

**Bi-monthly Strategic Plan Update to Police Board of Commissioners  
Current up to December 1, 2016**

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.

**HRP 1.01 Employee and Public Relations (60%)**

The Public Relations Strategy for the 2016/17 fiscal year was approved in September. Focus in the last month included employee communications (in relation to recent violence, and finalized the Line of Duty Death communication plan), brand identity (continued work on HRP's brand), media relations (created a more human approach for marking major unsolved crimes by better describing the person behind the crime, enhanced the Media Relations Protocol, including streamlining the process for contacting our Media Relations Officer or designate threats), and online presence (promoted a number of initiatives including: School Bus Safety Awareness Week, Halloween Safety, the Atlantic Women in Law Enforcement conference and award winners, HRP's presence on Remembrance Day, Crosswalk Safety Day, etc.). For the Crisis Communication Exercise, PR continues to research communication plans, with a focus on emergency services, and also liaised with San Bernardino, California's Sheriff's Department and obtained their Emergency Action Plan for their Public Affairs Department which will be used to strengthen our plan.

- **HRP 2.01** – Public Relations Strategy – 65% completed
- **HRP 2.16** – Crisis Communication Exercise – 55% completed

**HRP 1.02 Partnerships and Integrated Community Partnerships (30%)**

A master spreadsheet in relation to the Partnership Analysis is finished, as are individual spreadsheets for all HRP units, divisions, and teams. Internal communications and instructions on referring to and utilizing the information are being developed.

- **HRP 2.05** – HRP Joint Partnership Plan – 30% completed

**HRP 1.03 Effective and Efficient Response to Crime (55%)**

ICT will lead the Cyber Threat Protocol project and it is directly linked to the IM Roadmap. KPMG has started meeting with the project team, stakeholders, and HRP executive management to discuss priorities and the proposed list of interviewees to consult. As of November 4th, all NCOs except two have taken the Incident Command System 200 course, and a draft generic ICS policy has been drafted. Active Aggressor and Lockdown Procedures policy and procedure is complete, and the policy and Departmental Order have been issued. ICT will fund the Mass Notification System from an operating account and no capital project-scoring will need to take place. No action taken in the last month, but the kick off will take place in the next 30 days. The Workload analysis has begun, and meetings with all units have been scheduled, and 15 meetings have taken place. Real Time Crime Centre analysis this month focused on redundancy options for the RTCC. To date, the redundancy plan involved the three Divisional Analysts going through training and filling in for the RTCC analyst when he takes vacations.

- HRP 2.04 – Incident Command System (ICS) Implementation – 80% completed
- HRP 2.18 – Workload Analysis – 50% completed
- HRP 3.03 – HRP Capability Response Framework – 30% completed
- HRP 3.06 – Real Time Crime Centre Pilot Project Outcomes – 45% completed
- HRP 3.08 – Operational Assessment for a Mass Notification System – 50% completed
- HRP 3.09 – Active Aggressor and Lockdown Procedures – 100% completed
- HRP 3.11 – Cyber Threat Protocol – 20% completed

#### HRP 1.04 Reduction of Victimization (35%)

The work of expanding the Victim Support Plan continues. The project leader meet was unable to meeting with the director of Victim Services due to Vacation Cycles. However, initial steps have taken place to have the Domestic Violence officer become a trainer for upcoming block training. The position change has been approved through position management. The Crime Reduction Strategy will include, in part, reviewing and updating the previous Community Response Model (2007). Meetings with all units over the next two months have been scheduled, and 15 meetings have taken place.

- HRP 3.04 – HRP Crime Reduction Strategy – 25% completed
- HRP 3.05 – HRP Expanded Victim Support Plan – 40% completed

#### HRP 1.05 Reduction of Crime and Increase in Safety (55%)

In October there were meetings with the Department of Natural Resources education coordinator, the Chief Firearms Officer, and HRP to partner on a Gun Safety campaign prior to hunting season. For the Fugitive Apprehension Strategy, HRP Records is liaising with the PPS's Chief Crown, and the warrant review and withdrawal process for both Halifax and Dartmouth courts is ongoing. Per the Pedestrian Safety Action Plan, a meeting took place with TPW (attended by HRP Traffic Sgt), updated management on the status of eMVA with further discussion on access to MVA data, and there will be additional workflow process improvements with STIU when eMVA rolls out to patrol. For the Juvenile Prostitution Strategy, there is continuing 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. As of October, ongoing file commitments, training courses, and leave have not allowed time to complete the Move Forward document.

