

Halton Regional Police Service

STRATEGIC PLAN 2020 - 2023

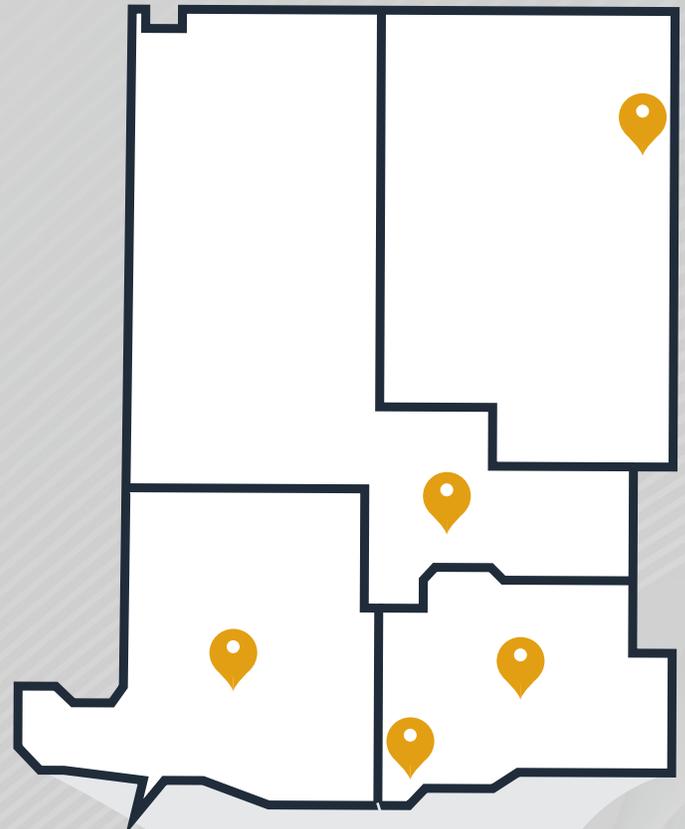


The Halton Regional Police Service contributes to the safety and well-being of approximately 600,000 residents in the Town of Milton, the Town of Halton Hills, the Town of Oakville and the City of Burlington. Working in partnership with the communities we serve, the Service delivers quality, cost-effective public safety and crime prevention services, as mandated by law. The Service is recognized as one of the leading police agencies in the areas of diversity and community safety and well-being initiatives, and is committed to ensuring that Halton Region is even safer tomorrow than it is today.

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Halton Region



HEROES IN LIFE
NOT DEATH



One Vision:

To be the leader in community safety and policing excellence.

One Mission:

To provide effective and efficient community-based policing.

One Team:

Exemplified through our collaboration and coordination with our community, our partners, and our employees.

One Vision, One Mission, One Team



Message from Halton Police Board Chair Rob Burton



The Board's Strategic Plan guides and directs the activities of the Halton Regional Police Services to meet the needs of our community in accordance with Provincial legislation.

The Board values the reputation of the Halton Police and the Board as leaders in community policing by consent as developed by Sir Robert Peel before he was Prime Minister of Great Britain nearly 200 years ago. Sir Robert, considered the father of modern policing, said, "The police should maintain a relationship with the public that gives reality to the historic traditions that the police are the public and the public are the police". The Board therefore consults widely with the public in creating each of its Strategic Plans.

Responding to community needs is the focal point of our policing initiatives. The Province of Ontario has legislated Municipalities and Police Services Boards and Police Services to expand the concept of community policing to include Community Safety and Well-Being. Each of the Themes and Goals in this document has been developed with this mandate in mind. This Plan is the main driver of our annual budgets. Publication of the Annual Report by the Halton Chief of Police provides detailed information on actions taken each year under this Strategic Plan to respond to the safety, security, and well-being of our Region and its residents.

Our Community Safety and Well-Being Plan was developed and refined in full cooperation with the Regional Municipality of Halton, a cooperative "upper-tier" municipal structure that allows the partner communities of Burlington, Halton Hills, Milton, and Oakville to provide effective and efficient regional services, such as policing. The central goal of Halton's Community Safety and Well-being Plan is to bring together all public and private agencies and services to improve the safety and well-being of our residents.

The importance of the Peel Principles of community policing by consent guides the work done by our Service. From recruiting and developing our members, working with all levels of government, our agencies and stakeholders, to responding to emerging trends and issues, we strive to maintain our ranking as Canada's most effective police service and Canada's safest place to live, work, raise a family and retire.

