



**HALTON  
POLICE  
BOARD**  
EXCELLENCE IN GOVERNANCE

# Halton Police Board Public Agenda

DATE - 9:00 a.m.

Community Room, Halton Police Headquarters

2485 North Service Road West

Oakville, Ontario



**HALTON  
POLICE  
BOARD**  
EXCELLENCE IN GOVERNANCE

## **Meeting Book - Halton Police Board Meeting - JUNE 25, 2026**

### **DATE, TIME**

#### **1. General**

- 1.1 Indigenous Land Acknowledgement
- 1.2 Regrets
- 1.3 Disclosure of Conflicts of Interest
- 1.4 Confirmation of Minutes of Meeting 05-26 held Thursday, May 28, 2026

#### **2. Presentations/Delegations**

- 2.1 - Crisis Intervention Coordinator – Victim Services Presentation
- 2.2 - Presentation of Electronic Storage Detection Canine – (Cache)

#### **3. Information Reports**

- 3.1 - New 1 District Facility – Quarterly Project Update
- 3.2 - Semi-Annual Complaints Statistical Report – Public/Internal – January 1-May 31, 2026
- 3.3 - Mid-Year Report on Community Safety, Wellbeing and Crime Prevention

#### **4. Provision of Adequate and Effective Policing**

- 4.1 - Annual Report 2025

#### **5. Recommendation Reports**

- 5.1 - Employee Engagement Survey

5.2 - Community Fund Applications  
To be distributed.

**6. Operational Verbal Updates**

**7. Action Registry**

7.1 Public Information Action Registry

**8. Receipt of Public Correspondence**

**9. New Business**

**10. Move Into Closed Session**

**11. Closed Session Report**

**12. Adjournment**



# Public Minutes

**MEETING NO.** P26-05

**DATE OF MEETING:** Thursday, May 28, 2026  
9:37 a.m.

**LOCATION:** James Harding Community Room, HRPS Headquarters

**MEMBERS PRESENT (in person):** Jeff Knoll (Chair)  
Nav Dhaliwal, Councillor Lisa Kearns, Ingrid Hann, Rod Dobson, Councillor Sameera Ali, Nadeem Akbar

**STAFF PRESENT:** Chief Stephen Tanner  
Deputy Chief, Roger Wilkie  
Kari Buzzelli, Chief Financial Officer  
Louise More, Executive Director of Human Resources  
Adam Woods, Acting Director of Information Technology  
Paul Foley, Inspector  
Fred Kaustinen, Chief Governance Officer  
Jessica Warren, Manager of Board Operations/ Board Secretary

## 1. GENERAL

### 1.2 Regrets

N/A

### 1.4 Disclosure of Conflict of Interest

N/A



**1.4 Confirmation of Minutes of Meeting P26-03 held Thursday, April 30, 2026**

Moved by: N. Akbar  
Seconded by: R. Dobson

*“THAT the Minutes of Meeting P26-04 held Thursday, April 30, 2026, be adopted as circulated.”*

Carried.

**2. PRESENTATIONS/DELEGATIONS**

**2.1 Councillor Jonathan McNeice - Victoria Day in Bronte**

Councillor McNeice thanked the Service for designating Victoria Day a major event in Bronte. He provided feedback for upcoming events.

**4. ADEQUATE AND EFFECTIVE POLICING**

**4.1 Significant Major Event Report**

Moved by: I. Hann  
Seconded by: S. Ali

*“THAT the memo “Significant Major Event Report” regarding policing Victoria Day be received for information.”*

Carried

**2. PRESENTATIONS/DELEGATIONS**

**2.2 Real Time Operations Centre**

Moved by: S. Ali  
Seconded by: R. Dobson

*“THAT the Real Time Operations Centre presentation be received.”*



Carried.

**5. RECOMMENDATION REPORTS**

**3. INFORMATION REPORTS**

**3.1 Financial Report and Forecast – First Quarter 2026**

**3.2 Semi-Annual Grant Agreements Execution Report**

Moved by: L. Kearns

Seconded by: R. Dobson

*“THAT Items 3.1 and 3.2 on the Information Reports agenda be received for information.”*

Carried.

**3.3 2025 Annual Report**

Moved by: L. Kearns

Seconded by: R. Dobson

*“THAT the 2025 Annual Report be received and approve for distribution; and*

*THAT the Board file the report with the Regional Municipality of Halton; and*

*THAT the Service be directed to work with Board and Board staff to refine Annual Report expectations for the 2026 Annual Report; and*

*THAT the Service provide a report to the Board at its June 2026 meeting outlining the manner in which the Annual Report demonstrates compliance with the 2024–2027 Strategic Plan.”*

Carried.

**5. RECOMMENDATION REPORTS**

**5.1 Limited Tendering – Motorola Critical Connect Licences Renewal**



Moved by: N. Dhaliwal  
Seconded by: S. Ali

*“That the Halton Police Board approve a limited tendering award with Motorola Solutions Inc. to renew Critical Connect licenses for thirty-six month (36) for an amount not to exceed \$372,314.88 (inclusive of net tax and a confidential contingency).”*

Carried.

### **5.2 Limited Tender – Kyzach Inc. – 1 District Project Management Services**

Moved by: S. Ali  
Seconded by: R. Dobson

*“That the Halton Police Board approve a limited tender contract extension with Kyzach Inc. for an additional (1) one-year term for professional project management services to support the new 1 District building technology implementation and backup data centre commissioning to enhance disaster recovery capabilities, with a total contract value of \$299,879 (including disbursements and HST).”*

Carried

### **5.3 Real Time Operations Centre and Community Safety Alliance**

Moved by: L. Kearns  
Seconded by: N. Dhaliwal

*“That the Halton Police Board approve the Service’s establishment of a Community Safety Alliance including representation from the Region of Halton, local municipalities and other external stakeholders. The Community Safety Alliance would provide unified governance, administrative and logistical oversight for a network of CCTV/ALPR cameras deployed throughout the region.”*

Carried



#### **5.4 Community Fund Committee Recommendations - April 30, 2026**

Moved by: S. Ali

Seconded by: N. Akbar

*“THAT the application from Halton Agricultural Society be approved in the amount of \$5,000; and*

*THAT the application from Milton Canada Day be approved in the amount of \$10,000; and*

*THAT the application from Rotary Club of Oakville Trafalgar Foundation Inc. and the Lions Club of Oakville be approved in the amount of \$10,000.”*

*N. Dhaliwal abstained from the vote.*

*TIED, LOST on a recorded vote:*

*Yeas: S. Ali, N. Akbar, J. Knoll*

*Nays: R. Dobson, L. Kearns, I. Hann*

*The Board recessed from 11:15-11:30 a.m.*

Moved by: L. Kearns

Seconded by: R. Dobson

*“THAT the motion be referred to the Board pending Community Fund Policy revisions regarding pay duty for events.”*

*N. Dhaliwal abstained from the vote.*

*TIED, LOST on a recorded vote:*

*Yeas: S. Ali, N. Akbar, J. Knoll*

*Nays: R. Dobson, L. Kearns, I. Hann*

*The Board recessed from 11:37- 12:37*



Moved by: S. Ali  
Seconded by: N. Akbar

*“THAT the Board and Service jointly explore pay duty requirements for non-profit organizations and alternative cost sharing options.”*

Carried.

Moved by: N. Dhaliwal  
Seconded by: I. Hann

*“THAT the Board approve the recommendations of the May 14, 2026 meeting of the Community Fund Committee; as follows:*

- a. THAT the application from the PRIDE Halton be approved in the amount of \$10,000;*
- b. THAT the application from ISOKO Heritage and Development Association of Canada the amount of \$9,850;*
- c. THAT the application from African Caribbean Council of Halton be approved in the amount of \$10,000;*
- d. THAT the application from Council of African Professionals (CAP) be approved in the amount of \$10,000;*
- e. THAT the application from Dare to be Youth Charity be approved in the amount of \$10,000;*
- f. THAT the application from St. Lukes Church be approved in the amount of \$10,000.”*

Carried.

