



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

Item No. 1
Halifax Regional Council
July 17, 2018

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed
Commissioner Steve Craig, Chair, Board of Police Commissioners

DATE: June 19, 2018

SUBJECT: Board of Police Commissioners Annual Report - 2017

ORIGIN

A motion passed by Halifax Regional Council on June 13, 2017:

THAT Halifax Regional Council:

.....

f. Require the Board of Police Commissioners to provide an annual report to Council outlining its achievements in the past year and work plan for the coming year.

The Board of Police Commissioners requested that the Legislative Assistant maintain a record of the Board's business annually thereafter.

BACKGROUND

The Board of Police Commissioners is a municipal body required by provincial statute (*Police Act*, S.N.S. 2004 c. 31) for any municipality in Nova Scotia which establishes a municipal police department. The Halifax Board of Police Commissioners gets its mandate from the *Police Act* (s. 55(1)), and is responsible for providing civilian governance on behalf of Halifax Regional Council. This civilian governance extends to the enforcement of the law, the maintenance of law and order, and the administrative direction, organization and policy development required to maintain an adequate, effective and efficient police department. Although the Board is responsible for the creation of the budget for the Halifax Regional Police, it has no power to raise revenue on its own behalf, and the final budget must be approved by Regional Council (s. 53).

In the case of HRM, since Regional Council has elected to share the responsibility for policing within the Municipality between Halifax Regional Police and the RCMP, the Board has a dual role. First, it acts as a governing board for Halifax Regional Police (the municipal police department) on behalf of Regional Council. Secondly it acts as an advisory board to the RCMP, Halifax District Detachment, pursuant to s. 57 (1) of the *Police Act*. As the RCMP is federally regulated, it is not subject to the jurisdiction of HRM and is not subject to civilian governance as provided for through the Municipal Government.

There are seven (7) members on the Board of Police Commissioners: six (6) are appointed by Regional Council and one (1) is appointed by the Nova Scotia Minister of Justice. Of the six (6) appointed by Regional Council, three (3) are Councillors and three (3) are community members. Through this composition, the Board seeks to act as the link between the community and police services in the Municipality.

For jurisdictional maps of the areas policed by the Halifax Regional Police as well as the RCMP, Halifax District Detachment, please refer to Attachment 1.

For further information on the legislative authority of the Halifax Board of Police Commissioners, please refer to Attachment 2.

DISCUSSION

During 2017, the Board of Police Commissioners met sixteen (16) times between January 9, 2017 and December 18, 2017. The Board met on the following dates:

- January 9, 2017 (Special Meeting)
- January 16, 2017
- January 23, 2017 (Special Meeting)
- February 23, 2017 (Special Meeting - Work Plan Session)
- February 27, 2017
- March 1, 2017 (Special Meeting - Work Plan Session)
- March 20, 2017
- April 24, 2017
- May 15, 2017
- June 19, 2017
- August 21, 2017
- September 18, 2018
- October 16, 2017
- November 20, 2017
- December 11, 2017
- December 18, 2017 (Special Meeting)

The Board of Police Commissioners' business for the period between January 9, 2017 and December 18, 2017 includes the following:

- 31 staff reports (including supplementary reports);
- 7 motions from members of the Board of Police Commissioners;
- 6 requests for staff reports brought forward by members of the Board of Police Commissioners (independent from matters before the Board);
- 12 presentations/delegations;
- 1 information item brought forward;
- 6 in camera (in private) meetings;
- 48 information reports;
- 6 special meetings; and
- 2 working plan sessions.

The current membership of the Board of Police Commissioners is as follows:

- Commissioner Steve Craig – Chair
- Commissioner Carole McDougall – Vice-Chair
- Commissioner Waye Mason

- Commissioner Tony Mancini
- Commissioner Carlos Beals
- Commissioner Natalie Borden (sworn in 2018)
- Commissioner Anthony Thomas (sworn in 2018)

During 2017, Commissioner Ed MacMaster and Commissioner Jeff Mitchell concluded their respective terms with the Board of Police Commissioners. Two (2) new Commissioners were sworn-in: Commissioner Carole McDougall, and Commissioner Carlos Beals.

In 2017, the Board of Police Commissioners also approved the establishment of two (2) working groups:

1. The Board of Police Commissioner Work Plan Working Group

Responding to the direction of Regional Council, the Board held several working sessions to develop a work plan for the policy development of the Board of Police Commissioners. Two (2) special meetings/working sessions were held by the Board: the first taking place on February 23, 2017 at the Harbour East-Marine Drive Community Council meeting space at Alderney Gate, 60 Alderney Drive, Dartmouth, and the second on March 1, 2017 at the Fairbanks Centre, 54 Locks Road, Dartmouth. As a result of these sessions, the Board decided to form the Work Plan Working Group for the purpose of continuing the development of a policy manual for the Board of Police Commissioners. The Work Plan Working Group met regularly throughout 2017, and provided regular updates to the Board. A final Board of Police Commissioners Policy Manual was put before the Board for approval in 2018.

