



**HALTON
POLICE
BOARD**
EXCELLENCE IN GOVERNANCE

Public Agenda

Date: Thursday, October 27, 2022

Time: 9:00 a.m.

Location: Community Room, HRPS Headquarters/Zoom Video Conference
Livestream at <https://haltonpoliceboard.ca/>

Please note – In respect of continuing safety measures, in-person attendance at HRPS HQ for this meeting will be limited. **Only Members of the Board, support staff and senior HRPS executives will be permitted inside the Community Room.**

Members of the public and other interested parties are requested to watch the livestream at the link above instead.

1. GENERAL

1.1 Regrets

1.2 Disclosure of Conflicts of Interest

1.3 Confirmation of Minutes of Meeting P22-09 held Thursday, September 29, 2022
(Agenda Pages 1 – 8)

2. PRESENTATIONS/DELEGATIONS

3. CONSENT AGENDA

4. DISCUSSION ITEMS

4.1 **P22-10-I-01** - Quarterly Human Resources Summary
(Agenda Pages 9 - 12)

4.2 **P22-10-I-02** - Seized Fund Statement - August 31, 2022
(Agenda Pages 13 – 14)

- 4.3 **P22-10-R-04** - Bronte Harbour - Lease
(Agenda Pages 15 – 18)
- 4.4 **P22-10-R-05** - Harm Reduction Program Enhancement Pilot Project and Naloxone
Distribution Agreement
(Agenda Pages 19 – 22)
- 4.5 **P22-10-I-03** - Mid-Year Performance - Follow Up Report
(Agenda Pages 23 – 32)
- 4.6 **CGO22-10-R-02** - G03 Attachment – Board Team Performance Evaluation
(Agenda Pages 33 – 38)
- 4.7 **CGO22-10-R-01** - G04 Attachment – Board Member Performance Evaluation
(Agenda Pages 39 – 46)

5. OPERATIONAL VERBAL UPDATES

6. ACTION REGISTRY

- 6.1 Public Information Action Registry
(Agenda Pages 47 – 48)

7. RECEIPT OF PUBLIC CORRESPONDENCE

8. NEW BUSINESS

9. MOVE INTO CLOSED SESSION

10. CLOSED SESSION REPORT

11. ADJOURNMENT



Public Minutes

MEETING NO. P22-08

DATE OF MEETING: Thursday, August 25, 2022
9:30 a.m.

LOCATION: Community Room/Zoom Video Conference

MEMBERS PRESENT (in Community Room): Jeff Knoll (Chair)
Ingrid Hann

MEMBERS PRESENT (via Zoom Video Conference): Councillor Pavan Parmar (left at 11:45 a.m.), Curt Allen (arrived at 11:15 a.m.), Donald Foster

STAFF PRESENT (in Community Room/via Zoom as noted): Chief Stephen Tanner
Deputy Chief Roger Wilkie
Deputy Chief Jeff Hill
Ken Kelertas, Director, Legal Services and Legal Counsel
Tracy Dottori, Director, Human Resources
Bill Payne, Director, Information Technology
Greg Kinnear, Corporate Services
Keith Moore, Planning, Policy and Emergency Management
Inspector Anita Laframboise
Kate Pataran, Communications Advisor
Adam Woods, Manager, Information Technology
Fred Kaustinen, Chief Governance Officer
Kimberly Calderbank, Board Media Consultant
Graham Milne, Board Secretary
Chris Lallouet, Yellow Robot Communications

GUESTS: David Tilley, Ministry of the Solicitor General



1. GENERAL

1.1 Regrets

Councillor C. Somerville, N. Sekhon.

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 P22-07 held Thursday, August 25, 2022

Moved by: I. Hann

Seconded by: D. Foster

“THAT the Minutes of Meeting P22-06 held Thursday, August 25, 2022 be adopted as circulated.”

Carried.

2. PRESENTATIONS/DELEGATIONS

None.

3. CONSENT AGENDA

3.1 P22-9-I-01 - Community Safety and Well-Being Plans

Moved by: I. Hann

Seconded by: P. Parmar

“THAT Item No. 3.1 on the Consent Agenda be received for information.”

Carried.

4. DISCUSSION ITEMS

4.1 2023 Budget - Correspondence from Halton Region

HRPS staff noted that the budget presentation will be provided at the October Board meeting.



Moved by: I. Hann
Seconded by: P. Parmar

“THAT the Budget correspondence from Halton Region be received.”

Carried.

4.2 CGO22-9-R-01 - Proposed 2023 HPB Governance Budget

Moved by: I. Hann
Seconded by: P. Parmar

“THAT the Board approve the proposed 2023 Governance Budget of \$624,194.”

Carried.

4.3 CGO22-9-R-02 - Proposed Evaluation Process and Form – Policy G-06 – Board-Chief Relationship

Moved by: I. Hann
Seconded by: D. Foster

“THAT the proposed Evaluation Process and Form for Policy G-06 – Board-Chief Relationship, regarding the Board’s annual evaluation of the Chief of Police’s performance, be approved and replace the existing Chief of Police Performance Review policy.”

Carried.

4.4 P22-9-I-02 - Mid-Year Performance Report

Moved by: I. Hann
Seconded by: P. Parmar

“THAT the HRPS be requested to report the following back at the October meeting:

- a break out of statistics related to increases in crime between pre- and post-pandemic reporting; and*
- a breakdown on statistics in hate crime, cyber crime and human trafficking with the appropriate contextual considerations.”*



Carried.

4.5 P22-9-R-03 - Contract Extension - The Global Group - Office Furniture

Moved by: D. Foster
Seconded by: P. Parmar

"THAT the Halton Police Board authorize the optional year six (6) and year seven (7) contract extensions with The Global Group for the provision of "design, supply, delivery, installation and waste removal of office furniture requirements, on an as required basis".

Carried.

4.6 P22-9-R-04 - Contract Extension - Sunshine Building Maintenance

Moved by: I. Hann
Seconded by: D. Foster

"THAT the Halton Police Board authorize the optional years six (6) and year seven (7) contract extensions with Sunshine Building Maintenance for the provision of "janitorial and carpet cleaning services" with additional funding of \$1,434,768.05 (includes a confidential contingency and HST)".

Carried.

5. OPERATIONAL VERBAL UPDATES

Operational updates were provided on the following items:

- HRPAs Retirees' Luncheon October 23rd
- Process for informing the Board of events

6. ACTION REGISTRY

6.1 Public Information Action Registry

Harassment reporting requirement moved to Confidential section.

Moved by: D. Foster
Seconded by: I. Hann

"THAT the Public Information Action Registry be received."



Carried.