Mayor Rob Burton
Chairman



Vice-Chair and
Regional Councillor
Jeff Knoll



Provincial Appointee
Curt Allen



Reg. Council Appointee
Gary Burkett



Provincial Appointee
Donald Foster



Regional Councillor
Clark Somerville



Provincial Appointee
Jason Wadden



A Message to Our Community

Chief Stephen J. Tanner



It is our privilege to present the **Halton Regional Police Service 2020-2023 Strategic Plan**. This Plan sets out the strategic direction of the Service for the next four years to ensure that as an organization, we identify every opportunity to bolster the safety and well-being of each resident in Halton Region.

This document has been developed by the Halton Police Board through a consultative process with those we serve and will guide our organization throughout the lifespan of the Plan. Policing is very much a partnership, and we feel incredibly fortunate to serve such a consistently engaged community.

It continues to be my honour and privilege to lead your police service; those uniform and civilian members on our front lines and throughout our organization, who live and breathe our service values of *trust and respect, integrity, accountability, excellence, teamwork and justice*. We are proud of our collective accomplishments (many of which are outlined herein), particularly those which are borne from deliberate and thoughtful collaboration with our community partners.

The Region of Halton remains the safest large municipality in all of Canada. I am so very proud of the fact that our police service, comprised of over 1000+ dedicated women and men (sworn and civilian), lead all comparable police agencies across many performance measures, including but not limited to having the lowest crime rate, lowest crime severity index, lowest cost of policing per capita and the highest clearance rates of criminal incidents.

This Strategic Plan commits us to continued leadership in community safety. The Halton Regional Police Service will remain at the forefront of community policing by championing relationships with our diverse communities, and cultivating opportunities for innovation to ensure every resident of Halton is safer tomorrow than they are today.

A handwritten signature in black ink, appearing to be 'S. J. Tanner'.

Stephen J. Tanner
Chief of Police



Service Values

Underlying the pursuit of our goals is a commitment to our Service values:

Trust and Respect

Integrity

Accountability

Excellence

Teamwork

Justice

These are the common threads that are interwoven into our organizational fabric — based on our core philosophy of ***One Vision, One Mission, One Team*** — that permeate our corporate culture and all aspects of our conduct, including our community partnerships.

SERVICE VALUES



The Halton Police Board ('the Board') is a seven-member civilian Board that governs the Halton Regional Police Service. Under the *Police Services Act*, the Board is responsible for providing adequate and effective police services to the residents of Halton.

The *Ontario Police Services Act Adequacy and Effectiveness of Police Services* regulation states that every Police Services Board in the province shall prepare a business plan for its respective police service. The regulation further stipulates that the plan must address the objectives, core business and functions of the police service, including how it will provide adequate and effective policing services to the community. Recent legislation introduced by the Government of Ontario, "*Bill 68 Comprehensive Police Services Act 2019*" (yet to be proclaimed at the time of publication), requires that police services boards prepare and adopt a strategic plan once every four years.

In keeping with the requirements of these adequacy standards and the instruction contained within Bill 68, this Halton Regional Police Service 2020 – 2023 Strategic Plan has been developed in partnership and consultation with stakeholders throughout the community. Building on the successful process used during the development of previous business plans, this new Plan is rooted in input from the Halton Police Board, Halton Regional Police Service ('the Service'), and most importantly, the residents of Halton.

Feedback from stakeholders was received through a variety of channels, including public meetings held in each of the four local municipalities; community and employee surveys; and focus group sessions with the Halton Police Board, Service staff, participants of the Citizen Police Academy, Police Ethnic And Cultural Education (PEACE) and Youth in Policing Initiative (YIPI) programs, representatives of local school boards and private schools, high school students, representatives from our community safety and well-being partnerships, and with members of the Chief's Diversity Engagement Forum. All stakeholders who participated in the planning process made valuable contributions to the focus and direction of this Plan.

Through extensive consultation, the Service has been able to refine its Themes and Goals, resulting in a comprehensive list of four key priority areas and associated goals that will guide our activities through 2023. Departments within the Service will annually determine tasks, activities and key performance indicators that will address the Plan's Themes and Goals directly. Please note that the Goals associated with each Theme are not presented in any implied order of significance or action – the numbering of each is simply for ease of reference.

The Halton Police Board and the Halton Regional Police Service greatly appreciate the time and effort put into the preparation of this Plan by so many community participants and staff members. Your contributions have ensured that this Plan is not only reflective of the community's public safety priorities, it is also results-oriented and responsive to today's ever-changing environment.

To learn more about the Halton Regional Police Service, including employment opportunities and our community policing initiatives, please visit our website at www.haltonpolice.ca, follow [@HaltonPolice](https://twitter.com/HaltonPolice) on Twitter or like us on [Facebook](https://www.facebook.com/HaltonPolice).

