



**HALTON
POLICE
BOARD**
EXCELLENCE IN GOVERNANCE

Public Agenda

Date: Thursday, October 28, 2021

Time: 9:00 a.m.

Location: Zoom Video Conference

Link to watch meeting:

<https://us02web.zoom.us/j/88192634481?pwd=UzUyMWhzeGdMaG0yQUppL2l0eUZldz09>

1. GENERAL

- 1.1 Regrets
- 1.2 Disclosure of Conflicts of Interest
- 1.3 Confirmation of Minutes of Meeting P21-08 held Thursday, September 30, 2021
(Agenda Pages 1 – 14)

2. PRESENTATIONS/DELEGATIONS

3. CONSENT AGENDA

- 3.1 Halton Happenings – September 2021
(Agenda Pages 15 – 20)
- 3.2 **P21-10-I-01** - Quarterly Human Resources Summary
(Agenda Pages 21 – 24)
- 3.3 **P21-10-I-02** - Seized Fund Statement - August 31, 2021
(Agenda Pages 25 – 26)
- 3.4 Communications Update - October 2021
(Agenda Pages 27 – 28)

- 3.5 Minutes of Advisory Committee Meeting No. A21-02 held Tuesday, October 19, 2021
(Agenda Pages 29 – 30)

4. DISCUSSION ITEMS

- 4.1 **P21-10-R-04** - 2022 Funding Request & 10 Year Capital Forecast
(Agenda Pages 31 – 72)

RECOMMENDATION

“THAT the Halton Police Board approves the 2022 Funding Request of \$175,946,538 and forwards the request to the Region; and further,

THAT the Halton Police Board approves an increase in the authorized sworn strength of fifteen (15) positions; and further,

THAT the Halton Police Board approves an increase in the authorized civilian strength of eight (8) positions; and further,

THAT the Halton Police Board approves the conversion of one (1) part-time civilian position to one (1) full-time civilian positions; and further,

THAT the Halton Regional Police Services Board approves the 10-Year Capital Forecast as presented.”

- 4.2 **CGO21-10-R-01** - Proposed Governance Policies G07: Governance Calendar and GO8 – Board Stakeholder Engagement
(Agenda Pages 73 – 80)

RECOMMENDATION

“THAT the proposed policies G07 – Governance Calendar and GO8 – Board Stakeholder Engagement be approved.”

- 4.3 **CGO21-10-R-02** - Proposed 2022 HPB Governance Budget
(Agenda Pages 81 – 86)

RECOMMENDATION

“THAT the proposed 2022 Halton Police Board Governance Budget as presented in Attachment #1 to Report No. CGO21-10-R-02 be approved.”

- 4.4 Funding Request from Canadian Caribbean Association of Halton
(Agenda Pages 87 – 90)

5. OPERATIONAL VERBAL UPDATES

6. ACTION REGISTRY

6.1 Public Information Action Registry
(Agenda Pages 91 – 92)

7. RECEIPT OF PUBLIC CORRESPONDENCE

8. NEW BUSINESS

9. MOVE INTO CLOSED SESSION

10. CLOSED SESSION REPORT

11. ADJOURNMENT



Public Minutes

MEETING NO. P21-08

DATE OF MEETING: Thursday, September 30, 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,
Navneet Sekhon
Gary Carr, Regional Chair

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 Governance Officer
Kimberly Calderbank, Board Media Consultant
Graham Milne, Board Secretary

GUESTS: Ron LeClair, Zone 4 Advisor, Ministry of the Solicitor General

1. GENERAL

Chair Knoll opened the meeting by reading an acknowledgement of the Indigenous persons of this land and making some remarks regarding the National Day for Truth and Reconciliation.



1.1 Regrets

None.

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 P21-07 held Thursday, August 26, 2021

Moved by: I. Hann

Seconded by: N. Sekhon

"THAT the Minutes of Meeting P21-07 held Thursday, August 26, 2021 be adopted as circulated."

Carried.

2. PRESENTATIONS/DELEGATIONS

2.1 Cornell University - Diversity & Inclusion Resources for Leaders

Grant Hansen, Cornell University, gave a presentation on Cornell's online leadership course on Diversity & Inclusion for leaders, a four-part module featuring classes on improving engagement, counteracting unconscious bias, diversity and inclusion at work, and fostering an inclusive climate. Mr. Hansen provided an outline of the structure of the courses. A copy of the presentation is appended to the minutes.

3. CONSENT AGENDA

3.1 Halton Happenings - August 2021

3.2 P21-9-I-01 - Community Safety and Well-Being Plans

3.3 Communications Update - September 2021

The Board requested the preparation of a plan for expected growth in engagement.

Moved by: C. Allen

Seconded by: D. Foster



"THAT Item Nos. 3.1 through 3.3 on the Consent Agenda be received for information."

Carried.

4. DISCUSSION ITEMS

4.1 Minutes of Advisory Committee Meeting No. A21-01 held Wednesday, September 8, 2021

Moved by: I. Hann

Seconded by: G. Carr

"THAT the Minutes of Advisory Committee Meeting No. A21-01 held Wednesday, September 8, 2021 be adopted."

Carried.

4.2 CGO21-9-R-01 - Six New Governance Policies

Moved by: C. Somerville

Seconded by: I. Hann

"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
- 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"

Carried.



4.3 CGO21-9-R-03 - Preliminary 2022 HPB Governance Budget

Fred Kaustinen, Chief Governance Officer, provided an overview of the preliminary estimates for the Board's 2022 governance budget as noted in the report. It was requested that the Secretary canvass the Board Members for a potential date for a budget workshop.

Moved by: C. Somerville

Seconded by: C. Allen

"THAT Report No. CGO21-9-R-03 re: Preliminary 2022 HPB Governance Budget be received for information."

Carried.

4.4 Discussion - HRPS Budget 2022

Chief Tanner provided an overview of the process in developing the annual budget proposal.

Moved by: C. Allen

Seconded by: C. Somerville

"THAT the Chief's verbal update on the HRPS Budget 2022 be received for information."

Carried.

4.5 SEC21-9-R-01 - Sponsorship - OAPSB Labour Seminar

Moved by: C. Allen

Seconded by: I. Hann

"THAT the Halton Police Board authorize a Gold Level Sponsorship of \$2,000 from the Trust Fund for the Ontario Association of Police Services Boards Labour Conference to be held November 18, 2021."

Carried.



4.6 SEC21-9-R-02 - Delegation to CAPG Annual General Meeting

Moved by: C. Somerville

Seconded by: C. Allen

"THAT the Halton Police Board nominate Chair Jeff Knoll as its Voting Designate for the CAPG Annual General Meeting to be held Thursday, September 30, 2021 at 11:30 a.m."

Carried.

5. OPERATIONAL VERBAL UPDATES

Operational updates were provided regarding the following:

- Current class of recruits
- Commencement of EDI training for entire organization

6. ACTION REGISTRY

6.1 Public Information Action Registry

Item No. 4.4 to be assigned a completion date of October 28, 2021.

Moved by: C. Somerville

Seconded by: G. Carr

"THAT the Public Information Action Registry be received."

Carried.

7. RECEIPT OF PUBLIC CORRESPONDENCE

Moved by: C. Somerville

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. Allen

"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: D. Foster

Seconded by: G. Carr

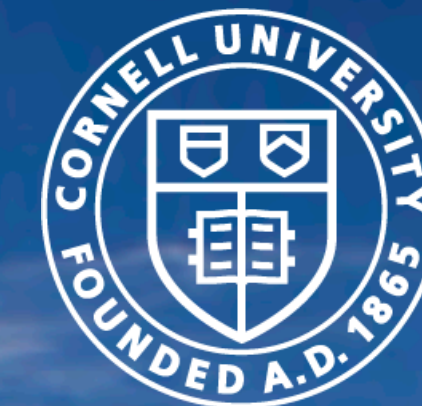
"THAT the Halton Police Board do now adjourn this meeting."

Carried.

The meeting adjourned at 2:48 p.m.

Jeff Knoll
Chair

Graham Milne
Board Secretary



Cornell University

Office of External Education

Grant Hansen

Regional Director, Corporate Programs

One Cornell University Approach

"... where any person can find instruction in any study." - Ezra Cornell

Breadth and Depth of Cornell University

- 15 Ivy League Colleges and School
- 2,790+ Faculty & Academic Professionals
- 8 Undergraduate Units, 4 Graduate and Professional Units
- Ithaca NY, New York City, Geneva NY, Doha Qatar, Washington D.C., Rome Italy, and Cornell Tech in NYC

External Education - Cornell University - Global Scale

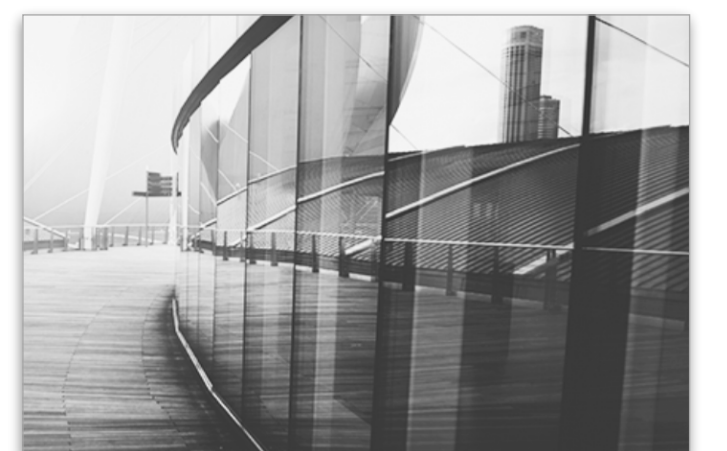
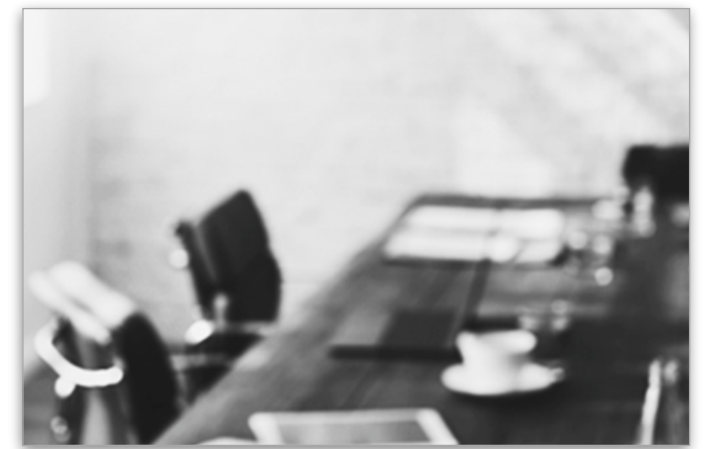
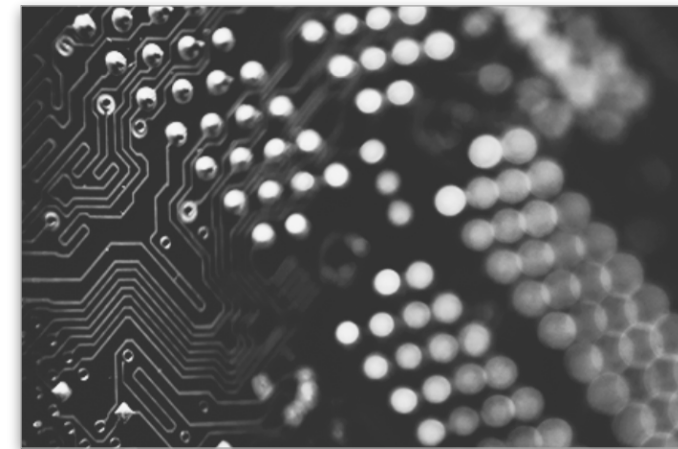
- 1,000's of Hours of Custom Live Executive Programs
- 100's of Cornell Professional Certificate Programs
- 520+ eCornell Expert-Led Courses
- 1,200+ eCornell On-Demand Lessons
- 140+ Cornell Faculty ...and growing



Professional Certificate Program Areas

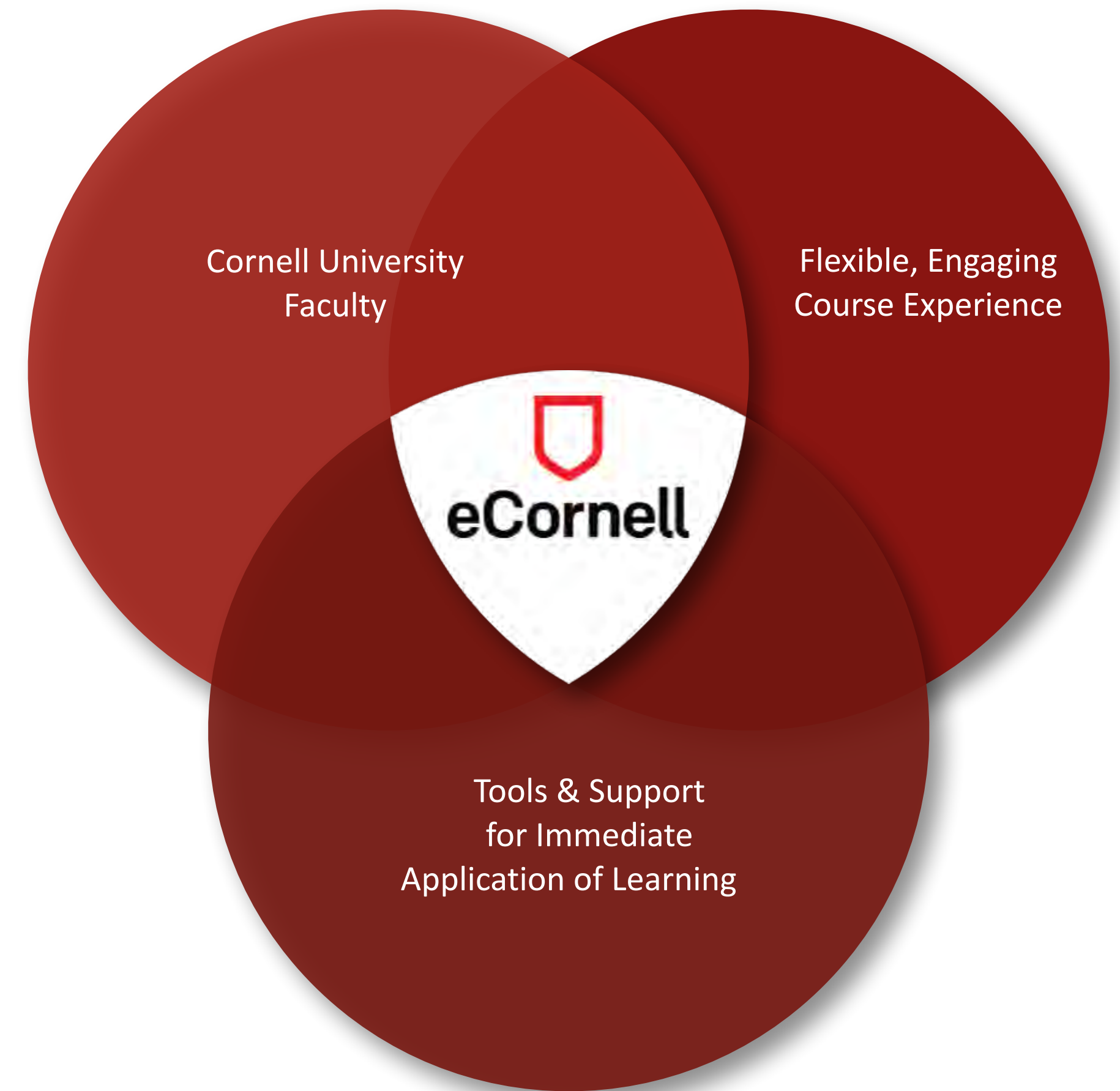
<https://ecornell.cornell.edu/corporate-programs/certificates/>

- Marketing Certificate Programs
- Data Science Certificate Programs
- Technology Certificate Programs
- Leadership Certificate Programs
- Project Management Certificate Programs
- Human Resources Certificate Programs
- Business And Finance Certificate Programs
- Hospitality Certificate Programs
- Healthcare Certificate Programs
- Real Estate Certificate Programs
- Engineering Certificate Programs
- Beekeeping Certificate Programs
- Law Certificate Programs
- Nutrition Certificate Programs