7. RECEIPT OF PUBLIC CORRESPONDENCE

Correspondence from East Ferris Police Services Board re: “Let’s Remember Adam” Campaign

Moved by: I. Hann

Seconded by: D. Foster

“WHEREAS in Ontario it is unlawful to fail to stop for a stopped school bus when the red overhead lights or the stop arm is activated, and

WHEREAS, an eight-light yellow and red light system and education campaign to encourage drivers to stop is now in place in Ontario, and

WHEREAS data collected to date by the East Ferris Police Services Board indicates that there has been no change in driver habits since the beginning of the 2022 school year; and

WHEREAS over 837,000 students travel in a school vehicle in Ontario each school day; and

WHEREAS the Halton Police Board believes that school buses should be as safe as possible and that safety standards should be higher than they are;

THEREFORE BE IT RESOLVED that the Halton Police Board request the Province of Ontario to enforce laws that protect students by prohibiting drivers from passing a school bus when dropping off or picking up passengers.

FURTHER, that the Province request that the appropriate provincial Ministries review recent proposed changes to school bus regulations by Transport Canada regarding required equipment, including:

- *Infraction cameras*
- *Extended stop sign arms*
- *360 degree exterior cameras*

FURTHER, that the Province examine the application of camera and fine collection technologies, as well as the administration and financing thereof, similar to those used on electronically controlled toll highways, to ensure that no offending driver is excluded from the law.

FURTHER, that a copy of this resolution be forwarded to the Attorney General of Ontario, Ministry of Municipal Affairs and Housing, Ministry of Education, Ministry of Transportation, Halton Regional



Council, Local Municipal Councils, Halton MP's and MPP's and the School Boards in Halton Region, the East Ferris Police Board and OAPSB for their information and consideration."

Carried.

Moved by: D. Foster
Seconded by: I. Hann

"THAT the Public Correspondence be received for information."

Carried.

8. NEW BUSINESS

Chair Knoll expressed appreciation to the Service for the tour of the Halton Police facilities conducted for the Board members in September.

There was no other new business.

9. MOVE INTO CLOSED SESSION

Moved by: I. Hann
Seconded by: D. Foster

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

Carried.

10. 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.



11. **ADJOURNMENT**

Moved by: I. Hann
Seconded by: D. Foster

“THAT the Halton Police Board do now adjourn this meeting.”

Carried.

The meeting adjourned at 2:30 p.m.

Jeff Knoll
Chair

Graham Milne
Board Secretary



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 #: P22-10-I-01

Date: October 27, 2022

INTRODUCTION AND BACKGROUND:

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

POLICE	4Q 2021 Actual	1Q 2022 Actual	2Q 2022 Actual	3Q 2022 Actual	Current Authorized Positions	Current Variance
Chief	1	1	1	1	1	0
Deputy Chief	2	2	2	2	2	0
Superintendent	6	6	6	6	6	0
Inspector	10	11	10	12	11	1
Staff Sergeant	22	22	22	20	22	-2
Detective Sergeant	9	10	10	10	10	0
Sergeant	55	52	56	56	56	0
Detective	42	43	44	42	45	-3
Constable (1st Class)	470	458	468	470	N/A	
Constable (2nd Class)	43	45	38	28		
Constable (3rd Class)	34	32	36	51		
Constable (4th Class)	31	52	60	56		
Recruits in Training	45	23	12	12		
Total Constables	623	610	614	617	614	3
TOTAL SWORN	770	757	765	766	767	-1
Cadet *	7	5	14	14	0	0

* Cadets not included in complement (uniform contract positions)

CIVILIAN	4Q 2021 Actual	1Q 2022 Actual	2Q 2022 Actual	3Q 2022 Actual	Current Authorized Positions	Current Variance
Senior Management/ Administration	10	10	11	10	12	-2
Supervisory/Professional/ Senior Clerical	94	89	87	89	102	-13
Clerical	106	107	102	101	112	-11
Communications	51	50	50	49	55	-6
Special Constables (Escorts/Summons)	31	31	30	28	31	-3
Facilities Technicians	7	7	7	7	7	0
TOTAL CIVILIAN	299	294	287	284	319	-35

TOTAL COMPLEMENT	1069	1051	1052	1050	1086	-36
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TEMPORARY STAFF <i>(Temporary employees do not form part of the authorized complement.)</i>	4Q 2021 Actual	1Q 2022 Actual	2Q 2022 Actual	3Q 2022 Actual	Comments
Full-time	4	6	6	10	* See details below
Part-time	3	1	1	1	1 - District Clerk
As Required	48	78	49	43	Communications/Courts Services/Districts/Drugs, Guns & Gangs/Forensic Identification/Homicide/ Training/ Intelligence/ Police Analytics/ Information & Records Services/Support Services/Victim Services/Monitors
Total Temporary Staff	55	85	56	54	

* FULL-TIME ALLOCATIONS	4Q 2021 Actual	1Q 2022 Actual	2Q 2022 Actual	3Q 2022 Actual	Comments
Replacements (Secondments/ Maternity/ LTD/etc).	1	2	3	6	1 - Distribution Services Clerk 1 - IT Service Desk Assistant 1 - Facilities Maintenance Technician 1 - Police Analytics Specialist 1 - Pay Duty Clerk 1 - Information/Insurance Clerk
Special Projects	2	3	2	2	1 - Victim Quick Response Coordinator 1 - Geographic Information Systems Analyst
In Training	0	0	0	0	No Change
Vacancy	0	0	0	1	1 - Court Documents Clerk
Work Volume	1	1	1	1	1 - Disability Management Adv.

SPECIAL SITUATIONS - UNIFORM <i>*(Not included in authorized complement)</i>	4Q 2021 Actual	1Q 2022 Actual	2Q 2022 Actual	3Q 2022 Actual	Comments
External Secondments	6	5	5	5	2 - Ontario Police College 1 - Provincial Firearms Office 1 - International Peace Operations 1 - RCMP
WSIB >1 year	10	10	11	11	
Leaves of Absences	3	4	4	6	1 - HRPA President 5- ULOA
Long Term Disability < 2 yrs	3	3	2	2	
* Long Term Disability > 2 yrs	4	4	4	4	
Sick Leave (Short Term)	20	20	9	14	
Parental/Pregnancy Leave	10	8	7	9	
Jobs Shared by 2 Members	1	0	1	1	
SPECIAL SITUATIONS - CIVILIAN <i>*(Not included in authorized complement)</i>	4Q 2021 Actual	1Q 2022 Actual	2Q 2022 Actual	3Q 2022 Actual	Comments
External Secondments	0	0	0	0	
WSIB >1 year	2	2	2	2	
Leaves of Absences	0	1	1	3	
Long Term Disability < 2 yrs	4	4	4	4	Largely filled with Temporary Full-time
* Long Term Disability > 2 yrs	10	10	10	10	
Sick Leave (Short Term)	12	12	12	9	
Parental/Pregnancy Leave	6	7	9	7	Largely filled with Temporary Full-time
Jobs Shared by 2 Members	0	0	0	0	

DEPARTURES	4Q 2021 Total	1Q 2022 Total	2Q 2022 Total	3Q 2022 Total	Total YTD 2022
TOTAL					
Uniform					
Retirements	2	13	0	6	19
Resignations	4	2	9	5	16
Terminations	0	0	0	0	0
Deaths	0	0	0	0	0
Civilian					
Retirements	2	3	4	2	9
Resignations	0	4	3	1	8

Terminations	0	0	0	0	0
Other – position redundant	0	0	0	0	0
Deaths	0	0	1	1	2

ADVANCEMENTS	4Q 2021 Total	1Q 2022 Total	2Q 2022 Total	3Q 2022 Total	Total YTD 2022
TOTAL					
Sworn Reclassifications	42	7	45	38	90
Sworn Promotions	0	12	7	5	24
Civilian Reclassifications	13	8	15	8	31



Stephen J. Tanner
Chief of Police

:TD



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: SEIZED FUND STATEMENT – AUGUST 31, 2022

Report #: P22-10-I-02

Date: October 27, 2022

INTRODUCTION AND BACKGROUND:

Attached is a financial statement indicating the status of the Seized Funds on deposit with RBC for the Police Board as at August 31, 2022. These funds remain in the Seized Fund account pending disposition by the Courts.

