



Public Agenda

Date: Thursday, January 25, 2024

Time: 9:00 a.m.

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

Members of the public and other interested parties are welcome to watch the livestream of this meeting at the link above.

1. GENERAL

- 1.1 Election of Board Chair and Vice-Chair for 2024
- 1.2 Regrets
- 1.3 Disclosure of Conflicts of Interest
- 1.4 Confirmation of Minutes of Meeting P23-12 held Thursday, December 14, 2023
(Agenda Pages 1 – 6)

2. PRESENTATIONS/DELEGATIONS

3. INFORMATION REPORTS

- 3.1 **Strategic Plan 2024-2027 - Working Draft**
(Agenda Pages 7 – 26)
- 3.2 **In-force date of the Community Safety and Policing Act, 2019**
(Agenda Pages 27 – 28)
- 3.3 **P24-01-01 - Quarterly Human Resources Summary - December 31, 2023**
(Agenda Pages 29 – 32)

- 3.4 **P24-01-I-02** - Semi-Annual Complaints Statistical Report – Public/Internal January – December 2023
(Agenda Pages 33 – 36)

- 4. **RECOMMENDATION REPORTS**
 - 4.1 **P24-01-R-06** - Acquisition of a Human Resource Information System
(Agenda Pages 37 – 44)

- 5. **OPERATIONAL VERBAL UPDATES**

- 6. **ACTION REGISTRY**
 - 6.1 Public Information Action Registry
(Agenda Pages 45 – 46)

- 7. **RECEIPT OF PUBLIC CORRESPONDENCE**

- 8. **NEW BUSINESS**

- 9. **MOVE INTO CLOSED SESSION**

- 10. **CLOSED SESSION REPORT**

- 11. **ADJOURNMENT**



Public Minutes

MEETING NO. P23-12

DATE OF MEETING: Thursday, December 14, 2023
9:00 a.m.

LOCATION: Community Room, HRPS Headquarters/Virtual

MEMBERS PRESENT (in person): Jeff Knoll (Chair)
Councillor Lisa Kearns (left at 12:37 p.m.), Curt Allen, Ingrid Hann, Jane McKenna

MEMBERS PRESENT (via Zoom Teleconference): Councillor Clark Somerville (left at 12:50 p.m.)

STAFF PRESENT: Chief Stephen Tanner
Deputy Chief Roger Wilkie
Deputy Chief Jeff Hill
Paul Lavergne, Director, Corporate Services
Ken Kelertas, Director, Legal Services and Legal Counsel
Tracy Dottori, Director, Human Resources
Bill Payne, Director, Information Technology
Adam Woods, Manager, Information Technology
Michael McMullen, Manager, Facilities
Inspector Anita Laframboise
Inspector Trevor Bradley
S/Sgt. Tamara Sandy
Ellie Bale, President, HRP
Fred Kaustinen, Chief Governance Officer
Chris Lallouet, Yellow Robot Communications
Kimberly Calderbank, Board Media Consultant (via Zoom)
Graham Milne, Board Secretary
Jessica Warren, Communications Advisor to the Chair



1. GENERAL

Chair Knoll opened the meeting by advising that Regional Council approved the 2024 Budget, including the 2024 Police Services budget, at its meeting held December 13, 2023.

1.1 Regrets

N. Dhaliwal.

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 P23-11 held Thursday, November 30, 2023

Moved by: J. McKenna

Seconded by: C. Allen

"THAT the Minutes of Meeting P23-11 held Thursday, November 30, 2023 be adopted as circulated."

Carried.

2. PRESENTATIONS/DELEGATIONS

2.1 Introduction of Communications Advisor to the Chair

Chair Knoll introduced Jessica Warren, Communications Advisor to the Chair, who will be commencing her duties with the Board effective January 8, 2024.

3. INFORMATION REPORTS

3.1 P23-12-I-01 - Facilities Update - 2023

Moved by: C. Allen

Seconded by: J. McKenna

"THAT Report No. P23-12-I-01 - Facilities Update - 2023 be received for information."



Carried.

3.2 P23-12-I-02 - Secondary Employment - 2023

Moved by: C. Somerville
Seconded by: I. Hann

“THAT Report No. P23-12-I-02 - Secondary Employment – 2023 be received for information, and THAT a policy be developed regarding reporting of Secondary Employment to the Board.”

Carried.

3.3 P23-12-I-03 - Community Safety and Well-Being Plans

Moved by: C. Allen
Seconded by: L. Kearns

“THAT Report No. P23-12-I-03 - Community Safety and Well-Being Plans be received for information.”

Carried.

4. RECOMMENDATION REPORTS

4.1 P23-12-R-04 - Safety Village - Ground Lease with Region of Halton and Sub-Lease with the Optimist Club of Oakville

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

“THAT the Halton Police Board approve the execution by the Chair of a Ground Lease with The Regional Municipality of Halton for the lands located at 1151 Bronte Road, Oakville known as the Safety Village:

and further,

THAT the Halton Police Board approve the execution by the Chair of a Sub-Lease of portions of the Safety Village property to The Optimist Club of Oakville for its access and use as meeting space for its members.”



Carried.

4.2 P23-12-R-05 - Motorola Solutions - Limited Tendering - Police Mobile Radios

Moved by: J. McKenna
Seconded by: L. Kearns

"THAT the Halton Police Board authorize a Limited Tendering contract award with Motorola for the provision of mobile radios in the amount of \$116,306 (including tax)."

Carried.

4.3 P23-12-R-06 - Uninterruptable Power Supply Battery Replacement at Headquarters

Moved by: C. Allen
Seconded by: I. Hann

"THAT the Halton Police Board authorize the award of a limited tendering contract to Vertiv Canada ULC for the supply, installation and testing of replacement batteries for the uninterruptable power supplies at Headquarters, for an upset amount of \$235,000."

Carried.

4.4 P23-12-R-14 - AXON Enterprise Inc. - Limited Tendering - Taser 7 Lease Program

Moved by: I. Hann
Seconded by: J. McKenna

"THAT the Halton Police Board authorize a Limited Tendering (single source) contract award with AXON Enterprise Inc. for the provision of TASER 7 conducted energy weapons in the amount of \$2,356,852.36 over 5 years."

Carried.

5. OPERATIONAL VERBAL UPDATES

Operational verbal updates were provided regarding the following:

- Homicide investigation
- Miracle on Main event



6. ACTION REGISTRY

6.1 Public Information Action Registry

Completion date for HR Policy update amended to March 2024. Item 3.2 added.

Moved by: C. Allen

Seconded by: I. Hann

"THAT the updated Public Information Action Registry be approved."

Carried.

7. RECEIPT OF PUBLIC CORRESPONDENCE

There was no public correspondence for receipt.

8. NEW BUSINESS

Chair Knoll noted the Board's commitment to transparency. He extended thanks to the Service and staff team for their work in 2023 and offered best wishes for the holiday season.

There was no other new business.

9. MOVE INTO CLOSED SESSION

Moved by: J. McKenna

Seconded by: L. Kearns

"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: C. Allen

Seconded by: J. McKenna

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

Carried.

The meeting adjourned at 2:15 p.m.

Jeff Knoll
Chair

Graham Milne
Board Secretary

Halton Police Strategic Plan 2024-2027

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- Evaluating Performance
- Other Strategically Important Business
- How the Plan Reflects Community Needs, Values and Expectations

Message from the Chair

<<photo>>

On behalf of my colleagues on the Halton Police Board, allow me to present to you our Strategic Plan for policing in Halton Region for 2024-2027. We are marking the 50th anniversary of the Halton Regional Police Service first and foremost with this Plan – the Region’s first-ever results-based strategy for policing.

As the governing body of the Halton Police, we are charged with ensuring that policing actions and consequences reflect the needs, values and expectations of the entire community. It is our duty, on your behalf, to ensure that the entire community continues to receive the level and quality of police service that supports and protects the safety of everyone in our community. Grounded in community survey responses and input, this results-based, community-focused Plan is our roadmap to ensure this continued high quality of public service.

Under the leadership of Chief Tanner and the Police Executive Leadership Team, the priorities and action items outlined in the Plan will be implemented to ensure the well-being and safety of the entire community.

The Board thanks our Chief Governance Officer Fred Kaustinen as well as Chief Tanner and Deputies Wilke and Hill for their contributions and dedication to the development and impending implementation of this Plan.

