

2024-2027 STRATEGIC PLAN



HALTON
POLICE
BOARD
EXCELLENCE IN GOVERNANCE







TABLE OF CONTENTS

Message from the Chair	04
Message from the Chief	07
Introduction	08
Methodology	09
Consultations and Research Findings	10
Community Safety and Well-Being	12
Community Population Projections and Diversity	17
Community Survey Summary	18
Stakeholder Engagement	20
Crime and Occurrence Trends	23
The Plan	26
Strategic Objectives	27
Action Plans	28
Evaluating Performance	48
Other Strategically Important Business	51
How the Plan Reflects Community Needs, Values, and Expectations	55

MESSAGE FROM BOARD CHAIR JEFF KNOLL

On behalf of my colleagues on the Halton Police Board, allow me to present to you our Strategic Plan for policing in Halton Region for 2024-2027. We are marking the 50th anniversary of the Halton Regional Police Service first and foremost with this Plan – the Region’s first-ever results-based strategy for policing.

As the governing body of the Halton Police, we are charged with ensuring that policing actions and consequences reflect the needs, values and expectations of the entire community. It is our duty, on your behalf, to ensure that the entire community continues to receive the level and quality of police service that supports and protects the safety of everyone in our community. Grounded in community survey responses and input, this results-based, community-focused Plan is our roadmap to ensure this continued high quality of public service.

Under the leadership of Chief Tanner and the Police Executive Leadership Team, the priorities and action items outlined in the Plan will be implemented to ensure the well-being and safety of the entire community.

The Board thanks our Chief Governance Officer Fred Kaustinen as well as Chief Tanner and Deputies Wilkie and Hill for their contributions and dedication to the development and impending implementation of this Plan.

Jeff Knoll
Board Chair



Jeff Knoll
Chair



Ingrid Hann
Vice Chair



Curt Allen
Provincial Appointee



Navdeep Dhaliwal
Provincial Appointee



Jane McKenna
Provincial Appointee



Lisa Kearns
Regional Councillor



Clark Somerville
Regional Councillor



Chair Jeff Knoll

A handwritten signature in white ink that reads "Jeff Knoll". The signature is stylized and slanted to the right.



Chief Stephen Tanner



MESSAGE FROM CHIEF STEPHEN TANNER

I would like to extend my deep appreciation to the Halton Police Board, our Service's management team and members, and to the incredible citizens we serve who provided their invaluable input and perspectives to inform this **2024-2027 Strategic Plan**. Thank you for sharing your policing priorities, as well as for the continued trust you place in our Service and in our people on our frontlines, both sworn and civilian, who work tirelessly to keep Halton the safest large municipality in Canada. We remain committed to serving and protecting everyone equally, fairly, and to the very best of our ability.

The goals and priorities set in this Strategic Plan are a blueprint that will guide the initiatives we are undertaking in collaboration with our partners and community members to best address the complex and varied issues we face. Our specific focus will include auto theft, intimate partner violence, guns and gangs/firearms, human trafficking, child exploitation, hate crime, and traffic safety, among many others. We will dedicate significant resources to these areas of concern, as well as to managing mental health and substance misuse-related issues in Halton Region.

Our Service believes strongly in the importance of team and of **People**. Rooted in our motto, **One Vision, One Mission, One Team**, which recognizes that our greatest successes are achieved in unison with our partners and those we serve, I am proud to introduce, **One Team – People First**. This new mission statement not only reflects the priority of external stakeholders and citizens in all we do, but the promise we have made to our more than 1,100 members to always protect and advocate for their health and wellness.

It bears noting that this Strategic Plan coincides with our Service's **50th Anniversary**. While we have used this milestone occasion to reflect upon our rich history and past successes, it also serves as a jumping off point for us to begin to achieve the goals laid out in this Plan, and the **Community Safety and Well-Being Plan (CSWB)**. We look to the future with optimism and confidence that together with the Halton Police Board, our many partners, and the residents of Halton, we can find progressive and innovative solutions that meet the needs of our diverse and fast-growing region for the next four years and beyond.

It is truly an honour to continue to serve as your Chief of Police.

One Team – People First

Stephen J. Tanner
Chief of Police

INTRODUCTION

In Halton Region, the Police Service is governed by the Halton Police Board. The Board is created through provincial legislation to represent the global short- and long-term safety interests of the entire Halton Region Community. The Strategic Plan is one of the primary means by which the Board strategically directs the Halton Regional Police Service (HRPS), in consideration of overall community interests.

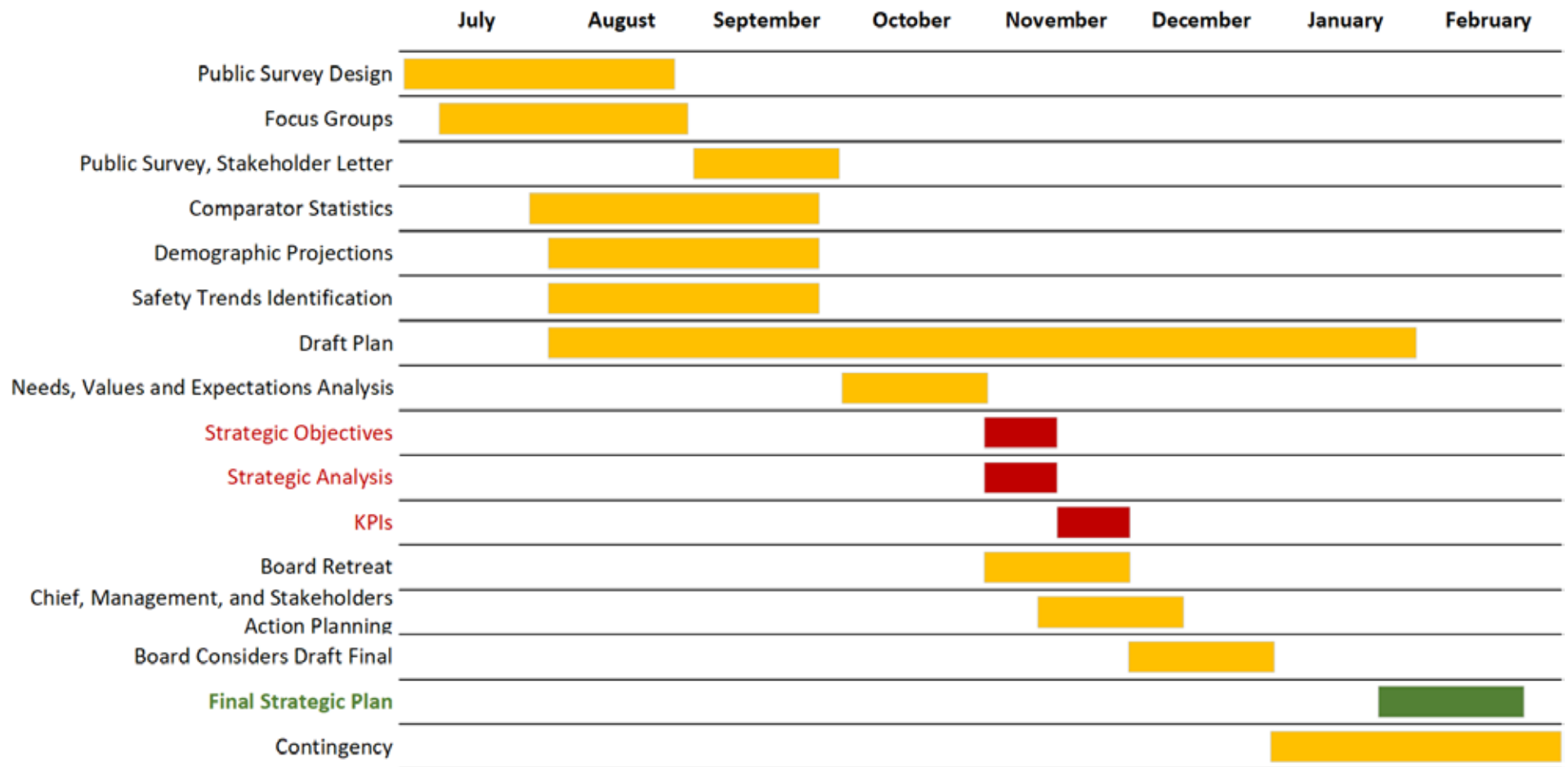
The **2024-2027 Strategic Plan** has been driven by the Community and involved police management at every stage of development. The Plan is results-based and primarily community-focused, which in itself is evolutionary in policing and brand new in Halton Region. This approach reflects the Board's community-first perspective and its strategic emphasis on community safety **outcomes**. The intent is to provide clarity of strategic policing priorities for all residents of Halton Region, members of the Halton Regional Police Service, and our partner agencies.





METHODOLOGY

The Halton Police Board developed and adopted a new Strategic Planning policy in 2022, in anticipation of the forthcoming provincial *Community Safety & Policing Act* and its new mandate for Police Boards. The policy also reflects the Board's ongoing Police Governance Renewal Project, which can be found at <https://haltonpoliceboard.ca/policies/>. Planning began in Fall 2022 with budget provisions for an independent third-party to conduct a public survey and facilitate community focus group discussions, thereby ensuring impartial community input to the Strategic Plan. Following a public tendering in Spring 2023, *Advanis* was selected to assist the Board in these regards. Strategic planning began in earnest as depicted in the following flowchart.



