

DECLASSIFIED

FOIPOP Review

N/A

Approved to Release

Motion of BOPC January 15, 2018

Date

Jan 17, 2018

HALIFAX

P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 11.3

Board of Police Commissioners
January 15, 2018

TO: Chair and Members of Board of Police Commissioners

Original Signed

SUBMITTED BY:

John Traves, Q.C., Director of Legal Services

DATE:

January 10, 2018

SUBJECT:

Legal Review of Board Policy Manual

PRIVATE & CONFIDENTIAL INFORMATION REPORT

ORIGIN

MOVED by Commissioner Graham, seconded by Commissioner Mason at the December 11, 2017 meeting of the Board of Police Commissioners:

THAT the Board of Police Commissioners request:

- a) Legal Service review of the proposed policy for legislative compliance with the Police Act, By-Law P-100, and returned to the Board with comments for the January 2018 meeting; and
- b) the Chief of Police HRP and Chief Superintendent RCMP Halifax Division review and provide written comment for the Commissions consideration during the January 2018 meeting;

In order that the Board may consider the comments and make amendments to allow final adoption of the policies in February 2018.

LEGISLATIVE AUTHORITY

Police Act, S.N.S. 2004, c. 31, s. 55 & s. 68

- 55 (1) The function of a board is to provide
- (a) civilian governance on behalf of the council in relation to the enforcement of law, the maintenance of law and order and the prevention of crime in the municipality; and
 - (b) the administrative direction; organization and policy required to maintain an adequate, effective and efficient police department,

- 68 (1) The function of an advisory board is to provide advice to the council in relation to the enforcement of law, the maintenance of law and order and the prevention of crime in the municipality, but the advisory board shall not exercise jurisdiction relating to complaints, discipline, personnel conduct or the internal management of the Royal Canadian Mounted Police.

BACKGROUND

As requested, staff have reviewed the Board of Police Commissioner's draft Policy Manual for legislative compliance with the Police Act and By-law P-100. The primary legal issues identified by staff are listed in this report.

DISCUSSION

Authority over RCMP

The most significant legal issue identified by staff with the draft Policy Manual is that the Chief of Police of Halifax Regional Police (HRP) and the Chief Superintendent of the Halifax District RCMP are treated very similarly throughout the manual. They are defined as one term – the “Chiefs” – and most policies are drafted to apply to both equally, and several require both Chiefs to post them as Department Orders.

Legislatively, however, the Board's role with respect to the two police services is different. With respect to HRP, the Board acts as a Board of Police Commissioners, and provides civilian governance to the service. With respect to the RCMP, the Board acts as a Police Advisory Board, and mostly acts in an advisory role, except when setting high level priorities, objectives and goals respecting police services. The Board is limited from exercising jurisdiction relating to the internal management of the RCMP.

This distinction continues with respect to the two Chiefs. The Chief of HRP is subject to the direction of the Board by virtue of s. 52 of the Police Act, and the Board, when acting as a Municipal Board of Police Commissioners, is tasked with providing the administrative direction, organization and policy required to maintain an adequate, effective and efficient police department – meaning that it can directly provide policy to be applied within HRP. In contrast, the Board does not have an analogous power to direct the Chief Superintendent under the Police Act, but can only provide advice (s. 66). The Board, when acting as an Advisory Board, does not have the power to impose policy on the RCMP and is not granted a governance role.

It is therefore recommended that the draft Board Policy Manual be amended to reflect the Board's different roles with respect to the RCMP and HRP, and to more clearly delineate which policies apply to which. Staff suggests that the Chief of the HRP and the Chief Superintendent of the RCMP be defined separately in most cases so that it is always clear which provisions apply to which service or Chief.

Some examples of the issues staff suggest be remedied are:

- The requirement in several policies that the Chief Superintendent of the RCMP post policy as department orders. The Board does not have the authority to issue this type of direction to the Chief Superintendent.
- In the Board Procedures Policy, section 7.1 respecting “Legislative Authority” in several places confuses the Board's responsibilities respecting the RCMP and HRP, by stating that the Board has the power to direct the RCMP and impose policy. Staff have recommended adjustments, shown in Attachment A.
- In the Board Procedures Policy, section 7.6 respecting “Delegation to and relations with the Chiefs” in several places overstates the Board's authority to direct the Chief Superintendent. For example:
 - o under clause 1, it is not completely accurate to say that the Chief Superintendent is accountable to the Board, as this suggests that there is a reporting relationship more like that between the Chief of Police and the Board.
 - o In clause 3, the draft Board Policy Manual contemplates the Board providing direction and policy to the Chief Superintendent, however the Board does not have the authority to do so.

- In the Communications and Community Outreach Policy, section 7.2 respecting “Internal communications” directs the Chief Superintendent to direct her staff that all media releases be provided to the Board at the time they are released to the media. While the Board is entitled to require meaningful reporting from the Chief Superintendent, this treads the line of being a very specific direction that could cross the line into internal management. Staff also notes that there tend to be several media releases every day from HRP and RCMP, which could provide a volume of information that the Board may not desire.

Role of the Board

The draft Policy Manual in several places outlines the role of the Board in terms that are, essentially, restatements or paraphrases of the Board’s role as outlined in the Police Act. While these may be fair or accurate summaries, it can potentially cause confusion to use different phrasing than the Police Act where the Police Act already states the purpose. It is recommended that the manual either repeat the wording of the Police Act, or refer readers to the Police Act directly. Suggested amendments are made in Attachment A.

Department Orders

Many of the policies included in this manual are required by the Board to be posted as Department Orders. This report has already outlined the issue with this respect to the RCMP. Staff also notes two potential issues with imposing this requirement with respect to HRP.

First, this treads the line as stepping into the details of the Chief’s jurisdiction over the day to day operation of the department. While the Board is within its powers to create policy for HRP, directing the Chief on the method by which it must be posted and implemented is getting into the details of the day to day implementation, rather than the high level direction the Board is intended to provide.

Second, staff questions why the Board would require these policies to be implemented as Department Orders. A Department Order is sent to all staff of HRP and are taken as direction by the Chief to his staff within the department. However, these policies would have little to no impact on HRP staff other than the Chief himself. Implementing them as policies of the Board and directions to the Chief, where appropriate, would likely serve the purpose intended.

Appointments of Members and Board Chair

The draft Policy Manual recognizes in several places that it is the role of Regional Council to appoint six of the seven members of the Board, which is an accurate reflection of the statutory regime. However in other places it is unclear and the wording may suggest that the Board may be setting requirements for the appointments, rather than simply providing recommendations or requests to Council.

For example, in the Board Procedures Policy, section 7.4 clause 2 states that “the Board will determine the composite skills it requires...”. While the Board may make recommendations to Council on this point, it is Council’s final decision what composition of skills are required on the Board. Suggested amendments are made in Attachment A to reflect this.

With respect to the Chair, the members of the Board are tasked under s. 59 of the Police Act to appoint the Chair and Vice-Chair at the first meeting in each year. This role is not mentioned in the draft Policy Manual. It is suggested that the Board considers including in its Board Procedures Policy the method by which it will choose the Chair and Vice-Chair each year.

General

Other suggested edits are included in Attachment "A" that are intended to improve the clarity of the manual and to correct minor errors. These edits are provided for assistance only. Any significant legal issues are identified in this report. I would suggest that the Board may want to take a closer look at the Purpose, Objective and Scope sections of the policies provided, as in many cases they do not appear to align with the content of the drafted policies. A clean version implementing all changes recommended by staff is also provided as Attachment "B".

FINANCIAL IMPLICATIONS

None.

COMMUNITY ENGAGEMENT

None.

ATTACHMENTS

Attachment A: Draft Board Policy Manual including suggested staff amendments – Track Changes

Attachment B: Draft Board Policy Manual including suggested staff amendments – Changes Implemented

If the report is released to the public, a copy can be obtained by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Katherine E. Salsman, Solicitor, 902.490.6024

Formatted: Font: (Default) Arial

Introduction

The Halifax Board of Police Commissioners is the civilian board that provides governance and oversight to the Halifax Regional Police. The Board also functions as a ~~Police Advisory Board~~ to the Royal Canadian Mounted Police Halifax District as it performs contractual policing services for the Halifax Regional Municipality. The Commission is a statutory body created by the ~~Police Act~~, S.N.S. 2004, c. 31 of Nova Scotia (NS 2004). There are seven members of the Board: six are appointed by Halifax Regional ~~Municipality~~ Council and the seventh appointed by the ~~Nova Scotia~~ Minister of Justice. Of the six appointed by HRM Council, three of the members are HRM Councillors and three are community members.

Commented [SK1]: Terminology used in Act

Formatted: Font: Italic

The ~~Police Commission~~Board of Police Commissioners is the link between the community and the police service. The ~~Commission's Board's~~ authority derives from the ~~Nova Scotia~~ Police Act giving the ~~Commission Board~~ the mandate to, with respect to the Halifax Regional Police:

(a) civilian governance on behalf of the council in relation to the enforcement of law, the maintenance of law and order and the prevention of crime in the municipality; and

(b) the administrative direction, organization and policy required to maintain an adequate, effective and efficient police department.

And with respect to the RCMP, to

provide advice to the council in relation to the enforcement of law, the maintenance of law and order and the prevention of crime in the municipality

__establish strategic direction for policing to ensure the needs and values of the community are reflected in the day to day operations and policies of the policing service.

Attachment A

Formatted: Font: (Default) Arial

This manual outlines the policies that will guide the Halifax Board of Police Commissioners as it establishes its vision, mission, values, strategic planning and work plans to fulfill its mandate.

Formatted: Font: (Default) Arial

Policy Adoption Policy

| | | | |
|---------------------------------|--|-------------|--|
| Original Implementation Date | | Approved by | |
| Date of Last Revision | | Approved by | |
| Effective Date of Last Revision | | Approved by | |

1 - Policy Name

Board Policy Adoption Policy

2 - Purpose

The policy provides direction to the Halifax Regional Police (HRP) and Royal Canadian Mounted Police Halifax District (RCMP) regarding the adoption and legal effect of policy under the jurisdiction of the Board of Police Commissioners.

3 - Objectives

This policy outlines the legal authority, scope and effect of policies adopted by the Board.

4 - Scope

The policy applies to the HRP and RCMP H Division.

5 - Definitions

In the context of this document:

Police Act means the *Police Act, S.N.S. 2004, c. 31 (NS) 2007* as amended

Board means the Halifax Board of Police Commissioners

Chief of Police means the Chief of Police of Halifax Regional Police

Chief Superintendent means the Chief Superintendent of the RCMP, Halifax District

Chiefs means the Chief of Police of HRP and the Chief Superintendent of the RCMP

Council means Halifax Regional Council

HRM means the Halifax Regional Municipality

HRP means the Halifax Regional Police

Member(s) means a member of the Halifax Board of Police Commissioners(↔)

Commented [SK2]: Amended as the term Police Act is largely used in the manual. Using the term "Act" alone would also be fine, but one way or the other ideally it should be consistent through the manual.

Formatted: Font: Italic

Commented [SK3]: See suggestions in report regarding splitting out Chief of HRP and Chief Superintendent

Formatted: Font: (Default) Arial

RCMP means the Royal Canadian Mounted Police Halifax District

6 - Policy Regulations

The Chiefs are responsible to post this policy and subsequent policies as outlined in Section 7 below.

Commented [SK4]: Section 7 does not outline how the Chiefs are responsible to post this or subsequent policies. Also see comments in report about issues requiring RCMP and HRP to post policies.

7 - Roles and Responsibilities

1. The Board is created by the Police Act ~~2007 as amended~~.
2. The Board has responsibility to provide Halifax Regional Police “the administrative direction, organization and policy required to maintain an adequate, effective and efficient police department” per s.55(1)-(b) of the Police Act.
3. The Board may from time to time adopt policy per s.55(1)-(b) of the Police Act, and the Chief of Police shall cause that policy shall be posted as an HRP Departmental Order to all sworn and unsworn members.
4. The Board shall adopt policy ~~per~~ regarding extra-duty and off-duty employment as per s. 56 of the Police Act and the Chief of Police shall cause that policy ~~shall to~~ be posted as an HRP Departmental Order to all sworn and unsworn members.
5. The Board is, with respect to HRP, additionally responsible to provide direction ~~to both HRP (s55) and RCMP (s68)~~, as outlined in s. 55 of the Police Act ~~s55 & 68 (3) (a)~~ and to “determine, in consultation with the ~~chief officer~~ Chief of Police, priorities, objectives and goals respecting police services in the community²² and ~~s55 & s 68 (3) (f)~~ to “recommend or provide policies, administrative and organizational direction for the effective management of the police department²².
- ~~5-6.~~ The Board is, with respect to RCMP, additionally responsible to provide advice to the RCMP, and, as outlined in s. 68 of the Police Act, to determine, in consultation with the Chief Superintendent priorities, objectives and goals respecting police services in the community and to recommend policies, administrative and organizational direction for the effective management of the police department.
- ~~6-7.~~ The Board may from time to time recommend the Chiefs adopt policy per the Police Act s.55(3) (f) and/or s. 68(3)-(f) and ~~such policy if the advice recommendation should it be~~ accepted ~~will~~ the policy may be posted for HRP and RCMP officers as HRP and/or RCMP Departmental Order to all sworn and unsworn members.
- ~~7-8.~~ The Board may from time to time adopt policy regarding any other duty and responsibility outlined for the Board in the Police Act.