- g. THAT the application from Halton Agricultural Society be denied; and*
- h. THAT the application from Milton Canada Day be denied; and*
- i. THAT the application from Rotary Club of Oakville Trafalgar Foundation Inc. and the Lions Club of Oakville be denied.*

Carried.

Moved by: N. Dhaliwal  
Seconded by: N. Akbar

*“THAT the Community Fund Committee be paused pending Policy revisions approved by the Board; and*



*THAT all current and future Community Fund applications be referred directly to the Board for review and decision; and  
THAT Community Fund applications be placed on the Board's agenda for review on a monthly basis, when applications have been received; and  
AND THAT staff be directed to update any related procedures, forms, or public-facing materials as necessary to reflect this revised process."*

Carried.

### **5.5 Request for Proposal - New Halton Police Board Website**

Moved by: R. Dobson  
Seconded by: L. Kearns

*"THAT the Board formally approve the issuance of a Request for Proposal (RFP) for the development of a new Halton Police Board website; and*

*THAT Board staff collaborate with Halton Regional Police Service (HRPS) staff to ensure the RFP is posted on the Bids and Tenders Portal in accordance with procurement policies and procedures."*

Carried.

## **6. OPERATIONAL VERBAL UPDATES**

- N/A

## **7. ACTION REGISTRY**

### **7 Public Information Action Registry**

Moved by: L. Kearns  
Seconded by: I. Hann

*"THAT the updated Public Information Action Registry be received and updated."*

Carried.

## **8. RECEIPT OF PUBLIC CORRESPONDENCE**



N/A

**9. NEW BUSINESS**

N/A

**10. MOVE INTO CLOSED SESSION**

Moved by: R. Dobson  
Seconded by: I. Hann

*"THAT the Board do now convene into closed session."*

Carried.

**11. CLOSED SESSION REPORT**

The Chair reported that during the closed session, the Board considered matters pertaining to identifiable individuals, and information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record

**12. ADJOURNMENT**

Moved by: L. Kearns  
Seconded by: R. Dobson

*"THAT the Halton Police Board do now adjourn this meeting."*

Carried.

The meeting adjourned at 2:15 p.m.

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Jeff Knoll  
Chair

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Jessica Warren  
Board Secretary



# Halton Regional Police Service Public Agenda Information Report

**To:** Chair and Police Board Members

**From:** Chief Stephen J. Tanner

**Subject:** NEW 1 DISTRICT FACILITY - QUARTERLY PROJECT UPDATE

**Report #:** P26-06-I-01

**Date:** June 25, 2026

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## **INTRODUCTION AND BACKGROUND:**

As of June 2026, the construction project has been completed and is entering the standard warranty period. Legal occupancy was achieved on June 10, 2026. The contractual milestone of Ready for Takeover will be achieved upon successful receipt and review of the as-built drawings and Operations and Maintenance (O&M) documentation.

As a ceremonial milestone marking the completion of construction, a ribbon-cutting ceremony is scheduled for June 30, 2026.

Staff continue to actively prepare for move in, with furniture and locker installations now complete. Critical telecommunications data services were installed in late May, enabling the sequential deployment activities of the various IT vendors responsible for installing and configuring the HRPS network infrastructure required to support policing operations. Due to the delayed installation of telecommunications data services, move in to the facility will be deferred until all network infrastructure has been fully installed, configured, and successfully tested.

With construction now complete, this will be the final quarterly update report to the Board for this project.

**SITE IMAGES:**



South East Aerial, Site overview from Hornby Road Entrance – June 9, 2026



Main floor, Public Lobby – June 10, 2026



Detention Area Corridor, June 1, 2026

**OVERALL PROJECT “HEALTH”:**

As of June 2026, the project remains within the approved budget. Construction is now complete, and Staff continue to undertake the activities required to prepare the facility for move in and full operations. The opening date will be provided to the Board through regular updates once it has been confirmed.

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**Stephen J. Tanner**  
Chief of Police

:KB/MMcM



# Halton Regional Police Service Public Agenda Information Report

**To:** Chair and Board Members

**From:** Chief Stephen J. Tanner

**Subject:** SEMI-ANNUAL COMPLAINTS STATISTICAL REPORT – PUBLIC/INTERNAL  
JANUARY 1 – MAY 31, 2026

**Report #:** P-26-06-I-02

**Date:** June 25, 2026

## INTRODUCTION AND BACKGROUND:

The following is a statistical summary of the complaints received during the first five months of the year 2026 as prepared by the Professional Standards Bureau.

### Public Complaints

Members of the public who have a complaint regarding conduct of Police Officers must file their complaint with the Law Enforcement Complaints Agency (LECA).

<b>Table 1 - Summary – Halton Related Public Complaints filed with LECA</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026 YTD</b>
<b>Total complaints (Total Lines 1, 2, 3, 4)</b>		<b>119</b>	<b>122</b>	<b>170</b>	<b>87</b>
Line 1	<b>Not accepted (no action taken)<sup>1</sup></b>	<b>67</b>	<b>77</b>	<b>119</b>	<b>53</b>
Line 2	<b>Retained by LECA<sup>2</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Line 3	<b>Referred to another Service by LECA<sup>3</sup></b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>1</b>
Line 4	<b>Referred to our Service</b>	<b>50</b>	<b>43</b>	<b>46</b>	<b>33</b>
Line 5	• Conduct - <i>Refer to Table 2</i>	51	38	49	33
Line 6	• Policy/Service – <i>Refer to Table 4</i>	1	7	2	1

<sup>1</sup> Made too late; frivolous, vexatious, bad faith; dealt with under another Act; not in the public interest; no direct effect on complainant

<sup>2</sup> After investigation, LECA may deem the complaint to be unsubstantiated or, if based on reasonable grounds, there is misconduct or unsatisfactory work performance; the complaint shall be referred to the Service for disposition. Disposition is included in the “Disposition of Complaints” section. (See Table 2)

<sup>3</sup> The Chief of another Service is required to investigate the complaint and submit a written report to our Chief. Disposition is included in the “Disposition of Complaints” section. (See Table 2)

## Conduct Complaints

The following charts outline the disposition and any discipline imposed regarding the conduct complaints investigated by LECA, by another Service or by Halton Police.

<b>Table 2 - Disposition of All Conduct Complaints</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026 YTD</b>
<b>Total Number of Conduct Complaints (Line 5 of Table 1)</b>	51	38	49	<b>33</b>
Outstanding/Under Review	0	2	6	21
Unsubstantiated/Withdrawn/Terminated	41	29	24	7
Informal Resolution/Early Resolution	9	4	15	5
Substantiated	1	3	4	<b>0</b>
<b>Disposition of Substantiated Complaints</b>				
Awaiting Disposition	0	0	0	0
Informal Discipline	1	2	3	0
Formal Resolution/Discipline	0	2	1	<b>0</b>
Suspension without pay, forfeiture of time, reprimand, counselling, specific program	0	0	0	0
Dismissal; Resignation Accepted, Demotion	0	0	0	0
Resulting in Police Act or other charges laid	0	0	1	0

<b>Table 3 - Appeals of Conduct Complaint Decisions</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026 YTD</b>
<b>Appealed to LECA</b>	4	7	5	<b>1</b>
Outstanding/Under Review	0	2	2	1
Confirmed by LECA	4	5	2	0
Modified by LECA	0	0	1	0

### Policing Complaints:

The Inspectorate of Policing (IoP) is the new authority for Policing Complaints. In accordance with the Community Safety and Policing Act (CSPA), policing complaints (formerly policy/service complaints) must be reviewed by the Chief whose written disposition must be submitted to the complainant, IoP and the Police Board.