CONSULTATIONS

The *Community Safety and Policing Act, 2019* details which stakeholder groups the Board must consult in the course of preparing its Strategic Plan for policing in Halton Region.

The table below outlines which community stakeholder groups were consulted, the consultation method used, and how their input is reflected in the prioritized Strategic Outcomes for Halton Police.

STAKEHOLDERS	ENGAGEMENT METHOD	INPUT SOLICITED
Groups representing diverse communities: <ul style="list-style-type: none"> • Canadian Caribbean Association of Halton (CCAH) • Muslim Community (invited through Mosques) • Hindu Community (invited through Temples) • Sikh Community (invited through Temples) • Jewish Community (invited through the Synagogues) • Oakville Chinese Canadian Association Chambers of Commerce (business communities) Community Safety & Well-Being Agencies	Focus Groups	What are the top public safety threats/ challenges to the entire community in Halton Region? What are the most important public safety improvements that could/should be made in Halton Region? How effective are Halton Police?
Halton Region Community Members at Large	Public Survey	What is the level of public confidence in Halton Police?
Municipal Councillors First Nations School Boards Sheridan College Community Organizations Crime Stoppers	Engagement Letters	How appropriate are Halton Police interactions with members of the public?



COMMUNITY SAFETY AND WELL-BEING

The ideal state of a sustainable community is where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression. The success of society is linked to the well-being of each and every individual.

The Halton Regional Police Service employs principles of risk-driven, multi-sectoral collaboration to address a variety of police and community concerns. This approach was borne out of the realization that police need to partner with external community services to address more complex issues impacting safety and well-being.

Anti-social behaviours stem from a variety of issues, which often co-exist. To effectively address or prevent these situations, similarly complex strategies are needed. They require multi-sectoral support with aligned priorities and parallel programming.

In 2019, the *Community Safety and Policing Act* was introduced and passed into law as part of *Bill 68, the Comprehensive Ontario Police Services Act, 2019*. The Act enhanced and strengthened the emphasis on community policing concepts and expectations. The Halton Regional Police Service is at the forefront of police services in Ontario with the implementation of these provincial enhancements. The Service has put a specific emphasis on upstream intervention, identification of community risk, and leveraging community collaboration. These concepts are now entrenched within the Halton Regional Police Service and [Halton Region's Community Safety and Well-Being Plan](#), with the overall goal to build a safer and healthier community for all who call Halton home.







Community Safety and Well-Being Planning


Multi-sector, collaborative efforts identify local priority risks and implement evidence-based collaborative strategies to address these risks and increase protective factors that will make the community safer and healthier for all.


Community Safety and Well-Being Framework

The Halton Regional Police Service's Framework for Community Safety and Well-Being has the following strategic priorities:

- 

Incident Response
To ensure those in need get the right response, at the right time, by the right responders
- 

Risk Intervention
To address the criminal behaviour that most affects the safety of community members
- 

Prevention
Community collaboration is the catalyst for positive working relationships with all community agencies, resources, and partners
- 

Social Development
To assist in the continued development, education, and support of all social groups in Halton Region

The Halton Regional Police Service reinforces the Community Safety Planning Framework by incorporating its principles into the Service's training, performance management process, project delivery, and delivery of ongoing initiatives. **The Service's four priorities of focus include mental health and addictions, priority populations, traffic safety, and crime.** The *Community Safety Plan* is a living system of collaboration and convergence of service delivery, risk mitigation, safety promotion, and social development.



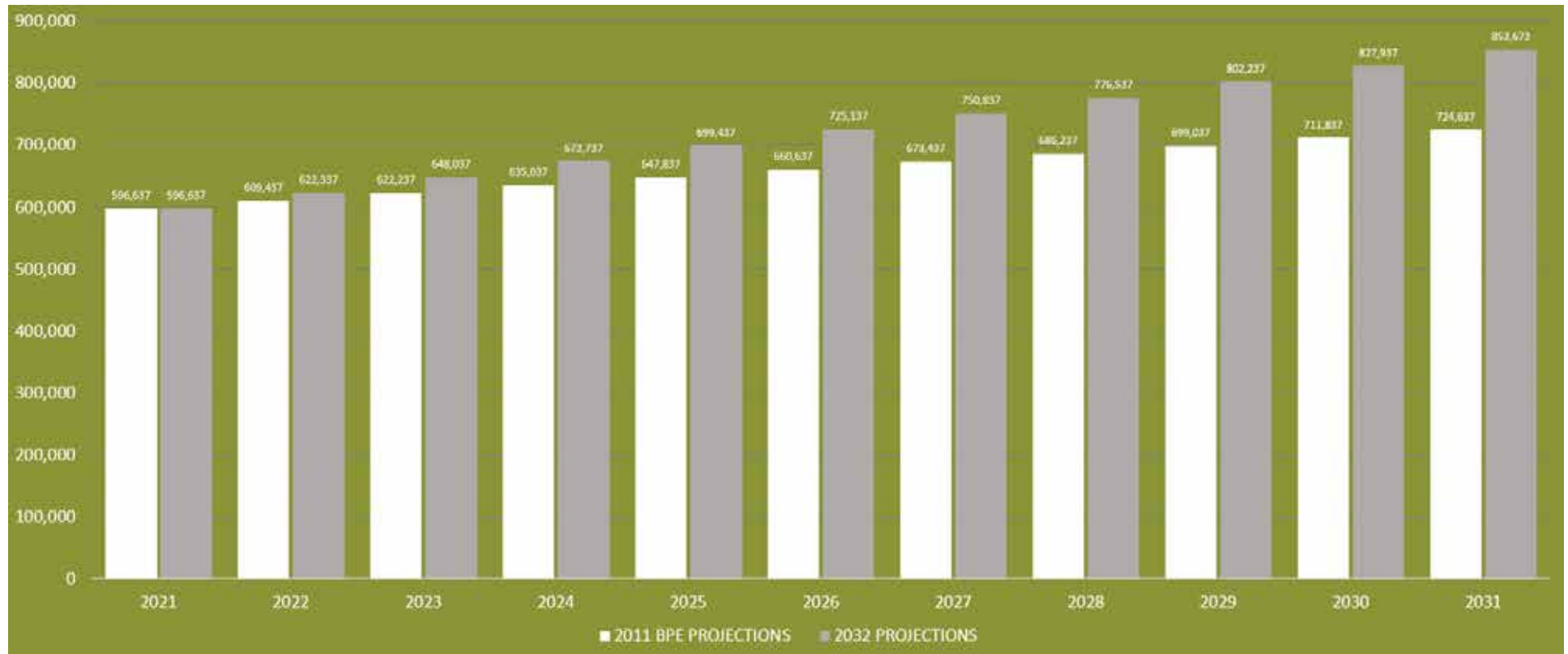
What Does This Mean?

The delivery of policing services in Ontario has evolved to include working with community partners to focus on reducing the risks that affect community safety. This, in turn, reduces the demand for emergency response. This concept is known as the “upstream approach to intervention” and provides a coordinated response to risk, which allows for the system to be applied most effectively to those that need it the most. The Halton Regional Police Service has built on its policing philosophy by including proactive measures of intervention, known as the four pillars of community safety and well-being.

COMMUNITY POPULATION PROJECTIONS AND DIVERSITY

Halton has long been one of Ontario's fastest-growing regions and is expected to increase at an unprecedented rate over the next decade. This growth can be attributed in large part to those from cultures and countries around the world who have chosen to reside here. The increasingly rich diversity of the Region must be both recognized and celebrated.

ANTICIPATED POPULATION GROWTH



The 2011 BPE projections for Halton anticipated a population increase of about 128,000 or 21% between 2021 and 2031. The 2032 projections (draft - based upon Provincial Targets) anticipate a population increase of about 257,000 or 41% between 2021 and 2031.

