



Public Agenda

Date: Thursday, January 23, 2020
Time: 9:00 a.m.
Location: Halton Regional Police Headquarters
Community Room
2485 North Service Road West, Oakville

1. GENERAL

- 1.1 Election of Board Chair and Vice-Chair for 2020
- 1.2 Regrets
- 1.3 Disclosure of Conflicts of Interest
- 1.4 Confirmation of Minutes of Meeting P19-10 held Thursday, December 10, 2019 (Agenda Pages 1 – 26)

2. PRESENTATIONS/DELEGATIONS

- 2.1 Introduction of Newly Promoted Officers
- 2.2 Regional Community Mobilization Bureau - Memorandum of Understanding with Reach Out Centre for Kids (ROCK)

3. CONSENT AGENDA

- 3.1 **Halton Happenings** - December 2019 (Agenda Pages 27 – 38)
- 3.2 **P20-1-I-01** - Quarterly Human Resources Summary (Agenda Pages 39 – 42)

- 3.3 **P20-1-I-02** - Semi-Annual Purchasing Activity - July to December 2019
(Agenda Pages 43 – 46)

4. DISCUSSION ITEMS

- 4.1 **Halton Regional Police Service Strategic Plan 2020-2023**

RECOMMENDATION

“THAT the Halton Regional Police Service Strategic Plan 2020-2023 be approved.”

- 4.2 **P20-1-R-06** - Acquisition of In-Car Camera System (ICCS) Equipment for Expansion
- Panasonic Canada Inc.
(Agenda Pages 47 – 50)

RECOMMENDATION

“THAT the Halton Police Board authorize the award of a single source contract with Panasonic Canada, Inc. for the acquisition of additional In-Car Camera System units and related server and media storage in the amount not to exceed \$620,000 (inclusive of confidential contingency and all applicable taxes).”

- 4.3 **P20-1-R-07** - Single Source - Computer Aided Dispatch Upgrade to Version 9.4 -
Hexagon Safety & Infrastructure
(Agenda Pages 51 – 56)

RECOMMENDATION

“THAT the Halton Regional Police Services Board authorize the award of a Single Source contract to Hexagon Canada for the upgrade to Version 9.4 of the Hexagon Computer Aided Dispatch (CAD) system and related components for an amount not to exceed \$650,000 (including taxes and contingency) and further,

THAT the Board authorize the Chief of Police to execute the contract and any subsequent agreements with Hexagon Safety & Infrastructure, on behalf of the Board in a form acceptable to the Director, Legal Services in support of the upgrade.”

- 4.4 **CAO-01-R-20** - 2020 Membership Renewal - Canadian Association of Police
Governance and Ontario Association of Police Services Boards
(Agenda Pages 57 – 64)

RECOMMENDATION

“THAT the Halton Police Board renew its annual membership with the Canadian Association of Police Governance (CAPG) at a cost of \$6,246.00;

THAT the Halton Police Board renew its annual membership with the Ontario Association of Police Services Boards (OAPSB) at a cost of \$5,722.08 plus \$743.87 HST; and

THAT the Halton Police Board renew its membership in OAPSB Zone 4 at a cost of \$70.”

5. OPERATIONAL VERBAL UPDATES

6. STATUS OF OUTSTANDING ITEMS

6.1 Public Information Action Registry
(Agenda Pages 65 – 66)

7. NEW BUSINESS

8. MOVE INTO CLOSED SESSION

9. CLOSED SESSION REPORT

10. ADJOURNMENT



Public Minutes

MEETING NO. P19-10

DATE OF MEETING: Thursday, December 19, 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
Councillor Jeff Knoll (Vice-Chair), Councillor Clark Somerville, Curt Allen, Gary Burkett, Jason Wadden

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
Keith Moore, Planning & Research Coordinator

1. GENERAL

1.1 Regrets

None.

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 and Minutes of Meeting P19-09 held Thursday, November 28, 2019

Moved by: G. Burkett

Seconded by: J. Knoll

"THAT the Minutes of Meeting P19-08 held Thursday, October 31, 2019 and Minutes of Meeting P19-09 held Thursday, November 28, 2019 be adopted as circulated."

Carried.

2. PRESENTATIONS/DELEGATIONS

2.1 Introduction of Newly Promoted Officers

This item was postponed to a future meeting.

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, including suggested revisions incorporated based on Board comments received at the meeting of November 28, 2019. Mr. Moore outlined next steps including approval of the final plan at the January Board meeting and ongoing reporting on implementation and metrics. A copy of the presentation is appended to the minutes.

The following suggestions & amendments were offered by the Board:

- Theme #3, Capability and Engagement:
 - Goal 2 – Change "Create" to "Explore"
- Theme #4, Leadership and Excellence:
 - Goal 6 – Change to "Increase and recognize employee volunteerism that furthers community and organizational goals."
 - Goal 7 – Delete "Promote practices that"

3. CONSENT AGENDA

3.1 Halton Happenings - October 2019 & November 2019

3.2 P19-12-I-01 - Semi-Annual Grant Agreements Execution



3.3 P19-12-I-02 - Financial Report - Third Quarter 2019

Further information was requested on the last occasion on which the benefits provider was tendered.

3.4 P19-12-I-03 - HRPS Public Safety Broadband Network (PSBN) Update

3.5 P19-12-I-04 - Community Safety and Well-Being Plans

3.6 P19-12-I-05 - Secondary Employment – 2019

It was suggested that the Board develop a refreshed policy in this area for consideration at a future meeting.

3.7 P19-12-I-06 - Facilities Update – 2019

Moved by: C. Somerville
Seconded by: J. Wadden

"THAT Item Nos. 3.1 through 3.7 inclusive on the Consent Agenda be received for information."

Carried.

4. DISCUSSION ITEMS

4.1 P19-12-R-09 - 2020-2023 Strategic Plan

Moved by: J. Knoll
Seconded by: C. Allen

"THAT the Halton Regional Police Services Board approves the 2020 – 2023 Strategic Plan Themes and Goals including the amendments offered by the Board and the final steps for implementation as outlined in the presentation received at the meeting of December 19, 2019."

Carried.



4.2 P19-12-R-10 - Single Source - Computer Aided Dispatch Maintenance Agreement - Hexagon Safety & Infrastructure

Moved by: C. Somerville

Seconded by: J. Knoll

"THAT the Halton Regional Police Services Board authorize the award of a one (1) year Single Source Master Maintenance Agreement with Hexagon Safety & Infrastructure, for the support and maintenance of the HRPS Computer Aided Dispatch (CAD) and related systems with the option to extend the Agreement for two (2) additional one (1) year terms for a total cost for three (3) years in the amount of \$1,527,413 (including taxes and contingency), and further;

THAT the Board delegate their authority to the Chief of Police to execute one (1) or more of the optional term extensions available within the funding identified, should it be in the best interests of the Service to do so."

Carried.

5. OPERATIONAL VERBAL UPDATES

Operational updates were provided on the following items:

- Blood donor clinic operating from December 17-31, 2019
- Removal of liaison officers from Maplehurst Correctional Facility
- Partnership with Axon for virtual reality empathy-based training

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**

Moved by: C. Somerville

Seconded by: J. Knoll

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

Carried.

9. **CLOSED SESSION REPORT**

The Chair reported that during the closed session, the Board considered legal and personnel matters and motions were approved by the Board regarding these matters.

10. **ADJOURNMENT**

The Chair adjourned the meeting at 11:07 a.m.

Rob Burton
Chair

Graham Milne
Board Secretary

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2020 – 2023 HRPS Strategic Plan

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Presentation to the Police Services Board
December 19, 2019



Agenda

1. Brief 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 (updated since the November PSB meeting) and seek the Board's approval
3. Final steps

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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

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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

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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

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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.)
- ⁻¹⁵Disruptive 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)

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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 **our part of** Halton's Community Safety and Well-Being Plan — act on the key principles and embed the four cornerstones of the Plan in daily operations: Incident Response; Risk Intervention; Prevention; and Social Development.

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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.

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Theme #2: Outreach and Collaboration

1. **Further enhance** trust/confidence in the Halton Regional Police Service and strengthen awareness of the value and importance of Police Services Board civilian **governance**.
2. Maximize community engagement and dialogue, including a greater emphasis on electronic and social media.
3. Strengthen relationships with the full diversity of Halton's communities to improve mutual understanding/respect, collaboration and communication.



Theme #2: Outreach and Collaboration

4. **Ensure** 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.

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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. Maximize employee engagement, communication and teamwork, including enhanced understanding of the Halton Regional Police Service and its initiatives, and support for organizational goals.

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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.

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Final Steps

1. Approval of the Themes and Goals as presented today
2. Completion of the physical and electronic Strategic Plan document – work being undertaken now by Corporate Communications
3. Approval of the final document by the PSB at the January 2020 meeting
4. Publication of the new 2020-2023 Strategic Plan (internet and print)
5. KPIs will be identified annually within the departmental planning processes and this will be linked to CSWB annual goal setting process



Halton Happenings - December 2019

Welcome to the December edition of Halton Happenings. Halton Regional Police Service's **Framework for Community Safety and Well-being** has the following strategic priorities:

1. Incident response – To ensure those in need get the right response, at the right time, by the right responders.
2. Risk intervention – To address the criminal behaviour that most affects the safety of community members.
3. Prevention – Community collaboration is the catalyst for positive, working relationships with all community agencies, resources and partners.
4. Social development – To assist in the continued development, education and support of all social groups in Halton Region.

