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Item No. 9.1.2
Board of Police Commissioners
January 14, 2019

TO: Chair and Members of the HRM Board of Police Commissioners

-Original Signed-

SUBMITTED BY:

Chief Jean-Michel Blais, Halifax Regional Police

DATE: January 11, 2019

SUBJECT: Report on Police Board Strategic Planning Practices

ORIGIN

At the October 15, 2018 Board of Police Commissioners meeting the following motion was moved and adopted:

MOVED by Commissioner Mason, seconded by Commissioner McDougall:

THAT the Board of Police Commissioners recommend participation of the HRM Board of Police Commissioners in the CAPG proposed strategic planning practices project for police governance bodies, as outlined in the CAPG correspondence dated October 9, 2018 and request a staff report detailing potential funding options.

LEGISLATIVE AUTHORITY

- *HRM Charter*, Section 21 respecting the procedures of Advisory Committees.

- HRM By-Law P-100 Respecting the Board of Police Commissioners for the Halifax Regional Municipality, in particular, section 8(2)(c): "The Board in accordance with the Nova Scotia *Police Act* and HRM Bylaws may in consultation with the Chief of Police, review priorities, goals, and objectives of the municipal police service."

RECOMMENDATION

It is recommended that the HRM Board of Police Commissioners contribute to the joint CAPG-Carleton University grant application by agreeing to provide the sum of \$5,000 in the event of a successful application, and adhering to the research requirements determined by the study lead.

BACKGROUND

On October 9, 2018, the Board received a letter from Ms. Jennifer Malloy, the Executive Director of the Canadian Association of Police Governance (CAPG), requesting the participation of both the Board and the Chief of HRP in a joint study conducted by CAPG and Carleton University on strategic planning practices for police governance bodies.

As part of the methodology, CAPG wished to work with a sample of police governance bodies selected on the basis of interest, region, size, and current strategic planning practices. 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, the 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 scope of the work, including site visits for interviews, would be determined once the funding commitments from six police boards and commissions who agree to become part of the study.

Following the October 15, 2018 meeting, the CAO directed that HRP staff prepare the present report.

DISCUSSION

During the above-noted meeting, Commissioners held a brief discussion with respect to the benefits of participation in the proposed strategic planning project and potential leadership role of the HRM Board in police governance on a national scale.

In response to questions from the Commission, Jacques Dubé, Chief Administrative Officer, noted the following:

- Not all boards and police commissions are created equal in terms of resourcing and budget capacity.
- Potential funding contributions from municipal police boards towards the proposed study should have a resource equity consideration (population, size of board/police budget, etc.) given the differences in national board governance structures.
- Further information should be obtained from the CAPG and included in the staff report respecting the CAPG’s budget for the Strategic Planning Practices project, the total cost of the study, all available funding sources, and whether a formula can be provided to municipalities to determine an appropriate level of funding for each participant Police Board to contribute.

On January 9, 2019, Dr. Chris Giacomantonio, HRP’s Research Coordinator, enquired with Professor Michael MacIntyre as to the requirements of the project and the appropriate contribution from the HRM Board of Police Commissioners, in light of the total size and expected cost of the project, the other available sources of funding and the impacts that a contribution from the HRM Board would make on the project application and the scope of the research.

Based on his exchange with Professor MacIntyre, Dr. Giacomantonio is satisfied that an appropriate contribution to this project from the HRM Board would be \$5,000, the figure recommended by Prof. MacIntyre. This appears to be a reasonable and modest share of the total expected project cost of \$200,000 and would directly contribute to the researchers' abilities to conduct site visits and in-person meetings, which are important activities in studies such as this one. More importantly, direct financial contributions are an essential component of the intended grant stream (SSHRC's Partnership Development Grant initiative), where the success of applications is in part determined by levels of direct financial contributions from research partners. We do not know at this stage if all participating police service boards are making a relatively equivalent contribution; however, as the Board has indicated that it sees value in this study, the proposed contribution appears appropriate if the Board feels able to contribute.

The Board does have the option of participating in the study without making a financial contribution to the study, and Professor MacIntyre clearly indicated that participating Boards that were unable to provide a direct financial contribution would be treated no differently within the study context.

FINANCIAL IMPLICATIONS

Funding from the HRM Board of Police Commission's budget would amount to \$5000, which would be required in Q1 of FY 2020 in the event of a successful grant application.

RISK CONSIDERATION

None identified.

COMMUNITY ENGAGEMENT

None identified.

ENVIRONMENTAL IMPLICATIONS

There are no identified environmental implications.

ALTERNATIVES

None identified.

A copy of this report can be obtained online at <http://www.halifax.ca/commcoun/index.php> then choose the appropriate Community Council and meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared and Approved by: Jean-Michel Blais, Chief, HRP, 902-490-6500