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Item No. 1
Halifax Regional Council
July 16, 2019

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed
SUBMITTED BY: _____
Commissioner Steve Craig, Chair, Board of Police Commissioners
DATE: June 12, 2019
SUBJECT: Board of Police Commissioners Annual Report - 2018

INFORMATION REPORT

ORIGIN

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

THAT Halifax Regional Council:

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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 that 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 Royal Canadian Mounted Police ("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 2018, the Board of Police Commissioners met fourteen (14) times between January 15, 2018 and December 17, 2018. The Board met on the following dates:

- January 15, 2018
- January 29, 2018 (Special Meeting)
- February 26, 2018
- April 16, 2018
- May 28, 2018
- June 12, 2018 (Special Meeting)
- June 18, 2018
- July 16, 2018
- September 17, 2018
- October 15, 2018
- November 19, 2018
- December 10, 2018 (Special Meeting)
- December 13, 2018 (Special Meeting)
- December 17, 2018

The Board of Police Commissioners' business for the period between January 15, 2018 and December 17, 2018 includes the following:

- 13 Staff Reports;
- 15 Staff Presentations;
- 40 Information Reports;
- 3 Delegations/Presentations;
- 8 In Camera (In Private) Meetings; and
- 4 Special Meetings.

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

- Commissioner Steve Craig – Chair
- Commissioner Carole McDougall – Vice-Chair
- Commissioner Lindell Smith (sworn in 2018)
- Commissioner Tony Mancini
- Commissioner Carlos Beals
- Commissioner Natalie Borden (sworn in 2018)

- Commissioner Anthony Thomas (sworn in 2018)

The Board of Police Commissioners had several working groups active in 2018. These included:

1. The Board of Police Commissioner Work Plan Working Group

The Board of Police Commissioner Work Plan Working Group was initiated in 2017 to work on developing an annual Work Plan for the Board, as well as developing a Board of Police Commissioners Policy Manual. The Work Plan Working Group continued this work into 2018, meeting several times to complete the first iteration of the Board of Police Commissioners Policy Manual, which was approved by the Board at their April 16, 2018 meeting. A special Work Plan Working Group meeting was additionally held on June 12, 2018 for the purposes of developing the Board's Work Plan for 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 webpage for the Police Diversity Working Group can be viewed at the following web address: <https://www.halifax.ca/fire-police/police/about-halifax-regional-police/police-diversity-working-group>.

During 2018, the Board of Police Commissioners received numerous presentations on topics relating to police governance, and policing services in HRM. Some of the topics covered included:

- Trends in Human Trafficking in Nova Scotia;
- Business Case for New Halifax Regional Police Facilities;
- Overview of the Serious Incident Response Team (SiRT);
- Trends in Outlaw Motorcycle Gangs in Nova Scotia;
- The Public Complaints process for HRM Police Services;
- The Impact of Cannabis Legalization in HRM;
- Overview of the Nova Scotia Criminal Justice System;
- Updates on the HRP Information Technology Security Audit;
- Quarterly 2017/2018 Fiscal Year Financial Reports; and
- Overview of the RCMP, Halifax District Detachment 2019/2020 Operating Budget.

The following is a non-exhaustive outline of some of the major items dealt with by the Board of Police Commissioners during 2018:

- **2018/2019 Halifax Regional Police Operating Budget and 2018/2019 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 2018/2019 operating budget for the Halifax Regional Police. In December of 2017, the Board approved a proposed net operating budget for 2018/2019 of \$86,985,000, to be forwarded to Regional Council for final approval. At the February 14, 2018 meeting of the Budget Committee, the Committee deferred consideration of the proposed HRP budget, and requested that the Board approve an alternative budget proposal based on a \$550,000 reduction for Council's consideration. At their February 26, 2018 meeting, the Board approved an alternative proposed 2018/2019 operating budget of \$86,435,000, which was approved by Regional Council on March 28, 2018.

- **RCMP, Halifax District Detachment, Request for Additional Regular Member Resources:**

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 a request from the RCMP, Halifax District, for the inclusion of six (6) additional sworn RCMP officers in the 2018/2019 budget. At their January 15, 2018 meeting, the Board approved the funding request, directing that it be forwarded to Regional Council for final approval. At the March 28, 2018 meeting of the Budget Committee, the Committee approved the funding request for six (6) additional sworn officers in the amount of \$225,000.