Commented [SK5]: See comments in report questioning requiring Chief to post all policies as Department Orders.

Formatted: Indent: Left: 1.27 cm, No bullets or numbering

Commented [SK6]: In the case of a recommendation, even if it is accepted, the Board does not have the authority to direct the RCMP as to how it will be implemented

8 - Repeal

Not applicable.

Attachment A

Formatted: Font: (Default) Arial

9 - Effective Date

The date the policy comes into force DATE ADOPTED

10 - Related Policies and Practices

Not applicable.

11 - Policy Review

This policy should be reviewed every four years and when the Act is amended.

12 - Contact

Who provides support for this.

Commented [SK7]: Note that the contact section has not been filled in for any of the policies.

13 – Attachments

Not applicable.

Formatted: Font: (Default) Arial

Board Procedures Policy

| | | | |
|---------------------------------|--|-------------|--|
| Original Implementation Date | | Approved by | |
| Date of Last Revision | | Approved by | |
| Effective Date of Last Revision | | Approved by | |

1 - Policy Name

Board Procedures Policy

Commented [SK8]: The title of this policy is not completely accurate as it largely relates to the Board's roles and responsibilities rather than its procedures.

2 - Purpose

The policy provides direction to the Halifax Regional Police (HRP) and Royal Canadian Mounted Police Halifax District (RCMP) regarding role and governance functions of the Halifax Board of Police Commissioners ~~(the Board)~~.

3 - Objectives

This policy outlines the legal authority, scope and effect of policies adopted by the Board.

Commented [SK9]: This does not appear to outline the objective of this policy

4 - Scope

The Halifax Board of Police Commissioners ~~(the Board)~~ is established as an independent authority pursuant to the Police Act, ~~NS 2004, c. 31 as amended~~. The Board has dual roles: provide civilian governance to the Halifax Regional Police (HRP) on behalf of Halifax Regional Council (Council) (s. 55) and function as ~~a~~ Police Advisory Board regarding the Royal Canadian Mounted Police (RCMP) in its role as a contractual policing service with the Halifax Regional Municipality. (s. 68(1)).

5 - Definitions

In the context of this document:

Police Act means the *Police Act, S.N.S. 2004, c. 31* ~~(NS) 2007~~ as amended

Formatted: Font: Italic

Board means the Halifax Board of Police Commissioners

Chiefs means the Chief of Police of HRP and the Chief Superintendent of the RCMP

Chief of Police means the Chief of Police of Halifax Regional Police

Chief Superintendent means the Chief Superintendent of the RCMP, Halifax District

Council means Halifax Regional Council

HRM means the Halifax Regional Municipality

HRP means the Halifax Regional Police

Member(s) means a member of the Board of Police Commissioner~~(s)~~

RCMP means the Royal Canadian Mounted Police Halifax District

6 - Policy Regulations

The Chiefs are responsible to post this policy as a departmental order.

Commented [SK10]: See concerns in report about requiring Chiefs to post policies as departmental orders

7 - Roles and Responsibilities

7.1 Legislative Authority of the Board

1. The Halifax Board of Police Commissioners (the Board) is established as an independent authority pursuant to the Police Act, ~~NS 2004, c. 31 as amended~~. The Board has dual roles: to provide civilian governance to the Halifax Regional Police (HRP) on behalf of Halifax Regional Council (Council) (s. 55) and function as ~~a~~ Police A ~~advisory~~ B ~~board~~ regarding the Royal Canadian Mounted Police (RCMP) in its role as a contractual policing service with the Halifax Regional Municipality. (s. 68(1)).
2. The Police Act establishes six main governance functions:
 - a. The Board provides, with respect to HRP, civilian governance on behalf of the council in relation to the enforcement of law, the maintenance of law and order and the prevention of crime in the municipality, and provides the policy and strategic direction administrative direction, organization and policy required to maintain an adequate, effective and efficient police department, for both Halifax police services and ensures it is implemented. The Board also determines, in consultation with the Chief of Police, priorities, objectives and goals respecting police services in the community.
 - a-b. The Board, with respect to the RCMP, determines in consultation with the Chief Superintendent, priorities, objectives and goals respecting police services in the community.
 - b-c. The Board engages with the community to ensure that the goals and strategies of the police services reflect the community values, needs and expectations.
 - e-d. The Board provides written direction to the ~~Chiefs~~ Chief of Police by resolution passed by the Board or adoption of policy by the Board.
 - d-e. The Board is responsible to ~~ensure the creation of a budget for~~ prepare a budget for the HRP and for presenting the budget to Regional Council.
 - e-f. The Board ~~Chair~~ is responsible to evaluate the performance of the Chief of Police ~~(HRP)~~ in conjunction with board members and in consultation with the Chief Administrative Officer of HRM.
 - f-g. The Board has an oversight role in responding to complaints, discipline or personnel conduct relating to the Chief of Police ~~(HRP)~~.

Commented [SK11]: Per the Police Act, the Board only has the authority to provide direction to the Chief of HRP per s. 52 of the Police Act

Commented [SK12]: Reflecting the language in s. 53 of the Police Act

3. Under the Police Act (s.55-(3)(a)-(g) & 68-(3)(a)-(g)) the Board is responsible to provide the following direction to both the HRP and RCMP, specifically to :
 - a. determine, in consultation with the Chief of Police ~~(HRP)~~ and the Chief Superintendent ~~(RCMP) (the Chiefs)~~, a designate, the priorities, objectives and goals respecting police services in the community;
 - b. ensure the Chiefs establish programs and strategies to implement the priorities, objectives and goals respecting the police services;
 - c. ensure that community needs and values are reflected in policing priorities, objectives, goals, programs and strategies;
 - d. ensure that police services are delivered in a manner consistent with community values, needs and expectations;
 - e. act as a conduit between the community and the police services;
 - f. recommend policies, administrative and organizational direction for the effective management of the police services;
 - g. review with the Chiefs information provided by the Chiefs respecting complaints and internal discipline; and
 - h. In the case of HRP, pursuant to s. 52 of the Police Act, on behalf of the board, the board chair or the chair's delegate may give advice or direction, in writing, to either or both chief officer the Chief of Polices on any matter within the jurisdiction of the Board under this Act, but not to other members of the police service and, for greater certainty, no other member of the board shall give advice or direction to a member of the police services.
 - h.i. In the case of RCMP, pursuant to s. 66 of the Police Act, on behalf of the board, the board chair or the chair's delegate may give advice in writing to the Chief Superintendent, but not to other members of the police service and, for greater certainty, no other member of the board shall give advice or direction to a member of the police department. ~~(s 52 & 66)~~
4. With respect to the Halifax Regional Police the Board is responsible for the following (s.54-(1)-(3), s.55 (1)(b), s. 55 (3)(h)-(i)):
 - a. The Board shall annually cause the Chief of Police to prepare a budget for the Halifax Regional Police;
 - b. The budget shall be submitted to Halifax Regional Council by the Board;
 - c. The Board shall ~~ensure that~~provide the administrative direction, organization and policy required to maintain an adequate, effective and efficient police department, ~~is established~~ subject to the Police Act and the municipal Bylaw P-100 ~~on Policing~~;
 - d. The Board shall ensure a strategic plan and business plan is in place; and
 - e. The Board shall ensure the department is managed by the Chief of Police according to best practices and that it operates effectively and efficiently.
5. ~~The~~With respect to the HRP, the Board shall not exercise jurisdiction relating to (s. 55-(1)-(c)-(e) & s 68 (1)):
 - a. complaints, discipline ~~or~~ personnel conduct ~~or the internal management of HRP or the RCMP~~, except in respect to the Chief of Police;
 - b. a specific prosecution or investigation; or
 - c. the actual day-to-day direction of the police department.

Commented [SK13]: Note the term "internal management" is used in the Police Act only with respect to the RCMP, not HRP

Formatted: Indent: Left: 2.54 cm, No bullets or numbering

Attachment A

Formatted: Font: (Default) Arial

~~6.~~ With respect to the RCMP, the Board shall not exercise jurisdiction relating to complaints, discipline, personnel conduct or the internal management of the RCMP (s. 68(1)).

Formatted

7.2 Board Mission, Vision and Guiding Principles

1. The Board's Mission is to provide independent civilian oversight, governance, and strategic leadership to the HRP and the RCMP within Halifax, reflecting the needs, values and diversity of Halifax's communities.
2. The Board shall review its mission, vision, guiding principles and strategic plan annually.
3. The Board shall be guided by a Strategic Plan which reflects its future goals and objectives and which the Board updates regularly.
4. The Board shall create an annual work plan no later than April 1 of each year.

Commented [SK14]: This may be an opportunity to mention the annual report that will be provided to Council under the amendments to By-law P-100 that hopefully will come in force soon. This report must be provided by June 1st of each year and includes the achievements of the past year, and workplan for the coming year.

7.3 Independence and Jurisdiction Policy of Police Board

1. The Board's ~~primary~~ purpose is, in part, to preserve policing independence from political interference while ensuring civilian oversight of the extraordinary powers of the police.
2. The Board of Police Commissioners is an entity that the Police Act states must be created by any municipality that establishes a municipal police department. The Police Act states a Police Advisory Board must be created by any municipality receiving policing services in whole or in part from the Royal Canadian Mounted Police or the Provincial Police.
3. As Council elects to share responsibility for policing between HRP and the RCMP, the Board has a dual role. Firstly, it acts as a governing board for HRP. Secondly it acts as a Police A advisory Bboard to the RCMP pursuant to s. 57 (1) of the Police Act.
4. The Board has a unique relationship with the municipal council and it exists, in part, to insulate the police services from the political decision making process. The Police Board is responsible for ensuring that the police provide effective and efficient services. The municipal council provides the pPolice dDepartment with an annual budget to achieve these objectives.
5. The RCMP follows policy and governance established by the Federal government and is not subject to civilian oversight. Therefore the Board acts primarily in an advisory capacity ~~only~~.
6. The Board ensures the independence of the operation of policing in Halifax, but HRP is also functionally a department of the municipality. The municipality's non-policing policies apply to HRP, such as finance, procurement, and human resources.
7. While the Board approves the operating budget of HRP, the CAO and the municipality provide and are responsible for day to day oversight, financial controls, and finance and audit for HRP. HRM, through the Board, is to assure that sufficient resources are provided and/or contracted to provide adequate, effective and efficient police services to HRM.

8. The work of the police services necessitates confidentiality and adherence to security protocols and, to that end, the Board will adopt regulations and procedures to closely restrict access to, and disclosure of, information under the authority of the police services. Board's independent status is achieved by ensuring accountability for oversight of the police services and their employees.
9. The Board is responsible for ensuring that the security and confidentiality interests of the police services, and the safety interests of the public and Department are protected. Advancing of joint ventures or shared services with municipal council or any other agency can only occur where the Board is satisfied that confidentiality and security issues have been properly addressed.

7.4 Composition of Board, Selection and Appointments

1. The Police Act, in sections 44(4) & 57(4) requires that the Board consist of seven members: three members of council appointed by resolution of the council; three members appointed by resolution of the council, who are neither members of council nor employees of the municipality; and one member appointed by the Provincial Minister of Justice.
2. The Board will ~~determine~~ consider the composite skills it requires to meet its responsibilities and maximize its success, and the elements it requests with respect to tenure and the rotation of members, and communicate those to Council as recommendations or requests when vacancies arise on the Board ~~subject to the adoption by Council of a revised P100 bylaw per the staff report approved by Council dated June 12, 2017.~~
3. The Board strives to reflect the diversity and make-up of the HRM population and seeks to include members representing diverse communities.

