



**HALTON
POLICE
BOARD**
EXCELLENCE IN GOVERNANCE

Public Agenda

Date: Thursday, October 26, 2023

Time: 9:00 a.m.

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

Members of the public and other interested parties are welcome to watch the livestream of this meeting at the link above.

1. GENERAL

- 1.1 Regrets
- 1.2 Disclosure of Conflicts of Interest
- 1.3 Confirmation of Minutes of Meeting P23-08 held Thursday, October 26, 2023
(Agenda Pages 1 – 6)
- 1.4 Confirmation of Minutes of Budget Workshop held Friday, October 6, 2023
(Agenda Pages 7 – 8)

2. PRESENTATIONS/DELEGATIONS

- 2.1 2024 Funding Request
(Agenda Pages 9 – 42)

3. INFORMATION REPORTS

- 3.1 **P23-10-I-01** - Quarterly Human Resources Summary
(Agenda Pages 43 – 46)
- 3.2 **P23-10-I-02** - Annual Report on Use of Force - 2022
(Agenda Pages 47 – 68)

3.3 **P23-10-I-03** - Seized Fund Statement - August 31, 2023
(Agenda Pages 69 – 70)

4. RECOMMENDATION REPORTS

4.1 **2024 Funding Request and 10-Year Capital Forecast**
(Agenda Pages 71 – 74)

4.2 **G07 - Governance Calendar Update**
(Agenda Pages 75 – 76)

4.3 **P23-10-R-07** - Forward Working - Limited Tendering - Respect, Anti-Harassment and
Discrimination Policy Professional Development Creation and Delivery
(Agenda Pages 77 – 80)

4.4 **SEC23-10-R-01** - 2024 Board Meeting Schedule
(Agenda Pages 81 – 84)

5. OPERATIONAL VERBAL UPDATES

6. ACTION REGISTRY

6.1 Public Information Action Registry
(Agenda Pages 85 – 86)

7. RECEIPT OF PUBLIC CORRESPONDENCE

8. NEW BUSINESS

9. MOVE INTO CLOSED SESSION

10. CLOSED SESSION REPORT

11. ADJOURNMENT



Public Minutes

MEETING NO. P23-08

DATE OF MEETING: Thursday, September 28, 2023
9:00 a.m.

LOCATION: Community Room, HRPS Headquarters/Virtual

MEMBERS PRESENT (in person): Jeff Knoll (Chair)
Councillor Lisa Kearns, Curt Allen, Navdeep Dhaliwal, Ingrid Hann, Jane McKenna

MEMBERS PRESENT (via Teleconference): Councillor Clark Somerville (left at 11:45 a.m.)

STAFF PRESENT: Chief Stephen Tanner
Deputy Chief Roger Wilkie
Deputy Chief Jeff Hill
Ken Kelertas, Director of Legal Services and Legal Counsel
Paul Lavergne, Director, Corporate Services
Tracy Dottori, Director, Human Resources
Bill Payne, Director, Information Technology
Adam Woods, Manager, Information Technology
Keith Moore, Coordinator, Planning, Research and Emergency Management
Inspector Anita Laframboise
S/Sgt. Tamara Sandy
Ellie Bale, President, HRP
Fred Kaustinen, Chief Governance Officer
Kimberly Calderbank, Board Media Consultant
Chris Lallouet, Yellow Robot Communications
Graham Milne, Board Secretary



1. GENERAL

Chair Knoll opened the meeting by expressing the Board's sorrow for the recent incident that occurred in Ottawa involving injuries to two Halton Police officers. The Chair also called for a moment of silence for RCMP officer Rick O'Brien.

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 P23-07 held Thursday, August 31, 2023

Moved by: C. Allen

Seconded by: I. Hann

"THAT the Minutes of Meeting P23-07 held Thursday, August 31, 2023 be adopted as circulated."

Carried.

2. PRESENTATIONS/DELEGATIONS

None.

3. INFORMATION REPORTS

3.1 P23-09-I-01 - Community Safety and Well-Being Plans

Moved by: I. Hann

Seconded by: N. Dhaliwal

"THAT Report No. P23-09-I-01 - Community Safety and Well-Being Plans be received for information."

Carried.



3.2 CGO23-09-I-02 - Forthcoming Provincial Regulations

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

“THAT Report No. CGO23-09-I-02 - Forthcoming Provincial Regulations be received for information.”

Carried.

4. RECOMMENDATION REPORTS

4.1 P23-09-R-02 - Mid-Year Performance Report

Moved by: C. Allen
Seconded by: J. McKenna

“THAT the Halton Police Board receives Report P23-09-R-02 for information and discussion.”

Carried.

4.2 CGO23-09-R-01 - Proposed 2024 HPB Governance Budget

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

“THAT the Board approve the proposed 2024 Governance Budget of \$576,185, and;

THAT the Board refer the matters of member participation in and support for Police Governance conferences to a future workshop for further discussion.”

Carried.



4.3 P23-09-R-07 - Donation - ProAction Cops & Kids

Moved by: C. Allen
Seconded by: N. Dhaliwal

“THAT the Halton Police Board approves a contribution to ProAction Cops and Kids (a registered Canadian charity) from the Board’s Community Fund in the amount of \$6,000 in support of the charity’s upcoming fundraising event.”

Carried.

5. OPERATIONAL VERBAL UPDATES

Operational updates were provided on the following items:

- Upcoming officer training

6. ACTION REGISTRY

6.1 Public Information Action Registry

Moved by: J. McKenna
Seconded by: L. Kearns

“THAT the Public Information Action Registry be received.”

Carried.

7. RECEIPT OF PUBLIC CORRESPONDENCE

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

“THAT the Public Correspondence for September 28, 2023 be received.”

Carried.

8. NEW BUSINESS

Ingrid Hann advised that Crime Stoppers is hosting a fundraising shredding event at HRPS HQ this Saturday, September 30 at 9 a.m.



Chair Knoll advised that a survey is available online at haltonpoliceboard.ca for the public to provide input on the Strategic Planning process.

There was no other new business.

9. MOVE INTO CLOSED SESSION

Moved by: J. McKenna
Seconded by: L. Kearns

“THAT the Board do now convene into closed session.”

Carried.

10. CLOSED SESSION REPORT

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

11. ADJOURNMENT

The meeting adjourned at 4:35 p.m. owing to loss of quorum.

Jeff Knoll
Chair

Graham Milne
Board Secretary



Budget Workshop Minutes

MEETING NO. N/A

DATE OF MEETING: Friday, October 6, 2023
9:00 a.m.

LOCATION: Chief's Boardroom, HRPS Headquarters

MEMBERS PRESENT: Jeff Knoll (Chair)
Councillor Lisa Kearns, Councillor Clark Somerville, Curt Allen,
Navdeep Dhaliwal, Ingrid Hann, Jane McKenna

STAFF PRESENT: Chief Stephen Tanner
Deputy Chief Roger Wilkie
Paul Lavergne, Director, Corporate Services
Greg Kinnear, Manager, Corporate Services
S/Sgt. Tamara Sandy
Fred Kaustinen, Chief Governance Officer
Graham Milne, Board Secretary

1. GENERAL

Chair Knoll opened the workshop by advising that the purpose of today's session was to receive a presentation from HRPS staff about the proposed 2024 Budget, and that no motions or decisions are to be made.

2. PRESENTATIONS/DELEGATIONS

Chief Tanner provided an overview of the budget process and identified some of the key drivers for the proposed 2024 Budget. This was followed by presentations from Deputy Wilkie and Paul Lavergne, Director, Corporate Services, covering the following topics:

- HRPS Environment
- Budget Process
- Current 2024 Budget Rollup



- Base Budget Changes
- Staffing
- Capital
- 5 Year Forecast
- Risks/Offsets
- Next Steps

The following was requested for budget considerations:

- Trend in number of HRPS employees on long-term disability
- A decision package provided to the Board in advance of the regular October 26th meeting
- Status and positioning of reserves and deployment against proposed budget
- Impact of changes in provincial funding and grants

The following was requested in terms of future reporting:

- A report to the Board including relevant policy on deployment of body-worn cameras

3. **ADJOURNMENT**

The workshop adjourned at 12:31 p.m.

Jeff Knoll
Chair

Graham Milne
Board Secretary

2024 Budget



Presented to Police Services Board
October 26, 2023

Corporate Business Plan

The HRPS 2020 – 2023 Corporate Business Plan sets out the strategic direction of the Service to ensure that, as an organization, we identify every opportunity to bolster the safety and well-being of each resident in Halton Region.

The Service's Vision is ***“to be the leader in community safety and policing excellence”*** through providing ***“effective and efficient community-based policing.”***

The Region remains the **safest large municipality in all of Canada** and leads all comparable police agencies across many performance measures including **lowest crime rate, lowest crime severity index rates, highest crime clearance rates and lowest cost of policing per capita.**

The Board's 2024 – 2027 Corporate Business Plan process is underway.



Corporate Business Plan (cont'd)

The Corporate Business Plan establishes key indicators within four key themes:

- Community Safety and Well-Being
- Outreach and Collaboration
- Capability and Engagement
- Leadership and Excellence

Within each of these four themes, the Service has established Goals aimed at continuing our leadership role within the Community Safety and Well-Being framework.

Annually, the Service reviews it's performance against these goals and establishes objectives and targets for the upcoming year.



