

Bi-monthly Strategic Plan Update to Police Board of Commissioners
Current up to July

Status	Comments
	On schedule with planned scope, budget, and timeline expectations.
	Not currently on schedule with planned scope, budget, and timeline expectations.
	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. In June, the Chief Firearms Officer carried out a talk with executive management, and contact with potential partners continues for the Gun Safety Campaign. As part of the Investigator's Guide for Online Crime equipment needs have been identified, partial policy has been developed, and a report on cyber-related calls for service has been carried out. The Crime Reduction Strategy will include, in part, reviewing and updating the previous Community Response Model (2007). For the Juvenile Prostitution Strategy, there is ongoing communication with youth engaged in or at risk of engaging in prostitution, and communication and engagement continues with outside agencies for collaboration in facilitating exit strategies for juvenile victims of the sex trade. Work continues on the EMVA and the Pedestrian Safety Action Plan. There is currently a soft-roll out, and when the full roll-out occurs training will be required for the Constables as well as for the Sergeants for Quality Assurance purposes.

- 3.14 - Gun Safety Campaign - 45% completed
- 3.02 - Juvenile Prostitution Targeting Strategy – 50% completed
- 3.13 - Fugitive Apprehension Strategy – 10% completed
- 3.04 - HRP Crime Reduction Strategy - 5% completed
- 2.06 - Annual Pedestrian Safety Action Plan – 20% completed
- 3.10 - Investigator's Guide for Online Crime – 15% completed

Effective and Efficient Crime Response. Statistical analysis on the Real Time Crime Centre pilot project outcomes is ongoing and encompasses analysis of calls monitored by the RTCC and the nature of the value added by it. Procurement has awarded the Cyber Threat Protocol-related contract to KPMG, and a project charter is being reviewed by the deliverable lead. Several drafts of a report on Social Media Crime Solving Tool have been written. For the Emergency Response Plan, Business Continuity Plan-related questionnaires have been developed and Field Guides have been issued to Ground Search & Rescue Incident Commanders. Incident Commander System working groups have been set up and reference documents have been completed and distributed. Policy relating to Active Aggressor and Lockdown Procedures is nearly complete. As part of this deliverable, there will also be training videos for civilians and ICS oversight in each HRP facility.

- 3.03 - HRP Capability Response Framework – 5% completed
- 3.06 - Real Time Crime Centre Pilot Project Outcomes – 15% completed
- 3.11 - Cyber Threat Protocol - 10% completed
- 3.12 - Social Media Crime Solving Tool – 80% completed
- 2.02 - HRM-Aligned Emergency Response Plan – 5% completed
- 2.04 - Incident Command System (ICS) Implementation – 20% completed
- 2.18 – Workload Analysis – 5% completed
- 3.07 – Review of School Liaison Officer Functions – 5% completed
- 3.09 – Active Aggressor and Lockdown Procedures – 65% complete

Reduction of Victimization. The work of expanding the Victim Support Plan continues. The project lead will develop a new document that combines the recommendations from the 2016 Victim Support Plan and the 2016 Domestic Violence Strategy. The document will incorporate the recommendations that have already been actioned, as well as the issues that still need to be resolved. Once the document is complete it will provide a definitive direction for this deliverable.

3.05 - HRP Expanded Victim Support Plan – 5% completed

B) Safe Communities

Partnerships and Integrated Community Partnerships. The Partnership Analysis is carried over from the last fiscal year. The first goal for moving it forward will be a review of how Central currently records information regarding partnerships within the Division, and to clearly define what internal and external partnerships mean for HRP, and for the purposes of this deliverable.

2.05 - HRP Joint Partnership Plan - 5% completed

Organizational Culture and Response Philosophy. Progress on the Health and Wellness program continues. The Wellness committee is established and meeting monthly, and research is underway to outline functions and a job description for a Wellness Coordinator at HRP. Additionally, there has been a meeting with an RCMP representative on the matter of Operational Resilience Training. There are currently 12 cadets enrolled at the Atlantic Police Academy. The Superintendent of HR met with each cadet individually, and on-the-job training has commenced.

2.10 - HRP Health and Wellness Program - 20% completed
2.14 - 2016 Atlantic Police Academy Class - 60% completed

C) An Effective and Efficient Police Service

Operational Excellence. The Improved Dispatch/Call Management process is related to the recommendations from the POMAX consultant report. As a result of this report, a program team was struck, led by an ICT project manager. It includes initiatives with HRFE, HRP, and IES partners to implement the recommendations. Much initial work has been done in areas of governance, policies, and reviews, and all these projects are in flight. As part the Leadership Profile, HRP will implement organization-wide development plans and performance measurement / management tools, including issues arising out of the 15/16 Leadership Profile.

2.07 - Improve Dispatch / Call Management Process – 10% completed
2.09 - HRP Leadership Profile - 15% completed

Learning and Innovative Culture. Organizational needs in cybercrime, Forensic Identification, and Crisis Intervention training have been identified as part of the Skills Map inventory. The Review of HRP promotional training process has included a draft NCO development tool, as well as training for seven recently promoted NCOs.

