Halton Police Board Public Meeting - April 25, 2024

Halton Police Board Public Meeting

Thursday, April 25, 2024

1. General

1.1 Indigenous Land Acknowledgement

1.2 Regrets

1.3 Disclosure of Conflicts of Interest

1.4 Confirmation of Minutes of Meeting No. P24-03 held Thursday, March 28, 2024

2. Presentations/Delegations

2.1 Uniform Recruiting Overview 2024

3. Information Reports

3.1 P24-04-I-06 - Community Safety and Well-Being Plans

3.2 CA24-04-I-01 - Neighbourhood Watch Programs

3.3 P24-04-I-03 - Human Resources Quarterly Board Report

3.4 P24-04-I-01 - Seized Fund Summary - February 29, 2024

3.5 P24-04-I-02 - 2023 Audit Report

4. Recommendation Reports

4.1 SEC24-04-R-01 - Amendments to Procedural By-law – CSPA Updates

5. Operational Verbal Updates

6. Action Registry

Public Minutes

MEETING NO. P24-03

DATE OF MEETING:	Thursday, March 28, 2024 9:00 a.m.
LOCATION:	Community Room, HRPS Headquarters
MEMBERS PRESENT (in person):	Jeff Knoll (Chair) Councillor Sameera Ali, Councillor Lisa Kearns, Navdeep Dhaliwal, Ingrid Hann, Jane McKenna
STAFF PRESENT:	Chief Stephen Tanner Deputy Chief Roger Wilkie Deputy Chief Jeff Hill Paul Lavergne, Director, Corporate Services Tracy Dottori, Director, Human Resources Bill Payne, Director, Information Technology Adam Woods, Manager, Information Technology Superintendent Kevin Maher Inspector Anita Laframboise Sgt. Keith Nakahara Ellie Bale, President, HRPA Fred Kaustinen, Chief Governance Officer Chris Lallouet, Yellow Robot Communications Graham Milne, Board Secretary Jessica Warren, EA and Communications Advisor to the Chair
GUESTS:	Councillor Clark Somerville David Tilley, Ministry of the Solicitor General

1. GENERAL

Chair Knoll acknowledged Superintendent Kevin Maher whose tenure as Deputy Chief commences April 2, 2024. Chair Knoll also welcomed Councillor Sameera Ali to her first meeting as a Board member.

1.1 Regrets

C. Allen.

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 P24-02 held Thursday, February 29, 2024

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

"THAT the Minutes of Meeting P24-02 held Thursday, February 29, 2024 be adopted as circulated."

Carried.

2. PRESENTATIONS/DELEGATIONS

2.1 Presentation to Councillor Clark Somerville

Chair Knoll presented a plaque to Councillor Clark Somerville recognizing his service on the Halton Police Board. Councillor Somerville thanked the Board and the Police Service.

2.2 Equity, Diversity and Inclusion - Insp. Anita Laframboise

2.3 Policing Hate in Halton Update - Dr. Barbara Perry and Insp. Anita Laframboise

Item Nos. 2.2 and 2.3 were postponed to a subsequent meeting.

2.4 Strategic Plan - Fred Kaustinen, Chief Governance Officer

Fred Kaustinen, Chief Governance Officer gave an overview of the Board's Strategic Plan, including highlights of the strategic objectives, how they were determined and how Service performance on those objectives will be measured.

Moved by: N. Dhaliwal
Seconded by: J. McKenna

"THAT the presentation on the Strategic Plan be received."

Carried.

3. INFORMATION REPORTS

3.1 P24-03-I-01 - Community Safety and Well-Being Plans

Moved by: L. Kearns
Seconded by: I. Hann

"THAT Report No. P24-03-I-01 – Community Safety and Well-Being Plans be received for information."

Carried.

3.2 P24-03-I-03 - Hate Related Occurrence Summary

Moved by: L. Kearns
Seconded by: I. Hann

"THAT Report No. P24-03-I-03 – Hate Related Occurrence Summary be received for information."

Carried.

3.3 P24-03-I-02 - 2023 Service Vehicles – Collisions & Damages

Moved by: L. Kearns
Seconded by: I. Hann

"THAT Report No. P24-03-I-02 – 2023 Service Vehicles – Collisions & Damages be received for information."

Carried.

4. RECOMMENDATION REPORTS

4.1 P24-03-R-05 - Annual Performance Report

Moved by: S. Ali
Seconded by: J. McKenna

"THAT the Halton Police Board receives Report No. P24-03-R-05 for information and discussion."

Carried.

4.2 P24-03-R-06 - 2023 Occupational Health & Safety Report and 2024 Health & Safety Policy Statement

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

"THAT the Halton Police Board authorize the Chair to sign the 2024 Health and Safety Policy Statement on behalf of the Board in compliance with the Occupational Health and Safety Act, and further;

THAT the Halton Police Board review and receive the 2023 Health & Safety Report as attached."

Carried.

4.3 P24-03-R-07 - Annual Report on Urgent Demands for Information Related to Missing Persons

Moved by: I. Hann
Seconded by: S. Ali

"THAT the Halton Police Board receive and review the 2023 Annual Report on the urgent demands for information related to missing persons in accordance with the Missing Person Act 2018."

Carried.

4.4   P24-03-R-08 - Appointment - Auxiliary Officers

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

"THAT the Halton Police Board approve the appointment of the following Auxiliary Officers, pursuant to Section 52(1) of the Police Services Act:

Marc Di'Iorio	*Isidore Gaitskell*
Adam Baig	*Jerry Liu*
Sonia Wirach	*Melissa Wagner*
Dylan Bronson	*Carmen Grillo*
Jaiden Elizabeth Girodat	*Adil Bhesania*
Joseph Arbuckle"	

Carried.

4.5   Funding Approval for Community Distribution of 2024-2027 Strategic Plan

Moved by: I. Hann
Seconded by: N. Dhaliwal

"THAT the Halton Police Board approve an expenditure of $42,000 from the Community Fund for the printing and distribution of 200,000 postcards Region-wide to communicate and provide digital access to the Board's 2024-2027 Strategic Plan."

Carried.

5.   OPERATIONAL VERBAL UPDATES

Operational verbal updates were provided regarding the following:
- Investigation of break-and-enter and resulting seizure of stolen property
- Apprehension of armed robbery and home invasion suspects

6.   ACTION REGISTRY

6.1   Public Information Action Registry

Moved by: L. Kearns
Seconded by: S. Ali

"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

There was no new business.

The meeting recessed at 9:40 a.m. and resumed at 12:30 p.m.

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. <u>**ADJOURNMENT**</u>

Moved by: S. Ali
Seconded by: N. Dhaliwal

"THAT the Halton Police Board do now adjourn this meeting."

Carried.

The meeting adjourned at 2:00 p.m.

Subject to Confirmation

Jeff Knoll   Graham Milne
Chair   Board Secretary

Uniform Recruiting Overview 2024

One Vision | One Mission | One Team

Current State

- Many police services across Ontario – and Canada – are currently in a staffing deficit.

- The Ministry has incentivized police recruitment through an adjustment to minimum requirements, along with waiving fees for the Basic Constable Training program at OPC.

- An additional intake was added to the OPC calendar (four per year, as opposed to three).

- Recruiting efforts across the country have increased and there is added competition for the best candidates.

Current State

Are Toronto-area police forces finding it harder to recruit after years of turbulence?

By Isaac Callan · Global News
Posted November 18, 2023 6:00 am · Updated November 17, 2023 8:47 pm

Sudbury

If a $30K incentive isn't enough to attract police officers to this northern Ontario city, what is?

Timmins force among others in Canada facing recruitment and retainment issues

Aya Dufour · CBC News · Posted: Jan 25, 2024 4:00 AM EST | Last Updated: January 25

News

RCMP struggles to recruit new officers, opens positions to immigrants

PEI

Summerside police try a new recruiting strategy: $10K in tuition

Cadets say the program eases financial stress — and there's a job waiting for them

Shane Ross · CBC News · Posted: Jan 28, 2024 6:00 AM EST | Last Updated: January 29

Toronto

Ontario scrapping post-secondary education requirement for police recruits

Province introducing several changes in bid to boost police recruitment numbers

CBC News · Posted: Apr 25, 2023 9:51 AM EDT | Last Updated: April 25, 2023

Ontario Premier Doug Ford said Tuesday that police forces across the province are struggling to recruit new officers. (Bobby Hristova/CBC)

News / Local News

Chatham-Kent police recruiters offer $30K bonus for veteran officers

Amid a shortage of new police recruits in Ontario, the Chatham-Kent force is shopping for experienced officers and ponying up a $30,000 bonus for those who qualify.

Ellwood Shreve

Published Oct 25, 2023 · Last updated Oct 25, 2023 · 3 minute read

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Challenges

- **OPC allocations**: there is only one venue that offers the requisite training for our officers. When every Service is vying for enrollment seats, the opportunity to train new officers is not always available. Allocations are determined based on Service size.

- **Internal Capacity**: training is required for recruits before and after the BCT program. This training space competes with training for Cadets, experienced / lateral hires, and the various mandatory in-service training programs that run year-round.

- **Field Training / Platoon Capacity**: Coach Officers on the District Platoons are responsible for the field training that occurs for three months following the BCT program. Cadets assigned to the various platoons are typically mentored by these Coach Officers.

HRPS Recruiting Team

- Administrative Assistant: Taye Blair
- Recruiting Officer: Cst. Dave Freeland
- Recruiting Officer: Cst. Kevin Hietikko
- Recruiting Officer: Cst. Denise Jodhan
- Recruiting Officer: Cst. Jeff Schwoob
- Supervisor: Sgt. Chantal Verrier

Mandate:

- Attract, recruit, interview and hire new Constables, Cadets and Experienced officers.
- We look for people who have relatable knowledge, skills and abilities to do the job of a police officer and we focus on behaviour, personality and attitude.
- Operate under the OACP Constable Selection System guidelines and processes.

Process

- Initial applic... ...l Builder port...

- Suitable can... ...nts are able to s...

- Applications... ...ive candidates...

Halton Regional Police Service
One Vision, One Mission, One Team

Back to jobs

Police Constable
2485 North Service Road West, Oakville, ON, L6M 3H8
$61701.00 – $106660.00 Annually

✓ Pension   ✓ Dental Insurance   ✓ Disability Insurance   ✓ Health Insurance   ✓ Life Insurance

What does a Police Constable do?
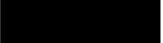
Position Overview

A Police Constable improves and maintains the safety, security and quality of life for Halton residents through the application of community policing methods; contributes to the development of Service goals, and participates in activities and projects; enforces federal, provincial and municipal statutes in response to citizens' complaints, service calls and special assignments; prepares and processes charges under federal, provincial and municipal statutes, and gives evidence in Court.

Requirements

- Possess an O.A.C.P. Certificate of Results.
- Be a Canadian citizen or permanent resident of Canada.
- Be 18 years of age or older.
- Be of good moral character and habits.
- Have successfully completed secondary school or the approved equivalent to the Ontario education system.
- Possess a valid driver's licence (minimum Class G).
- Possess a current Standard First Aid certificate and a current CPR certificate (Basic Rescuer Level C).
- Meet vision standards of uncorrected visual acuity of at least 20/40 binocularly, corrected visual acuity should be at least 20/20 binocularly, with normal colour vision.
- Meet normal hearing standards.

The Halton Regional Police Service is an equal opportunity employer. Our core values are based on the concept that much can be achieved when police and the citizens we serve work together to solve contemporary community problems related to traffic, crime, mental health and addiction, crime prevention and vulnerable persons.

Working with members of the public and our valued partners to achieve shared community goals has been a longstanding tradition of our Service and one that is becoming increasingly important as our Region grows and diversifies. Collaboration is at the heart of our motto: One Vision, One Mission, One Team and plays a vital role in helping us maintain our distinction as our nation's safest regional municipality.

Process - Stages

- Pre-Background Questionnaire
- Local Focus Interview
- Essential Competency Interview
- Medical / Physical Testing
- Psychological Assessment
- Background Investigation
- Review & Report
- Offer of Employment
- Onboarding & Training

Additional Processes

- **Cadets** – The process to hire a Cadet involves aptitude and physical testing at the outset. There is one blended interview (as opposed to two).

- **Experienced / Lateral Hires** – Similar process with large focus on suitability for Halton and rationale for the move. Direction towards officers with less than 5 years experience and a connection to our Region / communities is desirable.

What We Watch

- **Authorized Strength** – The number of authorized sworn positions that work at the HRPS.

- **Resignations & Retirements** – Trends and projections around officers that are leaving policing either through retirement, to another police service, or away from policing altogether.

- **Application Trends** – We monitor application numbers, general quality of our applicants, and offer guidance to prospective candidates where applicable.

- **Other Agencies** – Hiring practices, incentives, marketing / recruiting strategies, etc.

Attrition – Sworn Officers

Chart Title

Chart legend: ■ To Another Police Agency ■ Resignation ■ Retirements
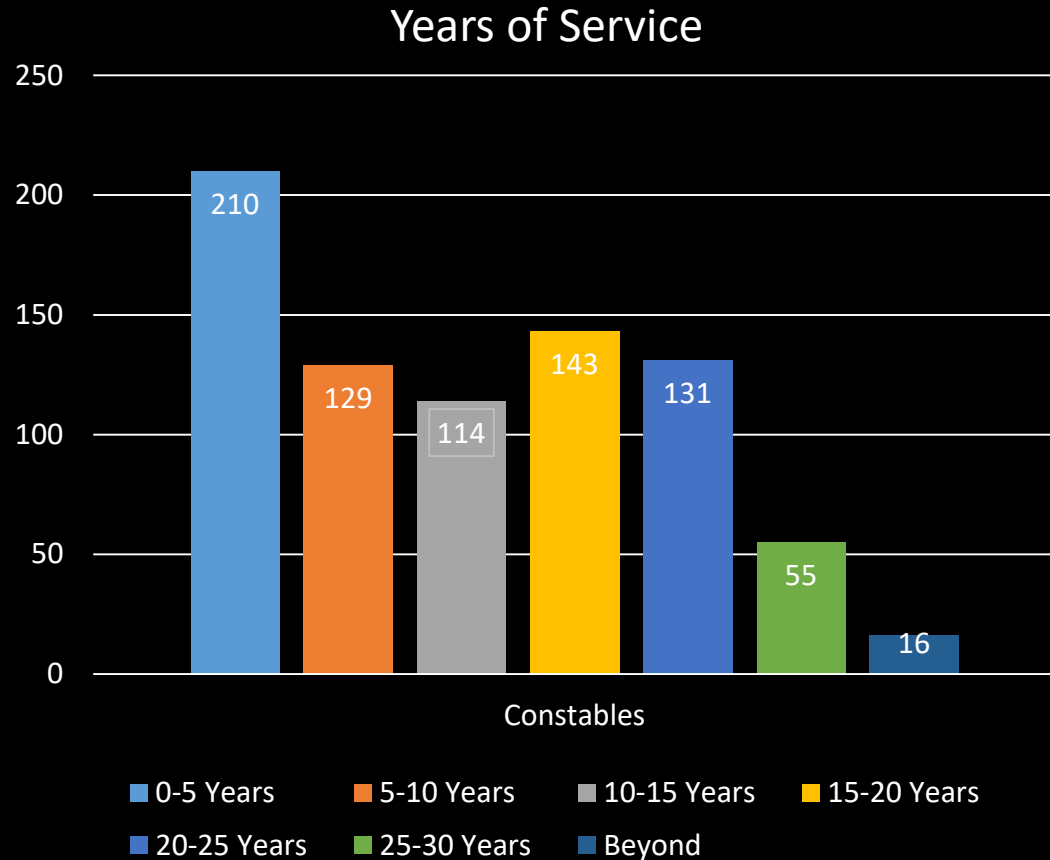
Years: 2019, 2020, 2021, 2022, 2023
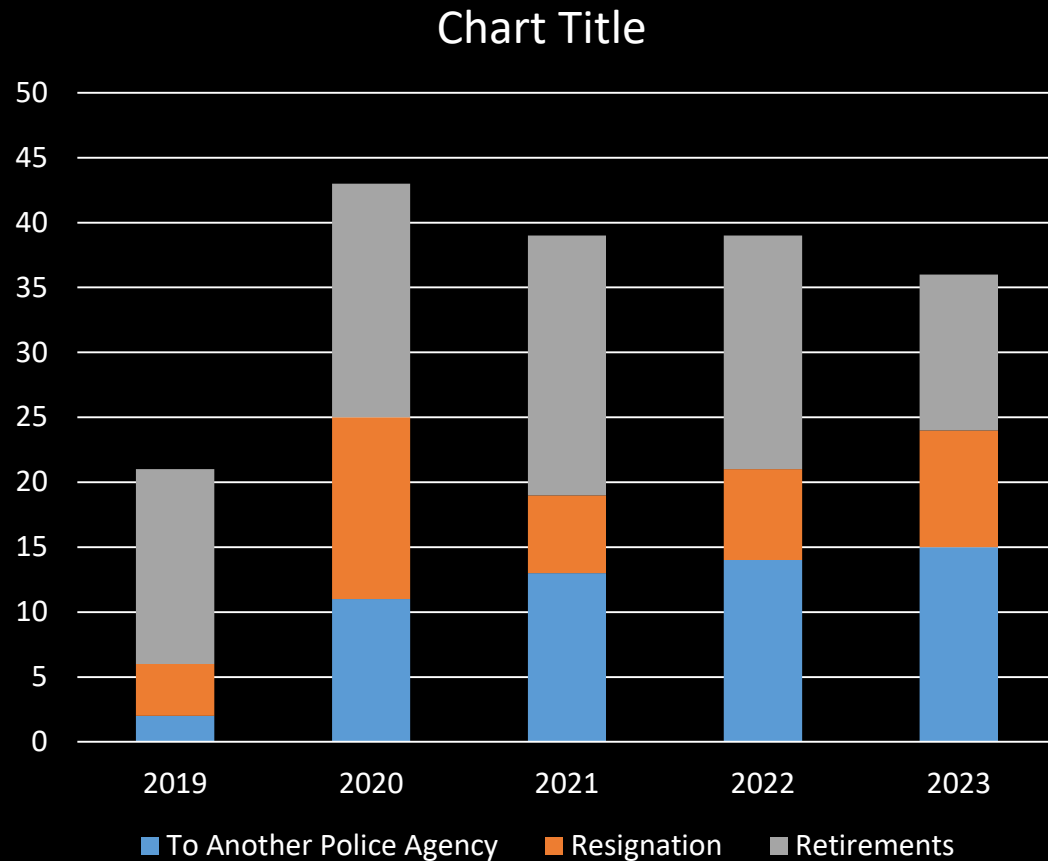
- Key Themes:
  - **Stability**: We have not seen a major influx / exodus of sworn members over the past 5 years.
  - **Lateral Movement**: There is an increased trend for officers to transfer from one police service to another.
  - **Retirement Eligibility**: Not expected to be a major risk from an overall staffing perspective, however there are some areas worth noting.
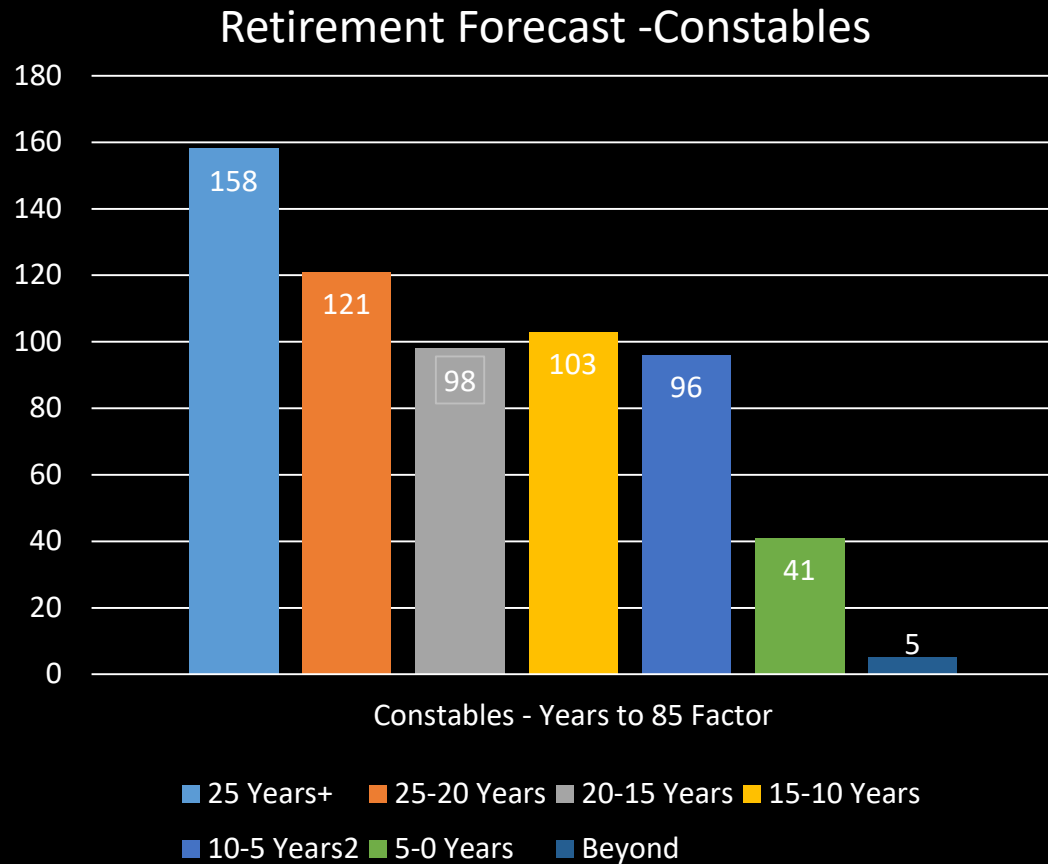
Sworn Members – Years Served

The experience of the Service – which is trending younger – requires the need for a robust, effective, and strategic training plan.

Population growth in the Region will continue to push our sworn experience lower and lower.

This will have a significant impact on training, mentorship, and leadership development.

Retirement Forecast - Constables

Retirement Forecast -Constables

Constables - Years to 85 Factor

Legend:
- 25 Years+
- 25-20 Years
- 20-15 Years
- 15-10 Years
- 10-5 Years2
- 5-0 Years
- Beyond

Chart values: 158, 121, 98, 103, 96, 41, 5

- **Key Points**
  - Constables make up the majority of our sworn workforce.
  - Retirement eligibility is not a major risk in the immediate future when it comes to overall staffing numbers.
  - Long term growth vs. increased eligibility will be a significant risk in 5-10 years.

Retirement Forecast – NCO's

Retirement Forecast – Sgt & S/Sgt
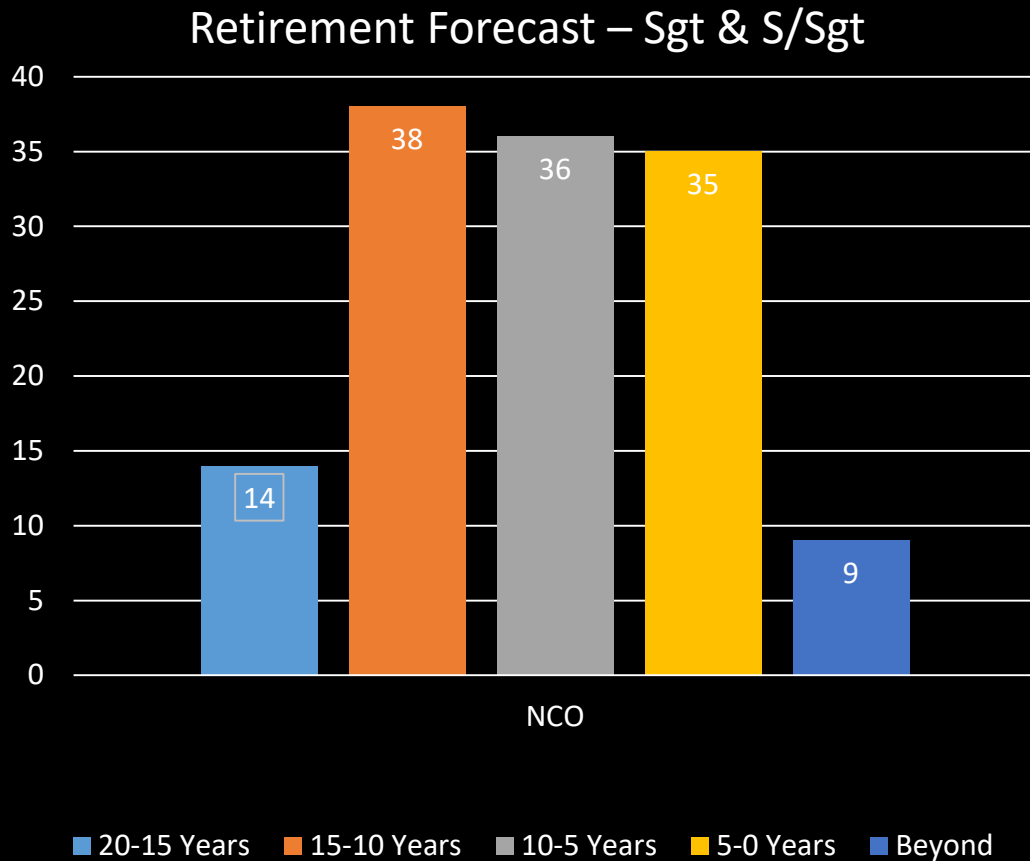
- **Key Themes**:
  - Significant supervisory turnover expected within the next 10 years.
  - Selection, mentorship, training and development of these roles should be a major focus / priority.

Retirement Forecast – Senior Leaders

Retirement Eligibility – Senior Officers

Chart values:
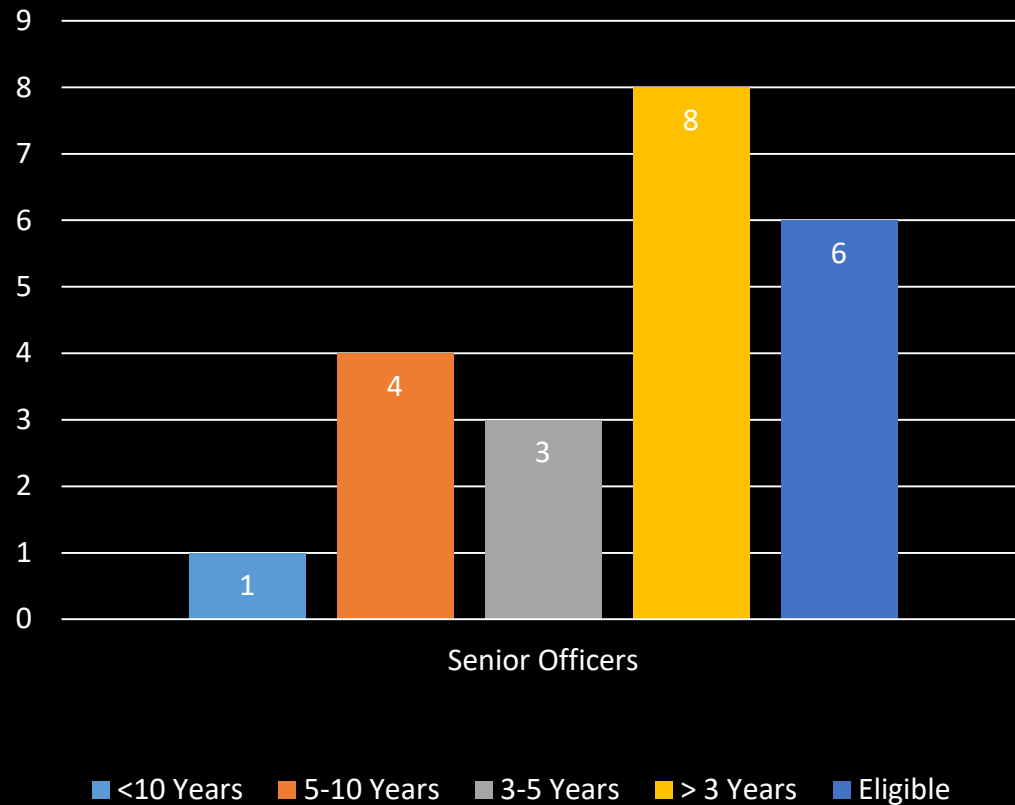- <10 Years: 1
- 5-10 Years: 4
- 3-5 Years: 3
- > 3 Years: 8
- Eligible: 6

Senior Officers

Legend: ■ <10 Years ■ 5-10 Years ■ 3-5 Years ■ > 3 Years ■ Eligible

- **Key Themes**:
  - Over half of the sworn senior leadership team will be eligible to retire within 3 years.
  - Similar to the NCO complement – mentorship and development in this area should be a priority.
  - Within 10 years, 200 officers will retire or be eligible – half of which are in a supervisory / leadership role (Sgt, S/Sgt, Senior Officer).

Hiring – At a Glance

Applications - Constables

- 2018: 882
- 2019: 849
- 2020: 1475
- 2021: 1028
- 2022: 694
- 2023: 645

Applications

Hired - Constables

- 2018: 44
- 2019: 43
- 2020: 34
- 2021: 63
- 2022: 42
- 2023: 42

Hired Applicants
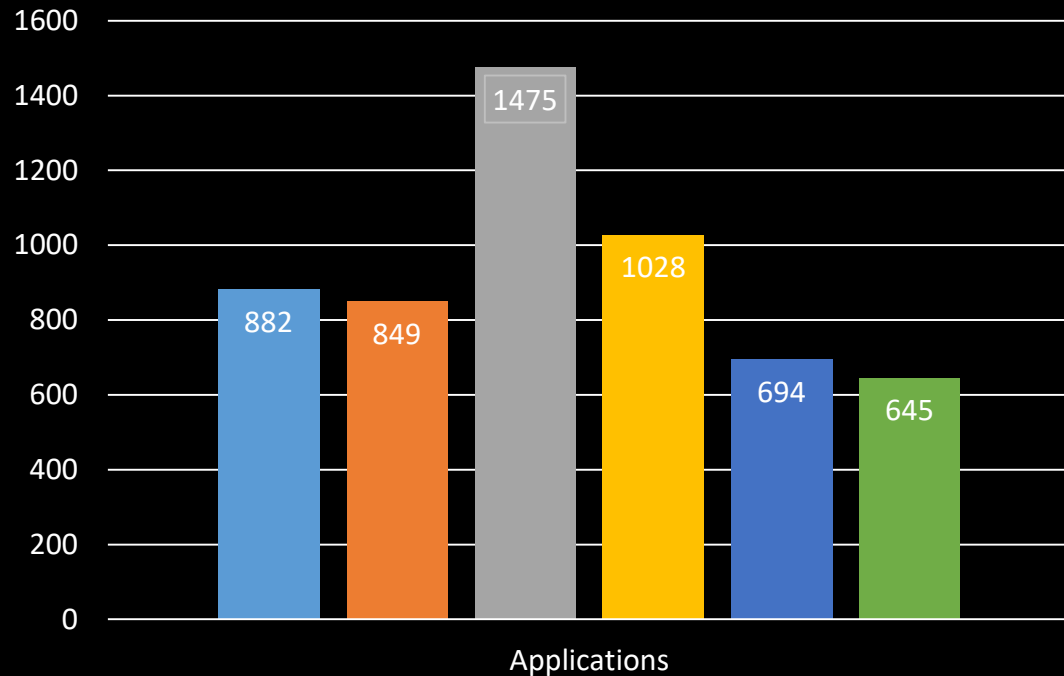
Legend: 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022 ■ 2023

Applications / New Hires

- Applications are trending downwards with hiring numbers remaining relatively consistent.
- Provincial incentives (no BCT fee, augmented eligibility requirements) have not resulted in a major influx in applications as of yet.
- Engagement in our information sessions, outreach & mentorship opportunities are well-attended.
- These trends are not unique to Halton – they are across the sector and other Services are experiencing these same challenges.

