



Public Agenda

Date: Thursday, September 29, 2022

Time: 9:00 a.m.

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

Please note – In respect of continuing safety measures, in-person attendance at HRPS HQ for this meeting will be limited. **Only Members of the Board, support staff and senior HRPS executives will be permitted inside the Community Room.**

Members of the public and other interested parties are requested to watch the livestream at the link above instead.

1. GENERAL

- 1.1 Regrets
- 1.2 Disclosure of Conflicts of Interest
- 1.3 Confirmation of Minutes of Meeting P22-08 held Thursday, August 25, 2022
(Agenda Pages 1 – 32)

2. PRESENTATIONS/DELEGATIONS

3. CONSENT AGENDA

- 3.1 **P22-9-I-01** – Community Safety and Well-Being Plans
(Agenda Pages 33 – 40)

4. DISCUSSION ITEMS

- 4.1 **2023 Budget - Correspondence from Halton Region**
(Agenda Pages 41 – 64)

- 4.2 **CGO22-9-R-01** - Proposed 2023 HPB Governance Budget
(Agenda Pages 65 – 68)
- 4.3 **CGO22-9-R-02** - Proposed Evaluation Process and Form – Policy G-06 – Board-
Chief Relationship
(Agenda Pages 69 – 82)
- 4.4 **P22-9-I-02** – Mid-Year Performance Report
(Agenda Pages 83 – 102)
- 4.5 **P22-9-R-03** – Contract Extension – The Global Group – Office Furniture
(Agenda Pages 103 – 106)
- 4.6 **P22-9-R-04** – Contract Extension – Sunshine Building Maintenance
(Agenda Pages 107 – 110)
- 5. **OPERATIONAL VERBAL UPDATES**
- 6. **ACTION REGISTRY**
 - 6.1 Public Information Action Registry
(Agenda Pages 111 – 112)
- 7. **RECEIPT OF PUBLIC CORRESPONDENCE**
- 8. **NEW BUSINESS**
- 9. **MOVE INTO CLOSED SESSION**
- 10. **CLOSED SESSION REPORT**
- 11. **ADJOURNMENT**



Public Minutes

MEETING NO. P22-07

DATE OF MEETING: Thursday, August 25, 2022
9:00 a.m.

LOCATION: Community Room/Zoom Video Conference

MEMBERS PRESENT (in Community Room): Jeff Knoll (Chair)
Councillor Pavan Parmar, Curt Allen, Ingrid Hann, Navneet Sekhon

MEMBERS PRESENT (via Zoom Video Conference): Councillor Clark Somerville (left at 10:00 a.m.), Donald Foster

STAFF PRESENT (in Community Room/via Zoom as noted): Chief Stephen Tanner
Deputy Chief Roger Wilkie
Deputy Chief Jeff Hill
Paul Lavergne, Director, Corporate Services
Ken Kelertas, Director, Legal Services and Legal Counsel
Tracy Dottori, Director, Human Resources
Inspector Julie Craddock
Inspector Anita Laframboise
Staff Sergeant Ric Judson
Adam Woods, Manager, Information Technology
Julie Rolph, Communications Advisor
Fred Kaustinen, Chief Governance Officer
Kimberly Calderbank, Board Media Consultant
Graham Milne, Board Secretary
Chris Lallouet, Yellow Robot Communications

GUESTS: Ron LeClair, Ministry of the Solicitor General



1. **GENERAL**

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 P22-06 held Thursday, June 30, 2022**

Moved by: C. Allen

Seconded by: I. Hann

"THAT the Minutes of Meeting P22-06 held Thursday, June 30, 2022 be adopted as circulated."

Carried.

2. **PRESENTATIONS/DELEGATIONS**

2.1 **Board Governance Policies Recap**

Fred Kaustinen, Chief Governance Officer, gave an overview of the of 11 governance policies established by the Board. A copy of the presentation is appended to the minutes.

Moved by: I. Hann

Seconded by: P. Parmar

"THAT the presentation be received for information."

Carried.

2.2 **Mental Health Strategy – Inspector Julie Craddock and Staff Sergeant Ric Judson**

This presentation was heard ahead of item 2.1.



Inspector Julie Craddock and Staff Sergeant Ric Judson gave a presentation on the Mental Health Strategy for crisis team intervention with the public, including an overview of related partnerships with community agencies. A copy of this presentation is appended to the minutes.

Moved by: C. Allen

Seconded by: N. Sekhon

"THAT the Mental Health Strategy presentation be received for information."

Carried.

The meeting recessed at 10:25 a.m. and resumed at 10:40 a.m.

3. CONSENT AGENDA

3.1 P22-8-I-01 - Quarterly Human Resources Summary

Moved by: I. Hann

Seconded by: N. Sekhon

"THAT Item No. 3.1 on the Consent Agenda be received for information."

Carried.

3.2 P22-8-I-02 - Financial Report and Forecast - Second Quarter 2022

3.3 P22-8-I-03 - Purchasing Activity Report - July-December 2021

3.4 P22-8-I-04 - Capital Projects/Programs Status - June 30, 2022

3.5 P22-8-I-05 - Trust Fund Statement - June 30, 2022

3.6 SEC22-8-I-01 - Semi-Annual Board Governance Expenditure Report

Moved by: N. Sekhon

Seconded by: P. Parmar

"THAT Item Nos. 3.2 through 3.6 on the Consent Agenda be received for information."

Carried.



4. DISCUSSION ITEMS

4.1 CGO22-8-R-01 - G11 – Chief-to-Board Communications

Moved by: C. Allen

Seconded by: I. Hann

“THAT the proposed policy G11 - Chief-to-Board Communications be approved as amended to insert the words “civilian directors” as one of the parties in 5.3.”

Carried.

4.2 P22-8-I-06 - Semi-Annual Complaints Statistical Report - Public/Internal - January-June 2022

Moved by: N. Sekhon

Seconded by: C. Allen

“THAT Item 4.2 on the Discussion Items agenda be received for information.”

Carried.

4.3 P22-8-I-07 - FOI Summary/Information Privacy Commission Annual Report

Moved by: C. Allen

Seconded by: I. Hann

“THAT Item 4.3 on the Discussion Items agenda be received for information.”

Carried.

5. OPERATIONAL VERBAL UPDATES

Operational updates were provided on the following items:

- Introduction of new corporate communications advisor Julie Rolph
- Calendar of events for Board participation



6. **ACTION REGISTRY**

6.1 **Public Information Action Registry**

Moved by: I. Hann

Seconded by: N. Sekhon

"THAT the Public Information Action Registry be received."

Carried.

7. **RECEIPT OF PUBLIC CORRESPONDENCE**

Chair Knoll noted the submission of the request to provide a sponsorship to the ProAction Cops and Kids organization.

Moved by: I. Hann

Seconded by: P. Parmar

"THAT a \$5,000 contribution to ProAction Cops and Kids from the Trust Fund be approved, and

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

Carried.

8. **NEW BUSINESS**

Purchase of Night Vision Equipment

Moved by: N. Sekhon

Seconded by: C. Allen

"THAT the Halton Police Board authorize the re-allocation of the approved \$100,000 from the 2023, 2024 and 2025 Capital Project Budgets to allow the complete purchase of the Night Vision Equipment (T6906A) in 2022."

Carried.



Request from SAVIS for Sponsorship for Take Back the Night

Moved by: C. Allen

Seconded by: N. Sekhon

"THAT the request from SAVIS for sponsorship for the Take Back the Night event in the amount of \$1,000 be granted, to be paid from the Trust Fund."

Carried.

There was no other new business.

9. MOVE INTO CLOSED SESSION

Moved by: C. Allen

Seconded by: N. Sekhon

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

Carried.

10. CLOSED SESSION REPORT

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

11. ADJOURNMENT

Moved by: C. Allen

Seconded by: D. Foster

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

Carried.

The meeting adjourned at 3:20 p.m.

Jeff Knoll
Chair

Graham Milne
Board Secretary

Governance Policies Recap

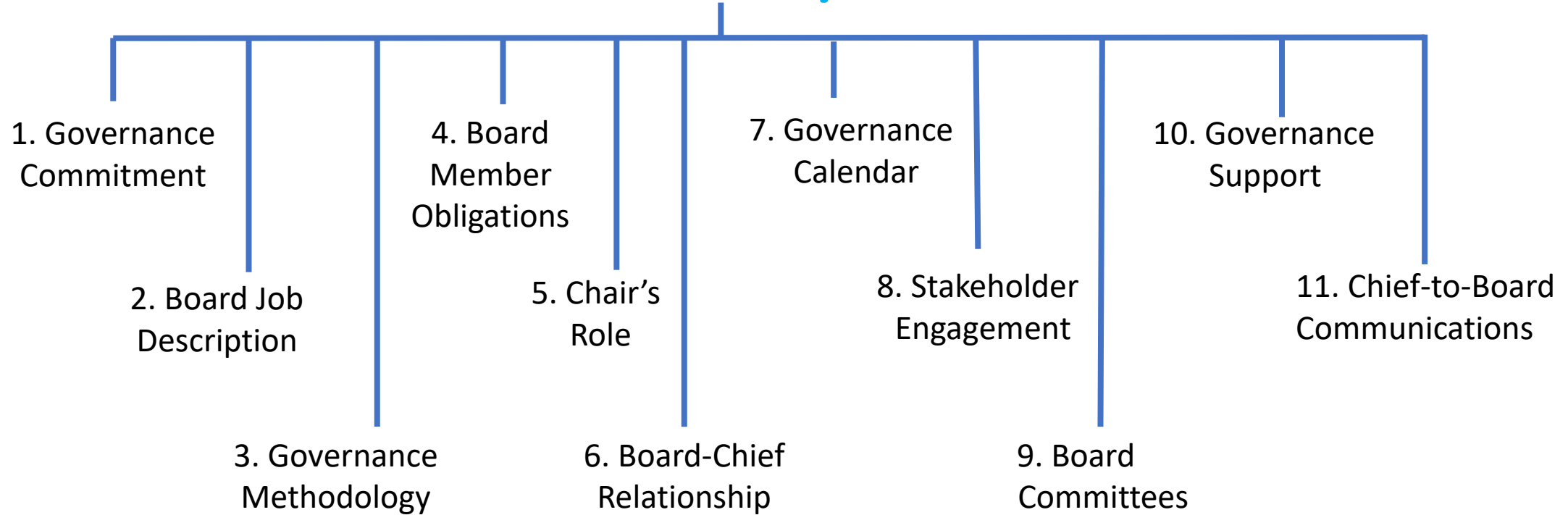
25 August 2022

CGO Fred Kaustinen

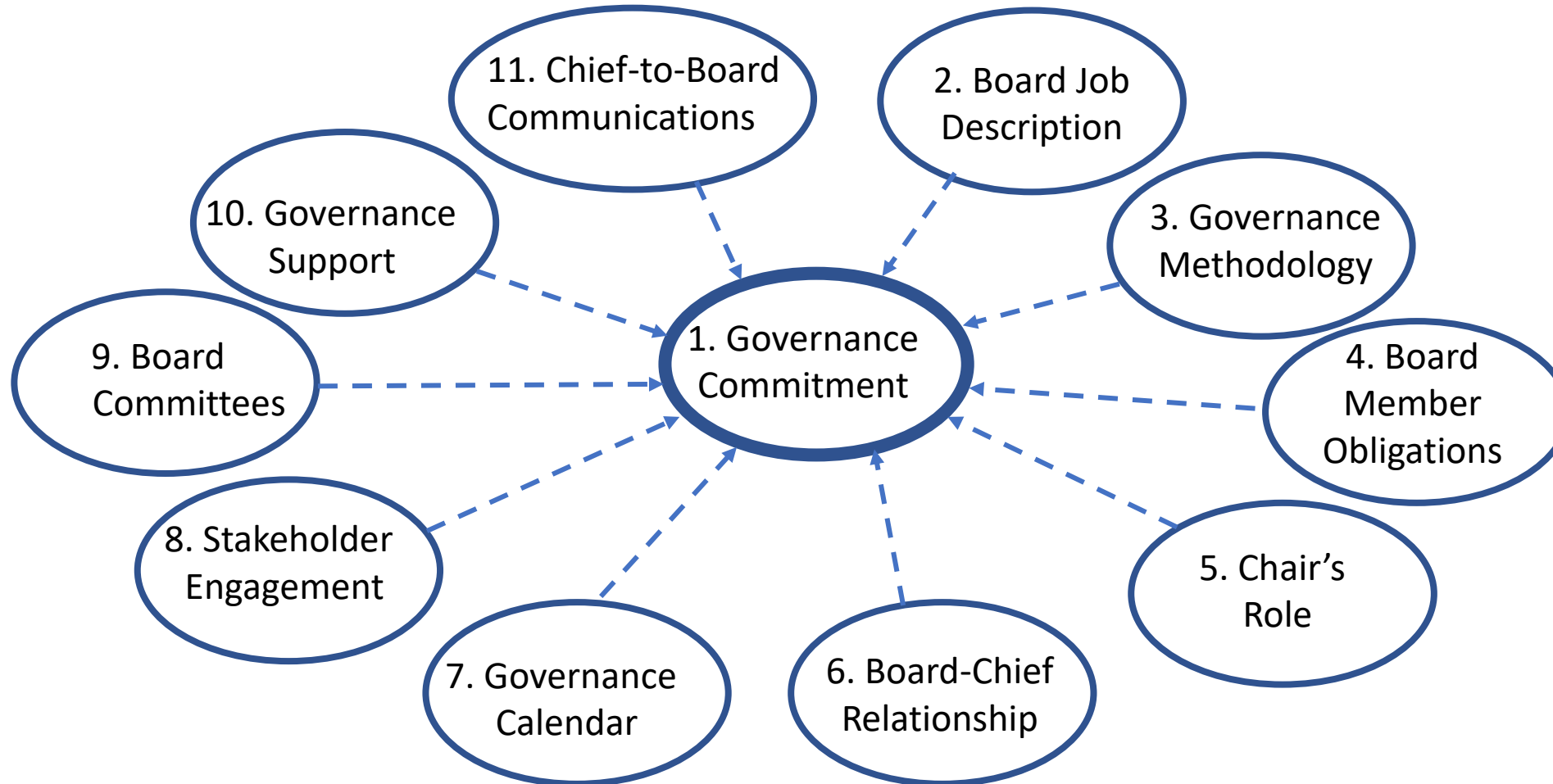
Outline

1. Policy Framework
2. Policy highlights
3. Pitfalls to avoid
4. “Is it Governance” checklist

Governance Policy Framework



Governance Policy Framework



Policy Structure

1. Purpose

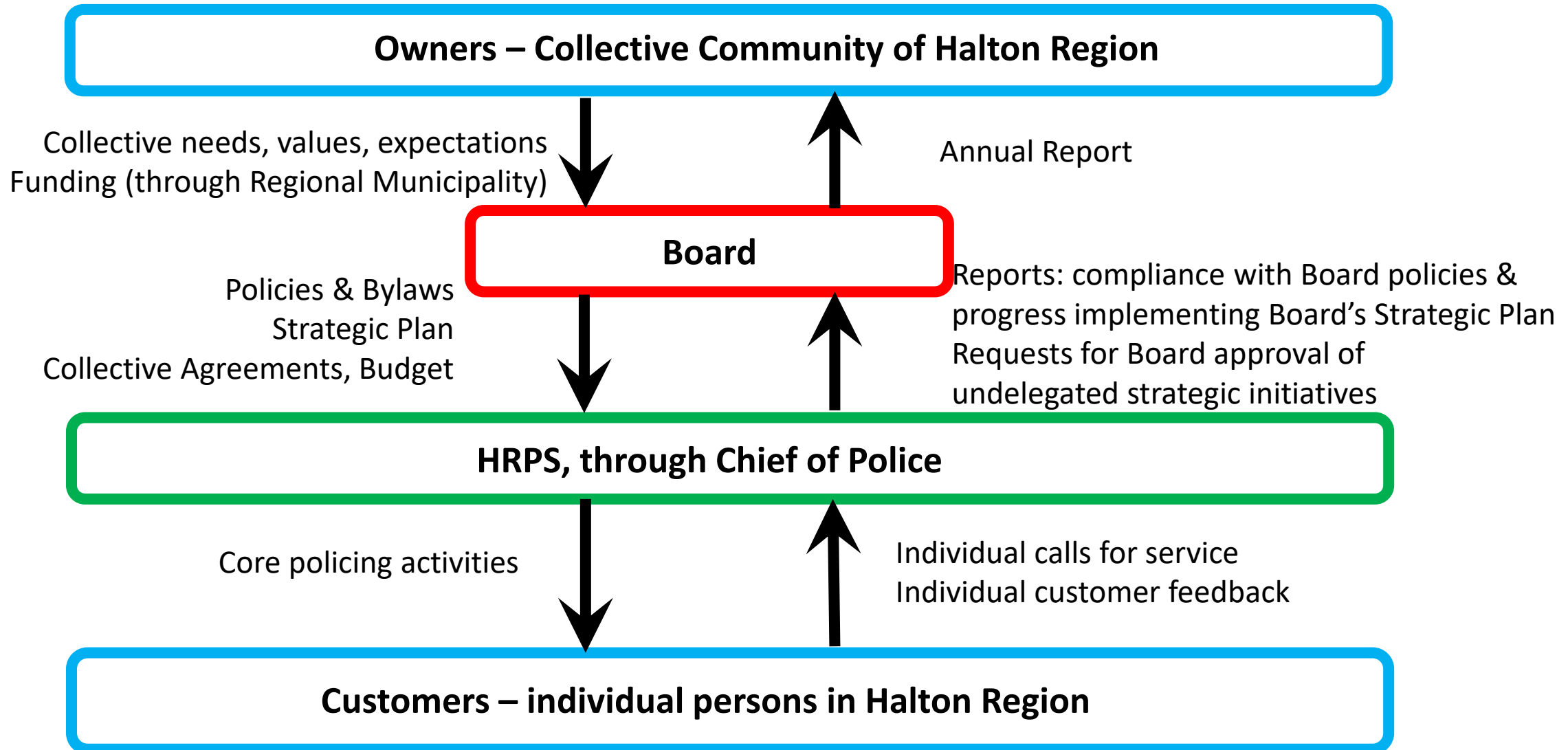
2. Requirements

3. Reporting & Evaluation

1. Governance Commitment

...ensuring that policing actions & results are congruent with community needs, values & expectations of the community

1. Governance Commitment



2. Board Role

*Ensure that policing actions and results
are congruent with
community needs, values and expectations*

= Adequate & effective policing

3. Governance Methodology

- serve the public interest before and above all else
- leadership and focus on the intended outcomes of policing
- respect the clear role distinction of Board as governors and the Chief as top manager
- encourage and respect diversity of viewpoints
- deliberations and decisions will be primarily forward-looking
- deliberations and decisions will be strategic, proactive & informed
- decisions will be collective rather than individual

3. Governance Methodology

- function as an unobstructed team
- expertise of individual Board members shall not substitute for either the judgment of the Board as a whole, or for the advice of professional staff
- The Board will inspire, direct Service via strategic policies and plans, & evaluation of Chief and Service performance
- Strategic policy and planning focus will be on the attainment of enduring outcomes, & not on the administrative or programmatic means of attaining those results
- the initiator of policy, not merely a reactor to management initiatives
- stress and support continuous learning and development
- conscientiously enforce upon itself its own rules

4. Board Member Obligations

- uphold and abide by the laws, policies and decisions
- comply with the Code of Conduct
- participate in Board training
- contribute to fulfilment of the Board's role
- refrain from pre-empting, obstructing or distracting Board attention away from its role

5. Chair's Role

- Facilitate Board decision-making processes, rather than making decisions for the Board
- Ensure deliberations are fair, open, relevant, thorough, timely, orderly
- Spokesperson
- Direct staff law policies

6. Board-Chief Relationship

- Chief's role
- Symbiotic relationship
- Direct only the Chief, by resolution
- All reporting at Board meetings, except in emergency (see G11)
- Acting Chief
- Annual evaluation

Governing

Managing

Assigning strategic results & limitations



Creating & implementing Action Plans

Policies



Procedures

Employment terms (e.g. collective agreements)



Employment supervision & support

Approving budgets



Proposing and actioning budgets

Governance-Management Symbiosis

Board

Chief

1. Community needs, values
& expectations



2. What's achievable, & at what cost & risk



3. Objectives & priorities for policing;
& policy direction



4. Reports organizational performance
relative to strategic & policy expectations



5. Evaluation of organizational
performance; directs
corrective action



6. Reports on corrective action activities
& results



7. Governance Calendar

- Board member orientation
- Educational workshops
- Policy and by-law review
- Strategic planning
- Collective bargaining & executive contracts
- Budget development
- Policy-compliance reporting
- Annual report
- Management requests

8. Stakeholder Engagement

- To inform Board's strategic assessment of community values and expectations
- Not about complaints about individual officer or a specific police action
- Does not replace HRPS stakeholder engagement
- Board proactively assigns outreach liaisons, by resolution
- No individual binds Board to future decision or action

9. Board Committees

- to assist the Board in fulfilling its purpose, without interfering with or replacing the Board
- no authority unless expressly conferred
- used sparingly in an ad hoc capacity with specific roles, assigned outcomes & completion dates

10. Governance Support

- supports Board governance commitment, methodology and calendar, not pre-empt, divert or obstruct it.
- CGO:
 - orientation, education
 - information and advice
 - policy and strategic planning
 - communications
 - employment contracts
 - liaison with Chief & key staff
 - administration
- independent legal advice
- memberships
- recognition

11. Chief-to-Board Communications

- Standard information routing
- Matters of Immediate Strategic Significance

Pitfalls Police Boards should Avoid

1. Unclear (or absent) policies
2. No performance verifications/evaluations
3. Platitudes instead of evidence-based assessments
4. Too much emphasis on compliance reporting and not enough on articulating future expectations
5. Trying to do management's job