Corporate Business Plan (cont'd)

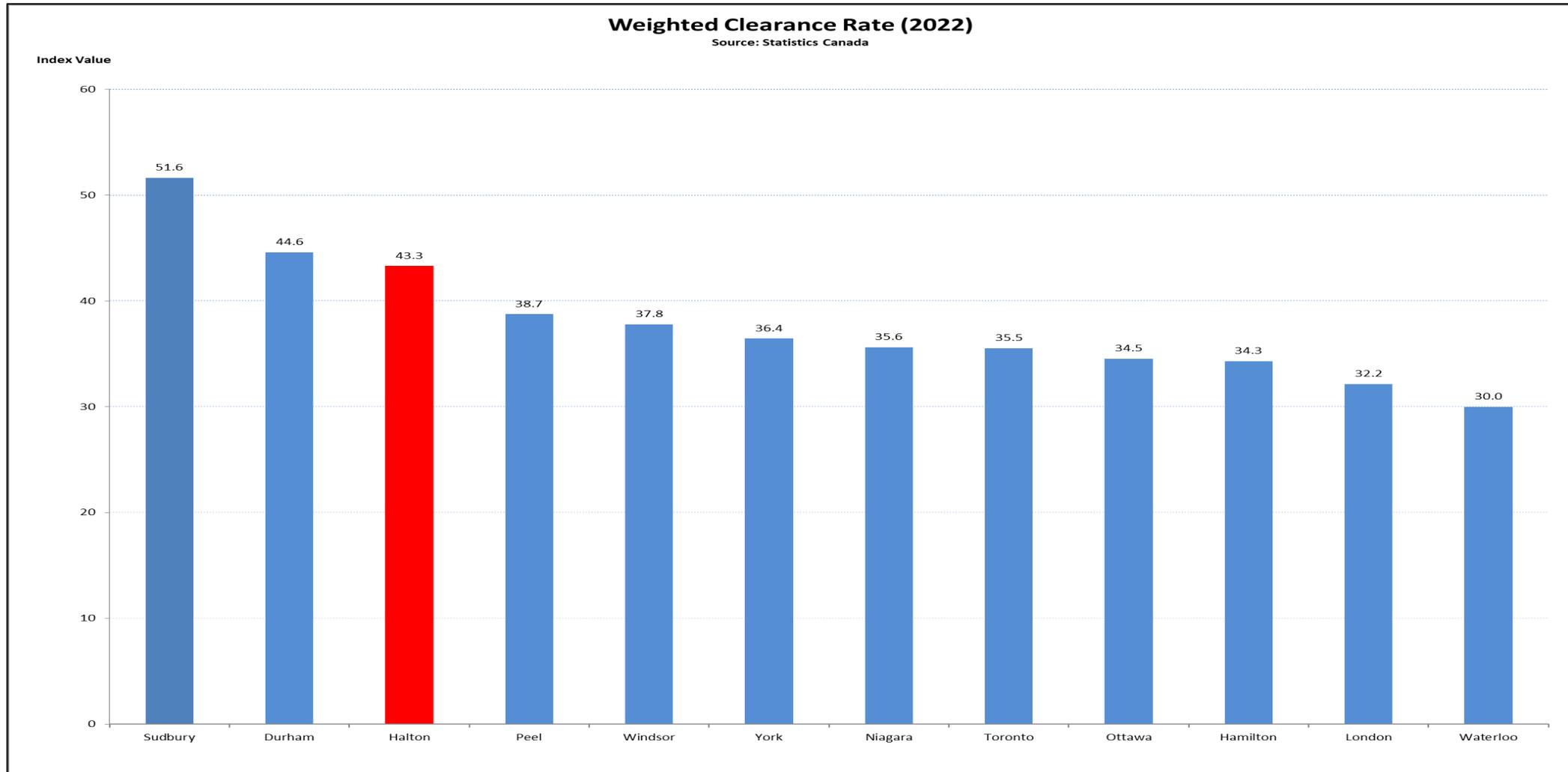
Ongoing Achievements:

Measure	2019 Ranking	2020 Ranking	2021 Ranking	2022 Ranking
Overall Crime Rate (per 100,000 pop'n)	1 st	1 st	1 st	1 st
Overall Crime Severity Index	1 st	1 st	1 st	1 st
Violent Crime Severity Index	1 st	1 st	1 st	1 st
Non-Violent Crime Severity Index	1 st	1 st	1 st	1 st
Weighted Clearance Rate	1 st	1 st	1 st	3 rd
Staff per Population (per 100,000 pop'n)	1 st	1 st	1 st	1 st
Cost per Capita	1 st	1 st	1 st	1 st

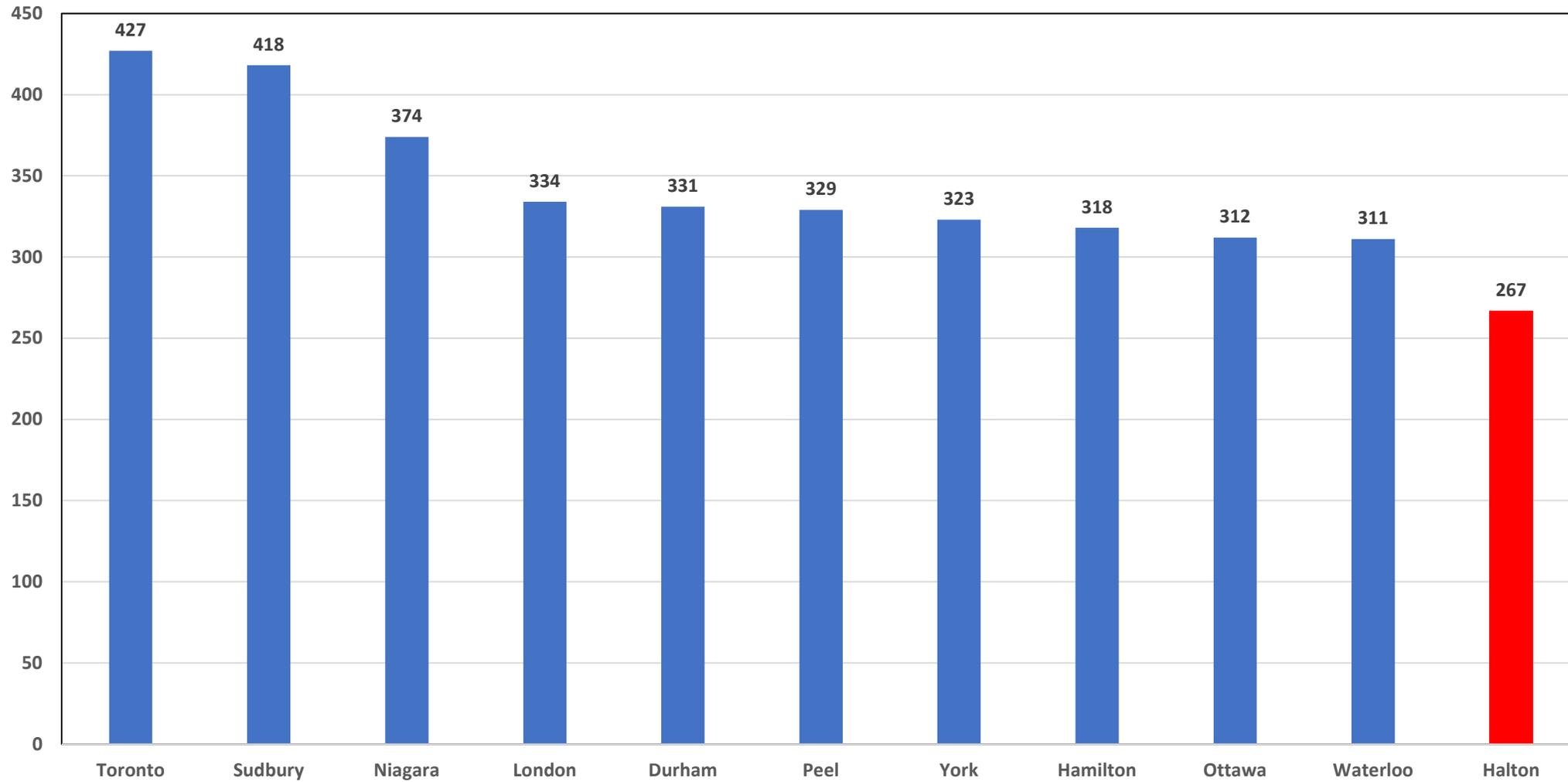
Note: Total Crimes increased from 11,496 in 2021 to 15,103 in 2022 – an increase of 31.4%.



Weighted Clearance Rate vs Big 12



Cost per Capital vs Big 12 (per FIR returns for 2022)



HRPS Environment

- Core Vision and Values
- Service Levels and Trends
 - Population Growth
- Performance Measures and Results
 - Crime rates
 - Solvency rates
 - Traffic enforcement
 - Community satisfaction level
- Awards and Achievements



HRPS Environment (cont'd)

- Continuous Improvement
 - Technology
 - PSBN
 - NG911
 - DEMS
 - Body Worn Cameras
 - Analytics
- Infrastructure
 - Facilities
 - Vehicles
 - Communications

