

Item No. 10.2.4
Board of Police Commissioners
November 2, 2022



INFORMATION REPORT

TO: Board of Police Commissioners

FROM: Chief Daniel Kinsella, Halifax Regional Police

DATE: October 26, 2022

SUBJECT: **HRP Strategic Plan Update**

Halifax Regional Police’s 10-year Strategic Plan was launched in 2015. In 2018 the Plan underwent a refresh, with the themes of partnerships, evidence-based practices, and continuous improvement at the heart of the refresh process. The refresh process identified three key areas. Each of the current 2022-2023 Strategic Plan Initiatives is aligned with one or more of the key areas:

- Crime Reduction & Improved Quality of Life
- Safe Communities & Partnerships
- Effective & Innovative Police Services

Some of the deliverables are multi-phase projects that require annual renewal due to the complexities of implementations, while others are annual.

2022-2023 Current Strategic Plan Initiatives			
		Q1	Q2
<p>Career Development & Succession Planning Program Sponsor – Chief Daniel Kinsella Project Manager – Deputy Chief Reid McCoombs</p>	<p>Effective career development and succession planning through training, re-assignments, skill assessment, and a focus on ongoing recruitment.</p>	30%	60%
<p>Halifax, Nova Scotia: Street Checks Report Response Sponsor – Chief Daniel Kinsella Project Manager – Deputy Chief Don MacLean</p>	<p>In collaboration with the BoPC, Dept. of Justice, and local communities, HRP is implementing a comprehensive and inclusive response, including detailed short- and long-term action plans, involving enhanced training, team education on Anti-Black racism and bias, a greater focus on diversity in police cadet recruitment, proactive community engagement, and enhanced guidelines for officer conduct.</p>	20%	40%

<p>HRP Secure Online Communications Portal Sponsor – Chief Daniel Kinsella Project Manager – Neera Ritcey</p>	<p>HRP will develop and implement a plan to replace the outdated HRP Intranet site with an online communications portal to support HRP operations and employee engagement with appropriate levels of governance and security.</p>	<p>35%</p>	<p>45%</p>
<p>HRP Technology Road Map Sponsor – Deputy Chief Reid McCoombs Project Manager – Gursharan Singh</p>	<p>HRP will build on the consultant report to implement a plan that includes multiple projects in various stages of completion; some of which are contingent upon securing a funding allocation.</p>	<p>30%</p>	<p>40%</p>
<p>Performance Excellence Training Sponsor – Chief Daniel Kinsella Project Manager – Superintendent Dean Simmonds</p>	<p>Increase HRP’s training capacity in HRM's Performance Excellence model, starting with senior officers. Apply relevant tools and techniques for continuous improvement starting with identified priority HRP projects.</p>	<p>20%</p>	<p>25%</p>
<p>Priority Response Sponsor – Superintendent Andrew Matthews Project Manager – Inspector Greg Robertson</p>	<p>Review and evaluate the current Priority Response model. Review current call and priority codes to determine how HRP can better prioritize urgent calls while also determining which call codes can be triaged or diverted to non-urgent units.</p>	<p>90%</p>	<p>95%</p>
<p>Review Patrol Deployment Model Sponsor – Chief Daniel Kinsella Project Manager – Deputy Chief Don MacLean</p>	<p>Assess and evaluate the current model of patrol deployment to ensure the optimization of resources.</p>	<p>35%</p>	<p>45%</p>
<p>NEW Hate Crime Unit Creation Sponsor – Chief Daniel Kinsella Project Manager – Inspector Dave Boon</p>	<p>As part of HRP's commitment to an improved response to hate crimes and incidents, HRP created a hate crimes unit. As part of that, all sworn members and identified civilian roles will receive a wide variety of training on hate crimes. HRP will consult with subject matter experts and diverse stakeholders to develop a framework.</p>	<p>60%</p>	<p>80%</p>
<p>NEW Youth Engagement Program Sponsor – Chief Daniel Kinsella Project Managers – Neera Ritcey and Sergeant Christina Martin</p>	<p>HRP is currently developing a framework to increase collaborations between various units that conduct youth engagement with a focus on providing a diverse lens on these activities. The framework is designed on four key pillars - recruitment and mentorship, education and</p>	<p>25%</p>	<p>35%</p>

	recreational activities, relationship building, and trust and confidence in policing.		
<p style="text-align: center;">NEW</p> <p>Acting Sergeant Officer Program Sponsor - Inspector Derrick Boyd Project Manager – Inspector Derrick Boyd</p>	Initiated in 2021, the HRP Acting Sergeant Officer Program was designed to provide a leadership development opportunity to front-line officers while providing additional operational support. As part of setting up this program, a training module was designed and delivered, this program will be continued on an ongoing basis.	60%	80%
<p style="text-align: center;">NEW</p> <p>Proactive Training and Recruitment Strategies Sponsor – Chief Daniel Kinsella Project Manager – Superintendent Dean Simmonds</p>	Halifax Regional Police has put an elevated focus on recruitment in response to ongoing attrition and succession planning. Two main programs to help achieve this are the Experienced Officer Program and HRP Police Science Program.	50%	60%
<p style="text-align: center;">NEW</p> <p>Crisis Intervention and Trauma-Informed Training and Mental Health Mobile Crisis Team (MHMCT) Sponsor – Supt. Dean Simmonds Project Manager – Staff Sergeant TBA</p>	The Crisis Intervention and Trauma-Informed Training (CIT) Program is part of the collaborative partnership between Halifax Regional Police and the Mental Health Mobile Crisis Team (MHMCT) and provides learning for a more informed and skilled approach to mental health issues. HRP is building additional internal capacity and competence in this area by expanding this training across the service to a variety of functions. This training supports skill building in responding to mental health calls and enhances the safety of individuals, the community, and officers.	30%	35%
<p style="text-align: center;">NEW</p> <p>Police Manual Refresh Sponsor – Chief Daniel Kinsella Project Manager – Neera Ritcey</p>	HRP is undertaking a comprehensive policy refresh to ensure HRP Policy and Procedures are aligned with best practices, reflect a focus on diverse audiences, and set a framework to maintain effective procedures in a dynamic environment. This project will support the organizational direction and decisions in key strategic and operational areas.	25%	45%