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Halifax Regional Council
July 31, 2007

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:

Terry L. Roane, Q.C. - Chair, Police Commission

Dan English, Chief Executive Officer

DATE: July 6, 2007

SUBJECT: Award - RFP No. 07-101, Consulting Services - Policing Resource Study

ORIGIN

- 2007/08 Operating Budget
- September 5, 2006 Council Focus Area Workshop discussion around Safe Community priorities
- Motion of the Police Commission July 9, 2007 approving the recommendation of the Selection Committee and forwarding to Council for approval.

RECOMMENDATION

It is recommended that Council:

1. Award RFP No. 07-101, Consulting Services - Policing Resource Study to the highest scoring proponent, Perivale + Taylor Inc at a cost of \$120,598.20 (net HST included), with funding from Account Nos. Q310-Service Improvement Reserve in the amount of \$70,598.20 and P105 - Police Chief in the amount of \$50,000 through Cost Centre E110 CAO Office, as outlined in the Budget Implications section of this report.
2. Approve a withdrawal in the amount of \$70,598.20 with funding from the Service Improvement Reserve Q310 as outlined in the Budget Implications section of this report.

BACKGROUND

Halifax Regional Municipality (HRM) has a unique policing model, in that it has two separate police service providers responsible to one municipal entity. Prior to the creation of the HRM in 1996, the area was comprised of four separate municipal units: the City of Halifax, the City of Dartmouth, the Town of Bedford and the Halifax County Municipality. With the creation of HRM, the municipal police services of Halifax, Dartmouth and Bedford amalgamated to form the Halifax Regional Police (HRP), which services these essentially urban areas. The former Halifax County Municipality, which was primarily rural with some suburban areas, was policed by the Royal Canadian Mounted Police and they continued to provide policing services to this area after amalgamation.

In 2001, HRM contracted Perivale & Taylor to conduct a review of policing within HRM. The object of the study was to determine an appropriate level of police service throughout HRM, based on Best Value/Performance Outcomes and to develop an appropriate deployment strategy. The level of service and performance indicators were to be defined in terms of desired outcomes, police officers, functions and geographic locations. The study could not identify detailed analysis of those objectives at that time, due to the lack of integration of services and different performance tools and measures between the HRP and RCMP. However, the report did provide outlining eighty-one (81) recommendations for consideration. (see appendix B for a copy of the Perivale & Taylor recommendations) The HRP and RCMP, under the guidance of the CAO's office, worked through these recommendations and made significant strides in achieving a level of integration and which now includes the following:

- Consolidated communications center with common radio and computer aided dispatch system
- Consolidated records management system
- Integrated investigative units
- Integrated command structure
- Integrated Business Planning

Information sharing between the agencies is now more seamless. There is now personnel movement between the two agencies within investigative units and a more formal officer exchange process in patrol operations. While each agency has its own primary jurisdiction, the changes articulated above have led to a "blurring of lines" between the agencies. Some minor changes in area of jurisdiction also took place based on geographic location.

The RCMP, while not a Business Unit of HRM, utilizes all opportunities to participate in the HRM corporate processes (e.g. Business Planning, Senior Management Team, etc.). The Provincial Police Service Agreement provides for a 70/30 cost sharing relationship between the HRM (via the Provincial Government) and the Federal government, respectively. This contract is coming up for renewal in 2012.

DISCUSSION

A Terms of Reference setting the scope of work was prepared and a Request for Proposals was issued and closed on June 15, 2007 for RFP No. 07-101, Consulting Services - Policing Resource Study. The existing concept of integrated policing has enabled the two law enforcement agencies to work together to better employ resources and improve communication and coordination across jurisdictions. It has accommodated activities which range from reactive enforcement to proactive prevention strategies. With the current RCMP contract set to expire in 2012, the overall objective of this project is to identify policing models that maximize available resources and ways to pursue alternative funding. The deliverables for this project will include:

- Analysis of the current service delivery standards adopted within HRM to:
 - a) compare delivered against stated service standards;
 - b) compare delivered service standards between HRP and RCMP;
 - c) identifies factors influencing any performance gaps; and
 - d) determine whether the performance standards are acceptable to Regional Council and the community.
- A demographic analysis of the various communities' throughout HRM identified in the HRM Regional Plan as growth centres over the next 5 and 10 year periods, with emphasis on any changes which would effect police service delivery (ie: population density changes, business profile, social issues etc).
- A full cost analysis of the existing service delivery model between HRP and the RCMP and a comparison of HRM costs to other similar municipalities across Canada to determine best value for performance outcome.
- A comprehensive assessment of the impact to the HRM policing service delivery model arising from the potential outcomes of the upcoming negotiations of the Nova Scotia Provincial Policing Contract for the RCMP.
- An effective, long term resource strategy for HRM Policing Services that:
 - a) describes an HRM-applicable resource methodology and/or model;
 - b) identifies the number of officers required to adequately police within the boundaries of HRM and the appropriate mix between HRP and RCMP;
 - c) identifies strategies to address any performance gaps;
 - d) accommodates the social and demographic changes occurring in HRM;
 - e) accommodates the impact of major changes to the Nova Scotia Provincial Policing Agreement in 2012.

RFP RESPONSES:

Proposals were received from the following firms:

Perivale + Taylor Inc.
 MHPM Project Managers Inc.
 Vibe Creative Group

A team consisting of Police Commission, Councillors, staff - Chief Administrative Office and procurement evaluated the proposals based on the criteria listed in Appendix A - Evaluation Scorecard:

Company	Scoring (max.100)
Perivale + Taylor Inc.	88
MHPM Project Managers Inc.	85
Vibe Creative Group	75

BUDGET IMPLICATIONS

Based on the highest scoring proponent cost of \$ \$120,598.20 (net HST included), funding is available as follows:

Budget Summary Operating Account E110-6399 CAO Office

Cumulative Unspent Balance	\$ 0.00
Plus: Q310- Service Improvement Reserve	\$ 70,598.20
Plus: P105 - 6399 Chief's Office	\$ 50,000.00
Less: RFP No. 07-101	<u>\$120,598.20*</u>
Balance	\$ 0.00

*This project was estimated in the Approved 2007/08 Operating Budget at \$50,000

Funding has been confirmed by Financial Services.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ALTERNATIVES

There are no recommended alternatives to this course of action.

ATTACHMENTS

Appendix "A" - Summary of Evaluation Criteria

Appendix "B" - Perivale Taylor's 81 Recommendations

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Marion Currie - CAO's Office, 490-6422 &
Gary Carpentier - Procurement Services, 490-4202

Financial Approval by:



Cathie O'Toole, Acting Director, Financial Services, 490-6308

Appendix "A"

Request for Proposals No. 07-101 Policing Resource Study: Evaluation June 27, 2007				
Selection Criteria	Points	Vibe	MHPM	Perivale/Taylor
Expertise & Experience of Individual & Understanding the scope of Work Including but not limited to: A. Relevant skills possessed by the consulting firm and project team B. Recent experience related to projects of similar nature C. Public consultation skills and experience D. Comprehension of project objectives and associated issues E. References	45	39	40	41
Methodology A. Stated methodology meets proposal's objectives B. Quality of proposal approach C. Consultants Schedule D. Consideration of options and solutions	40	29	30	35
Fee Proposal (excluding HST) and acceptance of terms and conditions	15	8	15	12
		\$169,880	\$89,570	\$116,600
Total	100	75	85	88

Note: Perivale + Taylor Inc. price of \$120,598.20 (net HST included) includes the option Surveys of Service personnel and members of the public. This option may not be exercised and may reduce the total cost of the Project by a maximum of \$ 15,700.00.

APPENDIX B

Partners in Policing – The Halifax Regional Police Service, the Royal Canadian Mounted Police and the Community, 'Taking Care of Business Together'.

List of Recommendations

The study of police services in Halifax Regional Municipality was conducted over a three-month period and examines, in some detail, the governance, management and operations and practices of the Halifax Regional Police Service and the Royal Canadian Mounted Police. An integral aspect of the study and the resulting report is the understanding and description of policing services and the rationale for the findings. This list of recommendations is only supplied for convenience to assist the implementation process. It is important that interested parties not limit their review of the study to a perusal of, or draw any conclusions from, the recommendations. The full report should be reviewed to fully understand the breadth of the work and the rationale for the conclusions and subsequent recommendations.

