



Public Agenda

Date: Thursday, August 26, 2021

Time: 9:00 a.m.

Location: Zoom Video Conference

Link to watch meeting:

<https://us02web.zoom.us/j/89073812107?pwd=QmFNSUtPbm9zQUhtcGxmSVVZNjNXNBQ09>

1. GENERAL

- 1.1 Regrets
- 1.2 Disclosure of Conflicts of Interest
- 1.3 Confirmation of Minutes of Meeting P21-06 held Thursday, June 24, 2021
(Agenda Pages 1 – 6)

2. PRESENTATIONS/DELEGATIONS

- 2.1 Introduction of New Zone 4 Police Services Advisor - Inspectorate of Policing
- 2.2 Presentation from the Inspectorate of Policing - Ministry of the Solicitor General

3. CONSENT AGENDA

- 3.1 Halton Happenings - June/July 2021
(Agenda Pages 7 – 14)
- 3.2 P21-8-I-01 - Quarterly Human Resources Summary
(Agenda Pages 15 – 18)
- 3.3 P21-8-I-02 - Financial Report and Forecast - Second Quarter 2021
(Agenda Pages 19 – 26)

- 3.4 **P21-8-I-03** - Purchasing Activity - January-June 2021
(Agenda Pages 27 – 30)
- 3.5 **P21-8-I-04** - Semi-Annual Complaints Statistical Report - Public/Internal January-June 2021
(Agenda Pages 31 – 34)
- 3.6 **P21-8-I-05** - Trust Fund Statement - June 30, 2021
(Agenda Pages 35 – 36)
- 3.7 **P21-8-I-06** - FOI Summary/Information Privacy Commission Annual Report
(Agenda Pages 37 – 48)
- 3.8 **P21-8-I-07** - Mid-Year Performance Report
(Agenda Pages 49 – 66)
- 3.9 **SEC21-8-I-04** - Semi-Annual Board Governance Expenditure Report
(Agenda Pages 67 – 68)
- 3.10 Communications Update - August 2021
(Agenda Pages 69 – 72)

4. DISCUSSION ITEMS

- 4.1 **SEC21-8-R-05** - 2022 Budget Direction & Timelines
(Agenda Pages 73 – 96)

RECOMMENDATION

"THAT the attached correspondence from Keshwer Patel, Halton Region Commissioner of Finance and Regional Treasurer regarding Budget Directions for 2022, be received for information."

- 4.2 **P21-8-I-09** - Capital Projects/Programs Status - June 30, 2021
(Agenda Pages 97 – 100)

RECOMMENDATION

"THAT surplus funds of \$188,339 from T30809V Vehicles – 2019 that are no longer required be returned to the Police Vehicle Reserve and the Development Charge Reserves as appropriate."

4.3 **P21-8-R-10** - MD Charlton - Limited Tendering - Taser Products
(Agenda Pages 101 – 104)

RECOMMENDATION

"THAT the Halton Police Board authorize a two (2) year Limited Tendering contract for the supply and delivery of TASER products (CEW devices, cartridges and power magazines) from MD Charlton Ltd., in the amount of \$452,000 (inclusive of HST)."

4.4 **CGO21-8-R-01** - New Governance Policies
(Agenda Pages 105 – 120)

RECOMMENDATION

"THAT the following Governance policies be adopted:

- *G01 – Governance Commitment*
- *G02 – Board Job Description*
- *G03 – Governance Methodology*
- *G04 – Board Member Obligations*
- *G05 – Chair's Role*
- *G09 – Board Committees*
- *G10 – Governance Support; and*

THAT the following policies be repealed:

- *Attendance at Closed PSB Meetings*
- *Notice of Police Service Board Meetings*
- *Placement of Reports on Agendas*
- *Board Member Conduct*
- *Board Education and Training*
- *Board Member Recognition*
- *Board Member Competencies and Qualifications"*

4.5 **CGO21-8-R-02** - Board Retreat July 2021 & Results-Based Governance
(Agenda Pages 121 – 122)

RECOMMENDATION

"THAT the Board adopt Results-Based Governance as a central theme in its policies, plans and evaluation programs."

- 4.6 **SEC21-8-R-01** - Sponsorship - 32nd Annual Conference of the Canadian Association of Police Governance
(Agenda Pages 123 – 140)

RECOMMENDATION

"THAT the Halton Police Board authorize a Champion Level Sponsorship of \$5,000 from the Trust Fund for the 32nd Annual Conference of the Canadian Association of Police Governance (CAPG) to be held September 28-30, 2021."

- 4.7 **SEC21-8-R-02** - Nomination to CAPG Board of Directors 2021-2023 - Curt Allen
(Agenda Pages 141 – 144)

RECOMMENDATION

"THAT the nomination of Curt Allen to the CAPG Board of Directors for the 2021-2023 term be formally endorsed by the Halton Police Board."

- 4.8 **SEC21-8-R-03** - SAVIS Request for Sponsorship for Take Back the Night 2021
(Agenda Pages 145 – 146)

RECOMMENDATION

"THAT the request by Sexual Assault & Violence Intervention Services of Halton (SAVIS) for sponsorship of the 2021 Take Back the Night event be approved in the amount of \$1,000, from the Trust Fund."

5. **OPERATIONAL VERBAL UPDATES**

6. **ACTION REGISTRY**

- 6.1 Public Information Action Registry
(Agenda Pages 147 – 148)

7. **RECEIPT OF PUBLIC CORRESPONDENCE**

8. **NEW BUSINESS**

9. **MOVE INTO CLOSED SESSION**

10. **CLOSED SESSION REPORT**

11. **ADJOURNMENT**



Public Minutes

MEETING NO. P21-06

DATE OF MEETING: Thursday, June 24, 2021
9:00 a.m.

LOCATION: Zoom Video Conference

MEMBERS PRESENT (via Zoom Video Conference): Jeff Knoll (Chair)
Councillor Clark Somerville, Curt Allen, Don Foster, Ingrid Hann, Gary Carr, Regional Chair (arrived at 9:20 a.m.)

STAFF PRESENT (via Zoom Video Conference): Chief Stephen Tanner
Deputy Chief Jeff Hill
Deputy Chief Roger Wilkie
Ken Kelertas, Director, Legal Services and Legal Counsel
Paul Lavergne, Director, Corporate Services
Staff Sergeant Anita Laframboise
D/Sgt. Raf Skwarka
Tracy Dottori, Director, Human Resources
Bill Payne, Director, Information Technology.
Fred Kaustinen, Chief Administrative Officer
Kimberly Calderbank, Board Media Consultant
Graham Milne, Board Secretary
Jamie Dexter, Articling Student

GUESTS: Duane Sprague, Ministry of the Solicitor General

1. GENERAL

1.1 Regrets

N. Sekhon.



1.2 Disclosure of Conflicts of Interest

The Chair called upon Board members to declare any conflicts of interest they might have on the agenda. No declarations were made.

1.3 Confirmation of Minutes of Meeting P21-05 held Thursday, May 20, 2021

Moved by: C. Somerville

Seconded by: I. Hann

"THAT the Minutes of Meeting P21-05 held Thursday, May 20, 2021 be adopted as circulated."

Carried.

2. PRESENTATIONS/DELEGATIONS

2.1 Update on Search Incident Response Team (SIRT) and the Marine Unit - Sgt. Brian Lowe

Moved by: C. Somerville

Seconded by: D. Foster

"THAT the Update on Search Incident Response Team (SIRT) and the Marine Unit presentation be deferred to the next meeting of the Halton Police Board."

Carried.

2.2 Introduction of New HRPS Human Resources Director - Tracy Dottori

Deputy Chief Jeff Hill introduced Tracy Dottori, Director, Human Resources to the Board and advised that her official start date is June 28, 2021.

2.3 New Halton Police Board Website

Kimberly Calderbank, Board Media Consultant, introduced the Board's new website, demonstrating its highlights and functionalities and noting that it is a site that is fully managed by the Board staff. The launch date can be within one or two days of finalization. Chair Knoll requested that the website be launched pending some final updates, and that further Board and public feedback could be solicited at a later time to incorporate additional changes if needed.



Moved by: C. Allen
Seconded by: C. Somerville

"THAT the presentation on the Board website be received."

Carried.

3. CONSENT AGENDA

3.1 Halton Happenings – May 2021

3.2 P21-6-I-01 - Accountability Mechanism for Survivors of Sexual Assault

3.3 P21-6-I-02 - Community Safety and Well-Being Update

3.4 June Communications Update

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

"THAT Item Nos. 3.1 through 3.4 on the Consent Agenda be received for information."

Carried.

4. DISCUSSION ITEMS

4.1 P21-6-R-04 - Single Source - Computer Aided Dispatch Additional Licenses - Hexagon Safety & Infrastructure

Moved by: C. Allen
Seconded by: C. Somerville

"THAT the Halton Police Board authorize the Limited Tendering acquisition of additional Computer Aided Dispatch (CAD) Training and MPS software licenses from Hexagon Safety & Infrastructure for a total amount of \$296,001 (inclusive of contingency and HST);

and further,



THAT the Halton Police Board authorizes the transfer of funds from the Capital Reserve to Capital Project T6864B in the amount of \$296,001 in support of the acquisition of these Training and MPS software licenses;

and further,

THAT the Board authorize the expansion of the maintenance contract with Hexagon Safety & Infrastructure for support and maintenance pertaining to the additional licenses for a total amount not to exceed \$92,513 (inclusive of HST) for the period July 1, 2021 to Dec 31, 2022."

Carried.

4.2 P21-6-R-05 - Total Power Ltd. - Limited Tendering - Generator Maintenance

Moved by: C. Allen

Seconded by: G. Carr

"THAT the Halton Regional Police Services Board authorize the award of a five (5) year Limited Tendering contract to Total Power Limited to provide scheduled maintenance and as needed repairs to the Service's building and radio tower site emergency electrical generators in the upset amount of \$975,671 (inclusive of HST)."

Carried.

5. OPERATIONAL VERBAL UPDATES

Operational updates were provided regarding the following:

- Relocation of Milton court operations for an expected period of six months
- Ontario Association of Chiefs of Police (OACP) has presented the 2021 Traffic Safety Initiative of the Year Award to Constable Marc Taraso for Project Noisemaker

The Board expressed its congratulations to Deputy Wilkie on being elected as Vice-President of the OACP.

6. ACTION REGISTRY

6.1 Public Information Action Registry

Moved by: C. Allen

Seconded by: I. Hann



"THAT the Public Information Action Registry be received."

Carried.

7. RECEIPT OF PUBLIC CORRESPONDENCE

Moved by: I. Hann

Seconded by: G. Carr

"THAT the public correspondence received since last meeting be received."

Carried.

8. NEW BUSINESS

There was no new business.

9. MOVE INTO CLOSED SESSION

Moved by: G. Carr

Seconded by: C. Somerville

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

Carried.

10. CLOSED SESSION REPORT

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



11. ADJOURNMENT

Moved by: G. Carr

Seconded by: D. Foster

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

Carried.

The meeting adjourned at 12:08 p.m.

Jeff Knoll
Chair

Graham Milne
Board Secretary



Halton Happenings - June/July 2021

Welcome to the June/July 2021 edition of Halton Happenings. We have changed the layout to reflect the Service's **Framework for Community Safety and Well-being**. These strategic priorities include:

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

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

4 Pillars of Community Safety and Well-Being

What does it mean?

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





Halton Happenings - June/July 2021

INCIDENT RESPONSE

Mobile Crisis Rapid Response Team (MCRRT)

The Mobile Crisis Rapid Response Teams responded to 302 calls for service during the months of June and July. This included 120 in Burlington, 135 in Oakville, 21 in Milton and 25 in Halton Hills. Of these calls, 201 were a mental health priority call. This accounts for 66.6 per cent of the team's time.

Of the 101 "non-mental health priority" calls, the teams provided mental health support in 19. When these numbers are factored in, 220 of the teams' 302 calls were mental health related. Therefore 72.8 per cent of the teams' occurrences involved providing mental health support in the community.

Community Mobilization

Community Mobilization Bureau Officers (CMO) continue to support the frontline by responding to and investigating a variety of occurrences. Calls for service include fail to remain, mental health, neighbour disputes and other incidences requiring an immediate response from frontline officers. CMO's also attended a wide variety of community-led events (Free Palestine, London Attack Memorials).

RISK INTERVENTION

Crisis Outreach and Support Teams (COAST)

Crisis Outreach and Support Teams continues to support the Mobile Crisis Rapid Response Teams and the community through mobile risk intervention visits. The pandemic and staffing shortages at the Canadian Mental Health Association – Halton Region Branch has resulted in not having a mobile team seven-days-a-week. Required risk intervention visits are still being conducted as needed and supplemented by the Mobile Crisis Rapid Response Teams. Crisis Outreach and Support Teams had 50 occurrences through June and July, 46 of which were mental health related, accounting for 92 per cent of the team's time.

Halton Situation Table

The Halton Situation Table plays a critical role in connecting some of the region's individuals/families at acutely elevated risk with the services and supports they need to thrive.

Approximately 35 community partners/agencies meet on a weekly basis to discuss potential cases/issues of elevated risk to a person or community due to; mental health, housing, homelessness and social isolation. Partners work collaboratively to provide the proper supports, by the proper agency, in an effort to avoid a crisis situation.



Halton Happenings - June/July 2021

During the months of June and July, seven cases were presented to the Situation Table and all seven were deemed Acutely Elevated Risk and in need of immediate intervention by the collaborative table members.

Community Mobilization Officers

The Community Mobilization Bureau continues to intervene in reported neighbour disputes and will refer parties to the Communities Conflict Resolution Service. During the months of June and July, officers have assisted with approximately 27 neighbour disputes. While speaking with the involved parties, the majority expressed interest in utilizing the free mediation service offered by the Community Conflict Resolution Service in an attempt to resolve their disputes.

District Community Mobilization Officers assisted Public Health by conducting 97 quarantine checks for people who had recently returned to Canada.

Traffic Services Unit

The Commercial Motor Vehicle (CMV) team participates in various Commercial Motor Vehicle Blitzes in neighboring jurisdictions to contribute to joint road safety education and enforcement.

Most recently, our team attended a two-day blitz with the Caledon OPP on June 10 and 11 and another joint force blitz in Niagara Region on June 17.

The number of inspections and Provincial Offence Notices issued by HRPS officers are as follows:

- 18 Inspections / 7 Provincial Offence Notices – Caledon/Bolton (2 Day)
- 10 Inspections / 10 Provincial Offence Notices – Niagara Regional Police Service (1 Day)

Traffic Services participated in a 2-Day Commercial Motor Vehicle Blitz in Oakville on June 23 and 24. The Blitz utilized three Commercial Vehicle Inspectors. Totals for the project for both days were as follows:

- 37 Inspections
- 27 vehicles placed Out of Service
- 73 per cent Out of Service rate
- 87 Provincial Offence Notice's
- 1 Set of Plates seized
- 2 Part III Provincial Offence Summons

The Commercial Motor Vehicle Team assisted the 1 District Response Team with targeted enforcement in response to ongoing complaints regarding large Commercial Vehicles disobeying the "No Truck



Halton Happenings - June/July 2021

Route" in the Norval area. In July, our Commercial Motor Vehicle Teams enforcement efforts were as follows:

- 44 Inspections
- 40 vehicles placed Out of Service
- 91 Per cent Out of Service Rate
- 118 Offence Notices Issued

Older Adult Support

The Older Adult Support Officer conducted five community outreaches for older adults and families in need of assistance. In addition, the Older Adult Support Officer continues to work with each of the District Vulnerable Persons Senior Liaison officers to provide to ensure supports for Older Adults are available.

The Older Adult Support Officer continues to attend the weekly Situation Table meetings.

Crime Stoppers

Crime Stoppers of Halton received approximately 200 tips through the months on June and July.

District Social Workers/Youth Officer/School Liaison Officers

District Social Workers and Youth Officers had eleven new youth Diversion intakes, while nine previous Diversion files were completed.

Additionally, the teams had seven new Adult Diversion intakes, while two previous files were completed.

Teams also conducted 147 proactive outreaches to adults, youth and families in the community to offer supports or assistance.

The Halton Regional Police Service participated in four Violent Threat Risk Assessments. A Violent Threat Risk Assessment is an assessment protocol in place to more effectively respond to situations where students may pose a threat to themselves or others. A Violent Threat Risk Assessment is a collaborative protocol approach to determine how best to support students so their behavior does not become violent or self-injurious.



Halton Happenings - June/July 2021

PREVENTION

Community Mobilization Officers

Community Mobilization Officers continue to conduct proactive visits to the local hotels and motels to engage with persons that are being temporarily housed. They ensure they are connected with housing support and have access to healthy food where needed. This has resulted in a reduction in the number of calls to frontline officers for disturbances in the motels.

Community Officers completed ten Crime Prevention Through Environmental Design (CPTED) inspections in the community.

Equity, Diversity and Inclusion Office

Response to Global Events #PREVENT: As a result of the escalation in violence between Israel and Palestine, the HRPS was contacted by the Oakville Synagogue for support and additional proactive patrols around the place of worship. The Equity, Diversity and Inclusion office worked with 2 District command staff to support this request.

SOCIAL DEVELOPMENT

Traffic Services Unit

Traffic Services, in collaboration with the Training Unit conducted four Police Motorcycle Recertification Courses on June 1, 2, 7, and 8. A total of 18 officers have requalified their motor operator skills for 2021 and are considered operational riders.

On July 7, Traffic Services, in conjunction with the Training Unit, presented a seminar regarding Suspect Apprehension Pursuits and Service Vehicle Collisions to the Level 3 constables in training.

On July 29, members of the Traffic Services Unit met with representatives from the region and all four Halton municipalities to discuss the startup of the "Safe Cycling Halton Program." This program would involve stakeholders from each organization with a focus on road safety and education regarding cycling within Halton Region.

Older Adult Support

The Older Adult Support Officer conducted three virtual community presentations on frauds and scams. The officer also attended a two-week course on frauds at the Ontario Police College to enhance their skills in fraud identification and investigation.



Halton Happenings - June/July 2021

The Older Adult Support Officer presented to some of our newest police constables about older adult investigations and supports in the community.

Community Mobilization Officers

The third edition of the virtual Citizens Police Academy concluded in June. Plans are underway for another edition commencing in September.

Equity, Diversity and Inclusion Office

During the month of June, the Equity, Diversity and Inclusion officer partnered with local organizations to provide eight presentations of Personal and Home Safety and Road Safety. Organizations included the Halton Multi-Cultural Council.

As a result of the hate motivated attack in London, Ontario, the Halton Regional Police Service met with the local Muslim community and leaders to offer support and to provide additional proactive patrols around places of worship.

In June, the HRPS launched our Emergency Services Introduction for New Canadians (ESINC) program in a new virtual format. This initiative was developed in partnership with local Fire Services, EMS and HMC Connections. The program uses educational videos to introduce the role of emergency services in Halton to English as a Second Language (ESL) and Language Instruction for Newcomers to Canada (LINC) learners across the region. Topics covered by the educational videos include alcohol and cannabis use, internet safety, mental health response and support, and introductions to Fire and EMS (Paramedic) Services in Halton. Each video within the virtual series is available in several languages including Arabic, Chinese, French, Spanish, and Urdu. Content for the new virtual ESINC program was developed in consultation with the Halton Multicultural Council and the newcomers they work with. Additional videos are being developed to meet the changing needs of the diverse community in Halton.

During the month of July, the EDI Office provided three hate crime presentations to individuals and groups representing the Asian community. These presentations provided an opportunity to highlight our commitment to combating hate in Halton and what resources are available to those who may be victimized.

On July 20, members of the HRPS attended two Eid al-Adha events that were organized in Burlington and Oakville. The events were an opportunity for the Muslim community to come together and celebrate this holiday. The HRPS was invited to these events by the Halton Islamic Association and DAR Foundation.



Halton Happenings - June/July 2021

On July 31, the Canadian Caribbean Association of Halton (CCAH) hosted two Black History biking and walking tours in the Town of Oakville. The events were attended by the community and members from our EDI Teams were present to support the event and learn about the rich Black History in Oakville.

General

Members from the Regional Community Mobilization Bureau and the District Community Mobilization Bureaus continue to be very active in a variety of community committees, groups and meetings including: Mothers Against Drunk Driving, Fetal Alcohol Spectrum Disorder Resource Team, Halton Youth Attendance Council, Older Adult Advisory Council, Older Adult Isolation Action Table, Halton Equity and Diversity Roundtable, Halton Police Youth Advisory Council, Ontario Association of Chiefs of Police - Equity, Diversity and Inclusion Committee and the Canadian Association of Chiefs of Police - Policing with Indigenous Peoples Committee.



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: QUARTERLY HUMAN RESOURCES SUMMARY

Report #: P21-8-I-01

Date: August 26, 2021

INTRODUCTION AND BACKGROUND:

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

POLICE	3Q 2020 Actual	4Q 2020 Actual	1Q 2021 Actual	2Q 2021 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	9	10	10	10	10	0
Staff Sergeant	21	19	23	22	22	0
Detective Sergeant	9	10	10	10	10	0
Sergeant	58	56	54	58	56	2
Detective	41	41	39	42	44	-2
Constable (1st Class)	463	462	461	454	N/A	
Constable (2nd Class)	26	28	31	43		
Constable (3rd Class)	43	42	45	40		
Constable (4th Class)	37	39	35	33		
Recruits in Training	20	24	14	18		
Total Constables	589	595	586	588	601	-13
TOTAL SWORN	736	740	731	739	752	-13
Cadet *	1	12	11	16	0	16

* Cadets not included in complement (uniform contract positions)

CIVILIAN	3Q 2020 Actual	4Q 2020 Actual	1Q 2021 Actual	2Q 2021 Actual	Current Authorized Positions	Current Variance
Senior Management/ Administration	11	11	10	11	12	-1
Supervisory/Professional/ Senior Clerical	85	87	91	93	99	-6
Clerical	103	104	103	107	112	-5
Communications	51	52	48	46	51	-5
Special Constables (Escorts/Summons)	31	31	30	30	31	-1
Facilities Technicians	6	6	6	6	6	0
TOTAL CIVILIAN	287	291	288	293	311	-18
TOTAL COMPLEMENT	1023	1031	1019	1032	1063	-31

TEMPORARY STAFF <i>(Temporary employees do not form part of the authorized complement.)</i>	3Q 2020 Actual	4Q 2020 Actual	1Q 2021 Actual	2Q 2021 Actual	Comments
Full-time	7	6	2	3	* See details below
Part-time	2	2	4	4	1 – Vehicle Installation Technician 1 – District Clerk 2 – Students – Geographic Information Systems
As Required	48	43	51	57	Communications/Courts Services/Districts/Drugs, Guns & Gangs/Forensic Identification/Homicide/ Training/ Intelligence/ Police Analytics/ Information & Records Services/Support Services/Victim Services
Total Temporary Staff	57	51	57	64	

One Vision, One Mission, One Team

* FULL-TIME ALLOCATIONS	3Q 2020 Actual	4Q 2020 Actual	1Q 2021 Actual	2Q 2021 Actual	Comments
Replacements (Secondments/ Maternity/ LTD/etc.	3	2	0	1	1 – IT Service Desk Assistant
Special Projects	2	2	2	2	1 - Technical Support PRISM 1 – Victim Quick Response Coordinator
In Training	0	0	0	0	
Work Volume	1	1	0	0	
Vacancy	1	1	0	0	

SPECIAL SITUATIONS - UNIFORM <i>* (Not included in authorized complement)</i>	3Q 2020 Actual	4Q 2020 Actual	1Q 2021 Actual	2Q 2021 Actual	Comments
External Secondments	7	7	7	5	3 – Ontario Police College 1 – Provincial Firearms Office 1 – Provincial Anti-Terrorism
WSIB >1 year	7	8	8	9	
Leaves of Absences	1	1	1	3	1 – HRP A President 2 - ULOA
* Long Term Disability > 2 yrs	5	4	4	4	
Long Term Disability < 2 yrs	4	5	5	4	
Sick Leave (Long Term)	4	6	18	13	
Parental/Pregnancy Leave	3	5	3	4	
Jobs Shared by 2 Members	0	0	1	1	
SPECIAL SITUATIONS - CIVILIAN <i>* (Not included in authorized complement)</i>	3Q 2020 Actual	4Q 2020 Actual	1Q 2021 Actual	2Q 2021 Actual	Comments
External Secondments	0	0	0	0	
WSIB >1 year	4	4	4	3	
Leaves of Absences	0	0	0	0	
* Long Term Disability > 2 yrs	8	8	7	8	
Long Term Disability < 2 yrs	5	6	5	5	Largely filled with Temporary Full-time
Sick Leave (Long Term)	6	12	13	11	

One Vision, One Mission, One Team

Parental/Pregnancy Leave	6	7	7	5	Largely filled with Temporary Full-time
Jobs Shared by 2 Members	0	0	0	0	

DEPARTURES	3Q 2020 Total	4Q 2020 Total	1Q 2021 Total	2Q 2021 Total	Total YTD 2021
TOTAL					
Uniform					
Retirements	3	1	5	8	13
Resignations	2	8	2	4	6
Terminations	1	1	0	0	0
Deaths	3	0	1	0	1
Civilian					
Retirements	2	3	5	1	6
Resignations	1	2	2	0	2
Terminations	0	0	0	0	0
Other – position redundant	0	0	0	0	0
Deaths	1	0	0	0	0

ADVANCEMENTS	3Q 2020 Total	4Q 2020 Total	1Q 2021 Total	2Q 2021 Total	Total YTD 2021
TOTAL					
Sworn Reclassifications	43	18	36	52	88
Sworn Promotions	0	1	17	10	27
Civilian Reclassifications	21	8	7	23	30



Stephen J. Tanner
Chief of Police

:TD

One Vision, One Mission, One Team



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: FINANCIAL REPORT AND FORECAST – SECOND QUARTER 2021

Report #: P21-8-I-02

Date: August 26, 2021

INTRODUCTION AND BACKGROUND:

Given below is a summary of the Quarterly Financial Report as of June 30, 2021. Details of each major cost element indicated in the summary are included in the following pages.

SUMMARY

\$ 000's
Favourable (Unfavourable)

Cost Elements	Current Quarter	June 30, 2021 YTD				2021 Full Year		2020 QTR 2
	Actual	Actual	Planned	Var \$	Var %	Budget	Proj. Var.	Actual
Compensation & Benefits	39,139	72,861	75,131	2,271	3.0%	151,481	2,235	71,949
Materials & Supplies	1,842	3,725	3,714	(11)	(0.3%)	7,420	(410)	3,171
Purchased Services	3,433	7,768	7,729	(39)	(0.5%)	10,899	25	7,022
Rent & Financial	87	194	182	(12)	(6.4%)	365	0	162
Debt Charges	516	714	714	(0)	(0.0%)	3,432	0	1,442
Transfer To Reserve	5,308	5,308	5,308	0		5,308	0	5,608
Interdepartmental Charges	556	1,059	1,141	82	7.2%	2,282	150	999
Total Expenditure	50,881	91,628	93,920	2,292	2.4%	181,186	2,000	90,353
Total Revenue	3,675	6,016	6,190	(174)	(2.8%)	12,353	(400)	6,912
Net Expenditure	47,207	85,612	87,730	2,118	2.4%	168,832	1,600	83,441

Comments:

- As of the end of the second quarter, we have expended \$85.6 million (or 50.7% of the annual budget) which results in YTD savings of \$2.1 million as compared to our approved 2021 Budget.
- Based on meetings with Operational and Administration managers to discuss their 2021 variances and expectations, Staff is currently conservatively projecting a Net

Expenditure savings of \$1.6 million for the full year. Projected savings related to salaries and benefits should offset the costs associated with COVID.

- COVID continues to impact our daily operations and we continue to closely monitor the situation. Currently the significant variances are related to:
 - Increased Safety Supplies (PPE)
 - Increased IT costs related to work from home arrangements
 - Increased Janitorial costs for touchpoint cleaning and vehicle sanitation
 - Reduced Training and Development costs
 - Reduced Event and Ceremony costs
 - Fewer Program Fee revenue including Security Clearances

The following tables present additional details regarding year-to-date variances for each major cost element.

Compensation & Benefits

\$ 000's
Favourable (Unfavourable)

Cost Elements	Current Quarter Actual	June 30, 2021 YTD				2021 Full Year		2020 QTR 2
		Actual	Planned	Var \$	Var %	Budget	Proj. Var.	Actual
Salaries	28,063	52,140	54,335	2,195	4.0%	108,670	3,200	50,989
Temporary Help	672	1,149	1,053	(96)	(9.1%)	2,506	(850)	1,699
Net Wages	28,736	53,290	55,388	2,098	3.8%	111,176	2,350	52,688
Overtime & Court-time	765	1,357	1,360	3	0.2%	3,221	(500)	1,320
Retention Pay	601	1,118	1,235	117	9.4%	2,470	235	1,089
Other Personnel Costs	544	951	925	(26)	(2.8%)	4,013		1,041
Total Expenditure	30,646	56,716	58,909	2,192	3.7%	120,879	2,085	56,138
Benefits	8,493	16,144	16,222	78	0.5%	30,601	150	15,810
Total Comp. & Benefits	39,139	72,861	75,131	2,271	3.0%	151,481	2,235	71,949

Comments:

- **Net Wages** – YTD costs for Salaries and Temporary Help are favourable due to lower than anticipated uniform staffing levels (see HR report) and vacant civilian positions (see HR report). The service is sending 22 new officers to OPC in August and is ramping up uniform and civilian recruiting efforts through the remainder of the year.
- **Overtime & Court-time** – While currently on budget, the projected full year unfavourable variance is based on historical utilization and requirements for overtime in the later parts of the year.