In addition to the Seized Funds on deposit, there is an additional pool of seized currency which is held on-site in a secure location. These funds represent currency which remains part of active investigations or court proceedings as evidence. As such, these funds are categorized as "**Seized Currency Exhibits**" (**SCE**) and must be held securely and separately from other funds in "as close to original condition" as possible for evidentiary purposes since the SCE may be called into court as evidence at any time. Due to this evidentiary distinction, the funds are held securely until a court disposition is made, at which time the funds are managed through the regular Seized Funds process.

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

Stephen J. Tanner
Chief of Police

: GK/PL

Attachments: Seized Fund Financial Statement

SEIZED FUND FINANCIAL STATEMENT
For the six-month period ending August 31, 2022
CONFIDENTIAL

SUMMARY OF TRANSACTIONS

Balance as of February 28, 2022	\$ 18,575
Deposits in most recent 6 months	1,070,826
Cheques issued in most recent 6 months	(1,072,316)
Balance as of August 31, 2022	<u><u>\$ 17,085</u></u>

SUMMARY OF TRANSACTIONS		
Summary by Year	#	\$
2003	1	360
2011	1	16,140
2013	1	585
Total	3	17,085

Summary by Disposition	#	\$
Awaiting disposition	1	585
Other	2	16,500
Total	3	17,085

"Awaiting disposition" = waiting for documentation / instructions from the arresting officer.

"Other" = disposition is pending subsequent court appearances / appeals



Halton Regional Police Service Public Agenda Recommendation Report

To: Chair and Police Board Members

From: Chief Stephen Tanner

Subject: BRONTE HARBOUR - LEASE

Report #: P22-10-R-04

Date: October 27, 2022

RECOMMENDATION:

"That the Halton Police Board approve the execution of a lease of property located at 2340 Ontario Street, Oakville, from the Town of Oakville, at an annual lease cost of approximately \$20,288 (plus taxes and additional rent), that will serve as the Marine Unit base office and the Bronte Village Community Office; and further,

That the Board Chair be authorized to execute an extension to the Lease effective November 1, 2022 to October 31, 2023 in a form acceptable to the Service and the Director of Legal Services."

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

Stephen J. Tanner
Chief of Police

KK:

INTRODUCTION AND BACKGROUND:

Since September 2008, the Service has leased office space in the Bronte Harbour building located at 2340 Ontario Street, Oakville to accommodate the Marine Unit. Originally, the Lease for the space was with The Marina Group, a company that itself leased the Bronte Harbour property from Halton Region from September, 2008 until April 14, 2018. At that time, the Region transferred its interest in the Bronte Harbour lands (which are owned by the Government of Canada) to the Town of Oakville (the "Town").

On March 29, 2018, the Service brought a recommendation to the Board [Report No.: P18-3-R-10] to enter into a Lease with the Town for the same rent that had previously been approved by the Board with The Marina Group. The Lease was effective April 15, 2018 until October 31, 2020. That Lease was renewed at the end of the term when the Service brought a recommendation to

the Board [Report No.: P20-09-R-01] for a renewal and an amendment to the Lease effective November 1, 2020 to October 31, 2022.

Further, in November, 2021, the Service brought a recommendation to the Board [Report No.: P21-11-R-04] to enter into an Amending Agreement with the Town to add an additional 368 sq. feet to the leased area and the option to store the vessels at the Marina year-round. The leased premises now consist of approximately 1068 square feet of office space, storage space, three docking slips in the Bronte Marina, and two reserved parking spaces.

The current Lease expires October 31, 2022. The Town has advised that they are still in the process of trying to acquire the underlying lands from the Federal Government and that until that occurs, they are unable to enter into any long-term Agreement. As such, the Town has proposed a further one year extension to the Lease on the same terms and conditions. The Town has not increased the base rent on the renewal, and the annual lease cost of approximately \$20,288 (plus taxes and additional rent).

DISCUSSION / ANALYSIS:

The Bronte Marine Office is an ideal location given its proximity to the Oakville and Burlington Harbours and ready access to Lake Ontario. The Bronte Outer Harbour location provides sufficient office space for our Marine Officers and a small boardroom for meetings. The location offers excellent road and water exposure and easy access for members of the public. The office and water berths in the Bronte Outer Harbour provide the Marine Unit with an optimal location in terms of visibility and response times for search and rescue operations.

ALTERNATIVES:

The alternative to not leasing the space would be to minimize the level of marine service in the Bronte/Oakville area. There are no other available leased space options currently on the water in the Bronte or Oakville Harbour areas and properties for sale are not within the parameters of the current capital budget for marine facilities.

CONSULTATION:

Inspector Bruce Dickson, Emergency Services

S/Sgt. Dave Tutte, Emergency Services

Sgt. Corey Bowes, Marine Unit

FINANCIAL/HUMAN RESOURCE/LEGAL ISSUES:

There will be no increases to the minimum rent or the additional rent over the proposed one year term.

STRATEGIC MANAGEMENT ISSUES:

Maintaining facilities to support our Marine Unit supports Theme 1 Goal 2 and Theme 3 Goal 3(a);

Community Safety & Well-being – Deter criminal activity and maximize crime clearance rates – strengthen crime prevention, enhance community policing and safety initiatives and relentlessly pursue criminals.

Organizational Capacity – Maximize the effectiveness and efficiency of the organization by working effectively with community and municipal partners.



Halton Regional Police Service Public Agenda Recommendation Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: HARM REDUCTION PROGRAM ENHANCEMENT PILOT PROJECT AND
NALOXONE DISTRIBUTION AGREEMENT

Report #: P22-10-R-05

Date: October 27, 2022

RECOMMENDATION:

“That the Halton Police Board approve the participation of the Halton Regional Police Service in the Harm Reduction Program Enhancement pilot project through the Ontario Ministry of Health and The Regional Municipality of Halton; and further,

That the Board Chair be authorized to execute a Naloxone Distribution Agreement with The Regional Municipality of Halton to enable the Central Lock-Up Unit to distribute Naloxone kits to persons being released from custody in a form acceptable to the Service and the Director of Legal Services.”