Recruiting Strategy

- An internal recruiting strategy was developed in 2023 specifically aimed at increasing our profile among prospective candidates.

- This process is aligned with provincial initiatives attempting to attract people to the policing profession.

Role of a Police Officer
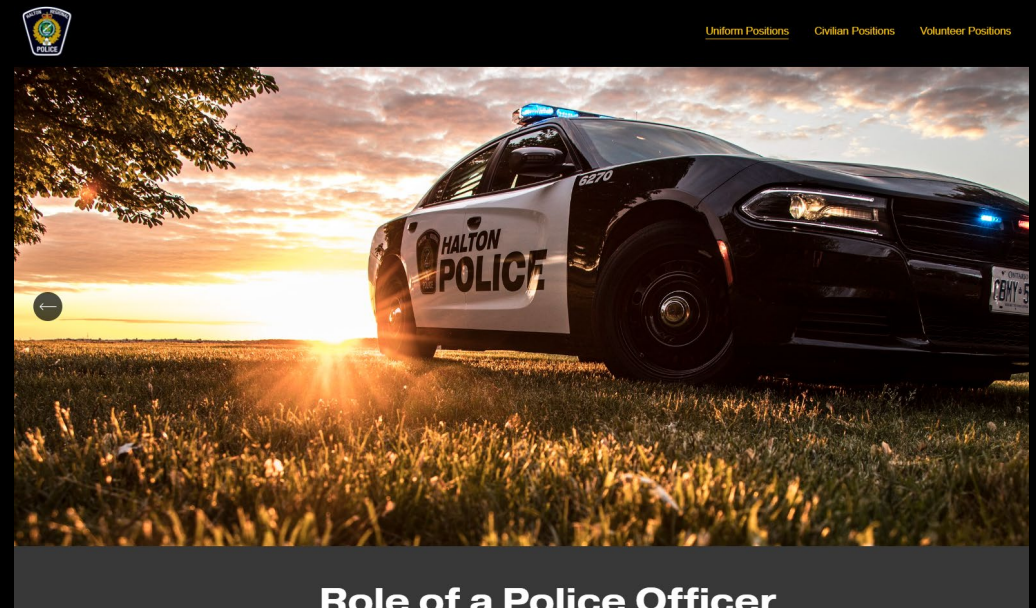
Recruiting Strategy

- The strategy was put in place to ensure that we are focusing efforts, targeting ideal candidates, while ensuring that our culture and values are represented.

- The strategy is geared towards police officer recruiting as well as cadet recruiting.

- Three areas of focus have been identified as part of this strategy.

SO, THOUGHT ABOUT BEING A COP? LEARN THE PATH TO SUCCESS
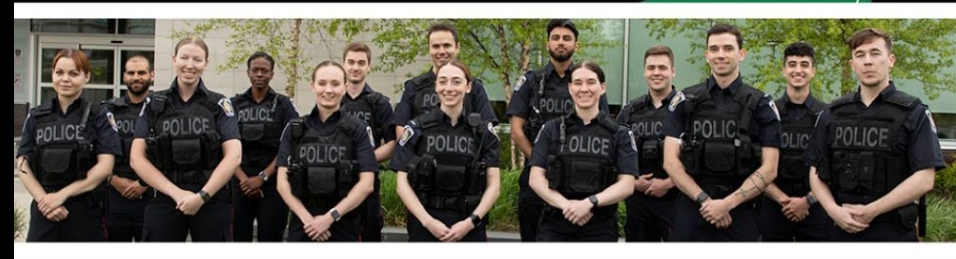
Meet Our Recruiting Team and learn about:

- How you can prepare for a career in policing
- Our Cadet Program
- The importance of continued education, relevant employment, and community service

DATES: February 7, March 6, April 3

TIME: 6:00 P.M. – 8:00 P.M.

LOCATION: HRPS Headquarters - Community Room (2485 North Service Rd W, Oakville)

Open to high school students who have an interest in policing

One parent is welcome as space is limited.
To register, email policerecruiting@haltonpolice.ca with:
- Your preferred date, your high school, your grade, and the name(s) of attendees.

Recruiting Strategy

Youth Engagement: Developing Interest in Policing	Inclusive Engagement: Diverse & Immigrant Populations	Police Service of Choice: Showing our Progressive and Welcoming Culture
• Alignment with external messaging campaigns promoting policing • Connecting with our emerging Halton youth community. • Connecting with young people outside of Halton, promoting our Region and working in Halton.	• Ensuring our connection to our growing population of culturally diverse people is strong. • Ensure that we are accessible, approachable and proactive in reaching out to these populations. • Reducing cultural barriers or pre-conceived notions of policing.	• Market and promote the principles and culture at the HRPS. • Showcase the individuals that work here demonstrating the value of the individual member. • Promote Halton Region as the ideal place to live, work, and play.
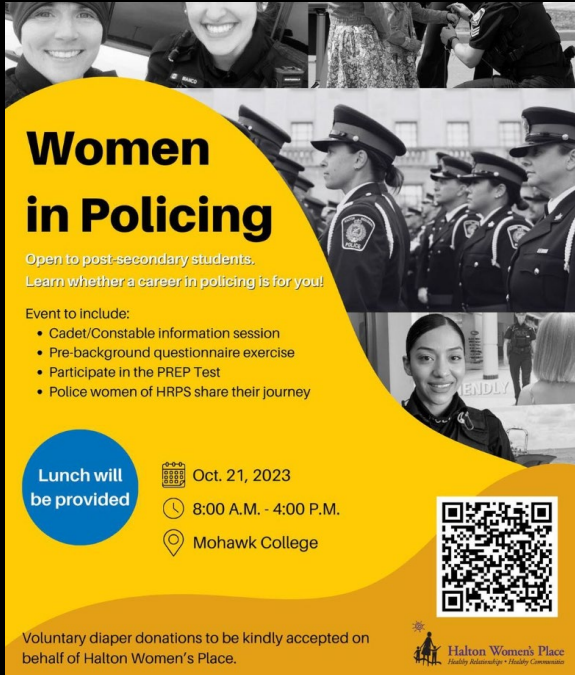
Recruiting Strategy

Women in Policing

Open to post-secondary students.
Learn whether a career in policing is for you!

Event to include:
• Cadet/Constable information session
• Pre-background questionnaire exercise
• Participate in the PREP Test
• Police women of HRPS share their journey

Lunch will be provided

📅 Oct. 21, 2023
🕗 8:00 A.M. - 4:00 P.M.
📍 Mohawk College
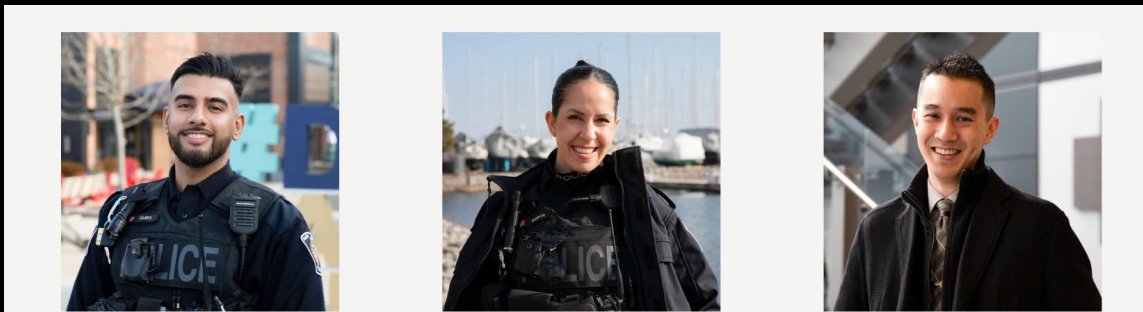
Voluntary diaper donations to be kindly accepted on behalf of Halton Women's Place.

Halton Women's Place
Healthy Relationships • Healthy Communities

Our leadership team is hands-on

We have a better work-life balance

Our shift schedule is better

The public we serve appreciates us

Access to unique training opportunities

Lots of social time with colleagues
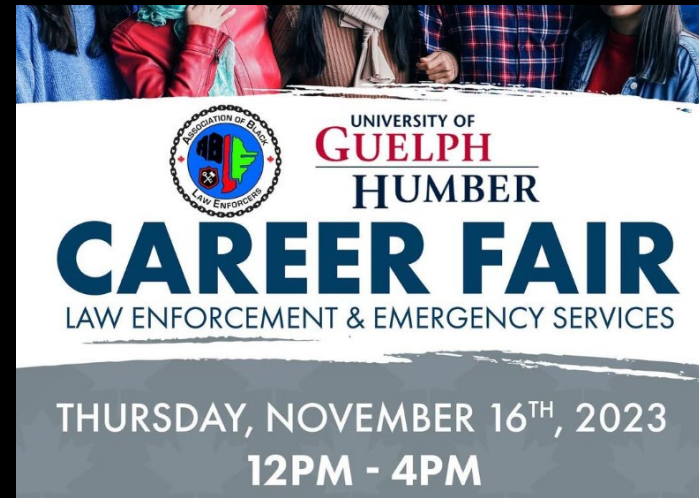
Cst. Samra
"When deciding where I wanted to fulfill my childhood dream of becoming a police officer, I knew Halton was the place for me. Our emphasis on community-based policing has earned our trust with the public, which in turn makes my job more enjoyable and rewarding."

Cst. Doiron
"During my time volunteering at the Kerr Street Mission in Oakville, I learned so much about the amazing local people who I now make a point to visit during my shifts. If you're unwilling to give up, policing is more than just a job; it's an extremely rewarding career."

Cst. Vu
"Policing can be a handful of careers wrapped into one if you decide to apply to specialized units. I've been fortunate to explore many opportunities with the Service, and am proud to make a difference in the same place I've called home for my entire life."

UNIVERSITY OF GUELPH HUMBER

CAREER FAIR
LAW ENFORCEMENT & EMERGENCY SERVICES

THURSDAY, NOVEMBER 16TH, 2023
12PM - 4PM

HALTON REGIONAL POLICE

Cadet Program

- The Cadet program has been in place in Halton since 2009.

- It has evolved over the years and has developed into a major recruiting and development asset for the Service.

- Halton Cadets are deployed in operational settings, obtain job-relevant experience, and gain insight and expectations into a career in policing.

Cadet Program

- Cadets can be mentored on-the-job and are aware of the expectations and reality involved in policing.

- Cadets make exceptional recruits: there are rarely any issues during training due to their experience with the HRPS.

- The operational deployment / exposure that our Cadet program offers is unique compared to other programs.

Become a Cadet

The Halton Regional Police Service re-established its 12-month Police Cadet Program in 2009 as an investment in the Service's future. Applicants undergo a structured and comprehensive selection process, with the successful candidates participating in an in-Service training program, followed by a series of diverse assignments throughout the Service. The program is designed to provide learning opportunities for Cadets by enabling them to experience policing from the inside. This program also offers continual guidance and assessment in an effort to identify a Cadet's suitability for a policing career with the Halton Regional Police Service. As such, the intention of this program is to prepare Cadets for transition into the constable application process with this Service.

Role of a Police Cadet

Individuals hired as Police Cadets with the HRPS will be paid members of the Service during their 12-month work experience program. The program runs from May to May and over the course of the year, Cadets will be assigned various shifts, including days, nights and weekends. Cadet duties include but are not limited to:

- Work at an operational police district under the mentorship of an HRPS Coach or Mentor officer

- Participate in patrol duty, front desk observations, court observations, traffic point duty, training opportunities

Summary

- Recruiting & retention will be a consistent priority for the Service for the foreseeable future.
- Challenges related to police recruitment are not unique to Halton.
- As our Services evolves in the next 5-10 years, leadership training and development will be critical.
- Ensuring we have the long-term capacity to provide training for a younger police service should be a strategic priority.

Website / Additional Information

Constable

Cadet

Halton Regional Police Service
Public Agenda Information Report

To:	Chair and Police Board Members	**From:**	Chief Stephen J. Tanner
Subject:	**COMMUNITY SAFETY AND WELL-BEING PLANS**		
Report #:	**P24-04-I-06**	**Date:**	April 25, 2024

INTRODUCTION AND BACKGROUND:

Halton continues to be a leader in community safety and well-being. This is attributed to the collaboration, planning, and action that are at the forefront of the work we do to keep our community safe and healthy. Updates from our CSWB plan include;

Halton System Leadership Group Membership
The System Leadership Group was created to lead the ongoing implementation of Halton's Community Safety and Well-Being Plan by championing Halton's model for collaboration, planning, and action. The group continues to work with the community, identifying key issues and intentional solutions to priority issues.

Action Table Phases, Descriptions and 2023 Updates
Community partners from across Halton are working collaboratively, monitoring existing Action Tables and approving the creation of new Action Tables that respond to emerging priority issues. There are currently 15 Action Tables comprised of over 100 community organizations.

2023 CSWB Engagement Report
In 2023 the Region solicited feedback from the community specific to the work surrounding the CSWB model and priorities. Engagement with community organizations indicated positive perceptions of the existing CSWB model, highlighted priority issues of concern, and identified opportunities to improve the model overall. The data collected and resulting recommendations from the review will be considered and actioned accordingly in future programming.

Halton's Community Safety and Well-Being Indicator Dashboard
Halton's Community Safety & Well-Being Indicator tool tracks indicators across three domains of Health, Safety, and Well-being. The tool highlights areas where Halton is effective and where we may require improvement. The dashboard provides a dynamic and timely snapshot of the indicators within the CSWB Indicator Framework. It includes provincial-level data, municipal-level data, and trends over time where data is available, that can support decisions specific to local priorities and community needs.

One Vision, One Mission, One Team

Halton Situation Table 2023 Report

The Halton Situation Table addresses situations of high risk in the community. In 2023, approximately 60 individuals were supported by the Table, achieving over an 80% success rate in lowering overall risk. Mental health, basic needs, and housing support continue to be the most prevalent risk factors within our Region.

CONSULTATION:

Deputy Chief R. Wilkie
Inspector B. Dickson
Alex Sarchuk, Region of Halton
Dr. Deepika Lobo, Region of Halton
Samantha Jackson, Region of Halton
Kendra Habing, Region of Halton

_____

Stephen J. Tanner
Chief of Police

:BD

Attachments: Region of Halton Report SS-10-24 - Update on Community Safety and Well-Being in Halton

The Regional Municipality of Halton

Report To:	Regional Chair and Members of Regional Council
From:	Alex Sarchuk, Commissioner, Social and Community Services
Date:	April 17, 2024
Report No.:	SS-10-24
Re:	Update on Community Safety and Well-Being (CSWB) in Halton

Recommendation

THAT Report No. SS-10-24 re: "Update on Community Safety and Well-Being (CSWB) in Halton" be received for information.

Report

Executive Summary

- In November 2017, Halton Regional Council and the Halton Police Board approved *Community Safety and Well-Being in Halton: A Plan for Collaboration and Action*, which outlines a model to identify and respond to complex human service system issues in partnership with the community.

- Through the Community Safety and Well-Being (CSWB) model, system leaders continue to monitor existing Action Tables and approve new Action Tables to respond to priority issues. There are currently 15 Action Tables with representation from over 100 organizations.

- A review of the CSWB model and priorities was conducted in 2023. Engagement with community organizations indicated positive perceptions of the existing CSWB model, highlighted priority issues of concern, and identified opportunities to improve the model overall. An action plan will be developed to respond to the review's six recommendations.

- A CSWB Indicator Dashboard was recently launched on halton.ca to provide timely data on the 30 indicators of health, safety and well-being. The dashboard provides provincial-level data, municipal-level data, and trends over time to support evidence informed decision making with a local context. The dashboard will be updated as new data is available.

- The Halton Situation Table, comprised of 30+ agencies, addresses situations of high risk in the community. In 2023, over 60 individuals were supported by the Table, achieving over an 80% success rate of lowering overall risk. Mental health, basic needs and housing support continue to be the most prevalent risk factors.

Background

Community Safety and Well-Being (CSWB) planning in Halton

Regional Council and the Halton Police Board approved Report No. SS-30-17/MO-39-17 re: "Community Safety and Well-Being in Halton: A Plan for Collaboration and Action" in November 2017. The plan outlined a locally developed model to enhance how Halton Region, the Halton Regional Police Service, and a wide range of community partners identify and address issues that impact health, safety, and well-being in Halton. After the development of Halton's plan, the Provincial Government introduced a mandate under the *Police Services Act* requiring municipalities to adopt a CSWB plan. In 2021, Halton's CSWB plan was formally submitted to the Solicitor General of Ontario in alignment with this legislation.

The CSWB model involves several core groups:
- A **System Leadership Group** comprised of leaders from organizations with system planning accountabilities in the human service system. The System Leadership Group leads the ongoing implementation of the CSWB plan and supports community partners to respond. The group meets quarterly to guide Halton's CSWB activities and is co-led by Halton Region's Chief Administrative Officer and the Halton Chief of Police. The current membership is outlined in Attachment #1.
- **Action Tables** that bring together the people, programs, and services best positioned to develop and lead a response to specific CSWB priorities. Action Tables are groups of community partners that work together to respond to community safety and well-being issues and continue to make progress on a wide range of human services issues in Halton. To-date there have been 15 Action Tables established under Halton's CSWB plan. A summary update on all CSWB Action Tables, and their respective phases, is included in Attachment #2.
- A **data and decision support group** to provide research, planning, and evaluation supports for the CSWB model, Action Tables, and other CSWB initiatives. This group plays a critical role in identifying emerging issues and facilitating evidence-based decision making, while promoting collaborative information sharing between partners and local stakeholders.

Previous reports, such as Reports No. SS-16-21/MO-03-21 re: "Update on Community Safety and Well-Being in Halton" and SS-23-20/MO-21-20 re: "Update on Community Safety and Well-Being Planning in Halton", have been submitted to Regional Council to provide updates on the operationalization of Halton's CSWB model and progress on addressing priority issues.

Discussion

Review and Update of CSWB Model and Priorities

Regional staff conducted an engagement with community organizations in 2023 to identify current perceptions of the CSWB model and to reconfirm the critical social issues to be addressed. Members of the CSWB System Leadership Group, Action Tables, Situation Table, and Data and Decision Support Group, participated in May 2023, and over 90 other community stakeholders were engaged in November 2023. Overall, the engagement results showed positive perceptions of the existing CSWB model, and successfully validated and identified priority issues of concern.

The following five issues were identified as priorities:
- Mental health;
- Housing and homelessness;
- Substance use and addictions;
- Equity, Diversity, and Inclusion; and
- Social isolation.

Most of these issues are currently being addressed through CSWB Action Tables, which highlights the model's ongoing responsiveness to community needs.

Analysis of the feedback from community organizations has resulted in six recommendations for improvement:
1. Improve and expand communications about what is happening with CSWB planning and initiatives to update CSWB partners and the wider community.
2. Clearly outline the work, outcomes, and impact of CSWB activities in ways that make the information easy to use and share.
3. Increase involvement of equity-deserving voices, individuals with lived experience, and other community members in CSWB initiatives and decision-making.
4. Review and track CSWB and Action Table membership to ensure that there is meaningful, diverse, and adequate sector representation in each.
5. Improve the awareness of Action Table members and CSWB partners around accessing available CSWB data and decision supports.
6. Establish practices and processes within the CSWB model to ensure that Equity, Diversity, and Inclusion, Truth and Reconciliation, and systemic discrimination are centered in the planning, delivery, and evaluation of CSWB initiatives.

The recommendations have been approved by the CSWB System Leadership Group. The next step is to develop tangible actions, indicators, and measures of accountability for future work. The valuable insights gained through the 2023 engagement will inform

future work and improvements to Halton's CSWB model. The *2023 CSWB Engagement Report* is provided as Attachment #3.

Community Safety and Well-Being Indicator Dashboard

The Community Safety and Well-Being Indicator Dashboard went live in November 2023, marking a significant milestone in reporting on CSWB in Halton. The dashboard reports on the CSWB Indicator Framework, initially developed in 2020, providing a comprehensive overview of key metrics related to safety and well-being. The dashboard provides a dynamic and timely snapshot of 30 indicators across the domains of health, safety, and well-being. The indicators in the framework are outlined in **Table 1**. These indicators highlight areas of success and opportunities for improvement to support conversations about CSWB in Halton. Where data is available, the CSWB Dashboard provides provincial-level data, municipal-level data, and trends over time. All interpretations and use of data presented within the dashboard are to be supported by local context, evidence, and be informed by persons with lived-experiences.

Table 1: List of indicators included in Halton's Community Safety and Well-Being Indicator Framework

Health	Safety	Community Well-Being
Self-rated health	Crime Severity Index	Community belonging
Self-rated mental health	Violent Crime Severity Index	Neighbourhood cohesion
Emergency department visits for mental health conditions	Crime Rate	Living with low-income
Emergency department visits for substance misuse conditions	Halton Situation Table discussions	Housing affordability
Police encounters with people in crisis	Walking after dark	Homelessness
Alcohol consumption	Safe neighbourhoods to raise children	Early Development Instrument
Smoking status	Safety at school	High school graduation
Physical activity	Falls in older adults	Post-secondary education
Food insecurity	Child injury	Employment status

This initiative aligns with Halton's broader Digital Strategy, reflecting our commitment to enhancing service delivery by increasing access to digital information and modernizing solutions. Providing this information helps inform decision-making and strategic planning. The dashboard is hosted on the CSWB webpage on halton.ca to ensure easy accessibility for regional partners and community members alike. A sample of the dashboard content

is included in Attachment #4, which provides screenshots and images of the online dashboard. Furthermore, the ongoing updates to the dashboard ensure that stakeholders have access to the most current data, enabling them to adapt their approaches and interventions in real-time. The dashboard will be updated on an on-going basis as new data becomes available.

<u>Update on the Halton Situation Table</u>

The Halton Situation Table consists of over 30 agencies in front-line, acute-care and human services sectors. Situation Table partners discuss situations of acutely elevated risk. Acutely elevated risk (AER) is a situation negatively affecting the health and safety of an individual, family, group or place where there is a high probability of imminent and significant harm to self or others. When a situation is deemed to meet the criteria for 'acutely elevated risk', the Situation Table partners best positioned to lead a response come together to coordinate services, address risk factors and stabilize the situation to prevent further harm. The Halton Situation Table continues to be a critical component of Halton's approach to ensuring safe and healthy communities. In 2023, 53 (98%) of the situations brought forward to the table for consideration met the threshold of acutely elevated risk and resulted in a collaborative intervention by the Situation Table partners.

Information from the Situation Table helps to inform CSWB planning as it provides a front-line look at situations of high-risk across the Halton community. For each discussion presented, risk factors are captured. For 2023, the top five risk categories were mental health, basic needs, housing, physical health and a tie between antisocial/negative behavior and cognitive functioning. Notably, mental health emerged as a prevalent concern, with a risk factor present in 83% of discussions. In 2023, over 60 people were helped by the Situation Table. This is higher than the total number of discussions because often when supporting an individual there can be others in the home that require a referral or support.

The effectiveness of the Halton Situation Table is evident in its success rate, with over 80% of discussions resulting in the outcome of "overall risk lowered". This speaks to the collaborative nature and success of the Table in mitigating risks and enhancing community safety. The Halton Situation Table serves as a vital component of the community's safety and well-being model, playing a pivotal role in addressing high-risk situations across the region. The full *2023 Halton Situation Table Annual Report* is provided as Attachment #5.

Connection to Halton Region Community Investment Fund

CSWB planning in Halton is closely aligned with community investment. The Community Investment Fund supports a holistic response to human service needs through funding to non-profit human service programs and initiatives and is part of Halton's approach to CSWB planning. The Halton Region Community Investment Fund assists organizations to respond to community needs, including issues identified through the CSWB planning model, to strengthen the health, safety, and well-being of Halton residents. The Region recently completed the review of 2024 applications received through an initial call for proposals. An update on the Community Investment Fund will be presented to Council in Spring 2024.

Financial/Program Implications

There are no financial implications associated with this report.

Respectfully submitted by

Alex Sarchuk
Commissioner, Social & Community Services

Approved by,

Jane MacCaskill
Chief Administrative Officer

If you have any questions about the content of this report, please contact:
Alex Sarchuk, Commissioner, Social & Community Services

Attachments: Attachment #1 – Halton System Leadership Group Membership
: Attachment #2 – Action Table Phases, Descriptions and 2023 Updates
: Attachment #3 – 2023 CSWB Engagement Report
Attachments: Attachment #4 – Images of Halton's Community Safety and Well-Being Indicator
Dashboard : Attachment #5 – Halton Situation Table 2023 Report

Additional Information:

The sources listed below are for supplemental information and reference only. Halton Region is not responsible for the currency, accuracy, or legality of the content from any external links.

Halton Community Safety and Well-Being System Leadership Group Membership

- Burlington Ontario Health Team
- City of Burlington
- Connected Care Halton Ontario Health Team
- Conseil scolaire Viamonde
- Halton Catholic District School Board
- Halton Children's Aid Society
- Halton District School Board
- Halton Healthcare
- Halton Region
- Halton Regional Police Service
- Halton Police Board
- Joseph Brant Hospital
- Ontario Health Central Region
- Ontario Health West Region
- Town of Halton Hills
- Town of Milton
- Town of Oakville

Action Table Phases, Descriptions and 2023 Updates

Community Safety and Well-Being issue identified in the community

Phase 1

- An issue is in the **investigative stage** where it is scoped, evidence of need documented and key partners engaged

- SLG endorses issues that warrant further CSWB response

- Key deliverable(s):
  - CSWB Action Brief
  - Presentation to SLG
  - Terms of Reference

Phase 2

- The Table is sanctioned by the SLG to address the well-defined CSWB issue and bring key partners together
- Table is **active** and making significant progress in **action** planning
- Regular updates to SLG on planning, implementation and impact

- Key deliverable(s):
  - Situational Assessment
  - Action Plan + Key Metrics
  - Presentations to SLG

Phase 3

- The Table has made significant progress towards its desired outcomes and/or met it's mandate
- A summary presentation is provided to SLG
- Table can continue to meet and update SLG at their discretion
- Table may **integrate into community** and engage in sustainability planning, or may bring Table to a **close**

- Key deliverable(s):
  - Summary impact presentation

Figure 1: Halton Community Safety and Well-Being Action Table Phases and Descriptions

Alcohol	
Phase	**Leads**
2	Halton Region Public Health Department
Purpose	
• To provide dedicated support and input towards the development and implementation of a comprehensive community-based action plan to reduce harmful alcohol consumption and the related health and social impacts in Halton. • The Alcohol Action Table will support the implementation of the plan using evidence-based and innovative strategies.	
2023 Progress + Outcomes Achieved	
• Alcohol Action Table reconvened in June 2023 after pausing work due to the COVID-19 pandemic. • Work was resumed on a Community Alcohol Report, with a goal of completing it in spring 2024. Members of the Alcohol Action Table provided updated data to Halton Region Health Department. • A working group resumed work on the Regional Municipal Alcohol project that was requested by Halton Regional Council in February 2020.	

Building Safer Communities	
Phase	**Leads**
2	Halton Region – Social & Community Services
Purpose	
• Halton Region has been selected to receive a funding allocation of approximately $3.9M over four years through the Building Safer Communities Fund (BSCF), a federally funded initiative to develop community-based prevention and intervention strategies to prevent gun and gang violence. • This Action Table leads the plans to utilize and redistribute federal funding to provide evidence-based crime prevention and intervention activities for children, youth and young adults.	
2023 Progress + Outcomes Achieved	
• Published and released two research and data reports on risk and protective factors for youth involvement in gun and gang violence (e.g., Building Safer Communities in Halton Community Landscape and Promising Practices Report, Building Safer Communities in Halton Neighbourhood Profiles). • Established training agreement with YouthREX (York University) to offer a free Critical Youth Work Designation Program to 28- youth serving organizations. • Co-designed and released the Building Safer Communities Grant (BSCG), a grant program intended to redistribute over $2.4M to community organizations to provide evidence-based crime prevention and intervention activities 2024-2025.	

Collaborative Housing for Adults with a Dual Diagnosis

Phase	Leads
1	Central West Specialized Developmental Services Support House

Purpose

- To develop a wraparound cross-sector collaborative housing first model of supported living for adults with a dual diagnosis that is person-directed, grounded in harm-reduction, and trauma informed.
- The Action Table will investigate various best practice models of supportive housing while exploring each sector's ability to contribute and/or realign services and funding to create an integrated framework that allows for model implementation.

2023 Progress + Outcomes Achieved

- Intimated a planning group and assigned co-chairs.
- Engaged key stakeholders for interest in participating in the group and convened initial meetings and discussion to scope the issue in Halton.
- Met in October 2023 to host an in person session with the key stakeholders to review the draft Terms of Reference and discuss next steps.

Community Wellness Hub

Phase	Leads
2	Burlington Ontario Health Team Connected Care Halton Ontario Health Team

Purpose

- To provide pan-Halton governance, oversight and leadership guidance for the implementation, spread and scale of the Community Wellness Hub Model in Halton.

2023 Progress + Outcomes Achieved

- Launch of Kerr St. Hub in Oakville (February 2023), Finalizing plans for the implementation of Community Wellness Hub (Hub and Spoke model) to HCHC's Pinedale, Burlington property in 2024, and due diligence work underway for expansion of the Community Wellness Hub model to HCHC's Armstrong Terrace (Georgetown) property.
- Prepatory work prepared to launch the 8 Durham Hub in Halton Hills (Aiming for Spring 2024).
- Documented Community Wellness Hub business requirements for the ground floor space at the Region's new Kerr Street, Oakville development.
- John Street Hub Patient and Provider Experience Survey and Result Analysis completed and will be used to inform continuous quality improvement and spread and scale.
- Workplan for expansion to community membership at John St. Hub finalized and work is in progress.

- Presentation to the International Conference on Integrated Care (ICIC 2023, Belgium) regarding implementation and evaluation on innovative model of seniors integrated care.

Coordination during COVID-19	
Phase	Leads
3	Halton Region
Purpose	
- An ad hoc Action Table was established at the outset of the COVID-19 pandemic to support coordination and information sharing between local municipalities, Halton Region, Halton Regional Police and several community partners. - The Table was sunset in 2021.	

Crisis Mental Health Services	
Phase	Leads
2	Reach Out Centre for Kids (ROCK) Canadian Mental Health Association – Halton Region Branch
Purpose	
- To provide recommendations on creating a centralized and coordinated urgent access to crisis mental health services, informed by suicide prevention best practices to people of all ages across Halton. - Standardization of processes aligning child and youth mental health and adult access and pathways / into and out of crisis services.	
2023 Progress + Outcomes Achieved	
- Live Answering all crisis calls with warm transfers to Live Access, Access and System Navigation Service, or other community resources. - Improving systems and resourcing such as implementation of improved technology solutions and phone systems as well as adjusted staffing to meet the needs of clients during high-volume times. - Improving client transfer by calling ahead to the Emergency Room Crisis Support Team (with verbal consent) to share relevant information pertaining to risk presentation for warm transfer, greatly reducing client need to re-tell story. - Supporting clients to connect with a family physician to assist with referral to programs such as REACH Day Program or Prioritizing Health through Acute Stabilization and Transition (PHAST). - Scale up of assessment tools that align across life span. - National 988 number implementation through CMHA Halton in November 2023, improve access to critical crisis supports.	

Dual Diagnosis	
Phase	Leads
2	Reach Out Centre for Kids (ROCK)
Purpose	

- Dual diagnosis is the co-existence of a developmental disability and a mental health challenge. Families with children and youth that have a dual diagnosis encounter significant challenges in accessing services and supports.
- The Dual Diagnosis Action Table is developing a collaborative multi-service, multi-sector framework for Halton that supports improved access and service for children and youth with a dual diagnosis and their families.