2. HRM Police Diversity Working Group (PDWG)

The Police Diversity Working Group (PDWG) was established as a working group of Halifax Regional Police and the RCMP, Halifax District. The PDWG consists of various community members representing several diverse communities. Through direct feedback and engagement, this working group serves as an important sounding board and advisor for Halifax Regional Police, Halifax District RCMP and the Board of Police Commissioners on matters related to diversity and community relationships. The Board of Police Commissioners approved the Terms of Reference for the Police Diversity Working Group at their regular meeting on June 19, 2017. The webpage for the Police Diversity Working Group can be viewed at the following link: <https://www.halifax.ca/fire-police/police/about-halifax-regional-police/police-diversity-working-group>.

The following is a non-exhaustive outline of some of the major items dealt with by the Board of Police Commissioners during 2017:

- **2017/2018 Halifax Regional Police Operating Budget and Draft 2017/2018 Business Plan Deliverables:**

In accordance with the Board's mandate under Sections 53 and 55 of the *Police Act*, as well as Section 8 (2)(e) of By-law P-100 Respecting the Board of Commissioners for the Halifax Regional Municipality, the Board of Police Commissioners worked with Chief Jean-Michel Blais to oversee the development of the 2017/2018 operating budget for the Halifax Regional Police. At the Board's special meeting on January 23, 2017, the Board approved a proposed 2017/2018 HRP operating budget to be forwarded for the approval of Regional Council. The final approved HRP budget for 2017/2018 was \$77,603,800.

- **Review of Annual Performance Plan and 2017/18 District Operating Budget, RCMP, Halifax District Detachment:**

Acting in an advisory role in accordance with the terms of the Memorandum of Understanding (MOU) between the HRM and the RCMP, dated November 26, 2001, as well as Section 8 (3) of By-law P-100 Respecting the Board of Commissioners for the Halifax Regional Municipality, the

Board of Police Commissioners reviewed the Annual Performance Plan and 2017/18 District Operating Budget for the RCMP, Halifax District. The operating budget for the RCMP, Halifax District for 2017/2018 was \$25,979,600.

- **HRM Street Check Investigation:**

The Nova Scotia Human Rights Commission engaged Dr. Scot Wortley, an independent expert on policing and criminology, to examine the street check data related to Halifax citizens of African Nova Scotian descent. On September 18, 2018, Dr. Wortley provided the Board with a presentation outlining their approach. They conducted three (3) community meetings in November 2017 and planned two (2) more for early 2018. In addition to a review of current literature, the community meetings will inform their analysis of the data. The Board of Police Commissioners expects to receive Dr. Wortley's final report in late summer or early fall of 2018. The final report will assist the Board of Police Commissioners as it develops policy with respect to the practice of street checks.

- **Creation of the Halifax Regional Police Foundation:**

The Halifax Regional Police Foundation (HRPF) was created in 2017 under the auspices of the Community Foundation of Nova Scotia. The HRPF will hold the future proceeds of the sales of HRP crested merchandise and related items, the non-HRM budgeted monies under the direction of the Chief of Police as well as funds raised by staff fundraising activities for non-HRM employee-generated funds. The HRPF allows for a transparent vehicle to transfer funds to community-based projects, programs, purchases and initiatives. A volunteer Board of Directors will provide governance and accountability to the HRPF. The public announcement about the Foundation and its Board of Directors will take place in the summer of 2018.

- **Drug Exhibit Audit Update:**

A complete HRP drug exhibit audit was launched when evidence that had been stored appeared to have gone missing. Over the course of the audit, the Board of Police Commissioners received regular audit updates. The team determined that the gaps in record keeping were the result of different processes used when the Halifax and Dartmouth police forces were amalgamated and processes that were not strictly adhered to. As the review continued, thirty-four (34) recommendations were developed to prevent any repetition of a similar occurrence in the future. The final report was completed in December of 2017 and a report addressing all of the issues was scheduled to be presented to the Board of Police Commissioners in January 2018.

- **HRM Police Diversity Advisory Committee – Terms of Reference:**

The new HRM Police Diversity Advisory Committee was approved by the Board of Police Commissioners in May of 2017, following a review of the Terms of Reference. The previous committee, which advised the Chief of Police, had lapsed over the years and the HRP diversity officer suggesting renewing the commitment with an updated Terms of Reference that included involvement from the Halifax District RCMP. The focus is to address community-related issues and report back to the community when warranted. The feedback loop was missing from the original committee. The Diversity Advisory Committee established a regular meeting schedule, elected its chair and held three meetings in the fall of 2017.

