HALIFAX

P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 4
Halifax Regional Council
January 15, 2019

TO:	Mayor Savage and Members of Halifax Regional Council
SUBMITTED BY:	Original Signed by *(signature)*
	_____
	Denise Schofield, Director, Parks & Recreation
	Original Signed by *(signature)*
	_____
	Jacques Dubé, Chief Administrative Officer
DATE:	January 11, 2019
SUBJECT:	HRM Public Safety Strategy Update

INFORMATION REPORT

ORIGIN

October 31, 2017 Halifax Regional Council motion:

MOVED by Councillor Hendsbee, seconded by Councillor Mancini

THAT Halifax Regional Council
1. Approve the attached document, Public Safety Strategy 2018-22 (Attachment 1 of the staff report dated October 23, 2017), for use as a strategy framework for municipal decision-making regarding public safety; and
2. Direct the Chief Administrative Officer (CAO) to provide an annual progress report to Regional Council.
MOTION PUT AND PASSED UNANIMOUSLY.

LEGISLATIVE AUTHORITY

Purpose of HRM Charter

Section 2 of the *Halifax Regional Municipality Charter*

"The purpose of this Act is to

…
(c) recognize that the functions of the Municipality are to

(i) provide good government,
(ii) provide services, facilities and other things that, in the opinion of the Council, are necessary or desirable for all or part of the Municipality, and
(iii) develop and maintain safe and viable communities."

BACKGROUND

On October 31, 2017, Regional Council approved the "Public Safety Strategy 2018-22" for use as a strategy framework for municipal decision-making regarding public safety, and directed the CAO to provide an annual progress report to Regional Council, with this report comprising the first annual update. The Strategy guides the process to achieve a safer city, encompassing the deliberate, intentional actions to move us from where we are now, to where we want to be in the future. Importantly, the Strategy frames our collective capacity to achieve our vision of communities where everyone is safe to live, work and play.

Municipal Leadership in Community Safety

Twelve years ago the municipality made a commitment to developing a more holistic understanding of, and approach to, the root causes of crime and victimization in Halifax, by convening a Mayor's Roundtable on Violence, resulting in the 2008 publication of the Clairemont Report, formally titled: "*Violence and Public Safety in the Halifax Regional Municipality: A report to the Mayor as a result of the Roundtable*'.[1] Acting on a key recommendation of the report, the municipality established a Public Safety Office (PSO). In 2013, Council recommended a review the implementation of the recommendations contained in the 2008 report, resulting in the 2014 Roundtable Review, and the subsequent relocation of the PSO from Halifax Regional Police (HRP) to HRM, and reporting to the CAO and Council, rather than the Chief of Police and Board of Police Commissioners. In October of 2017, Council approved a 2018-2022 Public Safety Strategy, which charts a path to a more holistic, coordinated approach to community safety.

DISCUSSION

The Public Safety Strategy's 16 objectives and 76 actions relate to aspects of resident's lives that the municipality has the capacity and authority to impact in a meaningful way. Accordingly, research driving this report aimed to document precisely how the municipality operationalizes the actions contained in the strategy. This internal inventory of actions, included as Attachment 1, aims to capture strengths and identify gaps to build on the successes already underway to better inform who we need to bring to the table as partners and collaborators.

Overview of Community Safety: Scope and Approach

The overall scope of the Public Safety Strategy pushes the municipality and its partners to think upstream, or systemically and holistically about the complex, multiple, and interconnected roots of social problems such as crime. Upstream thinking calls for collaborative, comprehensive and sustained efforts to transform these underlying conditions rather than focus solely on the symptoms. The ultimate goal is to prevent crime and victimization from occurring in the first place by building a society that supports the well being of everyone.

Most actions in the strategy can be distinguished from traditional criminal justice approaches to improving community safety in three important ways: First they are proactive in that they aim to positively influence individuals, communities or physical environments to better protect them from crime, victimization and insecurity. Second, they pivot on the participation of community, including individuals, local agencies and organizations, and the private sector. Third, their success is highly contingent on successful partnerships and collaboration.

The actions can further be stratified based on where they sit on the spectrum of approach. Promotional prevention (PP) is geared toward the general population, aimed at skill development, well being, and social integration. A developmental prevention (DP) is designed to alleviate pressures associated with social and

---

[1] Clairemont, D. 2008. "Violence and Public Safety in the Halifax Regional Municipality: A report to the Mayor as a result of the Roundtable'. Halifax Regional Municipality.

economic risk factors.[2] A situational approach (SP) aims to change the specific circumstances or situations to prevent opportunities for crime to occur in particular places or times.[3] This approach typically involves changes to the management, design or manipulation of the physical or human environment. A targeted crime prevention approach (TP) can be directed toward either a specific population or community. This approach would target a population (i.e. youth), or community with a higher probability of involvement with the criminal justice system, either as victims or offenders. It focuses on building resiliency, strengthening informal social controls, and changing norms at an individual, family and/or community level. Finally, indicated prevention (ID) is geared to individuals at a very high risk of contact with the criminal justice system due to previous involvement, and aims to prevent recidivism.

More recently, prevention practitioners and scholars have begun to explore the concept of 'primordial prevention' (PR), or approaches that target structural factors that impede the effectiveness of established prevention approaches, through changes in legislation and policy.[4] Notably, several initiatives captured in the inventory contained in Attachment 1 below can be characterized as primordial interventions—aimed to implement system changes by addressing systemic barriers to inclusion, mobility, and access.

Implementation by Priority Areas
While details of all initiatives are outlined in Attachment 1, the following is a summary of key initiatives led or supported through the Municipality within each of the four priority areas, and identifies how these initiatives align with the Strategy's spectrum of intervention outlined above.[5]

Priority One: Build Resident Resilience
Resiliency is the capacity to recover from adversity, and the 18 actions in this priority area aim to build resident resilience by increasing protective factors at individual, family, community and social levels. The municipality is addressing all four scales within these protective factors, through a broad range of programs, policies, plans and initiatives. Activities range from Recreation and Library programs that focus on development prevention for children and youth, municipal partnerships that foster economic inclusion, and targeted support for communities to better prepare and respond to critical and traumatic incidents.

- **Community Mobilization Team Pilot**: In response to the 2016 Mayor's Roundtable on gun violence, several business units convened a Community Safety Committee to develop a more holistic response to violent incidents (Attachment 2). The Community Safety Committee established a Community Mobilization Team (CMT) pilot (Attachment 3), comprised of a partnership among residents, community organizations and the municipality. This pilot initiative supports community response and recovery from the experience of a traumatic incident. After a violent or traumatic incident, CMTs mobilize existing local and city-wide resources to address individual/group needs, coordinate community debriefings, and facilitate timely information sharing. Ultimately, CMTs aim to prevent violence, by reducing distress, restoring cohesion, and building resiliency. (DP/TP)

  The initiative is currently being piloted in Mulgrave Park. The Mulgrave Park CMT has established a critical incident response protocol, and CMT volunteers have received training in Applied Suicide Intervention, Mental Health First Aid, Critical Incident Stress Management and Restorative Practices. Mulgrave Park's CMT has been activated in response to one critical incident.

  A Master's student of Criminology at Saint Mary's University is conducting his Master's Thesis on the CMT pilot in Mulgrave Park. This research will provide the Community Safety Committee with an independent, rigorous process and impact evaluation of the pilot.

---

[2] Weisburd, D. D. Farrington and C. Gill, .2017. What Works in Crime Prevention and Rehabilitation. (New York: Springer-Verlag).

[3] Clarke, R. 1980. Situational crime prevention: Theory and practice. *British Journal of Criminology*, 20(1), 136–147.

[4] Personal communication, Executive Committee Meeting, Canadian Municipal Network on Crime Prevention, Montreal Sept 24-26, 2018.

[5] The alignment of initiatives along the prevention spectrum is preliminary. Alignment may evolve as the Public Safety Office acquires greater understanding of the scope and impact of each initiative captured in this inventory.

- **Youth Advocate Program**: This evidence-based, wrap-around program targeting youth aged 9-15 that connects youth to existing community programs and support. The Youth Advocate Program continues to demonstrate significant increases self-reliance, resiliency, life skills, and social skills by engaging youth in constructive behaviors with family, school and community. In 2018, the program was expanded to include three additional Youth Advocate Workers, in the communities of Sackville, North Preston, and Cole Harbour. In 2017/18, the program had 62 participants; 49% stayed or returned to school; 3% received academic support; 12% received support/counselling to avoid/deal with dating violence, gender violence and unhealthy relationships; 4% received support/counselling for sexual abuse/exploitation; and 6% of caregivers with youth in the program attended parenting support programs. (TP)

- **Youth Live**: This program targets youth between 16 to 24 years, unemployed or not attending school full-time, and facing barriers to gaining meaningful employment. Youth Support Workers mentor participants and provide life and job skills training. Participants are employed at one of several operation centres over a period of 21 weeks, with the option to participate in a co-op placement upon completion. In 2017/18, the program had 30 participants; 62% of program graduates found employment, and 28% returned to school to complete their high school diploma. (TP)

- **The Youth Advisory Committee:** A two-year pilot (commencing Fall 2018) to increase youth participation and engagement in municipal governance. (DP)

- **Connect the Dots:** The Library, in partnership with the Youth Project, offers Connect the Dots, a social support group for youth 18 and under, to build resilience around sexual orientation and gender identity. (DP)

- **Diversity and Inclusion Framework:** HRM's Diversity & Inclusion Framework is designed to assist the entire organization to build a diverse and inclusive workforce and provide programs and services to our residents by using a diversity and inclusion lens. This Framework identifies key priorities to move these efforts forward, both in our organization and communities, and provides a focused lens on how we can address these priorities going forward. The Framework comes to life through implementation and evaluation plans created by individual business units and divisions. Comprised of senior leaders from across the organization, a Diversity & Inclusion Leadership Working Group has been formed to champion issues related to employment equity, workplace behaviour and respect by embedding diversity and inclusion into municipal business units. Their role is to advise HRM on the impact of policies, programs and services on diverse employees and communities through the monitoring and implementation of the Diversity & Inclusion Framework. (PR)

- **Employment Equity Policy:** The Office of Diversity and Inclusion and Human Resources has developed an updated HRM Employment Equity Policy that will help guide the organization with respect to hiring practices and increasing representation of diverse individuals at all levels of the organization. Business Units, in partnership with Human Resources, continue to work with the Office of Diversity and Inclusion on practices that may impact diverse communities. Once completed, the Office of Diversity & Inclusion, Human Resources, and the business units will partner to develop an employment equity program for HRM. (PR)

Priority Two: Ensure Safe Spaces
The objectives in this priority areas focus on improving physical infrastructure through strategic improvements to housing affordability, cultural assets, resident mobility, and the natural environment. Many initiatives are geared toward a situational approach, by working to change the management, design or manipulation of the physical or human environment. Some also embody a targeted approach, reflecting the reality that that our most vulnerable and marginalized residents are in greatest need of safe spaces, and thus focus not only on enhancing the safety of spaces, but creating programs that enhance *access* to these spaces. Key developments in this priority area are advances in housing and homelessness partnerships

and planning; the implementation of the Cultural and Heritage Priorities Plan and the Integrated Mobility Plan; and Regional Council's approval of the Halifax Green Network Plan.

- **Housing and Homelessness Partnership (HHP)**: HHP is a collaborative of nine partners from all levels of government, the private sector and non-profit organizations in Halifax. HRM staff created an Affordable Housing Work Plan, approved by Council in July 2018, that outlines the purpose, progress to date, and direction of several municipal initiatives such as incentive zoning for affordable units, better regulation for rental properties, removing regulatory barriers to affordable and special needs housing, exploring a municipal affordable housing program and how municipal assets could be leveraged, and developing a holistic approach to housing with a focus on vulnerable neighbourhoods. (SP/TP)

- **Integrated Mobility Plan (IMP)**: The IMP creates a vision for moving around the Halifax region and help to direct future investment in transportation demand management, transit, active transportation, and the roadway network to improve the links between residents and their communities. The IMP expands the scope of municipal transportation planning beyond its traditional focus on commuting to consider the relationship between mobility and active, healthy communities. Since being approved by Regional Council in Dec 2017, 84 of the 137 actions are underway. These include the distribution of 6,000 transit passes to qualified residents through Nova Scotia Department of Community Services; the development of a complete streets toolkit for road designers, and transitioning the low income transit pass program from pilot to permanent. (DP/SP)

- **Halifax Green Network Plan (HGNP)**: The 2014 Regional Plan directed the creation of the HGNP to "protect and preserve connectivity between natural areas and open space lands, to enable their integration into sustainable community design, to help define communities, to benefit the Municipality's economy and the physical health of its people, and to reflect and support the overall purposes of this Plan". The HGNP was completed in three phases. Phase 1, Foundations, focused on understanding existing assets and values and was completed in Winter 2016. Phase 2, Planning Directions, focused on developing implementation directions and was completed in Winter 2017. Phase 3, Final Plan, was focused on developing the final Priorities. Regional Council approved the HGNP in August 2018. (SP)

- **Navigator Street Outreach Program (NSOP)**: The NSOP was launched in May 2008 by the Downtown Halifax Business Commission (DHBC) and the Spring Garden Area Business Association (SGABA) to address homelessness and panhandling in downtown business districts. The NSOP receives financial support from the Municipality. The program is a proactive, positive lifeline for individuals who struggle with securing and maintaining housing and employment due to addictions, mental health issues and homelessness. (TP)

- **Community Navigator:** The Library will pilot a Library/Community Navigator position at Halifax Central Library in 2018/19. Working directly with at-risk individuals from youth to adult including those experiencing mental illness, substance abuse, housing and food security issues, the Navigator will serve as a resource to Central Library staff providing, training, coaching and guidance. (TP)

- The **Culture and Heritage Priorities Plan** originates from the 2014 Regional Plan and will develop clear priorities for municipal investment and decision-making relating to culture and heritage. The Plan has two major phases. Phase 1 created a comprehensive inventory of cultural assets and was completed in Spring 2018 in partnership with the Province of Nova Scotia. Phase 2 will analyze and engage on the current state and best practices in cultural development, leading to the identification of gaps and opportunities and resulting in the creation of priorities to guide HRM's cultural mandate, programs and policies. The development of the Priorities Plan started in the fall 2018 and is expected to be completed in 2019. (PP/SP)

Priority Three: Strengthen Communities

While priority area two, 'Ensuring safe spaces' pivots on enhancements to the physical environment, the Public Safety Strategy's third priority area focuses investments in social infrastructure to transform these spaces into places that provide opportunities to enhance social cohesion and sense of belonging. Accordingly, work here leans toward promotional prevention, to strengthen skill development, well being, and social integration. Some of the key initiatives captured in this report include: making municipal services more accessible and inclusive, enhancing support for food security initiatives, and expanding opportunities for citizen engagement.