When reading through this document, there are four coloured categories: incident response has been highlighted in red, risk intervention in yellow, prevention/education in blue and social development in green.

4 Strategic Priorities of Community Safety and Well-Being

What does it mean?

- The delivery of police services in Ontario has evolved to include working with partners to focus on reducing the risk factors that affect community safety. This reduces the demand for incident response by providing a coordinated response to risk, and leads to more positive outcomes. The Halton Regional Police has built on our policing philosophy by including proactive measures of intervention, constituting the four strategic priorities of community safety and well-being.





Halton Happenings - December 2019

Incident Response

District 2 Oakville

Focus on Crime

- A High School Liaison Officer investigated an assault between two students at different schools. As a result, the accused was arrested for assault and uttering threats to cause bodily harm.
- A High School Liaison Officer attended Oakville Trafalgar High School for an assault investigation. The result of this investigation was a Diversion referral.
- A High School Liaison Officer attended Oakville Trafalgar High School for an assault investigation. A parent was arrested for assaulting a student and was released on a Promise to Appear/Undertaking. A report of the accused's daughter being bullied was the catalyst in this event and is being investigated by the school administration team.

District 3 Burlington

Diversity, Older Adults & Youth

- District Community Mobilization Officers assisted with a major human trafficking investigation (Project Timber) by providing security at the schools of the victims during the takedown.
- On a request from Peel Regional Police, District High School Liaison Officers attended a residence in Burlington and located a missing 13-year-old girl.
- District High School Liaison Officers assisted our robbery unit in the arrest of two brothers from a local high school for a punk-off style robbery.



Halton Happenings - December 2019

Traffic

Collision Reconstruction Unit (CRU) Activities

- December 11, 2019, a collision occurred at the intersection of Winston Park Drive and Portland Drive in the Town of Oakville. A westbound automobile failed to stop for a stop sign at the above intersection, and collided with a northbound Sport Utility Vehicle. A 21-year-old male passenger in the westbound car was taken to hospital in life threatening condition, and was later pronounced deceased.
- December 24, 2019, a single motor vehicle collision occurred near the intersection of Westoak Trails Boulevard and Proudfoot Trail in the Town of Oakville. A westbound automobile left the roadway on the north side of the road and collided with a number of wooden posts. The 17-year-old driver, and his 17-year-old passenger were treated for minor injuries. The collision reconstruction unit was requested to assist with the technical investigation as it is believed the driver was impaired by drugs.
- December 28, 2019, a three vehicle collision occurred on Trafalgar Road, north of 5 Side Road. An 18-year-old male resident of Oakville was operating a 2018 Subaru WRX northbound on Trafalgar Road when the vehicle struck a 2006 Toyota Corolla from behind as it was attempting to pull into a private driveway. The Corolla was being operated by a 27-year-old female resident of Mississauga. As a result of the collision, the Subaru entered the southbound lane and was subsequently struck by a southbound 2015 Toyota Tacoma. The Tacoma was being operated by a 36-year-old male resident of Halton Hills. The male driver of the Subaru, the female driver of the Corolla and a female passenger in the Tacoma all received serious injuries.

Remote Piloted Aircraft System (RPAS)

There were two operational deployments for the Remote Piloted Aircraft System in the month of December.

- December 5, 2019, the Remote Piloted Aircraft System was used during tactical entry warrant in the Town of Halton Hills. The Remote Piloted Aircraft System was used to observe the residence just prior to the execution of the warrant to ensure no one fled to the rear of the rural property.
- December 28, 2019, the Remote Piloted Aircraft System was used to map the collision scene on Trafalgar Road, north of 5 Side Road in the Town of Halton Hills.

Mental Health & Addiction

- **Mobile Crisis Rapid Response Team (MCRRT):** The Mobile Crisis Rapid Response Team responded to 147 calls during the month of December. This included 61 in Burlington, 61 in Oakville, 15 in Milton and 9 in Halton Hills. Of these calls, 84 were mental health related. This accounts for 57.1 per cent of all mental health calls in the Halton Region.



Halton Happenings - December 2019

Risk Intervention

District 2 Oakville

Diversity, Older Adults & Youth

- A High School Liaison Officer conducted an investigation pertaining to students involved in a consensual fight at Holy Trinity High School.
- A High School Liaison Officer received information regarding a student being robbed of their vapes. As a result, an investigation was conducted and all parties were identified. Student responsible received Youth Criminal Justice Act Warn.
- A High School Liaison Officer attended Holy Trinity High School for a report concerning bullying. Both female parties involved, along with their families, were spoken to, creating an awareness to prevent further problems.
- A High School Liaison Officer attended White Oaks Secondary School to conduct a drug investigation. 27 grams of cannabis was seized. The youth involved was referred to Diversion.

District 3 Burlington

Traffic

- The District Community Mobilization Officer conducted distracted driving enforcement at high volume intersections, issuing a number of tickets and warnings.

Mental Health & Addiction

- The District Social Worker brought a case forward to the situation table involving a young man who was suffering from various mental health issues and substance abuse issues. He was identified as having escalating behavior and there was a serious concern that he would utilize a weapon to commit violence. Through a collaborated effort with partners at the table, he was able to be linked to care services for appropriate treatment.

Diversity, Older Adults & Youth

- Officers from the District Community Mobilization Bureau conducted a number of Violent Threat Risk Assessment's at several local high schools and elementary schools.



Halton Happenings - December 2019

Mental Health & Addiction

- **Crisis Outreach and Support Team (COAST):** COAST continues to support the Mobile Crisis Rapid Response Team and Crisis Aftercare. The COAST Team had 49 occurrences in December, 46 of which were mental health related. 93.9 per cent of the team's time was spent on Mental Health occurrences.

Diversity, Older Adults & Youth

- The Older Adult Support Officer worked with community partners such as Links2Care, Behavioural Supports Ontario (BSO), Crisis Outreach and Support Team (COAST), Halton Housing, and Mobile Crisis Rapid Response Team (MCRRT). Older Adult Support Officer assisted with three investigations, and provided supports to Older Adults living in the community.



Halton Happenings - December 2019

Prevention

District 1 Milton & Halton Hills

Traffic

- A number of Christmas parades in the District demanded the support of all of the resources of the Community Mobilization Bureau. We helped to successfully and safely coordinate parades for the following communities:
 - Milton
 - Georgetown
 - Acton
 - Campbellville

Mental Health & Addiction

- During the stressful Christmas period there were several requests for outreach and community support in the district.

Diversity, Older Adults & Youth

- Member of the District Community Mobilization Bureau were invited to celebrate the end of a successful year with our volunteer groups. A dinner was hosted by the Communities on Phone Patrol volunteers at the Georgetown station and a breakfast for the Seniors and Law Enforcement Together members of the Region was held at the Optimist Hall in Georgetown, that was graciously donated by the local chapter of the Optimists.
- Cst. DeDieu organized a hockey game between the students from Acton High School and members of the Halton Regional Police Service, 1 District. The event was held as a food drive for the students and parents who attended with the donations being directly donated to the Halton Food Bank.
- On December 9, 2019, the District Community Mobilization Bureau team was on hand to assist with the Miracle on Main Street toy drive. Students from several schools in the Milton area attended the street party. At the conclusion of the festival members of Foundation, volunteers and Police officers attended the Milton chapter of the Salvation Army and Halton Women's Place to deliver the toys and gifts donated by the local community.
- Officer Singh and Officer Todd made toy and gift deliveries to Halton Transitional Housing, and St. Paul's United Church which were distributed to needy families in their congregation.

District 2 Oakville

Focus on Crime

- A High School Liaison Officer participated in a Lock Down Drill at Gaetan Garvais.
- A High School Liaison Officer participated in a Lock Down Drill at Chisholm Academy.
- A High School Liaison Officer attended a Rapid Risk Assessment Tool follow up meeting at White Oaks High School.
- A High School Liaison Officer attended a Violent Threat Risk Assessment and Violent Threat Risk Assessment II at Holy Trinity High School.



Halton Happenings - December 2019

District 3
Burlington

Traffic

- District Community Mobilization Officer continued his online education initiative regarding distracted driving through his social media account.



Halton Happenings - December 2019

Traffic

Traffic Safety Unit (TSU)

- In preparation for the upcoming Festive RIDE season, Traffic Services partnered with Crime Stoppers and CHCH TV Hamilton to create an Impaired Driving public service announcement for broadcast over the holiday season.
- On Wednesday December 4, 2019, Traffic Services partnered with Cogeco to create the third installment of 'Coffee with a Cop', focusing on 'Know Your Tow'. The segment discussed consumer rights and, similar to fire safety, encouraged area motorists to have a towing plan in place ahead of experiencing a break down or collision in order to minimize the likelihood of being victimized in that moment of need.

Diversity, Older Adults & Youth

- Older Adult Support Officer continued to attend a series of grocery stores along with Detective Constable Gray to promote the 30 Division Purse Theft Campaign.



Halton Happenings - December 2019

Social Development

District 2 Oakville

Focus on Crime

- A High School Liaison Officer delivered a presentation at Mentoring Session School Protocol for the Halton Catholic District School Board.