Looking Back: 2017 – 2019 Corporate Business Plan

For the past three years, the members of the Halton Regional Police Service and the Halton Police Board have aligned their efforts with the Themes and Goals contained in the 2017 – 2019 Corporate Business Plan. The following are a selection of major accomplishments achieved as a result of those efforts:

Theme 1 – Community Safety and Well-Being

- Halton achieved the lowest overall crime rate and best Crime Severity Index of all comparable-sized communities in Ontario.
- Improved the Service’s crime clearance rates over the term of the Plan.
- In partnership with the Region of Halton, developed the first Community Safety and Well-Being Plan for Halton and its related framework was embedded in day-to-day operations.
- A Community Safety and Well-Being Officer was assigned full-time to establish and maintain community partner relations as it relates to Halton’s community safety and well-being. This position facilitates the Halton Situation Table, coordination of the Violent Threat Risk Assessment program, sits on numerous Community Safety & Well-Being Action Tables and assists with the mental health service delivery model of the Halton Regional Police Service.
- Undertook several successful targeted projects in response to identified crime trends and occurrences.
- Maintained the high community perception of personal safety (as reported in the 2019 Community Survey).
- Developed and executed numerous successful initiatives addressing personal safety and well-being, property security, and traffic law enforcement and education.



Theme 2 – Outreach and Collaboration

- The overwhelming majority (91 per cent) of the 2019 Halton Regional Police Service community survey respondents indicated that they were very satisfied or reasonably satisfied with the work of the Service.
- Partnered with the Region of Halton to spearhead the development of the Community Safety and Well-Being Plan, culminating in a symposium showcasing the Halton Community Safety and Well-Being journey and model on a provincial level. Over 800 people participated in Community Safety and Well-Being engagements.
- Hosted Diversity Engagement Table events to provide the opportunity for diversity leaders to meet with Senior Command staff to discuss current issues affecting their communities.
- Provided community stakeholders with information regarding the High School Liaison Officer program, Community Safety and Well-Being and our response to Mental Health, as well as comprehensive resources regarding new cannabis legislation that was introduced in 2018.
- Cultivated new relationships via Police Advisory Councils at Sheridan College and Humber College. These Councils allow our Recruiting Unit to share in the responsibility of shaping the Police Foundations, Criminal Justice and Law and Security programs at these institutions, in collaboration with faculty and student advisors.
- Developed the Retail Theft Strategy, a collaboration between the Halton Regional Police Service, Loss Prevention Officers and retail staff in the community. The focused efforts to improve the relationship between police and Loss Prevention Officers /security officers yielded increased trust and the development of a robust communication network between the stakeholders.
- Continued to strengthen communication with the community by leveraging a number of social media platforms.



