

HRP Strategic Plan

PHASE 1

KEY HIGHLIGHTS & REFRESH REPORT

HALIFAX



Serve • **Partner** • **Excel**

A MESSAGE FROM HALIFAX BOARD OF POLICE COMMISSIONERS

The Halifax Board of Police Commissioners (BoPC) is pleased to have guided this report on behalf of our citizens. The BoPC provides civilian governance and oversight for Halifax Regional Police on behalf of HRM Regional Council, and also functions as a Police Advisory Board to the Halifax District Royal Canadian Mounted Police (RCMP). Having oversight for both HRM police services puts us in a unique situation, allowing us to help shape an integrated approach to policing rooted in coordination, collaboration and knowledge sharing. We truly believe this provides a competitive advantage to our community and citizens when it comes to the delivery of policing services.

The themes of partnerships, evidence-based practices and continuous improvement were at the heart of the strategic plan refresh process and this document. Informed by the original 10-year plan, the most recent phase was shaped by ongoing community feedback, HRM's strategic and business plan priorities, best practices in policing and an extensive employee engagement effort. This report both features the key strategic highlights of Phase-I (2015-18) of the strategic plan as well as provides a roadmap for the next phase. I thank my fellow Commissioners for being effective advocates for community trust and confidence, transparency and organizational effectiveness, which underpin this plan and report.

This document both gives us an accountability framework to track commitments already made, but also an opportunity to respond to shifts in external and internal environments requiring new action plans. We want to make sure this continues to be a living process. Citizen engagement is key to that. Members of the public can provide ongoing feedback by emailing us at clerks@halifax.ca. We invite you to continue to be an active voice in shaping the direction of HRM's police services and our strategic priorities.

Sincerely,

**Steve Craig, Chair,
Halifax Board of Police Commissioners**

A MESSAGE FROM HALIFAX REGIONAL POLICE CHIEF

Now entering the fourth year of our 10-year strategic plan, I'm very proud to provide an update to our citizens, employees and community partners on Phase-I (2015-18). This strategic plan refresh document shares both our progress and our continued areas of focus. While much work has been done, there is still much work to do on our path forward to 2025.

Our strategic plan is people-centred, purpose-driven, community-focussed and pushes us to continually grow, as both individuals and as a police service. In partnership with the Halifax District Royal Canadian Mounted Police (RCMP), Halifax Regional Police works with the community to prevent, reduce and solve crime while ensuring a high quality of life for our citizens. We understand that in order to be better we need to be honest, transparent and mindful that our community's needs and values should be reflected in our policing.

As we look ahead to our action items for the next two years, our community and the citizens we serve are at the heart of our deliverables. Our officers serve our communities with compassion and utmost respect for human dignity. To acknowledge that people-centric approach to policing, we have added "Compassion" as one of the values that drive our work. Poignant examples of this are expanded services and support for victims of crime, analysis and action of our Community Partner Survey and the progression of the Halifax Regional Police Foundation.

With our three key areas in mind – **crime reduction and improved quality of life, safe communities and partnerships and effective and innovative police service** – Halifax Regional Police is committed to continuing to serve the citizens of HRM with compassion, respect and the highest professional standards.

Sincerely,

**Jean-Michel Blais, Chief,
Halifax Regional Police**



OUR COMMITMENTS & KEY PRIORITY OUTCOMES

CRIME REDUCTION & IMPROVED QUALITY OF LIFE

- Significant Increase in Safety
-
- Effective & Efficient Response
-
- Reduction of Victimization

SAFE COMMUNITIES & PARTNERSHIPS

- Partnerships & Integrated Community Relationships
-
- Organizational Culture & Response Philosophy

EFFECTIVE & INNOVATIVE POLICE SERVICE

- Operational Excellence
-
- Learning & Innovation Culture
-
- Improved Facilities & Infrastructure
-
- Good Governance
-
- Positive Employee & Public Relations

KEY GOALS FOR PHASE-II

As we advance our 10-year strategic plan, Halifax Regional Police (HRP) remains accountable for the commitments we made to our employees and our community. By staying focussed on our values and commitments, we look forward to accomplishing more over the next two years.