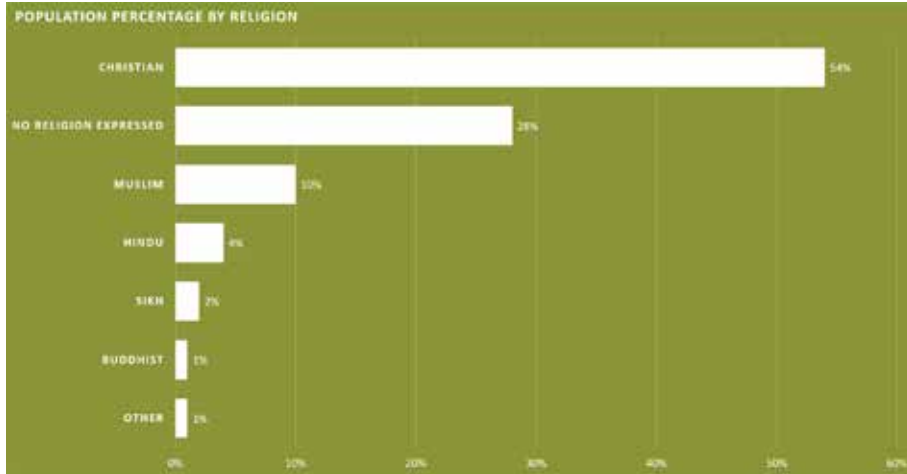




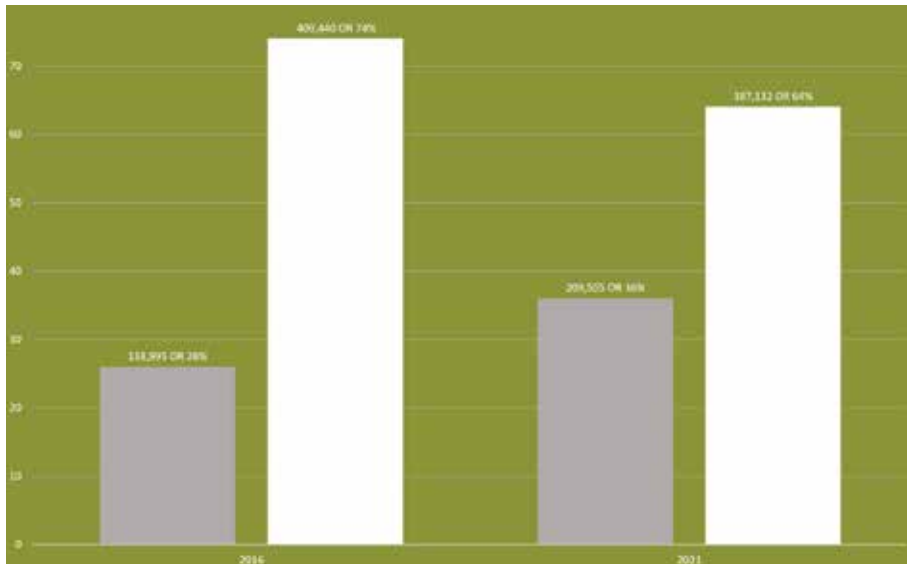


COMMUNITY POPULATION PROJECTIONS AND DIVERSITY

POPULATION PERCENTAGE BY RELIGION



VISIBLE MINORITY POPULATION IN HALTON



COMMUNITY SURVEY SUMMARY

1,094 Halton Community members responded to the Public Survey. The vast majority (89%) feel safe (66%-83% in other jurisdictions), though a majority of Halton residents (70%) report feeling crime has increased in the past five years. Most citizens have not been victimized in the last 12 months (68%), but those who were victims report equal rates of property crime and financial crime (17%).

76% of residents feel that HRPS is doing an excellent or good job, 14% points higher than similarly-sized jurisdictions. 73% of Halton citizens agree that HRPS resolves violent crimes and 70% agree that it responds quickly (both better than similar jurisdictions). Halton residents' top concern about its police service is equity; 23% feel that HRPS does not provide the same quality of service to all citizens (similar jurisdictions 34%-38%).

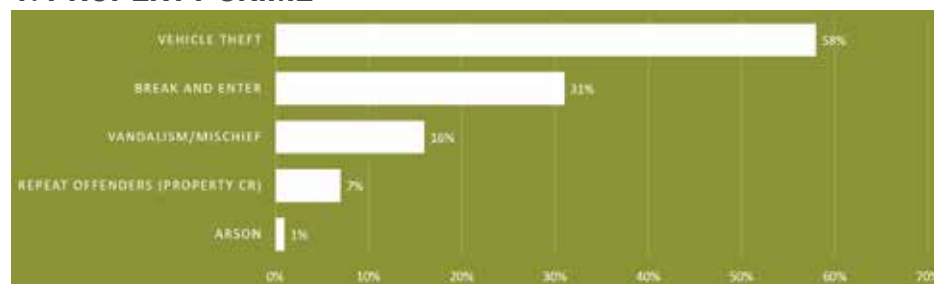
Halton residents rank the five greatest threats to the community as follows:

-  **Property Crime (82%)**
especially vehicle thefts and break-and-enters
-  **Social Issues and Public Order (81%)**
especially traffic safety and mental health
-  **Financial Crime (52%)**
especially fraud and cyber crime
-  **Violent Crime (46%)**
especially violence against women/intimate partner violence and car-jacking
-  **Organized Crime (32%)**
especially human trafficking/child exploitation and drugs

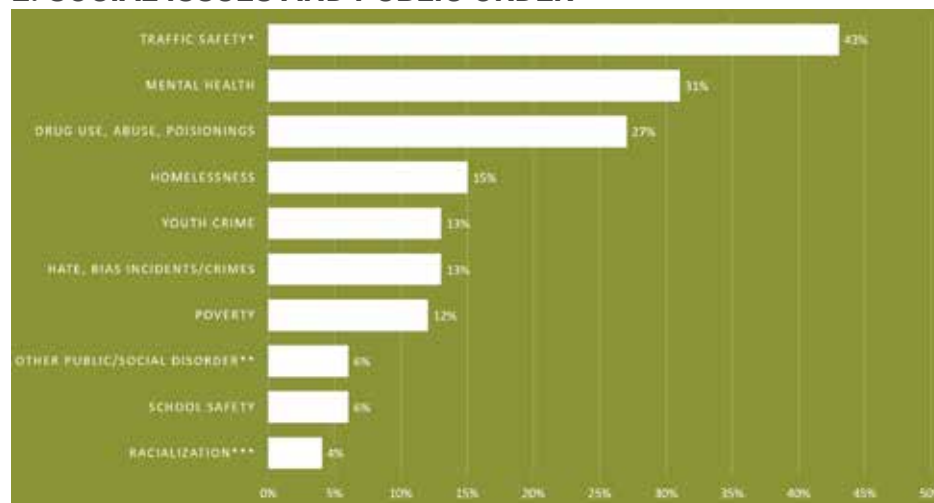
Top 5 Community Concerns

Within each threat area, what are the greatest concerns?
(Citizens chose at least one within each of the five areas, but could choose up to four)

1. PROPERTY CRIME



2. SOCIAL ISSUES AND PUBLIC ORDER



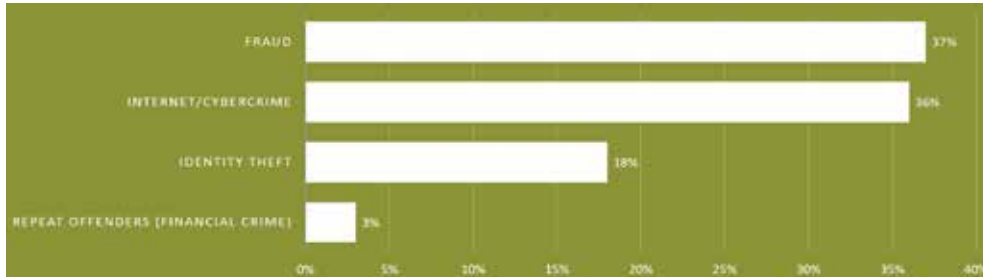
*Traffic Safety (Distracted driving, speeding, stunt driving, bike safety, pedestrian safety, school zone safety)

** Other Public/Social Disorder (Loitering, intoxicated persons, panhandling)

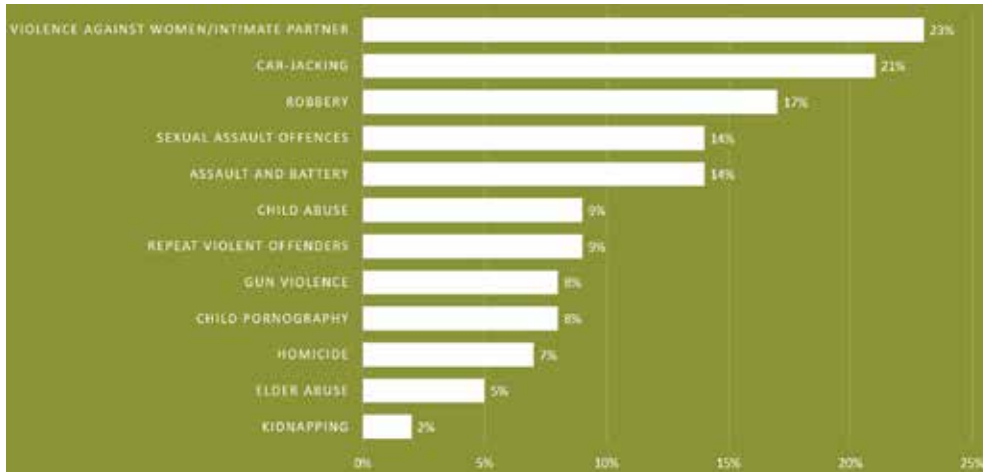
*** Radicalization (Violence, terrorism)



