

Halifax Regional Police Strategic Plan 2015-2025



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OUR MISSION

Working together to keep our communities safe.

OUR VISION

To build and maintain confidence, trust and safety in partnership with our communities.

OUR STRATEGIC IMPACT

To make ongoing and meaningful contributions to the well-being and safety of our communities.

OUR VALUES



People

People are our primary concern.

Respect

Everyone is respected.

Integrity

We do the right thing, in the right way, for the right reason.

Relationships

Community relationships are the foundation from which we work.

Communication

Open, honest and constructive communication always matters.

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MESSAGE FROM THE BOARD OF POLICE COMMISSIONERS

The 10-year Strategic Plan is a significant accomplishment and the result of contributions from stakeholder organizations, Halifax Regional Police employees and volunteers, and the general public. The purpose of this plan is to provide a guide for the organization and individual employees into the future. The plan will be evaluated regularly and adapted as necessary to changing conditions and circumstances. This type of planning process is something new for Halifax Regional Police, and we hope and expect that it will be a focus for continuing efforts not only to maintain the existing quality of policing to the people of HRM, but also to improve it.

The Board of Police Commissioners is particularly pleased to have played a role in the creation of this guiding document. The board is responsible for civilian oversight of Halifax Regional Police, and our legislative mandate includes acting as a conduit between the community and HRP to ensure that community needs and values are reflected in policing.

We need input from citizens throughout our community, and encourage you to provide feedback on the service you receive from Halifax Regional Police, as well as thoughts about how we might continue to improve. We can be reached at Clerks@halifax.ca and invite you to get in touch with us.

Thank you for your interest in policing.

Your Board of Police Commissioners:

Councillor Linda Mosher, Chair
Councillor Russell Walker, Vice-Chair
Councillor Steve Adams, Commissioner
Fred Honsberger, Commissioner
Mike Moreash, Commissioner
Phillip Read, Commissioner

The logo for Halifax, featuring the word "HALIFAX" in a bold, blue, sans-serif font. The letters are spaced out and have a slight shadow effect.

MESSAGE FROM THE CHIEF OF POLICE

EXCITING *Hopeful* **Daunting** **Challenging** *Skeptical*
COURAGEOUS **Achievable** *Lofty* **Optimistic**

These are some of the reactions received from our employees, volunteers and community members during the feedback sessions held throughout the creation of our 10-year Strategic Plan.

And they're right. Our Strategic Plan is all of the above. We recognize that lasting change is never easy and HRP plans on facing these challenges head on.

We're doing some great and meaningful work. That said, it's also important to recognize our shortcomings in order to grow and make truly positive, lasting change. To do this, we need to be honest, transparent and willing to give it our most solid effort as an organization, as individuals and as community contributors.

It's going to be incredibly challenging yet exciting and, ultimately, rewarding for HRP and our community as we strive to achieve our vision of building and maintaining confidence, trust and safety in partnership with our communities.

Yours truly,



Jean-Michel Blais
Chief of Police



OUR VALUES

People

PEOPLE

People are our primary concern.

We understand that citizen reaction to police intervention can be, at times, stressful. People often look to police for assistance when they're in crisis and in need of guidance or intervention. This is why we must continue to listen with compassion and try to understand the circumstances that people are facing. It is never our place to judge the circumstances or the people involved in an incident; it's our responsibility to support those affected by crime and focus on reducing trauma. We should endeavour to limit the trauma of an incident through our response and will work only with our citizens' well-being in mind.

We will also remain watchful for one another and be mindful that we all respond differently to the stressful and extreme circumstances that we face daily. We will work diligently to ensure our health, both physical and mental, is at the forefront of our organizational decision-making, while also ensuring that the proper resources are in place so we're able to perform our jobs effectively.



“ We’re all on the same side, though sometimes I think people forget this. ”

– HRP employee/volunteer survey

“ I want HRP to be fair and compassionate, and recognize that even suspects of crime are still people with unique experiences. I want HRP not to judge victims of crime but to help, educate and play a positive role in supporting all people in [all] communities. ”

– HRP citizen survey



“Continue to listen, be polite and remain calm.
Treat everyone with respect.”