CRIME REDUCTION & IMPROVED QUALITY OF LIFE

- HRP will work to reduce crime and the victimization caused by criminal behaviour.
- HRP will monitor the Crime Severity Index to ensure our efforts are aligned to support a downward trend.
- HRP will support the Public Safety Strategy by designating a management liaison ensuring reporting alignment with the HRP Strategic Plan and the Public Safety Strategy.

SAFE COMMUNITIES & PARTNERSHIPS

- HRP commits to building and sustaining safe communities by collaboratively working with our partners.
- HRP will leverage our participation with the Healthy Livable Communities Public Safety Committee to ensure our efforts are aligned.

EFFECTIVE & INNOVATIVE POLICE SERVICE

- HRP is committed to operational performance excellence through continuous improvement, creating a learning culture and progressive leadership.
- HRP will continue to implement the Technology Roadmap in response to the security audit recommendations to maximize performance.
- HRP will continue to advance the HRP Facilities Plan to develop a plan of action for infrastructure development.
- HRP will enhance its capacity and expertise for timely, thorough and responsive communications, including utilization of new media.

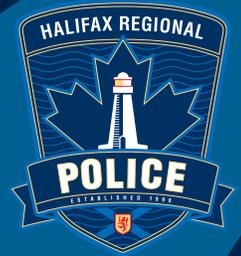
HRP's STRATEGIC PLAN TIMELINE



HRP launched its 10-year strategic plan in the summer of 2015. With Phase-I complete, we're three years into the plan. Completion of Phase-II is the half-way mark and five years into the plan. Phase-III, the last five years, ends in 2025.

2018 Facts & Figures

HALIFAX



806

533 sworn officers & 273 civilian employees



\$85.9 million

operating budget for 2018/19

320,000

calls taken



116,000

calls dispatched



12

four-legged members of HRP: 9 canine & 3 horses



4,990 hrs

3,348 hours of external training & 1,642 hours of internal training



Social media followers

557

news releases issued



2015

54,500 Twitter

21,000 Facebook

2018

96,200 Twitter

36,300 Facebook



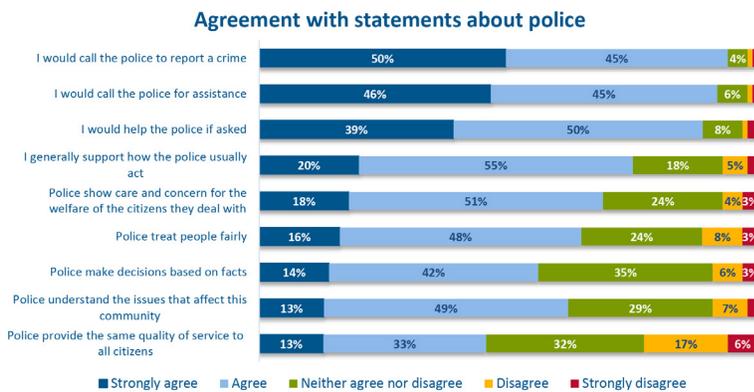
CRIME REDUCTION & IMPROVED QUALITY OF LIFE

HRP will embark on a variety of projects to propel us forward for the next two years of our 10-year strategic plan. Timely and comprehensive responses will aid in the reduction of crime and improvement of quality of life for our citizens.

