



SENT ELECTRONICALLY

October 9, 2018

Steve Craig
Chair
Halifax Regional Municipality Board of
Police Commissioners

Good afternoon Mr. Craig,

Re: Canadian Association of Police Governance

I am writing today to inform you of new project CAPG is partnering with Carleton University on strategic planning practices for police governance bodies. Strategic planning was identified in our recent survey of members as the number one area boards and commissions would like immediate research on so the timing is right. Dr. Mike McIntyre at Carleton University Sprott School of Business is working with Dr. Tullio Caputo on preparing a Social Sciences & Humanities Research Council (SSHRC) partnership grant to support the study. One of the objectives of the project will be to develop a Typology of Strategic Planning Practices that Canadian police governance bodies can use to enhance their current practices.

As part of the methodology we would like to work with a sample of police governance bodies selected on the basis of interest, region, size, and current strategic planning practices. This letter is therefore our invitation to the Halifax Board of Police Commissioners to consider being a partner in the project.

The key components of the project include a survey of CAPG members to obtain detailed information about existing practices which will serve as a benchmark. Among other questions, this survey will ask CAPG members to describe their current practices in comparison to those identified in the literature as exemplary including examples of practices appropriate for small, medium and large organizations. This will provide a baseline for these organizations as well as a “window” into strategic planning practices from the private, public and volunteer sectors (so the survey will be both data collection but also educational).

The survey results will be analyzed with a focus on identifying the main patterns visible in the practices of member organizations. Based on this analysis, we will identify the “ideal types” that incorporate examples of all of the practices used. We will then conduct a series of site visits during which we will explore existing strategic planning practices in greater depth. We will also conduct several case studies which would allow the research team to observe strategic planning practices in action (what do they do, how do they do it, what do they do with the plan once its prepared, etc.).

The Typology of Strategic Planning Practices will be developed from the information gathered through the proposed research. This will be consistent with SSHRC goals of knowledge development, translation and transfer since the Typology should be a very useful tool for Governance organizations. We will also engage in knowledge dissemination through conferences, workshops and on-line sources (social media, etc.) and highlight and capitalize on Canada’s leadership in police governance internationally.

As part of the Survey and follow up activities, we will be asking the CAPG members who agree to participate in this project, to approach their police services (Chief) and encourage them to participate in the survey. Getting the perspectives of the Chief on a variety of issues related to strategic planning practices will enhance the study.

Site visit and case study sites will be selected on the basis of what we know about what is happening among CAPG members with respect to the issues at hand and a willingness to engage at that level.

The SSHRC applications are more successful when a level of financial commitment is shown from the partners engaged in the study. Ideally, we are looking to raise \$25,000 from the six police boards and commissions who are become partners. There is no minimum level of support and we will also be monitoring the expertise of our participants through in-kind support.

If you have any questions on the project please feel free to get in touch with me. You can text me on my cell to set up a phone call – [REDACTED]

I look forward to your positive response.

Sincerely

- Original Signed-

Jennifer Malloy
Executive Director

Cc Ryan Teschner