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1. That the Chief of Police and Officer in Charge, Halifax Detachment, develop processes to ensure that the HRP and RCMP gather, analyze and submit crime and incident data in a format that permits accurate and comprehensive analysis for internal management and operational purposes, and that allows meaningful comparisons with other provincial and Canadian police agencies.
 - That this data should be used as a basis for deployment strategies and be an integral aspect of business planning and performance measurements.
 - That this data should be the basis for regular reports to the Board of Police Commissioners and, in a simplified format, to the community.

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2. That the HRM Council request the Minister to annually develop the provincial goals and objectives with regards the policing of the province and these should be made available to all police agencies in the Province.
3. That the HRM Council request that the Minister annually require the RCMP to develop and provide to the Minister, or a delegate, a comprehensive business plan for the operations, management and administration of the RCMP in the Province for the coming year, that clearly establishes proposed plans for:
 - operations, (type of operation, not specifics of tactical operations)
 - management,
 - administration, and
 - resource requirements regarding human resources, capital and general operational finances.

The plan should address federal, provincial and municipal RCMP sworn and civilian personal that will be operating in the province. The plan should also address the support provided to and expected of, municipal police agencies in the Province.

4. That the HRM Council request that the Minister require that the RCMP gather, compile and submit statistical data relevant to the policing activities in HRM. At a minimum, these data should include, in line with Statistics Canada requirements:
 - population resident in the area policed,
 - population density,
 - police officers- male, female and total,
 - population per police officer,
 - other personnel,
 - operating expenditures,
 - per capita costs,
 - violent crime –
 - number, (occurrence)
 - rate,
 - clearance rate, (unfounded, cleared by charge, cleared otherwise).
 - property crime-
 - number,
 - rate,
 - clearance rate
 - total Criminal Code
 - number
 - rate
 - clearance rate
 - % change in c.c. rate – previous/current year
 - c.c. incidents per officer – previous/current year.
5. That the Chief of Police and the Officer in Charge, Halifax Detachment, develop and implement processes to ensure that data gathering within each agency conforms to the above format and content.
6. That the Chief of Police and the Officer in Charge, Halifax Detachment, report to the Board of Police Commissioners on a regular basis and provide details of performance against objectives based upon these data and qualitative information regarding progress to business plans.

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7. That the HRM Council request that the Provincial Policing Agreement be amended to allow the minister to determine the professional police practices of the RCMP, where the practices impact the policing strategies and practices in the Province. Where the Commanding Officer of the RCMP in the Province believes that the proposed professional policing practices of the Province are not appropriate for use by the RCMP, the Commanding Officer should consult with the Minister to resolve the matter with a concrete alternative and rationale, in a timely manner, for consideration by the Minister.

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8. That the Council HRM should ensure that municipal legislation and, consequently, the MOU, should be amended to ensure that the Board has the same rights and attendant obligations with regards the oversight of the HRP and the RCMP. The by-law should be amended to ensure, at minimum, that the board has the following rights and duties,
 - the coordination of a public planning process,
 - in consultation with the Officer in Charge, the review of priorities, goals and objectives of the service,
 - preparation and submission of an annual budget for the municipal service,
 - making of rules respecting standards and guidelines, and policies for the administration of the service and for the efficient discharge of duties by employees in line with standards and guidelines prepared and issued by the provincial Minister,
 - monitoring gender, ethnic and minority group issues and making recommendations concerning these matters to the Officer in Charge,
 - carrying out studies or investigations respecting its civilian governance responsibilities,
 - ensuring that community needs and values are reflected in policing goals and methods, and,
 - a conduit between the community and the police service providers.
9. That the Council should request the Minister to ensure that provincial legislation and the provincial policing agreement support the revised board role.

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10. That the Council, HRM, request that the Province develops a training program with standards that clearly outline the responsibilities and obligations of Board members and provide active participant-involved training in the knowledge and skills required to be an effective Board members.
11. That the Council, HRM, request that the Province, in conjunction with the HRM Council and HRM administration, should appoint Board members who are able to devote the time necessary to fulfill their Board responsibilities, and possess the skills, abilities and willingness to undertake the inquiry and decision- making responsibilities of the Board. And that the Board be reflective of the community in terms of member selection of persons not serving on Council, so as to portray a more balanced community and less partisan representation.
12. That the Chair of the Board of Police Commissioners should develop a Board operating/policy manual, to provide a source of continuity and adequate briefing for new members.