Jeff Knoll
Chair

<<Board Member photos>>

Message from the Chief

<<photo>>

<<draft forthcoming from Chief>>

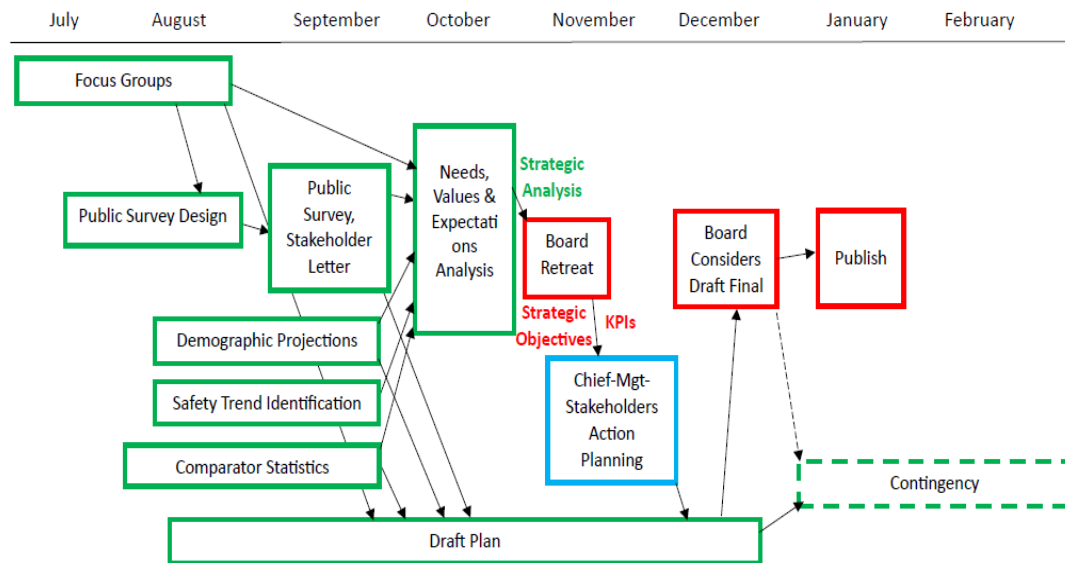
INTRODUCTION

In Halton Region, police are governed by the Halton Police Board. The Board exists to represent the global short- and long-term safety interests of the *entire* Halton Region Community. This Strategic Plan is one of the primary means by which the Board strategically directs the Halton Regional Police Service, in consideration of those overall Community interests.

This Strategic Plan has been driven by the Board, with police management input at every stage of development. The Plan is results-based and primarily community-focused, which in itself is evolutionary in policing and brand new here in Halton Region. This approach reflects the Board’s community-first perspective and its strategic emphasis on community safety **outcomes**. The intent is to provide clarity of strategic policing purpose and priorities, for all the residents of Halton Region, all members of the Halton Regional Police Service, and all our partner agencies.

METHODOLOGY

The Halton Police Board developed and adopted a new Strategic Planning policy in 2022, in anticipation of the forthcoming provincial *Community Safety & Policing Act* and its new mandate for police boards. The policy also reflects the Board’s ongoing Police Governance Renewal Project. Like all Board policies, it is posted at <https://haltonpoliceboard.ca/policies/>. Planning began in fall 2022 with budget provisions for an independent third-party to conduct a public survey and facilitate focus group discussions, thereby ensuring impartial community input to the Plan. Following a public tendering in Spring 2023, *Advanis* was selected to assist the Board in these regards, and strategic planning began in earnest as depicted in the following flowchart.



Consultation

The *Community Safety and Policing Act 2019* details which stakeholder groups the Board must consult in the course of preparing its Strategic Plan for policing Halton Region.

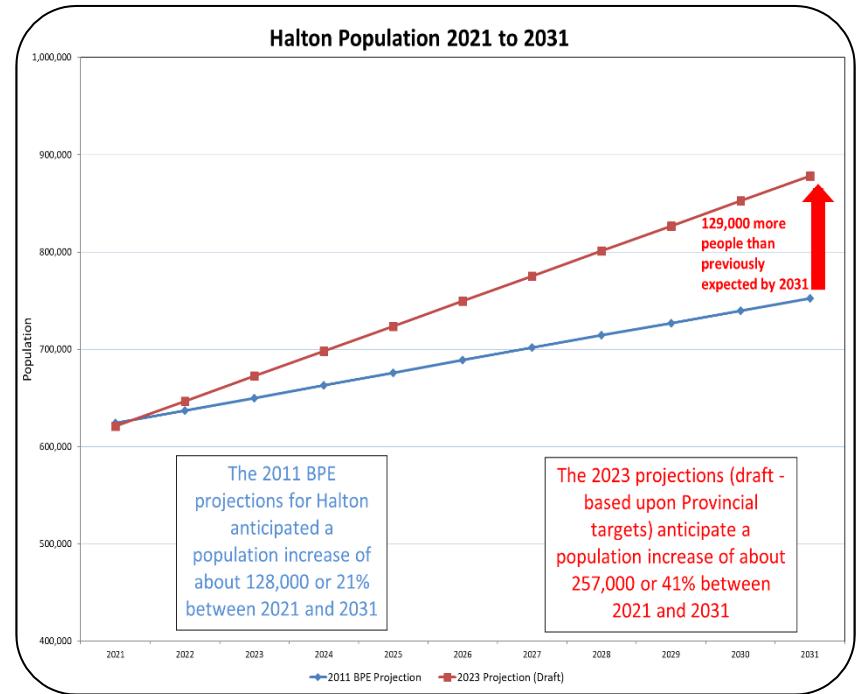
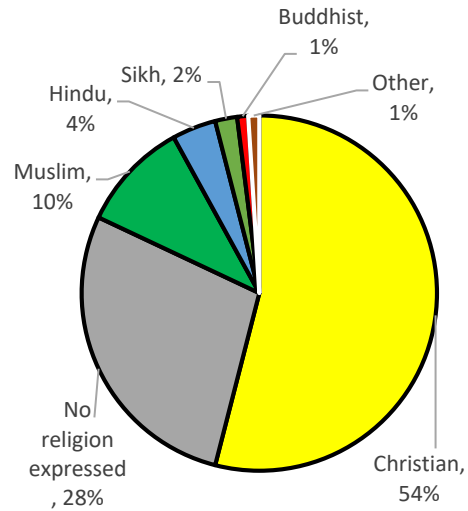
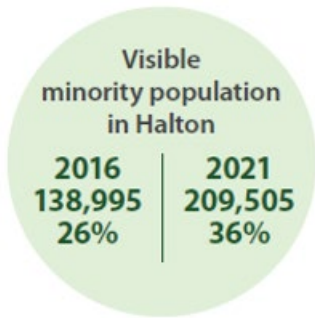
The table below outlines which community stakeholder groups were consulted and how they were consulted in determining the prioritized Strategic Outcomes for Halton Police

Stakeholders	Engagement Method	Input Solicited
Groups representing diverse communities: <ul style="list-style-type: none"> • Canadian Caribbean Association of Halton (CAAH) • Muslim community (Invite through Mosques) • Hindu community (invite through temples) • Sikh community (invite through temples) • Jewish community (invite through the Synagogues) • Oakville Chinese Canadian Association Chambers of Commerce (business communities) Community Safety & Well-being agencies	Focus Groups	What are the top public safety threats/challenges to the entire community in Halton Region? What are the most important public safety improvements that could/should be made in Halton Region? How effective are Halton Police?
Halton Region community members at large	Public Survey	What is level of public confidence in Halton Police?
Municipal Councillors First Nations School Boards Community Organizations Crime Stoppers Sheridan College	Engagement Letters	How appropriate are Halton Police interactions with members of the public?

CONSULTATIONS AND RESEARCH FINDINGS

Community Population Projections & Diversity

Halton's population is becoming increasingly diverse and is expected to increase at an unprecedented rate over the next decade.



Community Survey Summary

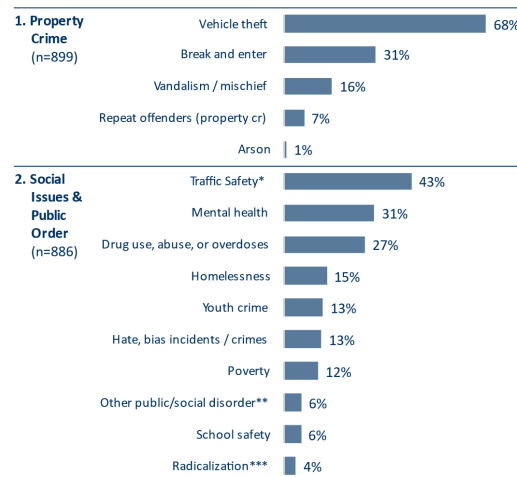
1094 Halton Community members responded to the Public Survey. The vast majority (89%) of Halton Region residents feel safe (66%-83% in other jurisdictions), though a majority of Halton citizens (70%) report they feel crime has increased in the past five years. Most citizens have not been victimized in the last 12 months (68%), but those who were victims report equal rates of property crime and financial crime (17%).