District 3 Burlington

Focus on Crime

- Members of the District Community Mobilization Bureau took responsibility for the operational planning and staffing of the Burlington Remembrance Day Parade. Members were responsible for traffic points and public safety as Veterans, Dignitaries, and the Public paid their respect.

Diversity, Older Adults & Youth

- Members of the District Community Mobilization Bureau attended the Lotus Group Home for their annual Christmas party. Officers engaged with staff and the youth and furthered relationships that may prove useful in future dealings with Lotus.
- The District Community Mobilization Bureau became aware of some additional toys and gift cards that were donated through the Miracle on Main Christmas toy drive. Officers identified a family in Milton who recently lost their home and all their belongings in a house fire. Officers attended and donated several bags of toys as well as \$785 in gift cards to the very grateful family of six.
- District High School Officers participated in three law presentations answering questions pertaining to policing and the Criminal Code of Canada.
- The District Community Mobilization Bureau helped organize and collect presents for an initiative dubbed "Santa for Seniors". Members of Halton Regional Police Service and the public donated money and presents to give 95 local seniors a Christmas present.



Halton Happenings - December 2019

Traffic

Traffic Safety Unit

- Greater Toronto Area Police Towing meeting: In response to the increasing issues and attention pertaining to towing operations within the Region of Halton, on Monday December 2, 2019, Traffic Services hosted a meeting of Police Towing subject matter experts. Aviva Insurance provided a presentation to frame the extent of insurance fraud related to all facets of the towing industry. Other topics included compliance, consumer protection, media coordination, front line officer training, community outreach and education, policy and procedure, industry partnerships and legislation. This group will be meeting again in February 2020; additional southern Ontario police services are also expected to attend and partner in this initiative.

Focus on Crime

Crime Stoppers

- Attended various grocery store locations in Burlington to promote Crime Stoppers of Halton and collect donations for support.

Diversity, Older Adults & Youth

P.E.A.C.E (Police Ethnic and Cultural Education Youth Leadership Program)

- Applications for the winter 2020 Police Ethnic and Cultural Education Youth Leadership Program have been received and will be reviewed. The program will start on January 27, 2020.

Miracle on Main Street-Tiger Jeet Singh Foundation (formally known as Toys for Tots)

- The Miracle on Main Street holiday initiative is in full swing. Officers attended and collected toys at the annual Miracle on Main Street Event in Milton. Some of the collected toys were delivered to the Milton Salvation Army and Women's Shelter.

Officers were extremely busy in December picking up toy donations from various organizations across the Region, including schools and daycares. Regular toy drop offs occurred at the various Salvation Army locations across the Region, Women's Shelters, Region Hospitals, and other identified community groups in need. We were also privileged to support two local families in need after one immigrated to Canada with very little, and another who lost the majority of their belongings to a residential fire.

We also continued to assist elementary school children/families in need. This year we provided Halton schools with over \$10,000 worth of gift cards to buy gifts for families they identified as being in need. One of our goals this year was to engage the community, and schools, to take a more active role in helping those in need. Some schools were able to raise funds and toys themselves, while others were not. We ensured that no person in need went without!

Members of our police service have also been present at several "Miracle on Main Street" assemblies at schools throughout our region.

The final numbers for the 2019 Miracle on Main Street initiative are not available as of yet, but will be reported in January 2020.



Halton Happenings - December 2019

Diversity

- In response to the attack in New York targeting the Jewish Community and a shooting at a Church in Texas, contact was made with our various Faith Based groups to offer condolences and support. Uniform officers were directed to spend extra time around Faith Based facilities as a sign of support but also as a deterrent to any potential nefarious activities in response to a Global Event such as these Hate Based crimes.

Auxiliary Unit

- The Auxiliary Unit was busy in December. Auxiliary Officers attended several events where their services included traffic duty, pedestrian control and community engagement. These events included:
 - Burlington Santa Claus Parade
 - Burlington Santa 5km run
 - Milton Holiday Market
 - Crime Stoppers fundraiser in Georgetown
 - Burlington Purse Theft Protection project
 - New Halton Police Constable Swearing In ceremony
 - Oakville Cram-a-Cruiser
 - Campbellville Santa Parade
 - RIDE initiatives throughout the Region
 - Safeguard Home Safety Audits throughout the Region

Safety Village

- The Safety Village hosted an evening “Christmas in the Village” event where an estimated 300 people attended. Attendees participated in crafts, Christmas Carol singing, got to meet Santa and enjoyed warm beverages and snacks.



Halton Happenings - December 2019

Looking Ahead

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Halton Regional Police Service Public Agenda Information Report

To: Chairman and Police Service Board Members

From: Chief Stephen J. Tanner

Subject: QUARTERLY HUMAN RESOURCES SUMMARY

Report #: P20-1-I-01

Date: January 23, 2020

INTRODUCTION AND BACKGROUND:

The following is the Police Service personnel summary as at quarter's end.

POLICE	1Q 2019 Actual	2Q 2019 Actual	3Q 2019 Actual	4Q 2019 Actual	Current Authorized Positions	Current Variance
Chief	1	1	1	1	1	0
Deputy Chief	2	2	1	2	2	0
Superintendent	5	5	5	5	5	0
Inspector	11	11	11	11	10	1
Staff Sergeant	20	20	21	21	22	-1
Detective Sergeant	12	11	12	11	10	1
Sergeant	49	51	50	51	51	0
Detective	41	40	40	40	40	0
Constable (1st Class)	460	466	466	477	N/A	
Constable (2nd Class)	34	33	34	30		
Constable (3rd Class)	26	24	23	27		
Constable (4th Class)	36	47	54	46		
Recruits in Training	17	13	20	30		
Total Constables	573	583	597	610	577	33
TOTAL SWORN	714	724	738	752	718	34
Cadet *	6	13	11	11	0	11

* Cadets not included in complement (uniform contract positions)

CIVILIAN	1Q 2019 Actual	2Q 2019 Actual	3Q 2019 Actual	4Q 2019 Actual	Current Authorized Positions	Current Variance
Senior Management/ Administration	10	11	11	11	11	0
Supervisory/Professional/ Senior Clerical	80	84	87	86	92	-6
Clerical	105	108	108	109	113	-4
Communications	51	51	50	51	51	0
Special Constables (Escorts/Summons)	31	31	31	31	31	0
Facilities Technicians	5	5	5	5	5	0
TOTAL CIVILIAN	282	290	292	293	303	-10

TOTAL COMPLEMENT	996	1014	1030	1045	1021	24
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TEMPORARY STAFF <i>(Temporary employees do not form part of the authorized complement.)</i>	1Q 2019 Actual	2Q 2019 Actual	3Q 2019 Actual	4Q 2019 Actual	Comments
Full-time	8	6	10	8	* See details below
Part-time	0	2	1	1	
As Required	49	50	45	50	Communications/Courts Services/Districts/Drugs, Guns & Gangs/Forensic Identification/Homicide/ Human Resources/ Intelligence/ Police Analytics/ Information & Records Services/Support Services/Victim Services
Total Temporary Staff	57	58	56	59	

* FULL-TIME ALLOCATIONS	1Q 2019 Actual	2Q 2019 Actual	3Q 2019 Actual	4Q 2019 Actual	Comments
Replacements (Secondments/ Maternity/ LTD/etc.)	7	4	6	5	1 - Administrative Assistant, IT 1 - Social Worker 1 - Administrative Assistant, Admin Services 1 - Information Insurance Clerk 1 - Data Entry Clerk DRU
Special Projects	3	2	2	2	1 - Technical Support PRISM 1 - Facilities Maintenance Technician
In Training	0	0	0	0	No Change
Work Volume	3	0	0	0	No Change
Vacancy	0	0	2	1	1-Central Property Clerk

One Vision, One Mission, One Team

SPECIAL SITUATIONS - UNIFORM <i>*(Not included in authorized complement)</i>	1Q 2019 Actual	2Q 2019 Actual	3Q 2019 Actual	4Q 2019 Actual	Comments
External Secondments	6	7	7	7	2 – Ontario Police College 1 – Repeat Offender Parole Enforcement 1 – Provincial Firearms Office 1 – Provincial Anti Terrorism 2 – International Peace Operations
WSIB >1 year	6	6	6	5	
Leaves of Absences	2	3	2	3	1 – HSPA President 1 – Unpaid
* Long Term Disability > 2 yrs	4	4	4	4	
Long Term Disability < 2 yrs	5	4	7	6	
Sick Leave (Long Term)	7	7	12	15	
Parental/Pregnancy Leave	7	7	4	6	
Jobs Shared by 2 Members	1	1	1	1	

SPECIAL SITUATIONS - CIVILIAN <i>*(Not included in authorized complement)</i>	1Q 2019 Actual	2Q 2019 Actual	3Q 2019 Actual	4Q 2019 Actual	Comments
External Secondments	0	0	0	0	
WSIB >1 year	2	3	3	3	
Leaves of Absences	1	0	0	1	
* Long Term Disability > 2 yrs	6	8	8	7	
Long Term Disability < 2 yrs	6	3	5	3	Largely filled with Temporary Full-time
Sick Leave (Long Term)	7	12	7	6	
Parental/Pregnancy Leave	5	6	9	7	Largely filled with Temporary Full-time
Jobs Shared by 2 Members	2	1	0	0	