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

Through the Board of Police Commissioner Work Plan Working Group, the Board continued their work to develop the first iteration of the Board of Police Commissioners Policy Manual. The policies were developed to guide the Board as it carries out its governance role. The four original policies included in the manual refer to the Board'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. The Board approved the Policy Manual at their April 16, 2018 meeting. At their September 17, 2018 meeting, the Board approved a fifth policy for inclusion in the Policy Manual, being the Board of Police Commissioners Stakeholder Engagement Policy. The full Board of Police Commissioners Policy Manual is available on the Board of Police Commissioners' webpage: <https://www.halifax.ca/city-hall/boards-committees-commissions/a-c/board-police-commissioners/board-policy-manual>

- **HRM Police Services Complaint Communications Plan:**

At their April 16, 2018 meeting, the Board requested that HRP and RCMP, Halifax District staff work together to prepare a comprehensive HRM police services complaint communications plan. The request was aimed at educating the public about the processes and procedures for filing complaints against police officers, as well as the difference between the two HRM police services. Following this direction, HRP and RCMP, Halifax District staff consulted with the Police Diversity Working Group (PDWG) and gathered their feedback, prior to preparing the Communications Plan. At the Board's meeting on May 28, 2018, HRP and RCMP, Halifax District staff provided the Board with a presentation on the resulting Police Complaints Communication and Public Education Plan, which outlined steps for greater consistency in reporting, greater public awareness, and improved staff training.

- **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 Halifax Regional Police. This included establishment of set goals and objectives for 2018/2019, the Chief's Mandate Letter, and providing direction to complete a "My Action Plan" (MAP) document for the Chief of the HRP. At their April 16, 2018 meeting, the Board endorsed the Chief's Mandate letter for 2018/2019.

- **Recruitment Process for New Chief of the Halifax Regional Police:**

In June of 2018, Chief Jean Michel Blais provided notice that they would retire from the position of Chief in March of 2019. In accordance with Section 7A of By-law P-100 Respecting the Board of Commissioners for the Halifax Regional Municipality, the Board initiated the process for overseeing the recruitment of the next Chief of the Halifax Regional Police. At the Board's

meeting on July 16, 2018, the Board created a six (6) member Recruitment Committee to oversee this process, and appointed Jacques Dubé, Cathi Mullay, Commissioner Steve Craig, Commissioner Carole McDougall, Commissioner Natalie Borden, and Commissioner Anthony Thomas to the Committee. The recruitment process carried over into 2019, with the Board receiving regular updates from staff and the Recruitment Committee throughout 2018.

- **Proposal for Changes to Statistics Reporting to the Board:**

Following the Board's 2018/2019 Work Plan, Commissioner Borden worked with HRP and RCMP, Halifax District staff to initiate a review of the data and statistics that are regularly reported to the Board from HRM police services. The goal of this review was 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. At the Board's meeting on September 17, 2018, Commissioner Borden provided the Board with an overview of recommendations that were developed in consultation with HRP and RCMP staff; with the focus being reporting on statistics that are central to the mandate of the Board. Feedback was collected from Commissioners, and Commissioner Borden noted that they would return with a finalized proposal in 2019.

- **Canadian Association of Police Governance (CAPG) 29th Annual Conference in Winnipeg, MB:**

Four (4) members of the Board of Police Commission attended the national Canadian Association of Police Governance (CAPG) conference in August of 2018. At the conference, Commissioners were able to attend lectures and seminars relating to hiring practices for new Police Chiefs, the changing social environment of policing, and aboriginal youth outreach programming, among other topics.

- **HRM Street Checks Report:**

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. Throughout 2018, the Board received regular updates on the progress of the report. At a December 13, 2018 special meeting of the Board, Dr. Scot Wortley provided the Board with an In Camera (In Private) presentation on the preliminary findings of the report in anticipation of the final report being released in early 2019. With this information, the Board initiated steps to work towards developing the Board's response to the report's findings; a process that continued into 2019.

- **2019/2020 Halifax Regional Police Operating Budget and 2019/2020 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 2019/2020 operating budget for the Halifax Regional Police. The Board held meetings on December 10, 2018, and again on December 17, 2018 to review and revise the proposed 2019/2020 Halifax Regional Police Operating Budget as submitted by HRP staff. Following a review of the draft, the Board passed a motion for HRP staff to prepare the final 2019/2020 operating budget to be presented to Regional Council, based on a proposed net budget of \$89,954,200, which was subsequently revised to \$89,270,000 when the budget proposal went before Council in 2019.

Additional information on the matters dealt with by the Board of Police Commissioners during 2018, as well as the minutes of Board meetings, can be viewed online at: <https://www.halifax.ca/city-hall/agendas-meetings-reports>.