– HRP citizen survey

“[P]rovide] a consistent customer service
approach, ensuring everyone receives the
same level of service.”

– HRP employee/volunteer survey

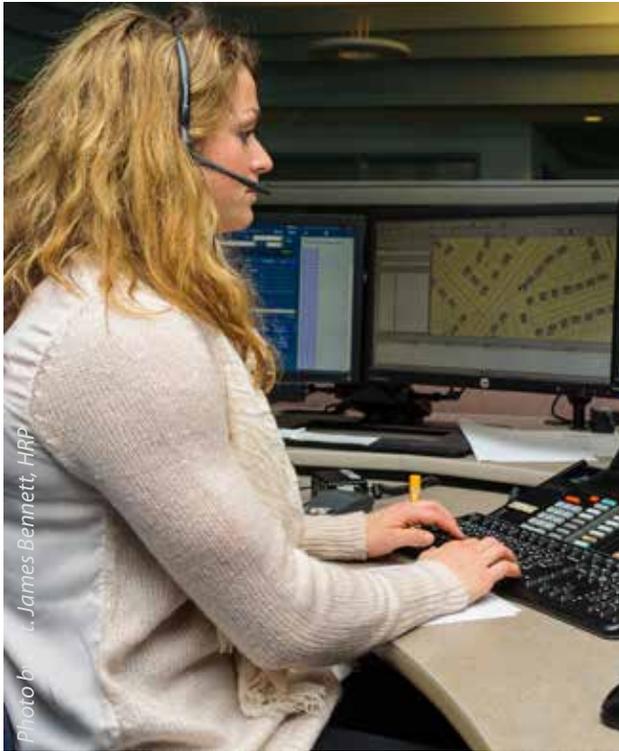
Respect

RESPECT

Everyone is respected.

Respect for each person is what guides the actions we take and how we take them. We believe, regardless of the circumstances an individual finds themselves in, we must treat everyone with the utmost respect and dignity. We will stand up against disrespect, both internally and externally, and ensure that we hold one another accountable for our actions. When we witness disrespect we will challenge it. It is our deep respect for our colleagues, our communities and those we serve that enables us to deliver our policing service with honour and pride.

OUR VALUES



INTEGRITY

We do the right thing, in the right way, for the right reason.

We believe that excellence in the delivery of police services is non-negotiable. We understand that how well we do our jobs builds not only community trust and confidence but also pride in what we do. We will always strive to be better and never accept the status quo. We will work to increase the effectiveness and quality of our service on a consistent basis, while also being mindful to those we serve. We must hold ourselves accountable for exceptional service delivery and ensure that we're always making a significant effort to do the right thing, in the right way, for the right reason.

“Be visible. Be approachable. Inspire through leadership and good example. Serve and protect, and do so thoughtfully.”

– HRP citizen survey

Integrity

“[HRP needs] to become a more effective police service, continue to provide exceptional protection for its citizens and be able to deal with their needs and respond when called to attend any situation.”

– HRP employee/volunteer survey



“Members need to be out in the community, building relationships and trust with citizens; they need to know they have someone trustworthy to go to when bad things happen.”

– HRP employee/volunteer survey

Relationships

RELATIONSHIPS

Community relationships are the foundation from which we work.

Community relationships are at the forefront of all we do. The trust and respect associated with our relationships is what makes it possible for us to reduce and prevent crime. Without these partnerships, we're unable to provide the best service. We can't do this job alone and must work alongside our partners to ensure the best outcomes possible. We're committed to building and earning trust and respect throughout our communities and organization to create a unified response to public safety issues.