Commented [SK15]:

7.5 Board Governance Style and Commitment

1. As a statutory governance body, the Board must be and be seen to be:
 - a. operating in all ways mindful of its civic trusteeship obligation to the public and accountability for the governance and/or advising the police services;
 - b. independent of the police service administration and management, political affiliation and interest groups;
 - c. subject to the needs of confidentiality and security, open, transparent, and accessible to both the public and the police services; and
 - d. responsive to the community.
2. The Board shall govern collaboratively and in a way that emphasizes outward vision. It shall encourage strategic leadership rather than administrative detail and shall maintain a clear distinction between Board governance and the Chiefs' roles as chief executive officer or superintendent of the police services.
3. Attendance at all regular meetings by all Commissioners is preferred in order to ensure quorum is met. Commissioners have the obligation to inform the Chair if they are not able to attend a meeting in person.

4. The Chair, Vice Chair and the Chiefs or their designates will meet no later than five (5) days in advance of the regularly scheduled meeting to establish the agenda and confirm the agenda and to plan the upcoming meeting agenda so that agenda setting is established in advance.
5. The Board and Chiefs shall commit to the following guiding principles with respect to their relationship and responsibilities:
 - a. acknowledge the importance of goodwill between each other;
 - b. respect each other's roles, interests and accountabilities;
 - c. give each other the benefit of the doubt, accept honest mistakes and seek explanations before reacting;
 - d. recognize and respect each other's decision-making processes and lines of authority;
 - e. acknowledge that the Board's mandate is summarized as general oversight and setting of policing policy; and
 - f. recognize that the Chiefs are responsible for daily policing and all operational matters.
6. Communications between the Board and Chiefs shall:
 - a. promote common understanding
 - b. promote quick and effective resolution of issues, and
 - c. build stronger relationships; information shall be shared to the fullest extent possible and be undertaken in an atmosphere that promotes clarity, transparency, openness and trust.
7. The Board and its members shall be responsible for excellence in governing. The Board itself shall be ~~the~~ an initiator of policy, in addition to responding to policy initiatives from staff. The Board shall use the expertise of individual Board Members to enhance the performance of the Board as a body.
8. The Board shall direct, control and motivate the organization through the careful establishment of broad organizational policies reflecting the community's values.

7.6 Delegation to and relations with the Chiefs

1. The Chiefs have command of their police services, subject to the powers of the Board set out in policies and general supervision of the Board the Police Act and By-law P-100, and is accountable to the Board.
2. The Chiefs have general authority to make the operational ~~and administrative~~ decisions required to operate the Police Department. The Chief of Police's legislative roles and duties are set forth in s. 38 of the Police Act, ~~the~~ the.
3. The Board provides direction ~~through to~~ the Chiefs of Police, and advice to the Chief Superintendent, by way of motion and adoption of policy.
4. The Board ~~instructs directs~~ the Chief of Polices through approved Board policies, and detailed operational policies are to be developed by the Chief in furtherance of Board policy.

Attachment A

Formatted: Font: (Default) Arial

5. Only decisions of the Board acting as a body are binding upon the Chiefs, to the extent authorized by the Police Act:
 - a. Decisions or instructions of individual Commissioners or committees are not binding on the Chiefs
 - b. In the case of Commissioners requesting information or assistance without Board authorization, the Chief has the option of bringing such requests to the Board if, in the Chief's judgement, a material amount of staff time or funds are required.
6. The Chiefs shall ensure that his/her actions and those of the police services will not compromise the independence of the Board.
7. The Chiefs may delegate authority to the extent that he/she considers appropriate, but remains personally responsible for all activities of the Department to the extent provided by the Police Act and By-law P-100.

7.7 Confidentiality

1. Notwithstanding the need for Members to make informed decisions on issues before the Board by obtaining input from internal and external sources, Members are to ensure that information that is normally considered confidential (i.e. financial, legal and personnel issues) is not disclosed to any outside person unless authorized.
2. ~~Police services~~ Halifax Regional Police and municipal police commissions and advisory boards in Nova Scotia are subject to the Freedom of Information and Protection of Privacy Act provisions of the Municipal Government Act. Members have a duty to understand the key sections of this Act and must avoid disclosing any verbal or written material that is meant to be confidential concerning the ~~Department~~ HRP or RCMP, its officers, staff members or clients.

Commented [SK16]: As municipal entities, the Board and HRP are subject to the MGA rather than the provincial FOIPOP act.

3. Members must not disclose or use confidential information gained by virtue of their association with the ~~Department~~ Board for personal gain, or to benefit friends, relatives or associates.

7.8 Board Committees, Panels and Liaison Functions

Formatted: Normal

1. The Board may create committees by resolution and adopt terms of reference. The terms of reference will define membership, extent of public involvement and participation, mandate, scope of activities, and require the committee to make recommendations to the Board.
2. Any Board member is eligible to attend a committee meeting.
3. The Board may delegate tasks and projects to the committees, including preparing of policy alternatives and implications for Board deliberation.
4. Board committees may not speak or act for the Board.

Attachment A

Formatted: Font: (Default) Arial

5. Committee members shall deal directly with the Chiefs, or his/her designate(s), when services are required from a staff of the Department to assist the committee.
6. This policy does not apply to committees formed under the authority of the Chiefs.

7.9 Board Member Orientation

1. The Board shall cause a Board orientation toolkit and process to be created and this policy amended to include it no later than September 2018.

7.10 Travel and Training

1. Board Members are encouraged to participate in training sessions and conferences of the Nova Scotia Association of Police Governance and Canadian Association of Police Governance, and to take advantage of other training opportunities that will increase their knowledge and capabilities as a Board Member.
2. Board Members are eligible to be reimbursed for all reasonable expenses incurred while on Board business travel or attendance of training sessions, subject to the approval of the Chair in consultation with the CAO and the budget of the Board.
3. A Member's expenses are reimbursed upon the submission of receipts and explanatory expense statements, and must be in accordance with to HRM travel policies and submitted through the CAO's office.
4. Business or training travel of Board Members is authorized by the Chair after consultation with the CAO, if expenses are to be paid by the Board.

7.11 External Memberships

1. The Board supports the purpose of the Nova Scotia Association of Police Governance and Canadian Association of Police Governances, and shall be a member of both organizations. Board membership in organizations requires amendment to add them to this list.

Commented [SK17]: This sentence is somewhat unclear in its meaning

7.12 Board Assessment Process

1. The Board recognizes the need to assess the governance functions and performance of the Board. The Board shall establish a board assessment review process to assess the board and review the policies and board manual annual, no later than December 2018.

8 - Repeal

Not applicable.

9 - Effective Date

The date the policy comes into force DATE ADOPTED

10 - Related Policies and Practices

Not applicable.

11 - Policy Review

This policy should be reviewed every four years and when the Act is amended.

12 - Contact

Who provides support for this.

13 – Attachments

Not applicable.

Role of Chair, Meetings, Procedures Policy

| | | | |
|---------------------------------|--|-------------|--|
| Original Implementation Date | | Approved by | |
| Date of Last Revision | | Approved by | |
| Effective Date of Last Revision | | Approved by | |

1 - Policy Name

Role of Chair, Meetings, Procedures Policy

2 - Purpose

This policy describes the way meetings will be conducted, explains the role and responsibilities of the Chair and Vice Chair as well as the selection and conduct of board members.

3 - Objectives

This policy outlines the legal authority, scope and effect of policies adopted by the board.

Commented [SK18]: This does not appear to be an accurate statement of the objective of this policy, which is about procedures rather than policies

4 - Scope

The Halifax Board of Police Commissioners (~~the Board~~) is established as an independent authority pursuant to the Police Act, ~~NS 2004, c. 31 as amended~~. The Board has dual roles: provide civilian governance to the Halifax Regional Police (HRP) on behalf of Halifax Regional Council (Council) (s_ 55) and function as a Police Advisory Board regarding the Royal Canadian Mounted Police (RCMP) in its role as a contractual policing service with the Halifax Regional Municipality. (s_ 68(1))

5 - Definitions

In the context of this document:

The Police Act means the Police Act (NS) 2007 as amended

The Board means the Halifax Board of Police Commissioners

Chief of Police means the Chief of Police of Halifax Regional Police

Chief Superintendent means the Chief Superintendent of the RCMP, Halifax District

The Chiefs means the Chief of Police of HRP and the Chief Superintendent of the RCMP

Council means Halifax Regional Council

HRM means the Halifax Regional Municipality

HRP means the Halifax Regional Police

Member(s) means members of the Halifax Board of Police Commissioners

RCMP means the Royal Canadian Mounted Police Halifax District

6 - Policy Regulations

The Board is responsible to ensure this policy is implemented.

7 - Roles and Responsibilities

7.1 Role of Chair at Board meetings

1. The Chair of the Board presides over meetings of the Board. Should the Chair not be present, or vacate the chair temporarily or permanently, the Vice-Chair will act in the Chair's place.
2. Should neither Chair or Vice-Chair be present or available, and if quorum is otherwise obtained, the Board shall elect an Acting Chair for the meeting until such time the Chair or Vice-Chair is available.
3. The duties of the Chair with respect to the Board meetings shall include:
 - a. calling the meeting to order;
 - b. announcing items of business;
 - c. deciding, subject to appeal, all questions of order and procedure; and preserving order and decorum
 - d. developing the Board meeting agenda, in consultation with the Chiefs
 - e. managing difficult issues in Board meetings to ensure consensus
 - f. chairing the meeting following the municipality's Administrative Order One
The Procedure of Council Administrative Order except where noted in this policy, and approved by Council as per the Police Act
4. The Board shall conduct its business according to the procedure established by the Council for the conduct of its business subject to such modifications as may be required to fit the needs of the Board. Those procedures are set out in Administrative Order One. A copy of the relevant sections of Administrative Order One will be attached to this policy as Appendix A.
5. The Chair's primary roles are to:
 - a. To Chair the Board meetings and manage, organize, set agendas for and attend meetings, ensuring that all policies developed by the board are appropriately implemented;
 - b. To develop an operations and policy manual that will assist in the orientation of new appointees and direct acting board members regarding their roles and responsibilities;
 - c. To ensure that board members are informed of matters within the board's jurisdiction;

Commented [SK19]: Taken from By-law P-100 to clarify that the Board's procedures are set by Council, per s. 55(2) of the Police Act.

- d. To act as the sole spokesperson for the board;
 - e. In conjunction with board members and in consultation with the Chief Administration Officer of the municipality, to evaluate the performance of the Chief of Police (HRP) on a yearly basis (preceding sections a-e from Police Act Regulations s 78);
 - f. Work closely with the Chief of Police (~~HRP~~) and the Chief Superintendent (~~RCMP~~) (~~the Chiefs~~) to ensure effective relations and communications with Board members, the police services, the municipality and the public.
6. The Chair is an ex-officio member of committees where the Chair is not appointed as a full member.
 7. When the Chair is unavailable or absent ~~due to holidays or business travel, or absent because of illness,~~ the Vice-Chair, shall act in his or her place until such time as the Chair returns and is able to resume his/her responsibilities.
 8. While presiding over a meeting of the Board or acting during an absence of the Chair, the Vice-Chair has and may exercise all the same rights, powers, and authority of the Chair.
 9. Per Administrative Order One, the annual regular meeting schedule, agenda, minutes and reports shall be available on the Board website.
 10. The Board may hold some of its meetings in community locations, which will be determined by the Board when setting the annual meeting schedule.

Commented [SK20]: Removed because this could raise a question of what happens if the Chair is available for another reason not contemplated here – ie death in the family, etc. If left general this is not an issue

7.2 Delegations/Presentations to the Board

1. No Delegation shall address the Board more than twice in a calendar year without prior approval of the Board.
2. Any person or persons (a “delegation”), not being a Member or employee of the Board, wishing to address a regular Meeting of the Board, shall make a request to the Clerk’s Office in writing by noon, one week in advance of the Board meeting, and include the topic that the delegation is speaking to. There may be no more than four delegations scheduled to appear at a given Board meeting and all speaking topics must meet the criteria in this policy.
3. To ensure meaningful and effective use of the Delegation time, the following criteria shall apply to ascertain appropriate speaking topics. The topic should:
 - a. Relate to police services or policies;
 - b. Affect a segment of the community, as opposed to a single individual;
 - c. Relate to a strategy of policing, as opposed to a single action by an officer(s);
 - d. Relate to the Board’s oversight mandate, as opposed to day-to-day police operations;
 - e. Not relate to a conduct complaint within the jurisdiction of the Office of the Police Complaint Commissioner;

- f. Not be a substantial repeat of information presented by the delegate to the Board within the past 6 months.
4. The Chair shall monitor any delegation that does not adhere to its topic.
5. Speaking time for a delegation shall be limited to a maximum of five minutes. A time extension may be given by agreement of the Board.
6. A written submission by the delegation and a list of persons attending, wherever possible, shall be filed with the Clerk's Office for distribution with the meeting agenda.
7. Members shall not enter into debate with the delegation upon the completion of their presentation. Members should only ask questions for clarification and obtaining additional, relevant information.
8. No delegation at either a regular Meeting or Special Meeting of the Board shall: (1) speak disrespectfully of any person; (2) use offensive words or unparliamentary language; (3) speak on any subject other than the subject for which they have received approval to address the Board; or (4) disobey the rules of procedure or a decision of the Chair.
9. The Chair may curtail any delegation, any questions of a delegation or debate during a delegation for disorder or any other breach of this policy and, where the Chair rules that the delegation is concluded, the delegation shall immediately withdraw.
10. The Board will not hear any delegation concerning a conduct complaint against officers of the police service, but will refer the delegation to the appropriate oversight body, which is the Office of the Police Complaint Commissioner.

