

**Bi-monthly Strategic Plan Update to Police Board of Commissioners  
Current to Oct. 22**

Status	Comments
Green	On schedule with planned scope, budget, and timeline expectations.
Yellow	Not currently on schedule with planned scope, budget, and timeline expectations.
Red	At risk of failing to meet planned scope, budget, and timeline expectations.

A) Reduction and Response to Crime and Quality-of-Life Issues

**Reduction of Crime and Increase in Safety.** The current Pedestrian Safety Traffic Plan is complete, and has been implemented, in collaboration with HRM Transportation and Public Works and HRM Corporate Communication. The Gun Safety Campaign is expected to be completed within the next couple months – internal and external stakeholders that can act as a sounding board have been identified, and outreach among gun enthusiasts and potential sponsors continues. The fugitive apprehension initiative is underway and revisions to warrant tracking policies are being revised as part of it, and the programming audit has been assigned to an Inspector and meetings are planned (and have taken place) on directions to take it.

- 3.01 - Development of an Annual Pedestrian Safety Action Plan and implementation of recommendations - 100% completed
- 3.10 - Gun Safety Campaign - 75% completed
- 3.13 - Juvenile Prostitution Targeting - 25% completed
- 4.03 - Fugitive Apprehension Initiative - 25% completed
- 4.05 - HRP Crime Reduction Strategy Roadmap - 5% completed
- 4.13 - Programming Audit - 70% completed

**Effective and Efficient Response to Crime.** Movement towards the Incident Command System is progressing. HRP/RCMP and Chief McNeil (NS Chiefs of Police representative), in collaboration with the NS DOJ, launched the provincial government's Facebook page on Amber alert. Minister Diab was present. The Capability Response Framework Roadmap is in consulting stages and will likely be done in the next couple months. A Cyber Threat Protocol is underway, research documents are being collected, and an RFP will be posted in the coming weeks. The social media crime solving tool pilot report is finished and follow-up includes consulting with other agencies using similar software and scoping out the feasibility of a Cyber Intelligence Unit.

- 2.05 - Development of an HRP Crisis Plan - 50% completed
- 2.07 - Finalization of the Amber Alert Emergency Operations Centre - 50% completed
- 2.10 - Incident Command System (ICS) Implementation - 50% completed
- 4.01 - 2014/2015 Continuation of operational priorities - 50% completed
- 4.04 - HRP Capability Response Framework Roadmap - 10% completed
- 4.07 - Real Time Crime Centre Pilot Project - 100% completed
- 4.08 - Development of a Cyber Threat Protocol - 20% completed
- 4.09 - Development of Social Media Crime Solving Tool - 100% completed
- 4.11 - ICS Implementation - 65% completed

**Reduction of Victimization.** Victim Services will resume the work of expanding the Victim Support Plan in October. This work, in part, will build off the three-year Victim Support Strategy Document, now nearly complete and subject to review by senior management, and will include liaising internally (with the Sexual Assault Investigative Team) and externally (with the Avalon Sexual Assault Centre).

4.06 - HRP Expanded Victim Support Plan - 35% completed

## B) Safe Communities

**Partnerships and Integrated Community Partnerships.** HRP Partnership Analysis is not yet underway but is expected to begin in October. The new Public Safety Advisor was hired on September 1st and HRP continues to assist in establishing the office at HRM. Introductory meetings, reviews of expectations from the original Roundtable and 2014 Review, introductions to the HRM Board of Police Commissioners, and the Ceasefire HRM Management team have all taken place. Further introductions/transfers are planned for BRAVE, Souls Strong, United Way Homelessness Working Group, COSA, 7th Step Society, Public Safety Canada's National Crime Prevention Centre, and the National Municipal Network on Crime Prevention.

2.09 - HRP Partnership Analysis - 5% completed

2.12 - Public Safety Office - Support Set Up and Operation - 100% completed

**Organizational Culture and Response Philosophy.** The Domestic Violence Strategy document, which will feed into domestic violence-related audits, is also nearly complete and will be reviewed by senior management. The Health and Wellness program is underway. Last month the training course was posted and filled, and outreach to other agencies across the province for participation in the train-the-trainer program began. The train-the-trainer program will be held in October, planning to develop a list of Wellness coordination functions has begun, and a Wellness group has a meeting scheduled for October to discuss other potentially related programs offered by HRM that could be adapted for use by HRP.

