



INFORMATION REPORT

TO: The Halifax Board of Police Commissioners
FROM: Chief Dan Kinsella, Halifax Regional Police
DATE: April 19, 2021
SUBJECT: **HRP Strategic Plan Update**

Prior to Covid-19, HRP provided updates on its Strategic Plan to the Board of Police Commissioners on a quarterly basis. Due to the ongoing pandemic since March 2020, there have been adjustments to both the completion timelines of a number of initiatives as well as the associated reporting to BoPC.

For this month's submission, HRP is submitting the following updates reflecting the adjustments referenced above as well as a status update on the current deliverables:

1. The strategic plan deliverables completed in years 2019/20
2. The strategic plan deliverables completed in year 2020/21
3. The 2021 - 2022 Strategic Plan dashboard with progress percentages

| 2019 – 2020 Completed Strategic Plan Initiatives | |
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| Employee Engagement Working Group Implementation | HRP will review the results of the employee engagement survey and develop a plan to identify and address issues. |
| EMVA Function Rollout | HRP, in collaboration with Halifax District RCMP, will complete the roll-out of the new electronic Motor Vehicle Act (eMVA) function. This new technology will transform the paper based 58A form mandated by the Province of Nova Scotia (PNS) into an electronic version that is entered directly into Versadex. It can then be shared with PNS using XML data. |
| Enhanced Trauma Informed Response | Conduct a review of the current practices and training for Trauma Informed Response. Develop a report and recommendations for improvement and new opportunities for training. |

2019 – 2020 Completed Strategic Plan Initiatives

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| HRP Police College Registration/Certification | Complete the certification process for a Nova Scotia Private Career College for the Police Science Program. |
| External Communications & Outreach Strategic Plan | Develop and initiate roll out of a comprehensive external communications & outreach strategy that includes provision for public safety education, event planning, HRP strategic messaging/proactive communication messaging and a multimedia plan. |
| Hub Model Assessment Project | To explore if the HUB Model could be used in HRM to mobilize essential resources in an effective and efficient manner to address public safety issues for citizens in need. |
| Optimize HRP Training Model | Develop and publish an annual training calendar that includes HRP courses as well as other relevant training opportunities. |
| Review of COMSTAT Process | Review and evaluate the current COMSTAT process for improvement. |
| Sexualized Violence Prevention Awareness Campaign | HRP will research, review and consult on the development of a targeted awareness campaign to prevent sexualized violence, paying specific attention to university students and youth, and working with subject matter experts. Complete a campaign debrief consisting of social media analytics and details of campaign partner engagement and arrange for an in-person debrief with partners. |

2020 – 2021 Completed Strategic Plan Initiatives

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| African Nova Scotian Advisory Committee to the Chief | Informed by the findings of the Halifax, Nova Scotia: Street Checks Report Response and following up the Chief's apology to the ANS community, an African Nova Scotian community advisory committee will be established including representation from members of the community. This committee will provide key input on a Know Your Rights public awareness campaign on police interactions, training and HRP community engagement. |
| Employee Recognition Program | HRP will review their employee recognition initiatives and determine if they are achieving intended goals. |

2021-2022 Current Strategic Plan Initiatives (Ongoing)

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| <p>Career Development & Succession Planning Program Sponsor - Chief Dan Kinsella Project Manager - D.C. Reid McCoombs</p> | <p>As part of the Chief of Police re-alignment, HRP will conduct a needs assessment to ensure effective career development and succession planning through training, re-assignments and skill assessment.</p> | <p align="center">60%</p> |
| <p>Community Survey Sponsor - Chief Dan Kinsella Project Managers - Neera Ritcey</p> | <p>HRP will implement the HRP Community Survey to gather key information on public safety matters and insights critical to operating an effective and innovative police force.</p> | <p align="center">30%</p> |
| <p>Halifax, Nova Scotia: Street Checks Report Response Sponsor - Chief Dan Kinsella Project Manager – D/C Don MacLean</p> | <p>In collaboration with RCMP and BoPC representatives, develop a comprehensive response to the street checks issue informed by the Halifax, Nova Scotia: Street Checks Report, as well as, by ongoing work of Department of Justice and NS Human Rights Commission.</p> | <p align="center">50%</p> |
| <p>HRP Secure Online Communications Portal Sponsor - Chief Dan 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 align="center">20%</p> |
| <p>HRP Technology Road Map Sponsor - D.C. Don 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 align="center">35%</p> |
| <p>Implementation of a Source Management Tool Sponsor - Supt. Dean Simmonds Project Manager - Gursharan Singh</p> | <p>HRP, in collaboration with Halifax District RCMP, will develop and implement a new Source Management Tool, which will remove the paper-based process of source information distribution and move HRP toward a 'stand-alone' database. This solution will minimize the risk of security/information breaches and increase process efficiencies.</p> | <p align="center">85%</p> |
| <p>Performance Excellence Training Sponsor - Chief Dan Kinsella Project Manager - Supt. Dean Simmonds</p> | <p>Increase HRP's trained 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 align="center">20%</p> |
| <p>Priority Response Review Sponsor - Supt. Andrew Matthews Project Manager - Insp. Greg Robertson</p> | <p>Review and evaluate 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. Completion Date: December 2021</p> | <p align="center">30%</p> |
| <p>Review Patrol Deployment Model Sponsor - Chief Dan Kinsella Project Manager – D/C Don MacLean</p> | <p>Assess and evaluate current model of patrol deployment to ensure optimization of resources.</p> | <p align="center">20%</p> |