



Public Minutes

MEETING NO. P19-09

DATE OF MEETING: Thursday, November 28, 2019
9:00 a.m.

LOCATION: Community Room
Halton Regional Police Headquarters
2485 North Service Road West, Oakville, Ontario

MEMBERS PRESENT: Mayor Rob Burton, Chair
Curt Allen, Gary Burkett

STAFF PRESENT: Chief Stephen Tanner
Deputy Chiefs Jeff Hill, Roger Wilkie
Ken Kelertas, Director, Legal Services and Legal Counsel
Paul Lavergne, Director, Corporate Services
Fred Kaustinen, Chief Administrative Officer
Graham Milne, Board Secretary
Insp. Sue Biggs
Keith Moore, Planning & Research Coordinator

This meeting took place without the benefit of quorum. Any items requiring decisions were deferred to a subsequent meeting.

1. GENERAL

1.1 Regrets

Councillor J. Knoll, Councillor C. Somerville, J. Wadden.



1.2 Disclosure of Conflicts of Interest

The Chair called upon Board members to declare any conflicts of interest they might have on the agenda. No declarations were made.

1.3 Confirmation of Minutes of Meeting P19-08 held Thursday, October 31, 2019

This item was deferred to a subsequent meeting.

2. PRESENTATIONS/DELEGATIONS

2.1 Introduction of Newly Promoted Officers

Deputy Chief Jeff Hill introduced the following newly promoted officer to the Board:

- Sergeant Chris Heffernan

2.2 2020-2023 Strategic Plan - Keith Moore & Glenn Pothier, GLPi Inc.

Keith Moore, Planning & Research Coordinator, and Glenn Pothier, GLPi Inc., provided an overview on the development of the 2020-2023 Strategic Plan and highlighted its themes and goals. A copy of the presentation is appended to the minutes. It was noted that the presentation will be delivered again at a subsequent meeting.

Gary Burkett requested the inclusion of maximizing member engagement as a goal under Theme #3: Capability and Engagement.

The Chair provided the following comments:

- Suggested simplification of the themes
- Recognition of the Peel Principles
- Need for action measures and associated targets – what are we going to do, and how are we going to know that we did it?

2.3 Board Profile Presentation

Kimberly Calderbank, Board Media Consultant, provided a brief update on the progress made within the last month on the Board's social media channels.

Inspector Sue Biggs, Regional Community Mobilization, provided an overview on the HRPS Opioids Strategy and the collaborative approach. She was followed by Jennifer Hartman, Corporate Communications, who outlined the communications goal for the Strategy; Joseph



Glover, Manager of Analytics, who discussed the incorporation of analytics in opioid audits and reporting tools; and Kendra Habing, Epidemiologist, Halton Region, who provided context around the Community Safety & Well-Being Plan. Dr. Julie Emili, Associate Medical Officer of Health, Halton Region, also responded to questions related to work undertaken on harm reduction.

Ms. Calderbank provided the link to the YourTV video "Halton Police Board focusing on Opioids," available at <https://www.youtube.com/watch?v=uNQgF8N4Yol&feature=youtu.be>

3. CONSENT AGENDA

3.1 Halton Happenings - October 2019

3.2 P19-11-I-01 - Financial Report - Third Quarter 2019

3.3 P19-11-I-02 - Semi-Annual Grant Agreements Execution

3.4 P19-11-I-03 - HRPS Public Safety Broadband Network (PSBN) Update

These items were deferred to a subsequent meeting.

4. DISCUSSION ITEMS

4.1 P19-11-R-06 - 2020-2023 Strategic Plan

This item was deferred to a subsequent meeting.

5. OPERATIONAL VERBAL UPDATES

Updates were provided on the following items:

- Provincial funding and related budgetary matters

6. STATUS OF OUTSTANDING ITEMS

6.1 Public Information Action Registry

There were no updates.

7. NEW BUSINESS

There was no new business.



8. **MOVE INTO CLOSED SESSION**

The Chair noted that the Confidential Session would not be held due to the lack of quorum present.

9. **CLOSED SESSION REPORT**

Per Item No. 8 there was no closed session report.

10. **ADJOURNMENT**

The Chair noted the cancellation of the Confidential and Board Only sessions due to the absence of quorum and adjourned the meeting at 10:42 a.m.

Rob Burton
Chair

Graham Milne
Board Secretary

HALTON REGIONAL POLICE SERVICE

One Vision One Mission One Team



2020 – 2023 HRPS Strategic Plan

Presentation to the Police Services Board
November 28, 2019



Agenda

1. Review of the process we've followed and what we've heard from stakeholders
2. Discuss the proposed 2020 – 2023 Strategic Plan Themes and Goals and seek approval
3. Final steps



External Consultation

- Survey of 2,536 randomly selected households in the region completed in July of 2019. 22% response rate.
- Facilitated focus group meetings with members of the public and local political representatives in all four municipalities.
- Focus group meetings with representatives from Citizens Police Academy participants; PEACE/YIPI attendees; students from high schools from across the Region; school boards and private school representatives; Multi-sectoral meeting with representatives of our Community Safety and Well-being partners; and the Chief's Diversity Engagement Forum members



Internal Consultation

- Focus group meeting with the Police Services Board
- 2 closed focus group meetings of staff from all levels (by invitation)
- Open invitation focus group meeting for all staff
- An online survey of HRPS staff
- Review and modification of suggested Themes and Goals by in-house CSWB experts
- Endorsement of Themes and Goals by Senior Leadership Team in October



Big Picture Findings

- The HRPS is highly regarded by the residents and key stakeholders within Halton
- Complimentary feedback re: HRPS initiatives
- Positive reactions to the current Plan
 - Participants generally believed that the existing goals require only modest refinements (meaning a number should remain, some be modified and a few replaced)



Big Picture Findings (Cont.)