Within 30 days of receiving the Chief's written report, a complainant may request a review by the Board of the Chief's decision.

<b>Table 4 - Requests for Review of Chief's Decision</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026 YTD</b>
<b>Total Number of Policing Complaints</b>	<b>1</b>	<b>7</b>	<b>2</b>	<b>1</b>
<b>Requests to the Police Services Board for Review</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
Outstanding/Under Review	0	0	1	1
No action taken by the Board	0	2	0	0
Action taken by the Board	0	0	0	0

**Special Investigations Unit (SIU) Investigations**

<b>Table 5 - Special Investigations Unit Investigations</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026 YTD</b>
Investigations Commenced by SIU	12	10	15	3
Outstanding	0	0	2	2
Concluded with No Action Taken	12	10	13	1
Concluded with Criminal Charges Laid	0	0	0	0

**Chief’s Internal Conduct Complaints**

Table 6 provides a summary of internal complaints initiated by the Chief of Police regarding the conduct of a Police Officer.

<b>Table 6 - Summary - Internal Complaints</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026 YTD</b>
Line 1	<b>Total Internal Chief’s Complaints</b>	<b>9</b>	<b>28</b>	<b>18</b>	<b>6</b>
Line 2	Still Outstanding/under Investigation	0	3	5	4
Line 3	Referred to another Chief for investigation <sup>4</sup>	0	1	1	0
Line 4	Completed/disposed – Refer to Table 7	9	25	13	2

The following charts outline the disposition and any discipline imposed regarding the Chief’s Internal Conduct Complaints.

<b>Table 7 - Disposition of Chief’s Internal Conduct Complaints</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026 YTD</b>
<b>Total Number of Internal Complaints Completed/Disposed (Line 4 of Table 6)</b>		9	25	13	2
Unsubstantiated		1	8	6	0
Substantiated		8	17	7	2
<b>Substantiated Complaints</b>					
Awaiting Discipline Disposition		0	0	0	0
Informal Discipline		6	11	1	1
Formal Discipline		2	6	6	1
Suspension without pay, forfeiture of time, reprimand, counselling, specific program		1	0	3	1
Dismissal; Resignation Accepted, Demotion		1	6	3	0
Resulting in CSPA or other charges laid		0	0	4	1
Withdrawn or Resolved prior to hearing		0	1	4	0

<sup>4</sup> The Chief is required to seek Board approval prior to referring a complaint to the Chief of another Service to investigate.

<b>Table 8 – Appeals of Chief’s Internal Conduct Complaint Decisions</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026 YTD</b>
<b>Appealed to LECA</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
Outstanding/Under Review	0	0	0	0
Confirmed by LECA	0	0	0	0
Modified by LECA	0	1	0	0

Workplace Violence and Harassment Investigations

<b>Table 9 - Workplace Violence and Harassment Investigations</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026 YTD</b>
<b>Total Number of Complaints filed by employees this period</b>	<b>7</b>	<b>4</b>	<b>5</b>	<b>1</b>
<b>Total Complaints Still Outstanding</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>
<b>Disposition</b>				
Unsubstantiated	3	3	1	0
Informal Resolution	4	0	1	0
Formal Resolution	0	1	1	0




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**Stephen J. Tanner**  
**Chief of Police**

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Attachment: Appendix A – 2026 Discipline Measures Report

Appendix A

<b>2026 Discipline Measures Report - Substantiated Investigations ONLY</b>					
<b>Allegation</b>	<b>Disposition</b>	<b># Incidents</b>	<b># Times Measure Imposed</b>	<b>Disposition Total Hours</b>	<b>Avg. # Disposition Hours</b>
#10 - Conduct that undermining public trust, contrary to Section 5(1), O. Reg. 407/23 of the Community Safety and Policing Act	Hours	2	2	200	100
#27 – Fail to Comply with Procedures Established by the Chief, Ontario Regulation 407/23 of the Community Safety and Policing Act	Counselling	1	1	0	0
#27 – Fail to Comply with Procedures Established by the Chief, Ontario Regulation 407/23 of the Community Safety and Policing Act	Hours/ Training/ Restorative	1	1	12	12
#27 – Fail to Comply with Procedures Established by the Chief, Ontario Regulation 407/23 of the Community Safety and Policing Act (Red Light Camera)	Hours	10	10	60	6
#28 – Lost or Caused Damage to Clothing, Equipment, etc. (Motor Vehicle Collision (Preventable))	Hours/Counselling	4	4	16	4
* Note - some charges have double disposition (ie. Guidance, Counselling, Remedial Training, Restorative Circle and/ or Hours).					
<b>Total incidents - 18</b>					



# Halton Regional Police Service Public Agenda Recommendation Report

**To:** Chair and Police Board Members

**From:** Chief Stephen J. Tanner

**Subject:** MID-YEAR REPORT ON COMMUNITY SAFETY, WELL BEING AND CRIME PREVENTION

**Report #:** P26-06-R-07

**Date:** June 25, 2026

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## RECOMMENDATION:

*"That the Halton Police Board review and approve the mid-year report on Community Safety, Well Being and Crime Prevention."*

A handwritten signature in black ink, appearing to be "S. J. Tanner", written over a horizontal line.

**Stephen J. Tanner**  
Chief of Police

:RS

## INTRODUCTION AND BACKGROUND:

Halton Police continues to remain a leader in advancing Community Safety and Well-Being (CSWB) work across the Region. In addition, the service carries out strategic community outreach and crime prevention activities designed to positively impact quality of life in our communities and prevent crime. The related activities we undertake have a direct impact on public safety and are aligned to our broader strategic plan. This report summarizes the key activities and achievements thus far in 2026.

**DISCUSSION / ANALYSIS:**

One critical piece of this work remains the CSWB Coordinator role within Community Services. This role focuses on a proactive, partnership-focused approach aimed at improving community safety through prevention, education, outreach and collaboration rather than strictly enforcement-based policing.

Additionally, the CSWB Coordinator acts as a liaison between frontline policing and broader system partners, helping to share important insights that inform future public safety work.

***SYSTEM LEADERSHIP GROUP AND STEERING COMMITTEE***

Our Police Service has a defined role at the System Leadership Group and Steering Committee by representing public safety and contributing policing expertise to community planning. This helps ensure that safety considerations and enforcement perspectives are included in decision-making alongside our social service partners.

Members of Community Services provide additional support through the Halton Region Community Investment Fund (HRCIF) program which invests in non-profit and community-based initiatives aimed at improving social outcomes such as mental health, housing stability, food security, youth support and crisis response.

***HALTON REGION-ACTION TABLES***

Halton Region's Action Tables bring together police and community partners to coordinate a shared, proactive response to complex community safety and well-being issues. Through a collaborative, data-informed approach, they strengthen system coordination and improve overall efficiency across the region. A full list and description of Action Tables our Service participates in can be reviewed in "Appendix A: HRPS Action Tables".

**HALTON SITUATION TABLE:**

The Halton Situation Table is a collaborative multi-agency initiative focused on coordinating timely responses for individuals experiencing acutely elevated risk. Through support and resource mobilization, the Situation Table aims to reduce crises, address immediate needs and help build healthier communities. The table currently has over 35 agencies that are working together to mitigate risk.

This year, 12 cases were presented to the Situation Table. All 12 cases were identified as acutely elevated risk situations and each individual was successfully connected to appropriate supports and services.

A recent Situation Table success story can be found in “Appendix B: Situation Table Case”.

