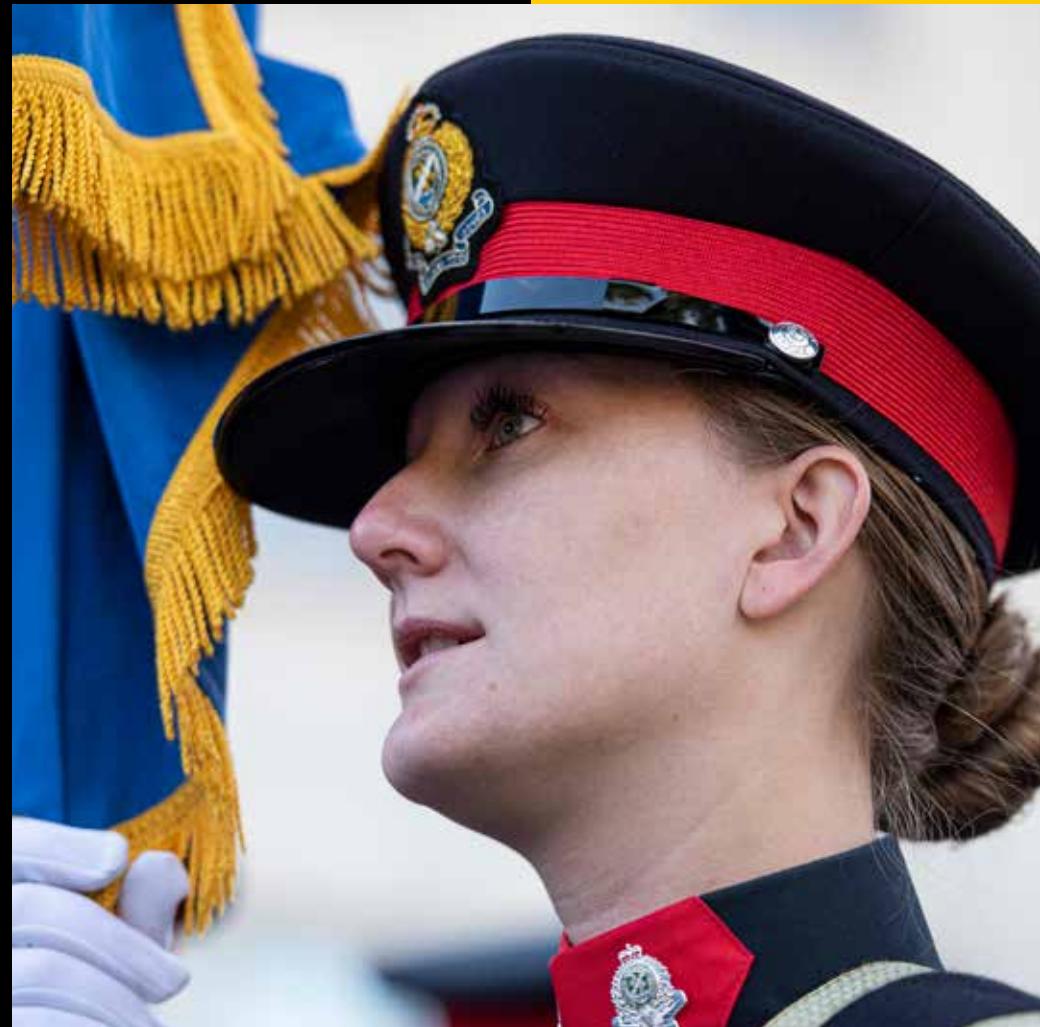


# 2021 ANNUAL REPORT

HALTON REGIONAL  
POLICE SERVICE





One Vision. One Mission. One Team.

Une Vision. Une Mission. Une Équipe.

فريق واحد . مهمة واحدة . رؤية واحدة .

同一个愿景. 同一个使命. 同一个团队.

Una Visión. Una Misión. Un Equipo.

ایک مقصد . ایک مہم . ایک جماعت

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# CHIEF STEPHEN TANNER

I am so proud to present the Halton Regional Police Service 2021 Annual Report. This report outlines our commitment to the residents of Halton region to keep our community safe.

Like the year before it, 2021 was incredibly challenging, as we continued to provide exceptional police services while the pandemic threw everything it had our way. As COVID-19 swept across the globe, locally, we saw significant changes in crime trends. Residential break-ins decreased because so many people were working from home, while thieves quickly shifted their tactics to target vehicles in high-tech reprogramming thefts. Reports of intimate partner violence surged as a result of repeated cycles of lockdowns and isolation. Our specialized teams responded to an unprecedented volume of mental health crisis calls. The volatility of the unregulated drug supply, months of increased isolation and changing patterns of substance use created a perfect storm and contributed to 361 drug poisonings in our region.

Our sworn and civilian members rose to the occasion, demonstrating their resilience, tenacity, and appetite for innovation to bolster public safety.

Our 2021 Annual Report highlights the outstanding progress towards meeting the goals outlined in our 2020 – 2023 Strategic Plan. These goals include focusing on community safety and well-being plan priorities, strengthening relationships with our community, enhancing opportunities for outreach and collaboration, leveraging partnerships, harnessing technology, employing best practices in recruitment and retention, and maintaining our reputation for leadership and excellence in the policing sector.

People are at the heart of policing. As such, recruiting the right men and women is of paramount importance to us. We are committed to selecting, training, and developing the talents of well-rounded individuals that reflect our community and have the passion, integrity, and desire to make a difference in people's lives. If you are driven to perform and have what it takes, there are many ways you can contribute to our mission and build trust with our diverse and growing community.

Come serve with us.

Stephen Tanner  
Chief of Police



# CHAIR JEFF KNOLL

On behalf of the Halton Police Board, I am pleased to share the Halton Regional Police Service 2021 Annual Report.

The Halton community endured another challenging year due to the ongoing COVID-19 pandemic, but once again demonstrated its spirit and resilience. This report provides us with the opportunity to reflect not only on the exemplary accomplishments and initiatives of our Police Service, but also on the meaningful partnerships with our stakeholders and residents of the Halton region, and the crucial role they play in supporting safe and thriving communities.

The Halton Police Board is committed to ensuring that transparent, equitable, respectful, efficient and accountable policing services are provided to all residents and businesses of Halton.

As part of the Halton Police Board's comprehensive board-modernization initiative, and to ensure that policing is congruent with the community's evolving needs, values and expectations, the Board created the new staff role of Chief Governance Officer, or 'CGO', appointing Fred Kaustinen to this position in July.

In pursuit of its commitment to good governance and transparency, the Board launched a new, user-friendly website that provides all community members access to current information about the operations of the Halton Police Board and Service. I would like to thank my colleagues on the Board for their commitment to strong governance, and Chief Tanner and all

our sworn and civilian members who serve our community with dedication, compassion, integrity, courage, and professionalism.

And finally, but most importantly, thank you to the citizens, businesses, and stakeholders of Halton region for their part in contributing to public safety, supporting our police, and providing the funds to keep our service appropriately resourced.

I invite you to take some time to review the report and learn more about Halton policing outreach and initiatives.

Jeff Knoll  
Chair, Halton Police Board

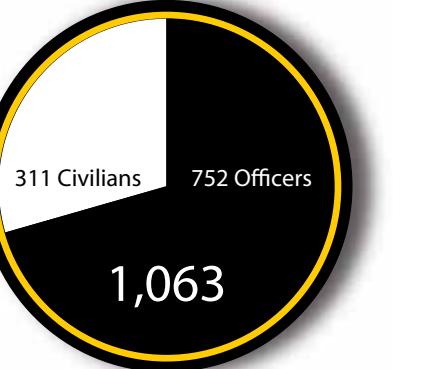
# Your Community. Our Service.

The Halton Regional Police Service is the ninth largest police service in Ontario, proudly providing frontline and investigative support to more than 624,000 residents in Halton Region. Our jurisdiction is the fastest growing region in the GTHA and is expected to grow to a population of nearly 820,000 by 2031.

The HRPS is recognized as one of the leading police agencies in the areas of diversity and community safety and well-being initiatives, and remains committed to ensuring that Halton is even safer tomorrow than it is today. Working in partnership with the communities we serve, the Service continues to align our efforts with the Themes and Goals of our 2020-2023 Strategic Plan.