2023 Progress + Outcomes Achieved

- Expanded committee membership with representation from health care sector.
- Developed a multi-year work-plan.
- Developed a tiered model for service delivery.
- Developed an infographic to share with partners and stakeholders to provide an overview of dual diagnosis and the work of the collaborative.

Encampments & Homelessness	
Phase	Leads
2	Halton Region – Housing Services
Purpose	

- Addressing the rising concern of homeless encampments across Halton using diverse approaches and processes while respecting the human rights of those living unsheltered wherever possible.
- Working through our local nonprofit partners to provide supports to encampment residents to find appropriate, safe, and affordable housing, where residents can live with dignity with wrap around support tailored to their needs.

2023 Progress + Outcomes Achieved

- Created a Terms of Reference that defines the scope of the work needed to be done by identified key stakeholders, including working groups within each municipality.
- Created a Process Document that identifies the roles of community stakeholders and applies a step-by-step approach with an interdisciplinary lens on how to support individuals who are unsheltered.
- Housing Outreach, HRPS, and Municipalities are active on the ground to address encampments and work with those who are unsheltered to access shelter or overflow accommodations. This includes Mental Health & Addictions Outreach supports as well, to provide a continuum of care and resources to support their shelter stay.
- Building a Lived Experience working group to incorporate the perspectives of people with lived experiences that will better inform and support our initiatives and goals.

Food Security	
Phase	**Leads**
2	Food for Life Kerr Street Mission
Purpose	
• Convened in late 2020, the Food Security Action Table was formed to develop a more coordinated and effective food security system in Halton where all residents have access to nutritionally balanced, and culturally appropriate food. • Following Regional Council's resolution (December 15, 2021) directing staff to expedite work with the Food Security Action Table to develop a plan to improve food acquisition and distribution in Halton Region, the Action Table received $150,000 one-time funding in December 2022 to execute on the action plan by 2024.	
2023 Progress + Outcomes Achieved	
• Engaged consulting services to work with emergency food support agencies to identify gaps, opportunities and recommendations to improve the food security system. • Increased awareness, information sharing and collaboration among a core group of food support agencies, with continuous efforts to outreach and keep local agencies informed. • Increased community access to food through co-location and sharing space for storage, sorting, meal preparation, fresh community meals via on-site food market in north Halton location. • Exploring collaborative opportunities to leverage existing as well as future emergency food resources, including a new distribution center in south Halton.	

Intimate Partner Violence	
Phase	**Leads**
2	Halton Women's Place Halton Violence Prevention Council
Purpose	
• To work collaboratively on the issue of Intimate Partner Violence in Halton to better understand the scope locally and determine next steps towards action.	
2023 Progress + Outcomes Achieved	
• Created awareness around the issue in the Halton community by having Halton Regional Council recognize the issues of violence against women and girls in Halton as serious to the health and wellness of local families (Motion, June 2023). • Collaboration with the Halton Violence Prevention Council on the issue of IPV. • Identified future work includes: o Map existing support systems and identify and address system-level barriers and gaps in service. This will ideally result in improved access to services and supports for victims of abuse.	

- o Improving data collection, management and reporting practices across violence against women sector. This hopes to achieve a better understanding of the issue within Halton.
- o Increase public awareness and public education of intimate partner violence. Develop an intimate partner education and awareness campaign. This will ideally result in increased awareness and understanding that IPV is a community issue and that there are existing services available.

Older Adult Isolation	
Phase	**Leads**
2	Acclaim Health Town of Halton Hills
Purpose	
• To reduce social isolation and increase social connectedness among older adults (aged 55+) living in Halton, including those who may experience negative health or social outcomes due to a lack of connectedness. • Advise and guide the Connection in Action initiative, supporting the Connection Specialist and Community Engagement Lead roles.	
2023 Progress + Outcomes Achieved	
• Relaunched Connection in Action initiative with new branding and a new website www.ConnectionInAction.ca • Distributed new community awareness materials and translated in 10 languages spoken by older adults in Halton. • Developed a Tiered Approach Framework for Social Isolation and Loneliness in Halton to assist in service provider response. • Total of 56 older adults supported directly by the Connection Specialist from Apr – Aug 2023.	

Opioids	
Phase	**Leads**
2	Halton Region Public Health Halton Alcohol Drug And Gambling Assessment Prevention And Treatment (ADAPT)
Purpose	
• The Opioid Action Table is being re-convened to collaboratively develop and implement an evidence-based community response plan to opioid use/misuse in Halton.	
2023 Progress + Outcomes Achieved	
• Hosted June online event to share update on status of opioid use in Halton and best practices for community. • Expressions of interest for membership communicated. • Co-chairs identified and fall 2023 Action Table meeting completed.	

Sexual Assault	
Phase	Leads
3	Thrive Counselling Halton Regional Police Service
Purpose	

- The Action Table seeks to improve the experience of survivors of sexual violence across the continuum of services, increase accountability of perpetrators of sexual violence, and ultimately eradicate sexual violence.
- Key elements of the work that was completed by this group included the implementation of multi-sectoral training around sexual assault and harassment. A lot of work was completed in conjunction with Halton Regional Police Service to train all sworn officers and to implement the Sexual Assault Survivors Guide protocol and closure letters for survivors of sexual assault.
- Work was also completed to launch the Survivors Voice Website – aimed at increasing public awareness sounding sexual violence as well as the supports and services available for survivors.
- The Sexual Assault Action Table moved to Phase 3 in December 2021. The Sexual Assault Advisory Committee continues to operate and seek out opportunities for enhancements to the overall system's response to sexual violence as well as act to change community factors that perpetuate sexual violence.

Youth Mental Health	
Phase	Leads
3	Reach Out Centre for Kids
Purpose	

- To convene service and system partners to improve access to mental health services for children, youth and their families.
- Reach Out Centre for Kids (ROCK) and local providers of child and youth mental health services have established a new model of access and system navigation to make it easier for children, youth and their families to connect to the programs and services best suited to meet their needs.
- The Action Table has impacted the Halton community by leading a distinct change in the way children, youth and their families, as well as service provides, experience referral, screening and connection to child and youth mental health services. There is now a clear system of entry and accessibility to child and youth mental health programs, and it is integrated within the larger system.
- The Action Table moved to Phase 3 in May 2021.

Youth Transitioning from Care	
Phase	Leads
3	Halton Children's Aid Society Oakville Community Foundation

Purpose
• The Action Table is working together to support youth transitioning from the care of child welfare services. It is a collective impact initiative to support youth with education, employment and training goals in addition to mentorship supports.   • The Action Table supports approximately 30 youth each year to remove barriers and address goals related to education, employment and training. Over 70 youth have been supported through this program and also paired with a mentor in achieving these goals.   • The Action Table moved to Phase 3 in May 2023.

Community Safety & Well-Being in Halton

2023 Engagement Report

Table of Contents

Executive Summary

Halton Region and the Halton Regional Police Service introduced the [Community Safety and Well-Being (CSWB) Plan](#) in 2017 to outline a model for collaboration, planning, and action between regional partners to identify and address system-level issues that impact local safety and well-being. As an early adopter of CSWB planning, Halton Region has relied on community engagements, evaluations, and ongoing project implementation to inform the CSWB model over time. Building on the developmental evaluation conducted in 2020, it was important to continue and conclude the evaluation of the CSWB model, while also validating existing CSWB priorities, and identifying new and emerging issues in the region. An engagement was therefore implemented to meet these objectives and understand perceptions of the CSWB Plan.

The engagement was conducted in two phases to hear from different audiences. **Phase 1** focused on engaging existing partners involved in CSWB planning through the following groups: the CSWB System Leadership Group, Action Table leads and members, the Data and Decision Support Group, and the Situation Table. **Phase 2** focused on engaging local organizations and stakeholders that are not currently involved in CSWB activities. This phase was used to capture different perspectives for CSWB planning and to gauge general awareness of CSWB work.

Overall, the results of the engagement show positive perceptions of the existing CSWB model. Most Phase 1 respondents agreed that it provides adequate support, promotes opportunities for collaboration and information sharing, and effectively identifies and responds to priority issues. Additionally, Phase 2 respondents indicated a good awareness of the existing model among organizations that are not actively involved in CSWB initiatives. Furthermore, the engagement was successful at validating and identifying priority issues of concern. There was overlap in the issues raised between both phases, and the majority related to the areas of mental health, housing, homelessness, and substance use and addictions. Most of these issues have already been identified as priorities through the CSWB model and the work of our Action Tables. This demonstrates both the effectiveness and responsiveness of the CSWB model to community issues. However, there were also differences in the many priority issues identified, demonstrating the breadth of local need and opportunities for action.

Participants from each phase were also asked to share opportunities to improve CSWB in Halton. Collectively, respondents recognized the need to further Equity, Diversity, and Inclusion and Truth and Reconciliation in CSWB. Suggestions to do so included greater involvement of equity-deserving communities in decision-making and establishing formal accountability processes within the CSWB model. Other opportunities for CSWB improvement include clear outlining and communicating CSWB work; streamlining services to ensure proactive and timely action; and building the awareness of Action Table members around supports available to them and their initiatives.

Executive Summary

Based on the results of this engagement, the following recommendations are proposed to improve the CSWB model for partners, local stakeholders, and community residents alike:

1. Improve and expand communications about what is happening with CSWB planning and initiatives to update CSWB partners and the wider community.

2. Clearly outline the work, outcomes, and impact of CSWB activities in ways that make the information easy to use and share.

3. Increase involvement of equity-deserving voices, individuals with lived experience, and other community members in CSWB initiatives and decision-making[3].

4. Review and track CSWB and Action Table membership to ensure that there is meaningful, diverse, and adequate sector representation in each.

5. Improve the awareness of Action Table members and CSWB partners around accessing available CSWB data and decision supports.

6. Establish practices and processes within the CSWB Model to ensure that Equity, Diversity, & Inclusion, Truth & Reconciliation, and systemic discrimination are centered in the planning, delivery, and evaluation of CSWB initiatives.

The findings and subsequent recommendations from this engagement will be presented to CSWB leadership to inform a plan of action and improvements to Halton's CSWB model. We greatly appreciate the support received throughout this project from respondents and CSWB partners.

Background

Halton Region and the Halton Regional Police Service introduced the [Community Safety and Well-Being](#) (CSWB) Plan in November of 2017. [Halton's CSWB Plan](#) outlines a model for collaboration, planning, and action to identify and respond to a wide range of system-level issues that impact safety and well-being across the region. Community consultations held earlier that year helped shape the plan and establish key community issues. More than 500 people participated in the initial consultation process by completing an online survey and/or attending public meetings that were held in Burlington, Halton Hills, Milton, and Oakville. In 2020, a developmental evaluation was performed with CSWB partners to explore how the model was performing and how it could continue to be improved. This report is meant to build on the learnings from the initial engagements, developmental evaluation, and ongoing implementation of CSWB activities in Halton.

Halton has engaged in CSWB planning since 2017, providing an opportunity to build on the developmental evaluation completed in 2020 and conduct a formal engagement to evaluate the CSWB model. Thus, an engagement was planned and implemented over the course of 2023 to understand current perceptions of the CSWB Plan and priority issues in the region. Figure 1 further outlines the objectives the project.
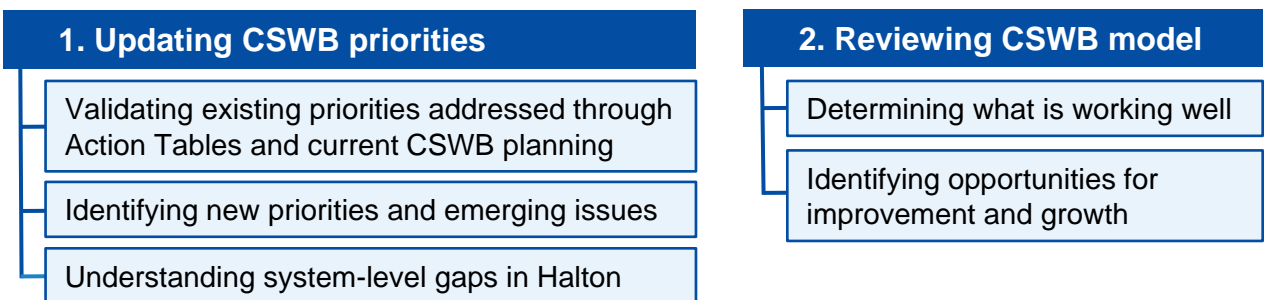
1. Updating CSWB priorities
Validating existing priorities addressed through Action Tables and current CSWB planning
Identifying new priorities and emerging issues
Understanding system-level gaps in Halton

2. Reviewing CSWB model
Determining what is working well
Identifying opportunities for improvement and growth

Figure 1: Objectives of 2023 CSWB engagement project.

The engagement project was implemented in two phases to engage two different audiences.

Phase 1 focused on engaging existing CSWB partners. This phase was open to the CSWB System Leadership Group, Action Table leads and members, the Data and Decision Support Group, and the Situation Table. These groups are further described on the next page of this report. Phase 1 was planned to align with and build off of the developmental evaluation performed in 2020.

Phase 2 focused on engaging local organizations and stakeholders that are not currently involved in CSWB activities. Aside from seeking new and different perspectives, this phase was conducted to gauge awareness of CSWB planning in the community.

Key findings of the engagement and recommendations for improvements to Halton's CSWB model are outlined in this report. The CSWB Team is committed to the ongoing advancement of the CSWB Plan, by using these findings to inform our future work and engagement strategies.

Methodology: Sampling

Phase 1

Halton's CSWB model for collaboration, planning, and action relies on four core groups to identify and respond to a wide range of community and system-level issues that impact safety and well-being in Halton. Phase 1 focused on these core groups, listed below.

1. Action Tables: Action Tables are collectives of community organizations, members and experts that work collectively to develop and implement solutions to complex community, safety and well-being issues. An Action Table CSWB Pulse Survey was electronically distributed to all Leads with instructions to further disseminate to their Table members. The survey gained insight into members' perceptions of the current model, priority issues and gather feedback on how the model can be enhanced.

2. Situation Table: The Situation Table is a group of emergency and acute service community providers that work to mitigate situations of acutely-elevated risk in Halton. A Situation Table CSWB Pulse Survey was electronically distributed to all Situation Table members to gain insight into members' perceptions of priority issues and gather additional feedback about the model.

3. System Leadership Group (SLG): The SLG is comprised of organizations that have a key system planning accountability in the human service system. The SLG provides oversight and direction to Halton's CSWB Plan. A SLG CSWB Pulse Survey was electronically distributed to all SLG members to gain insight into members' perceptions of the current model, priority issues and gather feedback on how the model can be enhanced.

4. Data and Decision Support Group (DDSG): The DDSG is made up of data and research partners from organizations across Halton who support evidence-based decision making within Halton's CSWB initiative and contribute to a broader climate of data and information sharing across Halton's human service sector. A DDSG CSWB Pulse Survey was electronically distributed to all DDSG members to gain insight into members' perceptions of priority issues and gather additional feedback about the model.

Phase 2

The second phase of this project aimed to gather input from community organizations and stakeholders who were not directly connected to CSWB planning or initiatives. A comprehensive list of over 90 organizations was developed with support from our Phase 1 participants and Regional partners such as our Indigenous Relations Team; Equity, Diversity and Inclusion Team; and Strategic Initiatives and Government Relations Team. Sampled organizations received a direct invitation to participate in Phase 2. A general invitation was also shared widely through our existing networks (e.g. the Halton Newcomer Strategy email list).

Methodology:
Data Collection and Analysis

All data were collected using electronic surveys administered through the Regional SelectSurvey software. There were four surveys used between both phases to collect a combination of quantitative and qualitative data from participants. Figure 2 below outlines key highlights and differences between the processes used during each phase.
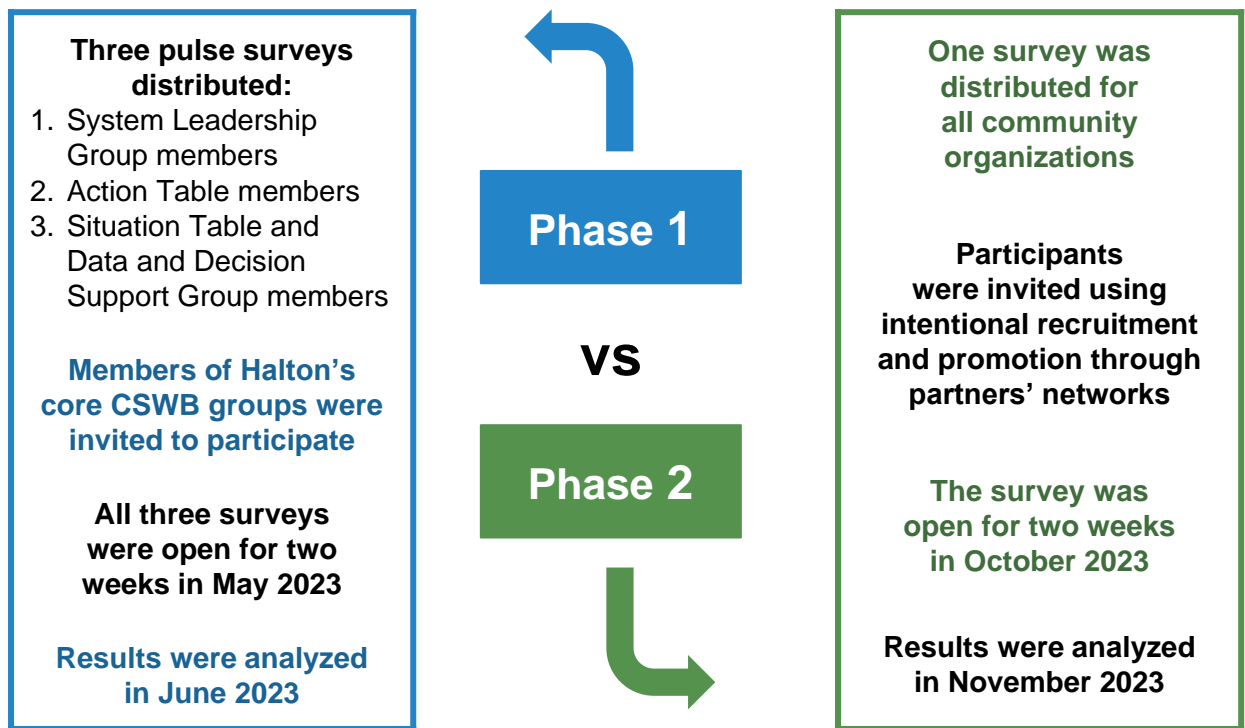
Three pulse surveys distributed:
1. System Leadership Group members
2. Action Table members
3. Situation Table and Data and Decision Support Group members

Members of Halton's core CSWB groups were invited to participate

All three surveys were open for two weeks in May 2023

Results were analyzed in June 2023

Phase 1

VS

Phase 2

One survey was distributed for all community organizations

Participants were invited using intentional recruitment and promotion through partners' networks

The survey was open for two weeks in October 2023

Results were analyzed in November 2023

Figure 2: Comparison of Phase 1 and Phase 2 methodology.

Quantitative analyses were conducted through Excel to visualize and find trends and patterns in the survey results. Thematic analyses were completed for qualitative data, including inductive coding of responses to categorize them into key themes.
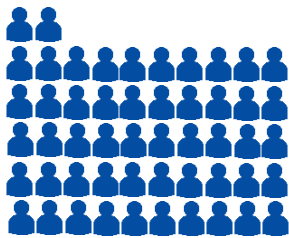
This report aims to provide a holistic perspective of the CSWB model through the analysis and comparison of the results from both phases, to further shed light on shared and differing perspectives regarding priority issues and CSWB planning in our community.

Methodology: Respondents

144 survey responses were received in total for both phases of the engagement. An overview of respondents for each phase is provided in Figure 3 and a more detailed breakdown is available in Appendix 5.

Phase 1: 100 total responses

Response Rates:
System Leadership Group: **58%**
Data and Decision Support Group: **43%**
Situation Table: **41%**

Action Table (52)   **Situation Table (23)**   **System Leadership Group (15)**   **Data and Decision Support Group (10)**

The number of responses received in Phase 1 are relative to the size of each respective CSWB group. The response rate for Action Table (AT) respondents cannot be approximated, as the number of unique individuals involved in AT initiatives is not tracked and fluctuates over time. Individuals involved with multiple ATs were asked to only respond on behalf of one AT, which may have affected results. Please see Table 1 in Appendix 5 for more information.

Phase 2: 44 total respondents

Community Organizations (44)

Response Rate: 49%

Phase 2 survey respondents were asked to identify the sector(s) that best represent the work of their respective community organization. A total of 18 different sectors were represented in the responses received from local stakeholders. Please see Table 2 in Appendix 5 for more information.

Examples include organization supporting:

- Children and Family Services
- Food Security
- Health Care
- Employment Services
- Poverty Support Services
- Community Development and Social Change

Figure 3: Summary of respondents for each phase.

Methodology: Limitations

The following limitations to the engagement methods may have biased responses, their subsequent analysis, and the recommendations presented in this report.

- Phase 1 respondents are already engaged in CSWB initiatives, each for different lengths of time, and with varying levels of involvement and familiarity with the CSWB model.

- Staff turnover among partners affects individual and organizational-level involvement in CSWB initiatives. This presents challenges with consistent and measurable participation.

- Participation in both phases was voluntary, which may introduce non-response bias. There is also overrepresentation of certain groups in responses.

- While our sampling methods aimed to capture diverse perspectives, the lower sample sizes and response rates for each phase may affect how results are interpreted.

- Although the CSWB model promotes a system-level perspective and approach, we recognize that there is inherent interest towards priority issues that fall within an organization's mandate, sector, or scope of practice.

- Differences in questions between the surveys used for each phase present challenges in making direct comparisons between phases.

Notes are included throughout the report where they may aid in understanding survey results in lieu of the limitations listed. The data, analyses, and content shared in this report went through a rigorous review process to ensure their accuracy and validity. However, we acknowledge that unintentional human errors and omissions can inevitably happen.

Please note that improvements and updates to the CSWB Plan will ultimately be based off further consultation with key CSWB partners, community organizations, and following a validation of the CSWB Team's overall findings.

Action Table Supports

Action Tables, and the work that they do to find collective solutions to advance community safety and well-being in Halton, are core components of the CSWB model. As members of the CSWB initiative, Tables can access many different supports to help further their work and goals. Thus, it is important to understand if and how Action Tables feel supported in their CSWB work.

Action Table Leads provide support and leadership to their respective CSWB initiatives. **80%** of Leads agreed that they have felt supported as an Action Table Lead, indicating a high level of satisfaction with supports available or provided to (see Figure 4).

The 20% of Leads that neither agreed nor disagreed with the statement represented both recent and more established Action Tables, indicating that perceptions of support are not largely related to the length of time respondents have acted as Leads.
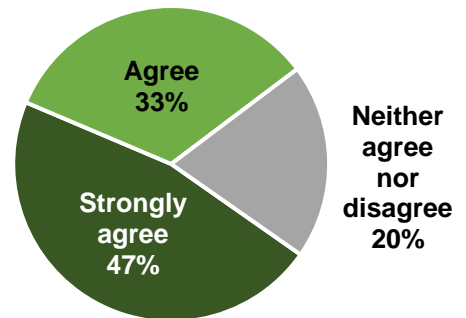
> Having Regional support has been pivotal in establishing and implementing our Action Table and initiative. Funding and additional support has allowed our Action Table to succeed in building our membership and provides a sense of safety when engaging with community members.
> *- Action Table Lead*

Figure 4: Distribution of responses to *'I have felt supported as an AT Lead'*.

Action Table Leads were also asked to indicate the types of CSWB supports that they have previously benefitted from. The most common response was data support (**20%**) to inform program planning or evaluation (see Figure 5).

Data (20%) | People (18%) | Planning (16%) | Evaluation, Financial (14%*) | Administrative (12%) | Other (4%)

*tie

Figure 5: Supports the Action Table has previously benefitted from.

> Staff support has been a phenomenal help in getting our Action Table to where it is today. Having a funded project has helped the Action Table rally around together.
> *- Action Table Lead*

Action Table Supports

Action Table Leads shared that the most important supports for their initiatives moving forward were related to data (**21%**), followed by finances, planning, and people (**18%**). Supports related to evaluation (14%) and administration (9%) were considered a lower priority.

Action Table Leads who chose '*Other*' touched on the importance of advocacy, which includes escalating their Action Table's concerns, promoting their services and work, and raising awareness of their initiative across Halton. See Figure 6 for a breakdown of responses.

Data (21%)	Financial, Planning, People (18%*)			Evaluation (14%)	Administrative (9%)	Other (4%)

*tie

Figure 6: Most important supports for Action Tables moving forward.

Opportunities for Action Table improvements were also identified by both leads and members, and included better supports relating to **funding, planning**, and **execution**. Notably, the CSWB model currently provides supports in all these areas, which demonstrates the opportunity to clarify, promote, and improve access to existing supports available to Action Tables.

> Coordinated communication to all members. Perhaps e-blasts that provide quarterly updates to those sitting at the Action Tables.
> *- Action Table Lead*

> Funding that is sustainable and tangible for change.
> *- Action Table Member*

> Enabling supports to help maintain momentum and deliver outcomes (i.e., project management, data support, etc.)
> *- Action Table Lead*

Communications and Engagement

Community Safety and Well-Being in Halton includes over a dozen collaborative Action Table initiatives that involve over 100 partners from organizations and sectors across the region. It's important that CSWB partners are engaged in their work and that they feel connected to The larger work of the CSWB initiative. Similarly, it is also important to understand perceptions and awareness of the CSWB initiative, from CSWB partners and wider community stakeholders.

When asked if they feel informed about the work of CSWB Action Tables, **94%** of SLG respondents agreed or strongly agreed, while only **39%** of Action Table respondents agreed or strongly agreed with the statement (see Figure 7). Half of the Action Table respondents that disagreed or strongly disagreed with the statement had been involved with their Table for less than 3 months, and may not have had the chance to learn about the work of other Tables at the time of completing this survey. However, the other half of respondents that disagreed with the statement belonged to older more established Action Tables.
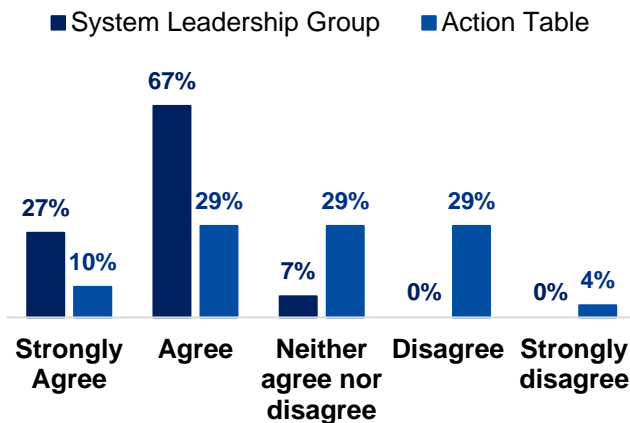
Figure 7: Comparison of responses to *'I feel informed on the work of CSWB Action Tables'* between SLG and Action Table respondents.

Additionally, a little over half (**58%**) of Action Table respondents feel connected to the larger CSWB initiative (see Figure 8). These findings suggests that the CSWB Team can improve onboarding communications about CSWB initiatives, and provide more regular updates regarding the current work of Action Tables.
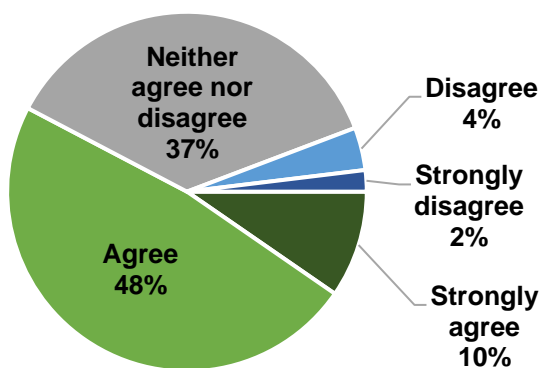
Figure 8: Response of Action Table members to '*the Action Table feels connected to the work of the larger CSWB initiative'*.

Did You Know?

Engagement in action:
The CSWB Team holds a couple of annual meetings for Action Table Leads to provide updates about their initiatives and learn more about the other work happening within CSWB.

When asked whether Action Table Lead meetings were helpful, **53%** of leads strongly agreed or agreed, and **47%** were neutral. Approximately a third of the respondents who were neutral belonged to a newer Action Table and had not yet been involved in a Action Table Leads Meeting at the time of the survey. Despite this, other methods of communicating current work in CSWB should be explored to bridge this gap in information sharing between Action Tables.

Communications and Engagement

System Leadership Group and Action Table participants were also asked what has worked well, and what could be improved, at their respective groups. Communication and engagement was a common theme of respondents – posing as both a strength as well as showcasing opportunities for improvement.

What is working well?

- Action Tables allow for increased communications across sectors.

- Action Table members have an increased awareness of CSWB issues in the community.

- Members of the SLG are engaged in the meetings and CSWB work.

- Members of the SLG feel well-informed
- of CSWB work and initiatives.

> It appears there is a lot of good dialogue happening with regards to current issues and highlighting where the deficiencies are in our communities.
> *- System Leadership Group*

What can be improved?

- Increasing the engagement of Action Table members in CSWB work.

- Establishing regular information sharing about CSWB initiatives, within CSWB partners and with community members.

- Providing tools and communications for Action Table members to report back to their organizations about CSWB work.

- Enhancing updates shared with SLG members on the progress, partnerships, and outcomes resulting from CSWB planning and funding investments.

> Coordinated communication to all members. Perhaps e-blasts that provide quarterly updates to those sitting at the Action Tables.
> *- Action Table Member*

> Perhaps a better understanding of the unique innovations that have occurred in Halton Region through funding various groups, showcasing these as regional and or provincial successes.
> *- System Leadership Group*

> Easier ways to communicate and to work with others in my organization and the benefit of being at the table to those that supervise work.
> *- Action Table Member*

> There's not enough sharing of information... So many behind the scenes "systems and processes" exist, but most of the residents don't know about them.
> *- Community Organization*

Partnerships and Collaborations

Another core component of the CSWB model in Halton are the partnerships and collaboration between individuals and organizations participating on CSWB Groups and Tables. The model aims to produce collective action by bringing groups across human service sectors in Halton together to advance multi-sectoral collaboration on complex community safety and well-being issues.

When Action Tables were asked what is working well in CSWB and how their Table has benefitted from being a part of CSWB, they indicated that the CSWB model has facilitated connections and built partnerships across organizations and people that would potentially not have worked together otherwise, and that these partnerships and collaborations allow them to tackle complex issues. Additionally, **77%** of Action Table respondents feel that they have the right membership at their Tables (see Figure 9). Perceived gaps in membership should be further explored as an opportunity to increase partnerships and enhance collaboration across the human service sector in Halton.
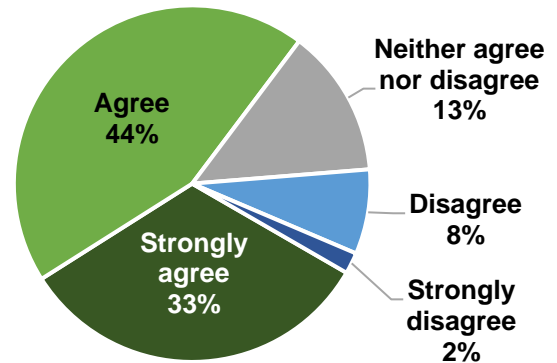
Figure 9: Distribution of responses to '*we have the right membership at the Action Table*'.

