



**BOARD OF POLICE COMMISSIONERS  
SPECIAL MEETING MINUTES  
November 5, 2019**

**PRESENT:** Commissioner Natalie Borden, Chair  
Commissioner Carole McDougall, Vice-Chair  
Commissioner Tony Mancini  
Commissioner Lindell Smith  
Commissioner Carlos Beals  
Commissioner Lisa Blackburn

**REGRETS:** Commissioner Anthony Thomas

**STAFF:** Chief Dan Kinsella, Halifax Regional Police  
Chief Superintendent Janis Gray, Halifax District Detachment, RCMP  
Inspector Erin Pepper, Halifax District Detachment, RCMP  
Duncan Read, Solicitor, HRM Legal Services  
Superintendent Colleen Kelly, Halifax Regional Police  
Amy Siciliano, HRM Public Safety Advisor  
Neera Ritcey, Manager of Public Relations and Communications, HRP  
Robyn Dean, Legislative Assistant, Municipal Clerk's Office

*The following does not represent a verbatim record of the proceedings of this meeting.*

*The agenda, supporting documents, and information items circulated to the Board are available online:  
[www.halifax.ca](http://www.halifax.ca)*

*The meeting was called to order at 9:45 a.m., and adjourned at 1:56 p.m.*

## **1. CALL TO ORDER**

The Chair called the special meeting to order at 9:45 a.m.

The Chair provided introductory comments, welcoming members of the Board, Halifax Regional Police (HRP), and Royal Canadian Mounted Police (RCMP) staff.

## **2. APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS**

MOVED by Commissioner Borden, seconded by Commissioner Mancini

**THAT the agenda be approved as presented.**

**MOTION PUT AND PASSED.**

## **3. INTRODUCTION/TEAM BUILDING**

Commissioner Mancini thanked all for attending and explained that the purpose of the meeting will be to develop a 2019 work plan for the Board of Police Commissioners. Roundtable introductions were held for all in attendance.

## **4. CURRENT PRIORITIES**

Commissioner Borden led the Board in a discussion of current priorities, emphasizing the importance of completing the Wortley Report recommendations.

## **5. REVIEW OF 2018 WORK PLAN AND INCOMPLETE ITEMS**

The following was before the Board:

- Board of Police Commissioners Workplan for 2018
- Board of Police Commissioners 2018 Annual Report to Regional Council

Commissioner McDougall explained the purpose of working plan meetings and gave an overview of the 2018 Board of Police Commissioners Annual Report. Commissioner McDougall also went over the 2018 Workplan and updated the Board on the accomplishments and progress made in the past year.

## **6 & 7. STRENGTH, WEAKNESS, OPPORTUNITY, THREAT (SWOT) ANALYSIS**

Commissioner Mancini led the group in an exercise, asking those in attendance to split off into three (3) groups to brainstorm strengths, weaknesses, opportunities, and threats of and towards the Board of Police Commissioners.

The Board recessed at 11:25 a.m. and reconvened at 11:40 a.m.

Following a short break, Commissioner Mancini reviewed the responses with the Board (see below).

### Strengths

- Community engagement
- Diversity of members (background, roles, skills, professional experience, gender, etc.)
  - Ability to tap into diverse community voices
- Agenda meetings
- Accountability
- Process

- Structure/focus
- Understanding of mandates
- Public meetings
- Research
- Multi-agency functional expertise
- Community connections and credibility in the community
- Well-established reporting meeting structure
- Transparency
- Media engagement
- Civilians in prominent roles
- Hiring of new chief – establish fresh leadership
- Relationship with HRP & RCMP
- Authentic and engaged membership
- Support from HRM
- Established structure
- Role clarity – governance

