

1. Approve the action items and timeframes in the attached workplan

BACKGROUND

On July 25th and July 27th 2023, the Board held strategic planning sessions to develop priorities and a workplan for the coming year. The sessions were facilitated by Marion MacKenzie and Laura Hopper of Royer Thompson. Commissioners were guided through a brainstorming exercise to determine work plan priorities before receiving presentations from the Chief Officer of the Halifax Regional Police, the Officer in Charge of the RCMP, the Executive Director of the Community Safety Office and the Chief Administrative Officer. Commissioners then reconvened to confirm seven strategic priorities, which fall under four pillars: Develop, Engage, Adapt and Evolve.

At its September 6, 2023 meeting, the Board received its 2022-2023 Annual Report, which included a summary of the four pillars and strategic priorities. The Board approved a recommendation to form a working group to finalize action items and timeframes associated with the strategic priorities. Those action items and timeframes are included in this report as Attachment 1.

DISCUSSION

The Board's proposed workplan includes specific actions the Board will take associated with each strategic priority, outcomes associated with each action, along with timeframes and staff leads. Proposed actions reflect workplan priorities discussed by the Board at their strategic planning sessions, along with outstanding motions approved by the Board at past meetings. The Board's proposed 2024-2025 workplan is included as Attachment 1. An updated version of this workplan will be provided annually to Regional Council by June 1st, in accordance with By-Law P-100. Below is a summary of the pillars and strategic priorities included in the workplan.

Develop

This pillar focuses on developing the Board's capacity and accountability. Making progress on this pillar will ensure the Board has the supporting staff expertise and experience, resources, and relationships necessary to achieve its mandate and implement its strategy within a changing context.

1. Enhance board capacity: Ensuring the board has the expertise, experience and resources needed.
2. Increase accountability: Ensuring the necessary structures are in place to determine the priorities, objectives and goals of police.

Engage

This pillar focuses on engaging and consulting with community members and stakeholders. The Board is accountable to the public and must reflect the public safety needs and perspectives of the communities it serves.

3. Engage: Developing a communication and engagement plan with community members.
4. Consult: Identifying and developing relationships with stakeholders to encourage collaboration, information sharing, and moving the strategy forward.

Adapt

The Municipality is growing quickly and is facing increased pressures from emergency events; we must adapt to be prepared for large-scale and emergency events. This pillar focuses on ensuring police services have the necessary policies, tools, and resources in place to ensure their health and safety, and the health and safety of the public now and into the future.

5. Enhance policies to adapt to growth and emergency situations: Ensuring our policing services have

the necessary policies, tools, and resources in place to adequately respond during events related to large populations (e.g., big gathering), and emergencies.

Evolve

Expectations of police are changing, and the Board must evolve how it works with community, partners and stakeholders within policing. This pillar focuses on 1) evolving police response in critical areas (identified by community, stakeholders, and public safety reports), and 2) strengthening the focus of police service leaders place on attracting, retaining, and developing the people in their services.

6. Review, align, and action findings and recommendations from key reports: Reviewing reports and developing targeted action plans through collaboration with partners.
7. Oversee the development of a people-focused policing strategy: Ensuring our police develop a clear plan (including policies, practices, and systems) that will enable them to attract, retain, and develop the people in their services.

FINANCIAL IMPLICATIONS

There are no immediate financial implications to this report. Any future financial implications arising from implementation of the recommendations will be addressed in staff reports and HRM departmental budgets as required.

COMMUNITY ENGAGEMENT

The Board of Police Commissioners is comprised of four citizen members and three Councillors. Meetings are live webcast on Halifax.ca. The agenda, reports, video, and minutes of the Board are posted on Halifax.ca.

ATTACHMENTS

Attachment 1 – Board of Police Commissioners' 2024-2025 Workplan

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

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Board of Police Commissioners' 2024-2025 Workplan

Develop

This pillar focuses on developing the Board's capacity and accountability. Making progress on this pillar will ensure the Board has the supporting staff, expertise and resources, along with the relationships necessary to achieve its mandate and implement its strategy within a changing context.