- **Retention Pay** –Projected full year savings relates to retirements of officers who would otherwise have been eligible for Retention Pay at the end of the year.
- **Benefits** –The projected full year favourable variance relates to staff vacancies.

Materials and Supplies

\$ 000's Favourable (Unfavourable)

Cost Elements	Current Quarter	June 30, 2021 YTD				2021 Full Year		2020 QTR 2
	Actual	Actual	Planned	Var \$	Var %	Budget	Proj. Var.	Actual
Tires & Parts For Fleet	164	310	348	37	10.7%	695		300
Telephone & Data Line	201	408	409	1	0.3%	818		444
Fuel Cost For Fleet	435	853	778	(75)	(9.6%)	1,556	(300)	655
Clothing & Equipment	214	377	418	41	9.9%	1,097	(10)	313
Supplies	107	216	250	35	13.8%	501	(100)	263
Utilities	253	466	479	13	2.7%	1,379		421
Minor Capital	240	622	580	(42)	(7.3%)	791	(100)	448
Other Misc. Material & Supplies	229	473	452	(21)	(4.6%)	585	100	326
Total Materials & Supplies	1,842	3,725	3,714	(11)	(0.3%)	7,420	(410)	3,171

Comments:

- **Fuel Cost For Fleet** – The projected full year unfavourable variance relates to recent increases in the net pump prices.
- **Supplies** – The projected full year unfavourable variance relates mainly to additional safety supply (PPE) purchases required as a result of COVID.
- **Minor Capital**– The projected full year unfavourable variance relates to anticipated purchases required as a result of COVID.
- **Other Misc. Material & Supplies**– The projected full year favourable variance relates mainly to reduced travel costs related to training.

Purchased Services\$ 000's
Favourable (Unfavourable)

Cost Elements	Current Quarter	June 30, 2021 YTD				2021 Full Year		2020 QTR 2
	Actual	Actual	Planned	Var \$	Var %	Budget	Proj. Var.	Actual
Computer Maintenance	1,921	4,937	4,646	(291)	(6.3%)	4,733	(150)	4,192
Building Maintenance	277	481	502	21	4.3%	1,005		424
Janitorial Services	224	366	364	(2)	(0.6%)	728	(125)	337
Staff Development	107	244	469	225	47.9%	938	275	355
Professional Services	316	631	651	21	3.2%	1,303		772
Fleet Support Costs	169	362	254	(108)	(42.7%)	508	(100)	272
Advertising/Public Relations	1	25	28	4	12.5%	57		26
Other Misc. Services	418	722	815	92	11.3%	1,629	125	645
Total Purchased Services	3,433	7,768	7,729	(39)	(0.5%)	10,899	25	7,022

Comments:

- **Computer Maintenance** – The projected full year unfavourable variance relates mainly to support costs for SmartSquad user licenses and additional IT related costs related to COVID and working from home.
- **Janitorial Services** – The projected full year unfavourable variance relates to additional touchpoint cleaning services required as a result of COVID.
- **Staff Development** – The projected full year favourable variance relates to change in training course delivery methods as a result of COVID.
- **Fleet Support Costs** – The projected full year unfavourable variance relates to additional vehicle cleaning costs related to COVID.
- **Other Misc. Services** – The projected full year unfavourable variance relates mainly to savings related to the cancellation of events and ceremonies and miscellaneous savings within the multiple accounts included in this category.

Various\$ 000's
Favourable (Unfavourable)

Cost Elements	Current Quarter	June 30, 2021 YTD				2021 Full Year		2020 QTR 2
	Actual	Actual	Planned	Var \$	Var %	Budget	Proj. Var.	Actual
Rent & Financial	87	194	182	(12)	(6.4%)	365		162
Debt Charges	516	714	714	(0)	(0.0%)	3,432		1,442
Transfer to Reserves	5,308	5,308	5,308	0		5,308		5,608
Interdepartmental Charges	5,911	6,216	6,204	(12)	(0.2%)	9,104	0	7,212

Comments:

None.

Interdepartmental Charges\$ 000's
Favourable (Unfavourable)

Cost Elements	Current Quarter	June 30, 2021 YTD				2021 Full Year		2020 QTR 2
	Actual	Actual	Planned	Var \$	Var %	Budget	Proj. Var.	Actual
Risk Management	280	560	560	0	0.0%	1,121		501
Fleet Maintenance	261	468	550	82	15.0%	1,101	150	460
Other Charges	15	30	30	(0)	(0.0%)	61		37
Interdepartmental Charges	556	1,059	1,141	82	7.2%	2,282	150	999

Comments:

- **Fleet Maintenance** – The projected full year favourable variance of \$150 K relates to lower labour charges from the Regional garage.

Revenue

\$ 000's

Favourable (Unfavourable)

Cost Elements	Current Quarter	June 30, 2021 YTD				2021 Full Year		2020 QTR 2
	Actual	Actual	Planned	Var \$	Var %	Budget	Proj. Var.	Actual
Government Subsidy	1,380	2,828	2,775	54	1.9%	5,961	(50)	2,451
Program Fees	368	684	1,014	(330)	(32.6%)	2,029	(575)	729
External Recoveries	540	1,057	980	77	7.9%	2,749	225	1,224
Internal Recoveries	84	143	117	26	21.8%	312		121
Transfer from Reserve	1,303	1,303	1,303	(0)		1,303		2,388
Total Revenue	3,675	6,016	6,190	(174)	(2.8%)	12,353	(400)	6,912

Comments:

- **Government Subsidy** – The projected full year unfavourable variance relates to reductions in funding for Court Security and Prisoner Transportation (-150K) partially offset by newly introduced Human Trafficking funding (+\$100K).
- **Program Fees** – The projected full year unfavourable variance relates mainly to reductions in Security Clearance due to COVID. Program fees related to fingerprinting, FOI, and prisoner escorts are also be impacted by COVID.
- **External Recoveries** – The projected full year favourable variance relates mainly to additional secondments of officers to OPC.

Overall

As of the end of the second quarter, we have YTD savings of \$2.1 million as compared to our 2021 Budget which represents a combination of expenditure timing differences which will correct themselves by year-end plus permanent expense savings / revenue increases.

Based on a line by line review of all expense and revenue items with Budget Managers, Staff currently projects a savings of \$1.6 million for the full year.



Stephen J. Tanner
Chief of Police

:PL / GK



Halton Regional Police Service Public Agenda Information Report

To: Chair and Board Members

From: Chief Stephen J. Tanner

Subject: PURCHASING ACTIVITY – JANUARY–JUNE 2021

Report #: P21-8-I-03

Date: August 26, 2021

INTRODUCTION AND BACKGROUND:

Halton Police Board approved By-law 2020-5 on November 26, 2020, which came into effect on March 1, 2021. This Purchasing Activity Report is submitted in accordance with this By-law, whereby it states;

Article 13 Reporting Procedures: sub-article 13.3

“Purchasing Activity Report – the Chief shall submit a report to the Board, listing of all HRPS procurements of Goods and Services, not otherwise approved by the Board, in excess of \$100,000 on a semi-annual basis as information to the Board.”

In addition to the attached Report for procurements exceeding \$100,000, the following chart provides the Board with further information on all procurement activities for the period January 1 to June 30, 2021.

	Semi-Annual Reporting Period January 1 – June 30, 2021
Total Cost of all Procurements/Awards	\$12,858,914
Total Number of Procurement Processes	1,289
Total Number of Suppliers/Contractors	347

The Purchasing Services team utilized the various procurement processes to award goods and services contracts during this reporting period.

In addition to the procurement processes, Purchasing Services also performs many of the contract administration functions for the awarded contracts. These may have included; resolving invoice discrepancies, coordinating security clearances, photo ID and fingerprinting requirements, ensuring the Board was covered under the service providers insurance policy, validating a WSIB status, collecting and distributing safety data sheets, expediting delivery of goods, strategic sourcing goods in short supply, negotiating new rates for contract extensions, and monitoring supplier/contractor performance.

Members of the Purchasing Services Unit participate, contribute and have been the lead agency on cooperative procurements for two main Buying Groups – the HCPG (*Halton Cooperative Purchasing Group*) and the OACP's PCPG (*Ontario Association of Chief's of Police's Police Cooperative Purchasing Group*).

Purchasing Services also monitors and researches for other opportunities to strategically procure goods and services through other governmental agency's established contracts and/or vendors of record. These processes support the Board's By-laws and the Service's Strategic Plan.



Stephen J. Tanner
Chief of Police

:SC

Attachments: Procurements of Goods and Services in excess of \$100,000

REPORTING - BY-LAW 2020-5, ARTICLE 13
PURCHASING ACTIVITY REPORT
PROCUREMENT OF GOODS AND SERVICES IN EXCESSS OF \$100,000
PERIOD: JANUARY 1 TO JUNE 30, 2021

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

<i>Month</i>	<i>Vendor</i>	<i>Service / Goods</i>	<i>Value</i>	<i>Type</i>	<i>Budget Type</i>	<i>Comments</i>
February	Oak-Land Ford	Vehicle acquisitions	\$ 1,158,000	supply and delivery of police vehicles	Fleet Capital	Police Services Board Report # P19-01-R-07 ... "authorized the Service to utilize the Police Cooperative Purchasing Group (PCPG) pricings as established by the Ministry of Government Services through their Vendor of Record # OSS-00634452 for the procurement of police fleet vehicles as needed without an additional bid solicitation."
February	Fiat Chrysler Auto (FCA)	Vehicle acquisitions	\$ 764,000	supply and delivery of police vehicles	Fleet Capital	Police Services Board Report # P19-01-R-07 ... "authorized the Service to utilize the Police Cooperative Purchasing Group pricings as established by the Ministry of Government Services through their Vendor of Record # OSS-00634452 for the procurement of police fleet vehicles as needed without an additional bid solicitation."
-29 - March	First Reponse Environment	Biohazard cleaning services	\$ 225,500	Specialized services for the disinfecting of police vehicles, cells and related areas during the pandemic	Operating	This contractor is covered under a formal bid solicitation terms & conditions for biohazard cleaning. Additional funds were needed to cover the pandemic decontamination services used in 2020 and continued to be needed in 2021. CONTRACT EXPIRES October 31, 2022.
March	Motorola	Communication equipment	\$ 113,924	supply, program and deliver additional police portable radios	Capital Project	Awarded as a result of an HCPG Contractor for hardware under the P-25 project.
March	Mercedes-Benz Burlington	Vehicle acquisitions	\$ 179,464	supply and delivery of 2 Cargo vans	Fleet Capital	Awarded as a result of a formal Request for Tenders. Awarded to the lowest compliant bid response received.

REPORTING - BY-LAW 2020-5, ARTICLE 13
PURCHASING ACTIVITY REPORT
PROCUREMENT OF GOODS AND SERVICES IN EXCESSS OF \$100,000
PERIOD: JANUARY 1 TO JUNE 30, 2021

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

<i>Month</i>	<i>Vendor</i>	<i>Service / Goods</i>	<i>Value</i>	<i>Type</i>	<i>Budget Type</i>	<i>Comments</i>
April	Ernest & Young	Consulting Services	\$ 127,916	consulting services for a Human Resources Information System (HRIS)	Capital Project	<i>Awarded as a result of a Request for Proposals formal evaluation committee process.</i> <i>Highest ranked proposal awarded the consulting contract.</i>
June	Dufferin	Construction	\$ 190,306	Rehabilitation of the parking lot at the Milton Police Station (12 Div)	Capital Project	<i>Awarded as a result of a Request for Tenders.</i> <i>Awarded to the lowest compliant bid response received.</i>



Halton Regional Police Service Public Agenda Information Report

To: Chair and Board Members

From: Chief Stephen J. Tanner

Subject: SEMI-ANNUAL COMPLAINTS STATISTICAL REPORT – PUBLIC/INTERNAL
JANUARY – JUNE 2021

Report #: P21-8-I-04

Date: August 26, 2021

INTRODUCTION AND BACKGROUND:

The following is a statistical summary of the complaints received during the first six (6) months of the year 2021 as prepared by the Professional Standards Bureau.

Public Complaints

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

Table 1 - Summary – Halton Related Public Complaints filed with OIPRD		2018	2019	2020	2021 YTD
Total complaints (Total Lines 1, 2, 3, 4)		49	75	100	61 ¹
Line 1	Not accepted (no action taken) ²	19	23	51	37
Line 2	Retained by OIPRD ³	1	0	0	0
Line 3	Referred to another Service by OIPRD ⁴	0	1	1	4
Line 4	Referred to our Service	29	51	48	20
Line 5	• Conduct - Refer to Table 2	28	49	48	24
Line 6	• Policy/Service – Refer to Table 4	2	3	1	0

¹ This statistic does not reflect 62 telephone calls/e-mails from members of the public to the Professional Standards Bureau phone extension/website inbox. These complaints were resolved prior to the citizen filing a complaint with the OIPRD.

² Made too late; frivolous, vexatious, bad faith; dealt with under another Act; not in the public interest; no direct effect on complainant

³ After investigation, the OIPRD may deem the complaint to be unsubstantiated or, if based on reasonable grounds, there is misconduct or unsatisfactory work performance; the complaint shall be referred to the Service for disposition. Disposition is included in the “Disposition of Complaints” section. (See Table 2)

⁴ The Chief of another Service is required to investigate the complaint and submit a written report to our Chief. Disposition is included in the “Disposition of Complaints” section. (See Table 2)

Conduct Complaints

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

Table 2 - Disposition of All Conduct Complaints	2018	2019	2020	2021 YTD
Total Number of Conduct Complaints (Line 5 of Table 1)	28	49	48	24
Outstanding/Under Review	0	1	0	8
Unsubstantiated/Withdrawn	20	26	34	11
Informal Resolution	7	19	13	5
Substantiated	1	3	1	0
Disposition of Substantiated Complaints				
Awaiting Disposition	0	0	0	0
Informal Discipline	1	3	1	0
Formal Resolution/Discipline	0	0	0	0
Suspension without pay, forfeiture of time, reprimand, counselling, specific program	1	3	1	0
Dismissal; Resignation Accepted, Demotion	0	0	0	0
Resulting in Police Act or other charges laid	0	0	0	0

Table 3 – Appeals of Conduct Complaint Decisions	2018	2019	2020	2021 YTD
Appealed to OCPC or OIPRD	2	4	3	5
Outstanding/Under Review	0	0	0	2
Confirmed by OCPC or OIPRD	2	4	2	3
Modified by OCPC or OIPRD	0	0	1	0

Policy/Service Complaints:

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

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

Table 4 – Requests for Review of Chief’s Decision	2018	2019	2020	2021 YTD
Total Number of Policy/Service complaints (Line 6, Table 1)	2	3	1	0
Requests to the Police Services Board for Review	0	0	0	0
Outstanding/Under Review	0	0	0	0
No action taken by the Board	0	0	0	0
Action taken by the Board	0	0	0	0

Special Investigations Unit (SIU) Investigations

Table 5 - Special Investigations Unit Investigations	2018	2019	2020	2021 YTD
Investigations Commenced by SIU	4	0	8	2
Outstanding	0	0	0	0
Concluded with No Action Taken	4	0	8	2
Concluded with Criminal Charges Laid	0	0	0	0

Chief’s Internal Conduct Complaints

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

Table 6 - Summary - Internal Complaints		2018	2019	2020	2021 YTD
Line 1	Total Internal Chief’s Complaints	12	4	8	11
Line 2	Still Outstanding/under Investigation	0	1	1	8
Line 3	Referred to another Chief for investigation ⁵	0	0	0	0
Line 4	Completed/disposed – Refer to Table 7	12	3	7	3

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

Table 7 - Disposition of Chief’s Internal Conduct Complaints		2018	2019	2020	2021 YTD
Total Number of Internal Complaints Completed/Disposed (Line 4 of Table 6)		12	3	7	3
Unsubstantiated		6	0	1	1
Substantiated		6	3	6	2

⁵ The Chief is required to seek Board approval prior to referring a complaint to the Chief of another Service to investigate.

Substantiated Complaints				
Awaiting Discipline Disposition	0	0	0	0
Informal Discipline	4	3	1	2
Formal Discipline	2	0	5	0
Suspension without pay, forfeiture of time, reprimand, counselling, specific program	3	3	3	2
Dismissal; Resignation Accepted, Demotion	3	0	3	0
Resulting in Police Act or other charges laid	0	0	0	0
Withdrawn or Resolved prior to PSA hearing	0	0	0	0

Table 8 – Appeals of Chief’s Internal Conduct Complaint Decisions	2018	2019	2020	2021 YTD
Appealed to OCPC or OIPRD	0	0	0	0
Outstanding/Under Review	0	0	0	0
Confirmed by OCPC or OIPRD	0	0	0	0
Modified by OCPC or OIPRD	0	0	0	0

Workplace Violence and Harassment Investigations

Table 9 - Workplace Violence and Harassment Investigations	2018	2019	2020	2021 YTD
Total Number of Complaints filed by employees this period	7	2	7	5
Total Complaints Still Outstanding	0	0	0	0
Disposition				
Unsubstantiated	5	0	3	2
Informal Resolution	1	1	2	2
Formal Resolution	1	1	2	1



Stephen J. Tanner
Chief of Police

NA:BB



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: TRUST FUND STATEMENT – JUNE 30, 2021

Report #: P21-8-I-05

Date: August 26, 2021

INTRODUCTION AND BACKGROUND:

Attached is a financial statement indicating the status of the Trust Fund held by the Halton Regional Police Services Board as at June 30, 2021.

The Board Trust Fund's revenues are mainly generated through police auctions and interest earnings. As per the Police Services Act requirement, these monies are directed specifically to purposes the Board considers to be in the public interest.

A handwritten signature in black ink, appearing to be "S. J. Tanner", written over a horizontal line.

Stephen J. Tanner
Chief of Police

:GK

Attachments: Board Trust Fund Financial Statement

BOARD TRUST FUND
FINANCIAL STATEMENT
For the six month period ended June 30, 2021

	<u>Revenues</u>	<u>Expenditures</u>	<u>Balance</u>
Balance as of January 1, 2021			\$ 260,938
Transactions:			
Auction Proceeds	108,358		
Found Money	10,934		
Interest Earnings	1,373		
OAPSB Annual Meeting & Conference		5,000	
Bank Fees (Cheque and Deposit slip printing)		49	
Expenditures from specific funds below:			
Discretionary Fund - Chief of Police		1,830	
Discretionary Fund - Police Services Board		1,000	
Community Consultation Committee		0	
Sexual Assault Advisory Committee		0	
Halton SALT Committee		0	
	<u>120,665</u>	<u>7,879</u>	<u>112,786</u>
Balance Available - June 30, 2021			\$ 373,724

	<u>Approved Amount</u>	<u>Balance Outstanding</u>
Approved Commitments		
Purpose:		
Discretionary Fund - Chief of Police	10,000	8,520
Discretionary Fund - Police Services Board	5,000	4,000
Community Consultation Committee	5,000	5,000
Sexual Assault Advisory Committee	15,000	8,643
William McIntyre Homicide Reward	50,000	50,000
Halton SALT Committee	5,000	5,000
	<u>90,000</u>	<u>81,163</u>
Unencumbered Balance - June 30, 2021		\$ 292,561



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: FOI SUMMARY/INFORMATION PRIVACY COMMISSION ANNUAL REPORT

Report #: P21-8-I-06

Date: August 21, 2021

INTRODUCTION AND BACKGROUND:

The *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)* was enacted January 1, 1991, and applies to Ontario's municipalities, school board, and local boards, including police services boards. The *Act* requires that the government protect the privacy of an individual's personal information existing in government records. It also gives individuals the right to request access to government information, including general records and records containing their own personal information.

The year 2020 was an unprecedented year due to the worldwide pandemic. On March 18, 2020, the bureau received direction of service facility closures to the public and direction on alternative work arrangements. The Freedom of Information unit promptly created the ability to work from home, enhanced electronic processes, and created additional measures that prioritized the health and safety of internal staff and members of the public.

In 2020, the Freedom of Information Unit consisted of four full-time employees – an Information Privacy Officer/FOI Coordinator, two Freedom of Information Analysts and one FOI Clerk. For much of 2020, the Unit functioned with one acting FOI Coordinator and one FOI Analyst due to an authorized leave and an unexpected sick leave within the unit. The Unit's workflow is driven by a statutory requirement to process all access requests made pursuant to *MFIPPA* within 30 days.

The following are the statistics generated by the Halton Regional Police Service in 2020 pursuant to *MFIPPA*:

1. The FOI Unit received 1,032 requests in 2020, down from 1,386 requests in 2019 (a 25% decrease).
2. One request for the correction of personal information was received. The request was denied, however a Statement of Disagreement was submitted and recorded.
3. Two requests were submitted for Statements of Disagreements; they were submitted and recorded.
4. Seventeen requests (1.6%) were appealed to the IPC (Information and Privacy Commissioner of Ontario).

5. A total of \$3,785.00 was generated in application fees. An additional \$7,016.90 was generated in recovery fees, which includes preparation, search, shipping, photocopy and off-site retrieval fees.
6. In total, 476 requests or 46.1% of requests were completed within the initial 30 day statutory period. 205 requests (19.9%) took over 30 days to complete. 56 requests (5.4%) took over 60 days to complete. 19 requests (1.8%) took over 90 days to complete. Compliance with MFIPPA decreased by 33.2% in comparison to 2019 due to the worldwide pandemic, adjusting to working from home and staffing shortages in the FOI unit.
7. In addition to the 1032 FOI requests, the FOI Unit processed:
 - (a) 276 information-sharing requests from law-enforcement or administration of justice agencies in 2020, down from 310 requests in 2019 (an 11% decrease). This number does not include direct requests for information and records from other police services.
 - (b) 49 requests received from the Office of the Children's Lawyer. This is a 33% decrease from 2019.
 - (c) 17 requests requesting information from technical collision investigations in accordance with the Board's Accident Reconstruction Reports By-Law 05-01. A total of \$988.00 in fees was invoiced; a total of \$832.00 has been recovered.
 - (d) 8 requests for records under the Youth Criminal Justice Act were received in 2020.

Taking into account all access requests made pursuant to MFIPPA, all information sharing requests, appeals, and court orders, the FOI Unit processed close to 1,392 separate access to information requests in 2020.

8. The FOI unit has been a part of the notebook project since 2019. The project was launched to effectively and securely log/track/process each notebook received in the FOI office for storage for retrieval and compliance with the records retention schedule. Two modified officers were deployed to the FOI unit to assist with this project on July 6, 2020. There were over 40,000 notebooks currently stored in FOI to be sorted, barcoded and entered a new software system that was purchased (Versatile Professional) to assist. The notebook policy (SMO-011) and internal notebook transfer form (SMO-011A) were updated in the duration of this project. To date 20,995 notebooks have been sorted, barcoded and logged into Versatile Professional software system.



Stephen J. Tanner
Chief of Police

:DD

Attachments: Year-End Statistical Report for the Information and Privacy Commissioner of Ontario



The Year-End Statistical Report
for the
Information and Privacy Commissioner of Ontario

**Statistical Report of
HALTON REGIONAL POLICE
for the Reporting Year 2020
for
*Municipal Freedom of Information and Protection of Privacy
Act***

Section 1: Identification

1.1 Organization Name

HALTON REGIONAL POLICE

Head of Institution Name & Title

Police Chief Tanner

Head of Institution E-mail Address

Stephen.Tanner@haltonpolice.ca

Management Contact Name & Title

Monica Kainth

Management Contact E-mail Address

monica.kainth@haltonpolice.ca

Primary Contact Name & Title

Monica Kainth

Primary Contact Email Address

monica.kainth@haltonpolice.ca

Primary Contact Phone Number

9058254747 ext. 5217

Primary Contact Fax Number

Primary Contact Mailing Address 1

2485 North Service Road West

Primary Contact Mailing Address 2

Primary Contact Mailing Address 3

Primary Contact City

Oakville

Primary Contact Postal Code

L6M3H8

1.2 Your institution is:

Police Services Board

Section 2: Inconsistent Use of Personal Information

2.1

Whenever your institution uses or discloses personal information in a way that differs from the way the information is normally used or disclosed (an inconsistent use), you must attach a record or notice of the inconsistent use to the affected information.

0

Your institution received:

- ☐ No formal written requests for access or correction
- ☒ Formal written requests for access to records
- ☐ Requests for correction of records of personal information only

Section 3: Number of Requests Received and Completed

Enter the number of requests that fall into each category.

- 3.1** New Requests received during the reporting year
- 3.2** Total number of requests completed during the reporting year

Personal Information	General Records
661	371
493	263

Section 4: Source of Requests

Enter the number of requests you completed from each source.

- 4.1** Individual/Public
- 4.2** Individual by Agent
- 4.3** Business
- 4.4** Academic/Researcher
- 4.5** Association/Group
- 4.6** Media
- 4.7** Government (all levels)
- 4.8** Other
- 4.9** Total requests (Add Boxes 4.1 to 4.8 = 4.9)

Personal Information	General Records
472	9
0	0
16	133
1	0
1	1
2	0
0	0
1	120
493	263

BOX 4.9 must equal BOX 3.2

Section 5: Time to Completion

How long did your institution take to complete all requests for information? Enter the number of requests into the appropriate category. How many requests were completed in:

- 5.1** 30 days or less
- 5.2** 31 - 60 days
- 5.3** 61 - 90 days
- 5.4** 91 days or longer
- 5.5** Total requests (Add Boxes 5.1 to 5.4 = 5.5)

Personal Information	General Records
309	167
134	71
40	16
10	9
493	263

BOX 5.5 must equal BOX 3.2

Section 6: Compliance with the Act

In the following charts, please indicate the number of requests completed, within the statutory time limit and in excess of the statutory time limit, under each of the four different situations:

- NO notices issued;
- BOTH a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) issued;
- ONLY a Notice of Extension (s.27(1)) issued;
- ONLY a Notice to Affected Person (s.28(1)) issued.

Please note that the four different situations are mutually exclusive and the number of requests completed in each situation should add up to the total number of requests completed in Section 3.2. (Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = BOX 6.13 and BOX 6.13 must equal BOX 3.2)

A. No Notices Issued

	Personal Information	General Records
6.1 Number of requests completed within the statutory time limit (30 days) where neither a Notice of Extension (s.27(1)) nor a Notice to Affected Person (s.28(1)) were issued.	313	165
6.2 Number of requests completed in excess of the statutory time limit (30 days) where neither a Notice of Extension (s.27(1)) nor a Notice to Affected Person (s.28(1)) were issued.	180	96
6.3 Total requests (Add Boxes 6.1 + 6.2 = 6.3)	493	261

B. Both a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) Issued

	Personal Information	General Records
6.4 Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)).	0	2
6.5 Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)) and the time limit permitted by the Notice to Affected Person (s.28(1)).	0	0
6.6 Total requests (Add Boxes 6.4 + 6.5 = 6.6)	0	2

C. Only a Notice of Extension (s.27(1)) Issued

	Personal Information	General Records
6.7 Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)).	0	0
6.8 Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)).	0	0
6.9 Total requests (Add Boxes 6.7 + 6.8 = 6.9)	0	0

D. Only a Notice to Affected Person (s.28(1)) Issued

	Personal Information	General Records
6.10 Number of requests completed within the time limits permitted under both the Notice to Affected Person (s.28(1)).	0	0
6.11 Number of requests completed in excess of the time limit permitted by the Notice to Affected Person (s.28(1)).	0	0
6.12 Total requests (Add Boxes 6.10 + 6.11 = 6.12)	0	0

E. Total Completed Requests (sections A to D)

	Personal Information	General Records
6.13 Total requests (Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = 6.13)	493	263

BOX 6.13 must equal BOX 3.2

Section 6a: Contributing Factors

Please outline any factors which may have contributed to your institution not meeting the statutory time limit. If you anticipate circumstances that will improve your ability to comply with the Act in the future, please provide details in the space below.

World wide pandemic
Short staffed since March 16, 2020
Adjustment to working from home
Delay in obtaining information from internal staff

Section 7: Disposition of Requests

What course of action was taken with each of the completed requests? Enter the number of requests into the appropriate category.

