



**HALIFAX**

# **HRP New Facilities Update**

April 16, 2018

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# Alignment with the HRP Strategic Plan

*“HRP will work toward having the proper facilities and infrastructure in place so that HRP members can more effectively and efficiently perform their duties in the coming years.” - HRP Strategic Plan 2015-2025*

A new facility master plan supports HRP’s employees, community engagement, public relations and partnership objectives, effective and efficient crime response, learning and innovation and operational excellence.



# Why Now?

- HRP Facilities are outdated, dispersed and undersized leading to inefficiencies and in some cases safety concerns
- Inability to support and accommodate growth
- Growing risks related to specialized functions
- Eliminate potential points of failure (e.g. HVAC equipment)
- Adequate facilities are essential to maintaining proper service and public trust
- Health and safety issues linked to certain functions need to be addressed for both internal and external stakeholders
- Opportunity exists to create economies of scale, adjacencies and efficiencies in business flow and business unit collaborations



# Dispersed Police Facilities

- **HRP HQ & Central Headquarter**
  - *1975 Gottingen St, Halifax*
- **Criminal Investigation**
  - *50 Garland Ave, Dartmouth*
- **Central Division Office**
  - *7001 Mumford Rd, Halifax*
- **East Division Office**
  - *7 Mellor Ave, Dartmouth*
- **West Division Office**
  - *15 Convoy Run, Bedford*
- **Training & Information Management (Records)**
  - *2 Chapman St, Dartmouth*
- **Integrated Emergency Services**
  - *21 Mount Hope, Dartmouth*
- **Community Offices**
  - *Various locations*
- **Other Specialized Units**
  - *Various locations*



# Specialized Police Facilities with Unique Needs & Risks

- Special purpose facilities require unique design, capacity, accessibility and technical considerations. These needs are multiplying as policing evolves.
- Having dispersed, outdated facilities with little to no public space, meeting rooms or limited access leads to high travel time for specialized functions. This is counter intuitive to integration, staff collaboration and multi departmental input.
- Examples:
  - Training, use of force training; Simulation facilities; Forensic labs; Dispatch centres; Prisoner care facility; Stolen/seized property storage; Cybercrime units; Fingerprinting



# Construction in 1975





# Then & Now

1975



2018





# Then & Now

## 1975

- City of Halifax Police  
Total of 250 sworn and civilian staff
- Centralized location
- Efficient work processes
- Limited geographic area of jurisdiction
- Limited technical and support requirements

## 2018

- 1996: Amalgamation
- Total of 729 HRP FTEs across assorted buildings
- 2003: Integrated CID
- Decentralized locations with inefficient work processes

**Gap between what the building was designed for and our current demands**



# Where are we in the Process?

- In December 2015, HRM issued Request for Proposals for consultants to conduct a study to replace outdated and dispersed facilities for the HRP.
- As a firm of consultants highly experienced with police operations and facility needs, Rebanks Pepper Littlewood Architects, were selected to carry out this assessment (as police operations and facility consultants, not as architects).
- In December 2017, a detailed business case was completed and approved by the HRP Executive Team.



# Objectives of the Study

- Identify replacement options of outdated, inefficient and undersized facilities with efficiently-designed space to meet current and future needs of the HRP.
- Review of existing operations and links to overall service delivery. Reducing risk and other negative impacts posed by the current buildings.
- Taking advantage of opportunities to streamline operations and minimize time lost and other costs incurred as a result of working out of dispersed locations.



# Current Space Provisions & Future Constraints

- Current space occupied – 14,200 sq.m (153,000 sq.ft)
- Required space to meet 25-year space needs – 17,000 to 22,000 sq.m (190,000 to 240,000 sq.ft) GFA



# Service Delivery Models Analyzed

Consultant developed a number of different scenarios, and used them to evaluate the operational and cost-saving impact of each compared to the status quo.