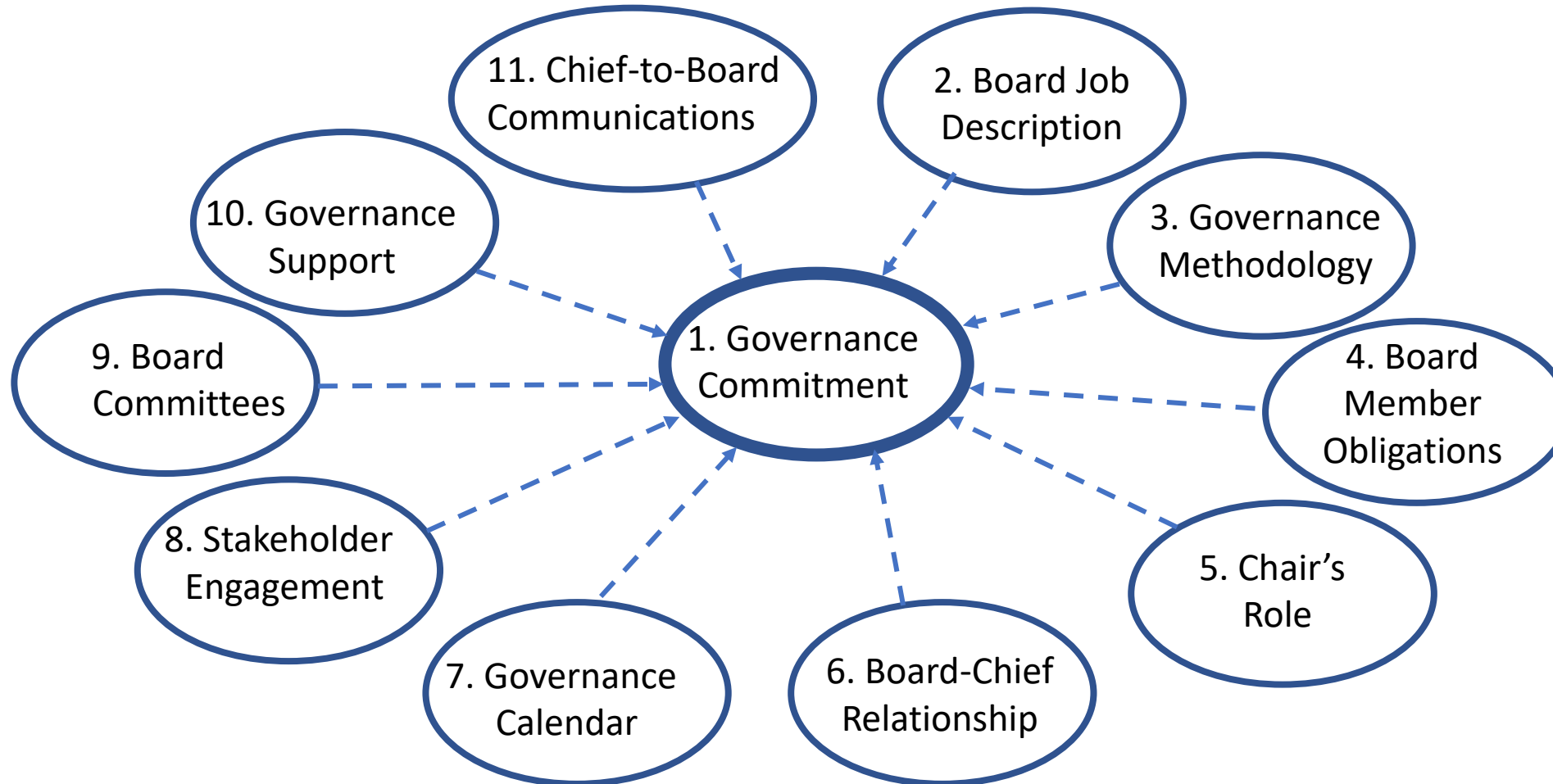
Pitfalls Police Boards should Avoid

5. Letting management do the Board's job!
6. Over-reliance on the Chief's input/advice
7. Allowing reports and/or discussions to drift into areas of strategic insignificance
8. Micromanaging
9. Allowing one personality to dominate Board discussions/decisions

Is it Governance?

1. Is it big? ✓
2. Is it about the future? ✓
3. Is it core to the mission? ✓
4. Is it core to the Board's role? ✓
5. Is a high-level policy decision needed to resolve a situation? ✓
6. Is there a high-level risk? ✓
7. Is a watchdog watching? ✓
8. Does the Chief want and need the Board's support? ✓

Governance Policy Framework



Thank you!



See Wisely... Hear Wisely... Speak Wisely®



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: COMMUNITY SAFETY AND WELL-BEING PLANS

Report #: P22-9-I-01

Date: September 29, 2022

INTRODUCTION AND BACKGROUND:

Halton continues to be a leader in community safety and well-being because collaboration, planning and action are central to the work we do to keep our community safe and healthy.

CONSULTATION:

Deputy Chief R. Wilkie
Inspector J. Craddock
Alex Sarchuk, Region of Halton
Dr. Hamidah Meghani, Region of Halton
Susan Alfred, Region of Halton

A handwritten signature in black ink, appearing to be "S. J. Tanner", written over a light blue rectangular background.

Stephen J. Tanner
Chief of Police

:KE

Attachments: Community Safety and Well-Being Status Report – May-August 2022
Regional Municipality of Halton Report No. SS-21-22



Halton Regional Police Service

Community Safety and Well-Being Status Report May - August 2022



The Regional Community Mobilization Bureau will provide updates on the progress of community safety and well-being planning (CSWB) in Halton. The purpose of this status report is to maintain a timely, consistent flow of information relating to CSWB progress and performance.

Report Period: May 2022 – August 2022

Submitted To: Halton Police Board

Community Safety and Well-Being Updates

Greater Toronto and Hamilton Area, Community Safety and Well-being Symposium

The first Greater Toronto and Hamilton Area (GTHA) Community Safety and Wellbeing (CSWB) Symposium was held on June 10, 2022. The symposium brought together 250+ individuals representing 140+ organizations from over 30 municipalities to discuss CWSB planning and best practices in the GTHA. The event began with keynote presentations on CSWB legislation, Indigenous perspectives on CSWB, and confronting anti-black racism through CSWB planning.

Following the keynote presentations, each GTHA municipality presented the current status of their CSWB planning. Kendra Habing, Decision Support Advisor, presented Halton Region's CSWB plan in a session titled "CSWB Planning in the GTHA", alongside counterparts from York, Durham, Peel, Toronto, and Hamilton. The Halton CSWB presentation covered:

- The provincial CSWB framework and Halton's CSWB model
- Highlights from Halton's CSWB Action Table initiatives
- The role of data and decision support in evidence-based CSWB planning
- Halton's CSWB population level indicator framework
- Lessons learned from adopting the CSWB plan

Later in the day, two of Halton Region's CSWB Action Tables presented in a breakout session where GTHA municipalities shared CSWB best practices across a variety of human service areas. Darryl Kaytor, Tiffany Dorman, and Melissa Pongracz from Halton Region represented the Homelessness Action Table and delivered a presentation that covered:

- Essential elements of coordinated access
- Halton's priority areas (streamline supportive housing vacancies, reduce chronic homelessness over 180-day period)

COMMUNITY SAFETY & WELL-BEING STEERING COMMITTEE

Deputy Chief Roger Wilkie
Halton Regional Police Service

Inspector Julie Craddock,
Regional Community Mobilization Bureau,
Halton Regional Police Service

Alex Sarchuk,
Commissioner of Social and Community Services,
Halton Region

Dr. Hamidah Meghani,
Commissioner and Medical Officer of Health,
Public Health, Halton Region

Susan Alfred, Director Healthy Families,
Public Health, Halton Region

COMMUNITY SAFETY & WELL-BEING WORKING GROUP

Sergeant Richard Judson,
Regional Community Mobilization Bureau,
Halton Regional Police Service

Constable Ashley Lilliman,
Regional Community Mobilization Bureau, Halton
Regional Police Service

Christina Gallimore,
Manager Human Services Planning and Program
Support, Social and Community Services,
Halton Region

Kendra Habing,
Decision Support Advisor – CSWB
Initiatives, Social and Community Services,
Halton Region

Harmeet Sandhu,
Community Partnerships Analyst, Social and
Community Services, Halton Region



Halton Regional Police Service

Community Safety and Well-Being Status Report May - August 2022



Following the Homelessness Action Table presentation, Kirsten Dougherty and Michelle Whalen from the Reach Out Centre for Kids discussed the work of the Youth Mental Health Action Table. Their presentation covered:

- Client access to mental health services and system navigation
- Key performance indicators to evaluate the system
- Continuation and sustainability of the program

Other municipalities facilitated breakout room sessions that explored the following topics:

- Human trafficking (Durham Region)
- Data and Decision Support (York Region)
- Community-Based Crisis Response (City of Toronto)
- Family Violence (Peel Region)
- Online Hate Reporting Tool (City of Hamilton)

Overall, the first GTHA CSWB Symposium was a well-received event that provided opportunities to learn from other municipalities and to collaborate on CSWB initiatives in the future. The GTHA CSWB Symposium was a great opportunity to collaborate with nearby jurisdictions also doing this work. The connections made as part of this working group and presentations will continue beyond the symposium.

Building Safer Communities Fund

On July 13, 2022, Halton Regional Council received an update on the “Building Safer Communities Fund (BSCF) in 2022-2026”, outlined in Reports No. SS-21-22. Through the Building Safer Community Fund, Public Safety Canada is investing \$250M over four years to support evidence-based, community-led prevention and intervention initiatives that address gun and gang violence in communities across Canada. Halton Region has been selected as a recipient to receive a funding allocation of approximately \$3.9M over four years. Halton Region will align new initiatives under the BSCF within Halton’s Community Safety and Well-Being Plan. A plan for collaboration and action outlines a model to identify and respond to human service system issues in partnership with the community. A Building Safer Communities Action Table will be established to lead the planning and implementation of gun and gang diversion initiatives that focus on social development and prevention.

CSWB Frequently Asked Questions Document Now Available

Halton’s Community Safety and Well-Being team has developed a frequently asked questions document to provide an overview of Community Safety and Well-Being planning and Halton information relevant to the initiative. The document can be found on [Halton.ca](https://www.halton.ca) or [accessed here](#).

To learn more about our [community safety and well-being initiatives](#), visit [halton.ca](https://www.halton.ca).

Report To:	Regional Chair and Members of Regional Council
From:	Alex Sarchuk, Commissioner, Social and Community Services
Date:	July 13, 2022
Report No:	SS-21-22
Re:	Building Safer Communities Fund (BSCF) in 2022 – 2026

RECOMMENDATION

1. THAT the Commissioner of Social and Community Services be authorized to prepare a funding submission to Public Safety Canada to access the Building Safer Communities Fund (BSCF) allocation of \$3.9M, as per Report No. SS-21-22 re: "Building Safer Communities Fund (BSCF) in 2022-2026".
2. THAT the Commissioner of Social and Community Services be authorized to execute the applicable agreements and any ancillary documents with Public Safety Canada to receive BSCF funding in a form satisfactory to the Director of Legal Services, as per Report No. SS-21-22.
3. THAT the Commissioner of Social and Community Services be authorized to execute agreements and any ancillary documents with community organizations to redirect BSCF funding to implement the funding strategy, in a form satisfactory to the Director of Legal Services, as per Report No. SS-21-22.
4. THAT staff report annually to Regional Council on achievements related to the BSCF as per Report No. SS-21-22.
5. THAT a copy of Report No. SS-21-22 be circulated to the Halton Members of Parliament (MPs), Halton Members of Provincial Parliament (MPPs), Halton Police Board, and the Community Safety and Well-Being System Leadership group for information.

REPORT

Executive Summary

- Through the Building Safer Communities Fund (BSCF) Public Safety Canada is investing \$250M over four years to support evidence-based, community-led prevention and intervention initiatives that address gun and gang violence in communities across Canada.
- Halton Region has been selected as a recipient to receive a funding allocation of approximately \$3.9M over four years. The purpose of this report is to seek Council approval for Halton Region to submit a proposal and enter into agreements with Public Safety Canada to receive the funding allocation, including redirecting funds as appropriate. Staff will provide annual updates to Council on the utilization of the funds ending March 2026.
- Halton Region will align prevention and intervention initiatives under the Building Safer Communities Fund with Halton's Community Safety and Well-Being (CSWB) Plan . An Action Table will be established to lead the planning and implementation of gun and gang diversion programs that focus on social development and prevention.

Background

The Building Safer Communities Fund (BSCF) is a federally funded initiative under Public Safety Canada. This funding has been introduced as a targeted, 4 year program totalling \$250M for municipalities and Indigenous communities to develop community-based prevention and intervention strategies to prevent gun and gang violence.

The objective of the BSCF is to support municipalities and Indigenous governments to implement community led projects that combat gun and gang violence and address knowledge gaps concerning the impacts of interventions in gun and gang violence. Funds can be used to:

- develop local and community-based strategies and initiatives;
- build capacity to better understand the nature, scope and impacts of the types of prevention and intervention initiatives implemented;
- enhance evidence-based and targeted prevention and intervention activities;
- advance knowledge and evidence of what works; and,
- develop a data collection strategy and monitoring system.

With a focus on community-based prevention and intervention strategies, municipalities may also choose to redistribute a portion of the funding allocation to community-based organizations that engage children, youth and young adults in skill-based activities, trauma-recovery, and/or focusing on departure from gangs.

The Region's submission to Public Safety Canada will involve describing community needs, proposed initiatives/projects, experience in managing similar initiatives, risk mitigation strategies, and a proposed program budget. It also requires the creation of a work plan outlining the activities the Region plans to implement with the first year of funding. Pending funding approval, this approach provides the Region with flexibility to hire dedicated program resources to develop a detailed plan for the duration of funding (until March 31, 2026). A more detailed multi-year plan/strategy for implementation is required to be submitted for the annualized funding years ending in 2026.

Halton Region will align new initiatives under the Building Safer Communities Fund within Halton's Community Safety and Well-Being Plan. Further to Report No. SS-23-20/MO-21-20 re: "Update on Community Safety and Well-Being Planning in Halton," *Community Safety and Well-Being in Halton: A Plan for Collaboration and Action* outlines a model to identify and respond to human service system issues in partnership with the community. A key component of the model is the formation of Action Tables to address priority issues with multi-sectoral stakeholders.

Discussion

Halton Region has been notionally allocated funding of \$3.9M, over four years, subject to submission of an application. Public Safety Canada has indicated that allocations are based on police reported crime data. Table 1 provides an overview of the anticipated funding for each fiscal year.

Table 1: Building Safer Communities Funding for Halton, by Year

Program Year	Fiscal Year	Target Amount *
Year 1	2022-2023	\$394,564 (10%)
Year 2	2023-2024	\$1,380,974 (35%)
Year 3	2024-2025	\$1,380,974 (35%)
Year 4	2025-2026	\$789,128 (20%)
Total		\$3,945,640 (100%)

*Annual funding allocation may vary from year to year and will be finalized in the agreements.

New activities under the Building Safer Communities Fund in Halton will align with the Community Safety and Well-Being Planning Framework, specifically in the areas of social development and prevention. Local community partners who are focused on programming aimed at engaging children, youth and young adults in skill-based activities, trauma-recovery, and/or focusing on departure from gangs will be engaged in planning and implementation. A CSWB Action Table will be convened to assist with planning and implementation. An environmental scan of neighbouring municipalities' funding and planning initiatives will inform broader alignment and collaboration.

A single year proposal will be submitted to Public Safety Canada that highlights the planning approach and activities to be completed in the first year of funding. Staff will utilize the first year allocation to develop a comprehensive multi-year program plan, including an expenditure plan for the remaining funds. This approach provides flexibility and time to secure dedicated resources to further develop a detailed multi-year strategy (until March 31, 2026). Year one activities may include: staff recruitment; engagement with community stakeholders; an analysis of community needs and knowledge of existing services, resources and organizations; identification of priorities and potential initiatives for funding.

This report seeks Regional Council's approval to enter into an agreement with Public Safety Canada based on the Region's funding submission. The Report further seeks Regional Council approval to enter into agreements with eligible organizations to redistribute funds to deliver activities, where appropriate. Staff recommend proceeding immediately with the application process as Public Safety Canada is reviewing proposals and initiating contribution agreements in August 2022 to maximize use of available funding. This funding will be conditional upon meeting program requirements and executing a contribution agreement with Public Safety Canada.

Community stakeholders will be engaged and informed throughout the development and implementation of the BSCF initiative. Regular communication and updates to the CSWB System Leadership Group will identify opportunities for alignment.

FINANCIAL/PROGRAM IMPLICATIONS

Halton Region's proposed allocation from Public Safety Canada for eligible activities under BSCF is \$3,945,640 effective from the time the initiative begins up to March 31, 2026. Once confirmed, the annual funding allocations will be incorporated into the 2023 budget and future years through the annual budget process.

Respectfully submitted,



Alex Sarchuk
Commissioner, Social and Community
Services

Approved by



Jane MacCaskill
Chief Administrative Officer

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

Alex Sarchuk

Tel. # 6166

Attachments: None



July 14, 2022

VIA EMAIL

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

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

Dear Chair Knoll:

The Council of the Regional Municipality of Halton approved the 2023 Budget Directions at its meeting, held Wednesday, July 13, 2022 as attached in this letter (Report No. FN-26-22 Re: 2023 Budget Directions), and adopted the following resolution:

RESOLUTION: FN-26-22 – 2023 Budget Directions

3. THAT a letter from the Commissioner of Finance and Regional Treasurer identifying the 2023 Budget Directions target of the following budget increases and a copy of Report No. FN-26-22 be forwarded to the respective boards as follows:
- a. Halton Regional Police Service 4.7% increase
 - b. Conservation Halton 4.7% increase
 - c. Credit Valley Conservation 4.7% increase
 - d. Grand River Conservation Authority 4.7% increase
 - e. Royal Botanical Gardens 3.0% increase

To achieve the budget directions approved by Regional Council, the budget guideline for the Halton Regional Police Services Board is a net expenditure increase of no more than 4.7%. A key priority for the Region is to maintain tax increases at or below the rate of inflation. The 2023 budget is to be prepared such that the tax increase does not exceed 3.0%, after budgeted assessment growth of 1.7%. As part of the 2023 Budget process, Halton Region Finance staff will meet with Halton Regional Police Services Finance staff during the upcoming months to discuss Halton Regional Police Services' 2023 budget submission.

Sincerely,

A handwritten signature in black ink, appearing to read "Cyndy Winslow".

Cyndy Winslow
Commissioner of Finance & Regional Treasurer

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

Regional Municipality of Halton

HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1
905-825-6000 | Toll free: 1-866-442-5866



The Regional Municipality of Halton

Report To:	Regional Chair and Members of Regional Council
From:	Cyndy Winslow, Commissioner, Finance and Regional Treasurer
Date:	July 13, 2022
Report No:	FN-26-22
Re:	2023 Budget Directions

RECOMMENDATION

1. THAT the 2023 Tax Supported Budget, excluding the Halton Regional Police Service (HRPS), be prepared such that the tax increase does not exceed 3.0%.
2. THAT the 2023 Rate Supported Budget be prepared such that the total rate increase, including operations and the state-of-good-repair capital program, does not exceed 4.1%.
3. THAT a letter from the Commissioner of Finance and Regional Treasurer identifying the 2023 Budget Directions target of the following budget increases and a copy of Report No. FN-26-22 be forwarded to the respective boards as follows:
 - a. Halton Regional Police Service 4.7% increase
 - b. Conservation Halton 4.7% increase
 - c. Credit Valley Conservation 4.7% increase
 - d. Grand River Conservation Authority 4.7% increase
 - e. Royal Botanical Gardens 3.0% increase

REPORT

Executive Summary

- The 2023 Budget Directions have been prepared with identified pressures as highlighted in Report No. FN-26-22 that will be considered as part of the budget process.
- The 2023 water and wastewater rate increase, including operations and the state-of-good-repair capital program, is targeted not to exceed 4.1%.

- The target budget increase for Regional Services before assessment is 4.7%. After assessment growth of 1.7%, a target of 3.0% tax rate increase for Regional and Police Services is projected.
- The budget direction for the Halton Regional Police Service (HRPS), Conservation Halton, Credit Valley Conservation and Grand River Conservation Authority is 4.7%. The budget direction for the Royal Botanical Gardens is an increase of 3.0%.
- The 2023 Budget and Business Plan is scheduled to be reviewed by Regional Council on January 18, 2023 and consideration of approval is scheduled on January 25, 2023.

Background

The purpose of this report is to seek approval for the 2023 budget guidelines for the Tax and Rate Supported Budgets and to highlight some of the challenges that will be addressed in preparing the 2023 Budget and Business Plan. These guidelines are intended to provide direction to staff in preparing the 2023 budgets to deliver Regional services. There are significant cost pressures driven by the increased cost of goods, services, and construction due to rising inflation that will impact the 2023 capital and operating budgets. In addition, there are still many unknown variables related to COVID-19 that have the potential to impact the 2023 budget, including recovering from the pandemic and the ongoing impacts. Throughout the development of the 2023 budget, staff will continue to monitor the impacts of COVID-19 and the projected recovery plan, and will identify pressures that are anticipated to extend to 2023. Given these uncertainties, the 2023 budget will be developed with a conservative approach, and will incorporate the latest information available while identifying risks and pressures. There will be a continued focus on core services, continuous improvement and finding cost efficiencies in all program areas to achieve the targets set.

Discussion

BUDGET SCHEDULE

As approved through Report No. LPS62-21 re: Regional Calendar of Meetings, the 2023 budget schedule outlined in the table below has been developed so that the Tax and Rate Supported Budgets will be prepared and presented to Council together. The Budget Book will be printed in mid-December, and the Budget Presentations by the Boards and Agencies will take place on January 11, 2023. Council is scheduled to review the Regional budget on January 18, 2023 and consideration of approval of both the Tax and Rate Supported Budgets is scheduled for January 25, 2023.