	Personal Information	General Records
7.1 All information disclosed	7	8
7.2 Information disclosed in part	374	153
7.3 No information disclosed	97	88
7.4 No responsive records exists	21	13
7.5 Request withdrawn, abandoned or non-jurisdictional	4	11
7.6 Total requests (Add Boxes 7.1 to 7.5 = 7.6)	503	273

BOX 7.6 must be greater than or equal to BOX 3.2

Section 8: Exemptions & Exclusions Applied

For the Total Requests with Exemptions/Exclusions/Frivolous or Vexatious Requests, how many times did your institution apply each of the following? (More than one exemption may be applied to each request)

	Personal Information	General Records
8.1 Section 6 — Draft Bylaws, etc.	0	0
8.2 Section 7 — Advice or Recommendations	0	1
8.3 Section 8 — Law Enforcement ¹	409	175
8.4 Section 8(3) — Refusal to Confirm or Deny	2	0
8.5 Section 8.1 — Civil Remedies Act, 2001	0	0
8.6 Section 8.2 — Prohibiting Profiting from Recounting Crimes Act, 2002	0	0
8.7 Section 9 — Relations with Governments	0	0
8.8 Section 10 — Third Party Information	0	0
8.9 Section 11 — Economic/Other Interests	0	0
8.10 Section 12 — Solicitor-Client Privilege	1	0
8.11 Section 13 — Danger to Safety or Health	0	0
8.12 Section 14 — Personal Privacy (Third Party) ²	0	161
8.13 Section 14(5) — Refusal to Confirm or Deny	3	1
8.14 Section 15 — Information soon to be published	0	0

Section 8: Exemptions & Exclusions Applied

8.15	Section 20.1 Frivolous or Vexatious
8.16	Section 38 — Personal Information (Requester)
8.17	Section 52(2) — Act Does Not Apply ³
8.18	Section 52(3) — Labour Relations & Employment Related Records
8.19	Section 53 — Other Acts
8.20	PHIPA Section 8(1) Applies
8.21	Total Exemptions & Exclusions Add Boxes 8.1 to 8.20 = 8.21

0	0
0	0
0	0
0	0
0	0
0	0
415	338

¹ not including Section 8(3)

² not including Section 14(5)

³ not including Section 52(3)

Section 9: Fees

Did your institution collect fees related to request for access to records?

		Personal Information	General Records	Total
9.1	Number of REQUESTS where fees other than application fees were collected	174	153	327
9.2.1	Total dollar amount of application fees collected	\$2470.00	\$1315.00	\$3785.00
9.2.2	Total dollar amount of additional fees collected	\$1192.70	\$5824.20	\$7016.90
9.2.3	Total dollar amount of fees collected (Add Boxes 9.2.1 + 9.2.2 = 9.2.3)	\$3662.70	\$7139.20	\$10801.90
9.3	Total dollar amount of fees waived	\$264.60	\$25.80	\$290.40

Section 10: Reasons for Additional Fee Collection

Enter the number of REQUESTS for which your institution collected fees other than application fees that apply to each category.

		Personal Information	General Records	Total
10.1	Search time	0	149	149
10.2	Reproduction	0	150	150
10.3	Preparation	0	148	148
10.4	Shipping	0	143	143
10.5	Computer costs	0	0	0
10.6	Invoice costs(and other as permitted by regulation)	0	1	1
10.7	Total (Add Boxes 10.1 to 10.6 = 10.7)	0	591	591

Section 11: Correction and Statements of Disagreement

Did your institution receive any requests to correct personal information?

11.1	Number of correction requests received	- 45 -	Personal Information 3
-------------	--	--------	---------------------------

Section 11: Correction and Statements of Disagreement

11.2 Correction requests carried forward from the previous year

0

11.3 Correction requests carried over to next year

0

11.4 Total Corrections Completed $[(11.1 + 11.2) - 11.3 = 11.4]$

3

BOX 11.4 must
equal BOX 11.9

What course of action did your institution take regarding the requests that were received to correct personal information?

Personal Information

11.5 Correction(s) made in whole

3

11.6 Correction(s) made in part

0

11.7 Correction refused

0

11.8 Correction requests withdrawn by requester

0

11.9 Total requests (Add Boxes 11.5 to 11.8 = 11.9)

3

BOX 11.9 must
equal BOX 11.4

In cases where correction requests were denied, in part or in full, were any statements of disagreement attached to the affected personal information?

Personal Information

11.10 Number of statements of disagreement attached:

3

If your institution received any requests to correct personal information, the Act requires that you send any person(s) or body who had access to the information in the previous year notification of either the correction or the statement of disagreement. Enter the number of notifications sent, if applicable.

Personal Information

11.11 Number of notifications sent:

0

Note:

This report is for your records only and should not be faxed or mailed to the Information and Privacy Commissioner of Ontario in lieu of online submission. Faxed or mailed copies of this report will NOT be accepted. Please submit your report online at: <https://statistics.ipc.on.ca>.

Thank You for your cooperation!

Declaration:	
I, Monica Kainth, confirm that all the information provided in this report, furnished by me to the Information and Privacy Commissioner of Ontario, is true, accurate and complete in all respects.	
<hr/>	<hr/>
<i>Signature</i>	<i>Date</i>



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: MID-YEAR PERFORMANCE REPORT

Report #: P21-8-I-07

Date: August 26, 2021

INTRODUCTION AND BACKGROUND:

This report presents an overview of the Service's January-to-June 2021 performance in a number of key statistical measures compared to previous years. It also provides an overview of the Service's 2020 full-year performance in comparison to other large police agencies in Ontario, based on data released by Statistics Canada in July.

The impacts of the COVID-19 pandemic are significant in a number of crime and performance metrics as evidenced in the data and graphics presented in this report.

2021 Mid-Year Statistical Summary

This section of the report provides a statistical summary for the January–June 2020 and 2021 timeframes, in addition to presenting a summary of five-year trends. Data was obtained from the in-house Niche Records Management System (RMS) and was prepared and analysed by the Analytics and Decision Support Unit. The crime categories are slightly different to those reported by Statistics Canada at each year's end due to the reporting requirements and data processes utilized by Statistics Canada. The Niche RMS statistics are valid for internal comparison purposes.

Analysis indicates that 467 more criminal offences were reported in the first six months of 2021 (5,312) than were recorded in the same period in 2020 (4,845). This is a raw number increase of 9.6%, but represents an increase in the crime rateⁱ of 7.2% when Regional population growth is taken into account. This statistic, and most others provided in this report, was significantly impacted by the COVID-19 pandemic that saw a significant lockdown between March and June 2020 and lesser restrictions in 2021.

Violent crimeⁱⁱ offences decreased by 5.7% from 1,027 in 2020 to 968 in 2021. This represents a violent crime rate decrease of 7.8% due to population increase. These crimes accounted for 18.2% of all criminal offences, down from 21.2% in 2020.

Property crimeⁱⁱⁱ increased by 8.5% from 3,110 in 2020 to 3,373 in 2021. This represents a property crime rate increase of 6.1%.

The "Other Crimes"^{iv} category of offences was up by 37.1% in 2021 (from 708 to 971 offences). This represents a crime rate increase of 34.1% in this category of crimes. Much

of this increase was driven by court related occurrences (such as fail to appear and bail violations) once the courts reopened more fully in 2021.

The 2021 clearance rate^v (45.7%) was lower than the 2020 value (56.1%).

Other Trends

Motor vehicle collision totals were 21.5% lower during 2021 (down from 3,022 to 2,373). Property Damage collisions^{vii} were down from 2,726 to 2,093 (-23.2%). Injury collision^{viii} totals were down from 292 to 276 (-5.5%). Fatal collisions remained steady at 4.

Impaired driving apprehensions were up 16.6% in 2021 (from 199 to 232).

Warning Notices (Warns) provide officers with an opportunity to document an offence and educate the public, but proceed by way of a warning option instead of a charge. Total enforcement (Provincial Offence Notices issued, plus Warns) was up by 2,949, or 12.8%, to 25,925 (from 22,976 in 2020).

Total CAD Events^{vi} decreased by 1,409, or 2.0%, to 69,169 (from 70,578 in 2020).

Five Year Statistical Trends

The following four tables provide a summary of crime and workload trends over the past five years for a selection of key crime types and measures. The statistics presented below, excluding the clearance rate, are ***expressed as a rate*** (per 100,000 population) to remove the impact of population growth:

Halton Region:

	2017	2018	2019	2020	2021	5-Year Average
Robbery	7	8	8	9	6	8
Assault	114	127	109	99	83	107
Sexual Assault	17	17	19	13	15	16
Violent Crime	184	197	180	168	155	177
Break and Enter	76	71	75	65	48	67
Auto Theft	41	44	36	37	48	41
Theft	374	354	289	251	271	308
Fraud	93	96	103	76	88	91
Property Crime	688	650	592	509	540	596
Other Criminal Code	121	134	142	116	156	134
Total Crime	993	981	914	794	851	906
Impaired Driving	47	51	36	33	37	41
Property Damage Collisions	665	732	736	447	335	583
Personal Injury Collisions	88	81	77	48	44	68
PONs and Warns Issued	5,294	4,903	4,776	3,763	4,154	3,626
CAD Events	14,047	13,741	12,979	11,560	11,083	12,682
Crime Clearance Rate	50.2%	54.0%	55.3%	56.1%	45.7%	52.3%

District 1:

	2017	2018	2019	2020	2021	5-Year Average
Robbery	3	5	7	8	5	6
Assault	138	143	117	100	81	116
Sexual Assault	15	16	16	6	16	14
<i>Violent Crime</i>	190	207	180	152	156	177
Break and Enter	57	53	50	50	23	46
Auto Theft	27	28	29	32	46	32
Theft	337	343	289	214	231	283
Fraud	74	70	84	54	70	70
<i>Property Crime</i>	590	575	544	417	421	509
<i>Other Criminal Code</i>	161	178	199	157	282	196
Total Crime	941	960	923	726	859	882
Impaired Driving	43	51	44	39	34	42
Property Damage Collisions	604	651	650	410	295	522
Personal Injury Collisions	97	77	78	56	46	71
PONs and Warns Issued	5,454	4,821	4,020	3,731	2,944	3,220
CAD Events	13,455	12,950	11,661	11,484	8,970	11,704
Crime Clearance Rate	52.9%	56.1%	55.1%	67.1%	48.9%	56.0%

District 2:

	2017	2018	2019	2020	2021	5-Year Average
Robbery	11	9	8	9	6	9
Assault	92	121	110	93	74	98
Sexual Assault	18	16	18	12	15	16
<i>Violent Crime</i>	177	193	183	175	147	175
Break and Enter	97	79	80	64	45	73
Auto Theft	39	38	38	37	46	39
Theft	310	316	272	235	264	279
Fraud	98	104	107	96	92	99
<i>Property Crime</i>	646	614	576	520	540	579
<i>Other Criminal Code</i>	113	111	121	95	84	105
Total Crime	936	917	881	789	771	859
Impaired Driving	46	49	30	29	27	36
Property Damage Collisions	645	722	703	403	333	561
Personal Injury Collisions	76	73	71	39	39	60
PONs and Warns Issued	4,527	4,076	4,960	3,369	4,560	3,324
CAD Events	12,215	11,825	12,030	10,309	10,726	11,421
Crime Clearance Rate	44.1%	51.5%	61.9%	52.3%	40.2%	50.0%

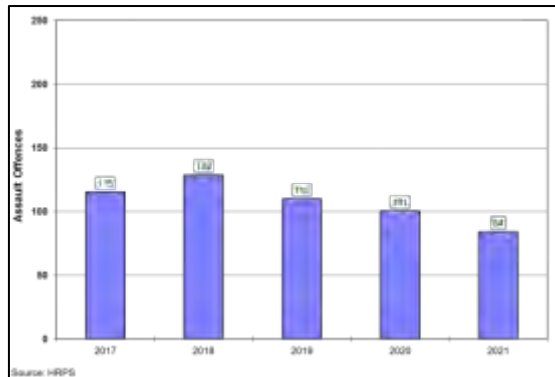
District 3:

	2017	2018	2019	2020	2021	5-Year Average
Robbery	7	9	9	8	8	8
Assault	113	117	97	107	94	106
Sexual Assault	20	20	23	22	14	20
<i>Violent Crime</i>	185	192	176	180	161	179
Break and Enter	73	80	98	83	82	83
Auto Theft	60	69	42	43	54	54
Theft	484	409	308	313	332	369
Fraud	110	116	121	78	105	106
<i>Property Crime</i>	836	774	663	604	689	713
<i>Other Criminal Code</i>	88	110	99	91	86	95
Total Crime	1,109	1,076	938	876	937	987
Impaired Driving	53	54	34	29	54	45
Property Damage Collisions	754	833	865	488	387	665
Personal Injury Collisions	93	94	81	49	49	73
PONs and Warns Issued	5,650	5,532	5,037	3,507	4,584	4,019
CAD Events	15,083	14,876	14,239	11,973	13,169	13,868
Crime Clearance Rate	54.0%	54.5%	48.1%	49.6%	47.6%	50.7%

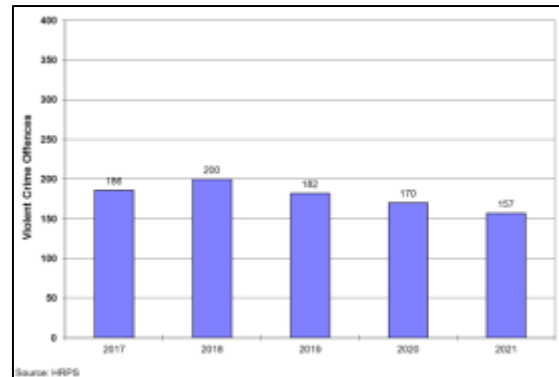
Key Trends

The following graphs give a quick visual update of the five-year trends in key measures tracked by the Service. The statistics presented below, excluding the clearance rate, are **expressed as a rate** (per 100,000 population) to remove the impact of population growth. A number of categories have been significantly impacted by the Covid-19 pandemic. The following data is for the Halton Region as a whole (January – June):

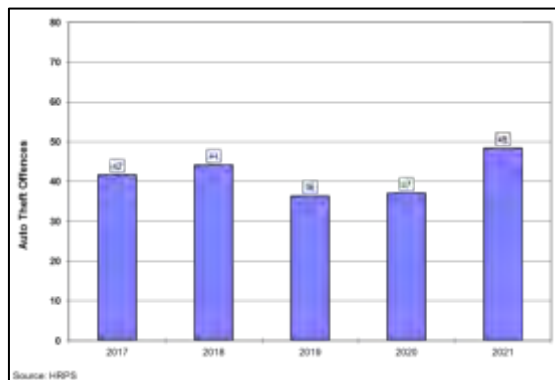
Assault Rate



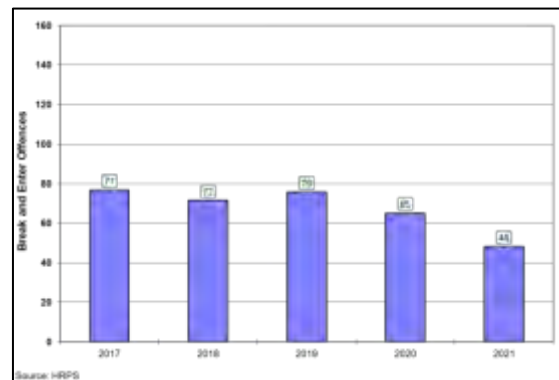
Violent Crime Rate



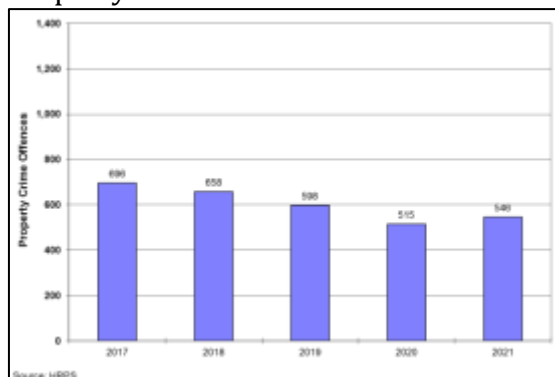
Auto Theft Rate



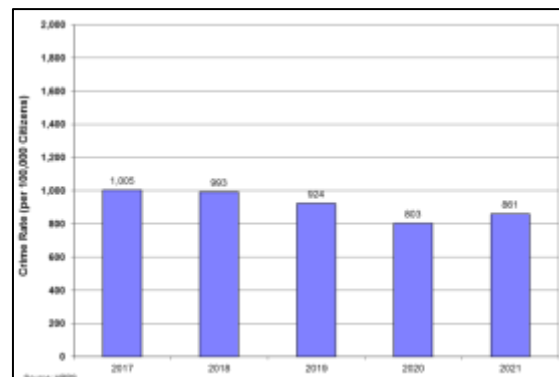
Break and Enter Rate



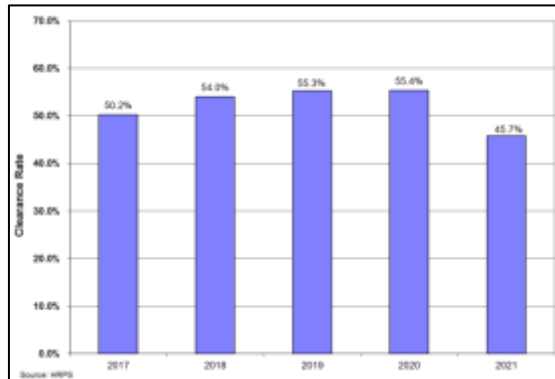
Property Crime Rate



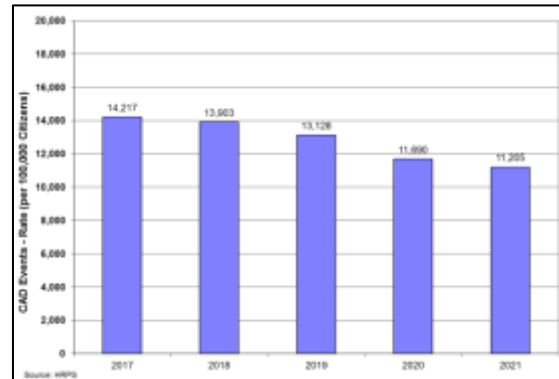
Overall Crime Rate



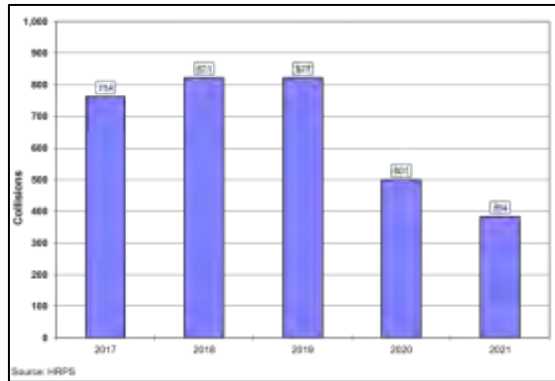
Crime Clearance Rate



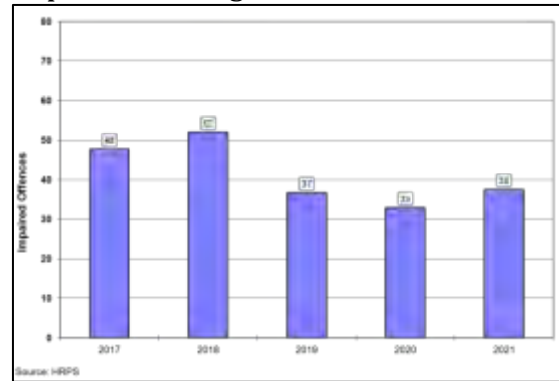
CAD Events



Total Collision Rate



Impaired Driving



Halton Data in Context and 2020 Statistics Canada Data

This section provides additional data to provide some context for the mid-year data presented above. Staff recently obtained year-end 2020 data for the largest police services in Ontario (from Statistics Canada) and graphs showing this data are provided below.

Although growth may not be occurring at exactly the rate projected by the Region in 2011 (the date of the last official population projection), the population in Halton is still increasing and the relative sizes of the four communities continue to adjust. Figure 1 below highlights the overall change within Halton.

Figure 1 – Population Change (Source: Region of Halton)

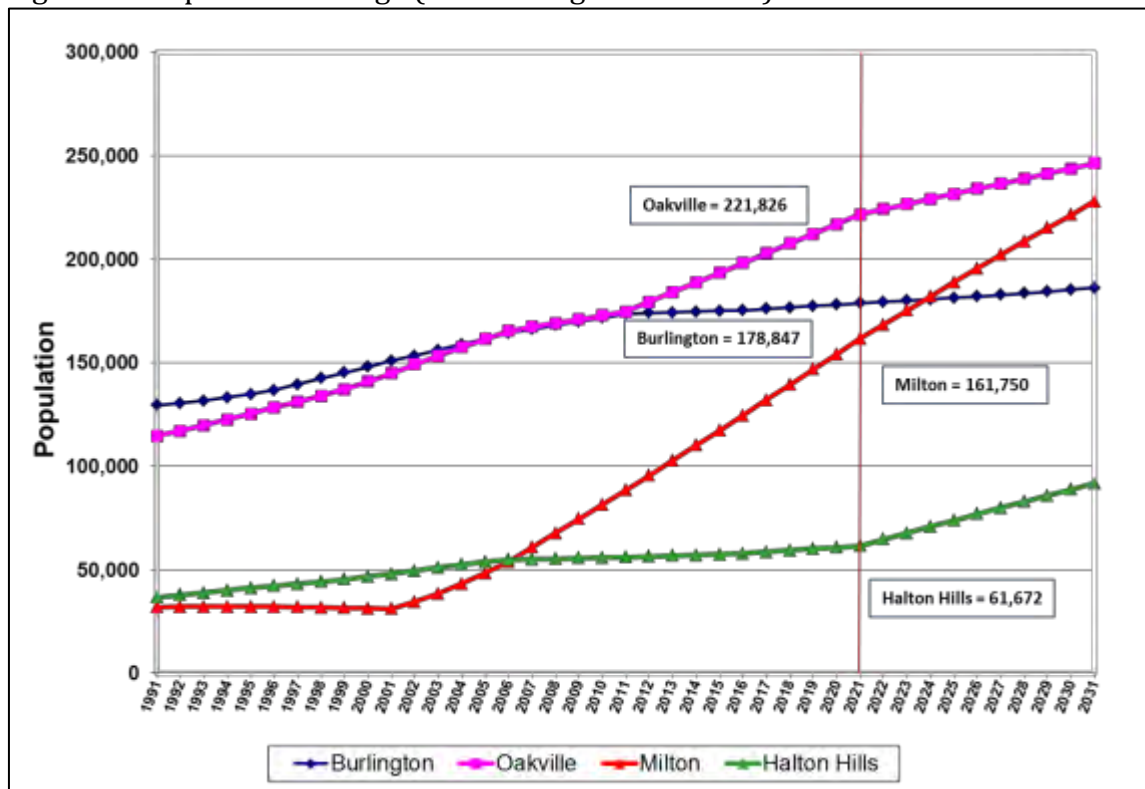
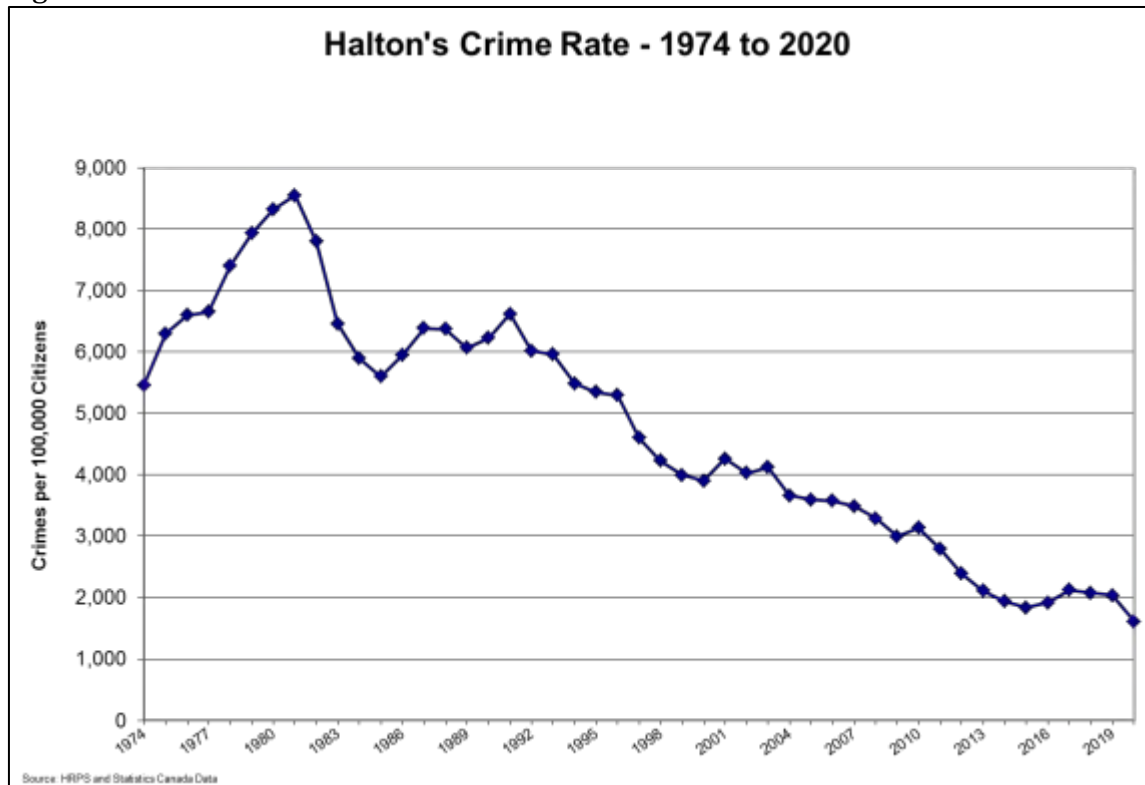


Figure 2 shows how the overall crime rate in Halton has changed over the years since regionalization in 1974. Matching the pattern seen across much of the western world, crime rates have declined since the early 1990s and, as of 2020, are at the lowest levels experienced in Halton's history.

