

Strategic Plan 2022-2025



The Process

- ▶ Environmental Scan
- ▶ Stakeholder Consultations
- ▶ Surveys – Membership & Public
- ▶ Strategic Planning Facilitator
- ▶ Final Direction



Strategic Considerations

- ▶ Psychological Wellness Survey
- ▶ Operational Review of Police Services
 - Interdependencies: CBRM HR, Technology, Finance
- ▶ Police Public Interactions
- ▶ Provincial Policing
- ▶ Calls for Service
 - 2018: 65,780 2019: 72,865 2020: 74,131 2021: 78,362
- ▶ CBRM Stability



What We Heard

- ▶ High degree of positivity on relationships with CBRPS
- ▶ Growth, changing demographics & community fabric
- ▶ Increasing mental health crisis – complex needs
- ▶ Relationship–Building
- ▶ Visibility, presence
- ▶ Diversity in law enforcement



Guiding Principles

Mission

We serve and protect our community.

Vision

Safe and healthy communities through leadership, partnerships and engagement.

Values

We believe in maintaining law and order through:

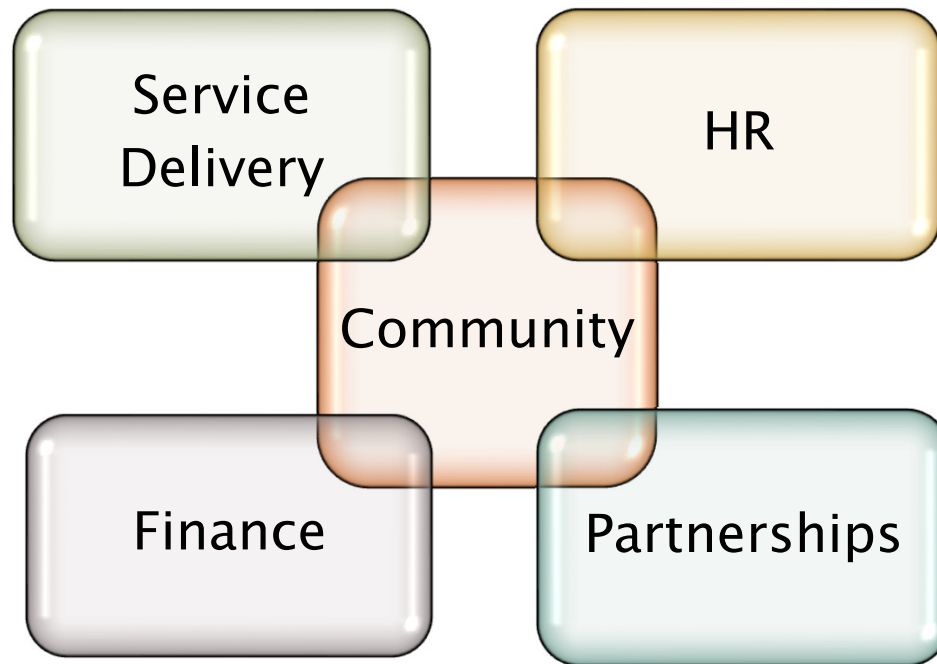
- ▶ ethics and professionalism;
- ▶ accountability and transparency;
- ▶ inclusion and diversity;
- ▶ collaboration and community spirit.

Motto

“Serving With You – For You”



Strategic Planning



Delivering Services to the Community

We exist to serve our community and ensure public safety.

- ▶ Implement key recommendations of the Operational Review of Police Services in the CBRM.
 - Ensure an adequate and effective complement of officers to continue providing an appropriate level of policing.
 - Structure the Administrative and Operational direction of the organization for effective management and service delivery.
 - Maintain Information and Communications Technology strategies, capabilities, plans, policies, procedures and training to support evolving functions and demands.



Delivering Services to the Community

- ▶ Make effective use of available technology for efficient operations and response.
 - Establish online reporting system for accessibility and efficiency to best direct response based on call prioritization.
 - Integrate real-time GPS dispatching for efficient response based on location, priority and officer/public safety needs.
 - Ensure integration and inter-operability of information and communication technology systems for adoption of emerging, proven technologies.