2023 Boards & Agencies Presentations	January 11, 2023
2023 Council Budget Meeting	January 18, 2023
2023 Budget Approval by Regional Council	January 25, 2023

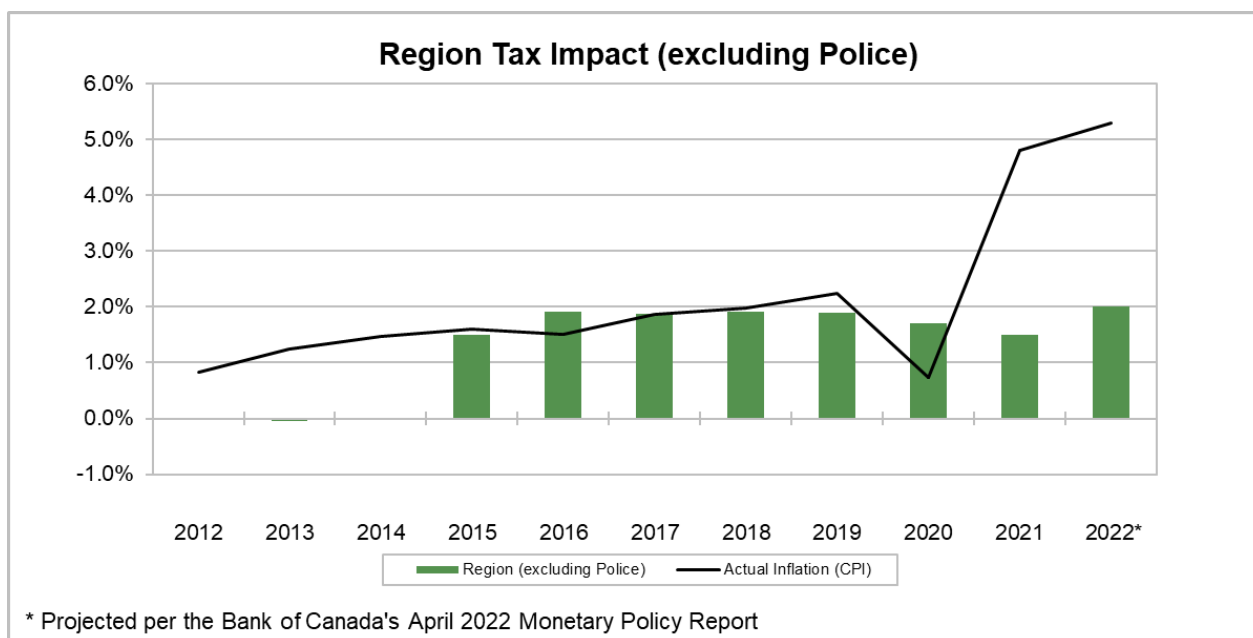
STRATEGIC ACTIONS SHAPING HALTON'S 2023 BUDGET

AAA/Aaa Credit Rating

Maintaining a AAA/Aaa credit rating from S&P/Moody's over the past 34 years is a testament to the financial position, policies and practices of the Region and Local Municipalities. The AAA/Aaa credit rating reflects Halton's strong and stable operating budgetary results, very low debt burden, high levels of liquidity, a commitment to multi-year planning, stable revenue and expenditure flows, a very strong and well-diversified economy, prudent and conservative fiscal management practices and a stable and well-qualified management team. Maintaining a AAA/Aaa credit rating provides the best possible capital financing rates and minimizes long-term infrastructure capital financing costs. In the January 20, 2022 Moody's Investors Service published report, it was identified that the Region's ability to post strong fiscal results each year is supported by stable operations and an effective multi-year budgeting process. Further, in the June 7, 2022, S&P Global Ratings annual review, it was noted that the Region has prudent financial management practices with a diverse economic base and exceptional liquidity. Achieving a AAA/Aaa rating status ensures Halton Region and the four Local Municipalities that borrow under this credit rating will continue to obtain the best possible financing rates in the capital markets minimizing the longer term costs of infrastructure capital.

Tax Rate Increases At or Below the Rate of Inflation

The key priority in developing the tax budget guidelines is to prepare the Tax Supported Budget with an increase at or below the rate of inflation. The chart below provides the history of property tax increases for Regional services (excluding Police) in Halton since 2012. The Region has been successful in delivering an average property tax increase of 1.3% for Regional Services (excluding Police) from 2012 to 2022 while focusing on maintaining existing levels of service and approving investments in high priority core service areas.



Continuous Improvement & Efficiencies

Halton has maintained and enhanced services with average tax increases at or below the rate of inflation for more than 20 years by identifying improvements and efficiencies through continuous improvement. The Region has, for many years, identified savings and reallocated resources to priority areas to address program pressures and service levels without having an impact on the budget. Continuing this practice through the 2023 budget development process will be even more critical given the significant expenditure pressures as a result of high inflation, and increased demand for services and growth. Staff will continue to work to identify savings and opportunities for reallocation of resources to address these pressures.

Financing Growth

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

Despite Halton's rigorous process to develop its Development Charges Background Study through its Master Plans, Growth Plans, developer consultations and consultant review, a significant amount of growth-related costs cannot be recovered under the current DCA. Council has made several submissions to the Province for changes to the DC legislation. These submissions reflected Regional Council's request to make amendments to the DCA consistent with the principle that "growth pays for growth". As part of the 2022 DC update process, staff identified and updated the capital costs that are not being recovered from growth based on this principle. Under the DCA, Halton Region's DC revenues are estimated to be, at minimum, \$15.2 million per year lower than a calculation based on a "growth pays for growth" principle.

In late 2020, the Province announced that it had appointed a Housing Affordability Task Force to provide the government with recommendations on additional measures to address housing affordability, including the supply of housing. On February 8, 2022 as discussed in LPS24-22/FN-16-22 re: Halton's Comments on the Ontario Housing Affordability Task Force Report, the Province released the Report of the Ontario Housing Affordability Task Force which identified 55 recommendations covering five theme areas intended to quickly increase the supply of market housing. Several recommendations proposed changes to the DC legislation that would lower the amount of DC collection. The Province has not yet indicated whether it supports all of the recommendations provided, however did take the first step towards implementing some of the recommendations by introducing and giving royal assent to Bill 109, *More Homes for Everyone Act, 2022* which was discussed in LPS38-22/FN-21-22 re: Halton Region's response to Provincial Affordable Housing Initiatives and Bill 109. Although Bill 109 did not affect the collection of DCs, a memorandum released by the Deputy Minister on March 31, 2022, stated that the Province is committed to prioritizing implementation of all of the Housing Affordability Task Force's recommendations over the next four years, with a housing supply action plan every year, starting in 2022/2023.

Any changes implemented could pose a risk to the 2023 budget and may impact long-term planning, including growth-related financing calculations and collection, cash flow requirements, the delivery of infrastructure, budgeting, and the resources required to address the additional administration. The full extent of the impacts cannot be quantified with the information currently available.

Asset Management Plans

Maintaining Regional assets and infrastructure in a state-of-good-repair is a key priority. As presented through PW-01-22/FN-11-22/DI-01-22 re: Asset Management Program and Lifecycle Models Update, the Asset Management Plan demonstrates sound stewardship of the Region's existing assets to support services at desired levels and to ensure financial sustainability. The update to the Asset Management Plan provides for compliance with the requirements of O. Reg. 588/17 and is in alignment with industry best practice and asset management standard ISO 55000. The Asset Management Plan enables a line of sight between capital/operating investments and Halton Region's strategic priorities and provision of services to residents and businesses. This document

identifies what has been achieved, what is being done and what needs to be done to ensure services provided to residents, businesses and institutions are delivered based on desired levels of service while maintaining financial sustainability.

As highlighted later in this report, a key objective of the annual budget continues to be to invest appropriately in the state-of-good-repair program to maintain the condition of the assets as infrastructure ages and expands due to growth. The state-of-good-repair capital program financing has been adjusted based on the Asset Management Program. As part of the Asset Management Plan Update, the short-term analysis of risk prioritization for asset delivery coupled with the impact of inflation on construction prices along with the 100-year capital needs assessment in the lifecycle models has identified a need to increase the contribution to reserves to account for current and future state-of-good-repair investments. In the short-term, there will be a moderate increase in the planned annual contributions to reserves and the long-term will be assessed based on the outcome of the maintenance management strategy. Further, the impacts of COVID-19 and the global supply chain risk could have a longer-term impact in the cost of capital and operating activity. These annual operating contributions to reserves from property taxes and utility rate revenues will continue to be assessed each year as part of the annual Budget and Business Plan forecast.

Public Accountability, Transparency and Engagement

As a key priority, the Region continues to advocate for support from all levels of government on critical issues affecting Halton. In order to maintain a high quality of life, build the necessary infrastructure, and ensure the financial integrity of the Region, significant funding investments and legislative changes from the Provincial and Federal governments are required. As part of these advocacy efforts, the Region continues to work with the Association of Municipalities of Ontario (AMO) and the Federation of Canadian Municipalities (FCM) on issues of municipal concern.

2023 BUDGET ASSUMPTIONS & PRINCIPLES

Real Gross Domestic Product (GDP)

Global growth has moderated somewhat, largely due to Russia's invasion of Ukraine. Just as many parts of the world are emerging from the effects of ongoing restrictions due to the Omicron variant of COVID-19, the war is threatening to disrupt the global recovery. Sharp price spikes in oil, natural gas and other commodities are adding to inflation around the world. Supply disruptions that were already firmly entrenched are being exacerbated by the war and weighing on economic activity. As a result, these factors are primary drivers of a substantial revision of inflation expectations around the world. In addition, China has once again imposed restrictions as it is facing renewed outbreaks of COVID-19. This could cause delays in manufacturing, which will, in turn, add to supply constraints.

The U.S. economy remains robust as domestic demand continues to drive the recovery. Businesses have ramped up production in order to replenish inventories. In Canada, economic growth has been robust and is expected to remain strong. Consumer demand for goods and services has ramped up as health restrictions have been lifted. Labour market conditions are tight as businesses have to increase pay in order to attract adequate workers to meet demand. Participation rates have climbed to near pre-pandemic levels, which has pushed the unemployment rate to a record low. Canada has also benefited from an increase in commodity prices as exports and business investment have been strong supported by healthy global demand. The Bank of Canada forecasts that Canada's economy will grow by 4.25% this year before slowing to 3.25% in 2023.

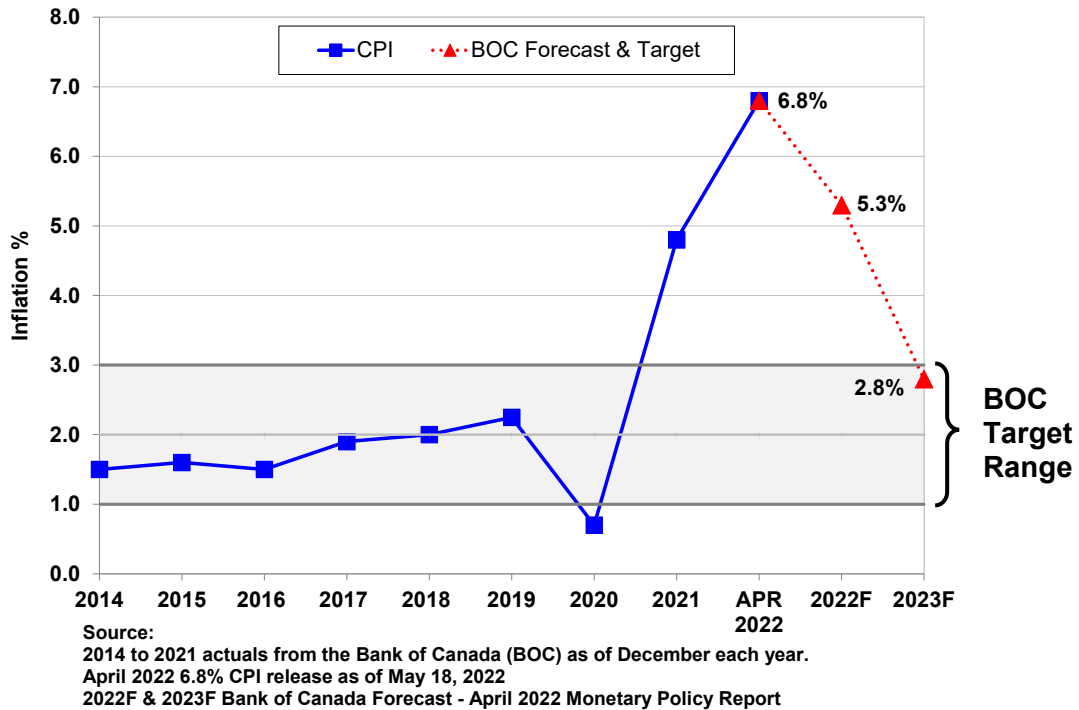
Inflation

Higher costs being incurred by businesses are being passed along to consumers adding to higher levels of inflation. The latest Consumer Price Index (CPI) inflation release for April 2022 was 6.8%, substantially above the Bank of Canada's target range. Inflation is being driven by rising energy and food prices and supply disruptions, in combination with strong global and domestic demand.

CPI inflation is currently expected to average almost 6.0% in the first half of 2022 and remain well above the target range of 1.0 to 3.0% for the remainder of the year, with an overall outlook of 5.3% for the year. The Bank of Canada expects an overall outlook of 2.8% in 2023, remaining higher in the first half of the year and easing to about 2.5% in the second half, and return to the 2% target in 2024. In order to combat inflation, the Bank has increased short-term interest rates by 1.25% so far this year and recently announced an end to all bond purchases aimed at keeping longer-term interest rates low.

The Bank of Canada closely monitors the effectiveness of its actions, along with the fiscal and other policy actions taken, to assess whether output and inflation are on paths towards full employment and their 2% inflation mid-range target. This target is set jointly by the Bank of Canada and the federal government and, since 1991, has shown that the best way to foster confidence in the value of money and to contribute to sustained economic growth, employment gains and improved living standards is by keeping inflation low, stable and predictable. The inflation-control target guides Bank of Canada decisions on the appropriate setting for the policy interest rate, which is aimed at maintaining a stable price environment over the medium term. The following graph outlines the historical inflation trends, outlook for 2022 and 2023, and the Bank of Canada's target range.

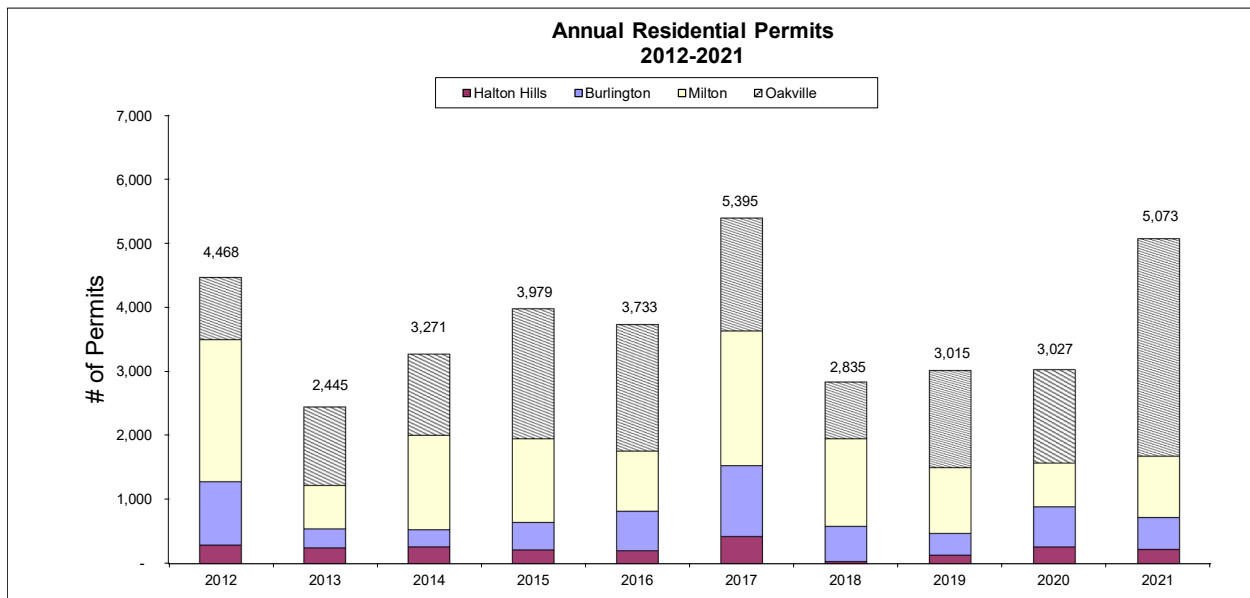
Inflation Trend & Outlook



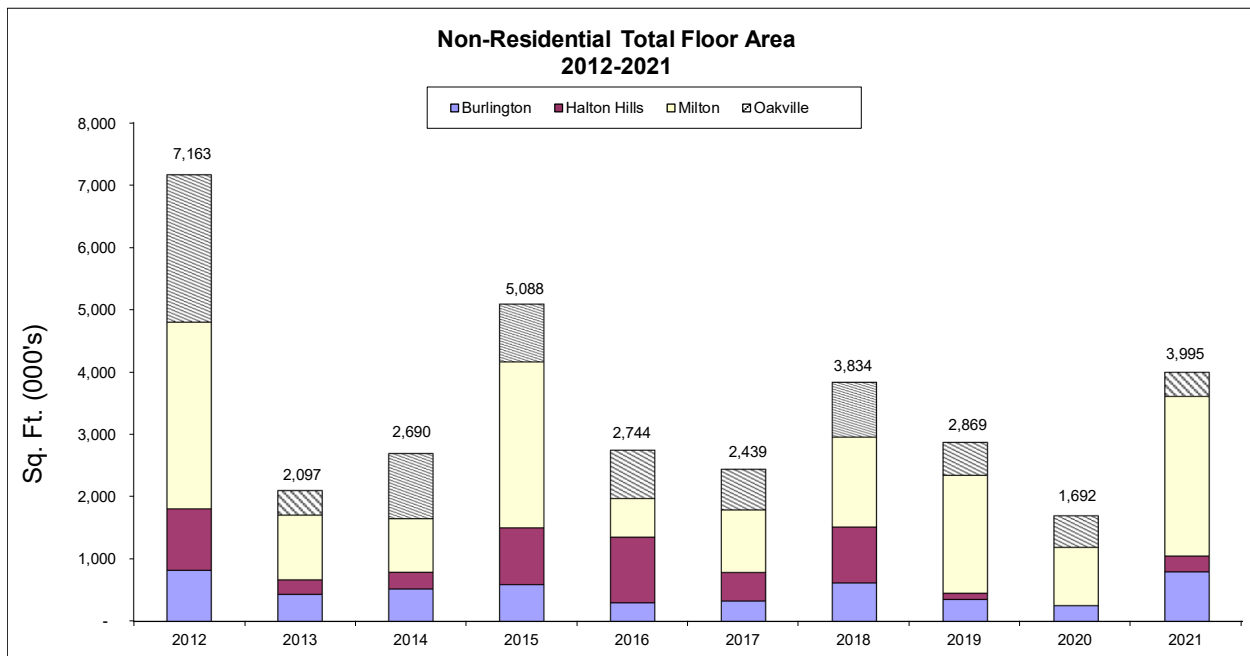
Staff are recommending that the 2023 Budget be prepared using an inflation rate of 3.0%, which is at the top of the Bank of Canada's target range, to support the increased inflationary pressures experienced to date and forecasted over the next 18 months.

Economic Development

As shown in the chart below, the average residential building permits between 2012 and 2021 was 3,724 per year. The decline in permits issued in 2013 was largely due to the delay in the commencement of the 2012 Allocation Program. Once implemented it allowed residential permit activity to rebound from 2014 to 2017, with the strong results in 2017 attributed to a considerable increase in condominium development. 2018 and 2019 saw a substantial decline due to delays in some planning approvals (secondary plans, etc.) that had resulted in delays in advancing the next Allocation Program. The 2020 Allocation Program commenced in the summer of 2020 and has resulted in a notable increase in building permits in 2021. This increase in permits is expected to continue for the next few years as the units in the 2012 and 2020 Allocation Programs move through the approval process.



As shown in the following chart, the annual average non-residential growth over the last 10-years was 3.46 million sq. ft., with exceptional growth in 2012. It was expected that growth in 2021 and 2022 would be slightly above the 10-year average based on low industrial vacancy rates. Although 2021 was a strong year, considering COVID impacts, Halton is still well below the estimates in the Provincial Growth Plan and future growth is uncertain due to higher inflation and interest rates which may impact the non-residential sector.



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

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

2023 Budget Principles

The 2023 Budget will continue to be prepared based on the following budget principles:

- The annual budget is prepared in accordance with the financial plans, annual targets and policies approved by Regional Council;
- Halton's strong financial position and financial planning principles will be continued to ensure the Region's AAA credit rating is maintained;
- Strategic investments in additional staff or other resources resulting from growth, program enhancements or additional federal and provincial funding will require a business case to be considered by Council as part of the annual budget process;
- The annual budget includes investment in the state-of-good-repair of the Region's assets to maintain a good overall condition of the assets as the Region's infrastructure continues to age and expand;
- Regional programs are funded from sustainable revenues to ensure ongoing expenditures are not funded from temporary or one-time revenues;
- 10-year operating and capital budget forecasts are prepared;
- All growth-related capital costs that can be recovered under the *Development Charges Act, 1997* will be recovered from growth in the annual budget. In order to proceed with growth in the Region, an acceptable financing plan must be approved by Council prior to development proceeding;
- Halton's own debt limits are not exceeded throughout the 10-year forecasts;
- Reserves are maintained at levels to ensure financial sustainability to support the state-of-good-repair of Regional assets, tax and rate stabilization reserve targets, and to fund specific program requirements; and,

- The Budget that is presented to Halton Region tax and rate payers is clear and easy to understand, as evidenced by the annual receipt of the Distinguished Budget Presentation Award by the Government Finance Officers Association of the United States and Canada (GFOA).

