



Item No. 10.2.1

Board of Police Commissioners for the Halifax Regional Municipality March 3, 2025

TO: Chair Giles and Members of the Board of Police Commissioners
for the Halifax Regional Municipality

SUBMITTED BY: Original Signed

Cathie O'Toole, Chief Administrative Officer

DATE: February 20, 2025

SUBJECT: Board of Police Commissioners' 2025-2026 Workplan

ORIGIN

June 13, 2017 meeting of Halifax Regional Council, Item 14.1.5.

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.

RECOMMENDATION

It is recommended that the Board of Police Commissioners for the Halifax Regional Municipality review the proposed workplan, as presented in Attachment 1, and provide direction for the addition, deletion or amendment of workplan items and that a revised workplan be brought forward at a future meeting.

BACKGROUND

In July 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 workplan 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 strategic priorities, which fall under four pillars:

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.

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.

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.

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.

DISCUSSION

The four pillars identified at the strategic planning sessions in 2023 are still relevant to the BoPC's workplan priorities. Therefore, Attachment 1 includes the BoPC's third proposed annual workplan that includes Actions and Outcomes, along with timeframes and Primary Collaborators using the pillars of Develop, Engage, Adapt, and Evolve.

Proposed actions under each of these pillars reflect ongoing workplan priorities discussed by the BoPC at their strategic planning sessions in 2023, outstanding motions approved by the Board at meetings since the adoption of the last workplan in 2024, and emerging priorities, such as contributing to HRP's strategic plan, developing the BoPC's long-term strategic plan, enhancing public planning processes, implementing recommendations contained in the Independent Review, and analyzing implications stemming from the province's upcoming comprehensive review of the policing structure in Nova Scotia.

In accordance with By-Law P-100, the Board must submit to Regional Council by June 1st of each year an overview of its workplan over the coming year. The purpose of the Board's March 3rd workplan session is to provide commissioners an opportunity to review the proposed workplan session and suggest additions, deletions or amendments. Any suggested changes to the proposed workplan will be considered and brought back to the Board at a future meeting.

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.

ALTERNATIVES

The Board of Police Commissioners for the Halifax Regional Municipality could choose not to approve the recommendation.

LEGISLATIVE AUTHORITY

By-Law P-100, the Board of Police Commissioners By-law, subsection 6(2) provides:

- 1) The Board [of Police Commissioners] shall, by June 1st of each year, provide Council with an annual report outlining its achievements in the previous fiscal year, and an overview of its workplan for the coming year.

ATTACHMENTS

Attachment 1 – Board of Police Commissioners' 2025-2026 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.

Report Prepared by: Joshua Bates, Policing Policy Strategist, Community Safety, 902.478.2032

Report Approved by: _____
Bill Moore, Commissioner of Public Safety, 902.490.8545

Board of Police Commissioners' 2025-2026 Workplan

1.0 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	Primary Collaborators
Enhance board capacity Ensuring the board has the expertise, experience and resources needed.	1.1 Identify training opportunities to support the board's effective execution of its oversight responsibilities	<ul style="list-style-type: none"> Board training received from the Department of Justice Board training received by the CAPG 	Q1 Q3	Policing Policy Strategist
	1.2 Complete board self-evaluation and analyze results	<ul style="list-style-type: none"> Staff report received 	Q1	BoPC members Policing Policy Strategist
Increase accountability Ensuring the necessary structures are in place to determine the priorities, objectives and goals of police.	1.3 Continue to monitor progress on Wortley Report recommendations	Staff report received	Q1 and as needed	HRP/HRD
	1.4 Provide direction and support in developing HRP's strategic plan	<ul style="list-style-type: none"> BoPC representation on HRP strategic planning committee HRP strategic plan received and endorsed by BoPC 	Q1 Q4	BoPC members
	1.5 Support implementation of integrated governance functions arising out of Police Transformation Study	<ul style="list-style-type: none"> To be determined by Regional Council's consideration of the report's recommendations 	Q3	Policing Policy Strategist
	1.6 Develop long-term strategic plan and ensure alignment with HRP's strategic plan	<ul style="list-style-type: none"> Staff report received Long-term strategic plan adopted 	Q4	Policing Policy Strategist

Strategic Priority	Actions	Outcomes	Estimated Timeframe	Primary Collaborators
	1.7 Prepare workplan for fiscal 26/27 for submission to Regional Council that aligns with HRP and BoPC strategic plans	<ul style="list-style-type: none"> Draft workplan presented 	Q4	Policing Policy Strategist
	1.8 Develop in consultation with the Officer in Charge policing objectives, priorities and goals for HRD	<ul style="list-style-type: none"> Staff report received HRD policing objectives, priorities and goals adopted 	Q4	HRD

