



HAMILTON POLICE SERVICE

2023-2026

HPS STRATEGIC PLAN

Draft Review

FOCUS GROUPS

- Nine sessions
- Variety of community stakeholders
- Held virtually
- 87 participants across various groups



COMMUNITY SURVEY

- Ran from February 25 to April 30
- Two per cent increase in participation over 2018

2840
RESPONSES



AVAILABLE IN 7 LANGUAGES:
ENGLISH, ARABIC, SIMPLIFIED
CHINESE, FRENCH, SOMALI,
SPANISH & URDU



48.5%

AGREE THEY RECEIVE
GOOD VALUE FOR THEIR
TAX DOLLAR FOR
POLICING SERVICES



TOP FIVE PRIORITIES FOR POLICING IN YOUR COMMUNITY



1 PROPERTY
CRIME



2 VIOLENT
CRIME



3 GUNS &
GANGS



4 TRAFFIC SAFETY/
ENFORCEMENT



5 DOMESTIC
VIOLENCE

TOP THREE TRAFFIC SAFETY CONCERNS



1 AGGRESSIVE
DRIVING



2 SPEEDING



3 DISTRACTED
DRIVING

MEMBER SURVEY

- Ran from February 1 to April 6
- 22 per cent increase over 2018

660
RESPONSES



403 **61%**
SWORN



218 **33%**
CIVILIAN



10 **1.5%**
VOLUNTEER

* 29 DID NOT DISCLOSE

TOWN HALL

- 60 minute telephone Town Hall held on April 27
- Total of 3,607 participants
- Average peak attendees was 1,688





WHAT DO YOU THINK ABOUT THE LEVEL OF CRIME IN YOUR NEIGHBOURHOOD IN THE PAST 3 YEARS?



HOW SATISFIED ARE YOU WITH THE SERVICE PROVIDED BY HAMILTON POLICE?



MOST FREQUENT TOPICS RAISED



TRAFFIC



DRUGS



HOMELESSNESS



NEIGHBOURHOOD
SAFETY



MENTAL
HEALTH



DRAFT STRATEGIC PLAN





Vision

To be a trusted partner in delivering public safety.

Mission

To serve and protect in partnership with our communities.

Values

Our Values



- **Compassion** — We act with empathy, sensitivity and compassion to support members, our community and victims of crime.
- **Dedication** — We are relentless in our pursuit of offenders and committed to community safety.
- **Inclusivity** — We embrace the principles of equity, diversity and inclusion by demonstrating respect, cultural sensitivity and reflecting the communities we serve.
- **Professionalism** — We are committed to providing the highest standard of service, building trust, and acting with integrity in everything we do.
- **Collaboration** — We are committed to working effectively with our members, partners and communities.

Community Safety



We will...

Be Ready for the Future — identifying emerging crime trends, managing legislative/regulatory changes, and preparing for a growing and more diverse population.

Prevent and Address Crime — implementing effective means to manage all crime through education, analytics, enforcement, and proactive community-based initiatives.

Act on Community Safety Priorities — including traffic safety, violent and hate-related crimes, gangs and guns, domestic violence and property crime.

Share Information and Insight — maximizing communication with our community, helping people to both be and feel safe.

Focus on What is Essential — delivering core policing functions and ensuring appropriate role division with other service providers.

Be a Voice for Safety — influencing the initiatives that will continue to shape the future of our City.

Collaborative Engagement



We will...

Partner for Success — encouraging participation within communities and organizations to implement public safety solutions, and connecting people with mental health and/or addiction-related needs to appropriate resources.

Bolster Two-Way Communication — enhancing timely, comprehensive and transparent communication with our communities, promoting information sharing and strengthening mutual respect.

Foster Volunteerism — engaging our members and the public in volunteer opportunities within the Hamilton Police Service and other community-serving organizations.

Connect with the Community — building relationships and fostering genuine dialogue with our diverse population, and furthering the goals of the city-wide Community Safety and Well-Being Plan.

Leverage Human and Financial Resources — identifying funding and partnership opportunities available to police services and community groups to advance new or existing programs.

Culture and Capacity

We will...



Be an Employer of Choice — delivering on our promise to be a progressive organization that attracts and retains the best who reflect our diverse community.

Ensure Employee Well Being — deploying resources to effectively manage workload and continuing to implement employee wellness initiatives that focus on prevention, early intervention and a supportive return to work.

Equip Staff to Lead and Excel — fostering and demonstrating exemplary leadership, delivering effective training, and implementing purposeful mentoring, succession planning and constructive performance management initiatives.

Inform and Connect — communicating with members in a timely and transparent fashion, and fully engaging them in our collective team efforts to realize our vision.

Embrace and Act on Equity, Diversity and Inclusion (EDI) — implementing our comprehensive EDI strategy covering such things as: building cultural competencies, addressing unconscious bias, providing anti-racism training and helping address the needs of equity-deserving groups.

Provide Quality Service — ensuring that our values and professionalism are consistently reflected in everything that we do: from decision-making, to community interaction, to day-to-day activities.

Core Assets



We will...

Shape and Secure the Future — developing and implementing a long-term plan for technology, facilities and fleet.

Act on the Climate Emergency — creating a plan to help the Service adapt to, mitigate and reduce the impacts of climate change through fleet management, building design and retrofits, energy use and embracing emerging technology.

Leverage Technology and Innovation — exploring and implementing digital solutions and new processes that improve service delivery, create internal and external efficiencies, and enhance organizational effectiveness.

Use Data Strategically and Responsibly — gathering and sharing information to inform decision-making, enhancing safe and effective data management that respects privacy, and ensuring continuity of service.

Remain Current — providing members with the required uniforms and equipment to effectively perform their duties and meet all legislated requirements.

Trusting Change



We will...

Earn Your Trust — establishing the basis for a new era of cooperation and collaboration that reflects collective aspirations for productive relationships and a safer community.

Engage in Authentic Dialogue — listening genuinely to member and community views, understanding lived experiences/varied perspectives, openly communicating, and working together to find solutions.

Repair and Strengthen Relationships — taking responsibility for what we have done or failed to do with a view to repairing harms, embracing reconciliation and finding a mutually acceptable path forward.

Be Visible — participating in community events and building ties with diverse groups with an emphasis on developing strong relationships with youth.

Deliver Value — demonstrating a real and vital return on community investment in the delivery of police services through effective stewardship, transparency and accountability.

NEXT STEPS