> And the collaboration is working well. Developing relationships with different organizations helps understand various perspectives and needs.
> - *System Leadership Group Member*

> It's finally a coordinated effort for all agencies to actually come together and see where there are gaps and where there are duplications
> - *Action Table Member*
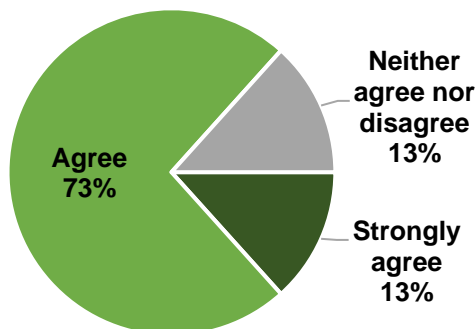
Figure 10: SLG Group responses to *'the System Leadership Group engages other stakeholders, outside of the group, as much as we should'*.

When the SLG was asked what is working well, respondents noted that the group and the model facilitate good connections and collaborations from sectors across the region, which ultimately results in more information and resource sharing and more collective responses to community issues. **100%** of SLG respondents felt that they had the right membership at the System Leadership Group. The majority (**86%**) of respondents also felt that they engage other stakeholders outside of the group as much as they should, indicating that the group feels they collaborate sufficiently with partners outside of their immediate group (see Figure 10).

Partnerships and Collaborations

The CSWB model aims to better align community efforts and reduce duplication or gaps in services through effective collaboration and partnerships. When asked whether the work of CSWB and the Action Tables aligned with other community efforts, **94%** of SLG respondents and **79%** of Action Table respondents agreed or strongly agreed with the statement.

Because CSWB Action Tables are comprised of local service providers, they provide an excellent opportunity to explore perceptions and improvements of misalignment between Halton's CSWB efforts and the current needs and realities of the community.

The CSWB model is not only effective at increasing connections and partnerships (see Figure 11), but the resulting collaboration has substantial impacts on the awareness of systems-level issues and collective action. This is clearly seen in SLG respondents' agreement that they have a better understanding of human services system issues due to participating in the SLG group (see Figure 12).

■ System Leadership Group   ■ Action Table
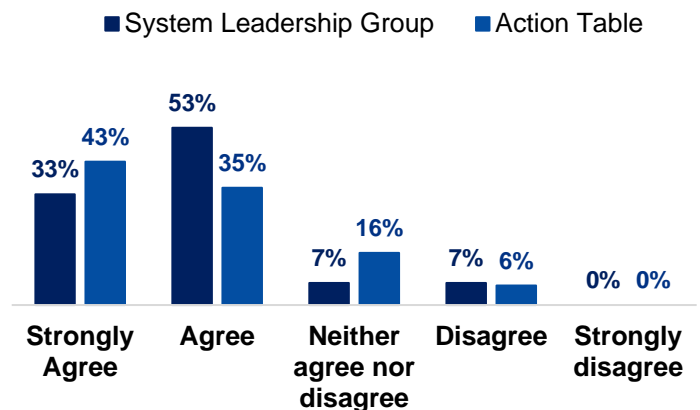
Figure 11: Comparison of responses to *'I have increased connections and partnerships as a result of my involvement with CSWB',* between SLG and Action Table respondents.
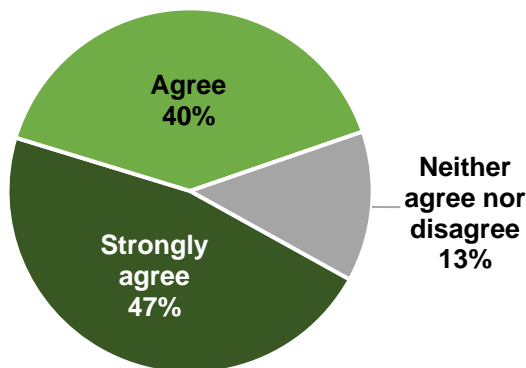
Figure 12: Distribution of responses to *'I have a better understanding of human services system issues since participating on the CSWB System Leadership Group'*.

> ❝ [CSWB is a] great tool for collaboration, community connections, and co-design
> *- Action Table Lead*

100% of SLG and **94%** of Action Table respondents also agree or strongly agree that what the CSWB initiative is trying to accomplish would be difficult for any single organization to accomplish by itself.

Equity, Diversity, and Inclusion

CSWB core groups strive to advance policies and initiatives that reflect, consider, and prioritize the rich diversity of Halton's residents; fostering an inclusive community where everyone feels valued, respected, and empowered.

During Phase 1, Action Table and System Leadership Group members were asked what could be done to improve Equity, Diversity, and Inclusion (EDI) in their respective groups. This is a crucial consideration as CSWB planning works to integrate principles of EDI within the model and Action Table initiatives.

Action Table and SLG respondents noted a need for more:

Meaningful and deliberate inclusion of diverse people and agencies to ensure adequate representation from the community and equity-deserving groups in Halton.

Opportunities to discuss how EDI principles relate to CWSB work and implementing equitable community-centered initiatives.

Inclusive and accessible language to acknowledge diverse audiences, ensure that everyone feels respected, avoid unintentional misunderstandings, and facilitate connection.

Involvement of people who have lived experience[1] or belong to equity-deserving groups[2] in planning, decision-making, and relationship-building, while compensating them for their time and expertise.

Mechanisms for accountability, like more culturally responsive policies, processes, and indicators, to continue integrating EDI into the CSWB model.

Did You Know?

CSWB's commitment to EDI:
The System Leadership Group endorsed the Halton Equity, Diversity, and Inclusion (EDI) Charter, a living document that was designed based on the feedback from Halton residents and community stakeholders. The Charter reflects the realities of residents' lived experienced and their commitment to removing systemic barriers and championing best practices. The Charter's purpose it to guide the Halton community at large to foster equity, diversity, and inclusion in the region.

[1] Individuals with lived experience are this who have direct first-hand experience with the issues being discussed and addressed (e.g., folks living with precarious housing, mental health diagnoses, or substance use).

[2] Individuals who belong to equity-deserving groups are those who commonly experience discrimination due to race, skin colour, ancestry, place of origin, religion or spiritual beliefs, gender identity, sexual orientation, or persons having visible/invisible disabilities.

Truth and Reconciliation

Halton Region exists on the Treaty Territory of the Mississaugas of the Credit First Nation, as well as the Traditional Territory of the Haudenosaunee, Huron-Wendat, and Anishinabek. Relationship-building and fostering a safe space for Indigenous peoples to lead conversations continues to be a priority for CSWB planning. CSWB remains committed to engaging with Indigenous organizations and communities in decision-making to provide supports that are culturally sensitive, relevant, and respectful.

Action Table and System Leadership Group respondents were asked how their respective groups, and the broader CSWB Initiative, could improve their collective commitment to the Truth and Reconciliation 94 Calls to Action. The themes shared between the two groups were **increasing Indigenous representation** and **fostering meaningful engagement of Indigenous groups** in the work being done by the Action Tables.

Other suggestions for improvement included:

- Increase Indigenous-led and centered initiatives through greater collaboration with Indigenous-serving organizations.

- Establish clear, tangible frameworks and goals to serve as a guide towards Truth and Reconciliation, which will allow for greater accountability and transparency.

- Establish a Working Group to focus on ways to implement the 94 Calls to Action.

- Measure quantitative and qualitative outcomes of what the initiative is trying to achieve in relation to the Calls to Action.

- Dedicate time on the agenda for members engage in dialogue on Truth and Reconciliation and ongoing efforts.

- Increase education and training opportunities for members and staff .

The **Truth and Reconciliation 94 Calls to Action** are actionable policy recommendations meant to redress the legacy of residential schools and advance the process of Canadian reconciliation. The CSWB Team acknowledges and honors the Calls to Action, including calls for municipal government to adopt frameworks for reconciliation, repudiate colonial policies and strategies, provide education on the history of Indigenous Peoples and residential schools, and provide funding and access to Indigenous-specific victim-services with appropriate evaluation mechanisms.

CSWB Priorities: Phase 1

A core component of Halton's CSWB model is the evidence-based identification of existing and emerging issues. Once identified, issues are prioritized and addressed by establishing Action Tables. The CSWB model strives to be responsive to local needs by aligning Action Table efforts with CSWB priorities that are identified in collaboration with community partners.

To determine whether Halton's current CSWB priorities align with perceived community priorities, core CSWB partners were asked to identify up to three existing, emerging, and evolving priority issues that Halton's CSWB initiative should address moving forward. Responses were categorized into **26 priorities**, ten of which are being addressed (or have already been addressed) by existing CSWB Action Tables. Figure 13 contains a full list of the priorities identified.

1. **Mental Health (23)**
2. **Substance Use and Addictions (15)**
3. **Homelessness (15)**
4. **Housing (13)**
5. **Social Isolation (8)**
6. Equity, Diversity, and Inclusion (6)
7. Poverty Reduction and Prevention (5)
8. **Food Security (5)**
9. Financial Barriers to Programs and Services (5)
10. **Dual Diagnosis (4)**
11. Dementia Care (4)
12. **Community Wellness Hub expansion (4)**
13. Covid-19 Recovery (3)
14. Climate Change (3)
15. Employment (3)
16. Education and Schools (3)
17. Human Trafficking (3)
18. **Intimate Partner Violence (3)**
19. Caregiver and Parental Supports (3)
20. Acute and Emergency Care (3)
21. System Navigation (3)
22. Truth and Reconciliation (3)
23. Palliative Care (2)
24. Community Safety (2)
25. **Sexual Assault (2)**
26. Transportation (2)
27. Hoarding (1)

Figure 13: CSWB priorities identified in Phase 1. Frequency of mentions is included in parentheses next to each theme. Bolded priorities represent those already addressed by Action Tables.

80% of SLG respondents and **75%** of Action Table respondents agreed or strongly agreed that *'the existing Action Tables accurately reflect current safety and well-being priorities*.

Specific priority populations were also mentioned within the issues identified.

Priority populations were coded separately and are included below. Frequency of mentions is included in parentheses next to each group.

- Children and youth (20)
- Older adults (9)
- Indigenous individuals (5)
- Immigrants and newcomers (5)
- Members of the LGBTQ2S+ community (4)
- Black individuals (2)

CSWB Priorities: Phase 2

Phase 2 participants were also asked to share up to three issues for CSWB consideration, to determine alignment between Halton's current CSWB priorities and those perceived by local stakeholders not previously involved with CSWB planning. **16 priorities** emerged from Phase 2 responses overall. Of these, seven are being addressed (or have already been addressed) by existing CSWB Action Tables. Figure 14 contains a full list of priorities identified.

Phase 2 participants also shared specific priority populations in their responses. Priority populations that were identified are listed below. Frequency of mentions is included in parentheses next to each group.

- Children and youth (7)

- Individuals with disabilities or special needs (2)

- Older adults (1)

- Immigrants and newcomers (1)

- Members of the LGBTQ2S+ community (1)

- Individuals with a *dual diagnosis* (1)
  (meaning that they are diagnosed with both a mild intellectual disorder and a mental health condition)

1. **Mental Health (13)**
2. **Homelessness (11)**
3. **Housing (10)**
4. Systems Coordination and Collaboration (9)
5. Increased Community Engagement and Involvement (8)
6. Equity, Diversity, and Inclusion (7)
7. **Substance Use and Addictions (7)**
8. Poverty Reduction and Prevention (4)
9. **Food Security (4)**
10. Crisis Response (4)
11. Financial Barriers to Programs and Services (2)
12. Employment (2)
13. **Social Isolation (2)**
14. Vaping (2)
15. Refugee Supports (1)
16. **Dual Diagnosis (1)**

Figure 14: CSWB priorities identified in Phase 2. Frequency of mentions is included in parentheses next to each theme. Bolded priorities represent those already addressed by Action Tables.

It's important to note the different contexts of the issues identified by respondents, as well as how they intersection with the priority populations mentioned. Often, a priority was raised within the context of a specific circumstance or group of people. For example, the following priority was shared by a community respondent from Phase 2 that works in the employment services sector:

> "Training and development for individuals facing mental health & addiction challenges."

This response frames the priority of capacity building, within the context of employment services, specifically as it relates to individuals with the additional priority issues of substance use and mental health diagnoses. This interplay is to be expected as individuals and communities are influenced by the social determinants of health.

CSWB Systems-Level Priorities

The significant overlap between priorities shared in Phase 1 and 2 provides insight into system-level issues and concerns that are top of mind for local stakeholders. Many of these are current CSWB priorities, which supports the model's ability to keep a pulse on relevant issues over time. The top ten overlapping priorities are in Figure 15 below.

Mental Health (36)

Homelessness (26)

Housing (23)

Substance Use and Addictions (22)

Equity, Diversity, and Inclusion (13)

Social Isolation (10)

Poverty Reduction (9)

Food Security (9)

Financial Barriers (7)

Employment (5), Dual Diagnosis (5)*
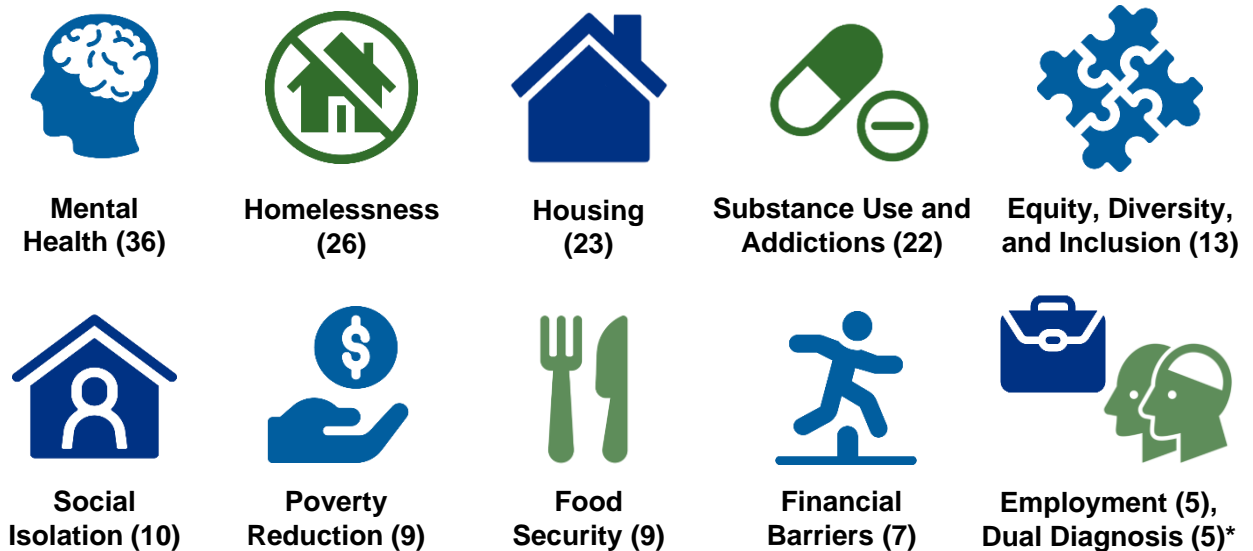
*tied

Figure 15: Priorities identified in both Phase 1 and Phase 2.
Frequency of mentions is included in parentheses next to each theme.

Housing, homelessness, and **mental health** were frequently raised as system-level issues of respondents and frequently mentioned priority issues. The nature of housing issues raised speak mostly to housing supports and homelessness, and with fewer mentions of housing affordability. The mental health theme contained issues ranging from anxiety to crisis mental health supports, and touched on a need for better access to mental health supports in general.

Some notable differences were also seen between the two phases. Phase 1 respondents identified more and more specific priorities, but their top ones aligned the most with existing CSWB work and priorities. Interestingly, two top priorities identified in Phase 2 did not appear in Phase 1: *systems coordination and collaboration* and *increased community engagement and involvement*. It is possible that Phase 1 respondents are already seeing this collaboration, coordination, and engagement through their current CSWB involvement.

The System Leadership Group was asked how CSWB could facilitate collective action to resolve systems-level issues. Responses include support for solutions that are upstream in nature, that are a shared responsibility between various partners. These suggestions directly align with the first two levels of CSWB intervention: social development and prevention.

CSWB Model Overall

Feedback received during Phase 1 on the CSWB model was generally positive. The key highlights below demonstrate how the majority of Phase 1 respondents agree that the model is adaptable, beneficial to be a part of, and functioning as intended.

- **100%** of SLG and **70%** of Action Table respondents agree or strongly agree that the CSWB initiative is able to adapt to changing social/community conditions.

- **93%** of SLG and **77%** of Action Table respondents agree or strongly agree that their organization benefits from being involved in the CSWB initiative.

- **100%** of SLG and **75%** of Action Table respondents agree or strongly agree that the CSWB model provides a mechanism to bring community issues forward.

- **100%** of SLG and **71%** of Action Table respondents agree or strongly agree that they measure and report the outcomes of CSWB/ Action Table initiatives.

While the majority of respondents agreed with the statements above, Action Table respondents had lower agreement than SLG respondents. This finding suggests that perceptions of the model are more positive for individuals with a systems-oversight perspective, compared to individuals delivering more direct community services.

Responses received from current CSWB partners further outlined how the CSWB model in Halton is working as and has been beneficial for them and the community.

It was shared that the CSWB model:

- Adequately identifies and addresses priority issues.
- Is adaptable and responsive to community needs.
- Facilitates collaboration and partnerships among organizations and sectors that may not have happened organically otherwise.
- Increases awareness of initiatives and communication across sectors.

Engaging with local stakeholders in Phase 2 also provided the opportunity to gauge community awareness of the CSWB plan and model. The majority of respondents (**80%**) stated having an awareness of the CSWB Plan, despite not being already involved in CSWB initiatives. Furthermore, **60%** of respondents who had an awareness of the CSWB plan (i.e. 45% of all respondents) also knew about the process to submit a community issue for CSWB consideration. Phase 2 respondents also showed interest in participating in CSWB planning and initiatives.

Recommendations

Although the findings from this project demonstrate that the CSWB model is doing well, they also showed also clear opportunities to develop and enhance CSWB work moving forward.

Respondents from both phases shared suggestions for improvements that could be made to the CWSB model and its implementation. Suggestions included:

- Being mindful of partners' time and work capacities.
- Clarifying the scope and goals of the work done by Action Tables.
- Expanding Table membership for adequate representation from desired sectors and marginalized perspectives.
- Streamlining services, information sharing, and administrative processes to provide more proactive, effective, and timely action.
- Prioritizing existing work, goals, tools, resources, and services to achieve desired outcomes rather than adding new ones or "reinventing the wheel".
- Using smaller working groups to support timely action, where appropriate.

Based on the comments and perspectives provided through this engagement, the CSWB team proposes the following recommendations to improve the CSWB Model for partners, local stakeholders, and community residents alike:

1. Improve and expand communications about what is happening with CSWB planning and initiatives to update CSWB partners and the wider community.

2. Clearly outline the work, outcomes, and impact of CSWB activities in ways that make the information easy to use and share.

3. Increase involvement of equity-deserving voices, individuals with lived experience, and other community members in CSWB initiatives and decision-making[3].

4. Review and track CSWB and Action Table membership to ensure that there is meaningful, diverse, and adequate sector representation in each.

5. Improve the awareness of Action Table members and CSWB partners around accessing available CSWB data and decision supports.

6. Establish practices and processes within the CSWB Model to ensure that Equity, Diversity, & Inclusion, Truth & Reconciliation, and systemic discrimination are centered in the planning, delivery, and evaluation of CSWB initiatives.

[3] See for definitions on lived experience and equity-deserving groups.

Conclusion

The analyses and findings presented in this report shed light onto the current perceptions of the CSWB Plan and local priority issues, from CSWB partners and community stakeholders alike. Overall, results of the engagement show positive perceptions of the existing CSWB Model. Most respondents from core CSWB groups agreed that the model provides adequate support, promotes opportunities for connection and information sharing, and effectively identifies and responds to priority issues. Additionally, responses from Phase 2 participants indicated that there is a strong awareness of the existing Model among community organizations that have not had previous involvement in CSWB initiatives. The positive perceptions and insight shared by these respondents speak to the wide reach and impact of CSWB work within Halton.

Furthermore, the engagement was successful at validating and identifying priority issues of concern. There was significant overlap in the issues raised between both phases, particularly in the areas of mental health, housing and homelessness, and substance use and addictions. Most of these overlapping issues are already being addressed through CSWB Action Tables, which highlights the Model's effectiveness and responsiveness to community needs. However, there were also notable differences in the priority issues identified between phases, demonstrating the breadth of local need and opportunities for action.

Engagement respondents also noted opportunities to improve CSWB in Halton, particularly relating to Equity, Diversity and Inclusion (EDI) and Truth and Reconciliation. Collectively, CSWB partners recognize the need for greater engagement, relationship-building, and learning with equity-deserving communities. Inclusion of individuals with lived-experience in CSWB decision-making was suggested to develop more equitable, responsive, and relevant programs, policies, and services. It was also suggested that formal accountability processes and educational opportunities be used to enhance CSWB's understanding, commitment, and adoption of EDI principles and Truth and Reconciliation Calls to Action. Other opportunities for CSWB improvement include clearly outlining and communicating CSWB work; streamlining services to ensure proactive and timely action; and building the awareness of Action Table members around supports available to them and their initiatives.

This report outlines recommendations to respond to the feedback and opportunities for improvement shared by participants. These recommendations will be presented to CSWB leadership to develop tangible actions, indicators, and measures of accountability for future work. The valuable insights gained through the 2023 engagement will build on the collective work done by the CWSB team to inform the next iteration of Halton's CSWB Plan.

Please contact the CSWB Team at CSWB@halton.ca with feedback, questions, or requests for additional information.

Community Safety & Well-Being in Halton
CSWB Pulse Survey for the System Leadership Group

Halton's Community Safety and Well-Being (CSWB) Plan (2017) is a multi-sector model for collaboration that brings together community partners to work on issues that impact the health, safety and well-being of residents. It is important to continue to improve and strengthen CSWB planning in Halton to better serve residents and remain responsive to emerging issues. To achieve this, the CSWB Project Team is engaging with stakeholders to inform the next iteration of Halton's CSWB Plan. This survey is the first in a series of engagement activities to be held in 2023-2024. The results of this survey will inform future dialogue with stakeholders and community members on CSWB.

Participation in this survey is voluntary and only aggregate data will be shared publicly.

This survey should take less than 15 minutes to complete.

Please provide your responses by **Friday May 19th, 2023**.

If you have any questions or require this survey in an alternate format, please email cswb@halton.ca

To begin, please click "Next" below.

Select the response that best indicates how much you agree or disagree with each item.*

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
We have the right membership at System Leadership Group. *A list of members can be found below	○	○	○	○	○
My organization benefits from being involved in the CSWB initiative.	○	○	○	○	○
The CSWB Initiative is able to adapt to changing social/community conditions.	○	○	○	○	○
I feel informed on the work of CSWB Action Tables.	○	○	○	○	○
We measure and report the outcomes of the CSWB Initiative.	○	○	○	○	○
What we are trying to accomplish with the CSWB Initiative would be difficult for any single organization to accomplish by itself.	○	○	○	○	○
The System Leadership Group engages other stakeholders, outside of the group, as much as we should.	○	○	○	○	○
The existing Action Tables accurately reflect current safety and well-being priorities.	○	○	○	○	○
CSWB Work is aligned with other community efforts.	○	○	○	○	○
The CSWB Model provides a mechanism to bringing community issues forward.	○	○	○	○	○
I have increased connections and partnerships as a result of my involvement with CSWB.	○	○	○	○	○
I have a better understanding of the of human services system issues since participating on the CSWB System Leadership Group.	○	○	○	○	○

Appendix 1:
System Leadership Group (SLG) Survey

What is working well in the System Leadership Group?*

What needs improvement in the System Leadership Group?*

Please provide any ideas you may have on how the System Leadership Group and the broader CSWB Initiative can improve our commitment to equity, diversity and inclusivity?

Please provide any ideas you may have on how the System Leadership Group and the broader CSWB Initiative can improve our commitment to the Truth and Reconciliation Commission 94 Calls to Action?

What system-level issues are you facing and how could CSWB facilitate collective action to resolve those issues?

Halton's CSWB Initiative addresses priority community issues through Action Tables. To date, the CSWB Initiative has focused on the following areas:

- Reducing harmful **alcohol** consumption
- Improving **mental health crisis supports** for all
- Creating support for children and youth with a developmental disability and a mental health issue (**dual diagnosis**)
- Support spread and scale of **Community Wellness Hub Model** for older adults
- A coordinated approach to addressing **food insecurity**
- Community-based prevention and intervention strategies to prevent **gun and gang violence**
- Creating a more coordinated approach to addressing **homelessness**
- Create and strengthen pathways to safety for those impacted by **intimate partner violence**
- Reducing **social isolation among older adults**
- Addressing **opioid use** and related harms
- Improving the response to survivors of **sexual assault**
- Coordination during the **COVID-19** pandemic
- Support for **youth transitioning from the care of child welfare services**
- Enhancing access to **mental health supports for children and youth**

What issues (new, additional or evolving) should Halton's CSWB Initiative address moving forward?

Include up to three unique ideas/priority areas:

1. [   ]
2. [   ]
3. [   ]

Do you have any other comments about CSWB in Halton?

[   ]

Approximately how long have you been a part of the System Leadership Group?

[   ]

Organization:

[   ]

Name:

[   ]

Community Safety & Well-Being in Halton
CSWB Pulse Survey for Action Tables

Halton's Community Safety and Well-Being (CSWB) Plan (2017) is a multi-sector model for collaboration that brings together community partners to work on issues that impact the health, safety and well-being of residents. It is important to continue to improve and strengthen CSWB planning in Halton to better serve residents and remain responsive to emerging issues. To achieve this, the CSWB Project Team is engaging with stakeholders to inform the next iteration of Halton's CSWB Plan. This survey is the first in a series of engagement activities to be held in 2023-2024. The results of this survey will inform future dialogue with stakeholders and community members on CSWB.

Participation in this survey is voluntary and only aggregate data will be shared publicly.

This survey should take less than 15 minutes to complete.

Please provide your responses by **Friday May 19th, 2023.**

If you have any questions or require this survey in an alternate format, please email cswb@halton.ca

To begin, please click "Next" below.

Please specify which Action Table you are responding from:*

○ Reducing harmful alcohol consumption
○ Improving mental health crisis supports for all
○ Creating support for children and youth with a developmental disability and a mental health issue (dual diagnosis)
○ Support spread and scale of Community Wellness Hub Model for older adults
○ A coordinated approach to addressing food insecurity
○ Community-based prevention and intervention strategies to prevent gun and gang violence (Building Safer Communities)
○ Creating a more coordinated approach to addressing homelessness
○ Create and strengthen pathways to safety for those impacted by intimate partner violence
○ Reducing social isolation among older adults
○ Addressing opioid use and related harms
○ Improving the response to survivors of sexual assault
○ Support for youth transitioning from the care of child welfare services
○ Enhancing access to mental health supports for children and youth

Which of the following best describes your involvement with the Action Table?*

○ Lead
○ Member

Approximately how long have you been involved with the Action Table?*

[   ]

Appendix 2:
Action Tables Survey

Select the response that best indicates how much you agree or disagree with each item.*

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
We have the right membership at the Action Table	○	○	○	○	○
The Action Table benefits from being involved in the CSWB initiative.	○	○	○	○	○
My organization benefits from being involved in the CSWB initiative.	○	○	○	○	○
The Action Table feels connected with the work of the larger CSWB initiative.	○	○	○	○	○
The CSWB Initiative is able to adapt to changing social/community conditions.	○	○	○	○	○
I feel informed on the work of other CSWB Action Tables.	○	○	○	○	○
We measure and report the outcomes of our Action Table.	○	○	○	○	○
What we are trying to accomplish with the Action Table would be difficult for any single organization to accomplish by itself.	○	○	○	○	○
The existing Action Tables accurately reflect current safety and well-being priorities.	○	○	○	○	○
The work of our Action Table is well aligned with other community efforts.	○	○	○	○	○
The CSWB Model provides a mechanism to bringing community issues forward.	○	○	○	○	○
I have increased connections and partnerships as a result of my involvement with the Action Table and CSWB.	○	○	○	○	○

Appendix 2:
Action Tables Survey

What is working well/has worked well for the Action Table?*

What needs improvement/is an area of opportunity for the Action Table?*

How has being part of the larger CSWB Model helped your Action Table?*

Please provide any ideas you may have on how Action Table(s) and the broader CSWB Initiative can improve our commitment to equity, diversity and inclusivity?

Please provide any ideas you may have on how the Action Table(s) and the broader CSWB Initiative can improve our commitment to the Truth and Reconciliation Commission 94 Calls to Action?

Appendix 2:
Action Tables Survey

Select the response that best indicates how much you agree or disagree with each item.*

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The CSWB Action Table Leads meetings have been helpful	○	○	○	○	○
I have felt supported as an Action Table lead	○	○	○	○	○

What supports has your Action Table previously benefited from?

*Select all that apply.**

☐ Financial (such as Halton Region Community Investment Fund)
☐ People (such as having a CSWB Representative on your Table)
☐ Administrative (such as meeting minutes, scheduling)
☐ Planning (such as support with project management, logic models, using toolkits)
☐ Data (such as getting information to support planning or data analysis of program information)
☐ Evaluation (such as supporting development of evaluation plan)
☐ Other, please specify:

Moving forward, what do you see as the most important supports for your Action Table?

*Select all that apply.**

☐ Financial (such as Halton Region Community Investment Fund)
☐ People (such as having a CSWB Representative on your Table)
☐ Administrative (such as meeting minutes, scheduling)
☐ Planning (such as support with project management, logic models, using toolkits)
☐ Data (such as getting information to support planning or data analysis of program information)
☐ Evaluation (such as supporting development of evaluation plan)
☐ Other, please specify:

Do you have any additional comments on your experience as an Action Table lead?

Appendix 2:
Action Tables Survey

Halton's CSWB Initiative addresses priority community issues through Action Tables. To date, the CSWB Initiative has focused on the following areas:

- Reducing harmful **alcohol** consumption
- Improving **mental health crisis supports** for all
- Creating support for children and youth with a developmental disability and a mental health issue (**dual diagnosis**)
- Support spread and scale of **Community Wellness Hub Model** for older adults
- A coordinated approach to addressing **food insecurity**
- Community-based prevention and intervention strategies to prevent **gun and gang violence**
- Creating a more coordinated approach to addressing **homelessness**
- Create and strengthen pathways to safety for those impacted by **intimate partner violence**
- Reducing **social isolation among older adults**
- Addressing **opioid use** and related harms
- Improving the response to survivors of **sexual assault**
- Coordination during the **COVID-19** pandemic
- Support for **youth transitioning from the care of child welfare services**
- Enhancing access to **mental health supports for children and youth**

What issues (new, additional or evolving) should Halton's CSWB Initiative address moving forward?

Include up to three unique ideas/priority areas:

1.
2.
3.

Do you have any other comments about CSWB in Halton?

Community Safety & Well-Being in Halton
CSWB Pulse Survey

Halton's Community Safety and Well-Being (CSWB) Plan (2017) is a multi-sector model for collaboration that brings together community partners to work on issues that impact the health, safety and well-being of residents. It is important to continue to improve and strengthen CSWB planning in Halton to better serve residents and remain responsive to emerging issues. To achieve this, the CSWB Project Team is engaging with stakeholders to inform the next iteration of Halton's CSWB Plan. This survey is the first in a series of engagement activities to be held in 2023-2024. The results of this survey will inform future dialogue with stakeholders and community members on CSWB.

Participation in this survey is voluntary and only aggregate data will be shared publicly.

This survey should take less than 5 minutes to complete.

Please provide your responses by **Friday May 19th, 2023**.

If you have any questions or require this survey in an alternate format, please email cswb@halton.ca

To begin, please click "Next" below.