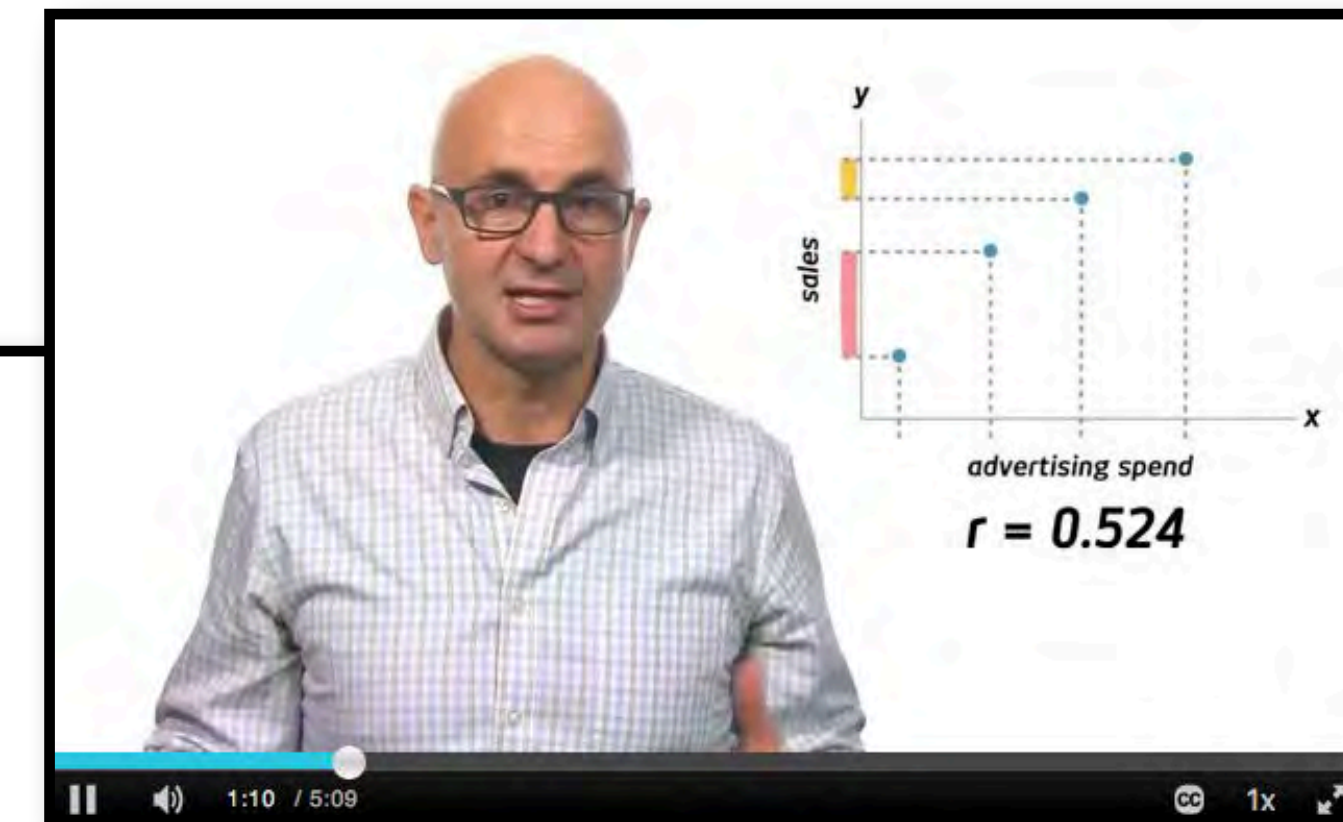
Professional Certificate Design Methodology

- Ivy-League, **Graduate-Level** core content and assets
- Work with Faculty to **optimize for online** delivery
- Ensure participants can **apply learning**
- Cornell University Issued **Certificates**



eCornell Expert-Led Course Model

- Cornell Faculty Authored Content
- 2-3 Week Curriculum
 - Starts on Wednesday
 - Anytime - Anywhere
 - 3 - 4 Hours / Week
- Cohort Based (Public or Private)
- Instructor Facilitated Cohort
- Engaging Modalities
 - Faculty Video
 - Discussion Threads (Required)
 - Quizzes, Cohort Polls, Ask the Expert
- Immediate Application of Learning
 - Required Multi-Part Class Project
 - Instructor feedback



Read: "Suzy Miller" Case Study

Case Study: Suzy Miller

Take a moment to familiarize yourself with The Bank Inc. and Suzy Miller. You will use this case study as a basis for discussion later in the module. Learn more about Suzy, Bob, Tom and Jill.

Suzy Miller (Senior Vice President)

Suzy is a Senior Vice President at The Bank Inc. and oversees a team of client accounts over the years has earned her praise from senior management. She is in the process of hiring a new Vice President of Sales and will use this case study as a basis for discussion later in the module. Learn more about Suzy, Bob, Tom and Jill.

SHA573-01: Aug 2, 2017: Using Predictive Data Analysis

This is a graded discussion: 10 points possible

Discuss: Analyzing in Your Area of Expertise

Instructions:

You are required to participate in the course discussion. You will see other students' posts to this discussion unit.

Discussion topic:

Effective analysis relies on familiarity with factors that influence outcomes in your business sector. For instance, if you want to predict the selling price of commercial properties, it helps to have spent some time buying and selling commercial real estate, or at least having worked in some capacity that allows you to develop some hypotheses about how commercial real estate works.

How familiar are you with the important details of how your organization operates? By reflecting on and discussing your strengths and weaknesses, you will be better equipped to embark on predictive analysis. You'll know where to solicit input, and by interacting with your fellow students in this class, you will gain insight into your situation.

Create a post in the discussion board in which you:

- Summarize the experience you bring to decision making or prediction in your area of expertise, focusing on specifics that make you particularly suited to identifying factors that influence how things work in your organization or business sector.
- Identify areas where you feel you could improve or expand your familiarity with your business sector, or where you feel you could benefit from soliciting input from others.

eCornell

LSM604: Mastering the Essentials of Influence
Cornell University Johnson Graduate School of Management

Part One: Analyze a Leader-Subordinate Relationship

This part of the course project will require you to analyze your relationship dynamic with one of your underperforming subordinates. If you don't currently have any direct reports, think of any relationship where there is a power difference between you and the other person (i.e. you're the coach of a team, you're the senior member of a team, you're the older student, etc.).

Instructions:

Think of an underperforming subordinate (either current or in the last two to three years), and fill out the chart below.

Briefly describe your subordinate's role and current performance.

(For confidentiality reasons, do not disclose the name of your subordinate).

What are they doing wrong?

It is best if you consider your subordinate's overall performance on the job and not specifically on a single project or task.

SHA573_tool-semilog-and-log-log-trans...

X	Y	LN(Y)
5	64	4.16
10	189	5.24
15	873	6.77
20	1711	7.44
25	2305	7.74
30	5615	8.63
35	5536	8.62
40	11203	9.32
45	16345	9.70
50	16506	9.71
55	22805	10.03
60	26213	10.17
65	34147	10.44
70	35849	10.49
75	43153	10.67

Original Y versus X Plot

Semilog Transform

Diversity & Inclusion Certificate



- Courses included in Certification

- Improving Engagement (ILRDI001)
- Counteracting Unconscious Bias (ILRDI002)
- Diversity and Inclusion at Work (ILRDI003)
- Fostering an Inclusive Climate (ILRDI004)

- ✓ Certificate Overview

An organization is only as good as its culture—and building that culture is not only a role for HR, it's every manager's and employee's responsibility. As today's headlines prove, an inclusive work environment is not just a nice-to-have, it can make or break a company. You can help make your organization a more supportive and engaging place to work by understanding the perceptual, institutional, and psychological processes that impact the ways people interact with each other. Starting with a look at employee engagement, then identifying interventions surrounding unconscious bias and specific diversity and inclusion strategies, this program is appropriate for anyone committed to going beyond mere compliance to build a truly aware and inclusive work culture.

- ✓ What You'll Learn

- Assess and improve employee engagement levels
- Enhance organizational culture in your team and company
- Recognize unconscious bias and how it affects the way that people perceive and react to others
- Understand the dimensions of diversity that matter most in organizations and why
- Assess stereotypes and prejudices that may influence behavior in work groups and learn methods to improve the psychological safety of all employees
- Examine strategies for implementing ethical standards

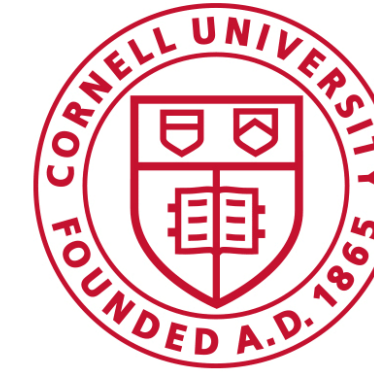
- ✓ Who Should Enroll

- Team managers and supervisors
- Executives responsible for strategic culture efforts
- Anyone interested in creating an inclusive and supportive culture that promotes equal opportunities and treatment of employees

Cornell University Professional Certificate Programs

- Cornell Certificates
 - Courses are curated toward Professional Certificate Programs
 - Individual Course Option
- Custom Certificates
 - Customer specific
 - Co-Branded
 - Align courses to your program
 - Allow for Core + Elective Format
 - Cornell school sponsored

Cornell University



This is to acknowledge that

Sally Ann Berkowitz

has completed the certificate program in

Women in Leadership

This Fourteenth Day of June, 2017
through



A blue ink signature of the Dean of the College of Business at Cornell University.

Dean
College of Business
Cornell University



Halton Happenings - September 2021

Welcome to the September 2021 edition of Halton Happenings. The layout of this report reflects the Service's **Framework for Community Safety and Well-being**. These strategic priorities include:

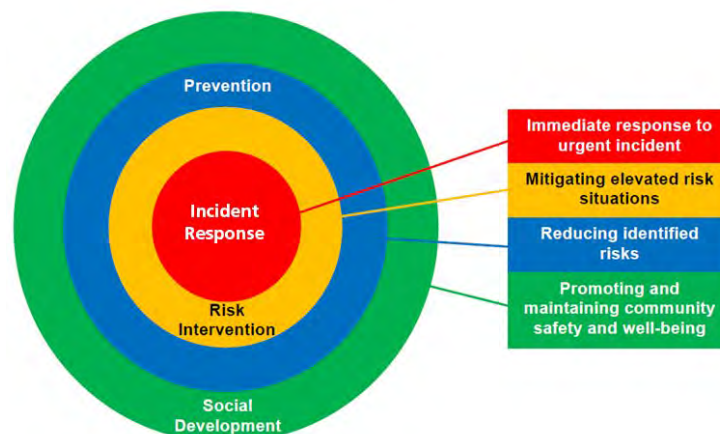
1. Emergency response – To ensure those in need get the right response, at the right time, by the right responders.
2. Risk intervention – To address the criminal behaviour that most affects the safety of community members.
3. Prevention – Community collaboration is the catalyst for positive, working 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 - September 2021

INCIDENT RESPONSE

Mobile Crisis Rapid Response Team (MCRRT)

The Mobile Crisis Rapid Response Teams responded to 122 calls for service during the month of September. This included 57 in Burlington, 46 in Oakville, 10 in Milton and 9 in Halton Hills. Of these calls, 70 were a mental health priority call. This accounts for 57.4 per cent of the team's time.

Of the 52 "non-mental health priority" calls, the teams provided mental health support in 8. When these numbers are factored in, 78 of the teams' 122 calls were mental health related. Therefore, 64 per cent of the teams' occurrences involved providing mental health support in the community.

Community Mobilization

Community Mobilization Bureau Officers continue to support the frontline by responding to and investigating a variety of occurrences. Calls for service include Fail to Remain, Mental Health and Persons in Crisis, neighbour disputes, and other incidences requiring an immediate response from frontline officers.

RISK INTERVENTION

Crisis Outreach and Support Teams (COAST)

Crisis Outreach and Support Teams continue 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 22 occurrences in September, 21 of which were mental health related, accounting for 95.5 per cent of their 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 issues such as mental health, housing, homelessness, and social isolation. Partners then work collaboratively to provide the proper supports, by the proper agency, in an effort to avoid a crisis situation.



Halton Happenings - September 2021

During the month of September, six cases were presented to the Situation Table and all were deemed Acutely Elevated Risk and in need of immediate intervention by the collaborative table members.

Community Mobilization Officers

The Community Mobilization Bureau's continue to support frontline officers by responding to neighbour disputes and will refer parties to the Communities Conflict Resolution Service when applicable. During the month of August, officer assisted with 22 neighbour disputes. While speaking with 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 twenty-five quarantine checks for people who had recently returned to Canada.

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

Officers from the Community Mobilization Bureaus attended four anti-vaccination/anti-mask demonstrations.

Traffic Services Unit

The Project Safe Start campaign ran from August 30 to September 10 and focused on education, awareness and high-visibility enforcement of traffic laws throughout Halton region.

Over the course of the two-week initiative the top traffic offences were:

- Speeding (941 provincial offence notices and warnings issued)
- Disobey Stop Sign- Fail to Stop (583 provincial offence notices and warnings issued)
- Speeding – Community Safety Zone (156 provincial offence notices and warnings issued)

HRPS officers issued a total of:

- 1,933 Provincial Offence Notices
- 891 Written Warnings



Halton Happenings - September 2021

On September 28, Traffic Services Commercial Vehicle Inspectors took part in a joint Commercial Motor Vehicle Blitz in Brant County.

The results from the blitz were as follows:

- 38 Inspections
- 18 vehicles Out of Service
- 47 per cent Out of Service Rate
- 28 Provincial Offence Notices

Older Adult Support

The Older Adult Support Officer conducted an integrated home visit with the One District Social Worker in regard to an older adult Acton resident.

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

Crime Stoppers

Crime Stoppers of Halton received 69 tips in August. There were an additional 53 tips followed up on.

District Social Workers/Youth Officer/School Liaison Officers

District Social Workers and Youth Officers had 12 new youth Diversion intakes while eight previous Diversion files were completed.

Additionally, the teams had five new Adult Diversion intakes. Four previous files were also completed, one resulting in charges for failure to complete contract.

Teams also conducted 145 proactive outreaches to adults, youth and families in the community to offer supports or assistance.

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 that they are connected with



Halton Happenings - September 2021

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 three Crime Prevention Through Environmental Design 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 Corporate Communications, implemented a comprehensive social media campaign as part of this road safety initiative which comprised of targeted messages, reminding the community that pedestrians, cyclists, motorists and police all play an active role in road safety in Halton region. These daily messages garnered over 240,000 impressions.

On September 30, Traffic Services, in collaboration with the Training Unit conducted a training session for newly identified "Acting Sergeants" in regards to Service Vehicle Collisions and Police Pursuits.

Older Adult Support

The Older Adult Support Officer facilitated presentations by Acclaim Health and the Halton Regional Police Service's revamped Older Adult Advisory Committee and volunteer opportunities.

The Older Adult Support Officer has been working on the revamping of the Halton Regional Police volunteer programs. The focus is to streamline the volunteer initiatives the service offers including an Older Adult Advisory Council and Community Volunteers groups with a focus on Older Adults and youth opportunities.

Community Mobilization Officers

The 2021 fall session of the Citizens Police Academy (CPA) commenced in September. For the first time since the beginning of the pandemic, participants attended in-person. The interest in the CPA was impressive and extensive as it was pre-pandemic. The Service was inundated with applications. Fifteen community members were chosen to participate. The initial session was attended by Chief Tanner to



Halton Happenings - September 2021

welcome the attendees. The initial session was “Day in the Life of a Police Officer”. This edition of CPA will be eight weeks in length.

Equity, Diversity and Inclusion Office

National Day for Truth and Reconciliation / Orange Shirt Day - On September 30, the Equity, Diversity and Inclusion Office, Regional Community Mobilization Bureau, and uniform patrol officers attended events across the region to recognize the National Day for Truth and Reconciliation. Members of our Police Service and Executive Command also wore Orange Shirts as a sign of remembrance for the victims, survivors and those impacted by the residential school system in Canada.

Training - On September 27, members of our Equity, Diversity and Inclusion Teams attended in person training focusing on American Sign Language (ASL) and Indigenous Perspectives. This training was coordinated in partnership with local community organizations and was the first in a two-part series being offered to the Equity, Diversity and Inclusion team members.