Population  
Served



HRPS  
Membership



Computer Aided  
Dispatch (CAD) Events



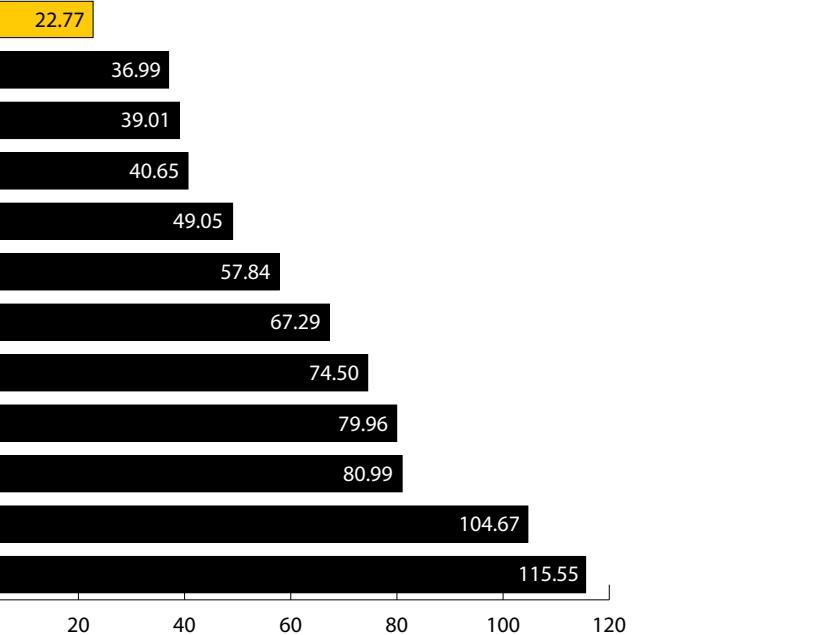
Crime Clearance  
Rate



Vulnerable Sector  
Fingerprints Processed

## Crime Severity Index (CSI) Rating (2020)

The CSI measures the overall seriousness of crime from one year to the next by tracking both the prevalence of crime within a community, and the seriousness of the crimes committed.



28,471

Record Checks  
Processed



1,433

Freedom of Information  
Applications Processed

# How to Read this Report

Located in the top left or right corner of each feature, a key will indicate how each initiative, project or activity aligns with the Community Safety and Well-Being (CSWB) Plan and the HRPS Operational Priorities.



Incident Response



Risk Intervention



Social Development



Prevention



Crime Trends



Traffic Safety and  
Enforcement



Priority Populations



Mental Health and  
Addictions

More information about our CSWB Plan can be found at [haltonpolice.ca](http://haltonpolice.ca).



## Anatomy of a Rescue Plan

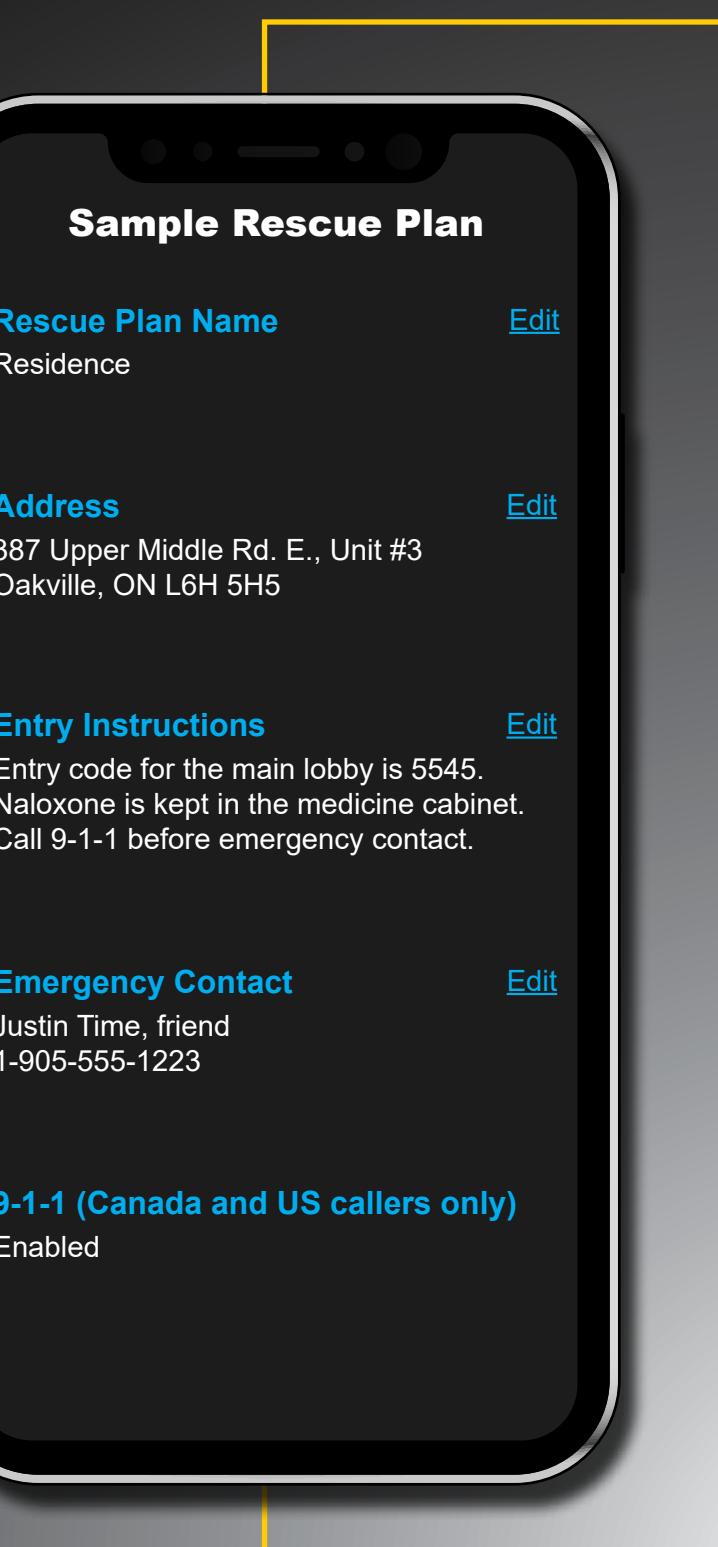
Name can be anything + no limit to number of rescue plans

Address should have full street number and postal code

Instructions can include more than entry info

Emergency contact should be someone close if no 9-1-1 option

Must be enabled through Settings before calling



# Preventing Overdose Deaths Through Technology

**The Brave App, developed independently by the Brave Technology Co-op, is designed to remotely connect people at risk of overdose with the help and support they need and deserve.**

Overdose deaths across Canada have been a crisis for more than a decade. Here in Halton, we have seen a surge in suspected drug poisonings as a result of volatility in the drug supply, increased isolation and mental health stressors related to pandemic restrictions, and changing patterns in substance use. In 2021, Halton Regional Police Service officers responded to 361 suspected drug poisonings in the community. Tragically, 52 individuals succumbed to their overdose. More than half of those victims were alone when they died.

A person at risk of overdose can use the app to connect with remote peer support through a voice call.

If your supporter thinks you might be overdosing (through a pre-determined span of non-response), they will request access to the details of your private Rescue Plan. This plan can include your location, access instructions, and an emergency contact to call instead of, or in addition to, calling 9-1-1.

As a Service, our goal is to 'meet people where they are'. This means that we acknowledge people may choose to use drugs, and that we have a role to play in reducing harm through the promotion of safer practices. We urge people who use drugs to buddy up and to use one at a time. If an overdose occurs, having another person nearby can save your life.

You will then receive a 10-second countdown alert letting you know that information will be shared unless you indicate that you are ok by dismissing the alert. If you are unable to dismiss the alert, then that information will be revealed to your supporter, who will only use it for the purpose of sending help.

If you must use alone, we encourage you to download the Brave App. The Brave App is designed to connect people at risk of overdose with help they need: an ally you can talk to, a human supporter to help you stay safe, and digital monitoring technology to help you when you're in danger. The Brave App is not a substitute for calling 9-1-1.

No personal information is shared with responding Emergency Services unless it is part of the pre-determined response and only if the Rescue Plan is activated.

In 2021, our officers responded to 361 suspected drug poisonings in the community, a 50 per cent increase over 2020.

One in seven of those overdoses, tragically, resulted in a fatality.

# Disrupting the Trafficking of Illicit Substances

## Two back-to-back investigations net historical drug seizures.

Information received from a confidential source regarding an Oakville resident who was believed to be actively trafficking drugs throughout Halton led to a ten-month, multi-jurisdictional project dubbed *Project ICARUS*. A large and well-organized crime network with international reach was identified as part of this illegal drug distribution ring. Several arrests were made and search warrants were executed throughout southern Ontario, resulting in the seizure of controlled substances, cash, firearms and other property related to drug trafficking. A functional cocaine re-processing lab used to increase the drug supply by mixing cutting agents and other dangerous chemicals was located out of region and dismantled. *Project ICARUS* resulted in the largest drug seizure in the history of the Halton Regional Police Service.

*Project LYNX* was an eight-month drug trafficking investigation into a drug network involved with the import and distribution of fentanyl and cocaine throughout southern Ontario and Quebec. The investigation targeted the network's distribution points and supply lines which uncovered several organized crime groups working collaboratively to distribute fentanyl and cocaine throughout Ontario.