OUR VALUES



Photo by Tamara Scheme, HRP

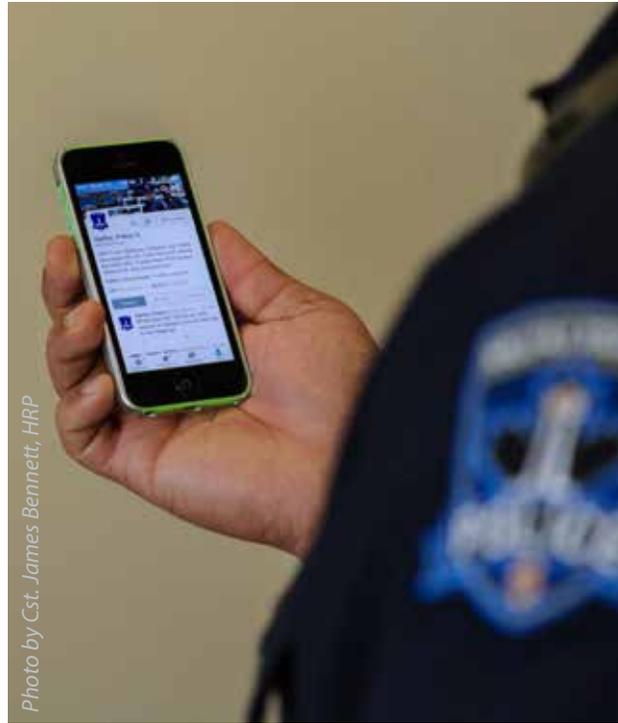


Photo by Cst. James Bennett, HRP



Photo by Theresa Rath, HRP

COMMUNICATION

Open, honest and constructive communication always matters.

We believe that through open, honest and constructive communication, we have the ability to positively impact the communities we serve. We will look for solutions and opportunities that will lead to the reduction and prevention of crime and increase overall safety. We will do so by recognizing that honesty and trustworthiness are the foundation of our relationships. Our credibility is based on us doing the right things for the right reasons and by being able to accept constructive feedback in a non-defensive manner. We are people of our word who commit ourselves to overcoming biases, both personal and professional, so that we can understand and respond to situations with open minds, transparency and ethical conduct.

“More collaboration and communication between units is important so we can work together even better to tackle the issues facing the communities we serve.”

– HRP employee/volunteer survey

Communication

“The key is communication. Demonstrating a sense that every case is important means a lot to the people involved. HRP helped me navigate a very challenging situation and the follow-up has been fantastic. My satisfaction has mainly related to the communication, follow-up and integrity demonstrated by the officers involved.”

– HRP citizen survey

OUR VALUES IN ACTION

HOW WE WILL

LIVE OUR VALUES

Due to the different ways people in organizations and communities interpret a set of values, it becomes easy to let go of them as universal principles. Before long, these values fade away, allowing individual interpretations to replace the original intent. People stop challenging accountability and performance issues, and the integrity associated with that value is lost.

Our values were designed to find shared meaning among all employees as well as the communities we serve. Our values will no longer be subject to interpretation or casual attention. They are the standards by which we'll function, and it's expected that each member will find a way to live by the intent of these values and incorporate their meaning into every action they take.

Each of us will embrace
our **VALUES** as universal
principles in all that we do.

OUR VALUES IN ACTION

HOW WE WILL

CONDUCT OUR BUSINESS

The policing profession has significantly moved beyond its original model where focus was placed on reactive offender detection and interception. Alternative models of policing have developed over the past several decades, each focused on a different approach – community-based policing, problem-oriented policing and, most recently, intelligence-led policing.

It's common for any profession to identify the model that will best satisfy its organizational goals and values. However, in HRP's case, no one model exclusively satisfies the demands being placed on our organization.

HRP will no longer have different sections and units using different policing models. Instead, each of us will be an intelligence-led, problem-solving community contributor.

Therefore, every member of HRP will:

- use all of the intelligence accessible to them through open communication and integrated partnerships;
- act with the resolve to consistently pursue a problem-solving approach in all aspects of their work; and
- make the commitment to build ongoing, trusted relationships with all of our communities.

Each of us will be
an intelligence-led,
problem-solving
community contributor.