INTRODUCTION AND BACKGROUND:

Established in 2019, the HRPS Overdose Coordination Group (OCG), is responsible for overseeing the long-term coordination of the Service's comprehensive strategies in response to overdoses in the community. This group is comprised of the RCMB-Inspector, RIS-Inspector, Drugs and Human Trafficking Detective Sergeant, and Corporate Communications.

In 2021, HRPS officers responded to 361 suspected drug poisonings, a 50 per cent increase over the prior year. Tragically, 52 of these incidents resulted in a fatality. Half of victims who did not survive their overdose last year were alone at the time of their death. Approximately 60 per cent of the suspected drug poisonings HRPS attended in 2021 were attributable to opioids, with the remaining being associated with prescription drugs.

The Ontario Ministry of Health, through its Harm Reduction Program Enhancement, has established the Region as a Naloxone ordering and distribution lead for eligible agencies including community organizations and police services in order to increase distribution of Naloxone to priority populations.

The intent of a take-home naloxone program is to reduce the stigma associated with the distribution of Naloxone kits to the community and to provide naloxone kits to priority/vulnerable populations.

DISCUSSION / ANALYSIS:

Take-home naloxone (THN) programmes are an evidence-based opioid overdose prevention initiative. Elevated opioid overdose risk following incarceration means release from custody provides an ideal opportunity for THN initiatives.

Rates of opioid-related harms, particularly fatal overdoses, have increased significantly in Ontario. Certain populations in Ontario have experienced disproportionate increases in opioid-related harm during the pandemic. This includes people experiencing incarceration or who have been recently released from prison.

HRPS will be responsible for developing and implementing policies and processes for the distribution of Naloxone Kits and will provide training to Central Lock Up staff prior to distributing Naloxone Kits to Clients. HRPS will only distribute Naloxone Kits through its Central Lock Up location. In addition, HRPS staff will refer Clients to harm reduction agencies where appropriate; and counsel, educate and support Clients in a non-judgmental way, using a “harm reduction approach.

People exiting periods of incarceration face increased risk of opioid overdose following release. With naloxone available, opioid overdoses are rarely fatal. The Overdose Coordination Group believes that providing Naloxone upon release to persons in custody is a valuable tool in overdose first-aid treatment. This is just one way we are supporting the safety and well-being of our community.

ALTERNATIVES:

That the Halton Regional Police Service not participate in the Harm Reduction Program Enhancement pilot project.

CONSULTATION:

Ken Kelertas, Director-Legal Services

Inspector Julie Craddock, Regional Community Mobilization Bureau

Inspector Dave Costantini, Regional Investigative Services

D/Sgt. Barrett Gabriel, Regional Investigative Services (Drugs and Human Trafficking)

Sgt. Kris Elliot, Central Lock Up Unit

Cst. Ashely Lilliman, Community Safety and Well-Being

FINANCIAL/HUMAN RESOURCE/LEGAL ISSUES:

HRPS will be responsible for providing on-site training to CLU members on the distribution of naloxone kits. The Region of Halton will deliver Naloxone kits free of charge to HRPS subject to availability of ongoing funding by the Ministry of Health.

STRATEGIC MANAGEMENT ISSUES:

Participation of the Halton Regional Police Service in the Harm Reduction Program Enhancement pilot project supports Theme 1 Goal 3 and 4 (d);

Community Safety & Well-Being – 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.

Community Safety & Well-Being – Mental health and addiction, including upstream intervention — referrals and education, crisis response and de-escalation



Stephen J. Tanner
Chief of Police

:JC



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: MID-YEAR PERFORMANCE – FOLLOW-UP REPORT

Report #: P22-10-I-03

Date: October 27, 2022

INTRODUCTION AND BACKGROUND:

At the September 29, 2022, meeting, the Board received a report on the Service's January-to-June 2022 performance in a number of key statistical measures, compared to previous years. The report identified that "the impacts of the COVID-19 pandemic were significant in a number of crime and performance metrics in 2020 and 2021, and the data from the first six months of 2022 suggests a return to pre-pandemic levels is underway".

The Board requested a follow-up report outlining what crime categories had shown increases in the first six months of 2022, compared to the same time period prior to the pandemic. Additionally, the Board asked about trends in cyber-crime; hate crime; human trafficking and how the Service is responding to changing criminal activity.

Statistical Summary

This section of the report provides a statistical summary for the January–June 2018 and 2019 average (pre-pandemic) and 2022 (post-pandemic) timeframes. The average of 2018 and 2019 was chosen as a representation of the pre-pandemic period and ensures that typical year-to-year variation within crime categories is mitigated. Data was obtained from the in-house Niche Records Management System (RMS) and was prepared and analysed by the Analytics and Decision Support Unit.

Analysis indicates that 901 more criminal offences were reported in the first six months of 2022 (7,081) than were recorded in the same period in 2018/19 (6,180). This is a raw number increase of 14.6%, but represents an increase in the crime rateⁱ of 6.1% when Regional population growth is taken into account.

Violent crimeⁱⁱ offences increased by 16.2% from 1,156 in 2018/19 to 1,343 in 2022. This represents a violent crime rate increase of 7.6% due to population increase.

Property crimeⁱⁱⁱ increased by 17.2% from 4,035 in 2018/19 to 4,728 in 2022. This represents a property crime rate increase of 8.5%.

The "Other Crimes"^{iv} category of offences was up by 2.1% in 2022 (from 989 to 1,010 offences). This represents a crime rate decrease of 5.4% in this category of crimes.

The following table takes a closer look at the crime sub-categories that have increased moderately or significantly (namely “Occurrence Total Change” greater than 10 and Crime Rate increase greater than 3%) between 2018/19 and 2022 (January to June of each period):

UCR CODE	2018/19 Average Total	2022 Total	Occurrence Total Change	2018/19 Rate per 100,000	2022 Rate per 100,000	Percentage Change in Rate
1330 – Sexual Assault	114	137	23	19.32	21.51	11.3%
1430 – Assault – Level 1	418	495	77	70.83	77.70	9.7%
1420 – Assault With Weapon or Causing Bodily Harm – Level 2	152.5	171	18.5	25.84	26.84	3.9%
1610 – Robbery	61.5	83	21.5	10.42	13.03	25.0%
1620 – Extortion	38.5	57	18.5	6.52	8.95	37.2%
2135 – Theft of Motor Vehicle	412	531	119	69.81	83.35	15.4%
2140 – Theft \$5000 or under	501.5	609	107.5	84.98	95.60	12.5%
2142 – Theft \$5000 or under from a Motor Vehicle	731	849	118	123.87	133.27	7.6%
2143 – Shoplifting under \$5000	811.5	1,012	200.5	137.51	158.86	15.5%
2156 – Possession of Stolen Goods under \$5000	29	42	13	4.91	6.59	34.2%

The above 10 offence categories account for 79% of the total occurrence increase between 2018/19 and 2022 (716 out of 901 occurrences). The identified assault and robbery offences account for 75% of the increase in violent crime, and the theft offences listed account for 79% of the property crime increase.