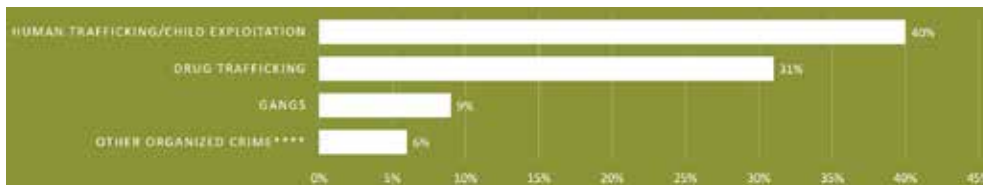
3. FINANCIAL CRIME



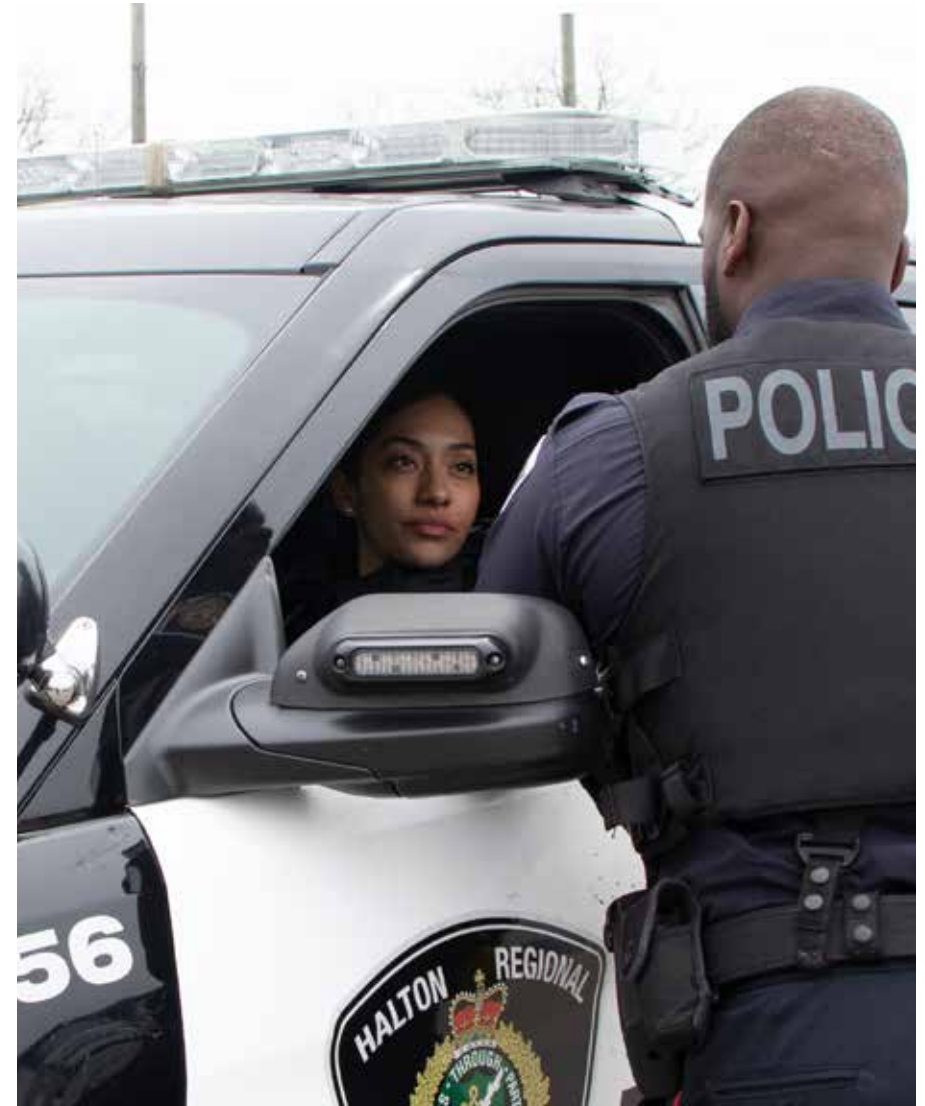
4. VIOLENT CRIME



5. ORGANIZED CRIME



**** Other Organized Crime (Prostitution, pornography, loan sharking, illegal gambling)



STAKEHOLDER ENGAGEMENT

Stakeholders Engagement Letters Summary

- **Regional Councillors/Chair/CAO** – Regional staff identified mental health and addictions, intimate partner violence, and housing/homelessness/encampments as the major community safety threats, and suggested the Region’s Community Safety and Well-Being (CSWB) collaborative initiatives (which involve police) as the best way to address these threats.
- **First Nations** – Representatives identified robbery, assault, sexual assault, and human trafficking as priority safety concerns, and suggested expanding community involvement programs like Neighbourhood Watch.
- **School Board Trustees** - No responses received.
- **Sheridan College** – The College’s Chief Risk Officer identified auto theft, homelessness, and disinformation as the major community safety threats, and suggested increased affordable housing awareness campaigns, empowered youth, and increased public understanding of the social media landscape as ways to reduce these threats.

Stakeholder Focus Groups’ Summary

Among Focus Group participants, common safety concerns were:



Population Growth Impact on Affordability



Services and Crime



Increased Property Crime



Increased Gun Violence



Traffic Safety



Mental Health







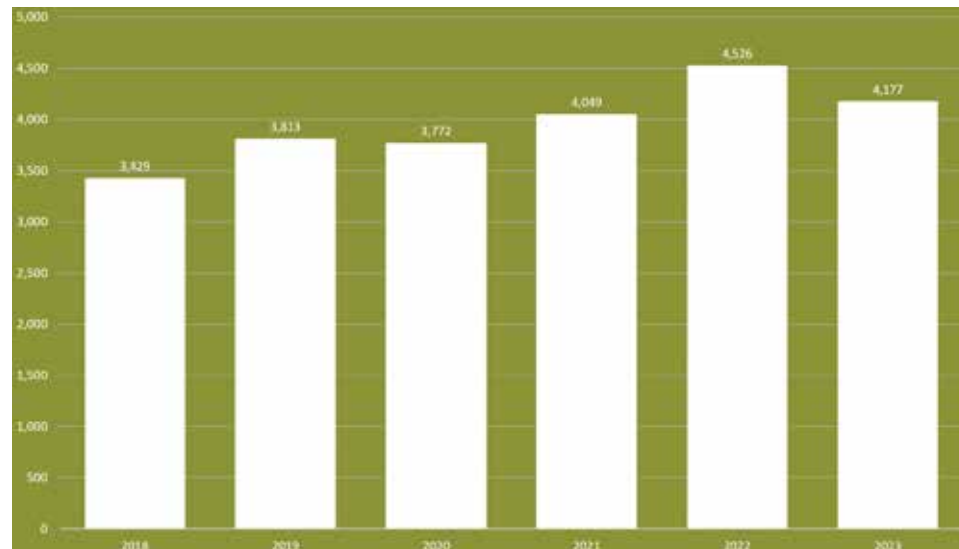


CRIME AND OCCURRENCE TRENDS

Crime and other occurrences that have been increasing in Halton Region as well as most other communities in Canada include:

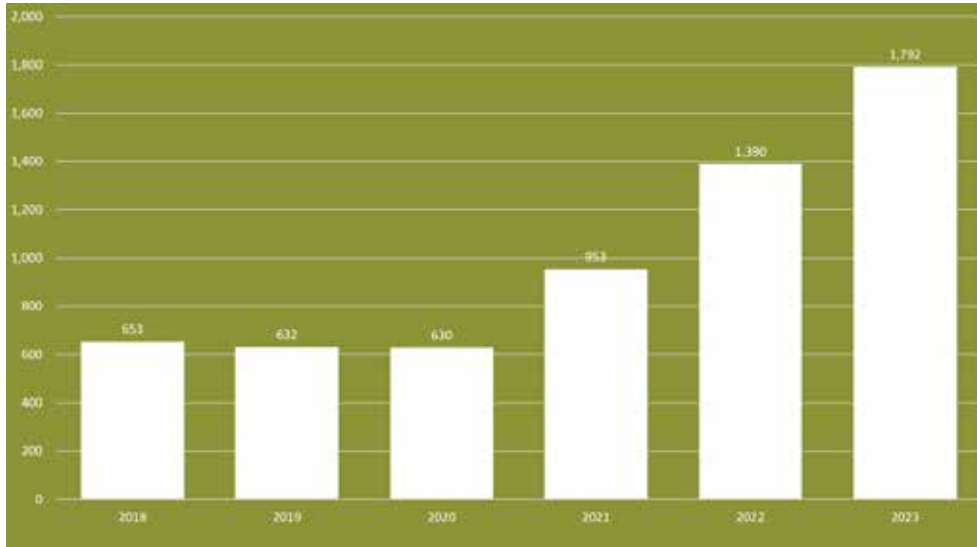
-  **Firearm Offences**
-  **Cyber Crime**
-  **Intimate Partner Violence**
-  **Hate-Related Occurrences**
-  **Auto Theft**
-  **Mental Health Calls**

MENTAL HEALTH CALLS FOR SERVICE

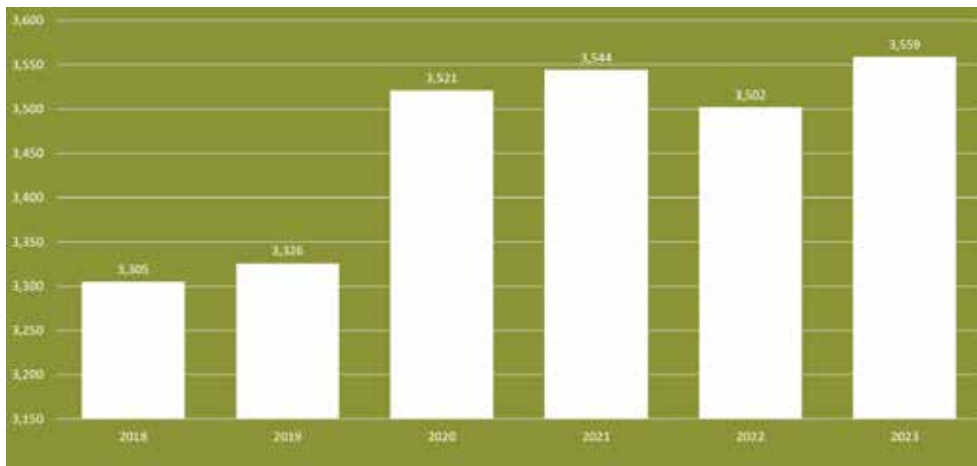


CRIME AND OCCURRENCE TRENDS

AUTO THEFT-RELATED OCCURRENCES



HALTON IPV-RELATED OCCURRENCES







We honour and mourn all those whose lives have been tragically taken as a result of Intimate Partner Violence.