OUR VALUES IN ACTION

HOW WE WILL

WORK WITH OUR COMMUNITIES

HRP will undertake a fundamental change in our mindset. We will move away from the attitude of being an independent service provider, and continue our journey toward being essential members of the communities we serve.

Communities and partners acknowledge that reducing crime and responding to illegal acts are the areas of expertise and experience that HRP uniquely brings to the table. However, the social and economic issues faced by society, in particular those related to mental health, addictions and at-risk youth, are commonly shared concerns of other agencies also tasked with the safety and well-being of our community.

The public has said it's looking for HRP to increase partnerships with community agencies to create and maintain safe and healthy communities. This will require us to step back and seriously assess who we are, what we do and how we do it. As partners, our operation will be redesigned to work in collaboration with the expertise and experience of people within our communities. We will, when possible, work towards problem-solving within these partnerships as a first response.



Each of us is a trusted member of the *community* who works in partnership to create safer communities.

Our partnerships must be community-focused. We will continue to build on the success of our community liaison work by having all employees focus on the creation of integrated partnerships with key players who share in our vision of safe communities.

Our relationships will be based on joint partnership agreements that specify the purpose, nature and commitment of those involved. HRP will engage our communities in problem-solving, share leadership and responsibility, and actively support efforts by community members to affect and maintain the desired outcomes in their communities.

The concept of serving the community moves from 'doing for' to 'engaging with.' The impact that HRP will have on community safety will be a direct correlation of the quality of trust, respect, integrity, acceptance and empathy that is evident in the day-to-day interactions between HRP and our community partners.

OUR VALUES IN ACTION

HOW WE WILL

WORK AMONGST OURSELVES

A community-focused HRP will concentrate on identifying issues and working toward their resolution. Our focus will be on determining the resources and partnerships that will be used to address the issue at hand. Each situation will be assessed to determine the skill sets and people necessary to resolve them. The operational process will move from top-down delegation to issues-led teamwork.

Moving to an organizational structure dependent on internal and external partnerships requires a shift in how HRP and our communities place value on our roles. Although police agencies operate in a hierarchal structure, HRP will focus on becoming an organization based on integrated partnerships. We will value the expertise that community members and/or organizations who are directly involved in an issue can offer to the operational process.

HRP employees will be hired, developed and provided opportunities based on their experience, the quality of their work and the impact they have on community safety. The services we offer will ensure the most capable people are utilized and their performance is of the highest quality.



Each of our efforts is directed toward issues undermining public safety.

The health and well-being of our employees is central to our future. The work we do can be tough, stressful, demanding and risky. For this reason, HRP is dedicated to ensuring that our employees feel recognized for their performance and contribution to the safety of our communities, know how much they are valued and that their work satisfaction is extremely important to the welfare of HRP and our community.

HRP is committed to providing the proper environment, motivation, supports, mentorship and tools to our employees so they feel competent, confident and valued in their demanding and changing roles and responsibilities.

OUR VALUES IN ACTION

HOW WE WILL

COMMUNICATE IN
ALL
OF THE THINGS WE
DO

HRP believes that successful communication is rooted in the trust and respect the organization has for its employees and the communities it serves, fueled by the movement and sharing of information within and between a host of networks, and measured by the strength and openness of the communication.

Communication is our lifeblood; it is essential to our organization. We must communicate openly and respectfully internally before we can begin to build strong communications externally.

Our external communications set the stage for strong relationships with our citizens and other stakeholders. Sharing timely information builds trust between HRP and the communities it serves. We will progress our social media presence to ensure it's valued as an integral communications function. We will also continually seek innovative approaches and be prepared for future trends to effectively communicate in an ever-changing society.

Each of us listens for true understanding, opens ourselves up for new points of view and facilitates an open and meaningful exchange of information.

COMMUNICATION is everyone's responsibility.