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13. That the Chief Administrative Officer, in conjunction with the Chair of the Board of Police Commissioners and Chief of Police and the Officer in Charge, Halifax Detachment, ensure that the budget process conforms to the process established in By-law 101, that the Council only be permitted to exercise global budget approval and that other administrative processes with HRM buttress this principle.
14. That the Council, HRM, recommend to the Minister that Provincial legislation should be amended to permit Board members to be appointed for a three year term, renewable for one additional term (a maximum of six years) following a satisfactory evaluation of performance, by defined criteria, in the governance role.
15. That the Council, HRM, amend By-law 101 to reflect the changes to provincial legislation.

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16. That the Council, HRM, ensure that the funding required for effective operation of the Board should be included in the general police services budget for consideration by Council. When the budget is established, sole control of the Board budget should be retained by the Chair of the Board and subject to the normal funding provision of the Board by-laws.
17. That the Chair of the Board of Police Commissioners be permitted to appoint a part-time assistant to provide clerical and administrative assistance to the Board. The salary of the assistant should be incorporated in the budget of the Board.

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18. That the Chief Administrative Officer should require the Officer in Charge, Halifax Detachment, prepare a business plan in accordance with the process implemented within the HRM for other business units. The plan should be developed having regard for input from the communities policed by the RCMP, the Board of Police Commissioners and Council. The Plan should also be cognizant of the priorities and goals established by the provincial Minister responsible for policing.

The plan should include a review of the previous years performance against performance objectives, an explanation of current and future year goals and the performance indicators upon which performance can be assessed at year-end.

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19. That the Chief of Police and the Officer in Charge, Halifax Detachment, the Chief Administration Officer or delegate, and the Chair, Board of Police Commissioners and a representative of the Police and Public Safety Services, Ministry of Justice, discuss the development of a broad range of performance indicators that support effective and efficient policing in line with the Strategic Plan of the Halifax Regional Municipality, the forthcoming provincial policing standards and best practices. The performance indicators should consider the role of other regional business units in community safety and security.

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20. That the Chief of Police and the Officer in Charge, Halifax Detachment, actively involve community members in the business planning process and allow them to help set police priorities. The chief officers should also provide regular police activity updates to the public to keep them informed, thereby enhancing accountability to the community.

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21. That the Chief of Police and the Officer in Charge, Halifax Detachment, develop and implement strategies and programs that optimize the value of the collective resources of the agencies and secure the best return for HRM resources.
22. That the Chief of Police and the Officer in Charge, Halifax Detachment, develop and implement strategies to demonstrate to the community that effective communication and cooperation exists between the two agencies.

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23. That the Chief of Police and the Officer in Charge, Halifax Detachment, develop regular "report card" updates to the community, reporting on performance measures and activities.
24. That the Chief of Police and Officer in Charge, Halifax Detachment, develop a communication plan with community input on how best to update and communicate with the community.
25. That the Chief of Police and the Officer in Charge, Halifax Detachment, establish and implement a process to identify a broad range of community concerns and develop community-based programs designed to address these issues.

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26. That the Chief of Police and the Officer in Charge, Halifax Detachment, implement a business planning and budgeting processes that permit input relating to business planning and budgeting from a representative sample of front-line staff members.

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27. That the Chief Administrative Officer consult with the Officer in Charge RCMP, Halifax Detachment and the Chief of Police to examine cost sharing for MIIU with a view to incorporate the Province as a direct fiscal partner.

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28. That the Chief of Police, HRP and Officer in Charge, RCMP Halifax Detachment, jointly examine services with respect to major crime investigation(s), in particular, homicide, sexual assault, and child abuse (physical and sexual), the respective agency roles, functions, procedures and policies to ensure that they are sufficiently harmonized and consistent so as to provide effective and seamless policing for all community members within the HRM.

In instances where there appears to be inconsistency or particular disagreement, a process should be established to resolve such conflicts and report the results with proposed resolutions, in a timely manner, to the Board of Police Commissioners in HRM.