**HARM REDUCTION:**

*OVERDOSE COORDINATION GROUP (OCG)*

In May 2019, our Service established the OCG in response to rising opioid-related poisonings in the region. The group includes members from Community Services, Regional Drugs & Organized Crime and Corporate Communications who work together to coordinate a long-term response to the opioid crisis. The focus of the OCG is to support frontline officers and staff with the tools and training needed to respond effectively, while ensuring the community has access to information and resources required to help prevent overdoses and save lives.

This year, Halton Police responded to 49 overdose-related calls (3 fatal), with naloxone administered 10 times by officers. These figures underscore the vital role naloxone plays in emergency response and reinforces the importance of ensuring widespread access to this life-saving tool within the community.

*NALOXONE DISTRIBUTION PROGRAM*

The initial Naloxone Distribution Program was launched in October 2022 where Halton Police members began providing free naloxone kits through Central Lock-Up. In February 2024, our Service expanded the Naloxone Distribution Program to include the Mobile Crisis Rapid Response Teams (MCRRT), Community Mobilization officers and support service workers. Since inception, HRPS has distributed 789 life-saving naloxone kits to community members most in need.

**COMMUNITY SAFETY AND WELL-BEING PRIORITIES:**

*MENTAL HEALTH*

Our officers continue to work closely with mental health professionals to provide support during crisis-related calls and follow ups. Through ongoing collaboration with community organizations, individuals experiencing a mental health crisis are connected with compassionate care and appropriate resources when they are needed most.

From January to end of May 2026, there were a total of 1,276 mental health-related calls for service. The Mobile Crisis Rapid Response Team (MCRRT) or Crisis Outreach and Support Team (COAST) responded to 563 of these incidents. This accounts for approximately 44% of all mental health calls being attended by one of our specialized teams.

*EXPANSION OF HALTON HEALTHCARE MCRRT TEAM*

Effective March 17<sup>th</sup>, HRPS expanded its Mobile Crisis Rapid Response Team (MCRRT) through its continued partnership with Halton Healthcare. The expansion added a fourth MCRRT Unit, increasing capacity to respond to mental health-related calls for service across Halton Region.

The MCRRT provides a collaborative police-healthcare response to individuals experiencing a mental health crisis by offering on-scene assessment, de-escalation, crisis intervention and connections to appropriate healthcare and community supports. This specialized response helps ensure individuals receive the most appropriate care while reducing unnecessary hospital admissions and justice system involvement when suitable.

This additional MCRRT Unit enhances service coverage and supports frontline officers by increasing access to specialized mental health resources while freeing up their time to respond to other priority calls for service.

### *COMMUNITY RESPONSE TEAM*

The Community Response Team (CRT) provides timely, community-based supports to individuals experiencing mental health and / or substance use concerns who do not require an immediate emergency response. Comprised of civilian crisis specialists from the Canadian Mental



Health Agency, the team conducts risk assessments, evaluates client needs and connects individuals and families with appropriate supports and resources. Operating throughout Halton Region, the CRT offers mobile services and can meet individuals in their residence, workplace, or another safe location within 24 hours of referral. Through assessments and intervention planning, the team works to reduce risk, enhance safety and promote access to ongoing care and support.

The CRT complements the Crisis Outreach and Support Team (COAST) by providing follow-up and non-emergency crisis intervention services. Referrals are accepted through the COAST 24/7 Crisis Line, including self-referrals and referrals from caregivers, ensuring individuals and families have access to responsive and compassionate mental health supports.

This year, the CRT conducted 220 community visits, providing follow-up support, wellness checks, crisis intervention and referrals which resulted in a reduction in repeat interactions with emergency services.

### *COMPLEX SERVICE NAVIGATORS*

The Complex Service Navigator is a role focused on supporting individuals with complex needs who may not be well served by a single agency. Currently, our Service has two Navigators who work with various supports to reduce barriers to access and help connect individuals to the right services in a timely and effective way. The goal is to improve outcomes through collaboration and reduce the need for an ongoing response from police. There are currently 58 active individuals being managed by our CSN team.

A recent Complex Service Navigator success story can be found in “Appendix C: CSN Case”.

## YOUTH

Our Service is committed to building strong and long-lasting relationships with young people in our community. Aligned with our Youth Strategy, various activities have taken place this year with a focus on ensuring that youth have access to the services they require to thrive.

This year, Halton Police continued to deliver innovative youth-focused programming across the region. Since January 1<sup>st</sup>, the Youth Team successfully managed 39 diversions, with no youth re-offending and no participants failing to complete the diversion process. These outcomes highlight the effectiveness of restorative and preventative approaches in supporting positive change and reducing future involvement in the justice system.



The Youth Team also maintained strong partnerships with community agencies, referring 65 at risk youth and their families to the Reach out Centre for Kids (ROCK). These referrals ensured that youth and families received timely supports and demonstrates a commitment to connecting at-risk youth with appropriate community resources reducing the need for ongoing police interactions.

Youth engagement remained a key priority for our Service, with 14 youth programs delivered since the beginning of 2026 reaching 198 participants. Programs covered a wide range of activities aimed at encouraging personal and professional growth of participants. Our members have also participated in 2 <sup>1</sup>VTRA meetings this year managing risk within a school setting.

The efforts of our members were recognized through several significant achievements during this reporting period. In May 2026, the Youth Advisory Council hosted the annual Youth Impact Awards, celebrating youth and police officers who have made exceptional contributions within the community. Three HRPS officers were recognized for their outstanding commitment to supporting youth, as nominated by community members.

## OLDER ADULT SUPPORT

This year, the Older Adult Support Officer and Community Volunteers delivered 18 Fraud & Scam presentations reaching approximately 625 individuals. The Older Adult Support Officer also participated in 24 collaborative community meetings and supported 11 outreach follow-ups alongside District Social Workers and a Vulnerable Persons investigator. Additionally, two older adult cases were presented to the Situation Table. These efforts provided vulnerable individuals with resources, support and guidance through outreach and ongoing home visits.

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<sup>1</sup> Violence Threat Risk Assessment (VTRA) is an evidence-based, community-wide protocol used by School Boards and local police to identify, assess and manage potentially violent or self-injurious student behavior.

## *UNHOUSED PERSONS*

Our Police Service continues to work with the Region, Municipalities, and other stakeholders to effectively respond to and support unhoused individuals. In the first half of 2026, District Community Mobilization members were present for 266 interactions involving unhoused individuals where supports were provided with the goal of finding more permanent and suitable housing.

### **COMMUNITY ENGAGEMENT:**

Through participation in community events, educational programs and collaborative partnerships, we continue to build positive relationships that increases trust and strengthens connections across the region. These efforts are further supported by the dedication of our volunteers, whose contributions play an important role in supporting public events, and helping foster a safer, more connected community for all residents.

### *COMMUNITY EVENT - POLICE AND SPECIAL FRIENDS DAY*

On May 9<sup>th</sup>, our Service hosted the annual Police and Special Friends Day event at Headquarters. This event saw approximately 4000 members of the community in attendance which allowed us the ability to showcase the work our members do everyday to keep Halton one of the safest communities in all of Canada. A special addition to this year's event was the unveiling of our Police Services mascot "Patch" which will support future youth education and programming.

### *SPECIAL OLYMPICS*

This year, our members participated in several initiatives supporting Special Olympics Ontario. These included sporting events with athletes and the annual Polar Plunge. These events promoted inclusion, community engagement and positive relationships between police and athletes.

Our Service also continued fundraising efforts through a variety of activities with the goal of raising awareness and supporting athlete programming across the province.



### **OTHER OUTREACH ACTIVITIES:**

Our Service continues to support community safety and well-being through proactive outreach, prevention and community engagement initiatives. Community Services and the District Community Mobilization Bureaus work collaboratively with partners to address social issues and effectively respond to crime.

Additionally, there remains a strong focus on upstream and early intervention targeting our most vulnerable populations. This year, our District Social Workers have made over 1,000 referrals to community agencies to support clients they are working with. With the changing demographics across Halton including the increase in number of older adults, our District Social Workers were engaged during 212 incidents to ensure appropriate supports are in place not only for individuals but their families and caregivers.