Figure 2 – Halton's Crime Rate



Recently released data from Statistics Canada indicates that Halton's 2020 crime rate was lower than every major police service in Ontario. Figures 3, 4 and 5 below show the rankings for various crime categories:

Figure 3 - Overall Crime Rate (2020 – crimes per 100,000 population)

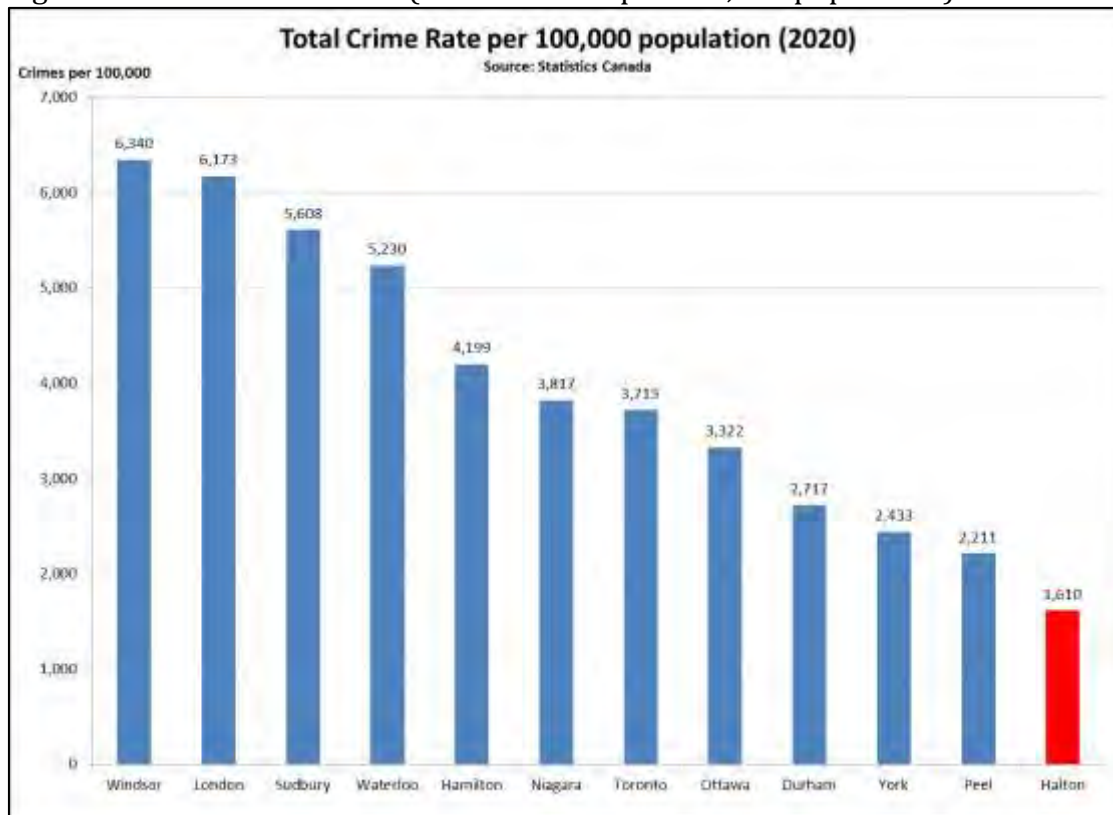


Figure 4 - Violent Crime Rate (2020 – crimes per 100,000 population)

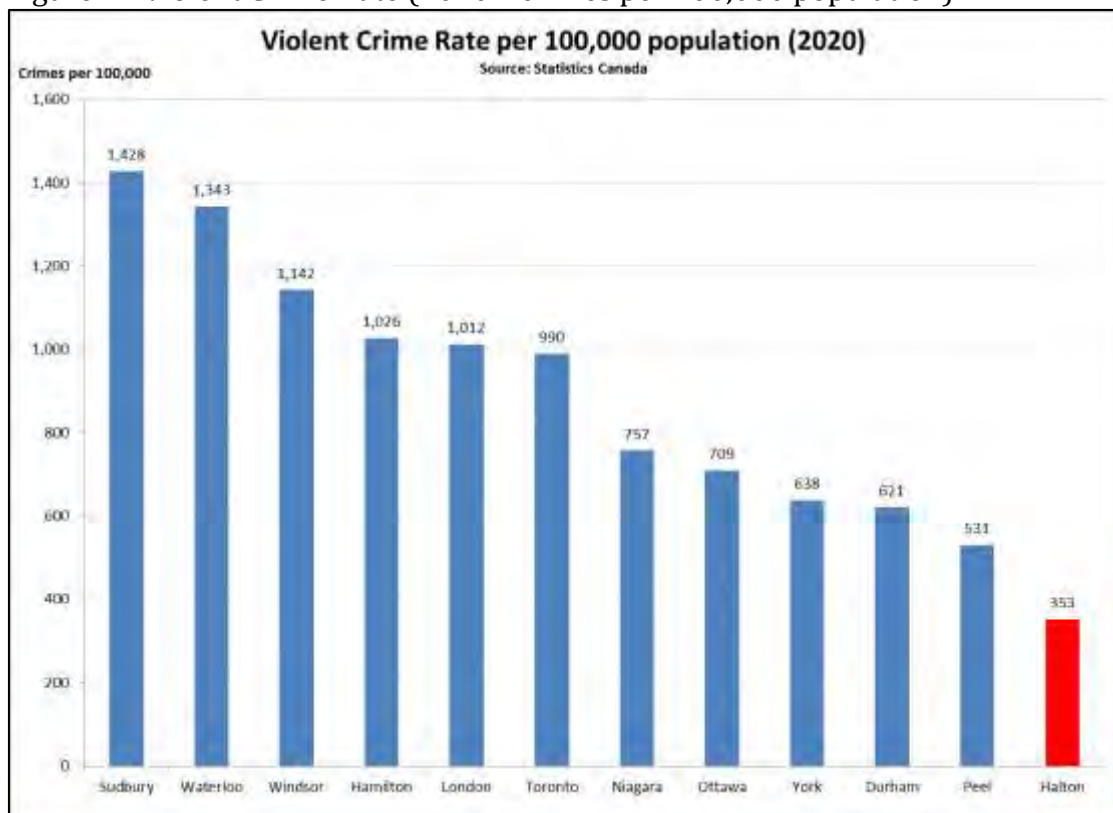
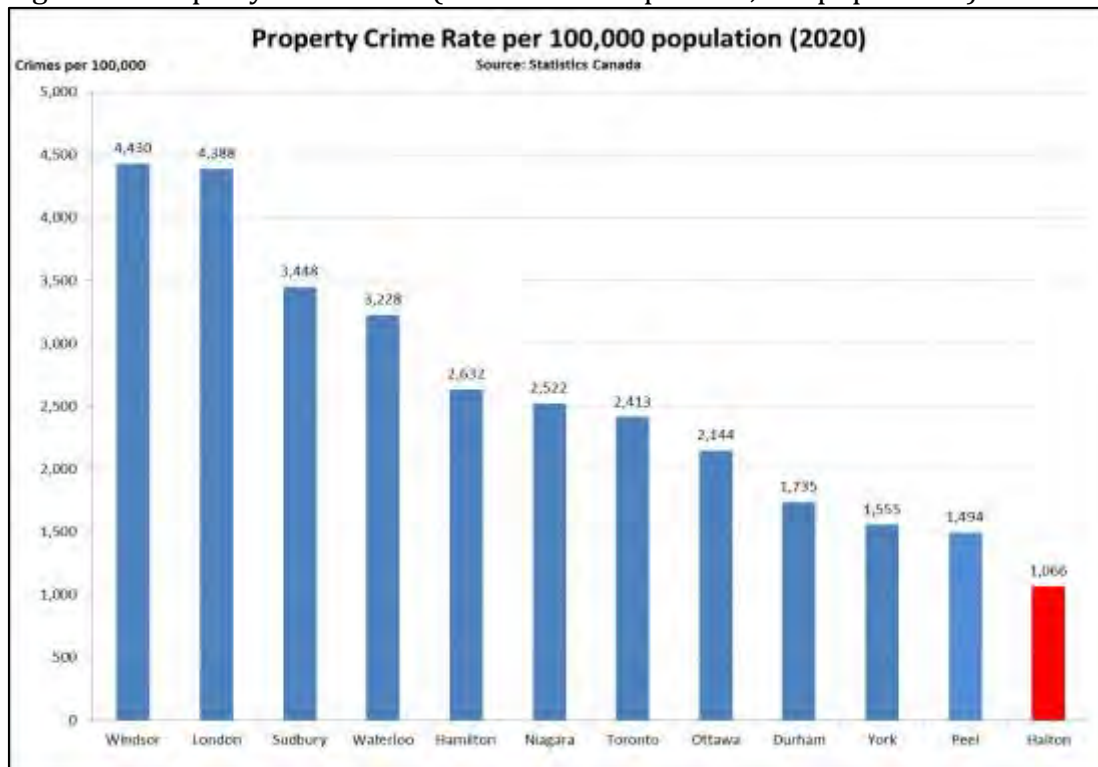


Figure 5 - Property Crime Rate (2020 – crimes per 100,000 population)



Figures 6 and 7 show the clearance rates for overall crime and violent crime respectively. Halton's crime clearance successes are apparent in both categories.

Figure 6 - Overall Crime Clearance Rate (2020)

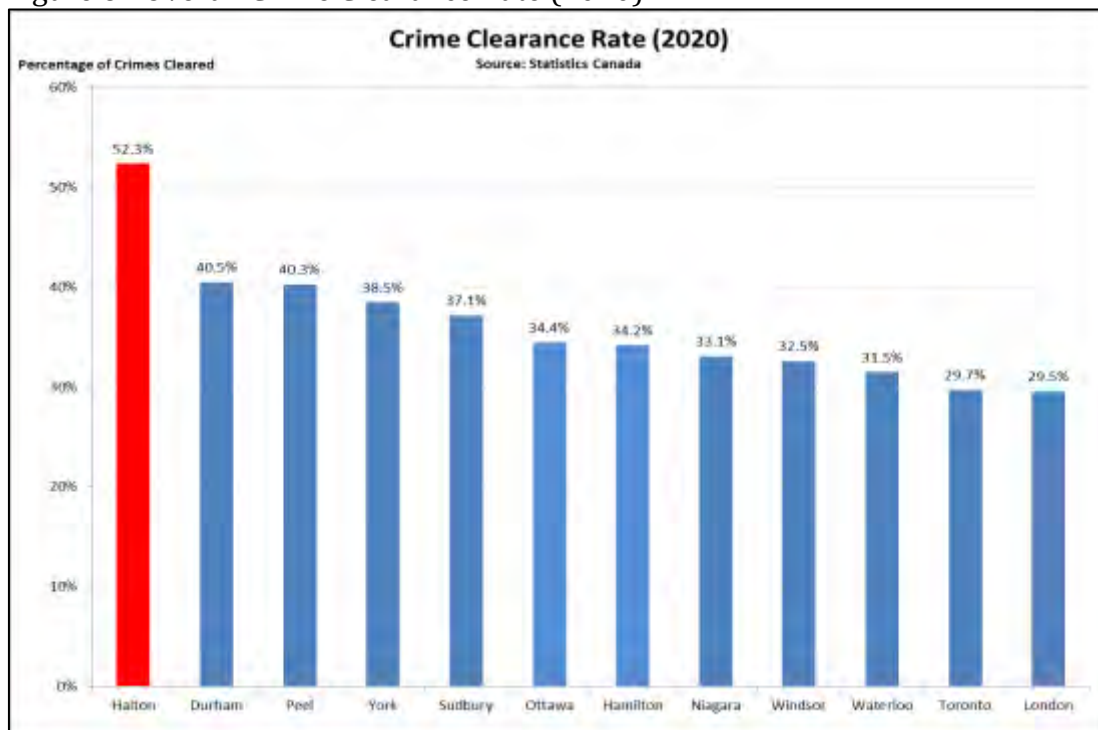
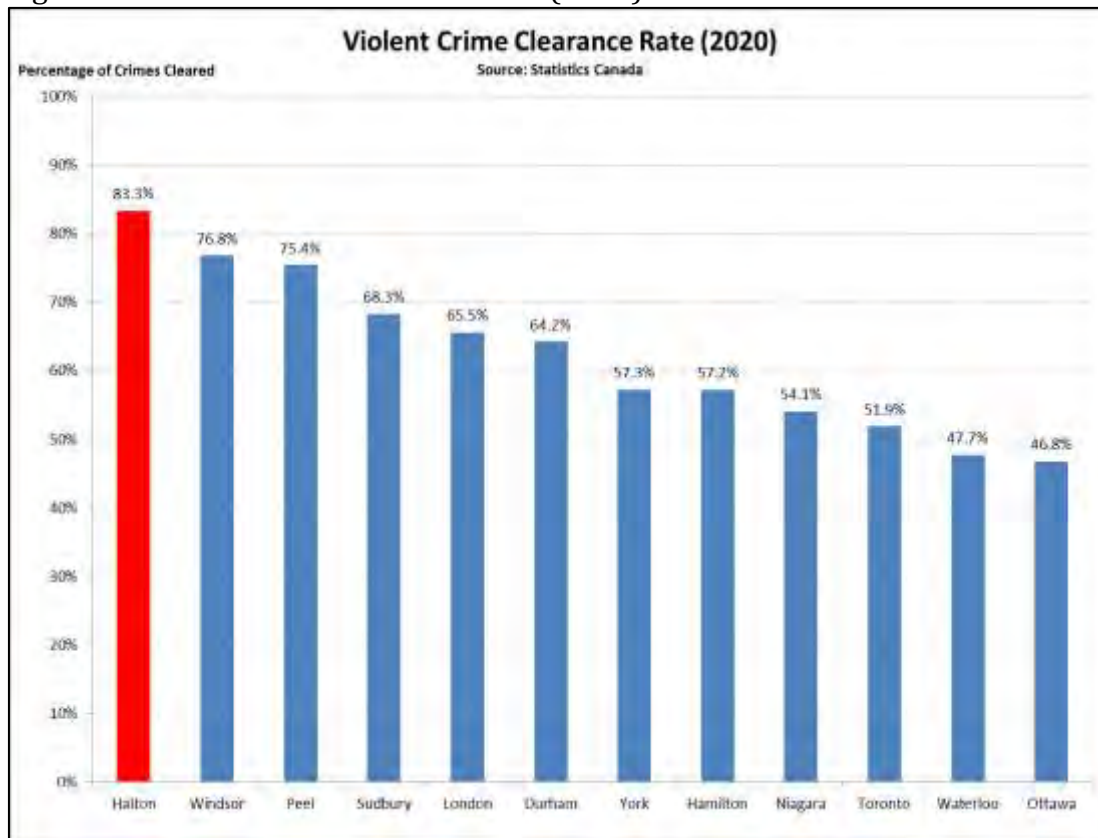


Figure 7 - Violent Crime Clearance Rate (2020)



Data released by Statistics Canada in July indicates that Halton had the best ranking (compared to Ontario's other large police services) in all the measures of the national Crime Severity Index in 2020 (Overall, Violent and Non-Violent) and the Weighted Clearance Rate, as shown in Figures 8 – 11. Data also indicate that of the 54 communities in Canada with populations in excess of 100,000 people, Halton had the lowest overall Crime Severity Index.

Figure 8 - Overall Crime Severity Index (2020)

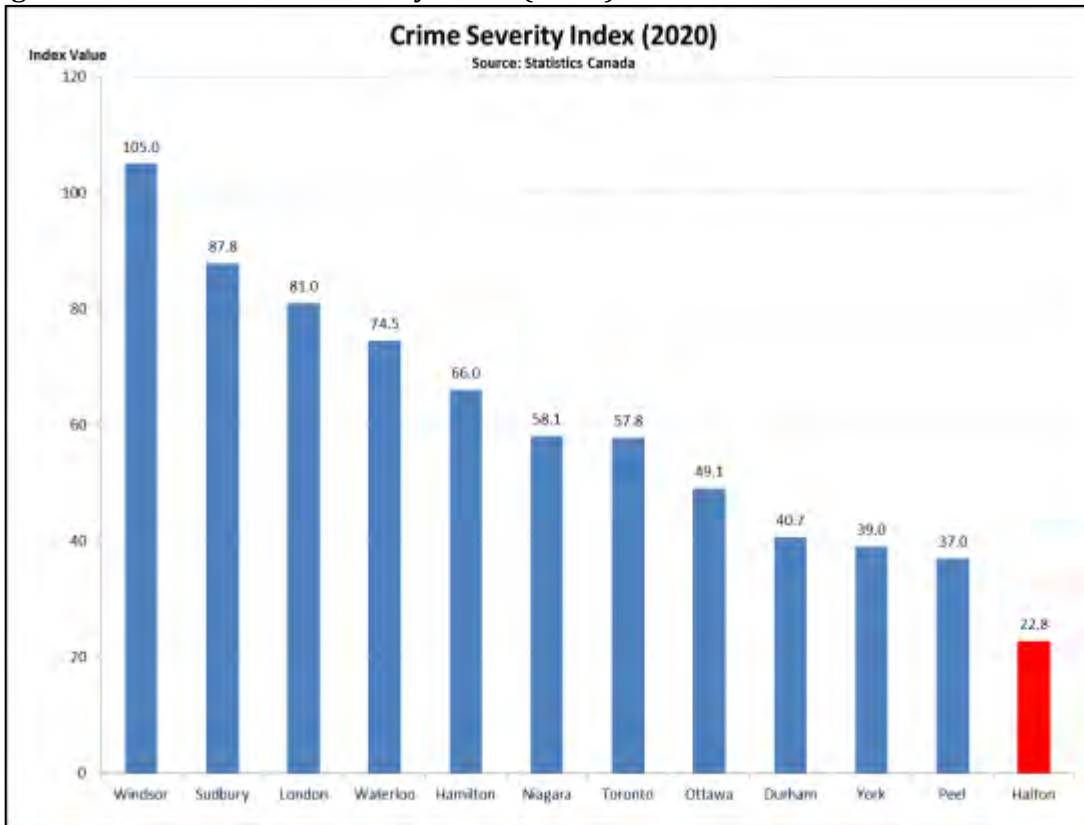


Figure 9 – Violent Crime Severity Index (2020)

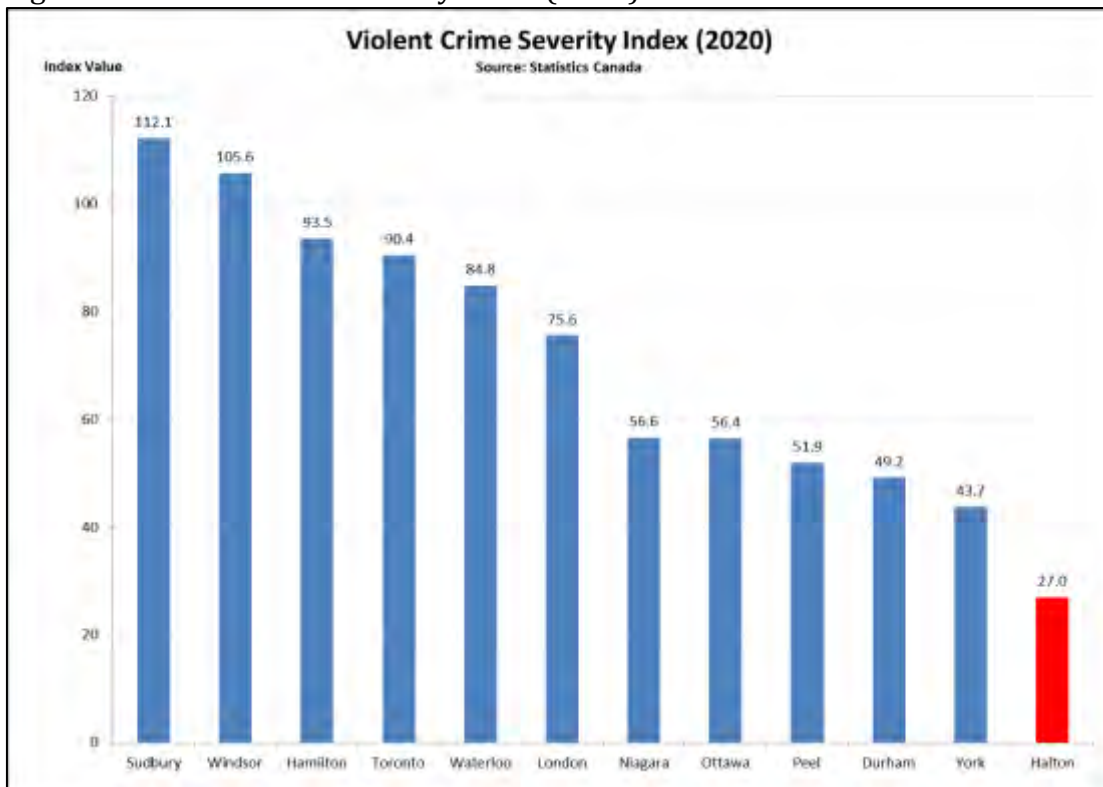


Figure 10 – Non-Violent Crime Severity Index (2020)

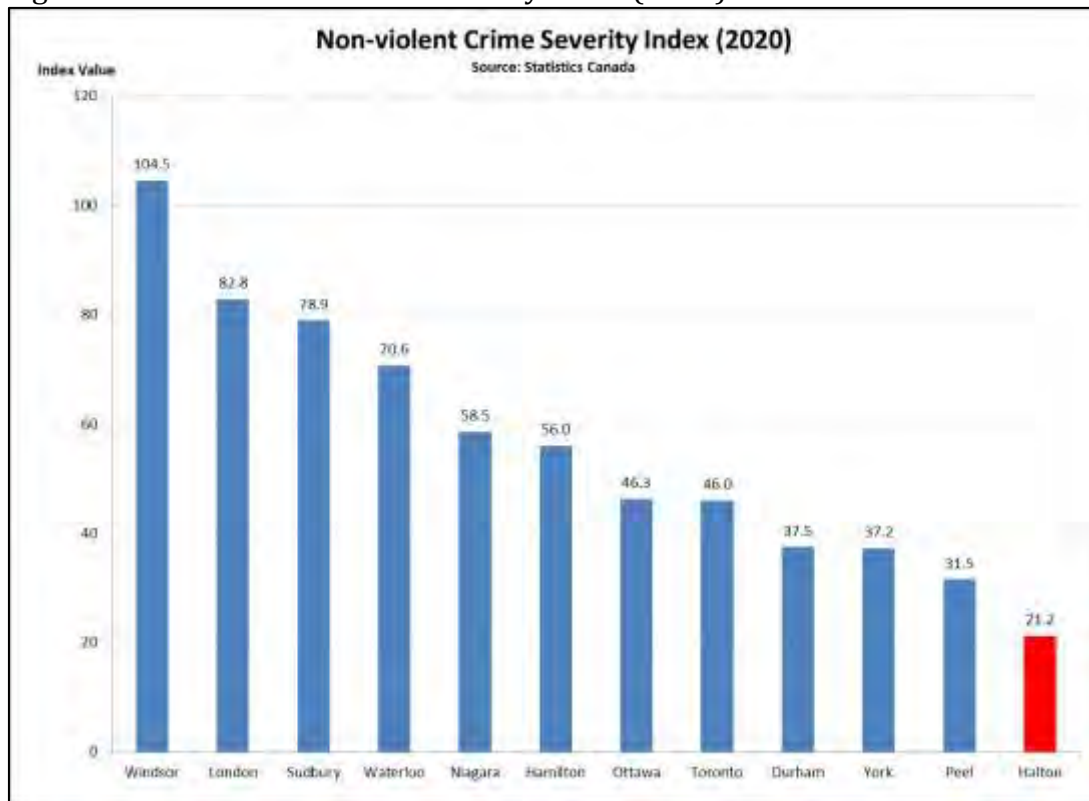
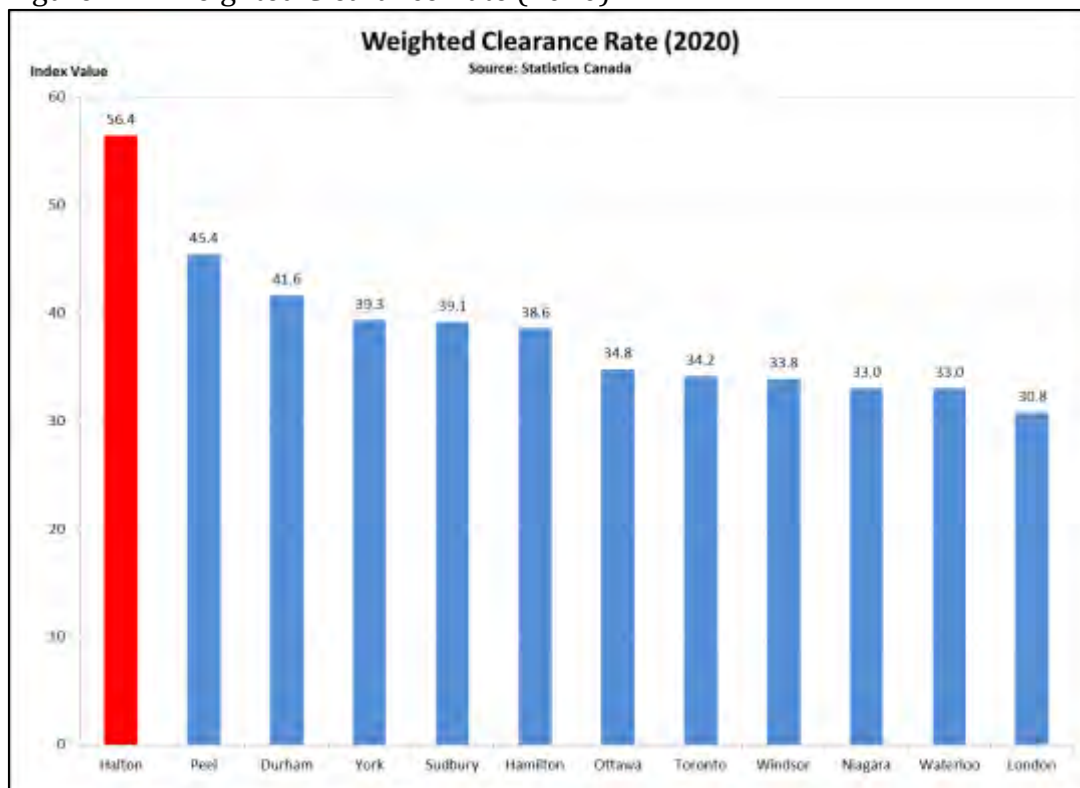


Figure 11 – Weighted Clearance Rate (2020)



Statistics Canada 2019 data showed that Halton continued to provide policing with fewer staff per capita than all of the comparator agencies in Ontario (more recent data is not available due to COVID). Data to be released by the Municipal Benchmarking Network Canada (formally known as OMBI) in the Fall of 2021, will also show that in 2020 Halton continued to provide policing with the lowest staff per capita values and at relatively low cost (likely to be the lowest of the “Big 12” in Ontario).



Stephen J. Tanner
Chief of Police

:KM

Definitions

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

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

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

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

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

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

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

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

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



Public Agenda Information Report

To: Halton Regional Police Services Board

From: Graham Milne
Board Secretary

Subject: Semi-Annual Board Governance Expenditure Report

Report #: SEC21-8-I-04

Date: 26 August 2021

INTRODUCTION AND BACKGROUND:

Per a standing direction the Board's Public Action Registry, the CGO is required to report semi-annually on the Board's expenditures.

Attachments: Board Governance Budget – 2021 YTD

DISCUSSION:

A summary of the Board's expenditures for the period ending July 31, 2021 is appended as a schedule to this report.

It is estimated that by year-end, the Board will exceed its budgeted expenditures by approximately \$35,000, owing to the following:

- Higher than usual legal and issue management assistance
- Un-Forecasted uniform and photography expenditures
- Un-forecasted Retreat expenditures
- New CGO

Halton Police Board
Fiscal Year ended July 31, 2021

Cost Elements	YTD July 31/2021			
	Actual	Budget	Var \$	Var %
Board Governance				
Salaries & Benefits	27,830	22,216	(5,614)	(25.3%)
Staff / Region support	87,769	85,244	(2,526)	(3.0%)
Consultant - Communications	27,353	33,600	6,247	18.6%
Consultant - By-Laws & Policies	17,091	35,000	17,909	51.2%
Consultant - Misc.	5,088	14,433	9,345	64.7%
Subtotal	165,131	190,492	25,361	13.3%
Board Activities				
Conferences / conventions	1,323	17,500	16,177	92.4%
Travel	0	0	0	n/a
Retiree events	0	0	0	n/a
Meals / Functions	216	1,167	951	n/a
Subtotal	1,539	18,667	17,128	91.8%
Board Operating Expenses				
Advertising	0	0	0	n/a
Board Portal	15,925	9,333	(6,592)	n/a
Dues / memberships	14,120	7,000	(7,120)	(101.7%)
Legal Fees	0	0	0	n/a
Supplies	0	0	0	n/a
Other Expenses	6,393	7,583	1,190	n/a
	36,438	23,917	(12,522)	(52.4%)
Total Expenditures	203,108	233,075	29,967	12.9%



Public Agenda Information Report

To: Chair and Police Service Board Members

From: Kimberly Calderbank
Board Media Consultant

Subject: August Communications Update

Report #:

Date: 26 August 2021

INTRODUCTION AND BACKGROUND

Given below is a summary of the June/July 2020 Board Communications/Media activities. High-level analytics and details are summarized below.

DISCUSSION / ANALYSIS

Newsletter

June Agenda Newsletter open rate – 59.6%

June Newsletter open rate – 59.6%

**Industry average newsletter open rate 30%.*

Twitter

Followers (as of August 17, 2021) – 1083

June Likes – 64

June Retweets – 16

July Likes – 29

July Retweets - 6

Top Tweets



@HPBoard

Jun 09, 17:59



NEW Halton Regional Police Service Introduces Emergency Services to Newcomers

Through New Virtual Program. Developed with local partners the program uses educational videos to introduce the role of emergency services in Halton.

Visit <http://www.haltonpolice.ca/esinc> #Halton



@HPBoard

Jul 18, 14:05



TODAY is the start of National Drowning Prevention Week. With 400+ Canadians drowning in preventable water-related

incidents annually, drowning is the third leading cause of unintentional death among Canadians under 60 yrs.

One drowning is one too many.

<http://ow.ly/bykN50FwGnU> <https://twitter.com/HPBoard/status/1416760935226691589/photo/1>

COMMENTS

June Board Website stats –

Page views: 95

Unique Pageviews: 87

Average Time on Page: 1:05

July Board Website stats –

Page views: 89

Unique Pageviews: 78

Average Time on Page: 2:01

- NEW Website launched August 24, 2021
- Press Release re NEW website August 24, 2021
- Board headshots complete



Public Agenda Recommendation Report

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

Subject: 2022 Budget Direction & Timelines

Report #: SEC21-8-R-05 Date: 26 August 2021

RECOMMENDATION:

"THAT the attached correspondence from Keshwer Patel, Halton Region Commissioner of Finance and Regional Treasurer regarding Budget Directions for 2022, be received for information."

Graham Milne
Board Secretary

Attachments: Correspondence from Keshwer Patel, Halton Region Commissioner, Finance and Regional Treasurer re:
FN-20-21 – 2022 Budget Directions

INTRODUCTION AND BACKGROUND:

As per the attached correspondence, Halton Regional Council has approved its Budget Directions for 2022 and provided a guideline to the Halton Police Board for a net expenditure increase of no more than 3.7%.

DISCUSSION / ANALYSIS:

The Service is scheduled to present its 2022 Budget request to Halton Regional Council at its meeting of Wednesday, November 17, 2021. Regional Council will approve its 2022 Budget, including the HRPS Budget request, at its meeting of Wednesday, December 15, 2021.