76% of residents feel that HRPS is doing an excellent or good job: 14% points higher than similarly-sized jurisdictions. 73% of Halton citizens agree that HRPS resolves violent crimes and 70% agree that it responds quickly (both better than similar jurisdictions). Halton residents' top concern about its police service is equity: 23% feel that HRPS does not provide the same quality of service to all citizens (similar jurisdictions 34%-38%).

Halton residents rank the 3 greatest threats to the community as follows:

1. Property crime (82%) – especially vehicle thefts and break-and-enters
2. Social issues and public order (81%) – especially traffic safety and mental health
3. Financial crime (52%) – especially fraud and cyber crime
4. Violent Crime (46%) – especially violence against women/intimate partner violence and car-jacking
5. Organized Crime (32%) - especially human trafficking/child exploitation and drugs

*Within each threat area (that you ranked in the top 3 threat areas), what are your greatest concerns?
(Citizen had to choose at least 1 within each of the five areas, but could choose up to 4)*



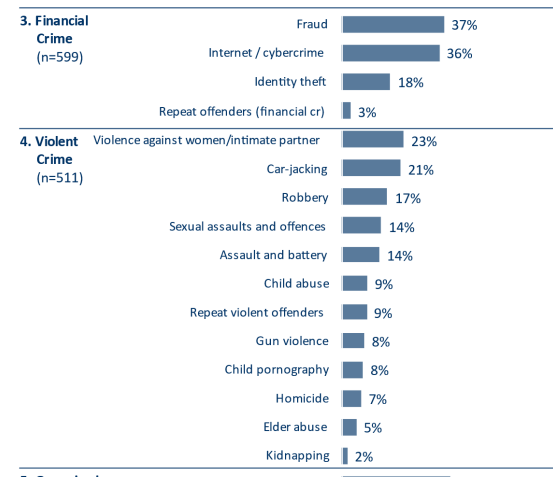
* Traffic Safety (distracted driving, speeding, stunt driving, bike safety, pedestrian safety, school zone safety)

** Other public / social disorder (e.g., loitering, intoxicated persons, panhandling)

*** Radicalization to violence / terrorism

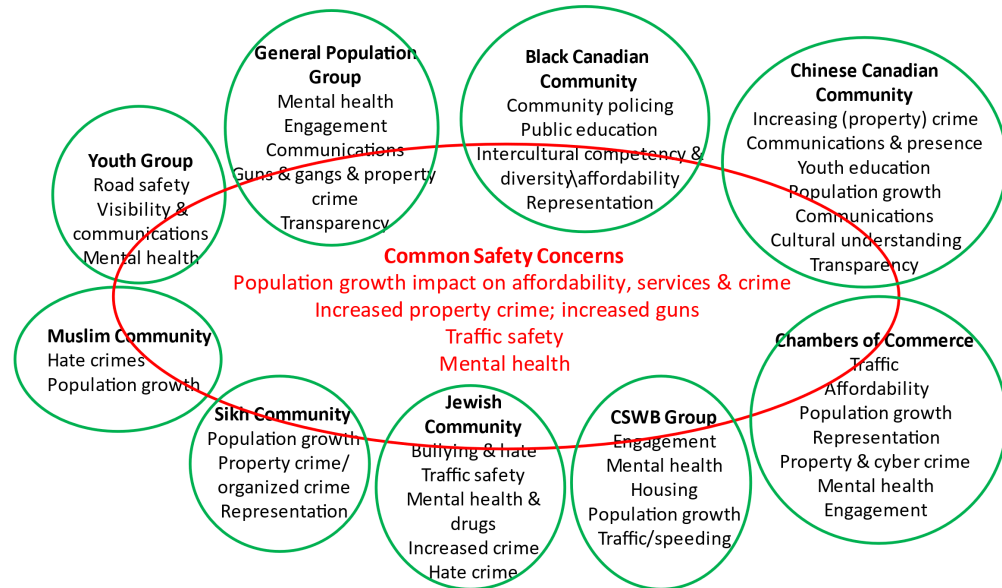
**** Other organized crime (e.g., prostitution, pornography, loan sharking, illegal gambling)

What are the most significant threats to the Halton community as a whole? Choose at least 1 and a maximum of 4
Weight: Weight Filters: Police Services Subscribing and Tier Averages: Halton Regional Police Service



Stakeholder Focus Groups' Summary

Among Focus Group participants, common safety concerns were: population growth impact on affordability, services and crime; increased property crime; increased gun violence, traffic safety and mental health.



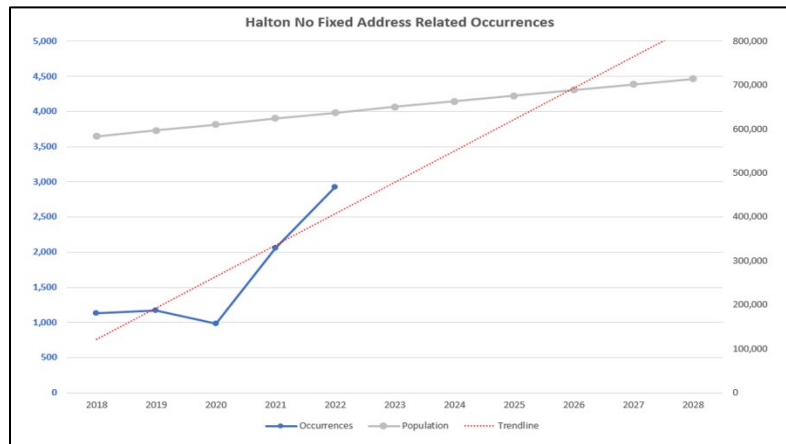
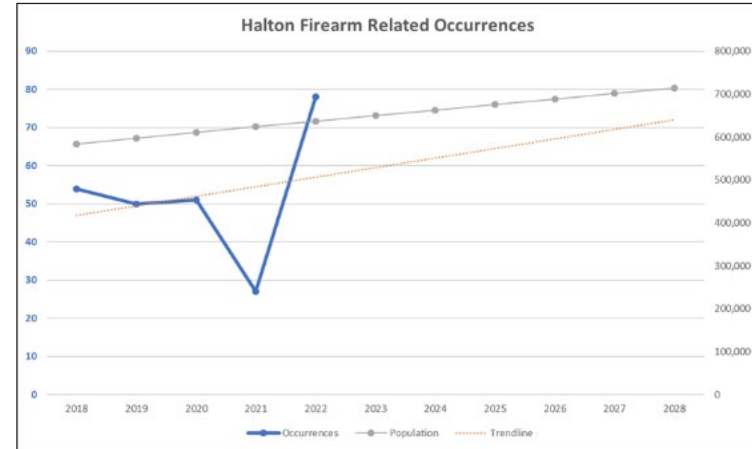
Stakeholders Engagement Letters Summary

- First Nations identified robbery, assault, sexual assault, and human trafficking as priority safety concerns, and suggested expanding community involvement programs like Neighbourhood Watch.
- Regional Councillors/Chair/CAO – Regional staff identified mental health and addictions, intimate partner violence and housing/homelessness/encampments as the major community safety threats and suggested the Region’s Community Safety and Well-Being (CSWB) collaborative initiatives (which involve police) is the best way to address these threats.
- Sheridan College – The College’s Chief Risk Officer identified auto theft, homelessness, and disinformation as the major community safety threats, and suggested increased affordable housing awareness campaigns, empowered youth and increased public understanding of the social media landscape as ways to reduce these threats.
- School Board Trustees - No responses received.

Crime & Occurrence Trends

Crime and other occurrences that have been increasing in Halton Region as well as most other communities in Canada include:

- Firearm offences
- Cyber crime
- Intimate Partner Violence
- Hate-related occurrences
- Auto theft
- Mental health calls
- No fixed address occurrences



THE PLAN

Our collective Vision is: To be a world class leader in community safety, equitable service, and policing excellence.

Our collective Mission is: To provide effective, efficient and inclusive community-based policing for all, as One Team - exemplified through collaboration and coordination with our community, our partners, and our members.

Our collective Values are: Inclusivity, Integrity, Accountability, Transparency, Excellence and Fairness.