These two projects significantly disrupted criminal activity and the illegal distribution of lethal substances throughout Halton and the Greater Toronto Area.



## HRPS Resources

Over 160 officers involved from:  
Drug and Human Trafficking Unit  
Mobile Surveillance Unit  
Cyber Crime Unit  
Asset Forfeiture Officer  
Intelligence - Covert Technical Team  
Intelligence - Covert Unit  
District 1 - Street Crime Unit  
District 2 - Street Crime Unit  
District 3 - Street Crime Unit  
Tactical Rescue Unit  
Uniform Personnel  
Intelligence Crime Analyst



## Enforcement

18 accused parties arrested  
86 charges laid  
22 search warrants executed  
> 230 Judicial Authorizations



## Drugs and Currency Seized

44 kilograms of cocaine  
16 kilograms of MDMA  
4 kilograms of fentanyl  
677 grams of crystal methamphetamine  
776 methamphetamine pills  
175 oxycodone pills  
>800 kilograms of illicit cannabis products  
1 ounce of psilocybin  
>\$1.2 Million in currency



## Weapons Seized

Two Glock .40 calibre handguns  
One Ruger .38 calibre handgun and ammunition  
12 gauge pump action pistol grip shotgun  
1,100 rounds of ammunition



## Human Trafficking in Canada

- 95 per cent of victims are female
- >two-thirds of incidents between 2009 – 2019 were reported in Ontario
- 43 per cent of all victims are between 18-24 years of age

Source: Statistics Canada



## Lies. Threats. Coercion. Control. Violence.

### Victims of human trafficking are hiding in plain sight, right here in Halton.

In early 2020, the Halton Regional Police Service's Drug and Human Trafficking Unit became aware of a male who was recruiting young females and exploiting them into the sex trade. Investigation determined that these human trafficking offences were occurring all across southern Ontario, however the majority of the incidents were taking place in Halton region. In late December 2020, the male responsible for these offences was arrested by our officers in Toronto.

Once other victims became aware of the arrest of the accused, they felt safe enough to come forward about their own experiences with the accused. During the arrest of the accused, a cellphone was seized, at which time a search warrant was granted where a significant amount of data was retrieved. Through this search warrant, additional victims of the same accused were identified. In total, our investigation identified seven victims, and through meticulous police work, a total of 71 charges were laid against the accused. The list of charges speaks volumes about the heinous nature of human trafficking and included: Assault (8 counts), Assault with a Weapon (3 counts), Assault Bodily Harm (2 counts), Aggravated Assault (1 count), Forcible Confinement (4 counts), Killing or Injuring Animals (1 count), Material Benefit from Sexual Services - Adult (5 counts), Advertise Sexual Services - Adult (7 counts), Trafficking in Persons - Adult (7 counts), Material Benefit from Trafficking in Persons (7 counts), Withhold

or Destroy Documents (2 counts), Procuring (2 counts), Procuring to become a Prostitute (1 count), Procuring to have Illicit Sexual Intercourse (1 count), Sexual Assault (8 counts), Exercise Control (1 count), Exercise Control, Direction or Influence over the Movement of a Person (5 counts), Utter Threats (3 counts), Mischief Under \$5,000 (2 counts), and Lives Wholly or in Part on the Avails of Prostitution of Another Person (1 count).

The HRPS is a member of the [Halton Collaborative Against Human Trafficking](#) along with several other stakeholders and agencies. This Collaborative is dedicated to providing services and support to those who have experienced human trafficking in Halton and surrounding regions. Local organizations such as Sexual Assault and Violence Intervention Services (SAVIS) of Halton are able to provide first response care and support to victims of human trafficking.

In 2021, Halton Regional Police Service officers laid a total of 82 human trafficking-related charges against 12 accuseds.

If you suspect someone is being trafficked, please call police. You may also call the Canadian Human Trafficking Hotline at 1-833-900-1010. If someone is in immediate danger, call 9-1-1.



## Every Gun Tells a Story: The Forensics of Firearms

Long before the mass production of weapons began, gunsmiths handcrafted barrels and produced bullets by melting lead and pouring it into two-piece molds. As a result, every firearm was 'forensically exclusive' – no two were identical – and bullets were unique to the mold from which they originated. In 1935, for the first time in history, a murderer was successfully identified by using a defective bullet recovered from the body of the victim at autopsy and matching it to its mold.

Flash forward nearly a century and the discipline of modern-day forensic firearms examination is far broader in terms of scope and complexity. Forensic examination and tracing of a 'crime gun' (a firearm that is possessed unlawfully and/or has been used in the commission of a crime) may confirm or eliminate the weapon as the source of shots fired during the commission of a crime, confirm links to related crimes, and facilitate the identification of persons of interest.

When the Halton Regional Police Service's Firearms Examination Officer first receives a gun, its functionality is assessed, a classification is assigned based on its make, model and type, and an attempt is made to establish its history. As every rifle and handgun barrel transfers its unique marks ('rifling') to the projectile fired, bullets and cartridge cases fired from the gun are recovered and sent

to the Centre of Forensic Sciences for toolmark analysis. All of these details are captured in a brief that is used to support the laying of charges under the Criminal Code of Canada, where applicable.

Firearms examination may also indicate evidence of illicit manufacturing. Traditional firearms are made by licensed companies and then bought from licensed gun dealers. Such guns are legally required to have serial numbers that are typically displayed on the back or side of the frame. With increasing frequency, 'ghost guns' are being seized by police. The sale of legally-sourced firearms components is currently unregulated, and those unregulated parts can be combined by an unlicensed buyer to create restricted and virtually untraceable firearms, dubbed 'ghost guns'. The Halton Regional Police Service's first encounter with such a weapon occurred in 2018 following the discovery of a ghost gun in the course of a drug investigation. This led to our involvement in the OPP-led Project Renner which resulted in the seizure of 38 ghost guns which were manufactured by two men in a home using unregulated parts obtained in Canada.

Between 2006 and 2016, the HRPS Firearms Examination Officer conducted, on average, 45 firearms examinations each year. Between 2017 and 2021, that number increased to an average of 77 firearms examinations each year.



# Burlington Teacher Charged with Historical Sexual Assaults

In the summer of 2021, a former student of an elementary school in Burlington contacted the Halton Regional Police Service to report that she was sexually assaulted by a teacher when she attended the school nearly 40 years earlier. After a thorough investigation by our Child Abuse and Sexual Assault (CASA) Unit, a 72-year-old Burlington male was arrested and charged with Indecent Assault to a Female.\*

As the accused had taught at a number of schools in the region, a media release was issued. The accused was subsequently charged with Sexual Assault when another former student came forward after learning of the accused's arrest. She had also been sexually assaulted by the teacher while attending the same elementary school during the same time period. A third former student later came forward indicating the teacher had inappropriately touched her as well.

Throughout the investigations, as in every sexual assault investigation undertaken by our police service, all three victims were offered the support of our Victim Services Unit.

Sexual Assault is any touching of another person without their consent where the touching is of a sexual nature, or where the sexual integrity of the victim is violated. A sexual assault can range from unwanted touching to sexual assault involving penetration. According to the Department of Justice, the majority (83 per cent) of sexual assaults are not reported to police.

The Halton Regional Police Service believes that everyone impacted by sexual assault should be treated with respect and dignity, fairness and honesty, and in a professional and bias-free manner.

If you, or someone you know, has been sexually assaulted and wants to report it to police, we encourage you to contact us. If you are in immediate danger or the offender is still present, call 9-1-1. For all non-emergency situations, please contact 905-825-4777.

You have the right to choose to report the sexual assault to police and/or you can choose to speak to one of a number of community supports including our Victim Services Unit, Nina's Place Sexual Assault and Domestic Assault Care Centre, Sexual Assault and Violence Intervention Services (SAVIS), Radius Child & Youth Services, Kids Help Phone, and THRIVE Counselling.

*Historical sexual assault refers to any sexual assault that may have occurred in the past. Under the Criminal Code of Canada there is no statute of limitations on sexual assault or sexual assault of children. This means that no matter how long ago the sexual assault happened, you can still report it to police for investigation.*

\*Sexual Assault was only written into the Criminal Code in 1983.

# The Disturbing World of Online Extortion

## It starts with the exchange of innocuous messages on a social media application.

A female victim contacted the Halton Regional Police Service to report that a male had repeatedly contacted her online and asked her to send an explicit image in exchange for money. The victim was assured the image would only be viewed for a few seconds and then deleted. After receiving the image, the suspect saved it and threatened to distribute it online unless a sum of money was paid. After a lengthy investigation, an 18-year-old male suspect was identified and a search warrant was subsequently executed at his residence. Several electronic devices were seized from the home and examined for evidence. Upon execution of the warrant, the accused was charged with one count of Voyeurism and one count of Extortion. Evidence revealed that the suspect was using a number of online identities. Through the release of these online identities to the media and to our community, two additional victims were identified. Through additional investigation, the accused was re-arrested and charged with another two counts of Extortion and another two counts of Voyeurism. At the time of publication, the matter was before the courts.