HRPS Response to Changing Crime Trends

Background Information

As the table above shows, the vast majority of the crime increases, when comparing the pre-pandemic period with the first six months of 2022, occurred in assault and theft crime categories. The identified theft crime categories accounted for 66% of the overall increase alone. The following are likely to have been key contributing factors in these increases:

- Wearing a mask is still common place in public settings (and was especially so during the first six months of 2022). However, for investigating crime, it provides a significant hurdle as it pertains to identifying the person(s) responsible.
- The changing economy and soaring current inflation rate that followed the pandemic has created a financial crisis for some.
- Continuing advancements in technology have created an opportunity for criminals to mask/protect their identity, and at times create a situation where police cannot overcome certain security features. This includes, encryption software, applications that hold no data and other data security systems.

Public Engagement and Education

Engaging/Educating the public to play an active role in crime prevention remains a top priority and one of the best sources of information the police can leverage towards solving crime. HRPS has recently utilized a variety of strategies to connect with the community, including:

- Town Hall and Resident Association presentations.
- Ongoing media releases.
 - Highlighting arrests.
 - Outlining crime prevention strategies.
- Paid adverts utilizing algorithms to seek out target audiences.
- Updates to our website.

National/Provincial Response through Formalized Joint Forces Operations and Relationship Building.

Crime knows no borders and in order to truly enhance our investigative resources, it is vital to foster relationships with our policing partners and view organized crime at a Provincial/National level, rather than exclusively at a Regional/District level. Below are two crime categories that have recently increased significantly that are being addressed at the Provincial Level through official joint forces operations with the HRPS:

- Auto Theft and Robbery
 - **Project Myra:** OPP, Durham, Peel, York and Saskatoon.
 - 214 vehicles recovered valued at 12 million.
 - Hundreds of criminal charges and 28 arrests.
 - **Project High-5:** OPP, Peel, York, CBSA.
 - 217 vehicles recovered valued at 11 million.
 - 24 people arrested and 321 charges.
 - The HRPS is also actively participating in two ongoing projects with our policing partners targeting those involved in car thefts/carjackings

Local Response

Despite committing resources to larger-scale projects/initiatives, the HRPS remains committed to ensuring a local response through district/regional projects, strategies and enforcement. Below are a few recent initiatives in response to changing crime trends:

- **Project Eleanor:** reprogramming auto theft file.
 - 32 vehicles recovered valued at 2.2 million.
 - 7 arrests and numerous charges.
- **Project Winston:** utilizing CSWB to address crime and other social issues at the Churchill Ave. / North Service Road complex.
- **Project OakCat:** district focus on the uptick in catalytic converter thefts.
- **Project Armadillo:** a 12-month investigation into overnight residential break and enters targeting high end vehicles.
 - 2 arrests, 40 charges, 2 recovered firearms.
- **Project Sextortion:** implementation of investigative strategy to combat online sexual extortion.
- Investigative Response Team (IRT): formed for a major case, such as attempt murder, shooting or an emerging trend e.g. carjacking; pharmacy robberies.
- Developing Uniform Patrol: Feeding the 'learning environment' through ongoing engagement with the frontline, updates on criminal trends and training with respect to authorities and arrest strategies.
 - Risk Mitigation Team and Task Force development and deployment.
 - 'Coffee Talks' - authority based training.
 - Quick Hits – best practices from specialized units.
 - Alternatives to Pursuits involving Stolen Vehicles.
 - Sudden Death Investigation Guide.

Cyber-Crime Update

Cyber-Crime, or computer based crime, refers to a broad cross-section of criminal offences including extortion, fraud, interference with data, mischief and criminal harassment. The commonality of these crimes being that the offender(s) carried out the majority of their criminality via the internet and/or additional technology.

Within Halton, the most common occurrences of cyber-crime are in relation to fraud. Over the past several years there has been a steady influx in computer-based frauds. Year-to-date approximately 55% of frauds reported to our Fraud Intake involve cyber/technology in some fashion

There are several examples of fraud related computer crime including; computer hacking, online banking compromises (usually through a phishing-type ploy involving a random text or email), business email spoofs, etc. These are typically done remotely and are difficult to track and trace to a specific offender as most are actually routed to a "boiler room" or phone center in another country, with the offences being committed by suspects involved

in a criminal network. These types of frauds, as well as the volume associated to them, have a major negative impact on clearance rates.

Another aspect of fraud related computer crime is investment scams involving cryptocurrency. There have been several reported occurrences of this specific type report this year, and although the volume isn't as high as some of the other scams, the losses are quite staggering. This scam preys on a victim who wants to get involved and invest in cryptocurrency. Often they use social media apps to make contact and present fake prospectus papers with inflated returns to extract more money out of people.

The addition of a new Regional Investigative Services Analyst position as part of the 2022 budget will greatly enhance the service's ability to track, categorize and analyze computer based crime. This in turn will assist in identifying common offenders and trends. The Regional Fraud Unit works closely with the Corporate Communications team to issue crime prevention messaging on a timely basis, in order to minimize the amount of victimization occurring in our community.

In 2023, the Service will be launching the Computer Crime Unit. This new unit, comprised of highly skilled and trained officers and civilians, will become the strategic foundation for the Service to build upon in the years ahead as computer based crime increases in both frequency and complexity.

Human Trafficking Update

The main form of Human Trafficking that occurs in the Halton Region is Sex Trafficking. Sex Trafficking is primarily facilitated through online escort services such as Leolist, amongst others. Halton is geographically positioned between the major human trafficking corridors (major highways such as QEW, 403, 407, and 401) with numerous motels and mid-sized hotels. These factors combine to make Halton a lucrative market for criminals. To date, the majority of sex trafficking victims being exploited are adults. During the pandemic, a rise in older victims was noticed. During conversations with survivors it was learned that the circumstances created by the pandemic forced some into the sex trade (restaurant staff, adult dancers, etc.). Consistent with years past, HRPS has seen victims being trafficked inter-provincially with a large contingent coming from Quebec.