PRIORITIZED STRATEGIC OBJECTIVES

- 1. Achievement of the highest weighted clearance rate among comparator police services, sustained at 47.7% or better**
The clearance rate reflects the effectiveness of Halton Police to solve or otherwise resolve reported crimes. The weighted clearance rate is adjusted by StatsCan to account for the severity of various reported crimes, since some crimes (like homicides and assaults) are more serious than others (like minor property thefts), from a societal perspective. Solving or otherwise resolving crimes leads to improved community safety by holding perpetrators to account, and serving as a deterrent to future criminal acts.
- 2. Achievement of 80% or better community satisfaction with the HRPS**
It is important that everyone in our Community is safe, and that also they feel safe, and that they are satisfied with the service we all receive from Halton Police. Feeling safe and being satisfied with police services leads to healthier relationships between the public and the police, and those healthy relationships lead to more public confidence in the justice system, increased public participation in crime prevention and increased public provision of witness statements and support - all of which contribute greatly to sustained reduction in crime and increased community safety and well-being. When it comes to community safety, we are all interconnected. As Sir Robert Peel stated in 1829 “the public are the police and the police are the public”.
- 3. Improved HRPS member job satisfaction and engagement**
Police and civilian members’ job satisfaction, engagement and morale are all important contributors to effectiveness of Halton Police, and ultimately to an even safer Halton Region for everyone.
- 4. Reduced per capita property crime rate, including, through partnerships and collaboration, a 50% reduction in auto theft**
- 5. Increased Enforcement and Intervention in the following Community-Responsive Policing Priorities: Intimate Partner Violence, Hate Crimes, Human Trafficking, Child Exploitation, Guns & Gangs/Firearms, and Road Safety**

ACTION PLANS

Strategic Objective 1 - Achievement of the highest weighted clearance rate among comparator police services, sustained at 47.7% or better

Resourcing

- Invest in police analytics resources and technology to support investigations, auditing and reporting mechanisms for Executive Command and Police Board
- Allocate sufficient investigative and support resources into areas that have the greatest impact on community safety
- Utilize newly developed clearance dashboard tool to regularly monitor performance and direct resources and deployment
- Research and develop platforms, data-driven applications and technologies (e.g. Artificial Intelligence) to support operations and effectiveness

Training and Policy Development

- Create and deliver internal training modules for members to build greater organizational capacity to solve crime, clear crime occurrences and oversee these administrative processes
- Review and enhance policy related to the process of clearing crime occurrences

Operations

- Prioritize effective crime portfolio management and accountability measures for greater clearance potential
- Enhance collaborative partnerships with external stakeholders (courts)
- Participate in multi-jurisdictional and joint forces operations to address crime
- Decrease recidivism rate through enhanced bail compliance strategies
- Prioritize criminal clearance rates and embed in team and individual performance evaluations
- Implement audit process to ensure criminal clearances are captured and classified correctly
- Conduct an annual review of criminal clearance rate performance with key stakeholders and utilize technology and analytical investments to support and inform examination and strategy
- Participate on the Police Expert Panel of the Municipal Benchmarking Network of Canada to advance how police data and clearances are accurately captured across the country
- Develop investigative clearance templates to provide structural mechanisms for consistency
- Leverage and empower the Front-line Support Unit to focus on clearance rates as they navigate occurrences from online reporting and retail theft sources

Community Engagement and Enhanced Communication

- Leverage Corporate Communication channels and crime mapping tools to educate the public and encourage the community to help the HRPS identify offenders and solve crime
- Continued investments in crime prevention and target hardening initiatives

Strategic Objective 2 - Achievement of 80% or better community satisfaction with the HRPS

Community Engagement and Enhanced Communication

- Increased public communication on key policing activities, emerging trends, and matters that impact public safety
- Enhanced community engagement through event attendance, Town Hall meetings, visible patrol activities, and Service programming
- Emphasis on timely media relations to better inform the community we serve
- Leverage various media platforms to showcase the work and positive impact of our members
- Market and advance existing tools and data sources for the community to independently access information about the Service and its activities (website, crime mapping tools, social media platforms)
- Research, develop and implement technologies to enhance operational efficiencies and user experience for online reporting, traffic complaints, Record Checks and Freedom of Information requests
- Work with priority and diverse populations (youth, newcomers) through initiatives and programs (Citizens Police Academy, Youth Advisory Council, Chief's Diversity Forum, ProAction Cops and Kids, YIPI, ESINC, Older Adults) to build positive relationships
- Clearly demonstrate our commitment to Truth and Reconciliation Calls to Action
- Market and celebrate volunteerism

Community Impact

- Maximize road safety through education and high visibility patrol and enforcement
- Continued focus on victims and victim restoration
- Ensure victims of crime are provided with timely supports from Victim Services Unit
- Align activities within the Community Safety and Well-being framework to collaborate with community human-service providers to effectively address the root causes of social disorder issues that can lead to crime and victimization (unhoused, mental health, substance abuse disorder)
- Continued partnerships with mental health professionals to enhance service delivery and impact when addressing mental health crises in our community
- Improve our members' awareness of human-service provider assets in our community in order to maximize collaboration, coordinated responses and referrals

WORKING DRAFT

- Effectively address situations of acutely elevated risk through our continued participation in and leadership of the Regional Situation Table
- Through strategic recruitment activities the Service will continue to pursue greater representation of the diverse community we serve
- Leverage the diversity and talent within our organization to enhance cultural competency training and service delivery to our community
- Continued investments in our Diversity Teams, Internal Support Networks, and EDI training opportunities
- Continued collaboration with our diverse community, faith-based groups, and those with lived experiences to guide and inform our service delivery strategy

Accountability

- Respond to allegations of member misconduct by conducting transparent, thorough and timely investigations
- Ensure the Professional Standards Bureau is appropriately staffed, managed and trained
- Address and resolve minor complaints through local and informal resolutions and mediation
- The pursuit and delivery of policing excellence through responsible staffing models, leadership, quality service delivery and responsiveness to crime, victimization and disorder
- Continued use and evolution of police video program (In-Car-Camera-System, body worn camera) as a means of enhancing public trust and confidence
- Research and implement appropriate technologies aimed towards reducing carbon footprint

Strategic Objective 3 - Improved HRPS member job satisfaction and engagement

Investment in Member and Organizational Wellness

- Implement modernized reintegration process for members returning to work after an absence due to illness or extended leave
- Provide resilience training to support member wellness
- Emphasize employee health and safety by conducting timely workplace inspections and assessments
- Implementation of modernized Workplace Harassment and Civility policies
- Increase the number of members who participate in the Safeguard program and wellness check-in process
- Develop and promote initiatives that support our holistic wellness strategy, including: mental, physical, financial and spiritual health and wellness
- Develop and establish a mental health service delivery model strategy which includes family members and community stakeholder support

Resources

- Advance the Coaching and Mentoring Program to support and develop our members
- Training and equipment acquisition to ensure officer safety and organizational effectiveness
- Technology enhancements to improve user experience and operational efficiencies (intel database, E-ticketing, vehicle technologies)
- Develop and replace our Human Resources Information System to streamline process, increase administrative efficiencies and accuracy of data bases
- Leverage project intake process and project management best practices to seek input and ideas from our members
- Employ modernized recruitment strategies to attract sworn and civilian candidates to the Service
- Enhance collaboration initiatives and relationships with key recruiting partners within the community
- Showcase and promote the organization's goal of being an "employer of choice" through keynote speakers and community presentations/involvement
- Continued pursuit of recognition through "top employer", HR excellence, Journey to respect etc. Awards
- Develop and promote an ambassador program
- Develop and create talent pipeline
- Develop and support innovative and best in class HR models to sustain continued growth of the organization
- Enhance new employee onboarding process to demonstrate the Service's commitment to a healthy workplace and service excellence
- Ongoing leadership training for sworn and civilian supervisors
- Annually increasing staffing levels through budget process to maintain service delivery standards in relation to growing population and the increasing complexities of policing

Morale

- Implement new HR strategy that focuses on internal service delivery
- Through leadership excellence and programming, foster a value-based culture focussed on diversity, inclusivity, wellbeing and positive engagement
- Implement changes to promotional process to ensure fairness and clear pathways for success through our Coaching and Mentoring program
- Improved communication and transparency related to organizational decision making
- Research and implement platforms that enhance internal connection and communication (e.g. meetings, virtual spaces, information sharing portals)
- Increased and timely recognition of member's performance and service (use of HaltonTV)
- Pursuit of internal and external awards to acknowledge member achievement