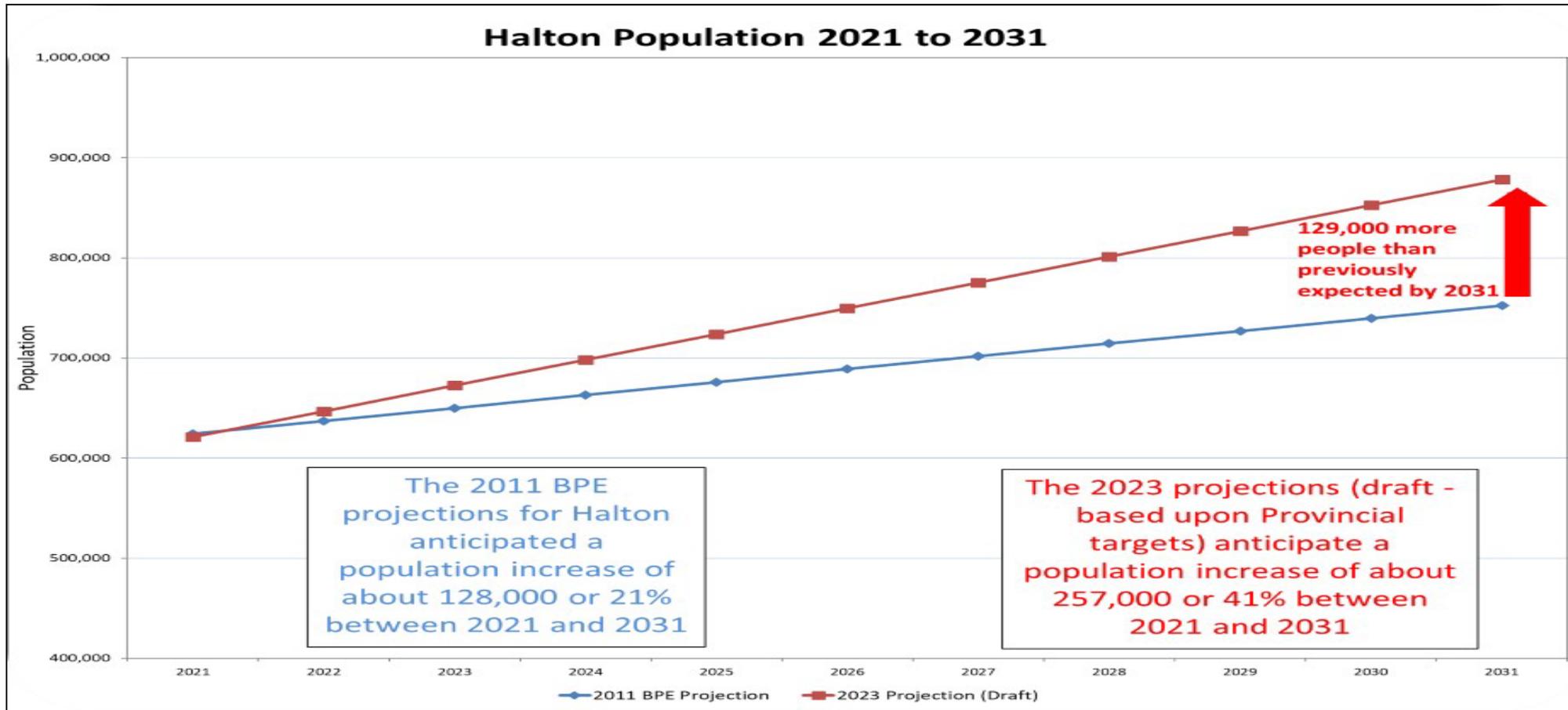


HRPS Environment (cont'd)

- Crime trends / key strategic issues
 - Gun Violence
 - Human Trafficking
 - Cyber Crime
 - Intimate Partner Violence
 - Auto Theft
 - Hate Crime
 - Mental Health / Overdoses / Homelessness



Halton Population – 2021 to 2031



Note: 2031 population at 880,000 is based on projected housing numbers.



2024 Budget Priorities

Within the framework of our Corporate Business Plan, the 2024 Budget priorities of the Service are to:

- Maximize deployment of officers to emerging trends
- Maximize deployment of officers to front-line duties / deployment
- Respond to population growth based on new projections
- Upgrade / replace front-line technology tools
- Continue enhancement of PSBN / LTE system
- Continue development of consolidated 1 District facility
- Strengthen community policing with Peel Principles of Policing
- Increase public engagement with Community Mobilization Bureaus
- Reduce sources of crime with Community Safety and Well-Being Plan



Staffing / Expand

- Adequacy and effectiveness
 - Investigative
 - Homicide
 - Organized Crime Strike Team
 - Cyber Crime
 - Support
 - Communications
 - Analytics
 - IT



Staffing by the Numbers – Sworn Members

- Authorized Strength = On payroll
- Actual Strength = Deployable (our reality)
- **788** Authorized Sworn Members
 - **630** Authorized Constables
 - **498** Authorized District-based Front Line Officers



Staffing – Front-Line Reality

- 498 Authorized Front Line Officers spread out over 3 Districts and 4 Divisions
- 84 Officers are not deployable (ML/PL, Sick, LTD, WSIB, modified, vacancies) = 16% of authorized strength
- Unforeseen resignations aggravate staffing issues

	Authorized	Not Deployable	Officers
1 District	172	28	144
2 District	163	19	144
3 District	163	37	126
Total	498	84	414



Staffing – Front-Line Reality (cont'd)

- Supply/Demand issue with overtime
- Burnout and wellness
- Sick time
- Morale
- Difficulty in granting time off
- Generational perspectives about work-life balance
- Sense of value and perception that front-line is not supported by employer and management
- Less time for proactive patrol
- Expectations for status quo year over year performance just isn't possible
- Complexity of crime and demands on our front line to navigate social disorder issues
- Front line generally carries vacancies
- Secondments and critical specialized roles are ALWAYS backfilled from front line strength



Expand Staffing

	Sworn	Civilian	Total
Expand Staffing changes:			
Patrol Constables	28		
Organized Crime Strike Team (net)	7		
Homicide Investigators	9		
Other	5		
Police Analytics		7	
Communications		5	
Court Services		3	
Forensic Computing		2	
IT		2	
Other		5	
Total	49	24	73

Note: Even at these staffing increase levels, HRPS will still be lower than the 2022 cop:pop, staff:pop, and cost per capita rates at all other Big 12 services.



Outcome-Based Return on Investment (Staffing)

- Greater opportunity for proactive patrol, resulting in increased visibility, greater public trust and enhanced perception of community safety
- Closing the gap between authorized and deployable resources
- Increased annual performance outputs
- Ability to adapt and pivot to new and emerging crime trends (auto theft, shootings, homicides, cyber crime and organized crime)
- Enhanced organizational capacity to disrupt organized crime, thereby increasing public trust and confidence and sense of safety
- Specialized investigative resources will reduce demands on district-based resources and allow for greater focus on localized crime clearance rates and responsiveness
- Enhanced capacity for evidence-based data-driven decision support
- Reduction in single points of failure
- Reduction of overtime and employee burnout
- Improved morale and member well-being
- Sufficient analytical resources to support investigative and organized crime teams, thereby maximizing resources and deployments
- Ability to provide consistent and responsive customer service in a timely manner
- Greater capacity within IT, Court Services, Communications, Corporate Communications and Records Services to support operations and the complex technology and administrative needs of our organization



Risk Analysis of Non-Investment (Staffing)

- Inability to keep pace with regional growth and increasing demands on our organization
- Reduced community presence, performance outputs and responsiveness to emerging issues, crime trends and evolving community expectations
- Diminished investigative bandwidth to address organized crime, auto theft and violent crime
- Continued strain on district resources to support major crime investigations, thereby negatively impacting localized investigative capacity and clearance rates
- Reduced opportunity for proactive patrol and road safety initiatives
- Decreased annual performance outputs, thereby impacting sense of public safety, trust and confidence in HRPS
- Continued single points of failure and increased wait time for specialty support areas (Analytics, IT, Technology Crime, Corporate Communications)
- Missed opportunity to bolster capacity for evidence-based data-driven decision support through analytics and data products
- Wellness/burnout issues, which lead to low morale, additional overtime and inability to grant time off



Frontline Officers - Output

	Per Officer	28 Officers
Occurrences	401	11,228
Traffic Stop Occurrences	75	2,100
Offence Notices	19	532
Warns	18	504
General / Supplementary Reports	122	3,416
Arrests	14	392
Criminal Code Charges	8	224

Note: Represents projected minimum performance outputs annually. Actual results may be greater.



10-Year Capital Forecast

	'24	'25	'26	'27 – '33	Total
Infrastructure:					
Renovations, Security Systems	0.9	0.5	1.4	2.3	5.1
Capital Programs					
Vehicles	3.5	2.8	3.0	20.8	30.1
Technology	1.5	1.6	1.6	19.2	23.9
Facility & Support	0.5	0.4	0.5	2.7	4.1
Capital Projects					
Technology Projects	1.4	2.8			4.2
Enterprise Systems	2.3	3.2	5.9	9.4	20.8
Operations Projects	1.3	1.2	0.3	1.2	4.0
Total Forecast	11.4	12.5	12.7	55.6	92.2



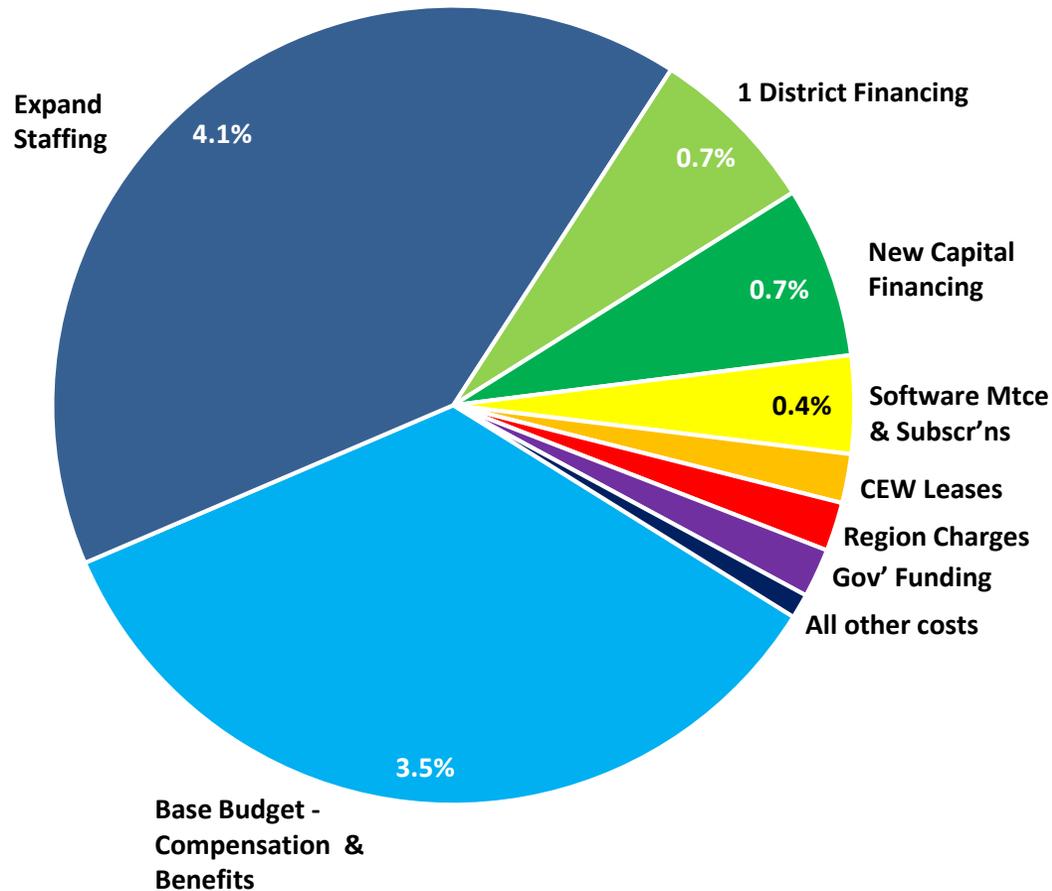
Capital Forecast – Significant Additions