Pride in Nature Event - On September 12, members from 2 District Community Mobilization Bureau attended the Pride in Nature event hosted in partnership with Conservation Halton. This event was an opportunity to commemorate and celebrate the LGBTQ2S+ community in Halton and will be an annual event hosted in Oakville.

Halton Multi-cultural Council (HMC) Presentation - On September 22, the Equity, Diversity and Inclusion Office partnered with HMC to provide a presentation on the role of police to a group of new Canadians. This presentation provided an opportunity to highlight the work we are doing to better support and build positive relationships with those that are new to Canada and the Region of Halton.

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 #: P21-10-I-01

Date: October 28, 2021

INTRODUCTION AND BACKGROUND:

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

POLICE	4Q 2020 Actual	1Q 2021 Actual	2Q 2021 Actual	3Q 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	10	10	10	10	10	0
Staff Sergeant	19	23	22	22	22	0
Detective Sergeant	10	10	10	9	10	-1
Sergeant	56	54	58	55	56	-1
Detective	41	39	42	44	44	0
Constable (1st Class)	462	461	454	460	N/A	
Constable (2nd Class)	28	31	43	38		
Constable (3rd Class)	42	45	40	39		
Constable (4th Class)	39	35	33	41		
Recruits in Training	24	14	18	22		
Total Constables	595	586	588	600	601	-1
TOTAL SWORN	740	731	739	749	752	-3
Cadet *	12	11	16	16	0	0

* Cadets not included in complement (uniform contract positions)

CIVILIAN	4Q 2020 Actual	1Q 2021 Actual	2Q 2021 Actual	3Q 2021 Actual	Current Authorized Positions	Current Variance
Senior Management/ Administration	11	10	11	10	12	-2
Supervisory/Professional/ Senior Clerical	87	91	93	92	99	-7
Clerical	104	103	107	107	112	-5
Communications	52	48	46	48	51	-3
Special Constables (Escorts/Summons)	31	30	30	30	31	-1
Facilities Technicians	6	6	6	6	6	0
TOTAL CIVILIAN	291	288	293	293	311	-18

TOTAL COMPLEMENT	1031	1019	1032	1042	1063	-21
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TEMPORARY STAFF <i>(Temporary employees do not form part of the authorized complement.)</i>	4Q 2020 Actual	1Q 2021 Actual	2Q 2021 Actual	3Q 2021 Actual	Comments
Full-time	6	2	3	3	* See details below
Part-time	2	4	4	3	1 – Vehicle Installation Technician 1 – District Clerk 1 – Students – Geographic Information Systems
As Required	43	51	57	56	Communications/Courts Services/Districts/Drugs, Guns & Gangs/Forensic Identification/Homicide/ Training/ Intelligence/ Police Analytics/ Information & Records Services/Support Services/Victim Services
Total Temporary Staff	51	57	64	62	

* FULL-TIME ALLOCATIONS	4Q 2020 Actual	1Q 2021 Actual	2Q 2021 Actual	3Q 2021 Actual	Comments
Replacements (Secondments/ Maternity/ LTD/etc.	2	0	1	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	0	0	0	
Vacancy	1	0	0	0	

SPECIAL SITUATIONS - UNIFORM <i>*(Not included in authorized complement)</i>	4Q 2020 Actual	1Q 2021 Actual	2Q 2021 Actual	3Q 2021 Actual	Comments
External Secondments	7	7	5	5	3 – Ontario Police College 1 – Provincial Firearms Office 1 – Provincial Anti-Terrorism
WSIB >1 year	8	8	9	11	
Leaves of Absences	1	1	3	3	1 – HRPD President 2- ULOA
* Long Term Disability > 2 yrs	4	4	4	4	
Long Term Disability < 2 yrs	5	5	4	5	
Sick Leave (Long Term)	6	18	13	14	
Parental/Pregnancy Leave	5	3	4	5	
Jobs Shared by 2 Members	0	1	1	1	
SPECIAL SITUATIONS - CIVILIAN <i>*(Not included in authorized complement)</i>	4Q 2020 Actual	1Q 2021 Actual	2Q 2021 Actual	3Q 2021 Actual	Comments
External Secondments	0	0	0	0	
WSIB >1 year	4	4	3	3	
Leaves of Absences	0	0	0	0	
* Long Term Disability > 2 yrs	8	7	8	9	
Long Term Disability < 2 yrs	6	5	5	4	Largely filled with Temporary Full-time
Sick Leave (Long Term)	12	13	11	9	
Parental/Pregnancy Leave	7	7	5	4	Largely filled with Temporary Full-time
Jobs Shared by 2 Members	0	0	0	0	

DEPARTURES	4Q 2020 Total	1Q 2021 Total	2Q 2021 Total	3Q 2021 Total	Total YTD 2021
TOTAL					
Uniform					
Retirements	1	5	8	4	17
Resignations	8	2	4	8	14
Terminations	1	0	0	0	0
Deaths	0	1	0	0	1
Civilian					
Retirements	3	5	1	2	8
Resignations	2	2	0	2	4
Terminations	0	0	0	0	0
Other – position redundant	0	0	0	0	0
Deaths	0	0	0	0	0

ADVANCEMENTS	4Q 2020 Total	1Q 2021 Total	2Q 2021 Total	3Q 2021 Total	Total YTD 2021
TOTAL					
Sworn Reclassifications	18	36	52	35	123
Sworn Promotions	1	17	10	0	27
Civilian Reclassifications	8	7	23	19	49



Stephen J. Tanner
Chief of Police

:TD



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: SEIZED FUND STATEMENT – AUGUST 31, 2021

Report #: P21-10-I-02

Date: October 28, 2021

INTRODUCTION AND BACKGROUND:

Attached is a financial statement indicating the status of the Seized Funds on deposit with RBC for the Police Board as at August 31, 2021. These funds remain in the Seized Fund account pending disposition by the Courts.

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

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

Stephen J. Tanner
Chief of Police

: GK

Attachments: Seized Fund Financial Statement

SEIZED FUND FINANCIAL STATEMENT
For the six-month period ending August 31, 2021
CONFIDENTIAL

SUMMARY OF TRANSACTIONS

Balance as of February 28, 2021	\$ 18,575
Deposits in most recent 6 months	197,466
Cheques issued in most recent 6 months	(197,466)
Balance as of August 31, 2021	\$ 18,575

SUMMARY OF TRANSACTIONS		
Summary by Year	#	\$
2003	1	360
2006	1	1,000
2009	1	490
2011	1	16,140
2013	1	585
Total	5	\$ 18,575

Summary by Disposition	#	\$
Awaiting disposition	1	585
Other	4	17,990
Total	5	\$ 18,575

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

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

Public Agenda Information Report

To: Chair and Police Service Board Members
Subject: October Communications Update
Report #:

From: Kimberly Calderbank
Board Media Consultant
Date: 28 October 2021

INTRODUCTION AND BACKGROUND

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

DISCUSSION / ANALYSIS

Newsletter

September Agenda Newsletter open rate – 58.3%

September Newsletter open rate – 56%

**Industry average newsletter open rate 30%.*

Twitter

Followers (as of September 20, 2021) – 1119

August Likes – 21

August Retweets – 9

Top Tweets

@HPBoard
Sep 09, 16:01



#ThursdayTip - If you don't already follow our @HaltonPolice' Motor Vehicle Safety Unit on

Twitter be sure to check them out 📌 @HRPSCMV @CstTaraso9345

#Halton #RoadSafety #DriveSafe #SafeStart #DistractedDriver #MakeGoodDecisions

<https://twitter.com/HPBoard/status/1435996792701734917/photo/1>

@HPBoard
Sep 22, 14:50

#LookListenLive #RSW2021 <https://twitter.com/canadianpacific/status/1440677414217027593>

COMMENTS

September Board Website Stats

Users - 315

Pageviews - 1100

Average engagement time – 58 seconds

During the Board Meeting when you visit the home page of our new website you are directly linked to the LIVE meeting. Please see the image below taken before the September Board meeting.





Advisory Committee Minutes

MEETING NO. A21-02

DATE OF MEETING: Tuesday, October 19, 2021
1:00 p.m.

LOCATION: Zoom Video Conference

MEMBERS PRESENT (via Zoom Video Conference): Jeff Knoll (Chair)
Navneet Sekhon

STAFF PRESENT (via Zoom Video Conference): Chief Stephen Tanner
Fred Kaustinen, Chief Administrative Officer
Graham Milne, Board Secretary

1. GENERAL

1.1 Regrets

C. Allen.

1.2 Disclosure of Conflicts of Interest

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

2. DISCUSSION ITEMS

Fred Kaustinen, Chief Governance Officer, provided an introduction and summary of the development of the governance policies, noting where the policies do not intersect with those policies that are the jurisdiction of the Chief of Police.

Recommendations to each Governance Policy are noted below:



2.1 Policy G07 – Governance Calendar

Fred Kaustinen provided an outline of the main responsibilities of a Police Board and where those responsibilities should be reflected on a governance calendar.

Specific recommendations are as follows:

- Section 2 “Requirements” – delete “the” ahead of “police governance”, after “Chief” add “of Police”
- Section 3 “Policy and By-law Development/Review” note that the Board is not bound to the schedule if there is a pressing need to bring a matter forward
- Section 4 “Strategic Planning” clarify Board approval points – change to “Review Schedule” to “Schedule of Deliverables for Board Approval”
- Section 6 “Budget Development” – directions from Service for August Board meeting prior to receipt of Municipal direction
- Section 7 “Reports” Add 7.6 – “any needs for policy direction or clarification”
- Section 10 “Evaluations & Next Cycle Objectives” – move Chair’s evaluations to November, consider separating evaluations into multiple meetings

2.7 Policy G08 – Stakeholder Engagement

Fred Kaustinen noted that the policy is represented as two options for the Board’s consideration and provided some background on the need for a defined policy on stakeholder engagement.

- Retitle policy as “Board Stakeholder Engagement”
- Add disclaimer that nothing in policy precludes Chief/Service interacting with any listed stakeholder

The comments were received and noted by the Chief Governance Officer. Updated policies are to be presented to the next Board meeting.

3. ADJOURNMENT

The meeting adjourned at 3:05 p.m.

Jeff Knoll
Chair

Graham Milne
Board Secretary



Halton Regional Police Service Public Agenda Recommendation Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: 2022 FUNDING REQUEST & 10-YEAR CAPITAL FORECAST

Report #: P21-10-R-04

Date: October 28, 2021

RECOMMENDATION:

"That the Halton Police Board approves the 2022 Funding Request of \$175,946,538 and forwards the request to the Region; and further,

That the Halton Police Board approves an increase in the authorized sworn strength of fifteen (15) positions; and further,

That the Halton Police Board approves an increase in the authorized civilian strength of eight (8) positions; and further,

That the Halton Police Board approves the conversion of one (1) part-time civilian position to one (1) full-time civilian positions; and further,

That the Halton Regional Police Services Board approves the 10-Year Capital Forecast as presented."

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

Stephen J. Tanner
Chief of Police

: PL

INTRODUCTION AND BACKGROUND:

The 2022 Funding Request for the HRPS amounts to \$175,946,538 which represents an increase of 4.2% as compared to the approved 2021 Budget. After considering Assessment Growth projections as provided by the Region, the 2022 Funding Request represents an increase of 2.5% as compared to the approved 2021 Budget.

In compiling the 2022 Funding Request, the Service has maintained its focus on Corporate Business Plan objectives while recognizing population growth, demographics, calls for service, emerging trends and staffing requirements.

Significant drivers impacting the 2022 Funding Request include:

- Staffing needs to maintain focus on front-line policing service levels and programs while reflecting emerging trends and continued growth in demand for policing services.
- Negotiated salary increases and continued growth in benefit costs.
- Increased costs for hardware and software support.
- Continued investment in the Public Safety LTE Network and the associated annual operating costs.

We are continuously aware of the Board's objective to demonstrate prudent use of taxpayer dollars while recognizing the need to provide adequate and effective police services for Halton Region. The challenge for the Board and Management remains in balancing the need to service an ever-growing community and to respond to changes in service delivery and emerging trends, while maintaining a fiscally responsible request for resources and funding. We believe that the 2022 Funding Request achieves this balance.

During the October Police Service Board meeting, staff will provide further details of the 2022 Funding Request along with the 10-Year Capital Forecast.

STRATEGIC MANAGEMENT ISSUES:

The 2022 Funding Request continues the strategic direction as detailed in the 2020-2023 Business Plan.



Fiscal 2022 Budget

Presented to Police Services Board
October 28, 2021

Halton Regional Police Service
2485 North Service Road, West
Oakville, Ontario, L6H 3H8
Phone: 905-825-4777



Vision and Mission

The Halton Regional Police Service

Our Vision

To be the leader in community safety and policing excellence.

Our Mission

To provide effective and efficient community-based policing.

*Together with our community, our partners and our employees,
we are exemplifying:*

One Vision, One Mission, One Team



Our Police Service

The Halton Regional Police Service (HRPS) contributes to the safety and well-being of more than 610,000 residents of Halton Region in the Town of Oakville, the City of Burlington, the Town of Halton Hills and the Town of Milton. The HRPS provides policing services throughout our Region covering suburban and rural communities within a geographic area of over 969 km² (239,445 acres) and shoreline of 25 km (15.5 miles). Working in partnership with the communities we serve, the HRPS delivers high quality, cost-effective public safety and crime prevention policing services as mandated by law. The Service is consistently recognized as one of the leading police agencies in community-policing initiatives and is committed to ensuring that every resident of Halton Region is safer tomorrow than they are today.

With our Vision ***“To Be the Leader in Community Safety and Policing Excellence”*** we will ensure a common thread is woven throughout our organization and our region of ***“One Vision, One Mission, One Team”***. Our goal is to be the very best, to all that we serve and for all of those that serve. Bringing all of our members, our teams, our volunteers, our partners, and our community together as ***One Team*** to prevent and combat crime, as well as increase community safety, will lead us to new heights in policing best practices. We are consistently ranked as the safest region of our size in Canada but we do not intend to stop there. In the future, we want to be even safer than we are today.

To ensure that we meet this objective, the HRPS is committed to community safety planning and is committed to meeting and exceeding all requirements from the Ministry and in the Police Services Act. We are proud to say that we are better than what the province demands and we always will be.

***Community-based policing is rooted in the philosophies espoused in Sir Robert Peel’s
“Nine Principles of Policing” (which are listed in Appendix “A”).***

Predicated on the belief that strong community partnerships are the single most valuable crime prevention tool, all members of the HRPS endeavour to build links and work in partnership with the people we serve to achieve common goals such as:

- Reducing crime
- Reducing the fear of crime
- Maintaining social and physical order
- Preventing crime and addressing neighbourhood issues and concerns

By giving citizens and community groups a greater voice in establishing local law enforcement priorities and involving them in efforts to improve the overall quality of life in their neighbourhoods, the emphasis of police work shifts away from responding to random service calls to finding creative ways to address community concerns.

The HRPS 2020 to 2023 Corporate Business Plan identifies four major themes that align with our motto, “One Vision, One Mission, One Team”. These four themes are:

Theme 1 – Community Safety and Well-Being

Theme 2 – Outreach and Collaboration

Theme 3 – Capability and Engagement

Theme 4 – Leadership and Excellence

Specific goals within each of these four themes are listed in the HRPS Corporate Business Plan – 2020 to 2023 which is available online at: www.haltonpolice.ca/services/publications/documents/Strategic_Plan_2020-2023_Web.pdf.

Halton Region and the Halton Regional Police Service have developed a Community Safety and Well-Being Plan. For more information, please visit the Halton Region webpage at: www.halton.ca/The-Region/Projects-and-Initiatives/Community-Safety-and-Well-Being-in-Halton.



Level of Services

The HRPS, in partnership with the many organizations and levels of government within the Region, are very proud of its ongoing success as compared annually against various provincial and federal measurements. The following table identifies the Service's accomplishments in several key areas in comparison with the Big-12 Police Services in Ontario. Data for 2021 is not yet available. See associated charts in Appendix "B".