2.0 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	Primary Collaborators
Engage and Consult Developing a communication and engagement plan. Identifying and developing relationships with stakeholders to encourage collaboration, information sharing, and moving the strategy forward.	2.1 Launch independent community survey on policing	<ul style="list-style-type: none"> Funding for survey received from Regional Council Contract signed with vendor Survey launched Results analyzed and used to inform strategic plan 	Q1 Q2 Q3 Q4	Regional Council Policing Policy Strategist Vendor Policing Policy Strategist
	2.2 Co-ordinate public planning process as they relate to community-oriented police response to community issues	<ul style="list-style-type: none"> Staff report received Engagement plan adopted 	Q1	Policing Policy Strategist
	2.3 Work with Corporate Communications to develop a communications plan	<ul style="list-style-type: none"> Staff report received 	Q2	Corporate Communications/ Policing Policy Strategist

Strategic Priority	Actions	Outcomes	Estimated Timeframe	Primary Collaborators
	2.4 Work with Corporate Communications to review communications policies contained in BoPC Policy Manual	<ul style="list-style-type: none"> • Staff report received • New policy adopted 	Q3	Policing Policy Strategist
	2.5 Engage the Public Safety Office in the implementation of the Public Safety Strategy	<ul style="list-style-type: none"> • Annual updates from the Public Safety Office received 	Q4	Public Safety Office
	2.6 Maintain trusted relationships with DoJ	<ul style="list-style-type: none"> • Information exchanged on an as needed basis 	Ongoing	Policing Policy Strategist/BoPC Chair

Adapt 3.0

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	Primary Collaborators
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, large gatherings, and a growing population.	3.0 Review recommendations contained in Halifax Independent Civilian Review into August 18 2021 Encampment Evictions	<ul style="list-style-type: none"> • Staff report received 	Q1	Policing Policy Strategist/HRP/HRD
	3.1 Work with HRP to produce policy on Matters of Immediate Strategic Significance (critical point)	<ul style="list-style-type: none"> • Staff report received • New policy adopted 	Q1	Policing Policy Strategist
	3.2 Work with HRP to produce policy on Policing Encampments and the Unhoused.	<ul style="list-style-type: none"> • Staff report received • New policy adopted 	Q2	Policing Policy Strategist

	3.3 Assess need for additional policies to be produced	<ul style="list-style-type: none"> New policies produced in priority areas identified by the BoPC 	Q3	Policing Policy Strategist
	3.4 Provide advice to Regional Council with respect to the composition of the Halifax Regional Police and Halifax Regional Detachment	<ul style="list-style-type: none"> Receive community input with respect to police budgets Advice provided through the capital budget process Recommendation adopted with respect to the composition of HRP through the budget approval process Advice provided with respect to the staffing complement of the RCMP through the staffing approval process 	Q4	BoPC
	3.5 Provide advice on the acquisition of a new police headquarters	<ul style="list-style-type: none"> Staff report received 	Q4	Finance & Asset Management/HRP

Evolve 4.0

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	Potential actions	Outcomes	Estimated Timeframe	Primary Collaborators
Review, align, and action findings and	4.1 Analyze the province's comprehensive review of the policing structure in Nova Scotia	<ul style="list-style-type: none"> Staff report received 	Q3	Policing Policy Strategist

Strategic Priority	Potential actions	Outcomes	Estimated Timeframe	Primary Collaborators
recommendations from key reports Reviewing reports and developing targeted action plans through collaboration with partners.	for implications on the BoPC's statutory responsibilities			
	4.2 Monitor HRP's participation in the RCMP's Sexual Assault Investigations Review Committee process	<ul style="list-style-type: none"> • Staff report received 	Q4	HRP/HRD
	4.3 Oversee local progress made against themes identified by the Progress Monitoring Committee following the release of each biannual public update	<ul style="list-style-type: none"> • Biannual reports received 	Following the release of PMC updates	HRP/HRD
	4.4 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 	Ongoing	Policing Policy Strategist
Oversee the development of a people-focused policing strategy Ensuring our police develop clear plans (including policies, practices, and systems) that will enable them to attract, retain, and develop the people in their services.	4.5 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 	Q2 Q2	HRP/HRD
	4.6 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 	Q2 Q3	BoPC Chair
	4.7 Monitor HRP actions to 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 	Q2	HRP

Strategic Priority	Potential actions	Outcomes	Estimated Timeframe	Primary Collaborators
	4.8 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 	Q4 Q4	HRP/CAO's Office
	4.9 Determine if there is a correlation between overtime and extra duty and sick leave	In camera staff report received	Q4	Human Resources/HRP