

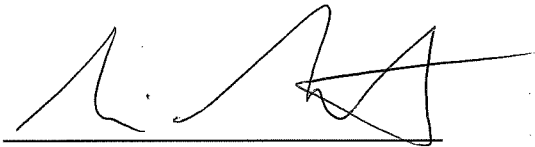
## HAMILTON POLICE SERVICES BOARD

### - RECOMMENDATION -

**DATE:** 2018 November 8  
**REPORT TO:** Chairman and Members  
Hamilton Police Services Board  
**FROM:** Eric Girt  
Chief of Police  
**SUBJECT:** *2019-2021 Business Plan*  
*PSB 18-106*

#### **RECOMMENDATION:**

That the Board adopts the *2019-2021 Business Plan* as presented, so implementation can begin on January 1, 2019.



Eric Girt  
Chief of Police

#### **FINANCIAL / STAFFING / LEGAL IMPLICATIONS:**

**FINANCIAL** – n/a

**STAFFING** – n/a

**LEGAL** – Compliance with the Adequacy Standards Regulation (AI-001) to develop a Business Plan at least once every three (3) years and include cost projections for implementing the Business Plan.

#### **BACKGROUND:**

The Adequacy Standards Regulation Framework for Business Planning (AI-001) requires every Board, in partnership with the Chief of Police, to prepare a Business Plan for its police service at least once every three (3) years.

On January 18, 2018, the Police Services Board approved the *2019-2021 Business Planning Proposal* (PSB #18-005). In preparation for the Business Plan Refit, various scanning initiatives were conducted to ensure we have a thorough understanding of the challenges confronting our Service and plan for the future. These included a Patrol Workload Study, Community Survey, Member Survey and various operational and statistical reports.

On June 1, 7, and 8, 2018, over 80 participants took part in the Business Planning Conference at St. Joseph's Healthcare Hamilton. The participants included members of the Police Services Board, community members representing different Hamilton organizations and Hamilton Police Service members, both sworn and civilian. A consultant, twelve in-house trained facilitators and four planning team members guided the process.

From June until October, the Professional Development Division consulted with the refit participants to confirm the strategic directions and goals, and subsequently turned the deliberations into a draft plan. Upon revision, the draft plan was presented to the Business Plan refit participants on October 3, 2018 for their input. The feedback was gathered and the draft plan was edited once again to reflect the recommendations. The draft plan was presented to Senior Management for review and approval on October 24, 2018.

Enclosed is a copy of the draft 2019-2021 Business Plan. The recommendation is that the Police Services Board adopts the Plan as presented so implementation can begin on January 1, 2019.

EG/tm

Attachment: Draft 2019-2021 Business Plan

cc: Frank Bergen, Deputy Chief – Support  
Treena MacSween, Inspector – Professional Development Division



## **Business Plan**

DRAFT

### **Vision**

To be a trusted partner in delivering public safety.

### **Mission**

To serve and protect in partnership with our communities.

### **Our Values**

#### **Compassionate**

We act with empathy, sensitivity and compassion to support our members and victims of crime.

#### **Dedicated**

We are relentless in our pursuit of offenders and committed to delivering quality service.

#### **Inclusive**

We embrace the principles of diversity and inclusion by demonstrating respect and reflecting the communities we serve.

#### **Integrity**

We act with integrity in everything we do.

#### **Innovative**

We believe in continuous education, growth, and the implementation of innovative solutions to address the changing needs of our communities and our service.

#### **Professional**

We are committed to providing the highest standard of service to ensure public safety and trust.

#### **Teamwork**

We are committed to collaboration with our members and our communities.



# HAMILTON POLICE SERVICE

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**ERIC GIRT** CHIEF OF POLICE  
**DAN KINSELLA** DEPUTY CHIEF - OPERATIONS  
**FRANK BERGEN** DEPUTY CHIEF - SUPPORT  
**ANNA FILICE** CHIEF ADMINISTRATIVE OFFICER

## COMMUNITY SAFETY

To ensure the safety of the communities we serve.

### Goals

- Identify and address emerging crime trends.
- Implement effective means to address all crime through education, analytics and enforcement.
- Implement effective prevention and enforcement to improve traffic safety.
- Manage legislative and regulatory changes to emerging issues.
- Address community concerns that affect public safety.
- Maximize communication with our community as it relates to services and supports, as well as crime prevention, public safety and harm reduction.

## ENGAGEMENT AND PARTNERSHIPS

To foster effective relationships with all our communities.

### Goals

- Collaborate and encourage participation within communities and organizations to help implement solutions and manage public safety needs.
- Provide meaningful volunteer opportunities and continue the development of future ambassadors for the Hamilton Police Service.
- Identify funding opportunities available to police services and community groups for the implementation of new programs and the continuation of existing effective programs.
- Engage in strategic organizational partnerships.
- Enhance communication with our communities to promote information sharing and mutual respect.



## PEOPLE AND PERFORMANCE

To increase organizational capacity and effectiveness by attracting, developing and retaining our members.

### Goals

- Ensure recruitment and retention of high quality internal and external candidates to serve in the Hamilton Police Service.
- Implement organizational programs that enable leadership development and succession planning.
- Ensure that our members' behaviours are aligned with our service values through performance management and career development.
- Implement effective delivery of internal and external training.
- Continue to implement employee wellness programs and strategies that focus on prevention, intervention and a supportive return to work.
- Ensure continuous workload analysis and evaluation to support effective deployment strategies.
- Improve and enhance timely communication with our members through various platforms.

## TECHNOLOGY AND ASSET MANAGEMENT

To ensure we have the necessary plans in place to address facilities, fleet and technology needs.

### Goals

- Provide a long-term management plan for technology, facilities and fleet.
- Research and implement relevant technologies to enhance Hamilton Police operations and programs.
- Remain current on uniform and equipment needs for all HPS members.
- Implement processes and systems to improve and increase the effectiveness of the organization.
- Leverage technology to enhance service to the community.