- Plan is perceived as somewhat idealistic, but appropriately inspirational and ‘aspirational’
- Appreciative of HRPS outreach/opportunity to contribute
- No consensus on issue area priorities
- Interest in action plans and performance metrics



Big Picture Findings (Cont.)

- Vision, mission and values fine 'as is'
- Strategic Plan preferable to 'Business Plan'
- The Plan in its current format is considered to be flexible and adaptable — the structure facilitates the development of individual and departmental goals on an annual basis
- The Plan is perceived as speaking well to multiple audiences — providing a good balance between policing needs and the interests of the community
- Some overlap between and among themes
- CSWBP is making a difference
- Need to further integrate CSWBP themes/directions



Key Change-Related Areas

- Role clarity and issue area ownership (i.e. dealing with inappropriate calls)
- Health and wellness of HRPS personnel
- Dealing with under-performers/long-term absences
- Response to external 'mental health-related' incidents
- Flaws in the court system
- Communication (external and internal)
- Employee/member engagement
- Police visibility/interaction with the community
- Building stronger relationships with youth and diverse populations
- Inconsistencies across districts
- Career path and performance assessment



Key Considerations/Trends

- Uncertainty related to the provincial government
- High degree of support for the police/HRPS (in the Region)
- Growth and changing demographics (age, ethnicity, etc.)
- Growing focus on equity and inclusion
- Impacts of growth (on traffic, on density, on behaviour)
- 'Fallout' from Marijuana legalization
- Lack of awareness/understanding of HRPS initiatives
- Growth in social media usage/electronic communication
- Relationships between police and youth
- Movement toward open data/transparency/information sharing
- Affordability issues in the region (housing, etc.)



Key Considerations/Trends (Cont.)

- Public expectations re: service quality and the public purse
- Changing transportation environment (e.g. autonomous vehicles, shared mobility, travel options, etc.)
- Disruptive technology generally and technical advances
- Heightened profile for race relations and gender identification
- Increasing victimization/exploitation of seniors and children
- Influx of a criminal element from neighbouring communities — including ‘guns and gangs’
- Increasing focus on privacy and rights of the individual (and privacy legislation as a barrier to information sharing)



Top Issues: *“If I were the Chief...”*

[Listed in no particular order]

- Communication (internal and external)
- Traffic safety and enforcement
- Community involvement and outreach (relationship building)
- Relations with Youth/Diverse populations
- Police presence/visibility
- Employee wellness
- Employee engagement/morale
- Training
- Resourcing and fiscal imperatives
- Various types of crime
- Consistency between districts
- Emergency preparedness
- Advocacy



Theme #1: Community Safety and Well-Being

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 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.



Theme #1: Community Safety and Well-Being

4. Focus on the Service's Community Safety and Well-Being Plan priorities to reflect the key concerns of the community:
 - a) Crime trends (e.g. illegal drugs, human trafficking, domestic 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
 - d) Mental health and addiction, including upstream intervention — referrals and education, crisis response and de-escalation



Theme #1: Community Safety and Well-Being

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

1. Inspire trust/confidence in the Halton Regional Police Service and strengthen awareness of the value and importance of Police Services Board civilian oversight.
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.



Theme #2: Outreach and Collaboration

4. Inspire greater youth engagement and maximise 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 Halton Regional Police Service is responsible.



Theme #3: Capability and Engagement

1. 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
 - d) Ensuring that necessary police resources are available through accountable fiscal planning and sustainable funding
2. Create innovative opportunities to bolster both service delivery and revenue generation.
3. Ensure that all employees are well-trained and well-equipped — and that our commitment to the support of frontline services remains paramount.



Theme #3: Capability and Engagement

4. Emphasize employee health, safety and wellness — both physical and mental.
5. Embrace human resource best practices in support of: employee recruitment/retention; diversity and inclusion; career development; succession planning; and performance management.
6. Strengthen employee communication, teamwork and engagement, including understanding of the Halton Regional Police Service and its initiatives, and support for organizational goals.



Theme #4: Leadership and Excellence

1. Ensure that the Halton Regional Police Service demonstrates the highest levels of ethical and professional standards.
2. Be the leader in identifying and successfully implementing innovative policing practices — meet or exceed all provincially mandated requirements.
3. Ensure that our Police Service culture reflects our Values and emphasizes openness, accountability, respect, authentic inclusion, responsibility, relationships and results.



Theme #4: Leadership and Excellence

4. Ensure that our Police 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 contribution.
6. Encourage and support ongoing purposeful employee volunteerism and recognize these valued activities.
7. Promote practices that demonstrate environmental stewardship and sustainability.



Final Steps

1. Format – influenced in look and feel by the 2019 Annual Report – work being undertaken now by Corporate Communications
2. Approval of the final Plan document (physical and electronic) by the PSB at the January 2020 meeting
3. Publication of the new 2020-2023 Strategic Plan (internet and print)
4. KPIs will be identified annually within the departmental planning processes and this will be linked to CSWB annual goal setting process