Measurement	2017 Ranking	2018 Ranking	2019 Ranking	2020 Ranking
Overall Crime Rate (per 100,000 population)	1 st	1 st	1 st	1 st
Overall Crime Severity Index	1 st	1 st	1 st	1 st
Violent Crime Severity Index	1 st	1 st	1 st	1 st
Non-Violent Crime Severity Index	1 st	1 st	1 st	1 st
Weighted Clearance Rate	1 st	1 st	1 st	1 st
Staff per Population (per 100,000 population)	1 st	1 st	1 st	1 st
Cost per capita	1 st	1 st	1 st	1 st

Increased investments will be necessary in order to continue these impressive results in future years due to continued growth and increasing demand for services.

"Big 12" = Toronto, Peel, York, Ottawa, Durham, Hamilton, Halton, Waterloo, Niagara, London, Windsor, Sudbury.

Condensed Police Statistics (from 2020 Annual Report)

Annual Totals							Annual Rates (per 100,000 population)		
Category	2018	2019	2020	Change	% Change		2019	2020	% Change
Violent Crime	2,322	2,150	2,160	10	0.5%		360	354	(1.8%)
Property Crime	8,090	8,150	6,490	(1,660)	(20.4)%		1,365	1,063	(22.1%)
Other Crime	1,718	1,874	1,203	(671)	(35.8)%		314	197	(37.2)%
Total Crime	12,130	12,174	9,853	(2,321)	(19.1)%		2,039	1,614	(20.9%)

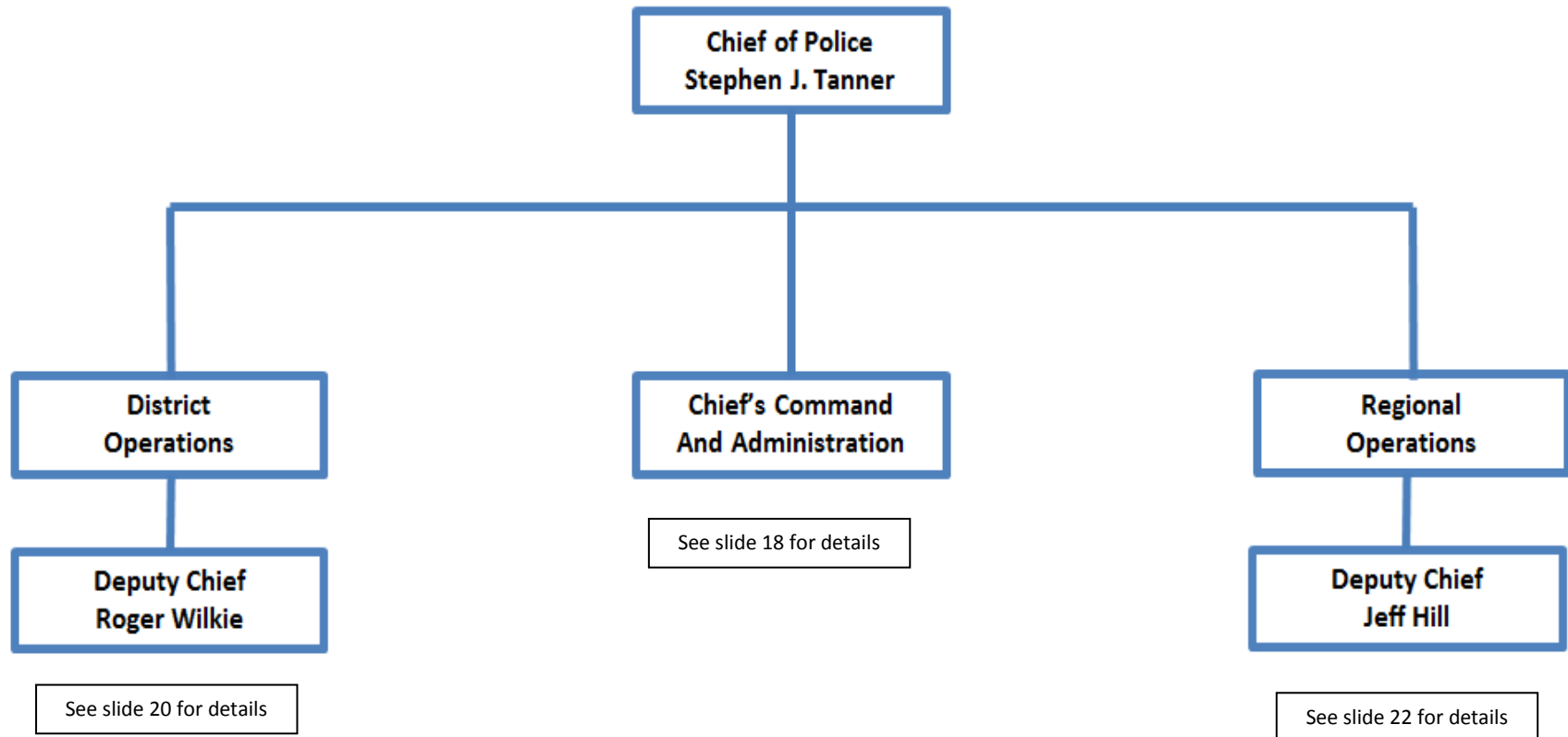
Service at a Glance (from 2020 Annual Report)

Category	2018	2019	2020
Population Served	583,364	596,940	610,517
Uniform Officers	704.0	718.0	737.0
Civilian Employees	299.5	302.5	308.0
Total Staff	1,003.5	1,020.5	1,045.0
Uniform per 100,000 Population	1 : 829	1 : 831	1 : 828
Annual Budget	\$ 150,070,809	\$ 155,383,287	\$ 161,974,623
Cost per Capita	\$ 257.25	\$ 260.30	\$ 265.31



Corporate Organization Chart

As at October 20, 2021





Budget Overview

Overall – By Major Cost Centre

	2021 Budget	2022 Budget			2022 vs 2021	
		Base Budget	Expand	Total	Change \$	Change %
Police Services Board	399,981	466,750		466,750	66,769	16.7%
Chief's Command and Administration						
Executive Services	869,670	1,280,795		1,280,795	411,125	47.3%
Professional Standards	802,656	830,274		830,274	27,618	3.4%
Legal Services	590,940	598,724		598,724	7,784	1.3%
Quality Assurance	294,345	298,967		298,967	4,622	1.6%
Corporate Communications	740,161	799,727		799,727	59,566	8.0%
	3,297,771	3,808,486		3,808,486	510,715	15.5%
District Operations						
Deputy and Support Staff	1,199,080	(753,662)	1,987,822	1,234,160	35,080	2.9%
District Operations	67,712,888	68,838,548		68,838,548	1,125,660	1.7%
Information Technology	10,293,839	11,342,689		11,342,689	1,048,850	10.2%
Regional Community Mobilization	9,171,651	9,788,000		9,788,000	616,349	6.7%
Strategic Management Office	14,555,337	15,003,554		15,003,554	448,217	3.1%
	102,932,794	104,219,129	1,987,822	106,206,950	3,274,156	3.2%
Regional Operations						
Deputy and Support Staff	480,000	305,851		305,851	(174,149)	-36.3%
Regional Investigative Services	22,617,340	24,391,984		24,391,984	1,774,645	7.8%
Support Services	15,855,291	16,860,945		16,860,945	1,005,654	6.3%
Corporate Services	19,803,154	20,345,210		20,345,210	542,056	2.7%
Human Resource Services	3,445,882	3,560,361		3,560,361	114,479	3.3%
	62,201,667	65,464,352		65,464,352	3,262,685	5.2%
Net Expenditure	168,832,213	173,958,717	1,987,822	175,946,538	7,114,325	4.2%



Budget Overview

Overall – By Major Cost Element

	2021 Budget	2022 Budget			2022 vs 2021	
		Base Budget	Expand	Total	Change \$	Change %
Expenses:						
Compensation and Benefits	151,480,689	154,689,037	1,818,179	156,507,216	5,026,527	3.3%
Materials and Supplies	7,419,651	7,241,175	169,643	7,410,818	(8,833)	-0.1%
Purchased Services	10,898,634	12,320,024		12,320,024	1,421,390	13.0%
Financial and Rent Expenses	364,517	456,959		456,959	92,442	25.4%
Interdepartmental Charges	2,282,348	2,405,581		2,405,581	123,233	5.4%
Reserve Transfers / Debt Charges (net)	7,436,623	7,736,623		7,736,623	300,000	4.0%
	179,882,462	184,849,399	1,987,822	186,837,221	6,954,758	3.9%
Revenues:						
Government Subsidies	(5,961,445)	(5,803,206)		(5,803,206)	158,239	-2.7%
Program Fees	(2,028,500)	(1,973,500)		(1,973,500)	55,000	-2.7%
External Recoveries	(2,748,788)	(2,798,466)		(2,798,466)	(49,678)	1.8%
Internal Recoveries	(311,516)	(315,510)		(315,510)	(3,994)	1.3%
	(11,050,249)	(10,890,682)		(10,890,682)	159,567	-1.4%
Net Expenditure	168,832,213	173,958,717	1,987,822	175,946,538	7,114,325	4.2%

Change = 2.5% after Assessment Growth

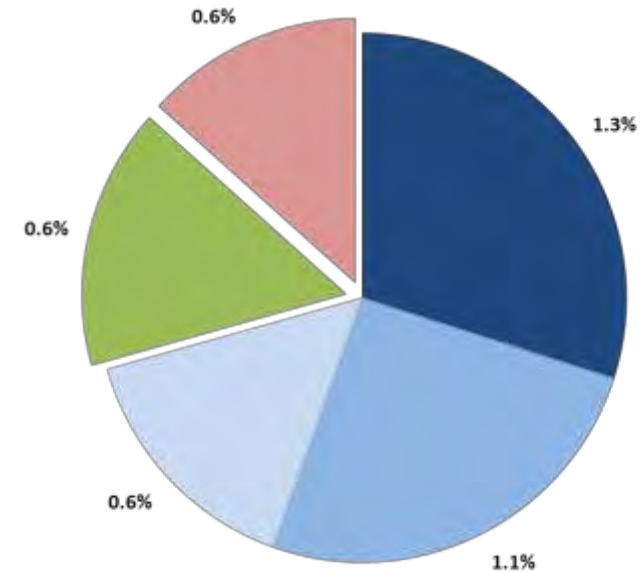
- See Page 11 for summary of major Overall variances between years.
- See Page 12 for summary of major Compensation and Benefits changes between years.



Budget Overview

Budget Increase by Component (as compared to 2021 Total Budget)

Component	%
Compensation	1.3 %
Staffing increase	1.1 %
Benefit costs	0.6 %
Subtotal – Personnel-related	3.0 %
Technology costs	0.6 %
All other costs	0.6 %
Overall increase	4.2 %





Budget Overview

Overall Variance – 2022 Budget as compared to 2021 Budget

2022 Budget (as proposed)	\$ 175.947	
2021 Budget	168.832	
Budget increase	<u>\$ 7.114</u>	<u>4.2%</u>

Major components of changes:

Impact of contract settlement	2.024	1.20%
Increase in benefit costs	1.080	0.64%
Increase in authorized strength + associated clothing & equipment	1.988	1.18%
Increase in software / hardware maintenance and support costs	1.137	0.67%
Subtotal	6.227	3.69%
All other changes (Materials, Purchased Services, Revenue)	0.886	0.52%
Budget increase	<u>\$ 7.114</u>	<u>4.2%</u>



Budget Overview

Compensation & Benefits Variance – 2022 Budget as compared to 2021 Budget

2022 Budget (as proposed)	\$ 156.507
2021 Budget	151.481
Budget increase	<u>\$ 5.027</u>

Major components of increase:

Increase in base wages as negotiated, reclassifications	\$ 2.024
Increase in benefit costs (OMERS, Medical & Dental, CPP/EI/WSIB)	1.080
Other	0.105
Subtotal	<u>3.208</u>
Increase in authorized strength (sworn and civilian)	1.818
Budget increase	<u>\$ 5.027</u>



Budget Overview

Authorized Strength – 2022 Proposed vs 2021

	2021	Change	Proposed 2022
Sworn Officers			
Chief	1.0		1.0
Deputy Chief	2.0		2.0
Superintendent	6.0		6.0
Inspector	10.0		10.0
Staff Sergeant	22.0		22.0
Detective Sergeant	10.0		10.0
Sergeant	56.0		56.0
Detective	44.0	1.0	45.0
Constable	601.0	14.0	615.0
Subtotal – Sworn Officers	752.0	15.0	767.0
Civilian Staff			
Senior Management / Administration	12.0		12.0
Supervisory / Professional / Senior Clerical	99.0	3.0	102.0
Clerical / Technical	116.5	2.0	118.5
Communications / Call Centre	51.0	4.0	55.0
Special Constables (Escorts / Summons)	31.0		31.0
Subtotal – Civilian Staff	309.5	9.0	318.5
Total Authorized Strength	1,061.5	24.0	1,085.5

Civilian - Approved 12 new positions which are offset by redeployment of 3 open civilian positions = net increase of 9



Budget Commentary – Business Risks / Challenges

The following items represent potential business risks to the organization in the upcoming fiscal year:

- Continued population growth and increased demand for services
- Impact of provincial funding decisions related to subsidy programs
- Impact of contract settlements (2023 and beyond)
- Continued growth in benefit costs
- Continues growth in technology / communications costs
- Project costs for 1 District Consolidated facility (future years)
- Increase in fuel costs (10 cents = \$130,000)
- Inflation growth beyond current expectations
- Impact of COVID-19 pandemic

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Budget Commentary – COVID-19 Impact

We continue to monitor the impact of COVID on our operations and we expect the notable variances to be related to:

- Increased safety supplies / PPE
- Increased janitorial costs for touch-point cleaning
- Increased vehicle sanitization costs
- Reduced training & staff development costs
- Reduced event and ceremony costs
- Reduced Program Fee Revenue mainly related to Security Clearances

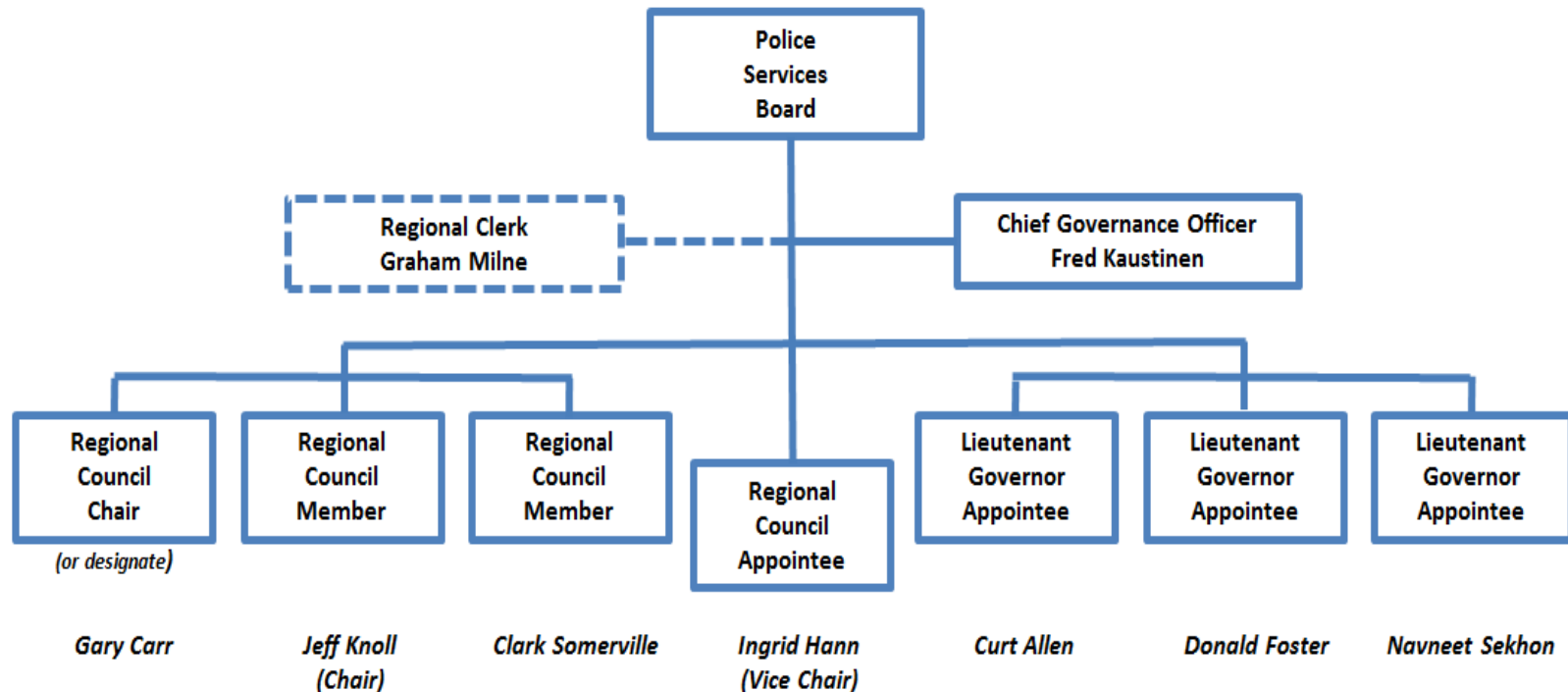
We will continue to monitor all COVID-related impacts and do our best to absorb them within the 2022 Budget.