July 15, 2021

VIA EMAIL

Finance Department
Office of the Commissioner
1151 Bronte Road
Oakville, ON L6M 3L1

Mr. Jeff Knoll, Chair
Halton Regional Police Services Board
2485 North Service Rd. W.
Oakville, ON L6M 3H8

Dear Chair Knoll:

The Council of the Regional Municipality of Halton approved the 2022 Budget Directions at its meeting, held Wednesday, July 14, 2021 as attached in this letter (Report No. FN-20-21 Re: 2022 Budget Directions), and adopted the following resolution:

RESOLUTION: FN-20-21 – 2022 Budget Directions

4. THAT a letter from the Commissioner of Finance and Regional Treasurer identifying the 2022 Budget Directions target of the following budget increases and a copy of Report No. FN-20-21 be forwarded to the respective boards as follows:
 - a. Halton Regional Police Service 3.7% increase
 - b. Conservation Halton 3.7% increase
 - c. Credit Valley Conservation 3.7% increase
 - d. Grand River Conservation Authority 3.7% increase
 - e. Royal Botanical Gardens 2.0% increase

To achieve the budget directions approved by Regional Council, the budget guideline for the Halton Regional Police Services Board is a net expenditure increase of no more than 3.7%. This maintains the Region's key priority of an effective tax increase less than or equal to inflation of 2%, assuming assessment growth in the 2022 Budget of 1.7%, totaling 3.7%. As part of the 2022 Budget process, Halton Region Finance staff will meet with Halton Regional Police Services Finance staff during the upcoming months to discuss Halton Regional Police Services' 2022 budget submission.

Sincerely,

A handwritten signature in blue ink, appearing to read "Keshwer Patel".

Keshwer Patel
Commissioner of Finance & Regional Treasurer

Cc: Stephen J. Tanner, Chief of Police, Halton Regional Police Services Board
Fred Kaustinen, Strategic Advisor, Halton Regional Police Services Board
Gary Carr, Halton Regional Chair
Jane MacCaskill, Chief Administrative Officer, Halton Region

Regional Municipality of Halton

HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1

905-825-6000 | Toll free: 1-866-442-5866

Report To:	Regional Chair and Members of Regional Council
From:	Keshwer Patel, Commissioner, Finance and Regional Treasurer
Date:	July 14, 2021
Report No.:	FN-20-21
Re:	2022 Budget Directions

RECOMMENDATION

1. THAT the 2022 Tax Supported Budget, excluding the Halton Regional Police Service (HRPS), be prepared such that the tax increase is at or below the rate of inflation (2.0%).
2. THAT the 2022 Rate Supported Budget be prepared such that the rate increase related to operations is at or below the rate of inflation (2.0%) with a total rate increase including the state-of-good-repair capital program not to exceed 3.3%.
3. THAT the 2022 Budget Schedule as set out in Attachment #1 to Report No. FN-20-21 be approved.
4. THAT a letter from the Commissioner of Finance and Regional Treasurer identifying the 2022 Budget Directions target of the following budget increases and a copy of Report No. FN-20-21 be forwarded to the respective boards as follows:
 - a. Halton Regional Police Service 3.7% increase
 - b. Conservation Halton 3.7% increase
 - c. Credit Valley Conservation 3.7% increase
 - d. Grand River Conservation Authority 3.7% increase
 - e. Royal Botanical Gardens 2.0% increase

REPORT

Executive Summary

- The 2022 Budget Directions have been prepared with identified pressures as highlighted in Report No. FN-20-21 that will be considered as part of the budget process.

- The 2022 target tax increase and water and wastewater rate increase related to operations are targeted at or below the rate of inflation.
- The target budget increase for Regional Services before assessment is 3.7%. After assessment growth of 1.7%, a target of 2.0% tax rate increase for Regional and Police Services is projected.
- The budget direction for the Halton Regional Police Service (HRPS), Conservation Halton, Credit Valley Conservation and Grand River Conservation Authority is 3.7%. The budget direction for the Royal Botanical Gardens is an inflationary increase of 2.0%.
- The 2022 Budget and Business Plan is scheduled to be reviewed by Regional Council on December 8, 2021 and consideration of approval is scheduled on December 15, 2021 as outlined in Attachment #1.

Background

The purpose of this report is to seek approval for the 2022 budget guidelines and schedule for the Tax and Rate Supported Budgets and to highlight some of the challenges that will be addressed in preparing the 2022 Budget and Business Plan. These guidelines are intended to provide direction to staff in preparing the 2022 budgets to deliver Regional services. There are still many unknown variables related to COVID-19 that have the potential to impact the 2022 budget, including the duration of the pandemic, the vaccine rollout and recovery. Throughout the development of the 2022 budget, staff will continue to monitor the impacts of COVID-19 and the projected recovery plan, and will identify pressures that are anticipated to extend to 2022. Given these uncertainties, the 2022 budget will be developed with a conservative approach, and will incorporate the latest information available while identifying risks and pressures. There will be a continued focus on core services, continuous improvement and finding cost efficiencies in all program areas to achieve the targets set.

Discussion

BUDGET SCHEDULE

The proposed 2022 budget schedule outlined in Attachment #1 to this report has been developed so that the Tax and Rate Supported Budgets will be prepared and presented to Council together. The Budget Book will be printed in mid-November, and the Budget Presentations by the Boards and Agencies will take place on November 17, 2021. Council is scheduled to review the Regional budget on December 8, 2021 and consideration of approval of both the Tax and Rate Supported Budgets is scheduled for December 15, 2021.

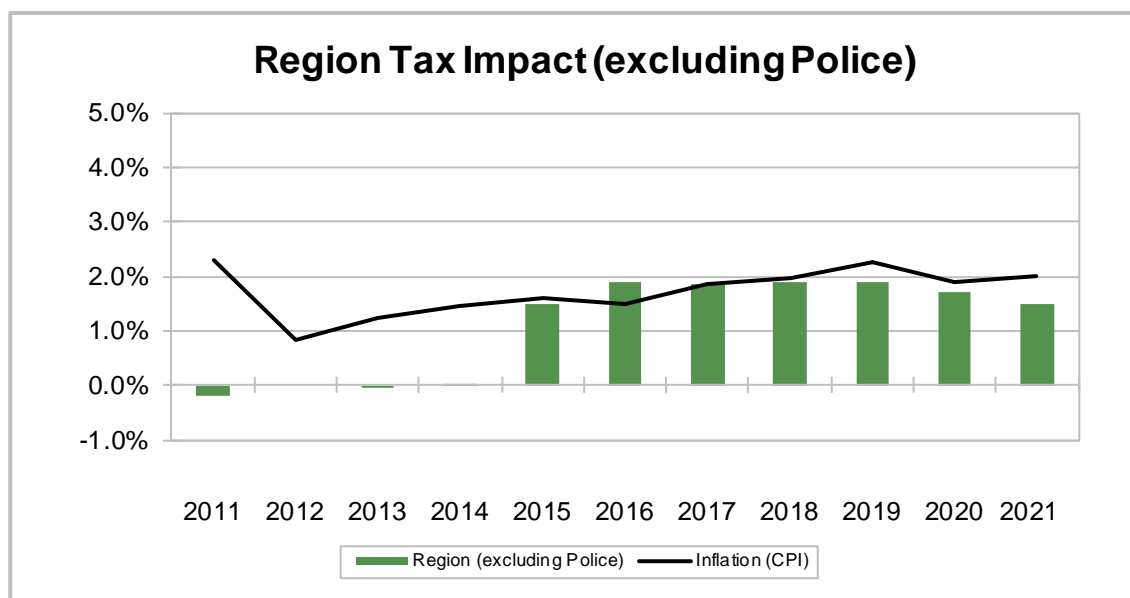
STRATEGIC ACTIONS SHAPING HALTON'S 2022 BUDGET

AAA Credit Rating

Maintaining a AAA credit rating over the past 33 years is a testament to the financial position, policies and practices of the Region and Local Municipalities. The AAA credit rating reflects Halton's strong and stable operating budgetary results, very low debt burden, high levels of liquidity, a commitment to multi-year planning, stable revenue and expenditure flows, a very strong and well-diversified economy, prudent and conservative fiscal management practices and a stable and well-qualified management team. Maintaining a AAA credit rating provides the best possible capital financing rates and minimizes long-term infrastructure capital financing costs. In the January 27, 2021 Moody's Investors Service published report, it was identified that the Region's ability to post strong fiscal results each year is supported by stable operations and an effective multi-year budgeting process. Further, in the June 10, 2021, S&P Global Ratings annual review, it was noted that the Region has prudent financial management practices with a diverse economic base and exceptional liquidity. Achieving a AAA rating status ensures Halton Region and the four Local Municipalities that borrow under this credit rating will continue to obtain the best possible financing rates in the capital markets minimizing the longer term costs of infrastructure capital.

Tax Rate Increases At or Below the Rate of Inflation

The key priority in developing the tax budget guidelines is to prepare the Tax Supported Budget with an increase at or below the rate of inflation. The Region has been successful in delivering a property tax increase at or below the rate of inflation while maintaining or enhancing services. The chart below provides the history of property tax increases for Regional services (excluding Police) in Halton since 2011. The Region has been successful in delivering an average property tax increase of 1.1% for Regional Services (excluding Police) from 2011 to 2021 while focusing on maintaining existing levels of service and approving investments in high priority core service areas.



Continuous Improvement & Efficiencies

Halton has maintained and enhanced services with tax increases at or below the rate of inflation over the past 15 years by identifying improvements and efficiencies through continuous improvement. Halton has for many years identified savings and reallocated resources to priority areas to address program pressures and service levels without having an impact on the budget. Continuing this practice through the 2022 budget development process, staff will continue to work to identify savings and opportunities for reallocation of resources to address pressures.

Financing Growth

The Provincial Growth Plan has imposed financial challenges on the Region. For more than 20 years, the Region has had a long-standing practice that an acceptable development financing plan must be approved by Regional Council prior to proceeding with growth-related programs. Regional Council is committed to supporting planned growth by working in partnership with the development community in order to maintain the Region's objective of protecting Halton Region's tax and rate payers from impacts related to financing growth-related infrastructure, while also maintaining Halton's strong financial position. This principle is upheld through the Region's Development Financing Plan, which states that all growth-related costs that can be recovered from development charges (DCs) will be recovered in accordance with the *Development Charges Act (DCA)*, 1997. Currently, the Region is implementing the 2020 Allocation Program and financing plan to accommodate over 18,230 Single Detached Equivalents (SDE) units approved by Council at an estimated cost of \$2.1 billion through Report No. FN-46-19/PW-50-19/LPS112-19 (re: 2020 Allocation Program Options).

Despite Halton's rigorous process to develop its Development Charges Background Study through its Master Plans, Growth Plans, developer consultations and consultant review, a significant amount of growth-related costs cannot be recovered under the current DCA as amended. Council has made several submissions to the province for changes to the DC legislation. These submissions reflected Regional Council's request to make amendments to the DCA consistent with the principle that "growth pays for growth". As part of the 2017 DC update process, staff identified and updated the capital costs that are not being recovered from growth based on this principle. Under the DCA, Halton Region's DC revenues are estimated to be, at minimum, \$14.1 million per year lower than a calculation based on a "growth pays for growth" principle.

In 2020, the Province proclaimed changes to the DCA, which included the removal of the 10% deduction for general services which equates to \$1.4 million of the \$14.1 million shortfall. Although the removal of the 10% deduction was a welcomed change, the DCA still does not satisfy the "growth pays for growth" principle by not allowing the municipalities to recover the full cost of growth. The Region continues to advocate to the Province for legislation that supports the "growth pays for growth" principle.

The impacts related to the proclaimed changes have created financial uncertainty with respect to the timing of DC collection, the gap between timing of DC rate determination and building permit issuance and exemptions related to additional secondary dwelling units in new construction. This will impact long-term planning including growth-related financing calculations and collection, cash flow requirements, the delivery of infrastructure, budgeting, and the resources required to address the additional administration. The full extent of the impacts cannot be quantified with the information currently available and will be reviewed as part of the DC update which commenced earlier this year as discussed in Report No. FN-04-/LPS14-21 (re: 2022 Development Charge (DC) Update and Development Charges Advisory Committee Work Plan).

The Transportation and Water and Wastewater Master Plans will not be updated for this DC update however, deferred projects from the 2020 Allocation Program, existing infrastructure project costing and phasing to 2031 will be reviewed and updated.

Asset Management Plans

Maintaining Regional assets and infrastructure in a state-of-good-repair is a key priority. The Corporate Asset Management Plan demonstrates sound stewardship of the Region's existing assets to support services at desired levels and to ensure financial sustainability. It also supports decision-making for future investments regarding the construction, operation, maintenance, renewal, replacement, expansion and disposal of infrastructure assets while minimizing risk and cost to the Region and residents. Halton's Asset Management Plan has resulted in most infrastructure assets rated to be in good condition and meeting desired service levels. Staff continue work to align the current Asset Management Plan (AMP) with the requirements set out in the Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17) regulation. On March 15, 2021, the Ministry of Infrastructure amended O. Reg. 588/17 to extend regulatory timelines for Phases 2, 3, and 4 by one year. The AMP is anticipated to be presented to Council early in 2022, in compliance with the revised O. Reg. deadline of July 1, 2022.

As highlighted later in this report, a key objective of the annual budget continues to be to invest appropriately in the state-of-good-repair program to maintain the condition of the assets as infrastructure ages and expands due to growth. The state-of-good-repair capital program financing has been adjusted based on the Asset Management Program. As part of the Public Works Asset Management Road Map Implementation Plan, in early 2021, staff completed the Capital Costing Project that will be used in developing capital budget estimates as part of the 2022 Budget and Forecast. In addition, staff continue to work on updating the infrastructure assets Life Cycle Models that are utilized in the 9 year capital forecasting. In 2021, staff initiated to develop an Asset Management maturity assessment that will further improve Halton's asset management program. Initiatives identified in the maturity assessment will be used to update the Public Works Asset Management Road Map and presented to council as part of the 2022 Budget and Forecast.

Public Accountability, Transparency and Engagement

As a key priority, Halton Region continues to advocate for support from all levels of government on critical issues affecting the Region. In order to maintain a high quality of life, build the necessary infrastructure, and ensure the financial integrity of the Region,

significant funding investments and legislative changes from the Provincial and Federal governments are required. As part of these advocacy efforts, the Region continues to work with the Association of Municipalities of Ontario (AMO) and the Federation of Canadian Municipalities (FCM) on issues of municipal concern.

2022 BUDGET ASSUMPTIONS & PRINCIPLES

Real Gross Domestic Product (GDP)

Global economic activity continues to accelerate as COVID-19 cases fall, largely due to massive vaccination programs in most developed countries. The United States in particular, is experiencing a strong consumer driven recovery as a result of pent up demand built during the last sixteen months. A rebound is also beginning to take shape in Europe as restrictions are lifted and tourism slowly recovers in time for the busy summer travel season. Most central banks in the world, including the Federal Reserve in the U.S. and the European Central Bank, are keeping very accommodative monetary policy in place in order to ensure the recoveries are not derailed by early aggressive policy. The Canadian economy has also progressed well as first quarter GDP came in at a robust 5.6%. Household spending was stronger than expected and many businesses drew down inventories in order to meet demand. Renewed lockdowns during the third COVID-19 wave have dampened economic activity in the second quarter. Service sector industries where physical distancing cannot be maintained have felt the brunt of the slowdown. With vaccinations proceeding at a faster pace, and provincial restrictions being eased over the summer, the Canadian economy is expected to rebound during the second half of 2021. As per the Bank of Canada's monetary policy report, real GDP is projected to be 6.5% in 2021 and 3.7% in 2022.

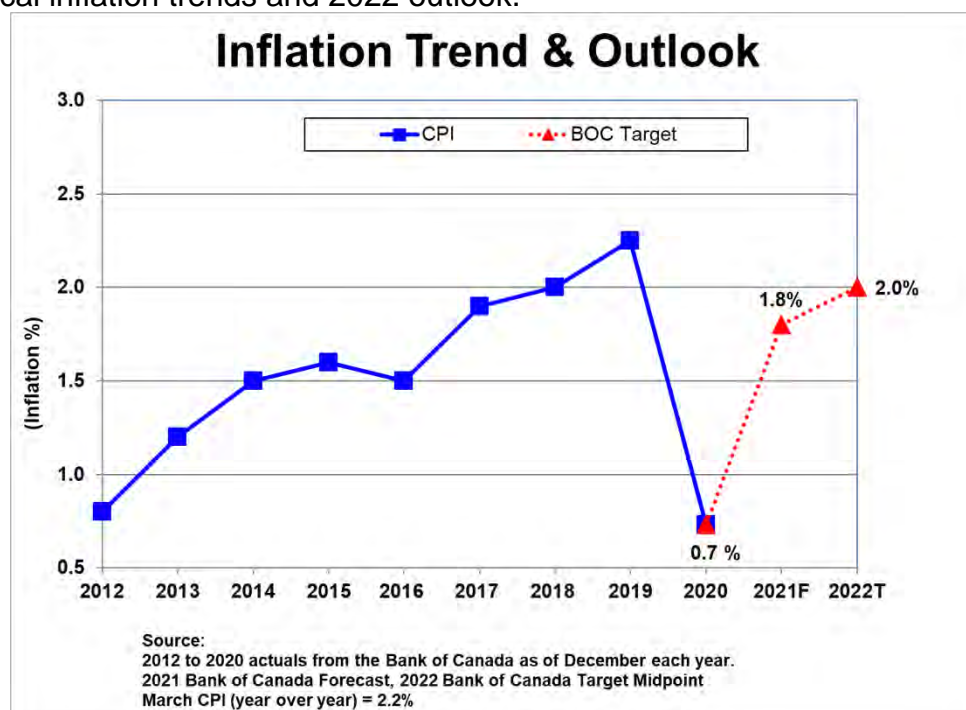
Inflation

There is some uncertainty on the future of inflation given the effects of the second and third waves of COVID-19 and the vaccine rollout. The Bank of Canada's inflation control target remains at 2.0%, which is the midpoint of the Bank's 1.0% to 3.0% target range. The annual inflation rate for April was up to 3.4% from the previous year and continued to increase to 3.6% in May. The increase in inflation is primarily due to the increase in gasoline prices in April where prices were up by 62.5% on a year-over-year basis. In the short term, inflation will fluctuate from 1% to 3%, largely due to the effects of gasoline prices but this is viewed as transitory. The bank expects that inflation will sustainably return to target sometime in the second half of 2022.

The Bank of Canada's overnight interest rate continues to remain at 0.25% since March 2020 when the Bank cut interest rates by 1.5% to ensure affordable credit was available to households and businesses. The Bank's inflation projections as part of the April Monetary Policy Report are based on an estimated interest rate range of 1.75% to 2.75% with the assumption that the neutral rate is at the midpoint of this range.

The Bank of Canada closely monitors the effectiveness of its actions, along with the fiscal and other policy actions taken, to assess whether output and inflation are on paths

towards full employment and their 2% inflation target. The following graph outlines the historical inflation trends and 2022 outlook.



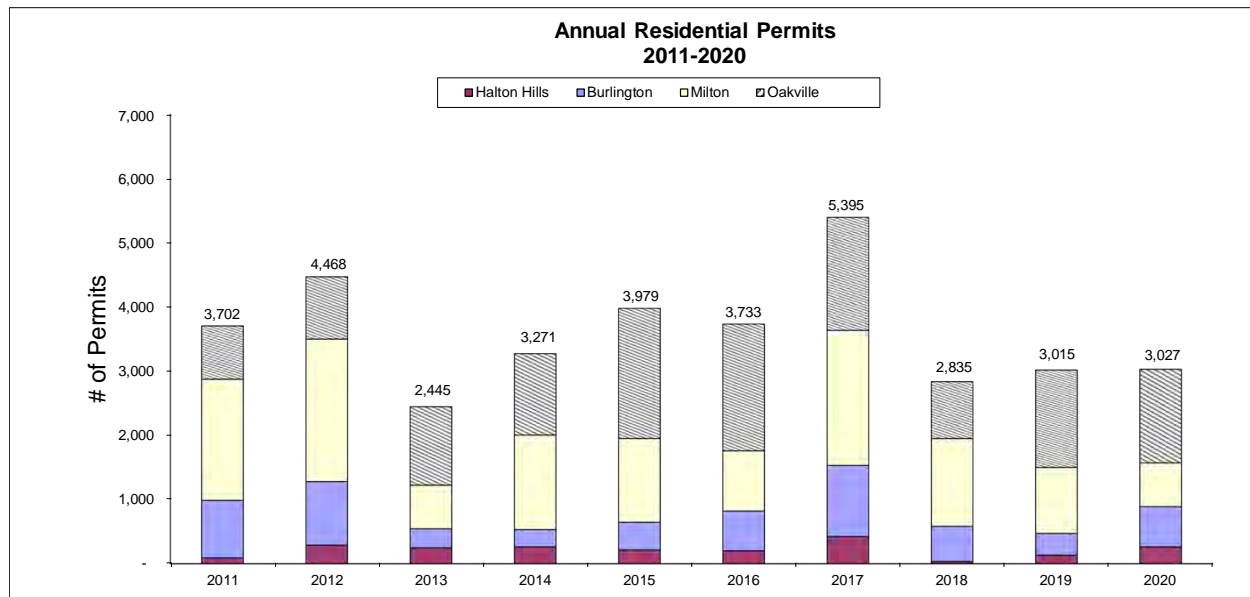
Staff reviewed the various economists' research from the major Canadian banks and based on this review have found that they are currently forecasting Canadian annual inflation in a range of 1.9% to 2.2% for 2022. The forecasting is dependent on how quickly the economy recovers from the COVID-19 pandemic and the timing and strength of the recovery. This target is set jointly by the Bank of Canada and the federal government and, since 1991, has shown that the best way to foster confidence in the value of money and to contribute to sustained economic growth, employment gains and improved living standards is by keeping inflation low, stable and predictable. The inflation-control target guides Bank of Canada decisions on the appropriate setting for the policy interest rate, which is aimed at maintaining a stable price environment over the medium term.

As such, staff are recommending that the 2022 budget be prepared in line with the Bank of Canada mid-target policy inflation rate of 2.0%.

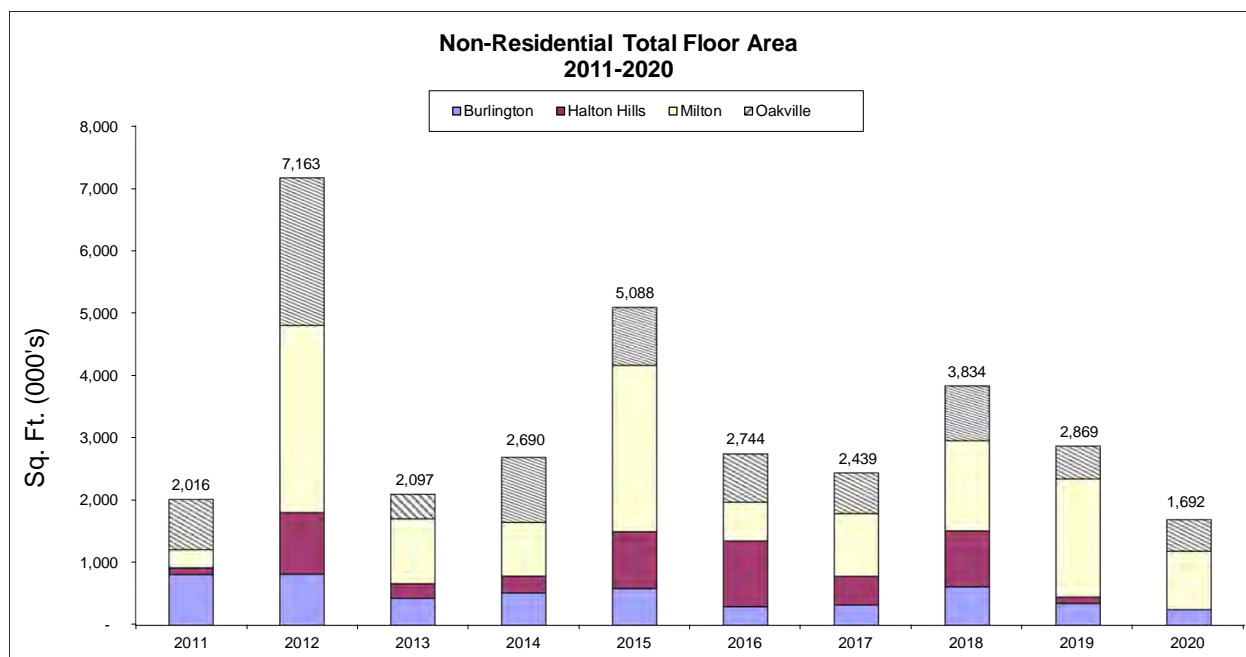
Economic Development

As shown in the chart below, the average residential building permits between 2011 and 2020 was 3,587 per year. The decline in permits issued in 2013 was largely due to the delay in the commencement of the 2012 Allocation Program. Once implemented it allowed residential permit activity to rebound from 2014 to 2017, with the strong results in 2017 attributed to a considerable increase in condominium development. 2018 and 2019 saw a substantial decline due to delays in some planning approvals (secondary plans, etc.) that had resulted in delays in advancing the next Allocation Program. The

2020 Allocation Program commenced in the summer of 2020 and we should see a notable increase in building permits in 2021.



As shown in the following chart, the annual average non-residential growth over the last 10-years was 3.26 million sq. ft., with exceptional growth in 2012. Based on development applications received and progress in the servicing of the employment lands, it was expected that growth in 2020 and 2021 would be slightly above the 10-year average. However due to the uncertainty caused by COVID-19 on the non-residential sector it is hard to project how this will continue to affect development in the short-term with 2020 being the lowest growth over the 10 year period.



The Region provides interim financing for the non-residential share of capital costs, in recognition of the fact that the timing of infrastructure is driven by the residential developers and is delivered well in advance of non-residential requirements. The interim financing is a strategic investment for the Region, as this infrastructure serves to support continued economic growth in the Region.

To ensure that this interim financing does not impact tax or water and wastewater rates, the Region employs a combination of internal borrowing from its own reserves (Capital Investment Revolving Fund and Tax Capital reserve) and external debt to meet these requirements. Ultimately, these reserves will be fully reimbursed, with interest from the collection of development charges, as non-residential development occurs in the future. The Region's projected reserve balances anticipate slower growth than contemplated in the Best Planning Estimates to ensure that the reserves have the capacity to finance the infrastructure within approved Development Financing Plans. In the event that non-residential development is impacted in the short-term, the reserves have the capacity to mitigate the shortfall until the development charges are collected. Any shortfall in development charge collection will be addressed as part of the next Development Charge Study and prior to approving any further Development Financing Plans.

2022 Budget Principles

The 2022 Budget will continue to be prepared based on the following budget principles:

- The annual budget is prepared in accordance with the financial plans, annual targets and policies approved by Regional Council;
- Halton's strong financial position and financial planning principles will be continued to ensure the Region's AAA credit rating is maintained;
- Strategic Investments in additional financial and staff resources resulting from growth, program enhancements or additional Federal/Provincial funding will

require a business case to be considered by Council as part of the annual budget process;

- The annual budget includes investment in the state-of-good-repair of the Region's assets to maintain a good overall condition of the assets as the Region's infrastructure continues to age and expand;
- Regional programs are funded from sustainable revenues to ensure ongoing expenditures are not funded from temporary or one-time revenues. All revenues are reviewed annually through the budget process to ensure sustainability, in particular revenues that represent significant sources of funding or contain an increased risk or variability such as investment income, supplementary tax revenues, water and wastewater utility revenues, and provincial and federal subsidies;
- 10-year operating and capital budget forecasts are prepared;
- All growth-related capital costs that can be recovered under the *Development Charges Act, 1997* will be recovered from growth in the annual budget. In order to proceed with growth in the Region, an acceptable financing plan must be approved by Council prior to development proceeding;
- Halton's own debt limits are not exceeded throughout the 10-year forecasts;
- Reserves are maintained at levels to ensure financial sustainability to support the state-of-good-repair of Regional assets, tax and rate stabilization reserve targets and to fund specific program requirements; and,
- The Budget that is presented to Halton Region tax and rate payers is clear and easy to understand, as evidenced by the annual receipt of the Distinguished Budget Presentation Award by the Government Finance Officers Association of the United States and Canada (GFOA).