7.3 Board member selection process

1. The Police Act regulations states:

s_76 The selection process used by a council in appointing a board member to a vacancy on the board, except a board member appointed by the Minister under clause 44(3)(c) of the Act, must include all of the following:

 - a. the board vacancy must be advertised and applications must be solicited for the vacancy;
 - b. each application must be reviewed by a panel established by the council.
2. The Board shall ~~work with~~ provide advice and recommendations to Council and the Province ~~to ensure with the aim that~~ recruitment of new board members considers the following: necessary skill sets, broad advertising of the position, proactive recruitment, interview process and questions, make-up of the selection committee, appointment process, staggered timelines of appointments, and opportunity for outgoing members train and orient new members.

7.4 Board member qualifications

The Police Act regulations states:

s77-(1) To be a candidate for appointment as a board member under Section 76, a person must demonstrate all of the following qualifications to the satisfaction of the council:

- a. residence in the municipality served by the board;
- b. knowledge of community issues;
- c. a good character;
- d. the skills and abilities to make the commitment of time and effort required to carry out board responsibilities.

(2) To be a candidate for appointment as a board member under Section 76, a person must consent to criminal and background checks.

(3) A person must not be appointed as a board member if criminal and background checks show that the person has been convicted of any criminal offence or has been or is the subject of a disciplinary proceeding in any jurisdiction that, in the opinion of the council, would reasonably be expected to have a negative impact on their acting as a board member or on the board generally.

New and prospective board members will be prepared to participate in at least one three hour Board meeting each month, an additional two hour committee meeting per month, as well as significant reading and preparation for meetings.

7.5 Code of conduct for board members

The Police Act regulations states:

S 79₂ - (1) A board member must do all of the following:

- a. uphold the letter and spirit of the code of conduct set out in this Section and discharge their duties in a manner that will inspire public confidence in the abilities and integrity of the board;
- b. unless they have a reasonable excuse, attend every board meeting;
- c. not interfere with the police department's operational decisions and responsibilities or with the day-to-day operation of the police department, including the recruitment and promotion of officers;
- d. keep confidential any information disclosed or discussed at a board meeting;
- e. not claim to speak on behalf of the board unless authorized by the chair of the board to do so;
- f. discharge their duties loyally, faithfully, impartially and according to the Act, any other Act and any regulation, rule or by-law;
- g. discharge their duties in a manner that respects the dignity of individuals and is in accordance with the Human Rights Act and the [Canadian] Charter of Rights and Freedoms (Canada);
- h. not use their position inappropriately to advance their interests or the interests of any person or organization with whom or with which they are associated;

- i. immediately resign from the board if applying for employment with a police department, including employment on contract or on fee for service;
 - j. refrain from engaging in professional or personal conduct that could discredit or compromise the integrity of the board or the police department;
 - k. if their conduct or performance is the subject of investigation or inquiry, temporarily withdraw from all board activities and duties as a member of the board until the completion of the investigation or inquiry.
- (2) If the chair or the majority of the board determines that a board member has breached the code of conduct for board members, the board must record that determination in its minutes.
- (3) On determining that a board member has breached the code of conduct for board members, the board may take one or more of the following actions:
- a. issue a reprimand to the board member;
 - b. order a period of suspension for the board member;
 - c. recommend to the Minister or the council that the board member be dismissed under subsection 44(7) of the Act.

8 - Repeal

Not applicable.

9 - Effective Date

Date adopted.

10 - Related Policies and Practices

Not applicable.

11 - Policy Review

This policy should be reviewed every four years and when the Act is amended.

12 - Contact

Who provides support for this.

13 – Attachments

Not applicable.

| Attachment A

Formatted: Font: (Default) Arial

Communications and Community Outreach Policy

| | | | |
|---------------------------------|--|-------------|--|
| Original Implementation Date | | Approved by | |
| Date of Last Revision | | Approved by | |
| Effective Date of Last Revision | | Approved by | |

1 - Policy Name

Communications and Community Outreach Policy

2 - Purpose

This policy describes the responsibility of the Board to provide civilian oversight and to reflect the needs and values of the community.

3 - Objectives

This policy outlines the commitment to engage with the community as defined by the Police Act.

4 - Scope

The Halifax Board of Police Commissioners (~~the Board~~) is established as an independent authority pursuant to the Police Act, ~~NS 2004, c. 31 as amended~~. The Board has dual roles: provide civilian governance to the Halifax Regional Police (HRP) on behalf of Halifax Regional Council (Council) (s. 55) and function as a Police Advisory Board regarding the Royal Canadian Mounted Police (RCMP) in its role as a contractual policing service with the Halifax Regional Municipality. (s 68(1)).

5 - Definitions

In the context of this document:

Police Act means the Police Act (NS) 2007 as amended

Board means the Halifax Board of Police Commissioners

Council means Halifax Regional Council

Chief of Police means the Chief of Police of Halifax Regional Police

Chief Superintendent means the Chief Superintendent of the RCMP, Halifax District

Chiefs means the Chief of Police of HRP and the Chief Superintendent of the RCMP

HRM means the Halifax Regional Municipality

HRP means the Halifax Regional Police

Member(s) means members of the Board of Police Commissioners(↔)

RCMP means the Royal Canadian Mounted Police Halifax District

6 - Policy Regulations

The Chiefs are responsible to post this policy as a departmental order.

7 - Roles and Responsibilities

7.1 Consultation and Community Outreach

1. The Board's mandate includes the initiation of policies that reflect community need and enhance the effectiveness of the police service. The Board operates within a highly public environment and recognizes that the actions of the police services have a significant public impact. Accordingly, the Board shall:
 - a. Provide opportunities for the community to give input on areas of interest or concern to them, via such mechanisms as Board meetings in the community, invitations to community members and stakeholders to speak at Board meetings and meetings and workshops with stakeholders.
 - b. Provide opportunities at Regular Meetings of the Board for a person or persons to appear as a delegation and present to the Board.
 - c. Provide an Annual report to Council
 - d. Ensure an accountability, metrics framework is developed through community engagement, polling, and other means to report and measure crime and victimization, police activities and deployment, police resources and trust and confidence aligning with national performance measures.
 - e. Provide the board with crime statistical information and crime trends
 - f. Ensure timely reporting of any other developments that have a significant and material effect on the police services.
 - g. Build relationships with board members of other police services at the provincial and national levels and, where possible, have at least one representative at meetings of the Nova Scotia Association of Police Governance, the Canadian Association of Police Governance, and special consultations with Government.
2. The Board shall, as a part of its annual work plan, create an annual engagement plan that outlines a schedule of public meetings and locations as well as a communications plan for the engagements.
3. The Board may choose to have additional public engagements should circumstances warrant.

Commented [SK21]: Unclear on the meaning here – the Board will provide the Board will this information?

Formatted: Font: (Default) Arial

7.2 Internal communications

1. The Chiefs shall take all reasonable steps to ensure that the Board is fully informed about all major issues that have significant financial, operational, or public interest implications that may be of concern to the community, as soon as is practicable.
2. The Chiefs shall direct that all official media releases be provided to the Board at the time they are released to the media.
3. As a general principle, Board Members shall have timely access to information under the control of the police services and shall direct all requests for such information and advice related thereto to the offices of the Chiefs, or as otherwise determined in consultation with the Chiefs.
4. The Chiefs shall attend regularly scheduled meetings of the Board and, as otherwise requested by the Board. Police staff attendance at In Camera Board meetings shall be coordinated with the Chiefs and be at the request of the Board. Information from engagement, surveys, statistical analysis and other means shall be utilized to develop and revise the Board’s strategic plan, create and revise policy and provide direction to the Chiefs if warranted.

Commented [SK22]: See comments in report – I also wonder if the Board is interested in ALL official media releases, given there are often several a day?

7.3 Communicating with Halifax Regional Council

1. The Board shall approve any formal reports and information tabled with Council or any of its Committees which have significant financial, operational, or public interest implications. This shall not apply to the quarterly financial reviews presented to the Audit and Finance standing committee of the municipality. Board members may attend such presentations and if they so choose they will be briefed accordingly by the Chiefs.
2. Formal communication between the Board and the Council, or Board and administration of the Halifax Regional Municipality, is conducted through the Chair unless otherwise specified by the Board.
3. The Chair shall cause the budget and annual report of the Board to be presented to Council or designated standing committee annually.
4. The Board shall pursue a positive and productive working relationship with the Council and promote opportunities for dialogue between the Board and Council.
5. The Chief of Police of HRP has the obligation and authority to meet with and participate in operational discussion with the CAO and HRM staff, as outlined in Bylaw P_100 and Board Policy on Roles and Responsibilities section 16.

Commented [SK23]: There is no policy named this in this package – is this referring to another policy?

8 - Repeal

Not applicable.

9 - Effective Date

Attachment A

Formatted: Font: (Default) Arial

Date adopted.

10 - Related Policies and Practices

Not applicable

11 - Policy Review

This policy should be reviewed every four years and when the Act is amended.

12 - Contact

Who provides support for this.

13 – Attachments

Not applicable.

Accountability and Reporting Policy

| | | | |
|---------------------------------|--|-------------|--|
| Original Implementation Date | | Approved by | |
| Date of Last Revision | | Approved by | |
| Effective Date of Last Revision | | Approved by | |

1 - Policy Name

Board Accountability and Reporting Policy

2 - Purpose

The policy provides direction to the Halifax Regional Police (HRP) and Royal Canadian Mounted Police (RCMP) regarding the adoption and legal effect of policy under the jurisdiction of the Board of Police Commissioners ~~(the Board)~~.

3 - Objectives

This policy outlines the authority, scope and effect of policies adopted by the Board generally, and to specifically outline expectations of accountability, performance reporting and the effective and efficient use of resources as per s. 55(3)(a)-(g) and s. 68(3)(a)-(g) of the Police Act.

Commented [SK24]: This policy does not in fact seem to relate to the adoption or legal effect of policy so this seems to be inaccurate

The Board is responsible for the effective reporting by the police services to HRM Council, the Minister and citizens of HRM. Reporting must assure that priorities, objectives, goals, programs and strategies are effective and efficient, and are delivered consistent with community values, needs and expectations.

4 - Scope

The Halifax Board of Police Commissioners ~~(the Board)~~ is established as an independent authority pursuant to the Police Act, ~~NS 2007, c. 31 as amended~~. The Board has dual roles: provide civilian governance to the Halifax Regional Police (HRP) on behalf of Halifax Regional Council (s. 55) and function as a ~~Police Advisory Board~~ regarding the Royal Canadian Mounted Police (RCMP) in its role as a contracted policing service within the Halifax Regional Municipality (s. 68(1)).

5 - Definitions

In the context of this document:

Police Act means the Police Act (NS) 2007 as amended.

Minister means the Minister of Justice and Attorney General under the Act.

Board means the Halifax Board of Police Commissioners.

Chief of Police means the Chief of Police of Halifax Regional Police

Chief Superintendent means the Chief Superintendent of the RCMP, Halifax District

Chiefs means the Chief of Police of HRP and the Chief Superintendent of the RCMP

Council means Halifax Regional Council

HRM means the Halifax Regional Municipality

HRP means the Halifax Regional Police

RCMP means the Royal Canadian Mounted Police, Halifax District.

Member(s) means members of the Halifax Board of Police Commissioner(s)

CCJS means the Canadian Centre for Justice Statistics, Statistics Canada.

PSC means Public Safety Canada.

POLIS means the Police Information and Statistics Committee of the Canadian Association of Chiefs of Police (CACP).

6 - Policy Regulations

The Board is responsible to post this policy for the public through the method supplied by HRM, and the Chiefs are responsible to post this policy and subsequent policies within their organizations.