### *CRIME PREVENTION*

Crime prevention efforts also continued this year with our members providing valuable information at 153 events / presentations with the goal of proactively reducing crime.

The District Community Mobilization Bureau's also completed 35 CPTED<sup>2</sup> Audits which assisted with target hardening residences and businesses across the region. Additional crime prevention messaging was disseminated by Corporate Communications within media releases and through our social media platforms.

### *AUXILIARY UNIT*

The Auxiliary Unit welcomed 10 new members this year bringing the size of the team to 55. The Unit has contributed over 3000 volunteer hours in 2026 supporting a variety of activities including community events, crime prevention, patrol shifts and R.I.D.E.



As we look ahead in 2026, we will continue building on the strong partnerships we already have and develop new ones along the way. By working closely with community organizations, partners and residents, we can better respond to changing needs and have a positive impact on the safety and well-being of all Halton residents.

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<sup>2</sup> Crime Prevention Through Environmental Design (CPTED) is an urban planning and architectural approach that uses the design and management of the physical environment to reduce the opportunities for crime, deter criminal behavior and minimize the fear of crime

## Appendix A: HRPS Action Tables

### **Alcohol Action Table**

The Alcohol Action Table supports the development and implementation of a community-based plan to reduce harmful alcohol consumption and its health and social impacts in Halton.

### **Building Safer Communities**

Supported through federal funding, the Building Safer Communities Action Table focuses on preventing youth involvement in gun violence and gangs through community-based prevention and intervention initiatives that support at-risk youth and young adults in Halton.

### **Mental Health Action Table**

The Mental Health Action Table focuses on improving access to crisis mental health supports in Halton. It works to strengthen system coordination by identifying service gaps and improving care pathways to ensure more timely and effective responses for individuals in crisis.

### **Homelessness Action Table**

The Homelessness Action Table focuses on creating a more coordinated and integrated response to homelessness and encampments in Halton. It works with community partners to improve access to housing and support services by strengthening intake and referral processes.

### **Intimate Partner Violence Action Table**

The Intimate Partner Violence (IPV) Action Table focuses on improving local responses to intimate partner violence, which has been declared a crisis in Halton. It works to strengthen coordination among service providers and increase public awareness and education across the community.

### **Older Adult Action Table**

The Older Adult Isolation Action Table focuses on reducing social isolation among older adults in Halton. It works to improve access to supports and strengthen community connections.

### **Opioid Action Table**

The Opioid Action Table focuses on developing a coordinated, evidence-based response to opioid use and related harms in Halton. It brings together community partners to support prevention, treatment, recovery, and harm reduction efforts while engaging people with lived experience and focusing on data to support local action.

## Appendix B: Situation Table Case

A case was presented to the Situation Table involving a single mother and her five children who were facing eviction. The family's financial hardship was compounded by significant trauma and the resulting mental, behavioural and emotional challenges experienced by the children.

Through the Situation Table, formal and informal community supports were mobilized and coordinated. The team prioritized immediate housing concerns and then established smaller working groups to address the unique needs of each child and family member.

As a result of this collaborative effort, the family was able to maintain their tenancy and avoid eviction. A sustainable financial plan was developed to support long-term housing stability and advocacy with the landlord led to the repair of essential amenities within the home. Therapeutic services were initiated for the younger children and a multidisciplinary support network including school personnel and community agencies was established to provide ongoing assistance. One of the older children was connected to safe housing and appropriate addiction and counselling supports.

Although the Situation Table intervention has since concluded, community partners have continued to provide support to the family. The mother has described her support team as her "angels," reflecting the significant impact of the collaborative intervention.

While the case was led by the 2 District Social Worker, its success was the result of a coordinated effort involving numerous internal and external partners who worked together to ensure the family received the supports they required. Contributing organizations included the school boards, ROOTS Community Services, CMHA, Halton Healthcare, Society of St. Vincent de Paul, Halton Region, Wesley Shelter, Lighthouse and ROCK, amongst others.

## Appendix C: CSN Case

AO arrived in Canada from Nigeria in 2018 with their mother and two brothers as refugee claimants. Through hard work and perseverance, the family began to establish stability, with AO securing employment in Oakville in 2023. However, in late 2024, AO experienced a first episode of psychosis that profoundly disrupted their life. They began experiencing auditory hallucinations and paranoid beliefs that left them terrified and repeatedly seeking help from police. Over the following months, officers responded to 14 separate occurrences as AO struggled with untreated mental illness, often presenting as quiet, confused and unable to articulate the severity of their symptoms during hospital visits.

One of the two Complex Service Navigators became closely involved in coordinating a compassionate and coordinated response between police, the courts, healthcare providers and community supports.

The CSN identified that AO's behaviour was driven by untreated psychosis rather than criminal intent. CSN advocated on their behalf within the justice system, secured legal representation when they were unable to do so and worked alongside the Mobile Crisis Rapid Response Team (MCRRT) to ensure they were taken for proper psychiatric assessment. The CSN also provided an extensive summary of AO's history to medical staff, enabling clinicians to understand the full context of their mental health crisis. This intervention led to AO being admitted for treatment, where they started on long-acting antipsychotic medication and connected with the Phoenix First Episode Psychosis Program.

Since receiving treatment and support, AO has made a remarkable recovery. With the ongoing support of their mother and community care providers, they are now stable, engaged in treatment and actively rebuilding their life. They have completed a Personal Support Worker diploma, begun a work placement and continues to attend follow-up appointments and support programs. AO has had no police contact since March 2025 and demonstrates strong insight into their illness and commitment to continued recovery.

Their story highlights the critical role of coordinated mental health intervention and exemplifies the impact of the Complex Service Navigator role in helping vulnerable individuals access the right supports while reducing repeated police involvement and improving long-term community outcomes.

**ALTERNATIVES:**

N/A

**CONSULTATION:**

Deputy Chief Kevin Maher – Specialized Support Services  
Inspector Bruce Dickson- Community Services Unit  
S/Sgt Ryan Smith – Community Services Unit  
S/Sgt Kathy Walker - # 1 District Community Mobilization Unit  
S/Sgt Gus Bistas - #2 District Community Mobilization Unit  
S/Sgt Courtney Hill - # 3 District Community Mobilization Unit

**FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:**

None

**STRATEGIC MANAGEMENT ISSUES:**

The organizational programs, initiatives and strategies outlined in this report collectively serve to achieve a number of the strategic priorities in the 2024-2027 Strategic Plan.



# Halton Regional Police Service Public Agenda Information Report

**To:** Chair and Police Board Members

**From:** Chief Stephen J. Tanner

**Subject:** 2025 ANNUAL REPORT

**Report #:** P26-06-I-03

**Date:** June 25, 2026

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## INTRODUCTION AND BACKGROUND:

This information report has been prepared to outline how the 2025 Annual Report meets the requirements of the Police Service Board's policy POP-07 Annual Report. This review confirms that the Annual Report satisfies the policy's legislative and structural requirements, including governance content, reporting on Strategic Plan implementation, Service performance, required five-year data sets, and the Service's contribution to the Halton Region Community Safety and Well-Being (CSWB) Plan.

Board Policy PoP-07 establishes the purpose, content, and structure of the Annual Report. The Annual Report is intended to provide a transparent and balanced account of the provision of policing in Halton Region.