- **Mobile Food Market (MFM)**: HRM partnered with NS Health Authority and Ecology Action Centre to pilot a MFM utilizing a Halifax transit bus. Today, the MFM operates in twelve sites across seven communities. The goal of the MFM is to increase access to affordable, high quality, fresh fruit and vegetables in communities with limited access to healthy food. The MFM also functions as a catalyst for creating community gathering spaces and hosting community events, an opportunity for social cohesion, learning food skills and creating meaningful connections within communities. On July 31, 2018, Regional Council approved direction to continue support for the MFM through 2018/19 to 2020/21. The MFM is using the next few years to focus on sustainability and offering richer services to communities. (DP/SP)

- **Community Services Transit Pass Program:** In May 2018, Council directed staff to amend By-Law U-100 to permit the establishment of the Department of Community Services (DCS) Pass program and provide transit service to DCS clients at a reduced monthly fee. The establishment of qualifying criteria, as well as all program administration, is undertaken by the DCS. The introduction of a DCS pilot program will mean up to 16,800 adult clients and their dependents directly receive the benefit of unrestricted access to Halifax Transit service, beyond the 5,900 who were previously receiving some form of allowance for transit service. (TP)

- **Partnership Agreements**: Parks and Recreation is implementing new and updated partnership agreements with Multi-District Facilities, the Halifax Regional Centre for Education (formerly the Halifax Regional School Board), and community groups to better align access to programs, increase resource efficiency, and improve accountability. There are also 12 maintenance agreements being renewed to improve community pride. (PP)

- **Multi-Service Youth Centre**: In Spring 2018, Regional Council approved a one-year pilot project to establish a collaborative, multi-agency, multi-service Youth Centre in Sackville. The goals of this pilot include: removing barriers of access to youth mental and physical health; the provision and implementation of drop-in programs inclusive for all youth, designing physical spaces that are open and welcoming for all youth, and harnessing partnerships to deliver non-HRM programs and services. (PP/TP)

- **Community Engagement**: Corporate Communications re-established a Community Engagement Steering Committee (part of the municipality's 2006 Community Engagement Strategy intended governance) comprised of representatives of all business units involved in community engagement work. In 2018-19, this Committee will define and initiate a collaborative and consensus-based process to explore some fundamental questions about public engagement that can lead to more innovative, inclusive and generally better public engagement practices for the future of the municipality, which will be reflected in a revised Community Engagement Strategy by 2020. (PP)

Priority Four: Prevent and Reduce Crime

This priority area leans toward the targeted and indicated spectrum of prevention, working with those at higher risk of being involved in the criminal justice system, either as victims or offenders. Key initiatives, such as the Library's partnership with the John Howard Society, support rehabilitation and reintegration and thus reduce the probability of reoffending. Halifax Regional Police's (HRP) Trauma Informed Response Strategy recognize and respond to the impacts of crime and victimization to the community level, and the CMTs restorative approach aims to build relationships and repair harm by training HRM volunteers and community organizations in restorative practices.

- **Book Club**: The Library has partnered with the John Howard Society to bring a book club into the Central Nova Scotia Correctional Facility. This provides an opportunity for individuals to connect with Library staff, set up Library accounts and learn more about programming and services they can access upon release. (IP)

- **Community Mobilization Team (CMT)**: The CMT pilot adopts a Restorative Approach to community development, focusing on building relationships and repairing harm. Restorative training is being provided to CMT members to encourage a victim and community centred, trauma informed approach. Training has commenced with CMT volunteers at Mulgrave Park, with plans underway to train volunteers in North Preston in Winter 2019. In addition, through the CMT partnership, a Restorative Practice workshop was delivered at the 2018 Volunteer Conference and to volunteers from 902 Man Up, a non-profit community-based organization working to address youth violence.

  Residents of North Preston are participating in a Community Healing initiative, designed and led by renowned social worker Robert Wright, who specializes in trauma informed, African Nova Scotian approaches to improving mental health and well being. This initiative responds to a community-identified need to create better conditions for mobilization readiness. It was made possible through a grant awarded to the PSO from Nova Scotia's Building Vibrant Communities fund of Communities, Culture and Heritage, with additional financial and in-kind support from Parks and Recreation**.** (DP/TP)

- **Sexual Awareness Campaign**: HRP is developing a plan to launch a Sexual Assault Awareness Campaign to develop an education awareness campaign for Frosh week events, in partnership with universities. (DP)

- **Trauma Informed Response (TIR)**: HRP continues to employ an enhanced TIR strategy when dealing with vulnerable community members. The TIR model, in conjunction with enhanced Victim Services engagement, and the operational prioritization of investigations, aims to assist in the identification and reduction in barriers to reporting interpersonal violence, abuse and neglect and enhance survivors access to the justice system. (TP)

Building on Strengths
As noted, this inaugural update on the Public Safety Strategy's implementation plan, aimed to map the initiatives underway at the municipal level with an eye toward strengthening the social infrastructure necessary to enhance internal and external networks to advance community safety and well being. This inventory soundly demonstrates that the centres of responsibility for public safety stretch across the municipality, far beyond the traditional realm of policing, and encompass the full range of preventative approaches—from Primordial to Indicated.

Our greatest investments in community safety lay in the work underway to build resiliency and enhance social cohesion at the individual and community level, remove barriers and enhance outreach to existing programs and services; and invest in programs and policy development to improve housing affordability, food security and mobility. Given that the actions in the strategy are grounded in the evidence of 'what works', a key outcome of this report is that it affords the municipality, its partners and citizens an opportunity to map our collective capacity to enhance community safety across the spectrum of prevention in Halifax.

Accordingly, with the aid of this inventory, implementation of the Strategy over the next two years will focus on meeting four key expectations through:

- Leveraging Partnerships
- Building Capacity
- Research and Innovation
- Knowledge Exchange and Communication

Leveraging Partnerships

In 2018, the PSO made some significant strides in leveraging partnership within HRM business units to implement key actions of the Strategy. The CMT pilot is a highlight of this success. In March 2018, the PSO assumed the Chair position of an existing, ad-hoc Community Safety Committee, developed a Terms of Reference for the Committee comprised of members across six business units, and implemented the pilot in one community, with two others in the planning stage. For instance, Parks and Recreation, along with Fire and Emergency Services, have provided CMT volunteers a variety of trainings; Corporate and Customer Services spatial analysis expertise is being harnessed to develop an inventory of community-based data, EMO is lending its resources to coordinate the activation of the CMT in the wake of a critical incident, HRP and RCMP Victim Services have enhanced trauma-informed outreach, education, and support available in target communities both pre and post incident. Most recently, a partnership with Emergency Management has also led to the existing CMT in Mulgrave Park now being trained as Joint Emergency Management (JEM) community volunteers.

The inventory of internal actions contained in this report demonstrates that several business areas, such as the Libraries, Planning and Development, and Parks and Recreation, are playing a leading role in community safety and well being, and the PSO is harnessing this inventory to identify strategic partnerships to strengthen and build upon initiatives underway that address the Strategy's objectives. And while the municipality demonstrates considerable strengths in its investments in community safety, the inventory also identified several areas where external partners play a leading and/or complementary role—particularly around research, data and evaluation; employment education; housing and development; public health; and justice and reintegration.

As noted in Clairemont's Roundtable Report and Roundtable review, the municipality, as the level of government embedded across the communities it serves, with strong relationships with other levels of government, business and non-profit sectors, is uniquely positioned to play a leadership role in creating a culture of collective responsibility for community safety. [6]

The PSA has been in dialogue with other HRM business units and key external stakeholders (Public Health, Justice, Corrections) to gauge support for furthering implementation of the Strategy by:

- Formalizing a structure for collaboration and partnerships
- Bringing community leadership to the process
- Providing input and advice during the review and renewal of the public safety strategy
- Guiding implementation of new actions through working groups; and
- Communicating the results of the process and building multi-stakeholder consensus for action

Building Capacity

A core component of capacity building from the perspective of the PSO is strengthening networks and relationships between the municipality and communities, and supporting communities in accessing resources to augment their own internal networks. This year the Public Safety Advisor and/or the PSO's Community Developer participated in 18 community workshops, events and knowledge exchanges to raise the profile of the PSO and the Strategy and develop relationships with community leaders. A strategic vehicle for community capacity building for the PSO thus far has been through the CMTs. The PSO is developing and implementing readiness and engagement initiatives to establish CMTs in target communities.

In the summer of 2018, in consultation with the Community Safety Committee that oversees the CMT pilot, the Public Safety Advisor applied to Public Safety Canada for a grant to enhance community readiness and mobilization. Building on the work of the CMT model, if successful, this grant would strengthen resources

---

[6] Clairemont, D. 2014. The Roundtable Review'. Halifax Regional Municipality. Clairemont, D. 2008. "Violence and Public Safety in the Halifax Regional Municipality: A report to the Mayor as a result of the Roundtable'. Halifax Regional Municipality.

available to collaborate with internal and external stakeholders to build capacity at the community and organizational level, with a geographic focus on neighbourhoods more vulnerable to crime and victimization and where of social cohesion appears weakened.

Research and Innovation

The Public Safety Strategy was informed by extensive internal research (Clairmont 2014, 2008) and its full implementation will likewise be based on evidence. To facilitate the process of proactively addressing neighbourhood inequities in safety and well being, the PSO has been exploring avenues to support the development Community Well Being Index. This exploration has led to the identification of similar needs across other business units for increasing our knowledge about vulnerabilities and the spatial variations among neighbourhoods (including Planning and Development, Libraries, Government Relations & External Affairs, Emergency Management). A recent report to the Community Planning and Economic Development Standing Committee titled, Municipal Role in Supporting Food Security, outlines the work that is proposed, underway or recently completed related to the identification of vulnerable communities.[7]

The research from Engage Nova Scotia, in particular their Community Well being Survey and the Well Being Index,[8] looks promising and complements (without overlapping) existing research on municipal services and quality of life indicators, such as the Citizen Survey, and City Matters.

Knowledge Exchange and Communication

The Public Safety Strategy requires a paradigm shift in the way we—the municipality, key stakeholders, and citizens—think about community safety because addressing the root causes of crime and victimization means investing our resources differently. Building buy-in for such innovation requires equipping our leaders with the knowledge to believe change is possible.

The PSO is expected to be a repository for expert knowledge and innovative approaches to community safety. Over the past year, the Public Safety Advisor has provided input and advice to municipal decision-makers on a range of issues—from administrative orders and by-laws to park design and crime prevention programming. The Public Safety Advisor regularly participates in knowledge exchange opportunities through active participation as an Executive Board member on both the Canadian Municipal Network on Crime Prevention (CMNCP), and the Nova Scotia Criminal Justice Society (NSCJS). This fall, the Public Safety Advisor, with CMNCP, delivered a presentation to the Federation of Nova Scotia Municipalities on Best Practices for Public Safety and, with the NSCJS, is currently developing a module on Crime Prevention for an upcoming course (Winter 2019) on the criminal justice system for the Seniors College of Nova Scotia.

The PSO will continue to identify opportunities to bring a more holistic expanded understanding of community safety and crime prevention to a broader audience. In addition, the office will work with HRM's communications' team to develop a communication strategy to raise awareness about the office and the work planned and underway to achieve its mission.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this information report.

COMMUNITY ENGAGEMENT

There was no community engagement in the preparation of this report. Specific Community Engagement is part of many of the initiatives outlined in this report.

---

[7] Smiley, L. Dec 13,2018. Municipal Role in Supporting Food Security. Community Planning and Economic Development Standing Committee. Halifax.
[8]Canadian Index of Well Being. https://uwaterloo.ca/canadian-index-wellbeing/;

ATTACHMENTS

Attachment 1: Public Safety Strategy Data Catalogue of Initiatives Led or Supported by the Municipality
Attachment 2: Community Safety Committee Terms of Reference
Attachment 3: Community Mobilization Team Model and Implementation Guide

---

A copy of this report can be obtained online at or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Amy Siciliano, Public Safety Advisor, 902.490.4177

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
			Build Resident Resilience
			1.1 Connect Residents to Quality Jobs
1. Promote municipal job opportunities and volunteer positions to residents, particularly groups at risk of exclusion.	Youth Services Plan (DP) Youth Advisory Committee (DP) New HR position Business Partner - Recruitment Youth Leadership Program (DP) Step up to Leadership Program (PP) Bridging the Gap (DP) Diversity and Inclusion Framework (PR)	Economic Development Human Resources Parks and Recreation	The **Youth Services Plan** was created by youth to make sure that municipal programs and services are meeting the needs of the youth aged 13–24. Youth employed by HRM (Spring 2017-Winter 2018): 1914 New **Human Resources Business Partner - Recruitment** joined HR in July. She will execute HR's recruitment strategy into the marketplace, develop and execute HR's community engagement project and deploy a new hiring process which will improve the hiring and on-boarding experience. **Youth Leadership** is for youth aged 13+ (or completed grade 7) who want to develop leadership skills through fun & challenging learning experiences, organizing and taking part in special events and assisting staff with children's programs. Youth enrolled in Youth Leadership Program (Spring/Summer 2017): 645 **The Bridging the Gap Internship Program** program provides 18 month training and development internships with the municipality for qualified candidates interested in the public service. The program recruited 15 interns in the Spring of 2018. **The Youth Advisory Committee i**s a two year pilot (commenced Sept 2018) to increase youth participation and engagement in municipal governance. **Step up to Leadership Program** is a free, 9-session "Step Up to Leadership" course that covers a wide range of topics to develop leadership skills and build strong communities. **Racially Visible Employee Caucus (RVEC) & African Nova Scotian and Visible Minority Women's Networ**k As part of its support to the group**, The African Nova Scotian Affairs Integration Office (ANSAIO),** in partnership with the YMCA Nova Scotia Works and HR Client Services, delivered a resume/cover letter and Interview workshop for members of these groups. Eighteen staff participated in this session. ANSAIO will continue to work with HR and other business units to provide professional development opportunities to RVEC and the African Nova Scotian and Visible Minority Women's Network. The **Diversity & Inclusion Framework** is designed to assist the entire organization in our continued efforts to build a diverse and inclusive workforce and provide programs and services to our residents by using a diversity and inclusion lens. This Framework identifies key priorities to move these efforts forward, both in our organization and communities, and provides a focused lens on how we can address these priorities going forward. The Framework comes to life through implementation and evaluation plans created by individual business units and divisions. Comprised of senior leaders from across the organization, a Diversity & Inclusion Leadership Working Group has been formed to champion issues related to employment equity, workplace behaviour and respect by embedding diversity and inclusion into municipal business units. Their role is to advise the Halifax Regional Municipality on the impact of policies, programs and services on diverse employees and communities through the monitoring and implementation of the Diversity & Inclusion Framework.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
2. Expand and enhance work experience, mentorship, and apprenticeship opportunities in municipal services and divisions.	Diverse Voices for Change Project (DP) Youth Live (TP) Diversity and Inclusion Framework (PR) Employment Equity Policy (PR) Employment Systems Review (PR) Bridging the Gap (DP)	**Economic Development** Human Resources Parks and Recreation	Human Resources will implement recommendations from the Hiring Policy/Business Practice review as well as the Employment Systems Review. Revised current policy and practices, and updated tools and training for managers and supervisors have been presented to Directors. Their feedback will be used to finalize the timeline for a two-year transformation to HR's hiring process/strategy. (Est. Comply: Q4 19/20) The Office of Diversity and Inclusion and Human Resources have developed an updated **HRM Employment Equity Polic**y that will help guide the organization with respect to hiring practices and increasing representation of diverse individuals at all levels of the organization. Business Units, in partnership with Human Resources, continue to work with the Office of Diversity and Inclusion on practices that may impact diverse communities. Once completed, the Office of Diversity & Inclusion, Human Resources, and the business units will partner to develop an employment equity program for HRM. As of December 2018, 77 of the 90 recommendations from the Employment Systems Review are complete. **Employment Systems Review** - As part of the efforts to ensure that HRM's workforce is truly reflective of the community it serves, through the guidance of the CAO, TPW (Road Operations), with the support of Human Resources/D&I and ANSAIO, has designated an M1 supervisory competition to African Nova Scotian applicants. - HR in collaboration with the African Nova Scotian Affairs Integration Office will be implementing a designated cohort of The Foundations for Aspiring Leaders program to target employees of African Nova Scotian/African Descent. This cohort will replace the proposed Ujima project. The African Nova Scotian Affairs Integration Office (ANSAIO) leads **Diverse Voices for Change** (DV4C), a project funded by the Federation of Canadian Municipalities to increase the number of diverse women in leadership positions within HRM. HRM has brought together a Local Working Group of community partners to analyse barriers that diverse women face to accessing leadership positions within HRM and offer suggestions to foster future change. The group, in partnership with NS Status of Women, developed a training curriculum for potential female municipal election candidates which was piloted in May 2018. The Campaign School witnessed an increased interest from Indigenous and racialized women. Approx. 200 women showed interest in the school, 170 women registered and 115 attended the school. Approximately 40% of attendees were Indigenous and racialized women. Moreover, Indigenous and racialized women participated at all levels of the school, not only as workshop attendees, but as facilitators, panelists, and mentors. The Diverse Voices for Change project is now completed. HRM will continue to support the DV4C advisory committee as it looks at ways to continue to support diverse women in leadership positions in HRM. **Youth Live** is a program for youth, aged 16-24, facing significant employment barriers, that provides employment and life skills training. Youth Live: 62% (24/39) gained employment upon graduating (2017/2018) **Bridging the Gap** - see Action 1 **Diversity and Inclusion Framework** - see Action 1