	2024	2025	2026
Facility Security System Upgrades	\$ 0.8		
P25 Radio System Channel Addition	0.8		
Backup Data Centre	0.6		
Human Resource Information System	0.7		
Mobile Work Station Replacement		2.0	
Portable Radio Replacement			4.5
All Other	0.1	0.4	0.1
Total	\$ 3.0	\$ 2.4	\$ 4.6



2024 Budget Component Increases

Increase as % of 2023 Approved Budget (total)



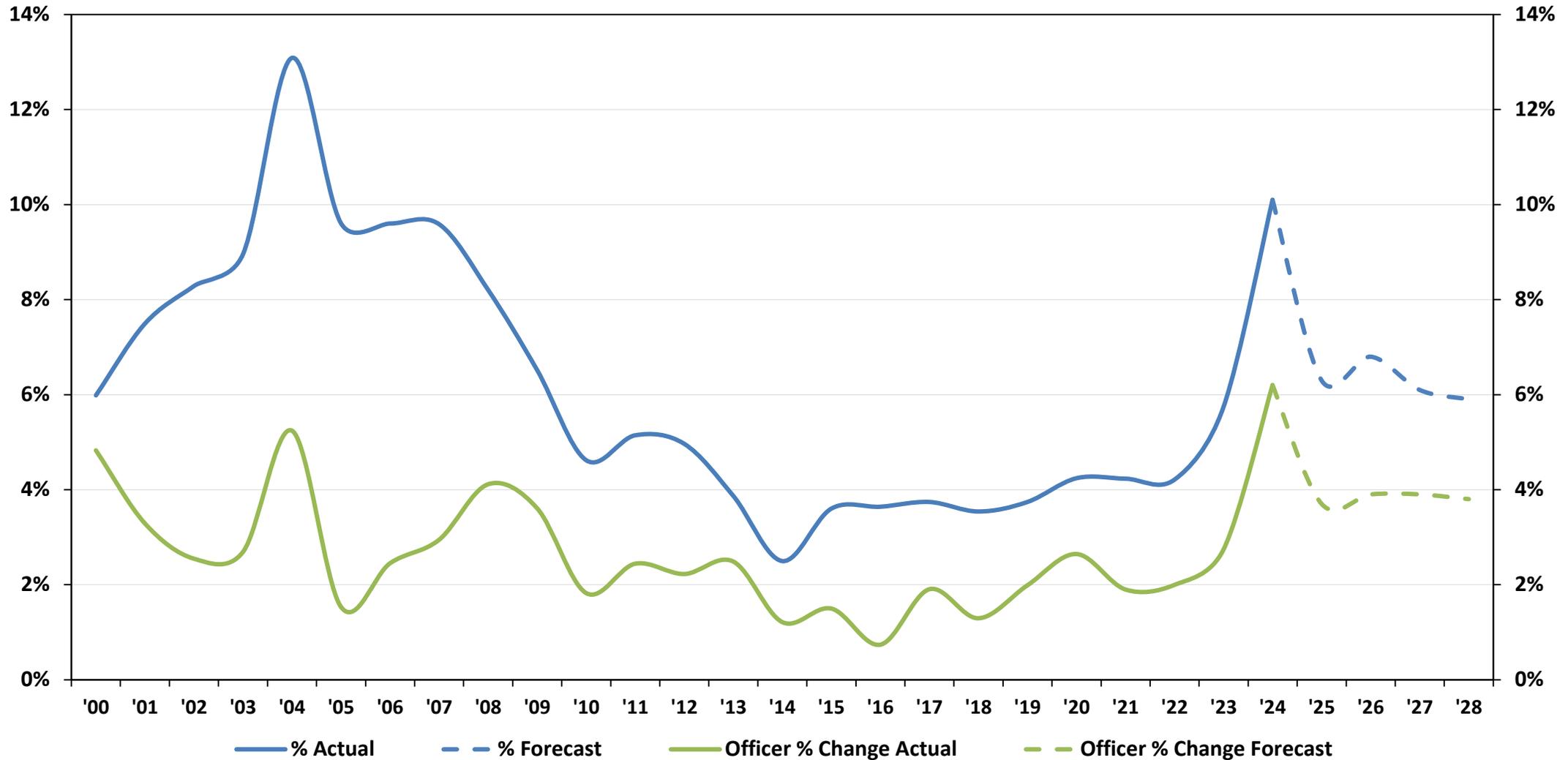
Component	%
Base budget increases	
Compensation & benefits	3.5 %
Capital Financing re: 1 District	0.7 %
Software maintenance & subscriptions	0.4 %
CEW Lease Program	0.2 %
Regional Charges	0.2 %
Government Funding decrease	0.2 %
All other costs	0.1 %
Total Base Budget increases	5.3 %
Expand Staffing	4.1 %
Capital Financing – new Capital Forecast	0.7 %
Total Budget Increase	10.1 %

2024 Budget Comparison

	2023 Budget	2024 Budget	\$ change '24 vs '23
Personnel Costs	\$ 163.9	177.2	13.3
Materials and Supplies	7.9	8.9	1.0
Purchased Services	13.8	14.7	0.9
Rent and Financial	0.4	1.1	0.7
Interdepartmental (Regional) Charges	2.7	3.1	0.4
Finance Costs / Reserve Transfers	9.2	11.8	2.6
Revenue / Recoveries	(11.9)	(11.9)	0.0
Net Expenditure	\$ 186.0	204.9	18.9
% Increase	5.7 %	10.1%	



Year-over-Year Budget % Change



Financial Forecast – 2024 to 2028

	2024	2025	2026	2027	2028
Personnel Costs	\$ 177.2	\$ 187.7	\$ 199.4	\$ 212.0	\$ 225.3
Materials and Supplies	8.9	9.2	9.4	9.6	9.8
Purchased Services	14.7	15.8	16.6	17.4	18.3
Rent and Financial	1.1	1.1	1.2	1.2	1.2
Interdepartmental (Regional) Charges	3.1	3.1	3.2	3.2	3.3
Finance Costs / Reserve Transfers	11.8	12.8	14.9	15.4	15.4
Revenue / Recoveries	(11.9)	(12.0)	(12.1)	(12.2)	(12.3)
Net Expenditure	204.9	\$ 217.7	\$ 232.6	\$ 246.6	\$ 261.0
Budget increase – before Assessment Growth	10.1%	6.3%	6.8 %	6.1 %	5.9 %

Note: Budget impact will be determined by actual Assessment Growth in the forecast years.



Financial Forecast – 2024 to 2028

	2024	2025	2026	2027	2028
Total Budget	\$ 204.9	\$ 217.7	\$ 232.6	\$ 246.6	\$ 261.0
% Increase	10.1 %	6.3 %	6.8 %	6.1 %	5.9 %
Authorized Strength Change					
Sworn Officers	836	867	901	936	972
Increase	49	31	34	35	36
Civilian	348.5	361.5	375.5	389.5	404.5
Increase	24	13	14	14	15
Police : Population (per 1,000 – Estimated)	1.24	1.24	1.24	1.24	1.24
Cost per Capita (Estimated)	\$ 303	\$ 310	\$ 319	\$ 326	\$ 332



2024 Budget – Expected Outcomes

- ❖ Continue to be “Safest Large Municipality in all of Canada” per Statistics Canada
- ❖ Achieve “best” ratings in key measures:
 - ❖ Crime Severity Index
 - ❖ Weighted Crime Clearance Rate
 - ❖ Staff to Population Ratios
 - ❖ Cost per Capita Ratio



*To be the leader in community safety and policing excellence.
To ensure every resident of Halton is safer tomorrow
than they are today.*



The New Face of Policing



*These are the new faces of the Halton Regional Police Service.
They are the reason we are building today to support them and
our diverse communities tomorrow.*



2024 Budget Options

	Budget Targets	\$ Change	Impact
2023 Approved Budget	\$ 186.0		
Option 1 - Budget at 10.1 %	\$ 204.9	\$ 18.9	
Option 2 - Budget at 9.5 %	\$ 203.8	\$ 17.8	Impact on 2025 Base Budget and Capital Financing
Option 3 - Budget at 8.9 %	\$ 202.5	\$ 16.5	Reduced staffing, inability to keep pace with growth, increased risk



2024 Budget Recommendation at 10.1%

“That the Halton Regional Police Services Board approves the 2024 Funding Request of \$204,876,700 and forwards the request to the Region; and further,

That the Halton Regional Polices Services Board approves an increase in the authorized sworn strength of up to forty-nine (49) positions; and further,

That the Halton Regional Polices Services Board approves an increase in the authorized civilian strength of twenty-four (24) positions; and further,

That the Halton Regional Polices Services Board approves the 10-Year Capital Forecast as presented.”



2024 Budget Recommendation at 9.5%

“That the Halton Regional Police Services Board approves the 2024 Funding Request of \$203,786,630 and forwards the request to the Region; and further,

That the Halton Regional Polices Services Board approves an increase in the authorized sworn strength of up to forty-nine (49) positions; and further,

That the Halton Regional Polices Services Board approves an increase in the authorized civilian strength of twenty-four (24) positions; and further,

That the Halton Regional Polices Services Board approves the 10-Year Capital Forecast as presented.”



2024 Budget Recommendation at 8.9%

“That the Halton Regional Police Services Board approves the 2024 Funding Request of \$202,526,212 and forwards the request to the Region; and further,

That the Halton Regional Polices Services Board approves an increase in the authorized sworn strength of up to forty-seven (47) positions; and further,

That the Halton Regional Polices Services Board approves an increase in the authorized civilian strength of thirteen (13) positions; and further,

That the Halton Regional Polices Services Board approves the 10-Year Capital Forecast as presented.”