OUR VALUES IN ACTION

HOW WE WILL

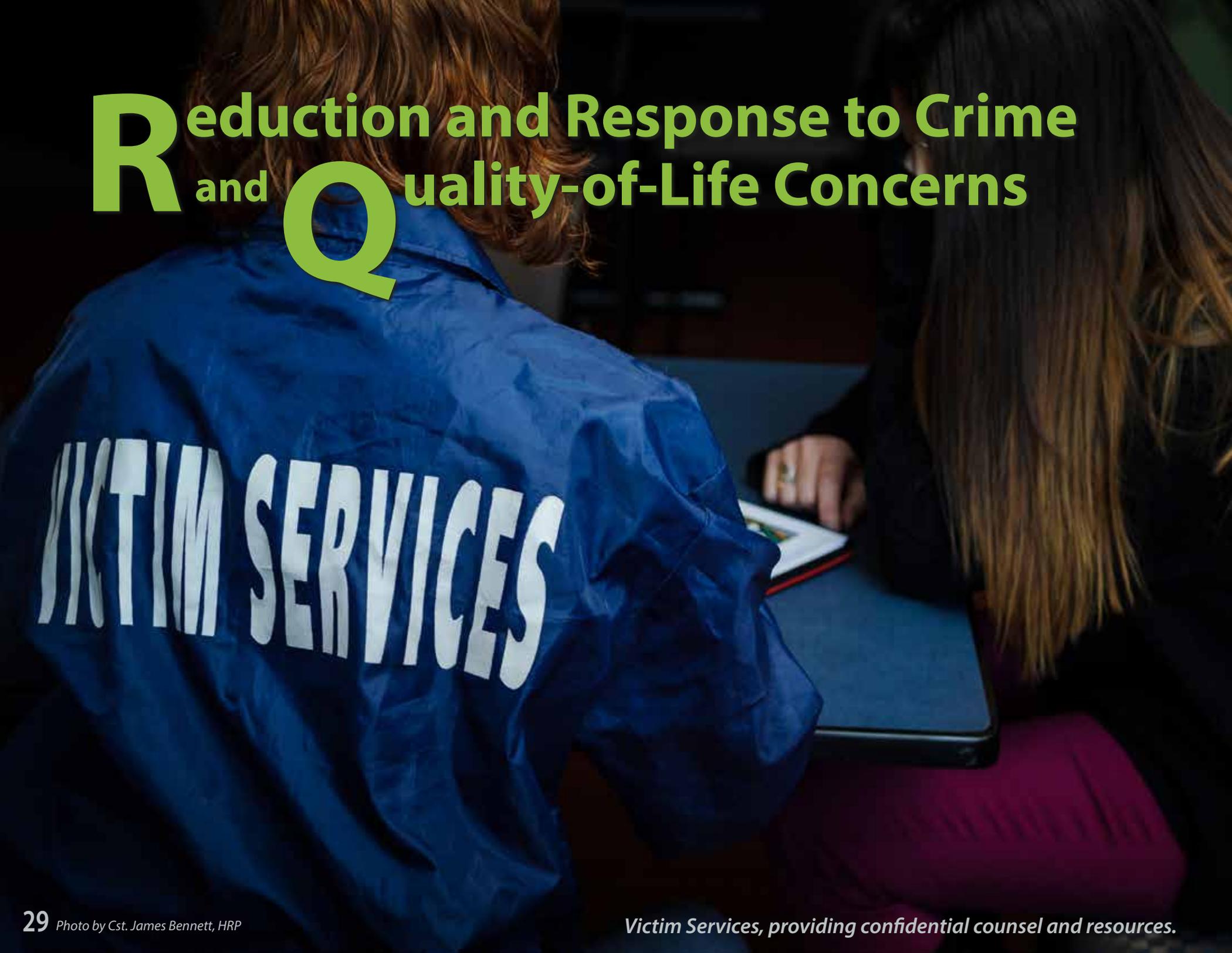
DEFINE AND DELIVER ACCOUNTABILITY

It is imperative that HRP and our employees are committed to producing effective outcomes. Accountability and outstanding performance need to be common practice throughout our organization. To facilitate this, HRP will better recognize outstanding performance and properly address poor performance.