PHASE-I HIGHLIGHTS

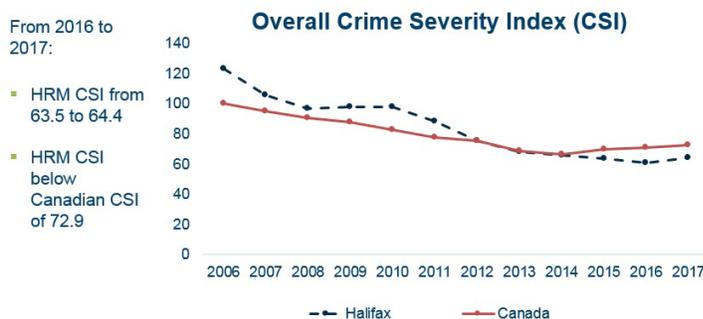
What our citizens are saying:

In 2018, Halifax Regional Municipality (HRM) conducted a citizen survey to gauge the experience and perception of municipal services, including those related to policing. Under the “public safety” category, citizens shared their experiences with both HRP and Halifax District RCMP. The survey found that nine in 10 agree that they would call police to report a crime, 75 per cent of victims say they reported a crime to police and police services received a strong rating for satisfaction with their most recent police encounter. While the overall results are strong, we are analyzing areas where there may be opportunities for improvements.



Long-term crime trends:

After 10 years of trending downward, the **Crime Severity Index** increased slightly in Halifax between 2016-17. The increase can be attributed to several factors, including a change in unfounded coding, a change in reporting patterns on certain crime types as well as a possible increase in high-volume, low-severity crime types such as Level 1 assault and uttering threats. The changes in coding and reporting have impacted a number of other Canadian jurisdictions as well and are part of a national pattern for 2017. The 2018 statistics will be available in the fall of 2019.



NEXT STEPS

- Assess and evaluate our current model of patrol deployment to ensure optimization of resources.
- Review the COMSTAT process to optimize HRP resources and ensure a best practice model that supports crime reduction.
- Receive and review the Nova Scotia Human Rights Commission report on street checks, and develop and implement a plan to respond to recommendations.
- Support the Public Safety Strategy by designating a management liaison ensuring reporting alignment with the HRP Strategic Plan and the Public Safety Strategy.



CRIME REDUCTION & IMPROVED QUALITY OF LIFE

As a police service, we recognize that crime is a complex social occurrence. A comprehensive response informed by the latest crime trends, new technological developments and professional best practices, combined with evidence-based decision making, will assist in the reduction of crimes committed.

NEXT STEPS

- Build on the work of the HRP Facilities Plan consultant report to identify an option and plan of action to pursue.
- Continue to implement the Technology Roadmap in response to the security audit which includes:
New Business Intelligent Solution, Secure Online Communications Portal, Digital Storage Solution, Records and Data Management Framework.



PHASE-I HIGHLIGHTS

Enhancing our capabilities:

While the rate of traditional crime has slowly decreased over the past several years, the rate of cybercrime has increased significantly. The Internet has changed the way people operate, communicate, socialize, shop, learn and commit crime. With this in mind, HRP developed a **Cybercrime Unit**, the first of its kind in Atlantic Canada. This unit works in an integrated way with sections that have related mandates such as **Digital Forensics**, **Criminal Intelligence** and **Crime Analysts**. The unit conducts open-source searching, covert online operations and contacts victims and witnesses via social media.



A big part of preparing ourselves for the future is adapting our systems and organizational capabilities. HRP took significant preliminary steps in Phase-I towards the development and roll-out of a **Cyber Threat Protocol**. Upon completion, this protocol will lay out HRP's detailed framework on how HRP will anticipate and combat potential external attacks on its infrastructure.

In collaboration with Halifax District RCMP, HRP also completed the roll-out for the new **electronic Motor Vehicle Act** (eMVA) function. This new technology will help transform traditional paper-based processes mandated by the Province of Nova Scotia into an electronic version integrated with the criminal database.



In February 2015, HRP launched the **Real Time Crime Centre** (RTCC), which provides front-line support for trigger calls, analytical support, situational awareness and communication. It allows officers to have relevant and timely information when responding to calls for service. Presently, the RTCC supports the following call types: abduction/kidnapping, murder/attempt murder, robbery in progress, weapons, break and enter in progress, sexual assault, indecent act in progress, missing person, bomb threats, amber alerts, protests and emerging threats to public safety.