WORKING DRAFT

- Develop new and effective internal mechanisms to share feedback
- Implement a modernized performance management system
- Operationalize new HR strategy to increase member confidence in job posting process, and to create efficiencies for external hiring
- Design adaptive career paths and developmental opportunities for employees to support personal and organizational growth and leadership through secondments, coaching/mentoring, career planning and education
- Create and support change fatigue strategy to promote successful transformation
- Increase secondment opportunities for civilian members
- Complete workplace and external conduct investigations in a timely manner
- Ensure involved members are kept apprised of the status of complaints/investigations
- A continued pursuit of a healthy and inclusive organizational culture through training, programming, and leadership
- Administer an Organizational Survey to assess member satisfaction and engagement
- Continue to advance development of new 1 District Facility for 2026
- Develop long-term facilities plans that address Service/Member needs out to 2050

Strategic Objective 4 - Reduced per capita property crime rate, including, through partnerships and collaboration, a 50% reduction in auto theft; and

Community Mobilization, Crime Prevention and Partnerships

- Increase information sharing about crime prevention initiatives and programs with community to decrease crime (Crime Prevention Through Environment Design, target-hardening strategies)
- Upstream investments in partnerships and coordinated service delivery models within the Community Safety and Well-Being framework to address root causes of social disorder (unhoused individual, mental health, substance abuse disorders, etc.) that often lead to crime and victimization
- Continued participation in multi-jurisdictional investigative projects and Joint Forces operations
- Continued advocacy and collaboration with key external stakeholders to help them understand and operationalize their important role in crime prevention (auto manufacturers, insurance companies, border services, government)

Leveraging Technology and Data

- Maximize operational impact through investments in and utilization of technology and police analytics to improve crime solvency and guide intelligence-led enforcement strategies
- Explore and enable inter-service and first responder collaboration through innovative information/data sharing platforms

Maximize Resource Deployment

- Strategically build out organizational capacity for specialized units that will have a direct impact on public safety and crime trends (Organized Crime Strike Team)
- Increase frontline patrol capacity to enhance visibility and connection in our growing community

Strategic Objective 5 - Increased Enforcement and Intervention in the following Community-Responsive Policing Priorities: Intimate Partner Violence, Hate Crimes, Human Trafficking, Child Exploitation, Guns & Gangs/Firearms, and Road Safety

Intimate Partner Violence

- Leverage Corporate Communications channels to increase public awareness of the issue and impact of intimate partner violence (IPV) in our community
- Demonstrate our commitment to address IPV to enhance trust and confidence and ultimately increase reporting of IPV incidents
- In collaboration with external partners, and within the Community Safety and Well-Being Plan framework, implement a holistic and coordinated community strategy to address IPV
- Continue to utilize a victim-centric approach in response to all instances of IPV to ensure survivors are supported and protected
- Utilize current and relevant risk assessment and mitigation strategies for IPV offenders in order to reduce the likelihood of additional victimization

Hate Crimes

- Conduct an annual review of Hate Crime Statistics and hate crime related training and procedure to improve service delivery and impact
- Implement training, policy and tools that create greater member awareness and capacity for effectively identifying, responding to and investigating hate crime and hate related matters
- Continued EDI educational investments, specifically in the areas of hate based on misogyny, racism and discrimination:
 - diversity training for sworn and civilian members of the Extended EDI Team,
 - experiential and immersive training opportunities,
 - targeted training through annual block training, and
 - celebrating diversity through unconventional ways to improve cultural competence, respect and understanding
- Enhanced public communication strategies and a focus on working collaboratively with our diverse community to encourage positive engagement and build greater trust and confidence in the HRPS (Diversity Engagement Table, participation in community-based events, Hate Crime Symposiums, Committee membership)

WORKING DRAFT

- Maintain an effective intelligence network to ensure that emerging and global trends or issues in relation to hate crime are proactively and strategically addressed
- The Intelligence Bureau will monitor and investigate violent extremism to enhance organizational capacity to navigate localized issues and events

Human Trafficking

- Continued participation in *Ontario's Strategy to End Human Trafficking* to ensure that the transient nature of human trafficking is strategically addressed
- Human Trafficking Unit will utilize innovative techniques to identify and investigate offenders in our community
- Invest in public awareness campaigns related to the prevalence and impact of human trafficking in our community in order to increase the reporting of human trafficking
- Provide regular and relevant educational updates to all members of the Service to enhance their ability to recognize instances of human trafficking
- Maintain and nurture ongoing collaborations with external partner agencies to ensure the delivery of a victim-centric approach, and that survivors of human trafficking are provided the comprehensive and empathetic support necessary

Child Exploitation

- In our role as a fully committed partner agency, actively contribute to the goals and objectives outlined in the *Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet*
- The Internet Child and Exploitation investigative team, utilizing a variety of techniques, will thoroughly investigate reported instances related to child pornography
- Provide leading-edge, specialized support to all investigations related to on-line child exploitation through the implementation of the new Computer Crime Unit in 2024
- Actively educate and inform the community on the issue of child exploitation, focusing on strategies to prevent victimization
- Continue to work within a collaborative community framework to support child and youth victims who have experienced exploitation involving the use of technology

Guns & Gangs/Firearms

- Actively participate in and contribute to the ongoing Provincial Guns and Gangs – Joint Forces Enforcement Team, through the full-time secondment of two Detective Constables, and the dissemination of localized intelligence
- Proactively monitor and investigate gang-based criminal conduct by leveraging police analytics and an intelligence-led approach
- Continued participation in collaborative and coordinated efforts to disrupt and investigate the criminal activities of gangs

WORKING DRAFT

- Utilize a forensic-based approach to all seizures of illegal firearms to ensure that all possible investigative avenues are thoroughly pursued (i.e. linkages to other crimes, importation source etc.)

Road Safety

- Road safety strategy delivered through a combination of education, enforcement and annual high-profile campaigns
- Leverage traffic-related data to support road safety initiatives, deployments, and enforcement
- Increase organizational capacity for Commercial Motor Vehicle enforcement
- Maintain and foster partnerships with key stakeholders related to traffic (Mothers Against Drunk Driving, Region of Halton, Municipalities, Transport Canada)
- Continued investments in road safety related equipment and training for our members
- Advocacy for technology investments to support traffic enforcement initiatives (Red light and speed enforcement cameras)
- Prioritize road safety initiatives and project participation for frontline members
- Conduct an annual review of our road safety strategy to assess and maximize our impact and deployment structure
- Ensure that all motor vehicles collisions involving serious injury or death are thoroughly and forensically investigated by the Collision Reconstruction Unit.

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EVALUATING PERFORMANCE

The Board will strategically evaluate Halton Police performance relative to the Strategic Objectives by monitoring Key Performance Indicators.

Prioritized Strategic Objective	Key Performance Indicators
1. Achievement of the highest weighted clearance rate among comparator police services, sustained at 47.7% or better	The clearance rates are reported to STATSCAN annually by police services for each police service. STATSCAN then creates a weighted clearance rate (based on the societal severity of the different types of crime), for each municipality, and posts the results on its public website. The Board will use this data to see how the total weighted clearance rate is trending over time, and relative to comparator police services.
2. Achievement of 80% or better community satisfaction with the HRPS	The Public Survey administered by <i>Advanis</i> in 2023 will be used as the baseline for measuring changes in how the diverse public feel about their safety, and about how well Halton Police are communicating with them. The Board will use this data to assess changes in public safety sentiment over the next four years,

WORKING DRAFT

	<p>and by extension the impact of Halton Police initiatives, partnerships and actions. The results will be reported in the 2024 Annual Report.</p>
<p>3. Improved HRPS member job satisfaction and engagement</p>	<p>A third party will be engaged to administer an anonymous survey regarding member job satisfaction and morale in 2024. The survey will be re-administered in 2027, and the Board will compare the results of the two surveys to assess the impact of management interactions and initiatives on member job satisfaction and morale over the four years of this Strategic Plan. The results will be reported internally to HRPS members.</p>
<p>4. Reduced per capita property crime rate, including, through partnerships and collaboration, a 50% reduction in auto theft</p>	<p>Property crimes are reported to STATSCAN annually by police services for each municipality in Canada. The Board uses this data to see how the property crime rate, including auto theft, is trending over time relative to comparator jurisdictions. These trends inform the Board’s assessment of the effectiveness of Halton Police initiatives, partnerships and actions in preventing property crime in general, and auto theft in particular. The results will be reported publicly each year in the Annual Report.</p>
<p>5. Increased Enforcement and Intervention in the following Community-Responsive Policing Priorities:</p> <ul style="list-style-type: none"> • Intimate Partner Violence • Hate Crimes • Human Trafficking • Child Exploitation • Guns & Gangs/Firearms • Road Safety 	<p>Crimes are reported to STATSCAN annually by police services for each municipality in Canada. The Board uses this data to see how the various crimes are trending over time relative to comparator jurisdictions. These trends inform the Board’s assessment of the effectiveness of Halton Police initiatives, partnerships and actions in preventing crime and occurrences in general, and these in these six areas in particular. The results will be reported publicly each year in the Annual Report.</p>

OTHER STRATEGICALLY IMPORTANT BUSINESS

Technology

<<Chief's draft forthcoming>>

Facilities

<<Chief's draft forthcoming>>

HOW THE PLAN REFLECTS COMMUNITY NEEDS, VALUES & EXPECTATIONS

<<under development by CGO>>

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Ken Weatherill
Assistant Deputy Minister
Public Safety Division

SUBJECT: **In-force date of the *Community Safety and Policing Act, 2019***

DATE OF ISSUE:	December 18, 2023
CLASSIFICATION:	General Information
RETENTION:	April 1, 2024
INDEX NO.:	23-0085
PRIORITY:	Normal

On behalf of the Ministry of the Solicitor General, I would like to thank all our policing partners for your support throughout the regulatory development process. We are greatly appreciative of the in-depth feedback that was provided on the regulations.