7-Accountability and Reporting

1. The Board is responsible to ensure HRP and RCMP have adequate resources to deliver the services expected of them by the citizens of HRM. Equally, the Board is responsible to enassure that services are provided in a transparent, effective, and efficient manner in accordance with the established and planned priorities, objectives, goals, programs and strategies as approved by the Board for RCMP and HRP.
2. The Board assures accountability of HRP and RCMP using widely accepted reporting metrics identified through practice, agreed-to outcomes aligned with community priorities, objectives and goals, reports of HRM, and other collected data. The Board also relies on professional and academic research, and the work of CCJS and POLIS, and other sources as appropriate.
3. The Board uses a reporting methodology based on “Four Pillars” as recognized by POLIS and CCJS so as to ensure relativity across the Canadian police context. These Pillars are:
 - **Pillar 1: Crime and Victimization** –police services are reducing crime and victimization, assuring public safety and holding offenders accountable to the justice system;

- **Pillar 2: Police Activities and Deployment** –calls for service are handled professionally, effectively and efficiently, with resources deployed appropriately to best respond to crime, priorities, goals, objectives; and programs;
 - **Pillar 3: Police Resources** – police resources for RCMP and HRM are adequate for the effective and efficient achievement of priorities, objectives, goals, programs and strategies; and,
 - **Pillar 4: Trust and Confidence** – the public has trust and confidence in the professional delivery of police services – police legitimacy of HRP and RCMP.
4. The Board requires the chiefs to provide their reporting metrics annually, allocated to the Four Pillars, and that support their respective Board-approved policing plans. Chiefs can provide their reports more frequently provided an annual report is completed and filed to the Board. The Board, after review and approval of the chief-supplied metrics, will ensure the following “Foundation Metrics” also are included to assure relativity to the Canadian police context:

- **Pillar 1: Crime and Victimization**

- Crime

- *Crime Rates* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan;
- *Weighted Crime Index* for a 5 year period, updated annually and including Canadian police comparative data from CCJS-Statcan;
- *Youth Crime Rates* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan;
- *Crime Severity Index* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan;
- *Traffic Violations* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan;
- *Traffic violation divided by number of police officers*;
- *Drug Violations* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan.
- *Drug violations divided by number of police officers*;

Note: metrics inform trends around crime, workforce productivity, and other unlawful behaviour over time.

- Victimization

- *Self-reported Victimization* from the General Social Survey – Statcan, updated every 5 years and compared against similar communities;
- *Reporting Rates* from the General Social Survey – Statcan updated every 5 years and compared against similar communities;
- *Perception of Community Safety* from the General Social Survey – Statcan and updated every five years.

Note: metrics inform reduction or increase over public actual and perceived crime victimization.

- Offenders

- *Clearance Rates* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS- Statcan;

- *Weighted Clearance Rates* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan;
- *Court/Diversion Outcomes* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan.

Note: metrics assess police effectiveness in dealing with offenders and crime.

- **Pillar 2: Police Activities and Deployment**

- Calls for Service
 - *% Reactive Activities* reported annually with trend development on go-forward basis;
 - *% Proactive Activities* reported annually with trend development on go-forward basis;
 - *% Administrative* reported annually with trend development on go-forward basis.

Note: metrics capture activity assigned by responding vs reducing crime, as well as administrative burden to the service.

- Targeted Policing
 - *Traffic Enforcement Programs* with data determined and reported by chiefs aligned to their activity plans;
 - *Community Mobilization* with data determined and reported by chiefs aligned to their activity plans;
 - *Youth Outreach* with data determined and reported by chiefs aligned to their activity plans;
 - *Hot Spot Policing* with data determined and reported by chiefs aligned to their activity plans.

Note: Proactive strategies to reduce crime and improve quality of life in communities.

- **Pillar 3: Police Resources**

- Police Personnel
 - *Officer Head Count per 100,000 population* for a 5 year rolling period, updated annually and including Canadian comparative data from CCJS – Statcan;
 - *Ratio Sworn to Civilian* for a 5 year rolling period, updated annually;
 - *HR Demographics* updated annually, including Canadian comparative data;

Note: metrics of whether inputs (officer availability) is properly distributed and the structure of the service is aligned to effectiveness and efficiency. Officer head count can also compare one population to another to arrive at a decision on investment or reallocation.

- Workforce Health

- *Retention Rate* for a 5 year rolling period, updated annually and including Canadian police comparative data;
- *Leave by Type* for a 5 year rolling period, updated annually and including Canadian police comparative data;
- *Separation Other Than Retirement* for a 5 year rolling period, updated annually and including Canadian police comparative data.

Note: metrics can provide insight relative to workforce wellbeing and possible misalignment of personnel programs, compensation/benefits, and opportunity/promotion.

- Training and Development
 - *Training Hours* for a 5 year rolling period, updated annually and including Canadian police comparative data;
 - *Training Expenditures* for a 5 year rolling period, updated annually and including Canadian police comparative data;
 - *Technology Investment* by type annually.

Note: metrics demonstrate investment in skills, knowledge and innovation.

- Operating Expenditures
 - *Cost per Citizen Policed* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS - Statcan;
 - *Salary and Benefits as a % of Total Expenditures* for a 5 year rolling period, updated annually;
 - *Overtime – Cost, Hours and % Salary and Benefits* for a 5 year rolling period, updated annually;
 - *Other Operating Expenditures* for a 5 year rolling period, updated annually;
 - *Total Expenditures as % of HRM Budget* for a 5 year rolling period, updated annually.

Note: metrics inform decisions over investment relative to comparative police services, placement of current investment, address both over investment and under investment, and clarify police investment relative to funding government's economic growth and investment capacity.

- **Pillar 4: Trust and Confidence**

- Trust and Confidence
 - General Social Survey, 5 year cycle from Statcan;
 - HRM surveys;
 - Police Services surveys;
 - Targeted surveys by diversity, geography and demographics by police services.

Note: variety of potential sources that measure citizen perspectives on confidence and trust in the police services.

- Public Engagement
 - Social Media
 - Surveys

- Town Halls
- Targeted Consultations

Note: metrics inform both Board and police services outreach and connection to communities served.

- Use of Force & Authority
 - Police Conduct Complaints for a 5 year rolling period, updated annually;
 - Public Service Complaints for a 5 year rolling period, updated annually;
 - Discipline data for a 5 year rolling period updated annually.

Note: Informs the discussion relative to police behaviour and professional application of use of force and exercise of authority in meeting their critical social mandate to enforce the law and assure community safety while maintaining public support and legitimacy.

8 - Repeal

Not applicable.

9 - Effective Date

The date the policy comes into force DATE ADOPTED

10 - Related Policies and Practices

Not applicable.

11 - Policy Review

This policy should be reviewed every four years and when the Act is amended.

12 - Contact

Who provides support for this.

13 – Attachments

Not applicable.

| Attachment A

Formatted: Font: (Default) Arial

Introduction

The Halifax Board of Police Commissioners is the civilian board that provides governance and oversight to the Halifax Regional Police. The Board also functions as a Police Advisory Board to the Royal Canadian Mounted Police Halifax District as it performs contractual policing services for the Halifax Regional Municipality. The Commission is a statutory body created by the *Police Act*, S.N.S. 2004, c. 31. There are seven members of the Board: six are appointed by Halifax Regional Council and the seventh appointed by the Nova Scotia Minister of Justice. Of the six appointed by HRM Council, three of the members are HRM Councillors and three are community members.

The Board of Police Commissioners is the link between the community and the police service. The Board's authority derives from the Nova Scotia Police Act giving the Board the mandate to, with respect to the Halifax Regional Police:

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

And with respect to the RCMP, to

provide advice to the council in relation to the enforcement of law, the maintenance of law and order and the prevention of crime in the municipality

This manual outlines the policies that will guide the Halifax Board of Police Commissioners as it establishes its vision, mission, values, strategic planning and work plans to fulfill its mandate.

Policy Adoption Policy

| | | | |
|---------------------------------|--|-------------|--|
| Original Implementation Date | | Approved by | |
| Date of Last Revision | | Approved by | |
| Effective Date of Last Revision | | Approved by | |

1 - Policy Name

Board Policy Adoption Policy

2 - Purpose

The policy provides direction to the Halifax Regional Police (HRP) and Royal Canadian Mounted Police Halifax District (RCMP) regarding the adoption and legal effect of policy under the jurisdiction of the Board of Police Commissioners.

3 - Objectives

This policy outlines the legal authority, scope and effect of policies adopted by the Board.

4 - Scope

The policy applies to the HRP and RCMP H Division.

5 - Definitions

In the context of this document:

Police Act means the *Police Act*, S.N.S. 2004, c. 31 as amended

Board means the Halifax Board of Police Commissioners

Chief of Police means the Chief of Police of Halifax Regional Police

Chief Superintendent means the Chief Superintendent of the RCMP, Halifax District

Chiefs means the Chief of Police of HRP and the Chief Superintendent of the RCMP

Council means Halifax Regional Council

HRM means the Halifax Regional Municipality

HRP means the Halifax Regional Police

Member(s) means a member of the Halifax Board of Police Commissioners

RCMP means the Royal Canadian Mounted Police Halifax District

6 - Policy Regulations

The Chiefs are responsible to post this policy and subsequent policies as outlined in Section 7 below.

7 - Roles and Responsibilities

1. The Board is created by the Police Act.
2. The Board has responsibility to provide Halifax Regional Police “the administrative direction, organization and policy required to maintain an adequate, effective and efficient police department” per s. 55(1)(b) of the Police Act.
3. The Board may from time to time adopt policy per s. 55(1)(b) of the Police Act, and the Chief of Police shall cause that policy shall be posted as an HRP Departmental Order to all sworn and unsworn members.
4. The Board shall adopt policy regarding extra-duty and off-duty employment as per s. 56 of the Police Act and the Chief of Police shall cause that policy to be posted as an HRP Departmental Order to all sworn and unsworn members.
5. The Board is, with respect to HRP, additionally responsible to provide direction as outlined in s. 55 of the Police Act and to determine, in consultation with the Chief of Police, priorities, objectives and goals respecting police services in the community and to recommend or provide policies, administrative and organizational direction for the effective management of the police department.
6. The Board is, with respect to RCMP, additionally responsible to provide advice to the RCMP, and, as outlined in s. 68 of the Police Act, to determine, in consultation with the Chief Superintendent priorities, objectives and goals respecting police services in the community and to recommend policies, administrative and organizational direction for the effective management of the police department.
7. The Board may from time to time recommend the Chiefs adopt policy per the Police Act s. 55(3)(f) and/or s. 68(3)(f) and if the recommendation is accepted the policy may be posted for HRP and RCMP officers as HRP and/or RCMP Departmental Order to all sworn and unsworn members.
8. The Board may from time to time adopt policy regarding any other duty and responsibility outlined for the Board in the Police Act.

8 - Repeal

Not applicable.

9 - Effective Date

The date the policy comes into force DATE ADOPTED

10 - Related Policies and Practices

Not applicable.

11 - Policy Review

This policy should be reviewed every four years and when the Act is amended.

12 - Contact

Who provides support for this.

13 – Attachments

Not applicable.

Board Procedures Policy

| | | | |
|---------------------------------|--|-------------|--|
| Original Implementation Date | | Approved by | |
| Date of Last Revision | | Approved by | |
| Effective Date of Last Revision | | Approved by | |

1 - Policy Name

Board Procedures Policy

2 - Purpose

The policy provides direction to the Halifax Regional Police (HRP) and Royal Canadian Mounted Police Halifax District (RCMP) regarding role and governance functions of the Halifax Board of Police Commissioners.

3 - Objectives

This policy outlines the legal authority, scope and effect of policies adopted by the Board.

4 - Scope

The Halifax Board of Police Commissioners is established as an independent authority pursuant to the Police Act. The Board has dual roles: provide civilian governance to the Halifax Regional Police (HRP) on behalf of Halifax Regional Council (Council) (s. 55) and function as a Police Advisory Board regarding the Royal Canadian Mounted Police (RCMP) in its role as a contractual policing service with the Halifax Regional Municipality. (s. 68(1)).

5 - Definitions

In the context of this document:

Police Act means the *Police Act*, S.N.S. 2004, c. 31 as amended

Board means the Halifax Board of Police Commissioners

Chiefs means the Chief of Police of HRP and the Chief Superintendent of the RCMP

Chief of Police means the Chief of Police of Halifax Regional Police

Chief Superintendent means the Chief Superintendent of the RCMP, Halifax District

Council means Halifax Regional Council

HRM means the Halifax Regional Municipality

HRP means the Halifax Regional Police

Member(s) means a member of the Board of Police Commissioners

RCMP means the Royal Canadian Mounted Police Halifax District

6 - Policy Regulations

The Chiefs are responsible to post this policy as a departmental order.