29. That the Chief of Police, HRP and Officer in Charge, RCMP Halifax Detachment, jointly review services operating within their respective jurisdictions to establish those organisations that should be approached to discuss the support services that the organisations might provide to enhance the safety and security of the community. The services of these organisations should be examined with a view to supplementing or complementing the services currently provided by the HRP and RCMP the goal being to provide a more effective and more efficient approach to community security. Even where the non-police organisation cannot provide a service that can replace police officers, the functions, procedures and policies of the organisations should be reviewed to ensure that they are sufficiently harmonized and consistent with those of the HRP and RCMP so as to provide effective and seamless policing for all community members within the HRM.

Following the review of community safety services, the Chief of Police, HRP and Officer in Charge, RCMP Halifax Detachment, the Chair of the Police Board and the CAO, HRM should jointly approach a representative of the Department of Justice, Police and Public Safety Services to harmonize the mandates, accountability and powers of agencies that operate under provincial jurisdiction.

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30. That the Chief of Police and the Officer in Charge, Halifax Detachment, develop and implement a joint “point of entry” security strategy that provides a combined approach to the provision of services at the airport and the Port.
31. That the Chief of Police, the Officer in Charge, Halifax Detachment, the Chief Administrative Officer and the provincial Minister responsible for public safety, explore opportunities and develop a joint proposal for federal government cost sharing for security at national points of entry.

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32. With regards Break and Enters -

That the Chief of Police and Officer in Charge, Halifax Detachment, establish regular meetings between personnel from the agencies who are responsible for B&E investigation to ensure the periodic exchange of intelligence regarding incidents of break-in and possible suspects.

33. That the Chief of Police and Officer in Charge, Halifax Detachment, ensure the implementation of a hard copy or electronic information sheet exchange between the agencies that provides a daily update concerning incidents, potential suspects, *modus operandi*, and property stolen.
34. That the Chief of Police and Officer in Charge, Halifax Detachment, ensure the development of a process that will ensure crime scene analysis with respect to Break and Enter occurrences, is undertaken in a timely manner and relevant information shared with the other agency.

35. With regards Domestic Violence -

That the Chief of Police and the Officer in Charge, Halifax Detachment, ensure that the HRP and the RCMP, in partnership with relevant community stakeholders, examine innovative and effective Domestic Violence mitigation strategies and practices within other Canadian policing jurisdictions, with a view to incorporating them into an HRM response.

36. That the Chief of Police and Officer In Charge, Halifax Detachment, confer with representatives of other agencies including social service agencies and crown counsel, to ensure that processes developed to address domestic violence issues such as 'Restraining Orders' are recorded in the relevant jurisdiction and information distributed to the appropriate agencies and units within those agencies, including the Canadian Police Information Centre, to ensure a seamless process. Any distribution of information should be in accordance with provisions of privacy legislation.

37. That the Chief of Police and Officer In Charge, Halifax Detachment, in conjunction with representatives of the appropriate agencies, confer periodically to review available information to identify 'high risk' or chronic cases of domestic violence. Where appropriate, the Victim Services Unit and Community Police Officers should become involved to provide supportive, preventive and enforcement action.
38. That the Chief of Police and Officer in Charge, Halifax Detachment, in conjunction with representatives of relevant community agencies, develop a coordinated Regional approach to addressing issues of domestic violence that incorporate preventive, protective and enforcement strategies. As the Province has a major role to play in the prevention of domestic violence, representatives of the Province should be consulted to ensure that any municipal initiative is orchestrated with provincial initiatives.