- **Overview of Public Safety Strategy:**

The comprehensive Public Safety Strategy was presented to the Board of Police Commissioners in August 2017. The purpose is to promote a better understanding of the nature and root causes of crime and insecurity, to support upstream thinking and coordinated approaches to addressing public safety, and to promote the adoption of a public safety perspective across HRM business

units during daily activity and yearly planning. The Strategy also provides a lens for the Board of Police Commissioners as it considers policy and policing in HRM.

- **Chief of Police Performance Evaluation Process:**

In accordance with the Board's legislated mandate under Sections 55(b) and 55(i) of the *Police Act*, the Board of Police Commissioners oversaw the annual performance review of the Chief of the HRP. This included establishment of set goals and objectives for 2018/2019, Chief's Mandate Letter, and providing direction to complete a "My Action Plan" (MAP) document for the Chief of the HRP for the approval by the Board in 2018.

- **Interest Earn from Seized Drug Money:**

Following a presentation regarding the funds relating to drug seizures, the Board of Police Commissioners agreed that these funds should be turned over to the HRM general revenue accounts to administer and monitor.

- **Canadian Association of Police Governance 28th Annual Conference (CAPG) – July 14-16 Montréal:**

Four (4) members of the Halifax Board of Police Commission attended the national Canadian Association of Police Governance (CAPG) conference in July of 2017. The first day was dedicated entirely to Indigenous Policing and culminated in a tour and dinner on Kahnawake, a Mohawk reserve. Delegates toured the peacekeeping station and learned about policing on the reserve. The remaining days of the conference were focused on issues affecting all police commission/boards across the country, such as building community trust, cannabis legislation, new strategies in police services in other countries, human resource issues, succession planning, hiring of the Chief, developing strategic plans and goals for Police Commissions/Boards, and training of Commissioners.

- **Nova Scotia Association of Chiefs of Police (NSACP) / Nova Scotia Association of Police Governance (NSAPG) Fall Conference, Pictou Lodge, September 27 - 29, 2017:**

The provincial association (NSAPG) meets annually with the provincial representatives of the Chiefs of Police. The meeting gives members a chance to share information and receive updates on issues concerning all communities within the Province, particularly if new legislation is about to be enacted. Currently, there is one (1) member of the Halifax Board of Police Commissioners that sits on the provincial board.

- **Board of Police Commissioners Policy Manual:**

The Working Group tasked with the responsibility of drafting the first policy manual for the Board of Police Commissioners presented a draft manual for staff review in December 2017. It is anticipated that there will be additional policies developed over 2018. The four policies included in the manual refer to the Commission's authority to develop policy, the role and responsibilities of the board, role of the chair, vice chair and members as well as communications and community outreach. These policies are available on the Board of Police Commissioners webpage on Halifax.ca and will be distributed throughout the policing services as well as to the Nova Scotia Association of Police Governance.

- **Community Survey:**

Following a motion at the February 22, 2017 meeting of the Board directing HRP to re-instate a survey on citizen attitudes toward police in HRM, the project to develop an evidence-based surveying approach has proceeded as intended. Survey questions developed through this project

will be piloted within the Summer 2018 HRM citizen survey and will result in a final 'core' survey design in Fall 2018. The project has involved a partnership between Public Safety Canada, the CACP's Police Information and Statistics (POLIS) committee, and HRP, and is contributing to the development of a national data standard on surveying public attitudes toward police. After completion of the pilot phase, the survey will form the basis for ongoing surveying to measure public trust and confidence in police in the municipality, and provide the Board an opportunity to gauge public opinion on matters of interest.

Additional information on the matters dealt with by the Board of Police Commissioners and the minutes of the meetings can be viewed online at: <https://www.halifax.ca/city-hall/agendas-meetings-reports>.

Board of Police Commissioners Work Plan - 2018

The following is an overview of some of the major items on the Board of Police Commissioners Work Plan developed for 2018:

- **Develop Board Orientation Toolkit:**

In accordance with the requirements set out under section 54 of the *Police Act*, the Board of Police Commissioners is required to ensure that all Commissioners receive appropriate orientation and training to carry out their duties as Commissioners. To this end, the Board will develop an orientation tool kit for new Commissioners which will assist in ensuring that all Commissioners are equipt to meet their responsibilities to the Board.

- **Develop Plan to Respond to Human Rights Report on Street Checks:**

The Nova Scotia Human Rights Commission engaged Dr. Scot Wortley to conduct research regarding street checks in the community and report on the results and their recommendations. His research has included community meetings, meetings with African Nova Scotian youth, interviews with members of HRP and RCMP as well as meetings with community leaders. The report is currently projected to be issued in the fall of 2018. It is anticipated that his report will provide the Board with an opportunity to respond publicly. The format of the response is to be determined over the summer and early fall so that the Board is prepared to reach out to the community and respond as required. It will also inform the Board as they work towards developing policy around the HRP's use of street checks.