#### Weaknesses

- Member engagement
- Support resources (one dedicated Legislative Assistant)
- Volunteer positions – some members are juggling other roles and responsibilities
- Data – trends and patterns
- Partnership with foundation – could use more collaboration
- Public connection and awareness
  - Meeting venues
  - Attendance
  - Participants
  - Accessibility
- Halifax-centric
  - Google
  - Representation
  - Branding
  - Internal communication
- Public trust
- Clarity of role and mandate (public perception)
- Knowledge, practical understanding of integrated model
  - Federal vs. municipal legislation, process, governance
- Biases shape discourse
- Gaps in orientation/onboarding
- Short term positions and the impact this has on leadership positions
- Lack of public awareness on Board of Police mandate (limited resources)
- Budget constraints
- Resource gaps likely to impact future Board recruitment (especially younger generation)
- Organizational awareness

#### Opportunities

- Community engagement (relationships, education, available data)
- Other stakeholder engagement (Department of Justice, Human Rights Commission, RCMP)
- Integration – organizational areas (Public Safety, HRM, RCMP)
- Transparency
- Accessibility – working and meeting in community spaces
  - Make meetings more accessible out in the community
- Additional dedicated Board of Police Commissioners communications channels (social media)
- Enhanced orientation/onboarding (formal and informal)

- Mentorship knowledge transfer at succession
- Public appetite in policing issues
- New engaged leadership both within HRP and RCMP
- Leveraging board diversity (ethnic, geographic, background, age, etc.)
- Leveraging existing resources and stakeholders
  - RCMP
  - HRP
  - Department of Justice
  - Board members
  - Organizational partners
- Engaging with public via media (including social media)
- First point of contact for public enquiries
  - Public complaints
  - Street checks

### Threats

- Public perception
  - Board vs. Police matters
- Political interference
- Public trust
- Media fabrication – creating news
- Violent crime, high profile crimes, and trends in other jurisdictions
- Lack of support from public due to access to meetings
- Perceived trends in Police misconduct
- Perception of inaction/lack of accountability from the Board
- Loss of interest of Commissioners due to lack of understanding of our roles
- Sudden changes in policing priorities due to external factors
- Volunteerism is trending downwards globally
- Factors: lack of mental health supports for Officers in general
- Municipal financial constraints would widen resource gap

## **8. VISION STATEMENT**

The Commissioners discussed their vision for the Board in conjunction with the action items that were developed for the 2019 work plan.

## **9. DEVELOP AND REVIEW ACTION ITEMS**

Commissioner Mancini led the group in an exercise, asking those in attendance to brainstorm action items for the Board of Police Commissioners in 2019. Participants presented and discussed their ideas. The following action items were identified for inclusion in the Board's 2019 work plan:

The Board of Police Commissioners could...

- Implement an RCMP Education Session
- Establish Bias Awareness Training
- Hold strategic meetings for the Wortley Report Recommendations
- Develop a marketing/communication strategy
- Transparency
- Elevator pitch
- Marketing
- Review the Police Act and By-Laws
- Complete a review of the Governance Review – Staff Report
- Conduct more meeting in the community
- Encourage public participation in meetings

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- Board review of public participation
- Distribute report regarding regional processes for public participation
- Establish exit interviews for Commissioners
- Manage public expectations for off-site meetings (December 16, 2019)
- Collaborate more with the Foundation; engage with them for member recruitment
- Establish an external BOPC Advisory Committee
- Review the BOPC budget with respect to resources
- Educate the public on what BOPC does
- Provide training for BOPC members:
  - Media training
  - Financial literacy
- Implement a transition period for members (i.e., mentorship)
- Establish a measurement for success
  - Transparency
  - Trust
  - What the Board does
  - Public education
- Have the Commissioners review the BOPC Policy Framework

The Chair requested that the Legislative Assistant prepare a draft 2019 Board of Police Commissioners Work Plan based on the discussions held at the meeting. The draft work plan would then come before the Board at their meeting on December 16, 2019 for review and approval.

**10. DATE OF NEXT MEETING** – November 18, 2019 (regular meeting)

**11. ADJOURNMENT**

The meeting adjourned at 1:56 p.m.

Robyn Dean  
Legislative Assistant