The RTCC currently operates Tuesday to Saturday, from 3 p.m. to 11 p.m. Coverage will expand in the near future to Monday to Friday, 8:30 a.m. to 4:30 p.m. and Tuesday to Saturday, 3 p.m. to 11 p.m.

CRIME REDUCTION & IMPROVED QUALITY OF LIFE

HRP will continue to take a holistic approach to reduce crime and the victimization caused by criminal behaviour by remembering that prevention, intervention and ongoing support are of equal importance.

PHASE-I HIGHLIGHTS

Supporting victims:

In Phase-I our Victim Services Unit expanded its services and programs to contribute to the reduction of victimization. Below are some highlights:

- To improve officers' awareness of and access to Victim Services, as well as provide an understanding of a trauma informed response, **Domestic Violence training** was delivered during the 2015-16 Block Training.
- A new **Peace Bond Navigator Program** was established in 2018 for individuals applying for a peace bond through the Provincial Court in Halifax and Dartmouth. Individuals now have access to ongoing support from Victim Services volunteers. Since the program began, volunteers assisted **105 applicants** and spent more than **30 hours** providing assistance to complete the application forms and attending hearings to provide emotional support.
- Victim Services staff delivered training to front line police officers in **Trauma Informed Response to Sexual Assault Victims** to maintain a trauma-informed lens on policing.
- Staff and volunteers are team leaders in the **Community Mobilization Teams**, established in 2018, to provide support to communities who want healing. They are also a partner to **Emergency Management Office (EMO)** with a **Disaster Relief Team** who will provide psychosocial support should a disaster strike locally.



Last year the Victim Services Unit responded to:

- 2502** domestic violence cases
- 226** on-scene responses
- 208** high-risk domestics
- 201** sexual assault files
- 131** training sessions, public events & presentations



NEXT STEPS

- Consult and collaborate, in partnership with Halifax District RCMP and HRM, with the post-secondary community to develop a targeted approach to sexualized violence, paying specific attention to university students and youth.
- Research HUB model practices in current Canadian police services and explore options for an HRP pilot.
- Review current practices for Trauma Informed Response and develop recommendations for improvement.



SAFE COMMUNITIES & PARTNERSHIPS

HRP is committed to working closely with community agencies and organizations to ensure the best resources and services are offered so that people feel safe and secure in their community. Built on a foundation of internal and external partnerships, knowledge-sharing and best practices, HRP will leverage its relationships in the pursuit of safer communities.

NEXT STEPS

- Undertake a Community Partnership Continuity Project as a framework to review HRP community engagement initiatives to identify if they are achieving public safety goals.
- Create a comprehensive external communications strategy for public safety education, crisis management and proactive messaging.
- Work with local universities, the Department of Justice and other key stakeholders to develop a feasibility study on joint collaborative justice research centre.



PHASE-I HIGHLIGHTS

Evidence-based policing & research partnerships:

HRP has supported over **30 research projects** since 2016, and has become a recognized resource for partnerships and collaboration. Research assistance was provided towards academic and graduate studies and projects that were local, national and international in scope.

In conjunction with local experts and academic partners, HRP created and conducted systematic evaluations of its internal initiatives such as **de-escalation** and **implicit bias training** at HRP. This evaluation added to the evidence-based on the impacts of training as well as informed future training development.

HRP supported the development and launch of training in an evidence-based police program, in partnership with **Dalhousie University's Police Leadership Program**, and helped design an **Evidence-Based Police Training Program** for police officers, through Dalhousie's Police Leadership Program.



HRP's Research Coordinator led the development of a new **public attitude survey** through a national research exercise, which has set a new national data standard in surveying public attitudes about police and provides an evidence-based approach to measure public attitudes. As well, HRP provided support to HRM as part of an internal committee during the design and implementation of the HRM Employee Engagement Survey.