One Vision, One Mission, One Team

DEPARTURES	1Q 2019 Total	2Q 2019 Total	3Q 2019 Total	4Q 2019 Total	Total YTD 2019
TOTAL					
Uniform					
Retirements	8	3	3	1	15
Resignations	1	0	3	1	5
Terminations	0	0	0	0	0
Deaths	2	0	0	0	2
Civilian					
Retirements	4	5	0	2	9
Resignations	0	1	1	0	2
Terminations	0	0	1	0	1
Other – position redundant	0	0	0	0	0
Deaths	0	0	0	0	0

ADVANCEMENTS	1Q 2019 Total	2Q 2019 Total	3Q 2019 Total	4Q 2019 Total	Total YTD 2019
TOTAL					
Sworn Reclassifications	22	26	29	25	102
Sworn Promotions	6	4	4	5	19
Civilian Reclassifications	11	4	17	16	48



Stephen J. Tanner
Chief of Police

:CB



Halton Regional Police Service Public Agenda Information Report

To: Chairman and Police Service Board Members **From:** Chief Stephen J. Tanner
Subject: SEMI-ANNUAL PURCHASING ACTIVITY – JULY TO DECEMBER 2019.
Report #: P20-1-I-02 **Date:** January 23, 2020

INTRODUCTION AND BACKGROUND:

The Halton Police Board adopted By-Law 2016-001 (and as amended by By-law 2017-002) on August 4, 2016 to come into effect on January 1, 2017.

This report is submitted in accordance with By-Law 2016-001 (as amended), Section 14.5 whereby:

The Director shall submit a report to the Board semi-annually listing all purchases of Goods and Services including Consulting Services Contracts, not otherwise approved by the Board, in excess of \$100,000 for the information of the Board.

The purpose of this report is to provide detailed information to the Board regarding the procurement activity of the Service with a value in excess of \$100,000 during the period July 1 to December 31, 2019. The attached chart provides that activity whether based on a single/sole source award, contract extension or a competitive procurement process.

	<i>Jan 1 to Jun 30, 2019</i>	<i>July 1 to Dec 31, 2019</i>	<i>2019 Total</i>
Total value of all Purchase Orders	\$9,669,448	\$22,145,254	\$31,814,702
Total number of Purchase Orders	1,173	1,213	2,386
Total number of Vendors	339	350	689

The Purchasing Services Unit, in cooperation with internal clients and Regional Purchasing staff (when required by the By-law), issued and awarded a number of contracts through a bid solicitation process (both formal and informal), during the reporting period.

In addition to the bid solicitation processes, the Purchasing Services Unit performs all the contract administrative functions for the various contracts/agreements including;; resolving invoice discrepancies; coordinating the Service's security clearance process/collecting and monitoring the insurance certificates / monitoring the WSIB status;

reviewing contractor performance with internal clients; negotiating changes to terms and rates and working with internal clients to make recommendations to extend contracts.

The Purchasing Services Unit continues to participate (whenever possible) with and contribute to, two main Buying Groups - the HCPG (Halton Cooperative Purchasing Group) and the PCPG (Police Cooperative Purchasing Group). The Unit also monitors the Ministry of Government and Consumer Services' available Vendor of Record Agreements and Volume Licensing Agreements where Halton Regional Police Service is identified as a Non-OPS Client. These are efficient procurement processes that support the goals of the Service and the Board's By-Law.

The Directors (Corporate Services and Legal Services) and the Purchasing Coordinator will provide support and/or guidance (as required) in the review of the Board's By-law "*to regulate procurement of goods and services*" with the Board's Professional Consultant.



Stephen J. Tanner
Chief of Police

:SC

Attachments: Awards with the Value in Excess of \$100,000

**HALTON REGIONAL POLICE SERVICE
 CONTRACT AWARDS WITH THE VALUE IN EXCESS OF \$100,000
 FOR THE PERIOD: JULY 1 TO DECEMBER 31, 2019**

*HCPG = Halton Cooperative Purchasing Group
 PCPG = Police Cooperative Purchasing Group
 MoGS = Ministry of Government Services
 OSS = Ontario Shared Services
 PFO = Provincially Funded Organization*

<i>Month</i>	<i>Vendor</i>	<i>Service / Goods</i>	<i>Value</i>	<i>Type</i>	<i>Budget Type</i>	<i>Comments</i>
JUL	MOTOROLA	SUPPLY AND DELIVERY OF APX RADIOS	\$ 198,034	FORMAL COMPETITIVE: RFP (PROPOSAL) HCPG P-453-11	OPERATING	PARTICIPATION ON THE REGION OF HALTON'S / HCPG CONTRACT FOR THE SUPPLY AND DELIVERY OF P-25 RADIOS AND RELATED ACCESSORIES
JUL	HCE TELECOM	WIDE AREA NETWORK AND INTERNET SERVICES	\$ 459,318	FORMAL COMPETITIVE: RFP (PROPOSAL) HCPG 725-84-16 INITIAL TERM TO EXPIRE ON NOV 1, 2022 + THREE OPTIONAL TERM EXTENSIONS	OPERATING	PARTICIPATION ON THE REGION OF HALTON'S / HCPG CONTRACT FOR WIDE AREA NETWORK AND INTERNET SERVICES (This completed the full transition of the Service to the HCPG contract)
AUG	SEVILLANO LEGAL SERVICES	FOR THE REVIEW OF POLICE SERVICES BOARD'S BY-LAWS AND HRPS POLICIES	\$ 124,300	SINGLE SOURCE CONSULTING SERVICES: PROFESSIONAL SERVICES TERM: AUGUST 1, 209 - May 31, 2020	OPERATING	In accordance with the Board's By-law 2016-001 (as amended by 2017-002); Schedule B: The Chief may authorize Single Source Consulting Services exceeding \$100,000 but not exceeding \$300,000
45- G	MERCEDES BENZ BURLINGTON	2 x CARGO VEHICLES	\$ 160,038	FORMAL COMPETITIVE: RFT (TENDER) T-526-19 SUPPLY AND DELIVERY OF TWO (2) CARGO VANS FOR TRAFFIC AND COLLISION RECONSTRUCTION	CAPITAL	Formal competitive bid issued in accordance with the Board's By-law 2016-001 (as amended by 2017-002); Schedule B: The Chief may authorize the competitive acquisition of goods and services for a value in excess of \$100,000 when the lowest compliant bidder or highest ranking proposal is recommended.
SEPT	SUNCOR ENERGY PRODUCT PARTNERSHIP	VEHICLE FUEL/GASOLINE AND EXTERNAL VEHICLE WASHES	\$ 8,126,000	FORMAL COMPETITIVE: RFP (PROPOSAL) P-025-19 PROVISION OF VEHICLE FUEL AND EXTERNAL VEHICLE WASHES Term: Initial 2 years + 2 optional 1-yr extensions; Value = 4 years	OPERATING	Formal competitive bid issued in accordance with the Board's By-law 2016-001 (as amended by 2017-002); Schedule B: The Chief may authorize the competitive acquisition of goods and services for a value in excess of \$100,000 when the lowest compliant bidder or highest ranking proposal is recommended.
OCT	FIRST REPOSE ENVIRONMENTAL 2012 INC.	BIOHAZARD CLEANING SERVICES FOR CENTRAL LOCK-UP, POLICE FACILITIES AND POLICE VEHICLES	\$ 114,964	FORMAL COMPETITIVE: RFQ (QUOTATIONS) 19-RFQ-240 THREE (3) YEAR CONTRACT; Total Value of 3 year contract awarded	OPERATING	Formal competitive bid issued in accordance with the Board's By-law 2016-001 (as amended by 2017-002); Schedule B: The Chief may authorize the competitive acquisition of goods and services for a value in excess of \$100,000 when the lowest compliant bidder or highest ranking proposal is recommended.
OCT	LONG VIEW SYSTEMS	SUPPLY AND DELIVERY OF CISCO PRODUCTS AND SERVICES	\$ 2,018,180	FORMAL COMPETITIVE: REQUEST FOR PROPOSALS TERM CONTRACT: NOVEMBER 1, 2019 - APRIL 30, 2022 WITH THE OPTION TO EXTEND ONE ADDITIONAL TWO YEAR TERM Total Value of the contract to April 2022 established	AS ASSIGNED CAPITAL PROJECTS OR OPERATING	PARTICIPATION ON THE REGION OF HALTON'S AWARDED AGREEMENT WITH LONG VIEW ESTABLISHED BY THE MCMASTER UNIVERSITY Formal competitive bid issued in accordance with the Board's By-law 2016-001 (as amended by 2017-002); Schedule B: The Chief may authorize the competitive acquisition of goods and services for a value in excess of \$100,000 when the lowest compliant bidder or highest ranking proposal is recommended.