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

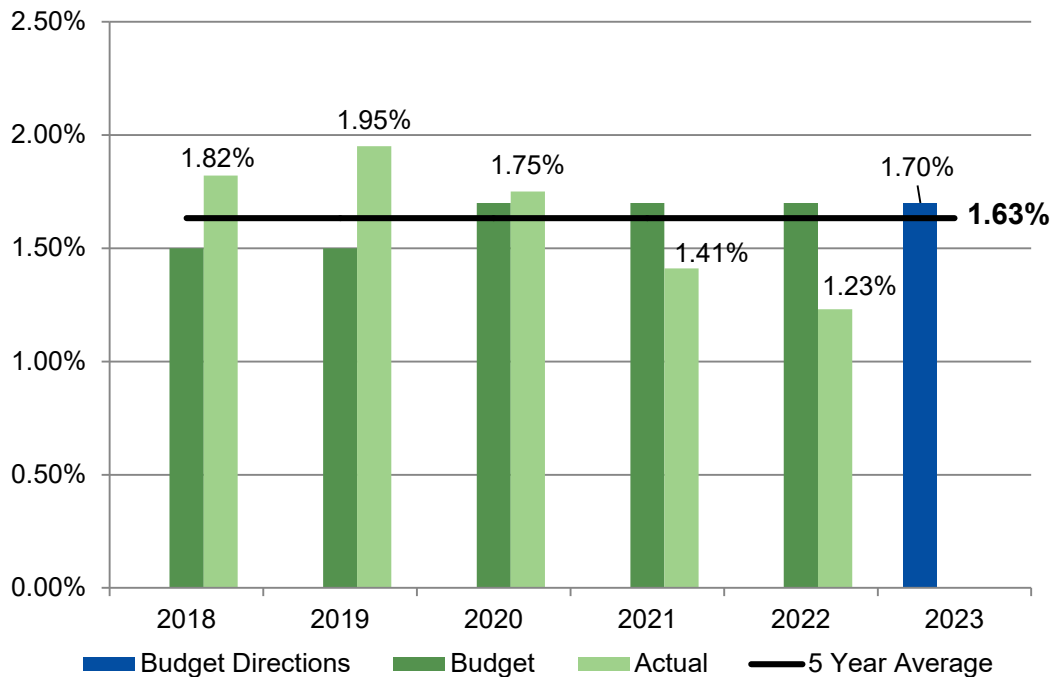
2023 TAX SUPPORTED BUDGET DIRECTIONS

As shown in the table below, the 10-year operating budget forecast in the Regional 2022 Budget and Business Plan projected the tax increase for Regional programs including Police Services in 2023 to be 2.5% after 1.7% assessment growth. The 2022 10-year operating forecast was developed based on maintaining existing levels of service, existing program financing plans, assumptions with respect to provincial funding as well as expected inflationary and growth factors.

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Region:										
Net Expenditures	\$ 295,120	\$ 307,902	\$ 320,687	\$ 332,534	\$ 344,879	\$ 357,717	\$ 371,014	\$ 384,797	\$ 399,042	\$ 413,762
Net Expenditure Change	3.7%	4.3%	4.2%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%
Region Tax Impact (after assessment growth)	2.0%	2.6%	2.4%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Halton Regional Police Service:										
Net Expenditures	\$ 175,947	\$ 183,377	\$ 191,319	\$ 199,610	\$ 208,445					
Police Net Expenditure Change	4.2%	4.2%	4.3%	4.3%	4.4%					
Police Tax Impact (after assessment growth)	2.5%	2.5%	2.6%	2.6%	2.7%					
Region Including Police:										
Net Expenditures	\$ 471,067	\$ 491,279	\$ 512,007	\$ 532,144	\$ 553,324					
Regional Net Expenditure Change (Includes Police)	3.9%	4.3%	4.2%	3.9%	4.0%					
Region Including Police Tax Impact (after assessment growth)	2.2%	2.5%	2.5%	2.2%	2.2%					
Assessment Growth Assumption	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%

As shown in the chart below, over the past 5 years, the actual assessment growth has fluctuated, with growth ranging from 1.23-1.95%. Based on the 5-year average and consistent with the forecast, it is recommended 1.7% assessment growth be used to prepare the 2023 budget.

Weighted Assessment Growth



2023 Tax Budget Target

Regional Council approved the 2022 net Regional levy requirement (including Police) of \$471,066,474 through Report No. FN-41-21 re: 2022 Budget and Business Plan and Disposition of the 2021 Surplus, which assumed a 2021 in-year assessment growth of 1.70%. Further, FN-41-21 included a recommendation that any surplus or deficit resulting from a difference in the actual assessment growth from the budgeted assessment growth be transferred to/from the Tax Stabilization Reserve (501020). As outlined in Report No. FN-13-22 re: 2022 Tax Policy, Halton's actual 2021 assessment growth was 1.23%, which was lower than the 1.70% that was budgeted, resulting in a deficit of \$2,110,031. Accordingly, the \$2,110,031 was transferred from the Tax Stabilization Reserve, resulting in the adjustment of the 2022 Approved Budget from \$471,066,474 to \$468,956,443.

The 2022 Approved Budget has also been amended to reflect the following budget adjustment of \$5,438,940, with no net Regional impact:

- \$5,438,940 in Services for Seniors as set out in Report No. SS-03-22 re: Services for Seniors Funding Increase – Direct Care Hours

Presented for Regional Council's consideration and approval on July 13, 2022 are the following proposed 2022 budget amendments of \$52,605,882. Upon approval of these reports, the 2022 Approved Budget will be amended with no net Regional impact:

- \$50,586,507 in Children's Services as set out in Report No. SS-12-22 re: Early Learning and Child Care Update

- \$2,019,375 in Healthy Schools & Communities as set out in Report No. MO-10-22 re: Oral Health Update

The amended 2022 Budget will be incorporated into the 2023 Base Budget.

Base budget assumption increases incorporated in Budget Directions include:

- Inflation at 3.0% only when applicable
- Provincial subsidies reflective of the latest information available
- Removal of all one-time expenditures and funding in 2022, including one-time COVID-19 impacts
- Compensation increases based on collective agreements and inflation

As shown in the following table, after assessment growth of 1.7%, a target of 3.0% tax rate increase for Regional and Police services is projected. The targeted increase is consistent with the strategic priority of tax rate increases at or below the rate of inflation.

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)					
	2022		2023		Change
	Actual		Target		
Regional Services	\$ 173	\$	178	\$ 5	3.0%
Police Services	104		107	3	3.0%
Total Regional Taxes	\$ 277	\$	285	\$ 8	3.0%

May not add due to rounding

Regional and Police Services include increases of 4.7% before 1.7% assessment growth to achieve the target increase

Based on these assumptions, the 2023 property tax impact for Regional Services would be an increase of \$5 and the impact for Police Services would be an additional \$3, resulting in a combined increase of \$8 per \$100,000 current value assessment (CVA). As an example, a home with a current value assessment of \$500,000 would have a \$40 increase in 2023, consisting of a \$25 increase for all Regional services and \$15 for Police Services.

2023 Tax Budget Pressures

There are significant pressures to be addressed in the development of the 2023 Budget. In January 2022, Canadian inflation surpassed 5% for the first time since September 1991, and has continued to increase with the latest CPI inflation release for April 2022 at 6.8%. The Bank of Canada's April 2022 Monetary Outlook Report forecasts overall inflation of 5.3% for 2022 before easing down to the target range by the end of 2023. As reported in Report No. FN-27-22 re: Purchasing Activity Report for January 1, 2022 to April 30, 2022, the Region has been impacted by the increased cost of goods, services, and construction due to rising inflation over the past several months, and this trend is expected to continue for the remainder of the year. The impact of inflation and

resulting diminished purchasing power will put increased pressure on achieving the 2023 Budget target. In addition, there is significant uncertainty regarding Provincial funding in various programs, and increasing shortfalls resulting from base funding allocations that remain frozen or receive increases far below the rate of inflation. Increased demand for housing supports and other services, on-going costs related to the management of COVID-19 in Public Health and other service demand pressures for Regional programs, and addressing the 2022 assessment growth shortfall are additional pressures to be addressed in the 2023 Budget. Investments are also required to support the growing capital program, and implementation of the Region's Digital Strategy. Staff will focus on identifying savings, reallocating resources, and leveraging other funding sources to achieve the 2023 Budget Direction target in this challenging environment. The following provides more details on the 2023 budget pressures.

Provincial and Federal Funding

The 2022 budget was developed with the most up to date funding information available, however there continues to be uncertainty in many areas. There continues to be Provincial impacts that are still not known specifically related to funding models and programs that the Province has communicated will be changing, or are currently under review including the Children's Services funding model, service delivery of Employment Ontario programs, and the structure of Public Health and Paramedic Services in the Province.

The 2022 Provincial funding allocations for many program areas have not yet been received, including Paramedics Services and Long-Term Care. Throughout the 2023 budget development process, staff will continue to monitor funding changes and impacts, and will develop the budget with a conservative approach as a result of this continued uncertainty.

- **Public Health** –In May, 2022, Public Health received its 2022 funding allocation from the Ministry of Health which included a 1% base funding increase for Mandatory Programs. This is the first increase in base funding for Mandatory Programs since 2018, and does not keep pace with the increase in costs and demand for services. The 2022 budget included an increase in provincial funding to maintain the current cost share level, however the actual increase in provincial funding is significantly lower than anticipated, and as a result will further increase the funding shortfall. One-time funding is anticipated in 2022 to offset costs related to the COVID-19 vaccine program and other extraordinary costs related to Public Health's COVID-19 response, however it is not known at this time if the Ministry of Health will provide funding for these costs in future years.

As reported through Report No. MO-10-22, Halton received approval from the Ministry of Health for an increase in base funding for the Ontario Seniors Dental Care Program, from \$1.24 million in 2021/22 to \$3.93 million in 2022/23 to assist with expansion of the program. The 2023 budget will incorporate this increase in base funding with no net Regional impact.

- **Paramedic Services** – Regional staff have not yet received the 2022/23 funding allocation for Paramedic Services, however the Ministry of Health had previously communicated that municipalities can expect funding based on the current funding model which provides increases for growth but not inflation. Based on the Paramedic Services Master Plan and growth in the Region, additional resources will be required in 2023 to maintain service levels. Increased costs associated with inflation, increasing call volumes, maintenance of response times to emergency calls, population and other growth pressures will add pressure on the 2023 budget, particularly without equivalent subsidy level increases.

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

- **Children's Services** – On December 2, 2021, the Region received its 2022 funding allocation from the Ministry of Education which included a reduction in Utilization Funding of \$1.9 million, an increase in EarlyON and Federal Early Learning and Child Care funding of \$1.0 million, and an increase in Wage Enhancement Grant (WEG) Admin funding of \$132,000. The funding allocation also included a one-time transitional grant of \$2.5 million to offset the previous administration funding reductions. In April 2022, the Ministry advised that the administrative funding reductions would be reversed, and funding would be restored on an ongoing basis to the 2021 levels. The 2023 budget will follow the latest confirmed funding allocations received by the Province. Throughout the development of the 2023 Budget, Staff will review and work to align expenditures with available funding while ensuring service levels are maintained.

As reported in Report No. SS-12-22, on March 28, 2022 the Federal and Provincial governments signed the Canada-Wide Early Learning and Child Care (CWELCC) Agreement, which seeks to increase quality, accessibility, affordability and inclusivity in early learning and child care. It is anticipated that Halton Region will receive \$50.6 million in 2022, however the actual funding will be based on the child care operators' enrollment in the Program. This funding is to be used to fund a reduction in child care fees for parents/caregivers, and support compensation for Registered Early Childhood Educators, with no net impact to the Region. The 2023 Budget will incorporate the Region's 2023 projected funding allocation based on the latest information available at the time.

Digital Strategy

During the COVID-19 Pandemic, the Region responded by having staff work from home and rapidly expanding the delivery of services online. This allowed the Region to continue operations and maintain the delivery of virtually all existing services to residents and businesses. Throughout the pandemic, the Region has experienced unprecedented use of the website and a large portion of the Region's residents have successfully accessed

digital services offered by the Region. In order to continue to expand the Region's digital service delivery framework and to provide high-quality services to the community, the Region has developed "Digital First: A Digital Strategy for Halton Region" (Report No. ST-07-21 re: Digital Strategy and Audit and Accountability Fund Update). The strategy provides the framework to enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery, and supports the objectives outlined in the 2019-2022 Strategic Business Plan to leverage technology to improve service delivery, create efficiencies and provide the capacity to respond to needs within the organization. The foundation of the strategy is based on the modernization of the Region's current technology including but not limited to: web portal, cloud computing, Automated Traffic Management System (ATMS), Automated Water Meter Infrastructure (AMI) & cyber security and enhancing Geographic Information System (GIS) and Data programs to support decision making.

To support the successful implementation of the Digital Strategy, a significant investment in digital technology services will be required going forward. As approved through Report No. DI-06-22 re: Digital Strategy and Customer Relationship Management System Update, Halton will transition to a new Customer Relationship Management System (Salesforce), which will form the foundation to digitally deliver the top 125 most requested customer-facing services and the top 50 internal services. The modern customer relation management system will provide a consistent user experience for internal and external customers while accessing services fulfilled by a variety of Regional processes and software applications. The financial impact of the transition to Salesforce, along with any other investments required to support Halton's Digital Strategy, will be brought forward for Council's consideration in the 2023 Budget.

Program Budget Drivers

- **Public Health** – COVID-19 continues to be a highlighted risk and a driver for the 2023 Public Health budget. There are still many unknown variables related to the COVID-19 trajectory and the continuing vaccination needs/requirements and the economic recovery plan. It is anticipated that pressures related to COVID-19 will continue in 2023. One-time funding is anticipated in 2022 to offset costs related to the COVID-19 vaccine program and other extraordinary costs related to Public Health's COVID-19 response, however it is not known at this time if the Ministry of Health will provide funding for these costs in future years.

While a significant portion of mass immunization against COVID-19 was completed in 2021 and 2022 with Public Health having led the planning and much of the administration of the vaccine rollout, it is anticipated that there will continue to be a need to lead and support further COVID-19 vaccination into 2023. It is projected there will be a need for continued one-time funding for staffing resources to support COVID-19 vaccination and response activities carrying into 2023 as well as continued immunization catch-up of grade 7 immunization. Public Health will also have a significant recovery phase for many of its programs and services that were either suspended or modified during the pandemic and will need to re-prioritize and revitalize

programs and services based on emerging community needs. These will be taken into consideration while developing the 2023 budget.

- **Waste Management** – Report No. PW-19-21 re: Draft Medium-Long Term Solid Waste Management Strategy identified proposed key initiatives that will extend the lifespan of the Halton Waste Management Site, increase waste diversion and reduce greenhouse gas emissions. As reported in Report No. PW-10-22 re: Recommended Solid Waste Management Strategy 2023-2030, public engagement was undertaken during the fall of 2021 to obtain input and feedback on the proposed Solid Waste Management Strategy. Based on results of the Public Engagement and level of community support for the proposed initiatives, Regional Council endorsed the Solid Waste Management Strategy and the recommended key initiatives. Staff are undertaking a comprehensive analysis of costs and will incorporate financial impacts into the budget for Council's consideration based on the timing of the implementation plan for the various initiatives.

As reported in Report No. PW-06-22 re: Blue Box Transition and Negotiation with Producer Responsibility Organizations, staff continue to plan for the transition of the Blue Box program to full Producer responsibility in April 2025, and will continue to monitor the regulations of the *Resource Recovery and Circular Economy Act, 2016* to ensure that the impacts are taken into consideration when developing programs and services to support the key initiatives of the Solid Waste Management Strategy.

As reported in Report No. PW-17-22 re: 2021 Year End Waste Management Report, the COVID-19 pandemic has had a significant impact on the amount of solid waste material generated in Halton Region. This has resulted in increased costs of \$1.7 million and \$1.6 million in 2020 and 2021 respectively, as reported in the Year-end Variance Reports (FN-07-21, FN-06-22). As reported through Report No. FN-25-22 re: Operating Budget Variance Report for the Period ending April 30, 2022, this trend is anticipated to continue in 2022 with a projected impact of \$1.7 million driven by higher waste tonnage trends experienced during the first quarter of 2022. It is not yet certain if the tonnage increase is temporary in nature or related to permanent changes in resident behavior. Staff will continue to monitor tonnages in the various collection streams to determine if an adjustment to growth assumptions will be required to address this operating pressure.

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

The Region also needs to ensure that appropriate investment is made in the state-of-good-repair of existing road assets and expansion to accommodate growth. As the Region continues to support growth mandated by the Province, it will continue to expand its road asset base which, along with the existing road assets, will require investments to keep them in a state-of-good repair. As per Report No. PW-01-22/FN-

11-22/DI-01-22 re: Halton Region Asset Management Program and Life Cycle Models Update, transfers to reserves to ensure roads are maintained at the proper service levels are estimated to increase by \$1 million in the 2023 Budget.

- **Housing Services** – The 2022 Budget included a strategic investment for the Halton Rental Assistance Program (HRAP) due to pressures related to the COVID-19 pandemic, which resulted in an unprecedented increase in households in the shelter system and the Region’s decision to assist these residents transition to safe, permanent housing options using HRAP Regional funding. The HRAP strategic investment had a total budget of \$2.1 million, which included one-time funding of \$1.0 million through the Social Services Relief Fund and \$492,000 from the COVID-19 reserve resulting in a net regional impact of \$573,000 in 2022. A review of available funding sources, and a multi-year plan to phase-in and sustainably fund this investment will be developed and brought forward through the 2023 budget process.
- **Services for Seniors** – As reported in Report No. SS-03-22, on October 6, 2021 the Ministry of Long-Term Care announced new funding to Long-Term Care (LTC) homes across the Province to increase staffing levels to provide more direct hours of care for residents. Funding for Halton Region is confirmed for the 2021-22 fiscal year, and notional funding is committed by the Province until the 2024-25 fiscal year, however the notional allocations are subject to annual provincial budgetary approvals. The funding is limited to supporting salary, wage, and benefit costs only; additional costs required to support the FTEs such as technology, supplies, and administrative support will need to be funded through increased Regional investment which will be included in the 2023 Budget for Council’s consideration.
- **Employment & Social Services** – As outlined in Report No. SS-20-21 re: Employment Services Transformation – Provincial Procurement of Service System Managers, the provincial government is transforming Ontario’s employment support services. The new service delivery model includes a Service System Manager that will plan, design, and deliver services that meet the needs of the local economy. With this new model, responsibility for the provision of employment supports to Ontario Works and ODSP recipients will be transferred to the Service System Manager. As reported in SS-19-22 re: Update – Employment Services Transformation – Announcement of Service System Managers, on April 25, 2022, the Ministry of Labour, Training and Skills Development announced that it selected Fedcap Inc. as the Service System Manager for Halton. While previously Halton Region was contracted by the Ministry of Labour, Training and Skills Development to deliver employment support services, under the new model, Halton’s funding and contractual arrangements will be with Fedcap Inc. The financial implications of these changes are still under review, and the 2023 Budget will be developed using the latest information available.
- **Tax Write-Offs** – The Region continues to be faced with a risk of assessment appeals; mainly involving properties such as big-box retail, shopping malls, office building and other commercial and industrial properties. Successful appeals result in tax write-offs and, for the current year, would negatively impact the net assessment growth. The

current budget for tax write-offs is \$4.7 million. Tax write-offs have averaged \$4.9 million and \$4.8 million over the last 5 years and 7 years, respectively. Staff will continue to monitor developments in the appeal process and review whether any adjustments are required for the tax write-off provision during the 2023 budget development.

- **Other Tax Revenue** – The Region receives provincially established Payment in Lieu of Taxes (PILTs) revenues for various federal and provincial properties that are exempt from taxation, including hospitals, universities, colleges and correctional facilities. The current budget for PILTs revenues is \$3.2 million. PILTs revenues have averaged \$3.6 million and \$3.5 million over the last 5 years and 7 years, respectively. Staff will continue to monitor PILTs revenues and review whether any adjustments are recommended during the 2023 budget development.
- **Boards & Agencies** – A budget guideline of 4.7% will be provided to Conservation Halton, Credit Valley Conservation and Grand River Conservation Authority in order to achieve an overall tax rate impact at or below the rate of inflation. The Conservation Authorities' 2022 forecast projected the following increases for 2023: Conservation Halton 3.6% and Credit Valley Conservation 3.2%. Due to the uncertainty of the Province's proposed amendments to the *Conservation Authorities Act, 1990*, Grand River Conservation Authority did not complete a forecast as part of their 2022 budget. Regional staff continue to work with Conservation Halton to develop a sustainable financing strategy for their state-of-good-repair capital program. Additional state-of-good-repair levy funding for Conservation Halton may be required in 2023 to implement the financing plan, above the Council approved budget guideline. The Royal Botanical Gardens will receive an operating grant from the Region and the City of Hamilton. The Region will continue to provide funding to the Royal Botanical Gardens at the rate of inflation.
- **Halton Regional Police Service** – A budget guideline of 4.7% will be provided to the Police in order to achieve an overall tax rate impact at or below the rate of inflation. The 2022 forecast for the Police projected a 4.2% increase for 2023 before assessment growth. Regional staff will work with the Police to address identified pressures in their 2023 budget.

2023 WATER AND WASTEWATER RATE SUPPORTED BUDGET DIRECTIONS

As shown below, Halton's average annual Water and Wastewater rate increase since 2010 has been 3.7%, while increases in other municipalities across the Greater Toronto Area and Hamilton have been higher. The increases in the water and wastewater rates are largely driven by requirements to support the state-of-good-repair capital program.

Municipality	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Average
Halton	0.0%	4.1%	3.5%	4.8%	4.3%	4.9%	5.0%	5.1%	3.8%	3.7%	3.3%	2.6%	2.8%	3.7%
Toronto	9.0%	9.0%	9.0%	9.0%	9.0%	8.0%	8.0%	5.0%	5.0%	4.0%	3.0%	1.5%	3.0%	6.3%
Peel	5.0%	9.1%	8.0%	7.0%	7.4%	7.0%	9.0%	4.3%	6.5%	6.5%	7.2%	5.5%	5.8%	6.8%
Durham	7.2%	4.5%	6.4%	8.4%	6.5%	5.0%	5.0%	3.6%	4.0%	1.8%	2.3%	0.8%	1.8%	4.4%
Hamilton	4.0%	4.3%	4.3%	4.3%	4.0%	4.2%	4.7%	4.9%	4.5%	4.7%	4.1%	4.3%	5.0%	4.4%

As shown in the following table, the 2022 Budget and Business Plan projected an overall rate increase for the 2023 Water and Wastewater Budget of 3.3%, which is comprised of a 1.3% operating increase and a 2.1% capital financing increase to support the state-of-good-repair program, assuming consumption growth of 0.0% and customer growth of 1.5%.