Creating positive community value:

The **Halifax Regional Police Foundation** (HRPF) was established in late 2017 with the goal of providing ancillary funding for crime prevention and support initiatives for communities served by HRP.

HRPF's areas of focus will be supporting youth and encouraging innovation in support of safer, stronger and more inclusive communities. A public launch is scheduled in the early part of 2019 followed by an establishment of an independent board of governors to ensure long-term, positive community impact and ongoing development of the fund.

For more information: www.hrpfoundation.ca

SAFE COMMUNITIES & PARTNERSHIPS

With a focus on building and nurturing our community relationships, HRP will establish priorities that target community safety concerns. A diversity of voices and experiences will help shape our approach.

PHASE-I HIGHLIGHTS

Working with our diverse communities:

The **Police Diversity Working Group** (PDWG) was established in 2017 as a working group of HRP and the Halifax District RCMP. This committee serves as an important sounding board and advisor for matters related to **diversity** and **community relationships**. The PDWG consists of representatives from the African Nova Scotian, Indigenous, youth and LGBTQ2+ communities, to name a few.



Emergency planning partnerships:

An operational assessment of HRP's **Mass Notification System** (MNS) has been completed. HRP partnered with HRM to ensure that a truly modernized MNS platform is in place to best ensure HRM's public safety. This is expected to be implemented in Spring 2019.

Wanted Wednesday:

As a component of HRP's overall **Fugitive Apprehension Strategy**, on December 20, 2017, HRP and Halifax District RCMP, in partnership with the **High-risk Enforcement Action Team (HEAT)** and the **Public Relations Unit**, launched **Wanted Wednesday**, a campaign that uses the power of social media to locate people with outstanding arrest warrants. As of February 7, 2019, **80 of 108 people** profiled have had their warrants addressed.



While we can't unequivocally attribute this success to Wanted Wednesday alone, we do know from the level of engagement on social media, the tips called in by the public and comments made by people who have turned themselves in that Wanted Wednesday is working. It helped underpin the power of partnering with the public and using social media for safer communities.

This project underscores HRP's overall strategy by bringing prolific offenders to justice while also helping the public to partner with police to contribute to safety.

NEXT STEPS

- Implement the Canadian Centre for Diversity and Inclusion (CCDI) Diversity Meter Tool within HRP and analyze the information collected.
- Working with the Police Diversity Working Group (PDWG) develop a clearly defined and an effective action plan based on the CCDI survey results.



AN EFFECTIVE & INNOVATIVE POLICE SERVICE

HRP will establish itself as a progressive and diverse police service with a commitment to a culture of learning that continues to advance the police service for decades to come.

NEXT STEPS

- Update the Police Science Program to deliver the 11th cohort of police cadets, following the completion of the certification process as a Nova Scotia registered career college.
- Establish a working group to address issues relating to Succession Planning.
- Review employee recognition initiatives and determine if they are achieving intended goals.
- Create a working group on Performance Excellence and develop a list of potential projects.



PHASE-I HIGHLIGHTS

Join HRP:

After a successful recruitment campaign in 2018, **Yes, YOU!**, received **1008 cadet applications** for the **2019 Police Science Program** and **185 experienced officer applications**.

Information sessions occurred across the province in diverse communities as well as online during a Facebook Live session. The **38-week, full-time training program** is an important accomplishment because, as of October 31, 2018, the HRP Training School is now a designated career college recognized by both the Nova Scotia Department of Labour and Department of Justice. This means that cadets can apply for financial assistance through the Nova Scotia Student Assistance Office, which will create opportunities for more people to apply for a career in policing.

A study in 2016 showed that HRP has more diversity among its employees relative to its population than any other city in Canada. Building on that strength, HRP will continue to promote diversity in its hiring practices. As part of our recruitment campaign, we focussed on encouraging people of all backgrounds - who may not have even considered policing as a career - to apply.