The following articulates how the Annual Report meets the requirements of POP-07 Annual Report per section:

## ANALYSIS:

### POP-07 - Section 2

Section 2 of POP-07 Annual Report states that the Annual Report must include:

- **The implementation of the board's strategic plan and the achievement of the performance objectives identified in the strategic plan:** Page 6 of the Annual Report includes a message from the Halton Police Board and then proceeds to summarize how the Service met the five performance objectives as outlined in the strategic plan.
- **The affairs of the police service:** Beginning on page 8, the report covers crime trends and data, followed by performance metrics (pages 10-12), and featured stories, which address how the Service connects with the community, confronts crime, serves with excellence, and is a leader in policing, and puts people first (pages 15-37).

- **The provision of policing as it relates to CSWB Plan:** The report summarizes how the Service continues to adopt the CSWB Plan's four pillars: Social Development, Prevention, Risk Intervention, and Emergency Response (pages 13-14).

### POP-07 - Section 3

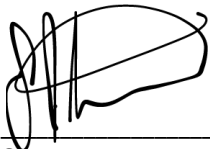
Section 3 of POP-07 Annual Report states that the Chief of Police shall prepare the Annual Report including the following segments:

- **Introductory letters from the Chair and Chief:** Page 4 of the report includes Chair Knoll's message, followed by Chief Tanner on page 5.
- **Strategic Plan Implementation Status of each of the Strategic Objectives in terms of the specified performance metrics:** The report summarizes the Strategic Plan's five objectives, including performance metrics, on pages 6-7.
- **Other HRPS undertakings, starting with: past 5 years data regarding the cost of policing, use of force and public complaints:** Beginning on page 8, the report covers emerging crime trends and Service data, specifically outlining the past 5 years data on the Annual Budget (page 9). Page 11 includes Use of Force data and the number of citizen complaints and internal investigations conducted by the Service's Professional Standards Bureau.
- **The provision of policing as it relates to Halton Region CSWB Plan, specifically how did HRPS help achieve the CSWB Plan's objectives:** As previously mentioned the report summarizes how the Service continues to adopt the CSWB Plan on pages 13-14.

### CONCLUSION:

This report confirms that the 2025 Annual Report complies with the requirements of Board Policy PoP-07.

The report includes the required governance content, reports on Strategic Plan implementation and Service performance, provides the prescribed five-year data sets (cost of policing, Use of Force, and public complaints), and addresses the Service's contribution to the Halton Region CSWB Plan.



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Stephen J. Tanner  
Chief of Police

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# Halton Regional Police Service Public Agenda Recommendation Report

**To:** Chair and Police Board Members

**From:** Chief Stephen J. Tanner

**Subject:** EMPLOYEE ENGAGEMENT SURVEY

**Report #:** P26-06-R-08

**Date:** June 25, 2026

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## RECOMMENDATION:

*"That the Halton Police Board receive and approve the organizational review and response plan to the 2026 Employee Engagement Survey."*

A handwritten signature in black ink, appearing to be "S. J. Tanner", written over a horizontal line.

**Stephen J. Tanner**  
Chief of Police

:KM

## INTRODUCTION AND BACKGROUND:

At the Halton Police Board meeting held on April 30, 2026, the results of an employee engagement survey were presented to the Board by the firm of Forum Research. Between February 5, 2026 and March 5, 2026 - 560 members of the Service, representing 44% of the membership, had completed the voluntary survey.

The Service has previously carried out employee engagement surveys similarly designed to evaluate employee engagement. The anonymous surveys were coordinated by the HRPS Planning Bureau and they evaluated themes and topics that are similar to the 2026 Employee Engagement Survey. The level of member engagement for the previous surveys were as follows:

- 2019- Employee response rate of 27% (279 of 1,020 employees)
- 2016- Employee response rate of 65 % (635 of 977 employees)
- 2013- Employee response rate of 35% (334 of 950 employees)
- 2008- Employee response rate of 24 % (195 of 816 employees)

Of note, previous surveys averaged a 38% response rate. The 2026 Employee Engagement Survey reached 44%, indicating higher engagement.

**KEY FINDINGS:**

Employee engagement remains strong, with high levels of organizational pride, job satisfaction, and alignment to role expectations. Employees report positive experiences with their immediate supervisors and access to tools and resources required to perform their roles. A standout finding is that over three in four respondents (77%) report feeling proud to be a part of the organization. This serves as a clear indicator of the meaningful connection employees have with our purpose and the value they see in the work we do. The survey identifies a key opportunity to strengthen employee voices and psychological safety to ensure they feel encouraged to speak up about work-related issues.

**DISCUSSION / ANALYSIS:**

Demographics

The 2026 Employee Engagement Survey included a breakdown of employee participation into a number of different categories including age, years of service and gender. In addition, the survey also identifies the physical location where the participating members worked; 11 Division (Halton Hills), 12 Division (Milton), 20 Division (Oakville)\*, 30 Division (Burlington), Headquarters (Oakville).

**\*It is important to note that in addition to the members assigned to #2 District, there are both sworn and civilian members from Regional Investigative Services and Court Services who are assigned to work out of 20 Division in Oakville. This distinction will need to be considered when reviewing and interpreting the survey results.**

In order to better interpret and analyze the results of the 2026 survey the current organizational demographic breakdown of the Service has been applied to the demographic data of those who participated in the survey.

Location	# of Sworn	% of Sworn	# of Civilian	% of Civilian	% of Employees at Building	% of those who filled in Survey
Headquarters	280	32.18%	296	75.32%	45.64%	53%
1 District (Excluding 11)	127	14.6%	8	2.04%	10.7%	4%
2 District	261	30.03%	80	20.36%	27.02%	25%
3 District	159	18.28%	7	1.78%	13.15%	8%
11 Div.	42	4.83%	2	0.51%	3.49%	4%

Employee breakdown by gender:

Employee Classification	Male	Female
Sworn	662	207
Civilian	127	266

Employee breakdown by age:

Age of Employee	% of Staff	% who filled in the survey
20-24	5.07%	<1%
25-29	14.42%	8%
30-34	16.32%	11%
35-39	13.55%	14%
40-44	12.92%	13%
45-49	14.42%	17%
50-54	11.57%	12%
55-59	7.92%	8%
60-64	2.77%	3%
65+	1.03%	1%

Review methodology

The Service formed an internal working group to review the results of the 2026 employee engagement survey, analyze the data/findings and identify areas of strength as well as opportunities for organizational enhancement, some of which are already underway and others that will be implemented. The working group has representation from Executive Command, Senior Leadership Team, People/Culture/Wellness Unit, Human Resources and Corporate Communications.

## Engagement

- **Organizational Strengths**  
Survey results demonstrate consistently strong positive sentiment across core engagement indicators, including organizational pride (77%), job satisfaction (74%), and a high likelihood to recommend HRPS as an employer (68%). The Service has reinforced strong engagement through enhanced leadership visibility and recognition initiatives, including Chief's Corner live streams, formal recognition programs (e.g., Chief's Awards and Swearing-In ceremonies) and targeted initiatives such as the Recruitment Campaign that highlight frontline members and reinforce connection to organizational purpose.
- **Organizational Enhancements**  
To further strengthen engagement, particularly among frontline and non-management members, the Service will increase Executive Command visibility through more frequent site visits and advance a more structured internal communications approach, including regular newsletter updates and leadership messaging toolkits to increase consistent, direct engagement across all areas of the organization.

## Workplace Culture

- **Organizational Strengths**  
The majority of respondents agree that people are treated consistently in a respectful manner regardless of their personal attributes. The Service has taken significant steps to proactively monitor, evaluate and enhance workplace culture through the creation of the People, Culture, Wellness Unit in 2025. This new and innovative unit has oversight of a number of programs and initiatives that will have a positive impact on the workplace culture.
- **Organizational Enhancements**  
The results of the survey point to the importance of ongoing review and enhancements of existing processes and programs to allow for the effective resolution of interpersonal conflict and differences of opinions. There are a number of ongoing initiatives designed to enhance workplace culture including the early implementation of Workplace Restoration/Conflict Resolution and the implementation of a new Teambuilding and training process. The People, Culture, Wellness Unit is currently conducting a review of the Services' Equity, Diversity and Inclusion strategy and identifying new methods for creating an internal culture where diversity of thought is encouraged and supported. Recognizing that younger respondents (aged 16-34) were significantly less likely to agree that accomplishments are recognized the Service will take steps to ensure members in this age group, many of whom are in frontline roles, are actively supported and encouraged by those in leadership positions.