7 - Roles and Responsibilities

7.1 Legislative Authority of the Board

1. The Halifax Board of Police Commissioners (the Board) is established as an independent authority pursuant to the Police Act. The Board has dual roles: to provide civilian governance to the Halifax Regional Police (HRP) on behalf of Halifax Regional Council (Council) (s. 55) and function as a Police Advisory Board regarding the Royal Canadian Mounted Police (RCMP) in its role as a contractual policing service with the Halifax Regional Municipality. (s. 68(1)).
2. The Police Act establishes six main governance functions:
 - a. The Board provides, with respect to HRP, civilian governance on behalf of the council in relation to the enforcement of law, the maintenance of law and order and the prevention of crime in the municipality, and provides the administrative direction, organization and policy required to maintain an adequate, effective and efficient police department, and ensures it is implemented. The Board also determines, in consultation with the Chief of Police, priorities, objectives and goals respecting police services in the community.
 - b. The Board, with respect to the RCMP, determines in consultation with the Chief Superintendent, priorities, objectives and goals respecting police services in the community.
 - c. The Board engages with the community to ensure that the goals and strategies of the police services reflect the community values, needs and expectations.
 - d. The Board provides written direction to the Chief of Police by resolution passed by the Board or adoption of policy by the Board.
 - e. The Board is responsible to cause the Chief of Police to prepare a budget for the HRP and for presenting the budget to Regional Council.
 - f. The Board Chair is responsible to evaluate the performance of the Chief of Police in conjunction with board members and in consultation with the Chief Administrative Officer of HRM.
 - g. The Board has an oversight role in responding to complaints, discipline or personnel conduct relating to the Chief of Police.
3. Under the Police Act (s.55(3)(a)-(g) & 68(3)(a)-(g)) the Board is responsible to provide the following direction to both the HRP and RCMP, specifically to :

Attachment B

- a. determine, in consultation with the Chief of Police and the Chief Superintendent, or a designate, the priorities, objectives and goals respecting police services in the community;
 - b. ensure the Chiefs establish programs and strategies to implement the priorities, objectives and goals respecting the police services;
 - c. ensure that community needs and values are reflected in policing priorities, objectives, goals, programs and strategies;
 - d. ensure that police services are delivered in a manner consistent with community values, needs and expectations;
 - e. act as a conduit between the community and the police services;
 - f. recommend policies, administrative and organizational direction for the effective management of the police services;
 - g. review with the Chiefs information provided by the Chiefs respecting complaints and internal discipline; and
 - h. In the case of HRP, pursuant to s. 52 of the Police Act, on behalf of the board, the board chair or the chair's delegate may give advice or direction, in writing, to the Chief of Police on any matter within the jurisdiction of the Board under this Act, but not to other members of the police service and, for greater certainty, no other member of the board shall give advice or direction to a member of the police services.
 - i. In the case of RCMP, pursuant to s. 66 of the Police Act, on behalf of the board, the board chair or the chair's delegate may give advice in writing to the Chief Superintendent, but not to other members of the police service and, for greater certainty, no other member of the board shall give advice or direction to a member of the police department.
4. With respect to the Halifax Regional Police the Board is responsible for the following (s. 54(1)-(3), s. 55 (1)(b), s. 55 (3)(h)-(i)):
- a. The Board shall annually cause the Chief of Police to prepare a budget for the Halifax Regional Police;
 - b. The budget shall be submitted to Halifax Regional Council by the Board;
 - c. The Board shall provide the administrative direction, organization and policy required to maintain an adequate, effective and efficient police department, subject to the Police Act and the municipal Bylaw P-100;
 - d. The Board shall ensure a strategic plan and business plan is in place; and
 - e. The Board shall ensure the department is managed by the Chief of Police according to best practices and that it operates effectively and efficiently.
5. With respect to the HRP, the Board shall not exercise jurisdiction relating to (s. 55(1)(c)-(e)):
- a. complaints, discipline or personnel conduct , except in respect to the Chief of Police;
 - b. a specific prosecution or investigation; or
 - c. the actual day-to-day direction of the police department.
6. With respect to the RCMP, the Board shall not exercise jurisdiction relating to complaints, discipline, personnel conduct or the internal management of the RCMP (s. 68(1)).

7.2 Board Mission, Vision and Guiding Principles

1. The Board's Mission is to provide independent civilian oversight, governance, and strategic leadership to the HRP and the RCMP within Halifax, reflecting the needs, values and diversity of Halifax's communities.
2. The Board shall review its mission, vision, guiding principles and strategic plan annually.
3. The Board shall be guided by a Strategic Plan which reflects its future goals and objectives and which the Board updates regularly.
4. The Board shall create an annual work plan no later than April 1 of each year.

7.3 Independence and Jurisdiction Policy of Police Board

1. The Board's purpose is, in part, to preserve policing independence from political interference while ensuring civilian oversight of the extraordinary powers of the police.
2. The Board of Police Commissioners is an entity that the Police Act states must be created by any municipality that establishes a municipal police department. The Police Act states a Police Advisory Board must be created by any municipality receiving policing services in whole or in part from the Royal Canadian Mounted Police or the Provincial Police.
3. As Council elects to share responsibility for policing between HRP and the RCMP, the Board has a dual role. Firstly, it acts as a governing board for HRP. Secondly it acts as a Police Advisory Board to the RCMP pursuant to s. 57 (1) of the Police Act.
4. The Board has a unique relationship with the municipal council and it exists, in part, to insulate the police services from the political decision making process. The Police Board is responsible for ensuring that the police provide effective and efficient services. The municipal council provides the police department with an annual budget to achieve these objectives.
5. The RCMP follows policy and governance established by the Federal government and is not subject to civilian oversight. Therefore the Board acts primarily in an advisory capacity.
6. The Board ensures the independence of the operation of policing in Halifax, but HRP is also functionally a department of the municipality. The municipality's non-policing policies apply to HRP, such as finance, procurement, and human resources.
7. While the Board approves the operating budget of HRP, the CAO and the municipality provide and are responsible for day to day oversight, financial controls, and finance and audit for HRP. HRM, through the Board, is to assure that sufficient resources are provided and/or contracted to provide adequate, effective and efficient police services to HRM.
8. The work of the police services necessitates confidentiality and adherence to security protocols and, to that end, the Board will adopt regulations and procedures to closely restrict access to, and disclosure of, information under the authority of the police services. Board's independent status is achieved by ensuring accountability for oversight of the police services and their employees.

9. The Board is responsible for ensuring that the security and confidentiality interests of the police services, and the safety interests of the public and Department are protected. Advancing of joint ventures or shared services with municipal council or any other agency can only occur where the Board is satisfied that confidentiality and security issues have been properly addressed.

7.4 Composition of Board, Selection and Appointments

1. The Police Act, in sections 44(4) & 57(4) requires that the Board consist of seven members: three members of council appointed by resolution of the council; three members appointed by resolution of the council, who are neither members of council nor employees of the municipality; and one member appointed by the Provincial Minister of Justice.
2. The Board will consider the composite skills it requires to meet its responsibilities and maximize its success, and the elements it requests with respect to tenure and the rotation of members, and communicate those to Council as recommendations or requests when vacancies arise on the Board.
3. The Board strives to reflect the diversity and make-up of the HRM population and seeks to include members representing diverse communities.

7.5 Board Governance Style and Commitment

1. As a statutory governance body, the Board must be and be seen to be:
 - a. operating in all ways mindful of its civic trusteeship obligation to the public and accountability for the governance and/or advising the police services;
 - b. independent of the police service administration and management, political affiliation and interest groups;
 - c. subject to the needs of confidentiality and security, open, transparent, and accessible to both the public and the police services; and
 - d. responsive to the community.
2. The Board shall govern collaboratively and in a way that emphasizes outward vision. It shall encourage strategic leadership rather than administrative detail and shall maintain a clear distinction between Board governance and the Chiefs' roles as chief executive officer or superintendent of the police services.
3. Attendance at all regular meetings by all Commissioners is preferred in order to ensure quorum is met. Commissioners have the obligation to inform the Chair if they are not able to attend a meeting in person.
4. The Chair, Vice Chair and the Chiefs or their designates will meet no later than five (5) days in advance of the regularly scheduled meeting to establish the agenda and confirm the agenda and to plan the upcoming meeting agenda so that agenda setting is established in advance.
5. The Board and Chiefs shall commit to the following guiding principles with respect to their relationship and responsibilities:

Attachment B

- a. acknowledge the importance of goodwill between each other;
 - b. respect each other's roles, interests and accountabilities;
 - c. give each other the benefit of the doubt, accept honest mistakes and seek explanations before reacting;
 - d. recognize and respect each other's decision-making processes and lines of authority;
 - e. acknowledge that the Board's mandate is summarized as general oversight and setting of policing policy; and
 - f. recognize that the Chiefs are responsible for daily policing and all operational matters.
6. Communications between the Board and Chiefs shall:
- a. promote common understanding
 - b. promote quick and effective resolution of issues, and
 - c. build stronger relationships; information shall be shared to the fullest extent possible and be undertaken in an atmosphere that promotes clarity, transparency, openness and trust.
7. The Board and its members shall be responsible for excellence in governing. The Board itself shall be an initiator of policy, in addition to responding to policy initiatives from staff. The Board shall use the expertise of individual Board Members to enhance the performance of the Board as a body.
8. The Board shall direct, control and motivate the organization through the careful establishment of broad organizational policies reflecting the community's values.

7.6 Delegation to and relations with the Chiefs

1. The Chiefs have command of their police services, subject to the powers of the Board set out in the Police Act and By-law P-100.
2. The Chiefs have general authority to make the operational decisions required to operate the Police Department. The Chief of Police's legislative role and duties are set forth in s. 38 of the Police Act.
3. The Board provides direction to the Chief of Police, and advice to the Chief Superintendent, by way of motion and adoption of policy.
4. The Board directs the Chief of Police through approved Board policies, and detailed operational policies are to be developed by the Chief in furtherance of Board policy.
5. Only decisions of the Board acting as a body are binding upon the Chiefs, to the extent authorized by the Police Act:
 - a. Decisions or instructions of individual Commissioners or committees are not binding on the Chiefs
 - b. In the case of Commissioners requesting information or assistance without Board authorization, the Chief has the option of bringing such requests to the Board if, in the Chief's judgement, a material amount of staff time or funds are required.

Attachment B

6. The Chiefs shall ensure that his/her actions and those of the police services will not compromise the independence of the Board.
7. The Chiefs may delegate authority to the extent that he/she considers appropriate, but remains personally responsible for all activities of the Department to the extent provided by the Police Act and By-law P-100.

7.7 Confidentiality

1. Notwithstanding the need for Members to make informed decisions on issues before the Board by obtaining input from internal and external sources, Members are to ensure that information that is normally considered confidential (i.e. financial, legal and personnel issues) is not disclosed to any outside person unless authorized.
2. Halifax Regional Police and municipal police commissions and advisory boards in Nova Scotia are subject to the Freedom of Information and Protection of Privacy provisions of the Municipal Government Act. Members have a duty to understand the key sections of this Act and must avoid disclosing any verbal or written material that is meant to be confidential concerning the HRP or RCMP, its officers, staff members or clients.
3. Members must not disclose or use confidential information gained by virtue of their association with the Board for personal gain, or to benefit friends, relatives or associates.

7.8 Board Committees, Panels and Liaison Functions

1. The Board may create committees by resolution and adopt terms of reference. The terms of reference will define membership, extent of public involvement and participation, mandate, scope of activities, and require the committee to make recommendations to the Board.
2. Any Board member is eligible to attend a committee meeting.
3. The Board may delegate tasks and projects to the committees, including preparing of policy alternatives and implications for Board deliberation.
4. Board committees may not speak or act for the Board.
5. Committee members shall deal directly with the Chiefs, or his/her designate(s), when services are required from a staff of the Department to assist the committee.
6. This policy does not apply to committees formed under the authority of the Chiefs.

7.9 Board Member Orientation

Attachment B

1. The Board shall cause a Board orientation toolkit and process to be created and this policy amended to include it no later than September 2018.