**Model A: Status Quo** – (Six primary locations)

**Model B: Fully Centralized** – All HRP operations, conducted out of a single, centralized building on Halifax side

**Model C: HQ/Division** – All HRP operations, except East Division, are conducted out of a single, centralized building

**Model C1: Split Model** – Similar to Model C, except that Training is located on the Dartmouth side along with East Division

**Model D: HQ + E/W Divisions** – All HRP operations, except East & West Divisions, are conducted out of a single, centralized building





# Comparative Annual Cost for Travel & Personnel Time Alone

- **Model A – Status Quo .....\$3.4 million**
- Model B – Fully Centralized .....\$2.5 million (save \$0.9m)
- Model C – HQ/Division ..... \$2.7 million (save \$0.7m)
- Model D – HQ + E/W Divisions .....\$2.8 million (save \$0.6m)
- Model C1 – Split Model ..... \$2.9 million (save \$0.5m)



# Inability to Keep Pace with Projected Growth

- Over the next 23 years the organization could grow by up to 28% as a result of anticipated population increase in HRM, with an associated increase in building space requirements. Little growth can be accommodated without expanding current facilities or occupying new ones.

Year	Projection	Population	Growth	Police/ Pop. Growth	Total Staff	Growth
<b>2016</b>		<b>207,000</b>		<b>3.44/1,000</b>	<b>721</b>	
2021	+5 yrs	217,000	+5%	3.44/1,000	746	+5%
2031	+15 yrs	242,000	+17%	3.44/1,000	832	+17%
2041	+25 yrs	268,000	+28%	3.44/1,000	922	+28%

*\*Projections based on a rounded blend of figures above – extrapolated for illustration*



# Key Priorities Related to Facilities

- **Address rising costs** for building maintenance
- **Health & safety** of employees, clients and stakeholders
- Focus on **client service** & seamless interaction with stakeholders
- Be an **efficient & effective organization** and demonstrate operational excellence