## Empowerment

- **Organizational Strengths**  
Employees report strong role clarity and understanding of their contribution to the organization. A notable strength is the high level of role clarity, with 88% of respondents agreeing that they know what is expected of them at work. The Service has established a strong foundation for empowerment through clear role expectations and alignment to organizational outcomes, supported by initiatives such as the Coaching and Mentoring program, comprehensive training, and team-building efforts that help employees understand their roles and contributions.
- **Organizational Enhancements**  
While overall access to tools and resources is positive, variation across divisions highlights the need for more consistent support. The Service is addressing this through continued investment in facilities, including the opening of a new state-of-the-art 1 District, and ongoing efforts to ensure all members have equitable access to the tools, space, and resources required to perform effectively.

## Well-being and Safety

- **Organizational Strengths**  
The overall results of the survey in this section indicate that the majority of members (88%) feel comfortable performing their duties and that they have access to the supports required to ensure their overall well-being. The Wellness Unit provides comprehensive and personalized support to members who are experiencing challenges. The Service proactively monitors the well-being of members assigned to higher risk roles through the Safeguard program.
- **Organizational Enhancements**  
In 2026, the implementation of a Peer Support Team will serve to add an additional layer of accessible wellness support to all members. The team will be comprised of civilian and sworn members who will receive specialized training that will allow them to support peers through a wide range of challenges. In order to enhance the overall resiliency of the organization mindfulness awareness training will be strategically introduced in different modes and formats.

## Inclusion

- **Organizational Strengths**  
The results of the survey highlight that the majority (66%) of those who participated feel that they belong at Halton Regional Police Service, are a valued member and feel respected in the workplace. The organizational focus on creating an inclusive workplace is best demonstrated by the Internal Support Network (ISN) program. There are currently 8 (eight) different Internal Support Networks (Black, Southeast Asian, LGBTQ +, etc.) in operation. The Internal Support Networks are enhancing both the sense of inclusion for

their members as well as the overall cultural competency of the organization through training and awareness initiatives.

- **Organizational Enhancements**  
A review of the ISN program and the rollout of a new operational guideline was recently completed. The new guideline will ensure a more structured, equitable and collaborative support system is in place. A new and enhanced version of The Coaching and Mentoring program has recently been launched. The program is designed to ensure all members, regardless of their role within the organization, have equal access to a mentor that will help provide the member with insight and feedback designed to enhance their sense of inclusion and organizational support. The Service in collaboration with the Women's Internal Support Network will continue to identify ways to identify and address gender based systemic barriers.

### **Professional Development**

- **Organizational Strengths**  
The majority of respondents indicate that they receive the training they need to do their job effectively and are satisfied with the opportunities at the Service to grow and learn professionally. Career goals are discussed during the annual appraisal period and members meet with their supervisor to discuss their short-term and long-term career interests and goals. The Service also provides members with a \$3500 per year tuition reimbursement to spend on professional development, education and training opportunities, that would benefit them in their role. The PCW Unit delivers specialized training and job awareness for civilian members designed to enhance their level of organizational awareness and career development. All of these initiatives are in place to ensure that our members are engaged in their work, grow as professionals and stay relevant to meet the needs of the Service.
- **Organizational enhancements**  
The PCW unit is undertaking a review of our leadership development process as it currently stands for both civilian and uniform supervisors. The objective of the review is to ensure those members who are promoted to a supervisory role are provided with the training and skills development necessary to become a people focused leader. This will serve as an opportunity to ensure our leaders are aware and understand the key role they play in their team's engagement and professional development.

### **Leadership – Manager/Supervisor**

- **Organizational Strengths**  
A strong majority of respondents indicate in this category that they feel they have support from their direct leader who cares about their well being and recognizes their contributions. There are avenues for leaders to recognize contributions of individual team members through the performance entries via an online portal system. This electronic option also prompts the recognition to escalate to the next level supervisor. The Service recognizes contributions formally through forums such as the annual Chief's awards which

recognizes both length of service and significant contributions over the course of the preceding year. Swearing in ceremonies are also a form of employee recognition, formally commemorating new hires, both sworn and civilian to the Service.

- **Organizational Enhancements**  
Building on leadership training initiatives detailed in other sections will serve to increase the support and people focused leadership skills of managers/supervisors. In addition, there is an opportunity to leverage our technology and portal to enhance communication around resources and support available to members.

### **Leadership- Senior/Executive**

- **Organizational Strengths**  
The majority of the participants believe that Senior Leadership is committed to actively supporting diversity in the workplace as well as creating an inclusive and equitable workplace. These results are reflective of the organizational focus placed on people focused leadership and striking a balance between the needs of the community organization with those of the members. The promotional processes for senior ranks/roles assess each candidate's ability to lead in a fair, empathetic and supportive manner that is aligned with Service's mission statement of *One Team, People First*.
- **Organizational Enhancements**  
The results of the survey provide some unique insights into the different perspectives of members depending on which HRPS location they are assigned. Where applicable the members of the Senior Leadership Team will be tasked with reviewing the survey data as it pertains to their specific locations and identifying opportunities to enhance the overall culture as well as reinforcing current best practices that are having positive impacts. In addition, the survey highlights the ongoing importance of the effective, transparent and consistent communication on the part of senior leaders, particularly as it relates to decision making and vision.

### **Harassment/Discrimination**

- **Organizational Strengths**  
The majority of members who completed the survey are aware of what to do if they witness or experience forms of harassment or discrimination. The majority are also confident that reports of harassment and discrimination are appropriately dealt with and feel they can raise issues without fear of negative consequences. The Service has recently launched a new Chief's Directive detailing its Respect, Anti-Harassment and Discrimination and Resolution Process. The directive came in to effect in June of 2023, and was accompanied by a significant training initiative wherein 1,238 members received training on workplace civility, harassment and discrimination, including what to do if a member witnesses or experiences workplace harassment. Additionally, all new hires to the Service receive in-person training on workplace violence and harassment policies. This training focuses on recognizing workplace violence and harassment, understanding reporting obligations and procedures and ensuring members know what to do should

they experience or witness such behaviour. In addition, the Directive establishes standards that exceed legislative requirements, particularly in addressing workplace incivility.

- **Organizational Enhancements**  
While the majority of members indicated they were aware of what to do and had confidence in the Service's harassment and discrimination procedures, a higher than expected number of respondents indicated they were either neutral or disagree in this category. The Service plans to build on the foundation established with the 2023 training initiative by incorporating additional content focused on respectful workplace practices and workplace incivility into supervisor and manager training and new hire orientations. The Service will also explore opportunities to provide refresher training for previously trained members. In addition to the 2023 Respectful Workplace Training, the Service continues to invest significantly in training and education to support a working environment that is safe, inclusive and free from discrimination. Over the past five years, more than 400 members have received training in areas including Workplace Investigations, Workplace Restoration, Workplace Sensitivity, Workplace Strategies for Mental Health, Racial Equity and Psychological Safety.

## **Chief of Police**

- **Organizational Strengths**  
Perceptions of the Chief of Police are positive, 69% of employees view the Chief of Police positively, citing improved leadership visibility, communication, and support for frontline staff. The Service has strengthened leadership visibility and connection through increased internal and external engagement by the Chief. This includes participation in media events, community engagements and initiatives that highlight frontline work, along with expanded communication efforts and engagement opportunities such as Chief's Corner and internal feedback mechanisms (e.g., post-session surveys and [ask@haltonpolice.ca](mailto:ask@haltonpolice.ca)).
- **Organizational Enhancements**  
While most employees feel informed, efforts will continue to reach those who feel less connected by enhancing two-way communication opportunities, strengthening recognition practices for frontline roles and supporting divisional leaders with consistent messaging to ensure communication reach and engagement are aligned across all divisions and employee groups.