Questions





Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: QUARTERLY HUMAN RESOURCES SUMMARY

Report #: P23-10-I-01

Date: October 26, 2023

INTRODUCTION AND BACKGROUND:

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

POLICE	4Q 2022 Actual	1Q 2023 Actual	2Q 2023 Actual	3Q 2023 Actual	Current Authorized Positions	Current Variance
Chief	1	1	1	1	1	0
Deputy Chief	2	2	2	2	2	0
Superintendent	6	6	6	6	6	0
Inspector	12	13	13	13	13	0
Staff Sergeant	20	19	23	23	26	-3
Detective Sergeant	10	9	10	10	10	0
Sergeant	55	53	50	50	55	-5
Detective	42	42	45	44	45	-1
Constable (1st Class)	485	479	482	476	N/A	
Constable (2nd Class)	28	27	30	46		
Constable (3rd Class)	50	50	63	57		
Constable (4th Class)	35	47	40	44		
Recruits in Training	30	18	18	12		
Total Constables	628	621	633	635	630	5
TOTAL SWORN	776	766	783	784	788	-4
Cadet *	11	11	14	14	0	0

* Cadets not included in complement (uniform contract positions)

CIVILIAN	4Q 2022 Actual	1Q 2023 Actual	2Q 2023 Actual	3Q 2023 Actual	Current Authorized Positions	Current Variance
Senior Management/ Administration	10	10	10	10	10	0
Supervisory/Professional/ Senior Clerical	95	94	99	100	112	-12
Clerical	103	107	105	101	110	-9
Communications	48	52	51	50	55	-5
Special Constables (Escorts/Summons)	28	28	29	30	31	-1
Facilities Technicians	7	7	7	7	7	0
TOTAL CIVILIAN	291	298	301	298	325	-27

TOTAL COMPLEMENT	1067	1064	1084	1082	1113	-31
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TEMPORARY STAFF <i>(Temporary employees do not form part of the authorized complement.)</i>	4Q 2022 Actual	1Q 2023 Actual	2Q 2023 Actual	3Q 2023 Actual	Comments
Full-time	11	8	9	12	* See details below
Part-time	2	4	10	4	1 - District Clerk 1 - Facilities Maintenance Tech 2 - Students • 1 - Corporate Comms • 1 - Crime Analysis
As Required	49	44	72	53	Communications/Courts Services/Districts/Drugs, Guns & Gangs/Forensic Identification/Homicide/ Training/ Intelligence/ Police Analytics/ Information & Records Services/Support Services/Victim Services/Monitors
Total Temporary Staff	62	56	91	69	

* FULL-TIME ALLOCATIONS	4Q 2022 Actual	1Q 2023 Actual	2Q 2023 Actual	3Q 2023 Actual	Comments
Replacements (Secondments/ Maternity/ LTD/etc).	6	4	6	6	1 - Staffing Advisor 1 - Business Analyst 1 - Snr. Corp. Comms. Specialist 1 - Crime Analyst 2 - Station Duty Clerks
Special Projects	2	2	1	5	1 - Victim Quick Response Coordinator 1 - Researcher Junior Crime Analyst 3 - Prisoner Escort Officers

One Vision, One Mission, One Team

In Training	0	0	0	0	No Change
Vacancy	1	1	0	0	
Work Volume	2	1	2	1	1 - Business Analyst

SPECIAL SITUATIONS - UNIFORM <i>*(Not included in authorized complement)</i>	4Q 2022 Actual	1Q 2023 Actual	2Q 2023 Actual	3Q 2023 Actual	Comments
External Secondments	5	5	5	5	1 - HRPA President 2 - Ontario Police College 1 - Provincial Firearms Office 1 - RCMP
WSIB >1 year	11	11	16	16	
Leaves of Absences	5	6	2	0	
Long Term Disability < 2 yrs	1	1	2	3	
* Long Term Disability > 2 yrs	6	6	7	7	
Sick Leave (Short Term)	9	16	17	20	
Parental/Pregnancy Leave	8	8	13	9	
Jobs Shared by 2 Members	1	1	0	0	
SPECIAL SITUATIONS - CIVILIAN <i>*(Not included in authorized complement)</i>	4Q 2022 Actual	1Q 2023 Actual	2Q 2023 Actual	3Q 2023 Actual	Comments
External Secondments	0	0	0	0	
WSIB >1 year	3	2	3	4	
Leaves of Absences	2	1	1	0	
Long Term Disability < 2 yrs	4	4	5	4	Largely filled with Temporary Full-time
* Long Term Disability > 2 yrs	10	10	10	9	
Sick Leave (Short Term)	8	12	7	4	
Parental/Pregnancy Leave	7	6	8	10	Largely filled with Temporary Full-time
Jobs Shared by 2 Members	0	0	0	0	

One Vision, One Mission, One Team

DEPARTURES	4Q 2022 Total	1Q 2023 Total	2Q 2023 Total	3Q 2023 Total	Total YTD 2023
TOTAL					
Uniform					
Retirements	0	6	3	2	11
Resignations	10	4	5	9	18
Terminations	0	0	0	0	0
Deaths	0	0	0	0	0
Civilian					
Retirements	0	6	2	3	11
Resignations	3	3	1	5	9
Terminations	0	0	0	0	0
Other – position redundant	0	0	0	0	0
Deaths	0	0	0	0	0

ADVANCEMENTS	4Q 2022 Total	1Q 2023 Total	2Q 2023 Total	3Q 2023 Total	Total YTD 2023
TOTAL					
Sworn Reclassifications	60	6	49	36	91
Sworn Promotions*	0	2	10	0	12
Civilian Reclassifications	9	16	14	10	40

*SWORN PROMOTIONS	
NAME	RANK



Stephen J. Tanner
Chief of Police

:CB



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: ANNUAL REPORT ON USE OF FORCE – 2022

Report #: P23-10-I-02

Date: October 26, 2023

INTRODUCTION AND BACKGROUND:

Please find attached the 2022 Use of Force Statistical Analysis report submitted by Inspector Trevor Bradley, Training Bureau.

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

Stephen J. Tanner
Chief of Police

:GM

Attachment: 2022 Use of Force - Statistics & Reporting



2022 Use of Force

Statistics & Reporting

Overview

- The Use of Force Statistical Analysis is intended to provide a comprehensive overview of force used by the members of the Halton Regional Police Service. The data is compiled from Use of Force Reports submitted by service members. For reasons of explanation and interpretation; annotations have been added where points of clarification are necessary.
- Use of Force Reports are to be collected and used only to identify individual and group training requirements, or to assist the Service with the development of use of force policy and procedures.



Use of Force Authority

- Section 25 (1)(b) of the Criminal Code authorizes a peace officer, acting on reasonable grounds, and is justified in doing what they are required or authorized to do, to use as much force as necessary for that purpose.
- Section 26 of the Criminal Code states that an officer using force in excess of what is authorized is criminally responsible for their actions.



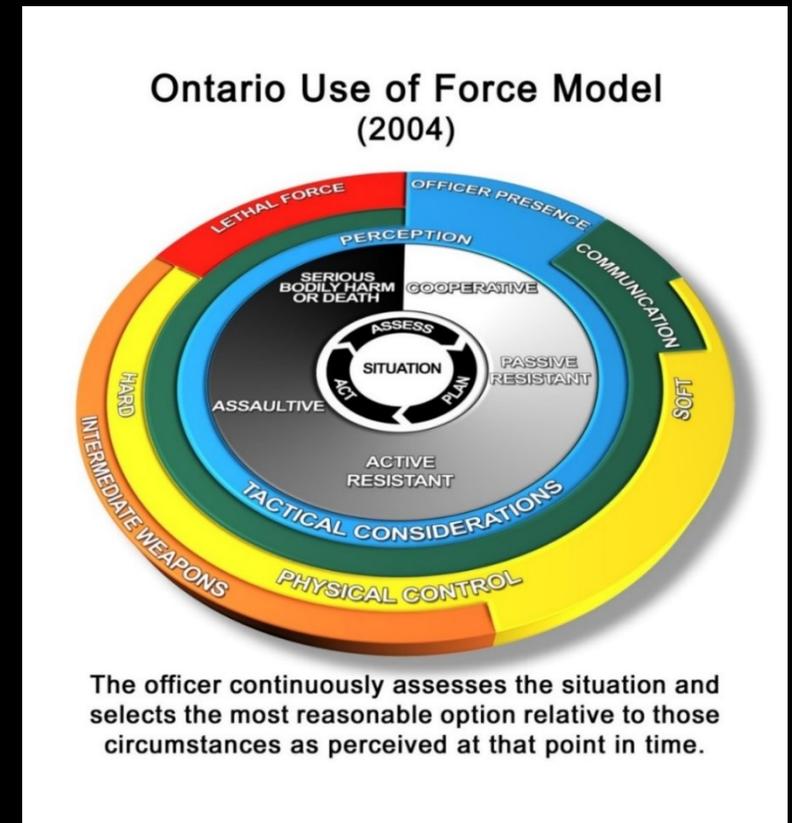
Use of Force Model

The Use of Force Model (2004) is provided by the province as a guide for officers.

The Model is referred to in training and is designed to assist officers in assessing certain situations, behaviours and taking action based on their observations.

The language and terms used within the Model reflect the language and terms used to report on police Use of Force in Ontario.

A new Model, the Ontario Public-Police Interactions Training Aid (2023) was instituted by the Ministry earlier this year with training and education related to this new aid being introduced to officers now.



Ontario Public-Police Interactions Training Aid (2023)

Conflict Prevention

The pre-emptive use of verbal and non-verbal strategies with people in situations with a potential to escalate (speeding ticket, neighbour dispute)

De-escalation

The use of verbal and non-verbal strategies intended to prevent conflict or reduce the intensity of a situation without the application of force and, if force is necessary, reducing the amount of force if viable

Assess-Plan-Act

A cognitive process applied by the officer to circumstances related to the subject/situation and impacted by perceived/actual risk, available time, and resources. This process is continuous, allowing for reassessment based on changing information.

Situation & Subject Considerations

Some factors impacting an officer's perception and decision-making of the subject and situation are: weather conditions, indoors/outdoors, number of officers/subjects, perceived subject ability (cognitive ability, skill, size, weapon), cultural awareness, gender identity.