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
3.Connect local and international graduates, young professionals and immigrants to the labour force.	Atlantic Immigration Partnership (DP) Connector Program (DP) Welcoming Newcomers Action Plan (DP)	Economic Development Legal and Risk Management	The **Connector Program** helps local businesses and organizations connect with immigrants, international students and recent and international graduates interested in starting and growing their careers in Halifax. Community leaders known as Connectors meet with talent interested in opportunities. The Connector gains access to a wealth of diverse, pre-qualified talent and Connectees access a professional network and are exposed to career opportunities. A framework for a Connector stream for the ANS community will be developed by the fall. Between April and June 2018, the Partnership enrolled 165 new Connectees (83 immigrants, 33 interns grads, 49 YETs), and 67 new Connectors. The program helped secure up to 58 jobs for Connectees (30 immigrants, 13 Intern grads, 15 YETs). The Halifax Partnership partners with other levels of government through the **Atlantic Immigration Pilot (AIP)** to help companies hire international graduates and immigrants. The pilot attracts immigrants to fill skilled positions in Atlantic Canada by giving them a pathway to permanent resident status. Between July 2017 and March 2018, the Partnership identified a target list of 450+ companies facing labour shortages based on its own market analysis, and modified its own business retention and expansion engagement tool to better gauge the labour needs of individual companies. It met with 195 companies to discuss the AIP's advantages, and referred 72 of them to NSOI for potential designation. Thirty-three of those companies have been designated so far. In that time, the Partnership's AIP work has resulted in one AIP-endorsed job. Given the lag between deferrals and endorsement, the Partnership anticipates that the numbers of jobs endorsed will rise substantially in the coming months. Government Relations & External Affairs (GREA) staff have completed an updated **Welcoming Newcomers Action Plan** (first developed in 2013) on June 22nd. This plan has as its main objective to be more a more welcoming community to newcomers and residents alike. Staff is also drafting a thorough strategy that will provide business units with aligned priorities and efforts to support HRM's work with newcomers. Some actions in the plan include: - an updated Welcoming Newcomers Guide that provides municipal and community information to newcomers has been updated with input from the Local Immigration Partnership Advisory Committee and Acadian and francophone communities. Additionally, HRM has partnered with NSCC and with Yomes, a social enterprise that supports tenants, particularly newcomers to the municipality, to find places to live based on the best information available; this latter platform has made available more than 60,000 tenancy board complaints and includes reviews from previous tenants around the conditions of the apartment, the building, as well as the landlord and other relevant information. The Newcomers Guide will make available the links to the app developed by students of NSCC with a map of immigrant services across the municipality currently available in more than 12 languages as well as a link to the Yomes initiative. Future actions include: -a storytelling project that will bring together stories from settled immigrants and newcomers as well as from Mi'kmaq and other indigenous peoples, African Nova Scotians (indigenous and non-indigenous) and Acadians; and, - the fifth Mayor's Reception for international students was hosted in September 2018
4. Assess the feasibility of promoting a living wage for all residents	Support for the Institution of a Basic Income for Nova Scotia (Item No. 9.3.1 Regional Council January 16, 2018)	Economic Development Finance Legal and Risk Management	An inter-departmental working group will be established to engage external stakeholders, conduct further investigation and recommend with respect to whether or not to adopt a policy framework for the consideration of social economic benefit, employee compensation/**living wage** and environmental impacts in the procurement process and report back to Council. Staff is monitoring progress related to **basic income programs** provincially and internationally.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
**1.2 Help Children and Youth Succeed at School**		
5. Encourage early literacy and reading readiness.	Learn English Program (DP) Literacy Help and Upgrading Program (DP) Adult Literacy Program (DP) Paws to Read Program (DP)	Social Development Libraries	The Library focuses on early literacy and preparation for school by offering a number of Preschool programs for ages 0-5. These programs include Baby's First Books, Tales for Tots, Songs & Stories etc. In 2017/18, the Library offered 1,827 of these programs with 58,488 participants. In 2018, the Library has provided free access to Squiggle Park, an online resource designed by top researchers and classroom experts to deliver content in a way proven to help kids master foundational reading skills. The **Paws to Read** program gives kids a chance to build literacy confidence by reading to a dog. The Library has an **Adult Literacy Program** in partnership with the Halifax Community Learning Network. This service is free to all adults over 19 years of age who have not completed a high school diploma, and have been out of school for 1 year.
6. Expand positive-school-climate efforts, including restorative practices and violence/bullying-prevention initiatives	HRP Bullying Hotline (TP)	Social Development HRP/RCMP	HRP's **bullying hotline** provides advice and support to address bullying.
7. Promote culturally sensitive opportunities for social support, school connectedness, and youth development.	Youth Services Plan (DP) Youth Advocate Program (TP) Youth Live (TP) Connect the Dots (DP)	Social Development Parks and Recreation Libraries	The Library partners with many community organizations to provide space and programs related to social support, and youth development. For example the Library, in partnership with the Youth Project, offers **Connect the Dots,** a social support group for youth 18 and under, around sexual orientation and gender identity. **Youth Services Plan** - See Action 1 The **Youth Advocate Program** helps prevent youth, aged 9-15, from engaging in anti-social and criminal behaviors. In 2018, the program was expanded to include Youth Advocate Workers in Sackville, Cole Harbour, and North Preston. **Youth Live is** a program for youth, aged 16-24, facing significant employment barriers. It provides employment and life skills training. Youth Live: 28% (11/39) returned to school after graduating the program (2018).
8. Close the achievement gap between students of different races, ethnicities and socio-economic backgrounds.	1-on-1 Technology Training Program (PP) Library tutoring services (PP) Leading Readers Program (DP) Learn English Program (DP)	Social Development Libraries	The Library offers **tutoring services** and homework help to youth throughout the system. In particular, the Library has a strong partnership with Shine Academic who offers free tutoring in math and science at their Halifax North location. The Library's **1-on-1 Technology Training Program** offers free personal training on a variety of computer skills, with several trainings offered in multiple languages. **Leading Readers Program** helps struggling or reluctant readers discover the joy of reading in a comfortable environment.
9. Promote school attendance, lessen suspensions and reduce drop-outs.	Youth Advocate Program (TP) Youth Live (TP)	Social Development Parks and Recreation	**Youth Advocate Program (YAP):** YAP workers collaborate with school representatives to improve school performance, including attendance, behaviour, homework, and participation in extra-curricular activities - 49% of participants (30/62) stayed or returned to school; 30% received academic support (2018). **Youth Live** builds confidence in youth- 28% (11/39) returned to school after graduating the program (2018).

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
1.3 Improve residents' mental health			
10. Adopt an anti-oppression framework that focuses on social inclusion, community engagement and anti-discrimination	Diversity and Inclusion Framework (PR)	**Social Development** HR/Office of Diversity and Inclusion	**Diversity and Inclusion Framework** - see Action 1
11. Deliver municipal programs and services that enhance the mental health of residents, particularly youth and seniors.	Youth Advocate Program (TP) Youth Live (TP) Navigator Street Outreach Program (TP)	**Healthy Livable Communities** Parks and Recreation GREA	The Library has developed teen services that provide welcoming spaces to hang out, connect with others, study, play, create and learn during all open hours. They have devoted teen staff that are supportive adults who build relationships with youth and are often relied upon as allies and mentors for young adults experiencing challenges or in transition. They provide opportunities to contribute to the community, develop skills, connect with other youth, and lead through volunteering.

The Library also provides space for seniors to connect with others in the community to reduce social isolation. From informal community teas to knitting circles and life long learning programs, seniors are able to connect and engage in community life at the Library.

The **Youth Advocate Program and Youth Live** support youth mental health through customized life skills training and development.

Recreation Program Delivery - Delivery of neighbourhood-based inclusive recreation programs and services. Children and youth are priority target groups and programs include arts and cultural activities, dance, swimming, sport, skating, physical activity, etc. Youth Recreation Program Enrollment (Spring 2017-Winter 2018): 8931

The Navigator Street Outreach program (NSOP) was launched in May 2007 to address homelessness and panhandling in downtown business districts. The program is a proactive, positive lifeline for individuals who struggle with securing and maintaining housing and employment due to addictions, mental health issues and homelessness. Of NSOP's 304 clients, 46% had mental health concerns (2017/18). |
| 12. Equip municipal staff to identify and respond to self-abuse and suicidal thoughts. | Corporate Training (PP) | **Healthy Livable Communities** HR | Human Resources offers training in Mental Health First Aid for Adults who interact with Youth(aged 12 - 24) The 2 day ASIST Suicide Intervention Skills training is offered for First Responders within the Business Units of Halifax Regional Police and Halifax Regional Fire and Emergency.

Key Recreation staff are trained in ASIST and Mental Health First Aid.

The Working Mind mental health awareness training is offered to staff (employees & managers/supervisors) through Corporate Training. |
| 13. Provide crisis support for children, youth and adults experiencing a mental health crisis. | Navigator Street Outreach Program (TP) Youth Advocate Program (TP) Community Mobilization Teams Pilot (DP/TP) | **Healthy Livable Communities** GREA Parks and Recreation | **The Navigator Street Outreach program** - see Action 11

Youth Advocate Program workers connect participants experiencing mental health crises to support services.

Community Mobilization Teams (CMT) pilot program: A community led, holist approach to preparing and responding to violent or traumatic incidents. HRM staff train CMT volunteers in crisis response and restorative approaches, and HRP Victim Services respond on scene to critical incidents providing immediate crisis support to affected residents in the wake of a violent or traumatic incident. |

