



Public Agenda

Date: Thursday, February 29, 2024

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 P24-01 held Thursday, January 25, 2024
(Agenda Pages 1 – 6)

2. PRESENTATIONS/DELEGATIONS

- 2.1 Police Video Strategy - Insp. Ron Hansen

3. INFORMATION REPORTS

- 3.1 **P24-02-I-01** - Financial Report - Full Year Fiscal 2023
(Agenda Pages 7 – 14)
- 3.2 **SEC24-02-I-01** - Semi-Annual Board Governance Expenditure Report
(Agenda Pages 15 – 16)
- 3.3 **P24-02-I-02** - Purchasing Activity Report - July 1, 2023 - December 31, 2023
(Agenda Pages 17 – 20)

- 3.4 **P24-02-I-06** - Capital Projections/Programs Status - December 31, 2023
(Agenda Pages 21 – 26)
- 3.5 **P24-02-I-08** - Reserves Status Report - December 31, 2023
(Agenda Pages 27 – 28)
- 3.6 **P24-02-I-03** - Board Trust Fund Statement/Community Fund as at December 31, 2023
(Agenda Pages 29 – 30)
- 3.7 **P24-02-I-04** - Donations to the Service - December 31, 2023
(Agenda Pages 31 – 32)
- 3.8 **P24-02-I-05** - Collection of Identifying Information in Certain Circumstances
(Agenda Pages 33 – 36)
- 3.9 **P24-02-I-07** - Next Generation 911 (NG9-1-1) Projects
(Agenda Pages 37 – 40)
- 3.10 **P24-02-I-09** - Organizational Wellness Unit
(Agenda Pages 41 – 44)

4. RECOMMENDATION REPORTS

- 4.1 **Draft Strategic Plan 2024**
(Agenda Pages 45 – 62)
- 4.2 **P24-02-R-12** - Training Site Agreement - Halton Healthcare
(Agenda Pages 63 – 74)

5. OPERATIONAL VERBAL UPDATES

6. ACTION REGISTRY

- 6.1 Public Information Action Registry
(Agenda Pages 75 – 78)

7. RECEIPT OF PUBLIC CORRESPONDENCE

- 7.1 Correspondence from Orangeville Police Board re: Intimate Partner Violence
(Agenda Pages 79 – 80)

8. NEW BUSINESS

9. MOVE INTO CLOSED SESSION

10. CLOSED SESSION REPORT

11. ADJOURNMENT



Public Minutes

MEETING NO. P24-01

DATE OF MEETING: Thursday, January 25, 2024
9:00 a.m.

LOCATION: Community Room, HRPS Headquarters/Virtual

MEMBERS PRESENT (in person): Jeff Knoll (Chair)
Councillor Lisa Kearns (arrived at 10:00 a.m.), Councillor Clark Somerville, Navdeep Dhaliwal, Ingrid Hann, Jane McKenna

MEMBERS PRESENT (via Zoom Teleconference): Curt Allen (left at 10:00 a.m. and returned at 12:35 p.m.)

STAFF PRESENT: 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
Bill Payne, Director, Information Technology
Adam Woods, Manager, Information Technology
Inspector Anita Laframboise
Inspector Glenn Mannella
S/Sgt. Tamara Sandy
Ellie Bale, President, HRP
Fred Kaustinen, Chief Governance Officer
Chris Lallouet, Yellow Robot Communications
Graham Milne, Board Secretary
Jessica Warren, EA and Communications Advisor to the Chair

GUESTS: David Tilley, Ministry of the Solicitor General
Councillor Sameera Ali



1. **GENERAL**

1.1 **Election of Chair and Vice-Chair for 2024**

BE IT RESOLVED THAT Jeff Knoll be elected Chair and Ingrid Hann be elected Vice-Chair of the Halton Police Board for a term to expire December 31, 2024, or until successors are appointed.

Chair Knoll gave brief remarks providing an overview and highlights of the coming year.

1.2 **Regrets**

None.

1.3 **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.

1.4 **Confirmation of Minutes of Meeting P23-12 held Thursday, December 14, 2023**

Moved by: I. Hann

Seconded by: J. McKenna

"THAT the Minutes of Meeting P23-12 held Thursday, December 14, 2023 be adopted as circulated."

Carried.

2. **PRESENTATIONS/DELEGATIONS**

None.