What CSWB group are you a part of?*
○ Data and Decision Support Group
○ Situation Table

Approximately how long have you been involved with the group?*

[   ]

Appendix 3:
Survey for Situation Table and Data & Decision Support Group members

Halton's CSWB Initiative addresses priority community issues through Action Tables. To date, the CSWB Initiative has focused on the following areas:

- Reducing harmful **alcohol** consumption
- Improving **mental health crisis supports** for all
- Creating support for children and youth with a developmental disability and a mental health issue (**dual diagnosis**)
- Support spread and scale of **Community Wellness Hub Model** for older adults
- A coordinated approach to addressing **food insecurity**
- Community-based prevention and intervention strategies to prevent **gun and gang violence**
- Creating a more coordinated approach to addressing **homelessness**
- Create and strengthen pathways to safety for those impacted by **intimate partner violence**
- Reducing **social isolation among older adults**
- Addressing **opioid use** and related harms
- Improving the response to survivors of **sexual assault**
- Coordination during the **COVID-19** pandemic
- Support for **youth transitioning from the care of child welfare services**
- Enhancing access to **mental health supports for children and youth**

What issues (new, additional or evolving) should Halton's CSWB Initiative address moving forward?

Include up to three unique ideas/priority areas:

1.
2.
3.

Do you have any other comments about CSWB in Halton?

Community Safety & Well-Being in Halton
CSWB Survey for Community Partners

Halton's Community Safety and Well-Being (CSWB) Plan (2017) is a multi-sector model for collaboration that brings together community partners to work on issues that impact the health, safety and well-being of Halton residents. It is important to continue to improve and strengthen CSWB planning in Halton to better serve residents and remain responsive to emerging issues. To achieve this, the CSWB Project Team is engaging with stakeholders to inform the next iteration of Halton's CSWB Plan. The results of this survey will inform future dialogue with stakeholders and community members about CSWB.

Participation in this survey is voluntary and only aggregate data will be shared publicly. Your personal information and responses will remain confidential and will only be disclosed as permitted or required by law.

This survey should take less than 15 minutes to complete.

Please provide your responses by **October 31, 2023.**

If you have already received and answered a version of this survey, please disregard this version as we are aiming to reduce duplication in responses and would like one response per organization.

If you have any questions or require this survey in an alternate format, please email cswb@halton.ca.

To begin, please click "Next" below.

1. Are you aware of Halton's CSWB Plan, which aims to enhance safety and well-being in our community?*

- ○ Yes, I am familiar with the CSWB Plan and its objectives
- ○ I have heard about the CSWB Plan but do not know much about it
- ○ No, I have not heard about the CSWB Plan before
- ○ Not sure

1b. Please select the option that best reflects your awareness of the process to submit a community issue to be considered for CSWB action:*

- ○ Very Aware - I am fully aware with the process and its details
- ○ Somewhat Aware - I have some knowledge but would like more information
- ○ Not Sure - I am uncertain about the process
- ○ Not Aware - I have no knowledge of this process

Halton's CSWB Initiative addresses priority community issues through Action Tables.

Action Tables are focused working groups made up of community partners and organizations from multiple sectors that collaborate with the community to identify critical CSWB issues and develop solutions for priority concerns. Each Table is led by 1-2 key partners and members who participate in the Table have expertise in addressing the issue and working with the priority population.

To date, the CSWB Initiative has focused on the following areas:

- Reducing harmful alcohol consumption
- Improving mental health crisis supports for all
- Creating support for children and youth with a developmental disability and a mental health issue (dual diagnosis)
- Supporting the spread and scale of Community Wellness Hub Model for older adults
- A coordinated approach to addressing food insecurity
- Community-based prevention and intervention strategies to prevent gun and gang violence
- Creating a more coordinated approach to addressing homelessness, including encampment response
- Creating and strengthening pathways to safety for those impacted by intimate partner violence
- Creating supportive housing for adults with Mild Intellectual Disability and a mental health condition (dual diagnosis), and complex support needs
- Reducing social isolation among older adults
- Addressing opioid use and related harms
- Improving the response to survivors of sexual assault
- Coordination during the COVID-19 pandemic
- Support for youth transitioning from the care of child welfare services
- Enhancing access to mental health supports for children and youth

2. What community issues (new, additional, or evolving) would you like to see Halton's CSWB Initiative address moving forward?

Include up to three unique ideas/priority areas.

1. [   ]
2. [   ]
3. [   ]

3. Do you have any other comments about CSWB in Halton?

[   ]

4. Please indicate the organization you are affiliated with (if applicable)**:**

[   ]

5. Please select the sector that best represents your organization from the dropdown menu below:

[-- None -- ▾]

6. Would you be interested in participating in a follow-up dialogue or discussion regarding Community Safety and Well-Being Planning in Halton?

○ Yes - I would be interested in participating.
○ Maybe - I would like to know more about the details first.
○ No - I am not interested in participating at this time.

7. Please provide your name, organization and email below:

Name: [   ]

Organization: [   ]

Email: [   ]

Appendix 5:
Additional Information about Phase 1 and 2 Respondents

Most Action Table responses during **Phase 1** came from members of the *Building Safer Communities* and *Food Insecurity* Action Tables. The *Sexual Assault* and *Youth Mental Health* Action Tables had the least representation, and no responses were received from the *Homelessness* Action Table.

The following may account for the differences in number of responses across Action Tables:

• Respondents who have belonged to multiple Action Tables were only able to respond on behalf of one Table.
• It is assumed that respondents are more likely to identify with newer and more active Action Tables (like BSC) over older and less active ones.

Table 1: Distribution of Action Table respondents during Phase 1.

Action Table Name	# of Responses
Building Safer Communities	12
Food Insecurity	11
Older Adult Isolation	9
Crisis Mental Health	4
Community Wellness Hub	4
Dual Diagnosis	3
Youth Transitioning From Care	3
Opioids	2
Alcohol	2
Sexual Assault	1
Youth Mental Health	1

Phase 2 participants represented a variety of social services and community organizations, and a total of 18 different sectors were reported by respondents.

The sector that was most represented was *Children and Family Services*, followed by the *Food Security*, *Health Care, Employment, Community Development* and *Business Association* sectors.

See Table 2 for a full distribution of respondents per sector.

Table 2: Count of sectors represented in Phase 2 responses.

Sector	Respondents
Child and Family Services	3
Business Association Community Development and Social Change Employment Services Food Security Health Care Poverty Supports and Services	2
Community Centre Criminal Justice Social Services Disability Services Education and Youth Development Environmental Education and Services Equity, Diversity, and Inclusion Faith Organization Immigrant and Refugee Services Mental Health and Counselling Recreation Older Adult and Aging Services	1

Images of Halton's Community Safety and Well-Being Dashboard

Full Dashboard available at Halton.ca

An Overview of Well-Being in Halton

Click on each indicator icon to view more detailed information.

74.9%
have a strong sense of community belonging

23%
report high levels of neighbourhood cohesion

6.7%
living with low-income

24.2%
spend 30% or more of household income on shelter costs

293
individuals experiencing homelessness

28.4%
of children are vulnerable on one or more of the Early Development Instrument domains

89.2%
graduate high school within four years of starting grade 9

64.9%
complete post-secondary education

59.5%
are employed

21.4%
of older adults live alone

Living with Low-Income

What is it?

This indicator shows the percentage of residents living with low income, based on the low-income measure, after-tax (LIM-AT). The LIM-AT sets a threshold that is adjusted for factors such as the number of persons living in the household. Residents below the threshold are considered to be living with low-income.

Data Source

Statistics Canada – Census of Population

Data Notes

There are multiple measures of low income. The LIM-AT is the measure that can be used to do comparisons internationally and it is also the measure that the Province chose for its Poverty Reduction Strategy. The main challenge with the LIM-AT is that the threshold is nationally based, meaning there is only one threshold for the entire country. It does not take into consideration provincial and/or regional differences in cost of living.

$ **6.7%**
Halton

of residents in Halton were living with low-income based on the LIM-AT measure (2021)

$ **10.1%**
Ontario

of residents in Ontario were living with low-income based on the LIM-AT measure (2021)

| Map View | Trend View |

Percent by Geography

2021

Halton Hills
4.8%

Milton
5.8%

Oakville
8.6%

Burlington
5.9%
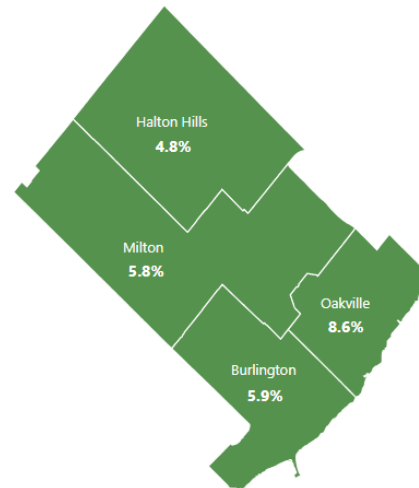
Halton Situation Table 2023 Annual Report

Released March 2024

Community Safety &
Well-Being
in Halton

Halton Situation Table
2023 Year in Review

Community
Safety &
Well-Being
in Halton

Background

In 2013, the Halton Situation Table was launched as a pilot in North Halton as a part of a Regional Community Mobilization and Engagement Strategy led by the Halton Regional Police Services. After a successful pilot phase, the Situation Table was expanded to all communities in Halton in 2015 due to its clear potential to improve outcomes, increase partnerships and reduce the need for more costly downstream interventions in the criminal justice, healthcare and human services systems. Due to the COVID-19 pandemic, the Situation Table has been meeting virtually since March 2020. A virtual format has made the meetings even more accessible and the partnerships around the Table have continued to grow.

How does it work?

The Halton Situation Table consists of over 30 agencies in front-line, acute-care and human services sectors. Situation Table partners gather (virtually) weekly to discuss clients of acutely elevated risk. When a situation is deemed to meet the criteria for 'acutely elevated risk', the Situation Table partners best positioned to lead a response come together to coordinate services, address risk factors and stabilize the situation to prevent further harm. The diagram to the right provides a general overview to the format of the Table and response.

Overview of Situation Table Format and Response:

Weekly meeting for one hour

20 or more agencies in attendance

Presenting situations of elevated risk

Share information and resources

Identify agencies to collaborate

Initiate a response within 24-48 hours

Connect individuals with services

Source: http://taylornewberry.ca/addressing-risk-through-system-collaboration-evaluation-of-the-connectivity-situation-tables-in-waterloo-region/
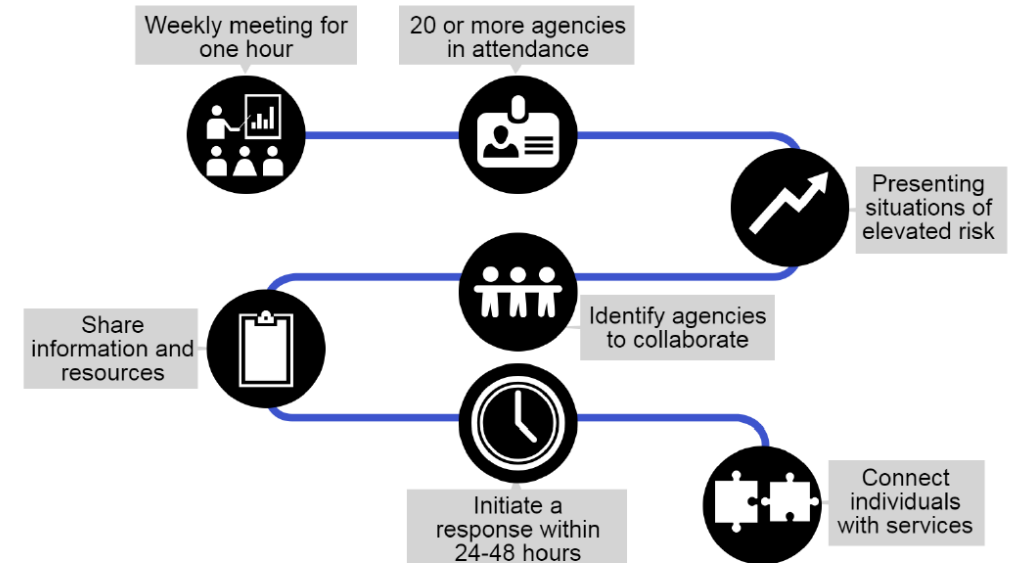
Figure 1: Overview of Situation Table Format and Response.

Halton Situation Table
2023 Year in Review

Community
Safety &
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in Halton

Acutely elevated risk (AER)

Acutely elevated risk (AER) is a situation negatively affecting the health and safety of an individual, family, group or place where there is a high probability of imminent and significant harm to self or others.

The "acute" nature of these situations mean that either threatening circumstances have accumulated to the point where a crisis is imminent, or new circumstances have contributed to an immediate and severely increased possibility of a crisis.

Left untended, situations of acutely elevated risk will require community crisis and emergency response services (e.g. one or more persons may be victimized, hospitalized, may be in a situation that leads to arrest or incarceration, may lose their shelter, etc.). It is the responsibility of the professionals sitting at the Situation Table to use their combined experience and judgement to determine if a situation meets the threshold of "acutely elevated risk."

By addressing situations of AER, the table works collaboratively to reduce multiple risk factors that increase the likelihood that someone within a community will experience harm and victimization.

Halton Situation Table
2023 Year in Review

Community
Safety &
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in Halton

Provincial four-filter process

The Situation Table involves a four-filter process to determine if situations meet the threshold of AER, guide decision-making of whether to share private and confidential information and determine if collaborative intervention is necessary to mitigate risk. The four-filter process is used by Situation Table's across Ontario.

The four filters include:

1. Initial screening to determine if the situation should be brought to the Table

2. A de-identified discussion to determine if the situation meets the threshold for AER

3. Limiting information shared about the situation to only what is necessary to plan or implement an intervention

4. Engaging in a separate discussion with the limited amount of personal information needed to plan and launch an intervention

Initial Agency/Organization Screening Process
✓ Could the risks be better managed through a multi-sector, collaborative approach?

FILTER 1

FILTER 2

De-identified Discussion
✓ Does the situation meet the threshold of 'Acutely Elevated Risk'?

Full Discussion Among Intervening Agencies/Organizations
✓ Separate meeting to discuss limited personal information required in order to plan and launch the intervention.

FILTER 4

FILTER 3

Limited Identifiable Information Shared
✓ Limited information is shared with only those reasonably necessary to plan/implement the intervention.

Note: this may be a larger group than identified for F4.

Ontario

Figure 2: Overview of Ontario Four-Filter Process.

Community
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Risk-Driven Tracking Database

The Risk-Driven Tracking Database (RTD) is used as a standardized means of gathering **de-identified** information on situations that meet the threshold of acutely-elevated risk.
The database, provided by the Ministry of the Solicitor General, is used by over 60 other sites across Ontario and numerous other sites across Canada.

The RTD allows for improved opportunities for data collection, analysis and reporting,
and offers fast access to local data. The data in the RTD can help identify local trends regarding priority risks and vulnerable groups, and can inform future programs and strategies within a community safety well-being plan.
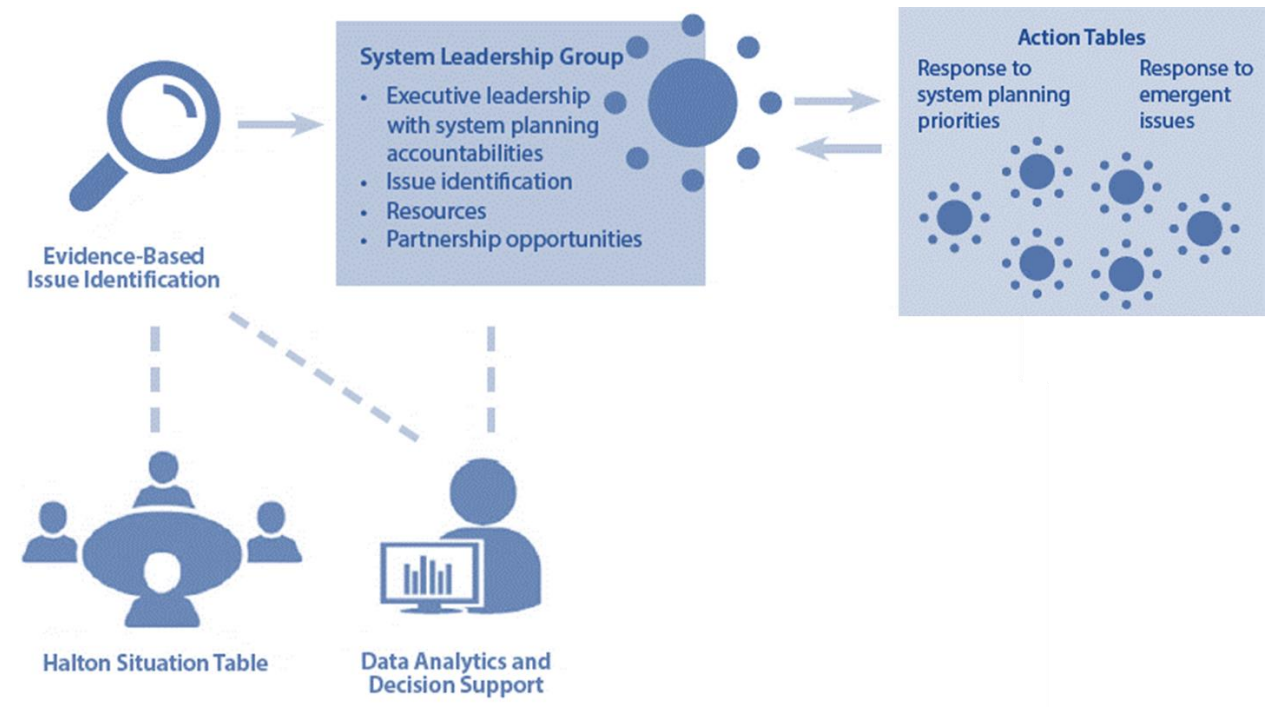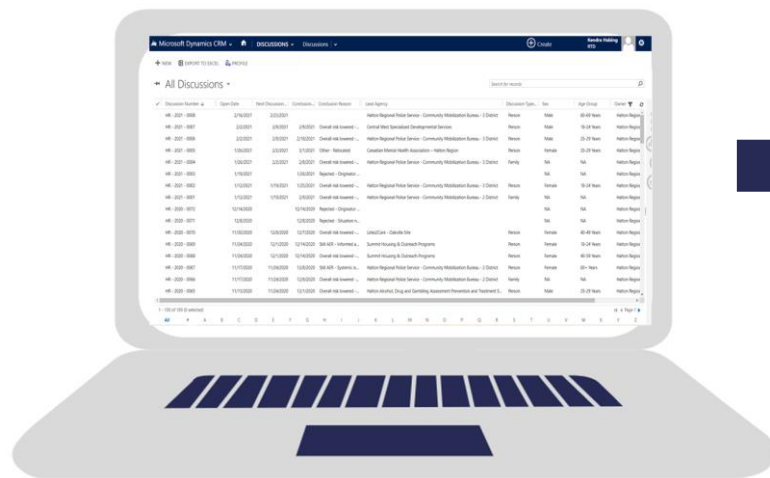
Figure 3: Overview of how Situation Table Data feeds into Halton's Community Safety and Well-Being Model.

Halton Situation Table
2023 Year in Review

Discussion overview

In 2023, 54 total discussions were presented to Halton's Situation Table and 53 (98%) of the discussions met the threshold of acutely elevated risk (AER). This is a decrease compared to the number of discussions presented in 2022 (i.e. 63). In 2023, the number of discussions presented varied by month and season. June had the highest number of discussions presented (9), followed by May and October (7 each). This trend is consistent with higher number of discussions occurring in the summer and fall months. On average, there were 4 discussions brought forward to the Situation Table every month.
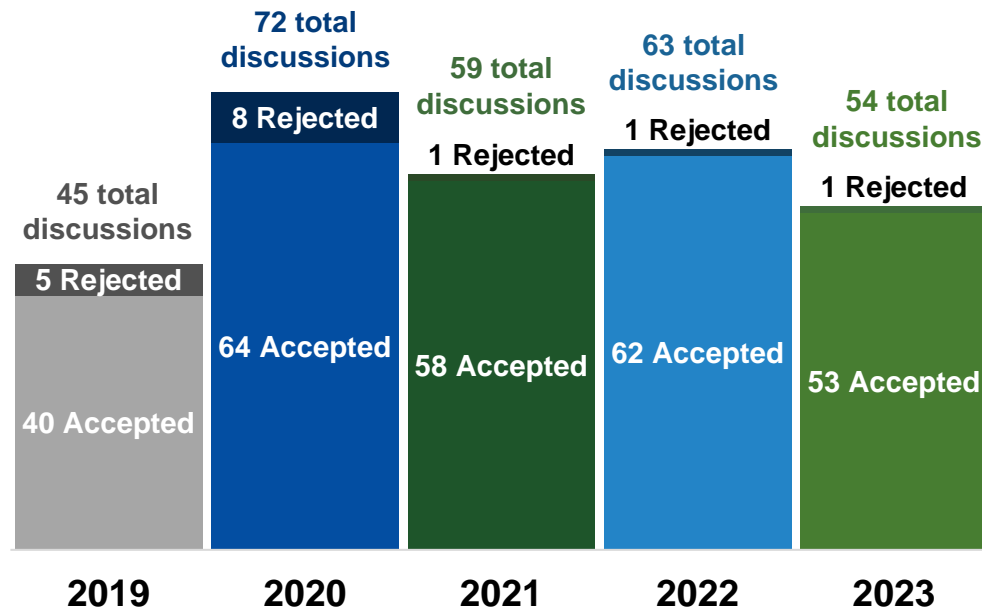
Figure 4: Total number of discussions presented to the Halton Situation Table, broken down by those accepted and rejected, for 2019 to 2023.
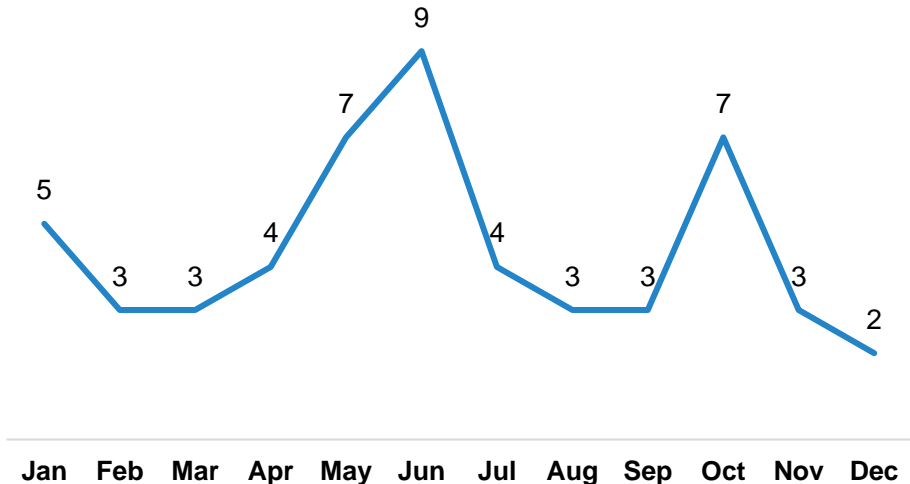
Figure 5: Total number of discussions presented to the Halton Situation Table, broken down by month in 2023.

Halton Situation Table
2023 Year in Review

Community
Safety &
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in Halton

Demographic data

When discussing situations of acutely elevated risk (AER), partners will identify the type of discussion as well as some de-identified socio-demographic information to assist in determining situational factors and agency engagement. A breakdown of Halton's 2023 results reveal most discussions were specific to a person and occurred most for men within the age groups of 12-17, 30-39, and 40-49 years.

44

discussions
about a person

Male: **25** (57%)
Female: **19** (43%)

9

discussions about
a family or dwelling

■ **Males** ■ **Females**
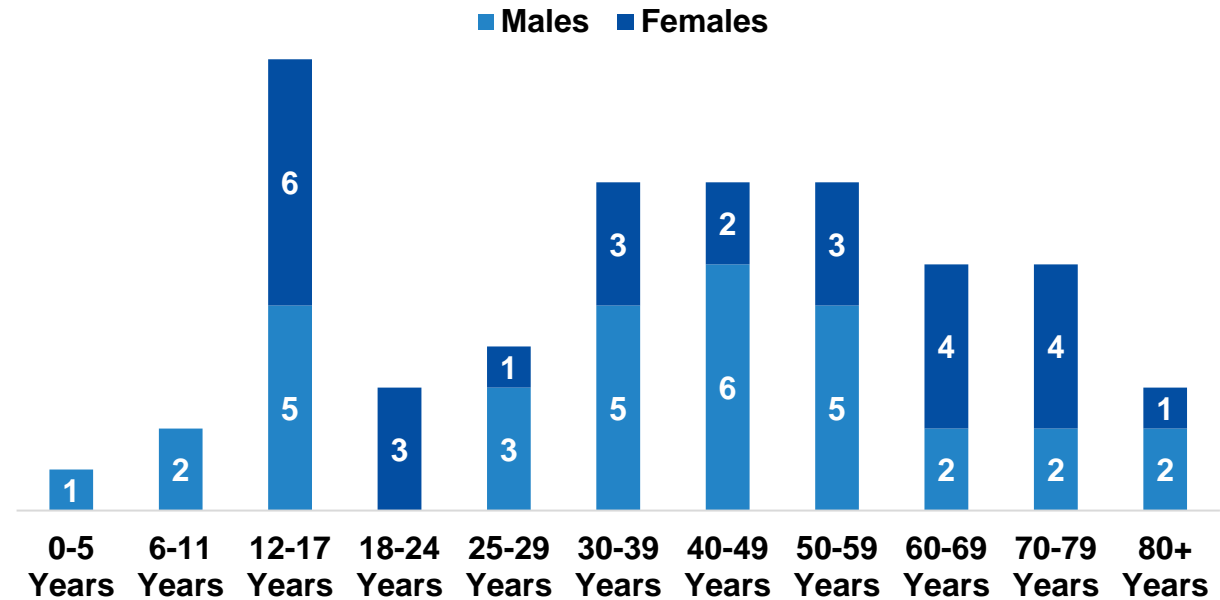
Figure 6: Discussions of acutely elevated risk, broken down by age and sex, in 2023.

Note: Data that appear in this graph are only associated with the 44 discussions where *Discussion Type* is identified as "Person" as well as discussions about a family or dwelling that had information on affected persons.

Halton Situation Table
2023 Year in Review

Risk category information (by discussion)

Risk information can be analyzed in two different ways in the Risk-driven Tracking Database (RTD) – by occurrence and discussion. There are 105 risk factors that roll-up into one of 27 risk categories. The number of risk factors in a respective risk category is not balanced (e.g. mental health has 7 available risk factors whereas criminal involvement has 13 risk factors, etc.). Representing the data by occurrence allows for a count of the number of times risk factors were reported in 2023 (391), regardless of how many times the risk factors of the same category appear in a single discussion. Comparatively, risk factor results by discussion capture instances where risk factors, classified into one of 27 categories, appear at least once per discussion.

1 Mental Health	2 Basic Needs	3 Housing	4 Physical Health	Antisocial/ Negative Behaviour	5* Cognitive Functioning
44 (83%)	32 (60%)	25 (47%)	20 (38%)		19 (36%) *tie
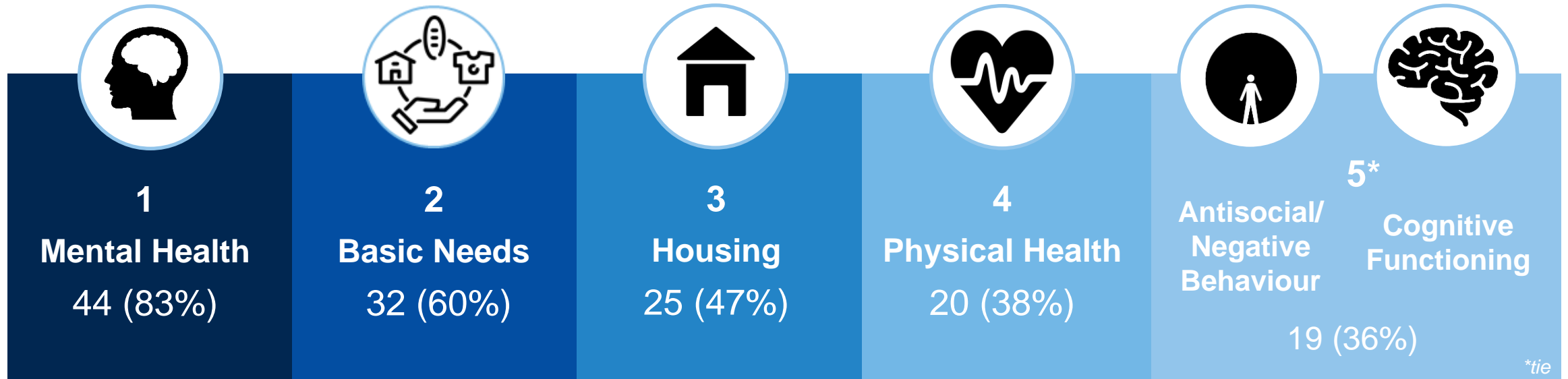
Figure 7: Top 5 risk categories, by discussion, in 2023.

Community
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Risk category information (by discussion)

Risk category information can be compared across years and between different groups (i.e. male and female). Monitoring risk category trends over time and between groups provides valuable insight into risks and can help inform community, safety and well-being planning to understand trends and emerging issues. Looking at specific breakdowns, such as sex and age, can also assist with understanding whether different risk factors are impacting different groups within the community.

⚠️ **Mental health** is the top risk category across all five years and for both males and females.

	Male	Female
1.	Mental Health (85%)	Mental health (83%)
2.	Basic Needs (58%)	Basic Needs (65%)
3.	Housing (54%)	Housing (48%)

Figure 8: Top 3 risk categories by discussion, for each sex, in 2023 Situation Table discussions.

	2019	2020	2021	2022	2023
1.	Mental Health (58%)	Mental Health (91%)	Mental Health (90%)	Mental Health (79%)	Mental Health (83%)
2.	Basic Needs (48%)	Housing (47%)	Housing (52%) / Criminal Involvement (52%)	Housing (40%) / Basic Needs (40%)	Basic Needs (60%)
3.	Housing (40%)	Criminal Involvement (39%)	Drugs (48%)	Antisocial/ Negative Behaviour (35%)	Housing (47%)
4.	Criminal Involvement (38%)	Antisocial/ Negative Behaviour (36%)	Physical Health (38%)	Physical Health (34%)	Physical Health (38%)
5.	Alcohol (33%)	Drugs (34%) / Suicide (34%)	Antisocial/ Negative Behaviour (36%)	Drugs (32%) / Cognitive Functioning (32%)	Antisocial/ Negative Behaviour (36%) / Cognitive Functioning (36%)

Figure 9: Comparison of top 5 risk categories by discussion, from 2019 to 2023.

Halton Situation Table
2023 Year in Review

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Risk category information (by occurrences)

Risk Category	Count (Percentage)
Mental Health	56 (14.3%)
Basic Needs	39 (10.0%)
Criminal Involvement	31 (7.9%)
Physical Health	28 (7.2%)
Housing	25 (6.4%)
Alcohol	22 (5.6%)
Drugs	21 (5.4%)
Antisocial/Negative Behaviour	20 (5.1%)
Cognitive Functioning	20 (5.1%)
Unemployment	18 (4.6%)
Suicide	14 (3.6%)
Crime Victimization	12 (3.1%)
Emotional Violence	12 (3.1%)
Physical Violence	12 (3.1%)
Threat to Public Health and Safety	12 (3.1%)
Parenting	10 (2.6%)
Poverty	10 (2.6%)
Self-Harm	7 (1.8%)
Sexual Violence	7 (1.8%)
Missing School	4 (1.0%)

Total number of risk factors reported: **319**

Average number of risk factors reported per discussion: **7**

Not included in graph are risk categories with ≤ 1% frequency:
- negative peers, missing/runaway, and social environment (0.8%),
- elderly abuse, and supervision (0.3%)

> " I presented my client with a dual diagnosis of bipolar [disorder] and mild intellectual disability… who was going to be released from jail… it was great just to [brainstorm about what other resources are available].
>
> I very much value the networking and connections [made] and how in a lot of cases our community agencies step up to try to help how they can even in the most complex situations. "
>
> **- Situation Table Organization**

Figure 10: Risk categories by count of occurrence in 2023 discussions.