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
			1.4 Build child and youth resilience
14. Help children/youth develop skills to recognize, avoid, and deal with Inherent predators and other online dangers.	Youth Advocate Program (TP) Social Media Monitoring Tool (TP)	**Healthy Livable Communities** Parks and Recreation HRP/RCMP	**Youth Advocate Program -** Promotes youth resiliency through an evidence-based wrap around approach that builds constructive relationships and support networks among youth and their families to build protective factors to prevent sexual abuse and exploitation. YAP: 4% (3/62) of participants received support/counselling for sexual abuse/exploitation. **Social Media Monitoring Tool** - HRP/RCMP - supports the HRP Crime Reduction Strategy by using software to actively or passively monitor and track open source social media data as part of the Real Time Crime Centre. This is software leveraged within HRP's Real Time Crime Centre to passively or actively mine open source social media data to augment crime reduction strategy.
15. Support children/youth to develop skills to recognize, avoid, and deal with bullying and cyber-bulling	Youth Advocate Program (TP)	**Healthy Livable Communities** Parks and Recreation	**Youth Advocate Program** promotes youth resiliency through an evidence-based wrap around approach that builds constructive relationships and support networks among youth and their families to build protective factors to prevent bullying and its impacts.
16. Help children/ youth build confidence, resistance and effective decision-making skills concerning drug and alcohol use	Youth Advocate Program (TP)	**Healthy Livable Communities** Parks and Recreation	**Youth Advocate Program** promotes youth resiliency through an evidence-based wrap around approach that builds constructive relationships and support networks among youth and their families to build protective factors to promote positive decision making skills concerning alcohol and drug use.
17. Assist youth to develop skills to recognize, avoid, and deal with dating violence, gender violence, and unhealthy relationships	Youth Advocate Program (TP)	**Healthy Livable Communities** Parks and Recreation	**Youth Advocate Program p**romotes youth resiliency through an evidence-based wrap around approach that builds constructive relationships and support networks among youth and their families to build protective factors to promote healthy relationships. 12% (7/62) participants received support/counselling to avoid/deal with dating violence, gender violence and unhealthy relationships (2017/18).
18. Help children/youth develop skills to recognize, avoid and deal with situations that may put them at risk of sexual abuse.	Youth Advocate Program (TP) Juvenile Prostitution Targeting Strategy (IP)	**Healthy Livable Communities** Parks and Recreation HRP/RCMP	**Youth Advocate Program** - see Action 17 **HRP's Juvenile Prostitution Strategy** is a coordinated approach with stakeholders and partners to facilitate early identification of high-risk individuals and active enforcement. HRP/RCMP work jointly for early identification of human trafficking of juveniles and maintain active relationships with partners in assistance of juvenile prostitutes.
			2 Ensure safe spaces
			2.1 Preserve and grow the supply of affordable and emergency housing
19. Retain and grow the supply of non-market housing (public housing, non-profit housing, co-operative housing) and affordable market housing.	Affordable Housing Work Plan (SP) Housing and Homelessness Partnership (TP/SP) Regional and Community Policy	**Social Development** Planning and Development	**The Housing and Homelessness Partnership** (HHP) is a collaborative of nine partners from all levels of government, the private sector and non-profit organizations in Halifax. HRM staff created an **Affordable Housing Work Plan, approved by Council in July 2018,** that outlines the purpose, progress to date, and direction of several municipal initiatives: 1. Implement an incentive or bonus zoning (density bonus) program for affordable housing units. In February, 2018 proposed density bonus policies and regulations were included in the Centre Plan draft Package A. 2. Investigate registration and/or licensing of rental properties. Staff are currently drafting a report for Council to further discuss registration and/or licencing of rental properties. 3. Remove policy and regulatory barriers to special care facilities, secondary suites and rooming houses/single room occupancies. In March 2018, Council initiated the process to amend planning documents to simplify, consolidate and remove barriers to the development of secondary suites. Staff are currently reviewing land use regulations and consulting with stakeholders. Staff are in the process of reviewing current regulations regarding single room occupancies and are exploring approaches to expand the uses. 4.Considering a municipal affordable housing funding program. In November 2017, Regional Council considered a staff report concerning municipal funding incentives and amended the Building By-law to exempt building permit fees for developments proposed by not-for-profit organizations or charities that include affordable units. 5. Review how municipal real estate assets can support and leverage affordable housing. *Staff are currently researching practices from other Canadian municipalities. 6. Develop holistic approaches to affordable housing changes in especially vulnerable neighbourhoods. Staff continue to be engaged with Between the Bridges in their work along with a number of other stakeholders, including Public Health, the Nova Scotia Department of Community Services and HRP.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
20. Provide diverse, barrier-free, affordable, safe housing options to match our demographic profile.	Affordable Housing Work Plan (SP) Housing and Homelessness Partnership (TP/SP) Tax Relief for Non-profit Organizations Program (DP) Seniors housing report	**Social Development** Planning and Development	**Affordable Housing Work Plan** - see Action 19 **Housing and Homelessness Partnership** - see Action 19 **Tax Relief for Non-Profit Organizations Program** helps some non-profit organizations reduce their property tax payments.
21. Ensure the availability of drop-in services and warming/cooling centres for vulnerable, street-involved residents.	Navigator Street Outreach Program (TP) Library Community Navigator (TP)	**Social Development** Legal and Risk Management Libraries	**Navigator Street Outreach Program** was launched in May 2008 to address homelessness and panhandling in downtown business districts. The program is a proactive, positive lifeline for individuals who struggle with securing and maintaining housing and employment due to addictions, mental health issues and homelessness. NSOP works on the street, as opposed to within the shelter system. In October of 2017, Regional Council approved an annual grant of $45,000 for NSOP for fiscal years 2017/2018, 2018/2019 and 2019/2020, subject to budget approval. The Library offers free access to services, programs and spaces across 14 branches from Sheet Harbour to Hubbards. Libraries are used as a warm place to go in the winter and a cool location in the summer that provide entertainment and learning opportunities for all. In 2017/18, the Library increased the number of open hours across the system by 1,832. The Library now offers 40,499 open hours per year across their 14 branches - all free. The Library will pilot a **Library/Community Navigator** position at Halifax Central Library in 2018/19. Working directly with at-risk individuals from youth to adult including those experiencing mental illness, substance abuse, housing and food security issues, the Navigator will serve as a resource to Central Library staff providing, training, coaching and guidance. - Work closely with Central Library staff in the provision of library services to at-risk communities and those who experience barriers, and provide support to other Library branches. - Serve as a resource Library staff providing training, coaching, guidance and building awareness of resources. - Provide information, support, referrals and assistance to customers experiencing life challenges such as mental illness, substance abuse, homelessness and exclusion issues. - Develop strong, collaborative relationships with other community-based service providers and agencies (Navigator Street Outreach Program, MOSH, HRP Community Response Officers).
22. Increase the supply of affordable emergency housing and transitional housing	Regional and Community Policy Affordable Housing Work Plan (SP)	**Social Development** Planning and Development	**Affordable Housing Work Plan** - See Action 19
23. Enforce residential occupancy standards and hold landlords accountable for sub-standard housing.	By-Law M-200 Respecting Standards for Residential Occupancies (SP) Building Inspection Program (SP)	**Social Development** Planning and Development	HRM By-law M-200, Standards for Residential Occupancies, requires building owners to maintain buildings to minimum standards. Amendments to the by-law are anticipated in the Fall of 2018 to require rental unit registration to allow proactive inspection for an enhanced minimum standard.
24. Monitor emerging homelessness trends and support initiatives to address chronic and episodic homelessness.	Navigator Street Outreach Program (SP) Community Grants Program (SP)	**Social Development** Legal and Risk Management Finance and Asset Management	**Navigator Street Outreach Program (NSOP)** supported 29 individuals (plus 2 children under 16) to secure housing, prevented 15 evictions, helped 8 individuals in relocating to their home community, supported 23 individuals in securing and/or maintaining employment and helped 11 individuals with upgrading their education (2016/17). **Community Grants Program** contributed $49,000 to fund housing initiatives for vulnerable populations (2018).

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
			2.2 Enhance access to arts, culture, recreation and natural assets
25. Ensure that children/youth have inviting, safe places to be during non-school hours.	Youth Services Plan (DP) Youth Leadership Program (DP) Recreation children and youth programming (PP) Paws to Read Program (PP) Leading Readers Program (PP) Children's Reading Support Program (DP)	**Healthy Livable Communities** Parks and Recreation Libraries	The **Youth Services Plan** focuses on development and delivery of youth engagement and employment opportunities, youth leadership development, youth diversion programs, drop-ins and special events. **Youth Leadership** is for youth aged 13+ (or completed grade 7) who want to develop leadership skills through fun & challenging learning experiences, organizing and taking part in special events, and assisting staff with children's programs. Youth enrolled in Youth Leadership Program (Spring/Summer 2017): 645. The Library offers free public space for all community members and has a focus on providing a safe and inclusive space for youth during non school hours. The Library engaged pre-teens and teens in 1946 free afterschool/weekend programs with a total attendance of 47,622 in 2017/18.
26. Enhance access to existing, arts, cultural and recreational facilities and programming.	Fee Service Review (PR) Welcomed in Halifax Program (DP) Funding Access Program (DP) Culture and Heritage Priorities Plan (PP/SP) Accessible Collections (DP) 1-on-1 Technology Training Program (PP) Administrative Order 2018-002-OP - Universal Access to Municipal Facilities (PR)	**Economic Development** GREA Planning and Development Parks and Recreation Libraries	**Welcomed in Halifax** provides refugees and asylum seekers with one year of free access recreation facilities and programs. **The Funding Access Program** provides recreation opportunities to children, youth and adults in financial need. Individuals are eligible for support for one program per season, pertaining to Fall/Winter/Spring seasons. During the summer months, additional financial support may be requested to enable children/youth to attend summer camps/programs. **Implementation of Fee Service Review** -In August 2016, Council approved guiding principles for reviewing fees. Currently, there is no Fee Policy to guide the establishment of fees and to ensure that the existing fees are aligned with corporate goals, objectives and strategic plans. **The Culture and Heritage Priorities Plan** originates from the 2014 Regional Plan and will develop clear priorities for municipal investment and decision-making relating to culture and heritage. The Plan has two major phases. Phase 1 will create a comprehensive inventory of cultural assets. Phase 2 will analyze and engage on the current state and best practices in cultural development, leading to the identification of gaps and opportunities and resulting in the creation of priorities to guide HRM's cultural mandate, programs and policies. Phase 1, cultural inventory, was completed in spring 2018, in partnership with the Province of Nova Scotia. Phase 2, the development of the Priorities Plan, is expected to get underway in the fall 2018 and be completed in 2019. **Accessible Collection**s in Libraries offer a wide range of materials in accessible formats for persons with print disabilities. The library also has increased opportunities for creative and skill-development through accessible, hands-on learning experiences in the arts, cooking, and technology. **Administrative Order** on **Universal Access** is to ensure that principles of universal access are incorporated into the design, construction and major renovation of municipal facilities.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
27. Facilitate and fund community festivals and events that reflect Halifax's diversity	Community Grants Program Culture and Heritage Priorities Plan (PP/SP) Libraries (various programs and supports)	**Economic Development** Finance Planning and Development Parks and Recreation Libraries	The Diversity category of the **Community Grant**s program funds organizations and projects serving individuals who face barriers to full participation in community activities. The Community Grants Program awarded $58,370 in the diversity category in 2018. **Cultural and Heritage Priorities Plan** - The Culture and Events division has refined their programming framework to encourage diverse perspectives to engage with programs and processes and to ensure that those perspectives are valued in all aspects of program administration. The Halifax Explosion 100th Anniversary included dedicated elements to capture and reflect the impact and legacy of that event to First Nations and African Nova Scotian residents. A original poem on the event by Parliamentary Poet Laureate George Elliott Clarke was recited as part of the 100th Anniversary event in December 2017. Two commemorative markers are being developed as legacy pieces that will specifically commemorate the Africville and Turtle Grove Explosion stories, respectively. Several projects supported through the Halifax Explosion Anniversary Grant program funded untold stories of the Explosion, particularly those of Indigenous and African Nova Scotian voices. These included Nova Scotia Home for Colored Children/Voices Black Theatre Ensemble's development of a script for the play Extraordinary Acts by artist/curator David Woods, and the Nova Scotia Cultural Society of the Deaf's development of the film The Halifax Explosion: The Deaf Experience. The Municipality also funded the production of a documentary film about the Explosion which aired on Accessible Media Inc (AMI)-TV with Integrated Described Video Features to accommodate blind and partially sighted viewers. In April 2018, the Municipality officially welcomed its seventh Poet Laureate, Dr. Afua Coope, to a 2-year term. Dr. Cooper is the seventh consecutive woman to occupy the position, and the second woman of African descent. A published author and nationally-recognized poet and scholar, Dr. Cooper is also the founder of the Black Canadian Studies Association (BCSA), which she currently chairs and is a co-founder of the Dub Poetry movement in Canada. In March 2018, the Municipality selected artist Jordan Bennett on the basis of his submitted proposal to provide a major public artwork for the Dartmouth Sportsplex Revitalization. Mr. Bennett is a nationally-recognized artist of Mi'kmaq descent and is the 2018 Atlantic region shortlist representative for the Sobey Art Award. In October 2018, the Municipality hosted a national gathering of Indigenous artists and curators as part of the 2018 Aboriginal Curatorial Collective Conference. In partnership with the ACC, the Nocturne Art at Night Society invited submissions by Indigenous curators to develop this year's theme. Local artist Raven Davis was selected on the basis of their theme, Nomadic Reciprocity. The event will feature artist projects that address the theme, and is specifically oriented toward promoting underrepresented cultural perspectives. The Municipality provides both indirect grant funding to the Nocturne Organization as well as direct support of the Event's anchor project program through its temporary public art program. The Municipality was recently successful in its application for funding through the Province of NS' Streetscape and Beautification Program (Dept. of Municipal Affairs) to develop a series of Interpretive panels for installation in and around the site of Africville. That project is currently underway. The Library works with community partners and organizations to support many different **festivals** and events throughout the year. The Library has participated in Halifax Pride, Mi'kmaq Heritage Month, Asian Heritage Month, Nocturne, Word on the Street, Symphony at the Library, International Day of Peace, etc. The Library is also a founding member of the Black History Month Association and is one of the main hosts of African Heritage Month. In February 2018, the Library, in partnership with community organizations, hosted 83 programs with over 4,800 participants.
28. Improve public access to lakes, coastal areas, beaches and water routes and trails.	Green Network Plan (SP) Integrated Mobility Plan (SP/TP) Parks and Recreation Framework (PR)	**Healthy Livable Communities** Parks and Recreation Planning and Development	**Green Network Plan:** The 2014 Regional Plan directed the creation of the Halifax Green Network Plan (HGNP) to "protect and preserve connectivity between natural areas and open space lands, to enable their integration into sustainable community design, to help define communities, to benefit the Municipality's economy and the physical health of its people, and to reflect and support the overall purposes of this Plan". The HGNP was completed in three phases. Phase 1, Foundations, focused on understanding existing assets and values and was completed in Winter 2016. Phase 2, Planning Directions, focused on developing implementation directions and was completed in Winter 2017. Phase 3, Final Plan, was focused on developing the final Priorities Plan. The Community Planning and Economic Development (CPED) Standing Committee considered the final HGNP on July 19, 2018 and forwarded a positive recommendation onto Regional Council. Regional Council approved the HGNP in August 2018. **The Integrated Mobility Plan (IMP)** creates a vision for moving around the Halifax region and help to direct future investment in transportation demand management, transit, active transportation, and the roadway network to improve the links between residents and their communities. The IMP expands the scope of municipal transportation planning beyond its traditional focus on commuting to consider the relationship between mobility and active, healthy communities. Since being approved by Regional Council in Dec 2017, 84 of the 137 actions are underway. These include the distribution of 6,000 transit passes to qualified residents through Nova Scotia Department of Community Services; the development of a complete streets toolkit for road designers, and transitioning the low income transit pass program from pilot to permanent. **The Parks and Recreation Framework** is expected to be complete in 2019.The Framework identifies the vision, values and strategic pillars for Parks and Recreation as well as the Decision Making Model and the Lifelong Participation Model.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
29. Preserve and create urban green space and urban outdoor gathering places.	Green Network Plan (SP) Acquire and Develop Parkland Halifax Common Master Plan Review Dartmouth North's Outdoor Library Urban Forestry Master Plan (SP)	**Social Development** Planning and Development Parks and Recreation Libraries	**Acquire and Develop Parkland -** Parks & Recreation will increase its focus on achieving Regional Plan parkland objectives, as well as Regional Council's direction to acquire specific parkland such as Blue Mountain Birch Cove, Purcell's Cove Backlands (Shaw Wilderness Park) and several other properties. Priority focus will also be given to a review of the Halifax Common Master Plan as well as development of bare parkland received through development /acquisition. The Library, in partnership with Parks and Recreation, opened one of Canada's first **outdoor libraries at Dartmouth North Library & Recreation Centre**. This new outdoor space has created a "community backyard" where individuals and families can come to gather and community events can take place. This summer, the Library hosted many drop in creative sessions for all ages in the outdoor space as well as large scale community BBQs and outdoor movie nights (with over 400 community members in attendance). The Library is also undertaking a renovation to the outdoor space at **Keshen Goodman Library** to provide more community space in a neighbourhood that has high density with limited access to green spaces. The **Urban Forest Master Plan** promotes awareness of the benefits of urban forests and guides the sustainable management and growth of the municipality's urban forests.
30. Locate and design parks and open spaces to connect with complete streets, greenways, active transportation routes and other networks.	Green Network Plan (SP) Integrated Mobility Plan (SP/TP)	**Social Development** Planning and Development Parks and Recreation	**Green Network Plan** - see Action 28 **Integrated Mobility Plan** - see Action 28