		Ten Year Operating Budget Forecast For Rate Supported Services								
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Net Program Impact (\$000s)	\$ 228,503	\$ 237,687	\$ 247,204	\$ 257,076	\$ 267,164	\$ 275,850	\$ 284,464	\$ 293,375	\$ 302,606	\$ 311,723
Annual Water Consumption m³ (000s)	52,913	52,913	52,913	52,913	52,913	52,421	51,934	51,452	50,974	50,500
Residential Bill (226 m³ p.a.)	\$ 1,023	\$ 1,057	\$ 1,093	\$ 1,129	\$ 1,167	\$ 1,204	\$ 1,242	\$ 1,280	\$ 1,320	\$ 1,359
Annual % Rate Increase	2.8%	3.3%	3.3%	3.3%	3.3%	3.2%	3.1%	3.1%	3.1%	2.9%

2023 Rate Budget Target

The targeted total rate increase for Water and Wastewater services, including operations and the state-of-good-repair capital program, is proposed not to exceed 4.1%. This target has increased from the 3.3% increase projected in the 2022 Budget and Business Plan to support increased inflationary pressures experienced to date and forecasted over the next 18 months. The 4.1% target increase is projected assuming customer growth of 1.5% and consumption growth of 0.0%.

Base budget assumption increases incorporated in Budget Directions include:

- Inflation at 3.0% only when applicable
- Removal of all one-time expenditures and funding in 2022
- Compensation increases based on collective agreements and inflation

The table below highlights the projected utility rate impact for a typical residential home using 226 m³ of water per year. The 4.1% rate increase represents an additional \$42 in 2023 for both water and wastewater charges.

Rate Impact On a Typical Residential Customer (226 m ³ / Year)						
	2022		2023		Change*	
	Budget		Target		\$	%
Water	\$	477	\$	496	\$ 20	4.1%
Wastewater		547		569	22	4.1%
Total	\$	1,023	\$	1,065	\$ 42	4.1%

2023 Rate Budget Drivers

The following summarizes the pressures and challenges that must be addressed to achieve the 2023 Rate Supported Budget Target.

- **State-of-Good-Repair** – A key objective of the annual budget is to invest appropriately in the state-of-good-repair to maintain the good overall condition of the assets as infrastructure ages and expands due to growth. The state-of-good-repair budget continues to be a key driver of the rate increases throughout the forecast with a 5.4% increase expected in 2023. Halton Region endeavours to reduce construction impacts on residents and businesses and achieve the lowest project delivery costs by bundling water, sewer, and road replacement components as large contracts where practical. The investment in the state-of-good-repair capital program has been adjusted with these principles and updated information from the Asset Management Plan.
- **Growth of the System** – As the water and wastewater infrastructure continues to expand and increase in complexity, additional resources will be required. The additional resources will support system growth, a capital program that continues to increase in size and complexity, and new legislative requirements in order to ensure appropriate service levels continue to be met.
- **Water and Wastewater Maintenance Program** - In 2023, staff will continue to focus on optimizing Reliability Centred Maintenance programs in order to ensure that critical infrastructure is maintained and the maximum value of Halton Region's water and wastewater assets is realized. The intent of the maintenance management strategy is to extend the useful life of capital infrastructure and as such, the transfer to reserve for capital investment will continue to be monitored as the strategy continues and the impacts are realized.
- **Supply Chain and Inflationary Pressures** – Rate-supported programs are facing a number of significant cost pressures related to supply chain issues and inflation, including large price increases for treatment chemicals. Staff will continue to monitor and review the impacts and take a conservative approach to incorporate increases that are anticipated to be ongoing in nature.

- **Basement Flooding Mitigation** – Halton continues to implement the Region-wide Basement Flooding Mitigation program as set out in Report No. PW-18-16 re: Region Wide Basement Flooding Mitigation and Report No. PW-22-15 re: Region Wide Flooding Mitigation Study: Final Report and Recommendations and the related financial plan. As reported in Report No. PW-08-22 re: Basement Flooding Mitigation Program, significant progress has been made to date in the sewer system optimization capital program, weeping tile, and downspout disconnection programs. The 2023 Budget and Forecast will continue to include on-going investments to reflect the projected program requirements including predicated uptake of flooding subsidy programs.
- **Long-Term Water Meter Strategy** - As reported in Report No. PW-28-21/FN-30-21 re: Long Term Water Meter Strategy – Implementation Plan Update, Halton Region awarded the Advanced Metering Infrastructure System (AMI) and Meter Replacement contract in 2021. Work is underway to prepare for the deployment of the AMI system and meter replacements.
- **Sustainable Rate Revenue** - The 5-year average actual water consumption from 2017 to 2021 is 53.6 million m³. Excluding the years with COVID impacts, the 5 and 7 year actual average water consumption has been 53.3 million m³ and 52.8 million m³ respectively. Given seasonal variability and the increased residential consumption in 2020 and 2021 as a result of COVID-19, the 2023 Budget Directions maintains the 52.9 million m³ assumption for consumption (0.0% growth) to reflect average seasonal conditions and water consumption trends. Customer growth is projected to be 1.5% in 2023.

FINANCIAL/PROGRAM IMPLICATIONS

As discussed above, the Regional 2023 Budget and Business Plan will be prepared such that the tax increase for the Tax Supported Budget does not exceed 3.0%, while the rate increase for the Water and Wastewater Rate Supported Budget, including operations and the state-of-good-repair capital program, does not exceed 4.1%.

The budget direction for the Halton Regional Police Service, Conservation Halton, Credit Valley Conservation and Grand River Conservation Authority is a 4.7% budget increase, which includes inflation and growth. The budget direction for the Royal Botanical Gardens is a 3.0% budget increase.

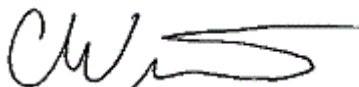
Respectfully submitted,



Debbie Symons
Director, Budgets and Tax Policy



Matthew Buist
Director, Capital and Development
Financing



Cyndy Winslow
Commissioner, Finance and Regional
Treasurer

Approved by



Jane MacCaskill
Chief Administrative Officer

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

Debbie Symons

Tel. # 7155

Attachments: None



Public Agenda Report

To: Halton Police Board

From: Fred Kaustinen
Chief Governance Officer

Subject: Proposed 2023 HPB Governance Budget

Report #: CGO22-9-R-01

Date: 29 September 2022

RECOMMENDATION:

THAT the Board approve the proposed 2023 Governance Budget of \$624,194.

INTRODUCTION AND BACKGROUND:

The Board's Governance Budget serves to support the Board in its police governance activities including its Governance Modernization Project policy, strategic planning and training results-based objectives. This year's Governance expenditures are expected to approximate the 2022 budget of \$482,566.

The Region's budget guideline for HRPS in 2023 is a 4.7% increase.

DISCUSSION / ANALYSIS:

The proposed 2023 Governance Budget features:

- increased Board in-person participation in meeting, training events and workshops, post-pandemic and in accordance with Board policies G03 - Governance Methodology and G07 - Governance Calendar
- inclusion of expenses for external support for Strategic Planning as per A01 -Strategic Planning policy approved June 2022

- an increase of approximately \$141,628 more than the 2022 budget, a 29% increase.

The Most of this increase is due to the assumption of Strategic Planning external support which previously was an HRPS cost item.

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 was provided at the August Board meeting.

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

The Governance Budget is a financial issue by definition.

Attachment: Proposed HPB 2023 Governance Budget

Halton Police Board - Governance Budget 2023 - Planning Version

	2022 Budget	2022 YE Forecast	2023 Draft Budget	Notes
Board member remuneration	41,820	48,500	50,000	
Staff:				
CAO/CGO	249,900	249,900	254,898	as per contract
Media, Events & Logistics	51,000	51,000	70,000	Events & Logistics transferd from Secretary
Policy	10,000	2,000	10,000	anticipate new Adequacy Regs in 2023
Secretary & HR Advisor	35,000	35,000	35,000	Transfer payment to Region for Secretary & HR Advisor
Staff Total	345,900	337,900	369,898	
Board Meetings & Web-site:				
Board portal	16,500	16,500	17,000	
Board meeting AV		4,500	5,500	Live-streaming continues
Web-site hosting & maintenance	3,000	3,000	3,000	
Meals	3,000	3,000	4,000	Full return to in-person meetings & workshops
Board Meetings & Web-site:	22,500	27,000	29,500	
Incremental Consultants:				
Legal fees	10,000	12,000	15,000	
Retreat Consultant				
Strategic Planning - survey, focus groups & interviews			80,000	Previously HRPS cost items
Annual Report			3,000	
Incremental Consultants Total	10,000	12,000	98,000	
Education & Training:				
Memberships	15,000	15,000	16,000	OAPSB, Zone 4, CAPG
Conferences & Other Training	27,500	27,500	35,000	Return to in-person conferences
Education & Training Total	42,500	42,500	51,000	
Retiree event/gifts	1,500	1,500	0	Moved to HRPS budget
Miscellaneous	10,000	5,000	10,000	
Subtotal	474,220	474,400	608,398	
Tax	8,346	8,349	10,708	1.76%
Total	482,566	482,749	619,106	



Public Agenda Report

To: Halton Police Board

From: Fred Kaustinen
Chief Governance Officer

Subject: Proposed Evaluation Process and Form –
Policy G-06 – Board-Chief Relationship

Report #: CGO22-9-R-02

Date: 29 September 2022

RECOMMENDATION:

THAT the proposed Evaluation Process and Form for Policy G-06 – Board-Chief Relationship, regarding the Board's annual evaluation of the Chief of Police's performance, be approved and replace the existing Chief of Police Performance Review policy.

INTRODUCTION AND BACKGROUND:

The Halton Police Board's new Governance framework emphasizes continuous improvement through performance monitoring and evaluation. Last year the Board implemented and conducted new performance evaluation processes for the Board Chair and Chief Governance Officer.

The Board is legislatively responsible for monitoring the performance of the Chief of Police, and bound by contract to provide an annual performance evaluation based on the achievement of assigned objectives.

The existing policy references an evaluation form, but does not actually contain it not has one been used in the recent past. A new annual performance evaluation process and form regarding the Chief of Police is therefore proposed herein.

DISCUSSION / ANALYSIS:

The proposed annual performance evaluation process and form regarding the Chief of Police features:

- Evaluation of the three statutory duties assigned the Chief of Police in legislation;
- Evaluation of the Chief's external and internal relationships;
- Evaluation of achievement of the Chief's annual performance objectives assigned by the Board; and
- Development of the next year's performance objective.

CONSULTATION:

The Board was consulted at the August meeting. The Chief of Police was consulted in September.

STRATEGIC MANAGEMENT ISSUES:

All Board evaluations of the Chief of Police, formal or otherwise, have strategic significance.

Attachments:

- G-06 Board-Chief Relationship
- Proposed Evaluation Process and Form - Policy G-06 – Board-Chief Relationship
- HR-02 Chief of Police Performance Review (29 May 2014)



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Attachment to G06 – Board-Chief Relationship

Chief of Police Evaluation Form

Chair: _____

Year: _____

Process Notes:

1. The CGO shall provide the Chief of Police the requisite Evaluation Form prior to the November Board meeting.
2. The Chief of Police shall provide self-assessment comments on the Evaluation Form, along with any suggestions for objectives for the next calendar year, and submit it to the Board Secretary at least one week prior to the November Board meeting.
3. The Board Secretary shall post the Evaluation Form with the Chief's comments and suggestions on the portal for the Board-only November agenda.
4. With consideration of the Chief's submissions, the Board shall complete its Evaluation of the Chief and establish performance objectives for the next year.
5. After the November Board meeting, the Chair with the CGO shall debrief the Chief regarding the Board's Evaluation of the Chief and the performance objectives assigned for next year.
6. The Chief will be invited to respond to the entire Board at the next Board-only meeting (December).



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Part A - Statutory Responsibilities

		Needs Improvement	Satisfactory	Highly Satisfactory
1. Administers the police service and oversees its operation in accordance with the Board's policies and Strategic Plan.				
	Chief's Comments & examples/evidence:			
	Board Comments: How might performance be improved?			
2. Complies with any investigations conducted by the OIPRD/Complaints Director or the SIU Director and any inspections conducted by the Inspector General.				
	Chief's Comments & examples/evidence:			
	Board Comments: How might performance be improved?			
3. Complies with the lawful directions of the Board.				



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	Needs Improvement	Satisfactory	Highly Satisfactory
Chief's Comments & examples/evidence:			
Board Comments: How might performance be improved?			

Part B - Relationships

	Needs Improvement	Satisfactory	Highly Satisfactory
4. Maintains positive professional relations with the community, groups within the community, and other stakeholders			
Chief's Comments & examples/evidence:			
Board Comments: How might performance be improved?			
5. Maintains positive and professional relations with members of the HRPS			
Chief's Comments & examples/evidence:			

Form Proposed 29 September 2022



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	Needs Improvement	Satisfactory	Highly Satisfactory
	Board Comments: How might performance be improved?		
6. Maintains positive and professional relations with the HPB			
	Chief's Comments & examples/evidence:		
	Board Comments: How might performance be improved?		

Part C - Annual Performance Objectives

	Objective not Achieved	Objective Achieved	Objective Achieved & Exceeded
1. Objective A [to be inserted]			
Chief's Comments & examples/evidence:			
Board Comments: How might performance be improved?			
2. Objective B [to be inserted]			

Form Proposed 29 September 2022



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	Objective not Achieved	Objective Achieved	Objective Achieved & Exceeded
Chief's Comments & examples/evidence:			
Board Comments: How might performance be improved?			
3. Objective C [to be inserted]			
Chief's Comments & examples/evidence:			
Board Comments: How might performance be improved?			
4. Objective D [to be inserted]			
Chief's Comments & examples/evidence:			
Board Comments: How might performance be improved?			

Chief's Suggestions for Objectives for Next Year

Form Proposed 29 September 2022



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A.

B.

C.

D.



Policy G-06

Board-Chief Relationship

1. Introduction.

- 1.1. The Board's legislative link to the Service is through the Chief of Police, and only the Chief of Police, who is responsible to:
 - a. administer the police service and oversee its operation in accordance with the board's policies and strategic plan;
 - b. comply with any investigations conducted by the OIPRD/Complaints Director or the SIU Director and any inspections conducted by the Inspector General; and
 - c. comply with the lawful directions of the board.
- 1.2. The relationship between the Board and Chief of Police is a symbiotic one. The Chief of Police receives strategic direction from the Board including results to be obtained, limitations to be observed, authority that is delegated, and financial resources allowed. In turn, the Board receives information and input from the Chief of Police that it considers when formulating its policies, strategic plans, budgets and decisions.
- 1.3. The Chief of Police is responsible to the Board and nothing contained in this policy empowers the Chief to perform or direct any act that encroaches upon the legislative powers of the Board.

2. Intent.

- 2.1. This policy serves to describe and ensure continuity of the Board's relationship with the Chief of Police.



3. Requirements

- 3.1. The Board shall direct the Service solely through the Chief of Police, or in his/her absence or incapacitation, an Acting Chief of Police appointed by the Chief, or appointed by the Board if necessary.
- 3.2. The Chief of Police reports to and is responsible to the Board, and all Board direction shall be made by way of Board resolution.
- 3.3. All Board direction to the Chief of Police shall be made by way of Board resolution.
- 3.4. Except in emergency situations, all Chief of Police reporting to the Board shall be made via Board Reports at Board Meetings, submitted through the Board Secretary.
- 3.5. Whenever the Chief of Police travels outside of North America, or is otherwise unable to communicate with the Service or the Board, he/she shall appoint an Acting Chief of Police.
- 3.6. Whenever the Chief of Police is on vacation, sick leave or training for fourteen (14) consecutive days or more, he/she shall appoint an Acting Chief of Police.
- 3.7. Whenever the Chief of Police travels outside of North America, and/or plans vacation, sick leave or training for twenty-one (21) consecutive days or more, the advance approval of the Board is required.
- 3.8. An Acting Chief of Police shall be a senior sworn member of the Service of the rank of Superintendent or higher.
- 3.9. Anytime an Acting Chief of Police is appointed, the Chief of Police shall inform the Board and the Service of the name of the incumbent and the duration of the appointment, prior to the commencement of such appointment.
- 3.10. Anytime the Chief of Police intends to be on vacation, sick leave or training for a period of more than six (6) consecutive days but less than twenty-one (21) consecutive days, the Chief of Police shall advise the Chair.

Approved 29 April 2021



3.11. The Board shall annually evaluate the performance of the Chief of Police, relative to the achievement of objectives and priorities established by the Board, and compliance with Board policies.

4. **Legislative Reference:**

PSA, s. 31, 41 (1)

CSPA, s. 37, 40, 79

HALTON REGIONAL POLICE SERVICES BOARD

POLICY DOCUMENT

Policy No.:	HR-02	
Policy Subject:	Chief of Police Performance Review	
Date Approved:	Original:	September 26, 2002
	Revised:	May 26, 2006
		May 29, 2014
Reporting Requirement	Annually	
Review Date:		

Legislative Authority:

Section 31(1) of the Police Services Act:

31. (1) A Board is responsible for the provision of adequate and effective police services in the municipality and shall:

- (d) recruit and appoint the chief of police and any deputy chief of police, and annually determine their remuneration and working conditions taking their submissions into account;*
- (e) direct the chief of police and monitor his or her performance.*

Board Policy:

As provided for in the *Police Services Act*, the Halton Regional Police Services Board is obligated to monitor the performance of the Chief of Police. It is therefore the policy of the Halton Regional Police Services Board to monitor the Chief's performance on an annual basis. To assist in the monitoring of the Chief's performance, the Performance Measurement Form, attached as Appendix "A" shall be used.

It is the goal of this Performance Measurement Form to promote a co-operative effort between the Board and the Chief of Police in successfully managing the Police Service. Ideally, this review will ensure open communication is maintained and the well-being of the organization is fostered through mutual trust and planning.

In order to accomplish the task of monitoring, the following steps shall be undertaken:

- Step No. 1** A copy of the Performance Measurement Form (Appendix "A") (including the identified goals for the year) shall be circulated to all Board Members and the Chief of Police no later than November 15th of each year.

HALTON REGIONAL POLICE SERVICES BOARD

POLICY DOCUMENT

Board Members will be asked to review the Chief's performance and to identify goals for the upcoming year. The completed forms are to be returned to the Executive Director no later than January 15th of the following year.

The Chief will be asked to complete the form as well with any comments he may have on the goals for the current year and upcoming year. The form will be forwarded to the Board Chairman.

Step No. 2 Upon receipt of all the Performance Measurement Forms from Board Members, they shall be consolidated.

Step No. 3 Once the Performance Measurement Form has been consolidated, it shall be discussed with the Board Members during the "Board Only" portion of a meeting. Following the meeting, the Chairman and Vice-Chairman shall meet with the Chief to discuss the results, and to confirm the goals for the upcoming year.

Approved by: Halton Regional Police Services Board
Date: May 29, 2014



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: MID-YEAR PERFORMANCE REPORT

Report #: P22-9-I-02

Date: September 29, 2022

INTRODUCTION AND BACKGROUND:

This report presents an overview of the Service's January-to-June 2022 performance in a number of key statistical measures compared to previous years. It also provides an overview of the Service's 2021 full-year performance in comparison to other large police agencies in Ontario, based on data released by Statistics Canada in August.

The impacts of the COVID-19 pandemic were significant in a number of crime and performance metrics in 2020 and 2021, and the data from the first six months of 2022 suggests a return to pre-pandemic levels is underway.

2022 Mid-Year Statistical Summary

This section of the report provides a statistical summary for the January-June 2021 and 2022 timeframes, in addition to presenting a summary of five-year trends. Data was obtained from the in-house Niche Records Management System (RMS) and was prepared and analysed by the Analytics and Decision Support Unit. The crime categories are slightly different to those reported by Statistics Canada at each year's end due to the reporting requirements and data processes utilized by Statistics Canada. The Niche RMS statistics are valid for internal comparison purposes.

Analysis indicates that 1,769 more criminal offences were reported in the first six months of 2022 (7,081) than were recorded in the same period in 2021 (5,312). This is a raw number increase of 33.3%, but represents an increase in the crime rateⁱ of 30.5% when Regional population growth is taken into account.

Violent crimeⁱⁱ offences increased by 38.7% from 968 in 2021 to 1,343 in 2022. This represents a violent crime rate increase of 35.8% due to population increase. These crimes accounted for 19.0% of all criminal offences, up from 18.2% in 2021.

Property crimeⁱⁱⁱ increased by 40.2% from 3,373 in 2021 to 4,728 in 2022. This represents a property crime rate increase of 37.2%.

The "Other crimes"^{iv} category of offences was up by 4.0% in 2022 (from 971 to 1,010 offences). This represents a crime rate increase of 1.8% in this category of crimes. The 2022 clearance rate^v (43.1%) was lower than the 2021 value (45.7%).

Other Trends

Motor vehicle collision totals were 70.8% higher during 2022 (up from 2,373 to 4,052). Property Damage collisions^{vii} were up from 2,093 to 3,637 (+73.8%). Injury collision^{viii} totals were up from 276 to 412 (+49.3%). Fatal collisions declined from 4 to 3.

Impaired driving apprehensions were down 12.5% in 2022 (from 232 to 203).

Warning Notices (Warns) provide officers with an opportunity to document an offence and educate the public, but proceed by way of a warning option instead of a charge. Total enforcement (Provincial Offence Notices issued, plus Warns) was down by 4,776, or 18.4%, to 21,149 (from 25,925 in 2021).

Total CAD Events^{vi} decreased by 1,920, or 2.8%, to 67,249 (from 69,169 in 2021).