Halton Situation Table
2023 Year in Review

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Detailed risk factor information

Table 1 lists **individual** risk factors that appeared five or more times in the database. These represent 88% percent of the individual risk factors identified in 2023.

Table 1: Count of individual Situation Table discussion Risk Factors identified in 2023

Risk Factor	Count
Basic Needs: Person unable to meet own basic needs	28
Mental Health: Diagnosed mental health problem	26
Housing: Person doesn't have access to appropriate housing	24
Alcohol: Alcohol abuse by person	15
Antisocial/Negative Behaviour: Person exhibiting antisocial/negative behaviour	13
Unemployment: Person chronically unemployed	13
Threat to Public Health and Safety: Person's behaviour is a threat to public health and safety	12
Cognitive Functioning: Diagnosed cognitive impairment/limitation	11
Mental Health: Suspected mental health problem	11
Drugs: Drug abuse by person	10
Poverty: Person living in less than adequate financial situation	10
Physical Health: Chronic disease	10
Physical Health: General health issue	10
Mental Health: Not following prescribed treatment	10
Cognitive Functioning: Suspected cognitive impairment/limitation	9
Suicide: Person previous suicide risk	9
Crime Victimization: Sexual assault	8
Criminal Involvement: Other	8
Criminal Involvement: Assault	8
Antisocial/Negative Behaviour: Antisocial/negative behaviour within the home	7
Physical Violence: Person perpetrator of physical violence	7
Basic Needs: Person unwilling to have basic needs met	7
Drugs: Drug use by person	5
Parenting: Parent-child conflict	5
Criminal Involvement: Damage to property	5

Halton Situation Table
2023 Year in Review

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Study flags

There are a total of 33 study flag values that can be collected within the risk-driven tracking database. In 2023, the total number of study flags reported totaled 197. The study flag reported most often was "recent escalation". This was also the top study flag reported in 2021 and 2022.

Study Flag	Count (%)
Recent Escalation	36 (18%)
Risk of Losing Housing/ Unsafe Living Conditions	26 (13%)
Homelessness	19 (10%)
Social Isolation	13 (7%)
Methamphetamine Use*	9 (5%)
Cognitive Disability*	9 (5%)
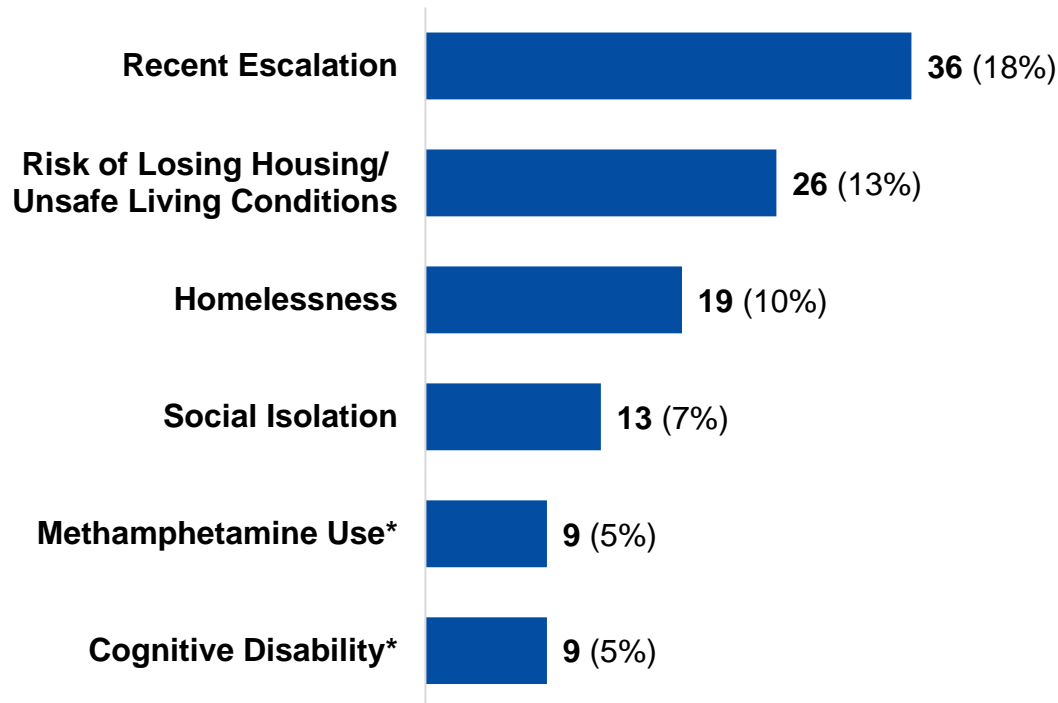
Figure 11: Top five Study Flags in 2023.
tied

> "
> The collaboration at the Halton Situation Table is amazing. I presented [an Indigenous youth with a diagnosis of Fetal Alcohol Spectrum Disorders and complex needs] that had recently become homeless. They were presented to the Halton Situation Table as a Halton Central West Specialized Developmental Services service user, despite finding themselves in Waterloo Region.
>
> It was amazing how the table collaborated anyway and then got me the contact with the Waterloo Situation Table. I was able to present at the Halton Situation Table on a Tuesday and then at the Waterloo Situation Table that Thursday, directly collaborating and sharing resources to find them shelter. "
>
> **- Situation Table Organization**

Halton Situation Table
2023 Year in Review

Sector and agency engagement

Halton's Situation Table is successful due to the high level of engagement from partners across the community. Over 30 agencies regularly attend and contribute to Situation Table discussions. Agencies can engage and participate in a number of ways: originating the discussion (i.e. bringing it to the table), leading the intervention, or assisting with the intervention.

The risk-driven tracking database categorizes all agencies into a primary sector. In Halton, the justice sector is the top originating and lead sector, which is expected as individuals often seek out the police in situations of acutely elevated risk (AER). The data presented confirms that discussing situations of AER through a multi-agency risk-based approach facilitates assistance form a wide variety of sectors. Therefore, there is a large variety in the assisting agencies best positioned to reduce the risks identified.

Justice 42%	Health 23%	Social Services 19%	Housing 11%	Children/Youth Services 6%
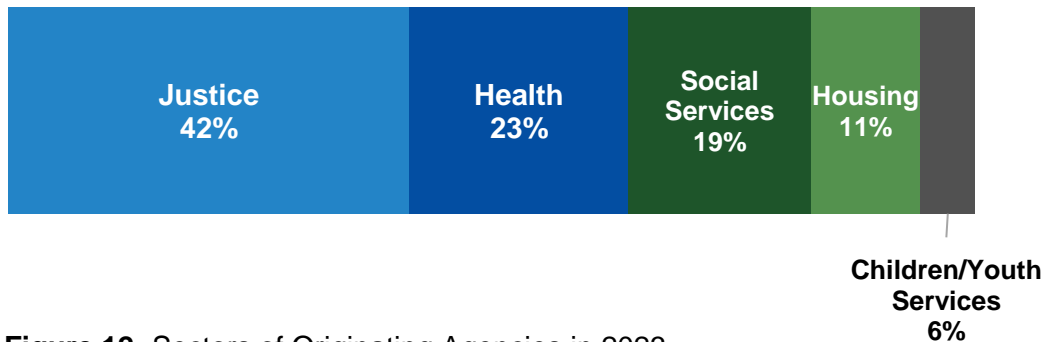
Figure 12: Sectors of Originating Agencies in 2023.

Table 2: Agencies that supported Situation Table discussions, in order of times assisting in 2023

Canadian Mental Health Association Branch – Halton Region
Halton Region - Housing Services
Halton Regional Police Service - Community Mobilization Bureau - 3 District
Halton Healthcare
Halton Alcohol, Drug and Gambling Assessment Prevention and Treatment Services
Links2Care - Oakville Site
Halton Regional Police Service - Community Mobilization Bureau - 2 District
Central West Specialized Developmental Services
Joseph Brant Hospital
Support House
Halton Regional Police Service - Community Mobilization Bureau - 1 District
Children's Aid Society of Halton
Summit Housing & Outreach Programs
Wesley Halton Housing Services
Probation and Parole - Ministry of the Solicitor General - Halton Region
Halton Region Paramedic Services
Home and Community Care Support Services - Halton Region
Home and Community Care Support Services - Mississauga Halton - Halton Region
Victim Services of Halton Regional Police Service
Elizabeth Fry Society of Greater Toronto
Reach Out Centre for Kids
Acclaim Health
Halton Region - Community Housing Corporation
Halton Regional Police Service - Community Mobilization Bureau – Headquarters
Oakville Fire Department
Halton Region - Employment and Social Services
HMC Connections
Sexual Assault and Violence Intervention Services of Halton
St. Joseph's Healthcare Hamilton – Seniors Mental Health Outreach Program – Halton
Halton District School Board
Halton Women's Place
John Howard Society of Peel-Halton-Dufferin - Milton/Oakville/Burlington Site Office
Oak Park Neighbourhood Centre
Youth Justice Services - Ministry of Children, Community and Social Services - Halton Region
Alzheimer Society of Peel - Behavioural Supports Ontario
Halton Catholic District School Board
Halton Region - Integrated System Navigators
The Salvation Army Lighthouse

Halton Situation Table
2023 Year in Review

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Number of people helped

60

people helped
by the Situation
Table in 2023
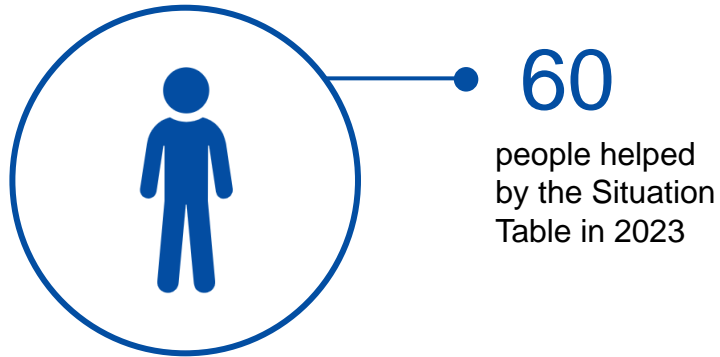
Number of people helped is an indicator tracked when a discussion is closed. The lead agency is able to identify the total number of people supported. This is often higher than the total number of discussions because often when supporting an individual there can be others in the home that require a referral or support. In addition, when working with families and households there are typically a number of persons supported during a response.

Reopening

Reopening of discussions occur when an individual is brought forward to the Situation Table more than once and the referring organization is aware (to be able to flag this). In 2023, 5/53 **(9%)** of discussions were considered a reopening. However, due to the de-identified nature of the data it could be estimated there may be more individuals who are returning to the table but the organizations are unaware the individual has been presented before.

> This individual was brought to table by Halton Police due to a police report stating the landlord was calling due to a foul smell coming from the apartment and his concern that the tenant was not being properly cared for. Police attended the call and discovered that this individual lived with her son, and that she had suffered strokes and was not mobile. As a result of this she was unable to move around the apartment and resorted to unsanitary means when her son couldn't carry her to the bathroom.
>
> The son had to quit his job to care for his parent, causing financial strain. After exhausting savings and family support, they faced eviction and the situation became very acute. The referral from the Situation Table was addressed by Housing Services and Wesley. Community Housing Support Services with Wesley - Halton. They were able to find a mechanism to fund housing for a brief period until longer-term solutions such as the Housing Benefit and Supportive Housing options were identified.
>
> In the meantime, Home and Community Care Support Services were able to attend to complete an assessment. Through this, the individual was able to receive services such as physiotherapy and supports for PSW personal care and assisting devices such as a hospital bed and wheelchair were provided. ODSP was approved and the individual was able to have her taxes filed through Oak Park Neighbourhood Centre.
>
> Housing has been stabilized, support services have been connected and the individual's son will be able to seek employment while caring for his mother.

- Situation Table Organization

Halton Situation Table
2023 Year in Review

Services mobilized

Data for services mobilized were captured for 53 (98%) of discussions. Once an intervention is implemented by Situation Table participants, the services mobilized as a result of the intervention are recorded. The types of mobilization are:

1. **Engaged with services**: begins receiving services/supports from an agency
2. **Connected with services**: facilitating communication with a service provider
3. **Informed of services**: making it known what services are available to reduce risks identified.

4. **Refused services**
5. **No services available**

	Mental Health	Housing	Addiction	Medical Health	Social Services
Connected to Service	15	17	5	7	5
Engaged with Service	13	6	4	6	5
Informed of Service	6	3	6	2	3
Refused Services	2	2	3		
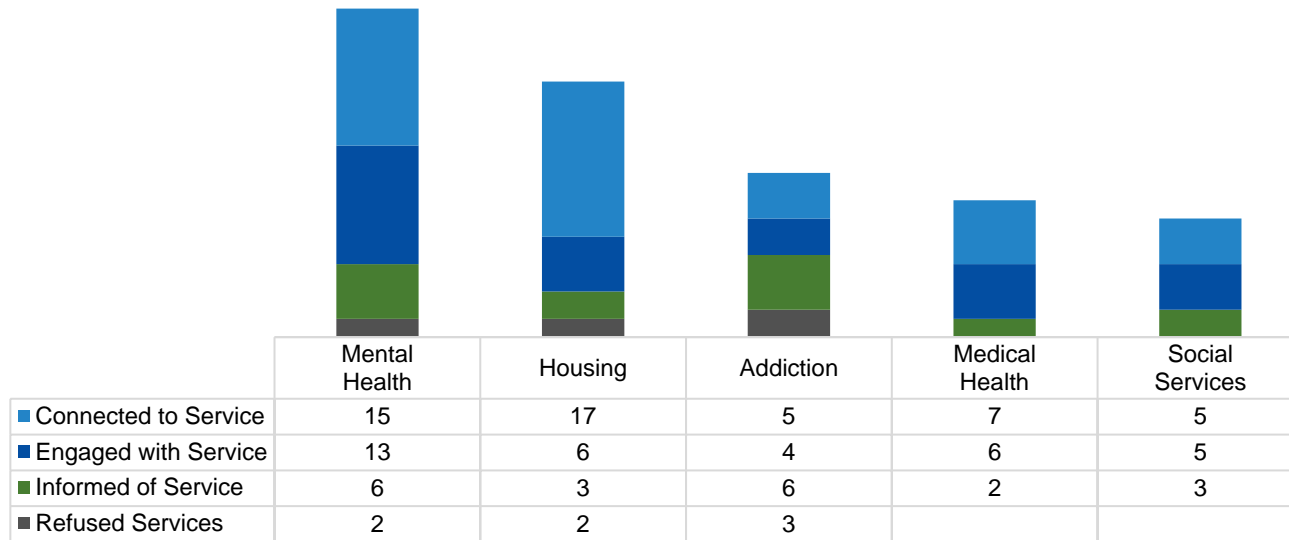
Figure 13: Top 5 types of services mobilized, by level of mobilization, in 2023.
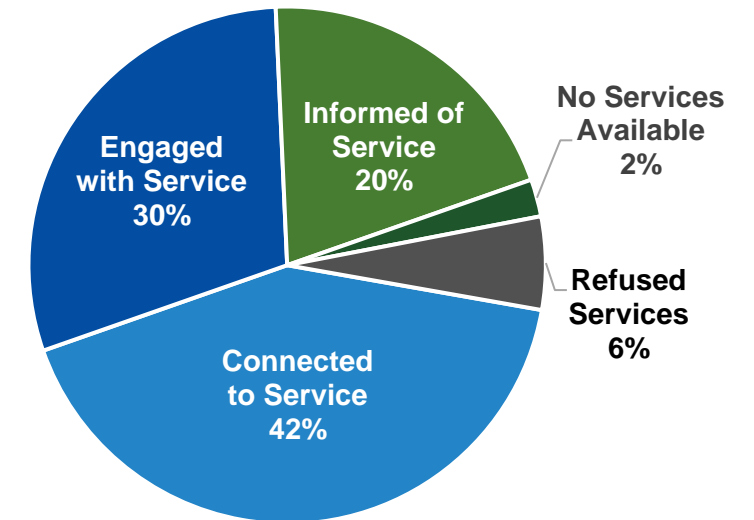
Figure 14: Type of service mobilization per discussion in 2023.

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Conclusion reasons

The RTD contains a list of 18 conclusion reasons grouped into four categories ("Overall Risk Lowered", "Still AER", "Rejected" and "Other"). Of the 54 discussions presented to Halton's Situation Table in 2023, the majority (81%) resulted in a successful outcome and the "overall risk lowered".

5 (9%) **Still Acutely Elevated Risk (AER)**
(e.g., refused services)

44 (81%) **Overall Risk Lowered**

4 (7%) **Other**
(e.g., unable to locate individual)

1 (2%) **Rejected**
(i.e., situation not deemed to be one of AER)
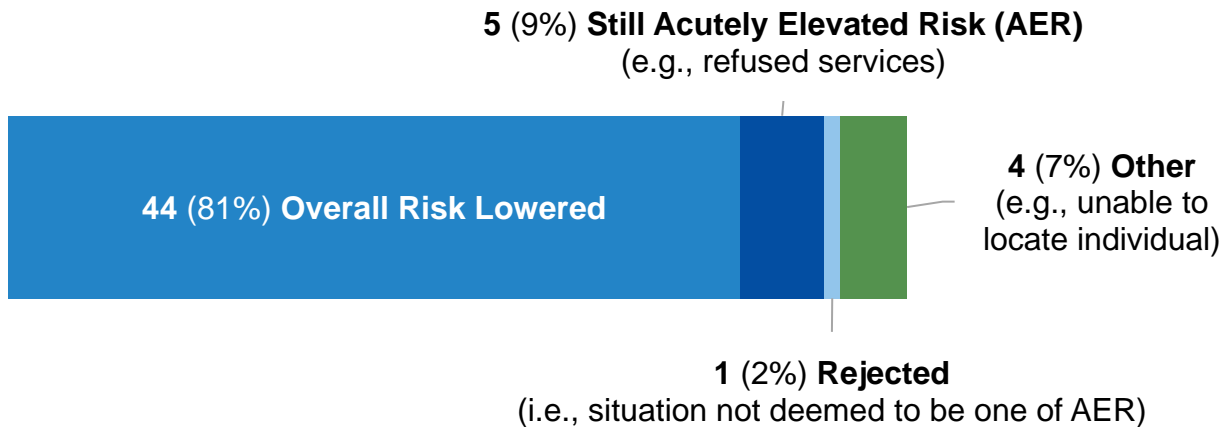
Figure 15: Total number of discussions presented to the Situation Table, broken down by conclusion reason, in 2023.

> The Halton Situation Table proved instrumental in addressing the complex needs of a severely unwell community member struggling with homelessness and mental health challenges. Initially presumed to be solely related to substance use, deeper investigation revealed a significant mental health history and harrowing circumstances leading to his deterioration.
>
> Collaborative efforts between social workers, healthcare professionals, and community advocates led to a breakthrough in securing hospitalization and subsequent treatment. Prior to this, the individual was in a cycle of being in the emergency department and prematurely discharged back into community. To assist in this, a persuasive advocacy letter provided crucial evidence, ensuring the individual received the necessary help.
>
> Through ongoing support and coordination, including assistance from Safe Beds and Lighthouse, the individual transitioned from homelessness to permanent housing, rebuilding his life.
>
> He has achieved remarkable progress, maintaining stable housing, reconnecting with family, and actively contributing to his community through music and social engagement. This success underscores the vital role of collaborative forums like the Halton Situation Table in addressing the complex needs of vulnerable community members, fostering reciprocity, and enabling meaningful partnerships for positive outcomes.
>
> **- Situation Table Organization**

Halton Situation Table
Data Terms and Notes

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Glossary of Terms

Acutely Elevated Risk (AER): A threshold used to determine the severity of a situation that is negatively affecting the health or safety of an individual, family, or specific group of people. In situations of AER, professionals are permitted by legislation to share personal information with the aim of eliminating or reducing imminent harm. Under the Four Filter Approach, the determination of whether the threshold of AER has been met takes place during the Filter 2 stage.

Conclusion Reasons: A list of potential outcomes that result from a Halton Situation Table discussion. The RTD includes 18 different conclusion reasons, grouped into four categories: Still AER, Overall Risk Lowered, Rejected, and Other.

Discussion: A case that is presented to the Halton Situation Table. A discussion could be about a person, family, dwelling, or more (as outlined by *Discussion Types* below). Discussions could be either accepted or rejected by the Situation Table, based on whether they meet the threshold of AER.

Discussion Types: Identifies the focus of a Situation Table discussion and intervention (i.e., person, family, neighbourhood, environmental, and dwelling).

Risk Factors: Negative conditions experienced by individuals, families, or communities that may increase the presence or fear of crime in a community. There are 105 risk factors listed in the RTD.

Services Mobilized: The interventions or services mobilized from a Situation Table discussion. There are five types of mobilization efforts that can be applied to 29 different types of services: Connected to Service, Engaged with Service, Informed of Service, Refused Service, or No Services Available.

Study Flags: Flags added to case notes that provide the opportunity to track specific conditions that fall outside the scope of individual risk factors, to identify and monitor community trends. There are 33 study flags available in the RTD.

Data Notes
Data was extracted from the *Risk-Driven Tracking Database* (RTD) in January 2024.

Public Agenda Information Report

To: Chair and Halton Police Board

From: Jessica Warren
Communications Advisor and Executive Assistant to the Chair

Subject: **Neighbourhood Watch Programs**

Report #: **CA24-04-I-01**

Date: **April 25, 2024**

INTRODUCTION AND BACKGROUND:

As Southern Ontario, primarily the Greater Toronto Area faces unprecedented levels of property crime and auto thefts there is a growing need for communities to be more vigilant and more aware of their surroundings. Halton previously had a Neighbourhood Watch group which disbanded several years ago.

Currently the only known form of Neighbourhood Watch in Halton is a Facebook Neighbourhood Watch group with almost 7,000 members. The group primarily posts property crimes, fraud and theft, often posting security footage of the incidents.

Neighbourhood Watch programs offer many benefits to the community:
- **Crime Prevention:** One of the primary benefits is the deterrence of crime. Neighbourhood watch programs increase vigilance and awareness, making it less likely for criminals to target the area.
- **Improved Safety:** With more eyes on the streets, neighbourhoods become safer for residents. This can lead to a greater sense of security and peace of mind.
- **Community Cohesion:** Participation in a neighbourhood watch fosters a sense of community spirit and unity. Residents come together with a common goal of protecting their neighbourhood, leading to stronger bonds and social cohesion.
- **Property Values:** Safer neighbourhoods often translate into higher property values. The perception of safety and security can make a neighbourhood more desirable to homebuyers, leading to increased property values over time.
- **Education and Awareness:** Neighbourhood watch programs often provide educational resources and training on crime prevention techniques, emergency preparedness, and community safety. This empowers residents with knowledge and tools to protect themselves and their property.
- **Reduced Fear of Crime:** When residents feel actively involved in protecting their community, it can reduce their fear of crime. Knowing that neighbours are looking out for each other can provide reassurance and a sense of control.

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- **Partnerships with Police Services:** Neighbourhood watch programs facilitate collaboration between residents and law enforcement agencies. This partnership enhances communication and coordination, leading to more effective crime prevention efforts.

However, there are some drawbacks to these types of community based groups. Common challenges that Neighbourhood Watch programs encounter include:

- **Privacy Concerns:** The increased surveillance and reporting can lead to heightened privacy concerns among residents, particularly with the misuse of social media and communication platforms.
- **Bias and Profiling:** There is a risk of racial profiling and bias, where individuals or groups may be unfairly targeted based on appearance or ethnicity, leading to community division.
- **Overreliance on Police:** Neighbourhood Watch programs can lead to an overreliance on police intervention for minor issues, straining resources and potentially escalating situations unnecessarily.
- **Lack of Participation:** One of the primary challenges is getting residents to actively participate. Many people lead busy lives and may not prioritize involvement in neighbourhood watch activities.
- **Volunteer Burnout:** In some cases, a small group of dedicated volunteers may shoulder most of the responsibilities, leading to burnout and decreased effectiveness over time.
- **Communication Issues:** Effective communication among members is crucial for the success of a neighbourhood watch program. If communication channels are lacking or ineffective, it can hinder coordination and response to incidents.
- **Limited Resources:** Neighbourhood watch groups often operate on limited budgets or rely solely on volunteer efforts. This can restrict their ability to implement certain initiatives or invest in necessary resources.

DISCUSSION / ANALYSIS:

The following active and operational Neighbourhood Watch programs in Canada have been reviewed and the findings are as follows:

Organization	Key Operational Methods	Police Involvement
Our Neighbourhood Watch (Toronto Neighbourhood)	• Uses Google groups, validates all new members, achieves postings, members can sign up for optional notifications, signs available, must know an existing member to join. • Approved by the City of Torontos community engagement team. • Functions similar to a residents association.	No direct police involvement in the organization of the group.
Safe City Mississauga	• Registered charitable organization, based in City Hall, Board of Directors, paid staff, partners with the City of Mississauga, Region of Peel and Peel Regional Police. • Offers programs: business watch, civic for kids, neighbourhood watch, school watch. • Reports annually	Partners with Peel Regional police, one Board member is appointed from Peel Police.

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	• Education based group, providing community resources.	
Halton Neighbourhood Watch	Facebook group only, around 7,000 members, focuses on fraud, property crime and theft, anyone can join.	No direct Police involvement. Facebook group admins share information from the HRPS social posts.
Hamilton Neighbourhood Watch	Facebook group only, 73,000 members, focuses on property crime, theft, missing pets, missing items.	No police involvement.
Niagara Neighbourhood Watch	Facebook group only, 17,000 members, focuses on primarily anything going on of interest to the community, including crime.	No police involvement.
Crime Prevention Association of Toronto	Board of Directors, helps groups across Toronto set up Neighbourhood Watch groups, previously funded by the City of Toronto, funding was pulled and they went virtual. provides tip sheets and people to use and help them get started, provides a lot of website resources, focuses on education and reporting suspicious activity.	Works as a liaison to groups setting up with their local police station as a point of contact.
Ottawa Neighbourhood Watch	Board of Directors, mission statement and values, focuses on education and reporting, helps groups set up, issues with retaining volunteers for Board of Directors.	Partners with Ottawa Police Service, sends people to their local police station to help get their group set up.
Saskatchewan Crime Watch Advisory Network	• Network of partnerships with the RCMP and Province of Saskatchewan. • Runs a system for community members to log their emails/ cell numbers to sign up for Crime Watch Network which will provide alerts for people in their specific neighbourhood (mass notification system).	Runs in partnership with the RCMP. The Advisory Network feeds the registration through to the RCMP so they can send out news and notices.
Neighbourhood Protect	Canada wide site, all Neighbourhood Watch programs in Canada can register allowing for a more expansive reporting system, provides crime maps and Twitter updates, posts are anonymous (except to law enforcement), provides tools for community members to start their own group and log it with this system, acts as a hub for all Neighbourhood Watch programs, provides tools to get started.	Police can identify who posts, should an investigation commence.
Winnipeg Neighbourhood Watch	Community members can sign up to become a Block Captain for their community (Captains are not vetted.) they would get email notifications from the police about crime in the area they signed up for.	Winnipeg Police sign up Block Captains and give them a start up kit.
Manitoba Citizens on Patrol Program	Province wide program, in partnerships with majority police services, 500+ volunteers, 41 groups, acts as a liaison	Police services provide recommendations and approvals for new Citizens on patrol groups, and

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	between citizens and law enforcement, works to deter, educate and create awareness.	conduct criminal records checks for group members.

Overall, findings show that Neighbourhood Watch programs are resident run, organized groups with minimal police involvement across various Neighbourhood Watch programs throughout Canada. Locally, Hamilton and Niagara Police Services do not appear to be involved in providing support to any Neighbourhood Watch Programs. Toronto and Peel Police Services provide minimal support in a liaison capacity. The majority of the programs are run similarly to a resident's association group, based on volunteers and community interest. In terms of police service involvement, it appears to be limited to the following:

- Acting as a starting off point for community groups to start a program, providing tools and resources to get started.
- Liaison with Neighbourhood Watch groups and attending occasional Board meetings (for those programs with a Board).
- Having a police representative on a primarily citizen appointed Board.
- Having a specific police contact for Neighbourhood Watch groups to reach out to.
- Providing information for Neighbourhood Watch groups on Police Service websites (contacts for different groups, tools to start a group, police contact for groups).

OPTIONS:

Option 1: Status Quo – no police involvement in Halton.
Option 2: Direct staff to look into how HRPS could support existing Neighbourhood Watch programs, (Facebook group) and report back on costs and staff time required.
Option 3: Direct staff to look into ways to support new community initiatives for Neighbourhood Watch programs, and what level of support HRPS would be willing to invest in terms of time and resources.

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

Any involvement of HRPS in a Neighbourhood Watch program will have at minimum, costs related to staff time. Potential larger costs if start up kits or resources are being offered to these types of programs.

Consideration that engaged and involved community members are needed to run these types of programs, and finding someone to take the lead on organizing these groups may be challenging as community engagement in general is down since the COVID pandemic.

The Legal Department should be consulted should HRPS choose to support Neighbourhood Watch programs in Halton. If only from the perspective of any obligation to vet potential groups and members who may be working with material/ supplies issued by the Service to start their program.