- **Monitor and Articulate Impact of Cannabis Legalization in 2018/2019:**

Although the legislation will be proclaimed in the summer of 2018, the Board will be vigilant and monitor the impact over time through presentations, research and ongoing reports from HRP and RCMP. This will allow the Board to maintain a high degree of awareness as the new legislation is implemented across the Province and within the Municipality.

- **Develop Police Complaints Communication and Distribution Plan:**

The HRP and RCMP are collaborating on a complaints communication plan that will provide the public with a clearer understanding of how to file a complaint, where it can be registered, as well as the resolution process for complaints and feedback to the complainant. The goal is to clarify and simplify the process for citizens. Collateral materials will be created to help inform the public.

- **Develop Policy Regarding Complaints Concerning the Chief of the HRP:**

In accordance with the Board's legislated mandated under sections 55(b) and 55(i) of the *Police Act*, the Board of Police Commissioners is responsible for handling complaints and evaluating the performance of the Chief of the Halifax Regional Police. To this end, the Board will develop a

policy that will guide the Chair and the Board in fulfilling this mandate. Once approved, the policy will be incorporated into the Board of Police Commissioners Policy Manual and will be made available to the public.

- **Develop Policy on Extra-duty and Off-duty Employment:**

Under section 56 of the *Police Act*, the Board of Police Commissioners is required to develop a written policy respecting extra-duty and off-duty employment by members of the Halifax Regional Police. To this end, the Board will develop a policy that will fulfill the legislated requirements set out under the *Act*. Once approved, the policy will be incorporated into the Board of Police Commissioners Policy Manual and will be made available to the public.

- **Develop Policy on Evaluating Engagement of Board Members:**

The 2017 Board Work Plan suggested that engagement of Board members be evaluated to ensure the work of the Board continues to engage members. The policy manual approved in April 2018 makes reference to Board evaluation but does not include a board survey to measure engagement. A specific policy with a measurement tool will be developed in the upcoming year for this purpose. Once approved, the policy will be incorporated into the Board of Police Commissioners Policy Manual and will be made available to the public.

- **Develop Policy on Surveys to Measure Community Trust:**

The practice of surveying the community to understand the level of trust and confidence was reinstated by the Board in 2017. The policy that will be included in the Board's Policy Manual will outline the value and frequency of evidence based research to ensure the Board has an understanding of the level of trust and confidence community members have in policing services. The awareness gained from such surveys will be used to guide the Board's community outreach initiatives.

- **Develop a Stakeholder Engagement Policy:**

Raising awareness about the role of the Board of Police Commissioners among both internal and external stakeholders can lead to greater opportunities for effective engagement when specific issues arise. To this end, a policy on stakeholder engagement will be created and reviewed annually. The policy will describe when, how and how often the Board will convene community gatherings, focus groups and other outreach activities. It will include a communications plan, an "elevator pitch" about the Board, and identify relevant stakeholders.

- **Develop the Board's Role as Conduit to the Community (proactive vs reactive):**

Working towards fulfilling the Board's legislated mandate to act as a conduit between the community and police service within the Municipality, the Board will work to identify both formal and informal opportunities for the Board to raise awareness of the Board of Police Commissioners, as well as developing channels for the Board to receive and respond to community concerns and complaints.

- **Develop Appropriate and Consistent Processes for Identifying and Reporting Relevant Data and Information to the Board:**

The Board will seek to establish a working group with staff to identify what information and data HRP and RCMP staff should include in their reporting to the Board. Specifically, the working group will seek to identify what information and data is necessary to facilitate the Board effectively and efficiently carrying out its legislated mandate to provide civilian governance and oversight of policing services within the HRM.

See Attachment 3 for the Board of Police Commissioners Work Plan for 2018.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

RISK CONSIDERATION

There are no risk considerations associated with this report.

COMMUNITY ENGAGEMENT

Meetings of the Board of Police Commissioners are open to the public. The agenda and reports are posted to Halifax.ca in advance of each meeting, and minutes are available online once approved.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications associated with this report.

ALTERNATIVES

Not applicable.