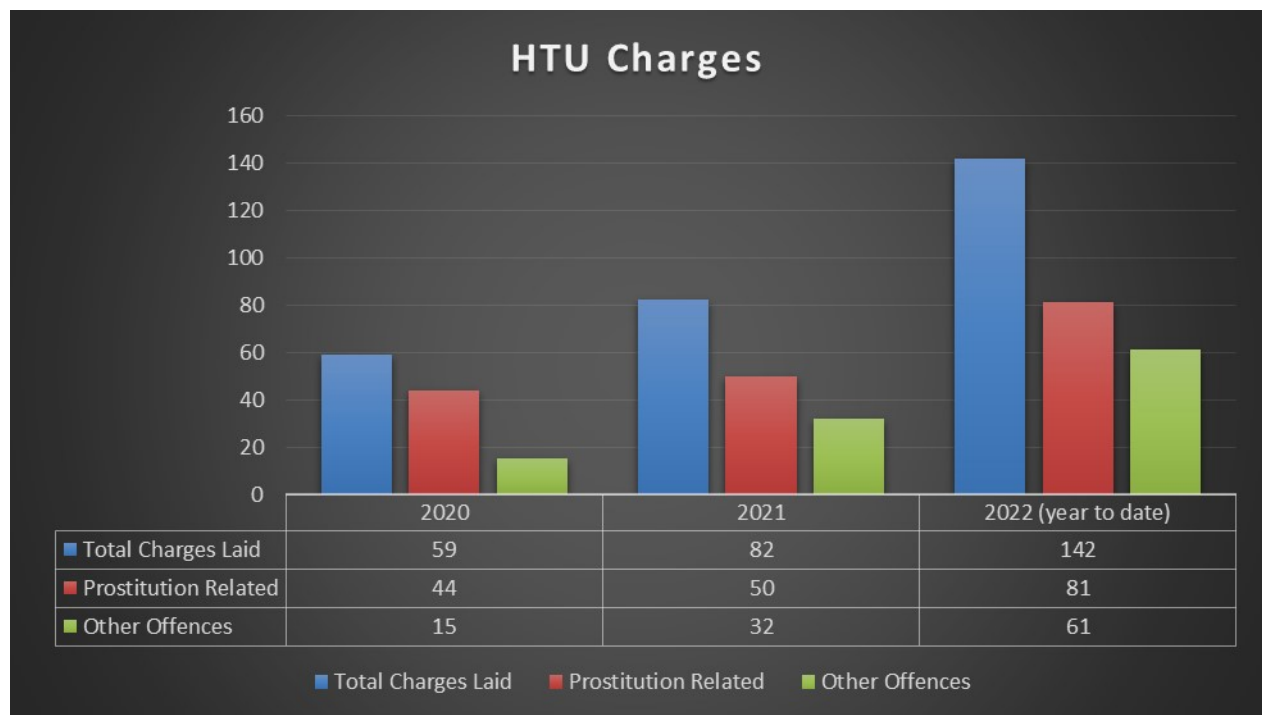
The Human Trafficking Unit (HTU) is responsible for investigating prostitution-related offences which include the following:

- Trafficking in persons
- Receive material benefit from trafficking in persons
- Withhold or destroy identity document
- Obtaining or Communicating to obtain sexual services for consideration
- Material benefit from sexual services provided
- Procuring a person to provide sexual services
- Advertise sexual services for consideration

Almost all human trafficking investigations also include other offences which occur as a way for the trafficker to exercise their control over the victim. These offences typically include:

- Sexual assaults
- Assaults (usually severe in nature or include bodily harm)
- Extortion
- Criminal Harassment
- Threats (not just against the victim, but towards their family and friends)
- Weapons charges
- Animal cruelty (they will use the victim’s pets as collateral and cause harm to them in an attempt to get the victim to do what they want)

Recent HTU Charge Data:



The HTU believes the higher numbers (2022) to be a more accurate depiction of the issue of Human Trafficking in Halton and attributes the increase over this timeframe to several factors which include:

- Victim-centred approach – putting the victim and their needs first enhances rapport building and breaking down barriers to them coming forward
- Collaboration with non-government agencies
- Persistent investigations utilizing all investigative tools available to identify victims and perpetrators
- A lack of in-person community supports available due to pandemic restrictions resulting in fewer referrals from non-government agencies during 2020 and 2021

Post-Pandemic Proactive Initiatives:

- As restrictions related to the pandemic were loosened, the Human Trafficking Unit, in consultation with Justice partners, created and implemented Project Embark. Embark is a proactive undercover operation designed to address the “demand” side of the sex industry targeting those who wish to obtain sexual services from underage sex industry workers. In three consecutive days of the trial phase of this initiative, six men between the ages of 18-56 were subsequently charged for attempting to obtain sexual services from a “perceived” minor.

Community Engagement:

- HRPS Human Trafficking investigators continue to collaborate with non-government agencies that provide interim housing, counselling services, and overall support to survivors. These include:
 - Elizabeth Fry Society of Halton and Peel.
 - Sexual Assault and Violence Intervention Services.
- Human Trafficking Detective was a panel member delivering Human Trafficking Awareness for ZONTA – Oakville aimed at a Human Trafficking Education Discussion and a Key-Note Speaker at the SAVIS Annual General Meeting.
- Human Trafficking Detective is a member of the Halton Collaborative Against Human Trafficking, a collective of many non-government agencies working to provide support and assistance to victims.
- In-person Citizen Police Academy training. With restrictions rescinded, Human Trafficking investigators have returned to educating members of the public on Human Trafficking-related issues in a more conducive and engaging environment.
- Detective Sergeant sits on the program advisory committee for Restorations Second Stage Homes. Restorations is a residential facility that can house survivors of human trafficking for up to two years. The program includes counselling services and education from peers with lived experiences.

Hate Crime Update

Effectively responding to hate / bias motivated occurrences continues to be a top priority for our police service. We have not seen a notable increase in the number of reported hate / bias motivated occurrences across the Region since the end of last year. In 2021, there were a total of 64 reported hate / bias motivated occurrences and year to date (January 1st, 2022 – October 17th, 2022) there have been 45. This includes Oakville (20), Burlington (13), Milton (8) and Halton Hills (4).

Specific definitions established and implemented to categorize hate related occurrences

- A **hate crime** is a criminal offence committed against a person or property, that is perceived to be motivated and/or is motivated, in whole or in part by the suspect's hate, bias or prejudice based on real or perceived race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation or any other similar factor.

Note: There have been a total of 22 occurrences reported year to date that meet the above definition.

- A **suspected hate crime** is a criminal offence against a person or property with reasonable suspicion that is motivated by hate/bias/or prejudice and cannot be proven to be solely motivated by hate.

Note: There have been a total of 5 occurrences reported year to date that meet the above definition.

- A **hate/bias incident** involve behaviours that, though motivated by bias against a victim's race, religion, ethnic/national origin, gender, age, disability or sexual orientation, are not criminal acts. Hostile speech or other disrespectful/discriminatory behavior may be motivated by bias but is not necessarily criminal in nature;

Note: There have been a total of 18 occurrences reported year to date that meet the above definition.

Training

During the week of October 24th, members from our Equity, Diversity and Inclusion Team will be participating in enhanced hate crime training. The day will focus on hate crime awareness / education and introduce the team to four amazing speakers, all with unique expertise and lived experiences.

Starting in November, all members both sworn and civilian will be receiving mandatory hate crime training. This training will be in the form of an online course offered through the Canadian Police Knowledge Network (CPKN) and will provide relevant information on identifying hate / bias motivated incidents, effectively responding and supporting those impacted.

Outreach and Education

Recently, members from our Equity, Diversity and Inclusion Office met with all local School Boards to begin planning for the 2022 / 2023 #NoHateInHalton campaign. This campaign was developed in partnership with the Halton District School Board, the Halton Catholic District School Board, Conseil Scolaire Catholique MonAvenir, Conseil Scolaire Viamonde, Crime Stoppers of Halton, and other community stakeholders. Approximately 180 schools and learning facilities across the region will again participate in this campaign to bring attention to eliminating hate, reducing stigma and barriers to reporting, and to provide support for those in the community who have been negatively impacted by hate or bias.



