

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

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 Crime Reduction Strategy will include, in part, reviewing and updating the previous Community Response Model (2007). As of September, meetings with all units have been scheduled, and questions and issues for discussion around developing a new strategy have been determined. For the Juvenile Prostitution Strategy, there is continued communication with youth engaged in or at risk of engaging in prostitution, engagement with outside agencies for collaboration in facilitating exit strategies for juvenile victims of the sex trade, and development on the “Way Forward” document. Per the Pedestrian Safety Action Plan, discussions continue on the roll-out of the eMVA at the front door reporting centre. This process is ongoing. Last month there were meetings between the Department of Natural Resources education coordinator, the Chief Firearms Officer, and HRP on the matter of partnering on a Gun Safety campaign prior to hunting season. As part of the Investigator’s Guide for Online Crime, a business case for a cybercrime unit is approximately 80 percent complete.

- 3.14 - Gun Safety Campaign - 60% completed
- 3.02 - Juvenile Prostitution Targeting Strategy – 90% completed
- 3.13 - Fugitive Apprehension Strategy – 20% completed
- 3.04 - HRP Crime Reduction Strategy - 15% completed
- 2.06 - Annual Pedestrian Safety Action Plan – 40% completed
- 3.10 - Investigator’s Guide for Online Crime – 60% completed

Effective and Efficient Crime Response. Statistical analysis on the Real Time Crime Centre pilot project outcomes is ongoing and last month focus included Requests for Assistance and Proactive work for the RTCC. ICT will lead the Cyber Threat Protocol project and the direction of it has been reviewed by the Deputy Chief and Superintendents. A project charter is also under review by the deliverable lead and sponsor at HRP. Several drafts of a report on Social Media Crime Solving Tool have been written and it will be completed shortly. For the Emergency Response Plan, the Business Continuity Plan is currently on hold until key personnel return. However, the Amber Alert Exercise document and exercise are complete and feedback is under review. Courses relating to the Incident Commander System for NCOs continue. With assistance from IES, there will also be an effort to monitor compliance with the First Responder’s (Multiagency Response) policy. Where the school liaison function is concerned, in the last month, school programs (elementary, junior high, and high school) in West have been reviewed. The Workload analysis has begun and meetings with all units have been scheduled for discussion. The previous year’s Capability Response Frameworks is under review, and policy relating to Active Aggressor and Lockdown Procedures is complete.

- 3.03 - HRP Capability Response Framework – 30% completed
- 3.06 - Real Time Crime Centre Pilot Project Outcomes – 20% completed
- 3.11 - Cyber Threat Protocol - 15% completed
- 3.12 - Social Media Crime Solving Tool – 80% completed
- 2.02 - HRM-Aligned Emergency Response Plan – 65% completed
- 2.04 - Incident Command System (ICS) Implementation – 70% completed

- 2.18 – Workload Analysis – 10% completed
- 3.07 – Review of School Liaison Officer Functions – 30% completed
- 3.09 – Active Aggressor and Lockdown Procedures – 85% complete

Reduction of Victimization. The work of expanding the Victim Support Plan continues. An updated Domestic Violence (DV) Strategy document has been produced, and plans to enhance victim support include: hiring a NSUPE support worker, training the new DV officer to become a DV educator, addressing ODARA non-compliance issues, and preparing for upcoming block training.

- 3.05 - HRP Expanded Victim Support Plan – 30% completed

B) Safe Communities

Partnerships and Integrated Community Partnerships. The Partnership Analysis is carried over from the last fiscal year. Presently a spreadsheet for data capture is almost complete. It includes data from East and Central, on community programs, and information from the HRM Public Safety Director.

- 2.05 - HRP Joint Partnership Plan - 15% completed

Organizational Culture and Response Philosophy. There were 12 cadets enrolled at the Atlantic Police Academy, and following on-the-job-training, the hiring process for successful cadets took place in September. Progress on the Health and Wellness program also continues. Work resumes on outlining functions and a job description for a Wellness Coordinator, and HRP has reached out to Lifemark and the Tema Center Foundation on various wellness issues.

- 2.10 - HRP Health and Wellness Program - 30% completed
- 2.14 - 2016 Atlantic Police Academy Class - 90% 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, and as a result of that 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 remain in flight. As part the Leadership Profile, HRP plans to implement organization-wide development plans and performance measurement / management tools that address issues arising out of the 15/16 Leadership Profile.

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

Learning and Innovative Culture. The annual qualification schedule has been determined and additional new potential development opportunities have been identified as part of the Skills Map inventory. The Review of HRP promotional training process includes a draft NCO development tool, as well as training for seven recently promoted NCOs.

- 2.03 - HRP Human Resources skills map - 60% completed
- 2.11 - Review of HRP promotional training process - 70% completed

Facilities and infrastructure. Where the Facilities Plan is concerned, given the number of locations that were reviewed and subsequently discarded due to zoning or other restrictions, a request for an expression of interest (EOI) was sent to Procurement, Facility Design, and Training and Planning for their comments and feedback. The EOI is intended to solicit proposals from landowners who have suitably located and zoned land they would sell to the municipality for the purpose of the construction of a range.

ICT will fund the Mass Notification System from an operating account and no capital project-scoring will need to take place. A project manager has been assigned to it, with a begin date expected for November. Feedback on the Technology Roadmap was received from the project management level at ITC, and we are awaiting feedback on the Service Level Agreement from the CIO.

- 2.15 - HRP Facilities Plan and Council Report - 40% completed
- 2.12 - HRP Technology Roadmap – 15% completed
- 3.08 - Operational Assessment For a Mass Notification System – 50% completed

Good governance. HRP will develop and execute an annual audit plan based on risk profiles, and there are plans to obtain approval for a Trauma-Informed Response audit, and to review the Operational Risk Registry. New audits will be identified from the registry. Alignment efforts with the Board of Commissioners are ongoing and include scheduled HRP/RCMP presentations. There has been no documented update on the Implementation of Audit Recommendations for September, and the HRP foundation committee awaits legal opinion.

- 2.08 - HRP Alignment with the Police Board of Commissioners - 80% completed
- 2.17 - HRP Foundation - 50% completed
- 2.13 - Audits - 5% completed
- 3.01 - Implementation of Audit Recommendations - 5% completed

In 16/17 HRP will implement a Public Relations Strategy. Focus in the last month included employee communication (updated the communication plan to support the Active Aggressor policy rollout), brand identity (implemented a communication plan to roll out the new corporate brand within HRP which will be done in conjunction with a new policy), media relations (protocol with feedback from numerous members of the media), issues management (provided communications planning and support for a number of administrative and operational matters), and education and awareness (provided communications support for Operation Fallback, Responsible Drinking, and Back to School campaigns). The Crisis Communication Exercise has been advanced by carrying out research on best practices and obtaining a sample communications plan from a local community partner to ensure our HRP Crisis Communication follows suit. There is an initial draft of the plan.

- 2.01 - Public Relations Strategy – 50% completed
- 2.16 - Crisis Communication Exercise – 50% completed