As a result of this collective effort, the regulations that are required to bring the *Community Safety and Policing Act* (CSPA) into force have been approved by Cabinet and filed. They can now be accessed publicly online through e-Laws page – linked [here](#).

I am writing to you today to inform you that **April 1, 2024**, has been proclaimed as the official date on which the *Community Safety and Policing Act, 2019* will come **into force**.

All police services are expected to be ready to comply with the Act and its regulations starting on the in-force date. To prepare for these changes, policing partners are strongly encouraged to familiarize themselves with the requirements under the CSPA and its regulations and make any necessary operational and process changes.

The upcoming 2024 [CSPA Training Summit](#), organized by the Ontario Association of Chiefs of Police, Police Association of Ontario, the Ontario Association of Police Services Boards and the Ontario Senior Officers Police Association, will serve as a forum to provide a shared understanding of the Act and its regulations. It will also

provide an opportunity for the ministry to support the policing sector toward operational readiness and help clarify any outstanding questions.

The Inspectorate of Policing will also act as an important resource to support the policing sector leading up to CSPA in-force. To this end, the Inspectorate's Police Services Advisors will continue to work directly with police services, chiefs of police, and police services boards to provide liaison and advisory services toward readiness to transition to the new CSPA framework. This includes current efforts to pilot an updated inspection process, establishing a robust data collection approach, and assisting policing partners to navigate any issues that surface during implementation. The Inspectorate of Policing will continue to engage with other stakeholders including police associations.

As we work together towards CSPA in-force, the ministry will seek to provide you with timely information to inform local operational planning and implementation.

Please do not hesitate to reach out to your respective Police Service Advisor with questions pertaining to the CSPA or to learn more about the Inspectorate's work.

Thank you, as always, for your continued support on efforts to advance the modernization and continuous improvement of police services in Ontario.

Sincerely,

K. Weatherill

Kenneth Weatherill
Assistant Deputy Minister
Public Safety Division

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Creed Atkinson, Chief of Staff
Ministry of the Solicitor General

Ryan Teschner
Inspector General of Policing
Inspectorate of Policing



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: QUARTERLY HUMAN RESOURCES SUMMARY – DECEMBER 31, 2023

Report #: P24-01-I-01

Date: January 25, 2024

INTRODUCTION AND BACKGROUND:

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

POLICE	1Q 2023 Actual	2Q 2023 Actual	3Q 2023 Actual	4Q 2023 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	13	13	13	13	13	0
Staff Sergeant	19	23	23	23	26	-3
Detective Sergeant	9	10	10	10	10	0
Sergeant	53	50	50	51	55	-4
Detective	42	45	44	44	45	-1
Constable (1st Class)	479	482	476	487	N/A	
Constable (2nd Class)	27	30	46	38		
Constable (3rd Class)	50	63	57	55		
Constable (4th Class)	47	40	44	43		
Recruits in Training	18	18	12	24		
Total Constables	621	633	635	647	630	17
TOTAL SWORN	766	783	784	797	788	9
Cadet *	11	14	14	7	0	0

* Cadets not included in complement (uniform contract positions)

CIVILIAN	1Q 2023 Actual	2Q 2023 Actual	3Q 2023 Actual	4Q 2023 Actual	Current Authorized Positions	Current Variance
Senior Management/ Administration	10	10	10	10	10	0
Supervisory/Professional/ Senior Clerical	94	99	100	103	112	-9
Clerical	107	105	101	103.5	111	-7.5
Communications	52	51	50	50	55	-5
Special Constables (Escorts/Summons)	28	29	30	30	30	0
Facilities Technicians	7	7	7	7	7	0
TOTAL CIVILIAN	298	301	298	303.5	325	-21.5

TOTAL COMPLEMENT	1064	1084	1082	1100.5	1113	-12.5
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TEMPORARY STAFF <i>(Temporary employees do not form part of the authorized complement.)</i>	1Q 2023 Actual	2Q 2023 Actual	3Q 2023 Actual	4Q 2023 Actual	Comments
Full-time	8	9	12	10	* See details below
Part-time	4	10	4	2	1 - Facilities Maintenance Tech 1 - Student • 1 - Crime Analysis
As Required	44	72	53	56	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	56	91	69	68	

* FULL-TIME ALLOCATIONS	1Q 2023 Actual	2Q 2023 Actual	3Q 2023 Actual	4Q 2023 Actual	Comments
Replacements (Secondments/ Maternity/ LTD/etc).	4	6	6	4	1 - Staffing Advisor 1 - Business Analyst 1 - Snr. Corp. Comms. Specialist 1 - Crime Analyst
Special Projects	2	1	5	4	1 - Victim Quick Response Coordinator 1 - Researcher Junior Crime Analyst 2- Prisoner Escort Officers
In Training	0	0	0	0	No Change

One Vision, One Mission, One Team

Vacancy	1	0	0	0	
Work Volume	1	2	1	2	1 – Business Analyst 1 – Police Analytics Specialist

SPECIAL SITUATIONS - UNIFORM <i>*(Not included in authorized complement)</i>	1Q 2023 Actual	2Q 2023 Actual	3Q 2023 Actual	4Q 2023 Actual	Comments
External Secondments	5	5	5	4	1 – HRPA President 2 – Ontario Police College 1 – Provincial Firearms Office
WSIB >1 year	11	16	16	19	
Leaves of Absences	6	2	0	1	1 – Unpaid LOA
Long Term Disability < 2 yrs	1	2	3	3	
* Long Term Disability > 2 yrs	6	7	7	9	
Short Term Sick Leave/WSIB < 1 Year	16	17	20	20	
Parental/Pregnancy Leave	8	13	9	13	
Jobs Shared by 2 Members	1	0	0	0	
SPECIAL SITUATIONS - CIVILIAN <i>*(Not included in authorized complement)</i>	1Q 2023 Actual	2Q 2023 Actual	3Q 2023 Actual	4Q 2023 Actual	Comments
External Secondments	0	0	0	0	
WSIB >1 year	2	3	4	5	
Leaves of Absences	1	1	0	0	
Long Term Disability < 2 yrs	4	5	4	5	Largely filled with Temporary Full-time
* Long Term Disability > 2 yrs	10	10	9	9	
Short Term Sick Leave/WSIB < 1 Year	12	7	4	5	
Parental/Pregnancy Leave	6	8	10	11	Largely filled with Temporary Full-time
Jobs Shared by 2 Members	0	0	0	0	

One Vision, One Mission, One Team

DEPARTURES	1Q 2023 Total	2Q 2023 Total	3Q 2023 Total	4Q 2023 Total	Total YTD 2023
TOTAL					
Uniform					
Retirements	6	3	2	1	12
Resignations	4	5	9	6	24
Terminations	0	0	0	1	1
Deaths	0	0	0	0	0
Civilian					
Retirements	6	2	3	0	11
Resignations	3	1	5	1	10
Terminations	0	0	0	0	0
Other – position redundant	0	0	0	0	0
Deaths	0	0	0	0	0

ADVANCEMENTS	1Q 2023 Total	2Q 2023 Total	3Q 2023 Total	4Q 2023 Total	Total YTD 2023
TOTAL					
Sworn Reclassifications	6	49	36	11	102
Sworn Promotions*	2	10	0	0	12
Civilian Reclassifications	16	14	10	16	56

*SWORN PROMOTIONS	
NAME	RANK



Stephen J. Tanner
Chief of Police

:CB



Halton Regional Police Service Public Agenda Information Report

To: Chair and Board Members

From: Chief Stephen J. Tanner

Subject: SEMI-ANNUAL COMPLAINTS STATISTICAL REPORT – PUBLIC/INTERNAL
JANUARY – DECEMBER 2023

Report #: P-24-01-I-02

Date: January 25, 2024

INTRODUCTION AND BACKGROUND:

The following is a statistical summary of the complaints received during the year 2023 as prepared by the Professional Standards Bureau.