## **Open ends- Supporting Employees**

- **Organizational Strengths**  
Of those members who completed the survey 41% indicated that there is nothing more the Service could do to support employees. This reflects the ongoing work being done to support members through programs such as the Wellness Unit.
- **Organizational Enhancements**  
The survey results in this section identify a number of areas where the Service will continue to focus on evaluating current programs/processes and seek ways to make

enhancements that improve the workplace experience for all members. The most significant area for improvement that members indicated is for the leadership to listen and engage staff (21% of participants). This will be communicated to all members in leadership roles as an area requiring focused enhancement on both a personal and systemic level.

### **Open ends- Improving DEI in the workplace**

- **Organizational Strengths**  
The vast majority (74%) of those who completed the survey had no suggestions for how the Service could improve diversity, equity and inclusion in the workplace.
- **Organizational Enhancements**  
The survey results present a number of different areas where a small percentage of respondents identified areas for improvement. The HRPS Equity, Diversity and Inclusion strategy is currently under review. The data and feedback shared in the survey will be considered as part of the review. Once updated and refreshed the strategy will be a current reflection on the Service's strategic approach to DEI with a focus on diversity of thought and perspective, both internally and externally.

### **Open ends- Additional Thoughts**

- **Organizational Strengths**  
The vast majority of the respondents did not have any additional thoughts or comments to add to their survey.
- **Organizational Enhancements**  
Of those members who completed the survey 7% indicated that there is a disconnect between leadership and frontline. Although this does not represent a significant percentage of the participants, it points to the ongoing need for those in leadership roles to actively seek opportunities, both personally and structurally, to engage in meaningful interaction and dialogue with front-line members. This will ensure those members feel heard and valued.

### **Internal Communications Strategy**

To date the results of the 2026 Employee Engagement Survey have not been communicated internally to the members of the Service. It is recommended that the Board approve Corporate Communications to implement the *Employee Engagement Survey Communications Strategy as follows:*

- Through utilization of a recently newly acquired tool (*ContactMonkey*) the results of the Engagement Survey will be shared with members using a multi-pronged communications approach. This will involve a branded email co-written by the Board Chair and Chief that highlights key findings and reinforces messaging around continued efforts to engage and reach frontline members. ContactMonkey is an internal communications and employee engagement platform. It integrates with Outlook, allowing the Service to easily create, send, and track mass internal emails.

- A newsletter style memo will be distributed Service-wide on behalf of Executive Command that highlights key initiatives and programs already in place and those in development around workplace culture, members wellness, EDI and professional development. This will be bolstered by content on the portal.
- A Chief's message to the leadership team will be drafted to communicate specific and strategic objectives for all leaders to carry out that will enhance our organizational culture and the level of employee engagement.
- In order to ensure consistency and reach, messaging will be shared with SLT and division leaders to communicate with teams directly. The new internal communications tool will produce key metrics such as open rates on emails and how much time is spent reading that will help inform internal communications strategy moving forward and produce key insights.

#### **ALTERNATIVES:**

N/A

#### **CONSULTATION:**

Deputy Chief Kevin Maher- Specialized Support Services  
Louise More - Executive Director of Human Resource Services  
Superintendent Sue Biggs- Organizational Development and Wellbeing  
Inspector Paul Foley- Executive Services  
Inspector Stephanie Jamieson- People, Culture, Wellness Unit  
Lama Nicolas- Corporate Communications Manager

#### **FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:**

There are no significant financial or legal issues pertaining to this recommendation report. There are a number of human resource related issues and corresponding enhancements outlined in the Employee Engagement Survey and this report.

#### **STRATEGIC MANAGEMENT ISSUES:**

The Employee Engagement Survey and the organizational response collectively serve to support the achievement of Strategic Objective #3 of the 2024-2027 Strategic Plan – *Improved HRPS member wellness, job satisfaction, and engagement.*



### Action Registry – Public Section

<b>Motion Date</b>	<b>Motion ID</b>	<b>Motion</b>	<b>Task Assigned To</b>	<b>Scheduled Completion</b>	<b>Status/Comments</b>
Mar 26/26		<p><i>“THAT the board designate on its own accord Bronte Area Victoria Day and Bronte Area Canada Day as separate Major Events under Policy PoP05 - Policing Designated Major Events based on assessments under Sections 3.6, 3.8, 3.9;</i></p> <p><i>Under:</i></p> <p><i>Section 3.6 the event features extraordinary operational requirements;</i></p> <p><i>Section 3.8 that the event will be of medium or greater risk;</i></p> <p><i>Section 3.9 any other relevant criteria</i></p>	Chief	Ongoing Updates to Board	
Apr 30		<p><i>“THAT the employee engagement survey results be received; and</i></p> <p><i>THAT Forum Research be directed to clarify the wording on the results; and</i></p> <p><i>THAT the Executive team report back to the Board prior to the June 25, 2026 meeting, with a response to the results of employee engagement survey;</i></p>	Chief	June 25, 2026	



<b>Motion Date</b>	<b>Motion ID</b>	<b>Motion</b>	<b>Task Assigned To</b>	<b>Scheduled Completion</b>	<b>Status/Comments</b>
		<p><i>THAT the previous employee engagement survey results be released for review; and</i></p> <p><i>THAT the HRPA and SOA be invited to submit written comments.”</i></p>			
Apr 30/26		<p><i>“That the Halton Police Board proceed, for planning purposes, with a 2027 Budget forecast increase of 9.4%, and that this report be forwarded to Halton Region to inform the development of the Regional 2027 Budget Directions; and</i></p> <p><i>THAT the Service report budget process transparency options at the June 25, 2026, Board meeting.”</i></p>	Chief/ Finance Dept	Jun 25, 2026	
28 May 26		<p><i>“THAT the 2025 Annual Report be received and approve for distribution; and</i></p> <p><i>THAT the Board file the report with the Regional Municipality of Halton; and</i></p> <p><i>THAT the Service be directed to work with Board and Board staff to refine Annual Report expectations for the 2026 Annual Report; and</i></p>	Chief	25 June 26	



Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
		<p><i>THAT the Service provide a report to the Board at its June 2026 meeting outlining the manner in which the Annual Report demonstrates compliance with the 2024–2027 Strategic Plan.”</i></p>			
28 May 26		<p><i>“THAT the Community Fund Committee be paused pending Policy revisions approved by the Board; and THAT all current and future Community Fund applications be referred directly to the Board for review and decision; and THAT Community Fund applications be placed on the Board’s agenda for review on a monthly basis, when applications have been received; and  AND THAT staff be directed to update any related procedures, forms, or public-facing materials as necessary to reflect this revised process.”</i></p>	Manager of Boards ops	August 2026	



## Monthly Correspondence List – JUNE 2026

Below is the list of Correspondence to the Halton Police Board received during the past month. Copies of the documents are available through the Board's online portal. Please contact the Board Secretary for further information.

<b><u>No.</u></b>	<b><u>Title</u></b>	<b><u>Date Received</u></b>
<b><u>1</u></b>	<b>26-0032 – All Chiefs Memo – Board Members and Elections</b>	<b>June 11, 2026</b>
<b><u>2</u></b>	<b>26-0033 – All Chiefs Memo – Changes to CSPA</b>	<b>June 12, 2026</b>
<b><u>3</u></b>	<b>Incidents of Violence in Condominium Communities</b>	<b>June 18, 2026</b>