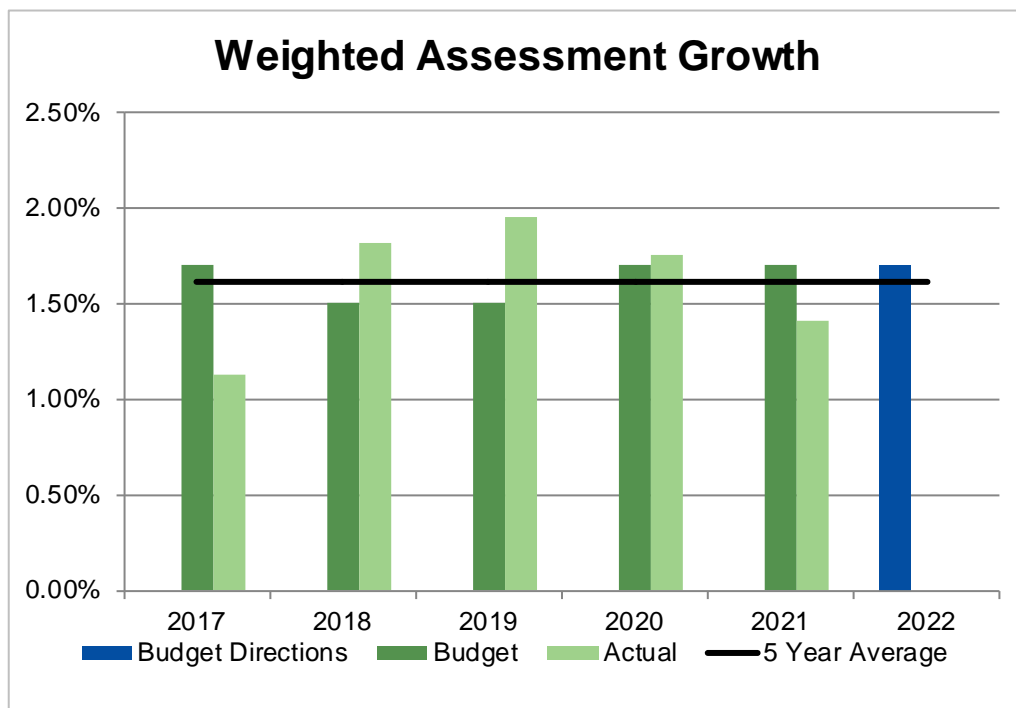
In addition, the Region will continue to meet provincially mandated obligations related to the COVID-19 pandemic response.

2022 TAX SUPPORTED BUDGET DIRECTIONS

As shown in the table below, the 10-year operating budget forecast in the Regional 2021 Budget and Business Plan projected the tax increase for Regional programs including Police Services in 2022 to be 2.3% after 1.7% assessment growth. The 2021 10-year operating forecast was developed based on maintaining existing levels of service, existing program financing plans, assumptions with respect to provincial funding as well as expected inflationary and growth factors.

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
\$000s	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Region:										
Net Expenditures	\$ 285,847	\$ 298,134	\$ 311,482	\$ 323,522	\$ 335,826	\$ 348,826	\$ 362,018	\$ 375,553	\$ 389,468	\$ 404,160
Net Expenditure Change	3.2%	4.3%	4.5%	3.9%	3.8%	3.9%	3.8%	3.7%	3.7%	3.8%
Tax Impact (after assessment)	1.5%	2.6%	2.6%	2.0%	2.1%	2.1%	2.0%	2.0%	2.0%	2.0%
Halton Regional Police Service:										
Net Expenditures	\$ 168,832	\$ 175,051	\$ 181,760	\$ 190,468	\$ 199,444					
Police Net Expenditure Change	4.2%	3.7%	3.8%	4.8%	4.7%					
Tax Impact (after assessment)	2.5%	2.0%	2.0%	2.9%	3.0%					
Region Including Police:										
Net Expenditures	\$ 454,680	\$ 473,186	\$ 493,243	\$ 513,991	\$ 535,270					
Tax Impact (after assessment)	1.8%	2.3%	2.4%	2.4%	2.4%					
Assessment Growth Assumption	1.7%	1.7%	1.8%	1.8%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%

As shown in the chart below, over the past 5 years, the actual assessment growth has fluctuated, with growth ranging from 1.13-1.95%. Based on the 5-year average and consistent with the forecast, it is recommended 1.7% assessment growth be used to prepare the 2022 budget.



2022 Tax Budget Target

The following table summarizes the 2022 Tax Operating Budget Target based on the assumptions used in Budget Directions.

Tax Operating Budget by Expenditure Category						
(\$000s)	2021			2022	Change	
	Approved Budget	In-Year Changes	Amended Budget	Target Budget	2022 Target Budget/ 2021 Amended Budget	
Expenditures:						
Operating Expenditures:						
Personnel Services	\$ 200,493	\$ -	\$ 200,493	\$ 206,879	\$ 6,385	3.2%
Materials & Supplies	19,803	121	19,924	19,680	(245)	(1.2)%
Purchased Services	119,839	1,064	120,903	123,527	2,624	2.2%
Financial & Rent Expenses	9,526	14	9,540	9,540	-	0.0%
Grants & Assistance	116,107	-	116,107	116,751	643	0.6%
Other Expenditures	17,822	(1,261)	16,561	15,815	(746)	(4.5)%
Operating Expenditures	\$ 483,592	\$ (62)	\$ 483,529	\$ 492,191	\$ 8,661	1.8%
Capital Financing Exp	96,598	-	96,598	99,366	2,768	2.9%
Total Expenditures	\$ 580,190	\$ (62)	\$ 580,128	\$ 591,557	\$ 11,430	2.0%
Revenues:						
Subsidies	\$ (196,472)	\$ (1,199)	\$ (197,671)	\$ (197,671)	\$ -	0.0%
Other Revenues	(97,871)	-	(97,871)	(98,771)	(900)	0.9%
Total Revenues	(294,343)	(1,199)	(295,542)	(296,442)	(900)	0.3%
Regional Tax Levy	\$ 285,847	\$ (1,261)	\$ 284,586	\$ 295,116	\$ 10,530	3.7%
Halton Regional Police Service	168,832	-	168,832	175,079	6,247	3.7%
Total Impact (Region & Police)	\$ 454,680	\$ (1,261)	\$ 453,418	\$ 470,195	\$ 16,776	3.7%
Assessment Growth						1.7%
Net Tax Impact (Including Police)						2.0%

Regional Council approved the 2021 net Regional levy requirement (including Police) of \$454,679,607 through Report No. FN-44-20 (re: 2021 Budget and Business Plan and Disposition of the 2020 Surplus), which assumed 2020 in-year assessment growth of 1.70%. Further, FN-44-20 included a recommendation that any surplus or deficit resulting from a difference in the actual assessment growth from the budgeted assessment growth be transferred to/from the Tax Stabilization Reserve (501020). As outlined in Report No. FN-15-21 (re: 2021 Tax Policy), Halton's actual 2020 assessment growth was 1.41%, which was lower than the 1.70% that was budgeted, resulting in a deficit of \$1,261,454. Accordingly, the \$1,261,454 was transferred from the Tax Stabilization Reserve, resulting in the adjustment of the 2021 Approved Budget from \$454,679,607 to \$453,418,153.

The 2021 Approved Budget has also been amended to reflect the following budget adjustment of \$1,198,825, with no net Regional impact:

- \$1,198,825 in Paramedic Services as set out in Report No. MO-02-21 (re: Community Paramedic Program Update)

The amended 2021 Budget will be incorporated into the 2022 Base Budget.

Base budget assumption increases incorporated in Budget Directions include:

- Inflation at 2.0% only when applicable
- Provincial subsidies reflective of the latest information available
- Removal of all one-time funding in 2021
- Compensation increases based on collective agreements and inflation

As shown in the following table, after assessment growth of 1.7%, a target of 2.0% tax rate increase for Regional and Police services is projected. The targeted increase is consistent with the strategic priority of tax rate increases at or below the rate of inflation.

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)				
	2021	2022	Change	
	Actual	Target	\$	%
Regional Services	\$ 170	\$ 173	\$ 3	2.0%
Police Services	101	103	2	2.0%
Total Regional Taxes	\$ 271	\$ 276	\$ 5	2.0%

May not add due to rounding

Regional and Police Services include increases of 3.7% before 1.7% assessment growth to achieve the target increase

Based on these assumptions, the 2022 property tax impact for Regional Services would be an increase of \$3 and the impact for Police Services would be an additional \$2, resulting in a combined increase of \$5 per \$100,000 current value assessment (CVA). As an example, a home with a current value assessment of \$500,000 would have a \$25 increase in 2022, consisting of a \$15 increase for all Regional services and an additional \$10 for Police Services.

2022 Tax Budget Pressures

There are significant pressures to be addressed in the development of the 2022 Budget. There is significant uncertainty regarding Provincial funding in various programs, changes to service delivery models including in Long Term Care, increased demand for housing supports and other services, on-going costs related to the management of COVID-19 in Public Health and other service demand pressures for Regional programs. Investments are also required related to asset management and in the Region's Digital Strategy to leverage the progress made during the pandemic to provide services on-line. Staff will focus on identifying savings and leveraging other funding sources to achieve the 2022 Budget Direction target in this challenging environment. The following provides more details on the 2022 budget challenges.

Provincial and Federal Funding

The 2021 budget was developed with the most up to date funding information available, however there continues to be uncertainty in many areas. There continues to be Provincial impacts that are still not known specifically related to funding models and programs that the Province has communicated will be changing, or are currently under review including the Children's Services funding model, Ontario Works cost of administration funding, service delivery of Employment Ontario programs, and the structure of Public Health and Paramedic Services in the Province.

2021 Provincial funding allocations for many program areas have not yet been received, including Public Health, Paramedics Services and Long-Term Care. Throughout the 2022 budget development process, staff will continue to monitor funding changes and impacts, and will develop the budget with a conservative approach as a result of this continued uncertainty.

- **Public Health** – As discussed in Report No. CA-08-19 (re: 2019 Provincial Budget Update) in April 2019, the Provincial government announced changes to the provincial-municipal cost-share from 75/25 to 70/30 for 2020/21 and 60/40 for 2021/2022. In August 2019, the province confirmed that effective January 1, 2020, the Provincial cost-share for Public Health would change from the current 100% and 75% model, to 70%. Based on the latest verbal information from the Ministry of Health, Public Health Units have been advised to plan for the 70/30 funding model to continue in 2021 and 2022, with no increase in base funding from the approved 2020 allocation. Given this information, it is unlikely that additional funding will be secured to cover strategic investments added in the 2021 budget, which was prepared with the assumption that funding would be available under the 70/30 funding model. It is also expected that one-time funding for the COVID-19 vaccine program and for extraordinary costs related to Public Health's COVID-19 response would be provided in 2021. Staff will incorporate the best information available from the province through the 2022 budget process.
- **Paramedic Services** – Regional staff have not yet received the 2021/22 funding allocation for Paramedic Services, however the Ministry of Health had previously communicated that municipalities can expect continued growth in funding. Based on the Paramedic Services Master Plan and growth in the Region, additional resources will be required in 2022 to maintain service levels. Increased costs associated with inflation, increasing call volumes, maintenance of response times to emergency calls, population and other growth pressures will continue needing to be addressed, putting pressure on the 2022 budget, particularly without equivalent subsidy level increases.

In addition, pressure continues for the Dedicated Offload Nursing (DON) program where the funding commitment from the province is significantly lower than required to run the program at the needed level.

- **Children's Services** – As reported in the Memorandum Update in Report No. CA-08-19 2019 (re: Provincial Budget Update – Part III), the Ministry of Education notified the Region that funding changes for Children's Services originally announced in April, 2019 will be phased-in over 3 years, beginning January 1, 2020. Beginning in 2021, the Ministry changed administrative funding to a cost share of 50/50 up to a maximum of 10 per cent. To ease the burden of this funding reduction, a \$1.5 million one-time transitional grant was provided, which is not anticipated in 2022. In addition, on December 11, 2020, the Region received the 2021 funding allocation for Children's Services from the Ministry of Education, which was \$1.5 million less than what was included in the 2021 budget. It is anticipated that this decrease in funding will carry forward into 2022. On net, \$3 million in provincial funding included in the 2021 budget for Children's Services is at risk, with further reductions possible as a result of the administrative cost share threshold being reduced from 10 to 5 per cent on January 1, 2022. Staff will attempt to identify savings and efficiencies to help offset these operating pressures as part of the 2022 budget development process.

The Federal government proposed a National Child Care Strategy as part of the 2021 federal budget. The budget is pending approval and requires a bilateral agreement with the Province, which has responsibility for child care. Details, including the timelines and funding implications for the Region of Halton, are currently unknown, but any additional funding provided under the plan could help to mitigate potential cuts at the provincial level. Given the uncertainty about funding changes at both the provincial and federal level, staff will develop the budget with a conservative approach and will monitor any subsidy allocation changes.

Digital Strategy

During the COVID-19 Pandemic, the Region responded by having staff work from home and rapidly expanding the delivery of services online. This allowed the Region to continue operations and maintain the delivery of 87% of existing services to residents and businesses. Over the last 15 months, the Region has experienced unprecedented use of the website and a large portion of the Region's residents have successfully accessed digital services offered by the Region. In order to continue to expand the Region's digital service delivery framework and to provide high-quality services to the community, the Region is finalizing the "Digital First: A Digital Strategy for Halton Region". The strategy will focus on enhancing digital services by redesigning business processes and services to ensure complete, high-quality online service delivery, providing staff with the ability to connect and collaborate with others and access information easily from wherever they are working. The foundation of the strategy is based on the modernization of our current technology including but not limited to: web portal, cloud computing, Automated Traffic Management System (ATMS), Automated Water Meter Infrastructure (AMI) & cyber security and enhancing GIS and Data programs to support decision making. To support the successful implementation of the Digital Strategy, a significant investment in technology infrastructure will be required going forward.

Program Budget Drivers

- **Public Health** – As we exit the third wave of the COVID-19 pandemic, there are still many unknown variables related to COVID-19 and the vaccine rollout that have the potential to impact the 2022 budget, including the duration of the pandemic, the impact of the vaccine rollout and the economic recovery plan. It is anticipated that some pressures related to COVID-19 will continue in 2022. While the largest portion of mass immunization against COVID-19 will occur in 2021 with Public Health leading the planning and much of the administration of the vaccine rollout, it is anticipated that there will be the need to lead and support the rest of the COVID-19 vaccine plan into 2022. This will include ensuring appropriate vaccine storage and handling infrastructure is available for Halton Region Public Health for supporting pharmacies and primary care in delivering future COVID-19 vaccination, and continuing to manage the distribution of all other publicly-funded vaccines. Public Health will also have a significant recovery phase for many of its programs and services that were either suspended or modified during the pandemic due to the staffing requirements for COVID-19 response to our community. It is also projected there is a need for

continued one-time funding for staffing resources to support COVID-19 response activities carrying into 2022. These will be taken into consideration while building the 2022 budget.

- **Waste Management** – Report No. PW-12-18 (re: Solid Waste Management Strategy Short Term Options) identified proposed modifications to improve the customer experience at the Halton Waste Management Site. As approved through Report No. PW-22-21 (re: Halton Waste Management Site Customer Experience Optimization Update), improvements have been identified which will improve the efficiency of traffic flow, provide more disposal capacity and reduce the amount of time customers spend at the site. To support the increase number of customers utilizing the site there will be additional costs incorporated in the 2022 Budget.

As recommended by Council in Report No. PW-19-21 (re: Draft Medium-Long Term Solid Waste Management Strategy), public and stakeholder consultations for the Draft Medium-Long Term Solid Waste Management Strategy are planned to take place in the fall of 2021. As reported in Report No. PW-30-20 (re: Proposed Regulations for Producer Responsible Blue Box Programs), staff continue to plan for the transition of Blue Box program to full Producer responsibility in April 2025, and will continue to monitor the regulations of the *Resource Recovery and Circular Economy Act, 2016* to ensure that the impacts are taken into consideration when forming the recommended final Solid Waste Management Strategy which is planned to be presented for Council approval early in 2022.

- **Transportation** – The road maintenance program continues to expand as the Region's transportation infrastructure grows resulting in a funding pressure on the operating budget due to increases in road maintenance costs and increased funding to support the road resurfacing program.

The Region also needs to ensure that appropriate investment is made in the state-of-good-repair of existing road assets and expansion to accommodate growth. As the Region continues to support growth mandated by the Province, it will continue to expand its road asset base which, along with the existing road assets, will require investments to keep them in a state-of-good repair. Transfers to reserves to ensure roads are maintained at the proper service levels are estimated to increase by \$250,000 in the 2022 budget and will continue to be refined and formalized through the Asset Management Plan Update, which will be brought to Council in early 2022.

- **Rent Supplement Program** – The Region is facing an operating pressure related to the Halton Rental Assistance Program (HRAP) rent supplement program. This increase is largely related to the COVID-19 pandemic, which has resulted in an unprecedented increase in households in the shelter system and the Region's decision to assist these residents transition to safe, permanent housing options using HRAP Regional funding. It is expected that these COVID-19 units will be an ongoing cost in 2022 and beyond. Further drivers include new housing opportunities approved to support and exceed the target of 900 new assisted housing opportunities by 2024

as reported through Report No. SS-19-19/LPS86-19 (re: Comprehensive Housing Strategy 2014 – 2024 Five Year Review) and increases in average market rents in Halton Region's private rental market place. Funding requirements for HRAP are projected to increase by \$3.2 million by 2024 when compared to the 2021 Budget. Staff are recommending a phase in approach to this increase on a multi-year basis and will work to determine the impact on the 2022 budget as part of the 2022 budget development process.

- **Homelessness** – In March 2021, Halton Region finalized acquisition of 2404 Queensway Drive in Burlington for use as emergency shelter and supportive housing for families, couples and single women. Serving vulnerable households from across the Region, on-site supports are made available from Wesley Urban Ministries and the Canadian Mental Health Association 24 hours a day, 7 days a week. After seeing significantly increased demand for emergency shelter services during COVID-19, acquisition of the Burlington Inn has dramatically reduced dependence on costly third party hotel providers and is a long term strategic asset for Halton Region. It is anticipated that operational requirements for this program in 2022 will require significant funding.
- **Services for Seniors** – While pandemic impacts in the Region's 3 long-term care homes have generally stabilized, there are ongoing budget requirements as staffing models have been adjusted to support appropriate infection prevention and control measures, staff and visitor screening, ongoing staff vaccinations, as well as capacity to respond to further outbreaks. The Region also intends to introduce a dementia care framework which will guide enhancements to the care of residents with dementia.
- **Tax Write-Offs** – The Region continues to be faced with a risk of assessment appeals involving over 600 properties of mainly big box retail, shopping malls, office building and other commercial and industrial properties. Successful appeals result in tax write-offs and, for the current year, would negatively impact the net assessment growth. The current budget for tax write-offs is \$4.7 million. Tax write-offs have averaged \$5.0 million and \$4.5M over the last 5 years and 7 years, respectively. Staff will continue to monitor developments in the appeal process and review whether any adjustments are required for the tax write-off provision in the 2022 budget.
- **Boards & Agencies** – A budget guideline of 3.7% will be provided to Conservation Halton, Credit Valley Conservation and Grand River Conservation Authority in order to achieve an overall tax rate impact at or below the rate of inflation. The Conservation Authorities' 2021 forecast projected the following for 2022: Conservation Halton 4.1% and Credit Valley Conservation 3.0%. Due to the uncertainty of the Province's proposed amendments to the *Conservation Authorities Act, 1990*, Grand River Conservation Authority did not complete a forecast as part of their 2021 budget. Regional staff continue to work with Conservation Halton to develop a sustainable financing strategy for their state-of-good-repair capital program. Additional state-of-good-repair levy funding for Conservation Halton may be required in 2022 to implement the financing plan, above the Council approved budget guideline.

- **Halton Regional Police Service** – A budget guideline of 3.7% will be provided to the Police in order to achieve an overall tax rate impact at or below the rate of inflation. The 2021 forecast for the Police projected a 3.7% increase for 2022 before assessment growth. Regional staff will work with the Police to address identified pressures in their 2022 budget.

2022 WATER AND WASTEWATER RATE SUPPORTED BUDGET DIRECTIONS

As shown below, Halton's average annual Water and Wastewater rate increase since 2010 has been 3.8%, while increases in other municipalities across the Greater Toronto Area and Hamilton have been higher. The increases in the water and wastewater rates are largely driven by requirements to support the state-of-good-repair capital program.

Municipality	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Average
Halton	0.0%	4.1%	3.5%	4.8%	4.3%	4.9%	5.0%	5.1%	3.8%	3.7%	3.3%	2.6%	3.8%
Toronto	9.0%	9.0%	9.0%	9.0%	9.0%	8.0%	8.0%	5.0%	5.0%	4.0%	3.0%	1.5%	6.6%
Peel	5.0%	9.1%	8.0%	7.0%	7.4%	7.0%	9.0%	4.3%	6.5%	6.5%	7.2%	5.5%	6.9%
Durham	7.2%	4.5%	6.4%	8.4%	6.5%	5.0%	5.0%	3.6%	4.0%	1.8%	2.3%	0.8%	4.6%
Hamilton	4.0%	4.3%	4.3%	4.3%	4.0%	4.2%	4.7%	4.9%	4.5%	4.7%	4.1%	4.3%	4.3%

As shown in the following table, the 2021 Budget and Business Plan projected an overall rate increase for the 2022 Water and Wastewater budget of 3.3%, which is comprised of an inflationary operating increase and a state-of-good-repair capital increase, assuming consumption growth of 0.0% and customer growth of 1.5%.

Ten Year Operating Budget Forecast For Rate Supported Services										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Net Program Impact (\$000's)	\$ 220,740	\$ 229,575	\$ 238,793	\$ 248,103	\$ 257,751	\$ 266,192	\$ 274,593	\$ 283,294	\$ 292,297	\$ 301,535
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,913	52,421	51,934	51,452	50,974	50,500
Residential Bill (250 m ³ p.a.)	\$ 1,059	\$ 1,094	\$ 1,131	\$ 1,167	\$ 1,205	\$ 1,244	\$ 1,283	\$ 1,324	\$ 1,365	\$ 1,408
Annual % Rate Increase	2.6%	3.3%	3.3%	3.2%	3.2%	3.2%	3.1%	3.1%	3.1%	3.1%

2022 Rate Budget Target

The following table summarizes the 2022 Water and Wastewater Operating Budget Target based on the assumptions used in Budget Directions.

Rate Operating Budget by Expenditure Category				
(\$000s)	2021	2022	Change	
	Approved Budget	Target Budget	2022 Target/ 2021 Budget	
Expenditures:				
Operating Expenditures:				
Personnel Services	\$ 57,559	\$ 58,566	\$ 1,008	1.8%
Materials & Supplies	28,876	28,966	90	0.3%
Purchased Services	32,029	32,625	596	1.9%
Financial and Rent Expenses	296	296	-	0.0%
Grants & Assistance	2,120	1,870	(250)	-11.8%
Other Expenditures	(668)	368	1,036	-155.2%
Operating Expenditures	\$ 120,211	\$ 122,691	\$ 2,480	2.1%
Capital Financing Exp	118,217	123,664	5,447	4.6%
Total Expenditures	\$ 238,428	\$ 246,355	\$ 7,926	3.3%
Revenues:				
Subsidies	\$ (9,482)	\$ (9,482)	\$ -	0.0%
Other Revenues	(8,206)	(8,100)	106	-1.3%
Total Revenues	(17,688)	(17,582)	106	-0.6%
Net W/W Rate Requirements	\$ 220,740	\$ 228,773	\$ 8,032	3.6%
Consumption Growth				0.0%
Customer Growth				1.5%
Rate Impact				3.0%

The targeted rate increase for Water and Wastewater services continues to be set at 3.3%, with 1.3% related to the operating budget and 2.1% related to capital financing to support the state-of-good-repair capital program. The 3.3% target increase is projected assuming customer growth of 1.5% and consumption growth of 0.0%.

The table below highlights the projected utility rate impact for a typical residential home using 250m³ of water per year. The 3.3% rate increase represents an additional \$35 in 2022 for both water and wastewater charges.

Rate Impact On a Typical Household (250 m ³ / Year)					
	2021	2022	Change*		
	Budget	Target	\$	%	
Water	\$ 492	\$ 509	\$ 16	3.3%	
Wastewater	567	586	19	3.3%	
Total	\$ 1,059	\$ 1,094	\$ 35	3.3%	

Schedule may not add due to rounding

*Based on 0.0% consumption growth and 1.5% customer growth

2022 Rate Budget Drivers

The following summarizes some of the challenges that must be addressed to achieve the 2022 Rate Supported Budget Target. Throughout the development of the 2022 Budget, staff will review budgets and programs to identify opportunities for savings to reduce the rate increase below the 3.3% target.

- **State-of-Good-Repair** – A key objective of the annual budget is to invest appropriately in the state-of-good-repair to maintain the good overall condition of the assets as infrastructure ages and expands due to growth. The state-of-good-repair budget continues to be a key driver of the rate increases throughout the forecast with a 4.6% planned increase expected in 2022. Halton Region endeavours to reduce construction impacts on residents and businesses and achieve the lowest project delivery costs by bundling water, sewer, and road replacement components as large contracts where practical. The investment in the state-of-good-repair capital program has been adjusted with these principles and updated information from the Asset Management Plan.
- **Growth of the System** – As the water and wastewater infrastructure continues to expand and increase in complexity, additional resources will be required. The additional resources will support system growth, a capital program that continues to increase in size and complexity, and new legislative requirements in order to ensure appropriate service levels continue to be met.
- **Water and Wastewater Maintenance Program** - In 2022, staff will continue to focus on optimizing Reliability Centred Maintenance programs in order to ensure that critical infrastructure is maintained and the maximum value of Halton Region's water and wastewater assets is realized.
- **Basement Flooding Mitigation** – Halton continues to implement the Region-wide Basement Flooding Mitigation program as set out in Report No. PW-18-16 (re: Region Wide Basement Flooding Mitigation) and Report No. PW-22-15 (re: Region Wide Flooding Mitigation Study: Final Report and Recommendations) and the related financial plan. Significant progress has been made to date in the sewer system optimization capital program, weeping tile, and downspout disconnection programs. The 2022 Budget and Forecast will continue to include on-going investments to reflect the projected program requirements including predicated uptake of flooding subsidy programs.
- **Long-Term Water Meter Strategy** - Staff have completed vendor selection for the Region Wide Advanced Meter Infrastructure System (AMI) in early 2021 following delays due to the COVID-19 pandemic. Installation of the AMI system will be completed in 2022 and deployment of Region-wide water meters and radio transmitters is expected to be completed in 2025.
- **Sustainable Rate Revenue** - The 5-year average actual water consumption from 2016 to 2020 is 53.9 million m3. Given seasonal variability and the increased residential consumption in 2020 as a result of COVID-19, the 2022 Budget Directions

maintains the 52.9 million m3 for consumption (0.0% growth) to reflect average seasonal conditions and water consumption trends. Customer growth is projected to be 1.5% in 2022.

FINANCIAL/PROGRAM IMPLICATIONS


As discussed above, the Regional 2022 Budget and Business Plan will be prepared such that the target increase for the Tax Supported program is at or below the rate of inflation (2.0%), while the increase for the Water and Wastewater Rate related to operations is at or below the rate of inflation (2.0%), with a total rate increase including the state-of-good-repair capital program not to exceed 3.3%.

The budget direction for the Halton Regional Police Service, Conservation Halton, Credit Valley Conservation and Grand River Conservation Authority is a 3.7% budget increase, which includes inflation and growth. The budget direction for the Royal Botanical Gardens is a 2.0% budget increase.


Respectfully submitted,



Nash Damer
Director, Budgets and Tax Policy



Matthew Buist
Director, Capital and Development
Financing



Keshwer Patel
Commissioner, Finance and Regional
Treasurer

Approved by



Jane MacCaskill
Chief Administrative Officer

If you have any questions on the content of this report,
please contact:

Nash Damer

Tel. # 7059

Attachments: Attachment #1 – Schedule for 2022 Budget and Business Plan

Schedule for the 2022 Budget & Business Plan

2022 Budget Directions Report to Regional Council	July 14, 2021
2022 Boards & Agencies Presentations	November 17, 2021
2022 Council Budget Meeting	December 8, 2021
2022 Budget Approval by Regional Council	December 15, 2021



Halton Regional Police Service Public Agenda Recommendation Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: CAPITAL PROJECTS / PROGRAMS STATUS – JUNE 30, 2021

Report #: P21-8-R-09

Date: August 26, 2021

RECOMMENDATION:

"That surplus funds of \$188,339 from T30809V Vehicles – 2019 that are no longer required be returned to the Police Vehicle Reserve and the Development Charge Reserves as appropriate."

A handwritten signature in black ink, appearing to be "SJT", written over a horizontal line.

Stephen J. Tanner
Chief of Police

:PL / GK

Attachments: Capital Projects/Programs Status Report

INTRODUCTION AND BACKGROUND:

Attached is a summary of ongoing capital projects and capital programs showing the budget and expenditures to date for each as at June 30, 2021. Capital projects and capital programs are reviewed regularly to assess not only the project status but also the ongoing need for the funding to remain as originally assigned.

DISCUSSION / ANALYSIS:

Staff has reviewed the status of existing Capital Project Accounts and recommend closure/reduction of the following projects since the projects are complete and that the funds be returned to the Police Capital Reserve / Police Vehicle reserve and the Police Development Charge Reserves as appropriate:

Capital Project Name	Year Set Up	Unspent Balance	Reason for Closure/Reduction
T30809V – Vehicles – 2019	2019	\$188,339	Project complete

ALTERNATIVES:

N/A

CONSULTATION:

- Paul Lavergne – Director, Corporate Services (co-author)
- Greg Kinnear – Manager, Finance Services (co-author)
- Project Managers – Capital Projects

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

Capital Project budgets are a guide in terms of planning for longer term expenditures of a major nature. If the original need is changed or the project is completed, the Board may authorize changes to close off accounts and allocate any remaining funds accordingly.