Culture of learning:

HRP's annual Block Training offers employees important information to establish HRP as a progressive police service. In 2016, **Road to Mental Readiness (R2MR)** trained employees on ways to take care of their own wellness and mental health. In 2017, officers received training in **Verbal Judo** a program that provides tools on how to diffuse conflict and generate cooperation. In 2018, **Fair & Impartial Policing (FIP)** curricula was offered to all HRP employees, both sworn and civilian, to help identify biases and take steps to address them. In early 2019, HRP launched its **Workplace Rights & Harassment Prevention** training for all employees with the goal of fostering a working environment that is free from all types of harassment. HRP evaluated Verbal Judo and FIP to determine if their training modules provided value and to improve future offerings.

AN EFFECTIVE & INNOVATIVE POLICE SERVICE

To respond to the constant changes and complexities in society, HRP continues to reassess its policing model. Our capacity to deliver on these increasing demands will be based on the emphasis we place on operational excellence.

PHASE-I HIGHLIGHTS

Advancing technology roadmap:

In the first phase of the HRP **Technology Roadmap**, HRP made some important foundational progress to evolve our technologies to meet today's policing challenges. The HRP Technology Roadmap supports improved strategic planning and investments in Information Technology (IT). Several IT projects continue through 2019 to support the strategic plan with a focus on increasing efficiency, enhancing information sharing practices and improving informational and analytical capabilities.

These projects included the initial phases of **Records Management System Optimization, Computer Aided Dispatch** and **MDT/MRE upgrades**. The utilization of these technologies is fundamental to policing activities such as incident response and information management, which further supports compliance and security.

Improved space:

The business case examining HRP's current facilities, staffing and services, coupled with HRP's strategic direction, was completed. It was approved by the BoPC and is expected to be presented to the Regional Council in mid-2019 after the Police Services Review is complete. This item is reflected in HRP's business plan and ongoing communication with employees will continue.

Employee wellness:

At HRP we recognize that supporting the wellness of our people helps them be the best they can be. In 2017, HRP hired its first Wellness Program Specialist who focussed on three main areas: **fatigue management, mental health** and **wellness communications**. Some of our health and wellness initiatives include the establishment of a Health & Wellness Steering Committee and Wellness Working Groups. Over a 12-month period, HRP health & wellness created and conducted multiple employee-focussed initiatives, including:



- **15** mobile massage clinics
- **8** flu immunization clinics
- **8** Therapeutic Paws of Canada visits
- **8** employee appreciation events
- **Virtual fitness challenge** with Calgary Police Services

NEXT STEPS

- Continue to implement the Technology Roadmap with a digital storage solution, secure communications portal and data management review. With the hiring of a new Chief Information Security Officer (CISO), HRP's CISO will further develop our strategic view of IT service delivery, security and operations.
- Create a framework to support a culture of knowledge-sharing, which includes a formalized process for knowledge transfer.
- Develop an orientation handbook for new civilian employees.



AN EFFECTIVE & INNOVATIVE POLICE SERVICE

HRP will develop capacity and ability to be timely, competent and responsive in its communications. A strong culture of leadership and community service across the organization will serve as our foundation for professional impact.

NEXT STEPS

- Develop a comprehensive external communications strategy that includes provision for public safety education, event planning, HRP strategic messaging/proactive communication messaging and a multi-media plan.
- Establish a detailed internal communications strategy on how data and information will be shared within the police service.
- Review the results of the employee engagement survey and develop a plan to identify and address the issues and concerns that are highlighted.



PHASE-I HIGHLIGHTS

Increasing strategic communications capacity:

Leveraging our internal and external partnerships are an important part in relaying communication with our audiences and highlighting our mission, vision and goals. In recognition of the strategic plan's focus on communications, transparency and outreach, the PR Unit evolved significantly to broaden its mandate beyond traditional media relations and adopting new media platforms.