For our organization to fully embrace the concept of accountability, our desired actions and outcomes will be clearly defined, communicated and regularly assessed. This concept of accountability will be a choice to rise above one's personal circumstances and demonstrate the professionalism necessary for achieving desired results.

This places responsibility where it belongs, in the head and heart of the individual, so that all employees hold themselves and each other accountable. We want all employees to feel accountable for the integrity of HRP as an organization and hold one another to the highest of standards to achieve this goal.

Each of us
is individually
ACCOUNTABLE.



Reduction and Response to Crime and **Q**uality-of-Life Concerns

VICTIM SERVICES

HRP WILL

work to **reduce crime** and the victimization caused by criminal behaviour through our timely and comprehensive response to crime reduction and quality-of-life concerns.



As a police service, we recognize that crime is a complex social occurrence that requires a comprehensive response. This response must: address the social conditions closely associated with crime; improve the safety of our communities and increase the ability of our officers to detect and apprehend those who commit crimes; and reduce the situations in which crimes are most likely to be committed.

We will take a holistic approach to crime, always remembering that prevention, intervention and ongoing support are equally important. We must provide consistency in our response, caring for and respecting all involved. Our job doesn't stop at the time of arrest; before we close a call, we'll work with our community partners to ensure individuals are aware of the supports available to them.

Throughout the implementation of this plan, HRP will embark on a variety of projects to reduce crime and victimization. These projects include but are not limited to: the drafting of a new crime reduction strategy that takes into account the ever-changing dynamics of policing; a comprehensive plan for the expansion of programs and services provided to victims; and the development of a capability response framework that outlines what HRP does in times of crisis and how we align with other agencies. Although these are just a few of the projects to be undertaken by HRP, they will set us on the right path to reduce and properly respond to crime and quality-of-life concerns in HRM.

OUR PRIORITIES

Reduction and Response to Crime and Quality-of-Life Concerns

Priority

1 Reduction of Crime and Significant Increase in Safety

2 Effective and Efficient Response

3 Reduction of Victimization

3-year goals

HRP will develop and implement a revised crime reduction strategy.

HRP will create a capability response framework that outlines what we will do in times of crisis and how we align with other agencies.

HRP will research and expand the services offered to victims of crime.

OUR PRIORITIES

5-year goals

HRM's rating within the Crime Severity Index will continue its downward trend from 2014-2015 to 2018-2019.

HRP will align our people, equipment, policies and training to allow HRP to respond to small, medium and large-scale incidents in a coordinated manner with key stakeholders. Our response will be reinforced with practice scenarios and regular use of appropriate protocols.

HRP will ensure a fully-integrated victim response model is in place so agencies aren't working in silos.

10-year goals

HRM will compare favourably with cities of similar demographic and economic profiles in terms of safety and quality-of-life concerns.

HRP will be fully equipped to strategically respond to all incidents.

HRP will be aligned nationally and internationally with other innovative and forward-thinking police organizations.

HRP will be a leader in victim-centered response and investigation.

OUR COMMITMENTS

HRP COMMITS

to building and sustaining **safe communities** by working in trusted partnerships with people in their respective neighbourhoods, agencies and organizations in a collective effort to prevent crime, increase community safety and foster the well-being of all persons.



The safety of a community lies within its ability to prevent and reduce crime so that people feel safe and secure in their homes, schools, neighbourhoods and workplaces. It is everyone's responsibility to contribute to community safety and well-being. A community's ability to be safe depends on the cooperation, coordination and collaboration that exist amongst its citizens, agencies and organizations in their commitment to reduce and prevent crime. HRP is committed to working closely with community agencies and organizations to ensure the best resources and services are offered.

This focus on community relationships will lead HRP to undertake projects such as a joint partnership plan and community response philosophy. We will tailor programs and responses based on the individual needs, abilities and capacity of both HRP and our communities, and ensure people are aware of the services available to them.