- HRP 2.06 – Annual Pedestrian Safety Action Plan – 45% completed
- HRP 3.02 – Juvenile Prostitution Targeting Strategy – 95% completed
- HRP 3.13 – Fugitive Apprehension Strategy – 20% completed
- HRP 3.14 – Gun Safety Campaign – 60% completed

#### HRP 1.06 Good governance (50%)

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. All projects in flight, continuous review of status of projects, no updates other than policy submissions. For the HRP foundation, HRP legal is conducting further investigation on the regulations and disbursement of funds. A presentation to the Board of Police Commission is planned for next month. The report will not be released until it is approved by Council. Alignment efforts with the Board of Commissioners are ongoing and include scheduled HRP/RCMP presentations, but there is no further movement on this deliverable as of October.

- HRP 2.08 – HRP Alignment with the Police Board of Commissioners – 80% completed
- HRP 2.07 – Improve Dispatch/Call Management Process – 15% completed
- HRP 2.09 – HRP Leadership Profile - 15% completed
- HRP 2.17 – HRP Foundation – 85% completed

## HRP 1.07 Facilities and infrastructure (50%)

For the Facilities Plan, where the range project is concerned, we are still awaiting zoning requirements from HRM Planning, and have been advised that we should have the info by mid-November. We have therefore been unable to move this part of the deliverable forward in the last 30 days. Where the new facility business case is concerned, we liaised with the consultants and provided extensive information for their review. In-person meetings are scheduled for November and December. Feedback on the Technology Roadmap was received from the project management level at ITC, and Security and Review is underway.

- **HRP 2.15** – HRP Facilities Plan and Council Report – 40% completed
- **HRP 2.12** – HRP Technology Roadmap – 65% completed

## HRP 1.08 Learning and innovative culture (45%)

Where the school liaison function is concerned, we met with Halifax Regional School Board to review school protocol document that will be reviewed by all principals in HRM, and there are no major changes from last year's document. Had CRCP officer review Canadian Centre for Child Protection programs that are available, and they are similar to what we are already providing to the schools. After a review of the following three deliverables – 2.03 (Human Resources Skills Map), 2.09 (Leadership Profile), and 2.11 (Review of Promotional Training Process) – it was determined that a more effective and efficient approach will be the streamlined integration of each objective. Completion of Action Plan item #1 (Develop a competency profile for all ranks) and #2 (Send out the competency profile for feedback from select staff), resulting in the completion of the Competency Inventory by the end of March, are considered reasonable.

- **HRP 2.03** – HRP Human Resources skills map – 50% completed
- **HRP 3.07** – Review of the School Liaison Officer function – 40% completed

## HRP 1.09 Operational excellence (50%)

For the Emergency Response Plan, the Amber Alert policy has been approved and issued. The Deputy Chief and CID Superintendent were consulted on the form and function of the BCP, and the last of the NCOs have completed ICS 200. As of October, a draft is completed and submitted for Investigator's Guide for Online Crime. Additionally, the Cybercrime Project team remains focused on preparing the cybercrime business unit case and is utilizing information obtained from the Social Media Crime Solving Tool pilot project. New audits will be based on risk profiles and reviews the Operational Risk Registry. There are plans to obtain approval for a Trauma Informed Response.

- **HRP 2.02** – HRM-aligned Emergency Response Plan – 70% completed
- **HRP 2.11** – Review of HRP promotional training process – 50% 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 – 95% completed
- **HRP 3.12** – Social Media Crime Solving Tool – 80% completed

## HRP 1.10 Organization Culture and Response Philosophy (80%)

Progress on the Health and Wellness program continues. The monthly meeting resumed, and discussions with Halifax Transit have taken place in relation to their work in this area, including their needs analysis, coordinator position, and potentially a sleep research project. All matters with respect to the 2016 Atlantic Policy Academy Class are complete.

- **HRP 2.10** – HRP Health and Wellness Program – 70% completed
- **HRP 2.14** – 2016 Atlantic Policy Academy Class – 100% completed