This lengthy investigation came on the heels of the Halton Regional Police Service investigating reports from two other victims that they were being extorted over social media. In these incidents, the suspect asked each of the two victims to send a nude image in exchange for money. The suspect promised the images would only be viewed for a few seconds before being deleted.

After receiving an image, the suspect threatened to distribute it unless additional images were sent. He then posted the image to the web without the consent of the victims, one of whom was under the age of 18. A male was arrested, a search warrant was executed at his residence, and several electronic devices were seized for analysis. Through the release of detailed information to media and the public, another two victims were identified. The accused was charged with Extortion (5 counts), Distribution of Intimate Image without Consent (5 counts), Distribution of Child Pornography (4 counts), Possession of Child Pornography (3 counts), and Voyeurism (2 counts). At the time of publication, this matter was before the courts.

Sextortion is blackmail. Typically, a perpetrator coerces a victim into paying money and/or providing additional sexually explicit images or videos by threatening to share intimate and private video or images with the victim's family, friends, or on public websites. Cases of sextortion have soared during the pandemic, as society transitioned to a more digital life.

Learn more about online extortion by scanning the QR code below.



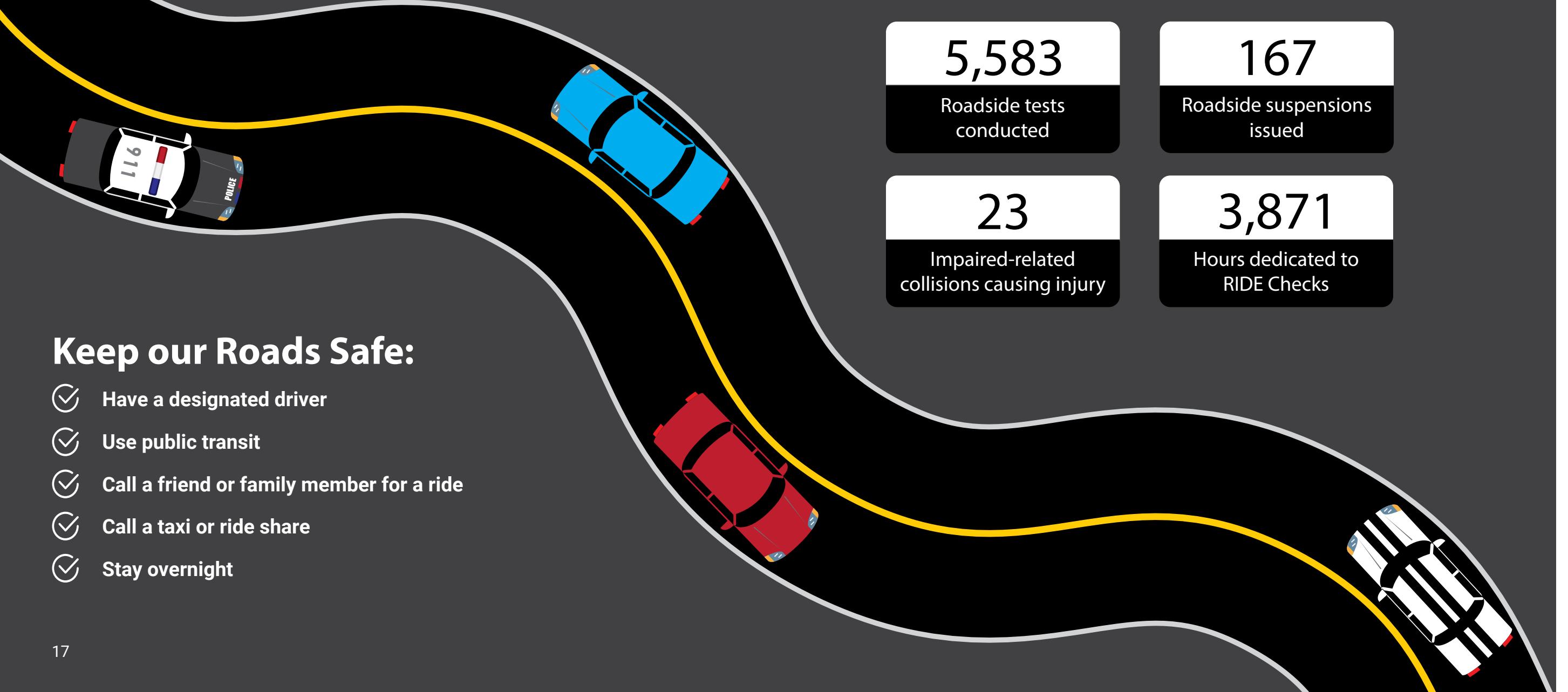
## Online Safety Tips

- ✓ Never send private images to someone.
- ✓ If you're being blackmailed, tell someone you trust.
- ✓ Report sextortion to police immediately.
- ✓ Stop all communication.
- ✓ Do not comply with threats.
- ✓ Retain all correspondence.





# In 2021...



## No Excuses. No More Lives Lost.

**Driving while impaired remains the most prominent contributing factor to serious collisions in Canada.**

Those who choose to drive while impaired by alcohol and/or drugs undermine the safety of themselves and every other road user, including pedestrians, cyclists, and other drivers. In 2021, our Service remained committed to strategic enforcement and ongoing public education, even while COVID-19 restrictions such as the closure of restaurants and bars impacted consumption outside the home and the incidence of impaired driving in our region.

On average, one-third of the impaired driving charges we lay are the result of a resident calling police after observing suspected impaired driving. If you see a driver you suspect is impaired, pull over safely and call 9-1-1.

Internal resources to support impaired driving enforcement and education include:

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Frontline Officers              | <input checked="" type="checkbox"/> Communications Bureau    |
| <input checked="" type="checkbox"/> District Response Unit Officers | <input checked="" type="checkbox"/> Analytics                |
| <input checked="" type="checkbox"/> Auxiliary Officers              | <input checked="" type="checkbox"/> Corporate Communications |
| <input checked="" type="checkbox"/> Cadets                          |  |

Together we can save lives.

Partner Agencies



**madd\***  
No alcohol. No drugs. No victims.



# Property Crime Spree Thwarted

**Quick collaboration results in four arrests, dozens of charges laid, and property returned to its rightful owners.**

Golf clubs. Mountain bikes. A leaf blower. A wallet. Tools. A laptop.

In late May 2021, a number of Burlington and Oakville residents woke to discover that their vehicles had been broken into and valuable items had been stolen as a result. On more than one occasion, the suspect(s) seized the opportunity to grab the garage door remote opener from within the vehicle and used it to gain entry to the homeowner's garage to steal additional items. Other residents also had their sheds entered.

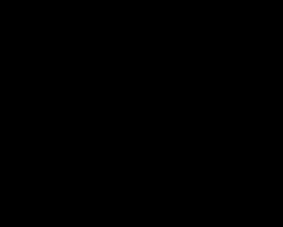
Fortunately, in instances when people discovered their vehicles had been entered, but no items were removed, they still reported these incidents to police. Using home surveillance footage coupled with other investigative techniques, Burlington and Oakville investigators quickly identified a suspect, and a 28-year-old Hamilton male was arrested and charged with multiple offences under the Criminal Code. One week later, the Burlington Criminal Investigations Bureau made another three arrests in relation to this spree of break and enters.

A search warrant was executed at a Hamilton residence and over \$70,000 worth of stolen property was recovered, including the stolen vehicle used to commit these crimes, multiple high-end bicycles, and an assortment of tools.

Together, the four accused were allegedly responsible for 37 occurrences of entries and/or thefts from vehicles, garages and sheds. Charges included Fraud Under \$5,000, Utter Forged Document, Possession of Property Obtained by Crime Under \$5,000, Possession of Property Obtained by Crime Over \$5,000, Break and Enter, Possess Break and Enter Tools, Fail to Comply with Undertaking, Possession of a Weapon for a Dangerous Purpose, Trafficking Stolen Property, Trespass at Night, Theft Under \$5,000, and Possession of a Controlled Substance.

Did you know? You can use our online Crime Reporting Tool to submit any Theft from Vehicle report. Even if someone entered your vehicle but nothing was taken, this is still considered a Theft from Vehicle.

## Report a Crime Online:



## Vehicle / Garage Safety Tips:

- Park your vehicle in a locked/secure garage, if possible.
- Ensure your vehicle doors and windows are always locked.
- Never hide a spare key in your car.
- Remove all personal identification and valuables from your vehicle.
- Remove your garage door remote from your vehicle.
- Leave an exterior light on to illuminate your driveway at night.



# New Program Puts the Brakes on Bike Thefts

## Project 529 creates a chain reaction every time a bicycle is stolen.

Despite enforcement and initiatives like bait bikes, more than 269 bikes were reported stolen in Halton last year.