Subject Behaviors

Cooperative: Subject complies with a lawful request

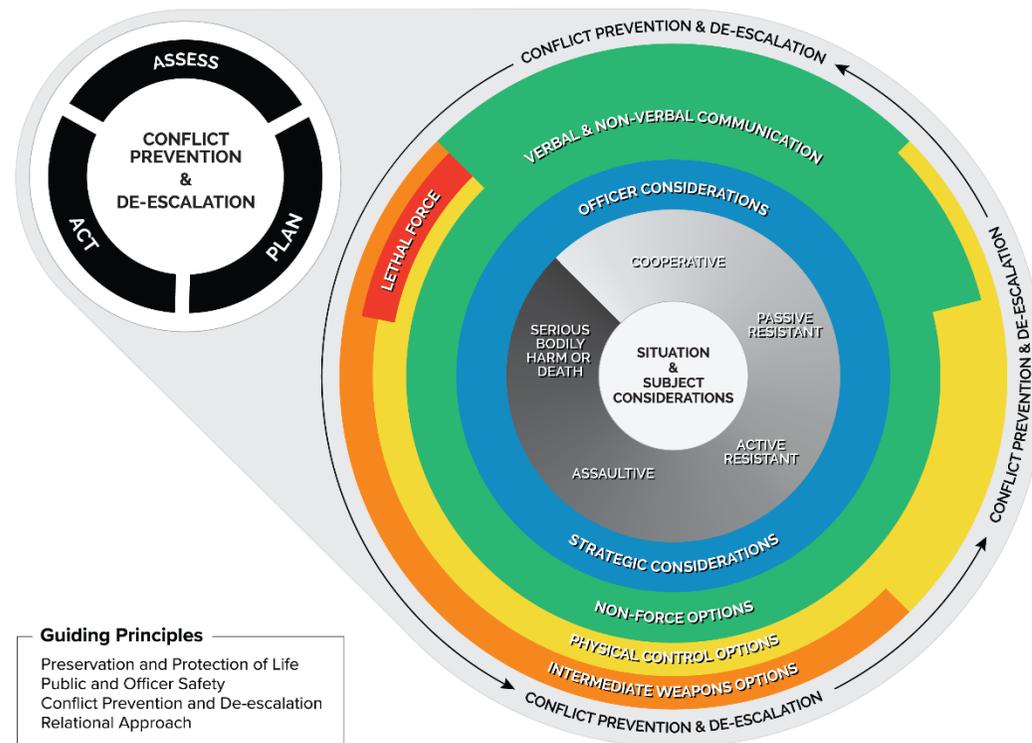
Passive Resistant: Subject refuses a lawful request, verbally and/or physically by standing still, sitting, laying down

Active Resistant: Subject pulling/pushing away, walking away, running away

Assaultive: Threatens/attempts/strikes the officer, kick, punch, spit, headbutt (no weapon)

Serious Bodily Harm or Death: The use of any weapon or technique reasonably likely to cause serious bodily harm or death

Ontario Public-Police Interactions Training Aid (2023)



The officer continuously assesses the interactions and selects the most reasonable option(s) relative to the subject and circumstances given available resources and time.

Officer & Strategic Considerations

Factors impacting perception and decision-making, including ICEN, ICLEAR, NRA, POL personal experience, skills/ability, stress, injuries, specialty units, available time

Verbal & Non-Verbal Communication

First Contact Approach: Hello, my name is

Relational Approach: I can see you are struggling, I'm here to help you.

Directive Approach: Police, don't move!

Consistent Verbal/Non-Verbal Approach: facial and body expressions consistent with message, applies to both subject and officer

Non-Force Options

Increasing available time to delay/eliminate the need for force may be done using: Distance, Physical Presence, Isolation, Containment, Evacuation, Cover, Concealment, Reposition, Teamwork, Disengagement

Physical Control Options

Soft: controlling an arm/wrist, pressure points, barrier assist
Hard: strikes/grounding techniques

Intermediate Weapons Options

Pepper Spray, Expandable Baton, Conducted Energy Weapon, Less Lethal Shotgun, ARWEN, Shields, Canine, Horses, any other approved weapon

Lethal Force

Use of any weapon/technique reasonably likely to cause serious bodily harm or death

This Training Aid is not prescriptive and does not replace the law. An officer's actions must be lawful, necessary, reasonable and proportional.

Use of Force Reporting

The Police Services Act requires all officers to complete a provincially mandated form should they use force falling within the legislated criteria. A Use of Force Report is required whenever a member:

- (a) draws a handgun in the presence of a member of the public;
- (b) points a firearm at a person;
- (c) discharges a firearm;
- (d) uses a weapon on another person;
- (e) draws and displays a conducted energy weapon to a person with the intention of achieving compliance;
- (f) points a conducted energy weapon at a person;
- (g) discharges a conducted energy weapon; or
- (h) uses force on another person, including through the use of a horse or a dog, that results in an injury requiring the services of a physician, nurse or paramedic and the member is aware that the injury required such services before the member goes off-duty.



Use of Force – Reporting Overview

Terminology

Use of Force Report – this is the Ministry form that captures Use of Force completed by individual officers (or a team in some instances).

Use of Force Incident – refers to an event or occurrence where a Use of Force Report (or multiple reports) originate.

Use of Force Response – relates to a specific Use of Force type used against a person, such as a firearm, CEW / TASER, baton, etc.

Multiple use of force responses can be captured on a single report which will always result in a higher number of use of force responses compared to the number of reports received. Officers are also required to submit individual reports based on their own use of force response to a particular incident. Multiple officers responding to a single incident requiring a use of force response are each required to submit reports if they use force during the incident.



Use of Force – Reporting Overview

An officer or team may also use different Use of Force responses during a particular incident depending on the evolving situation and any changes in the subject's behavior. Multiple use of force responses are often recorded on one report.

This is apparent in situations where an officer may be required to de-escalate their response or increase the level of force used should another option prove ineffective.



Use of Force – Reporting Overview

Submitted Use of Force Reports are reviewed by the Training Bureau and consolidated for further analysis and future training needs.

2022 Overview:

- In 2022, the total number of incidents attended to by Halton Police that required Use of Force was 206, compared to 198 incidents in 2021. From those, there were 310 Use of Force reports submitted. This is up from 273 in 2021.
- The 310 reports marks an increase of 37 reports from 2021 (+13.5%).
- 10 Use of Force Reports related to euthanizing injured animals resulting in 300 Use of Force reports involving persons.
- In the 310 Use of Force Reports submitted, 446 Use of Force responses were reported. This is a slight decrease from 2021 (451).



Use of Force – Reporting Overview

Included in the 310 submitted reports are 83 team reports, 82 of which were submitted by the Tactical Rescue Unit and 1 by the Mobile Surveillance Unit.

19 of the team reports submitted by the Tactical Rescue Unit related to operations that occurred outside of Halton Region.

Note: Team reports are limited to the Tactical Rescue Unit, Intelligence Officers, the Drug and Morality Bureau, and the Mobile Surveillance Unit



Use of Force – Reporting Overview

Additional information was collated over the course of the year related to Use of Force incidents:

Persons In Crisis

- Of the 206 incidents requiring Use of Force in 2022, 33 (16%) of these involved a Person in Crisis (PIC), an increase of 6 incidents from 2021. Of these 33 incidents, 1 involved a firearm, while 10 involved the subject having a knife, edged weapon, sword, or other blunt-force weapon.

Armed Subjects

- Of the 173 incidents requiring Use of Force (Persons-in-Crisis excluded), 27 (16%) of these involved the subject having a knife, edged weapon, bat, or pipe and 13 (7%) had a firearm in their possession.



Use of Force – Statistics & Usage

Physical Control - Soft

For 2022, physical control soft, which involves techniques such as joint locks and compliance techniques were reported to have been used a total of 57 times.

This figure is an increase of 11 from the previous year

Physical Control - Hard

For 2022, physical control hard, which involves striking the subject (punch or palm strikes, kicks, knee and elbow strikes, and grounding techniques) was reported to have been used a total of 26 times.

This number represents a decrease of 8 instances from the previous year.

Note: Statistics for this type of force are captured when an injury occurs, defined by some sort of medical treatment following the interaction, or when used in conjunction with another intermediate force option. Each statistic does not necessarily reflect an injury to a member of the public in each reported occurrence.

Use of Force – Statistics & Usage

Intermediate Weapon - Baton

In 2022, the baton was used 1 time.

Reported use of the expandable baton is completed when it is used as a weapon on a person.

This figure is a decrease from 4 uses the previous year.

Intermediate Weapon - OC Spray

In 2022, aerosol weapons (OC Spray) was used in 1 incident.

This remains the same as in 2021, when it was deployed once.

Use of Force – Statistics & Usage

Intermediate Weapon – CEW

Conducted Energy Weapons (CEW), or in our Service's case, the **Taser X2**, can be used in 3 modes based on a multitude of factors including, but not limited to, situational or environmental conditions and subject behaviours.

In 2022, CEWs were utilized in 110 Use of Force responses, which is the same number of deployments as 2021.

The CEW was used 69 times in '**Demonstrated Force Presence mode**'. This represents a decrease of 5 deployments in this manner from 2021. This deployment mode refers to when an officer removes the CEW from the holster and its demonstrated presence alone is used to de-escalate the situation.

CEWs were utilized 41 times in '**Probe Deployment mode**' or '**Drive Stun mode**'. This means the device was removed from its holster and the either fired (*causing the probes to contact the subject*) or used in Drive Stun mode without probes being fired and making contact with the subject. CEW training encourages probe deployment, even at close range and using the CEW in Drive Stun mode only as a final option. This is an increase of 5 deployments in these modes from the previous year.



Use of Force – Statistics & Usage

Firearms

Weapon	Drawn	Pointed	Discharged
Pistol	57	104	7
Less-Lethal Shotgun	n/a	1	0
Carbine	n/a	66	4
Total	57	171	11

- A pistol “drawn” denotes an officer removing the weapon from their holster but holding it at the “low ready”, not aimed at anyone.
- “Pointed” statistics reflect separate incidents where officers made the decision to aim their pistol at an individual.
- “Drawn” and “Pointed” may both be selected by some officers when reporting on an incident if there was an escalation in the Use of Force.



Use of Force – Statistics & Usage

Firearms Pointed

The 171 incidents where a firearm was pointed represents an increase from 140 incidents in 2021. This is a 21% increase.

Of the 171 incidents where a firearm was pointed, 72 of these are attributed to the Tactical Rescue Unit, which is one more incident than in 2021.

Firearms Discharged

Of the 11 incidents where a firearm was discharged, 10 were for the purpose of euthanizing an injured / suffering animal. The other involved officers engaged with an armed subject responsible for three murders just prior to this incident.