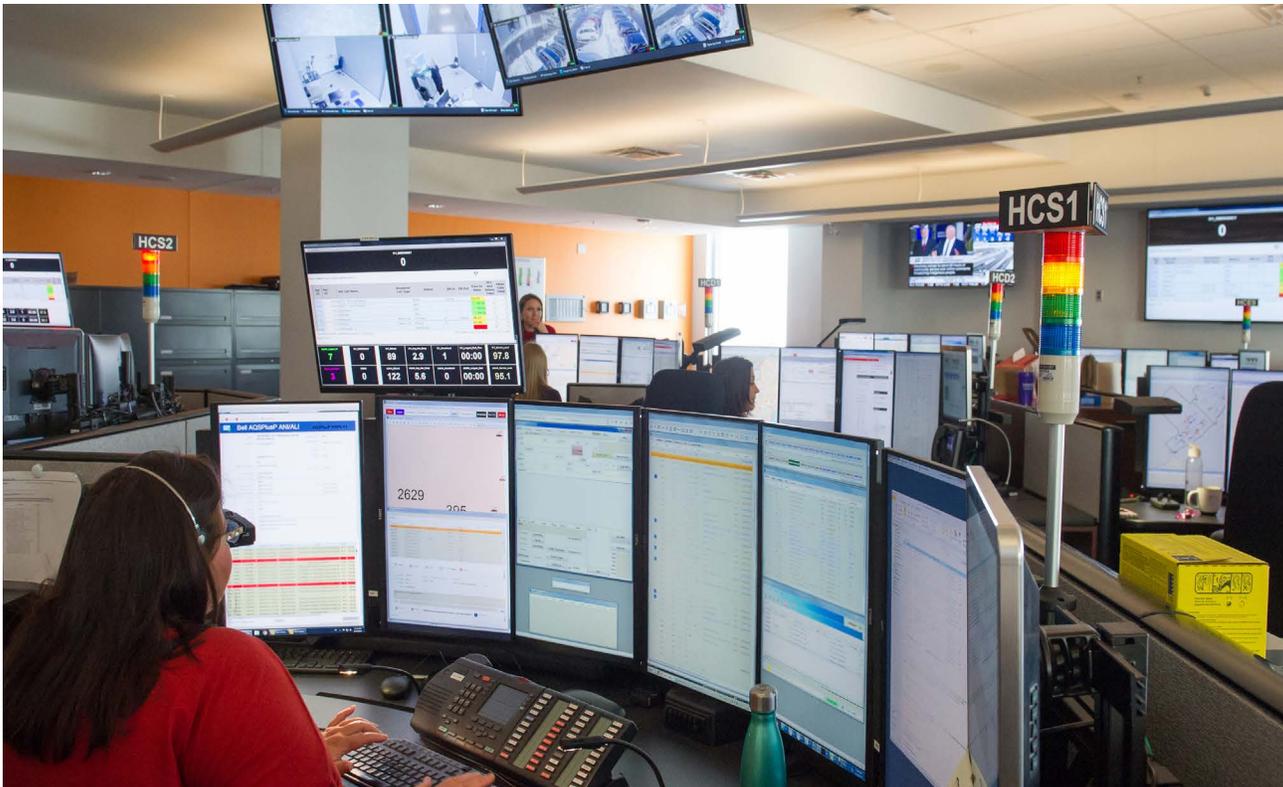
Theme 3 – Organizational Capacity

- Developed a Risk Mitigation Team responsible for locating wanted persons, conducting bail compliance checks and supporting District traffic enforcement.
- Added two new Mobile Command Units to the Service fleet that provide advanced technology to facilitate decision-making by Investigators and Incident Commanders during significant incidents.
- Opened the new Halton Regional Police Service Headquarters at 2485 North Service Road West, in Oakville. Advanced the site selection and initial land accumulation aspects of the District 1 consolidated police operations facility.
- Created the Cybercrime Investigative Support Unit to bolster our capacity to conduct computer and internet investigations. The Unit also collaborates with community stakeholders and external agencies to increase awareness of cybercrime prevention.
- Deployed Naloxone, an emergency treatment that temporarily reverses side effects from known or suspected opioid (fentanyl) overdoses, to all uniform officers and some specialized units at higher risk of exposure to opioids in the course of their duties.
- Provided Emergency Management training on hazardous materials and delivered evacuation planning sessions for all frontline officers.
- Opened the new 9-1-1 Communications Centre that contains completely new computer technology and radio infrastructure in order to receive calls for help from the public and to dispatch officers reliably and securely.



Theme 4 – Organizational Excellence

- Individual members of the Service, in addition to the Service as a whole, received a number of local, national and international awards recognizing policing excellence including the IACP/Cisco Community Policing Award.
- Maintained high levels of public satisfaction with the work and professionalism of the Halton Regional Police Service expressed by respondents to the 2019 Community Survey.
- Launched Project Lifesaver – a program that combines radio technology with a coordinated police response to assist in locating wandering and disoriented persons.
- Completed the construction of Canada’s first fully functional Public Safety Broadband Network. This data network permits first responders across the Region to have a reliable, secure, and high performance means of transmitting and receiving data wirelessly.
- Introduced Portable Radio GPS functionality providing the ability for our 9-1-1 Communicators to be able to track the whereabouts of on-duty Officers while out of their vehicles via their portable radios. This technology enhancement greatly improves safety for our officers.
- Launched the Automated Licence Plate Recognition program. The technology uses specialized cameras to capture images of licence plates and quickly compare them to a list of more than ten million suspect plates.
- Launched the Enterprise Governance Committee to prioritize and select projects aligning to the organization’s strategic goals.
- In partnership with the Canadian Centre for Diversity and Inclusion, the Halton Regional Police Service launched its first Diversity Census and Inclusion Survey.



Halton Region - Quick Facts¹

Halton's Growing Population



The Region's 2020 population is approximately 610,000 and is growing at more than double the provincial average.

- Halton is the fastest growing region in the GTHA.
- Halton's population is expected to grow to nearly 660,000 by 2023 and approximately 820,000 by 2031.
- Milton was the sixth fastest-growing municipality in Canada, increasing by 30.5 per cent between 2011 and 2016.



Between 2011 and 2016, Halton welcomed over 20,000 new Canadians from all over the world.

- Nearly half of newcomers came from five countries – China, India, Philippines, Pakistan and Egypt.
- Two-thirds of newcomers were admitted as economic immigrants.
- 27 per cent of newcomers were sponsored by family.
- 6 per cent of newcomers were admitted as refugees.

Inside Halton Homes



The average monthly rent paid by households in Halton is \$1,405.

- Over 37,000 Halton Residents live alone, more than ever before.
- Oakville has the highest percentage of residents living alone at 11 per cent, followed by Burlington at 7.9 per cent, Halton Hills at 7.6 per cent and Milton at 5.6 per cent.
- One in ten residents over the age of 20 live alone.