We stand in solidarity with those who still experience abuse in their homes, and we work diligently to create meaningful change to end violence.

We acknowledge the men who pledge not to commit, condone or remain silent about violence against women.

We support a society that educates children and youth about their inherent right to live a life free of violence and fear.

A collaboration between
the Haltim Regional Police Service,
the Haltim Regional Police Services Board
and
Haltim Women's Plan.

"Sustain A Life Without Violence Is The Only Life To Live"
November 2nd, 2020

THE PLAN

Our collective **Vision** is:

To be a world-class leader in community safety, equitable service, and policing excellence.

Our collective **Mission** is:

To provide effective, efficient, and inclusive community-based policing for all, as **One Team - People First** - exemplified through collaboration and coordination with our community, our partners, and our members.

Our collective **Values** are:

Trust, Respect, Inclusivity, Integrity, Accountability, Transparency, Excellence, and Fairness.





STRATEGIC OBJECTIVES

- 1 Achievement of the highest weighted clearance rate among comparator police services**

The clearance rate reflects the effectiveness of Halton Regional Police Service to solve or otherwise resolve reported crimes. The weighted clearance rate is adjusted by StatsCan to account for the severity of various reported crimes, since some crimes (like homicides and assaults) are more serious than others (like minor property thefts) from a societal perspective. Solving or otherwise resolving crimes leads to improved community safety by holding perpetrators to account and serves as a deterrent to future criminal acts.
- 2 Achievement of 80% or better community satisfaction with the HRPS**

It is important that everyone in our Community is safe, that they feel safe, and that they are satisfied with the service they receive from the Halton Regional Police Service. Feeling safe and satisfaction with police services leads to healthier relationships between the public and the police. Those healthy relationships lead to more public confidence in the justice system, increased public participation in crime prevention, and increased public provision of witness statements and support - all of which contribute greatly to sustained reduction in crime and increased community safety and well-being. When it comes to community safety, we are all interconnected. As Sir Robert Peel stated in 1829, "the public are the police and the police are the public".
- 3 Improved HRPS member wellness, job satisfaction, and engagement**

Police and civilian members' job satisfaction, engagement, and morale are all important contributors to effectiveness of Halton Regional Police Service, and ultimately, to an even safer Halton Region for everyone.
- 4 Reduced per capita property crime rate, including, through partnerships and collaboration, a 50% reduction in auto theft**
- 5 Increased enforcement and intervention in the following community-responsive policing priorities: Intimate Partner Violence, Hate Crime, Human Trafficking, Child Exploitation, Guns & Gangs/Firearms, and Road Safety**

ACTION PLANS

1. Achievement of the highest weighted clearance rate among comparator police services

Resourcing

- Invest in police analytics resources and technology to support investigations, auditing, and reporting mechanisms for Executive Command and the Police Board
- Allocate sufficient investigative and support resources into areas that have the greatest impact on community safety
- Utilize newly-developed clearance dashboard tool to regularly monitor performance and direct resources and deployment
- Research and develop platforms, data-driven applications, and technologies (e.g. Artificial Intelligence) to support operations and effectiveness



Training and Policy Development

- Create and deliver internal training modules for members to build greater organizational capacity to solve crime, clear crime occurrences, and oversee administrative processes
- Review and enhance policy related to the process of clearing crime occurrences

Operations

- Prioritize effective crime portfolio management and accountability measures for greater clearance potential
- Enhance collaborative partnerships with external stakeholders (i.e. courts)
- Participate in multi-jurisdictional and joint forces operations to address crime
- Decrease recidivism (reoccurrence) rate through enhanced bail compliance strategies

4 Reduce Property Crime Rate

5 Increased Enforcement and Intervention

2024-2027
Strategic Plan



More than two-thirds of respondents (69%) believe that the police make decisions based on facts and that police are dealing with issues that matter to the community.

Community Stakeholder Survey

1 Highest Weighted Clearance Rate

2 80% or Better Community Satisfaction

3 Improve Member Wellness



Most respondents (91%) would help the police if asked.

Community Stakeholder Survey



ACTION PLANS

1. Achievement of the highest weighted clearance rate among comparator police services

Operations

- Prioritize effective crime portfolio management and accountability measures for greater clearance potential
- Enhance collaborative partnerships with external stakeholders (courts)
- Participate in multi-jurisdictional and joint forces operations to address crime
- Decrease recidivism (reoccurrence) rate through enhanced bail compliance strategies
- Prioritize criminal clearance rates and embed in team and individual performance evaluations
- Implement audit process to ensure criminal clearances are captured and classified correctly
- Conduct an annual review of criminal clearance rate performance with key stakeholders and utilize technology and analytical investments to support and inform examination and strategy
- Participate on the Police Expert Panel of the Municipal Benchmarking Network of Canada to advance how police data and clearances are accurately captured across the country
- Develop investigative clearance templates to provide structural mechanisms for consistency

- Leverage and empower the Front-line Support Unit to focus on clearance rates as they navigate occurrences from online reporting and retail theft sources

Community Engagement and Enhanced Communication

- Leverage Corporate Communications channels and crime mapping tools to educate the public and encourage the community to help the HRPS identify offenders and solve crime
- Continued investments in crime prevention and target-hardening initiatives



ACTION PLANS

2. Achievement of 80% or better community satisfaction with the HRPS

Community Engagement and Enhanced Communication

- Increased public communication on key policing activities, emerging trends, and matters that impact public safety
- Enhanced community engagement through event attendance, Town Hall meetings, visible patrol activities, and Service programming
- Emphasis on timely media relations to better inform the community
- Leverage various media platforms to showcase the work and positive impact of Service members
- Market and advance existing tools and data sources for the community to independently access information about the Service and its activities (website, crime mapping tools, social media platforms)
- Research, develop, and implement technologies to enhance operational efficiencies and user experience for online reporting, traffic complaints, record checks, and freedom of information requests
- Work with priority and diverse populations (youth, newcomers) through initiatives and programs, including Citizens Police Academy, Youth Advisory Council, Chief's Diversity Forum, ProAction Cops and Kids, YIPI - Youth in Policing Initiative, ESINC - Emergency Services Introduction for New Canadians, and Older Adults to build positive relationships
- Clearly demonstrate our commitment to Truth and Reconciliation Calls to Action
- Market and celebrate volunteerism

Community Impact

- Maximize road safety through education, high visibility patrol, and enforcement
- Continued focus on victims and victim restoration
- Ensure victims of crime are provided with timely supports from the Victim Services Unit
- Align activities within the Community Safety and Well-Being Framework to collaborate with community service providers to effectively address the root causes of social disorder issues that can lead to crime and victimization (mental health, substance misuse)
- Continued partnerships with mental health professionals to enhance service delivery and impact when addressing mental health crises in the community
- Improve Service members' awareness of community service provider assets in Halton in order to maximize collaboration, coordinated responses, and referrals
- Effectively address situations of acutely-elevated risk through our continued participation in and leadership of the Regional Situation Table
- Through strategic recruitment activities, the Service will continue to pursue greater representation of the diverse community served
- Leverage the diversity and talent within HRPS to enhance cultural competency training and service delivery to the community



More than three-quarters of respondents (76%) perceive HRPS more positively than citizens of most similarly-sized police services view their own.

Community Stakeholder Survey



1 Highest Weighted Clearance Rate

2 80% or Better Community Satisfaction

3 Improve Member Wellness



A large majority of respondents (77%) believe the police treat people with respect.