_____

Jessica Warren
Communications Advisor & Executive Assistant to the Chair

Attachments: None

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Halton Regional Police Service
Public Agenda Information Report

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

Subject: **HUMAN RESOURCES QUARTERLY BOARD REPORT**

Report #:   **P24-04-I-03**   **Date:**   April 25, 2024

INTRODUCTION AND BACKGROUND:

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

POLICE	2Q 2023 Actual	3Q 2023 Actual	4Q 2023 Actual	1Q 2024 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	23	23	23	23	26	-3
Detective Sergeant	10	10	10	9	11	-2
Sergeant	50	50	51	49	57	-8
Detective	45	44	44	45	46	-1
Constable (1st Class)	482	476	487	490		
Constable (2nd Class)	30	46	38	47		
Constable (3rd Class)	63	57	55	44	N/A	
Constable (4th Class)	40	44	43	46		
Recruits in Training	18	12	24	19		
Total Constables	633	635	647	646	675	-29
TOTAL SWORN	**783**	**784**	**797**	**794**	**837**	**-43**
Cadet *	14	14	7	6	0	0

* Cadets not included in complement (uniform contract positions)

One Vision, One Mission, One Team

CIVILIAN	2Q 2023 Actual	3Q 2023 Actual	4Q 2023 Actual	1Q 2024 Actual	Current Authorized Positions	Current Variance
Senior Management/ Administration	10	10	10	10	10	0
Supervisory/Professional/ Senior Clerical	99	100	103	105	127	-22
Clerical	105	101	103.5	101.5	116	-14.5
Communications	51	50	50	55	59	-4
Special Constables (Escorts/Summons)	29	30	30	30	30	0
Facilities Technicians	7	7	7	7	7	0
TOTAL CIVILIAN	**301**	**298**	**303.5**	**308.5**	**349**	**-40.5**

| TOTAL COMPLEMENT | 1084 | 1082 | 1100.5 | 1102.5 | 1186 | -83.5 |

TEMPORARY STAFF *(Temporary employees do not form part of the authorized complement.)*	2Q 2023 Actual	3Q 2023 Actual	4Q 2023 Actual	1Q 2024 Actual	Comments
Full-time	9	12	10	15	*** See details below**
Part-time	10	4	2	2	1 – District Clerk 1 – Abilities Management Consultant
As Required	72	53	56	70	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	91	69	68	87	

* FULL-TIME ALLOCATIONS	2Q 2023 Actual	3Q 2023 Actual	4Q 2023 Actual	1Q 2024 Actual	Comments
Replacements (Secondments/ Maternity/ LTD/etc).	6	6	4	5	1 – Staffing Advisor 1 – Business Analyst 1 – Snr. Corp. Comms. Specialist 1 – Crime Analyst 1 – Inventory Material Handler
Special Projects	1	5	4	4	1 – Victim Quick Response Coordinator 1 – Researcher Junior Crime Analyst 2– Prisoner Escort Officers
In Training	0	0	0	0	
Vacancy	0	0	0	3	2 – Station Duty Clerks 1 – Inventory Material Handler
Work Volume	2	1	2	3	1 – Business Analyst

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					1 – Police Analytics Specialist 1 – Facilities Maintenance Technician

SPECIAL SITUATIONS - UNIFORM * (Not included in authorized complement)	2Q 2023 Actual	3Q 2023 Actual	4Q 2023 Actual	1Q 2024 Actual	Comments
External Secondments	5	5	4	4	1 – HRPA President 2 – Ontario Police College 1 – Provincial Firearms Office
WSIB >1 year	16	16	19	20	
Leaves of Absences	2	0	1	1	1 – Unpaid LOA
Long Term Disability < 2 yrs	2	3	3	3	
* Long Term Disability > 2 yrs	7	7	9	8	
Short Term Sick Leave/WSIB < 1 Year	17	20	20	19	
Parental/Pregnancy Leave	13	9	13	6	
Jobs Shared by 2 Members	0	0	0	0	
SPECIAL SITUATIONS - CIVILIAN * (Not included in authorized complement)	2Q 2023 Actual	3Q 2023 Actual	4Q 2023 Actual	1Q 2024 Actual	Comments
External Secondments	0	0	0	0	
WSIB >1 year	3	4	5	5	
Leaves of Absences	1	0	0	1	
Long Term Disability < 2 yrs	5	4	5	5	Largely filled with Temporary Full-time
* Long Term Disability > 2 yrs	10	9	9	9	
Short Term Sick Leave/WSIB < 1 Year	7	4	5	11	
Parental/Pregnancy Leave	8	10	11	7	Largely filled with Temporary Full-time
Jobs Shared by 2 Members	0	0	0	0	

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DEPARTURES	2Q 2023 Total	3Q 2023 Total	4Q 2023 Total	1Q 2024 Actual	Total YTD 2024
TOTAL					
Uniform					
Retirements	3	2	1	5	5
Resignations	5	9	6	4	4
Terminations	0	0	1*	0	0
Deaths	0	0	0	0	0
Civilian					
Retirements	2	3	0	4	4
Resignations	1	5	1	2	2
Terminations	0	0	0	0	0
Other – position redundant	0	0	0	0	0
Deaths	0	0	0	0	0

ADVANCEMENTS	2Q 2023 Total	3Q 2023 Total	4Q 2023 Total	1Q 2024 Actual	Total YTD 2024
TOTAL					
Sworn Reclassifications	49	36	11	35	35
Sworn Promotions*	10	0	0	15	15
Civilian Reclassifications	14	10	16	0	0

*SWORN PROMOTIONS	
NAME	**RANK**

_____

Stephen J. Tanner
Chief of Police

:CB

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Halton Regional Police Service
Public Agenda Information Report

To: Chair and Police Board Members	**From:** Chief Stephen J. Tanner
Subject: **SEIZED FUND STATEMENT – FEBRUARY 29, 2024**	
Report #: **P24-04-I-01**	**Date:** April 25, 2024

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 February 29, 2024. 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.

_____
Stephen J. Tanner
Chief of Police

: GK/PL

Attachments: **Seized Fund Financial Statement**

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SEIZED FUND FINANCIAL STATEMENT
For the six-month period ending February 29, 2024
CONFIDENTIAL

SUMMARY OF TRANSACTIONS

Balance as of September 1, 2023	$ 16,140
Deposits in most recent 6 months	296,372
Cheques issued in most recent 6 months	(296,372)
Balance as of February 29, 2024	$ 16,140

SUMMARY OF TRANSACTIONS		
Summary by Year	#	$
2011	1	16,140
Total	1	16,140

Summary by Disposition	#	$
Awaiting disposition	1	16,140
Total	1	16,140

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

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

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Halton Regional Police Service
Public Agenda Information Report

To:	Chair and Police Board Members	**From:**	Chief Stephen J. Tanner
Subject:	**2023 Audit Report**		
Report #:	**P24-04-I-02**	**Date:**	April 25, 2024

INTRODUCTION AND BACKGROUND:

In January 2001, the Provincial Government enacted **Ontario Regulation 3/99**, a regulation under the **Police Services Act** of Ontario. This regulation, named **Adequacy and Effectiveness of Police Services (Adequacy Standards)**, is intended to ensure police services boards and police services afford the structure and tools required to provide effective delivery of policing services to the community.

Section 35 of **Ontario Regulation 3/99** of the **Police Service Act** provides that:

> "*Every board and chief of police shall implement a quality assurance process relating to the delivery of adequate and effective police services, and compliance with the **Act** and its regulations.*"

The Halton Police Board *Adequacy Standards Policy Manual* fulfils the Board's responsibility regarding implementation of the Adequacy Standards Recommendation. Specifically, **B-QA-001 – Audits, section 1.1** states that:

> "*It is the policy of the Board to ensure that audits on the delivery of the service to ensure its adequacy and effectiveness pursuant to the Act and its regulations are undertaken*"

Further, Halton Police Board *Adequacy Standards Policy Manual,* **B-QA-001 – Audits, section 1.2** states:

> "*To support this policy, The Chief of Police shall:*
>
> *(a)   develop and maintain an audit procedure and process to ensure compliance with the Act and its regulations:*
> *(b)   report to the Board on a semi-annual basis on the outcome of any comprehensive audit undertaken regarding the delivery of the service; and*
> *(c)   report to the Board on an annual basis on the outcome of any compliance audit undertaken regarding the delivery of the service*".

The Halton Regional Police Service Audit Unit is responsible for coordinating and completing comprehensive audits pursuant to a schedule set out in policy directive **EXE-008 Audits**,

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Appendix B, as well as the coordination and completion of comprehensive audits, on selected operational processes, upon the discretion of the Chief of Police.

The Audit Unit is also responsible for coordinating and reviewing compliance audits completed by unit/bureau managers pursuant to a schedule set out in policy directive **EXE-008 Audits**, **Appendix A**.

In addition to an annual Audit Summary report, Compliance Audit statistics and findings are submitted to the Senior Executive quarterly.

The Executive Summary below reports on Comprehensive Audits conducted in 2023, outstanding recommendations from audits conducted in previous years and 2023 Compliance Audit statistics.

Executive Summary – Comprehensive Audits

In 2023, Comprehensive Audits were completed in the following areas:

- Drug and Human Trafficking Unit (DHTU) Destruction
- DHTU Exhibits
- Firearm and Firearms Accessories Destruction
- Firearm and Firearms Related Property Exhibits
- Forensic Service Unit – Major Case Archived Exhibits
- Investigative and Expense Funds – Intelligence and DHTU
- Intimate Partner Violence Unit (IPVU) Gift Card Audit
- Ministry of Transportation (MTO) Information Services System (ISS)
- Property and Evidence Management Unit (PEMU) – Bin Exhibits
- PEMU Cameras
- PEMU Inventory (not a full audit)

Comprehensive Audit Summaries

Risk or Process Based Audits

Ministry of Transportation (MTO) Inquiry Services System (ISS): Annually the MTO requires an audit of HRPS generated ISS queries. In May 2023, the MTO initiated an ISS audit forwarding a selected number of records queried by HRPS members throughout 2022 to be audited in accordance with criterion set out by the MTO. The Service was found to be in compliance with components of the MTO ISS agreement, however we did have three members disciplined based on their misuse of the system. The audit also highlighted the lack of documentation by members, which is a requirement when accessing the MTO ISS. To address the noted concerns, a process was put in place that targets compliance, in relation to, declaring a law enforcement purpose for utilizing the system and prompting proper documentation.

PEMU Cameras: The purpose of this audit was to assess the visibility of the security cameras located in the PEMU vault. The audit evaluated the positioning of the current cameras in relation to the property shelves, the work areas and the visibility in relation to the high-risk property. The audit concluded that adding a total of 16 new cameras and moving two that were currently

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installed would provide full coverage of the areas housing the property and work areas. The quote to complete the audit was approved and the cameras were added into the budget, however the project has been put on hold due to an issue with the supplier.

Property/Evidence or Monetary Audits

Drug Destruction: On April 21st, 2023, 1379 drug exhibits and on November 15, 2023, 1478 drug exhibits were destroyed at Emerald Energy in Mississauga in accordance with **INV-005 Drug Investigations**. The Audit Coordinator observed the transfer and security of the exhibits from the secure holding location to the transport vehicle, and, the exhibits from the garage to the transport vehicle. Two-armed DHTU officers, one Drug Exhibit Clerk and the Audit Coordinator transported the exhibits to the destruction location and the destruction of the drug exhibits was witnessed by all four members.

Prior to the destruction, all applicable exhibits in the drug vault and drug garage were audited by the Audit Coordinator and an Audit Clerk. Exhibit tag numbers and property bag numbers were reconciled with Niche entries and the integrity of each package was checked. All exhibits were authorized for destruction by the Detective Sergeant.

An emergency drug destruction was required and therefore on May 12, 2023, the Audit Coordinator audited six totes that contained psilocybin, which were located outside in the PEMU Storage Area Cage #1. Once audited and approved for emergency destruction, the Audit Coordinator, a Drug Exhibit Clerk and an armed DHTU member observed the six totes containing the drug exhibits that were authorized for destruction being destroyed at Stericycle in Brampton, Ontario.

DHTU Exhibits: In November 2023, an audit of the DHTU exhibits minus the exhibits designated for destruction were audited. The purpose of this audit was to assess whether the preservation, control and disposition of drug exhibits and drug offence-related property is being effectively managed by DHTU. The audit involved conducting a comparison of Niche records to the physical examination of a sample of drug exhibits and offence-related property managed by the Drug Exhibit Clerk(s) located in the DHTU Main Vault.

A total of 1438 found, seized, or evidentiary drug items stored in DHTU were physically examined and only four exhibits were not accounted for. The Drug Exhibit Clerk(s) were assigned the task to locate the items and all four exhibits have been accounted for. Verification of drug exhibits and drug offence-related property is a lot more challenging than many of the other property audits, based on the current process in place, which are intended to address health and safety concerns of the Clerks. The main recommendation made as a result of the audit is to implement a process of having two members present when the quantity for seized drugs is determined by the seizing officers. Having a second member present provides a second level of verification, which then makes the limited verification process occurring by the Drug Exhibit Clerks less of a concern. The Audit report was submitted to DHTU on February 13, 2024 with 14 recommendations and is awaiting Commander comments before the recommendations are submitted to the Deputy Chief for approval.

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Firearms Destructions: In 2023 a total of 709 firearms, crossbows, bows and or firearm related devices were destroyed in accordance with policy directive **WEA-001 Handling, Processing, Testing and Disposal of Firearms, Ammunition, Crossbows, Bows, Firearms Registration Certificates, Licences and Authorizations** and Firearms Registrar requirements. On April 5, 2023 and November 30, 2023, the firearms and firearm accessories were transported to Dofasco in Hamilton by the Audit Coordinator, the PEMU Sergeant and two members of the Tactical Rescue Unit. The Audit Coordinator and the PEMU Sergeant witnessed the destruction of all the firearms and firearm related devices.

Prior to the destruction date, all applicable exhibits were jointly audited by the Audit Coordinator and the PEMU Sergeant. Exhibit particulars and corresponding exhibit paperwork was reconciled to each physical item to ensure destruction disposition criterion was met. All exhibits were authorized for destruction by the PEMU Sergeant. 53 agency firearms and 48 CEW's were disposed of during the destruction all of which were authorized by the Chief.

Firearms and Firearm Related Property Exhibits: The purpose of this audit was to assess whether the preservation, control and disposition of firearms, ammunition and firearm related exhibits were in compliance with legislation and policy and were being effectively managed. Firearm related exhibits include (but are not limited to) documentation/licences, crossbows, bows, firearm accessories and prohibited devices. 913 firearms, ammunition and firearm related exhibits were examined and reconciled to exhibit particulars documented in the Niche Property Module. All firearms and ammunition were accounted for during the audit. Twelve audit recommendations to increase internal controls and mitigate risk are being recommended.

FSU – Major Case Archived Exhibits: On December 7, 2023 the Audit Coordinator audited the forensic seals on the Major Case Archived Exhibits managed by FSU. The audit was conducted to verify that forensic seals placed on major case exhibits remained intact. The examination of 386 bins, two storage cages and one firearm locker confirmed the integrity of all previously placed forensic seals.

Investigative and Expense Funds: The purpose of this audit was to assess whether funds available for expenses incurred during undercover operations, dealing with confidential informers and/or witness protection were being effectively managed. Eight audit recommendations to increase transparency, increase internal controls and mitigate risk were approved and implemented.

IPVU Gift Card Audit: The Service received gift cards from a grant to distribute gift cards to high-risk victims of intimate partner violence. The purpose of this audit was to ensure that the gift cards provided to IPVU are all accounted for, tracked and distributed according to the applicable criteria. The IPVU Gift Card Audit was conducted on April 6th and October 13th, 2023 by the Audit Coordinator in the presence of the IPVU Detective Sergeant. All gift cards were accounted for, allocated appropriately and according to **Interim 2022-01 Intimate Partner Violence Unit Gift Cards** policy directive.

PEMU – Bin Exhibits: The purpose of this audit was to assess whether the preservation, control and disposition of property and evidence in PEMU was being effectively managed. Specifically, the examination of 3107 exhibits (approximately 20%) from 2019 to the present time were audited in the Bin Area of PEMU in June 2023. During the audit, all exhibits were located and

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reconciled, however due to the condensing of the bins project in PEMU, 39 exhibits were located in the wrong location according to Niche and were corrected during the audit.

Verification of property exhibits was identified by the audit unit as having improved significantly from the previous year. The audit did identify that higher risk property items were often stored in the bin area amongst the other property and a recommendation was made to identify and move (both physically and in Niche) the higher risk property items into a more secure area of PEMU which will help mitigate the chance of impropriety. Higher risk items that were identified as a result of the audit that require attention is all cash (any denomination), prepaid debit/credit cards, gift cards that contain balances and all jewellery regardless of value. Four audit recommendations to increase internal controls and mitigate risk were recommended and approved by the Commander and are awaiting Deputy Chief approval.

PEMU – Inventory: An inventory of all property and evidence items managed by PEMU was conducted on January 4th – 6th, 2023, as a result of the change in Unit supervision (which was delayed due to the barcoding project and personnel issues). The Audit Coordinator along with the PEMU Sergeant and two PEMU Clerks completed the inventory. All items identified in Niche to be lodged within the PEMU property room were located with the exception of two pieces of property. The property that was unaccounted for (cell phone and case) was subsequently located by the PEMU Sergeant as having been returned to the owner. Niche was updated accordingly.

Outstanding Audit Recommendations

The Audit Unit continues to track the implementation of audit recommendations from previously conducted audits in the below areas.
Provincial Offences Notices (2017): The recommendation to consider the implementation of an electronic ticket solution within the HRPS is the only audit recommendation outstanding for this audit.

Update: In 2024, E-ticketing was implemented in all three the District Response Units as a pilot project, which has received positive feedback. E-ticketing is scheduled to be in use Service wide by Q4 2024.

Privacy of the Duty Counsel Room in Central Lock-Up (CLU) and 3 District: A recommendation was made to sound proof the duty counsel room at CLU and 3 District, which was approved and is being addressed by the CLU – Staff Sergeant and Facilities Services.

Update: A sound proof door was ordered for CLU and is being installed the first week in April 2024. However, the door for 3 District was not ordered as it was discovered that the sound proof door would not be enough to address the problem. The area requires a reassessment; however, this location is a lower priority due to it being a back-up to CLU and is rarely utilized.
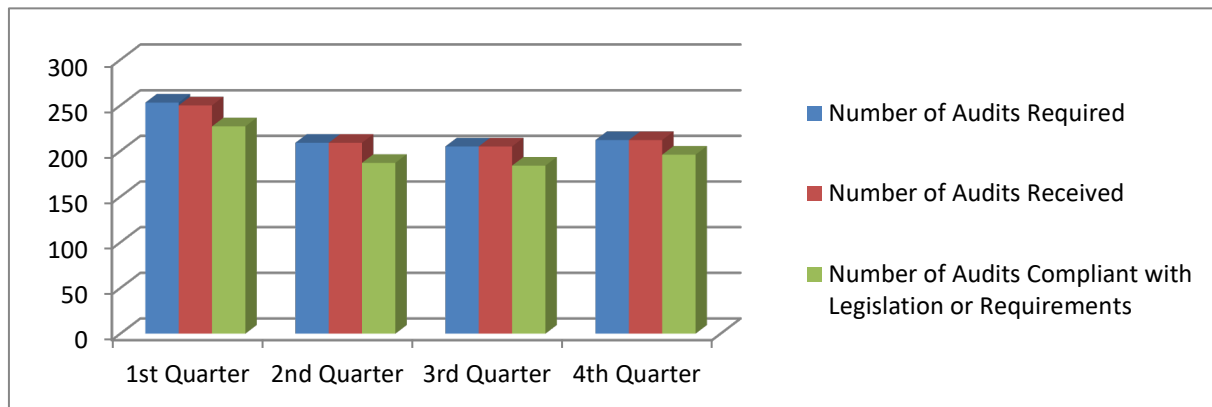
Compliance Audits

Compliance Audits were required in 42 different focus areas across the Service. Annually, Compliance Audits are assessed and evaluated to ensure that focus areas continue to mitigate risk, adhere to regulatory requirements and/or provide value and benefit to specific areas or operations of the Police Service.

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A summation of 2023's Compliance Audit statistics are as follows:

- 879 audits were required;
- 876 audits were completed;
- The total number of audits that were compliant with legislation or outlined requirements was 791, a 90% compliance rate; a 2% increase in compliance in comparison to 2022;
- Audits not complete were all from Quarter 1 and include:

  - Use of Force Audit – which was completed in the 4th quarter and has been moved permanently to the 4th quarter for logistics purposes;
  - March Portable Radio Audit – Auxiliary. The member responsible to complete the audit was transferred and did not complete it prior to their transfer. The audit was completed in the follow month;
  - Information Technology Services did not complete their Records Retention Audit due to the Records Retention Schedule being revised;

The below chart provides a breakdown of statistics by quarter:

All issues of non-compliance were reported to the appropriate Commanders upon identification to ensure rectification and future compliance.

Non-Compliance Notes:

Five compliance audits contributed to the majority of the non-compliance in 2023:

o **Building Inspections:** deficiencies in these audits are mainly related to e-tokens being unaccounted for month after month and various other issues that have been addressed;

o **Portable Radio Audit:** deficiencies in these audits are mainly related to emergency buttons not being tested when required and portables being unaccounted for;

o **Notebooks:** deficiencies in these audits are mainly related to supervisors not understanding **OPS-004 Notebooks and Electronic Notes** and therefore not conducting the audit correctly. Discussions have occurred and a communication and education piece have been identified as a

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way to address the issue. Any members who had notes that were non-compliant with **OPS-004** were addressed by their supervisor immediately;

o **Vehicle Equipment and First Aid & Decontamination Supplies:** deficiencies in these audits are related to inventory management. In large part, inventory fails to be replaced upon usage by members; replenishment is being completed when deficiencies are identified during the quarterly audit.

CONCLUSION:

The Service currently meets the requirements of the ***Police Services Act, Ontario Regulation 3/99*** and the Adequacy Standards in the areas that were audited and reported on.

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Stephen J. Tanner
Chief of Police

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Public Agenda Recommendation Report

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

Subject: **Amendments to Procedural By-law – CSPA Updates**

Report #:   **SEC24-04-R-01**   **Date:** 25 April 2024

RECOMMENDATION:

THAT Procedural By-law 2020-1 be amended as set out in the attachment to Report No. SEC24-04-R-01.

_____
Graham Milne, Board Secretary

Attachments: Amending By-law 2024-1 for Procedural By-law 2020-1
                            Draft Consolidated Procedural By-law 2020-1

INTRODUCTION AND BACKGROUND:

The Board adopted its Procedural By-law 2020-1 at its meeting of June 25, 2020. It has subsequently been amended by By-laws 2020-4, 2021-1 and 2023-1 in order to incorporate both best practices and the incorporation of hybrid meeting procedures following the COVID-19 pandemic.

As the Board is aware, the *Community Safety and Policing Act, 2019* ("CSPA") came into force and effect on April 1, 2024. CSPA contains several clauses that mandate amendments to By-law 2020-1 to align it with the new legislation. Most are administrative in nature such as the removal of references to the Police Services Act and their replacement with the appropriate references to CSPA; there are however two significant changes to how police boards are to manage confidential material and those are covered in the Discussion/Analysis section below.

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DISCUSSION / ANALYSIS:

The precise wording of the amendments is included in the appended amending by-law. The substance of the amendments is discussed below. A draft consolidated version is also attached and if approved will be posted on the Board's website.

- *Regular Meetings of the Board (Section 9.6 through 9.8 inclusive)*

  Sections 9.6 and 9.7 are where the most substantive amendments to the Procedural By-law are proposed. The changes to Section 9.6 involve incorporating language in CSPA regarding the reasons that permit the Board to close its meetings to the public. This new language is similar to Section 239(2) of the *Municipal Act, 2001* whereby municipal councils are permitted to close their meetings to public attendance under certain conditions, with some slight differences as befitting the mandate of a police board.

  New language is also proposed for Section 9.7, again in alignment with CSPA, that more clearly defines the closed meeting exception for sessions devoted to educating and training of Board members. It makes clear that no member may deal with any matter that materially advances the business of the Board at a meeting that has been closed for education and training. For greater clarity, the Board would not be able to approve Service expenditure requests or appointments at an education and training meeting even if the request is time-sensitive – a separate, properly constituted business meeting would be required.

  Section 9.8 will have the most impact on the proceedings of Board meetings as it requires the Board to adopt a resolution prior to resolving into closed session stating the exact reasons as set out in CSPA – as opposed to just a general motion to resolve into an undefined closed session. The resolution will vary at each meeting depending on what is to be discussed in the closed session. In practice, the appropriate resolution will be prepared by the Board staff in advance of each meeting for the Board's consideration at the appropriate time in the meeting.

- *Other Administrative Amendments*

  Minor administrative changes are also proposed. Per a requirement in CSPA, the agenda for each Board meeting must now be posted publicly seven (7) days prior to the meeting date, instead of five (5) as stated in the by-law currently. In practice this will mean the agenda being posted on the Board's website the Thursday of the week before its regular monthly meeting.

  The "Consent Agenda" and "Discussion Items" are proposed to be renamed to "Information Reports" and "Recommendation Reports." The Board has moved away from Consent and Discussion headings to avoid the implication that reports placed on one section of the agenda are more or less important than the other. This distinction will make clear that Information Reports are only those reports that are not requesting a specific action of the Board, whereas Recommendation

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Reports contain one or more actions for the Board's consideration. The Board is as always free to discuss or add directions via amendments to any report on its agenda.

One further proposed best practice update concerns the Motion to Reconsider, allowing it to be introduced at the same meeting as the motion to be reconsidered. Although use of this motion is extremely rare, updating this procedural tool will allow give the Board flexibility to re-open and amend based on new information, reverse, or correct an error in an adopted motion prior to the conclusion of the meeting at which it was adopted. The present version of the by-law mandates waiting until the next meeting and there may be occasions where the Board wishes to make the update immediately. Because the rule in this motion remains that it must be moved by a member who voted on the prevailing side, it cannot be used to force a re-vote on a motion where one or more members on the losing side are unsatisfied with the decision.

Additional minor amendments:
- o Extending the notice period to the Board for wishing to delegate on a non-agenda matter to ten days prior to the meeting instead of five;
- o Referencing the Board for the purposes of the by-law by its name as defined under CSPA as "The Regional Municipality of Halton Police Service Board";
- o Adding an Indigenous Land Acknowledgement to the commencement of each public meeting agenda.

ALTERNATIVES:

The Board may elect not to adopt some or all of the proposed amendments, in which case the current version of the Procedural By-law will remain in effect. However, it will be non-compliant with CSPA.

CONSULTATION:

The Chair, CGO and Director of Legal Services were consulted in the preparation of these amendments and report.

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

N/A

STRATEGIC MANAGEMENT ISSUES:

N/A

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BY-LAW NUMBER 2024-1

TO AMEND BY-LAW NO. 2020-1, A BY-LAW TO GOVERN BOARD MEETING PROCEDURES, AS AMENDED

1. PREAMBLE

1.1   Whereas Section 22(1) 1. of the *Community Safety and Policing Act* (Act) provides that every municipality shall constitute a board to have policing responsibility for the municipality;

1.2   And whereas Section 46(1) of the Act provides that a Board will establish its own rules and procedures in performing its duties under the Act;

1.3   And whereas The Regional Municipality of Halton Police Service Board enacted By-law 2020-1, a By-law to Govern Board Meeting Procedures, on June 25, 2020 and has since enacted additional amendments to this by-law;

1.4   And whereas the Act came into force and effect April 1, 2024, and contains legislative language that requires amendments to By-law 2020-1, as amended;

1.5   And whereas accordingly The Regional Municipality of Halton Police Service Board has determined that it is desirable to amend By-law 2020-1, as amended;

Therefore The Regional Municipality of Halton Police Service Board enacts as follows:

2. AMENDMENTS TO BY-LAW 2020-1, AS AMENDED

2.1   THAT By-law 2020-1 be amended by deleting all references to the "Halton Police Board" therein and replacing it with "The Regional Municipality of Halton Police Service Board", except in Section 3.1(d).

2.2   THAT Section 3.1 of By-law 2020-1, "Definitions" be amended as follows:

a) THAT 3.1 (a) be reworded as follows:

"Act" means the *Community Safety and Policing Act,* S.O. 2019, c. 1, Sched. 1, as amended from time to time";

b) THAT 3.1 (c) be reworded by deleting "III" and inserting "IV";

c) THAT 3.1 (d) be amended by deleting the words "Halton Police";

d) THAT 3.1 (e) be reworded as follows:

"Board staff" refers to all personnel whose role is to support the Board directly, including but not limited to Chief Governance Officer, Human Resources Advisor, Board Secretary, Executive Director, Communications Advisor and Executive Assistant";

e) THAT 3.1 (f) be reworded by deleting "28" and inserting "36";

f) THAT 3.1 (i) be deleted and that existing clauses 3.1(j) through (n) be renumbered as 3.1(i) through (m);

g) THAT the following clause be inserted as new 3.1 (n) as follows:

"Information Reports" means reports on an agenda which are considered routine, non-contentious and self-explanatory and contain no specific recommendation for Board action";

h) THAT 3.1 (o) be amended by deleting the words "Halton Police";

i) THAT existing clauses 3.1 (q) through (s) be renumbered as 3.1 (r) through (t);

j) THAT the following clause be inserted as new 3.1 (q) as follows:

"Recommendation Reports" means reports on an agenda that contain a recommendation for Board action;

2.3 THAT Section 5.1 be amended by deleting "28" in the first clause and inserting "36".

2.4 THAT Section 9, "Regular Meetings of the Board" be amended as follows:

a) THAT the preamble to Section 9.6 be amended by deleting "35(4)" and inserted "44(2)";

b) THAT existing Section 9.6 (a) and (b) be deleted;

c) THAT the following clauses be inserted under Section 9.6:

"

a) the security of the property of the board;

b) personal matters about an identifiable individual, including members of the police service or any other employees of the board;

c) a proposed or pending acquisition or disposition of land by the board;

d) labour relations or employee negotiations;

e) litigation or potential litigation affecting the board, including matters before administrative tribunals;

f) advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;

g) information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;

h) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

i) a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;

j) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board;

k) information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record;

l) an ongoing investigation respecting the police service board; or

m) if the subject matter being considered is a request under the Municipal Freedom of Information and Protection of Privacy Act."

d) THAT existing Section 9.7 be deleted and the following substituted therefor:

"Meetings of the Board may be held in confidential closed session if the following conditions are both satisfied:

a) the meeting is held for the purpose of educating or training the members of the board or of the committee, and;

b) at the meeting, no member of the board or committee considers or otherwise deals with any matter in a way that materially advances the business or decision-making of the board."

e) THAT the following be inserted ahead of the existing text in Section 9.8:

"Before closing a meeting, the Board shall state by resolution:

a) the fact of the holding of the closed meeting and the general nature of the matter to be considered at the closed meeting;

b) in the case of a meeting under Section 9.7, the fact of the holding of the closed meeting, the general nature of its subject-matter and that it is to be closed under that section."

2.5 THAT Section 10.10 be amended by inserting the words "under Section 9.7" after the words "Workshop Meetings may be held in closed session".

2.6 THAT Section 11.1 be amended by deleting "35" and substituting "43".

2.7 THAT Section 12, "Board Agenda" be amended as follows:

a) THAT Item No. 1 under Section 12.1 be amended by inserting "Indigenous Land Acknowledgement" as new Item 1.1 and that existing items 1.1 through 1.3 inclusive be re-numbered as 1.2 through 1.4 inclusive;

b) THAT Item No. 3 under Section 12.1 be amended by deleting "Consent Agenda" and inserting "Information Reports";

c) THAT Item No. 4 under Section 12.1 be amended by deleting "Discussion Agenda" and inserting "Recommendation Reports";

d) THAT Section 12.3 be amended by deleting "five (5)" and inserting "seven (7)";

e) THAT Section 12.4 be amended by deleting "five (5)" and inserting "seven (7)";

f) THAT Section 12.7 be amended by deleting the existing text and substituting the following therefor:

"In accordance with Section 43(6) of the Act, the agenda for each regular meeting of the Board shall be made available publicly at least seven (7) days prior to the meeting except in extraordinary circumstances."

2.8 THAT Section 15.2 be amended by deleting "five (5)" and inserting "ten (10)".

2.9 THAT Section 16.4 be amended by deleting the existing text and substituting the following therefor:

"Members will conduct themselves in accordance with Ontario Regulation No. 408/23 – Code of Conduct for Police Service Board Members and any Board Policy that may be approved."

2.10 THAT Section 19.9 by amended by inserting the words "either later in the meeting or" ahead of "at a subsequent meeting of the Board".

3. ADMINISTRATION

3.1 THAT all other provisions of By-law 2020-1 remain in force and effect.

3.2 This By-law will come into force upon the date of its passage.

4. EFFECTIVE DATE

4.1 This By-law is enacted by The Regional Municipality of Halton Police Service Board on the 25^h day of April, 2024.

APPROVED THIS 25th DAY OF APRIL, 2024.

_____   _____
CHAIR   BOARD SECRETARY

BY-LAW NUMBER 2020-1

TO GOVERN BOARD MEETING PROCEDURES

CONSOLIDATED VERSION
(As amended by By-laws 2020-4, 2021-1, 2023-1, 2024-1)

1. PREAMBLE

1.1   Section ~~2722~~(1) 1. of the ~~Police Services~~*Community Safety and Policing* *Act* (Act) provides that every municipality shall constitute a board to have policing responsibility for the municipality~~there will be a police services board for every municipality that maintains a police force~~.

1.2   Section ~~37~~ 46(1) of the ~~Police Services~~*Community Safety and Policing* *Act* provides that a Board will establish its own rules and procedures in performing its duties under the Act.

Therefore The Regional Municipality of Halton Police Service Board~~the Halton Police Board~~ enacts as follows:

2. INTERPRETATION

2.1   This By-law will be interpreted to be consistent with the following principles:

(a) The majority of Members have the right to decide;

(b) The minority of Members have the right to be heard;

(c) All Members have the right to information to help make decisions, unless otherwise prevented by law;

(d) Members have a right to an efficient meeting;

(e) All Members have the right to be treated with respect and courtesy; and

(f) All Members have equal rights, privileges and obligations, subject to additional rights, privileges and obligations granted to the Chair under this By-law.