7.10 Travel and Training

1. Board Members are encouraged to participate in training sessions and conferences of the Nova Scotia Association of Police Governance and Canadian Association of Police Governance, and to take advantage of other training opportunities that will increase their knowledge and capabilities as a Board Member.
2. Board Members are eligible to be reimbursed for all reasonable expenses incurred while on Board business travel or attendance of training sessions, subject to the approval of the Chair in consultation with the CAO and the budget of the Board.
3. A Member's expenses are reimbursed upon the submission of receipts and explanatory expense statements, and must be in accordance with to HRM travel policies and submitted through the CAO's office.
4. Business or training travel of Board Members is authorized by the Chair after consultation with the CAO, if expenses are to be paid by the Board.

7.11 External Memberships

1. The Board supports the purpose of the Nova Scotia Association of Police Governance and Canadian Association of Police Governances, and shall be a member of both organizations. Board membership in organizations requires amendment to add them to this list.

7.12 Board Assessment Process

1. The Board recognizes the need to assess the governance functions and performance of the Board. The Board shall establish a board assessment review process to assess the board and review the policies and board manual annual, no later than December 2018.

8 - Repeal

Not applicable.

9 - Effective Date

The date the policy comes into force DATE ADOPTED

10 - Related Policies and Practices

Not applicable.

11 - Policy Review

This policy should be reviewed every four years and when the Act is amended.

Attachment B

12 - Contact

Who provides support for this.

13 – Attachments

Not applicable.

Role of Chair, Meetings, Procedures Policy

| | | | |
|---------------------------------|--|-------------|--|
| Original Implementation Date | | Approved by | |
| Date of Last Revision | | Approved by | |
| Effective Date of Last Revision | | Approved by | |

1 - Policy Name

Role of Chair, Meetings, Procedures Policy

2 - Purpose

This policy describes the way meetings will be conducted, explains the role and responsibilities of the Chair and Vice Chair as well as the selection and conduct of board members.

3 - Objectives

This policy outlines the legal authority, scope and effect of policies adopted by the board.

4 - Scope

The Halifax Board of Police Commissioners is established as an independent authority pursuant to the Police Act. The Board has dual roles: provide civilian governance to the Halifax Regional Police (HRP) on behalf of Halifax Regional Council (Council) (s. 55) and function as a Police Advisory Board regarding the Royal Canadian Mounted Police (RCMP) in its role as a contractual policing service with the Halifax Regional Municipality. (s. 68(1))

5 - Definitions

In the context of this document:

The Police Act means the Police Act (NS) 2007 as amended

The Board means the Halifax Board of Police Commissioners

Chief of Police means the Chief of Police of Halifax Regional Police

Chief Superintendent means the Chief Superintendent of the RCMP, Halifax District

The Chiefs means the Chief of Police of HRP and the Chief Superintendent of the RCMP

Council means Halifax Regional Council

HRM means the Halifax Regional Municipality

HRP means the Halifax Regional Police

Member(s) means members of the Halifax Board of Police Commissioners

RCMP means the Royal Canadian Mounted Police Halifax District

6 - Policy Regulations

The Board is responsible to ensure this policy is implemented.

7 - Roles and Responsibilities

7.1 Role of Chair at Board meetings

1. The Chair of the Board presides over meetings of the Board. Should the Chair not be present, or vacate the chair temporarily or permanently, the Vice-Chair will act in the Chair's place.
2. Should neither Chair or Vice-Chair be present or available, and if quorum is otherwise obtained, the Board shall elect an Acting Chair for the meeting until such time the Chair or Vice-Chair is available.
3. The duties of the Chair with respect to the Board meetings shall include:
 - a. calling the meeting to order;
 - b. announcing items of business;
 - c. deciding, subject to appeal, all questions of order and procedure; and preserving order and decorum
 - d. developing the Board meeting agenda, in consultation with the Chiefs
 - e. managing difficult issues in Board meetings to ensure consensus
 - f. chairing the meeting following the municipality's Administrative Order One
The Procedure of Council Administrative Order except where noted in this policy, and approved by Council as per the Police Act
4. The Board shall conduct its business according to the procedure established by the Council for the conduct of its business subject to such modifications as may be required to fit the needs of the Board. Those procedures are set out in Administrative Order One. A copy of the relevant sections of Administrative Order One will be attached to this policy as Appendix A.
5. The Chair's primary roles are to:
 - a. To Chair the Board meetings and manage, organize, set agendas for and attend meetings, ensuring that all policies developed by the board are appropriately implemented;
 - b. To develop an operations and policy manual that will assist in the orientation of new appointees and direct acting board members regarding their roles and responsibilities;
 - c. To ensure that board members are informed of matters within the board's jurisdiction;

Attachment B

- d. To act as the sole spokesperson for the board;
 - e. In conjunction with board members and in consultation with the Chief Administration Officer of the municipality, to evaluate the performance of the Chief of Police (HRP) on a yearly basis (preceding sections a-e from Police Act Regulations s 78);
 - f. Work closely with the Chief of Police and the Chief Superintendent to ensure effective relations and communications with Board members, the police services, the municipality and the public.
6. The Chair is an ex-officio member of committees where the Chair is not appointed as a full member.
 7. When the Chair is unavailable or absent the Vice-Chair, shall act in his or her place until such time as the Chair returns and is able to resume his/her responsibilities.
 8. While presiding over a meeting of the Board or acting during an absence of the Chair, the Vice-Chair has and may exercise all the same rights, powers, and authority of the Chair.
 9. Per Administrative Order One, the annual regular meeting schedule, agenda, minutes and reports shall be available on the Board website.
 10. The Board may hold some of its meetings in community locations, which will be determined by the Board when setting the annual meeting schedule.

7.2 Delegations/Presentations to the Board

1. No Delegation shall address the Board more than twice in a calendar year without prior approval of the Board.
2. Any person or persons (a “delegation”), not being a Member or employee of the Board, wishing to address a regular Meeting of the Board, shall make a request to the Clerk’s Office in writing by noon, one week in advance of the Board meeting, and include the topic that the delegation is speaking to. There may be no more than four delegations scheduled to appear at a given Board meeting and all speaking topics must meet the criteria in this policy.
3. To ensure meaningful and effective use of the Delegation time, the following criteria shall apply to ascertain appropriate speaking topics. The topic should:
 - a. Relate to police services or policies;
 - b. Affect a segment of the community, as opposed to a single individual;
 - c. Relate to a strategy of policing, as opposed to a single action by an officer(s);
 - d. Relate to the Board’s oversight mandate, as opposed to day-to-day police operations;
 - e. Not relate to a conduct complaint within the jurisdiction of the Office of the Police Complaint Commissioner;
 - f. Not be a substantial repeat of information presented by the delegate to the Board within the past 6 months.

Attachment B

4. The Chair shall monitor any delegation that does not adhere to its topic.
5. Speaking time for a delegation shall be limited to a maximum of five minutes. A time extension may be given by agreement of the Board.
6. A written submission by the delegation and a list of persons attending, wherever possible, shall be filed with the Clerk's Office for distribution with the meeting agenda.
7. Members shall not enter into debate with the delegation upon the completion of their presentation. Members should only ask questions for clarification and obtaining additional, relevant information.
8. No delegation at either a regular Meeting or Special Meeting of the Board shall: (1) speak disrespectfully of any person; (2) use offensive words or unparliamentary language; (3) speak on any subject other than the subject for which they have received approval to address the Board; or (4) disobey the rules of procedure or a decision of the Chair.
9. The Chair may curtail any delegation, any questions of a delegation or debate during a delegation for disorder or any other breach of this policy and, where the Chair rules that the delegation is concluded, the delegation shall immediately withdraw.
10. The Board will not hear any delegation concerning a conduct complaint against officers of the police service, but will refer the delegation to the appropriate oversight body, which is the Office of the Police Complaint Commissioner.

7.3 Board member selection process

1. The Police Act regulations states:
 - s. 76 The selection process used by a council in appointing a board member to a vacancy on the board, except a board member appointed by the Minister under clause 44(3)(c) of the Act, must include all of the following:
 - a. the board vacancy must be advertised and applications must be solicited for the vacancy;
 - b. each application must be reviewed by a panel established by the council.
2. The Board shall provide advice and recommendations to Council and the Province with the aim that recruitment of new board members considers the following: necessary skill sets, broad advertising of the position, proactive recruitment, interview process and questions, make-up of the selection committee, appointment process, staggered timelines of appointments, and opportunity for outgoing members train and orient new members.

7.4 Board member qualifications

The Police Act regulations states:

s77. (1) To be a candidate for appointment as a board member under Section 76, a person must demonstrate all of the following qualifications to the satisfaction of the council:

- a. residence in the municipality served by the board;
- b. knowledge of community issues;
- c. a good character;
- d. the skills and abilities to make the commitment of time and effort required to carry out board responsibilities.

(2) To be a candidate for appointment as a board member under Section 76, a person must consent to criminal and background checks.

(3) A person must not be appointed as a board member if criminal and background checks show that the person has been convicted of any criminal offence or has been or is the subject of a disciplinary proceeding in any jurisdiction that, in the opinion of the council, would reasonably be expected to have a negative impact on their acting as a board member or on the board generally.

New and prospective board members will be prepared to participate in at least one three hour Board meeting each month, an additional two hour committee meeting per month, as well as significant reading and preparation for meetings.

7.5 Code of conduct for board members

The Police Act regulations states:

S 79. (1) A board member must do all of the following:

- a. uphold the letter and spirit of the code of conduct set out in this Section and discharge their duties in a manner that will inspire public confidence in the abilities and integrity of the board;
- b. unless they have a reasonable excuse, attend every board meeting;
- c. not interfere with the police department's operational decisions and responsibilities or with the day-to-day operation of the police department, including the recruitment and promotion of officers;
- d. keep confidential any information disclosed or discussed at a board meeting;
- e. not claim to speak on behalf of the board unless authorized by the chair of the board to do so;
- f. discharge their duties loyally, faithfully, impartially and according to the Act, any other Act and any regulation, rule or by-law;
- g. discharge their duties in a manner that respects the dignity of individuals and is in accordance with the Human Rights Act and the [Canadian] Charter of Rights and Freedoms (Canada);
- h. not use their position inappropriately to advance their interests or the interests of any person or organization with whom or with which they are associated;
- i. immediately resign from the board if applying for employment with a police department, including employment on contract or on fee for service;

Attachment B

- j. refrain from engaging in professional or personal conduct that could discredit or compromise the integrity of the board or the police department;
 - k. if their conduct or performance is the subject of investigation or inquiry, temporarily withdraw from all board activities and duties as a member of the board until the completion of the investigation or inquiry.
- (2) If the chair or the majority of the board determines that a board member has breached the code of conduct for board members, the board must record that determination in its minutes.
- (3) On determining that a board member has breached the code of conduct for board members, the board may take one or more of the following actions:
- a. issue a reprimand to the board member;
 - b. order a period of suspension for the board member;
 - c. recommend to the Minister or the council that the board member be dismissed under subsection 44(7) of the Act.

8 - Repeal

Not applicable.

9 - Effective Date

Date adopted.

10 - Related Policies and Practices

Not applicable.

11 - Policy Review

This policy should be reviewed every four years and when the Act is amended.

12 - Contact

Who provides support for this.

13 – Attachments

Not applicable.

Communications and Community Outreach Policy

| | | | |
|---------------------------------|--|-------------|--|
| Original Implementation Date | | Approved by | |
| Date of Last Revision | | Approved by | |
| Effective Date of Last Revision | | Approved by | |

1 - Policy Name

Communications and Community Outreach Policy

2 - Purpose

This policy describes the responsibility of the Board to provide civilian oversight and to reflect the needs and values of the community.

3 - Objectives

This policy outlines the commitment to engage with the community as defined by the Police Act.

4 - Scope

The Halifax Board of Police Commissioners is established as an independent authority pursuant to the Police Act. The Board has dual roles: provide civilian governance to the Halifax Regional Police (HRP) on behalf of Halifax Regional Council (Council) (s. 55) and function as a Police Advisory Board regarding the Royal Canadian Mounted Police (RCMP) in its role as a contractual policing service with the Halifax Regional Municipality. (s 68(1)).

5 - Definitions

In the context of this document:

Police Act means the Police Act (NS) 2007 as amended

Board means the Halifax Board of Police Commissioners

Council means Halifax Regional Council

Chief of Police means the Chief of Police of Halifax Regional Police

Chief Superintendent means the Chief Superintendent of the RCMP, Halifax District

Chiefs means the Chief of Police of HRP and the Chief Superintendent of the RCMP

HRM means the Halifax Regional Municipality

HRP means the Halifax Regional Police

Member(s) means members of the Board of Police Commissioners

RCMP means the Royal Canadian Mounted Police Halifax District

6 - Policy Regulations

The Chiefs are responsible to post this policy as a departmental order.