ATTACHMENTS

Attachment 1 – HRM Policing Jurisdictional Maps – HRP – RCMP

Attachment 2 – Board of Police Commissioners Legislative Authority Overview

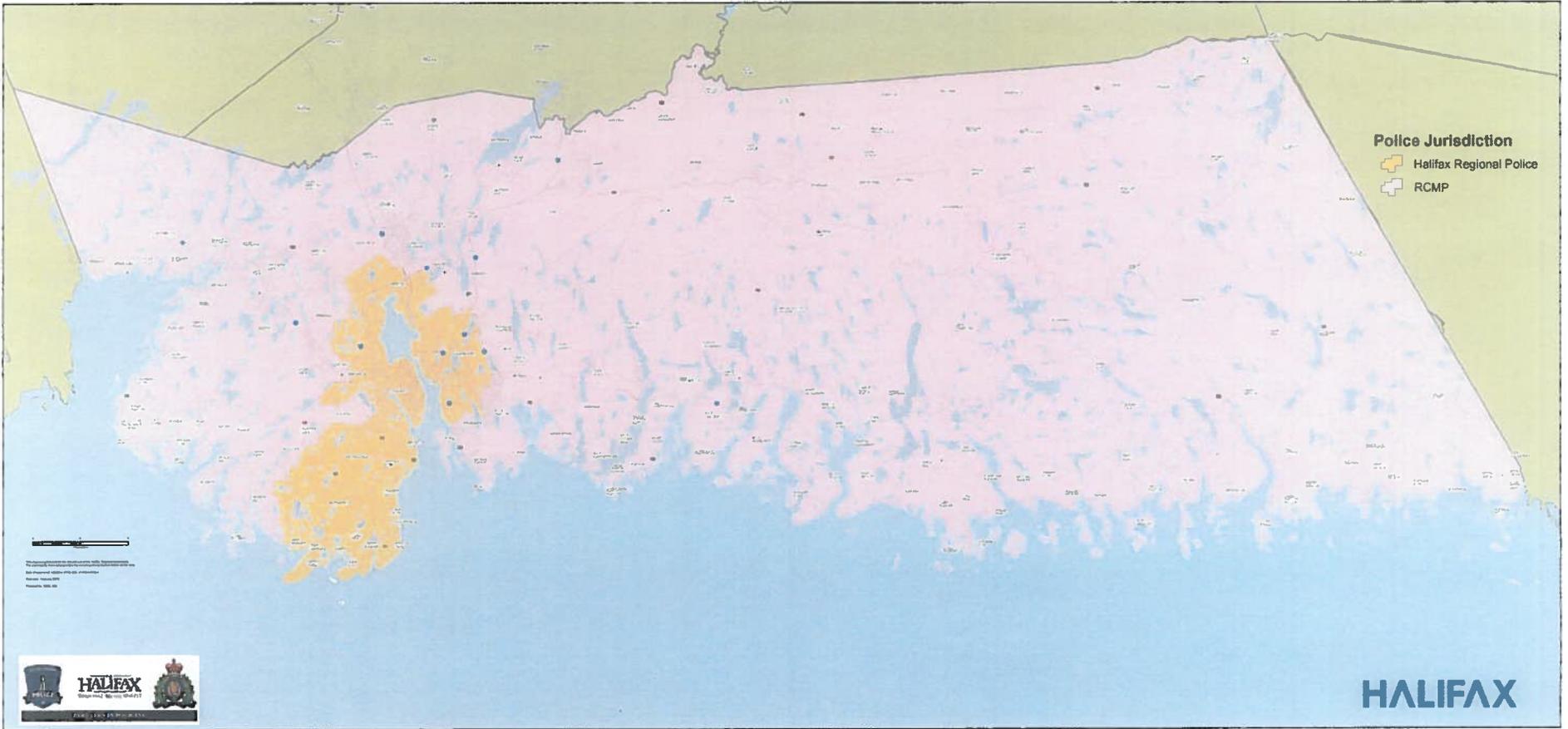
Attachment 3 – Board of Police Commissioners Work Plan - 2018

A copy of this report can be obtained online at <https://www.halifax.ca/city-hall/agendas-meetings-reports> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