2.11 - Launch of HRP Strategic Plan - 100% completed

2.15 - Development of an HRP Health and Wellness Program - 50% completed

3.11 - Domestic Violence Strategy Document - 100% completed

## C) An Effective and Efficient Police Service

**Operational Excellence.** There are several updates in matters relating to identifying operational performance improvements. The review of staffing for the PCF has been completed with recommendations available on request. The traditional number of prisoners per year does not exceed 6800 and in the last calendar year the number exceeded 7800. As a result, an NCO is supervising the PCF from 0100-0500 on Fridays and Saturdays. Follow-up will continue to address future staffing concerns. The draft Operational Assessment Report is done and will feed into the larger Capability Response Framework. The Quality Assurance and GO Guides are finished and a meeting is to take place in September to identify roll out and communication plan. One audit has been complete with a second audit 75% complete. Information has been compiled on the drug exhibit audit and completion is expected for next month.

2.19 - Review of Prisoner Care Facility Staffing Options - 100% completed

2.20 - Review of HRP promotional training process - 5% completed

3.05 - Quality Assurance Audits - 5% completed

3.12 - Implementation of Audit Recommendations - 40% completed

4.02 - Draft HRP Operational Assessment Report - 100% completed

4.10 - Update of Quality Assurance (QA) and General Occurrence (GO) Guides - 80% completed

4.12 - Audits - 15% completed

**Learning and Innovative Culture.** Resources and an ongoing process for implementing new course training standards has been established – new standards will be updated and coordinated by the Training Section and will be ongoing as courses will be updated as required. A skills inventory has been conducted at the Patrol level and will proceed through other sections. Literature review on the subject of body-worn cameras, including an analytical framework devised by Public Safety Canada and research

into best practices across Canada and the US, began in August. There may also be research trips in relation to the matter to Edmonton and Calgary PDs. Nova Scotia-wide training plan will be discontinued due to lack of collective resources.

- 2.08 - HRP Human Resources skills map - 25% completed
- 2.13 - Report on potential for Body Worn Cameras - 25% completed
- 2.17 - Implementation of New Course Training Standards - 100% completed
- 2.21 - Nova Scotia-wide training plan - 0% completed (discontinued)

**Facilities and infrastructure.** There is progress in several areas relating to facilities, infrastructure, and information technology. The HRP Technology Roadmap is finished and the various projects contained in it have been scored with ICT and have accompanying Gantt Charts. The Electronic File Management Project is included in the Roadmap. Where CityWatch is concerned, a team has been assembled to oversee upgrades and presentations have been made to the EMO Planning Committee, and Department heads. The CAO and D/CAO briefed and gave go-ahead to proceed with the Operational Assessment. For the facilities plan, next month we will collect the data the consultant requires and start the report outlining our current building status and challenges.

- 3.02 - Development of an HRP Facilities Plan and corresponding Council Report - 20% completed
- 3.03 - Creation of a HRP Technology Roadmap - 100% completed
- 3.04 - HRP Electronic File Management Project - 20% completed
- 3.07 - Upgrades to CityWatch Program - 55% completed
- 3.08 - Upgrades to HRP Intranet Site - 25% completed
- 3.09 - Virtualization of HRP Servers - 25% completed

**Good governance.** All of the Good Governance deliverables are underway now that staffing has been settled in Internal Oversight. Alignments that have been proposed with the Police Board include merging of RCMP/HRP dashboards, and educational sessions provided by the RCMP/HRP. The HRP foundation committee is reviewing a staff report and awaiting legal opinion. ERM (business continuity) plan has been assigned to a sergeant, the Leadership profile, attendance management review, and staffing requirements reviews are all in progress.

- 2.01 - HRP Alignment with the Police Board of Commissioners - 50% completed
- 2.06 - Establishment of an ERM program - 30% completed
- 2.14 - Development of a HRP Leadership Profile - 15% completed
- 2.16 - HRP Attendance Management Review - 10% completed
- 2.18 - HRP Foundation - 50% completed
- 3.06 - Review and address job description, promotion, and staffing requirements - 70% completed

**Employee and Public Relations.** HRP's Social Media Strategy is taking shape and it will be multi-faceted. Divisional Commanders have embraced Twitter and will become engaged directly with citizen queries. Training will continue for the new Public Information Officer on the use of social media, and HRP will explore possibilities for a 24/7 social media strategy. An engagement protocol has begun by establishing standard operating procedures for the PR unit. Planning for a PR capacity assessment is also underway and resource gaps will be documented and analysed.

- 2.02 - Development of a HRP Social Media Strategy - 40% completed
- 2.03 - Development of an HRP Public Relations engagement protocol - 15% completed
- 2.04 - Public Relations Capacity Assessment - 20% completed