  up 14% from 291 in 2021





## // JUST SOME OF OUR CLIENTS




## // WHAT OUR CLIENTS SAY


(based on the 2022 CNS Client Satisfaction Survey\*)


 98% of clients are satisfied with the maturity and overall effectiveness of commissionaires

 96% of clients are satisfied with the professional appearance of our commissionaires

 Even during a year when the pandemic restricted visitors to client sites, 77% of clients were satisfied with the support they received from our management team

**93%** CLIENT SATISFACTION!

 92% of clients are satisfied with how well our services meet their needs

 85% of clients are satisfied with the value vs. cost of our services

\*46% of clients participated in the 2022 Client Satisfaction Survey

# YOUR MODERN, COMMUNITY-MINDED SAFETY PARTNER

We are a progressive, technology-driven security partner. We believe in providing best-in-class service, supporting our communities, committing to a healthy environment, and promoting an equitable, diverse, and inclusive work culture. Here's how we're delivering on our objectives:

## // RECRUITING THE NEXT GENERATION OF COMMISSIONAIRES

Our recent adoption of BambooHR marks a significant improvement in how we organize and manage our human resource and recruiting processes. We are now equipped to develop baseline HR metrics, track hiring and turnover rates, and better support diversity, equity, and inclusion. Clients will benefit from a more connected, agile, and energized workforce.

## // BUILDING STRONGER COMMUNITIES WITH SMARTER SECURITY

ONWATCH, our proprietary workforce management software, is modernizing our service offerings and saving clients money. This cutting-edge software equips us to address emergencies and respond to threats remotely, using GPS tracking and real-time alerts. Our software is in use across the province – benefiting our clients and the community in public spaces where commissionaires work.

## // SUPPORTING THE COMMUNITIES WHERE WE WORK

Our community impact goes beyond providing security and public safety services. We also financially give back to the communities in which our commissionaires live and work.

This year, we awarded:



# \$12,000

IN SCHOLARSHIPS TO COMMISSIONAIRES AND/OR THEIR FAMILY MEMBERS

## // STEERING TOWARD AN ECO-FRIENDLY FUTURE

Commissionaires is contributing to a cleaner Nova Scotia and a more secure climate. This year, we doubled the number of electric and hybrid vehicles in our mobile patrol fleet. We also installed an electric vehicle charging station at our Head Office, which was constructed in 2017 with light, heat, and water efficiency features. Choose CNS for security and for the planet!

## // DELIVERING BEST-IN-CLASS SERVICE

We recently 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), guarantees that we follow industry best practices and consistently deliver high-quality security service.

CNS is now certified in three different ISO categories, a testament to our exceptional customer service, management standards, and environmental stewardship.



# \$16,100

TO SUPPORT THE NOVA SCOTIAN VETERAN COMMUNITY, INCLUDING BY:

- // funding the purchase of a bladder scanner for the Camp Hill Veterans Memorial Building
- // helping equip veterans with music therapy devices at Fishermen's Memorial Hospital
- // supporting the recovery of ill and injured veterans through sport with Soldier On Canada
- // helping pair veterans diagnosed with OSI/PTSD with service dogs via Paws Fur Thought



# CORPORATE GOVERNANCE

Commissionaires Nova Scotia is governed by a board of 16 volunteers who work on behalf of our employees to ensure the company mission is fulfilled. This formidable team brings business, communications, legal, accounting, financial, medical, security, and public safety expertise.



**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  
Lieutenant Colonel



**Corinne MacLellan**  
BPR  
Honourary Lieutenant  
Colonel



**Kirk MacRae**  
ICD.D



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



**John Miller**  
CD DDS  
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)