Anyone who has returned to where they parked their bike, only to discover a cut lock, understands the frustration and impact of having your bike stolen.

That's why the Halton Regional Police Service partnered with 529 Garage. 529 Garage is a bike registration / community watch app that connects you, other cyclists, police, and local bicycle shops in an effort to reduce bike theft. Every year, 2 million bikes are stolen across North America. More often than we'd like to see, when a bike is recovered, we are unable to identify its owner. If you've registered your bike with Project 529, it's easy to reunite you with your stolen property.

Registering your bike is easy - simply download the [529 Garage app](#), input your contact information and bicycle serial number, and upload photos of yourself and your bicycle. Registration can also be done via the [529 Garage website](#).

Once you have registered your bicycle, if it is stolen or goes missing, you can notify 529 Garage and they will issue an alert via the app to notify other local cyclists and bike shops that the bicycle is missing.

Once an alert for your bicycle has been posted, if you are in Halton, the app will direct you to the Halton Regional Police Service [online reporting tool](#). These combined efforts will help ensure that if a bicycle is recovered, it is easier for police to identify and return the bicycle to its proper owner.

529 Garage decals are also available to be placed on your bicycle after you have registered. These tamper-proof decals act as a visual deterrent letting would-be thieves know that your bicycle has been registered.

The 529 community includes the HRPS, bike clubs and other 529 app users.

Join the 529 community:



**988**

bicycles have been registered on  
[project529.com](http://project529.com) in Halton



# Online Buy-and-Sell Sites Not Without Risks

An uptick in related robberies, thefts and frauds leads to launch of Buy + Sell Safe Exchange Zone.

Using online resale or e-commerce websites like Kijiji, Craigslist, eBay, Nextdoor and Facebook Marketplace has become a convenient way to sell, purchase or exchange items.

While most transactions go according to plan, many people have become victims of crimes like frauds, thefts and even robberies when attempting to buy or sell property through an online marketplace. That's why the Halton Regional Police Service launched its first Buy + Sell Exchange Zone. Situated in the visitor parking lot of our 20 Division facility in Oakville, and under video surveillance, the purpose of the Buy + Sell Exchange Zone is to provide some additional peace of mind to those who are buying, selling, or trading property online. If you are meeting new people while finalizing online transactions, we encourage you to use our Exchange Zone.

If you are unable to meet at our Buy + Sell Exchange Zone, please consider completing your transactions in well-lit, public and popular locations to avoid being a victim of crime.

Tips to protect yourself during any buy and sell exchange:

- Limit the amount of information you give to the other person to what is essential to complete the transaction.
- Always meet in a public place, preferably with cameras, during daylight hours only.
- Use the buddy system when possible. Bring a family member or friend with you, or at the very least, let someone know who you will be meeting, the time, and the location of the exchange.
- To reduce the risk of falling victim to fraud, never complete a buy and sell transaction by mail.
- When meeting in person, always inspect goods you wish to purchase before giving money to the seller.
- Stop. Pause. Think. If something seems too good to be true, it likely is.

Focus on your personal safety and trust your instincts. In the case of an emergency, please call 9-1-1.

In 2021, Halton Police investigated 47 occurrences related to online transactions.



# The Pandemic's Toll on Mental Health

When he messaged some of his closest family members "goodbye," they knew something was wrong. He had been struggling with his mental health and they were concerned for his safety. His family quickly called the Halton Regional Police Service for help. A cell phone ping directed our response to the shoreline of Lake Ontario where uniform officers and our Mobile Crisis Rapid Response Team were able to locate him. He kept insisting that officers leave so he could end his life. Officers continued to communicate with him, ultimately building rapport, and were able to safely apprehend the male to keep him safe. The male was transported to a local hospital where he could receive mental health support.

The COVID-19 pandemic has been an acutely stressful event, with social isolation, job loss, uncertainty and changes in relationships having all contributed to a deterioration in our individual and collective mental health. In 2021, our members attended more than 4,000 mental health calls. Approximately one-third of these were mental health priority incidents that are attended by the HRPS' Mobile Crisis Rapid Response Teams (MCRRT), comprised of an experienced Constable paired with a Mental Health Professional from St. Joseph's Healthcare Hamilton. These calls are incredibly complex and require specialized training to defuse or de-escalate crisis situations, to advocate for those in crisis, and to ensure mental health assessments are completed when and where they are needed most. The addition of another MCRRT team in 2022, through grant funding received from the Ontario government, will enhance our ability to deliver essential mental health services in our community.

Our MCRRT teams are just one facet of our wrap-around mental health service delivery model:

- **Crisis Outreach and Support Teams (COAST)** provide Halton residents aged 16+, who are in crisis, immediate outreach and support.
- **Crisis Negotiation Teams** consist of highly trained officers with specialized training who are deployed to safely resolve incidents requiring crisis intervention or negotiation (e.g. barricaded person, hostage-taking) as part of a comprehensive emergency response function.
- The **Reach Out Centre for Kids (R.O.C.K.)** has a Memorandum of Understanding with the HRPS that allows our officers to directly refer youth under the age of 17+ (and their families) to the R.O.C.K. for mental health support and follow up.
- **Virtual Reality Empathy Training** provides our officers with a first-hand experience of what someone going through a mental health crisis is seeing and feeling, better positions them to respond to these dynamic calls, and ensures they manage and de-escalate potentially high-risk situations.

## Partner Agencies





## Available Resources

- ✓ K9 Unit
- ✓ Remote Piloted Aircraft System
- ✓ Tactical Rescue Unit
- ✓ Dufferin Emergency Search and Rescue
- ✓ Royal Hamilton Light Infantry
- ✓ Ontario Provincial Police Helicopter
- ✓ York Regional Police helicopter



# Lifesaving Service. 24/7. 365 Days a Year.

**Our Search Incident Response Team coordinates all urgent ground searches across the region. In 2021, SIRT was deployed to lead 30 searches in Halton.**

*Dad left for his routine short walk around the neighbourhood over three hours ago.*

*He doesn't have a cell phone.*

*His wallet is at home.*

*It's -24°C.*

*Night is falling.*

Each year, between 70,000 and 80,000 people are reported missing to police in Canada. Officers involved in searches need to know where the missing person might be, what to ask, where to look, and what to do when every minute matters.

The Halton Regional Police Service's Search Incident Response Team (SIRT) is comprised of more than 130 members who are highly specialized in ground search techniques. Their goal is to locate missing persons in the shortest time possible and return them to safety. Here in Halton, that means providing 24/7 availability, 365 days a year, with the ability to execute a search anywhere within nearly 1,000 km<sup>2</sup> of terrain.

SIRT is deployed when the missing person's last known location was within our regional boundaries and they were on foot. Once deployed, SIRT's first priority is to

establish a search area, which typically can be several hundred meters from the last known location. The next stages of the search are guided by factors that impact and influence the behavior of a missing person.

Lost person behavior is the cornerstone of search efforts. SIRT leverages available data from over 150,000 missing person cases to guide their search protocols, drive investigative questions and provide resource suggestions for a range of 'behaviour profiles.' Some of the common profiles include dementia, autism, despondency, children, and/or whether they have an intellectual disability.

When should you call police? Contrary to what you may believe, there is no waiting period to report someone missing. Contact police as soon as you have reason to worry.

Scan the QR Codes below to learn more about Project Lifesaver and our Vulnerable Person Registry.



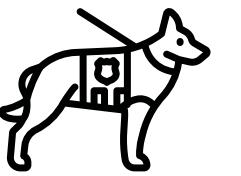
Project Lifesaver



Vulnerable Person Registry

# HRPS K9 Unit

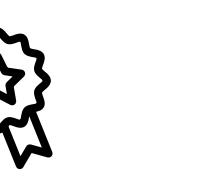
The Halton Regional Police Service Canine (K9) Unit was established in 1990 with our first Police Service Dog (PSD), Chase. Since then, our K9 program has expanded considerably and is now an integral part of our Emergency Services Unit. Our K9 teams' core focus is to assist with tracking, building searches, evidence recovery, criminal apprehension, missing person searches, and handler protection.



**6 K9 Teams:  
Constables +  
PSDs**



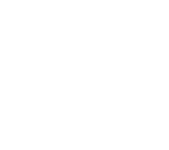
**Canines begin  
training at 1 year  
of age to become  
a PSD**



**The K9 Basic  
Handler course  
is 15 weeks in  
length**



**PSDs serve an  
average of  
5-7 years**



**In 2021, K9  
deployed  
293 times**



**In 2021, 1 in 3  
K9 call outs  
involved weapons**

Meet brothers Zeus and Apollo, our newest Police Service Dogs. These two-year-old Belgian Malinois/German Shepherds were sworn in to the Service in November 2021, becoming our 21<sup>st</sup> and 22<sup>nd</sup> PSDs.

Both are trained as general patrol dogs (tracking, building searches, evidence recovery, criminal apprehension and handler protection). They are also trained in drugs, firearms, and ammunition detection.