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
			2.3 Improve mobility so that people can learn, play, and work more effectively
31. Continue to enhance public transit connections to municipal programs, facilities and places of employment.	Integrated Mobility Plan (SP/TP) Moving Forward Together Plan (SP) Halifax Transit Annual Service Plan (2018-2019) Smart Trip Program	**Transportation** Planning and Development Transit	**Integrated Mobility Plan -** see Action 28 **The Moving Forward Together Plan** is intended to initiate the restructuring of the transit network and guide the implementation of service improvements. It proposes new service types, service guidelines, and performance measures, along with a network redesign. **Smart Trip Program** supports sustainable, flexible transportation options for residents through subsidies and partnerships.
32. Ensure that our transportation network provides safe, inclusive mobility for all users, including transit riders/operators, pedestrians, cyclists, and motorists.	Metro Transit Universal Accessibility Plan (TP) Integrated Mobility Plan (SP/TP) Annual Pedestrian Safety Action Plan Rural Transit Funding Program (DP) Access-A-Bus Service (DP) Accessible Transit Service (SP) Halifax Transit Technology Program (SP) Accessible Low Floor Buses (SP) Travel Training Program (DP)	**Transportation** Halifax Transit Planning and Development TPW	**Integrated Mobility Plan - s**ee Action 28 **Rural Transit Funding Program -** reduces the cost of transit for rural residents by subsidizing rural transit service providers. HRM provided $129,951.29 (2017/18) for the Rural Transit Funding Program. **Accessible Taxi EOI:** In 2017, Council directed staff to develop an Expression of Interest (EOI) to explore the viability of partnerships with accessible transportation providers to support the Halifax Transit Access-A-Bus service. Staff met with accessible transportation providers to gather feedback on the approach. The responses received related industry conditions including concerns around the relatively high cost of procuring and operating accessible taxis, and challenges related to training/skills maintenance with a transient workforce. Of note, the number of accessible taxis serving HRM continues to decline and those in service are owned and operated by individual drivers. **Accessible Low Floor (ALF) Buses**: ALF buses offer mobility-impaired customers greater freedom and flexibility when travelling on fixed-route bus service by offering many options and features including: no step entry and exit; bus can be lowered to curb level; entry and exit ramp for quick and safe mobility device access; two wheelchair and/or safety secures per bus; extra wide doors and aisles; easy to read electronic exterior destination signs; and features the international accessibility symbol on all four sides of the bus. **Accessible Transit Routes**: Over 96% of Halifax Transit's fixed-routes are designated as accessible for mobility impaired customers with the following features: (a) only ALF buses are used on these routes; (b) accessible bus stops with concrete landing pads (minimum size 1.5 m x 2.5 m), leading to a sidewalk to continue travel; and(c) ability to deploy the accessible ramp for mobility-impaired customers. **Access-A-Bus Service:** Access-A-Bus is a shared ride, door-to-door, transit service for persons who are unable to use the conventional transit system due to physical or cognitive disabilities. Access-A-Bus is available to provide transportation to medical appointments and to allow users to participate in social, personal, and recreational activities. Access-A-Bus users are charged standard rates to ride the conventional transit system (i.e. fee parity). In September 2017, Council directed Halifax Transit to restrict Access-A-Bus service eligibility to those who cannot use the conventional transit service. Demand for the Access-A-Bus service has experienced consistent growth year over year. **Para-Transit Fleet**: The current Access-A-Bus fleet total is 41 vehicles, with 32 required for daily service. The remaining nine vehicles are used as spares, to allow for on-going preventative maintenance and to ensure service reliability in the event of in-service failures. In June 2018, Council awarded an RFP to supply up to 40 Para-Transit Buses over a three (3) year period and authorized the purchase of six (6) Para-Transit expansion vehicles and three (3) Para-Transit replacement vehicles in fiscal 2018/2019. **Travel Training Program:** The Travel Training, or Mobility Training as it is sometimes called, is a program design to assist eligible riders how to ride public transportation safely and independently. Halifax Transit provides the Travel Training program to train seniors and/or those with disabilities how to use fixed route transit so that they are not completely dependent upon paratransit services and can enjoy the freedom conventional transit and ferry services has to offer. **Automated Stop Announcements:** Stop announcements help hearing and visually impaired transit users through audio and visual cues; users no longer need to rely on the bus operator or other passengers for information during their trip. Tourists and passengers who may be unfamiliar with a route also benefit from advanced notice of upcoming stops. And operators who are new to Halifax Transit or have been introduced to a new route can quickly and easily become familiar with route-specific stops. **Annual Pedestrian Safety Action Plan:** HRP partnered with Transportation & Public Works (TPW) and Corporate Communications to implement approved recommendations from the Pedestrian Safety Action Plan **Road Safety:** To ensure the overall safety of travellers using the HRM streets and roads network and related services, TPW will develop a Road Safety Strategy, leading and supporting its implementation throughout the organization, in partnership with other business units. Pending Council approval of the Road Safety Strategy (Q1), staff will implement the identified initial actions.
33. Connect more people by foot and bicycle to major destinations through key corridor links within and between major settlement areas.	Green Network Plan (SP) Integrated Mobility Plan (SP/DP)	**Transportation** Halifax Transit Planning and Development	**Green Network Plan:** Through land management and community design direction, the Green Network Plan defines an interconnected open space system, highlights ecosystem functions and benefits, and outlines strategies to manage open space. **Integrated Mobility Plan** - see Action 28

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
			2.4 Make places beautiful
34. Shut down residential and commercial buildings regularly used for illegal activities.	By Law Standards Enforcement Program (SP)	**Healthy Livable Communities** Planning and Development	Reviews are undertaken on discretionary site development proposals.
35. Improve streetscape and park lighting.	LED streetlight conversion project (SP)	**Transportation** TPW	In 2018, TPW completed a $40,000,000 project converting all of our streetlighting to LED (except for ornamentals). Part of the project scope was to design lighting levels to comply with IEEE RP-8 design standards (this is the industry standard and a requirement of provincial legislation).
36. Design built spaces to ensure users can observe and monitor activities around them (natural surveillance and natural access control).	Planning Applications Program	Social **Development** Planning and Development Legal and Risk Management Corporate and Customer Services	Reviews are undertaken on discretionary site development proposals.
37. Promote community policing and police partnerships with community safety networks and organizations.	Community Relation Officers (DP/TP)	**Healthy Livable Communities** HRP/RCMP	HRP developed a Joint Partnership Plan that outlines the objectives and commitments of those involved, and addresses gaps identified in the 15/16 Partnership Analysis. CRO (Community Relations Officers) Work with various youth and Boys and Girls Clubs to contact youth and educate them about the dangers of certain behaviours – socio economic issues are critical in this area. CROs attend various community residents and landlords meetings meets once a month and discuss ways to help people who are affected by poverty, drugs, violence and prostitution. Dartmouth North Family Centre – discussions with clients regarding safety for their young children regarding drugs, domestic violence and recruitment of youth into prostitution. Dartmouth North Community Kitchen – Police mingle with the community and discuss safety and quality of life related issues. People feel comfortable speaking with police in this environment and there is a sharing of important information.
38. Conduct regular community safety audits and implement a tracking system for community safety audits	CPTED Audits (SP)	**Healthy Livable Communities** HRP/RCMP	
39. Enhance maintenance of the urban environment and address derelict and distressed properties	By-law and licencing standards enforcement program (SP)	**Healthy Livable Communities** Planning and Development	**By Law and licencing standards enforcement programs** respond to public safety complaints related to taxi's, parking, dangerous properties and animal services. The Enhanced Maintenance Area section with Transportation & Public Works regularly assesses parks/green spaces/ROW anomalies for focused, budget friendly improvements in landscaping, litter/junk removal, painting projects, power washing, street scaping, to improve the general appearance and upkeep of HRM assets. The focus in the downtown core of both Dartmouth and Halifax is improving public spaces relating to accessibility, safety, and community engagement.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
			3 Strengthen Communities
			3.1 Support residents in parenting and mentorship
40. Facilitate parental education focused on building existing parenting skills and promoting positive interactions with, and behaviour toward, children.	Youth Advocate Program (TP Daddy and Me P/R program Parent and Tot P/R programs (PP)	**Social Development** Parks and Recreation HRP/RCMP	The **Youth Advocate Program's** evidence-based wrap around approach builds constructive relationships and support networks among youth and their families to build protective factors to promote healthy relationships. YAP: 6% (4/62) Parents/guardians in the program attend parenting support programs. HRP: Dartmouth North Family Centre located at 107 Albro Lake Rd – discussions with clients regarding safety for their young children regarding drugs, domestic violence and recruitment of youth into prostitution.
41. Support mentoring of children and youths, particularly at-risk individuals.	Youth Advocate Program (TP) Youth Live (TP) Step up to Leadership Program (PP) Youth Leadership Program (PP) Library Youth Volunteer program (PP) HRP Youth Program (PP)	**Social Development** Parks and Recreation HRP/RCMP Libraries	The **Youth Advocate Program** case workers provide mentorship to youth at risk of exclusion. **Youth Live** participants are mentored to develop life and employment skills. **Youth Leadership** is for youth aged 13+ (or completed grade 7) who want to develop leadership skills through fun & challenging learning experiences, organizing and taking part in special events and assisting staff with children's programs. **Step up to Leadership Programs - s**ee Action 1 The Library supported 236 **Library Youth Volunteers** with development and leadership opportunities in 17/18. They completed 490 terms totaling 8176 hours of work. HRP delivers a **youth program** for approximately 30 youth beginning in the fall. They meet weekly and learn various aspects of policing and also do team building activities together.
42. Facilitate tailored, parenting-focused home visitation programs.		**Social Development** Complementary role (other stakeholders share most responsibility)	
43. Expand the availability and accessibility of family resource centres.		**Social Development** Complementary role (other stakeholders share most responsibility)	