**HALTON REGIONAL POLICE SERVICE
 CONTRACT AWARDS WITH THE VALUE IN EXCESS OF \$100,000
 FOR THE PERIOD: JULY 1 TO DECEMBER 31, 2019**

HCPG = Halton Cooperative Purchasing Group
 PCPG = Police Cooperative Purchasing Group
 MoGS = Ministry of Government Services
 OSS = Ontario Shared Services
 PFO = Provincially Funded Organization

Month	Vendor	Service / Goods	Value	Type	Budget Type	Comments
OCT	Potencia Technology	SUPPLY, DELIVER & INSTALL 400 NEW BATTERIES IN THE UPS SYSTEMS AT ALL TEN (10) RADIO TOWER SITES	\$ 145,770	FORMAL COMPETITIVE: RFT (TENDER) T-537-19 SUPPLY, DELIVER & INSTALL	CAPITAL	Formal competitive bid issued in accordance with the Board's By-law 2016-001 (as amended by 2017-002); Schedule B: The Chief may authorize the competitive acquisition of goods and services for a value in excess of \$100,000 when the lowest compliant bidder or highest ranking proposal is recommended.
NOV	MULTI-VENDOR AWARD: PRO MOW (11 DIV) CLINTAR (12 & 20 DIV) GREEN COLLAR (30 DIV) HARPERS (HQ & SAFETY VILLAGE)	YEAR ROUND GROUNDS MAINTENANCE (JAN-DEC) AT ALL POLICE FACILITIES AND THE SAFETY VILLAGE	\$ 699,945	FORMAL COMPETITIVE: RFT (TENDER) T-006-1-19 TERM CONTRACT: NOV 1, 2019-OCT 31, 2022 WITH TWO (2) OPTIONAL ONE (1) YEAR EXTENSIONS; Value = 3 years	OPERATING	PARTICIPATION IN THE REGION OF HALTON'S TENDER PROCESS Formal competitive bid issued in accordance with the Board's By-law 2016-001 (as amended by 2017-002); Schedule B: The Chief may authorize the competitive acquisition of goods and services for a value in excess of \$100,000 when the lowest compliant bidder or highest ranking proposal is recommended.
DEC-16	CONFIDENTIAL	TWO YEAR LEASE AGREEMENTS FOR LEASED VEHICLES	\$ 197,685	CONFIDENTIAL INVITATIONAL REQUEST FOR TENDERS	OPERATING	Police Services Board approved the HRPS Purchasing Staff to issue an Invitational Tender to obtain these unique vehicles on PSB # C05-8-CPA-R-06 to keep the supplier and process confidential for officer safety reasons. Contract award was in compliance with the Purchasing By-Law 2016-001 as amended.
DEC	LIGHTNING EQUIPMENT	POLICE PATROL VEHICLE ACCESSORY (175 HAVIS DOCKS FOR PANASONIC CF-33s)	\$ 187,467	FORMAL COMPETITIVE RFT (TENDER) T-542-19 SUPPLY & DELIVER	CAPITAL	Formal competitive bid issued in accordance with the Board's By-law 2016-001 (as amended by 2017-002); Schedule B: The Chief may authorize the competitive acquisition of goods and services for a value in excess of \$100,000 when the lowest compliant bidder or highest ranking proposal is recommended.
DEC	KENNEDY FORD	3 FORD VEHICLES FOR SENIOR OFFICERS	\$ 138,042	SINGLE SOURCE VEHICLE ACQUISITION THROUGH PCPG PRICING	CAPITAL	P19-01-R-07 - Annual Procurement of Police Vehicles Board authorized "the Service to utilize the Police Cooperative Purchasing Group pricings established by the Ministry of Transportation through their Vendor of Record # OSS-00634452 for the procurement of police fleet vehicles as needed without an additional bid solicitation"
DEC	SOFTCHOICE	MICROSOFT LICENSES AND RELATED PRODUCTS	\$ 1,924,390	FORMAL COMPETITIVE: HCPG AGREEMENT THROUGH OEMC P-2015-228 AWARD 3 YEAR TERM EXPIRES SEPT 2023	AS ASSIGNED CAPITAL PROJECTS OR OPERATING	PARTICIPATION ON THE REGION OF HALTON'S AWARDED AGREEMENT WITH SOFTCHOICE FOR THE HCPG - ESTABLISHED THROUGH THE OEMC FORMAL COMPETITIVE BID PROCESS Formal competitive bid issued in accordance with the Board's By-law 2016-001 (as amended by 2017-002); Schedule B: The Chief may authorize the competitive acquisition of goods and services for a value in excess of \$100,000 when the lowest compliant bidder or highest ranking proposal is recommended.

Halton Regional Police Service

STRATEGIC PLAN 2020 - 2023

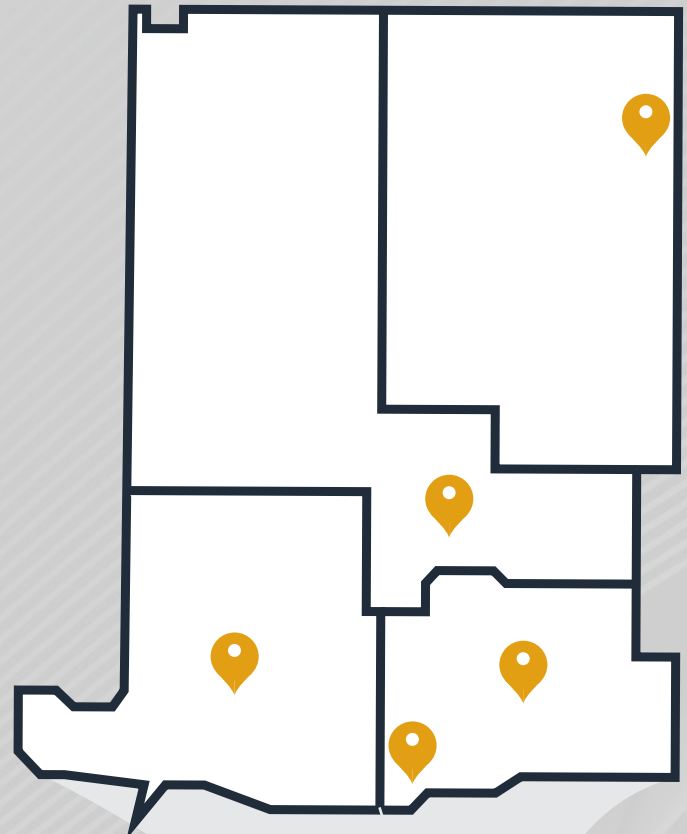


The Halton Regional Police Service contributes to the safety and well-being of approximately 600,000 residents in the Town of Milton, the Town of Halton Hills, the Town of Oakville and the City of Burlington. Working in partnership with the communities we serve, the Service delivers quality, cost-effective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

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Halton Region





One Vision:

To be the leader in community safety and policing excellence.

One Mission:

To provide effective and efficient community-based policing.

One Team:

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

One Vision, One Mission, One Team



Message from Halton Police Board Chair Rob Burton

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

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

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

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

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

Mayor Rob Burton
Chairman

A Message to Our Community Chief Stephen J. Tanner



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

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

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

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

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

Stephen J. Tanner
Chief of Police



Service Values

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

Trust and Respect

Integrity

Accountability

Excellence

Teamwork

Justice

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

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

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

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

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

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

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

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

Looking Back: 2017 – 2019 Corporate Business Plan

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

Theme 1 – Community Safety and Well-Being

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



Theme 2 – Outreach and Collaboration

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



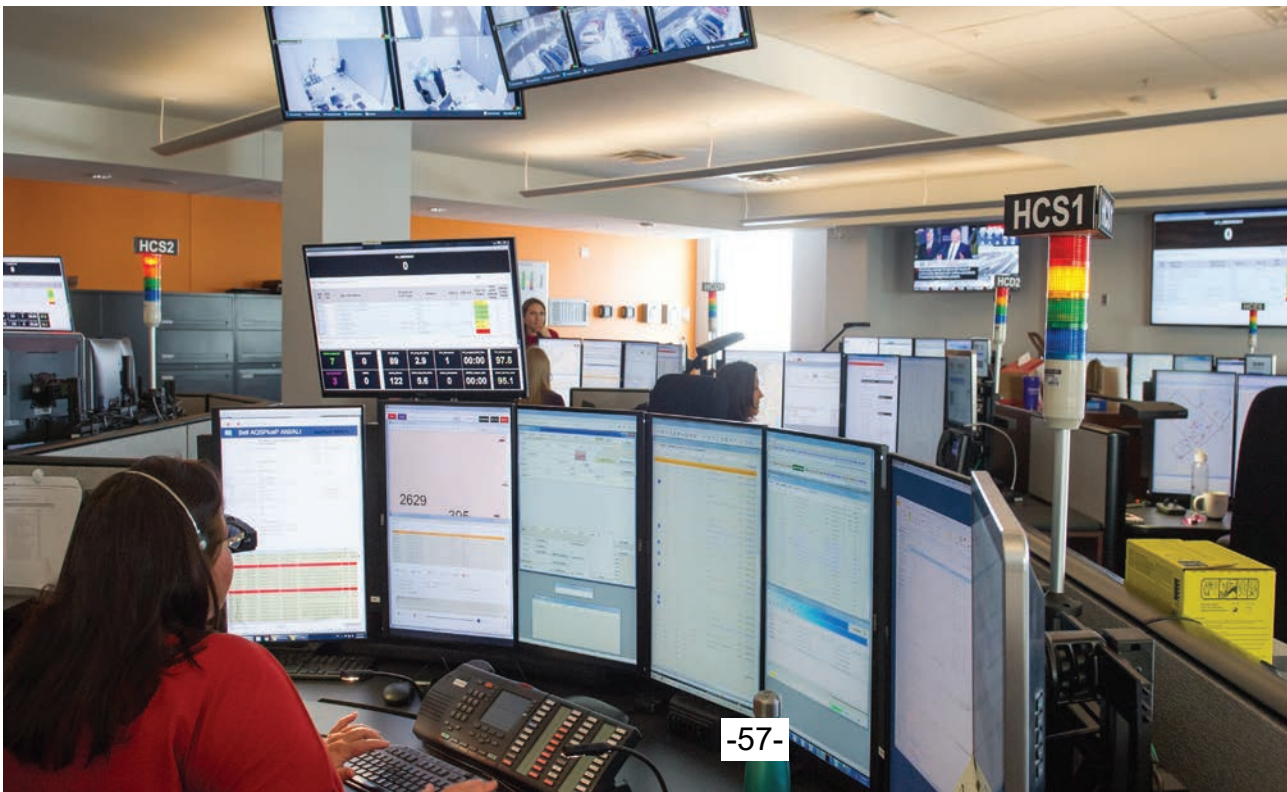
Theme 3 – Organizational Capacity

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



Theme 4 – Organizational Excellence

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



Halton Region - Quick Facts¹

Halton's Growing Population



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

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



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

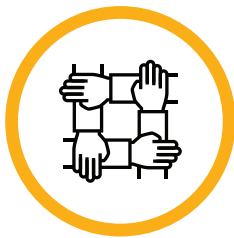
- Nearly half of newcomers came from five countries – China, India, Philippines, Pakistan and Egypt.
- Two-thirds of newcomers were admitted as economic immigrants.
- 27 per cent of newcomers were sponsored by family.
- 6 per cent of newcomers were admitted as refugees.

Inside Halton Homes



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

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



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

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



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

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



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

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



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



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

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



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

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



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

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



Halton Police - Key Indicators

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

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

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



Sir Robert Peel's Principles of Law Enforcement

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

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

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



Community Safety and Well-Being

The ideal state of a sustainable community is where everyone is safe, has a sense of belonging, has opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression. The success of society is linked to the well-being of each and every individual.

The Halton Regional Police Service employs principles of risk-driven, multi-sectoral collaboration to address a variety of police and community concerns. This approach was borne out of the realization that police needed to partner with external human service providers to address more complex issues impacting safety and well-being.

Anti-social behaviours are rooted in a variety of issues, which often co-exist. To effectively address or prevent these situations, similarly complex strategies are needed. They require multi-sectoral support with aligned priorities and parallel programming.

In 2019, the Community Safety and Policing Act was introduced and passed into law as part of *Bill 68, the Comprehensive Ontario Police Services Act, 2019*. The Act enhanced and strengthened the emphasis on community policing concepts and expectations. The Halton Regional Police Service is at the forefront of police services in Ontario with the implementation of these provincial enhancements. The Service has put a specific emphasis on upstream intervention, identification of community risk, and leveraging community collaboration. These concepts are now entrenched within the Halton Region Police Service and Halton Region's Community Safety and Well-Being Plan with the overall goal to build a safer and healthier community for all who call Halton home.

What does this mean?

The delivery of policing services in Ontario has evolved to include working with community partners to focus on reducing the risks that affect community safety. This, in turn, reduces the demand for emergency response. This concept is known as the "upstream approach to intervention" and provides a coordinated response to risk, which allows for the system to be applied most effectively to those that need it the most. The Halton Regional Police Service has built on our policing philosophy by including proactive measures of intervention, known as the four pillars of community safety and well-being.



Community Safety and Well-Being Planning

Multi-sector, collaborative efforts to identify local priority risks and implement evidence-based collaborative strategies to address these risks and increase protective factors that will make the community safer and healthier for all.

Framework for Community Safety and Well-Being

The Halton Regional Police Service's Framework for Community Safety and Well-Being has the following strategic priorities:

- **Incident Response** – To ensure those in need get the right response, at the right time, by the right responders.
- **Risk intervention** – To address the criminal behaviour that most affects the safety of community members.
- **Prevention** – Community collaboration is the catalyst for positive, working relationships with all community agencies, resources and partners.
- **Social development** – To assist in the continued development, education and support of all social groups in Halton Region.

The Halton Regional Police Service reinforces the Community Safety Planning Framework by incorporating its principles into the Service's training, performance management process, project delivery and delivery of ongoing initiatives. **The Service's four priorities of focus include mental health and addictions, priority populations, traffic safety and crime.** The *Community Safety Plan* is a living system of collaboration and convergence of service delivery, risk mitigation, safety promotion and social development.



Community Survey

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

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

The following are the most significant findings:

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



Resource Planning

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

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

Recruitment

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

We hire the best because our residents deserve the best.

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

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

Be yourself while being one of us.

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



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Police Facilities

The Halton Regional Police Facility Plan is a comprehensive master facility plan derived from individual facilities needs assessment and feasibility studies. The current iteration of the Facility Plan, received by the Halton Police Board in 2014, informs current and future planning for the optimal requirements and locations of police facilities that address the Service's short and long-term needs. The associated cost estimates are included in the 10-year Capital Plan. An annual status update report of the Facilities Plan is provided to the Halton Police Board.

The Facilities Plan is guided by key fundamental themes:

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

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

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

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

The Service remains compliant with the specific facilities requirements identified in the Ontario Police Services Act's Adequacy and Effectiveness of Police Services regulations and guidelines.



Information Technology

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

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

- Commissioned a new Headquarters facility with new 911 Communications Centre and secure data centre;
- Worked with government and industry to further Next Generation 911 (NG911) standards and implementation;
- Implemented a Region-wide Public Safety wireless broadband data and voice system for Police, Fire Departments, and secondary and tertiary partners – the first of its kind in Canada;
- Undertook continued enhancements to the Service's state-of-the-art digital P25 voice radio system
- Further enabled mobile technology;
- Implemented and supported key departmental administrative systems within the Service;
- Conducted research and development in areas of emerging technology, including artificial intelligence, and mobile data communications; and
- Enhanced officer and community safety with the development of frontline portable radio location services.

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

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

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

Theme 1 - Community Safety and Well-Being

Goals:

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



Theme 2 - Outreach and Collaboration

Goals:

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



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THEME 2



Theme 3 - Capability and Engagement

Goals:

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



Theme 4 - Leadership and Excellence

Goals:

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



Halton Regional Police Service

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Cover photo: Justin Tang





Halton Regional Police Service Public Agenda Recommendation Report

To: Chairman and Board Members

From: Chief Stephen J. Tanner

Subject: ACQUISITION OF IN-CAR CAMERA SYSTEM (ICCS) EQUIPMENT FOR EXPANSION PANASONIC CANADA INC.

Report #: P20-1-R-06

Date: January 23, 2020

RECOMMENDATION:

"That the Halton Police Board authorize the award of a single source contract with Panasonic Canada, Inc. for the acquisition of additional In-Car Camera System units and related server and media storage in the amount not to exceed \$620,000 (inclusive of confidential contingency and all applicable taxes)."

A handwritten signature in black ink, appearing to read "S. J. Tanner".

Stephen J. Tanner
Chief of Police

:JC

INTRODUCTION AND BACKGROUND:

Capital funds for both the In-Car Camera System (ICCS) project and the Body-Worn Camera System (BWCS) were approved together as one project in 2015. These projects were separated in 2016 with \$1,100,000 being allocated for the ICCS project.

Through 2015 and 2016, a pilot ICCS program was undertaken in both Districts 1 and 2 to evaluate the efficacy of ICCS systems and potential vendors. At this time, it was determined that a phased District roll-out of any future systems would best meet the needs of the HRPS. This was in line with a 2014 Board Report recommending a staged deployment strategy.

In 2018, the HRPS issued a Request for Proposals (RFP) document to the open market for forty (40) ICCS systems. Six (6) proposals were received and evaluated by the Evaluation Committee. At the conclusion of the evaluation process, the contract was awarded to Panasonic Canada, Inc. To date, approximately \$400,000 has been spent on the District 1 rollout and includes the ICCS systems along with servers and video storage necessary to

fully outfit all District 1 (both 11 and 12 Division) cars and as-needed building components (Wi-Fi connectivity, etc.).

Approximately 30 police vehicles in District 1 have had ICCS systems installed with District 1 officers using the system since October 2018. The remaining systems will be installed as new vehicles come online starting in 2020. All uniform patrol officers in District 1 have received training on the use of ICCS and are now using the system.

DISCUSSION / ANALYSIS:

In consultation with Senior Executive, a decision was made to expand the ICCS program to Districts 2 and 3 and to install ICCS systems in all HRPS patrol vehicles.

The HRPS has been highly satisfied with the products and support from Panasonic Canada. The Strategic Management Office has developed officer training based on the Panasonic system which includes an online component and associated practical training. Additionally, the ICCS policy and business process has since been developed which includes automated court disclosure for video.

ALTERNATIVES:

The 2018 RFP bid solicitation (RFP-813-18) included the following article:

2.4 ICCS Standard

2.4.1 “The resulting ICCS will become the standard for HRPS until the HRPSB issues another RFX process to identify a changed need.”

