Background

The Halifax Board of Police Commissioners (BOPC) met on December 4, 2021 from 9:00 am to 3:00 pm to address the following planning questions:

- What are the current priorities for the Board?
- How will the priorities be reflected in the 2022 work plan?
- What community values does the Board want to identify as a guide to its work, actions and behaviours?

The Board also informally met with the Chief Superintendent of the RCMP and the Chief of the Halifax Regional (HRP) for one hour during this time to make introductions for a few new members and to ask questions.

This document contains planning notes from the session to be reviewed and approved by the Board.

BOPC Priorities

Prior to the session, the Consultant spoke to each member of the Board to ask what they thought the priorities of the Board should be for 2022. The priorities mentioned were offered as a starting place for the conversation amongst Board members. The following priorities were identified:

1. Develop collective understanding and clear purpose/mandate for the Board (Governance) to guide actions and decisions of the Board.

2. Establish a Board Communications and Engagement Plan.

3. Create a committee structure to share workload.

4. Identify an independent budget for the BOPC to include:
   - Independent reviews
   - Potential staffing support
   - Budget needs
   - Capacity building
   - Support for discrete pieces of work

5. Strengthen police relationship with community.

6. Develop an action plan to address a number of upcoming reports including the Defund the Police Report and the Governance Review.

Draft 2022 Work Plan, Objectives and Action Items

The 2021 Work Plan was reviewed and then used as the basis – along with the identified priorities – to discuss the 2022 Work Plan, Objectives and Action Items. The following objectives and action items were identified.

	Objective	**Proposed Action Items**

1	Gain shared clarity of Halifax BOPC Governance Roles and Responsibilities	• Review the Police Act and By-Laws to support member understanding the role of BOPC
		• Review staff report on Roles and Responsibilities (Kathryn Salzman report)
		• Provide skill development and other training for Board members to support their ability to deliver on the mandate. This could include:
		    ○ Media training
		    ○ Participation in Police Officer training through the Halifax Regional Police (HRP) and the Royal Canadian Mounted Police (RCMP). Examples include (and are not limited to):
		        ■ Journey to Change
		        ■ RCMP African Nova Scotian experience
		        ■ Bias Awareness training
		        ■ DoJ Board Governance

2	Identify resourcing needs for the BOPC and a plan to secure these resources	• Identify budgetary requirements for BOPC to effectively achieve its mandate and request this support • Implement a transition period for new and outgoing Board members (ie mentorship)
3	Create a communication strategy for BOPC that includes a public participation/engagement plan	• Identify the Communication needs for BOPC and develop a plan to meet these needs • Create a plan/schedule to conduct more meetings in community • Create a meeting/agenda framework or template for public participation/engagement meetings
4	Action Plan for Halifax NS Street Check Report (Wortley Report) Recommendations	• Monitor HRP and RCMP action plans to address this report and respond on a quarterly basis or as needed • Collaborate with the DoJ as required • Establish an ongoing, regular meeting with the DoJ

5	Develop a Collaborative Engagement Framework for Institutional Stakeholders	• Develop a Collaborative Engagement Framework and determine how this informs relationships with stakeholders, including: o RCMP o HRP o Police Association o Decade of People of African Descent Coalition (DPAD) o African Nova Scotian Justice Institute o Department of Justice o Other Stakeholders as identified
6	Determine and implement evaluation process for the BOPC and its Workplan	• Search out existing evaluation resources (ie. other Police Commission Boards) to identify evaluation criteria for: o Board role effectiveness o Transparency o Trust o Public education and awareness • Implement the evaluation, using the feedback to improve Board functioning
7	Engage with the HRP Foundation	• Share previous presentations with the Board • Assist with member recruitment • Recommend grant recipients • Promote the work of the Foundation • BOPC representative participates in Foundation meetings

The workplan needs to be reviewed by the BOPC for any refinement and approval and then to identify who takes the lead for each Action Item and the timing of it.

Values Discussion

The Halifax BOPC has not yet identified and defined values to guide its work, interactions and actions. Part of the Board's mandate is to reflect or operate according to community values. A values discussion began in this session, identifying a few core ideas to inform what the values might be. This work needs to continue with the full Board or a small group of Board Members to identify name the specific values and define them.

Values were brainstormed, listed on post-it notes and then clustered into like-values groupings. Pairs of Board Members took the clustered notes and had a conversation about what it meant, with some thought given to a name for the value cluster. What follows is notes from the discussions, possible names for some of the values, the related post-it notes, notes from the small group discussion and then thoughts, questions or suggested ideas for each value, which need to be discussed further by the BOPC.

None of these notes should be considered a decision – that is yet to come. The next steps are:
- A small team, supported by the Consultant, needs to review these notes and the questions, then refine and offer a definition for each value – potentially combining some of the discussions to reduce the number of potential values
- The refinement will be presented back to the BOPC for further discussion and then decision
- The BOPC will have the option to do community consultation around the proposed values

Public Accountability – Discussion
Post-it Notes: transparency, accountability, buy-in/ownership, openness, fact based, courage, honesty, timeliness

Small Group Notes:
- Timeliness – reaction to issues
- Transparency – open communication and convey details
- Accountability – ownership and issues
- Honesty – fact-based response and convey details
- All of this takes courage and is the foundation of public accountability

Reflecting the Community We Serve – Discussion
Post-It Notes: equity, representation

Small Group Notes:
- Representation – all included
- Equity – removing barriers, bias and silos….

Value Wording Thoughts/Ideas:

- Suggest a word (or 2) for the value rather than a phrase. Maybe equity, community, representation (but not all of them)

Value – Discussion

Post-It Notes: honesty, respect, inclusion, accountability

Small Group Notes:

- To bring understanding and purpose to service in the community – this is a starting place for a definition

Value Wording Thoughts/Ideas:

This value requires a name other than value– maybe service, maybe community

- Should it be combined with the previous value?

Respect – Discussion

Post-It Notes: Respect (x2), empathy (x2), kindness, care, hope, service to others

Small Group Notes:

- Respect means feeling like you matter / are valued in the community
- Respect requires understanding and empathy
- There needs to be personal respect and institutional/system level respect
- Respect is hard to define/pin down but felt strongly when there is disrespect

Value Wording Thoughts/Ideas:

Requires a definition

Trust – Discussion

Post-It Notes: trust (x3), presence, timeliness, rule of law

Small Group Notes:

- Trust is related to other values: rule of law, accountability, timeliness
- Trust is both the prerequisite for and the ultimate goals of the other values
- Trust should not be presumed
- Even if there's no <u>personal</u> trust, there should be <u>professional</u> trust
- Trust can be easily lost/diminished, especially if there is perceived to be a lack of timely response to <u>breaches</u> of trust

Value Wording Thoughts/Ideas:
Requires a definition

Behaviour – Discussion
Post-It Notes: collaboration, cooperation, present

Small Group Notes:
- Need in our community

Value Wording Thoughts/Ideas:
- This value needs to be renamed and/or included in one of the previous values
- It could be collaboration