Five Year Statistical Trends

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

Halton Region:

	2018	2019	2020	2021	2022	5-Year Average
Robbery	8	8	9	6	13	9
Assault	127	109	99	83	113	106
Sexual Assault	17	19	13	15	22	17
<i>Violent Crime</i>	197	180	168	155	211	182
Break and Enter	71	75	65	48	53	62
Auto Theft	44	36	37	48	83	50
Theft	354	289	251	271	399	313
Fraud	96	103	76	88	107	94
<i>Property Crime</i>	650	592	509	540	742	607
<i>Other Criminal Code</i>	134	142	116	156	159	141
Total Crime	981	914	794	851	1,112	930
Impaired Driving	51	36	33	37	32	38
Property Damage Collisions	732	736	447	335	571	564
Personal Injury Collisions	81	77	48	44	65	63
PONs and Warns Issued	4,729	4,667	3,682	3,869	3,320	4,053
CAD Events	13,741	12,979	11,560	11,083	10,556	11,984
Crime Clearance Rate	54.0%	55.3%	56.1%	45.7%	43.1%	50.8%

District 1:

	2018	2019	2020	2021	2022	5-Year Average
Robbery	3	4	7	8	9	6
Assault	133	137	113	96	108	117
Sexual Assault	14	15	16	5	19	14
<i>Violent Crime</i>	<i>182</i>	<i>198</i>	<i>173</i>	<i>147</i>	<i>183</i>	<i>177</i>
Break and Enter	54	51	48	48	35	47
Auto Theft	26	27	28	30	87	39
Theft	323	330	278	206	280	283
Fraud	71	68	81	52	72	69
<i>Property Crime</i>	<i>566</i>	<i>552</i>	<i>523</i>	<i>401</i>	<i>556</i>	<i>520</i>
<i>Other Criminal Code</i>	<i>154</i>	<i>171</i>	<i>192</i>	<i>151</i>	<i>222</i>	<i>178</i>
Total Crime	902	922	888	700	961	875
Impaired Driving	41	49	43	38	33	41
Property Damage Collisions	651	650	410	295	546	510
Personal Injury Collisions	77	78	56	46	76	66
PONs and Warns Issued	4,622	3,935	3,713	2,778	2,624	3,534
CAD Events	12,950	11,661	11,484	8,970	8,677	10,748
Crime Clearance Rate	52.9%	56.1%	55.1%	67.1%	48.4%	55.9%

District 2:

	2018	2019	2020	2021	2022	5-Year Average
Robbery	9	8	9	6	17	10
Assault	121	110	93	74	103	100
Sexual Assault	16	18	12	15	24	17
<i>Violent Crime</i>	<i>193</i>	<i>183</i>	<i>175</i>	<i>147</i>	<i>210</i>	<i>181</i>
Break and Enter	79	80	64	45	62	66
Auto Theft	38	38	37	46	87	49
Theft	316	272	235	264	382	294
Fraud	104	107	96	92	114	102
<i>Property Crime</i>	<i>614</i>	<i>576</i>	<i>520</i>	<i>540</i>	<i>736</i>	<i>597</i>
<i>Other Criminal Code</i>	<i>111</i>	<i>121</i>	<i>95</i>	<i>84</i>	<i>79</i>	<i>98</i>
Total Crime	917	881	789	771	1,025	877
Impaired Driving	49	30	29	27	21	31
Property Damage Collisions	722	703	403	333	524	537
Personal Injury Collisions	73	71	39	39	49	54
PONs and Warns Issued	3,949	4,832	3,288	4,373	3,432	3,975
CAD Events	11,825	12,030	10,309	10,726	9,981	10,974
Crime Clearance Rate	51.5%	61.9%	52.3%	40.2%	37.2%	48.6%

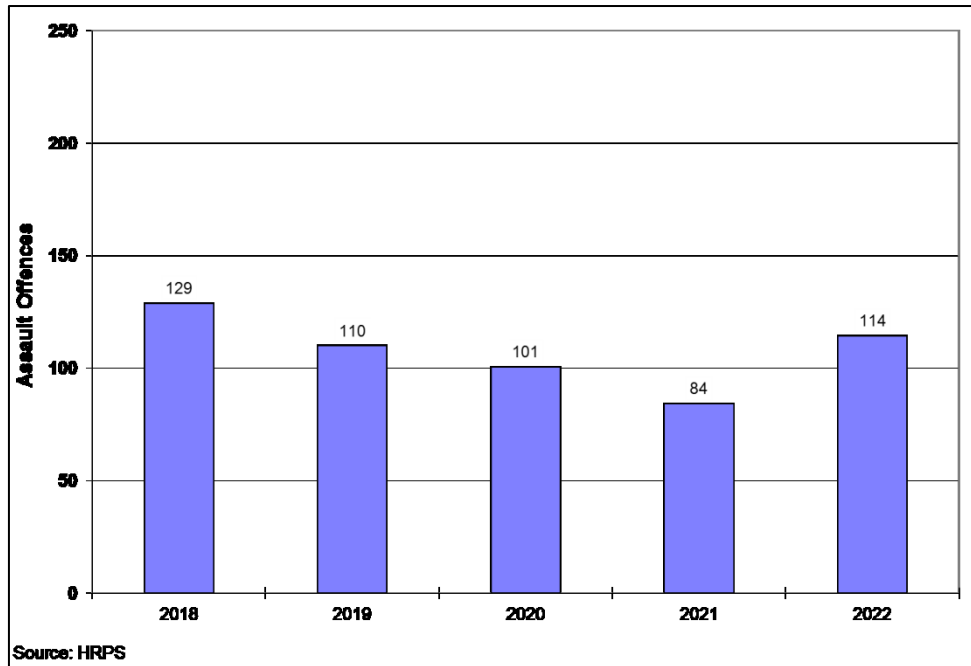
District 3:

	2018	2019	2020	2021	2022	5-Year Average
Robbery	9	9	8	8	12	9
Assault	117	97	107	94	131	109
Sexual Assault	20	23	22	14	23	20
<i>Violent Crime</i>	192	176	180	161	245	191
Break and Enter	80	98	83	82	65	82
Auto Theft	69	42	43	54	73	56
Theft	409	308	313	332	530	378
Fraud	116	121	78	105	139	112
<i>Property Crime</i>	774	663	604	689	937	733
<i>Other Criminal Code</i>	110	99	91	86	173	112
Total Crime	1,076	938	876	937	1,354	1,036
Impaired Driving	54	34	29	54	43	43
Property Damage Collisions	833	865	488	387	654	645
Personal Injury Collisions	94	81	49	49	69	69
PONs and Warns Issued	5,369	5,005	3,461	4,215	3,613	4,333
CAD Events	14,876	14,239	11,973	13,169	12,389	13,329
Crime Clearance Rate	54.5%	48.1%	49.6%	47.6%	45.1%	49.0%

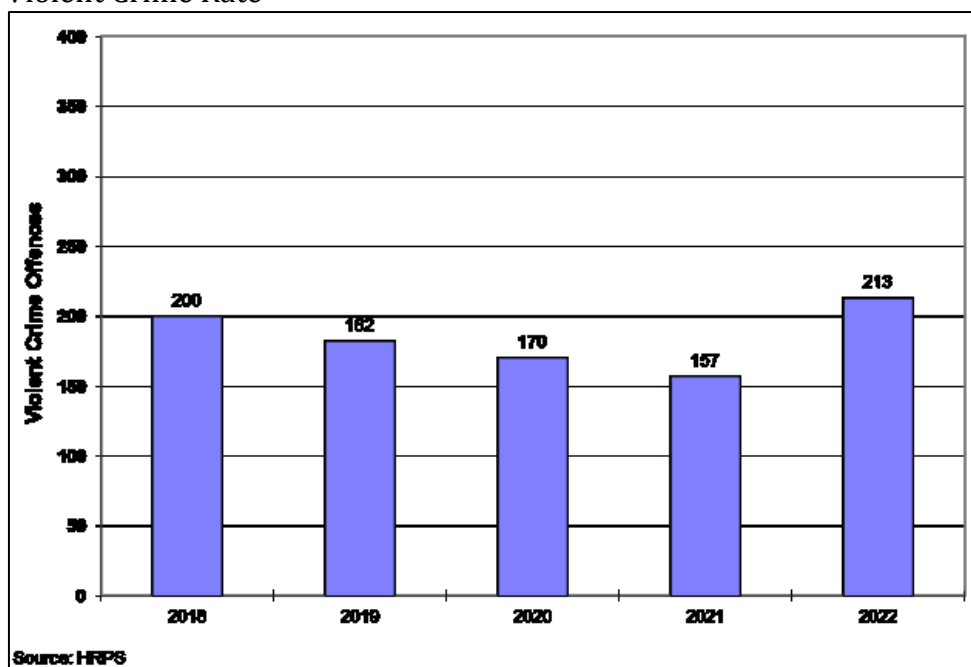
Key Trends

The following graphs give a quick visual update of the five-year trends in key measures tracked by the Service. The statistics presented below, excluding the clearance rate, are **expressed as a rate** (per 100,000 population) to remove the impact of population growth. A number of categories were significantly impacted by the Covid-19 pandemic, particularly in 2020 and 2021. The following data is for the Halton Region as a whole (January – June):