CONSULTATION:

- Deputy Chief Roger Wilkie
- Superintendent Derek Davis, ICCS Project Sponsor – Strategic Management Office
- Ken Kelertas, Director – Legal Services
- Paul Lavergne, Director – Corporate Services
- Inspector Julie Craddock, ICCS Project Business Lead – District 1
- Staff Sergeant Ron Hansen, Manager – Strategic Management Office
- Constable David Allan, ICCS Project Technical Lead – Strategic Management Office
- Jason Dale, Planner – Planning & Research Bureau
- Susan Chojnacki, Coordinator – Purchasing Services
- Jody Percy, Coordinator – Fleet Services Coordinator

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:**Cost Breakdown for 2 and 3 District requirements:**

Item	Cost
Approx. 50 - ICCS Systems (incl. side cameras)	\$365,000
Approx. 10 - Servers and storage	133,200
Sub-Total	\$498,200
Contingency (10%)	49,820
HST	71,243
Total	\$619,263

STRATEGIC MANAGEMENT ISSUES:

The ICCS expansion supports the following themes and goals within the 2020 – 2024 Strategic Plan:

Theme 1 (Community Safety and Well-Being) Goal 4b:

4. *Focus on the Service's Community Safety and Well-Being Plan priorities and the key concerns of the community:*
 - b) *Traffic safety and enforcement (e.g. distracted driving, speeding, school zone violations, commercial vehicle infractions)*

Theme 2 (Outreach and Collaboration) Goal 1:

1. *Further enhance trust/confidence in the Halton Regional Police Service and strengthen awareness of the value and importance of Police Services Board civilian governance.*

Theme 3 (Capability and Engagement) goals 1 and 3b:

1. *Ensure that all employees are well-trained and well-equipped — and that our commitment to the support of frontline services remains paramount.*
3. *Maximize the effectiveness and efficiency of the organization by:*
 - b) *Purposefully harnessing technology and maximizing innovation*

Theme 4 (Leadership and Excellence) goals 1, 2, and 3:

1. *Ensure that the Halton Regional Police Service demonstrates the highest levels of ethical and professional standards.*
2. *Ensure that our Police Service culture reflects our Values and emphasizes openness, accountability, respect, authentic inclusion, responsibility, relationships and results.*

3. *Be the leader in identifying and successfully implementing innovative policing practices – meet or exceed all provincially mandated requirements.*



Halton Regional Police Service Public Agenda Recommendation Report

To: Chairman and Police Board Members **From:** Chief Stephen J. Tanner

Subject: **SINGLE SOURCE – COMPUTER AIDED DISPATCH UPGRADE TO VERSION 9.4 –
HEXAGON SAFETY & INFRASTRUCTURE**

Report #: P20-1-R-07 **Date:** January 23, 2020

RECOMMENDATION:

“That the Halton Regional Police Services Board authorize the award of a Single Source contract to Hexagon Canada for the upgrade to Version 9.4 of the Hexagon Computer Aided Dispatch (CAD) system and related components for an amount not to exceed \$650,000 (including taxes and contingency) and further,

That the Board authorize the Chief of Police to execute the contract and any subsequent agreements with Hexagon Safety & Infrastructure, on behalf of the Board in a form acceptable to the Director, Legal Services in support of the upgrade.”

Stephen J. Tanner
Chief of Police

: DD

INTRODUCTION AND BACKGROUND:

Hexagon’s Intergraph Computer-Aided Dispatch (CAD) is a suite of industry-leading incident management software that features complete, integrated capabilities for call handling and dispatching, intelligent mapping, field communications, data reporting and analysis, and application integration.

The CAD system plays an integral role in Halton Regional Police Service’s (HRPS) Communications efforts to effectively manage police emergency response and service requests received from the Public. CAD is a mission-critical system, used by front line patrol and investigative teams. Intergraph CAD was implemented in HRPS in 2007, and since 2014, the HRPS has been utilizing version 9.3 of the software.

CAD 9.4 delivers new and enhanced capabilities to assist HRPS in delivering efficient and effective response to 9-1-1 emergency and other calls for service. The latest upgrade will offer new functionality to support large event and incident command workflows, increase efficiency for mobile and web applications, and enhance call-handling, including text messages. It will also allow the service to implement new improvements to mapping, emergency response, Business Intelligence tools etc.

Staff recommends the upgrade of the Hexagon CAD system to Version 9.4 in order to maintain supportability and obtain desired features.

DISCUSSION / ANALYSIS:

In July 2007, the Service implemented a Computer Aided Dispatch (CAD) system utilizing the Intergraph CAD software. This mission-critical police system includes software and hardware to receive and dispatch calls for service, manage availability of police personnel, and to provide a framework for the initial capture of event information.

In September 2014, the Board approved the award of a contract to Hexagon (formerly Intergraph) for the upgrade of the Service's CAD system to version 9.3. This upgrade was a significant undertaking as version 9.3 represented substantial changes in the user interfaces and capabilities from the previous version. The Service was able to customize the new product, with particular focus on the (then) new mobile product (called MPS) which is used by front-line patrol officers in their day-to-day work. Along with the 911 call-taking and dispatch capabilities of the system, the mobile MPS system is a critical component in Halton Police's delivery of service to the many communities within Halton Region.

As with most complex software systems, new versions are released that build upon prior iterations. Version 9.3 (our existing version) is approaching obsolescence with development support having ended in June 2019. The current form of the software is version 9.4 with Hexagon's development and support efforts fully available. Future versions include the eventual replacement of all 9.x series products with the release of the On-Call system (still in development). By transitioning to version 9.4, the Service obtains the current version of the system with manufacturer support, and retains a necessary foundation for future upgrades. It is important that the Service maintain support for its CAD product due to the mission-critical nature of the system for its many stakeholders – both within the Service and the community we serve.

In conducting an environmental scan of our partner police agencies using this product, we have identified services already on version 9.4 or in the process of transitioning to version 9.4. There are many features and enhancements with the 9.4 version of the system that will be beneficial to the Service. Staff have considered waiting for the release of On-Call (skipping the 9.4 upgrade); however it is unclear when the newest On-Call product will be released. That would require us to remain on our current version 9.3 without development support and the ability to make necessary changes when they arise.

Enhancements in the 9.4 version include enhancements to the MPS mobile (in car) software, Mobile Responder (MR) for handheld devices, administrative users (I/Netviewer) and Dispatcher (I/Dispatcher). Examples include:

- New functionality for dispatchers including the ability to highlight critical information, officer safety monitoring, and other technical enhancements (I/Dispatcher).
- Significant mapping improvements including new map layers, multiple map sources, and custom map marking (e.g. perimeters and staging areas)
- Improved messaging, search features and greater configuration (I/NetViewer)
- Upgraded mobile product (MPS), including enhancements to mapping, navigation, person level tracking display, geo-fencing, and facility information.
- Consolidation of user identification within the system,
- Improvements in the Mobile Responder (MR) smart phone product to enable access to additional data sources such as CPIC, MTO and RMS.
- Enhancements in the Business Intelligence configuration of the system which will enable the Service to leverage new technology for analytics.

Staff have been working with Hexagon to define the scope of the upgrade project and costs in terms of Hexagon's efforts. As a result of these discussions, the upgrade cost at this point in time is estimated to be within the \$650,000 (taxes and contingency included) as requested within this Board recommendation, the 2020 capital budget includes \$650,000 in support of this initiative.

In addition to the upgrade costs through Hexagon, the Service will incur IT infrastructure and installation costs of approx. \$530,000 which will bring the total value of the upgrade to \$1,180,000 (including contingency and taxes).

Costs and funding sources for this project are as follows:

Hexagon CAD 9.4 Upgrade Project	Cost Estimate
Project deliverables include: <ul style="list-style-type: none"> - Installation of Hexagon 9.4 base software - Customization of system in support of HRPS requirements - Migration of system to 9.4 for “go-live” - Installation of new Business Intelligence components and support - Resolution of issues - After “go-live” support 	\$ 520,000
IT server requirements	250,000
IT installation support	225,000
Contingency	50,000
HST (13%)	135,000
Total Hexagon 9.4 Upgrade Project Cost	\$ 1,180,000

Funding sources for Hexagon 9.4 Upgrade Project:

Capital Account	\$
CAD Upgrade Project – T6864B	\$ 650,000
IT Capital Programs – System Enhancements – T6838C	530,000
Total Hexagon 9.4 Upgrade Project Funding	\$ 1,180,000

ALTERNATIVES:

Do not upgrade – Not recommended. Software fixes and functionality enhancements inherent in the new versions of the CAD, Mobile and Business Intelligence platforms will not be available to the Service if we remain on the current version of the system. Hexagon support for the current 9.3 version ended in June 2019.

Pursue alternative CAD systems – Not Recommended. The Service has been utilizing Hexagon’s CAD system (and related products) since 2007. CAD is a core business system of exceptional complexity and integration with other systems (e.g. Records Management). User and support staff are familiar with its form and function, and have access to many partner agencies operating the same platform. An environmental sample scan of other systems was conducted with a recommendation to not consider that option at this time.