Budget Commentary – Police Services Board

Police Services Board – Organization Chart

As at October 20, 2021



The Police Services Act Part III, s. 27 (9) identifies that for Regions with a population greater than 300,000 the Police Services Board shall consist of seven members including:

- The head of Regional Council, or designate
- Two additional members of Regional Council
- One person appointed by Regional Council who is not a member of Council or a regional / municipal employee
- Three persons appointed by the Lieutenant Governor

The Chair and Vice-Chair of the Board are elected annually by the members.

Police Services Board – Budget Drivers

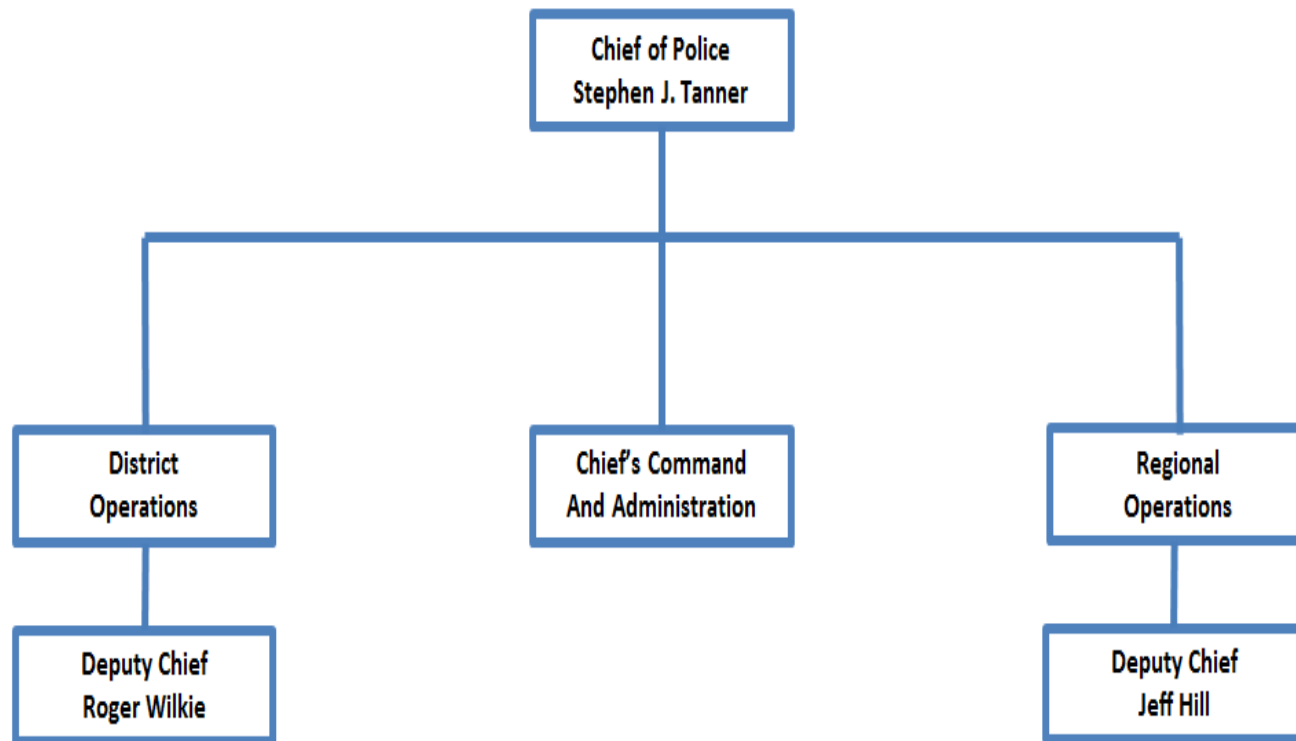
By Cost Element	2021 Budget	2022 Budget			2022 vs 2021	
		Base Budget	Expand	Total	Change \$	Change %
Expenses:						
Compensation and Benefits	38,507	38,681		38,681	174	0.5%
Materials and Supplies						0.0%
Purchased Services	326,474	393,069		393,069	66,595	20.4%
Financial and Rent Expenses						0.0%
Interdepartmental Charges	35,000	35,000		35,000		0.0%
Reserve Transfers / Debt Charges (net)						0.0%
	399,981	466,750		466,750	66,769	16.7%
Revenues:						
Government Subsidies						0.0%
Program Fees						0.0%
External Recoveries						0.0%
Internal Recoveries						0.0%
						0.0%
Net Expenditure	399,981	466,750		466,750	66,769	16.7%



Budget Commentary – Chief’s Command and Administration

Chief’s Command – Organization Chart

As at October 20, 2021



- 50 -

Chief's Command – Budget Drivers

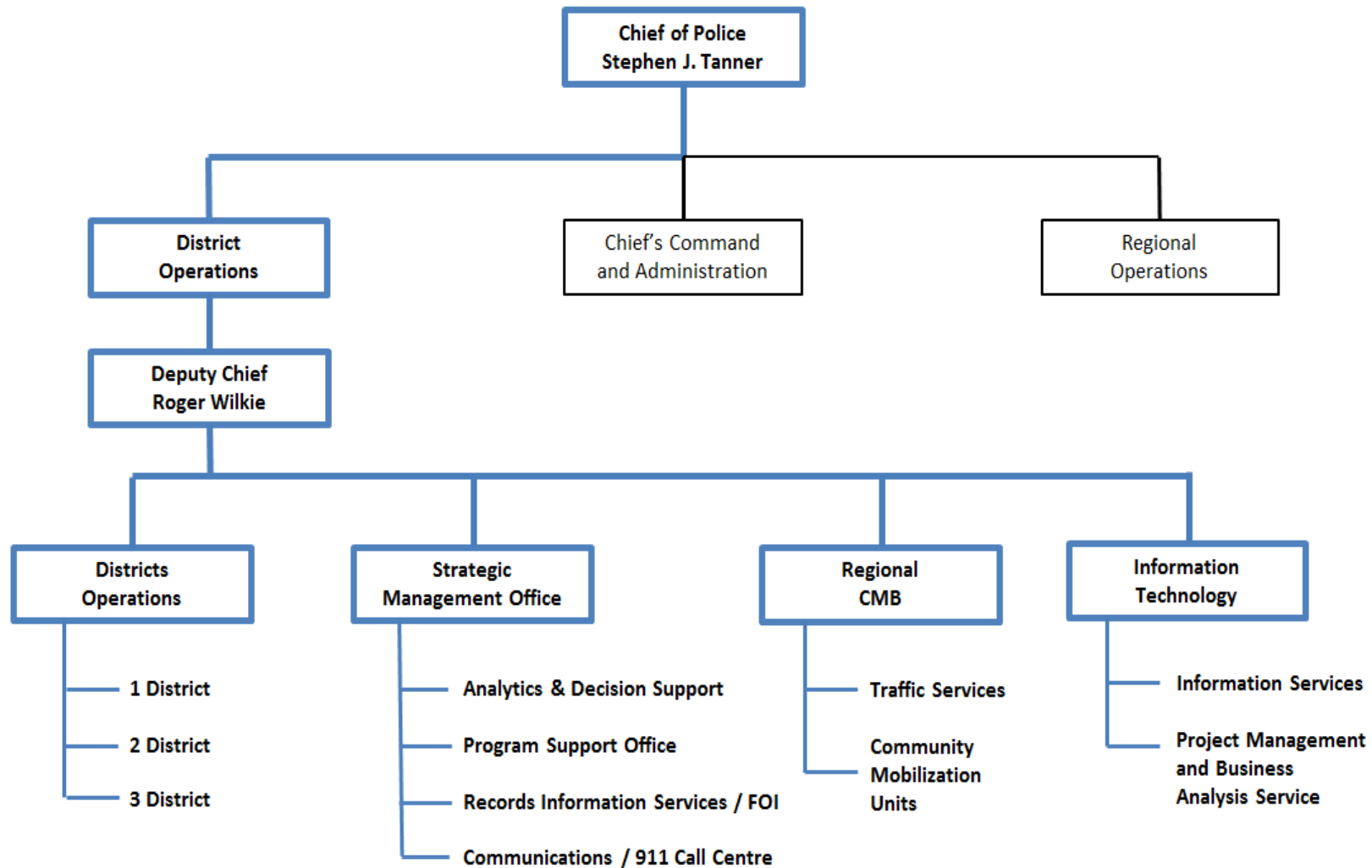
By Cost Element	2021 Budget	2022 Budget			2022 vs 2021	
		Base Budget	Expand	Total	Change \$	Change %
Expenses:						
Compensation and Benefits	2,750,701	3,181,286		3,181,286	430,585	15.7%
Materials and Supplies	106,220	141,625		141,625	35,405	33.3%
Purchased Services	254,250	288,875		288,875	34,625	13.6%
Financial and Rent Expenses						0.0%
Interdepartmental Charges	186,600	196,700		196,700	10,100	5.4%
Reserve Transfers / Debt Charges (net)						0.0%
	3,297,771	3,808,486		3,808,486	510,715	15.5%
Revenues:						
Government Subsidies						0.0%
Program Fees						0.0%
External Recoveries						0.0%
Internal Recoveries						0.0%
						0.0%
Net Expenditure	3,297,771	3,808,486		3,808,486	510,715	15.5%



Budget Commentary – District Operations

District Operations – Organization Chart

As at October 20, 2021



District Operations – Budget Drivers

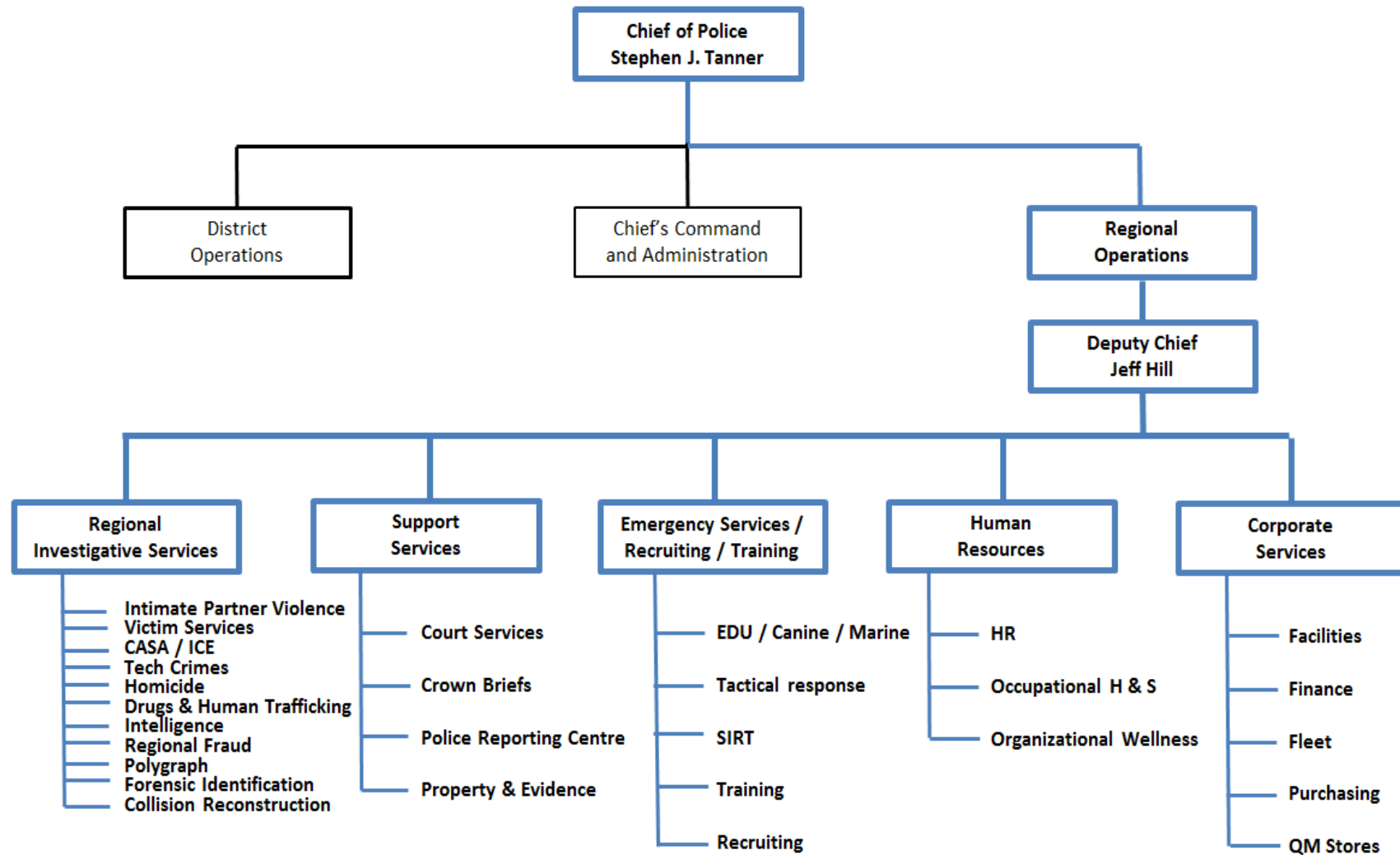
By Cost Element	2021 Budget	2022 Budget			2022 vs 2021	
		Base Budget	Expand	Total	Change \$	Change %
Expenses:						
Compensation and Benefits	98,217,487	98,767,827	1,818,179	100,586,005	2,368,518	2.4%
Materials and Supplies	2,626,480	2,287,223	169,643	2,456,866	(169,613)	-6.5%
Purchased Services	6,685,600	7,735,320		7,735,320	1,049,720	15.7%
Financial and Rent Expenses	176,067	222,009		222,009	45,942	26.1%
Interdepartmental Charges	34,800	39,900		39,900	5,100	14.7%
Reserve Transfers / Debt Charges (net)						0.0%
	107,740,434	109,052,279	1,987,822	111,040,100	3,299,666	3.1%
Revenues:						
Government Subsidies	(1,966,836)	(1,958,174)		(1,958,174)	8,662	-0.4%
Program Fees	(1,170,000)	(1,170,000)		(1,170,000)		0.0%
External Recoveries	(1,359,288)	(1,389,466)		(1,389,466)	(30,178)	2.2%
Internal Recoveries	(311,516)	(315,510)		(315,510)	(3,994)	1.3%
	(4,807,640)	(4,833,150)		(4,833,150)	(25,510)	0.5%
Net Expenditure	102,932,794	104,219,129	1,987,822	106,206,950	3,274,156	3.2%



Budget Commentary – Regional Operations

Regional Operations – Organization Chart

As at October 20, 2021



Regional Operations – Budget Drivers

By Cost Element	2021 Budget	2022 Budget			2022 vs 2021	
		Base Budget	Expand	Total	Change \$	Change %
Expenses:						
Compensation and Benefits	50,473,994	52,701,243		52,701,243	2,227,249	4.4%
Materials and Supplies	4,686,952	4,812,327		4,812,327	125,375	2.7%
Purchased Services	3,632,309	3,902,760		3,902,760	270,451	7.4%
Financial and Rent Expenses	188,450	234,950		234,950	46,500	24.7%
Interdepartmental Charges	2,025,948	2,133,981		2,133,981	108,033	5.3%
Reserve Transfers / Debt Charges (net)	7,436,623	7,736,623		7,736,623	300,000	4.0%
	68,444,276	71,521,884		71,521,884	3,077,608	4.5%
Revenues:						
Government Subsidies	(3,994,609)	(3,845,032)		(3,845,032)	149,577	-3.7%
Program Fees	(858,500)	(803,500)		(803,500)	55,000	-6.4%
External Recoveries	(1,389,500)	(1,409,000)		(1,409,000)	(19,500)	1.4%
Internal Recoveries						0.0%
	(6,242,609)	(6,057,532)		(6,057,532)	185,077	-3.0%
Net Expenditure	62,201,667	65,464,352		65,464,352	3,262,685	5.2%