STRATEGIC MANAGEMENT ISSUES:

This supports Theme 3 (Capability and Engagement) Goal 3 of the 2020-2023 Strategic Plan:

Maximize the effectiveness and efficiency of the organization by:

- *Ensuring that necessary police resources are available through accountable fiscal planning and sustainable funding.*

Halton Regional Police Service
Capital Projects / Programs Status Report
For The Six Month Period January 1, 2021 to June 30, 2021

Capital Projects (represent specific initiatives that have been individually approved by the Board)	Year(s) Approved	Amount(s) Approved	Unspent Balance Period Opening (Jan 1/21)	Spent This Period	Adjustments (see Notes)	Unspent Balance Period Closing (June 30/21)	Funds Committed (PO Issued)	Notes (See Below)
Radio Trunking & Related Projects								
T6888A LTE Project	2017-2021	5,479,441	1,942,321	248,779		1,883,983	1,021,106	
T6849F P25 Radio System	2019	90,964	90,964			90,964	61,565	
T6814F MWS Replacement	2018, 2020	1,642,000	265,347	63,851	(195,346)	6,149		2
		7,212,405	2,298,632	312,630	(195,346)	1,981,096	1,082,671	
Facilities Projects								
T6866A District 1 Facilities	2008, 2015, 2019	14,230,000	15,724,553	96,228		15,628,325	356,698	
T6872A HQ - New Building	2014 / 15 / 16 / 18	71,919,000	1,102,912			1,102,912	573,836	
T6860B 1 District - 11 Div Upgrade	2019	100,000	(1,098)			(0)		1
T6867B 12 Division Parking Lot	2020	165,000	156,859			156,859		
T6834B Security System for Facilities	2012	1,000,000	13,700		(13,700)	0		1
		87,414,000	16,996,926	96,228	(13,700)	16,888,096	930,534	
Other Projects								
T6875A Disaster Recovery Centre	2014, 2021	725,000	128,082	6,068		172,014		
T6853C HRIS	2016	300,000	300,000			300,000	99,928	
T6879A In-Car Camera System (ICCS)	2016	1,100,000	370,295	195,962		174,334		
T6879B Body-Worn Cameras	2021	100,000	0			100,000		
T6877C Portal Re-design - Phase 4	2018, 2019, 2020	330,000	74,914			74,914		
T6883B Specialized Equipment (2017)	2017	229,000	179,000		(179,000)	0		1
T6830B Tactical Response Vehicle	2019	450,000	450,000	28,060		421,940	414,621	
T6850B Automatic Finger Printing System	2019	120,000	46,526		(46,526)	(0)		1
T6891A Digital Evidence Management	2019	250,000	250,000			250,000		
T6844J Video Conferencing	2018	300,000	186,691	37,583		149,108	21,518	
T6850C Automated Finger Printing	2020	200,000	200,000			200,000		
T6858B Handgun Replacement	2020	603,500	603,500			603,500		
T6864B CAD Replacement	2020, 2021	946,001	514,442	215,103		595,340	432,855	
T6876B Conducted Energy Weapons	2020	340,000	60		(60)	(0)		1
T6889B Backup Data Centre	2021	421,368				421,368		
T6893A Next Generation 911	2020, 2021	1,625,000	825,000			1,625,000	64,872	
T6894A Intelligence Database	2020	200,000	168,417			168,417		
T6895A Front Desk Glass	2020	100,000	81,683			81,683	67,324	
T6896A E-Ticketing	2020	337,000	337,000			337,000		
T6897A Noise Cancelling Microphones	2020	160,000	4,006		(4,006)	(0)		1
T6898A Female Locker Room	2020	33,000	33,000	12,238		20,762	3,810	
T6901A InCar System and Video Management	2021	250,000				250,000		
T6902A Burlington Court Antenna	2021	100,000				100,000		
T6899A Chair Replacement Program	2020	150,000	150,000	104,508		45,492	4,353	
		9,369,869	4,902,617	599,522	(229,592)	6,090,872	1,109,283	
Total Capital Projects		103,996,274	24,198,174	1,008,381	(438,638)	24,960,064	3,122,488	

Notes re: Capital Projects

- 1 Projects completed / closed; remaining funds returned to the Police Capital Reserve and Develop Charge Reserves as appropriate.
- 2 Project ongoing and required \$70K to complete, the remaining funds were no longer required and will be returned to the Police Capital Reserve and Develop Charge Reserves as appropriate.

Capital Programs (represent the on-going replacement of existing infrastructure)		Unspent Balance Period Opening (Jan 1/21)	Addition Approved This Period	Spent This Period	Adjustments	Unspent Balance Period Closing (June 30/21)	Funds Committed (PO Issued)	Notes (See Below)
Technology Projects								
Network Servers (LAN Room Infrastructure)	T6844E	59,024	750,000	105,256		703,769	5,098	
Technology Replacements (Infrastructure to User)	T6844G	20,778	479,743	11,847		488,674	1,570	
Computer Replacement (End User Equipment)	T6836D	273,555	250,000	402,733		120,822	19,461	
System Replacements (Software Applications)	T6838C	616,466	53,278	274,004		395,740	222,581	
		969,823	1,533,021	793,840	-	1,709,004	248,710	
Other								
Building Repairs	T6865A	314,640	200,000	59,926		454,715	227,599	
Operational Support Program	T6892A	49,807	50,000	5		99,802		
Vehicles (2021)	T30811V		2,544,500	273,848		2,270,652	1,820,699	
Vehicles (2020)	T30810V	477,833		(57,096)		534,929	177,750	
Vehicles (2019)	T30809V	353,531		165,192		188,339		3
		1,195,811	2,794,500	441,874	-	3,548,437	2,226,048	
Total Capital Programs		2,165,635	4,327,521	1,235,715	-	5,257,441	2,474,758	

Notes re: Capital Programs

- 3 Project to be closed and remaining funds returned to Vehicle Reserve

Consolidated Capital Summary (from above)		Unspent Balance Period Opening (Jan 1/21)	Addition Approved This Period	Spent This Period	Adjustments	Unspent Balance Period Closing (June 30/21)	Funds Committed (PO Issued)	Notes (See Below)
Total Capital Projects		24,198,174	2,208,908	1,008,381	(438,638)	24,960,064	3,122,488	
Total Capital Programs		2,165,635	4,327,521	1,235,715	-	5,257,441	2,474,758	
Total Capital Items		26,363,809	6,536,429	2,244,095	(438,638)	30,217,505	5,597,246	



Halton Regional Police Service Public Agenda Recommendation Report

To: Chair and Board Members

From: Chief Stephen J. Tanner

Subject: MD CHARLTON – LIMITED TENDERING - TASER PRODUCTS

Report #: P21-8-R-10

Date: August 26, 2021

RECOMMENDATION:

"That the Halton Police Board authorize a two (2) year Limited Tendering contract for the supply and delivery of TASER products (CEW devices, cartridges and power magazines) from MD Charlton Ltd., in the amount of \$452,000 (inclusive of HST)."

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

Stephen J. Tanner
Chief of Police

:sc / dt

INTRODUCTION AND BACKGROUND:

The Halton Regional Police Training Bureau is responsible for the facilitation of the Conducted Energy Weapon (CEW) program across the Service.

In 2014 it was recommended that the Service purchase and implement a wide scale frontline deployment model of the TASER X2. The operational value of frontline deployment of the TASER X2 has been notable since the inception of the expanded X2 program in the spring of 2015. The usage of the device in Use of Force situations has proven to be exceptionally effective as the deployment of the TASER X2 often diffuses situations by its mere presence. CEW usage has surpassed all other reported Use of Force deployments by a large margin since 2015 and has also been noted as the most effective Use of Force option.

Supply of the TASER X2 units, cartridges, and power supply is acquired exclusively through M.D. Charlton Company Inc. in Canada who has sole distribution rights for Axon Taser equipment, the manufacturer of the TASER and TASER products.

All TASER related costs are incurred by the Training Bureau with funds drawn from the Training Bureau operational budget. All TASER cartridges are part of the ammunition/arsenal budget line and the CEW devices and power mags are part of the minor capital budget line.

DISCUSSION / ANALYSIS:

Provincial standards require that a requisite number of cartridges be deployed during a practical training requalification. This minimum is currently set at 3 live-fire deployments for each operator. With the current cost of one 25-foot operational cartridge is **\$61.45** each operator incurs a cost of **\$184.37** (with net tax) per year for requalification purposes. (This does not account for any remedial deployment requirements, malfunctions, and defective cartridges.) There are currently 625 qualified CEW operators across the Service. Maintaining qualification standards for these **625** operators incurs a minimum cost of **\$115,231.25** (including net tax) in cartridges alone.

In 2021, additional cartridges are required to complete the 2020 recertification (delays due to the pandemic) and the 2021 fall block training.

The current cost of one new or replacement TASER X2 devices (\$1,891.96) with 3 power magazines (batteries) (\$112.25 each) is **\$2,268** (including net tax).

2021 requirements:	
Cartridges	\$115,000
Devices and power magazines (33 for as-needed replacement)	75,000
Contingency	10,000
Subtotal	200,000
2022 requirements:	
Cartridges	\$115,000
Devices and power magazines (33 for as-needed replacement)	75,000
Contingency	10,000
Subtotal	200,000
Sub-Total	\$400,000
13% HST	\$52,000
TOTAL	\$ 452,000

These identified costs will fluctuate as the US/CDN dollar exchange rates fluctuate. Therefore, this recommendation requests a contingency to cover possible increases in the costs.

ALTERNATIVES:

Issue a formal Bid Solicitation: This is not recommended as MD Charlton has the exclusive rights to distribute the TASER products in Canada.

CONSULTATION:

Paul Lavergne, Director - Corporate Services
Inspector Glenn Mannella – Emergency Services and Training
Staff Sergeant Dave Tutte – Training Bureau (co-author)
Susan Chojnacki, Coordinator - Purchasing Services (co-author)

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

Funds are available within the Training Bureau operational budget for 2021 and will be requested in the 2022 Training Bureau operational budget.

STRATEGIC MANAGEMENT ISSUES:

The approval of this request for TASER products aligns with the Service's **Strategic Plan 2020-2023**;

Theme 1 – Community Safety and Well-Being***Goals:***

2. Deter criminal activity and maximize crime clearance rates – strengthen crime prevention, enhance community policing and safety initiatives, and relentlessly pursue criminals

Theme 3 – Capability and Engagement***Goals:***

1. Ensure that all employees are well-trained and well-equipped, and that our commitment to the support of frontline services remains paramount.



Public Agenda Report

To: Halton Police Board

From: Fred Kaustinen
Chief Governance Officer

Subject: New Governance Policies

Report #: CGO21-8-R-01

Date: 26 August 2021

RECOMMENDATION:

THAT the following Governance policies be adopted:

- G01 – Governance Commitment
- G02 – Board Job Description
- G03 – Governance Methodology
- G04 – Board Member Obligations
- G05 – Chair's Role
- G09 – Board Committees
- G10 – Governance Support; and

THAT the following policies be repealed:

- Attendance at Closed PSB Meetings
- Notice of Police Service Board Meetings
- Placement of Reports on Agendas
- Board Member Conduct
- Board Education and Training
- Board Member Recognition
- Board Member Competencies and Qualifications

Attachments:

- Policy G01 – Governance Commitment – proposed 26 August 2021
- Policy G02 – Board Job Description – proposed 26 August 2021
- Policy G03 – Governance Methodology – proposed 26 August 2021
- Policy G04 – Board Member Obligations – proposed 26 August 2021
- Policy G05 – Chair's Role – proposed 26 August 2021

- Policy G09 – Board Committees – proposed 26 August 2021
- Policy G10 – Governance Support – proposed 26 August 2021
- [policies recommended for repeal are on the Board website at <https://www.haltonpoliceboard.ca/bylaws/policies.php>]

INTRODUCTION AND BACKGROUND:

Development of the Board's Governance policies is the first phase of the Policy Modernization Project.

At its meeting of 29 April 2021, the Board adopted policy G06 - Board-Chief Relationship.

DISCUSSION / ANALYSIS:

These policies describe what the Board is, where it will focus its attention and efforts, and how it will be supported in its decision-making. Common understanding of these matters, among Board members, management and Board staff alike, is critical to effective governance of the policing in Halton Region, and therefore of sustained community safety in Halton Region. Equally essential is adherence to the provisions and spirit of these policies, and the regular review and updating of them.

Each policy specifies its purpose, requirements, reporting and evaluation.

Two additional policies complete the set of ten Governance policies. They remain under development:

- G07 – Governance Calendar
- G08 – Stakeholder Engagement

The following policies are no longer required:

- Attendance at Closed PSB Meetings – addressed in Procedural Bylaw 2020-1
- Notice of Police Service Board Meetings – addressed in Procedural Bylaw 2020-1
- Placement of Reports on Agendas – addressed in Procedural Bylaw 2020-1
- Board Member Conduct – addressed in proposed policy G04 – Board Member Obligations
- Board Education and Training – addressed in proposed policy G04 – Board Member Obligations and G10 – Governance Support
- Board Member Recognition – addressed in proposed policy G10 – Governance Support
- Board Member Competency and Qualifications – outside the HPB's jurisdiction

ALTERNATIVES:

Numerous policy alternatives, including other police boards' policies, were considered during the development of the policy framework and these specific policies.

CONSULTATION:

Both Board members and HRPS management were consulted in the development of these policies.

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

Policy G10 – Governance Support addresses Board financial, HR and legal matters strategically.

HRPS financial, HR and legal matters are addressed in Administrative policies currently under review.

STRATEGIC MANAGEMENT ISSUES:

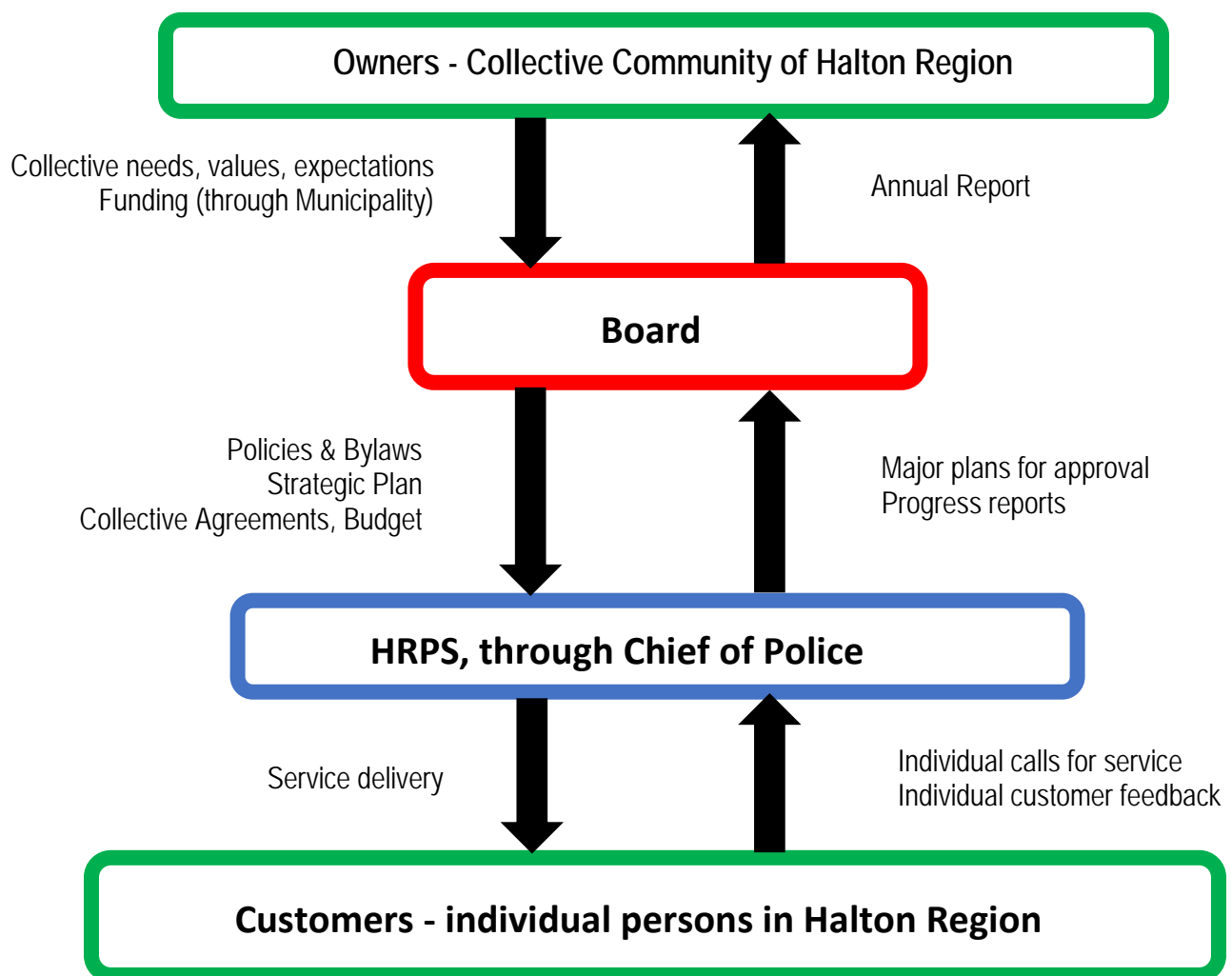
Everything about these policies is strategic.



Policy G01 – Governance Commitment

Introduction

1. The Board's relationship with the Service and the Owners of the Service (the collective community of Halton Region) is depicted below.



Proposed August 26, 2021

Commitment

2. The Board is committed to ensuring that policing actions and results in Halton Region are congruent with the needs, values and expectations of the community.

Requirements

3. The Board 's analysis of community needs for policing shall be based on:
 - a. statutory imperatives; and
 - b. community safety statistical comparisons to similar jurisdictions and previous timeframes.
4. The Board's analysis of community **values and expectations** shall be based on community feedback and input from stakeholder groups.

Reporting and Evaluation

5. The Board shall ensure that the Service continues to provide exceptional results at appropriate costs, while avoiding or otherwise mitigating unacceptable actions, situations and consequences as described in statues and board policies, by receiving and assessing Service reports, and addressing any gaps by directing Service adjustments and/or revising strategic plan or policy expectations.



Policy G02 - Board Job Description

Purpose

1. The Board is responsible for the provision of adequate and effective police services in Halton Region. It fulfills this responsibility by ensuring that policing actions and consequences are congruent with community needs, values and expectations.

Requirements

2. The Board, as the agent of the owners of the Service - the community of Halton Region, is collectively responsible to:
 - 2.1 establish written governing policies that address and guide, at the broadest levels, all Service decisions and situations – without interfering with any specific, individual Service investigations, deployments, labour decisions or actions;
 - 2.2 prepare and adopt, through stakeholder consultations and analysis, a strategic plan for policing outcomes in Halton Region;
 - 2.3 recruit, hire, direct and compensate, as necessary, a Chief of Police and Deputies to lead the Service in all aspects, legally, ethically and in accordance with Board bylaws and policies;
 - 2.4 monitor and annually evaluate the performance of the Chief of Police;
 - 2.5 appoint the members of the Service and as employer, bargain in good faith and establish collective agreements with the association representing police employees in Halton Police Service;
 - 2.6 annually propose, determine and monitor a budget for policing and police governance to the Regional Municipality of Halton;
 - 2.7 consider requests for reviews of employee grievances and complaints about policies or services;

- 2.8 implement a quality assurance process relating to the delivery of adequate and effective police services, and compliance with the law, regulations, Board's by-laws and policies; and
- 2.9 all other statutory obligations related to police governance.

Reporting and Evaluation

- 3. The Board will annually evaluate its performance, and duly consider the Inspector General's recommendations, with a view to continuously improving police governance in Halton Police Service.

Legislative Reference:

PSA, sections 31, 69 (1)

CSPA, sections 35, 37- 43, 49

Procedural By-law (By-law 2020-1 To Govern Board Meeting Procedures, as amended by By-law 2020-4)

Procurement By-law

Records Retention By-law



Policy G03 - Governance Methodology

Purpose

1. The Board will govern lawfully and in accordance with its Procedural By-law and the following governance principles:
 - 1.1 the Board will serve the public interest before and above all else;
 - 1.2 the Board will provide governance leadership and focus on the intended outcomes of policing in the jurisdiction, and not on the administrative or programmatic means of attaining those results;
 - 1.3 the Board will respect in all ways the clear role distinction of Board as governors and the Chief of Police as the top manager of the Service;
 - 1.4 the Board will encourage and respect diversity of viewpoints;
 - 1.5 Board deliberations and decisions will be primarily forward-looking, while having regard for the past and present;
 - 1.6 Board deliberations and decisions will be strategic, proactive; informed by statistical results and trends (community needs) and stakeholder views (community values and expectations); and
 - 1.7 Board decisions will be collective rather than individual decisions.

Requirements

2. Accordingly:
 - 2.1 The Board will function as a team. The Board, not individual members or anyone else, will be responsible for excellence in police governance in Halton Police Service. The Board will not allow a Board member, committee of the Board, or anyone else to hinder or be an excuse for not fulfilling its police governance commitments.
 - 2.2 The expertise of individual Board members may be used to enhance the understanding

Proposed August 26, 2021



of the Board as a body, though the expertise of individual members shall not substitute for either the judgment of the Board as a whole, or for the advice of professional staff.

- 2.3 The Board will inspire, direct and evaluate the Service through:
- 2.4 the thoughtful establishment of strategic policies and plans reflective of the needs, values and expectations of the community of Halton Region, and the input of the Chief of Police, and
- 2.5 the evaluation of Chief and Service performance relative to these strategic policies and plans.
- 2.6 The Board's strategic policy and planning focus will be on the attainment of enduring outcomes for the community of Halton Region, and not on the administrative or programmatic means of attaining those results.
- 2.7 The Board will be the initiator of policy, not merely a reactor to management initiatives.
- 2.8 The Board shall stress and support continuous learning and development of its members and staff.
- 2.9 The Board will conscientiously enforce upon itself the rules it has established to govern with excellence.

Reporting and Evaluation

- 3. The Board will annually evaluate its performance, and duly consider the Inspector General's recommendations, with a view to continuously improving police governance in Halton Police Service.

Legislative Reference:

PSA, sections 27, 31

CSPA, sections 37- 41

Procedural By-law (By-law 2020-1 To Govern Board Meeting Procedures, as amended by By-law 2020-4)

Procurement By-law

Proposed August 26, 2021



Policy G04 - Board Member Obligations

Purpose

1. Board members collectively receive, question and assess reports from the HRPS and others, to collectively make decisions intended to ensure that policing actions and results in Halton Region are congruent with Community needs, values and expectations.

Requirements

2. Board members are obligated, by virtue of their appointments and oaths, to:
 - 2.1 uphold and abide by the laws, regulations, by-laws, policies and decisions of the Board;
 - 2.2 comply with the Code of Conduct for Members of Police Services Boards and the Conduct, Confidentiality and Conflict of Interest provisions of the Procedural By-law;
 - 2.3 actively participate in Board orientation and police governance education and training opportunities;
 - 2.4 actively prepare for and contribute to fulfilment of the Board's job description;
 - 2.5 refrain from engaging in activities or communications that pre-empt, obstruct or otherwise draw Board attention away from fulfillment of the Board's job description;
 - 2.6 refrain from using any Board or Service resources including facilities, equipment, supplies, services, staff or any resource that belongs to or is funded by the Board, for election campaign or any campaign-related purposes.

Reporting and Evaluation

3. The Board will annually evaluate Board Members' performances, and duly consider the Inspector General's recommendations, with a view to continuously improving police governance in Halton Region.

Legislative Reference:

PSA, sections 31, 69 (1)

CSPA, sections 35, 37-41, 43, 49.

Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.

Adequacy and Effectiveness of Police Services Regulation (O. Reg. 3/99), sections 13 (2), 30 (1), 32 (1), 35.

Ontario Regulation 421/97 - Code of Conduct for Members of Police Services Boards.

Procedural By-law (By-law 2020-1 To Govern Board Meeting Procedures, as amended by By-law 2020-4), sections 9, 10, 14, 16, 17, 18

Procedural By-law sections 9.9, 14, 16



Policy G05 - **Chair's Role**

Purpose

1. The Board Chair facilitates the Board's decision-making processes, rather than making the Board's decisions for it. The Chair also represents the Board to the media, stakeholders and other parties.

Requirements

2. The Chair shall assure the integrity of Board decision-making by presiding over all Board meetings, in accordance with the Procedural By-law. In doing so, the Chair ensures that:
 - 2.1 all meeting agenda items and discussions are limited to issues which clearly belong to the Board to decide or to monitor;
 - 2.2 the Board conducts itself in accordance with its own by-laws and policies, and with those rules legitimately imposed upon it by legislation and regulation; and
 - 2.3 Board meeting deliberations are fair, open, relevant and thorough, as well as timely, orderly, and kept to the point.
3. The Chair shall report, at each regularly scheduled Board meeting, any otherwise unreported events and activities of Board interest having occurred since the previous Board meeting.
4. The Chair's authority is limited to that expressly conferred upon the Chair by law, the Board's Procedural By-law and/or Board policies. Otherwise, the Chair has no authority to supervise or direct the Chief of Police.
5. The Chair is authorized to direct the Board's staff, on behalf of the Board, in accordance with Board policies.

Reporting and Evaluation

6. The Board will annually evaluate the Chair's performance, and duly consider the Inspector General's recommendations, with a view to continuously improving police governance in Halton Police Service.

Legislative Reference:

PSA, s. 28

CSPA, s.36

Procedural By-law (By-law 2020-1 To Govern Board Meeting Procedures, as amended by By-law 2020-4), section 6.



Policy G09 - Board Committees

Purpose

1. Board committees may be established to assist the Board in fulfilling its purpose, without interfering with or replacing the Board. As such, committees have no authority unless expressly conferred upon them by the Board.

Requirements

2. Board committees may be created to help the Board do its job, but not to help or advise the Chief or members of the Service. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation.
3. Committees will be used sparingly in an ad hoc capacity with specific roles, assigned outcomes and identified completion dates.
4. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes.
5. This policy applies to any group which is established by Board action, whether or not it is called a committee and regardless of whether the group includes Board members.

Reporting and Evaluation

6. Reporting and evaluation requirements of a committee, if any, will be determined by the Board when the committee is created, or otherwise prior to its assigned completion date.

Legislative Reference:

PSA, s. 63
CSPA, sections 42-44.



Policy G10 –Governance Support

Purpose

1. The Board shall be assisted in fulfilling its mandate, in a manner which supports its governance commitment, methodology and calendar, rather than pre-empt, divert or obstruct it.

Requirements

2. The Board shall engage a Chief Governance Officer (CGO) and others as required, to assist in carrying out its mandate.
3. The CGO shall be responsible for coordinating all Board support, and shall supervise all Board support staff, counsel and consultants.
4. Board support shall include:
 - 4.1 orientation, education and initial and on-going training;
 - 4.2 the provision of information and advice, including legal advice;
 - 4.3 policy and strategic planning research, development and documentation;
 - 4.4 communications and outreach;
 - 4.5 collective bargaining, and executive selection and remuneration;
 - 4.6 liaison with the Chief, Service executives, and corporate advisors; and
 - 4.7 administration, financial management and records.
5. Independent legal advice shall be sought for legal matters beyond the expertise of Service legal staff, and whenever the Board is adjudicating a matter where the Service is one of the parties.
6. The Board shall be a member of the Ontario Association of Police Services Boards (OAPSB) and the Canadian Association of Police Governance (CAPG), and partake in their education and training activities.

Proposed August 26, 2021

7. Board members shall be provided with the tools required to fulfil their responsibility, and shall be reimbursed all reasonable expenses related to travel outside of Halton Region on Board business, including but not limited to education and training.
8. Prior to the end of their appointment to the Board, Board members shall be recognized for their contributions.

Reporting and Evaluation

9. The CGO works for the Board as a whole, receiving direction from Board by-laws, policies and decisions. By extension, the CGO also supports, receives direction and reports through the Board's Chair and Committees on matters consistent with their Board-assigned mandates.
10. The CGO shall semi-annually report the condition of the Board's governance budget.
11. The Board shall annually evaluate the CGO's performance.

Legislative Reference:

PSA, s. 31(5)

CSPA, s. 35 (2), 38 and 42 (1)(b)

Procedural By-law

Procurement By-law

Records Retention By-law



Public Agenda Report

To: Halton Police Board

From: Fred Kaustinen
Chief Governance Officer

Subject: Board Retreat July 2021 &
Results-Based Governance

Report #: CGO21-8-R-02

Date: 26 Aug 2021

RECOMMENDATION:

THAT the Board adopt *Results-Based Governance* as a central theme in its policies, plans and evaluation programs.

INTRODUCTION AND BACKGROUND:

The Board Retreat was held on 29 July 2021, and included police executives, board and management advisors, and consultant Rheanne Scott. Presentations covered Governance Best Practises and Results-Based Governance, followed by an interactive exercise undertaken by three joint board-management teams. The presentations and exercise results are posted in the DiliTrust documentation folder. The event is summarized below.