Community Stakeholder Survey



ACTION PLANS

2. Achievement of 80% or better community satisfaction with the HRPS

- Continued investments in Service Diversity Teams, Internal Support Networks, and Equity, Diversity, Inclusion (EDI) training opportunities
- Continued collaboration with Halton's diverse community, faith-based groups, and those with lived experiences to guide and inform the Service's delivery strategy

Accountability

- Respond to allegations of member misconduct by conducting transparent, thorough, and timely investigations
- Ensure the Professional Standards Bureau is appropriately staffed, managed, and trained
- Address and resolve minor complaints through local and informal resolutions and mediation
- The pursuit and delivery of policing excellence through responsible staffing models, leadership, quality service delivery, and responsiveness to crime, victimization, and disorder
- Continued use and evolution of police video program (In-Car-Camera-System, body worn camera) as a means of enhancing public trust and confidence
- Research and implement appropriate technologies aimed at reducing the Service's carbon footprint



ACTION PLANS

3. Improved HRPS member wellness, job satisfaction, and engagement

Investment in Member and Organizational Wellness

- Implement modernized reintegration process for members returning to work after an absence due to illness or extended leave
- Provide resilience training to support member wellness
- Emphasize employee health and safety by conducting timely workplace inspections and assessments
- Implementation of modernized Workplace Harassment and Civility policies
- Increase the number of members who participate in the Safeguard program and wellness check-in process
- Develop and promote initiatives that support our holistic wellness strategy, including mental, physical, financial, and spiritual health and wellness
- Develop and establish a mental health service delivery model strategy which includes family members and community stakeholder support

Resources

- Advance the Coaching and Mentoring Program to support and develop the Service
- Increase training and equipment acquisition to ensure officer safety and organizational effectiveness
- Make necessary technology enhancements to improve user experience and operational efficiencies (intel database, E-ticketing,

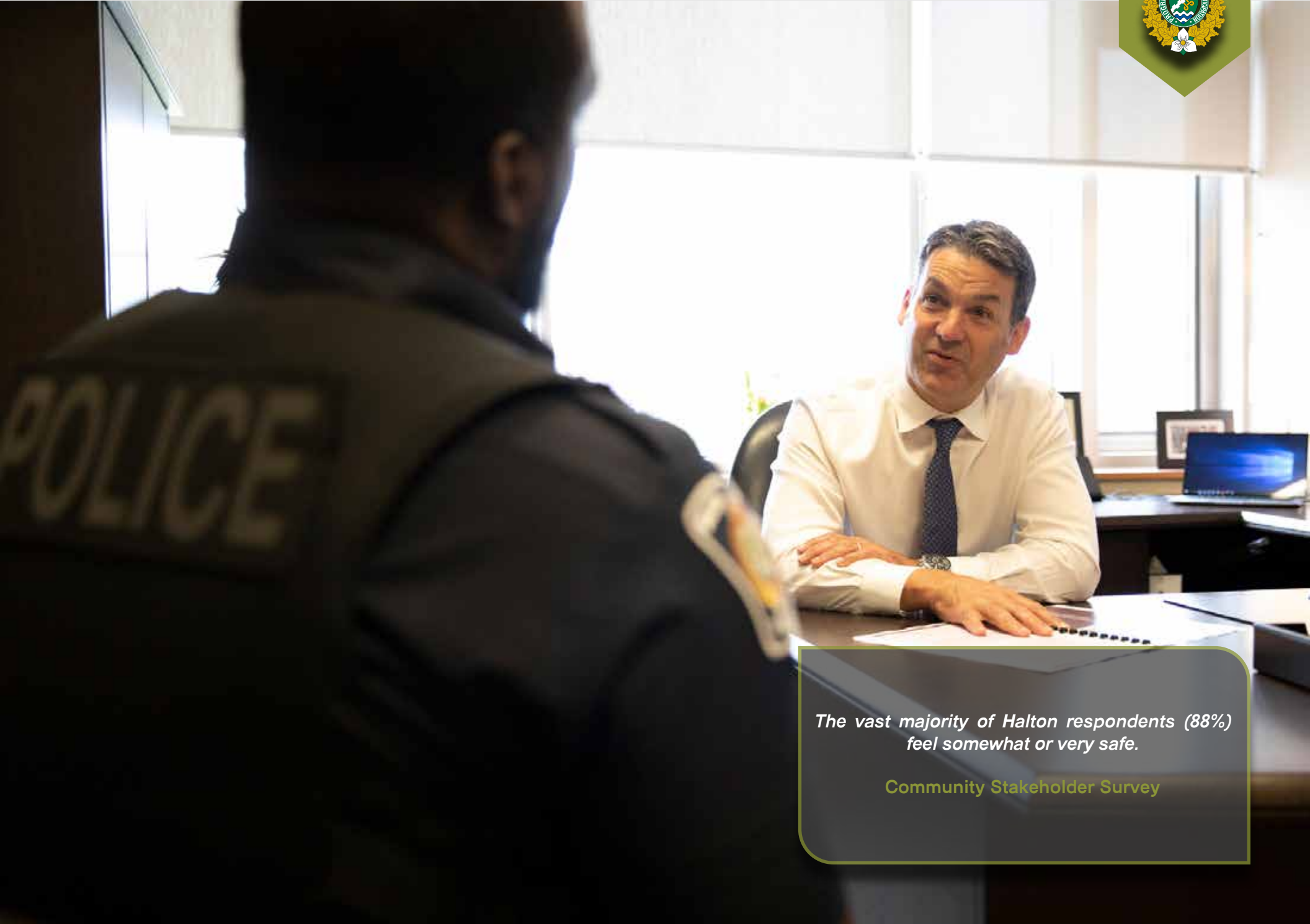
vehicle technologies)

- Develop and replace the Human Resources Information System to streamline process and increase administrative efficiencies and accuracy of databases
- Leverage project intake process and project management best practices to seek input and ideas from Service members
- Employ modernized recruitment strategies to attract new sworn and civilian candidates to the Service
- Enhance collaboration initiatives and relationships with key recruiting partners within the community
- Showcase and promote the Services's goal of being an "employer of choice" through keynote speakers and community presentations/ involvement
- Continued pursuit of recognition through "Top Employer", HR excellence, Journey to Respect, etc. awards
- Develop and foster talent pipeline
- Develop and support innovative and best-in-class HR models to ensure continued growth of the Service
- Enhance new employee onboarding processes to demonstrate the Service's commitment to a healthy workplace and service excellence
- Ongoing leadership training for sworn and civilian supervisors
- Annually increasing staffing levels through the budget process to maintain service delivery standards in relation to a growing population and the increasing complexities of policing

4 Reduce Property
Crime Rate

5 Increased Enforcement
and Intervention

2024-2027
Strategic Plan



*The vast majority of Halton respondents (88%)
feel somewhat or very safe.*

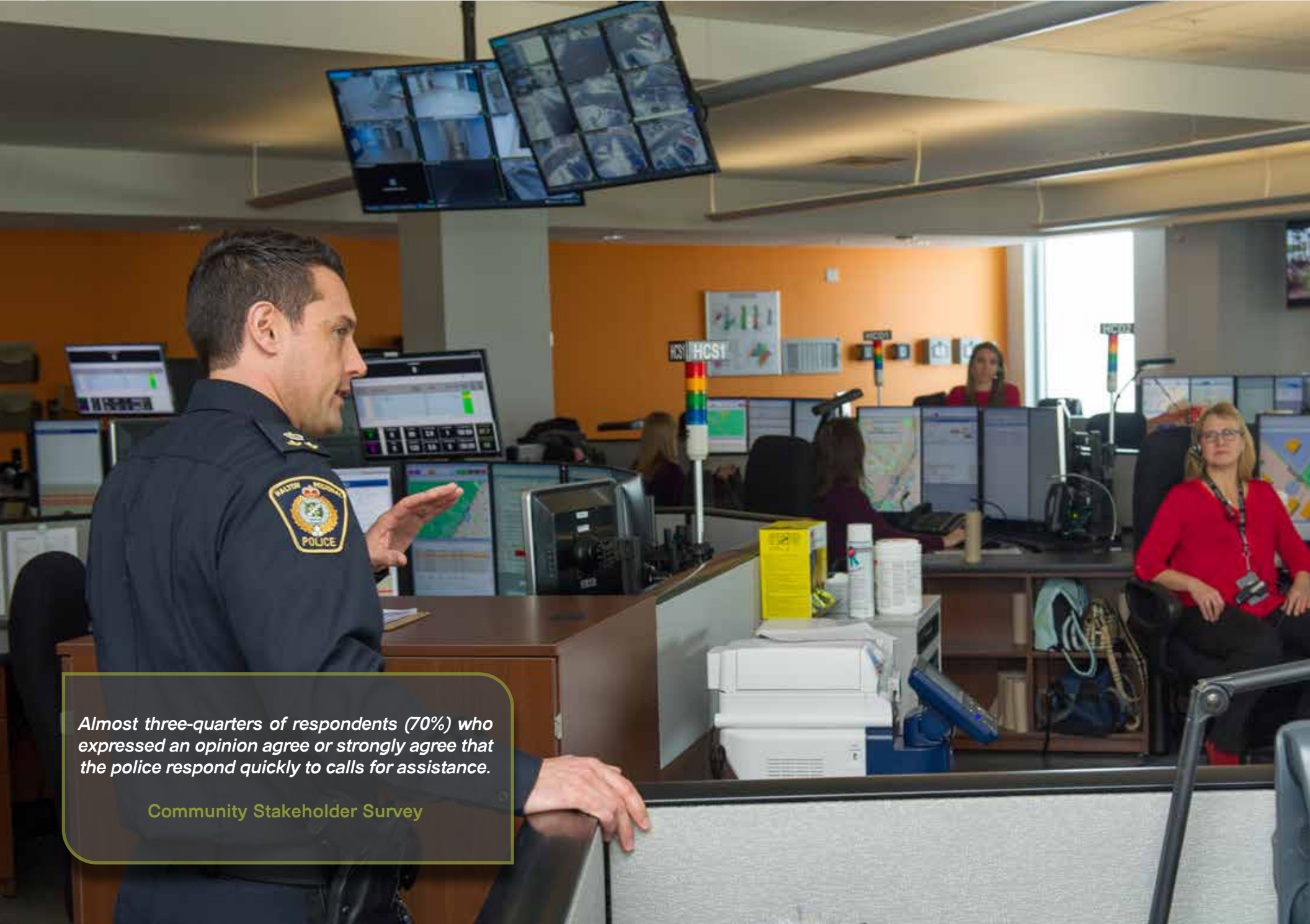
Community Stakeholder Survey



1 Highest Weighted Clearance Rate

2 80% or Better Community Satisfaction

3 Improve Member Wellness



Almost three-quarters of respondents (70%) who expressed an opinion agree or strongly agree that the police respond quickly to calls for assistance.