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
			3.2 Improve access to healthy, affordable food
44. Encourage urban agriculture, including edible landscaping, community gardening, green rooftops and farmers' markets.	Community Grants Program Community Gardens Program (DP/SP) Mobile Food Market (DP/SP) Green Network Plan (SP) Centre Plan (SP/PR)	**Healthy Livable Communities** Finance Parks and Recreation Planning and Development	The **Community Grants Program** provides annual project or capital cash grants to registered non-profit organizations and charities. Several eligible categories can encourage urban agriculture, including edible landscaping, community gardening, green rooftops and farmers' markets. There are **20 Community Gardens** operating on HRM land through the Community Gardens Program. Administrative Order #2014-009-OP was adopted in 2014 to streamline the application process, create standards and enable social enterprises to reinvest profits back into the gardens. In addition to increasing demand, many community gardens have expanded beyond simple plots to offering value added features like a community oven, an urban orchard, accessible beds and youth beekeeping. The Mobile Food Market (MFM) operates in six communities in HRM, and aims to increase food access to the following populations: low income residents, seniors, newcomers to Canada, people with disabilities, lone-parent families, and people experiencing food insecurity. It also provides opportunities to enhance food literacy skills through on site preparation/cooking demonstrations. The **2018 HGNP** recognized agriculture as a crucial working landscape in our region. It highlights a number of Actions (21-25) to further agriculture, including limiting development in Agricultural Designation; encouraging agriculture and supporting uses in agricultural areas; support community gardens and food production in parks and municipally owned land; encouraging small scale agriculture on private land; and considering gardens and food production when planning public open spaces. The draft **Centre Plan** provides for increased food production, processing and retail opportunities.
45. Incorporate food production and food access into the design of municipal programs, facilities and parks/open-spaces	Mobile Food Market (DP/SP) Community Gardens Program Back to Our Roots Urban Farm (SP/PP) Staff Report to evaluate options to enhance the municipality's role in food security	**Healthy Livable Communities** Parks and Recreation Planning and Development	HRM partnered with NS Health Authority and Ecology Action Centre to pilot a mobile food market utilizing a Halifax transit bus. Today the **Mobile Food Market** operates in twelve sites, across seven communities. The goal of the MFM is to increase access to affordable, high quality, fresh fruit and veggies in communities with limited access to healthy food. The MFM also functions as a catalyst for creating community gathering spaces and hosting community events, an opportunity for social cohesion, learning food skills and creating meaningful connections within communities. In 2016/ 2017, over 90% of market customers agreed that the MFM made it easier to purchase fresh fruit and veggies. On July 31, 2018, Regional Council approved direction to continue support for the Mobile Food Market through 2018/19 to 2020/21. The MFM is using the next few years to focus on sustainability and offering richer services to communities. In 2017, Council approved the use of the parking lot at the Woodside Ferry Terminal for a farmer's market hosted by **Back to Our Roots Urban Farm**, a community farm located at the NS Hospital which uses gardening to promote physical, mental and environmental health. In addition, staff are working with the **Halifax Food Policy Alliance** and other partners to prepare a report, in response to a motion of Community Planning & Economic Development Stanting Committee to evaluate options to further support the municipality's participation in the issue of community food insecurity. The staff report will also respond to a Council motion to permit egg-laying hens in residential zones across HRM. The staff report is targeted for Winter 2018. The Library provided the following food related programming and access to food at the following programs and initiatives: - **Seed libraries, Soup & Stories, Young Moms** (supporting teen parents); Homework Help; Teen cooking program; and the purchase of equipment for safe food storage. - Additional funding from Community Healthy Board Wellness Fund grants obtained by Sackville Library (supporting over 120 programs in 2017/18) and Woodlawn Library (healthy snacks and food literacy for their Young Moms program).
46. Help local food banks to offer healthy, fresh, culturally appropriate foods and food for special diets	Participation in Food Policy Alliance Support for 211	**Healthy Livable Communities**	The **211 service,** which is supported by the municipality, is a resource for accessing food banks. FeedNova Scotia sits at the **Halifax Food Policy Alliance** table, alongside HRM.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
47. Support student nutrition programs that provide nutritious meals to children and youth.	Food programming initiatives (PP/TP) Healthy Snack program (DP) Food Literacy Specialist (PR) Food Smart Project (PP/TP)	**Healthy Livable Communities** Libraries	The **Library** has been the recipients of multiple grants to promote **food programming** in the libraries. Access to food and increased food literacy for their patrons has been a significant and growing focus over the past few years. They have been successful in multiple grants which have enabled conversations, programs and partnerships that promote food in the libraries. Food programming is becoming an important consideration in all branches. The Library developed a **healthy snack program** which provides pop-up snacks in 7 communities at risk for food insecurity, recognizing that hunger is a barrier to participation. This program also hires youth to act as food literacy assistants. In 2017, the Library worked with the Halifax Food Policy Alliance to host **community engagemen**t on the draft Halifax Charter. The Libary are also partners in the Mobile Food Market. In 2018, the Library hired a **Food Literacy Specialist** to provide leadership and expertise in planning and delivering food initiatives at the Library. Their job is to create a food programming model for the Library, establish best practices for providing food literacy programs to diverse audiences of all ages, and develop and deliver training for library staff. The goal of this position is to help the Library play a meaningful role in addressing food insecurity, and connecting community members to essential food resources and learning opportunities. The Library's **2018/19 Food Smart Project** included health snacks and food literacy programming for youth at 4 branches and social snacks programs at 3 locations targeting vulnerable adults. As part of the initiative, 8 youth were hired in part-time positions to support the program.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
			3.3 Make programs and services more inclusive
48. Ensure users fees for municipal programs and services do not create barriers for low income residents	One Membership Access Study Community Access and Inclusion (PR) Welcomed in Halifax Program (DP) Community Services Transit Pass Program (DP) Low Income Transit Pass Program (DP) Rural Transit Funding Program (DP) Epass/Upass program Funding Access Program (DP) Emera Oval Program (DP) Equipment Loan Program (DP) Try-A-Ride Program (DP) Open Gym Program (DP) Rec Van Program (DP) Sackville Sports Stadium and Sackville Library pilot (DP)	**Service Delivery** Halifax Transit Parks and Recreation Libraries	**Membership Access Study (Est Comply: Q4 18/19)** Implementation of a "one membership" model to provide access to multiple recreation facilities is a complex initiative that will involve multiple components. Initiating work on a study to determine all requirements is the first step and will inform the next steps for implementation. **Community access and inclusion r**efers to reducing barriers toward participation in healthy, active lifestyles. Examples currently occurring in HRM include: community outreach; inclusion support; equipment loan programs; equitable facility scheduling; welcoming, accessible spaces; opportunities for youth; and, engaging marginalized and underrepresented groups to develop strategies that promote access and inclusion. Parks and Recreation strives to reduce barriers so that anyone regardless of age, ability, income, culture, ethnicity, race, gender, sexual orientation and sexual identity has the opportunity to participate. Halifax citizens have opportunities to enjoy low cost/no cost access to programs, events, facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities. Low cost/no cost opportunities provided throughout HRM include, but are not limited to: more than 100 free programs and 8,230 low cost programs offered to over 64,000 participants this past year. Free activities were provided at the following events; Recreation Day, Switch Open Street activities, Dingle Beach Party, Winter by the Sea, Winterfest at Fleming Park and Shubie Park, Chocolate Lake Beach Party, honey bee demos, Community Gardens, Community Oven, Youth Leadership Camp, Glow in the Park-3K fun walk/run, art hives and more. The Emera Oval has on average 200,000 participants annually. There were 3,989 participants in the Free Mobile Recreation Van, 3,947 participants in free indoor skating, 9,998 participants in free public swims, 3,560 participants in free open gym times, 4,348 participants for free canoe and paddling, 1,297 participants in Try-A-Ride Mobile Recreation program, 2,300 participants in free swim lessons at beaches with beaches seeing over 100,000 visitors in 2017. **Welcomed in Halifax Program** - see Action 26 **Community Services Transit Pass Program** In May 2018, Council directed staff to amend By-Law U-100 to permit the establishment of the Department of Community Services (DCS) Pass program and provide transit service to DCS clients at a reduced monthly fee. The establishment of qualifying criteria, as well as all program administration, is undertaken by the DCS. The introduction of a DCS pilot program will mean up to 16,800 adult clients and their dependents directly receive the benefit of unrestricted access to Halifax Transit service, rather than just the 5,900 who were previously receiving some form of allowance for transit service. **Low income Transit Pass** provides free transit for low income residents. **Rural Transit Funding Program** - see Action 32 Travel on Halifax Transit is free for children under five (5) years of age and for children under twelve (12) years of age when accompanying an adult with an **EPass or DCS pass.** **Funding Access Program -** see Action 26 **Sackville Sports Stadium/Public Library pilot:** To encourage healthy, active living in Sackville, the Sackville Sports Stadium partnered with the Sackville Public Library to provide Sackville Public Library users with access to free use of the Sackville Sports Stadium. The Membership Loan program was initiated to reduce barriers and increase access to Sackville Sports Stadium programs and services by providing a free trial for interested residents. The pilot program was implemented from Jan. 1 to Mar. 31, 2017, and enabled residents with a library card to try a variety of programs and services at the Sackville Sports Stadium by signing out a free, two-week pass. The passes were valid for unlimited individual or family access to the Sackville Sports Stadium fitness centre, group exercise classes, public swims and skates for a two-week consecutive period. Over the course of the three-month pilot program, 89 passes were signed out by library users, with an additional 167 requests on the wait list at the end of the pilot time frame. The Sackville Public Library also reported an increase in new and renewed library cards during the same timeframe. Upon evaluating the results of the pilot program, the municipality decided to extend the program to increase access to healthy, active living options for residents. Recreation is in consultation with the library to provide this opportunity in other areas within HRM. In 2017/18. the Library offered 5,394 adult programs and 4,518 youth programs (attendance of 89,717 and 134,355), all free. - Of these, 423 were programs offered off-site at community locations (reaching 12,000 community members). This is part of the library's strategy to meet people where they are and bring library services to communities that have experienced barriers. The Library continues to pursue reducing barriers to accessing library materials through initiatives such as: - Read Away Your Fines for children and youth - Go Fine Free campaign in 2018 - Pop-up Libraries in communities where staff work with community members to ensure existing library accounts are barrier free. **Fee Structure Review** (Est Comply: Q3 18/19) Present final analysis of all fees associated with Parks & Recreation service delivery to Regional Council for approval, along with related Fees By-law followed by initiation of implementation of Regional Council's direction. **Aquatic Strategy** (Est Comply: Q4 18/19) Undertake the completion of a long-term strategy to determine the future aquatic needs for the municipality related to recreation, leisure and sport.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
49. Deliver municipal programs and services in an inclusive and age-friendly manner.	Accessible Collections (DP) Assistive Technology (DP) Multilingual 311 Help Line (DP) Diversity and Inclusion Framework (PR) Community Access and Inclusion (PR)	**Service Delivery** HR Libraries Parks and Recreation	**Accessible Collections** - see Action 26 **Assistive Technology** - All library desktop computers have NVDA Screen Reader programs. Also large-print keyboards and optical trackball mice are available. **See Community Access and Inclusion**- see Action 48
50. Provide barrier-free access to public places, outdoor spaces, municipal buildings and public transit.	Building inspection, licensing and enforcement programs	**Service Delivery** Planning and Development	Accessibility is a priority within our communities. **Building inspection, licensing and enforcement programs** promote, and support compliance with accessibility legislation and promote and ensure accessibility standards are met with buildings, sidewalk café's, taxis, etc.

3.4 Enhance community cohesion and engagement

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
51. Ensure municipally owned/operated spaces and facilities are available for community agencies to deliver relevant programs and services.	Multi-District Facility (MDF) Project Plan (PP) Community Facilities Master Plan 2 (PP)	**Healthy Livable Communities** Parks and Recreation Libraries	Parks and Recreation will implement **new and updated partnership agreements with Multi-District facilities, the Halifax Regional Centre for Education (**formerly the Halifax Regional School Board), and community groups to better align access to programs, increase resource efficiency, and improve accountability. Focus will also be given to working with Cultural and Sport Organizations to better align programming and infrastructure development. There are 12 maintenance agreements being renewed to improve community pride, ownership. **The Community Facilities Master Plan 2** gives direction for a clustered approach to community facilities management that will provide a more cohesive infrastructure and will encourage more integrated and universally accessible programming. The Library offers community meeting rooms available to community organizations, individuals and groups at many locations. In 2017/18 these rooms were booked a total of 10,344 times. The Library also partners with community organizations to provide relevant programs to our community. Parks and Recreation's support for social development in marginalized communities will continue, such as participation in Between the Bridges, mobile food market, community gardens, etc.
52. Provide community development training for residents to build local capacity.	Volunteer Conference (PP) Step Up to Leadership Program (PP) Community Mobilization Teams (DP/TP)	**Social Development** Parks and Recreation	**The Public Safety Office** supported a Restorative Practices workshop for HRM volunteers at the 2018 Volunteer Conference. **Step Up to Leadership Program** - see Action 1 **Community Mobilization Team** pilot provides training in facilitation, restorative practices, mental health and well being.
53. Expand opportunities for citizen engagement, consultation and participation on decision-making bodies.	Community Engagement Strategy (PP)	**Governance/ Engagement** Corporate and Customer Services	The Corporate Communications' service area re-established a **Community Engagement Steering Committee** (part of the municipality's 2006 Community Engagement Strategy intended governance) comprised of representatives of all business units involved in community engagement work. In 2018-19, this Committee will define and initiate a collaborative and consensus-based process to explore some fundamental questions about 2018/19 Multi-Year Budget and Business Plan (Proposed) Corporate & Customer Services G5 public engagement that can lead to more innovative, inclusive and generally better public engagement practices for the future of the municipality, which will be reflected in a revised Community Engagement Strategy by 2020.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
54. Support community hubs for co-located and coordinated community services (arts hubs, youth hubs, health hubs, cultural hubs, etc.).	Sackville Youth Centre (DP/TP) Library Shared facilites (4) (PP) Library Kiosks (2) (PP)	**Social Development** Parks and Recreation Libraries	In Spring 2018, Regional Council approved a one-year pilot project to establish a collaborative, multi-agency, multi-service Youth Centre in Sackville. This centre aims to: *Remove barriers of access to mental and physical health *Provision and implementation of drop-in programs *Creation of youth services that are inclusive for all youth *Design of physical spaces that are open and welcoming for youth *Polices and best practices for service delivery of youth programs *Use of partnerships to deliver on non-HRM programs and services Four of the Library's branches are located in **shared facilities** that create facilitate easy access to recreational, library and other services. In 2018, the Library launched lending **kiosks** in two communities. The Library supports community hubs by regularly bringing programming into schools, community centres and other gathering places.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
55. Foster positive interactions between residents and police, particularly in communities where there is mistrust or lack of respect for police.	Community Mobilization Teams (DP/TP) HRP Block Training (TP) HRP Community Response Officers (DP/TP)	**Healthy Livable Communities** HRP/RCMP	**Community Mobilization Teams** support positive community-police relations by working in partnership to develop protocols for responding to a critical incident, and encouraging open communication and dialogue in the wake of a critical incident. HRP, through consultation with the Board of Police Commissioners, HRM, the Province of NS, and other police agencies, re-established the **community survey** to ensure HRP has an understanding of community expectations and attitudes toward police and policing services. **Block Training -** HRP provides ongoing training specifically targeting to issues facing support communities such as "Fair and Impartial Policing", " Verbal Judo". **Community Response Officers** participate in ongoing initiatives such as (but not limited to): 1) Neighbourhood Watch meetings monthly where we involve the community in education regarding drugs, prostitution and other related issues in their community. 2) Dartmouth North Association which involves many community based groups and government agencies in an attempt to stay connected with each group and the many issues which are identified. This enables HRP to tackle issues such as illegal drug sales, prostitution and other community related events. 3) Stairs Memorial United Church has a food bank on Wednesday mornings where police meet with community residents and address their concerns about many issues. Dartmouth North Community Kitchen - Police mingle with the community and discuss safety and quality of life related issues. People feel comfortable speaking with police in this environment and there is a sharing of important information. HRP continues to implement its **Joint Partnership Pla**n that outlines the objectives and commitments of those involved, and addresses gaps identified in the 15/16 Partnership Analysis. A gap analysis was done in 2018 to intentionally develop stronger relationships with target populations.

Prevent and Reduce Crime

4.1 Decrease violent crime and criminal involvement

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
56. Shut down or suppress the illegal secondary market in firearms.	Gun Safety Strategy (TP)	**Healthy Livable Communities** HRP/RCMP	**Gun Safety Strategy:** HRP, in partnership with Halifax District RCMP and the Public Safety Office, researched, reviewed and consulted on gun crime in HRM.
57. Reduce the likelihood of firearms being stolen from a legal owner or legal owners diverting a firearm to an unauthorized user	Firearm Amnesty Sessions (IP)	**Healthy Livable Communities** HRP/RCMP	Firearm Amnesty Sessions for HRM to reduce the number of firearms in communities.
58. Encourage safe gun storage in the home, including storing guns unloaded and away from ammunition.	Gun Safety Strategy (TP)	**Healthy Livable Communities** HRP/RCMP	**Gun Safety Strategy:** HRP, in partnership with Halifax District RCMP, are implementing the strategy developed in 2018 - Operational priorities will be identified annually.
59. Support youth-at-risk to avoid, or disengage from, criminal involvement.	Youth Advocate Program (TP) Youth Live (TP)	**Healthy Livable Communities** Parks and Recreation	**Youth Live** - see Action 7 **Youth Advocate Program** - see Action 7

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
60. Provide counselling and support to communities in the immediate aftermath of violent crimes.	Community Mobilization Team pilot (DP/TP) Victim Services (TP/IP)	Healthy, Livable Communities HRP/RCMP Parks and Recreation	The **Community Mobilization Team** pilot program ensures Victim Services is available to support communities with immediate counselling in the wake of a critical incident. Residents are connected to counselling services and other support services. The **Victim Services Unit** provides a quality of service of information, referral and emotional support to HRM residents impacted by criminal and traumatic incidents.
61. Target hotspots to disrupt criminal activity.	COMSTAT (SP/IP)	Healthy, Livable Communities HRP/RCMP	**COMSTAT** is an internal process undertaken by the HRP and RCMP, where crime statistics are collected and spatially analysed on an ongoing basis, with information shared among patrols to target and deploy resources to target hotspots and disrupt criminal activity. This crime reduction tool builds on external partnerships which encourages information sharing and community problem solving.

4.2 Divert and reintegrate offenders

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
62. Support responses to crime that focus on restoring the losses suffered by victims and communities and holding offenders accountable.	Community Mobilization Team Pilot (DP/TP) Victim Support Plan (DP)	Healthy Livable Communities Parks and Recreation HRP/RCMP	**Community Mobilization Team** pilot adopts a Restorative Approach to community development, providing restorative training to CMT members to encourage a victim and community centred, trauma informed approach to restoring harm. HRP, in collaboration with Halifax District RCMP, proceeded to implement and address the issues and recommendations from the 15/16 **Victim Support Plan**. Reduction in victimization - reinforcement of VS team, additional resources, better front line response to VS, trauma-informed approach. Higher capacity in trauma-informed response from patrol team and CID as well.
63. Increase the availability and awareness of services for perpetrators (such as advocacy, support, accommodation, skill development and counselling)		Healthy Livable Communities Complementary Role (other stakeholders share most responsibility)	
64. Augment exit planning for youths and adults leaving custodial institutions	Book club for inmates (IP)	Healthy Livable Communities Libraries	The Library partnered with the John Howard Society to bring a **book club into the Central Nova Scotia Correctional Facility.** This provides an opportunity for individuals to connect with Library staff, set up library accounts and learn more about programming and services they can access upon release.