2.03 - HRP Human Resources skills map - 40% completed
2.11 - Review of HRP promotional training process - 70% completed

Facilities and infrastructure. Where the Facilities Plan is concerned, a new HQ report was submitted to Audit and Finance and approved, and meetings with the planning, design and construction team are ongoing to consider additional areas that might be suitable, as there legal questions around as to what is municipal use. For the Mass Notification System, HRP met with Donna Davis and it was determined that

the project would go ahead with operational dollars rather than wait for the capital process. ICT will provide a Project Manager and Business Analyst to work with HRP to implement the project.

- 2.15 - HRP Facilities Plan and Council Report - 20% completed
- 2.12 - HRP Technology Roadmap – 10% completed
- 3.08 - Operational Assessment For a Mass Notification System – 10% completed

Good governance. HRP will develop and execute an annual audit plan based on risk profiles. The plan for next month is to obtain approval for a Trauma Informed Response Audit, and to review the Operational Risk Registry. New audits will be identified from the registry. In 16/17 HRP will continue to implement recommendations from the Domestic Violence Strategy Document including programming related to communications, prevention, intervention, enforcement, and quality assurance. Alignment efforts with the Board of Commissioners are ongoing, including scheduled HRP/RCMP presentations. The HRP foundation committee is reviewing a staff report and awaiting legal opinion.

- 2.08 - HRP Alignment with the Police Board of Commissioners - 75% completed
- 2.17 - HRP Foundation - 50% completed
- 2.13 - Audits - 5% completed
- 3.01 - Implementation of Audit Recommendations - 5% completed

Employee and Public Relations. In 16/17 HRP will implement a Public Relations Strategy. Key facets will include Employee Communication, Community Engagement, Brand Identity, Media Relations, Issues Management & Crisis Communication, Online Presence, and Education & Awareness. Key projects in the last month include an internal communications plan related to the Active Aggressor Protocols, co-hosting the poster launch with New Start for 'On being a better man' on violence against women, and continuing to develop the Social Media Strategy. The Crisis Communication Exercise is being developed alongside the Active Aggressor Protocols, and in discussions with the corporate Crisis Communications Plan.

- 2.01 - Public Relations Strategy – 25% completed
- 2.16 - Crisis Communication Exercise – 25% completed

HRP 1.01 Employee and Public Relations (25%)

In 16/17 HRP will implement a Public Relations Strategy. Key facets will include Employee Communication, Community Engagement, Brand Identity, Media Relations, Issues Management & Crisis Communication, Online Presence, and Education & Awareness. Key projects in the last month include an internal communications plan related to the Active Aggressor Protocols, co-hosting the poster launch with New Start for 'On being a better man' on violence against women, and continuing to develop the Social Media Strategy. The Crisis Communication Exercise is being developed alongside the Active Aggressor Protocols, and in discussions with the corporate Crisis Communications Plan.

- [HRP 2.01 – Public Relations Strategy – 25% completed](#)
- [HRP 2.03 – Crisis Communication Exercise – 25% completed](#)

HRP 1.02 Partnerships and Integrated Community Partnerships (5%)

The Partnership Analysis is carried over from the last fiscal year. The first goal for moving it forward will be a review of how Central currently records information regarding partnerships within the Division, and to clearly define what internal and external partnerships mean for HRP, and for the purposes of this deliverable.

- [HRP 2.09 – HRP Joint Partnership Plan – 5% completed](#)

HRP 1.03 Effective and Efficient Response to Crime (20%)

Statistical analysis on the Real Time Crime Centre pilot project outcomes is ongoing and encompasses analysis of calls monitored by the RTCC and the nature of the value added by it. Procurement has awarded the Cyber Threat Protocol-related contract to KPMG, and a project charter is being reviewed by the deliverable lead. Several drafts of a report on Social Media Crime Solving Tool have been written. Incident Commander System working groups have been set up and reference documents have been completed and distributed. Policy relating to Active Aggressor and Lockdown Procedures is nearly complete. As part of this deliverable, there will also be training videos for civilians and ICS oversight in each HRP facility. For the Mass Notification System, HRP met with Donna Davis and it was determined that the project would go ahead with operational dollars rather than wait for the capital process. ICT will provide a Project Manager and Business Analyst to work with HRP to implement the project.

- [HRP 2.04 – Incident Command System \(ICS\) Implementation – 20% completed](#)
- [HRP 2.18 – Workload Analysis – 5% completed](#)
- [HRP 3.03 – HRP Capability Response Framework – 5% completed](#)
- [HRP 3.06 – Real Time Crime Centre Pilot Project Outcomes – 15% completed](#)
- [HRP 3.08 – Operational Assessment for a Mass Notification System – 10% completed](#)
- [HRP 3.09 – Active Aggressor and Lockdown Procedures – 65% completed](#)
- [HRP 3.11 – Cyber Threat Protocol – 10% completed](#)

HRP 1.04 Reduction of Victimization (5%)

The work of expanding the Victim Support Plan continues. The project lead will develop a new document that combines the recommendations from the 2016 Victim Support Plan and the 2016 Domestic Violence Strategy. The document will incorporate the recommendations that have already been actioned, as well as the issues that still need to be resolved. Once the document is complete it will provide a definitive direction for this deliverable. The Crime Reduction Strategy will include, in part, reviewing and updating the previous Community Response Model (2007).