Public Complaints

Members of the public who have a complaint regarding conduct of Police Officers, the policies and/or services provided by the Police Service must file their complaint with the Office of the Independent Police Review Director (OIPRD).

Table 1 - Summary – Halton Related Public Complaints filed with OIPRD		2020	2021	2022	2023
Total complaints (Total Lines 1, 2, 3, 4)		100	109	100	119
Line 1	Not accepted (no action taken)¹	51	68	55	67
Line 2	Retained by OIPRD²	0	0	0	0
Line 3	Referred to another Service by OIPRD³	1	4	2	2
Line 4	Referred to our Service	48	37	43	50
Line 5	• Conduct - <i>Refer to Table 2</i>	48	40	44	52
Line 6	• Policy/Service – <i>Refer to Table 4</i>	1	1	1	0

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

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

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

Conduct Complaints

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

Table 2 - Disposition of All Conduct Complaints	2020	2021	2022	2023
Total Number of Conduct Complaints (Line 5 of Table 1)	48	40	44	52
Outstanding/Under Review	0	0	0	13
Unsubstantiated/Withdrawn	34	32	36	32
Informal Resolution	13	8	7	7
Substantiated	1	0	1	0
Disposition of Substantiated Complaints				
Awaiting Disposition	0	0	0	0
Informal Discipline	1	0	1	0
Formal Resolution/Discipline	0	0	0	0
Suspension without pay, forfeiture of time, reprimand, counselling, specific program	0	0	0	0
Dismissal; Resignation Accepted, Demotion	0	0	0	0
Resulting in Police Act or other charges laid	0	0	0	0

Table 3 – Appeals of Conduct Complaint Decisions	2020	2021	2022	2023
Appealed to OCPC or OIPRD	3	10	4	3
Outstanding/Under Review	0	0	0	0
Confirmed by OCPC or OIPRD	2	10	3	3
Modified by OCPC or OIPRD	1	0	1	0

Policy/Service Complaints:

In accordance with Section 63 of the *Police Services Act (PSA)*, policy/service complaints must be reviewed by the Chief whose written disposition must be submitted to the complainant, the OIPRD and the Police Services Board.

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

Table 4 – Requests for Review of Chief's Decision	2020	2021	2022	2023
Total Number of Policy/Service complaints (Line 6, Table 1)	1	1	1	0
Requests to the Police Services Board for Review	0	0	0	0
Outstanding/Under Review	0	0	0	0
No action taken by the Board	0	0	0	0
Action taken by the Board	0	0	0	0

Special Investigations Unit (SIU) Investigations

Table 5 - Special Investigations Unit Investigations	2020	2021	2022	2023
Investigations Commenced by SIU	8	5	11	12
Outstanding	0	0	0	1
Concluded with No Action Taken	8	4	11	11
Concluded with Criminal Charges Laid	0	1	0	0

Chief's Internal Conduct Complaints

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

Table 6 - Summary - Internal Complaints		2020	2021	2022	2023
Line 1	Total Internal Chief's Complaints	8	14	13	9
Line 2	Still Outstanding/under Investigation	0	2	0	4
Line 3	Referred to another Chief for investigation ⁴	0	0	0	0
Line 4	Completed/disposed – Refer to Table 7	8	12	13	5

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

Table 7 - Disposition of Chief's Internal Conduct Complaints		2020	2021	2022	2023
Total Number of Internal Complaints Completed/Disposed (Line 4 of Table 6)		8	12	13	5
Unsubstantiated		1	2	3	0
Substantiated		7	10	10	5
Substantiated Complaints					
Awaiting Discipline Disposition		0	0	0	0
Informal Discipline		1	7	6	4
Formal Discipline		6	3	4	1
Suspension without pay, forfeiture of time, reprimand, counselling, specific program		2	2	0	1
Dismissal; Resignation Accepted, Demotion		4	1	4	0
Resulting in Police Act or other charges laid		0	0	0	0
Withdrawn or Resolved prior to PSA hearing		0	0	0	0

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

Table 8 – Appeals of Chief’s Internal Conduct Complaint Decisions	2020	2021	2022	2023
Appealed to OCPC or OIPRD	0	0	0	0
Outstanding/Under Review	0	0	0	0
Confirmed by OCPC or OIPRD	0	0	0	0
Modified by OCPC or OIPRD	0	0	0	0

Workplace Violence and Harassment Investigations

Table 9 - Workplace Violence and Harassment Investigations	2020	2021	2022	2023
Total Number of Complaints filed by employees this period	7	10	16	7
Total Complaints Still Outstanding	0	0	0	3
Disposition				
Unsubstantiated	3	4	9	3
Informal Resolution	2	0	5	1
Formal Resolution	2	6	2	0



Stephen J. Tanner
Chief of Police

NA:GM



Halton Regional Police Service Public Agenda Recommendation Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: ACQUISITION OF A HUMAN RESOURCE INFORMATION SYSTEM

Report #: P24-01-R-06

Date: January 25, 2023

RECOMMENDATION:

“That the Board receive an information update that the proposed Human Resource Information System (HRIS) Solution has been selected by the HRIS Evaluation Committee following the completion an open competitive Negotiated Request for Proposal (N-RFP) process. The selection of a solution has resulted in the award of integration and support services to PriceWaterhouse Coopers (PwC) and software licensing to Systems Applications and Products in Data Processing (SAP).

and;

That the Board authorize the Board Chair to sign the PriceWaterhouse Coopers and SAP contracts and agreements in order to enable staff to proceed with the implementation phase of the project.

and;

That the Halton Police Board authorize the utilization of capital funds previously allocated for the new Human Resource Information System (HRIS) to replace the existing OSL Workforce Management System currently utilized by the Service to manage HR data and processes.

and;

That the Halton Police Board authorize the transfer of \$627,596 from the Police Capital Reserve (#505040) to the open HRIS Capital Budget #T6853C in order to fund the project costs associated with implementation, training, and integration costs to be delivered by PwC and software licenses from SAP. The total costs for implementation and first (1st) year licencing of the system amount to \$2,527,566 (including 15% contingency and net HST).”



Stephen J. Tanner
Chief of Police

:TD / PL / BP / MM

INTRODUCTION AND BACKGROUND:

In 2020, capital funds were set aside for the acquisition of a Human Resource Information System (HRIS). A total of \$1.3 million was allocated and approved by the Board in capital project T6853C for the HRIS project.

The first phase of the project involved the collection and assembly of requirements from key stakeholders within the Service and the Region. Through a Request for Proposal (RFP) process in 2020-2021, a contract for consulting services was awarded to Ernst and Young (E&Y) for the development of system requirements. Multiple workshop sessions were held with key stakeholders within the Service and the Halton Region to gather requirements. Approximately \$100,030 was spent from the available capital funds to complete this initial consulting assignment.

Acting on the recommendations submitted by E&Y, the HRPS established a committee in April 2022 which was tasked with developing a Negotiated-RFP for the acquisition of a new HRIS solution. The RFP was released to all potential bidders on December 14, 2022 with a closing date of January 20, 2022.

After careful review of all the proposals and demonstrations by the proponents, the Evaluation Committee formed a consensus based on the N-RFP Best and Final Offer (BAFO) process on September 20, 2023. The highest scoring proposal was from PricewaterhouseCoopers (PwC) who proposed SAP SuccessFactors Human Experience Management Suite (SAP) as the solution. The Committee concluded that this proponent's solution would ensure the implementation of a suitable and robust enterprise solution for the Service. As a result of this RFP award - PwC will serve as the implementation partner for SAP.

As the RFP process and subsequent contract negotiations have been completed, staff recommend the Board approve the allocation of funds as requested and that the Board Chair sign the PwC and SAP contracts to permit the Service to complete the commitments of the RFP process and continue to the implementation phase of this project.