Use of Force – Statistics

2022 Use of Force Statistics – Involvement by Race (by Incident)

White	58%	(117 Incidents)
Black	22%	(46 Incidents)
East–SE Asian	5%	(10 Incidents)
Mid Eastern	6%	(13 Incidents)
Latino	3%	(6 Incidents)
South Asian	1.5%	(3 Incidents)
Indigenous	1.5%	(3 Incidents)

- In 2020 the Ministry implemented a new use of force report. For the first time this report captured data on race as perceived by the reporting officer.

- This slide shows race involvement as a percentage of the total number of 2022 use of force incidents (206) from the statistical information gathered.

** Use of Force Reports can capture multiple subjects on a single report, often times with varying perceived racial identities being a factor. Best efforts have been made to capture and represent these statistics accurately for the purpose of this report.*

Halton Demographics

Use of Force – Residency Information – Involvement by Race

Of the 206 Use of Force Incidents reported in 2022, 99 (48%) involved non-residents of Halton, with 18 of these incidents (9%) occurring outside of Halton Region.

There were 104 Use of Force Incidents involving residents of Halton, representing the following perceived races:

White	71%	(74 Incidents)
Black	12%	(13 Incidents)
East-SE Asian	5%	(5 Incidents)
Middle Est.	7%	(7 Incidents)
Latino	3%	(3 Incidents)
Indigenous	2%	(2 Incidents)



Halton Demographics

2021 Census Data (Stats Canada)

- No visible minority (White) 64%
- Black 3.5%
- East/Southeast Asian 2%
- Arab (Middle Eastern) 3.7%
- Latin American (Latino) 1.9%
- Indigenous >1%



Conclusion

Over the course of 2022, reported Use of Force Incidents across the service increased slightly (+3%) from 2021, with relatively consistent numbers in use of force responses. Notably, there were significant increases in the “Pistol – Pointed” category, however a decrease in the number of times a firearm was discharged.

Through ongoing Critical Incident Response training, our frontline officers are better equipped to handle high-risk situations and, unlike tactical teams, are required to report the deployment of Use of Force individually. Many calls requiring Use of Force demonstrate how the de-escalation practices being taught are put into practice – particularly during incidents where multiple response options are deployed.

Officers are trained to consider a multitude of factors and prioritize officer and public safety throughout encounters that require the Use of Force. The training delivered by the Training Bureau, which is developed in collaboration with the Ontario Police College, continues to emphasize conflict prevention and de-escalation. By training our officers to assess, plan, and act accordingly in each situation – we will continue to see appropriate and measured responses during these interactions.



Use of Force – 5 year Statistical Table

Use of Force Type	Number of Responses (Times Effective) % Effective					
	2018	2019	2020	2021	2022	5 Year Average
Physical Control - Soft	39 (26) 88%	23 (20) 87%	43 (23) 53%	46 (28) 61%	57(36) 63%	30.2 (26.6) 88.1%
Physical Control - Hard	18 (12) 66%	23 (19) 83%	30 (21) 70%	34 (24) 71%	26 (23) 88%	26.2 (19.8) 75.6%
Intermediate Weapon - CEW - Force Presence	64 (51) 80%	73 (66) 90%	96 (85) 94%	74 (67) 91%	69 (60) 87%	75.2 (65.8) 87.5%
Intermediate Weapon - CEW - Probe Deployment & Drive Stun	30 (21) 70%	31 (26) 84%	50 (37) 74%	36 (29) 81%	41 (29) 71%	37.6 (28.4) 75.5%
Intermediate Weapon - Baton	2 (1) 50%	2 (2) 100%	2 (2) 100%	4 (2) 50%	1 (1) 100%	2.2 (1.6) 72.7%
Intermediate Weapon - Aerosol	2 (1) 50%	2 (2) 100%	0	1 (1) 100%	1 (1) 100%	1.2 (1) 83.3%
Pistol - Drawn	21 (14) 66%	16 (13) 81%	64 (46) 72%	50 (29) 58%	57 (36) 63%	41.6 (27.6) 66.3%
Pistol - Pointed	52 (41) 79%	74 (59) 80%	84 (67) 78%	63 (51) 81%	104 (95) 91%	75.4 (62.6) 83.0%
Pistol - Discharged	17 (17) 100%	12 (12) 100%	10 (10) 100%	9 (9) 100%	6 (6) 100%	10.8 (10.8) 100%
Shotgun - Pointed	2 (1) 50%	0	0	0	0	0.4 (0.2) 50%
Shotgun - Discharged	0	1 (1) 100%	1 (1) 100%	0	1 (1) 100%	0.6 (0.6) 100%
Carbine - Pointed	31 (30) 97%	26 (26) 100%	85 (73) 86%	80 (64) 80%	66 (53) 80%	57.6 (49.2) 85.4%
Carbine - Discharged	5 (5) 100%	1 (1) 100%	1 (1) 100%	2 (2) 100%	4 (4) 100%	2.6 (2.6) 100%
Canine	0	1 (1) 100%	3 (3) 100%	4 (4) 100%	1 (1) 100%	1.8 (1.8) 100%
ARWEN Pointed	1(1) 100%	2 (2) 100%	31 (27) 87%	17 (14) 82%	6 (6) 100%	11.4 (10) 87.7%
ARWEN Discharged	0	0	2 (1) 50%	1 (1) 100%	0	0.6 (0.6) 100%
Less Lethal Shotgun Pointed	0	0	0	2 (2) 100%	1 (1) 100%	0.6 (0.6) 100%
Less Lethal Shotgun Deployed	0	1 (1) 100%	0	0	0	0.2 (0.2) 100%
Use Of Force Responses	288	307	504	451	446	399.2
Reports	225	239	321	273	310	273.6
Incidents / Events	161	177	236	198	206	195.6

*Note: “Intermediate Weapon - CEW - Probe Deployment & Drive Stun” statistics were jointly collected in 2020. They were separate categories in prior to 2020.





Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: SEIZED FUND STATEMENT – AUGUST 31, 2023

Report #: P23-10-I-03

Date: October 26, 2023

INTRODUCTION AND BACKGROUND:

Attached is a financial statement indicating the status of the Seized Funds on deposit with RBC for the Police Services Board as at August 31, 2023. These funds remain in the Seized Fund account pending disposition by the Courts.

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

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

Stephen J. Tanner
Chief of Police

: GK/PL

Attachments: Seized Fund Financial Statements

**SEIZED FUND FINANCIAL STATEMENTS
For the six-month period ending August 31, 2023
CONFIDENTIAL**

SUMMARY OF TRANSACTIONS

Balance as of March 1, 2023	\$16,140
Deposits in most recent 6 months	\$0
Cheques issued in most recent 6 months	\$0
Balance as of August 31, 2023	<u><u>\$16,140</u></u>

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

Summary by Disposition	#	\$
Awaiting Disposition	0	0
Other	1	16,140
Total	1	16,140

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

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



Halton Regional Police Service Public Agenda Recommendation Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: 2024 FUNDING REQUEST & 10-YEAR CAPITAL FORECAST

Report #:

Date: October 26, 2023

RECOMMENDATION – OPTION 1:

“That the Halton Police Board approves the 2024 Funding Request of \$204,876,700 and forwards the request to the Region; and further,

That the Halton Police Board approves an increase in the authorized sworn strength of forty-nine (49) positions; and further,

That the Halton Police Board approves an increase in the authorized civilian strength of twenty-four (24) positions; and further,

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

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

Stephen J. Tanner
Chief of Police

: PL / GK

INTRODUCTION AND BACKGROUND:

The 2024 Funding Request for the HRPS amounts to \$204,876,700 which represents an increase of 10.1% as compared to the approved 2023 Budget. After considering Assessment Growth projections as provided by the Region, the 2024 Funding Request represents an increase of 8.4% as compared to the approved 2023 Budget.

In compiling the 2024 Funding Request, the Service has maintained its focus on Corporate Business Plan objectives while recognizing population growth, demographics, calls for service, emerging trends and staffing requirements.

Significant drivers impacting the 2024 Funding Request include:

- Staffing needs to focus on front-line policing service levels and programs while reflecting emerging trends and continued growth in demand for policing services.
- Upcoming contract negotiations.
- Inflation as demonstrated by increased construction costs for 1 District facility and increased fuel costs.

We are continuously aware of the Board's objective to demonstrate prudent use of taxpayer dollars while recognizing the need to provide adequate and effective police services for Halton Region. The challenge for the Board and Management remains in balancing the need to service an ever-growing community and to respond to changes in service delivery and emerging trends, while maintaining a fiscally responsible request for resources and funding. We believe that the 2024 Funding Request achieves this balance.

During the November Police Service Board meeting, staff will provide further details of the 2024 Funding Request along with the 10-Year Capital Forecast.

STRATEGIC MANAGEMENT ISSUES:

The 2024 Funding Request continues the strategic direction as detailed in the 2020-2023 Business Plan. The 2024-2027 Business Plan is currently in development.