A quarter of Halton's population is a visible minority:

- Over 40 per cent of Milton's residents are a visible minority
- Over 30 per cent of Oakville's residents are a visible minority
- 16 per cent of Burlington residents are a visible minority
- 7.4 per cent of Halton Hills residents are a visible minority



17 per cent of residents speak a home language other than English or French.

- About 6 per cent speak both English and a foreign language, the most common being Mandarin.
- The top five foreign mother tongues spoken by Halton residents are Urdu, Arabic, Spanish, Mandarin and Polish.
- More than 7,000 Halton residents do not speak English or French, a 40 per cent increase since 2011



Halton Region is ranked first among the 49 Census Divisions in Ontario in respect to household income.

- Halton's average household income rose by 4.2 per cent to \$103,000 between 2005 and 2015.



Almost three-quarters of Halton residents between the ages of 25 - 64 years have obtained either college or university qualifications, far above the national average of 54 per cent.



Between 2006 and 2016, Halton's labour force grew from 247,000 to 303,000, with residents holding a variety of occupations:

- Sales and service: 22 per cent
- Business, finance and administration: 17 per cent
- Management: 16 per cent
- Social science, education, government service and religion: 12 per cent



Nearly 1 in 10 Halton residents were experiencing poverty in 2016.

- About 45 per cent of tenant households are facing housing affordability challenges in Halton.



There were 230 paramedic service calls for suspected opioid overdoses in 2019 across Halton.

- This is an increase from the 151 paramedic service calls for suspected opioid overdoses in 2018.
- Note: Changes over time may not necessarily reflect changes in the prevalence of opioid use; they could reflect factors such as changes in access to naloxone or awareness of the Good Samaritan Law. Some natural variation in the number of calls from year to year is also expected.

¹ Based on 2016 Census Data from Statistics Canada and from Community Development Halton, unless otherwise stated.



Halton Police - Key Indicators

- The crime rate in Halton has generally been declining since 1991 and remains near historic low values as of 2018, as reported by Statistics Canada.
- In 2018, Halton maintained its position of having the lowest Crime Severity Index (which measures the volume and seriousness of crime) of all Canadian municipalities with a population of 100,000 or more (52 in total) for the 14th straight year.
- Halton has the lowest cost per capita ratio of the twelve largest police services in Ontario ('Big 12').
- The number of calls for service handled by the Halton Regional Police Service averages over 150,000 per year.
- On average, close to 10,000 motor vehicle collisions are reported to the Halton Regional Police Service every year.
- The Service issues over 50,000 Provincial Offence Notices annually.
- Crime clearance rates have been steadily increasing over the past five years, indicating the police are solving more crimes.
- Halton has the lowest sworn staff and total staff per 100,000 population ratios of the twelve largest police services in Ontario.
- Approximately 30 per cent of the Service's employees are civilians.

When compared in 2018 to Ontario's 'Big 12' police services, Halton had:

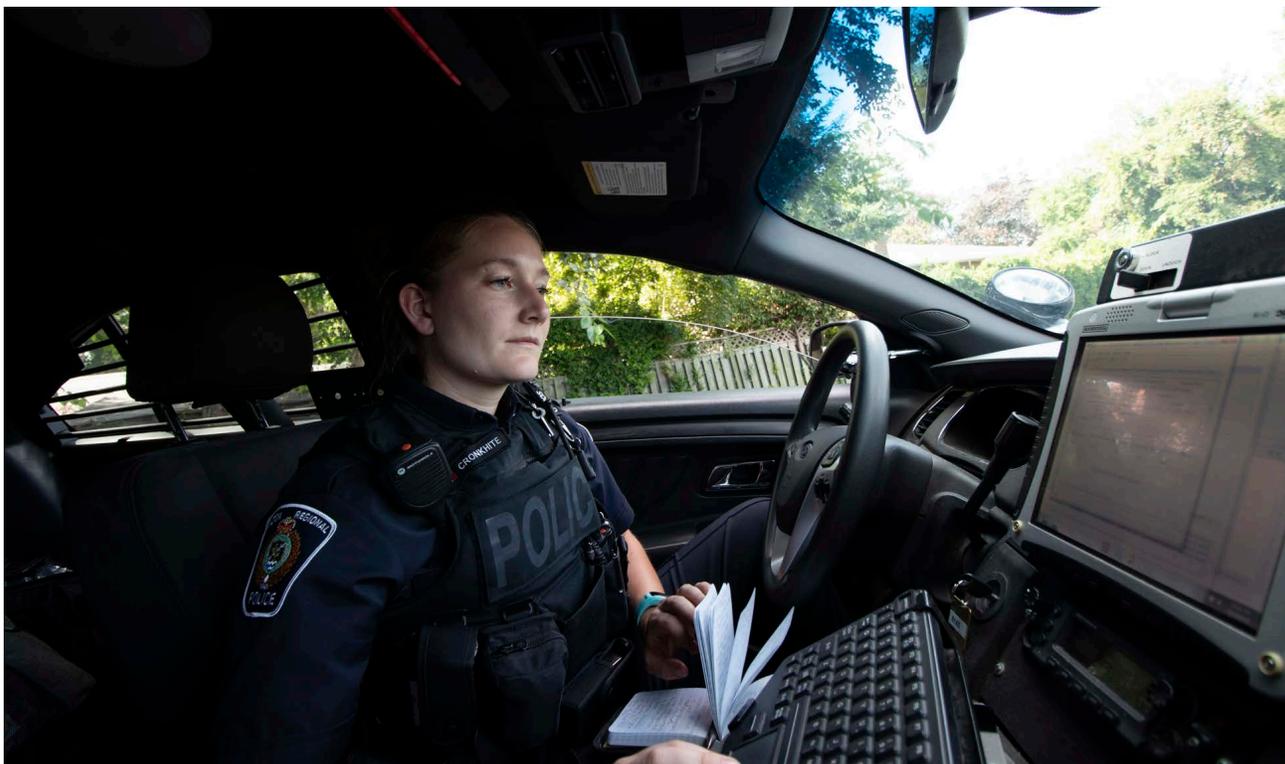
- ✓ The lowest Crime Severity Index for the 11th straight year
- ✓ The lowest Violent Crime Severity Index for the 11th straight year
- ✓ The lowest Non-Violent Crime Severity Index for the 11th straight year
- ✓ The lowest overall crime rate
- ✓ The lowest violent crime rate
- ✓ The lowest property crime rate
- ✓ The highest Weighted Clearance Rate (55.6 per cent) and maintained the highest value for this index for the 5th straight year

Sir Robert Peel's Principles of Law Enforcement

Sir Robert Peel is said to be the father of modern policing and in 1829 he created the Metropolitan Police in London, England. At that time, Peel set out his nine principles which, to this day, continue to define the ethical standards which make police effective. These nine principles (paraphrased below) have remained important ingredients for police success in democracies around the world.

The Halton Regional Police Service continues to embrace Sir Robert Peel's principles as they are a vital connection to the community we serve. Nearly two hundred years after their drafting, the Peel Principles are at the core of what we do and are echoed throughout the Themes and Goals contained within this Strategic Plan:

1. The basic mission for which the police exist is to prevent crime and disorder.
2. The ability of the police to perform their duties is dependent upon public approval of police actions.
3. Police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
4. The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
5. Police seek and preserve public favour not by catering to the public opinion but by constantly demonstrating absolute impartial service to the law.
6. Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient.
7. Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
8. Police should always direct their action strictly towards their functions and never appear to usurp the powers of the judiciary.
9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.



Community Safety and Well-Being

The ideal state of a sustainable community is where everyone is safe, has a sense of belonging, has 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 needed to partner with external human service providers to address more complex issues impacting safety and well-being.

Anti-social behaviours are rooted in 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 Region 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.

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 our policing philosophy by including proactive measures of intervention, known as the four pillars of community safety and well-being.



Community Safety and Well-Being Planning

Multi-sector, collaborative efforts to 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.

Framework for Community Safety and Well-Being

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.



Community Survey

In July 2019, the Halton Regional Police Service distributed a survey to gauge the opinions of residents on policing matters. Survey recipients were asked questions relating to their experience with the Service, perceptions of crime in their community, feelings of safety, and police priorities.

Five hundred and fifty (550) responses were received and incorporated into a database for summary and analysis. This represents a response rate of 22 per cent, a value in line with previous community surveys conducted by the Service. Survey results were used to inform the development of the 2020-2023 Strategic Plan.

The following are the most significant findings:

- The top five community concerns identified by respondents were (in order): aggressive/careless driving, distracted driving, residential break-ins, theft from vehicles, and vandalism. This list is similar to the top five from 2016.
- Building on the identification of traffic issues as being a major concern of Halton's residents in prior surveys, this latest survey asked respondents to identify the three most serious traffic problems they encounter. Distracted driving topped the list for the second survey in a row, indicating how significant a concern it is for the public. Other traffic concerns of significance included aggressive driving and speeding.
- Halton residents consider themselves to be generally safe from crime with 96 per cent expressing confidence in their personal safety. Despite this result, the 2019 survey indicated that Halton's residents are feeling more fearful of all crime types than in previous years. The primary fear was being involved in a traffic collision caused by a distracted driver.
- Approximately 23 per cent of respondents felt that crimes against Canadian newcomers and members of diverse communities are a problem in Halton (up from approximately 10 per cent respectively in 2016). Nearly 43 per cent of respondents said that they felt crimes against seniors were a problem too (up by 10 per cent from 2016).
- Ninety-four per cent (94 per cent) of respondents expressing an opinion, believe the Halton Regional Police Service is honest and fair; 94 per cent believe members are courteous and polite; 92 per cent think members have a caring attitude; and 94 per cent believe Halton Regional Police Service members respect human rights.
- The survey included a number of questions crafted by the Canadian Association of Chiefs of Police to allow for direct comparisons of public attitudes towards policing across Canada. Results indicated that 86 per cent of Halton residents believe that the Halton Regional Police Service is doing a "good or excellent" job, compared to 72 per cent for police services in general across Canada.
- The final opinion-based question of the 2019 Survey measured Halton residents' satisfaction with the work of the Halton Regional Police Service. Ninety-one per cent (91 per cent) of respondents indicated that they were very satisfied or reasonably satisfied, 6 per cent offered no opinion and 3 per cent were reasonably dissatisfied or very dissatisfied.



Resource Planning

Halton continues to grow at a significant pace and employee hiring rates are closely related to population increases. Hiring numbers are determined through departmental-level reviews conducted during each budget cycle. Resource needs are assessed based on current and anticipated demands for the following year. Consideration is given to changing police service requirements through legislation, shifting population and demographic profiles of the communities served, changes in criminal activity and associated workload, and the resources required to achieve each department's strategic objectives for the following year. These, in turn, are linked to the Themes and Goals found within the Halton Regional Police Service Strategic Plan.

Staff deployment is a key consideration during the budget planning process. Needs change from year to year and a fluid system of personnel deployment is in place in Halton. Resource analysis tools are utilized to ensure staff deployment is optimized to minimize response times, maximize staffing efficiency, and to respond to changing crime trends. Staffing needs are assessed continuously throughout the year and adjustments are made when warranted.

Recruitment

Our team of over 1,000 sworn, civilian and volunteer members have been purposefully selected and trained to serve our diverse and growing community.

We hire the best because our residents deserve the best.

Keeping Halton the safest regional municipality in Canada is a collaborative effort involving frontline officers, investigators, support staff and technical experts all working as ONE TEAM.

If you are driven to perform and have what it takes, there are many ways you can contribute to our vision and mission.

Be yourself while being one of us.

To learn more about our uniform and civilian job opportunities, visit us at www.haltonpolice.ca/joinus.



Police Facilities

The Halton Regional Police Facility Plan is a comprehensive master facility plan derived from individual facilities needs assessment and feasibility studies. The current iteration of the Facility Plan, received by the Halton Police Board in 2014, 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 Facilities Plan is provided to the Halton Police Board.

The Facilities Plan is guided by key fundamental themes:

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

During the last business plan cycle, two major facilities projects were advanced:

- The new Police Headquarters was completed and opened to the public in September 2018. The new facility considers growth requirements for 25 years and includes several new state-of-the-art spaces for training, forensics and property / evidence management.
- Building on the findings from the 2015 District 1 Facility Plan, site selection was completed at the end of 2019 allowing for the District 1 facility project to move to the detailed design stage. This includes the development of a full financing plan to support the construction of the proposed building. With the completion of the District 1 Facility, the Service will have modernized police facilities within all Districts to support the Service's commitment to community safety and well-being and policing service delivery.

A new major initiative the Service will undertake during the term of this Strategic Plan is a full update to the Facility Plan to align with the pending Regional population forecasts to 2041.

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.



Information Technology

The mandate of the Halton Regional Police Service's Information Technology Department is to ensure that sworn and civilian staff have accurate, reliable, secure and timely access to technology infrastructure, information and voice radio communications. This is accomplished through effective engagement with vendors and efficient alignment of resources.

In support of the Themes and Goals of the previous Corporate Business Plan and to fulfil the Service's commitment to the people of Halton, the Information Technology Department:

- Commissioned a new Headquarters facility with new 9-1-1 Communications Centre and secure data centre;
- Worked with government and industry to further Next Generation 9-1-1 (NG911) standards and implementation;
- Implemented a Region-wide Public Safety wireless broadband data and voice system for Police, Fire Departments, and secondary and tertiary partners – the first of its kind in Canada;
- Undertook continued enhancements to the Service's state-of-the-art digital P25 voice radio system
- Further enabled mobile technology;
- Implemented and supported key departmental administrative systems within the Service;
- Conducted research and development in areas of emerging technology, including artificial intelligence, and mobile data communications; and
- Enhanced officer and community safety with the development of frontline portable radio location services.