Welcome to the team, boys!



**Zeus**



**Apollo**



**Ammunition  
Detection**



**Bomb  
Detection**

Firearm  
Detection

Drug  
Detection

**K9 Specialities**





# Anti-Hate Campaign Launched Region-Wide

The overall number of hate-related incidents reported to the Halton Regional Police Service continues to rise. Of the hate- and bias-motivated incidents reported across the region last year, 42 per cent directly involved or impacted schools or school-aged youth.

In an effort to stop hate and promote respect, equity and inclusivity in our community, we partnered with the school boards across Halton, Crime Stoppers of Halton, and other community stakeholders, to launch the #NoHateInHalton anti-hate campaign in over 180 schools and learning facilities across the region.

The goals of this campaign were:

- To promote the elimination of hate-motivated incidents through collaboration.
- To encourage the reporting of hate-motivated incidents.
- To provide support for impacted individuals and groups.
- To remove any barriers to reporting hate-motivated incidents.

The awareness campaign relied on the school boards, our Service, and participating community partners communicating through their own channels and networks to their communities.

To help bring awareness to the anti-hate campaign, members of the community were encouraged to join the conversation on social media by sharing a post about how they are embracing respect and inclusion with '#NoHateInHalton'. Hundreds of posts were made by schools, partner agencies, community members and students across Twitter, Facebook and Instagram. These posts served as public statements in support of the #NoHateInHalton movement.

Beyond public awareness and education, the campaign aimed to remove barriers to reporting hate- and bias-motivated incidents. Campaign posters and QR code stickers pointing to the Crime Stoppers of Halton website (where incidents motivated by hate or bias can be reported anonymously) were posted in a variety of locations across schools to promote the #NoHateInHalton movement and to help reduce reporting barriers.

The #NoHateInHalton campaign is one of many strategies and initiatives that supports the Service's ongoing commitment to bring anti-hate awareness and education to school-aged youth and the broader community of Halton. The HRPS looks forward to growing this campaign and other initiatives, side-by-side with the community in the coming years.

## Community Partners



# #YourHRPS

We set out to introduce you to members of #YourHRPS. Member profiles were published on social media that highlighted their pathways to careers in policing, their service to your community and their passion for Halton.



Want to read  
#YourHRPS profiles?  
Visit us on Instagram:





Twelve members were born outside of Canada



Over 50 per cent have backgrounds in security, armed forces or in various roles at police services



Ten members had previously served as HRPS Cadets



Seven members grew up in Halton and are now proudly serving their community



# The Newest Members of the HRPS Family

In 2021, 51 new recruits joined the HRPS family, bringing with them diverse lived-experiences, a commitment to community safety and well-being, and a desire to make a positive impact on the Halton community. They join the ranks of over 750 sworn officers.

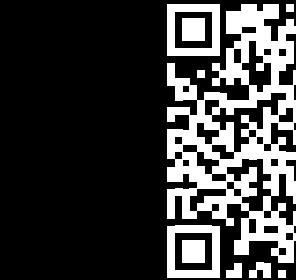
We know people are at the heart of policing. As such, recruiting and selecting the right men and women is of paramount importance to us. Each of these exceptional 18 females and 33 males exemplifies the following competencies, critical to a career in policing:

- Resiliency
- Problem Solving
- Teamwork
- Leadership
- Communication
- Inclusivity

Do you aspire to join the HRPS family one day?

When you join the HRPS family, you will receive the training and professional development you need to help make a difference in people's lives. Recruiting the right individuals, who reflect our community and their needs, is critical to our ability to serve Halton region.

Visit our website to learn more about requirements to become a HRPS officer:



# Internal Support Networks



## Black Internal Support Network

The Black Internal Support Network (B-ISN) is a group within the Halton Regional Police Service (HRPS) that is dedicated to taking an active role in promoting awareness and education of issues faced by racialized and new Canadian communities.

The group is keen on fostering a sense of pride while encouraging personal and career growth within the HRPS. The B-ISN is made up of sworn and civilian members that identify as Black and/or are allies to the Black community.

In 2021, the B-ISN lead a community engagement project to create a Black Heritage Cruiser, which celebrates Black history in Halton region.



## Women's Internal Support Network

The mission of the Women's Internal Support Network (W-ISN) is to promote diversity, equity and inclusion of women within the HRPS and the Region of Halton, through mentoring, networking, education and professional development opportunities and events.

These efforts will help build trust within the HRPS, and provide a professional network for confidential discussion, support and resource information.

In late 2021, the W-ISN hosted the first ever Women's Symposium, which brought together 133 female members of the Service to connect, collaborate and provide feedback to senior leadership.



## LGBTQ+ Internal Support Network

Created as our first Internal Support Network, the Lesbian Gay Bi Trans Queer Internal Support Network (LGBTQ-ISN) is committed to the building of trust within the HRPS. This Internal Support Network provides its members access to safe space, people, and forums for confidential discussion, support, and resource information with their colleagues.

LGBTQ-ISN is committed to diversity through education, support, and the fostering of equity for all members, regardless of sexual orientation or gender identity.

The LGBTQ-ISN has hosted a number of fundraisers, participated in PRIDE activities and hosts a flag raising annually at the beginning of PRIDE month.



## Halton South Asian Internal Support Network

The Halton South Asian Internal Support Network (HSA-ISN) brings together uniform, civilian and volunteer members to promote diversity, equity, inclusion and support for all members, through education, mentoring, fundraising, community events and professional networking.

In 2021, the HSA-ISN organized internal and external food drives during Ramadan and for Diwali, honouring these important religious and cultural celebrations. More than 2,700 lbs of food were collected during these collections and distributed to food banks in Oakville, Burlington, Milton and Halton Hills.

Our Internal Support Networks (ISNs) are structured to provide members from identified groups and their allies or supporters, the opportunity to regularly meet and discuss issues affecting them. By bringing people together, the ISNs are able to create a supportive and inclusive work environment for all our members. These meetings also allow members of the ISNs the ability to work with the Equity, Diversity and Inclusion Office to develop objectives, strategies and programs that ultimately support the goals and initiatives of the Service.



# Black Heritage Cruiser Designed by Your Community

**Our Black Heritage Cruiser is a unique way for us to highlight our commitment to working with and learning more about our region's African and Caribbean community, not only during Black History Month, but year-round.**

In honour of Black History Month 2021, the HRPS Black Internal Support Network asked for the community's help in the design and creation of a Black Heritage Police Cruiser.

We received an overwhelming 22 submissions that celebrated and championed Black Heritage in Halton.

In August 2021, our Black Internal Support Network and community partners gathered at Police Headquarters to unveil the HRPS Black Heritage Police Cruiser. The vibrant and meaningful cruiser design was conceived by the Queen of Heaven Catholic Elementary School's Inclusion, Diversity, Anti-Racism and Equity (iDARE) Committee, comprised of Bonnie Wiltshire, Valerie Nelson, Sokomba Effiong, Gabriella Ball, Margaret Keats, Andrea Domenico, Jane Thomas, and Amos Olujide.

The cruiser features a quote from Honourable Dr. Jean Augustine that resonated with the design team for its overarching message about the celebration of Black history.

African Caribbean Council of Halton  
Black Mentorship Inc.  
Burlington Caribbean Connection  
Canadian Caribbean Association of Halton

The quote reads, "Black History is not just for Black People. Black History is Canadian History."

The vision for the HRPS Black Heritage Police Cruiser was created by members of the HRPS Black Internal Support Network and supported by African and Caribbean organizations, who graciously contributed to a one-time \$2,500 academic scholarship to be awarded to the winning design team.

The iDARE Committee presented St. Francis Xavier Catholic Secondary School graduates, Vanessa Broomfield-Bryce and Alisa Robinson, Queen of Heaven High School Graduate Scholarships in the amount of \$1,250 each. The two students will use this to help support their post-secondary studies.

This project nurtured relationships both new and old for the HRPS, and we are eager for the opportunity to learn from our partner's lived experience, not only through this initiative but also through future endeavours.

Caribbean and African Coalition of Canada  
Halton Black History Awareness Society  
Halton Regional Police Association  
I am. I can. I will.

Partners



**V**"The intertwined ribbon design on the cruiser weaves the narrative of enslavement of Black Peoples in North America, to the resilience as they fled to safety. Their stories became footprints of success on the landscapes of both Halton and Canada. The words inscribed along the ribbon are just merely some of the ways the Black community in Halton and Canada have contributed to the very fabric of these communities and paved the way for others," says Bonnie Wiltshire, Chair of the iDARE Committee, the winning design team. "Further, the ribbon is symbolic of the strong threads that bind the Black community and their allies together as we create new paths to success and strengthen our community as a whole. The ribbon is composed of the colours that represent both Black History Month 2021 and the HRPS to further emphasize those symbolic connections."