Community Stakeholder Survey



ACTION PLANS

3. Improved HRPS member wellness, job satisfaction, and engagement

Morale

- Implement a new HR strategy that focuses on internal service delivery
- Through leadership excellence and programming, foster a value-based culture focused on diversity, inclusivity, well-being, and positive engagement
- Implement changes to promotional processes to ensure fairness and clear pathways for success through the Coaching and Mentoring Program
- Improve communication and transparency related to organizational decision making
- Research and implement platforms that enhance internal connection and communication (meetings, virtual spaces, information sharing portals)
- Increase and timely recognition of members' performance and service (use of HaltonTV)
- Pursuit of internal and external awards to acknowledge Service member achievement
- Develop new and effective internal mechanisms to share feedback
- Implement a modernized performance management system
- Operationalize a new HR strategy to increase member confidence in job posting processes and to create efficiencies for external hiring
- Design adaptive career paths and developmental opportunities for employees to support personal and organizational growth and leadership through secondments, coaching/mentoring, career planning, and education
- Create and support change fatigue strategy to promote successful transformation
- Increase secondment opportunities for civilian members
- Complete internal and external conduct investigations in a timely manner
- Ensure involved parties are kept apprised of the status of complaints/investigations
- Continue the pursuit of a healthy and inclusive organizational culture through training, programming, and leadership
- Administer an Organizational Survey to assess member satisfaction and engagement
- Continue to advance development of the new 1 District Facility for 2026
- Develop long-term facilities plans that address Service member needs out to 2050



ACTION PLANS

4. Reduced per capita property crime rate, including, through partnerships and collaboration, a 50% reduction in auto theft

Community Mobilization, Crime Prevention and Partnerships

- Increase information sharing about crime prevention initiatives and programs with the Community to decrease crime (Crime Prevention Through Environmental Design, target-hardening strategies)
- Upstream investments in partnerships and coordinated service delivery models within the Region's Community Safety and Well-Being framework to address root causes of social disorder (mental health, substance misuse, etc.) that often lead to crime and victimization
- Continued participation in multi-jurisdictional investigative projects and Joint forces operations
- Continued advocacy and collaboration with key external stakeholders to help them understand and operationalize their important role in crime prevention (auto manufacturers, insurance companies, border services, government)

Leveraging Technology and Data

- Maximize operational impact through investments in and utilization of technology and police analytics to improve crime solvency and guide intelligence-led enforcement strategies
- Explore and enable inter-service and First Responder collaboration through innovative information/data-sharing platforms

Maximize Resource Deployment

- Strategically build-out organizational capacity for specialized units that will have a direct impact on public safety and crime trends (Organized Crime Strike Team)
- Increase front-line patrol capacity to enhance visibility and connection within a growing community





Over three-quarters of respondents (76%) think the Halton Regional Police Service is doing an excellent or good job.

Community Stakeholder Survey

1 Highest Weighted Clearance Rate

2 80% or Better Community Satisfaction

3 Improve Member Wellness



One of the greatest areas of opportunity, according to respondents, is ensuring all residents receive high-quality and equitable service.

Community Stakeholder Survey

HRPS Inaugural Hate Symposium in October 2023



ACTION PLANS

5. Increased enforcement and intervention in the following community-responsive policing priorities: Intimate Partner Violence, Hate Crime, Human Trafficking, Child Exploitation, Guns & Gangs/Firearms, and Road Safety

Intimate Partner Violence

- Leverage Corporate Communications channels to increase public awareness of the issue and impact of intimate partner violence (IPV) in the community
- Demonstrate commitment to address IPV to enhance trust and confidence, ultimately increasing reporting of IPV incidents
- In collaboration with external partners, and within the Community Safety and Well-Being Plan Framework, implement a holistic and coordinated community strategy to address IPV
- Continue to utilize a victim-centric approach in response to all instances of IPV to ensure survivors are supported and protected
- Utilize current and relevant risk assessment and mitigation strategies for IPV offenders in order to reduce the likelihood of additional victimization

Hate Crime

- Conduct an annual review of Hate Crime Statistics and hate crime-related training and procedures to improve service delivery and impact
- Implement training, policy, and tools that create greater Service member awareness and capacity for effectively identifying, responding to, and investigating hate crime and hate-related matters

- Continued Equity Diversity, Inclusion (EDI) educational investments, specifically in the areas of hate based on misogyny, racism, and discrimination. Implement diversity training for sworn and civilian members of the Extended EDI Team, including:
 - Experiential and immersive training opportunities
 - Targeted training through annual block training
 - Celebrating diversity through unconventional ways to improve cultural competence, respect, and understanding
- Enhanced public communication strategies and a focus on collaborating with Halton's diverse community to encourage positive engagement and build greater trust and confidence in the HRPS (Diversity Engagement Table, participation in community-based events, Hate Crime Symposiums, Committee membership)
- Maintain an effective intelligence network to ensure that emerging and global trends and issues in relation to hate crime are proactively and strategically addressed
- The Intelligence Bureau will monitor and investigate violent extremism to enhance organizational capacity to navigate localized issues and events

ACTION PLANS

5. Increased enforcement and intervention in the following community-responsive policing priorities: Intimate Partner Violence, Hate Crime, Human Trafficking, Child Exploitation, Guns & Gangs/Firearms, and Road Safety

Human Trafficking

- Continued participation in *Ontario's Strategy to End Human Trafficking* to ensure that the transient nature of human trafficking is strategically addressed
- HRPS Human Trafficking Unit will utilize innovative techniques to identify and investigate offenders in the community
- Invest in public awareness campaigns related to the prevalence and impact of human trafficking in the community in order to increase reporting of human trafficking
- Provide regular and relevant educational updates to all members of the Service to enhance the ability to recognize instances of human trafficking
- Maintain and nurture ongoing collaborations with external partner agencies to ensure the delivery of a victim-centric approach and that survivors of human trafficking are provided the comprehensive and empathetic support necessary for their recovery
- Enhanced public communication strategies and a focus on working collaboratively with Halton's diverse community to encourage positive engagement and build greater trust and confidence in the HRPS (Diversity Engagement Table, participation in community-based events, Hate Crime Symposiums, Committee membership)

Child Exploitation

- HRPS is a fully committed partner agency, actively contributing to the goals and objectives outlined in the *Provincial Strategy to Protect Children from Sexual Abuse and Exploitation* on the Internet
- The Internet Child and Exploitation Investigative Team, utilizing a variety of techniques, will thoroughly investigate reported instances related to child pornography
- Provide leading-edge, specialized support to all investigations related to online child exploitation through the implementation of the new Computer Crime Unit in 2024
- Actively educate and inform the community on the issue of child exploitation, focusing on strategies to prevent victimization
- Continue to work within a collaborative community framework to support child and youth victims who have experienced exploitation involving the use of technology



Human Trafficking/Child Exploitation was identified as the most pressing organized crime priority by 40% of respondents.

Community Stakeholder Survey



1 Highest Weighted Clearance Rate

2 80% or Better Community Satisfaction

3 Improve Member Wellness



A near majority of respondents (43%) identified Traffic Safety as their number one social and public order issue.

Community Stakeholder Survey



ACTION PLANS

5. Increased enforcement and intervention in the following community-responsive policing priorities: Intimate Partner Violence, Hate Crime, Human Trafficking, Child Exploitation, Guns & Gangs/Firearms, and Road Safety

Guns & Gangs/Firearms

- Actively participate and contribute to the ongoing Provincial Guns and Gangs – Joint Forces Enforcement Team through the full-time secondment of two Detective Constables and the dissemination of localized intelligence
- Proactively monitor and investigate gang-based criminal conduct by leveraging police analytics and using an intelligence-led approach
- Continue to participate in collaborative and coordinated efforts to disrupt and investigate the criminal activities of gangs
- Utilize a forensic-based approach to all seizures of illegal firearms to ensure all possible investigative avenues are thoroughly pursued (i.e. linkages to other crimes, importation source, etc.)



Road Safety

- Road safety strategy delivered through a combination of education, enforcement, and annual high-profile campaigns
- Leverage traffic-related data to support road safety initiatives, deployments, and enforcement
- Increase organizational capacity for Commercial Motor Vehicle enforcement
- Maintain and foster partnerships with key stakeholders related to traffic (Mothers Against Drunk Driving, Region of Halton, Municipalities, Transport Canada, etc.)
- Continued investments in road safety-related equipment and training for HRPS members
- Advocate for technology investments to support traffic enforcement initiatives (red light and speed enforcement cameras)
- Prioritize road safety initiatives and project participation for front-line HRPS members
- Conduct an annual review of the Service's road safety strategy to assess and maximize impact and deployment structure of road safety resources
- Ensure that all motor vehicle collisions involving serious injury or death are thoroughly and forensically investigated by the Collision Reconstruction Unit

EVALUATING PERFORMANCE

The Board will strategically evaluate Halton Police performance relative to the Strategic Objectives by monitoring Key Performance Indicators.