7 - Roles and Responsibilities

7.1 Consultation and Community Outreach

1. The Board's mandate includes the initiation of policies that reflect community need and enhance the effectiveness of the police service. The Board operates within a highly public environment and recognizes that the actions of the police services have a significant public impact. Accordingly, the Board shall:
 - a. Provide opportunities for the community to give input on areas of interest or concern to them, via such mechanisms as Board meetings in the community, invitations to community members and stakeholders to speak at Board meetings and meetings and workshops with stakeholders.
 - b. Provide opportunities at Regular Meetings of the Board for a person or persons to appear as a delegation and present to the Board.
 - c. Provide an Annual report to Council
 - d. Ensure an accountability, metrics framework is developed through community engagement, polling, and other means to report and measure crime and victimization, police activities and deployment, police resources and trust and confidence aligning with national performance measures.
 - e. Provide the board with crime statistical information and crime trends
 - f. Ensure timely reporting of any other developments that have a significant and material effect on the police services.
 - g. Build relationships with board members of other police services at the provincial and national levels and, where possible, have at least one representative at meetings of the Nova Scotia Association of Police Governance, the Canadian Association of Police Governance, and special consultations with Government.
2. The Board shall, as a part of its annual work plan, create an annual engagement plan that outlines a schedule of public meetings and locations as well as a communications plan for the engagements.
3. The Board may choose to have additional public engagements should circumstances warrant.

7.2 Internal communications

1. The Chiefs shall take all reasonable steps to ensure that the Board is fully informed about all major issues that have significant financial, operational, or public interest implications that may be of concern to the community, as soon as is practicable.
2. The Chiefs shall direct that all official media releases be provided to the Board at the time they are released to the media.
3. As a general principle, Board Members shall have timely access to information under the control of the police services and shall direct all requests for such information and advice related thereto to the offices of the Chiefs, or as otherwise determined in consultation with the Chiefs.
4. The Chiefs shall attend regularly scheduled meetings of the Board and, as otherwise requested by the Board. Police staff attendance at In Camera Board meetings shall be coordinated with the Chiefs and be at the request of the Board. Information from engagement, surveys, statistical analysis and other means shall be utilized to develop and revise the Board's strategic plan, create and revise policy and provide direction to the Chiefs if warranted.

7.3 Communicating with Halifax Regional Council

1. The Board shall approve any formal reports and information tabled with Council or any of its Committees which have significant financial, operational, or public interest implications. This shall not apply to the quarterly financial reviews presented to the Audit and Finance standing committee of the municipality. Board members may attend such presentations and if they so choose they will be briefed accordingly by the Chiefs.
2. Formal communication between the Board and the Council, or Board and administration of the Halifax Regional Municipality, is conducted through the Chair unless otherwise specified by the Board.
3. The Chair shall cause the budget and annual report of the Board to be presented to Council or designated standing committee annually.
4. The Board shall pursue a positive and productive working relationship with the Council and promote opportunities for dialogue between the Board and Council.
5. The Chief of Police of HRP has the obligation and authority to meet with and participate in operational discussion with the CAO and HRM staff, as outlined in Bylaw P-100 and Board Policy on Roles and Responsibilities section 16.

8 - Repeal

Not applicable.

9 - Effective Date

Attachment B

Date adopted.

10 - Related Policies and Practices

Not applicable

11 - Policy Review

This policy should be reviewed every four years and when the Act is amended.

12 - Contact

Who provides support for this.

13 – Attachments

Not applicable.

Accountability and Reporting Policy

| | | | |
|---------------------------------|--|-------------|--|
| Original Implementation Date | | Approved by | |
| Date of Last Revision | | Approved by | |
| Effective Date of Last Revision | | Approved by | |

1 - Policy Name

Board Accountability and Reporting Policy

2 - Purpose

The policy provides direction to the Halifax Regional Police (HRP) and Royal Canadian Mounted Police (RCMP) regarding the adoption and legal effect of policy under the jurisdiction of the Board of Police Commissioners.

3 - Objectives

This policy outlines the authority, scope and effect of policies adopted by the Board generally, and to specifically outline expectations of accountability, performance reporting and the effective and efficient use of resources as per s. 55(3)(a)-(g) and s. 68(3)(a)-(g) of the Police Act.

The Board is responsible for the effective reporting by the police services to HRM Council, the Minister and citizens of HRM. Reporting must assure that priorities, objectives, goals, programs and strategies are effective and efficient, and are delivered consistent with community values, needs and expectations.

4 - Scope

The Halifax Board of Police Commissioners is established as an independent authority pursuant to the Police Act. The Board has dual roles: provide civilian governance to the Halifax Regional Police (HRP) on behalf of Halifax Regional Council (s. 55) and function as a Police Advisory Board regarding the Royal Canadian Mounted Police (RCMP) in its role as a contracted policing service within the Halifax Regional Municipality (s. 68(1)).

5 - Definitions

In the context of this document:

Police Act means the Police Act (NS) 2007 as amended.

Minister means the Minister of Justice and Attorney General under the Act.

Board means the Halifax Board of Police Commissioners.

Chief of Police means the Chief of Police of Halifax Regional Police

Chief Superintendent means the Chief Superintendent of the RCMP, Halifax District

Chiefs means the Chief of Police of HRP and the Chief Superintendent of the RCMP

Council means Halifax Regional Council

HRM means the Halifax Regional Municipality

HRP means the Halifax Regional Police

RCMP means the Royal Canadian Mounted Police, Halifax District.

Member(s) means members of the Halifax Board of Police Commissioner

CCJS means the Canadian Centre for Justice Statistics, Statistics Canada.

PSC means Public Safety Canada.

POLIS means the Police Information and Statistics Committee of the Canadian Association of Chiefs of Police (CACF).

6 - Policy Regulations

The Board is responsible to post this policy for the public through the method supplied by HRM, and the Chiefs are responsible to post this policy and subsequent policies within their organizations.

7-Accountability and Reporting

1. The Board is responsible to ensure HRP and RCMP have adequate resources to deliver the services expected of them by the citizens of HRM. Equally, the Board is responsible to ensure that services are provided in a transparent, effective, and efficient manner in accordance with the established and planned priorities, objectives, goals, programs and strategies as approved by the Board for RCMP and HRP.
2. The Board assures accountability of HRP and RCMP using widely accepted reporting metrics identified through practice, agreed-to outcomes aligned with community priorities, objectives and goals, reports of HRM, and other collected data. The Board also relies on professional and academic research, and the work of CCJS and POLIS, and other sources as appropriate.
3. The Board uses a reporting methodology based on “Four Pillars” as recognized by POLIS and CCJS so as to ensure relativity across the Canadian police context. These Pillars are:
 - **Pillar 1: Crime and Victimization** –police services are reducing crime and victimization, assuring public safety and holding offenders accountable to the justice system;

- **Pillar 2: Police Activities and Deployment** –calls for service are handled professionally, effectively and efficiently, with resources deployed appropriately to best respond to crime, priorities, goals, objectives; and programs;
 - **Pillar 3: Police Resources** – police resources for RCMP and HRM are adequate for the effective and efficient achievement of priorities, objectives, goals, programs and strategies; and,
 - **Pillar 4: Trust and Confidence** – the public has trust and confidence in the professional delivery of police services – police legitimacy of HRP and RCMP.
4. The Board requires the chiefs to provide their reporting metrics annually, allocated to the Four Pillars, and that support their respective Board-approved policing plans. Chiefs can provide their reports more frequently provided an annual report is completed and filed to the Board. The Board, after review and approval of the chief-supplied metrics, will ensure the following “Foundation Metrics” also are included to assure relativity to the Canadian police context:

- **Pillar 1: Crime and Victimization**

- Crime

- *Crime Rates* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan;
- *Weighted Crime Index* for a 5 year period, updated annually and including Canadian police comparative data from CCJS-Statcan;
- *Youth Crime Rates* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan;
- *Crime Severity Index* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan;
- *Traffic Violations* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan;
- *Traffic violation divided by number of police officers*;
- *Drug Violations* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan.
- *Drug violations divided by number of police officers*;

Note: metrics inform trends around crime, workforce productivity, and other unlawful behaviour over time.

- Victimization

- *Self-reported Victimization* from the General Social Survey – Statcan, updated every 5 years and compared against similar communities;
- *Reporting Rates* from the General Social Survey – Statcan updated every 5 years and compared against similar communities;
- *Perception of Community Safety* from the General Social Survey – Statcan and updated every five years.

Note: metrics inform reduction or increase over public actual and perceived crime victimization.

- Offenders

- *Clearance Rates* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS- Statcan;

- *Weighted Clearance Rates* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan;
- *Court/Diversion Outcomes* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS – Statcan.

Note: metrics assess police effectiveness in dealing with offenders and crime.

- **Pillar 2: Police Activities and Deployment**

- Calls for Service
 - *% Reactive Activities* reported annually with trend development on go-forward basis;
 - *% Proactive Activities* reported annually with trend development on go-forward basis;
 - *% Administrative* reported annually with trend development on go-forward basis.

Note: metrics capture activity assigned by responding vs reducing crime, as well as administrative burden to the service.

- Targeted Policing
 - *Traffic Enforcement Programs* with data determined and reported by chiefs aligned to their activity plans;
 - *Community Mobilization* with data determined and reported by chiefs aligned to their activity plans;
 - *Youth Outreach* with data determined and reported by chiefs aligned to their activity plans;
 - *Hot Spot Policing* with data determined and reported by chiefs aligned to their activity plans.

Note: Proactive strategies to reduce crime and improve quality of life in communities.

- **Pillar 3: Police Resources**

- Police Personnel
 - *Officer Head Count per 100,000 population* for a 5 year rolling period, updated annually and including Canadian comparative data from CCJS – Statcan;
 - *Ratio Sworn to Civilian* for a 5 year rolling period, updated annually;
 - *HR Demographics* updated annually, including Canadian comparative data;

Note: metrics of whether inputs (officer availability) is properly distributed and the structure of the service is aligned to effectiveness and efficiency. Officer head count can also compare one population to another to arrive at a decision on investment or reallocation.

- Workforce Health

- *Retention Rate* for a 5 year rolling period, updated annually and including Canadian police comparative data;
- *Leave by Type* for a 5 year rolling period, updated annually and including Canadian police comparative data;
- *Separation Other Than Retirement* for a 5 year rolling period, updated annually and including Canadian police comparative data.

Note: metrics can provide insight relative to workforce wellbeing and possible misalignment of personnel programs, compensation/benefits, and opportunity/promotion.

- Training and Development
 - *Training Hours* for a 5 year rolling period, updated annually and including Canadian police comparative data;
 - *Training Expenditures* for a 5 year rolling period, updated annually and including Canadian police comparative data;
 - *Technology Investment* by type annually.

Note: metrics demonstrate investment in skills, knowledge and innovation.

- Operating Expenditures
 - *Cost per Citizen Policed* for a 5 year rolling period, updated annually and including Canadian police comparative data from CCJS - Statcan;
 - *Salary and Benefits as a % of Total Expenditures* for a 5 year rolling period, updated annually;
 - *Overtime – Cost, Hours and % Salary and Benefits* for a 5 year rolling period, updated annually;
 - *Other Operating Expenditures* for a 5 year rolling period, updated annually;
 - *Total Expenditures as % of HRM Budget* for a 5 year rolling period, updated annually.

Note: metrics inform decisions over investment relative to comparative police services, placement of current investment, address both over investment and under investment, and clarify police investment relative to funding government's economic growth and investment capacity.

- **Pillar 4: Trust and Confidence**

- Trust and Confidence
 - General Social Survey, 5 year cycle from Statcan;
 - HRM surveys;
 - Police Services surveys;
 - Targeted surveys by diversity, geography and demographics by police services.

Note: variety of potential sources that measure citizen perspectives on confidence and trust in the police services.

- Public Engagement
 - Social Media
 - Surveys

Attachment B

- Town Halls
- Targeted Consultations

Note: metrics inform both Board and police services outreach and connection to communities served.

- Use of Force & Authority
 - Police Conduct Complaints for a 5 year rolling period, updated annually;
 - Public Service Complaints for a 5 year rolling period, updated annually;
 - Discipline data for a 5 year rolling period updated annually.

Note: Informs the discussion relative to police behaviour and professional application of use of force and exercise of authority in meeting their critical social mandate to enforce the law and assure community safety while maintaining public support and legitimacy.

8 - Repeal

Not applicable.

9 - Effective Date

The date the policy comes into force DATE ADOPTED

10 - Related Policies and Practices

Not applicable.

11 - Policy Review

This policy should be reviewed every four years and when the Act is amended.

12 - Contact

Who provides support for this.

13 – Attachments

Not applicable.