Ongoing technology enhancements, research and development, and infrastructure support will play key roles in ensuring that the Service continues to meet Halton's fast growth and readily changing needs now, and in the future.

As such, and in support of this 2020-2023 Strategic Plan, the Information Technology Department will focus on the following initiatives and projects:

- Upgrading the Service's Computer Aided Dispatch (CAD) system;
- Implementation of CRTC mandated Next Generation 9-1-1 technologies;
- Leveraging and developing mobile technologies to boost Community Safety and Well-Being and the efficiency of the frontline;
- Implementing collaborative technologies that improve interoperability among First Responders – within the Region and with First Responders in neighbouring regions;
- Expansion of service to the Regional Public Safety Broadband Network (PSBN) wireless system;
- Ensuring the security, stability, fault tolerance and performance of current and future systems;
- Delivering key administrative systems and enhancements to existing systems to support the cost effective and efficient operation of the Service; and
- Evaluating and leveraging appropriate technology to support the Service's ability to serve the residents of Halton.



Theme 1 - Community Safety and Well-Being

Goals:

1. Ensure that Halton maintains the lowest overall crime rate and Crime Severity Index of any comparable-sized community in Canada.
2. Deter criminal activity and maximize crime clearance rates — strengthen crime prevention, enhance community policing and safety initiatives, and relentlessly pursue criminals.
3. Demonstrate continued leadership in delivering our part of Halton’s Community Safety and Well-Being Plan — act on the key principles and embed the four cornerstones of the Plan in daily operations: Incident Response, Risk Intervention, Prevention, and Social Development.
4. Focus on the Service’s Community Safety and Well-Being Plan priorities and the key concerns of the community:
 - a. Crime trends (e.g. illegal drugs, human trafficking, Intimate Partner Violence, property crime, hate crimes and incidents, technology-based crimes);
 - b. Traffic safety and enforcement (e.g. distracted driving, speeding, school zone violations, commercial vehicle infractions);
 - c. Equity and inclusion for all citizens and communities in Halton; and
 - d. Mental health and addiction, including upstream intervention — referrals and education, crisis response and de-escalation.
5. Engage and mobilize the community, including our Community Safety and Well-Being partners, citizens and others, to collaboratively share responsibility for keeping Halton safe.
6. Collaborate with first response agencies and other community service providers to plan for significant events and emergencies.



Theme 2 - Outreach and Collaboration

Goals:

1. Further enhance trust/confidence in the Halton Regional Police Service and strengthen awareness of the value and importance of Police Services Board civilian governance.
2. Maximize community engagement and dialogue, including a greater emphasis on electronic and social media.
3. Strengthen relationships with the full diversity of Halton's communities to improve mutual understanding/respect, collaboration and communication.
4. Ensure greater youth engagement and maximize understanding and trust of police (including in-school programs, social media, and innovative youth-focused initiatives).
5. Showcase and promote community safety and well-being success stories and related Halton Regional Police Service programs, publications and services — helping those who live, work and play in Halton to feel safer.
6. Ensure the best and most effective use of police resources - define and clearly communicate the areas for which the Service is responsible.



Theme 3 - Capability and Engagement

Goals:

1. Ensure that all employees are well-trained and well-equipped, and that our commitment to the support of frontline services remains paramount.
2. Emphasize employee health, safety and wellness — both physical and mental.
3. Maximize the effectiveness and efficiency of the organization by:
 - a. Working effectively with community and municipal partners;
 - b. Purposefully harnessing technology and maximizing innovation;
 - c. Enhancing the use of police analytics and evidence-based policing; and
 - d. Ensuring that necessary police resources are available through accountable fiscal planning and sustainable funding.
4. Create and explore innovative opportunities to bolster service delivery and maximize strategic business initiatives.
5. Embrace human resource best practices in support of employee recruitment/retention, diversity and inclusion, career development, succession planning, and performance management.
6. Maximize employee engagement, communication and teamwork, including enhanced understanding of the Service and its initiatives, and support for organizational goals.



Theme 4 - Leadership and Excellence

Goals:

1. Ensure that the Service demonstrates the highest levels of ethical and professional standards.
2. Ensure that our Service culture reflects our Values and emphasizes openness, accountability, respect, authentic inclusion, responsibility, relationships and results.
3. Be the leader in identifying and successfully implementing innovative policing practices — meet or exceed all provincially mandated requirements.
4. Ensure that our Service is an employer of choice, a desirable place to work for both sworn and civilian members and is increasingly representative of Halton's population.
5. Strengthen employee motivation and foster a sense of pride, high job satisfaction, and a belief in the value of individual and team contribution.
6. Increase employee volunteerism that furthers community and organizational goals.
7. Demonstrate environmental stewardship and sustainability.



Halton Regional Police Service

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