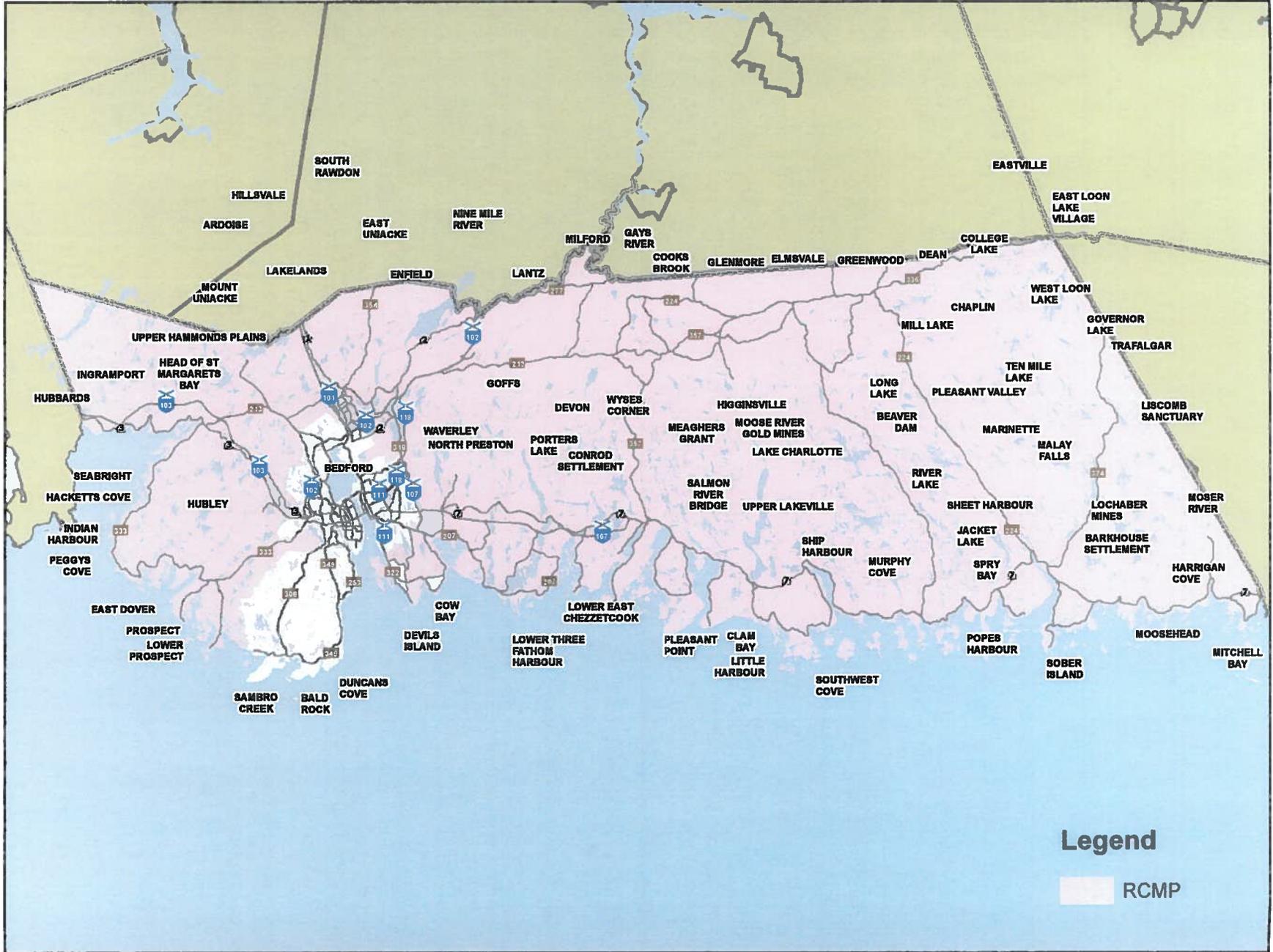
Report Prepared by: David Perusse, Legislative Assistant, 902.490.6517

Halifax Regional Police Jurisdiction





RCMP Police Jurisdiction



Halifax Board of Police Commissioners Legislative Authority

The following is an overview of the legislative authority for the Halifax Board of Police Commissioners.

1. Police Act, 2004, c. 31, s. 1.

Requirement for board of police commissioners

44 (1) Every municipality that establishes a municipal police department pursuant to Section 36, 84 or 85 shall, by by-law, provide for a board of police commissioners.

.....

Function of board

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,

but the board shall not exercise jurisdiction relating to

(c) complaints, discipline or personnel conduct except in respect of the chief officer of the municipal police department;

(d) a specific prosecution or investigation; or

(e) the actual day-to-day direction of the police department.

(2) With the approval of the Minister, the council, by by-law, may prescribe

(a) the additional or more specific roles and responsibilities of a board; and

(b) the rules and regulations governing proceedings of a board, and the board has sole jurisdiction over the matters so delegated to it.

(3) Without limiting the generality of subsection (1), a board shall

(a) determine, in consultation with the chief officer, priorities, objectives and goals respecting police services in the community;

(b) ensure the chief officer establishes programs and strategies to implement the priorities, objectives and goals respecting 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 service providers;

- (f) recommend policies, administrative and organizational direction for the effective management of the police department;
- (g) review with the chief officer information provided by the chief officer respecting complaints and internal discipline;
- (h) ensure a strategic plan and business plan is in place; and
- (i) ensure the department is managed by the chief officer according to best practices and operates effectively and efficiently. 2004, c. 31, s. 55.

