



Policy A-01

Strategic Planning

Purpose

1. The Strategic Plan describes how the Board will ensure the provision of adequate and effective policing in the Region. It assigns tangible results to be achieved by the Service, and in doing so orients the entire Service towards attainment of those results. As well, it focusses the managerial decisions regarding the planning, equipment, training, deployment and supervision necessary to attain those results.
2. The Strategic Plan shall be grounded in the Board's assessment of the Community's needs, values and expectations regarding policing in Halton Region.
3. The Strategic Planning process shall be led by the Chief Governance Officer (CGO), on the Board's behalf. Independent third-party assistance will be engaged to the extent practical. The Chief of Police shall support and participate in the planning process, including the provision of information and the development of supporting action plans.
4. The Strategic Plan shall be the primary foundation for performance evaluation of the Service, and performance evaluation of the executive leaders.
5. The Board has overall authority over the planning process and the resultant Strategic Plan. Costs associated with the development of the Strategic Plan will be borne under the Board's Governance Budget. The Board reserves the right to adjust the Strategic Planning Process, and/or the Strategic Plan, at any time for any reason.

Requirements.

6. **Plan Components**. The Strategic Plan will address:
 - 6.1 objectives, priorities and core functions of the police service;
 - 6.2 results of an environmental scan;
 - 6.3 consultation views, and how they are reflected in the Strategic Plan;



- 6.4 quantitative and qualitative performance objectives and indicators of outcomes relating to:
- a. the provision of community-based crime prevention initiatives, community patrol and criminal investigation services,
 - b. community satisfaction with the policing provided,
 - c. emergency calls for service,
 - d. violent crime and clearance rates for violent crime,
 - e. property crime and clearance rates for property crime,
 - f. youth crime and clearance rates for youth crime,
 - g. police assistance to victims of crime and re-victimization rates,
 - h. interactions with members of racialized groups,
 - i. interactions with members of First Nation, Inuit and Métis communities, and
 - j. road safety
- 6.5 Interactions with:
- a. youth,
 - b. members of racialized groups and First Nation, Inuit and Métis communities, and
 - c. persons who appear to have a mental health condition; and
- 6.6 information technology, resource planning, and police facilities.
7. **Environmental Scan.** Trends and risks nationally, GTHA-regionally and locally shall be identified, in consultation as necessary with national, provincial and municipal police governing authorities/representatives.
8. **Consultations.** In preparing or revising the strategic plan, the Board shall solicit the input of the following public entities:
- 8.1 The Chief of Police
 - 8.2 Regional Council and the Municipal Councils of Burlington and the towns of Oakville, Milton, and Halton Hills;
 - 8.3 the band councils of First Nations in Halton Region;
 - 8.4 groups representing diverse communities in Halton Region;



- 8.5 Halton District School Board, Halton Catholic District School Board, and Halton French Catholic School Board, Conseil scolaire Viamonde, and MonAvenir Catholic School Board;
 - 8.6 community organizations, businesses and members of the public in Halton Region; and
 - 8.7 Any subject matter experts it deems necessary.
9. The Strategic Plan shall provide an overview of the public consultations conducted and describe how the needs and concerns regarding policing identified during the consultations are addressed by the Strategic Plan.
 10. The Strategic Plan will also consider Halton Region's Community Safety and Well-being Plan.
 11. **Statistical Analysis**. Strategic Planning shall also consider past results. The Chief of Police shall provide sufficiently detailed statistical information for the past five years for the Service and each Big 12 comparator (as available), identifying major trends and any growing gaps, regarding:
 - 10.1 crime statistics;
 - 10.2 clearance rates;
 - 10.3 calls for service;
 - 10.4 cost per capita; and
 - 10.5 overall weighted crime rate.
 12. **Risk Assessment**. The Chief of Police will also prepare and provide a strategic Risk Assessment regarding major risks facing the Region in the next five years.
 13. **Action Planning**. While the CGO will coordinate determination of the Board's strategic priorities and results-based objectives for policing, the Chief will develop the action plans required to achieve those results-based objectives.



14. **Plan Layout.** The general layout of the Strategic Plan shall be:
 - 13.1 cover
 - 13.2 letter from the Chair
 - 13.3 letter from the Chief
 - 13.4 Table of Contents
 - 13.5 Executive Summary
 - 13.6 Planning Process (including statistics, surveys and how the needs and concerns expressed in focus groups and interviews are addressed in the Strategic Plan)
 - 13.7 Priorities, Objectives and Action Plans

15. **Plan Communication.** The CGO shall coordinate the inaugural public release of the Strategic Plan.

16. **Plan Implementation.** Unless specifically directed otherwise, implementation of all aspects of the Strategic Plan is assigned to the Chief of Police.

Monitoring and Reporting Requirements

17. The CGO shall prepare and submit the planning-related decision reports in accordance with G-07 Governance Calendar.
18. The Chief shall prepare and submit the status of Plan Implementation as part of the HRPS Performance reports in accordance with G-07 Governance Calendar.
19. The Board's Annual Report to the public will feature prominently the status of implementation of the Strategic Plan.



References:

CSPA 2019 s39

HPB Policy G-07 Governance Calendar

HPB Policy A-04 Annual Report