3. **INFORMATION REPORTS**

3.1 **Strategic Plan 2024-2027 - Working Draft**

Moved by: C. Somerville

Seconded by: I. Hann

"THAT the Strategic Plan 2024-2027 – Working Draft as presented in the agenda be received;



THAT Prioritized Strategic Objective #1 in the draft plan be amended to delete the wording "sustained at 47.7% or better";

and;

THAT Prioritized Strategic Objective #3 in the draft plan be amended to read "improved HRPS wellness, member job satisfaction and engagement".

Carried.

3.2 In-force date of the *Community Safety and Policing Act, 2019*

David Tilley, Ministry of the Solicitor General, provided an updated on the in force date of the *Community Safety and Policing Act, 2019* and its 26 regulations which is April 1, 2024.

Moved by: N. Dhaliwal

Seconded by: J. McKenna

"THAT Item 3.2 be received for information; and;

*THAT updates on compliance with the *Community Safety and Policing Act, 2019* be added as an regular item to the Board's Public and/or Confidential Agendas as required."*

Carried.

3.3 P24-01-01 - Quarterly Human Resources Summary - December 31, 2023

Moved by: I. Hann

Seconded by: J. McKenna

"THAT Report No. P24-01-01 - Quarterly Human Resources Summary - December 31, 2023 be received for information."

Carried.

3.4 P24-01-I-02 - Semi-Annual Complaints Statistical Report – Public/Internal January – December 2023

Moved by: N. Sekhon

Seconded by: J. McKenna



"THAT Report No. P24-01-I-02 - Semi-Annual Complaints Statistical Report – Public/Internal January – December 2023 be received for information."

Carried.

4. RECOMMENDATION REPORTS

4.1 P24-01-R-06 - Acquisition of a Human Resource Information System

Moved by: I. Hann

Seconded by: N. Dhaliwal

"THAT the Board receive an information update that the proposed Human Resource Information System (HRIS) Solution has been selected by the HRIS Evaluation Committee following the completion an open competitive Negotiated Request for Proposal (N-RFP) process. The selection of a solution has resulted in the award of integration and support services to PriceWaterhouse Coopers (PwC) and software licensing to Systems Applications and Products in Data Processing (SAP);

and;

THAT the Board authorize the Board Chair to sign the PriceWaterhouse Coopers and SAP contracts and agreements in order to enable staff to proceed with the implementation phase of the project;

and;

THAT the Halton Police Board authorize the utilization of capital funds previously allocated for the new Human Resource Information System (HRIS) to replace the existing OSL Workforce Management System currently utilized by the Service to manage HR data and processes;

and;

THAT the Halton Police Board authorize the transfer of \$627,596 from the Police Capital Reserve (#505040) to the open HRIS Capital Budget #T6853C in order to fund the project costs associated with implementation, training, and integration costs to be delivered by PwC and software licenses from SAP. The total costs for implementation and first (1st) year licencing of the system amount to \$2,527,566 (including 15% contingency and net HST)."

Carried.



5. **OPERATIONAL VERBAL UPDATES**

Operational verbal updates were provided regarding the following:

- Perceived rise in crime in southeast Oakville

6. **ACTION REGISTRY**

6.1 **Public Information Action Registry**

Body-worn camera presentation noted for February 2024.

Moved by: J. McKenna

Seconded by: L. Kearns

"THAT the updated Public Information Action Registry be approved."

Carried.

7. **RECEIPT OF PUBLIC CORRESPONDENCE**

Moved by: C. Somerville

Seconded by: I. Hann

"THAT the public correspondence for January 25, 2024 be received."

Carried.

8. **NEW BUSINESS**

There was no new business.

9. **MOVE INTO CLOSED SESSION**

Moved by: L. Kearns

Seconded by: J. McKenna

"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: L. Kearns
Seconded by: J. McKenna

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

Carried.

The meeting adjourned at 3:49 p.m.

Jeff Knoll
Chair

Graham Milne
Board Secretary



Halton Regional Police Service Public Agenda Information Report

To: Chair and Board Members

From: Chief Stephen J. Tanner

Subject: FINANCIAL REPORT – FULL YEAR FISCAL 2023

Report #: P24-02-I-01

Date: February 29, 2024

INTRODUCTION AND BACKGROUND:

Given below is a summary of the Quarterly Financial Report (unaudited) as of December 31, 2023. Details of each major cost element indicated in the summary are included in the following pages.