CONSULTATION:

- Deputy Chief Roger Wilkie – District Operations
- Superintendent Derek Davis – Strategic Management Office (author)
- Ken Kelertas, Director – Legal Services
- Paul Lavergne, Director – Corporate Services
- Bill Payne, Director – Information Technology
- Adam Woods, Manager – Information Technology
- Susan Chojnacki, Coordinator – Purchasing Services

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

There are sufficient funds requested in the 2020 capital budget submission to support this recommendation. Costs for IT infrastructure and support will be funded from other IT Capital Program budgets.

This recommendation is in accordance with the Halton Regional Police Service By-Law No. 2016-001; *A By-Law to Regulate Procurement of Goods and Services by the Halton Regional Police Service;*

Section 8.9.1: *“A Single Source or Sole Source purchase may be used for the procurement of Goods or Services or Consulting Services, and may include negotiations, without an Open Market Process or Bid Solicitation provided that any of the following conditions apply:*

- a) where there is only one known source of supply that meets the needs of the Police Service,*
- b) where the compatibility of a purchase with existing equipment, facilities, or services is a paramount consideration;*
- d) where it is most cost-effective or beneficial to the Service.”*
- g) where competition is precluded due to the existence of proprietary circumstances such as patent rights, copyright, technical secret or control of raw materials;”*

STRATEGIC MANAGEMENT ISSUES:

The Recommendation is in support of the 2020-2024 Strategic Business Plan:

Theme 3 Capability and Engagement Goals:

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*



Public Agenda Recommendation Report

To: Chair and Police Service Board Members From: Graham Milne
Board Secretary

Subject: 2020 Membership Renewal – Canadian Association of Police Governance and
Ontario Association of Police Services Boards

Report #: CAO-01-R-20 Date: 23 Jan 2020

RECOMMENDATION:

THAT the Halton Police Board renew its annual membership with the Canadian Association of Police Governance (CAPG) at a cost of \$6,246.00;

THAT the Halton Police Board renew its annual membership with the Ontario Association of Police Services Boards (OAPSB) at a cost of \$5,722.08 plus \$743.87 HST; and

THAT the Halton Police Board renew its membership in OAPSB Zone 4 at a cost of \$70.

Graham Milne

INTRODUCTION AND BACKGROUND:

Historically the Board has belonged to the Canadian Association of Police Governance (CAPG), the Ontario Association of Police Services Boards (OAPSB) and Zone 4 of OAPSB, and sponsors CAPG and OAPSB major events and activities. The next OAPSB Zone 4 meeting is scheduled to be hosted by the Board and HRPS on Tuesday, February 18th, 2020.

HPB Member Jason Wadden is a Director with the OAPSB Board of Directors, as a Big 12 representative.

DISCUSSION / ANALYSIS:

CAPG is a national non-profit association serving as a vehicle for the collection and sharing of information and a forum for the discussion of matters relevant to policing in Canada, as well as representing its members' views to the federal government. CAPG 2020 membership dues for a large service board like HPB are \$6,246.00.

OAPSB is the leading voice of police governance in Ontario and provides training, advocacy, advisory and coordinated bargaining services to its members. OAPSB 2020 membership dues for a large service board are \$5,722.08 plus HST.

OAPSB Zone 4 is the regional sub-group within which HPB resides. Its 2020 membership dues are \$70.

ALTERNATIVES:

N/A

CONSULTATION:

N/A

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

Membership costs are outlined above. The cost of individual participation in CAPG/OAPSB events is additional.

STRATEGIC MANAGEMENT ISSUES:

N/A

Attachments:

- CAPG Renewal Notice
- OAPSB Renewal Notice



VIEW THIS EMAIL IN YOUR BROWSER



Our 2020/2021 CAPG Membership is now available for renewal!

Police Boards & RCMP/Municipal Advisory Committees

This includes Canadian municipal police boards, commission or committees including RCMP Advisory Committee/Committee of Municipal Council with a legislated mandate to govern its local police service, or a First Nations police governance body.

Service Size*	Annual Due*
up to 10	\$312
11 to 25	\$496
26 to 100	\$781
101 to 250	\$1,152
251 to 400	\$1,498
401 to 1,000	\$4,373
1,001 and up	\$6,246

Non-Police Board Organizations

Non-Police Board Organization means any public body, educational institution, municipal, provincial or federal authority or not-for-profit association that is not a Police Board/RCMP Advisory Committee/Committee of Municipal Council, but that is engaged in policing, law enforcement, public safety, crime prevention, justice, corrections, or governance.

Examples of eligible organizations include:

- Provincial and Federal Government representatives responsible for policing policy
- Educational institutions delivering law enforcement curriculum
- Municipal or police sector associations
- Other Canadian organizations engaged in activities related to the areas noted above

Annual Due.....\$630

RENEW NOW!

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 You are receiving this email because you are a Member of CAPG.

Our mailing address is:
 Canadian Association of Police Governance
 78 George Street
 Suite 204
 Ottawa, ON K1N 5W1
 Canada

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2020 OAPSB MEMBERSHIP

2020 Membership Dues Voting Members (Police Services Boards)

Force Size	Membership Dues	HST	Total
1-10	CAD 685.67	CAD 89.14	CAD 774.81
11-30	CAD 1,169.80	CAD 152.07	CAD 1,321.87
31-50	CAD 1,425.73	CAD 185.34	CAD 1,611.07
51-100	CAD 2,991.14	CAD 388.85	CAD 3,379.99
101-200	CAD 4,362.48	CAD 567.12	CAD 4,929.60
201-300	CAD 5,041.75	CAD 655.43	CAD 5,697.18
Over 300	CAD 5,722.08	CAD 743.87	CAD 6,465.95

*Force size includes all paid employees - sworn officers, civilian & special constables



January 8, 2020

Dear OAPSB Zone 4 Members:

On behalf of the OAPSB Zone 4 Board of Directors, please find enclosed an Ontario Association of Police Services Boards – Zone 4 Membership Dues Form for 2020.

OAPSB Zone 4 collects annual membership fees to cover the cost of Zone expenditures such as OAPSB sponsorship, service recognition as well as Zone operating expenses (i.e. postage, printing and meeting arrangements).

The OAPSB Zone 4 endeavours to hold quarterly meetings each year with our member police services boards. Zone 4 meetings are planned in conjunction with the Ontario Association of Chiefs of Police (OACP) Zone meetings and the 2020 meeting schedule is as follows:

- Tuesday, February 18, 2020 – Halton Police Services Board
- Tuesday, May 12, 2020 – Hamilton Police Services Board
- Tuesday, September 29, 2020 – Norfolk County PSB/OPP

The Zone 4 meetings start at 8:00 am and specific locations are determined closer to each meeting date with further details and updates provided to members by email.

These meetings provide a forum for the exchange of information on topics of mutual interest, as well as discussion on legislative/regulatory changes, new programs, policies or standards that may have an impact on police services. It also provides an opportunity for networking, sharing and seeking advice and information from colleagues.

The OAPSB Zone 4 Board of Directors looks forward to continuing discussions in the coming year.

If you have any questions about the annual membership dues, please contact Ms. Deb Reid, Secretary-Treasurer, at (905) 688-4111, Extension 5170, or by email at deb.reid@niagarapolice.ca

Thank you in advance for your support and continued participation.

Sincerely,

Mary Anne Silverthorn
Chair, OAPSB Zone 4



2020 MEMBERSHIP FORM

**ANNUAL MEMBERSHIP FEES
(January 1 to December 31, 2020)**

Annual fees, as determined by the Zone 4 Board of Directors, are based on the size of the local police services boards in the amount of \$10.00 per Board member. The annual fee structure is listed below. Please check appropriate box.

- 3 Member Board \$30.00
- 5 Member Board \$50.00
- 7 Member Board \$70.00

NAME OF POLICE SERVICES BOARD:

Please indicate if the police services board is a municipal (Section 31), OPP (Section 10) or First Nations police governance body:

- OPP (Section 10)
- Municipal (Section 31)
- First Nations

2020 Annual Membership Fee Enclosed: \$_____

Please return a copy of this notice with a cheque in the appropriate amount, made payable to "OAPSB Zone 4" no later than February 29, 2020.

*Remit to: Ms. Deb Reid, OAPSB Zone 4, Secretary-Treasurer
c/o Niagara Police Services Board, 5700 Valley Way, Niagara Falls, Ontario L2E 1X8*

Thank you for your support of the OAPSB Zone 4!



2020 MEMBERSHIP DIRECTORY FORM
 (January 1 to December 31, 2020)

2020 DIRECTORY OF OAPSB ZONE 4

We want to ensure that we have the most up-to-date information for your Board.

Please complete this form and send back along with your 2020 membership dues to:

*Ms. Deb Reid, OAPSB Zone 4, Secretary-Treasurer
 c/o Niagara Police Services Board, 5700 Valley Way
 Niagara Falls, Ontario L2E 1X8*

CURRENT BOARD INFORMATION

Board Name: _____

Address: _____

Chair: _____

Contact: _____
 (Staff Person)

Telephone: _____

Fax: _____

Email: _____

Number of Board Members: _____

Board Member Name	Position (Chair, Vice-Chair, Member)	Municipal or Provincial Appointee

Halton Regional Police Services Board – **Action Registry** – Public Section

Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
28 Feb 2019	4.4	<i>“THAT the Board adopt the proposed Administration of Human Resources Policy and that it be subject to review in one year’s time.”</i>	CAO	Feb 2020	