Safe Communities



OUR PRIORITIES

Safe Communities

Priority

4 Partnerships and Integrated Community Relationships

3-year goals

HRP will complete a gap analysis that outlines all partnership gaps and what communities HRP should reach out to, in terms of need as well as available community resources.

HRP will fully develop a joint partnership plan based on the needs and capacity of both HRP and the communities we serve.

5 Organizational Culture and Response Philosophy

HRP will assemble priority groups to undertake each priority, and determine how our values will be incorporated into all facets of our organization.

OUR PRIORITIES

5-year goals

HRP will operate within a community partnership, with established priorities that target high-priority community safety concerns.

HRP will design and implement a comprehensive health and wellness program to support our employees' mental and physical needs through education, prevention, intervention and recovery. It will be interwoven into all aspects of our service delivery model.

10-year goals

HRP will identify vulnerabilities and be able to proactively address community concerns before a crisis occurs.

HRP will be recognized both internally and externally as an organization in which all employees actively support a healthy and safe work environment. People want to come to work and care for themselves, each other and our community.

An Effective and Innovative APolice Force



HRP WILL

establish itself as a **progressive police service** within the community, committed to: crime prevention, reduction and responsiveness; trusted relationships, expertise and operational excellence; and a culture of learning that continues to advance the police service for decades to come.



HRP must be adaptable and continually reassess our policing model to respond to the constant changes and complexities in society. These societal changes demand more than service expansions and efficiency improvements – they require a nimble HRP built on a foundation of both internal and external relationships. These relationships will provide HRP with valuable information, intelligence and expertise in the pursuit of safer communities.

Our capacity to deliver on these increasing demands will be based on the emphasis we place on operational excellence, a learning and innovative culture and progressive leadership. HRP's focus on being an effective and efficient policing service will be realized through constant attention to and support of:

- a human resources plan that will focus on recruitment, performance management, professional development, succession planning, and diversity;
- a performance measurement strategy that tracks our performance and guides our decision making;
- a risk management program that ensures business continuity within HRP and HRM; and
- a formalized training plan that focuses on problem solving, intelligence and community contributions.

OUR PRIORITIES

An Effective and Innovative Police Service

Priority

6 Operational Excellence

3-year goals

HRP will complete a comprehensive assessment of all operations and administrative functions to determine their alignment with our values and this plan.

HRP will create a dedicated research and design position that will work toward keeping HRP at the cutting edge of innovation.

HRP will create a performance measurement strategy to identify key performance indicators that can be tracked year-over-year.

7 Learning and Innovative Culture

HRP will develop a human resources plan that encompasses: recruitment; performance management; professional development; succession planning and diversity. These practices will function as vital tools embedded into our new culture.

HRP will identify the skills and competencies it currently has as well as the gaps that need to be filled.

OUR PRIORITIES

5-year goals

HRP will develop an action plan to address deficiencies identified in the operational assessment.

HRP will align our people, processes and tools to maximize efficiency and contribute to a high-performance environment.

HRP's human resources plan will identify the required competencies and skills for all employees, and specific career paths for key roles. HRP will support our employees in the creation of their individual professional development plans, and provide relevant training opportunities and regular performance feedback.

10-year goals

HRP will consistently be open and adaptive to enhanced business practices to ensure the best services are offered.

HRP will fully operate as a high-performance organization, consistently delivering the outcomes expected with the resources allocated.

HRP will have the right people, doing the right thing, in the right way, for the right reason. HRP's employees will be qualified for their roles, excel in their work and be developed for positions that match their potential.

HRP will be recognized as one of Canada's most innovative and progressive police services, driven by employees who are intelligence-led, problem-solving community contributors.

OUR PRIORITIES

An Effective and Innovative Police Service

Priority

3-year goals

8 Facilities and Infrastructure

HRP will develop a facilities plan that outlines requirements for all facilities, including how to be more customer focused.

HRP will submit its facilities plan to HRM Council.

HRP will develop a technological infrastructure roadmap.

9 Good Governance

HRP will support the further development and efficacy of the Board of Police Commissioners.