5-Year Operating Budget Forecast

	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Expenses:					
Compensation and Benefits	156,507	162,999	170,055	177,485	185,514
Materials and Supplies	7,411	7,583	7,761	7,943	8,130
Purchased Services	12,320	12,889	13,494	14,137	14,821
Financial and Rent Expenses	0,457	0,466	0,475	0,485	0,495
Interdepartmental Charges	2,406	2,454	2,503	2,553	2,604
Reserve Transfers / Debt Charges (net)	7,737	7,972	8,115	8,165	8,140
Subtotal	186,837	194,363	202,403	210,768	219,704
Revenues:	10,891	10,986	11,083	11,183	11,284
Net Expenditure	175,947	183,377	191,319	199,585	208,420
Year-Over-Year Increase	4.2%	4.2%	4.3%	4.3%	4.4%
Authorized Strength					
Uniform	766.0	778.0	794.0	810.0	828.0
Civilian	319.5	325.5	331.5	340.5	348.5
Total	1,085.5	1,103.5	1,125.5	1,150.5	1,176.5
Key Ratios					
Population (2011 BPE)	637,054	650,014	662,974	675,934	688,894
Police-to-Population Ratio	1.20	1.20	1.20	1.20	1.20
Staff-to-Population Ratio	1.70	1.70	1.70	1.70	1.71
Cost per Capita - \$	\$ 276	\$ 282	\$ 289	\$ 295	\$ 303
Cost per Capita - % increase	2.1%	2.1%	2.3%	2.3%	2.5%



10-Year Capital Forecast

	'22	'23	'24	'25 – '31	Total
Infrastructure:					
1 District Facility	3.0	2.0			5.0
Capital Programs					
Vehicles	2.6	2.3	2.5	17.7	25.1
Technology	1.9	1.5	1.4	11.2	16.0
Facility & Support	0.3	0.4	0.4	2.4	3.5
Capital Projects					
Technology Projects	2.2	1.5	3.7	6.0	13.4
Operations Projects	1.7	1.6	0.4	8.1	11.8
Total Forecast	11.7	9.3	8.4	45.4	74.8

See Appendix “C” for details of capital items.



2022 Budget – Expected Outcomes

The 2022 Budget is expected to produce the following outcomes:

- Keep Halton as the safest large municipality in Canada
- Continue leadership role within Ontario's Big-12 Police Services in major performance measures (crime rate, crime clearance, crime severity, cost per capita)
- Continue leadership role in the development and implementation of the Public Safety Broadband Network
- Develop and enhance partnerships within Halton Region by championing relationships with our diverse communities
- Cultivate further opportunities for innovation



2022 Budget – Expected Outcomes

- ❖ Continue to be “Safest Region in Canada”
 - ❖ 16 years in a row (Maclean’s Magazine)
- ❖ Maintain “best” ratings in key measures:
 - ❖ Crime Severity Index
 - ❖ Weighted Crime Clearance Rate
 - ❖ Staff to Population Ratios
 - ❖ Cost per Capita Ratio

***To be the leader in community safety and policing
excellence.***

***To ensure every resident of Halton is safer tomorrow
than they are today.***



Appendices

Appendix “A” – Sir Robert Peel’s *“Nine Principles of Policing”*

Appendix “B” – Level of Service - Charts

Appendix “C” – 2022 Capital Forecast - Commentary



Appendix “A” - Sir Robert Peel’s “Nine Principles of Policing”

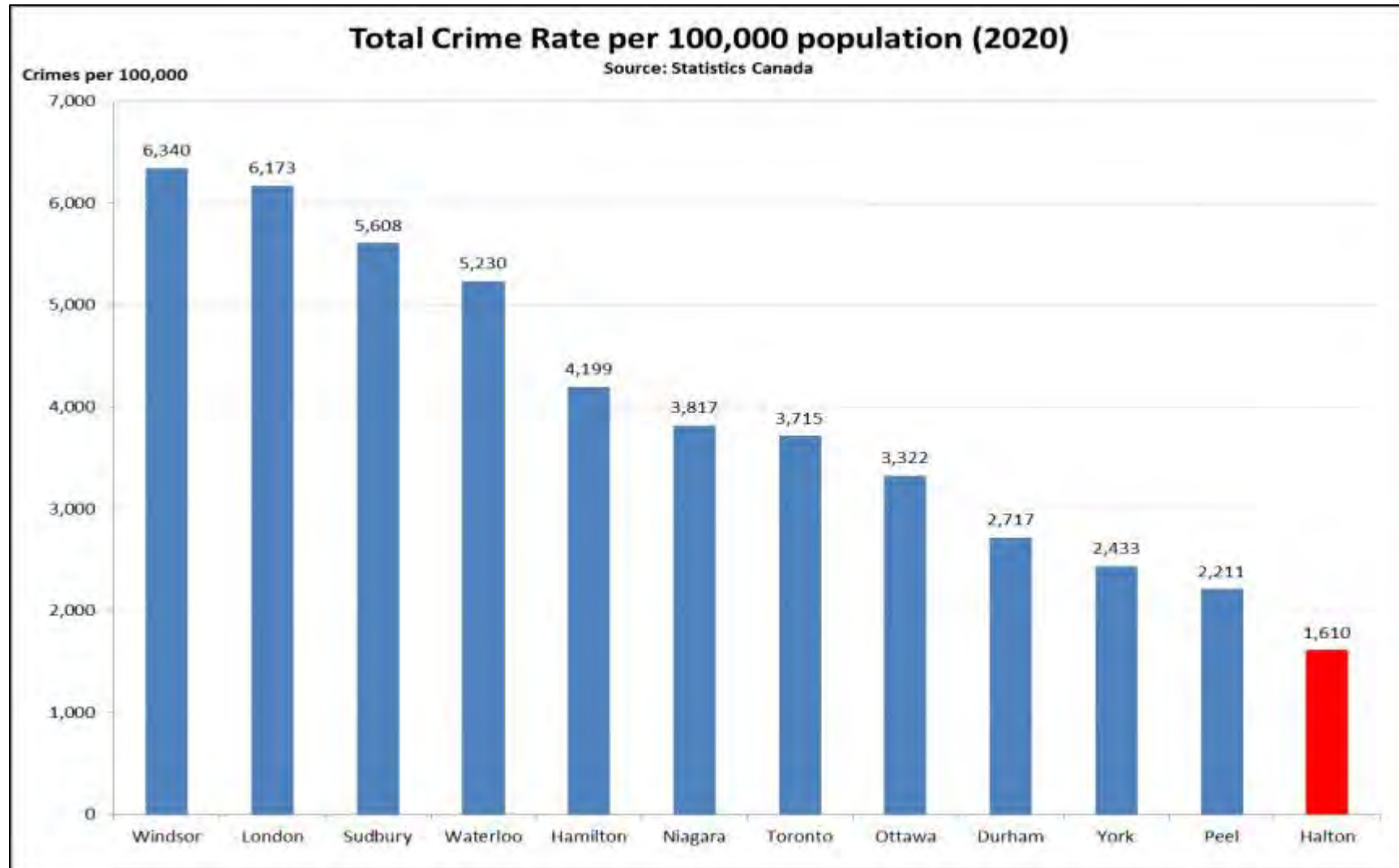


- # 1 The basic mission for which the police exist is to prevent crime and disorder.*
- # 2 The ability of the police to perform their duties is dependent upon public approval of police actions.*
- # 3 Police must secure the willing co-operation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.*
- # 4 The degree of co-operation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.*
- # 5 Police seek and preserve public favour not by catering to the public opinion but by constantly demonstrating absolute impartial service to the law.*
- # 6 Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient.*
- # 7 Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.*
- # 8 Police should always direct their action strictly towards their functions and never appear to usurp the powers of the judiciary.*
- # 9 The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.*

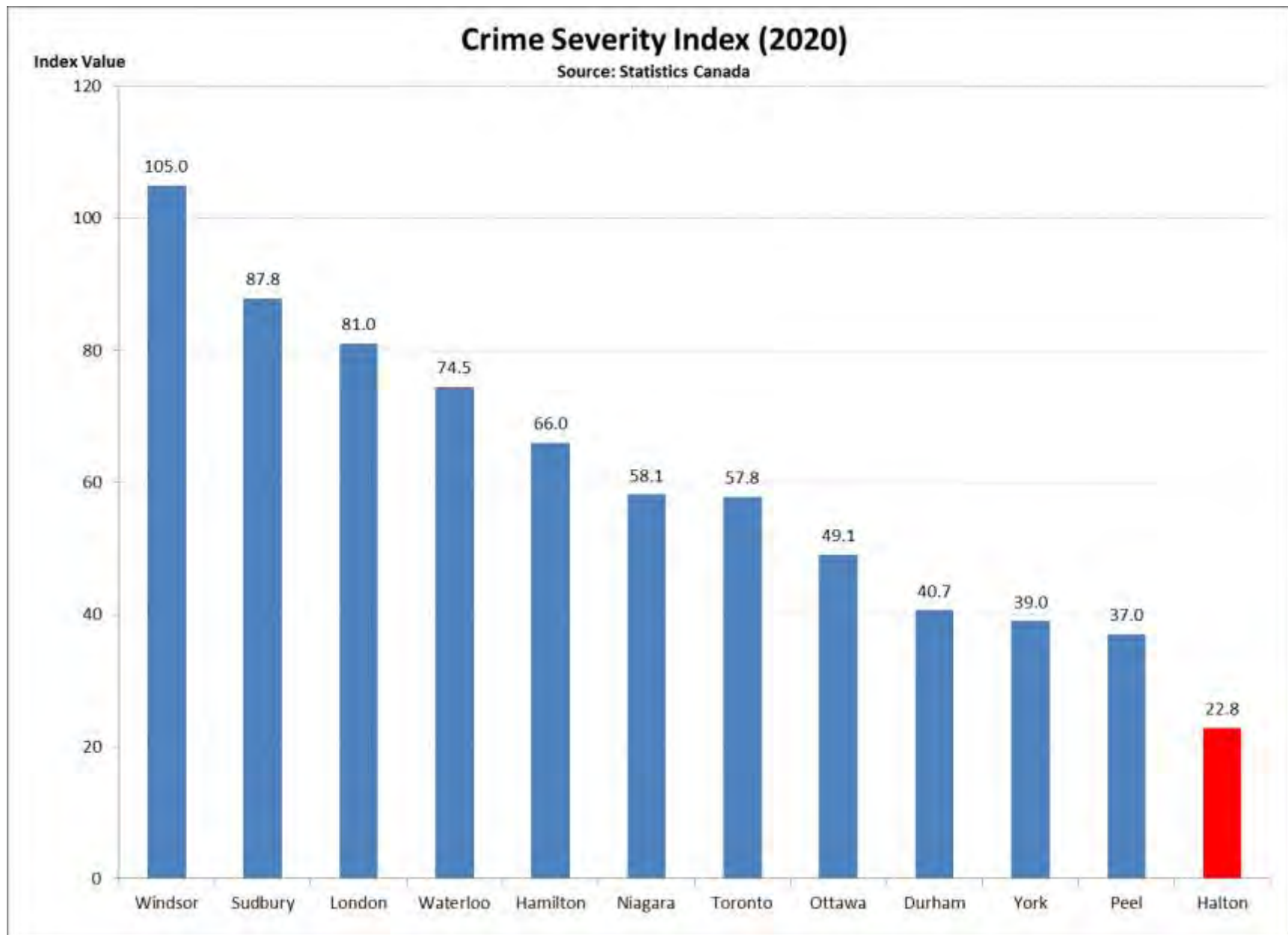


Appendix “B” – Level of Service – Charts

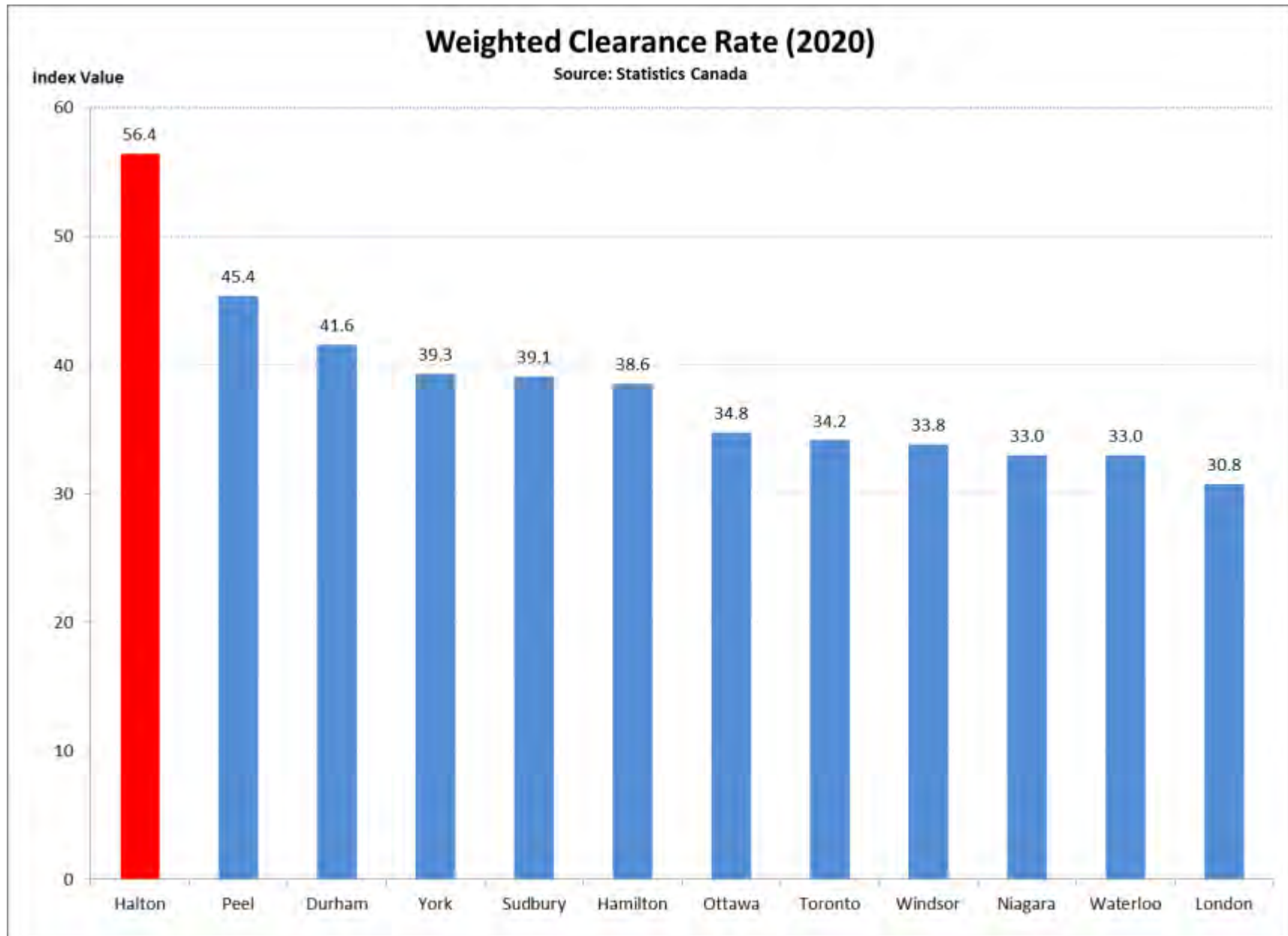
Overall Crime Rate – versus Big 12 Services in Ontario