Stephen J. Tanner
Chief of Police

:KM

Attachment: Definitions

Definitions

i The **crime rate** is the number of crimes that occurred for a set number of residents. The Service and Statistics Canada report the number of crimes per 100,000 people. Using a rate of crime measurement allows us to compare crime statistics between communities with different populations, and within communities over different time periods.

ii **Violent crime** incidents involve offences that deal with the application, or threat of application, of force to a person. These include homicide, attempted murder, and various forms of assault, robbery and abduction/confinement.

iii **Property crime** incidents involve unlawful acts with the intent of gaining property but do not involve the use or threat of violence against an individual. Theft, breaking and entering, mischief, fraud and possession of stolen goods are examples of property crimes.

iv **Other Crimes** incidents involve the remaining Criminal Code offences that are not classified as violent or property incidents (excluding traffic). Examples include bail violations, counterfeit currency, disturbing the peace, prostitution and offensive weapons.

v The **clearance rate** is the percentage of the total number of crimes that occur which are solved (cleared). Criminal incidents can either be cleared "by charge" or "cleared otherwise". When a police investigation leads to the identification of a suspect, an "information" is laid against that person (i.e., the person is formally charged). From a statistical point of view, the laying of an information means that at least one actual incident can be "cleared by charge".

Incidents can also be "cleared otherwise." In some cases, police cannot lay an information even if they have identified a suspect and have enough evidence to support the laying of an information. Examples include cases of diplomatic immunity, instances where the complainant declines to proceed with charges against the accused, or cases where the alleged offender dies before he or she can be formally charged. Such incidents are considered to be "cleared otherwise," that is, other than by the laying of a charge.

vi **CAD Events** is a measure of service delivery and represents a self-contained unit of police activity as captured in the Computer Aided Dispatch system. The number quantifies work for both uniformed police officer and civilian members. Please note that to best capture response and service delivered to the public as opposed to internal administrative work, certain CAD event types are excluded in the calculation such as OUTS, BUSY, Abandoned 911 calls and non-police calls received through communications.

vii **A Property Damage Collision** is a motor vehicle collision where property damage has occurred but in which no parties are injured.

viii **An Injury Collision** is a motor vehicle collision where one or more parties involved are injured.



Public Agenda Report

To: Halton Police Board
From: Fred Kaustinen
Chief Governance Officer
Subject: G03 Attachment – Board Team Performance Evaluation
Report #: CGO22-10-R-02
Date: 27 October 2022

RECOMMENDATION:

THAT the proposed policy amendment “G03 Attachment – Board Team Performance Evaluation”, be approved.

Attachments: Board Team Performance Evaluation Process & Form

INTRODUCTION AND BACKGROUND:

Feedback regarding performance is one of the key contributors to performance optimization in any organization. Yet when it comes to regular performance evaluations of police boards, none of the provincial governments has established a process or system.

The Halton Police Board has recently established new performance evaluations processes for the Chair, Chief and CGO.

The Halton Police Board is committed to both continuous governance improvement through evaluations of the HRPS (policy G01 – Governance Commitment article 5) as well as its own performance (policy G02 – Board Job article 3, and policy G03 – Governance Methodology articles 2.6 and 3). Accordingly, a made-in-Halton performance evaluation system for police boards is proposed.

DISCUSSION / ANALYSIS:

The proposed Board Team Performance Evaluation features:

- Annual evaluation of the Board's performance regarding its assigned tasks (policy G02 – Board Role) and its process commitments (policy G03 – Governance Methodology)
- Evaluation scores are the aggregate of individual assessments by all Board members
- Team de-brief in January

CONSULTATION:

The Board was consulted at the September meeting, and feedback has been incorporated into the evaluation criteria.

STRATEGIC MANAGEMENT ISSUES:

Evaluation of the Board's performance is critical to continual improvement of the Board, and by extension, of the HRPS.



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**Attachment to G03 – Governance Methodology
Board Team Performance Evaluation Process & Form**

Process Notes:

1. Each November, the CGO shall invite all 7 Board members to complete an online survey (e.g. SurveyMonkey) regarding the Board’s overall annual performance, based on the evaluation form below.
2. Each member shall complete the online survey by end of December.
3. The CGO shall compile the survey results and distribute all result to all Board members for the January Board-only meeting.
4. The Board shall discuss the results at the January Board-only meeting.

Year: _____

Part A - Fulfills Its Responsibilities as a Police Board (Policy G02)

	Needs Improvement	Satisfactory	Strength
1. Establish written governing policies that address and guide, at the broadest levels, all Service decisions and situations – without interfering with any specific, individual Service investigations, deployments, labour decisions or actions			
2. Prepare and adopt, through stakeholder consultations and analysis, a strategic plan for policing outcomes in Halton Region			
3. Recruit, hire, direct and compensate, as necessary, a Chief of Police and Deputies to lead the Service in all aspects, legally, ethically and in accordance with Board by-laws and policies			

Proposed 27 October 2022



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	Needs Improvement	Satisfactory	Strength
4. Recruit, contract, direct and compensate, as necessary, Board staff to support the Board in its governance activities, legally, ethically and in accordance with Board by-laws and policies			
5. Annually determine results-based performance objectives for Chief of Police, and subsequently monitor and annually evaluate their performance relative to those objectives			
6. Appoint the members of the Service and as employer, bargain in good faith and establish collective agreements with the association representing police employees in Halton Police Service			
7. Annually prepare, adopt, propose to Halton Regional Council, and monitor a budget for policing and police governance			
8. Receive and review reports from the Chief of Police regarding policy requirements and Strategic Plan progress			
9. Consider requests for reviews of employee grievances and complaints about policies or services			
10. Implement a quality assurance process relating to the delivery of adequate and effective police services, and compliance with the law, regulations, Board's by-laws and policies			
11. Any and all other statutory obligations related to police governance			

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Part B – Follows its own Governance Methodology (Policy G03)

	Seldom	Usually	Always
1. The Board will function as a team. The Board, not individual members or anyone else, will be responsible for excellence in police governance in Halton Police Service. The Board will not allow a Board member, committee of the Board, or anyone else to hinder or be an excuse for not fulfilling its police governance commitments.			
2. The expertise of individual Board members may be used to enhance the understanding of the Board as a body, though the expertise of individual members shall not substitute for either the judgment of the Board as a whole, or for the advice of professional staff.			
3. The Board will inspire, direct and evaluate the Service through: <ul style="list-style-type: none"> a. the thoughtful establishment of strategic policies and plans reflective of the needs, values and expectations of the community of Halton Region, and the input of the Chief of Police, and b. the evaluation of Chief and Service performance relative to these strategic policies and plans. 			
4. The Board's strategic policy and planning focus will be on the attainment of enduring outcomes for the community of Halton Region, and not on the administrative or programmatic means of attaining those results.			
5. The Board will be the initiator of policy, not merely a reactor to management initiatives.			
6. The Board shall stress and support continuous learning and development of its members and staff.			