Strategic Priority	Actions	Outcomes	Estimated Timeframe*	Lead
Enhance board capacity Ensuring the board has the expertise and experience resources needed.	<ul style="list-style-type: none"> Identify resources (budgetary, staff, etc.) needed within existing board structure 	<ul style="list-style-type: none"> Increased budget dedicated to the BoPC Increased staff support for the BoPC 	Q1 2023-2024 (Q4)	CAO's Office
	<ul style="list-style-type: none"> Implement a Board self-review process and define expectations of the Commission and individual board members (e.g., meeting attendance, completing work outside of meetings, etc.). 	<ul style="list-style-type: none"> Member attendance policy adopted Revised board self-evaluation adopted 	2023-2024 (Q4) Q1	Policing Policy Strategist
Increase accountability Ensuring the necessary structures are in place to determine the priorities, objectives and goals of police.	<ul style="list-style-type: none"> Clarify the Board's administrative procedures 	<ul style="list-style-type: none"> BoPC Administrative Policy adopted 	2023-2024 (Q4)	Clerk's Office
	<ul style="list-style-type: none"> Define and implement clear expectations with the HRP and RCMP regarding staff reports 	<ul style="list-style-type: none"> Implement a common template for staff reports 	2023-2024 (Q4)	CAO's Office
	<ul style="list-style-type: none"> Continue to monitor progress on Wortley Report recommendations 	<ul style="list-style-type: none"> Staff report received outlining updates on the Wortley Report 	Q1 and as needed	Policing Policy Strategist
	<ul style="list-style-type: none"> Determine a path forward on the use of body worn cameras by the HRP 	<ul style="list-style-type: none"> Updated staff report on the use of body worn cameras including a budget ask 	Q2	HRP
	<ul style="list-style-type: none"> Ensure the HRP's Off Duty/Extra Duty policies reflect best practices 	<ul style="list-style-type: none"> Refreshed BoPC policy on Off Duty/Extra Duty Refreshed HRP policy on Off Duty/Extra Duty 	Q1 Q4	Policing Policy Strategist/HRP
	<ul style="list-style-type: none"> Determine if there is a correlation between overtime and extra duty and sick leave 	<ul style="list-style-type: none"> Staff report received 	Q1	Human Resources

Strategic Priority	Actions	Outcomes	Estimated Timeframe*	Lead
	<ul style="list-style-type: none"> Determine the necessary steps to achieve an integrated operating model between the HRP and RCMP 	<ul style="list-style-type: none"> Staff report received 	Q4	Community Safety
	<ul style="list-style-type: none"> Ensure capital investments are included in budget deliberations and that the public has adequate opportunities to meaningfully participate 	<ul style="list-style-type: none"> Adopt a revised budget timeline that includes capital investments and ensures public participation 	2023-2024 (Q4) (Completed)	Finance & Asset Management
	<ul style="list-style-type: none"> Ensure policies are in place regarding police making public statement about matters that are the subjects of police investigations 	<ul style="list-style-type: none"> Staff report received 	Q2	HRP
	<ul style="list-style-type: none"> Prepare annual report and workplan for fiscal 24/25 for submission to Regional Council 	<ul style="list-style-type: none"> Report to council 	Q1	Policing Policy Strategist

Engage

This pillar focuses on engaging and consulting with community members and stakeholders. The Board is accountable to the public and must reflect the public safety needs and perspectives of the communities it serves.

Strategic Priority	Actions	Outcomes	Estimated Timeframe*	Lead
<p>Engage and Consult</p> <p>Developing a communication and engagement plan with community members.</p> <p>Identifying and developing relationships with stakeholders to encourage collaboration, information sharing, and moving the strategy forward.</p>	<ul style="list-style-type: none"> Build systems that will allow the Board to consult with community members and stakeholders (e.g., surveys, a website, virtual and in-person consultations, invitations for submissions). 	<ul style="list-style-type: none"> Increased opportunities for community feedback as new policies are developed Explore revamped Board website capable of receiving public feedback Community Survey for police developed and adopted 	Q1 Q2 Q4	HRP/Clerk's Office/ Corporate Communications
	<ul style="list-style-type: none"> Enhance efforts to publicize opportunities for the public to communicate with board members 	<ul style="list-style-type: none"> Explore increased communications support Increased communication of opportunities to engage with board members 	Ongoing	Policing Policy Strategist/Corporate and HRP Communications