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39. That the Chief of Police, and the Officer in Charge, Halifax Detachment, examine opportunities and develop a strategy for coordinating short-term (i.e., less than 24 hours) housing of persons in custody in a central location within the Municipality. They should also assess the potential for increasing the use of under-utilized capacity at provincial holding facilities, particularly for high-risk prisoners and those in need of segregation or more frequent monitoring.
40. That the Chief of Police, and the Officer in Charge, Halifax Detachment, ensure that a police officer of a supervisory rank is available at all times in the Booking area to act as Officer- in-Charge for the purposes of intake and release of persons in custody, supervision of civilian Booking Officers and Commissionaires and verification that all prisoners are processed in accordance with the requirements of the *Identification of Criminals Act* and Service policies and procedures.
41. The Chief of Police and the Officer in Charge, Halifax Detachment, should ensure that trained Service staff (e.g., from Identification Section) are available full time to attend Central Booking, take fingerprints and photographs and complete the appropriate documentation for persons brought into police custody.
42. The Chief of Police and the Officer in Charge, Halifax Detachment:
- conduct a review of workload, staffing and scheduling of Booking Officers with a view to making changes that would reduce callouts, forced overtime and use of on duty officers as backup;
 - ensure that Records Management Systems are structured to reduce duplication in data entry and, as much as possible, automate prisoner intake through initiatives such as Automated Booking Systems, and,
 - clarify the roles and responsibilities of members of the Service (i.e., Booking Officers, police officers) and Commissionaires in the Booking area.

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43. That the Chief of Police, and the Officer in Charge, Halifax Detachment, in conjunction with a representative of the HRM Personnel Department should develop the competencies required for supervisory roles in joint specialized units and, based on these competencies, develop the selection process for supervisors. When conducting selection of supervisors for joint units, representatives of both agencies and a representative of the Personnel Department of HRM should participate in the selection process.

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44. With regards amalgamation and consolidation of units -

That the Chief of Police and the Officer in Charge, Halifax Detachment, should develop the framework that will lead to the establishment of agreements and protocols to facilitate consolidated operational units and functions and mutual support between the two agencies. The airport, and port details, K-9, ERT, Identification and Communications are examples of potential consolidations. The arrangements should include provision for management of the units, the selection, monitoring and supervision of personnel, funding arrangements, an objective accreditation process, reporting infrastructures, conflict resolution methods and an evaluation process. The *raison d'être* of the restructuring should be the enhanced service to the public and the provision of an effective and efficient policing arrangement for HRM.

45. With regards consolidation of the Communications Centre –

That the Chief Administrative Officer in conjunction with the Chief of Police and the Officer in Charge, Halifax Detachment, and the Chair, Board of Police Commissioners should examine the feasibility of, and develop a strategic plan for, the consolidation of the RCMP Halifax Communications Centre into the HRM Communications Centre. The HRM Centre may consider providing a call receipt and dispatch function to other jurisdictions on a cost recovery basis.

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46. That the Chief of Police and the Officer In Charge, Halifax Detachment, develop and implement processes for facilitating a differential response to incidents reported to either agency. The processes should make the best use of HRM resources including personnel and facilities and should consider the set-up of a reporting centre as part of the consolidated communications centre.

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47. The Chief Administrative Officer, Chief of Police, the Officer in Charge, Halifax Detachment, the Directors of other emergency services, the Manager of the HRM Communications Centre and the Manager of the RCMP Operations Centre should develop and establish a process for the consolidation of call receipt and dispatch for fire and ambulance services at the HRM Centre. The Province and employee associations should be consulted in the development and implementation process.
48. That the Chief Administrative Officer, the Director of Fire Services, the Director of Ambulance Services should undertake a work load analysis of fire and ambulance services. The common elements in the analysis should form the basis for rationalization of services.

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49. That the Chief of Police and the Officer in Charge, Halifax Detachment, develop a plan for coordination and harmonization of all volunteer and community support activities within the HRM (e.g., Community Assistance, Victim Services Unit, Regional Victim Services¹). The completed plan should be submitted to the Board of Police Commissioners for review and approval prior to implementation.
50. That the Chief of Police and the Officer in Charge, Halifax Detachment, along with the HRM and the Province of Nova Scotia, examine the feasibility of establishing joint mobile victim services response teams to be available during peak workload hours. It should be assured that the existing toll free access to the Regional Offices provides adequate victim support services.
51. The Chief of Police and the Officer in Charge, Halifax Detachment, in consultation with appropriate representatives of community groups, develop a strategic plan for delivery of services to victims of crime. The plan should include provision for:
- Consolidation and coordination of volunteer activities in the Halifax Regional Municipality,
 - Identification of the programs and services to be delivered by volunteers within the diverse communities in the municipality,
 - A vision and mandate for each program and service,
 - Resource allocations, referral procedures, performance indicators, program review and monitoring requirements,
 - Roles, responsibilities, training criteria and reporting relationships for volunteers and police service members,
 - Public information and promotional activities,
 - Internal communications strategies and feedback mechanisms, and
 - Strategies for securing external funding to support local priorities.