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	Seldom	Usually	Always
7. The Board will conscientiously enforce upon itself the rules it has established to govern with excellence.			
8. The Board ensures its Governance policies remain current and effective.			

Proposed 27 October 2022



Public Agenda Report

To: Halton Police Board
From: Fred Kaustinen
Chief Governance Officer
Subject: G04 Attachment – Board Member Performance Evaluation
Report #: CGO22-10-R-01
Date: 27 October 2022

RECOMMENDATION:

THAT the proposed policy amendment “G04 Attachment – Board Member Performance Evaluation”, be approved.

Attachments: Board Member Evaluation Form & Process

INTRODUCTION AND BACKGROUND:

Feedback regarding performance is one of the key contributors to performance optimization in any organization. Yet when it comes to regular performance evaluations of police board members, none of the provincial governments have established a process or system.

The Halton Police Board has recently established new performance evaluations processes for the Chair, Chief and CGO.

The Halton Police Board is committed to both continuous governance improvement through evaluations of the HRPS (policy G01 – Governance Commitment article 5) as well as its own performance (policy G02 – Board Job article 3, and policy G03 – Governance Methodology articles 2.6 and 3). Accordingly, a made-in-Halton performance evaluation system for police board members is proposed.

DISCUSSION / ANALYSIS:

The proposed Board Member Performance Evaluation features:

- Annual evaluation of each Board Member's performance regarding:
 - Fulfillment of Police Board Member Obligations (Policy G04),
 - Application of Police Governance Principles (Policy G03 – Governance Methodology), and
 - Demonstration of Police Board Member Competencies, which are very similar to the Ontario Association of Police Services Boards (OAPSB) proposal to the Solicitor General on 31 March 2021, which itself is a adaption of the Institute of Corporate Directors (ICD) Competency Profile for Corporate Directors modified to reflect the *Community Safety and Policing Act, 2019*
- Evaluation scores are the aggregate of individual assessments of each member by all other Board members
- The Board discusses shared individual results in February

CONSULTATION:

The Board was consulted at the September meeting, and feedback has been incorporated into the evaluation criteria.

STRATEGIC MANAGEMENT ISSUES:

Evaluation of the Board member's performance is critical to continual improvement of each Board member, and by extension, the entire Board and the HRPS.



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Board Member Evaluation Form

Process Notes:

1. Each January, the CGO shall invite all 7 Board members to complete on-line surveys (e.g. SurveyMonkey) regarding each Board member and featuring the evaluation form below.
2. Each member shall complete the six on-line surveys regarding their peers, by end-January.
3. The CGO shall compile the survey results for each Board member, and distribute all result to all Board members for the February Board-only meeting.
4. The Board shall discuss the results at the February Board-only meeting.

Board Member: _____

Year: _____

Part A - Fulfills Police Board Member Obligations (Policy G04)

	Seldom	Usually	Always
1. Upholds and abides by the laws, regulations, by-laws, policies and decisions of the Board			
2. Complies with the Code of Conduct for Members of Police Services Boards and the Conduct, Confidentiality and Conflict of Interest provisions of the Procedural By-law			
3. Actively participates in Board orientation and police governance education and training opportunities			
4. Actively prepares for and contributes to fulfilment of the Board's job description (refer to Policy G02)			

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	Seldom	Usually	Always
5. Refrains from engaging in activities or communications that pre-empt, obstruct or otherwise draw Board attention away from fulfillment of the Board's job description			
6. Refrains from engaging in activities or communications that pre-empt, obstruct or otherwise draw Board attention away from fulfillment of the Board's job description			

Part B - Applies Police Governance Principles (Policy G03 – Governance Methodology)

	Seldom	Usually	Always
1. Serves the public interest before and above all else.			
2. Contributes to governance leadership and focus on the intended outcomes of policing in the jurisdiction.			
3. Respects in all ways the clear role distinction of Board as governors and the Chief of Police as the top manager of the Service.			
4. Encourages and respects diversity of viewpoints.			
5. Deliberations and contributes to decision-making that is primarily forward-looking, while having regard for the past and present.			
6. Deliberations and contributes to decision-making that is strategic, proactive; informed by statistical results and trends (community needs) and stakeholder views (community values and expectations).			

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	Seldom	Usually	Always
7. Contributes to decision-making collaboratively rather than imposingly.			

Part C - Demonstrates Police Board Member Competencies

	Under-developed	Developed	Well Developed
1. Understands the public safety sector in which the police service operates, including the needs, values and expectations of the community. Understands the strategic plan and the respective roles of the executive team in implementing the plan.			
2. Understands own responsibilities, accountabilities and liabilities as a director and board member. Is knowledgeable of best practice principles associated with board structure and board processes as set out by the SOLGEN, the AG and ongoing research.			
3. Can read and interpret financial statements and reports.			
4. Can identify and diminish group think tendencies and recognize decision-making and unconscious biases in board discussions.			
5. Makes decisions and seeks outcomes by consistent application of a logical sequence of steps.			

Proposed 27 October 2022



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	Under-developed	Developed	Well Developed
6. Makes connections between apparently separate issues, seeing patterns, trends, or relationships and developing mental frameworks to explain and interpret information.			
7. Maintains own convictions despite undue influence, opposition or threat.			
8. Values diverse opinions and builds views and opinions with knowledge gained from others.			
9. Based on limited information, retains a positive outlook when the group is unable to resolve an issue or reach a conclusion and is willing to make a risk-adjusted decision when the outcomes are uncertain. Seeks decisions that optimize the relationship between risk and reward.			
10. Applies common sense, measured reasoning, knowledge and experience to come to a conclusion and/or decision.			
11. Demonstrates integrity and ethical decision-making characteristics. Trustworthy and conscientious and can be relied upon to act and speak with consistency and honesty.			
12. Accurately assesses strengths and weaknesses of self and of others and can manage them successfully.			

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	Under-developed	Developed	Well Developed
13. Invests time learning about new approaches to governance, innovation and disruption in the organization and society.			
14. Ensures conflict is resolved with justice and fairness in order to maintain and/or restore healthy relationships.			
15. Gives and receives information with clarity, attentiveness, understanding and perception.			
16. Ability consensus-build among board members and stakeholders (management, council, police association, community groups) in negotiating and impacting at the organizational and board/council levels.			



Action Registry – Public Section

Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
27 Jan 2022	8.1	<i>“THAT the issue of complaint management be referred to an upcoming Board meeting for further discussion and deliberation.”</i>	CGO	February 2023	Website updated. subject to be addressed in new On-boarding Program
31 Mar 2022	3.3	<i>THAT future reporting on Use of Force be listed as a discussion item on Board agendas.</i>	Chief	March 2023	
24 May 2022	2.1	<i>THAT the Halton Police Board receive a yearly program update from Crime Stoppers.</i>	Chief	May 2023	
30 Jun 2022	4.2	<i>THAT an updated policy be brought back for future consideration by the Board including language regarding reporting internal harassment cases and their disposition.</i>	CGO	November 2022	to be included in new Healthy Workplace Policy (replaces HR policy)