Strategic Priority	Actions	Outcomes	Estimated Timeframe*	Lead
	<ul style="list-style-type: none"> Develop a public communications plan including progress against priorities. 	<ul style="list-style-type: none"> Communications plan posted on website 	Q3	Policing Policy Strategist
	<ul style="list-style-type: none"> Ensure the Board is directly engaged during Regional Council's budget deliberations 	<ul style="list-style-type: none"> Non-Councillor Board presence at Regional Council budget deliberations 	Annually	Commissioners
	<ul style="list-style-type: none"> Engage Community Safety in the implementation of the Public Safety Strategy 	<ul style="list-style-type: none"> Receive annual updates from Community Safety 	Q3	Community Safety
	<ul style="list-style-type: none"> Engage the province in their comprehensive review of the policing structure in Nova Scotia 	<ul style="list-style-type: none"> Formally request involvement in the comprehensive review Participation in the comprehensive review 	2023-2024 (Q4) Ongoing	Commissioners
	<ul style="list-style-type: none"> Create a detailed map of stakeholders for the Board as well as individual strategic priorities. 	<ul style="list-style-type: none"> Community safety and policing stakeholder list developed 	Q1	Policing Policy Strategist
	<ul style="list-style-type: none"> Build relationships with DoJ 	<ul style="list-style-type: none"> Regular meetings schedule established with senior DoJ staff 	Quarterly meetings going forward	Policing Policy Strategist/CAO designate

Adapt

The Municipality is growing quickly and is facing increased pressures from emergency events; we must adapt to be prepared for large-scale and emergency events. This pillar focuses on ensuring police services have the necessary policies, tools, and resources in place to ensure their health and safety, and the health and safety of the public now and into the future.

Strategic Priority	Potential actions	Outcomes	Estimated Timeframe*	Lead
Enhance policies to adapt to growth and emergency situations Ensuring our policing services have the necessary policies, tools, and resources in place to adequately respond to emergencies,	<ul style="list-style-type: none"> Review the police response to the Tantallon wildfire, and the recent flood to identify strengths in response and potential gap or risk areas. 	<ul style="list-style-type: none"> Staff report received on police response to 2023 wildfires and floods 	Q1	HRP/RCMP
	<ul style="list-style-type: none"> Identify policy needs (e.g., fast moving water rescue policy) and enabling policing services to 	<ul style="list-style-type: none"> Staff report received on policy needs for HRP/RCMP 	Q2	HRP/RCMP

Strategic Priority	Potential actions	Outcomes	Estimated Timeframe*	Lead
large gatherings, and a growing population.	develop the necessary policies with support from the Board.	related to emergency situations and growth		
	<ul style="list-style-type: none"> Oversee the development of public safety policies related to growth (e.g., large gatherings and protests). 	<ul style="list-style-type: none"> HRP policies adopted on emergency situations and growth Board policy subcommittee engaged on these issues 	Q3 Q3	Policing Policy Strategist/HRP/RCMP
	<ul style="list-style-type: none"> Advocate for and support acquisition of a new HRP headquarters 	<ul style="list-style-type: none"> Refreshed staff report received on the building plan for a new Halifax Regional Police headquarters 	Q1	Finance & Asset Management/HRP

Evolve

Expectations of police are changing, and the Board must evolve how it works with community, partners and stakeholders within policing. This pillar focuses on 1) evolving police response in critical areas (identified by community, stakeholders, and public safety reports), and 2) strengthening the focus of police service leaders place on attracting, retaining, and developing the people in their services.