The completed plan should be submitted to the Board of Police Commissioners for review and approval of the strategy and financial supports prior to implementation.

52. The Chief of Police, and the Officer in Charge, Halifax Detachment, ensure that policies and procedures are put in place so that victims receive timely feedback and that police management, the Board of Commissioners and the community receive regular reports on volunteer activities and services available to victims of crime. These reports should include periodic assessment of the effectiveness of services.

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53. That the Chief Administrative Officer establishes a committee to review the boundary between the HRP and the RCMP jurisdictions and to evaluate the quality of policing to determine which of the two services can, with current resources, more effectively and efficiently provide the policing service. The committee should also review large-scale applications for building permits at an appropriate point in the approval process to determine responsibility for the policing of the area under consideration.

Criteria should be established to guide the assessment process and protocols developed to facilitate liaison between the two agencies where mutual assistance is required.

The police agency that is assigned responsibility should assume responsibility for, and commit to, the provisions of timely emergency, non-emergency services and community support services and input to the relevant aspects of the planning process.

The committee should include representatives of the HRP and the RCMP and the Planning and Engineering functions of the HRM.

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54. That the Chief Administrative Officer, in conjunction with the Chief of Police and the Officer in Charge, Halifax Detachment develop and implement a standardized format that reflects the strength of HRP and the RCMP in any given year. This report should identify the established, actual or paid for, and operating strength.

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55. That the Chief of Police and the Officer in Charge, Halifax Detachment, develop outreach programs that encourage applications from members of employment equity groups to civilian positions within the HRP and the RCMP Halifax Detachment.
56. That the Chief of Police continues to seek members of minority groups as applicants for the Service.

That the outreach program and all policies and processes of the HRP and the RCMP related to diversity in HRM should form part of a corporate approach.

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57. That the Chief of Police and the Officer in Charge, Halifax Detachment, in conjunction with a representative of the Personnel Department of HRM, jointly develop and implement a program promoting policing careers.
58. That the Chief of Police ensures that all recruits who are trained and that the HRP intends to hire to meet recruitment goals are given a job immediately following training.
59. That the Chief of Police ensures that the HRP continues to explore options to offset or subsidize the \$8,000 recruit training fee, and to assess how it impact's the ability to attract a large pool of candidates from which the best can be selected.

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60. That the Chief of Police, in conjunction with a representative of the Personnel Department HRM, develop and implement a competency-based written exam and, further, to improve the interview reliability, the HRP establish a process whereby performance or experiences described in an interview can be substantiated.
61. That the Officer in Charge, Halifax Detachment, in conjunction with a representative of the Personnel Department HRM, maintain accurate statistics that distinguish between transfers and promotions in and out of the contracted policing complement, that data on the length of time spent on the contracted complement should be tracked and, further, that an evaluation of the effects of this movement be made and steps be taken to alleviate any negative impact.

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62. That the Chief of Police ensures that the members' developmental plans are forwarded annually to the training unit.
63. That the Chief of Police ensures that the development and implementation of the succession plan is accelerated and that the use of tools such as the Performance Competency Review be incorporated into career planning and succession planning processes for the purposes of selection.
64. That the Officer in Charge, Halifax Detachment ensures the development of objectives and measurement processes for sworn officers so that work performed contributes to policing HRM. These objectives should dovetail with supervisors and managers objectives that, in turn, should stem from HRM objectives regarding safe communities.
65. That the Chief of Police and the Officer in Charge, Halifax Detachment, in conjunction with a representative of the HRM Personnel Department, review all training needs for the agencies and develop strategies to provide joint training, where feasible.

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66. That the Chief Administrative Officer, in conjunction with the Chief of Police and the Officer in Charge, Halifax Detachment, conduct a review to compare salary and compensation in the two organizations among the range of factors that need to be considered. If there are significant differences, a decision should be made regarding the rationale of, and desirability of, maintaining these differences.