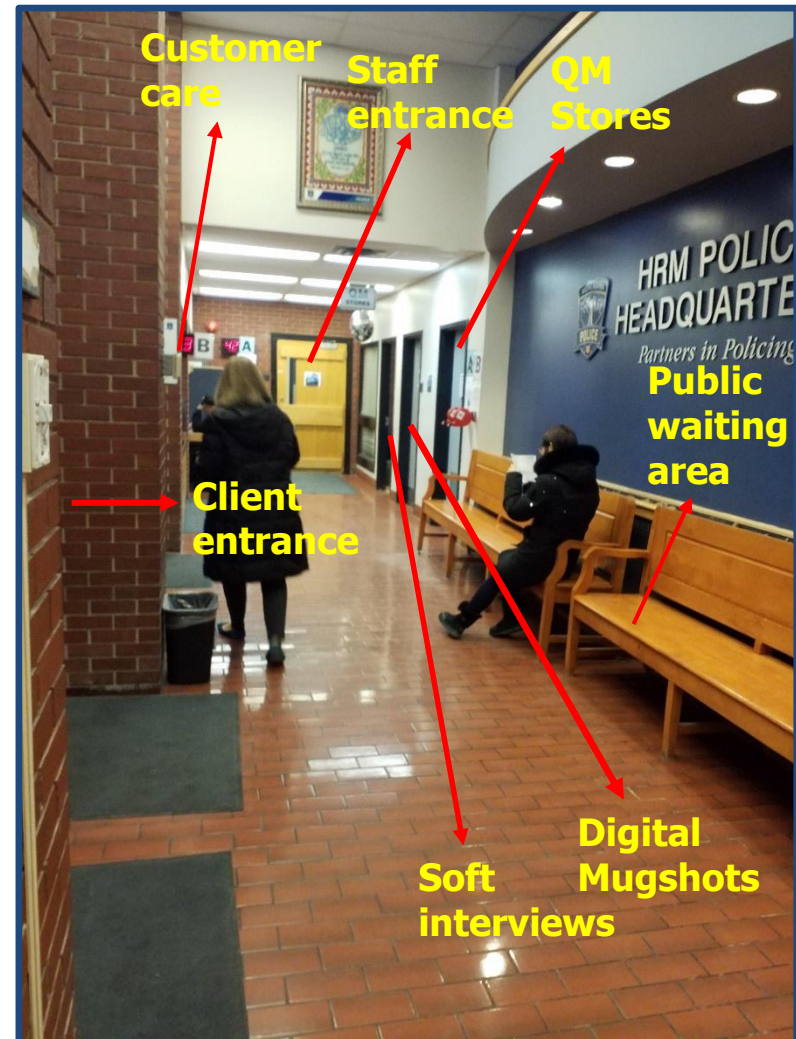


# Examples of current facilities shortcomings



# Impact on Client & Customer Service

- Inadequate public reception space, severe lack of privacy, inadequate facilities for fingerprinting, interviewing, photography and DNA sample-taking
- Lack of space and facilities to engage with the community (which should be outside the facility 'secure envelope')





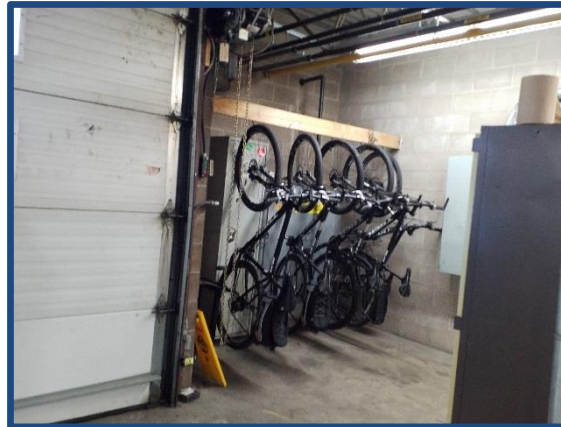
# Impact on Client & Customer Service

- Inadequate public parking
  - 10 metered spaces, 0 for general public, 1 for accessible parking
- No publicly accessible washrooms at HQ
- Inadequate accessibility for people with various abilities, both for internal and external users
- Significant risk that building will not be compliant with the proposed provincial mandate on accessibility



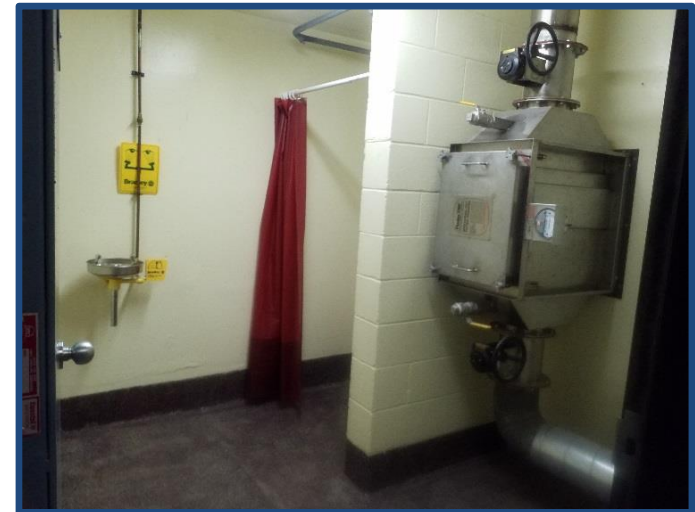
# Impact on Operations

- Inadequate storage for equipment and files. In many cases, it requires securing storage off-site
- Inadequate areas for fleet maintenance and equipment installation



# Impact on Operations

- Outdated and undersized prisoner booking and detention areas without adequate separations
- Difficult to prevent/control contact between prisoners, staff, victims and witnesses
- Lack of adequate de-contamination space