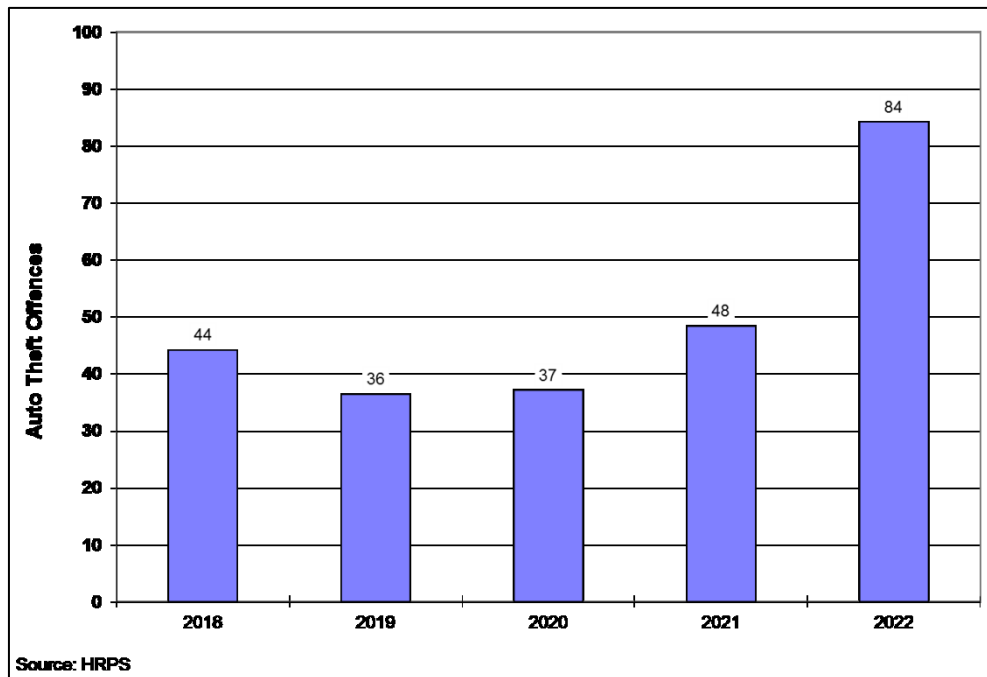
Assault Rate



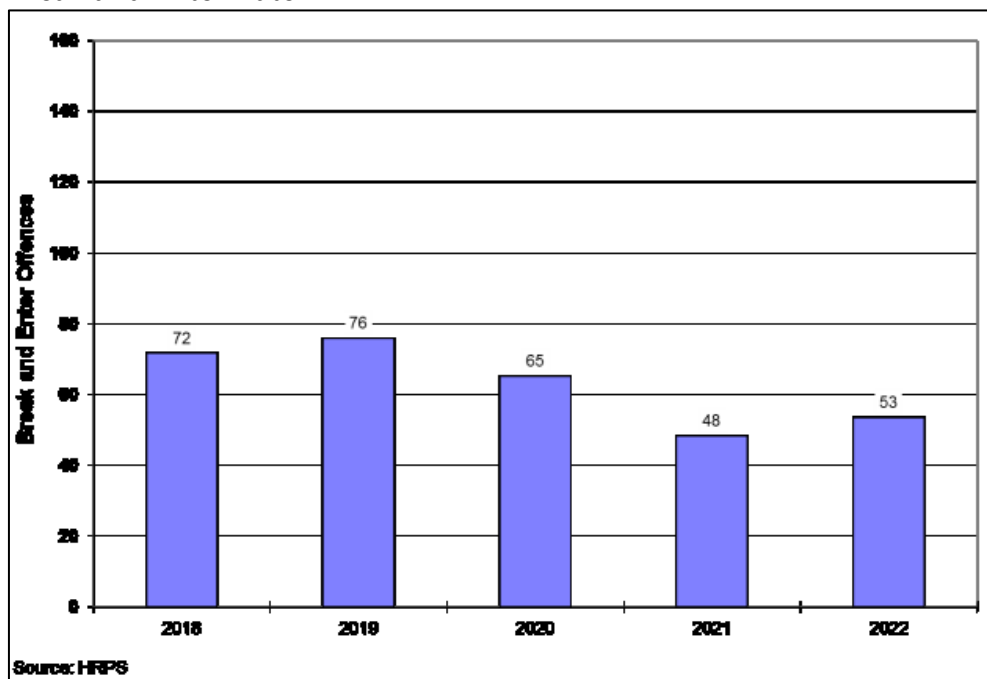
Violent Crime Rate



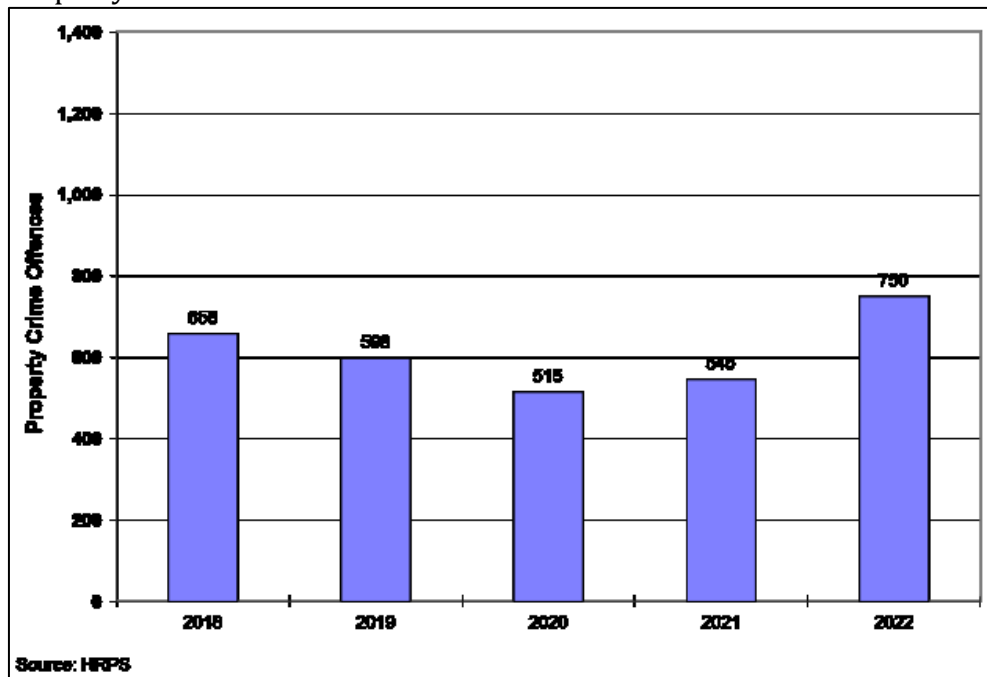
Auto Theft Rate



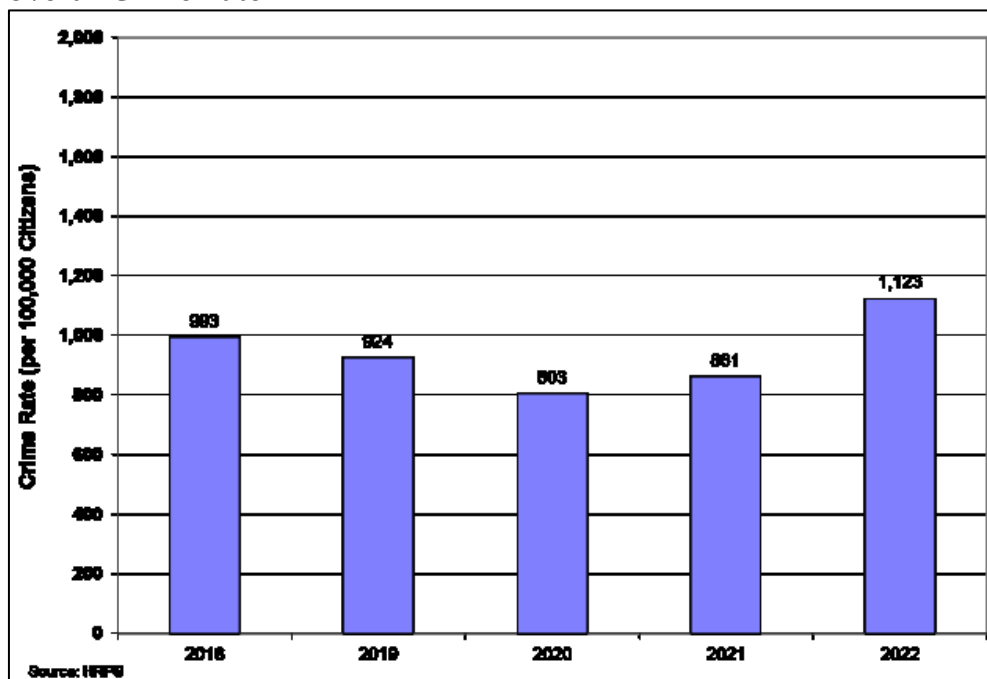
Break and Enter Rate



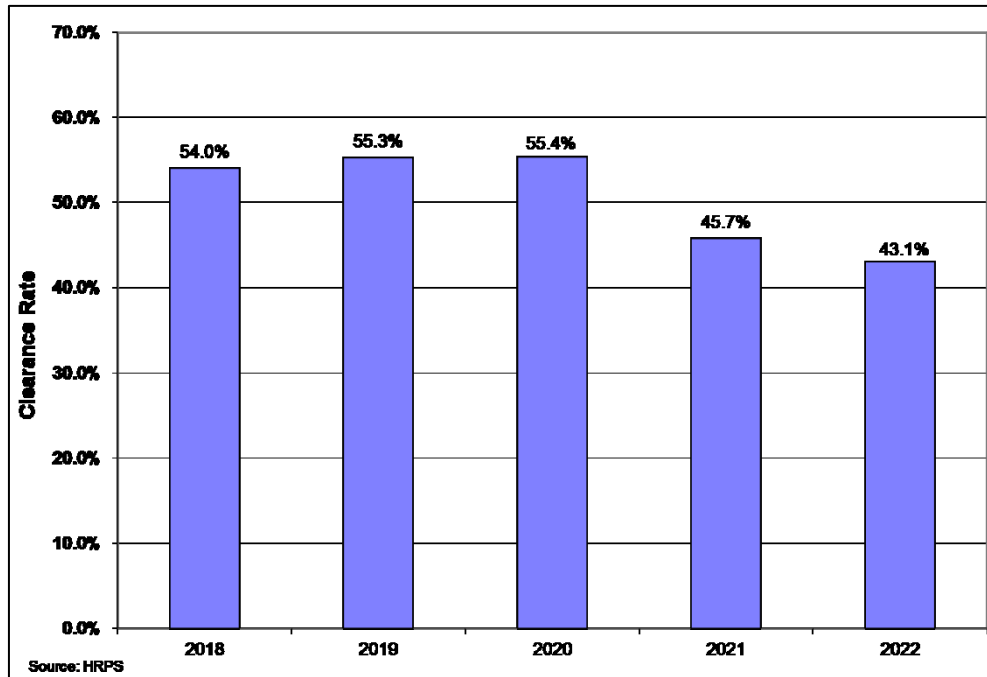
Property Crime Rate



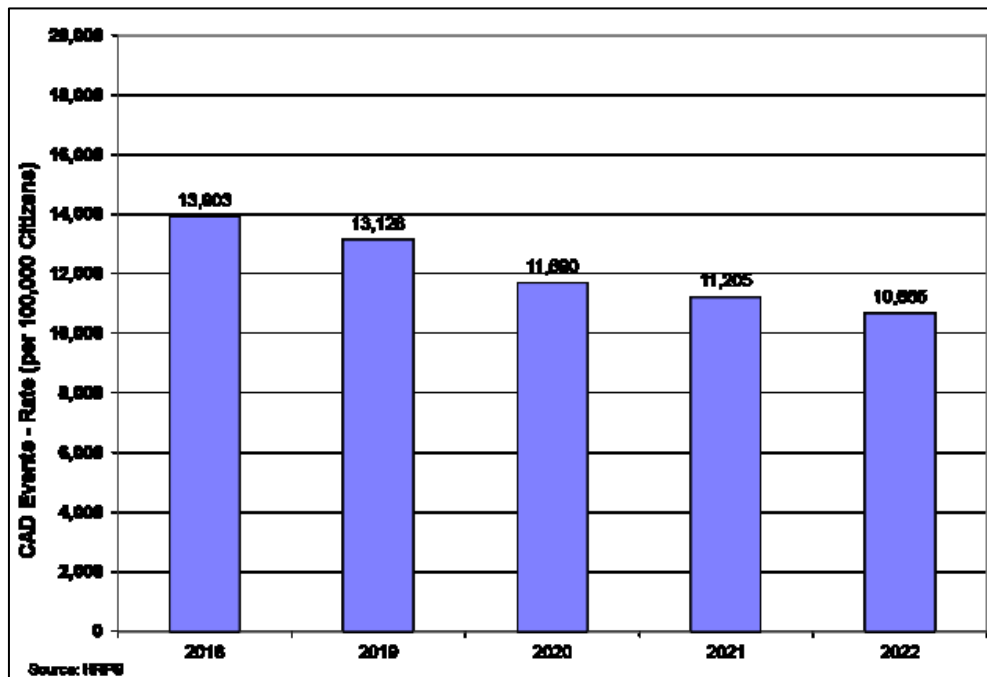
Overall Crime Rate



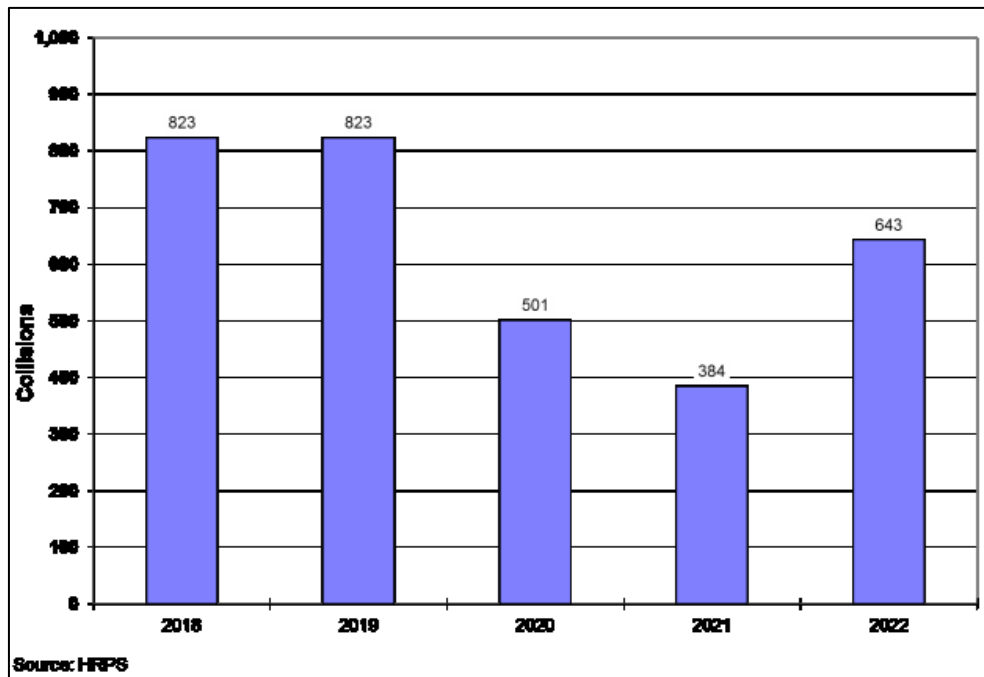
Crime Clearance Rate



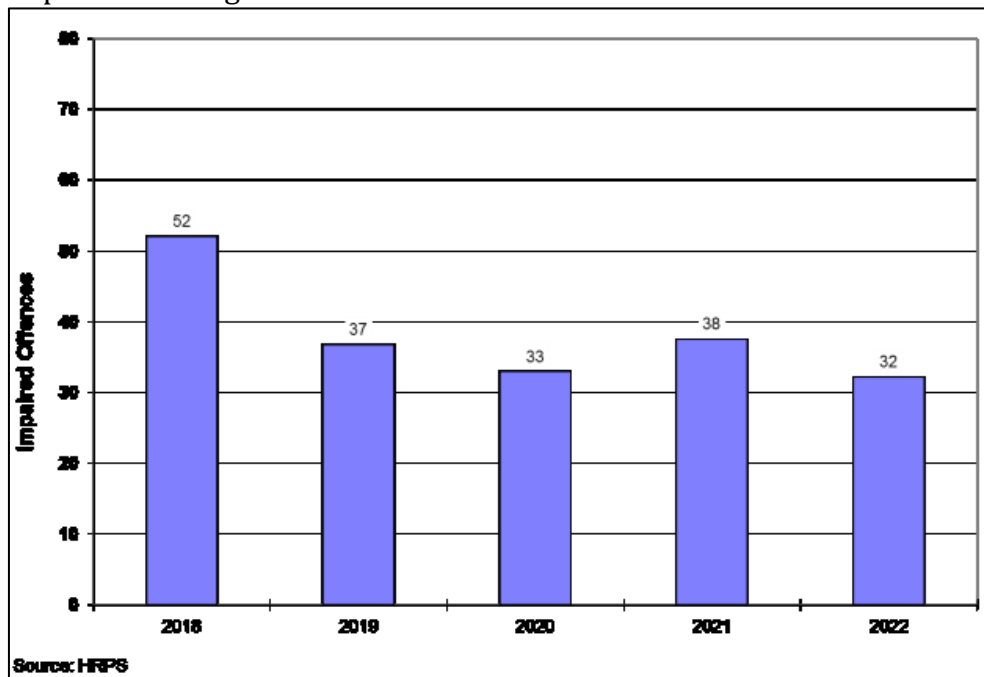
CAD Events



Total Collision Rate



Impaired Driving



Halton Data in Context and 2021 Statistics Canada Data

This section provides additional data to provide some context for the mid-year data presented above. Staff recently obtained year-end 2021 data for the largest police services in Ontario (from Statistics Canada) and graphs showing this data are provided below.

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

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

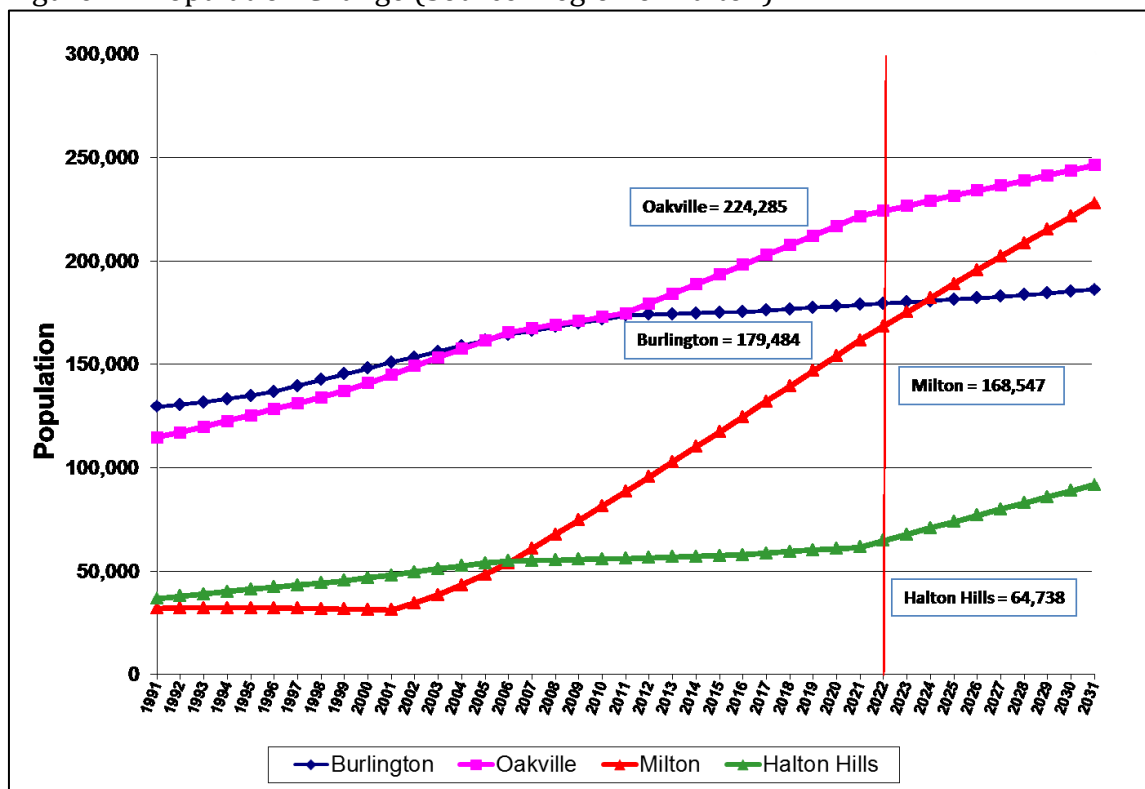
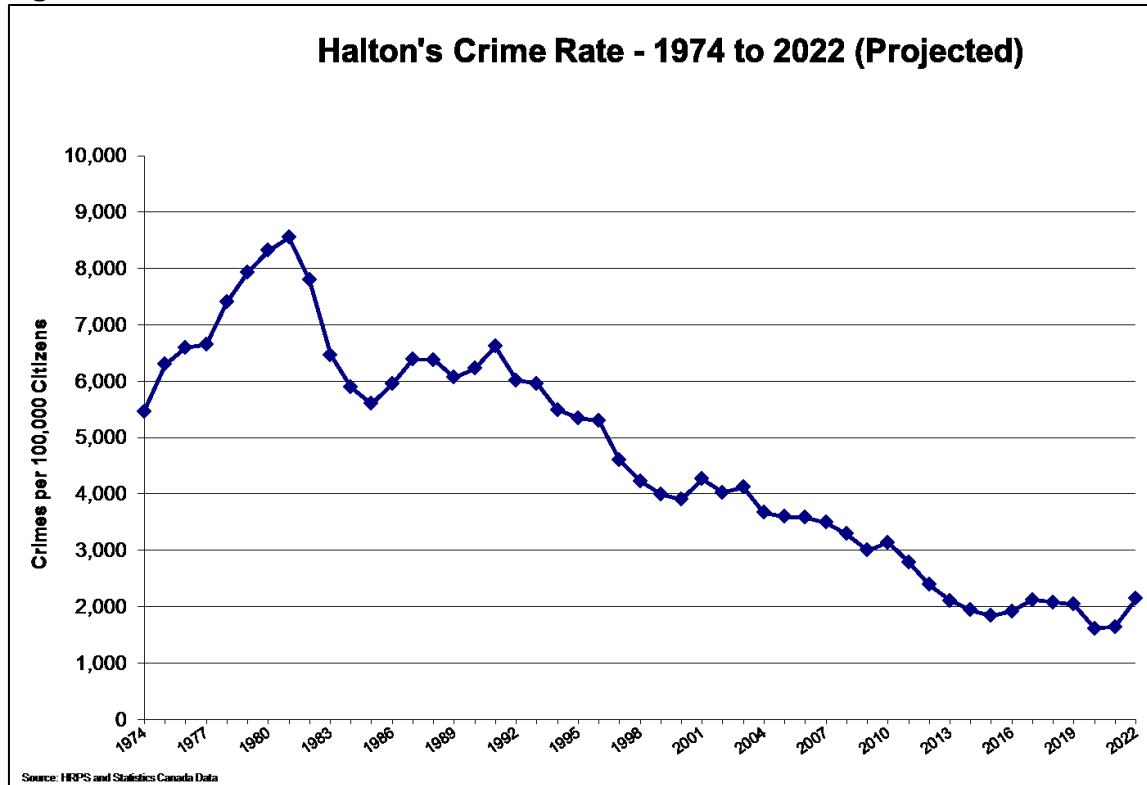


Figure 2 shows how the overall crime rate in Halton has changed over the years since regionalization in 1974. Matching the pattern seen across much of the western world, crime rates have declined since the early 1990s and remain close to the lowest levels experienced in Halton's history.

Figure 2 – Halton's Crime Rate



Recently released data (in August, 2022) from Statistics Canada indicates that Halton's 2021 crime rate was lower than every major police service in Ontario. Figures 3, 4 and 5 below show the rankings for various crime categories:

Figure 3 - Overall Crime Rate (2021 – crimes per 100,000 population)

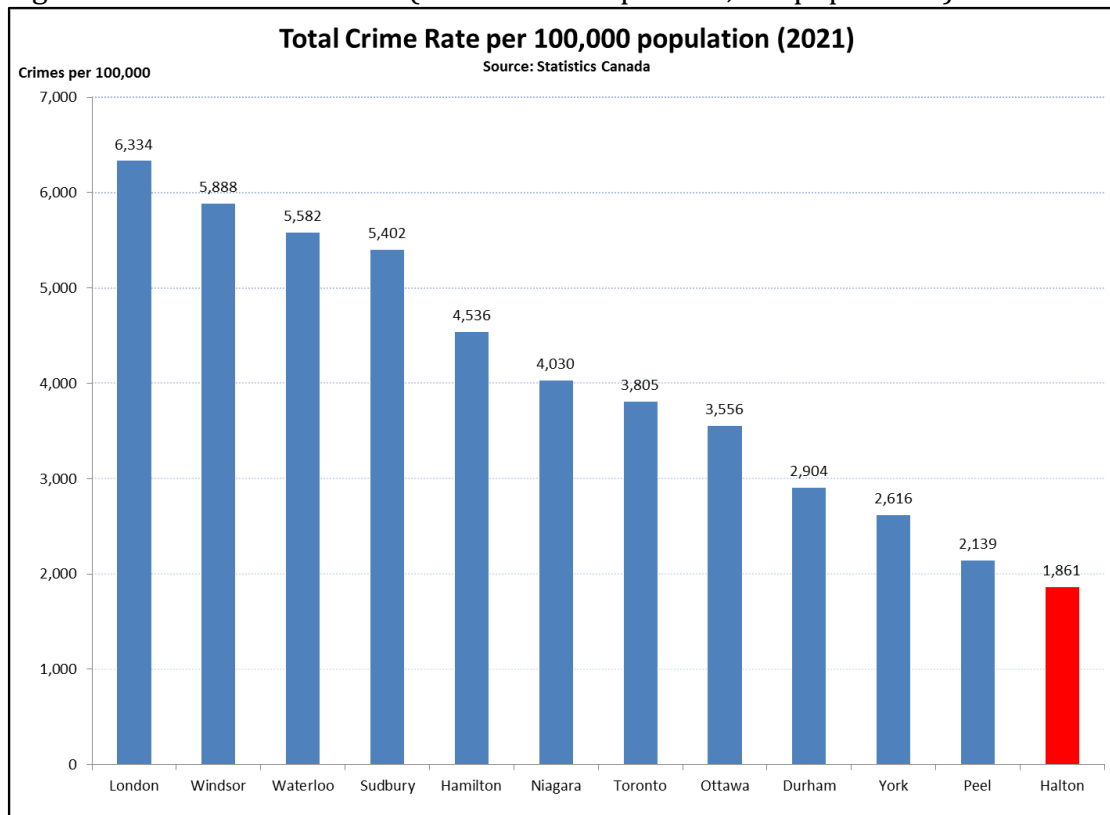


Figure 4 - Violent Crime Rate (2021 – crimes per 100,000 population)

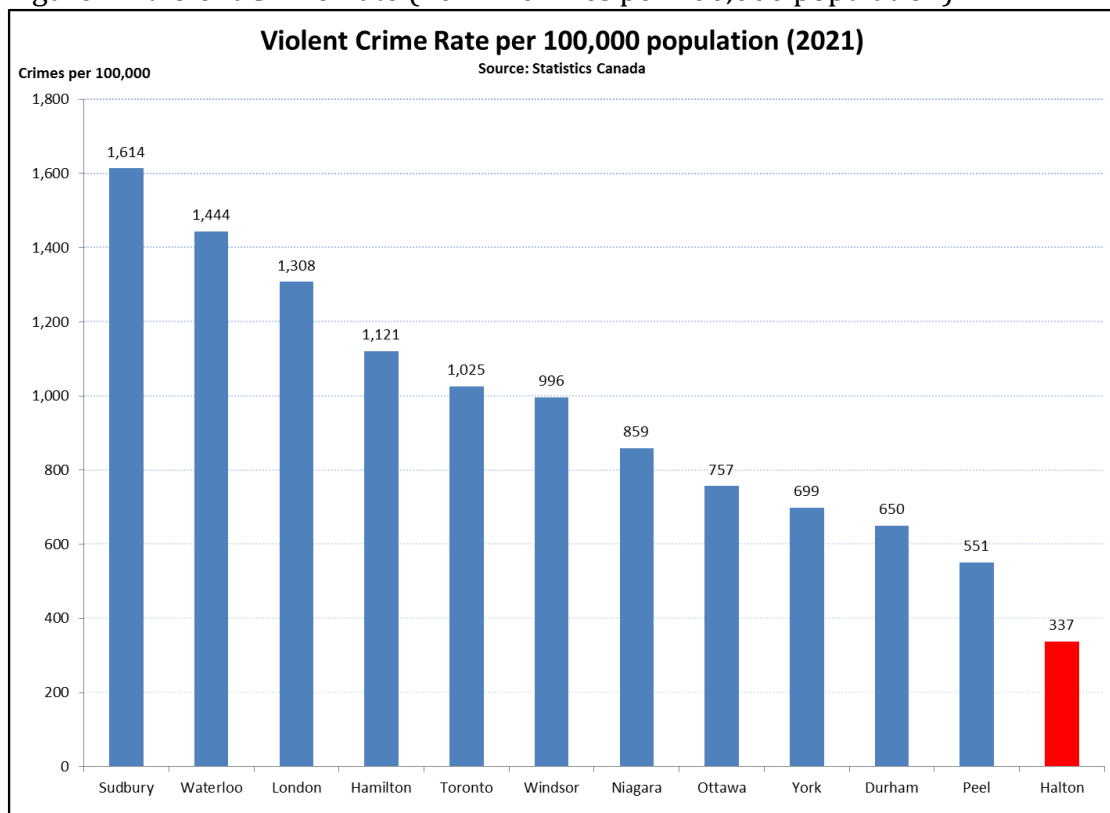
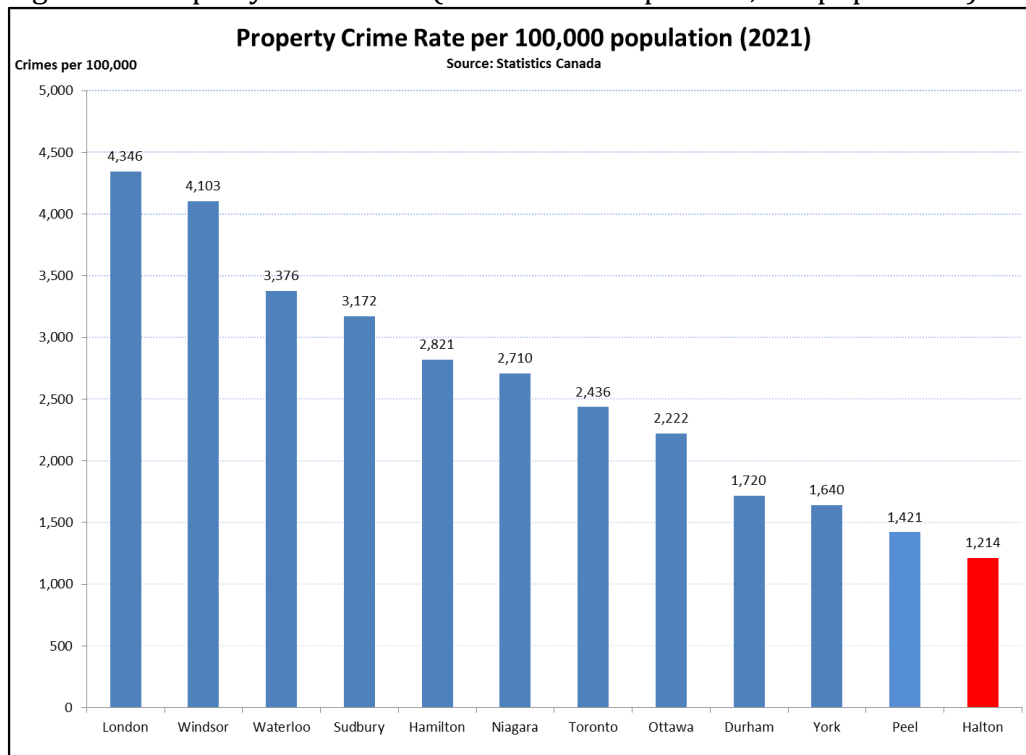


Figure 5 - Property Crime Rate (2021 – crimes per 100,000 population)



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

Figure 6 - Overall Crime Clearance Rate (2021)

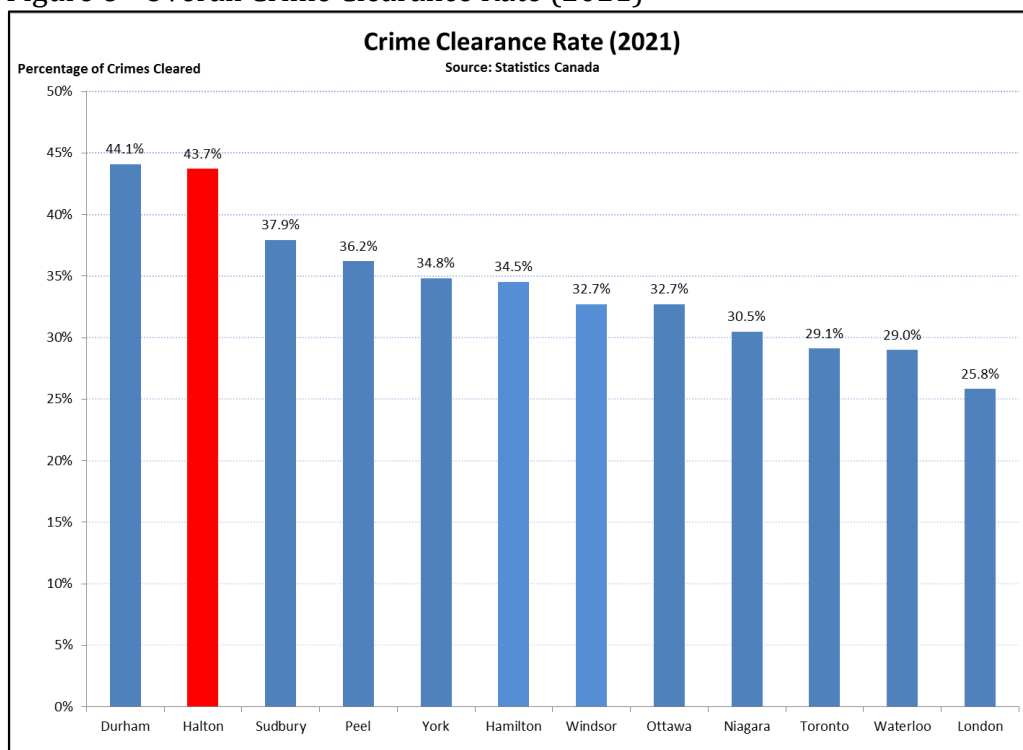
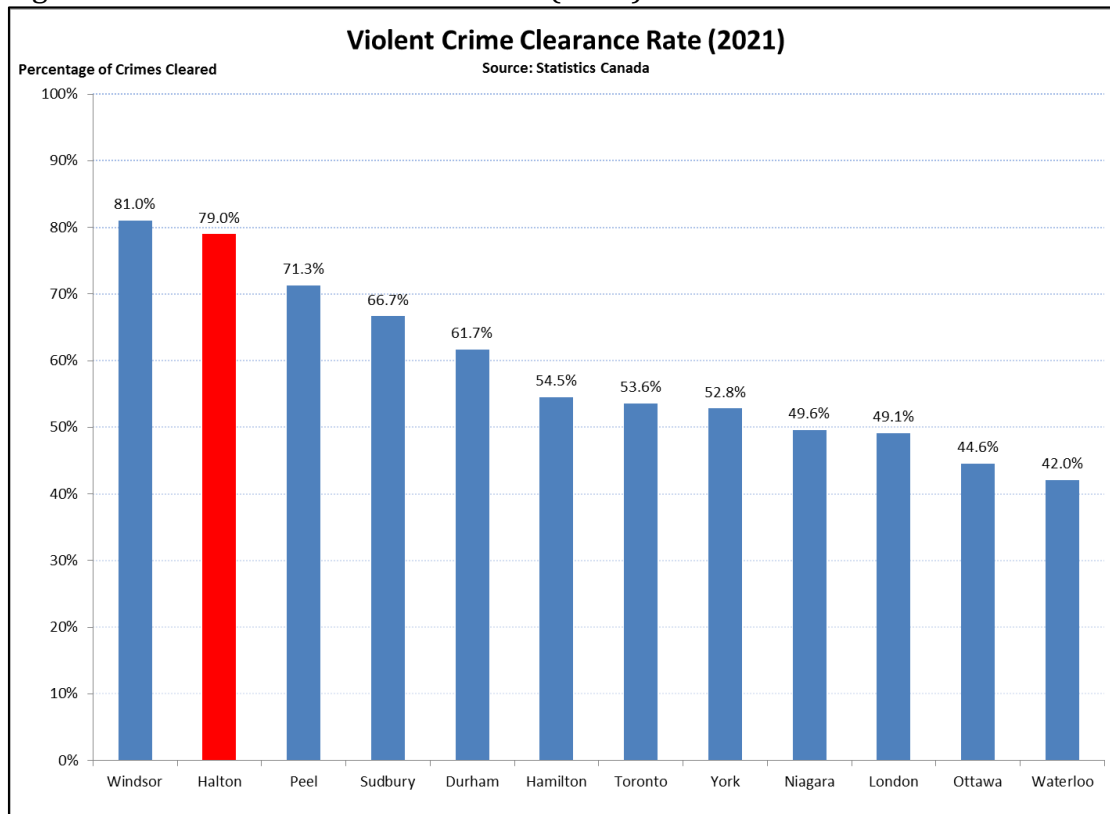


Figure 7 - Violent Crime Clearance Rate (2021)



Data released by Statistics Canada in July indicates that Halton had the best ranking (compared to Ontario's other large police services) in all the measures of the national Crime Severity Index in 2021 (Overall, Violent and Non-Violent) and the Weighted Clearance Rate, as shown in Figures 8 – 11. Data also indicate that of the 56 communities in Canada with populations in excess of 100,000 people, Halton had the lowest overall Crime Severity Index.