Strategic Objectives		Key Performance Indicators
1	Achievement of the highest weighted clearance rate among comparator police services	The clearance rates are reported to StatsCan annually by police services for each police service. StatsCan creates a weighted clearance rate (based on the societal severity of the different types of crime) for each municipality and posts the results on its public website. The Board will examine this data to see how the total weighted clearance rate is trending over time and relative to comparator police services.
2	Achievement of 80% or better community satisfaction with the HRPS	The Public Survey administered by <i>Advanis</i> in 2023 will be used as the baseline for measuring changes in how the diverse public feel about safety and how well Halton Regional Police Service are communicating with them. The Board will use this data to assess changes in public safety sentiment over the next four years, and by extension, the impact of HRPS initiatives, partnerships, and actions. The results will be reported in the 2024 Annual Report.
3	Improved HRPS member wellness, job satisfaction, and engagement	A third-party will be engaged to administer an anonymous survey regarding Service member job satisfaction and morale in 2024. The survey will be re-administered in 2027 and the Board will compare the results of both surveys to assess the impact of management interactions and initiatives on job satisfaction and morale over the four years of the Strategic Plan. The results will be reported internally to HRPS members.
4	Reduced per capita property crime rate, including, through partnerships and collaboration, a 50% reduction in auto theft	Property crimes are reported to StatsCan annually by police services for each municipality in Canada. The Board uses this data to see how the property crime rate, including auto theft, is trending over time relative to comparator jurisdictions. These trends inform the Board's assessment of the effectiveness of Halton Regional Police Service initiatives, partnerships, and actions in preventing property crime in general, and auto theft in particular. The results will be reported publicly each year in the Annual Report.
5	<p>Increased enforcement and intervention in the following community-responsive policing priorities:</p> <ul style="list-style-type: none"> • Intimate Partner Violence • Hate Crime • Human Trafficking • Child Exploitation • Guns & Gangs/Firearms • Road Safety 	Crimes are reported to StatsCan annually by police services for each municipality in Canada. The Board uses this data to see how the various crimes are trending over time relative to comparator jurisdictions. These trends inform the Board's assessment of the effectiveness of Halton Regional Police Service initiatives, partnerships, and actions in preventing crime and occurrences in general, and in these six areas in particular. The results will be reported publicly each year in the Annual Report.







OTHER STRATEGICALLY IMPORTANT BUSINESS

Technology

The Halton Regional Police Service has an excellent reputation as an innovator and leader in technologies critical to the delivery of public safety services in Canada. In support of the priorities of the Halton Police Board, a key component of the ongoing strategy for HRPS is to focus on technologies that enhance the safety and effectiveness of the officers who serve the Region of Halton and the safety of the people in the communities served. Implementation and management of technologies that deliver reliable, secure, high-performance communications and access to critical data remain significant technology drivers of the Service. Continuous exploration and assessment of leading-edge technologies that can bring valuable insights and predictors with HRPS data and service delivery models will be important for the Service to ensure its effectiveness in the future. In support of this, the Service will continue to explore advanced computing technologies such as Artificial Intelligence (AI) and Data Science and Machine Learning (ML) technologies to enhance service effectiveness and address emerging issues in Halton's communities. In addition, continued leadership in enhancing interoperability of communications and data sharing among other law enforcement and First Responder agencies will remain strategic priorities for the Service.

As such, and in support of this 2024-2027 Strategic Plan, the Service's technology strategy will focus on the following initiatives and projects:

- Continued development of technology staff and organizational development within the Service
- Continued groundbreaking work on Public Safety Broadband Network (PSBN) communications systems
- Exploring opportunities with technology to enhance efficiencies and safety of front-line police officers
- Engagement with universities and academia to explore emerging data science and Artificial Intelligence (AI) opportunities to provide more insights into public safety related data
- Continuing to work alongside operational units to enhance efficiencies and enterprise resource planning opportunities through systems selection and development
- Continuing to strengthen and enhance the Service's cybersecurity posture
- Implementing and enhancing service to the public with Next Generation 9-1-1 (NG9-1-1) technologies
- Implementing collaborative technologies that improve interoperability among First Responders – within the Region and with First Responders in neighbouring jurisdictions
- Delivering key administrative systems and enhancements to existing systems to support the cost effective and efficient operation of the Service
- Ensuring the security, stability, fault tolerance, and performance of current and future systems



OTHER STRATEGICALLY IMPORTANT BUSINESS

Facilities

The Halton Regional Police Service Facility Plan is a comprehensive master facility plan derived from individual facilities' needs assessment and feasibility studies. This iteration informs current and future planning for the optimal requirements and locations of police facilities that address the Service's short- and long-term needs. The associated cost estimates are included in the 10-year Capital Plan. An annual status update report of the Facility Plan is provided to the Halton Police Board.

The Facility Plan is guided by key fundamental themes and supports the various themes within the current and prior Strategic Plans:

- Provide workplaces that enable effective and efficient delivery of policing services
- Ensure flexibility to support changing Service needs
- Align facilities supply to Regional growth
- Maximize the benefits accrued to the Service for the financial investments made

During the last business plan cycle, the 1 District Facility project was advanced.

Building on the findings from the 2015 1 District Facility Plan Study and with site selection complete, the Service advanced the 1 District Facility project through to detailed design and construction tender stages. Construction is anticipated to commence Q2 2024 with the new facility operational in Q1 2026.

With the completion of the 1 District Facility, the HRPS will have modernized police facilities within all Districts to support the Service's Mission of providing effective, efficient, and community-based policing for all. This milestone also completes all of the objectives identified in the current Halton Regional Police Service Facility Plan. The Service will undertake a full update to the Facility Plan during the term of the new Strategic Plan that will provide comprehensive facility needs assessments until 2051. This will align with Regional best planning population estimates once the Region and Municipalities have addressed the changing Provincial requirements.

The Service remains compliant with the specific facilities requirements identified in the Ontario Police Services Act's *Adequacy and Effectiveness of Police Services* regulations and guidelines.



Rendering of proposed 1 District Facility (Milton, Halton Hills, Acton)



HRPS Headquarters



HOW THE PLAN REFLECTS COMMUNITY NEEDS, VALUES, AND EXPECTATIONS

This Strategic Plan has been driven by input received from across all communities within Halton Region. The Board is tremendously appreciative of all the Community input it received.

In the public survey, Halton residents identified the greatest threats to the Community as property crime, particularly auto theft, mental health, traffic safety, cyber crime, intimate partner violence, organized crime, and gun violence. Community Focus Groups and stakeholder letters identified similar safety concerns. Analysis of crime trends indicates that the number of such incidents is increasing.

These Community concerns led the Board to establish the following results-based Strategic Objectives:

- Reduced per capita property crime rate, including, through partnerships and collaboration, a 50% reduction in auto theft
- Increased Enforcement and Intervention in the following Community-Responsive Policing Priorities: Intimate Partner Violence, Hate Crime, Human Trafficking, Child Exploitation, Guns & Gangs/Firearms, and Road Safety
- Achievement of the highest weighted clearance rate among comparator police services

To ensure policing efforts and communications continue to align with Community expectations, the Board also established the Strategic Objective:

- Achievement of 80% or better community satisfaction with the HRPS

Finally, to ensure high-quality service to our Community is sustained over the four-year life of the Plan and beyond, the Board established the Strategic Objective:

- Improved HRPS member wellness, job satisfaction and engagement

These five Community-driven, results-based Strategic Objectives are the focus of policing in Halton Region for the next four years.



Halton Police Board

2485 North Service Rd. W.
Oakville, ON L6M 3H8
Voice: 905-825-4777 ext. 5014

Email: info@haltonpoliceboard.ca
Website: www.haltonpoliceboard.ca
X: [@HPBoard](https://twitter.com/HPBoard)
Facebook: [Halton Police Board](https://www.facebook.com/HaltonPoliceBoard)
Instagram: [Haltonpoliceboard](https://www.instagram.com/Haltonpoliceboard)



Halton Regional Police Service

2485 North Service Rd. W.
Oakville, ON L6M 3H8
Voice: 905-825-4777
Fax: 905-825-9416
TDD: 1-800-990-8199

Email: info@haltonpolice.ca
Website: www.haltonpolice.ca
X: [@HaltonPolice](https://twitter.com/HaltonPolice)
Facebook: [Halton Police Service](https://www.facebook.com/HaltonPoliceService)
Instagram: [Haltonpolice](https://www.instagram.com/Haltonpolice)

Our Locations

Regional Headquarters

2485 North Service Road West
Oakville, ON, L6M 3H8
905-825-4777

1 District (11 Division)

217 Guelph Street
Georgetown, ON, L7G 4A8
905-825-4777 or 905-878-5511

1 District (12 Division)

490 Childs Drive
Milton, ON, L9T 5G2
905-825-4777 or 905-878-5511

2 District (20 Division)

95 Oak Walk Drive
Oakville, ON, L6H 0G6
905-825-4777

3 District (30 Division)

3800 Constable Henshaw Blvd.
Burlington, ON, L7M 3Y2
905-825-4777

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follow [@HaltonPolice](https://twitter.com/HaltonPolice) on X, Halton
Regional Police Service on Facebook and
Instagram, or visit www.haltonpolice.ca.



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