Delivering Services to the Community

- ▶ Continue working under an intelligent-led model of policing for efficient allocation of resources and enhancing community presence and interaction.
 - Explore alternate ways for efficient service delivery across the CBRM coverage area.
 - Leverage GPS mapping and analytics to direct proactive policing.
 - Use analytics and problem-oriented policing to further enhance ongoing crime management strategies.



Valued Human Resources

Our members are our most valuable asset in serving our community and must be supported professionally and personally.

- ▶ Implement key recommendations identified through the Psychological Wellness Survey for First Responders in the CBRM, to ensure well and healthy employees as productive members of the workforce and society.
 - Work with the CBRM Wellness Coordinator and CBRPS Wellness Committee to action approved recommendations.
 - Continue investing in access to programs and services for physical and mental health and well-being.
 - Prioritize efforts to address workplace stressors and support psychological wellness.



Valued Human Resources

- ▶ Provide supports for professional development and succession planning.
 - Use a competency-based system to clearly define roles, duties and expectations for employee performance, assessment, development and career-pathing.
 - Encourage opportunities for training, recruitment and development relevant to operational readiness and for specialized sections and promotions.
 - Formalize recognition program to acknowledge achievements and contributions to teams, sections and mentorship/coaching.



Valued Human Resources

- ▶ Foster a positive, cohesive and supportive environment.
 - Expand internal communications practices for shared understanding and engagement.
 - Foster a culturally aware environment through training and experiences for equity, diversity and inclusion.
 - Continue addressing behaviour with a restorative approach for awareness, education and prevention, when and where appropriate.



Ensuring Effective Partnerships

We are guided by our motto of “Serving With You – For You”, engaging our public in partnerships for public safety

- ▶ Leverage partnerships to address continually evolving public safety needs
 - Work with community agencies for information sharing and mutual understanding about and with new Canadians.
 - Build trust, capacity and responsibility as a culturally-aware resource in the community.
 - Access partner agencies to assist and serve vulnerable, marginalized and at-risk populations.



Ensuring Effective Partnerships

- ▶ Work with public health and safety partners to address concerns of increasing mental health crisis
 - Develop common protocols to collaboratively respond to overlapping roles and responsibilities.
 - Facilitate continued information and intelligence sharing to address the complex needs of calls for service involving mental health, addictions and co-dependencies.
 - Access opportunities for further education and awareness on a trauma-informed response.



Ensuring Effective Partnerships

- ▶ Continue to foster public trust, confidence and support.
 - Reintegrate engagement through informal and intentional interactions in the community.
 - Continue educating the public on policing, its complexity and all the ways our full service agency leads in public safety.
 - Increase organizational diversity to better reflect the community we serve.



Pursuing Financial Stability

Ongoing fiscal pressures mean we must be strong financial stewards.

- ▶ Focus on providing value-for-money
 - Spend wisely and responsibly to manage available funds.
 - Manage facilities, infrastructure and equipment for efficiencies, including life-cycle forecasting for upgrades and replacement.
 - Facilitate required training cost-effectively with increased opportunities for online options and collaboration among law enforcement partners.



Pursuing Financial Stability

- ▶ Address staffing and resources
 - Delineate Policing and Corporate Services functions, supported by the appropriate use of civilian skills and expertise for expanded administrative functions.
 - Forecast financial contingency for a fully staffed organization based on predictive retirements, anticipated staffing leaves and replacement hires.
 - Maintain and manage externally funded partnerships – including a specific focus on the Nova Scotia Additional Officer program – to ensure adequate service delivery standards for the needs and demands of the population.



Pursuing Financial Stability

- ▶ Deliver effective and efficient operations through improved business and financial practices
 - Establish a fee structure and policy to adequately cost-recover for services.
 - Properly record allocated time for all aspects of police work.
 - Introduce formalized project management and other business management disciplines to management team and front line leaders.