Overall Crime Severity Index – versus Big 12 Services in Ontario



Weighted Clearance Rate – versus Big 12 Services in Ontario



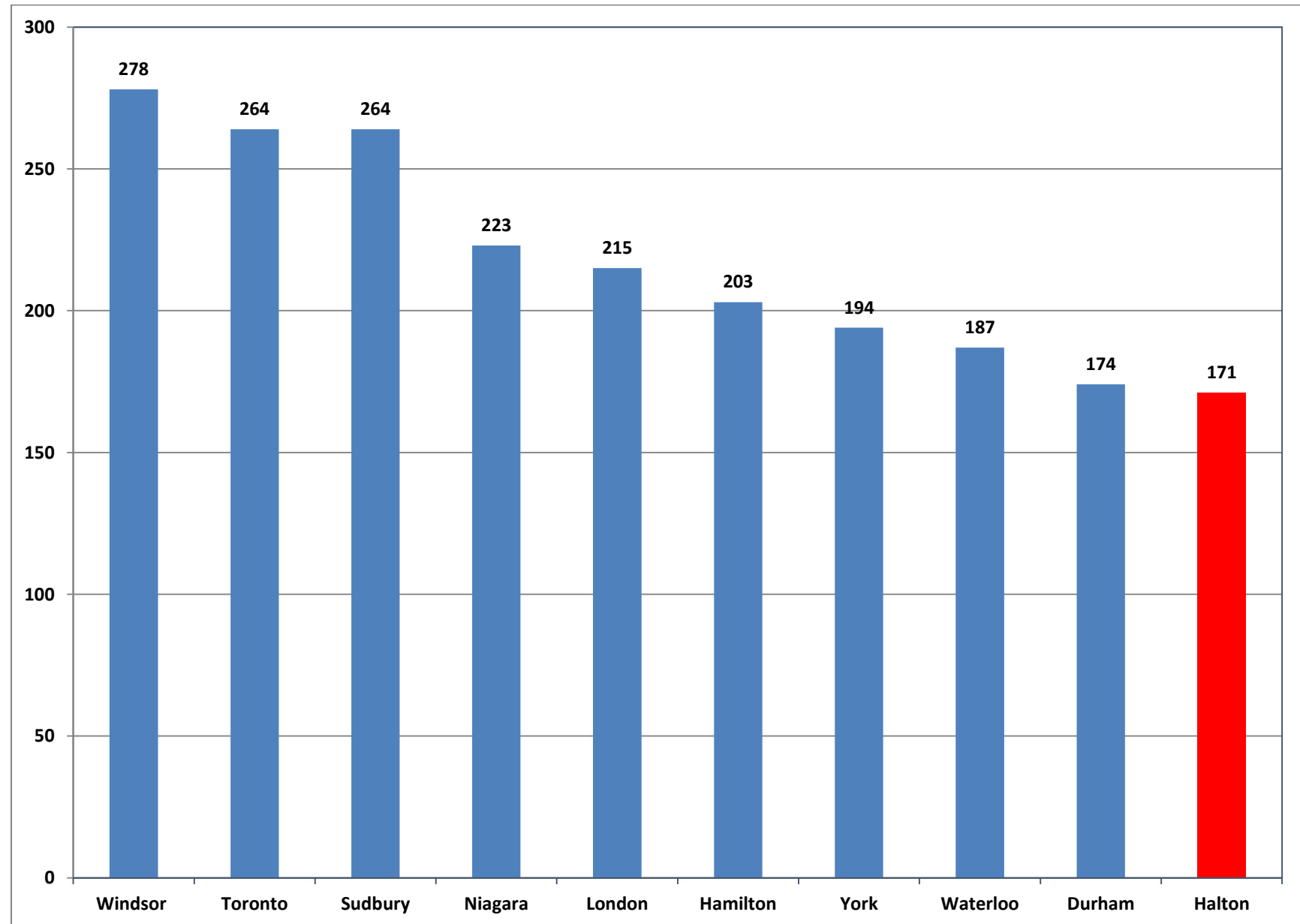
Halton's Crime Rate

Halton's Crime Rate - 1974 to 2021 (Projected)

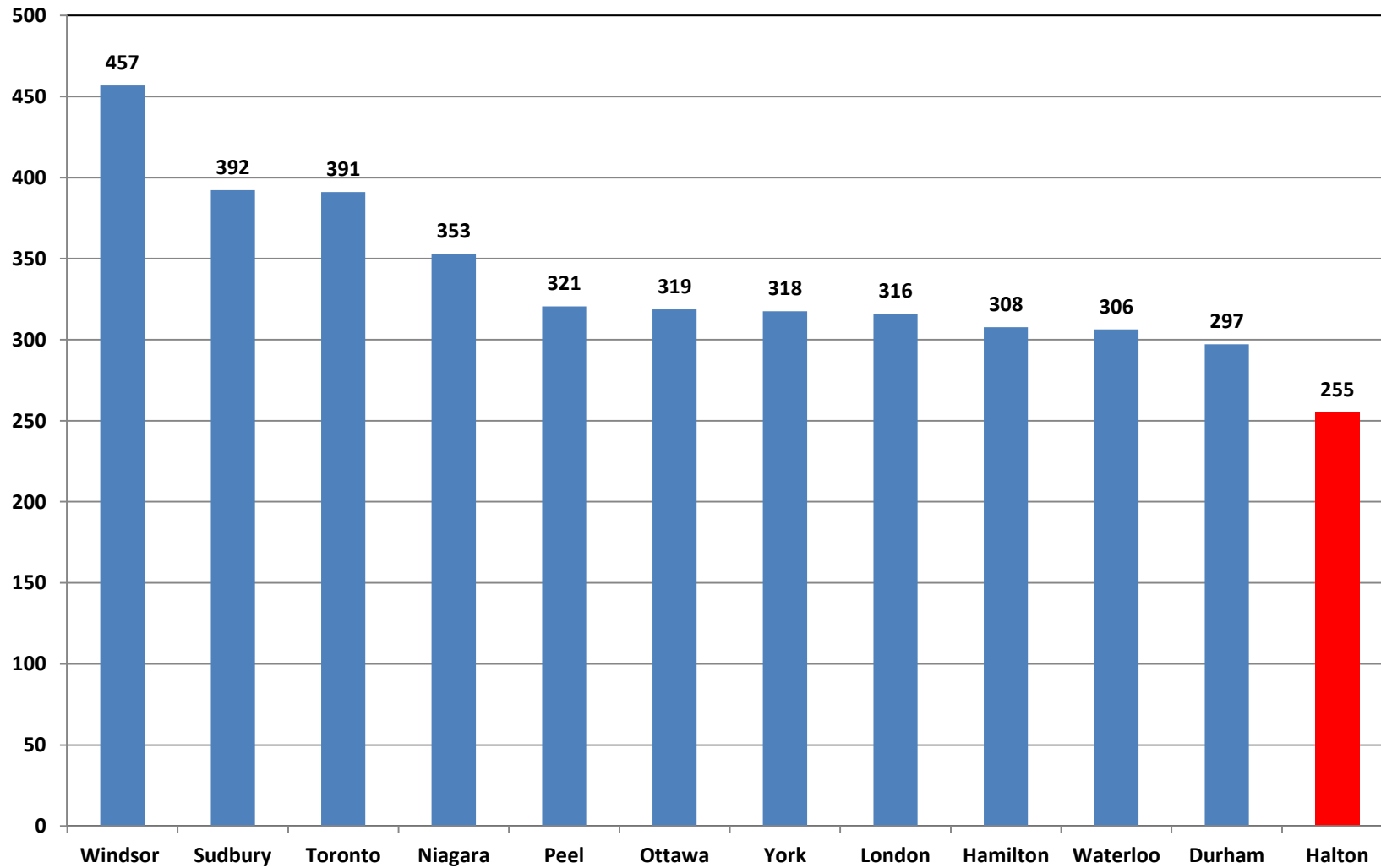


Source: HRPS and Statistics Canada Data

Total Staff (per 100,000) – versus Big 12 Services in Ontario



Cost per Capita – versus Big 12 Services in Ontario





Appendix “C” - 2022 Capital Forecast - Commentary

Infrastructure Projects

1 District – Consolidated Facility

The 1 District Consolidated Facility is based on the feasibility study conducted in 2014 to assess the operational and financial implications of consolidating the Milton and Halton Hills stations into a single facility (supported by smaller stations in Halton Hills and Acton to ensure a continued physical presence in each community).

Including all capital budget elements (2016 to 2023), the current total estimate for the 1 District – Consolidated Facility is \$32.5 million. Occupancy is projected for 2025/26.

Capital Programs

Vehicle Replacements = \$2.556 million

This capital program is in place to fund the replacement of vehicles within the Service. Currently, the Service operates a fleet of 400+ vehicles of which the majority is assigned to front-line policing responsibilities (patrol, CIB, investigative bureaus). Annually, Staff reviews the condition of each vehicle within the fleet and develops a detailed replacement schedule based on the needs as identified by the various bureaus and senior staff. In general, the life cycle of a patrol vehicle is 4 years while non-patrol vehicles (CIB, investigative bureaus) have a life cycle of 5+ years. Where possible, vehicles being removed from patrol functions are redeployed in other non-frontline duties.

Information Technology Programs = \$1.900 million

Computer Replacements = \$550,000

This capital program is in place to facilitate the replacement of end user computer equipment (desktops, laptops, monitors, etc.) based on a 4-year lifecycle. Staff recommend accelerating the replacement cycle in 2022 to bring all computers to the same level of service followed by ongoing replacement cycle in the future.

Business Applications = \$600,000

This capital program is in place to facilitate the replacement / upgrades of exiting system business applications and to fund smaller initiatives. For 2022, there are three business applications which require upgrades: upgrade to Microsoft Exchange (migration to cloud storage); increase in licenses for SQL; and, investment in expansion of data storage capacity for Tech Crime unit.

Network Server Replacements = \$250,000

This capital program is in place to facilitate the “refresh” of network servers on a five-year cycle with approx. 18 servers scheduled for replacement each year.

Technology Replacements = \$500,000

This capital program is in place to facilitate the replacement of existing IT infrastructure components. For 2022, the one major item is the replacement of the Distributed Antenna Systems at 20 Division and 30 Division.

Facility Programs = \$350,000

Building Systems / Furniture Replacement = \$350,000

This capital program is in place to fund \$250,000 per year for the replacement of building infrastructure components and unplanned building renovations. The program is intended to cover annual needs for all police buildings in the Region outside of the larger construction projects which are specifically separated above as capital projects. HRPS currently operates within five buildings with approx. 382,000 square feet. Given the size, complexity and operating conditions of these building, a separate capital program was established to fund the replacement of infrastructure components or unplanned renovations.

A further provision of \$100,000 is included every other year for furniture replacement.

Capital Projects

Technology Projects = \$2.200 million

Major Systems – P25 Radio and Public Safety Broadband Network - \$900,000

This category includes:

- \$728,000 for continued expansion of the PSBN / LTE data transmission capability within the Region.
- \$160,000 for completion of the implementation of GPS location capabilities on portable P25 radios.

Major Systems – HRIS - \$1.000 million

This capital budget was established to fund the development or acquisition of an appropriate HRIS system to replace / integrate our existing time management and HR systems. An RFP was issued in 2020 to select a consultant to assist the Service in the specification, design and implementation of a suitable solution.

Work with the project team will continue through 2022 with a current capital budget of \$1.000 million until a more accurate figure can be determined.

Major Systems – Computer Aided Dispatch, Records Management - \$300,000

This category includes:

- \$100,000 for continued upgrade / expansion of the Service's Portal.
- \$200,000 for upgrade of the NICE Voice Recording and Archiving system.

Operations Projects = \$1.70 million

Major Systems – Police Video (In-Car Camera, Body Worn Camera, Infrastructure - \$700,000

This category includes:

- \$200,000 for continued expansion / replacement of the In-Car Camera System (ICCS)
- \$100,000 for implementation of a Video Management System for the ICCS
- \$400,000 to commence a pilot of Body Worn cameras in the Region (equipment and storage)

Safety Village - \$175,000

This capital budget was established to fund the costs associated with major HVAC and site issues.

Specialty Vehicles – Large Mobile Command Unit - \$100,000

This capital budget was established to fund the upgrade of systems within the MCU (built in 2015).

Specialty Vehicles – Explosive Disposal Unit – RC Robot Replacement - \$170,000

This capital budget was established to fund the replacement of the remote-controlled Robot within the Explosive Disposal Unit. The current robot was acquired in 2009 with expected lifecycle of 10-years.

Specialty Equipment - \$555,000

This category includes:

- \$100,000 for the replacement / expansion of night vision capabilities for the Emergency Services Unit (Tactical Unit). Given the expense of the program, the Bureau has requested capital of \$100,000 in each of the next four years to complete the replacement / expansion.
- \$254,000 for a new Body Scanner unit to be utilized within our Central Lockup and Courts bureaus.
- \$100,000 for the replacement of the 3D Field Laser Scanner for the Collision Reconstruction Unit.
- \$100,000 for the replacement of the Automated License Plate Recognition system installed in '15/16.



Public Agenda Report

To: Halton Police Board

From: Fred Kaustinen
Chief Governance Officer

Subject: Proposed Governance Policies
G07 – Governance Calendar and
G08 – Board Stakeholder Engagement

Report #: CGO21-10-R-01

Date: 28 October 2021

RECOMMENDATION:

THAT the proposed policies G07 – Governance Calendar and G08 – Board Stakeholder Engagement be approved.

Attachments:

Proposed policies G07 – Governance Calendar
Proposed policy G08 – Board Stakeholder Engagement

INTRODUCTION AND BACKGROUND:

These two policies complete the package of 10 Governance policies.

Further recommendations regarding Governance policies' evaluation processes and policy revision process are forthcoming.

DISCUSSION / ANALYSIS:

G06 - Governance Calendar policy serves to schedule reports to the Board for its decision, or its information. The sequence of report types has been reflowed to reflect the unofficial hierarchy of key Board decisions.

Updates to the schedule of regular information reports will follow development of new Administrative and Operations (Adequacy) policies.

G07 – Board Stakeholder Engagement policy outlines a flexible approach to the Board's ever-evolving information needs. The to-be-developed Strategic Planning policy will provide further policy direction in this regard.

ALTERNATIVES:

Regarding G08- Board Stakeholder Engagement, the Board could assign primary liaison duties to specific Stakeholders' ever-evolving issues. The Policy Advisory Committee recommended against this alternative approach.

CONSULTATION:

The temporary Policy Advisory Committee and the Chief were consulted in developing these proposed policies.

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

G07 – Governance Calendar is consistent with new legislation, which transfers strategic planning and annual reporting responsibilities from Chief to Board.

STRATEGIC MANAGEMENT ISSUES:

These policies, along with the other eight Governance policies, describe and guide how the Board governs the HRPS.



Policy G07 – Governance Calendar

Purpose

1. The Governance Calendar serves to:
 - 1.1 help focus the Board's time and effort on matters relevant to its strategic role, emphasizing planning for the future over monitoring the past; and
 - 1.2 guide the Board's education, exploration, analysis and decision activities, such that Board members, HRPS management, and Board staff can anticipate and prepare for Board meetings and related governance activities.
2. The Board may adjust any aspect of this policy, at any time by way of resolution, and additional reports may be provided by the Chief of Police or CGO in accordance with the Procedural Bylaw.

Requirements

3. Orientation. Within the first 3 months of appointment, each Board member shall receive orientation training regarding (1) governance of the Halton Police Service, facilitated by the CGO, and (2) regarding HRPS capabilities and limitations, facilitated by the Chief of Police.
4. Policy and By-law Development/Review. Development and review of policies and by-laws is assigned to CGO.

Policy Type	Schedule of Review Reports for Board Decision
Governance	Annually, first quarter
Policing	Semi-annually, second quarter
Administration	Semi-annually, third quarter
By-laws	Every 5 years

5. Strategic Planning. The Board is legislatively required to prepare, adopt and publish a strategic plan for policing in the jurisdiction. Coordination of the development of the Strategic Plan is assigned to CGO, who shall consult with the Chief of Police. Refer to Strategic Planning policy for more information.

Planning Activity/Product	Schedule of Reports for Board Decision
Project planning, consultant(s) engaged	Approx. 12 months prior to end of current plan
Assessment of community needs through statistical and trend analysis	Approx. 6 months prior to end of current plan
Assessment of community values & expectations, through engagement	Approx. 4-9 months prior to end of current plan
Development of strategic objectives (outcomes) and performance metrics	Complete minimum 4 months prior to end of current plan
Action plans identified	Prior to plan publication
Strategic Plan published	Prior to end of previous Strategic Plan

6. Collective Bargaining & Executive Contracts. Development of bargaining mandates, collective agreements and executive contracts is assigned to the CGO.