RECOMMENDATION – OPTION 2:

“That the Halton Police Board approves the 2024 Funding Request of \$203,786,630 and forwards the request to the Region; and further,

That the Halton Police Board approves an increase in the authorized sworn strength of forty-nine (49) positions; and further,

That the Halton Police Board approves an increase in the authorized civilian strength of twenty-four (24) positions; and further,

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

RECOMMENDATION – OPTION 3:

“That the Halton Police Board approves the 2024 Funding Request of \$202,526,212 and forwards the request to the Region; and further,

That the Halton Police Board approves an increase in the authorized sworn strength of forty-seven (47) positions; and further,

That the Halton Police Board approves an increase in the authorized civilian strength of thirteen (13) positions; and further,

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

Draft HALTON POLICE BOARD GOVERNANCE CALENDAR AND SCHEDULE OF PRESENTATIONS

TYPE	January	February	March	April	May	June	July* (no mtg.)	August	September	October	November	December
Legend												
Blue - Chief's responsibility												
Green - CGO responsibility												
Workshops				Policy Review - Governance Policies				Policy Review - Policing Policies	Strategic Budget Options		Strategic Planning (applicable years)	
Presentations	Organized Crime		HRPS Performance	Human Resources Strategy		Organized Crime			HRPS Performance	Detailed Budget Request		
			EDI Followup			Crime Stoppers				Cybersecurity		
Policy Compliance Reports	Purchasing Activity	Financial Variance	HRPS Performance	Seized Funds	Financial Variance			Financial Variance	HRPS Performance	Use of Force	Financial Variance	
		Capital Projects Status	Hate Crime Summary	Human Resources Strategy	Grant Agreements			Purchasing Activity		Seized Funds	Grant Agreements	
		Status of Reserve Accounts	Complaints Summary		CSWB Annual Report			Capital Projects Status		Complaints Summary		
			EDI Followup					Status of Reserve Accounts				
		Governance Expenditure				Policy Review - Administrative Policies		Governance Expenditure		Annual Board Meeting Schedule		
			Board Comms							Board Comms		
Budget Development								Overall Budget Target Range	Budget Options	Budget for Approval		
Evaluations, Next Cycle Objectives & Remuneration Adjustments where applicable	Chief	Board				Board staff other than CGO						CGO
	Deputies											Chair
Annual Report			Outline		First Draft	Final Draft						

Notes

Monthly hiring reports are additional
 Purchase requests, SIU reports, hearing requests are additional and situational
 Collective bargaining is additional
 Executive hires are additional



Halton Regional Police Service Public Agenda Recommendation Report

To: Chair and Board Members

From: Chief Stephen J Tanner

Subject: FORWARD WORKING - LIMITED TENDERING – RESPECT, ANTI-HARASSMENT AND DISCRIMINATION POLICY PROFESSIONAL DEVELOPMENT CREATION AND DELIVERY

Report #: P23-10-R-07

Date: October 26, 2023

RECOMMENDATION:

“That the Halton Police Board authorize the Chair to execute an agreement in a form acceptable to Service Legal Counsel for the Limited Tendering (single source) award with Forward Working for the provision of the customized program design, development and in person facilitation/delivery in the amount of \$156,844 (including tax).”

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

Stephen J. Tanner
Chief of Police

: SS

INTRODUCTION AND BACKGROUND:

In 2021, the Halton Regional Police Service, Women's Internal Support Network (WISN) celebrated a significant milestone as approximately 150 female members came together for their inaugural women's symposium. Collaborating with Sara Luther, a Human Rights lawyer Consultant and Coach with Forward Working, the participants began a comprehensive overhaul of the Service's Workplace Harassment Policy. This endeavour aimed to fortify the policy and, more importantly, to humanize the entire process. It involved identifying challenges in reporting and categorizing inappropriate behaviours while recognizing alternative pathways to address incivility and workplace harassment.

DISCUSSION / ANALYSIS:

The Women's Internal Support Network (WISN) and its champions were the catalyst for the many months spent focusing on the Halton Regional Police Service's systems and practices with many of our stakeholders during 2022 and 2023. Focusing on a goal to build a policy based on the Service's landscape that reflected valued feedback from our members, the unique realities of

our Service's culture, and belief in our core values, which would enable the Service to truly embed respect and human rights into the organization for the benefit of all.

This proposed training is the culmination of a multi-step, collaborative process. The critical importance of ensuring the whole organization is onboarded to the expected standards of behaviour and provided the communication/knowledge transfer and professional development so that the spirit of the new Policy/Procedure is the reality for the Service in a measurable way.

This rollout and onboarding efforts include:

- 1) Providing the platform necessary to signify the leadership of the Service's workplace culture priorities in a bold and meaningful way.
- 2) Ensuring those with supervisory authority are provided the tools/resources and practice opportunities to ensure a unified approach and active leadership in creating a positive and respect-based environment for all.
- 3) Enable all employees the tools/resources and practice opportunities to help break down existing barriers and build the credibility and confidence needed to assume a shared-responsibility in the workplace culture aspirations.
- 4) Establish a momentum in 2023 through unique programming, data collection and success metrics, that can be led internally in 2024 and beyond.

These proactive measures and investments in professional development underscore the Halton Regional Police Service's unwavering commitment to fostering a safe, inclusive, and forward-thinking environment, where we equip our members with the tools to thrive in an ever-evolving landscape of change and diversity.

ALTERNATIVES:

Issue a formal bid solicitation – this is not recommended. Members of the Service have worked with Sara Luther (Forward Working) for the past two years to develop the policy/procedure including several workshops that has developed into an environment of understanding, trust and respect that would take years to duplicate.

Prepare and deliver the professional development session using internal resources – this is not recommended. The Service will use the onboarding sessions of the policy to develop capacity throughout various departments to ensure we continue the professional development of all new members in 2024 and beyond.

CONSULTATION:

- Deputy Chief Jeff Hill, Regional Operations
- Superintendent Susan Biggs, Chair of the Women's Internal Support Network
- Inspector Anita Laframboise, Executive Officer to the Chief of Police
- Tracy Dottori, Director - Human Resources
- Ken Kelertas, Director - Legal Services
- Paul Lavergne, Director - Corporate Services
- Staff Sergeant Stephen Siomra, Training Bureau (author)

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

There are no material financial issues related to this request. Funds for the procurement of the customized program design, development and in person facilitation/delivery are included in the Service's 2023 annual operating budget.

Halton Police Board - By-law Number 2020-5, *TO GOVERN PROCUREMENT OF GOODS AND SERVICES BY THE HALTON REGIONAL POLICE SERVICE;*

Article 6 BID PROCESSING AND METHODS OF PROCUREMENT

6.1, Paragraph 2: ***"The following processes are the methods for procurement of Goods and Services, including Consulting Services, on behalf of the Board. These methods may be utilized individually or in combination with one another."*** Chart; Limited Tendering (Single / Sole Source) over \$100,000 requires the Approval Authority of the "Police Service Board"

Definition: *"Limited Tendering means a source of a Goods and Service recommended under the provision of this By-law, the procurement of which is not subject to a competitive process, and where there is or may not be more than one source in the open market"*

STRATEGIC MANAGEMENT ISSUES:

The Recommendation is in support of the 2020-2023 Strategic Plan:

Theme 3: Capability and Engagement – Goal #2 Emphasize employee health, safety and wellness – both physical and mental.

Theme 4: Leadership and Excellence – Goal #2 Ensure that our Service culture reflects our Values and emphasizes openness, accountability, respect, authentic inclusion, responsibility, relationships and results.

Theme 4: Leadership and Excellence –Goal #5 Strengthen employee motivation and foster a sense of pride, high job satisfaction, and a belief in the value of individual and team contribution.



Public Agenda Recommendation Report

To: Chair and Board Members

From: Graham Milne
Board Secretary

Subject: 2024 Board Meeting Schedule

Report #: SEC23-10-R-01

Date: 26 October 2023

RECOMMENDATION

THAT the proposed 2024 Board Meeting Schedule as presented in Report No. SEC23-10-R-01 be approved.

Graham Milne, Board Secretary

Attachments: None

EXECUTIVE SUMMARY:

- Each fall the Halton Police Board approves its schedule of meetings for the forthcoming year.
- The 2024 Schedule of Meetings proposes 11 regular meetings of the Board and 2 Workshops.
- The schedule has been prepared to avoid conflicts with annual Police Governance and other conferences throughout the year.

INTRODUCTION AND BACKGROUND:

The proposed 2024 Schedule of Meetings is reflected below. The schedule adheres to the Board's practice of scheduling meetings on the final Thursday of each month, with the exception of December to account for the holiday period. As has been the customary practice, no meeting is proposed for July.

DISCUSSION / ANALYSIS:

The proposed 2024 Schedule of Meetings is below. A schedule of 11 meetings throughout the year is proposed. Additional meetings may be called as necessary by the Chair of the Board. Other retreats and workshop dates may be scheduled on an *ad hoc* basis as needed. Regular start time is 9:00 a.m.

The proposed schedule also includes a Board Budget Workshop date as this is to be scheduled on an annual basis per the Board’s Governance Calendar. It also includes a Governance Workshop which is to take place in the first quarter of 2024 to review the Board’s 11 Governance Policies.

2024 Proposed Schedule of Meetings

Meeting No. 01-24	Thursday, January 25, 2024
Meeting No. 02-24	Thursday, February 29, 2024
Meeting No. 03-24	Thursday, March 28, 2024
Governance Workshop	Thursday, April 4, 2024
Meeting No. 04-24	Thursday, April 25, 2024
Meeting No. 05-24	Thursday, May 30, 2024
Meeting No. 06-24	Thursday, June 27, 2024
Meeting No. 07-24	Thursday, August 29, 2024
Meeting No. 08-24	Thursday, September 26, 2024
Budget Workshop	Thursday, October 10, 2024
Meeting No. 09-24	Thursday, October 31, 2024
Meeting No. 10-24	Thursday, November 28, 2024
Meeting No. 11-24	Thursday, December 19, 2024

ALTERNATIVES:

N/A

CONSULTATION:

The calendar has been pre-circulated to Board Members to mitigate conflicts. It has been structured to avoid conflicting with the annual police governance conferences that Board Members or Police Executive may wish to attend, such as:

- Ontario Association of Police Service Boards (OAPSB) (June 3-5, 2024)
- Canadian Association of Police Governance (CAPG) (August 9-11, 2024)
- Ontario Association of Chiefs of Police (OACP) conference (June 9-12, 2024)
- Canadian Association of Chiefs of Police (CACP) conference (August 10-14, 2024)
- International Association of Chiefs of Police conference (October 18-23, 2024)

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

N/A

STRATEGIC MANAGEMENT ISSUES:

N/A



Action Registry – Public Section

Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
31 Mar 2022	3.3	<i>THAT future reporting on Use of Force be listed as a discussion item on Board agendas.</i>	Chief	October 2023	To be transferred to Governance Calendar
24 May 2022	2.1	<i>THAT the Halton Police Board receive a yearly program update from Crime Stoppers.</i>	Chief	June 2024	To be transferred to Governance Calendar
30 Jun 2022	4.2	<i>THAT an updated [HR] policy be brought back for future consideration by the Board including language regarding reporting internal harassment cases and their disposition.</i>	CGO	TBD 2024	
30 Mar 2023	3.3	<i>“THAT future annual Police Service Performance Reports be presented as discussion items, including trends and mitigation impacts and a formal presentation to the Board; and THAT portions of the report be presented in Confidential Session as deemed appropriate.”</i>	Chief	March 2024	To be transferred to Governance Calendar