- HRP 3.04 – HRP Crime Reduction Strategy – 5% completed
- HRP 3.05 – HRP Expanded Victim Support Plan – 5% completed

HRP 1.05 Reduction of Crime and Increase in Safety (30%)

In June, the Chief Firearms Officer carried out a talk with executive management, and contact with potential partners continues for the Gun Safety Campaign. For the Juvenile Prostitution Strategy, there is ongoing communication with youth engaged in or at risk of engaging in prostitution, and communication and engagement continues with outside agencies for collaboration in facilitating exit strategies for juvenile victims of the sex trade. Work continues on the EMVA and the Pedestrian Safety Action Plan. There is currently a soft-roll out, and when the full roll-out occurs, training will be required for the Constables as well as for the Sergeants for Quality Assurance purposes.

- HRP 2.06 – Annual Pedestrian Safety Action Plan – 20% completed
- HRP 3.02 – Juvenile Prostitution Targeting Strategy – 50% completed
- HRP 3.13 – Fugitive Apprehension Strategy – 10% completed
- HRP 3.14 – Gun Safety Campaign – 45% completed

HRP 1.06 Good governance (40%)

The Improved Dispatch/Call Management process is related to the recommendations from the POMAX consultant report. As a result of this report, a program team was struck, led by an ICT project manager. It includes initiatives with HRFE, HRP, and IES partners to implement the recommendations. Much initial work has been done in areas of governance, policies, and reviews, and all these projects are in flight. Alignment efforts with the Board of Commissioners are ongoing, including scheduled HRP/RCMP presentations. The HRP foundation committee is reviewing a staff report and awaiting legal opinion.

- HRP 2.08 – HRP Alignment with the Police Board of Commissioners – 75% completed
- HRP 2.07 – Improve Dispatch/Call Management Process – 10% completed
- HRP 2.09 – HRP Leadership Profile - 15% completed
- HRP 2.18 – HRP Foundation – 75% completed

HRP 1.07 Facilities and infrastructure (15%)

Where the Facilities Plan is concerned, a new HQ report was submitted to Audit and Finance and approved, and meetings with the planning, design and construction team are ongoing to consider additional areas that might be suitable, as there legal questions around as to what is municipal use.

- HRP 2.15 – HRP Facilities Plan and Council Report – 20% completed
- HRP 2.12 – HRP Technology Roadmap – 10% completed

HRP 1.08 Learning and innovative culture (20%)

Organizational needs in cybercrime, Forensic Identification, and Crisis Intervention training have been identified as part of the Skills Map inventory. Where the school liaison function is concerned, SROs have been reassigned to Divisions to better align with CRO function. Additionally, a lesson plan has been created and is currently under review of the curriculum coordinator.

- HRP 2.03 – HRP Human Resources skills map – 40% completed
- HRP 3.07 – Review of the School Liaison Officer function – 5% completed

HRP 1.09 Operational excellence (30%)

For the Emergency Response Plan, Business Continuity Plan-related questionnaires have been developed and Field Guides have been issued to Ground Search & Rescue Incident Commanders. As part of the Investigator's Guide for Online Crime equipment needs have been identified, partial policy has been developed, and a report on cyber-related calls for service has been carried out. The Review of HRP promotional training process has included a draft NCO development tool, as well as training for seven recently promoted NCOs. HRP will develop and execute an annual audit plan based on risk profiles. The plan for next month is to obtain approval for a Trauma Informed Response Audit, and to review the Operational Risk Registry. New audits will be identified from the registry. Several drafts of a report on Social Media Crime Solving Tool have been written.

- HRP 2.02 – HRM-aligned Emergency Response Plan – 5% completed
- HRP 2.11 – Review of HRP promotional training process – 70% completed
- HRP 2.13 – Audits – 5% completed
- HRP 3.01 – Implementation of Audit Recommendations – 5% completed
- HRP 3.10 – Investigator's Guide For Online Crime – 15% completed
- HRP 3.12 – Social Media Crime Solving Tool – 80% completed

HRP 1.10 Organization Culture and Response Philosophy (40%)

Progress on the Health and Wellness program continues. The Wellness committee is established and meeting monthly, and research is underway to outline functions and a job description for a Wellness Coordinator at HRP. Additionally, there has been a meeting with an RCMP representative on the matter of Operational Resilience Training. There are currently 12 cadets enrolled at the Atlantic Police Academy. The Superintendent of HR met with each cadet individually, and on-the-job training has commenced.

- HRP 2.10 – HRP Health and Wellness Program – 20% completed
- HRP 2.14 – 2016 Atlantic Policy Academy Class – 60% completed