Board of Police Commissioners Work Plan – 2018/2019

The Board of Police Commissioners developed their current Work Plan in the Summer of 2018, and have continued to work on the action items outlined in the Plan for the remainder of 2018 to the present. During this period, the Board has completed several of the items in the Work Plan, as outlined above. The Board's work on the remaining action items is ongoing, with the Board planning to update the Work Plan during 2019.

The following is an overview of some of the remaining items on the Board of Police Commissioners' Work Plan developed for 2018/2019:

- **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 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.

See Attachment 3 for the Board of Police Commissioners' Work Plan for 2018/2019.

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

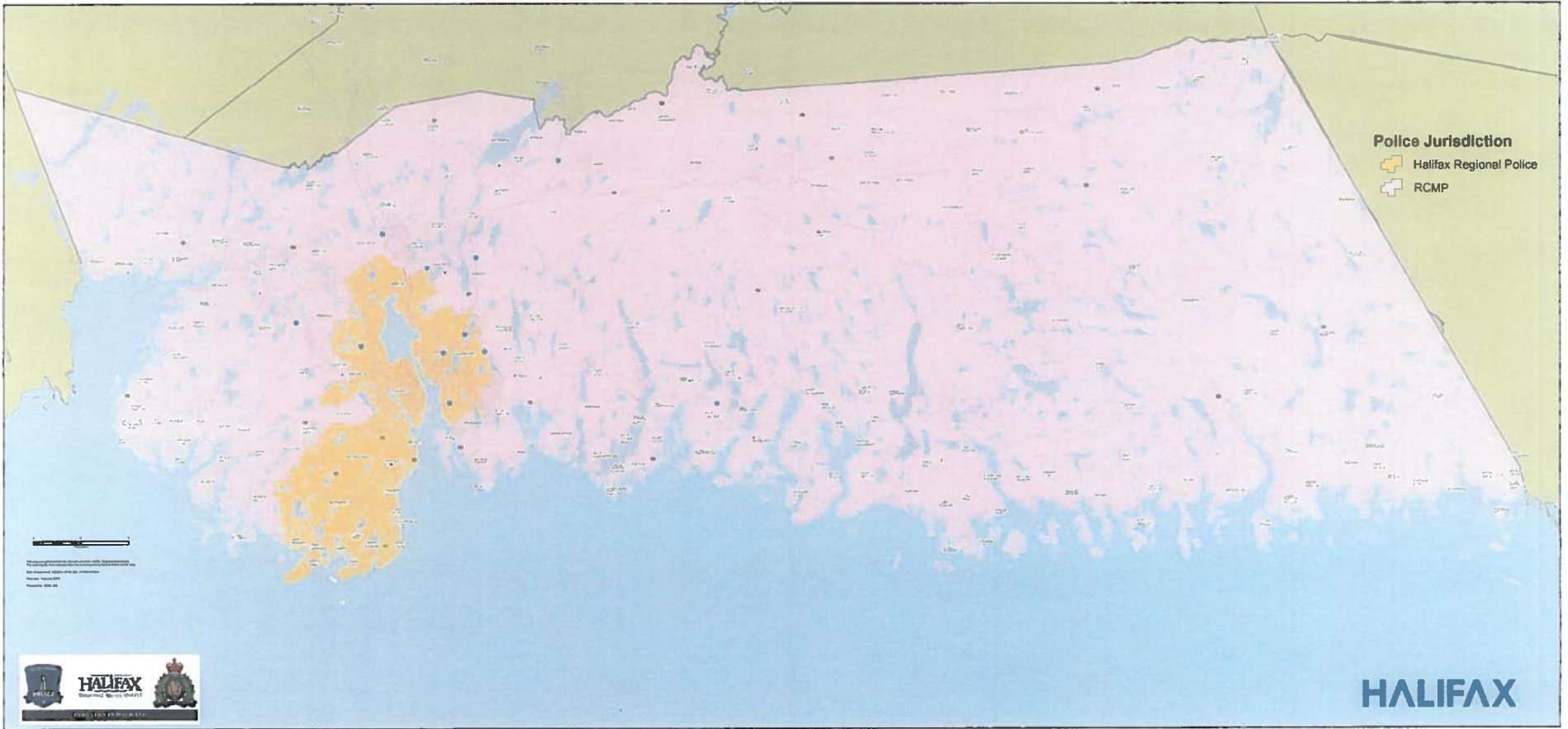
Attachment 3 – Board of Police Commissioners' Work Plan – 2018/2019

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, 902.490.6732

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.

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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 - 2018/2019

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). 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. 	September 2018	Carlos Beals Carole McDougall
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