# HRPS Transitions to Electronic Note-Taking

**The efficiencies and time-savings created by the adoption of electronic notes means officers will have more opportunity to focus on operations and community safety.**

Note-taking in the policing sector has evolved very little over the last 100 years. In 2015, the Halton Regional Police Service (HRPS) forged forward and launched an electronic notes or 'eNotes' pilot project. In 2016, we were proud to testify in court using electronic notes for the first time.

Fast forward to 2021, our eNotes team has collaborated with the eNotes application developers (Faction Four Systems Inc.) to streamline the tool and introduce features that ensured its integration and compatibility with our records and database systems, so that it would be a true asset to our members.

With over 200 of our officers already trained and operating eNotes, in fall 2021, the HRPS announced that every sworn member would soon be using eNotes.

The HRPS eNotes application has been customized and optimized to contain features that the Service recognizes as key to policing operations. As a result, it provides unparalleled efficiencies to officers on patrol.

Officers are now more mobile, no longer constrained by limitations of paper notes or tied to the computer in their cruisers. Officers can now access and add to police databases and record systems from anywhere.

Further, eNotes equips officers with a secure means to obtain audio statements and take supplementary photos or recordings. All of these new functions are bolstered by heightened transparency and credibility to officer notes, with time-stamped entries and increased legibility.

The HRPS strives to identify every opportunity to prioritize the safety and well-being of each resident in Halton region.

*"We are proud to be adopting technology that the newest generation of officers expect and want. This is just one of the latest ways the HRPS is striving to optimize effectiveness and efficiency by purposefully harnessing innovative technology" ~ Deputy Chief Roger Wilkie.*



# Supporting Stabilization Efforts Around the World

Canada has a long history of international police peacekeeping. In fact, since 1989, more than 4,000 Canadian police officers have participated in over 60 peace operations abroad, including in Sudan, Kosovo, West Bank, Haiti and Afghanistan.

Canadian police officers are deployed to critical international peace support operations and post-conflict stabilization missions through the Canadian Police Arrangement (CPA), a partnership between the Royal Canadian Mounted Police, Public Safety Canada and Global Affairs Canada (GAC). Internationally deployed Canadian police officers work in countries threatened by conflict or instability to maintain peace and security, protect human rights, support institutional reforms, and help restore the rule of law, among other activities. They provide expertise in areas such as serious and organized crime, intelligence and community-led policing, and sexual and gender-based violence.

As a result of such efforts, Canadian police have established an excellent reputation in international policing through their expertise, leadership, professionalism and dedication. In 2017, the Halton Regional Police Service signed a Memorandum of Understanding that would allow select members to be seconded for 12-month International Peace Operations (IPO) deployments. The application process is complex and lengthy, and those who are successful in their

pursuit of these unique deployments understand and accept that they will be away from their family for a period of 12 months.

Since 2018, four members of our service have been deployed overseas. Three deployments have been to Ukraine and in 2021, one member was deployed in an advisory capacity to the European Union Coordinating Office for Palestinian Police Support (EUPOL COPPS) in Ramallah.

We are proud to contribute our highly skilled officers to training and mentoring efforts in fragile and conflict-affected states around the world. Of course, we look forward to the return of our currently deployed officers, where their experience can help strengthen relationships here in Halton.

## Partner Agencies

Royal Canadian Mounted Police  
Public Safety Canada  
Global Affairs Canada



# Regional Statistics

## Annual Totals

Category	2020		2021		2020-2021 Change	2020-2021 % Change	Annual Rates*		
	2020	2021	2020-2021 Change	2020-2021 % Change	2020	2021	2020-2021 % Change**	(Per 100,000 population)	
<b>Violent Crime</b>									
Homicide	4	2	-2	-50%	0.7	0.3	-51.1%		
Attempted Murder	8	4	-4	-50%	1.3	0.6	-51.1%		
Sexual Assault	166	213	47	28.3%	27	34	25.5%		
Assault	1,225	1,171	-54	-4.4%	201	188	-6.5%		
Other Sexual Offences	57	61	4	7.0%	9	10	4.7%		
Abduction/Forcible Confinement	36	39	3	8.3%	6	6	6.0%		
Robbery	85	68	-17	-20.0%	14	11	-21.7%		
Other Violent Crime	579	533	-46	-7.9%	95	85	-9.9%		
<b>Violent Crime Total</b>	<b>2,160</b>	<b>2,091</b>	<b>-69</b>	<b>-3.2%</b>	<b>354</b>	<b>335</b>	<b>-5.3%</b>		
<b>Property Crime</b>									
Break & Enter	655	676	21	3.2%	107	108	1.0%		
Auto Theft	547	872	325	59.4%	90	140	55.9%		
Theft Over \$5,000	88	138	50	56.8%	14	22	53.4%		
Theft Under \$5,000	3,272	3,647	375	11.5%	536	584	9.0%		
Arson	17	5	-12	-70.6%	3	1	-71.2%		
Fraud	830	1,017	187	22.5%	136	163	19.9%		
Mischief	946	981	35	3.7%	155	157	1.4%		
Other Property Crime	135	125	-10	-7.4%	22	20	-9.4%		
<b>Property Crime Totals</b>	<b>6,490</b>	<b>7,461</b>	<b>971</b>	<b>15.0%</b>	<b>1,063</b>	<b>1,195</b>	<b>12.5%</b>		

**Notes:** \* Totals and percentages may not always add up due to rounding. \*\* Per cent change based on unrounded rates

# Regional Statistics

## Annual Totals

Category	2020		2021		2020-2021 Change	2020-2021 % Change	Annual Rates*		
	2020	2021	2020-2021 Change	2020-2021 % Change	2020	2021	2020-2021 % Change**	(Per 100,000 population)	
<b>Other Crime</b>									
Counterfeiting	49	31	-18	-36.7%	8	5	-38.1%		
Weapons Offences	74	88	14	18.9%	12	14	16.3%		
Administration of Justice Violations	911	1,669	758	83.2%	149	267	79.2%		
Other Criminal Code Offences	169	156	-13	-7.7%	28	25	-9.7%		
<b>Other Crime Total</b>	<b>1,203</b>	<b>1,944</b>	<b>741</b>	<b>61.6%</b>	<b>197</b>	<b>311</b>	<b>58.1%</b>		
<b>Total Crime</b>	<b>9,853</b>	<b>11,496</b>	<b>1,643</b>	<b>16.7%</b>	<b>1,614</b>	<b>1,842</b>	<b>14.1%</b>		
<b>Road Safety</b>									
Impaired	437	490	53	12.1%	72	79	9.7%		
Property Damage Collisions	5,498	5,435	-63	-1.1%	901	871	-3.3%		
Injury Collisions	664	766	102	15.4%	109	123	12.9%		
Fatal Collisions	8	7	-1	-12.5%	1	1	-14.4		
<b>Other Performance Indicators</b>									
Computer Aided Dispatch (CAD) Events	145,927	134,167	-11,760	-8.1%	23,902	21,498	-10.1%		
Crime Clearance Rate	52.1%	43.8%		-8.3%					
<b>Category</b>									
<b>Professional Standards</b>							<b>Citizen Complaints</b>	<b>Internal Investigations</b>	
2020							100	8	
2021							109	14	

**Notes:** \* Totals and percentages may not always add up due to rounding. \*\* Per cent change based on unrounded rates

# District Statistics

## Annual Totals

Category	2020	2021	2020-2021 Change	2020-2021 % Change
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### One District (Milton and Halton Hills)

Violent Crime	667	721	54	8.1%
Property Crime	1,902	2,147	245	12.9%
Other Crime	554	1,072	518	93.5%
Total Crime	3,123	3,940	817	26.2%
Reportable Motor Vehicle Collisions	2,023	2,033	10	0.5%

### Two District (Oakville)

Violent Crime	796	717	-79	-9.9%
Property Crime	2,299	2,648	349	15.2%
Other Crime	364	349	-15	-4.1%
Total Crime	3,459	3,714	255	7.4%
Reportable Motor Vehicle Collisions	2,057	2,117	60	2.9%