HRP will create a report that identifies challenges associated with leadership, and how we can ensure the best person for the job is in each and every position.

10 Employee and Public Relations

HRP will undertake an assessment to capture the current duties of the Public Relations Unit and analyze any capacity issues the unit may be facing.

HRP will implement a process that identifies when the Public Relations Unit must be engaged on corporate and operational initiatives.

OUR PRIORITIES

5-year goals

HRM and HRP will have the appropriate facilities and technology, allowing HRP to facilitate innovation, a learning culture and operational excellence.

HRP facilities and technology will be fully integrated and working seamlessly.

HRP will develop a strong team of leaders who will successfully enable the organization and the community to reach our collective goals.

HRP will clarify all relationships, roles and jurisdictions with the Board of Police Commissioners, HRM, Province of Nova Scotia and Government of Canada.

HRP will have the capacity and ability to be timely, competent and responsive to all new public relations functions and forums, including new media.

HRP will, when necessary, realign resources to properly support all public relations endeavours.

10-year goals

HRP will establish formalized partnerships and fully embed them into all processes.

HRP facilities and technology will facilitate seamless interactions between all stakeholders.

All HRP employees will fully reflect our values and provide outstanding leadership throughout the organization and the community.

HRP's strategic public relations counsel will be an integral component of all organizational goals, and corporate and operational initiatives.

HRP will be recognized for its effective communications with both internal and external stakeholders.

OUR IMPLEMENTATION PLAN



HRP's Strategic Plan will continue to be
a work in progress.

As our organization grows, we must grow along with it. To ensure progress is made, we have committed to regular monitoring and quarterly updates on the progress being made on the three-, five- and 10-year goals. HRP will develop priority teams that will work on each deliverable in cooperation with one another to avoid working in silos.

After the launch of the Strategic Plan, each team will report monthly to the Deputy Chief of Police to guarantee they are moving in the expected direction to fulfill the strategic planning goals. HRP will also be reporting on a monthly basis to the Board of Police Commissioners, enabling the Board to voice concerns on behalf of our citizens.

MEASURING OUR SUCCESS



Measurement

Moving forward, our annual business planning goals will directly correspond to the goals we have set in our Strategic Plan, thereby providing consistency in our priorities across the organization. Each three-year goal indicated in the priorities portion of this Strategic Plan has been added into our business plan for 2015-2016. By doing so, we remain accountable for the commitments we have made to our organization and our community.

In addition to achieving the goals in this plan, HRP will create a performance measurement strategy that will measure HRP's effectiveness on a range of services. HRP is currently developing a number of performance measurement indicators that will take into account all of the strategies identified in this plan. HRP is committed to making decisions based on performance data to ensure we are evidence-based decision makers.

ACKNOWLEDGMENTS

We thank everyone who has taken the time to provide feedback and help us realize the direction we must take to continue to be trusted members of our communities.

Special thanks to:

- The members of our Strategic Planning Group who, in addition to their regular day-to-day responsibilities, volunteered their time to develop the Strategic Plan.
- Halifax Regional Police employees who work tirelessly for our communities and provided candid feedback about our current state and future direction.
- Halifax Regional Police volunteers for their ongoing contributions and dedication, and valuable input on this plan.
- Halifax Regional Police Association (HRPA) Executive who provided a fresh perspective on how HRP needs to grow to ensure the HRPA membership feels valued and understood.
- Members of the Board of Police Commissioners who provided support during the strategic planning process and continue to provide HRP with valuable feedback on behalf of our citizens.
- Community members who completed our citizen survey and/or attended our consultation sessions, providing candid feedback that was integral in the development of our priorities and goals.
- All external stakeholders who agreed to be interviewed and offered their candid advice on the future of HRP.
- Burst! Transformational Solutions who, with input from HRP and the Board of Police Commissioners, authored the draft Strategic Plan and guided us throughout the strategic planning process. We couldn't have done this without their wise counsel.



Thank you



Produced in-house by the HRP Public Relations Unit, February 2015.

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