4.3 Reduce the harmful use of drugs and alcohol

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
65. Promote responsible sale and use of alcohol and cannabis to curb harmful patterns	Cannabis Working Group (SP) HRM Alcohol Policy (SP) Nuisance and smoking by law (SP) HRP Sexual Assault Awareness Campaign (DP)	Healthy Livable Communities HRP/RCMP Human Resources	The Cannabis Working Group and responsible business units are responding to and enforce cannabis legalization/by-law amendments to Nuisance, Parks and Land Use By-laws as directed by Council. Cannabis legalization will be a culture change and we will work to understand the legislation and comply with municipal by-laws. **HRP Sexual Assault Awareness Campaign** - A plan is in place to develop an education awareness campaign for Frosh week events in partnership with universities. HRP continues to partner with Alcohol and Gaming (Service NS) on all matters dealing with licensing, regulating and responsible alcohol service.
66. Address underage drinking, fake ID, violence, vandalism and sexual acts connected to licensed establishments.	Patron Accountability Safety and Service (SP)	Healthy Livable Communities HRP/RCMP	HRP Liquor enforcement unit is part of a partnership called Patron Accountability Safety and Service, a province-wide bar suspension program to address underage drinking, fake ID, violence, vandalism, sexual acts, thefts or problematic drug use. There are currently 26 participating licensed establishments taking part in the program in the HRM core. HRP continues to partner with Alcohol and Gaming (Service NS) on all matters dealing with licensing, regulating and responsible alcohol service.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
67. Reduce youth exposure to alcohol and cannabis promotion in municipally owned and/or operated facilities and at municipal events.	HRM Alcohol Policy (SP)	**Healthy Livable Communities** Parks and Recreation	Alcohol promotion and consumption on municipal property is governed by Administrative Order 53, the Municipal Alcohol Policy.
68. Intervene at early contact points with health, criminal justice and social care services to prevent escalation of drug use		**Healthy Livable Communities** Complementary Role (other stakeholders share most responsibility)	
69. Suppress existing and emerging markets of dependence-inducing drugs.	Opioid Misuse Strategy (TP)	**Healthy Livable Communities** HRP/RCMP	**Opioid Misuse Strategy -** HRP, with Halifax District RCMP, HRM, and the Province of Nova Scotia, developed an Opioid Misuse Strategy targeting at-risk populations and to reduce harm.
70. Improve drug users' access to treatment and harm reduction support (particularly entrenched, long-term opiate users).	Opioid Misuse Strategy (TP)	**Healthy Livable Communities** HRP/RCMP Legal and Risk Management	**Opioid Misuse Strategy -** HRP, with Halifax District RCMP, HRM, and the Province of Nova Scotia, developed an Opioid Misuse Strategy targeting at-risk populations and to reduce harm. Regional Council approved a motion requesting a staff report on the impacts of a Overdose Prevention Site in Halifax. The target date for this report is September, 2019.
4.4 Decrease interpersonal violence, abuse and neglect			
71. Facilitate services and supports for gendered violence survivors and perpetrators that are flexible, responsive, and timely.	Victim Services (TP)	**Healthy Livable Communities** HRP/RCMP	**Victim Services - s**ee Action 60
72. Equip municipal staff to identify and respond to interpersonal violence, abuse and neglect	Training available through HR and other BUs (TP)	**Healthy Livable Communities** Human Resources Parks and Recreation	Non-Violent Crisis Intervention, Workplace Violence Policy Training, Applied Suicide Intervention Training, Critical Incident Stress Management Training Mental Health First Aid for Adults who Interact with Youth: This program focuses on understanding mental health problems and providing first aid for youth ages 12 to 24.
73. Identify and reduce barriers to reporting interpersonal violence, abuse and neglect and enhance survivors' access to the justice system.	HRP Trauma Informed Response Strategy (TP) HRP Victim Services (TP)	**Healthy Livable Communities** HRP/RCMP	HRP continues to employ an enhanced **Trauma Informed Response (TIR) strateg**y when dealing with vulnerable community members. The TIR model, in conjunction with enhanced Victim Services engagement, and the operational prioritization of investigations aims to assist in the identification and reduction in barriers to reporting interpersonal violence, abuse and neglect and enhance survivors access to the justice system.

Action	Municipal Activities (Strategies, Plans, Programs, Services)	POT + BU	Notes
74. Work to change environmental factors and social norms known to contribute to gendered violence (sexism, media and marketing practices, technology, harmful use of alcohol, etc.).		**Healthy Livable Communities** Complementary Role (other stakeholders share most responsibility)	
75. Support initiatives that encourage bystanders to act to prevent gendered violence, abuse and neglect		**Healthy Livable Communities** HRP/RCMP	HRP Public Relations actively supports through public messaging.
76. Employ victim-centred approaches to the sexual exploitation of youth and children and facilitate exit strategies for victims of the sex trade and human trafficking.	HRP Trauma Informed Response Strategy (TP) HRP Victim Services (TP)	**Healthy Livable Communities** HRP/RCMP	HRP continues to employ an enhanced **Trauma Informed Response strategy** when dealing with vulnerable community members. The TIR model, in conjunction with enhanced Victim Services engagement, and the operational prioritization of investigations involving youth and children whom are or could be victims of the sex trade and/or human trafficking is in place.

Terms of Reference Community Safety Committee

1. BACKGROUND
   In December 2016 a Roundtable on Community Safety was convened by the Mayor' Office to respond to a spike in gun-related violence and homicides. This committee has focused on improving municipal policies, procedures and services to communities impacted by violence. In April 2018, the Public Safety Office assumed responsibility for this committee to guide and support the establishment and implementation of Community Mobilization Teams.

2. OBJECTIVES
   The Community Safety Committee is a Working Committee formed by the Public Safety Office. The Working Committee's objectives are to implement the following Priority Actions of the Public Safety Strategy through Community Mobilization Teams:
   - 13: Provide crisis support for children, youth and adults experiencing a mental health crisis
   - 37: Promote community policing and police partnerships with community safety networks and organizations
   - 52: Provide community development training for residents to build local capacity
   - 55: Foster positive interactions between residents and police, particularly in communities where there is mistrust or lack of respect for police.
   - 60: Provide counselling and support to communities in the immediate aftermath of violent crimes
   - 62: Support responses to crime that focus on restoring the losses suffered by victims and communities and holding offenders accountable

3. RESPONSIBILITIES
   The responsibilities of the Working Committee are to:
   - Support the development and establishment of Community Mobilization Teams (CMTs)
   - Contribute to community capacity and social cohesion by strengthening networks, building relationships, and reducing harm through CMT development and implementation
   - Participate in critical incident responses where so identified in CMT protocol
   - Monitor and evaluate process and outcomes of CMTs in accordance with PSS Priority Objectives
   - Advise the Public Safety Office with regards to emerging issues in the community

4. ACCOUNTABILITY
   The Community Safety Committee is a working group of the Public Safety Office. The Public Safety Advisor will serve as Chair and be responsible, with input from the Working Committee on setting the agenda and appointing a minute-taker.

   The Working Committee will meet regularly and/or at the discretion of the Chair, and will meet no fewer than 6 times per year. Members may request additional meetings. Decision making will be made during regular meetings and through consensus. Quorum is required for decision making and will be half the regular (core) membership plus one.

   For the purposes of implementing CMTS, members will provide their Business Unit/agency/organization's internal protocols for responding to critical incidents. This internal protocol will reflect how it defines and responds to critical incidents, including the specific role it plays in responding to critical incidents. If no such internal protocol exists, the Committee will help support the development of an internal protocol in accordance with its guidelines on developing internal protocols for responding to critical incidents.

   In the event that a critical incident activates a CMT, Working Committee members or representatives will convene as deemed necessary, and in accordance with their own internal protocols, to support the crisis response.

4. MEMBERSHIP
   The Committee will be comprised of representatives of business units, based on relevance and direct expertise supportive of its functions. Core members include:

Public Safety Advisor	HRP
Parks and Recreation	HRP Victim Services
Office of Diversity and Inclusion	RCMP
Corporate and Customer Service	RCMP Victim Services
	Fire and Emergency Services

   The Committee will engage general representatives from City Council, relevant business, community associations, or community service providers as deemed necessary.

5. REVIEW
   The effectiveness and membership of the Committee will be reviewed after 12 months and annually thereafter.

How to Develop a Community Mobilization Team
Public Safety Office
Halifax Regional Municipality

PILOT

2018

Table of Contents

INTRODUCTION

This guide intends to help communities develop local protocols for preparing and responding to critical incidents through Community Mobilization Teams (CMTs).

Crisis preparation involves training and education, facilitating community safety audits, and fostering the development of innovative, community safety projects.

In the wake of a critical incident, CMTs mobilize existing local and city-wide resources to address individual/group needs, coordinate community discussions, and facilitate timely information sharing.

In its ideal form CMTS are a coordinated response from municipal services, community organizations, faith communities and residents to support the response and recovery from the experience of a critical incident.

Ultimately, CMTs are intended to aid in reducing distress and restoring cohesion, assisting in recovery, and building resiliency.

CMTs are sensitive to their community's culture and history and are guided by the following community development principles:

- Enhance natural capacities and networks
- Community ownership
- Community self determination
- Social justice and equity
- Universality
- Service integration, collaboration and coordination.

CMTs stem from the 2016 Mayor's Roundtable on Violence and community conversations across the municipality.

This guide was inspired by the successes of Crime Prevention Ottawa and the Community Safety Office of the City of Toronto. It has been built in collaboration with residents of Mulgrave Park and city staff at Halifax Regional Municipality and the RCMP.

For additional information and/or to inquire about support to develop a CMT in your community, please contact:

Amy Siciliano
Public Safety Advisor
Halifax Regional Municipality
Telephone: 902.490.4177
email: sicilia@halifax.ca

STEP 1

Getting Started

The first step in forming a Community Mobilization Team (CMT) and developing a crisis response protocol is to get to know community stakeholders. The success of a holistic crisis response to a critical incident depends upon an established, inclusive network of community groups and strong resident relationships. Halifax Regional Municipality's Public Safety Office has staff who can facilitate the development of neighbourhood-based crisis response protocols and the formation of CMTs.

Identify Boundaries

Most residents can identify where their neighbourhood begins and ends, but they may not always agree on those boundaries. The CMT should come to consensus on the boundaries of the community for which they are planning a crisis response and ensure that these boundaries are shared with external stakeholders.

The CMT should also consider how they would treat an incident that happens outside the boundaries of their community in terms of crisis response. A critical incident may happen to a community member outside of the neighbourhood and the CMT may decide that even though it didn't happen *in* the neighbourhood, a community response is needed.

Identify Relevant Community Stakeholders

A key goal of forming a CMT is to include as many groups with a desire and commitment to service the community. The more groups identified and engaged, the higher likelihood of reaching all residents in the wake of a critical incident.

Develop a shared language

One of the first conversations the CMT should have is how to define a critical incident or crisis. The CMT must reach agreement on the distinct types of crisis for which they are prepared to respond.

In making this guide, we define a traumatic or critical incident as a sudden, unexpected and personally upsetting criminal event that is powerful enough to potentially overwhelm and dismantle the natural coping mechanisms of an individual or a community. These incidences are usually outside the range of a person or community's ordinary experiences and natural coping tendencies; however, it is not always subjectively experienced or perceived as traumatic to the individual or community. While all traumas are critical incidents, not all critical incidents are "traumas". The difference lies in an individual's or community's perception of the incident and in relation with other historical incidences, which may compound the trauma.

Critical incidents can be:

- shootings
- assaults and stabbings
- murders
- armed robberies
- public sexual violence
- major police interventions
- racially, religiously or sexually motivated attacks
- interpersonal conflicts, and altercations that escalate and lead to police involvement and arrest
- structural fires

STEP 2

Asset Mapping

Identify existing assets and strengths in your community. Think about the resources the CMT would find most useful in times of crisis.

Some of the community resources you should identify include:

- Meeting spaces available with short notice
- Number of people meeting spaces can accommodate
- Crisis Counselling Services
- Outreach Workers
- Schools
- Recreation Centre
- Lanaguage translation/interpretation
- Childcare (space and providers)
- Transportation (vehicles, buses, transit tokens)
- Food and Kitchen Facilities
- Security
- Crisis de-escalation

City-wide resources should also be identified. These may include:

- Emergency Services (Police, Fire, EHS)
- Nova Scotia Community Services
- Nova Scotia Health Authority
- ISANS
- IWK
- Victim Services

A template for gathering information on community-based and City-wide Resources can be found in Appendix A

STEP 3

Internal Protocols

The critical incident protocol being developed through the CMT is to be used as a network approach to collaborate and coordinate response efforts and as a means of managing communications.

Recognize and respect that other organizations may have an internal critical incident protocol to follow when a traumatic criminal incident occurs. Organizations should first and foremost follow their own internal protocols before implementing any of the steps found in this guide. If an organization is a partner in a CMT, their own organization's internal critical incident protocol should reflect the presence of the CMT crisis response protocol.

Encourage internal critical incident protocols

In situations where internal critical incident protocols don't exist, the Public Safety Office can support community organizations to develop these protocols. Sharing of knowledge and best practices can be offered by those with established protocols.
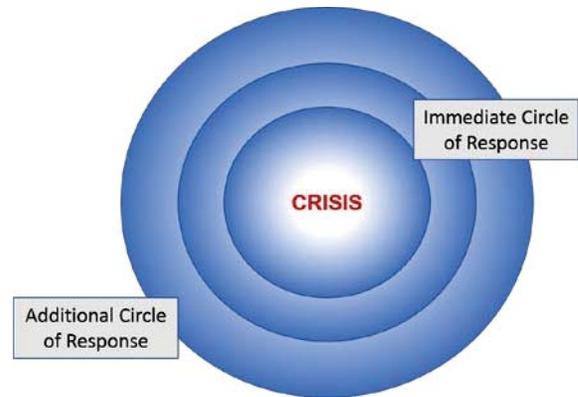
STEP 4

Communications

In most communities there are respected leaders, and/or common groups to be considered as a priority to immediately involved in a coordinated community response to a critical incident. These individuals and groups will form the core of your Community Mobilization Team. When thinking about who these groups are, consider the following: availability, hours of operation, accessibility, ability to send communications.

The priority for the core members of the CMT in the immediate wake of an incident is to ensure reliable information is communicated to community groups. The core members of the CMT should conduct a community 'check-in', and be aware of physical, cognitive, emotional signs of stress.

Determine Additional Circles of Response

After the priority groups have been informed, the core team needs to communicate information about the critical incident to those community stakeholders not included in the core. Most commonly, additional circles of response include schools, rec centres, volunteer groups, etc.

It is important to note that both the Immediate and Additional Circles of Response will be unique for each community. Each community will have stakeholders playing distinct roles of leadership and engagement with residents.

Develop a Communications Plan

The CMT should develop a communications plan to support its ability to respond during a crisis.

The immediate Circle of Response would be the central node for communications, with information about the critical incident (from Police, Fire, etc) flowing to them.

The Public Safety Office will work with the CMT to ensure that the local police and fire divisions are aware of a CMT presence in the community, and that they have the most up to date contact information for core CMT members.

STEP 5

Training and Education

The creation of CMTs aims to empower residents and community-based organizations to develop and implement practical solutions to self-defined issues and needs.

An essential step in establishing an effective crisis response is ensuring the community has the necessary capacity to support itself.

During a crisis, the community may require specialized services and professional support from municipal departments and community organizations. However, residents, particularly the core CMT members should receive training to recognize and respond to the signs of stress and trauma—both their own, and those experienced by the larger community.

In times of crisis residents may experience fear and insecurity. 'Outsiders', despite their best intentions, may only serve to compound these feelings. Training local residents in crisis intervention can help mitigate feelings of fear and insecurity.

At the same time, many municipal staff trained in crisis management have developed long term relationships of trust with communities. These individuals should be identified as resources in the asset mapping stage and called upon to help support training needs for communities.