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

Approximately \$1,200,000 of the original approved capital budget (2020) in T6853C remains available for the HRIS Project. As part of the 2024 Budget process, \$700K was added to the HRIS capital budget to capture the implementation phase of the project (based on the initial BAFO cost proposal). The 2024 capital budget addition was done prior to the completion of negotiations with the vendor of choice. The final pricing (below) was obtained after the completion of negotiations with PwC and a further addition of \$627,596 capital (including 15% contingency and net HST) will be required to complete the implementation of the cloud-based SAP solution in 2024/2025. With the additional capital funds, the total project implementation cost will amount to \$2,527,566 (including 15% contingency and net HST).

The Summary of Capital and Operational cost are identified below as per the Cost Proposal submitted by PwC and requested by staff based on the final BAFO cost proposal.

Initial Capital Cost associated with PwC as Implementation Partner	1st Year HRIS Implementation Cost
Year 1 - PwC professional services fees re: implementation	\$ 1,861,860
Year 1 - Allowance for scope additions and travel cost estimates	57,300
Year 1 - Other Installation and integration cost estimates	134,191
Subtotal	2,053,351
Contingency (15%)	308,003
HST @ 13%	306,976
Total Project Implementation Cost (including contingency and HST)	\$ 2,668,330
Total Project Implementation Cost (including contingency and net HST)	\$ 2,402,914

Initial Capital Cost associated with obtaining licenses and cloud subscription from SAP	1st Year HRIS License Cost
Year 1 - SAP license cost during development, Super User Training	\$ 111,360
Contingency (10%)	11,136
HST @ 13%	15,925
Total SAP License Cost Year 1 (including contingency and HST)	\$ 138,421
Total SAP Licence Cost Year 1 (including contingency and net HST)	\$ 124,652

Additional Capital Funds Required (based on net HST)	\$
Total Project Implementation Cost	\$ 2,402,914
Total SAP License Cost Year 1	124,652
Subtotal	2,527,566
Capital available in approved Capital Project #T6853C HRIS System	1,199,970
Additional Capital required (including contingency and net HST)	\$ 627,596

The additional requested capital of \$627,596 will be transferred from the Police Capital Reserve (#505040) which has sufficient funds to satisfy this transfer request and still support the approved 10-Year Capital Forecast (2024 projected year-end Police Capital Reserve balance is \$6,288,431 prior to this capital transfer request).

Staff request that the capital funds identified above be utilized in 2024-2025 as the project moves forward and the negotiation regarding terms and conditions are completed.

Annual Operating Cost	Annual Cost
Annual SAP licensing cost per year (2025 to 2028)	\$ 111,360
Annual PwC support cost per year (2025 to 2028)	140,160
Subtotal	251,520
HST @ 13%	32,698
Total PwC and SAP Annual Operating Cost (including HST)	\$ 284,218
Total PwC and SAP Annual Operating Cost (including net HST)	\$ 255,947

Note: SAP Annual Operating Costs are anticipated to increase by 3.3% per year after the initial 5-year term. This increase will be accounted for in future operating budget requests.

The documentation attached for your signatory approval and review are as follows:

- PwC HRIS Form of Agreement
- PwC HRIS Statement of Work
- PwC Data Protection Addendum
- SAP Order Form for SAP Cloud Services

SAP – SOLUTION BENEFITS IDENTIFIED:

The key opportunities for improvement to the human resource processes will be assisted by the HRIS as a technology tool. All of the following current system (OSL) process challenges have been identified by the study conducted by E&Y:

- **System flexibility** – Cloud based solution that is configurable from a usability and design standpoint, resulting in manual workarounds;
- **Single source of truth and avoids limitations** – The core employee central module allows the origin of information for each employee to be housed in one place as central repository of information and all other modules integrated with receive the data from a single source rather than current multiple workarounds due to system limitations, resulting in poor design decisions and added process complexity;
- **Reduction of duplication of data** – All the modules listed in the scope summary will be integrated and a clear system of record, data will eliminate manual entry in multiple systems resulting in accurate and timely information;
- **Automation of transaction and workflows** – The transactions programmed will removal the manual data extraction to a large extent and allow for dynamic reporting in the system and choices of multiple custom HR reports.
- **Governance and accountability** - Data needed for payroll will integrate with the SAP at the region and would not have to be manipulated in excel. Key approvals based on new best practices and improved business processes will allow for verification of data and audits.
- **Consistent processing of an Employee Life Cycle** – SAP demonstrated approval and communication of employee life events from onboarding to exit and/or position changes directly reflected in real-time and that would then directly impact timely, accurate, and consistent payroll processing resulting in rework.

DISCUSSION / ANALYSIS:

The scope of services that was determined in the requirements gathering phase of the project have been addressed by this RFP award and the subsequent contracts negotiated with PwC and SAP. The current plan of delivery outlines the plan for an implementation kickoff on 5 February ,2024. Proposed project plans indicate the implementation of the new HRIS to be completed by January 2025.

The following is a summary of the scope of services deemed essential as per the Statement of Work (SoW) provided and agreed upon among the Halton Regional Police Service RFP Committee, legal counsel, and PwC within the negotiation phase that ended December 10th, 2023:

Scope of Services

- Functional Scope:
 - SAP SuccessFactors Employee Central Core HR (EC)
 - SAP SuccessFactors Employee Central Benefits (ECB)
 - SAP Time and Attendance Management by WorkForce Software (T&A)
 - SAP Workforce Forecasting and Scheduling by WorkForce Software (AS)
 - SAP SuccessFactors Onboarding (ONB)
- Supporting Workstreams:
 - Data Migration
- Testing
- Cutover and Hypercare
- Integrations and Interfaces
- Project Management
- Training of super users and all members of the Service
- Integration and automation of the identified solution with the current systems architecture related to HR functions and with the Region's SAP

ALTERNATIVES:

Maintain Status Quo -This alternative is not recommended. The current OSL Workforce Management system no longer serves the needs of the Service as it has become out of date and does not support automation in a number of key areas of HR management.

CONSULTATION:

- Deputy Jeff Hill – Regional Operations
- Tracy Dottori, Director – Human Resource (co-author)
- Ken Kelertas, Director – Legal Services
- Paul Lavergne, Director – Corporate Services (co-author)
- Bill Payne, Director – Information Technology (co-author)
- Inspector Paul Foley – Project Lead
- Greg Kinnear, Manager Finance – Corporate Services
- Mansoor Ahsan, Supervisor – Information Technology
- Momena Mughal, Project Specialist – Strategic Management Office (co-author)

STRATEGIC MANAGEMENT ISSUES:

The Recommendation is in support of the Halton Regional Police Service Strategic Plan 2020-2023:

Theme 3 – Capability and Engagement

- Goal 1: Ensure that all employees are well-trained and well-equipped, and that our commitment to the support of frontline services remains paramount.*
- Goal 4: Create and explore innovative opportunities to bolster service delivery and maximize strategic business initiatives.*
- Goal 5: Embrace human resource best practices in support of employee recruitment / retention, diversity and inclusion, career development, succession planning and performance management.*



Action Registry – Public Section

Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
30 Jun 2022	4.2	<i>THAT an updated [HR] policy be brought back for future consideration by the Board including language regarding reporting internal harassment cases and their disposition.</i>	CGO	March 2024	
27 Apr 2023	3.2	<i>THAT the Halton Police Board direct the Chief Governance Officer to prepare a report prior to the end of 2023 on an independent quality assurance audit of Service, quality assurance and audit policies, to be conducted on behalf of and reported directly to the Board.</i>	CGO	Dec 2024	
27 Apr 2023	3.3	<i>THAT the Service provide a presentation to the Board on the recruiting process and current status.</i>	Chief	March 2024	
2 Jun 2023	3.1	<i>“THAT the Service report back to the Board on changes made and a detailed implementation plan with specificity on actions and timelines on the proposed recommendations made by Dr. Perry within six (6) months, and further,</i>	Chief	March 2024	



Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
		<p><i>THAT the Board request that Dr. Perry return to the Service to determine the effectiveness of the implementation, and</i></p> <p><i>THAT the Service be directed to include an EDI report card as part of its performance reporting.”</i></p>		March 2024	
6 Oct 2023	N/A	<p><i>Requested reporting from Budget Workshop:</i></p> <ul style="list-style-type: none"> · <i>Trend in number of HRPS employees on long-term disability</i> · <i>Status and positioning of reserves and deployment against proposed budget</i> · <i>Impact of changes in provincial funding and grants</i> · <i>A report to the Board including relevant policy on deployment of body-worn cameras</i> 	Chief	Presentation Jan 2024	First three items addressed through October 2023 budget presentation
14 Dec 2023	3.2	<i>THAT a policy be developed regarding reporting of Secondary Employment to the Board.</i>	CGO	TBD	