# Impact on Operations

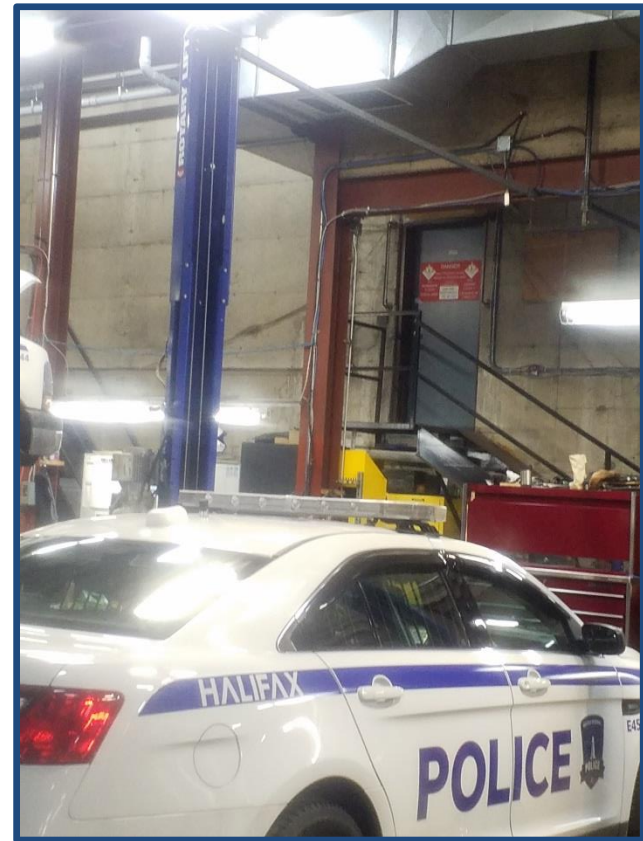
- Inadequate, under-sized and outdated staff amenities and workplaces
- Inconsistent application of space standards



- Deficiencies in physical space for specialty investigations – cyber crime, internet child exploitation and taskforces that did not exist before

# Health, Safety & Employee Well-Being Concerns

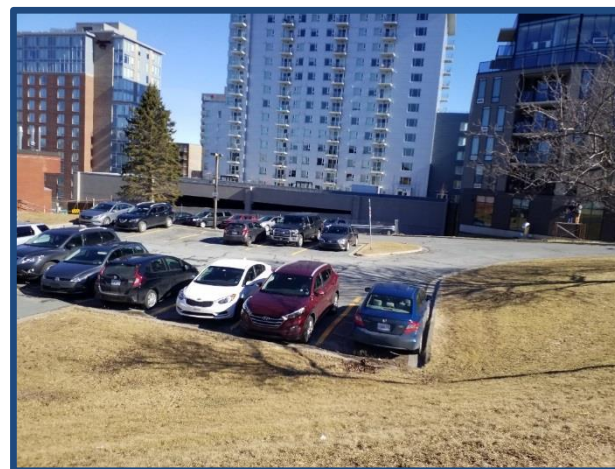
- Poor air circulation to support safe handling of potentially harmful evidence (i.e. drug exhibits)
- Inadequate access to key supporting areas





# Health, Safety & Employee Well-being Concerns

- Inadequate operational vehicle parking means vehicles must be parked on the street. This is a safety and security risk to our 24/7 service delivery model
- IES is isolated and not conducive to effective and efficient communications, integration, quality assurance or linkage to RTCC



# New Facilities Roadmap

Step	Status	Start	Finish	Duration (Days)
Business Case	Complete	Sep-2016	Nov-2017	426
Bus Case Presentation to HRP EMT	Complete		Dec-2017	1
Bus Case Presentation to BOPC			Mar-2018	1
Bus Case Presentation to HRM Council			May-2018	1
Land Search		May-2018	Sep-2018	150
Land Purchase (if needed)		Sep-2018	Jan-2019	120
Hire Design Team		Jan-2019	Jun-2019	150
Public/ Stakeholder Engagement		Jan-2019	Jul-2019	180
Detail Design		Jun-2019	Mar-2021	639
Design Review		Mar-2021	May-2021	60
Construction Tendering & Award		May-2021	Nov-2021	180
Construction		Nov-2021	May-2025	1277
Move Staff & Orientation		May-2025	Jun-2025	28
Demolition/Sale of Former Properties		tbd	tbd	tbd



# Questions & Comments