DISCUSSION / ANALYSIS:

A police board's legislative role is to provide adequate and effective policing, which in practice means to "*ensure that policing actions and results are congruent with community needs, values and expectations*".

Police boards have 6 primary tasks:

- Hire Chief & Deputies
- Establish policies for adequate & effective policing, administration, governance
- Establish a strategic plan (objectives & priorities for policing)
- Establish collective agreements & executive contracts
- Establish a budget for policing & police governance
- Monitor & evaluate the performance of the Chief

Results-Based Governance orients resources and activities towards achieving clearly defined and demonstrable results. Results-Based Governance increases transparency and accountability, maximizes return-on-investment, and leads to enduring positive impacts on community safety and well-being.

Results-Based Governance Success Factors include:

- Alignment and common understanding between Board and Command Team
- Ambitious yet realistic goals
- SMART KPIs
- Effective leadership
- Culture change
- Accurate results based on appropriate analyses
- Designed in consultation with, and participation and buy-in from, key stakeholders to make it work and mutual accountability
- Realistic implementation
- Supporting resources and capacity to develop and implement

The new *Community Safety and Policing Act* requires police boards to:

- establish objectives (results) for policing;
- identify expected results in the Board Strategic Plan for policing the community; and
- report to the community and council regarding achievement of results.

Results-Based Governance embodies these legislated requirements. Additionally, it is consistent with the impetus and leadership philosophy driving the Board's Governance Modernization Program.

ALTERNATIVES:

Measuring inputs (resources) or outputs (activity levels) are alternatives to Results-based Governance. While they are traditional evaluation systems for many public sector entities, including police, they do not fulfill the legislated requirements for planning and reporting identified above.

CONSULTATION:

Board members, HRPS executives and advisors (legal, finance & HR), and senior Board staff participated in discussions about Results-Based Governance at the Board Retreat.

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

Results-Based Governance is intended to maximize return-on-investment, and to do so transparently.

STRATEGIC MANAGEMENT ISSUES:

At the Retreat, HRPS Management indicated that most of the systems and data to support Results-Based Governance are already in place within the HRPS.



Public Agenda Recommendation Report

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

Subject: Sponsorship – 32nd Annual Conference of the Canadian Association of
Police Governance

Report #: SEC21-8-R-01 Date: 26 August 2021

RECOMMENDATION:

"THAT the Halton Police Board authorize a Champion Level Sponsorship of \$5,000 from the Trust Fund for the 32nd Annual Conference of the Canadian Association of Police Governance (CAPG) to be held September 28-30, 2021."

Graham Milne
Board Secretary

Attachments: CAPG Request for Support 2021 – Letter
CAPG Sponsorship Prospectus

INTRODUCTION AND BACKGROUND:

The Canadian Association of Police Governance (CAPG) is a national organization dedicated to excellence in police governance in Canada. Since 1989, the CAPG has worked to achieve the highest standards as the national voice of civilian oversight of municipal police and has grown to represent 80% of municipal police services throughout Canada. It serves its members and collaborates with other police services sector stakeholders across the nation, including police leaders, police sector associations, provincial, federal and municipal governments and their departments, police learning organizations, and business partners.

This year's annual conference, with the theme of "Reimagining Community Safety: Inspiring Change" is being hosted by the Ottawa Police Services Board and being held virtually from September 28th – 30th, 2021.

DISCUSSION / ANALYSIS:

Based on Board past practice, a Champion Level sponsorship of \$5,000 from the Trust Fund is recommended to support the ongoing work of the CAPG. A description of the benefits of Champion Level sponsorship is contained in the attachment to this Report, which includes complimentary registration for up to 10 members of the sponsoring Board (and/or their staff) to participate.

ALTERNATIVES:

If the Board decides not to provide a sponsorship for this event, members may still participate in the conference. The cost for registration absent a sponsorship will be \$700 plus HST for up to 10 members of a Board to participate.

Aug 9, 2021

Ontario Association of Police Services Board (OAPSB)
180 Simcoe St
London, Ontario, N6B 1H9

Dear Mr. Kaustinen:

RE: Support for the 32nd Annual Conference of the Canadian Association of Police Governance

On behalf of the CAPG Board of Directors, I am writing to request your support for the 32nd Annual Conference of the Canadian Association of Police Governance (CAPG). The conference, hosted by the Ottawa Police Services Board (OPSB), will take place virtually, on September 28th-30th, 2021.

The theme for this year's conference is **"REIMAGINING COMMUNITY SAFETY: INSPIRING CHANGE"**. Our theme deals with the responsibility of representation on our boards and commissions. Meaning, in our capacity as change-makers, how can we draw from the lessons learned by other communities to address the complex challenges we face? This year, it is our priority to identify ways to engage our members, familiar voices of experience, and new and emerging figures in the field of Policing and Police Governance and leverage their insight to inform our policies.

The planning committee is asking for your support to help us offset the cost of putting on this first-rate conference. Our members have shown a great deal of generosity and commitment throughout the years by contributing varying amounts of funds. There are a variety of exceptional sponsorship opportunities available that have been tailored to a virtual experience that provide a high level of recognition and visibility for your organization. You can review our 2021 Prospectus to find a package that fits your organization's budget and preferences.

We are sincerely grateful for any contributions you can make. We commit to making the conference experience unique and rewarding for everyone who attends.

On behalf of the CAPG planning committee, I look forward to your positive reply.

Sincerely,

Jennifer Malloy
CAPG Executive Director
78 George Street, Suite 204
Ottawa, ON K1N 5W1
Phone: 613-344-2384 | Fax: 613-344-2385

Att: [2021 Sponsorship Prospectus](#) | [2021 Sponsorship Application](#)



CANADIAN ASSOCIATION
OF POLICE GOVERNANCE



ASSOCIATION CANADIENNE
DE GOUVERNANCE DE POLICE



SPONSORSHIP Prospectus

CAPG / FNP GC

2021 Virtual Conference

SPONSORSHIP PROSPECTUS

SEPTEMBER 27 - 30

The CAPG/FNP GC Conference is a leading event in the police governance sector. The Annual CAPG Conference is held over a three day period during which delegates are encouraged to network, discuss, engage, and discover the rich community we continue to foster. With a primary focus on building capacity, the FNP GC developed a one-day national conference in addition to the CAPG conference for self-administered First Nations Police Governance Authorities, Commissions and Community Consultative Committees.

The pandemic forced us to shift from an in-person experience to a virtual platform. Adapting our programs and seeking experts' help was crucial to engaging our delegates in meaningful ways through technology. Over 400 delegates registered for our 2020 virtual conference which proved to be a huge success.

By providing a range of focused perspectives on the most pressing issues faced by local police oversight bodies, we hope to make this year's virtual event an even more engaging experience for our participants.

Sponsorship Benefits



BRAND VISIBILITY

Get Cross-Canada Exposure

Elevate your company's brand through CAPG Virtual Events. Your company name and logo will be promoted on publications, such as CAPG's public website and social media sites, as well as at the event itself.

About CAPG

WHO WE ARE:

The Canadian Association of Police Governance (CAPG) is the only national organization dedicated to excellence in police governance in Canada. Founded in 1989 with the goal to improve the effectiveness of civilian bodies that govern local police services, we have since grown to represent 80% of municipal police service oversight bodies throughout Canada.

OUR MISSION:

The Canadian Association of Police Governance works collaboratively and proactively with members and partners to enhance civilian governance of policing in Canada.

OUR REACH:

As a national association, the CAPG has a wide reach with a diverse audience. We connect with decision makers, police board executives, Chiefs of Police, business leaders, academics, and government officials throughout the country. The Canadian Association of Police Governance has over 80 active member organizations.



CREDIBILITY

Consumer Influence and Perception

Enhance your reputation and forge a stronger relationship with your target audience by aligning your support for causes or missions that your target audience is passionate about.



BUILD CONNECTIONS

Connect with a National Audience:

Engage with leading voices in police governance and gain access to the latest research, discussions and interests within the community.

Why Choose Us?



Public scrutiny of policing has placed increased demands on municipal police services, and consequently on their boards and commissions, resulting in a need for constant information exchange and education for members of police governing bodies. The CAPG is the sole venue for this exchange. The CAPG offers many resources to Canada's police governance community, including a variety of webinars, events, publications, and an eLearning portal that is exclusively for members.

Since 1989, we have helped develop a network for police governance throughout Canada. Policing is a 15 billion dollar sector, and the CAPG works diligently to help improve this sector by engaging with the community and by being the trusted voice of police governance in Canada.



Communications Strategy

Communications and marketing efforts will create maximum awareness and position the event on the national stage. The strategy will combine and integrate the following elements:

WEBSITE

In addition to serving as a key marketing tool, it is the premier source of conference information and is regularly updated.

DIRECT MARKETING

Frequent email blasts update registered delegates with general information, latest news, key dates, and program and speaker details. This ensures delegates remain engaged leading up to the conference.

MARKETING COLLATERAL

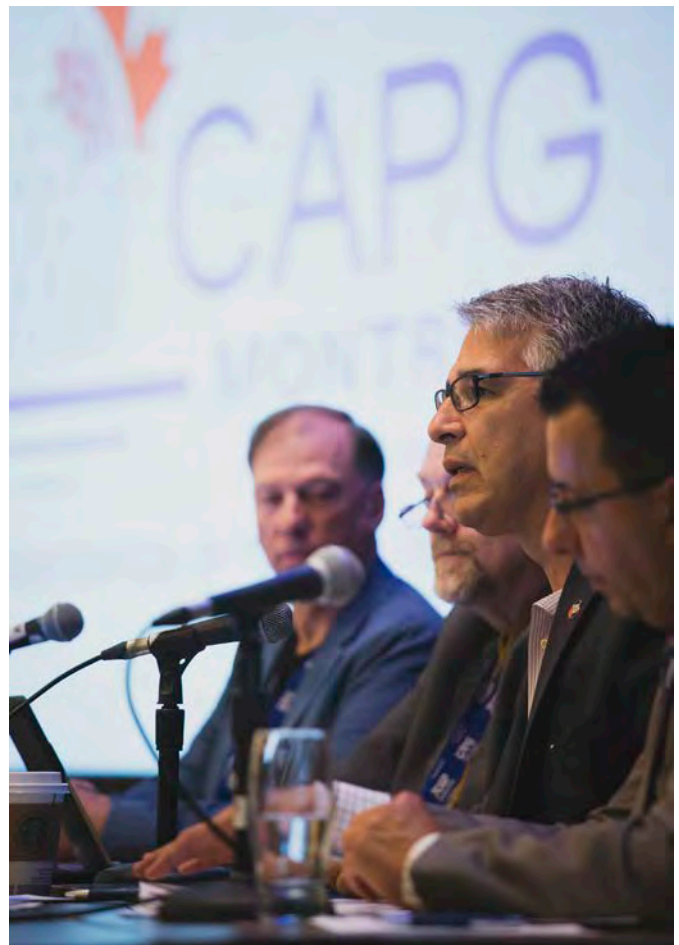
Branded electronic and printable materials will be used to endorse our conference, highlighting key activities and speakers. These will be shared via direct email and the conference website.

MEDIA COVERAGE

Our events are covered by various media publications.

SOCIAL MEDIA

This will be used to create excitement around the event and speakers. LinkedIn, Twitter, and Facebook will all play a major role in the campaign. Event hashtags will be utilized to encourage delegate interaction and create an additional layer of engagement.



2021 CAPG 32ND ANNUAL CONFERENCE (virtual)



SEPT 28-30

**REIMAGINING
COMMUNITY
SAFETY** INSPIRING
CHANGE

Held over a four-day period with engaging plenary and group discussions led by thought leaders and field experts as well as skill-building workshops to help delegates develop concrete skills in the field of police governance. In 2020, the virtual conference had over 400 registered attendees.



Great conference. I was only going to tune into one or two subjects after working the night shift. I could not stop watching the presenters and stayed up for the entire conference.

Sponsorship Streams

We strive to make all of our events a valuable experience for our sponsors. Four levels of sponsorship are available to meet a variety of budgets and objectives. Additionally, we recognize that your sponsorship needs may be unique, and we look forward to working directly with you to create a customized package.

CHAMPION SPONSOR (\$5,000+)

Logo recognition: logo with hyperlink displayed on emails, logo on loading screen, login page, agenda, and website.

Promotional opportunities: 3-minute pre-session message or promo video, event or company banner in weekly Quorum newsletter or bi-monthly Community News, dedicated social media shoutout, recognition as a sponsor.

Registration opportunities: Complimentary registration for up to 10 selected members of your board or staff.

ADVOCATE SPONSOR (\$2,500+)

Logo recognition: logo + hyperlink displayed on emails, event portal, session loading screen, agenda, and website.

Promotional opportunities: Dedicated social media shoutout, opportunity to promote location as the next host at the AGM, recognition as a sponsor.

Registration opportunities: Complimentary registration for up to 5 selected members of your board or staff.

CULTIVATOR SPONSOR (\$1,500+)

Logo recognition: logo displayed on emails, event portal, session loading screen, agenda, and website.

Promotional opportunities: Dedicated social media shoutout, recognition as a sponsor.

Registration opportunities: Complimentary registration for up to 2 selected members of your board or staff.

FRIEND SPONSOR (\$500+)

Company recognition: Listing as a Friend Sponsor displayed on emails, loading screen, agenda, and website.

Promotional opportunities: Included in e-blasts, recognition as a sponsor.

Board/Company Recognition: Listing as Sponsor on loading screen and website.

CREATE YOUR OWN OR A LA CARTE EXPERIENCE

Build your own version of a value sponsorship experience

Sponsored Session \$5,000

Branded "Swag Bag" \$10,000 (suggested):

Make a big impression! Send our delegates a gift to use during or after the conference

Sponsored Group Networking Room \$1,000

Sponsored Pre-session Message \$3,000

Mid-Event Social Media Post \$500 (displays on lobby social media feed)

BE OUR 2023 CONFERENCE HOST: *An exciting opportunity to host this event in your city! Collaborate with the CAPG Conference Committee in planning our 2023 conference.*

Stay Connected & Informed:

EXHIBITION OPPORTUNITIES

MENTOR - EXHIBITOR PACKAGE (\$10,000)

Exhibitors are given an exclusive opportunity to build a **dedicated space** to express themselves with graphics, videos, files, and dedicated conversations (group/private video meetings, group/private text chat).

Logo recognition: logo with hyperlink and blurb on pre-event email and conference website.

Promotional opportunities: 10-second stand-alone ad on main loading screen, 3-minute message/intro/video played before session of your choice, event or company banner in the Quorum weekly newsletter or bi-monthly Community News prior to conference, a dedicated eblast to our members, event listing or company banner on main CAPG page and events page/com calendar, dedicated social media shoutout.

For more details on your exhibitor experience, please watch this video:

<https://pheedloop.com/more/virtual-exhibitor-training>

BASIC EXHIBITOR EXPERIENCE - \$3,500

EXHIBITION BENEFITS



PERSONAL CONTACT

Bringing a face and name to your brand will foster relationships with your audience.



EDUCATION

Learn what's happening in Police Governance and how you can be part of it.



GENERATE LEADS

A one-stop exhibition enables you to secure qualified leads in one place.



SALES

Promote new services or demonstrate new products and equipment.



PRESENCE

Show your commitment and support the community that supports your business.



BUZZ

With the undivided attention of your audience, launch a new product, service or marketing campaign!

7TH ANNUAL FNPGC CONFERENCE (VIRTUAL)



The First Nations Police Governance Council (FNPGC) was established in 2014 by directors and members of the Canadian Association of Police Governance (CAPG). With a primary focus on building capacity, the FNPGC has developed an annual national conference for self-administered First Nations Police Governance Authorities, Commissions and Community Consultative Committees.

The 6th Annual Conference of the First Nations Police Governance Council was held virtually on October 29th, 2020. The FNPGC developed the conference program based on national trends in First Nations Policing, engagement by our Council members and community need.



Amazing job in the midst of a crisis. Thank you for making this happen and in a way that garnered more engagement from across this country, reminding us all we have the same challenges and goals that working together will help address.

Sponsorship Streams

OFFICIAL FNPCC SPONSOR - \$5,000

- Logo + hyperlink + blurb in pre-event email and FNPCC conference webpage
- Verbal recognition of sponsor during opening and closing remarks
- 3-minute video looped before and after sessions
- Logo or banner on login screen
- Dedicated social media shoutout during event

SPONSOR A SESSION - \$2,500

Display your company name and logo with hyperlink alongside your chosen session in the agenda, the conference webpage and throughout the event platform.

LOBBY VIDEO - \$1,500

Play a message or promotional video on the lobby splash page (3-4 minutes with audio)

FNPCC SUPPORTER PACKAGE - \$500+

- Logo in rotation on primary event page
- Logo on related FNPCC Conference emails



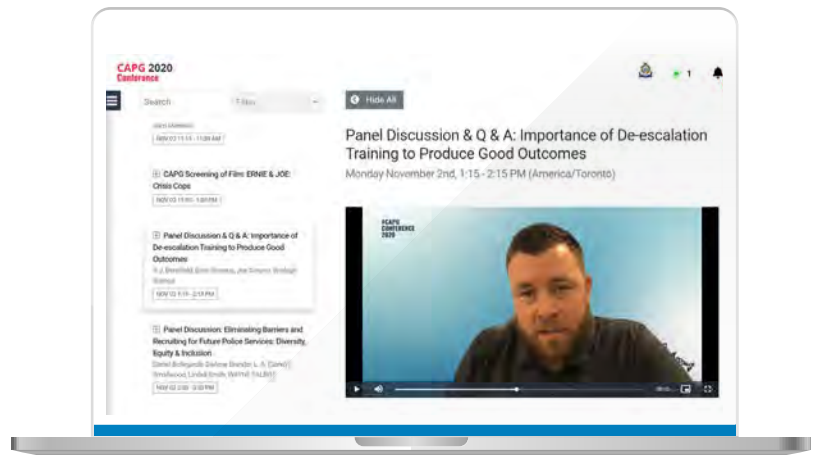
ADDITIONAL ADVERTISING AND CROSS PROMOTION OPPORTUNITIES:

Promote your event/business on our platform and vice versa. Contact us for specific pricing and sizes or our contra packages.

- All banner ads include a link to a URL of choice
- File Format: JPEG, PNG, GIF
- Max File Size: 40k
- All listings are text only with a link to a URL or PDF of choice

MONTHLY WEBINARS SERIES

Our webinars bring CAPG stakeholders and partners together to explore a variety of themes of interest to our community. Our aim is to provide concrete resources to boards and other stakeholders to help in the development of effective governance.



HOST A 1-2 HOUR WEBINAR - \$5,000

SPONSOR A SESSION - \$2,500

- Logo on moderator background
- Logo with hyperlink and blurb on webinar page and pre-event emails
- Short blurb by moderator before webinar begins and thank you during closing remarks

SOCIAL MEDIA

- Sponsored posts on Twitter, Facebook or LinkedIn

EMAIL LIST

- Send a dedicated eblast to our members or extended community of over 1,200 subscribers



1

THE QUORUM

Quorum is the CAPG's popular in-depth weekly news clipping service, offered to our growing extended community of over 1200 subscribers. Through Quorum, you have the chance to build awareness and recognition of your brand among hundreds of police governance professionals. Quorum offers an open rate 3 percent higher than that of the industry average.

2

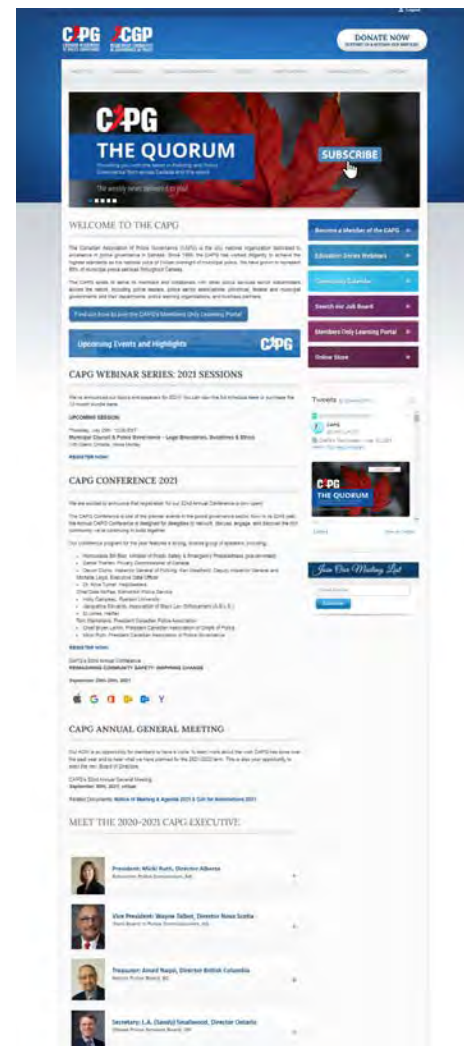
	Single Issue	3 months	6 months (-10 %)	9 months (-15%)	12 months (-20%)
1 - Leaderboard 600 x 150	x	\$3000	\$5400	\$7650	\$9600
2 - Center half banner 260 x 160	x	\$2000	\$3600	\$5100	\$6400
3 - Bottom banner 560 x 160	x	\$2250	\$4050	\$5737	\$7200
Sponsored post Text only	\$500	x	x	x	x

3

CAPG.CA

The CAPG website is a resource tool not only for our membership but for anyone interested in policing matters. We get hundreds of unique visits per month from across North America.

	Single Issue	3 months	6 months (-10 %)	9 months (-15%)	12 months (-20%)
Scrolling Ad Pane on Homepage	x	\$3500	\$6300	\$8925	\$11200
Job listing (free for members)	\$250	\$600	x	x	x
Event listing on Homepage	\$500	\$1200	\$2000	x	x
Event listing on Calendar and/or Upcoming Conferences (free for members)	\$250	\$600	\$1000	x	x



All promotional material and themes subject to approval.

Contact the CAPG

MORE ADVERTISING = MORE DISCOUNTS

If you are interested in advertising through multiple CAPG outlets please contact us to discuss how we can meet your advertising needs and to apply further discounts to your unique package.



JENNIFER MALLOY

Executive Director

Email: jmalloy@capg.ca | Phone: 613.344.2384 | Fax: 613.344.2385 | Twitter: @jennncapg

Canadian Association of Police Governance
78 George Street, Suite 204
Ottawa, Ontario
K1N 5W1

CAPG.CA | CAPGCONFERENCE.CA

Twitter: @CAPG_ACGP

Facebook: /CanadianAssociationofPoliceGovernance

LinkedIn: /Canadian-Association-of-Police-Governance

Why Sponsor Us?

CAPG sponsorship provides organizations the ability to increase exposure, build relationships and enhance their image with the community. We offer competitive opportunities for your brand to get recognized. Join our community!



Public Agenda Recommendation Report

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

Subject: Nomination to CAPG Board of Directors 2021-2023 – Curt Allen

Report #: SEC21-8-R-02 Date: 26 August 2021

RECOMMENDATION:

"THAT the nomination of Curt Allen to the CAPG Board of Directors for the 2021-2023 term be formally endorsed by the Halton Police Board."

Graham Milne
Board Secretary

Attachments: CAPG Call for Nominations

INTRODUCTION AND BACKGROUND:

The Canadian Association of Police Governance (CAPG) is a national organization dedicated to excellence in police governance in Canada. Its Directors are elected by the CAPG Members at the annual meeting. Each Director is elected to hold office for a two-year term. In accordance with the CAPG By-Laws, the Board is comprised of representatives of the geographic regions of Canada represented by its Members. The Nominations Committee is responsible for preparing a slate of directors for election by the Members. If there is more than one eligible candidate for the same seat then an election by the members present is held at the Annual General Meeting, which is scheduled for September 28-30, 2021.

DISCUSSION / ANALYSIS:

The CAPG issued a Call for Nominations with a deadline of Wednesday, August 18, prior to the Halton Police Board's regular August meeting date. With the informal consent of a majority of the Members of the Halton Police Board, a nomination for Board Member Curt Allen was submitted to CAPG in advance of the deadline. The purpose of this report is to seek the Board's formal approval of this nomination.

[View this email in your browser](#)

The following message is an exclusive CAPG member communication sent solely to the designated CAPG liaison. Kindly distribute this email to all members of your organization.



CALL FOR NOMINATIONS and NOTICE OF MEETING

CAPG's 32nd Annual Meeting - September 30th, 2021

Halton Police Board,

On behalf of the CAPG Nominations Committee, we are pleased to invite nominations to the Canadian Association of Police Governance (CAPG)'s Board of Directors for the term 2021-2023.

Please submit your nomination forms electronically to the attention of, Chair, Nominations Committee at nominations@capg.ca before August 18, 2021

If you have any questions, please feel free to send them to me via jmalloy@capg.ca or via nominations@capg.ca email.

Please also see attached Notice of Meeting & Agenda for our **32nd ANNUAL GENERAL MEETING** held virtually on Thursday, September 30, 2021. [Register for the AGM here.](#)

Sincerely,
Jennifer Malloy

Attachments:

**CAPG Call for Nominations
Notice of Meeting & Agenda**

Call for Nominations: 2021 CAPG Award for Excellence in Police Governance

Established in 2013 by the Canadian Association of Police Governance, the Award for Excellence in Police Governance (formerly known as the Emil Kolb award) recognizes and highlights an individual for their significant contributions, commitment, and leadership towards the enhancement of civilian police governance in Canada.

All nominations must be received by August 18, 2021

Nominations are to be submitted either by fax or email to:

Jennifer Malloy, Executive Director, CAPG

Email: jmalloy@capg.ca

Fax: 613-344-2385

[View Submission Criteria](#)



Copyright © 2021 Canadian Association of Police Governance, All rights reserved.

Want to change how you receive these emails?
You can [update your preferences](#) or [unsubscribe from this list](#).





Public Agenda Recommendation Report

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

Subject: SAVIS Request for Sponsorship for Take Back the Night 2021

Report #: SEC21-8-R-03 Date: 26 August 2021

RECOMMENDATION:

"THAT the request by Sexual Assault & Violence Intervention Services of Halton (SAVIS) for sponsorship of the 2021 Take Back the Night event be approved in the amount of \$1,000, from the Trust Fund."

Graham Milne
Board Secretary

Attachments: None

INTRODUCTION AND BACKGROUND:

Sexual Assault & Violence Intervention Services of Halton (SAVIS) is the sponsor organization for Halton's Take Back the Night (TBTN) Planning Committee. SAVIS is a non-profit organization that provides free, confidential counselling and 24-hour support to all survivors of violence. SAVIS advocates against violence in the community at large and promotes prevention through community education. SAVIS provides leadership and administrative support to the Take Back the Night committee through sponsorship, staff support, and financial management.

On Thursday, September 16th, SAVIS will host Halton's 31st annual Take Back the Night (TBTN). This virtual event will include a keynote address by an anti-violence advocate, poetry readings by local poets, performances from vocal artists, and greetings from local Members of Parliament who champion gender based violence prevention. Further, the event will foreground voices of Indigenous members of the Halton community, paying particular attention to uplift and provide a platform for folks who have been disproportionately impacted by violence, such as those affected by the uncovering of children's' bodies at residential schools across Canada and North America, particularly those with lived experience of sexual violence that is a result of multigenerational trauma rooted in the treatment of

Indigenous peoples, as well as members of the BIPOC community who have faced violence at a terrifying rate historically, and particularly in the last year. Since the 1970's, TBTN events have invited all community members to publicly challenge the existence of violence against women and gender diverse folks in our society. The annual event symbolizes women and gender diverse peoples' right to walk alone at night without fear of violence or harassment.

The aim of the event is to raise awareness of violence against women and gender diverse persons, trans people and children in society, including Halton Region. It is also an event that encourages solutions to make the Halton community a safer environment by creating a dialogue on how to end violence, providing educational information about healthy relationships and connecting community members with local community agencies that provide services to end violence. SAVIS is requesting funding to assist with the costs associated with this event, specifically, to cover the cost of an honorarium for the speakers, videographer costs, and the provision of violence prevention materials which will be distributed to the community.

DISCUSSION / ANALYSIS:

SAVIS has completed the Service's application form for the provision of sponsorship and provided all requested information, which is included in the documentation portal on Dilitrust for the Board's information. The request meets the eligibility criteria as outlined in Board By-law 2001-01. A sponsorship of this event in the requested amount is being recommended.



Action Registry – Public Section

Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
27 Aug 2020	4.6	<i>“THAT the CGO’s Board Governance expenditure report be issued semi-annually.”</i>	CGO	Jan & July/Aug annually	Part of ongoing Policy Project/Refer to Report No. SEC21-8-I-04 on this agenda
25 Feb 2021	2.1	<i>“THAT an annual report on the HARRT (Halton Assessment and Risk Reduction Team) program be presented to the Board in the first quarter of each year.”</i>	Chief	1 st quarter 2022	
25 Mar 2021	3.7	<i>THAT the CGO and HRPS staff research options on the schedule of performance-related reporting to the Board, including the Annual Performance Report.</i>	CGO	TBD	Part of ongoing Policy Project