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3. DEFINITIONS

3.1 In this By-law:

(a) "Act" means ~~the *Police Services Act,* R.S.O. 1990, c.P.15, as amended from time to time; or~~ the *Community Safety and Policing Act,* S.O. 2019, c. 1, Sched. 1, as amended from time to time;

(b) "Acting Chair" means a Member required to act from time to time in the place and stead of the Chair, pursuant to Section 6 of this By-law;

(c) "Board" means ~~the~~ The Regional Municipality of Halton Police Service Board ~~Halton Police Board~~ and is composed of such members appointed under Part ~~III~~ IV of the Act;

(d) "Board Secretary" means the Secretary to the ~~Halton Police~~ Board;

(e) "Board staff" refers to all personnel whose role is to support the Board directly, including but not limited to Chief ~~Administrative~~ Governance Officer, ~~Strategic Advisor,~~ Human Resources Advisor, Board Secretary, Executive Director, Communications Advisor and ~~Administrative~~ Executive Assistant;

(f) "Chair" means the Member elected as Chair of the Board pursuant to Section ~~28~~36(1) of the Act;

(g) "Chief of Police" means the Chief of the Halton Regional Police Service;

(h) "Committee" means a Standing or ad hoc committee and any other similar entity composed of individuals of the Board pursuant to the Act;

(i) ~~"Consent Agenda" means a listing of reports on an agenda which are considered routine, non-contentious and self-explanatory;~~

~~(j)~~(i) "Council" means the Council of the Regional Municipality of Halton;

~~(k)~~(j) "Days" mean calendar days exclusive of Saturdays, Sundays and Statutory holidays in the Province of Ontario;

~~(l)~~(k) "Delegation" means an address to the Board or its Committees at the request of a person or representative of a group or organization wishing to speak;

~~(m)~~(l) "Ex officio" means by virtue of office or official position;

(m) "Improper Conduct" means behaviour which offers any obstruction to the deliberations or proper conduct of a meeting;

(n) "Information Reports" means reports on an agenda which are considered routine, non-contentious and self-explanatory and contain no specific recommendation for Board action;
(n)

(o) "Member" means a member appointed to the Halton Police Board;

(p) "Quorum" means the number of Members to be present at a Meeting to legally conduct business at the Meeting.

(q) "Recommendation Reports" means reports on an agenda that contain a recommendation for Board action;

(q)(r) "Recorded Vote" means a vote for which the Secretary records all Members present and how they voted;

(r)(s) "Region" means the Regional Municipality of Halton;

(s)(t) "Regional Chair" means the Chair of the Regional Municipality of Halton;

3.2 In this by-law, words imparting singular numbers include the plural and vice versa, and all references to gender should be read as gender neutral.

4. APPLICATION

4.1 The Board will observe the rules of procedure in this By-law in all proceedings of the Board and, with necessary modifications, in its committees.

4.2 Subject to Section 4.3, a motion to waive, or not to follow a rule of procedure established by this By-law on a one-time basis requires a two-thirds vote of the Members present.

4.3 Notwithstanding the above – the Board cannot waive the following rules:

(a) Meetings open to the public (Section 9)

(b) Quorum necessary for Board and committee meetings (Section 11)

(c) Closed meetings (Section 9);

(d) Reconsidering decisions (Section 19.9-19.12);

(e) Amending the Procedural By-law (Section 24); and

(f) Two-thirds vote required to waive the rules (Section 4.2).

4.4 All points of order or procedure for which rules have not been provided in this By-law will be decided by the Chair, as far as is reasonably possible, in accordance, with the rules of parliamentary procedure as contained in Robert's Rules of Order.

5. ELECTION OF CHAIR AND VICE-CHAIR

5.1 In accordance with Section ~~28~~36(1) and (2) of the Act, the Members of the Board will, at the first meeting of each calendar year, elect from among its Members, a Chair and Vice-Chair for the year, in the following manner:

(a) The election of Chair will be conducted by the Board Secretary, unless otherwise determined by the Board;

(b) Nominations require a mover and seconder;

(c) Where more than one nominee stands for election, a vote will be taken;

(d) Prior to the vote being taken, each nominee will be given 5 minutes to speak to the nomination. Candidates will be called upon in alphabetical order of their surname;

(e) After the nominees have completed their speeches, a vote will be taken;

(f) If there are more than two nominees who choose to stand and upon the first vote no nominee receives the majority of the members present, the name of the nominee receiving the least number of votes will be dropped and the Board will proceed to vote again and continue to do so until either:

  (1) A nominee receives the majority of the members present; or

  (2) it becomes apparent by reason of an equality of votes that no nominee can be elected.

(g) Where the votes cast in a vote under this Section are equal for all the candidates:

  (1) If there are 3 or more nominated or remaining, the Board Secretary will by lot select the candidates who advance to the next ballot; or

  (2) If only 2 candidates remain, the tie will be broken and the position of Chair filled by the candidate selected by lot conducted by the Board Secretary.

(h) For the purposes of Subsection (1) and (2) above, lot means the method for determining the candidates who advance to the next ballot or the candidate to fill the position, as the case may be, by placing the names of the candidates on equal sizes of paper placed in a box and name(s) being drawn by the Board Secretary.

(i) No votes required under this Section will be taken by ballot or any other form of secret voting.

6. DUTIES OF THE CHAIR

6.1 The Chair of the Board:

(a) Presides at all meetings of the Board;

(b) Sets the agenda for all meetings of the Board, as set out in Section 12.1;

(c) Opens meetings of the Board by taking the chair and calling the Members to order;

(d) Puts to vote all questions, which are duly made and to announce the result;

(f) Declines to put to a vote, motions which infringe upon the rules of procedure or which are beyond the jurisdiction of the Board;

(g) Ensures that the Members, when engaged in debate, act within the rules of procedure;

(h) Maintains order and preserves the decorum of the meeting;

(i) Calls by name, any Member persisting in breach of the rules of procedure and orders him or her to vacate the room in which the meeting is being held and if necessary to proceed as provided in Section 16.2;

(j) Informs the Board on any point of order as necessary;

(k) Adjourns the meeting upon motion duly made when the business is concluded;

(l) Adjourns the meeting or recess the meeting for a time to be specified by the Chair, if considered necessary;

(m) Acts as the spokesperson for the Board for decisions made by the Board during its meetings;

(n) Signs all documents for and on behalf of the Board including but not limited to by-laws, resolutions, orders, and agreements which have been approved by the Board;

(o) Performs any and all other duties when directed to do so by decision of the Board;

(p) Where appropriate, expels or excludes from a meeting any person for Improper Conduct.

7. DUTIES OF THE VICE-CHAIR

7.1 When the Chair is absent, or refuses to act, or the chair is vacant, the Vice- Chair will act in their place, and while acting, will have the authority, rights, duties and powers of the Chair.

8. COMMITTEES OF THE BOARD

8.1 The Board may appoint two or more Members to a Committee of the Board to consider or inquire into any matter within the jurisdiction of the Board.

8.2 The Chair will be an ex-officio member of any Committee established pursuant to Section 8.1.

8.3 The Board will assign duties to a Committee, and the Committee will report on its work to the Board, as directed by the Board.

8.4 The Committee will deal directly with the Chief of Police, or their designate, or the Deputy Chiefs or their designates, when the Committee requires the assistance of the Halton Regional Police Service.

9. REGULAR MEETINGS OF THE BOARD

9.1 The Board will hold its regular meetings at least four times each year pursuant to the Act and according to the schedule set annually and approved by the Board, or at such other place and time as determined by the Board.

9.2 Board meetings may be held in person with all members physically present, virtually with all members participating by electronic video or teleconference, or by a combination of both. The Board Chair may, under the authority granted to them by Section 9.5 of this by-law, designate whether a meeting shall be in person ("In-Person Meeting"), fully electronic ("Electronic Meeting") , or a combination of both ("Hybrid Meeting").

9.3 The Chair will preside at all meetings and as soon as possible after the appointed time of the meeting, and where a quorum is present pursuant to Section 11, will call the meeting to order.

9.4 In the event the Chair does not attend a meeting within fifteen (15) minutes after the time appointed for the meeting, the Vice-Chair will call the meeting to order and preside until the arrival of the Chair. If the Chair or Vice-Chair are not in attendance, then those members in attendance will, by resolution, appoint one of themselves to act as Acting Chair for that meeting or until the arrival of the Chair or Vice-Chair.

9.5 The Chair may cancel and/or reschedule a regular Meeting of the Board or call a Special Meeting of the Board as necessary.

9.6 Meetings of the Board will be open to the public except as authorized by Subsection 35(4)44(2) of the Act as follows, or as may be legally permitted or required:

a) the security of the property of the board;public security matters where operational or any legal requirement to maintain secrecy outweigh the principle of transparent police board proceedings; or

b) personal matters about an identifiable individual, including members of the police service or any other employees of the board;if intimate financial or personal matters or other matters may be disclosed of such a nature, having regard to the circumstances, that the desirability of avoiding their disclosure in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public.

c) a proposed or pending acquisition or disposition of land by the board;

d) labour relations or employee negotiations;

e) litigation or potential litigation affecting the board, including matters before administrative tribunals;

f) advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;

g) information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;

h) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

i) a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;

j) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board;

k) information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record;

l) an ongoing investigation respecting the police service board; or

b)m)   if the subject matter being considered is a request under the Municipal Freedom of Information and Protection of Privacy Act.

9.7   Meetings of the Board may be held in confidential closed session if the ~~singular purpose of said meetings is education or training of the Board Members and no decision is made at these meetings that materially advances the business of the Board.~~following conditions are both satisfied:

   a) the meeting is held for the purpose of educating or training the members of the board or of the committee, and;

   b) at the meeting, no member of the board or committee considers or otherwise deals with any matter in a way that materially advances the business or decision-making of the board.

9.8   Before closing a meeting, the Board shall state by resolution:

   a) the fact of the holding of the closed meeting and the general nature of the matter to be considered at the closed meeting;

   b) in the case of a meeting under Section 9.7, the fact of the holding of the closed meeting, the general nature of its subject-matter and that it is to be closed under that section.

   No people other than Members and those permitted by the Board will attend confidential meetings, and all others will vacate the meetings when asked by the Chair.

9.9   All information pertaining to a confidential meeting will be treated as confidential by all persons in attendance unless the Board approves the publication of some or all of that information.

9.10   During a confidential meeting, the Board may move any item from the confidential agenda to a public agenda.

9.11   Social and electronic discussions about board business outside of a scheduled meeting (other than at a meeting of a Committee of the Board) technically constitute a meeting, and must conform to this By-law or cease immediately.

9.12   Whether or not a meeting is to take place fully electronically requires at least 48 (forty-eight) hours' notice by the Chair to Board staff, except in the case of an emergency declared under the provisions of the *Emergency Management and Civil Protection Act,* R.S.O. 1990, c.E.9, as amended.

9.13   In the case of a fully Electronic Meeting, the public shall be provided with access to those portions of the meeting taking place in open public session either by inclusion of the appropriate access information as part of the public meeting agenda or notice on the Board's website. Except for registered delegations, the

public's participation in an open Electronic Meeting shall be restricted to observation only.

9.14 Members of the public disrupting the meeting may be removed from the meeting (or have their access to the meeting terminated in the case of an electronic meeting) at the discretion of Board staff and without warning to the disruptive individual(s).

9.15 Individual Board Members are requested to provide at least 72 hours' notice if they wish to participate electronically in a Hybrid Meeting. The notice period may be waived under exceptional circumstances including, but not limited to: illness, inclement weather or unavailability of transportation to the designated meeting site.

9.16 In the case of a Hybrid Meeting, the following persons shall be required to attend the meeting in person, barring exceptional circumstances:
- Board Chair, or designate
- Chief of Police, or designate
- Board Secretary, or alternate

9.17 No Board Member may participate electronically in three consecutive Hybrid Meetings for a period of more than three (3) months without leave of the Board. The Board may grant such leave by the adoption of a resolution for that purpose.

10. SPECIAL MEETINGS AND WORKSHOP MEETINGS OF THE BOARD

10.1 The Chair, may at any time call a special meeting of the Board on forty-eight hours' notice and will do so whenever requested in writing by a majority of the members of the Board.

10.2 The Board staff will give notice to the Members of the Board of all special meetings by electronic mail or hand delivery, at least forty-eight hours before the scheduled time of such meeting.

10.3 The notice calling a special meeting will state the business to be considered at the special meeting and no business may be considered at a special meeting of the Board other than that specified in the notice.

10.4 Notwithstanding any other provision contained in this Section, the Chair, may cancel a special meeting of the Board if that special meeting was called by the Chair. The Chair may only cancel a special meeting that was requested by the Members if a majority of the Members consent.

10.5 The Board may schedule a Workshop Meeting of the Board, which is an informal gathering of the Board Members and invited staff and other guests for the purposes of education, training and/or general discussion on matters of governance, at which no formal Board business is transacted. For greater clarity, the Board may not issue direction to the Service at a Workshop Meeting or adopt any resolutions

which would typically be considered in a regular meeting. There is no minimum number of Workshop Meetings which must be held in a calendar year.

10.6   Workshop Meetings are not required to be held in a specific location and may be held in alternate venues subject to availability of the Board members and supporting staff. The location of the Workshop Meeting shall be at the discretion of the Board Chair.

10.7   Board Staff shall give notice to all Members regarding the subject, date, time and location of the Workshop Meeting.

10.8   Notice of the Workshop Meeting date, time and location will be made available to the public on the Board's Website.

10.9   After notice of the Workshop Meeting has been provided, no new subjects will be added to the Agenda since the appropriate notification will not have been given in accordance with this By-law.

10.10   Workshop Meetings may be held in closed session under Section 9.7 if the purpose is exclusively for education and training of the Members. Regardless, the Board Secretary or designate shall prepare minutes of each Workshop Meeting that note the attendance and describe the proceedings and subject matter discussed in general terms. The minutes of all Workshop Meetings, whether public or closed, shall be public and submitted to the Board for approval at a subsequent regular Board Meeting.

10.11   Any member of the public who attends a public Workshop Meeting will be permitted to observe the proceedings unless the proceedings resolve into Closed Session. No Delegations are permitted at Workshop Meetings.

10.12   The Board's procedural rules regarding quorum (Section 11), rules of debate (Section 17), points of order (Section 18), motions (Section 19), and voting on motions (Section 20) are deemed suspended for the purposes of a Workshop Meeting in order to facilitate the interactive discussions more suited to a Workshop setting. In addition, the Board Chair may delegate the role of presiding officer to another individual, either staff or outside personnel, who may be designated as facilitator for the Workshop Meeting.

10.13   No decisions shall be made at a Workshop Meeting. Any matter requiring a decision shall be referred to a Regular Board Meeting for consideration, deliberation and approval.

10.14   Presentations by Board staff or guest facilitators or speakers at a Workshop Meeting shall not be subject to a time limit except at the discretion of the Board.

10.15   Rules regarding electronic participation as outlined in Section 9 of this by-law are deemed to apply equally to any Special or Workshop Meeting.

11.   QUORUM

11.1 A quorum is a majority of the members pursuant to Section 3543(2) of the Act.

11.2 If no quorum is present thirty (30) minutes after the time appointed for a regular or special meeting, the Board Secretary will record the names of the Members present and the meeting will stand adjourned until the next scheduled day of Meeting, or the next regular meeting, or at the call of the Chair in accordance with Section 10.

11.3 Absence of Quorum – If Quorum is lost during a meeting or after the resumption of a recess, the Chair will, upon determining that a Quorum is not present, ask the Board Secretary to call for a Quorum and if a quorum is not present within fifteen (15) minutes, the Board Secretary will record the names of the Members present and the meeting will stand adjourned until the next scheduled day of Meeting, or the next regular meeting, or at the call of the Chair in accordance with Section 10.

11.4 All Board Members who participate in a meeting electronically shall be counted in determining whether or not a Quorum of Members is present.

12. BOARD AGENDA

12.1 Board staff will, after consultation with the Board Chair and Chief of Police, prepare an agenda that includes the following:

1. General
   1.1 Indigenous Land Acknowledgement
   1.2 Regrets
   1.23 Conflict of Interest/Pecuniary Interest Disclosure
   1.34 Confirmation of Minutes
2. Presentations/Delegations
3. Consent AgendaInformation Reports
4. Recommendation ReportsDiscussion Items
5. Operational Verbal Updates
6. Action Registry
7. Receipt of Public Correspondence
8. New Business
9. Move Into Closed Session
10. Closed Session Report
11. Adjournment.

12.2 The Board Chair may adjust the order of agenda items set out in Section 12.1.

12.3 All reports and supporting materials for the agenda will be submitted to the Board staff not less than five seven (75) working days prior to the date for the Board Meeting.

12.4 Reports and supporting materials received less than ~~five~~ seven (7~~5~~) working days prior to the date of the Board Meeting may be added to the agenda by permission of the Board Chair.

12.5 Any Member may add new business to the agenda after the Agenda Deadline if it relates to an urgent matter and the Board consents to the addition by majority vote.

12.6 Every letter, petition, request and other communication addressed to the Board will be received by the Board staff who will:

(a) where, in the opinion of the Board staff, the subject matter of any communication is properly within the jurisdiction of the Board, circulate it to the Members;

(b) where, in the opinion of the Board staff, the subject matter of any communication is properly within the jurisdiction of the Police Service, will refer it to the Chief for necessary action and a report presented at the next Board meeting if required.

12.7 ~~Board Staff will provide each Member of the Board with the agenda for each regular meeting as soon as practically possible prior to the meeting, preferably no later than the Friday preceding the day of the meeting.~~In accordance with Section 43(6) of the Act, the agenda for each regular meeting of the Board shall be made available publicly at least seven (7) days prior to the meeting except in extraordinary circumstances.

13. MINUTES

13.1 The Board Secretary will prepare the Minutes of every Board Meeting for submission to the Board for confirmation at the next Meeting, or as soon as is reasonably practicable. Following the confirmation of the Minutes by the Board, the Chair and Secretary will sign printed copies of the Minutes.

14. CONFLICT OF INTEREST DISCLOSURE

14.1 The Members are governed by the *Municipal Conflict of Interest Act,* R.S.O 1990, c. M.50, as amended.

14.2 To fulfill the Board's function pursuant to Part V (Complaints and Disciplinary Proceedings) of the Act, Members should not take part in the administration of Part V matters if they have a personal interest or where they may be perceived as having a personal interest or bias.

14.3 The Board Secretary will record in reasonable detail, the particulars of any disclosure of conflict of interest made by a Member and the particulars will appear in the minutes of that meeting of the Board.

15. HEARING OF DELEGATIONS

15.1 Delegations may be received at the Public meetings of the Board only, save by special permission of the Board. Delegations must meet at least one of the following critieria:
    a) be a resident of Halton Region
    b) own property in Halton Region
    c) work or attend school in Halton Region
    d) own/operate a business in Halton Region

Delegations who do not satisfy any of the criteria in 15.1 (a-d) may still be heard by the Board if the subject of the delegation is deemed to be in the Board's interest and the Board elects to waive the rules noted above.

15.2 Delegations wishing to address the Board regarding an item not on the agenda will only be heard at regular meetings and the person(s) requesting a delegation must make their request in writing at least ~~five~~ ten (10~~5~~) working days before the date of the Board meeting. The request will include the subject matter, a list of person(s) who will be addressing the Board and a copy of the materials that will be presented.

15.3 Upon receipt of notice requesting a delegation subject to 15.2, the request will be listed on the next most appropriate meeting agenda, which is not required to be the next scheduled meeting, and provided that the Board has jurisdiction over the subject matter as outlined in the request and the request is not subject to one of the following exclusions:

   a) Matters under police investigation or police oversight agency investigation;
   b) Matters under litigation or threatened litigation, including matters that are currently before a court or tribunal, or may be subject to a legal proceeding in the future;
   c) Allegations against individual Board Members, Staff or HRPS officers;
   d) In exceptional circumstances, where the Chair and Board staff determine, acting reasonably, that a person requesting to be a delegation is likely to engage in unreasonable or offensive conduct, make unreasonable, unfounded or offensive statements or demands, repeatedly speak on a subject matter that is not within the Board's jurisdiction, or otherwise misuse the privilege of addressing the Board.

15.4 If a request for delegation is subject to any of the restrictions noted above, the requestor will be advised by the Board Secretary of the refusal of the request and the Board will be informed about the refusal.

15.5 Delegations wishing to address the Board regarding an item listed on the agenda may be heard with permission of the Board. Requests are to be made to Board staff in writing no later than 4:30 p.m. on the working day prior to the meeting, setting out the particulars of the matter on which the person wishes to speak.

15.6 Delegations will be restricted to presentations of up to five (5) minutes and will address their remarks to the stated business. The time allotted for any delegation may be extended an additional five (5) minutes at the discretion of the Chair.

15.7 Upon the completion of a presentation to the Board by a delegation, Members may ask questions of the delegation for up to five (5) minutes. Members of the Board will not enter into debate with the delegation.

15.8 No Delegation will:

(a) speak disrespectfully of any person;

(b) use offensive words or unparliamentary language;

(c) speak on any subject other than the subject for which they have received approval to address the Board; or

(d) disobey the rules of procedure or a decision of the Chair.

15.9 The Chair may curtail any delegation, any questions of a delegation or debate during a delegation for disorder or any other breach of this By-law and, where the Chair rules that the delegation is concluded, the person or persons appearing will immediately withdraw.

15.10 Delegates may be permitted to participate electronically in a Board Meeting following procedures and requirements set out by the Board Secretary and subject to the following:

a) electronic means of participating must be available for the Meeting;

b) Electronic Participation must be clear and uninterrupted and allow for two-way communication, and if any unreasonable delay or interference is caused to the Meeting as a result of the electronic participation, the connection will be terminated.

16. CONDUCT OF MEMBERS

16.1 No Member will:

(a) Use offensive words or unparliamentary language in meetings of the Board;

(b) Speak on any subject other than the subject in debate;

(c) Criticize any decision of the Board except for the purpose of moving that the question be reconsidered;

(d) Speak in a manner that is discriminatory in nature based on an individual's race, ancestry, place of origin, citizenship, creed, gender identity, gender

expression, sexual orientation, age, colour, marital status, family status or disability;

(e)   Disobey the rules as set out in this By-law or a decision of the Chair on questions of order or procedure as set out in this By-law or resolution of the Board, or on the interpretation of the rules of the Board.

16.2   If a Member persists in disobedience after having been called to order by the Chair, the Chair will put the question with no amendment, adjournment or debate being allowed: "That such Member be ordered to leave their seat for the duration of the meeting of the Board." If a Member who has been ordered to leave their seat apologizes to the Chair and the other Members, they may, by vote of the Members, be permitted to retake their seat.

16.3   If the Member does not leave their seat as requested in Section 16.2, the Chair will adjourn the meeting.

16.4   Members will conduct themselves in accordance with Ontario Regulation No. ~~421/97~~408/23 – Code of Conduct for ~~Members of~~ Police Service~~s~~ Board Member~~ss Code of Conduct~~ and any Board Policy that may be approved.

17.   RULES OF DEBATE

17.1   Every Member, before speaking to a question or motion, or asking questions, will first receive recognition from the Chair and then the Member will address the Chair.

17.2   For each matter under consideration, the Chair will maintain a list of Members who have requested to speak or ask questions and will designate members to speak in accordance with that list.

17.3   When a Member is speaking, no other Member will interrupt that Member except to raise a point of order.

17.4   A Member may require the question or motion under discussion to be read at any time during the debate, but not so as to interrupt a Member who is speaking.

17.5   A Member may ask a question only for the purpose of obtaining information relating to the matter then under discussion. Questions must be clear and concise and may not be used to make statements or assertions.

17.6   The Chair may rule a question out of order if a Member has already asked substantially the same question in the same form.

17.7   No Member will speak more than once to the same question or motion, until every Member who wishes to speak has done so; and no member will speak more than twice to the same question or motion, except with permission from the Chair, to explain a part of their speech, which the Member feels may have been misunderstood.

17.8   Notwithstanding Section 17.7, a reply may be made by the Member who has presented a motion to the Board, following the conclusion of the speeches of the other members.

17.9   After a question is put by the Chair, no Member will speak to the question nor will any other motion be made until after the vote is taken and the result declared.

18.   POINTS OF ORDER AND PROCEDURE

18.1   Any Member may present a point of order or procedure and request the Chair's ruling.

18.2   The Chair will rule upon points of order and points of procedure without debate or comment, other than to state the applicable rule, and subject to being overruled by a majority vote of the Members, the decision of the Chair will be final.

18.3   Immediately following a Chair's ruling, a Member may make a motion to appeal that ruling, despite another Member having the floor. When challenged, the Chair may give a brief explanation of the ruling and ask the Members "Is the ruling of the Chair upheld?" In the event of a tie vote, the ruling is upheld. The decision of the Board under this Section is final.

19.   MOTIONS

19.1   A Member may make a motion that:

(a) Affects the Meeting's procedures, as set out in the Procedural By-law; or

(b) Takes action on the matter that is currently before the Board for debate.

19.2   A motion will be moved and seconded before being discussed or being put to a vote. The motion being moved must be clearly stated.

19.3   The Board Secretary will read a motion before a vote is taken if required to do so by a Member.

19.4   After a motion has been moved and seconded, it may be withdrawn by the mover at any time before a vote is taken.

19.5   A motion properly before the Board for decision must receive disposition before any other motion can be received, except motions;

(a) to adjourn;

(b) to amend;

(c) to refer;

(d) to suspend the rules of procedure;

(e) to table the question;

(f) to vote on the question.

19.6   A motion to adjourn the meeting may be made at any time except;

(a) when a Member is speaking or during the taking of a vote;

(b) when the question has been called;

(c) when a Member has already indicated to the Chair that they desire to speak on the question.

When a motion to adjourn the meeting is defeated, the motion to adjourn cannot be made again until the Board has conducted further proceedings.

19.7   A motion to amend:

(a) will be relevant to the question to be decided;

(b) will not be received if it in essence constitutes a rejection of the main questions;

and only one motion to amend such amendment will be permitted, and any further amendment will be made to the main question.

19.8   A motion to refer the question will include;

(a) the name of the Committee, other body or official to whom the question is to be referred; and

(b) the terms upon which the question is to be referred;

and any debate will only be permitted with respect to the desirability of referring the question and the terms of the referral, and no discussion of the main question or an amendment will be allowed until after its disposition.

19.9   After any matter has been decided, any Member who voted on the prevailing side may, either later in the meeting or at a subsequent meeting of the Board, move a motion for reconsideration of the matter, provided notice is given as required by this By-law, but no discussion of the matter will occur until the motion to reconsider is adopted.

19.10 No question will be reconsidered more than once at a meeting of the Board.

19.11 A motion to reconsider suspends action on the motion to which it applies until it has been decided.

19.12 If the action approved in the main motion cannot be reversed, the motion cannot be reconsidered.

20. VOTING ON MOTIONS

20.1 Except as provided elsewhere in this By-law, a motion will be deemed to have been carried when a majority of the Members present and voting have expressed their agreement with the question.

20.2 When the Chair is satisfied that a question contains distinct proposals, they may divide the question or on the request of a member, will divide the question, and the vote on each proposal will be taken separately.

20.3 Every Member present at a meeting of the Board when a question is put will vote on the question unless legally prohibited in which case the fact of the prohibition will be recorded in the Minutes of the meeting.

20.4 If a Member present does not vote when a question is put, they will be deemed to have voted in the negative, except where the Member is prohibited from voting by statute or declared conflict.

20.5 A Member may request a recorded vote on any matter and must make the request immediately before or after the vote is taken. If the request for a recorded vote is made immediately after the vote is taken, the first vote is nullified and a second, recorded vote must be held. When a recorded vote is requested the Board Secretary records the name and vote of each Member on the matter.

20.6 Any motion on which there is a tie vote will be deemed to be lost.

21. AVAILABILITY OF INFORMATION

21.1 Information relating to matters described in Section 9.6 of this By-law, will be marked "Confidential".

21.2 Immediately following the distribution of the agenda information to all Members of the Board, the public agenda materials will be made available to the media and to any member of the public requesting such information, provided the disclosure of such information does not relate to matters described in Section 9.6.

21.3 The Action Registry will contain tasks assigned by the Board to either the Chief of Police, Board committees or Board staff. All such tasks will be assigned by Board decision which may identify priorities and include deadlines.

21.4 The Action Registry will contain the requirements for each task as set out in the Board decision, the date of the Board decision, the person/body responsible for the task, the scheduled reporting meeting and task status. The Action Registry will be maintained by Board staff, who will coordinate scheduling of reports related to assigned tasks, and distribute an updated version along with each Board agenda.

21.5 Once items are complete, they will be removed from the Action Registry.

22. BY-LAWS

22.1 Every by-law will be introduced by motion by a Member, and any number of by-laws may be introduced together in one motion, but the Chair may, at the request of a Member, deal separately with any by-law.

22.2 Every by-law when introduced, will be in typewritten form and contain no blanks except as may be required to conform to accepted procedure or to comply with the provisions of any Act, and will be complete with the exception of the number and date of the by-law.

22.3 Every by-law which has been passed by the Board will be numbered, dated and signed by the Chair and Board staff, and filed in the Board office.

22.4 Amendments to By-laws may be made only by adoption of another By-law.

23. RECORDING DEVICES

23.1 The use of cameras, recording equipment, television cameras and any other device of a mechanical, electronic or similar nature used for recording the proceedings of a meeting that is open to the public by members of the public, including the news media, are permitted.

24. AMENDMENTS TO PROCEDURAL BY-LAW

24.1 To pass a motion to amend or repeal this By-law requires a two-thirds vote of Members present.

24.2 The Board will only consider amendments or repeal of this By-law at a Regular Board Meeting if notice has been provided by inclusion of an appropriate report or notification in the Public Agenda for the Meeting. For greater clarity, a Motion to amend or repeal this by-law may not be introduced from the floor by any Member, and the Rules of Procedure may not be waived in order to permit the introduction of such a motion.

25. ADMINISTRATION

25.1   That By-law No. 2017-004, as amended by By-law No. 2018-001 is repealed.

25.2   This By-law will come into force upon the date of its passage.

26. EFFECTIVE DATE

26.1   This By-law is enacted by the Halton Police Board on the 25th day of June, 2020.

APPROVED THIS 25th DAY OF JUNE, 2020.

_____   _____
CHAIR   BOARD SECRETARY

Action Registry – Public Section

Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
30 Jun 2022	4.2	*THAT an updated [HR] policy be brought back for future consideration by the Board including language regarding reporting internal harassment cases and their disposition.*	CGO	May 2024	Subject to new Provincial regulations
27 Apr 2023	3.2	*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.*	CGO	Dec 2024	As per new Provincial Regulation: Adequate & Effective Policing - General Standard
27 Apr 2023	3.3	*THAT the Service provide a presentation to the Board on the recruiting process and current status.*	Chief	April 2024	Refer to this agenda
2 Jun 2023	3.1	*"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,*	Chief	June 2024	

April 25, 2024

Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
		THAT the Board request that Dr. Perry return to the Service to determine the effectiveness of the implementation, and *THAT the Service be directed to include an EDI report card as part of its performance reporting."*		June 2024	
14 Dec 2023	3.2	*THAT a policy be developed regarding reporting of Secondary Employment to the Board.*	CGO	TBD	Subject to new Provincial regulations
25 Jan 2024	3.2	*THAT updates on compliance with the Community Safety and Policing Act, 2019 be added as a regular item to the Board's Public and/or Confidential Agendas as required."*	CGO	Ongoing	

April 25, 2024