

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY: Betty MacDonald
Betty MacDonald, General Manager, Governance & Strategic Initiatives

DATE: November 20, 2002

SUBJECT: Police Services Study Implementation Project

INFORMATION REPORT

ORIGIN

The perivale + taylor report , Partners in Policing - The Halifax Regional Police Service, the Royal Canadian Mounted Police and the Community " Taking Care of Business" Together, Final report of the Police Services Study was released in August 2003. The report identified eighty-one (81) recommendation for review and potential implementation that could impact on the alignment and delivery of policing services to the citizens of Halifax Regional Municipality.

BACKGROUND

The Terms of reference for the Policing Study were set out in the general context on page 9 of the report as :

It is recognized that the intent of the Police Services Study was not to select, per se, a preferred police service delivery model from either the Royal Canadian Mounted Police or the Halifax Regional Police. Rather, in determining appropriate levels of police service throughout HRM, the study examined varying aspects of the two services, the gaps and duplications in services and the best value/performance outcomes and developed an appropriate deployment strategy. The study team examined opportunities to further, as appropriate, the integration and alignment of the existing policing services that are individually presently providing competent community service delivery standards.

A principle goal of the study team has been to prepare and present in realistic,

achievable and practical terms, a foundation for the Halifax Regional Municipality (HRM) to attain a key strategic objective: the long term management of scarce resources to better accommodate the public's need for efficient, effective and economical police service delivery

DISCUSSION

The approach to the implementation of the recommendations is as follows:

A steering committee has been struck with representation from the Province of Nova Scotia, The Board of Police Commissioners, the Halifax Regional Police, the Royal Canadian Mounted Police and the CAO as the chair person. The purpose of the Steering Committee is to discuss and reach consensus on the implementation of the recommendations arising from the working group made up of the stakeholder agencies. The Steering Committee met for the first time on November 6, 2002.

The working group , made up of representatives of the Halifax Regional Police, Royal Canadian Mounted Police and the Province of Nova Scotia will assess the feasibility and/or create an implementation plan for each of the recommendations. These reports will be forwarded to the Steering Committee for review and approval in principle. An information report on the progress of the implementation plan will be provided to Council at least quarterly.

For those recommendations requiring approval of the Board of Police Commissioners or Council, the item will be forwarded for discussion and approval.

The Police Services Study Implementation Project will be managed by a seconded HRM staff member for one year. The project manager is Bill Moore , a Sergeant with the Halifax Regional Police with an extensive background in working with the Royal Canadian Mounted Police. The project manager will be responsible as the overall liaison and as a resource to the working group.

The project manager's deliverables have been set out and agreed to be as follows:

1. Responsible to report to the CAO on each recommendation in the Police Services Study on feasibility, cost and potential impact
2. Review and report to the CAO on alignment between the Policing Services Study and other ongoing HRM, Provincial and RCMP Projects
3. Open and transparent communication between HRP and the RCMP Halifax Detachment
4. Recommendations to the CAO on proposed course of action
5. Creation of a Project Plan to address the proposed recommendations using project

management guidelines including the creation of a Transition Plan for the future.

6. Monthly reporting to the stakeholders and steering committee on project progress and as milestones are achieved.

The Project Manager will report and be accountable to the CAO on the above noted deliverables. The Project Manager has the authority to initiate discussion/negotiate with members of HRP , RCMP Halifax Detachment , other HRM Business Units and external stakeholders as required to achieve the deliverables. The Project Manager will report these discussions on a regular basis. The Project Manager does not have the authority to order any changes to the structure or business practices of the HRP or the RCMP Halifax Detachment and will forward any comments to the CAO and steering committee for consideration and/or action.

BUDGET IMPLICATIONS

The budget implications are not known at this early stage. The implementation project will explore each recommendation and will outline any budgeting issues as part of the planning process for each recommendation.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

Any proposed implementation of a recommendations must be aligned with HRM's present financial management policies and must be in support of HRM's Corporate Strategies .

ALTERNATIVES

ATTACHMENTS

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

Additional copies of this report, and information on its status, can be obtained by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Bill Moore, Project Manager, Police Study Implementation

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.

Policing in HRM – Review of Trends and Statistical Information

Need for Statistical Data - Page 48

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.
 - 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.

Policing the Community – Shared Responsibilities

Role of Minister - Page 86

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 –
 - i. number, (occurrence)
 - ii. rate,
 - iii. clearance rate, (unfounded, cleared by charge, cleared otherwise).
 - property crime-
 - i. number,
 - ii. rate,
 - iii. clearance rate
 - iv. total Criminal Code
 - v. number
 - vi. rate
 - vii. clearance rate
 - viii. % change in c.c. rate – previous/current year
 - ix. 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.

Professional Police Practices - Page 87

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.

Role of Board in Regards to the Work of the RCM - Page 89

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.

Skills and Training of Board - Page 92

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.

Board Control of Budget Process - Page 93

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.

Effective Operation of the Board – Page 93

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.

Business Planning to Ensure Effective and Appropriate Coordinated Service

Business Planning - Page 115

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.

Cost Effectiveness - Page 126

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.

Community Input in Support of Business Planning - Page 127

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.

Public Seek Cooperation Between Agencies - Page 128

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.

Communication with the Public - Page 129

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.

Public Assistance to the Police – page 129

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.

Involvement of Personnel in Planning Process - Page 130

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.

Service Delivery

With regards Community Safety - Page 143

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.

With Regards Points of Entry - Page 155

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.

With Regards Break and Enters - Page 165

32. 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.

With Regards Domestic Violence – Page 165

35. 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.

With Regards Booking and Care of Persons in Custody - Page 169

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.

With Regards Supervision of Joint Units - Page 172

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.

With regards amalgamation and consolidation of units - Page 181

44. 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.

With regards consolidation of the Communications Centre – Page 181

45. 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.

Differential Response - Page 185

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.

Operations for Consolidation With Other Emergency Services - Page 187

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.

Services for Victims of Crime - Page 199

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.

Geographical Reconfiguration - Page 202

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.

Human Resources

Page 210

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.

Diversity - Page 213

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.

Recruitment - Page 217

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 impacts the ability to attract a large pool of candidates from which the best can be selected.

Promotions - Page 221

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.

Training and Development - Page 226

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.

Compensation - Page 228

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.

Health and Safety - Page 232

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.

Vacation - Page 233

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.

Overtime - Page 235

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.

Retention - Page 236

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.

Operating Strength - Page 238

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.

Selection of Agency Managers - Page 243

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.

Information Technology

Page 258

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?

Page 261

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.

Communication Integration Opportunities - Page 271

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.

Records Management -Page 274

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.

Automated Fingerprint Identification System (AFIS) - Page 277

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.

Conclusion

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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.