2. Halifax Regional Municipality Charter, 2008, c. 39, s. 1.

Police services

68 (1) The Council may provide police services in the Municipality by a combination of methods authorized pursuant to the *Police Act* and the board of police commissioners of the Municipality has jurisdiction over the provision of the police services, notwithstanding that they are provided by a combination of methods.

(2) The Municipality may contract with the Royal Canadian Mounted Police, the Minister of Justice or another municipality to provide police services. 2008, c. 39, s. 68.

3. By-Law Number P-100: Respecting the Board of Police Commissioners for the Halifax Regional Municipality

Power

8. (1) The Board shall provide civilian governance in regards to strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and shall carry out an advisory role in respect of police matters within the communities serviced by the Provincial Police Service.

(2) The Board in accordance with the *Police Act* and HRM Bylaws may carry out any of the following roles and responsibilities:

- (a) co-ordinate public planning process as it relates to community oriented police response to community issues;
- (b) provide civilian governance on behalf of the Council in relation to enforcement of the law, the maintenance of law and order and the prevention of crime within the municipality;
- (c) in consultation with the Chief of Police, review priorities, goals and objectives of the municipal police service;
- (d) over see and ensure the provisioning of the Halifax Regional Police in the areas of accommodation and material as deemed necessary;
- (e) prepare and submit in consultation with the Chief of Police and the Chief Administrative Officer or delegate, to Council an annual budget for the municipal police service. The municipal council shall only exercise global budget approval and shall only accept the police service budget submitted to it by the board or refer back to the board with instructions that it be altered upward or downward by a specific dollar amount or percentage;

- (f) ensure compliance with Nova Scotia Police Act code of conduct;
- (g) make rules respecting standards, guidelines and policies for the administration of the police service and for the efficient discharge of duties by the employees;
- (h) carry out any studies or investigations respecting its civilian governance responsibilities;
- (i) monitor gender, ethnic and minority group issues and making recommendations concerning these matters to the Chief of Police;
- (j) ensure that community needs and values are reflected in policing goals and methods;
- (k) act as a conduit between the community and the police service providers.

(3) The Board in accordance with the *Police Act* and HRM Bylaws may carry out any of the following roles and responsibilities as they relate to the Provincial Police Service:

- (a) by consulting with the Officer in Charge to develop and implement the policing objectives, priorities and goals;
- (b) requiring the Officer in Charge to attend all meetings of the Board, and other meetings as required by the Board, in order to provide information pertaining to operational and administrative status of the Halifax Detachment; such consultation shall occur as and when required but not less than quarterly;
- (c) requiring the Officer in Charge to provide an annual report, by March 31 of each year, on the status of the implementation of HRM's objectives, priorities and goals relating to the Halifax Detachment's policing responsibilities within its prescribed territorial boundaries in the municipality during the previous fiscal year.
- (d) requiring the Officer in Charge to provide monthly or more frequently if deemed necessary to provide the Board the details of any new or outstanding internal disciplinary matters in respect of those members of the RCMP who carry out policing functions with Halifax Detachment;
- (e) by requesting as required information relating to any policies, directives or practices of the RCMP on matters such as information on organizational initiatives within the RCMP, the public complaint process, the processes dealing with discipline and poor performance of members of the RCMP, recruiting processes in general and as they relate specifically to visible minorities; transfer policies for RCMP members and any other programs that from time to time may be of interest to the Board;
- (f) in consultation or with their delegate consult with the Officer in Charge or his or her delegate, the Attorney General or his or her delegate meet in respect to financial planning having regard to the number of members and support staff required for the Halifax Detachment for the following fiscal year or five year plan.

Complete versions of the above referenced statutes and by-laws can be found at the following links:

Police Act: <https://nslegislature.ca/sites/default/files/legc/statutes/police.pdf>

Halifax Regional Municipality Charter:

<https://nslegislature.ca/sites/default/files/legc/statutes/halifax%20regional%20municipality%20charter.pdf>

By-Law Number P-100: <https://www.halifax.ca/sites/default/files/documents/city-hall/legislation-by-laws/By-lawP-100.pdf>