A detailed Intranet analysis was done to set the table for planning a new Intranet for HRP to help improve operational connectivity and enhance employee engagement.

Through multiple corporate social media accounts, senior officer accounts and enhanced media monitoring and response, our avenues and voices engaging with our communities have expanded significantly. Strategic communications capacity building was a key focus in Phase-I. Here are some highlights:

- **11** corporate social media accounts enable wide ranging information with citizens and has a combined followership of **145,923**.
- **53** sworn and civilian employees received an in-depth **Public Relations course** delivered since 2015 by the PR Unit at the Northbrook Training Facility. Many more received a variety of shorter, tailored sessions.
- **8** social media officers are trained to provide after-hours support on Facebook & Twitter by responding to citizens' queries and questions.
- Public Relations first **Operations and Procedures Manual** was created in 2018.
- Detailed plans for capacity development and training and social media are now in place.

Connecting with our community:



Several HRP units and officers including Community Relations & Crime Prevention, School Response Officers, Community Response Officers and the Equity Diversity Officer facilitate and participate in hundreds of community relations activities and presentations every year. HRP continued to work with various business units to support the overall HRM goals to improve quality of life in our community .

Our **Coffee with a Cop** series, the first of its kind in Atlantic Canada, launched in 2018. Citizens and officers connected in an informal environment over coffee to discuss and learn from one another. Starting in June 2018, HRP held three events with more planned for the future.

AN EFFECTIVE & INNOVATIVE POLICE SERVICE

HRP will strive to enhance its relationships with its key stakeholders through transparency and regular information sharing. Enhanced focus on leadership development will allow our people to rise to our communities challenges.

PHASE-I HIGHLIGHTS

Professional development:

Continual and strategic professional development at all leadership levels has been a key focus for HRP in Phase-I. Through 56 promotions since 2015, HRP renewed its leadership ranks from supervisory to mid-management to executive leadership levels. Key civilian roles were added to HRP Executive Management Team.

Through a variety of training and professional development opportunities and memberships in national and international professional committees - such as Canadian Association of Chiefs of Police, International Association of Chiefs of Police, Nova Scotia Chiefs of Police Association, Police Information and Statistics and various community organizations, to name a few - HRP's leaders were exposed to a range of opportunities for professional and personal growth.

In 2018, sworn members and civilian employees received **4,990 hours of training** in traditional and unique courses including **Major Crime Investigative Techniques, Drug Recognition Expert, Bicycle** and **Crisis Intervention Training**.



Governance & Board engagement:

HRP, along with Halifax District RCMP, strived to improve its board engagement through in-depth presentations, improving BoPC awareness of all key developments and facilitating BoPC input for the strategic plan refresh process.

In 2018, at the direction of BoPC, HRP and Halifax District RCMP implemented an integrated process for citizens to file a police complaint and a public education plan. This created a greater public awareness, consistency in reporting and additional training opportunities for improved intake for police complaints. Materials to support this initiative included a two-sided brochure, in multiple languages, social media posts, training materials for employees and a Q&A document.

The BoPC, which is made up of several accomplished and diverse members of the HRM community, represents strong civilian oversight and governance on behalf of the citizens of HRM.

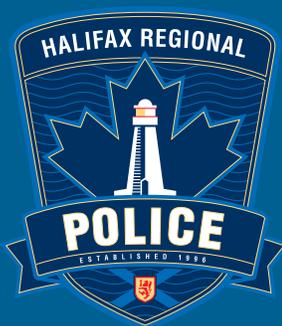
NEXT STEPS

- Research and document best practices for police leadership training including preparing leaders for dealing with complexity and future challenges.
- Review and optimize training model to ensure resources are deployed for maximum benefit.
- Develop a specialized training program, in consultation with HRM Training, for new police supervisors that focuses on managing people and developing high performance.





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