Strategic Priority	Actions	Outcomes	Estimated Timeframe*	Lead
Review, align, and action findings and recommendations from key reports Reviewing reports and developing targeted action plans through collaboration with partners.	<ul style="list-style-type: none"> Address root causes in attrition in sexual assault reports to police 	<ul style="list-style-type: none"> Violence Against Women Advocate Case Review Model adopted 	Q1	HRP
	<ul style="list-style-type: none"> Host public consultation meeting on policing and gender-based violence 	<ul style="list-style-type: none"> Staff report received outlining policies, procedures, statistics and other relevant information relating to the issue of policing and gender-based violence 	Q1	HRP/Community Safety
		<ul style="list-style-type: none"> Identification of possible gaps in policing services regarding gender-based violence and an action plan to address these gaps Staff report received examining need for and 	Q2 Q3	

Strategic Priority	Actions	Outcomes	Estimated Timeframe*	Lead
		potential models of third party reporting		
	<ul style="list-style-type: none"> • Ensure clarity in the role of police toward homeless individuals 	<ul style="list-style-type: none"> • BoPC policy regarding police response to homelessness adopted • HRP policy regarding police response to homelessness adopted 	<p>Q2</p> <p>Q4</p>	Policing Policy Strategist/HRP
	<ul style="list-style-type: none"> • Support alternative responses to mental health related calls to police 	<ul style="list-style-type: none"> • Cooperation between HRP, RCMP and the Public Safety Office in establishing costing and partnership models for a Community Mental Health Crisis Service. 	Q3	HRP/RCMP/Public Safety Office
	<ul style="list-style-type: none"> • Provide oversight of response to Police Transformation Study 	<ul style="list-style-type: none"> • BoPC representation on a committee preparing response to Study • Staff report received outlining the necessary steps to achieve an integrated model 	<p>Ongoing</p> <p>Q3</p>	Public Safety Office
	<ul style="list-style-type: none"> • Identify further areas of alignment between recommendations and actions contained in the Wortley Report, Defund Report, Public Safety Strategy and Mass Casualty Commission Final Report 	<ul style="list-style-type: none"> • Staff report received outlining further areas of alignment 	Q3	Policing Policy Strategist
	<ul style="list-style-type: none"> • Regularly review and refresh policies contained in the BoPC Policy Manual 	<ul style="list-style-type: none"> • On average two policies a year are reviewed, refreshed and adopted 	Q4	Policing Policy Strategist
Oversee the development of a people-focused policing strategy Ensuring our police develop clear plans (including	<ul style="list-style-type: none"> • Oversee the development of targeted recruitment strategies for underrepresented groups. 	<ul style="list-style-type: none"> • Annual update received from HRP and RCMP • HRP recruitment strategy adopted that aligns with the principles of Employment Equity 	<p>Q2</p> <p>Q2</p>	HRP/RCMP

Strategic Priority	Actions	Outcomes	Estimated Timeframe*	Lead
policies, practices, and systems) that will enable them to attract, retain, and develop the people in their services.	<ul style="list-style-type: none"> Implement recognition programs/ Implement an annual BOPC Award for Excellence in Policing. 	<ul style="list-style-type: none"> Criteria and nomination process adopted in support of annual award ceremony Recognition program communicated to HRP and RCMP members 	<p>Q3</p> <p>Q3</p>	BoPC Chair
	<ul style="list-style-type: none"> Enhance psychological safety and trauma supports including consideration of budgetary implications and providing policy direction as required 	<ul style="list-style-type: none"> Annual update received on HRP actions to enhance psychological safety 	Q4	HRP
	<ul style="list-style-type: none"> Analyze existing culture within HRP and develop actions to strengthen and improve that culture 	<ul style="list-style-type: none"> Annual report received on assessments of culture and actions taken by HRP to improve work culture Research received from HRM staff on cultural transformation in policing 	<p>Q4</p> <p>Q4</p>	HRP/Social Policy Strategist
	<ul style="list-style-type: none"> Action taken on the report Understaffing, Long-term Absences and Mental Health Claims at Halifax Regional Police 	<ul style="list-style-type: none"> Staff report received 	Q1	Human Resources

*Unless otherwise indicated Quarters reflect the 2024-2025 fiscal year