Building Capacity

Ultimately the long-term goal of developing Community Mobilization Teams is to prevent violence and mitigate crises by empowering residents with skills in building relationships and repairing harm within and beyond their community. Training is a core component of the success of CMTs.

The Public Safety will work with CMTs to assess their training needs. Some of the key training sessions to consider are:

- Restorative Practices
- Critical Incident Stress Management
- Compassion Fatigue
- Vicarious Trauma
- Bereavement
- First Aid
- Mental Health First Aid
- Violence de-escalation
- Facilitation and Communication
- Applied Suicide Intervention
- Crime Prevention Through Environmental Design
- Cultural and Religious competency

Training needs should be assessed on an ongoing basis and succession plans developed to ensure long term sustainability of the CMT.

A key component of training is an emphasis on youth engagement and every effort should be made to include youth in the training process.

A template for defining training needs is included in Appendix B.

CRISIS RESPONSE STAGES

Preparation and Readiness (ongoing)

The Preparation and Readiness stage is an ongoing stage in preparation for a critical incident. It focuses on readiness to provide supports by:

- Identifying community partners and formalizing the team members and lead
- Developing and refining internal protocols
- Developing a communications plan including contact lists and templated messages
- Identifying community resources and assets available to support and lead contacts
- Confirming the approach to triggering the support services and ongoing coordination
- Training and scenario exercises for the Team members to increase their readiness in the event of a critical incident

Immediate Response (0 to 24 hours post-incident)

Immediately after a critical incident occurs, the most likely immediate response will be the residents and/or agency staff closest to the place where it occurred. For example, if a shooting happened in an open space like a park, nearby residents using the park would call 911 and may also be the first people to support victims until emergency services arrive. Agency staff at nearby community services may also be called in to support the emergency until emergency responders arrive. When near a facility, agency staff will likely be required to assess the need to activate any internal protocols or lock down procedures. For example, children playing outside in the park may need to be brought into the recreation facility or a nearby school may be required to bring students to a safe area within the school. At this stage of the incident, the CMT may be triggered to assess the needs of the community and through communication with police determine the best time to engage to not interfere with the police response and investigation.

CMT Response (24-72 hours post-incident)

Once Emergency services have responded and internal emergency response protocols activated, the stage for wider community response to incident can be set. The goal of this stage for the core CMT team and response agents is to host a Crisis Management Briefing to provide information about the incident, educate about symptoms of distress, inform about basic stress management including resources available, such as Victim Services.

It is important to remember that a Crisis Management Briefing is an information meeting only; media should NOT be present. It should be led by a neutral facilitator, who is familiar with the incident and the community affected. It is not designed to be a therapeutic venue for discussing the incident or ongoing problems in the community. Nor is it to be a Critical Incident Stress Management Debriefing (though the decision to activate the CMT, which may include a debriefing, will take place at this stage).

Once the initial awareness of the critical incident has been raised with the CMT, it will review the other types of supports that may be required and assess the need to bring in supports. If the CMT decides a broader response is required, they will move on to the Planning and Coordination stage.

Planning and Coordination
(24 hours to 2 weeks post-incident)

In this phase, meetings will take place with local contacts and other relevant partners to outline the support strategy, required supports and priority needs. Types of intervention activities could include:

- Informal group discussions
- Door knocks
- Psycho-social supports
- Community discussions on the impact of the event
- Community gatherings
- Social events (e.g. outdoor gatherings)
- Healing circles
- Conferencing and mediation sessions
- Distribution of information sheets, with contact information for concerned or traumatized neighbours

The CMT should determine the appropriate lead roles for providing regular updates on support efforts. In addition, the CMT can identify lead roles for the facilitation of each type of intervention activity.

Wind down

During this stage, the CMT will identify community leadership and resources that may be required to support long-term community safety projects in the neighbourhood. After a critical incident occurs in a neighbourhood, community residents begin to raise outstanding community safety issues. It is important for the CMT to document these issues and develop work plans to address them.

Evaluation

The evaluation stage is about planning, monitoring and evaluating the crisis response with the goal of bringing about long term increases in community safety and resilience. The Public Safety Office will lead the evaluation framework with CMTs. Evaluation enable CMTs to assess their contribution to community safety and resilience. The evaluation metrics will emerge from the community and will encompass a collective focus, rather than simply a response to an individual incident. It will capture changes in relationships among users and providers of service and measure the strength and resiliency of internal and external networks.

A template for developing the stages of a CMT, including a communications plan, can be found in Appendix D
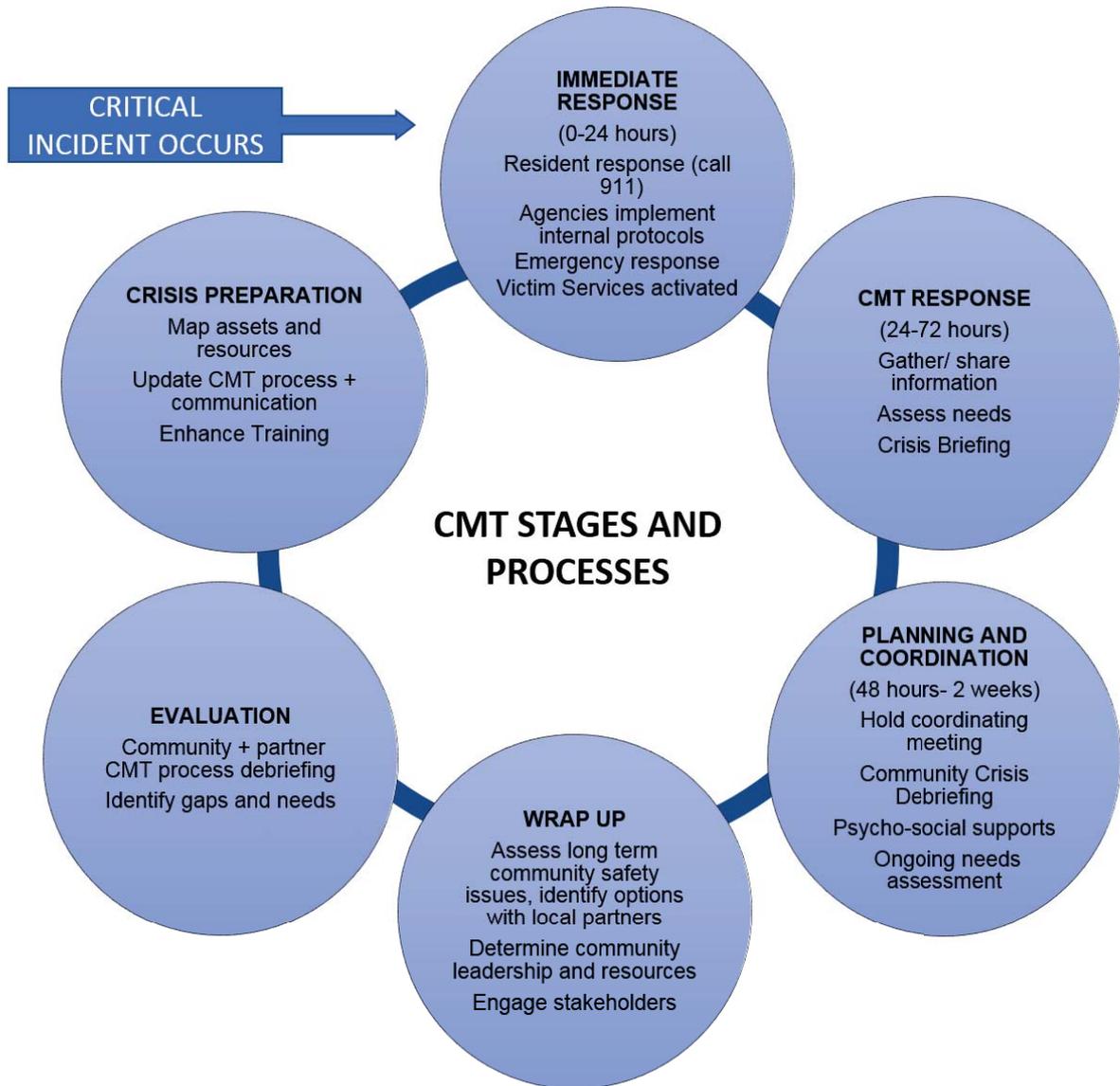
Appendix A: Community Resources and Assets

Community Resource	Example	Specify	Contact Persons
Community Meetings	Space Facilitators Table, chairs Other logistics		
Counselling Services	Crisis Response Other specialty		
Outreach Workers			
Languages / Translations			
Childcare	Trained staff Space		
Transportation	Vehicles Insured drivers Public transit tickets		
Religious and Spiritual Care	Faith Leaders Other resources		
Handouts / Information	Brochures		
Social Media Sites	Neighbourhood Facebook Site Twitter		

City-wide Resource	Contact
Information Line for Community and Social Services	2-1-1
Police, Fire, Ambulance	9-1-1
Victim Services – HRP Victim Services	902.490.5300
Victim Service - RCMP	1-888-995-2929
Crisis line for women experiencing intimate partner abuse (Bryony House)	902-422-7650
Mi'kmaw Family Healing Centre	1-800-565-4741
Sexual Assault Crisis Line (Avalon Centre)	902-421-1188
Mental Health Mobile Crisis Team	902-429-8167

Appendix B: Training Requirements and Plan

Training Requirement / Gap	Target Audience	Training Sources	Schedule	Funding

Appendix C: Post Activation Debrief Template

Date of Incident	
Date of Network Activation / Deactivation	
Participating Partners	
Summary of Response Taken by the Network	
What went well?	
Issues and Challenges	

What do we need to improve or change	Proposed Changes:	Lead:

Community concerns and issues that need to be addressed	
Long term security needs identified	
Next Steps / Lead(s)	

Appendix D: Community Moblization Teams
Critical Incident Protocol and Activation Guide

CRITICAL INCIDENT OCCURS →

IMMEDIATE RESPONSE
(0-24 hours)
Resident response (call 911)
Agencies implement internal protocols
Emergency response
Victim Services activated

CMT RESPONSE
(24-72 hours)
Gather/ share information
Assess needs
Crisis Briefing

PLANNING AND COORDINATION
(48 hours- 2 weeks)
Hold coordinating meeting
Community Crisis Debriefing
Psycho-social supports
Ongoing needs assessment

WRAP UP
Assess long term community safety issues, identify options with local partners
Determine community leadership and resources
Engage stakeholders

EVALUATION
Community + partner CMT process debriefing
Identify gaps and needs

CRISIS PREPARATION
Map assets and resources
Update CMT process + communication
Enhance Training

CMT STAGES AND PROCESSES

Community Safety Committee Mobilization Team
Critical Incident Protocol

This protocol is to be used to guide collaboration and coordination response efforts, and as a means of managing communication to the community and crisis response agents.

IMMEDIATE RESPONSE (0-24 hours)

Residents or police realize a critical incident has occurred:
Resident response (call 911) + Agencies implement internal critical incident protocols

	Action	LEAD	Who to Contact
IMMEDIATE RESPONSE (0-24 hours)	Call CMT members for community check in Be aware of physical, cognitive, emotional signs of stress	CMT	CMT
	Call Division Chief Emergency Management to activate the CMT	CMT	Division Chief Emergency Management (EM)
	Communicate with CMT to share publicly available information about incident	EM	Police
	Call victim services to ensure awareness of incident and readiness to respond	CMT	Victim Services

COMMUNITY MOBLIZATION TEAM RESPONSE (24-72 hours)

Once Emergency services have responded and internal emergency response protocols activated, the stage for wider community response to incident can be set. The goal of this stage for the core CMT team and response agents is to host a Crisis Management Briefing to provide information about the incident, educate about symptoms of distress, inform about basic stress management including resources available, and if required, initiate planning and coordination for additional community support.

It is important to remember that a Crisis Management Briefing is an information meeting only; media should NOT be present. It should be led by a neutral facilitator, who is familiar with the incident and the community affected. It is not designed to be a therapeutic venue for discussing the incident or ongoing problems in the community. Nor is it to be a Critical Incident Stress Management Debriefing (though the decision to activate additional community support, which may include a debriefing, will take place at this stage).

	Action	Lead	Who to Contact
COMMUNITY MOBLIZATION TEAM RESPONSE (24-72 hours)	Crisis Management Briefing - Gather/share information - Immediate needs assessment - Collaborative decision to activate - Identify tasks and immediate next steps	CMT EM	CMT
	Notify crisis response agents of decision to activate additional community support and set date(s)	EM	CMT Police Fire Public Safety Office Victim Services Recreation Centre Youth Advocate Worker City Councilors

PLANNING AND COORDINATATION (48 HOURS - 2 WEEKS)

In this phase, the CMT has made the decision to activate additional community supports identified on their Community Resource list. The CMT may choose to mobilize external support resources, which may include hosting a Critical Incident Stress Debriefing (CISD) to mitigate the impact of the trauma associated with the incident in a supportive and informative peer-group environment. Crisis interventions will be determined by community need and capacity and could also include: group discussions, psycho social support, community debriefing, restorative circles, conflict mediation sessions, etc.

	Action	Lead	Who to Contact
PLANNING AND COORDINATION (48 hours-2 weeks)	Identify support resources	CMT Public Safety Office	Public Safety Office
	Meeting with crisis response agents: - Outline support strategy and timeline of priority needs using Community Resource list Implement crisis response - Critical Incident Stress Debriefing	CMT	CMT Police Public Safety Office Victim Services Recreation Centre Youth Advocate Worker City Councilors

WIND DOWN

This is the exit stage, where crisis intervention activities have completed. It is in the wake of critical incident, where practical strategies and solutions most often surface and should be captured so that responders can begin to address these issues.

	Action	Lead	Who to Contact
WIND DOWN	Identify long term community safety issues and develop projects Determine community leadership and sustainable resources Strengthen external networks to community	CMT Public Safety Office	CMT Public Safety Office Community Developer

EVALUATION

The evaluation stage is about planning, monitoring and evaluating the crisis response with the goal of bringing about long term increases in community safety and resilience. The Public Safety Office will lead the evaluation framework with CMTs. Evaluation enable CMTs to assess their contribution to community safety and resilience. The evaluation metrics will emerge from the community and will encompass a collective focus, rather than simply a response to an individual incident. It will capture changes in relationships among users and providers of service and measure the strength and resiliency of internal and external networks.

	Action	Lead	Who to Contact
EVALUATION	Develop evaluation framework with CMT Create database to record and analyse data. Create incident reporting form to capture basic data about incident.	Community Developer Public Safety Office	Community Developer Public Safety Office

CRISIS PREPARATION

This stage is focused on developing and refining internal protocols with stakeholders. Staff and community development and training needs should also be identified and acted upon. Action plans should be made to address issues arising from the closure and evaluation stage. A full guide on Crisis Preparation can be found in 'How to Develop a Community Mobilization Team', available through the Public Safety Office.

	Action	Lead	Contact
CRISIS PREPARATION	Development and refinement of internal protocols for critical incident responses Training for staff/volunteers Action plans to improve crisis response Map community assets and resources Conduct community safety audits Develop crisis response networks	Public Safety Office	Public Safety Office