Planning Activity (Board approval required for each activity)	Schedule of Reports for Board Decision
Notice to bargain	No earlier than 90 days before expiration of Collective Agreement/contract
Development of bargaining mandate, in consideration of coordinated bargaining & comparators	Prior to commencement of bargaining
Approval of negotiated settlement	First available meeting

7. Budget Development. Development of the Service budget is assigned to the Chief of police. Development of the Governance Budget is assigned to the CGO. Refer to the Financial Planning policy.

Planning Activity (Board approval required for each activity)	Review Schedule
Overall budget target range	August
Report budget options to Board	September
Board Approval of budget	October

8. Policy-Compliance Reports. The Chief shall provide reports on past service performance relative to Board policies, in accordance with the schedule below. In addition to specific policy provisions, these reports shall address, as applicable:

- 7.1 the degree to which the Service is resourced, prepared and positioned to provide adequate and effective policing
- 7.2 any instances where adequate and effective policing was not provided, or is likely not to be sustained in the near future;
- 7.3 any abnormal incidents, calls for service or trends having probable material effect on future needs for policing in Halton Region;
- 7.4 any strategically significant incidents, trends and/or complaints;
- 7.5 any policy provisions which have not been complied with, and/or are unlikely to be complied with in the near future; and
- 7.6 any management requests for policy direction or clarification.

Policy	Report Schedule	Assigned to
TBA as new Administrative & Operations policies are approved		

9. Annual Report. The Board is legislatively required to publish an Annual Report regarding the implementation of its Strategic Plan for policing, the affairs of the HRPS and the provision of policing as it relates to the Region of Halton's Community Safety and Well-being Plan. Coordination of the development of the Annual Report is assigned to CGO, who shall consult with the Chief of Police.

Activity	Report Schedule
Annual Report Outline	November
Annual Report First Draft	March
Annual Report Final Draft	April

10. Management Requests. HRPS requests for human resource and financial permissions will be considered at the first available Board meeting, in accordance with the Procedural Bylaw.

11. Evaluations & Next Cycle Objectives. Coordination of Calendar-Year Performance Evaluations for Board consideration/approval is assigned as follows:

Evaluation	Schedule	Assigned to
Deputies	November	Chief
Chief	November and June	Chair
CGO	November	Chair
Board	February	Chair
Chair	November	Vice-Chair
Collective Compliance with Governance Policies' & Bylaws	March	CGO

Next Cycle Objectives	Schedule	Assigned to
Deputies	November	Chief
Chief	November and June	Chair
CGO	November	Chair
Board	February	Chair
Chair	February	Vice-Chair

Reporting and Evaluation

12. The Board will review the Governance Calendar policy annually, and as required, and adjust accordingly.

Legislative Reference:

PSA, s. 31
CSPA, s.37-41
Procedural By-law



Policy G08 – Stakeholder Engagement

Purpose

1. Board stakeholder engagement serves to inform the Board's strategic assessment of community values and expectations, which when considered with community needs informed by public safety statistics, become the basis for the Board's strategic plan and policies for policing, and subsequent performance evaluation of the Chief and Service.
2. Board stakeholder engagement is not intended to solicit or respond to officer conduct complaints or individual service activities.
3. Board stakeholder engagement shall not replace or substitute for HRPS stakeholder engagement.

Requirements

4. Stakeholder engagement and delegations at Board meetings shall be encouraged and facilitated in accordance with the legislation and the Procedural By-law.
5. The Board shall maintain stakeholder relations proactively by assigning Board outreach (liaison) responsibilities to the Chair, Board Committees, individual Board Members, the CGO, or the Chief, by way of resolution. Refer to the Strategic Planning policy.
6. No person or body shall bind the Board to any future decision or action, in the course of stakeholder engagement or any other deliberation, other than the Board itself and then only by way of resolution.

Reporting and Evaluation

7. The Board shall annually evaluate the effectiveness of its Board Stakeholder engagements.

Legislative Reference:

PSA, s. 119, 145

CSPA, s. 39



Public Agenda Report

To: Halton Police Board

From: Fred Kaustinen
Chief Governance Officer

Subject: Proposed 2022 HPB Governance Budget

Report #: CGO21-10-R-02

Date: 28 October 2021

RECOMMENDATION

THAT the proposed 2022 Halton Police Board Governance Budget as presented in Attachment #1 to Report No. CGO21-10-R-02 be approved.

INTRODUCTION AND BACKGROUND:

The Region's budget guideline for HRPS is a 3.7% increase. The 2021 Governance budget is forecast to be \$52k overspent.

DISCUSSION / ANALYSIS:

The Board's Governance Budget serves to support the Board in its police governance activities, and facilitate the attainment of results designated by the Board on 26 August 2021.

DISCUSSION / ANALYSIS:

The proposed 2022 Board Governance Budget features:

- new CGO contract, and minor realignment of consultant effort and costs
- assumes a resumption of in-person conferences and training events, with associated cost increases
- is an increase of approximately \$77.5k more than the 2021 budget, or \$25k more than forecast 2021 spending
- forecast of an additional \$95k required in the subsequent year (2023) for strategic planning

ALTERNATIVES:

The Board could increase or reduce the number of Board meetings, the extent of Board training, the pace of governance evolution, and/or the amount of staff support, as it deems appropriate.

CONSULTATION:

HRPS Finance staff were consulted, and Board input to the preliminary Governance budget at the September Board meeting.

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

The Governance Budget is a financial issue by definition.

Attachment: Proposed HPB 2022 Governance Budget



Proposed HPB Governance Budget 2022

Board Role & Tasks

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.
2. The Board, as the agent of the owners of the Service - the community of Halton Region, is collectively responsible to:
 - 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;
 - prepare and adopt, through stakeholder consultations and analysis, a strategic plan for policing outcomes in Halton Region;
 - 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;
 - recruit, contract, direct and compensate, as necessary, Board staff to support the Board in its governance activities, legally, ethically and in accordance with Board bylaws and policies;
 - annually determine results-based performance objectives for Chief of Police, and subsequently monitor and annually evaluate his or her performance relative to those objectives;
 - 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;
 - annually prepare, adopt, propose to Halton Regional Council, and monitor a budget for policing and police governance;
 - receive and review reports from the Chief of Police regarding policy requirements and Strategic Plan progress;
 - consider requests for reviews of employee grievances and complaints about policies or services;
 - 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
 - all other statutory obligations related to police governance.



2022 Results

3. The proposed 2022 HPB Governance budget facilitates execution of the above Board job description, as well as attainment of the following results (approved at the HPB meeting of 26 August 2021):
 - a. **Result A** – A Modernized Policy Manual has been created and adopted by the Board. This Policy Manual shall be based on leading-edge governance practices, written in clear language, and facilitate compliance verification.
 - b. **Result B** – An updated Board Strategic Planning Process has been created and adopted by the Board. This Strategic Planning Process shall fulfill the requirements of the new Community Safety and Policing Act, be grounded in a Board assessment of community needs, values and expectations, and feature results-based strategic objectives.
 - c. **Result C** – A Results-Based Evaluation System has been created and adopted by the Board. This Evaluation System shall reflect Results-based Governance, and apply to Strategic Plan progress evaluation - the result of which shall be featured in the Board's Annual Report to the Community and Council. This Evaluation System shall also apply to Executive Personnel annual goal setting and performance evaluation.



	2021 Budget	2021 Forecast	2022 Draft Budget	Notes
Board member remuneration	38,507	41,000	41,820	
Staff:				
CAO/CGO	113,500	217,500	249,900	New contract 1 July 2021
Media	48,000	50,000	51,000	Includes Zone 4 Secretary
Policy	60,000	25,000	10,000	Stratagem Research
Secretary & HR Advisor	35,000	35,000	35,000	Transfer payment
Crisis Comms		10,000		
Retreat Consultant		3,750		
Strategic Planning				Forecasted 2023 activity: \$35k
Staff Total	256,500	341,250	345,900	
Board portal	13,000	16,000	16,500	
New web site	10,000	10,000		
Web-site hosting & maintenance	2,750	2,750	3,000	Yellow Robot
Legal fees		10,000	10,000	
Public Opinion Research				Forecasted 2023 activity: \$60k



Memberships	12,000	14,120	15,000	OAPSB, Zone 4, CAPG Assumes provincial D&I training @ no cost (No Cornell D&I training in 2021)
Conferences	30,000	3,000	27,500	
Other Training				
Meals	2,000	3,000	3,000	
Retiree event/gifts			1,500	
Miscellaneous	33,211	8,000	10,000	
Goods & Services Total	102,961	66,870	86,500	1.76%
Tax	6,326.5	7,182.9	7,610.2	
Total	404,295	456,303	481,830	

Variance over 2021 budget

52,008

77,536

October 22, 2021

Mr. Jeff Knoll, Chairman
Halton Regional Police Service Board
2485 North Service Rd West
Oakville, ON L6M 3H8

Dear Sir,

The Halton Regional Police Service was established in tandem with the creation of the Regional Municipality of Halton on January 1, 1974. There have been six Police Chiefs since that time: Ken Skerrett (1974 -1980); W.I. James Harding (1980-1994); Peter Campbell (1995-1998); Ean Algar (1999-2006); Gary Crowell (2006-2012); and Stephen Tanner (2012-present). What is the one thing these Chiefs all have in common? They all collaborated with the Canadian Caribbean Association of Halton (CCAHA).

Established in 1977, the CCAHA is a registered charity that focuses on four pillars: Education, Culture, Community, and Harmony. In addition, it promotes awareness around how unity through diversity, full and active community participation, unbiased inclusion, and the capacity to value differences equally, are essential to the social, cultural, and economic growth of Halton Region.

As a charity, we rely heavily on private and public sector donations and grants. CCAHA experienced an increase in donations around the George Floyd murder and the Black Lives Matter uprising of 2020. However, there has since been a dramatic decrease in donations as people realize that the impacts of Covid-19 linger. Despite a decrease in donations, the CCAHA has experienced a significant increase in calls from the community for assistance. When many charitable organizations simply closed their doors, CCAHA ramped up its supports for the entire community. Even though we are a Black-led organization, CCAHA supports everyone in the community.

Here's a snapshot of our recent accomplishments:

- Our community meals program (meat, vegetarian and halal) focused on food insecurity during the first year of the pandemic with funding ending in March 2021. With the assistance of the HRPS Police Auxiliary for front-line delivery, in nine months CCAHA distributed 14,517 meals to Halton residents.
- Black History Month Celebration in 2019 had 23 events, in 2020 it was 28 events, in 2021 it was 45 events reaching over 200,000 Halton residents with the help of COGECO television and a Crowdcast library broadcast.
- The Emancipation Day 2021 celebration, which was supported by the HRPS officers, Milton Public Library, Arts Milton, the Oakville Museum and Visit Oakville, engaged 1,189 Halton residents in Burlington/Milton/Oakville with free meals, and in-person and virtual activities.
- Funded by the Ministry of Children, Community and Social Services, a full-time Black social worker advocating for students and families has been hired. Funded by the Halton Region Community Investment Fund, three co-ordinators for Programs and Communications and DEI Outreach have been hired.

- Virtual art classes “*Clef Notes to Canvas*” and musical entertainment via CCAH YouTube channel have been viewed by thousands. It assisted people to maintain a sense of community and decreased mental health issues during the height of the pandemic.
- CCAH programs are embedded in the curriculum of both School Boards. Catholic Board awards two “Veronica Tyrrell Scholarships” each year. In 2021, a CCAH youth scholarship was awarded to a Public Board student.
- CCAH finances are audited each year, and 100% of donations go directly to community initiatives.
- October 2021 saw the launch of new Financial Literacy workshops for youth.
- Black History Tours (Bronte Bike and Kerr Street Walking) in Oakville were offered during the summer, chaperoned by HRPS officers.
- The “*Sense of Belonging*” research project with Sheridan and Oakville Community Foundation continues preparing final reports.
- New for 2022: CCAH Community and Harmony Garden, and 8-week free CCAH Summer Camp Program for marginalized children and single-parent households.

In March 2003, the research report sponsored by the CCAH entitled “*Growing Up Black in Oakville*” prompted a significant change of direction for the CCAH. This study examined how Black youth in Oakville are included in their communities. It also explored how Halton and Oakville could develop a partnership with Black youth in efforts to create a socially inclusive environment for all its citizens.

Based on the data, recommendations were made relating to youth, parents, governments, and institutions. In 2006, Veronica Tyrrell launched the “*CCA Black Youth in Action Leadership Program*” with the help of then Police Chief Ean Algar. The HRPS was the first organization approached by the CCAH, and the strong strategic partnership remains intact today. The CCAH Board of Directors has a seat designated for the HRPS Police Chief’s selected officer. Community Policing has always been foundational to the success of all CCAH programs. Other organizations that partner to deliver this leadership program include the Halton Catholic District School Board, Halton District School Board, Sheridan College, Town of Oakville, Town of Milton, Oakville Community Foundation, Big Brothers Big Sisters of Oakville-Hamilton and local businesses.

Now entitled “*CCA Youth Leadership Program*” it has expanded to include a broader diversity of high school students. However, the program objectives remain consistent with the original recommendations of the 2003 study which is now being updated by the “*Sense of Belonging*” research currently undertaken by Sheridan:

- Recognize the unique challenges faced by marginalized youth in Oakville and across Halton
- Review policies and recruitment strategies for elements that may discourage diverse youth from applying for opportunities
- Seek funding assistance or earmark funds to support participation by youth of diverse and equity seeking backgrounds
- Partner with community groups in initiatives that will help make institutions and services more open to youth from ethnically diverse backgrounds
- Become more transparent and accessible to diverse youth
- Be proactive in reaching out to youth
- Bring Black youth in at the formative stages of initiatives that will impact their lives
- Reject negative stereotypes and expectations of youth

In summer 2021, 724 students participated virtually in the “*CCAH Youth Leadership Summer Program*”, one of most successful offered by the CCAH over the past 15 years. The three 4-hour forums included: 1) “Becoming a Leader”, 2) “Community Policing, Safety and Well-Being” and 3) “Preparing for Success”. The August 7th workshop entitled “Community Policing, Safety and Well-Being”, which was led by HRPS sworn and civilian staff, was attended by 236 students. From there, 185 students provided anonymous feedback with 98.4% reporting that the session was both an effective use of their time and they enjoyed the workshop.

The CCAH recently completed a Strategy Review to identify ways to further focus on a strategic approach towards sustaining the Four Pillars Mission of our organization: 1) Culture, 2) Community, 3) Education, and 4) Harmony. Central to our new approach is strengthening relationships with existing partners, including the HRPS to maximize the benefits accrued to the Oakville and Halton residents we continue to serve.

CCAH is inextricably linked with HRPS and its public stance of supporting the community. We share the view of fostering a harmonious community. CCAH is a registered charity with a long history of year-round community engagement conducted in financially transparent and viable ways, not just for members, but for the entire Halton community. A contribution of \$10,000 would help address the shortfall in our donation revenue and allow CCAH to continue unimpeded with its full program offerings such as year-round multi-generational music classes, and delivering Black history school programming. It will also assist with the new cost of delivering programs such as the Youth Leadership Program in a hybrid format of our traditional in-person format, but also simultaneously on-line with videography.

Police organizations are looking to invest in strong community organizations that deliver programs to racialized and marginalized residents to address public concerns about policing and support. As we prepare for our 46th consecutive year of executing award-winning programs guided by the CCAH four pillars, we are confident that with the outstanding support, collaboration, and financial contribution of the HRPS and the HRPSB, we will continue to make an impact across Halton.

Regards,

Andrew Tyrrell
President, Canadian Caribbean Association of Halton (CCAH)
Andrew@ccah.ca

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
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	G07 – Governance Calendar
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	October 28, 2021	G07 – Governance Calendar
26 Aug 2021	4.4	<i>“THAT an Advisory Committee be struck consisting of Board Members Jeff Knoll (Committee Chair), Curt Allen and Navneet Sekhon, and the Chief of Police, to conduct a further review of the remaining governance policies as presented in Report No. CGO21-8-R-01 -</i>	Advisory Committee members, CGO	October 28, 2021	Refer to Minutes on this agenda

October 28, 2021

		<i>New Governance Policies and Confidential Report CGO21-8-R-04 - Governance Calendar & Stakeholder Engagement Policies, so as to inform the CGO's final governance policy proposals for Board consideration at the September 2021 meeting."</i>			
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