Figure 8 - Overall Crime Severity Index (2021)

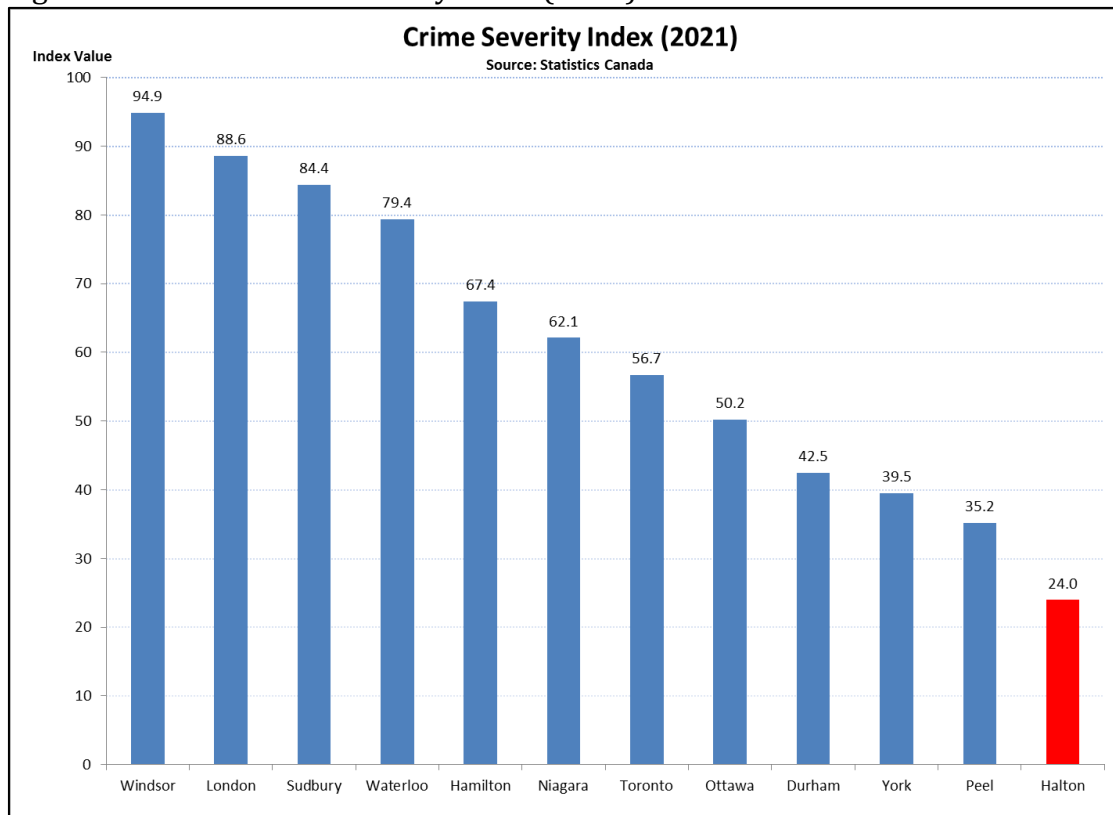


Figure 9 – Violent Crime Severity Index (2021)

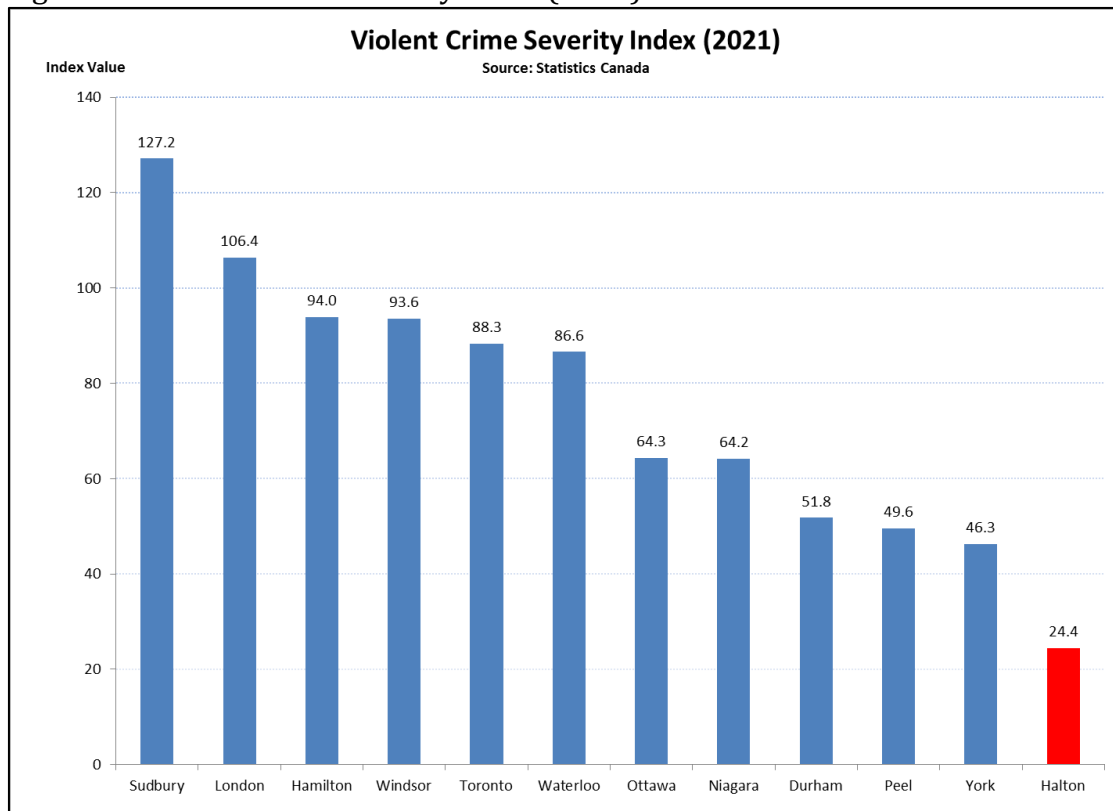


Figure 10 – Non-Violent Crime Severity Index (2021)

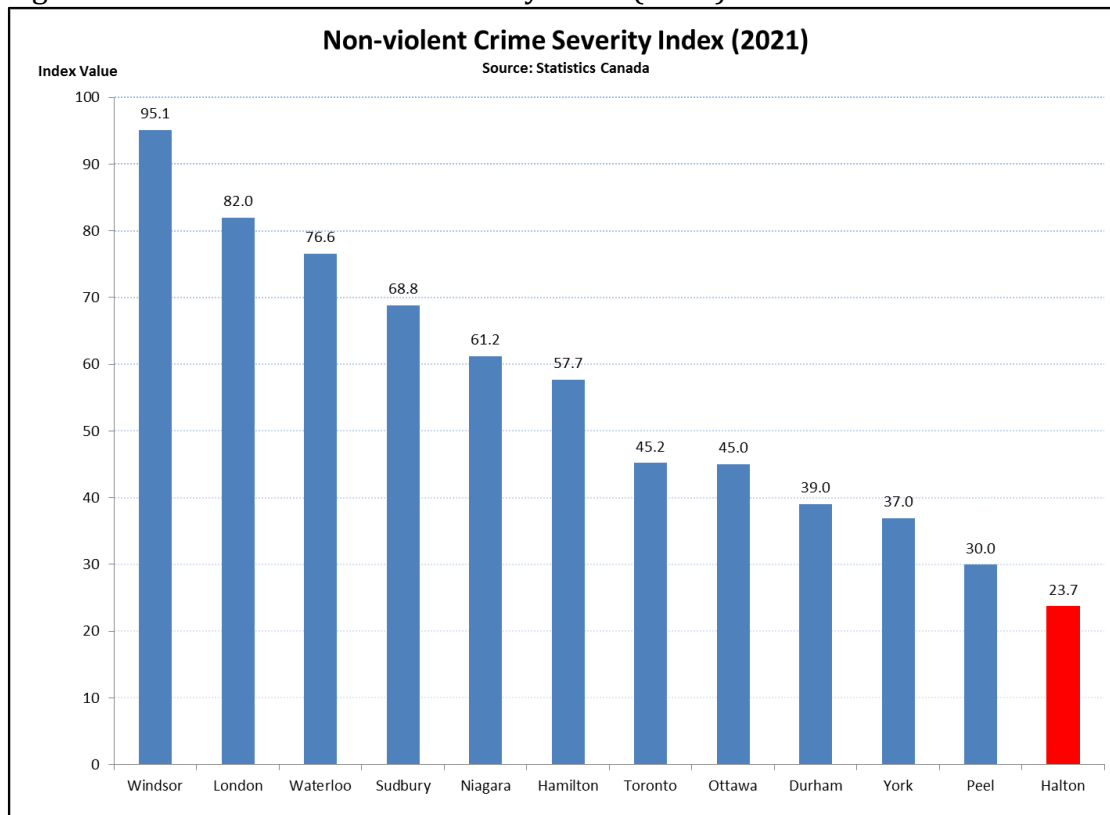
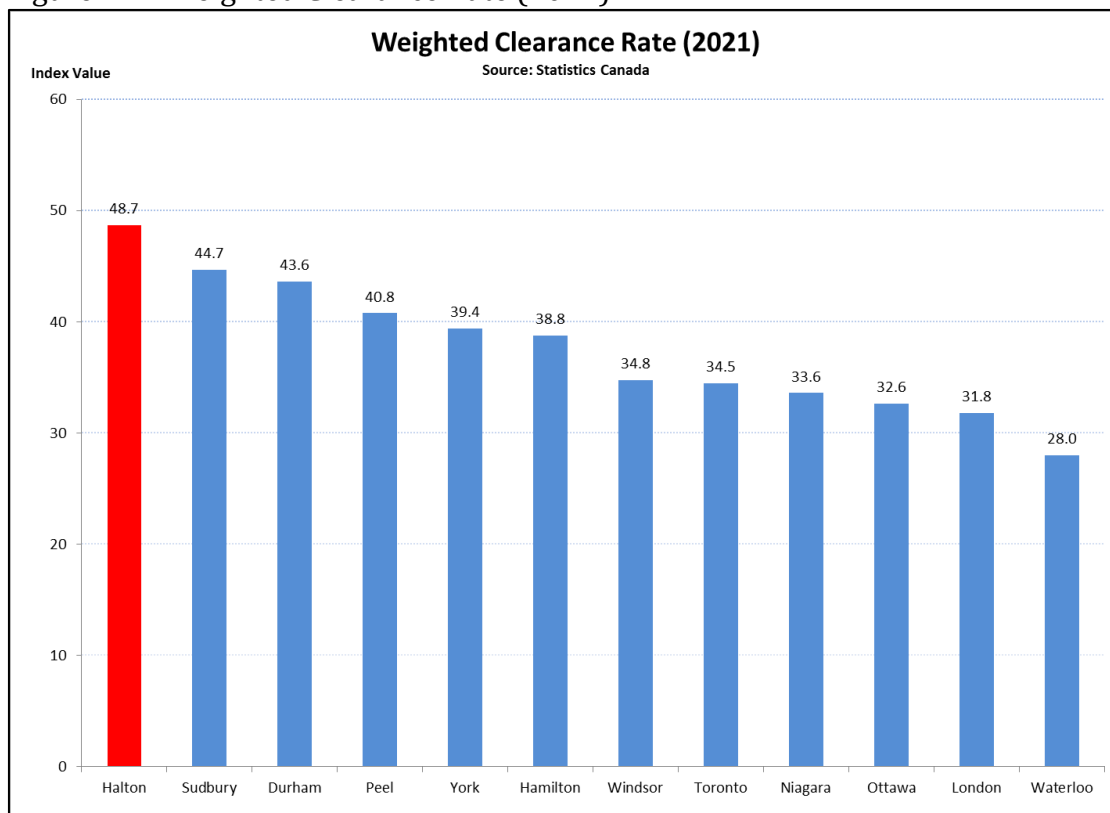


Figure 11 – Weighted Clearance Rate (2021)



Statistics Canada 2021 data showed that Halton continued to provide policing with fewer staff per capita than all of the comparator agencies in Ontario. Data to be released by Municipal Benchmarking Network Canada (formally known as OMBI) in the Fall of 2022, will also show that in 2021 Halton continued to provide policing with the lowest staff per capita values and at relatively low cost (likely to be the lowest of the “Big 12” in Ontario).



Stephen J. Tanner
Chief of Police

:KM

Attachment: Definitions

Definitions

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

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

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

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

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

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

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

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

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



Halton Regional Police Service Public Agenda Recommendation Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: CONTRACT EXTENSION – THE GLOBAL GROUP – OFFICE FURNITURE

Report #: P22-9-R-03

Date: September 29, 2022

RECOMMENDATION:

"That the Halton Police Board authorize the optional year six (6) and year seven (7) contract extensions with The Global Group for the provision of "design, supply, delivery, installation and waste removal of office furniture requirements, on an as required basis".

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

Stephen J. Tanner
Chief of Police

:SS/MD

INTRODUCTION AND BACKGROUND:

In 2007, a two (2) year contract with three (3) available one (1) year term extensions was awarded to The Global Group as a result of a successful competitive procurement process (reference Request for Proposals #P-021-07). This competitive procurement process established the Services' standard for office furniture.

On July 25, 2017, the Halton Police Board authorized the award of a contract (P17-8-R-12) for the single source acquisition for the Service's office furniture requirements to The Global Group in the amount of \$3,100,000.00. The term of this contract was for an initial three (3) year term, with the option to extend for two (2) additional two (2) year terms.

After the initial term (2017 – 2020), Facilities Management was satisfied with the products and services provided by The Global Group and thus the first optional two (2) year term was awarded by the Halton Police Board P-20-10-R-06 on October 29, 2020 (2020 – 2022).

Facilities Management is requesting that the final optional two (2) year (Year 6 and 7) contract extension be exercised (2022 – 2024).

There are sufficient funds remaining from the Board's original award, therefore no additional funding is required.

DISCUSSION / ANALYSIS:

Staff recommends that this available contract extension be exercised with the following rationale:

- The Global group has committed to maintain the same list price discounts (as established through the original competitive process #P-021-07 in 2007) for the remainder of this current contract period.
- The Global Group is able to comply with the HRPS furniture standards established in the HRPS long-term Facilities Plan.
- The Global Group has been providing durable modular office furniture and seating, along with excellent customer service ranging from the design stage to the full installation of new office furniture.
- Our Facilities Management team have benefited greatly from the consistency in terms of the ability to add-on, modify and reuse the Global modular office furniture systems as the Service's needs grow and the organization realigns to enable more effective and efficient delivery of policing services.

ALTERNATIVES:

Issue another competitive bid process – This option is rejected because there is an available two (2) year option to extend within current contract.

CONSULTATION:

- Paul Lavergne, Director, Corporate Services
- Mike Duhacek, Acting Manager, Facilities Management Services (co-author)
- Susan Chojnacki, CPPB, Coordinator, Purchasing Services
- Shanley Southworth, Senior Purchasing Analyst (co-author)

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

This recommendation is in accordance with By-Law Number 2020-5 *A By-Law to Govern Procurement of Goods and Services by the Halton Regional Police Service*;

Section 5.0 AUTHORITIES AND RESPONSIBILITIES whereby:

5.2 *“Notwithstanding any other provision of this By-Law, the following are subject to Board approval:*

5.2.2 *the term of a proposed contract is for a period greater than five (5) years, or where a Contract Extension would result in an aggregate term of greater than five (5) years;”*

STRATEGIC MANAGEMENT ISSUES:

The Recommendation is in support of the Halton Regional Police Service’s 2020 – 2023 Corporate Strategic Plan as follows:

Theme 2 Outreach and Collaboration:

Goal 6: “Ensure the best and most effective use of police resources – define and clearly communicate the areas for which the Service is responsible”.



Halton Regional Police Service Public Agenda Recommendation Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: CONTRACT EXTENSION – SUNSHINE BUILDING MAINTENANCE

Report #: P22-9-R-04

Date: September 29, 2022

RECOMMENDATION:

"That the Halton Police Board authorize the optional years six (6) and year seven (7) contract extensions with Sunshine Building Maintenance for the provision of "janitorial and carpet cleaning services" with additional funding of \$1,434,768.05 (includes a confidential contingency and HST)".

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

Stephen J. Tanner
Chief of Police

:SS/MD

INTRODUCTION AND BACKGROUND:

In April 2017, Facilities and Purchasing Services developed the Request for Proposals #P-182-17 for the provision of janitorial and carpet cleaning services. Upon closing on May 4, 2017, Sunshine Building Maintenance was the highest-ranking proponent and was awarded the contract by the Chief of Police, in accordance with By-law 2016-001.

The contract term awarded in this Request for Proposals was for an initial three (3) year term (2017-2020) with the option to extend for two (2) additional two (2) years terms (option 1: 2020-2022 and this current option: 2022-2024).

The Halton Regional Police Service was very satisfied with the janitorial services provided by Sunshine Building Maintenance for the initial contract term. After that initial term was complete, Facilities Services requested that the first optional two (2) year term contract extension be exercised, which was approved by the Chief on August 12, 2020. The first optional two (2) year term is now complete and Facilities Services is now requesting that the final optional two (2) year term extension (Year 6 and Year 7) be exercised.

DISCUSSION / ANALYSIS:

The pressure of competitive wages has never been as predominant as it is now. Recruitment and retention of staff has become a challenge and wage increases have been factored into this contract extension's price increase. The rates submitted by Sunshine Building Maintenance are competitive and have been kept at a minimum considering the impacts of inflation due to the global pandemic.

Sunshine Building Maintenance has requested a 3.95% increase to its rates for the following HRPS locations: Headquarters, Districts, Safety Village and Substations. The rates have not increased for the consumable products, nor for the radio tower sites.

The 3.95% price increase is a result of the following factors:

- In 2022 minimum wage in the Province of Ontario rose from \$14.35/hour to \$15.00/hour on January 1st, 2022 and will increase again to \$15.50/hour (3.33% increase) on October 1st, 2022 - representing an 8% increase to wages in 2022.
- The inflation on raw materials has impacted the small tools and chemicals that are used on a daily basis by Sunshine Building Maintenance. Their vendors have increased their costs by 8-12% due to the impact of the global supply chain issues.
- The Consumer Price Index (CPI) rose 7.7% year over year. This was the largest yearly increase since January 1983 and it is up from a 6.8% gain in April 2022.

ALTERNATIVES:

Issue another competitive bid process – This option was rejected because this term extension is available to be exercised in the current contract and the Halton Regional Police Service is very satisfied with the service provided.

CONSULTATION:

- Superintendent Robert Gourley, Office of the Chief
- Paul Lavergne, Director, Corporate Services
- Mike Duhacek, Acting Manager, Facilities Management Services (co-Author)
- Susan Chojnacki, CPPB, Coordinator, Purchasing Services
- Shanley Southworth, Senior Purchasing Analyst (co-author)

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

This recommendation is in accordance with By-Law Number 2020-5 *A By-Law to Govern Procurement of Goods and Services by the Halton Regional Police Service*;

Section 5.0 AUTHORITIES AND RESPONSIBILITIES whereby:

5.2.2 *“the term of a proposed contract is for a period greater than five (5) years, or where a Contract Extension would result in an aggregate term of greater than five (5) years;*

STRATEGIC MANAGEMENT ISSUES:

The Recommendation is in support of the Halton Regional Police Service’s 2020 – 2023 Corporate Strategic Plan as follows:

Theme 2 Outreach and Collaboration:

Goal 6: “Ensure the best and most effective use of police resources – define and clearly communicate the areas for which the Service is responsible”.

Action Registry – Public Section

Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
27 Jan 2022	8.1	<i>“THAT the issue of complaint management be referred to an upcoming Board workshop for further discussion and deliberation.”</i>	CGO	October 2022	
31 Mar 2022	3.3	<i>THAT future reporting on Use of Force be listed as a discussion item on Board agendas.</i>	Chief	March 2023	
24 May 2022	2.1	<i>THAT the Halton Police Board receive a yearly program update from Crime Stoppers.</i>	Chief	May 2023	
30 Jun 2022	4.2	<i>THAT an updated policy be brought back for future consideration by the Board including language regarding reporting internal harassment cases and their disposition.</i>	CGO	October 2022	