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67. That the Chief of Police and the Officer in Charge, Halifax Detachment, in conjunction with a representative of the Personnel Department, HRM, develop protocols to ensure a consistent interpretation of 'due diligence', and that a mechanism be established to ensure that both the RCMP and HRP meet minimum standards.
68. That the Chief of Police and the Officer in Charge, Halifax Detachment, in conjunction with a representative of the Personnel Department, HRM, develop programs and strategies such that the two agencies partner on health promotion initiatives.
69. That the Chief of Police and the Officer in Charge, Halifax Detachment continue to monitor sick usage and IOD's, that the RCMP track sickness and IOD's separately and, further, that periodic reports are provided to the Board of Police Commissioners.

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70. That the Officer in Charge, Halifax Detachment, monitors vacation use at the Detachment, with a view to determining and reporting on why a high percentage of vacation days are being banked, what the implications are for employees in terms of health, morale or other factors, and, in conjunction with representatives of the Personnel Department and the Financial Planning Department of HRM, assesses the financial liability implications this has for HRM.

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71. That the Chief of Police and the Officer in Charge, Halifax Detachment, in conjunction with a representative of the Personnel Department, HRM, ensure that processes are established to track and report on overtime costs, identify strategies to reduce them, and report on results to the Board of Police Commissioners on an annual basis.

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72. That the Chief of Police, in conjunction with a representative of the Personnel Department, HRM, track attrition to ensure that targets are on track and to make any necessary adjustments and, further, that strategies are developed to address

outstanding civilian concerns that are impacting on HRP's ability to retain civilian members.

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73. That the Chief of Police and the Officer in Charge, Halifax Detachment, periodically monitor operating strength data and individually and collectively develop strategies to reduce absences and maximize availability of personnel.

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74. That, following the announced departure from their post of either of the Chief Officers, the Chair of the Board of Police Commissioners, in conjunction with Chief Administrative Officer and appropriate representatives of the HRM, HRP and RCMP, establish and implement a competency-based process to assess and select a suitable successor for the senior officer in each agency.

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75. That the Chief of Police HRP and the Officer in Charge RCMP, Halifax Detachment and the Board of Police Commissioners, establish an inter-agency governance mechanism that would vet major IT projects and subject them to the tests of partnership and/or need and justification for integration. All significant IT projects should be presented to a joint RCMP "H" Division and HRP Executive Technology Steering (ETS) Committee, with representation at the Commanding Officer and Chief of Police level. Representatives of the HRM Information Services section should also participate. Projects approved by the Board should be included in the Board capital plan. All substantial procurements should be subjected to the test of:

- Can we partner and share?
- If not, will we have to integrate in order to create efficiencies or reduce access barriers?

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76. That the Chief of Police ensures that the IT Steering Committee expedites the acquisition of digital user equipment for the HRP. Any joint system acquired should allow for programming adjoining agency patrol talk groups into the digital radios.

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77. That the Chief Administrative Officer in conjunction with the Chief of Police and the Officer in Charge, Halifax Detachment and the Board of Police Commissioners, should examine the feasibility of, and develop a strategic plan for, the consolidation of the RCMP Halifax Communications Centre into the HRM Communications Centre. The HRM Centre may consider providing a call receipt and dispatch function to other jurisdictions on a cost recovery basis.

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78. That the Chief of Police should ensure that, as part of the RFP process and, generally, the process of updating Information technology capabilities, the HRP maintains a comprehensive knowledge of the status of the IPIRS PrimeBC projects.
79. That the Chief of Police and the Officer in Charge, Halifax detachment, as part of the RFP process, should ensure that the RCMP should become part of the HRP RFP process for the new CAD/RMS system.

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80. That the Chief of Police ensures that the HRP AFIS procurement forms an early study project that can be reviewed by the Operational Technology Management Committee with recommendations made to the Executive Steering Committee. The process should ensure adequate liaison between the HRP and the RCMP to ensure that the policing needs of HRM are addressed.

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81. That the Council, HRM, the Board of Police Commissioners, the Chief Administrative Officer, the Chief of Police and the Officer in Charge, Halifax Detachment, consider the content of the report of the Study of Police Services and develop strategies to prepare business plans based on the recommendations of the study.

Further, that performance indicators are developed that ensure that recommendations are brought to fruition in an orchestrated, rather than piecemeal fashion, and follow-up is conducted periodically to review progress.