Halifax Board of Police Commissioners Work Plan - 2018

Action Items					
Objective	Planned Action	Timeframe	Responsible Lead		
1	Develop Board Orientation Toolkit	In fulfilling the legislated mandate under s. 54 of the <i>Police Act</i> , the Board will develop training modules and materials available to BoPC members on key concepts and processes in Halifax policing, such as a new member orientation and ongoing member training (may want to amalgamate this with the policy on Board HR functions or the Board Orientation/Training Manual in the "other" section).	September 2018	Carlos Beals Carole McDougall	
		The Manual should include the following: <ul style="list-style-type: none"> • CAPG background re: Police Board concept; • Halifax/NS Police Board background; • Overview of the integrated model; • BoPC legislative framework; • BoPC accountabilities in response to legislation and proposed monthly workplan; • Reference to DoJ online training; • HRP/RCMP organizational charts, governance structures, geographic responsibilities, and staffing; • Budget overview; • Operations orientation; • Information regarding HRM HR performance management and assessment process. 			
2	Develop plan to respond to human rights report on street checks which is projected to be issued in the fall 2018	In anticipation of the release of the Nova Scotia Human Rights Commission's report on the street checks investigation, the Board will develop a plan to respond to the issues raised by the report. The report is currently projected to be issued in the fall of 2018. It is anticipated that his report will provide the Board with an opportunity to respond publicly. The format of the response is to be	Summer/Fall 2018	Steve Craig and Communications staff from HRP and HRM	

		determined over the summer and early fall of 2018 so that the Board is prepared to reach out to the community and respond as required.		
3	Monitor and articulate impact of cannabis legalization in 2018/2019	Although the legislation will be proclaimed in the summer of 2018, the Commission will be vigilant and monitor the impact over time through presentations, research and ongoing reports from HRP and RCMP. This will allow the Commission to maintain a high degree of awareness as acceptance grows.	Summer/ Fall 2018 and into 2019	Steve Craig
4	Develop Police Complaints Communication and Distribution Plan	HRP and RCMP are collaborating on a complaints communication plan that will give citizens a clearer understanding of how to register a complaint, where it can be registered, the process for resolution and feedback to complainant. This will simplify the process for citizens. Collateral materials will be created to help inform the public. A social media plan will support the initiative and create broader awareness.		

Policy				
Goal: To Review and Create Policy				
Objective	Planned Action	Timeframe	Responsible Lead	
1	Create a policy on how the Board deals with complaints about the Chief of the HRP	The <i>Police Act</i> prescribes that the Board will receive and manage complaints about the Chief. A policy that outlines the process will be developed to guide the Chair and the Board in fulfilling this mandate.	September 2018	Carole McDougall
2	Create a policy on extra-duty and off-duty employment	A policy shall be created and reviewed annually on extra-duty and off-duty employment. As this is legislated in the <i>Police Act</i> , the policy shall outline all roles and responsibilities of the Board not already set out in the <i>Act</i> .	September 2018	Carole McDougall
3	Create a policy on evaluating member engagement of the Board of Police Commissioners	The Policy Manual approved in April 2018 makes reference to board evaluation, but does not include a board survey to measure engagement. A specific policy with a measurement tool will be developed in the	September 2018	Carole McDougall

		upcoming year to evaluate and ensure that the work of the Board continues to engage members.		
4	Create a policy on surveys and how they can be employed to measure community trust and confidence	A policy on surveys will be developed and incorporated into the Board's Policy Manual. The policy that will outline the value and frequency of evidence based research to ensure the Board has an understanding of the level of trust and confidence community members have in policing services. This awareness will guide the Board's community outreach initiatives.	September 2018	Carole McDougall

Public Consultation				
Goal: Raise Community Awareness				
Objective	Planned Action	Timeframe	Responsible Lead	
1	Develop a Stakeholder Engagement Policy	A policy on stakeholder engagement shall be created and reviewed annually. Raising awareness about the role of the Board of Police Commissioners among both internal and external stakeholders can lead to greater opportunities for effective engagement when specific issues arise. The policy will describe when, how and how often the Board will convene community gatherings, focus groups or outreach. It will include a communications plan, and an "elevator pitch" about the Board, and identify relevant stakeholders. The plan will also include: <ul style="list-style-type: none"> • Structure of the Board; • Priorities; • Difference between advisory and oversight; • Function of the Board; • Roles, responsibilities and authority of the Board. 		Natalie Borden
2	Community Survey	Halifax has been part of a national partnership tasked with developing an evidence based survey to determine public attitudes to police. The pilot phase will be conducted in the summer of 2018 and will form the basis for ongoing measurement. The next phase will include input from the Board to identify additional questions to ask	Fall 2018	Chris Giacomantonio

		about specific local issues. The Board will work with Dr. Giacomantonio to articulate the additional questions.		
3	Develop the conduit to the community role (proactive vs reactive)	Identify both formal and informal opportunities for the Board to raise awareness of the BoPC, as well as developing channels for the Board to receive and respond to community concerns and complaints.		Natalie Borden

Data and Communication				
Goal: To improve consistency and clarity in reporting processes at Board meetings				
Objective	Planned Action	Timeframe	Responsible Lead	
1	Develop an appropriate and consistent process for identifying and reporting relevant data and information to the BoPC	Establish a working group with staff to identify what information and data HRP and RCMP staff should include in their reporting to the Board to facilitate the Board effectively and efficiently carrying out its legislated mandate.		Natalie Borden Chris Giacomantonio