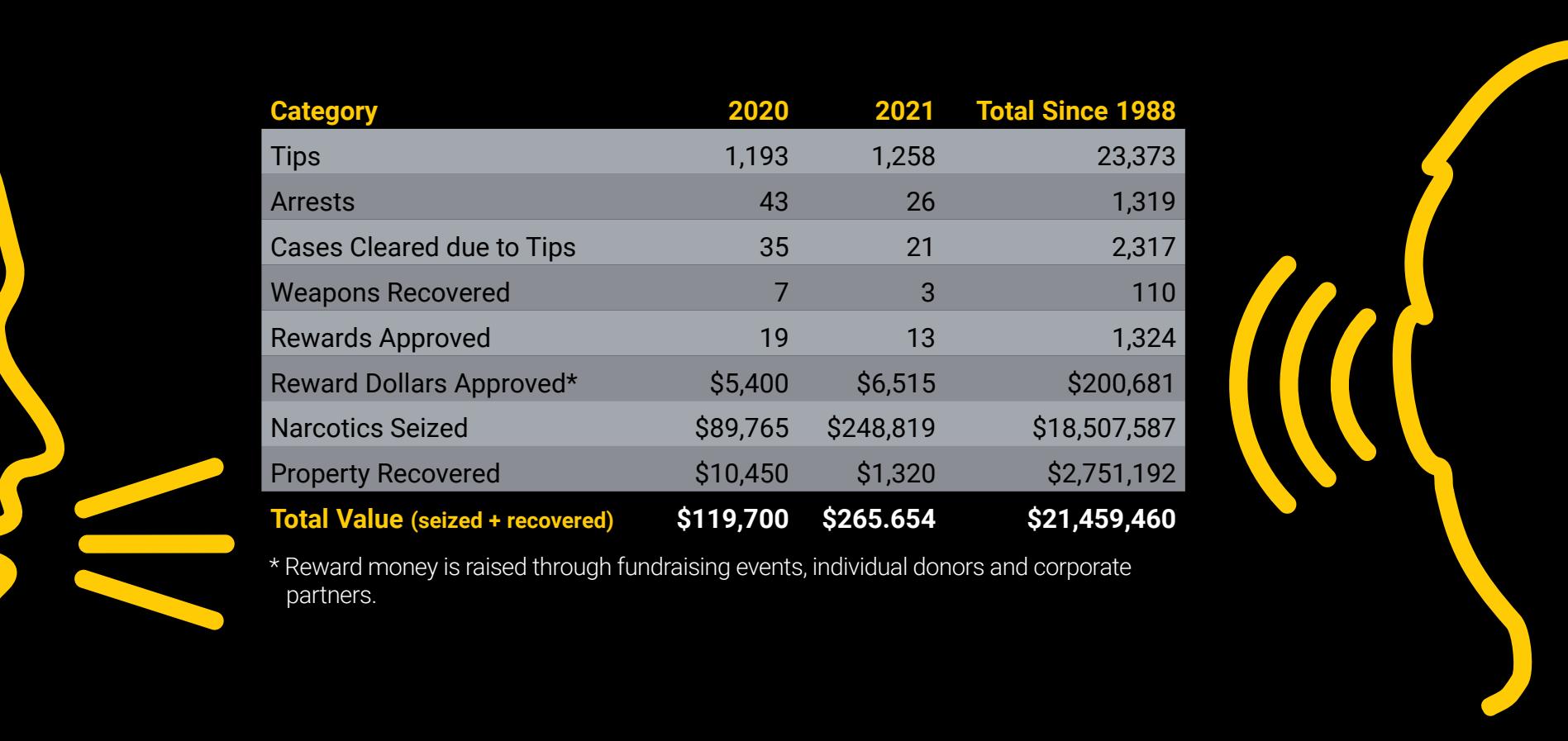
### Three District (Burlington)

Violent Crime	697	644	-53	-7.6%
Property Crime	2,258	2,588	330	14.6%
Other Crime	284	522	238	83.8%
Total Crime	3,239	3,754	515	15.9%
Reportable Motor Vehicle Collisions	2,089	2,031	-58	-2.8%

*Notes:* \* Totals and percentages may not always add up due to rounding. \*\* Per cent change based on unrounded rates

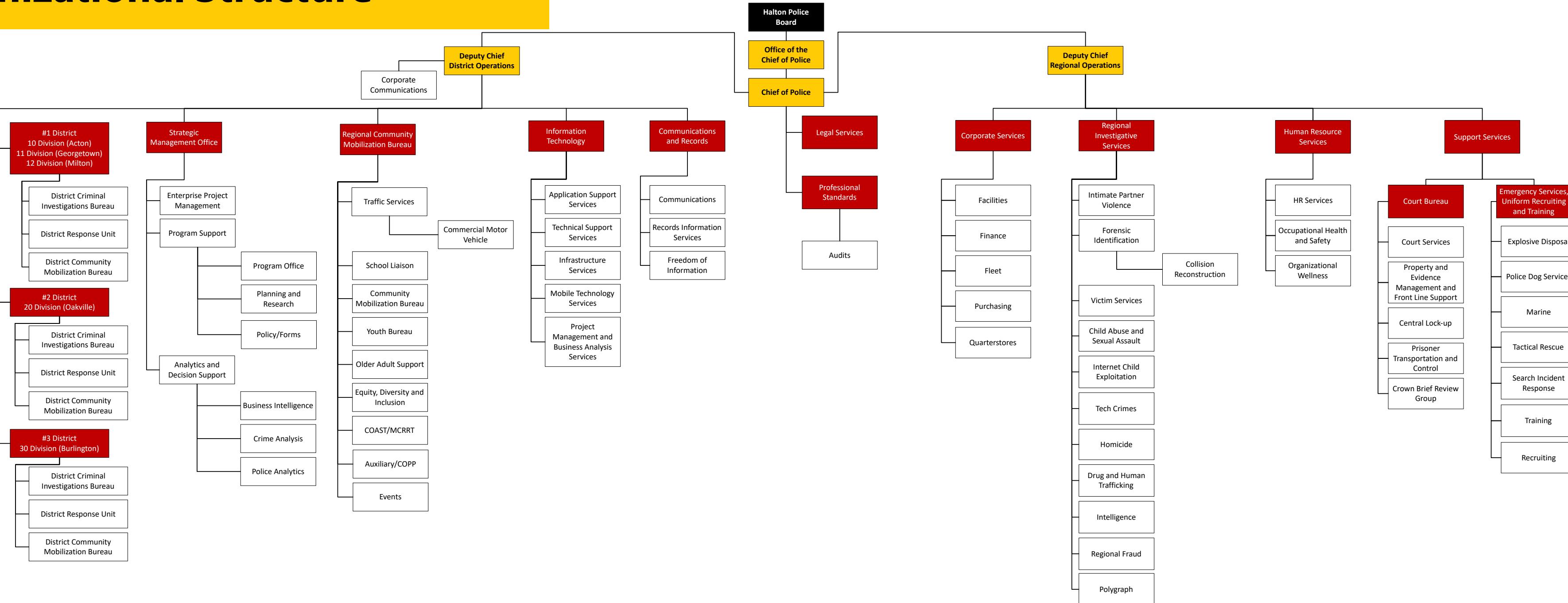
# Crime Stoppers

In its 32nd year, Crime Stoppers of Halton is an independent, non-profit, registered charity that helps solve crimes to keep our region safe by taking tips from anonymous sources. A tip is any information that you are aware of that might help law enforcement to either prevent or solve a crime. Countless criminals are brought to justice every year as a direct result of an anonymous tip from someone just like you. A tip can be about anything; drugs, theft, child abuse, human trafficking, terrorism, escaped criminals, and more. As a resident of Halton, you are encouraged to keep a watchful eye on your community and report suspicious activity. Your call is anonymous and the appropriate officials will investigate all tips. The information you provide may help save lives.



**"See Something? Hear Something? Know Something? Contact Crime Stoppers"**  
at 1-800-222-8477 (TIPS) or through the web at [www.haltoncrimestoppers.ca](http://www.haltoncrimestoppers.ca).

# Organizational Structure





**IN AN EMERGENCY, DIAL 9-1-1**



# Where to Find Us

## 1 District Georgetown (11 Division)

217 Guelph St.  
Georgetown, ON, L7G 4A8

905-825-4777  
905-878-5511

what3words:  
compiling.voluntary.tumble

## 1 District Milton (12 Division)

490 Childs Dr.  
Milton, ON, L9T 5G2

905-825-4777  
905-878-5511

what3words:  
unforced.gladly.married

## Regional Headquarters

2485 North Service Rd. W.  
Oakville, ON, L6M 3H8

905-825-4777

what3words:  
warped.edging.profiting

## 2 District Oakville (20 Division)

95 Oak Walk Dr.  
Oakville, ON, L6H 0G6

905-825-4777

what3words:  
verse.shorter.cheering

## 3 District Burlington (30 Division)

3800 Constable Henshaw Blvd.  
Burlington, ON, L7M 3Y2

905-825-4777

what3words:  
reuses.landlords.unifies

## TDD Contact

1-800-990-8199



opportunities

connection community transparency

leadership

volunteers

Safety Officers

continuous improvement

inclusion

justice

passion

Halton

empathy **barrier-free**

organizational wellness

consultation

prevention

**teamwork**

stakeholders

professionalism

cultural sensitivity

risk mitigation

future-proof

diversity

positive change

commitment

strategy

partnership

outreach

**initiative**

excellence

**emergency response**

duty

**respect**

lifesaving

dedication

technology

accountability

Halton

exemplary service

victim-Centric

**innovation**

civilians

engagement

**trust**

integrity

values

collaboration

first responders

vision

honour

sustainability

evidence-based

well-being

emerging issues