SUMMARY

\$ 000's
Favourable
(Unfavourable)

Cost Elements	Current Quarter	December 31, 2023 YTD				2022 Total
	Actual	Actual	Planned	Var \$	Var %	Actual
Compensation & Benefits	40,355	162,908	163,894	986	0.6%	152,844
Materials & Supplies	2,623	9,189	7,925	(1,264)	(15.9%)	8,370
Purchased Services	1,610	14,356	13,796	(560)	(4.1%)	12,827
Rent & Financial	82	405	403	(2)	(0.6%)	369
Debt Charges	1,424	3,200	4,452	1,252	28.1%	3,213
Transfer To Reserve	38	6,682	6,682	(0)		9,678
Interdepartmental Charges	550	2,494	2,713	219	8.1%	2,207
Total Expenditure	46,682	199,234	199,864	630	0.3%	189,508
Total Revenue	4,392	14,305	13,825	480	3.5%	13,562
Net Expenditure	42,289	184,929	186,039	1,110	0.6%	175,947

Comments:

- For 2023, Net Expenditures were \$184.9 million which represents full year savings of \$1.1 million (or 0.6%) as compared to our approved 2023 Budget.
- The following tables present additional details regarding year-end variances for each major cost element. The majority of these comments are similar to variance details provided in prior monthly financial reports.

Compensation & Benefits\$ 000's
Favourable
(Unfavourable)

Cost Elements	Current Quarter	December 31, 2023 YTD				2022 Total
	Actual	Actual	Planned	Var \$	Var %	Actual
Salaries	25,674	111,603	117,640	6,037	5.1%	106,428
Temporary Help	1,374	4,380	2,064	(2,316)	(112.2%)	3,474
Net Wages	27,048	115,983	119,704	3,720	3.1%	109,902
Overtime & Court-time	1,836	5,682	3,471	(2,210)	(63.7%)	4,578
Retention Pay	573	2,230	2,511	280	11.2%	2,152
Other Personnel Costs	2,949	5,025	4,345	(680)	(15.7%)	4,339
Total Expenditure	32,405	128,920	130,030	1,110	0.9%	120,971
Benefits	7,949	33,988	33,864	(124)	(0.4%)	31,873
Total Comp. & Benefits	40,355	162,908	163,894	986	0.6%	152,844

Comments:

- **Net Wages** – Salaries and Temporary Help are favourable by \$3.7 million due to lower than anticipated uniform staffing levels and vacant civilian positions throughout the year. Temporary Help was utilized at a higher expense level to offset the much of the civilian vacancy savings.
- **Overtime & Court-time** –The unfavourable variance is related mainly to increasing overtime required to meet uniform staffing levels.
- **Retention Pay** –Savings relate to retirements of officers who would otherwise have been eligible for their Retention Pay at the end of the year.
- **Other Personnel Costs** –The unfavourable variance relates mainly to negotiated increased shift premiums for Patrol Constables and increased acting pay.
- **Benefits** –The unfavourable variance relates mainly to increased retiree benefit costs and increased health and dental benefit utilization.

Materials and Supplies

\$ 000's Favourable
(Unfavourable)

Cost Elements	Current Quarter	December 31, 2023 YTD				2022 Total
	Actual	Actual	Planned	Var \$	Var %	Actual
Tires & Parts for Fleet	298	795	707	(88)	(12.5%)	807
Telephone & Data Line	237	932	919	(13)	(1.4%)	863
Fuel Cost for Fleet	536	2,234	1,840	(395)	(21.5%)	2,362
Clothing & Equipment	445	1,249	1,109	(140)	(12.6%)	1,073
Supplies	160	543	573	30	5.2%	494
Utilities	415	1,216	1,230	13	1.1%	1,219
Minor Capital	235	1,182	850	(332)	(39.0%)	907
Other Misc. Material & Supplies	298	1,038	699	(339)	(48.6%)	645
Total Materials & Supplies	2,623	9,189	7,925	(1,264)	(15.9%)	8,370

Comments:

- **Fuel Cost for Fleet** – The unfavourable variance relates to an increase in the net pump price of fuel. Fuel prices continue to fluctuate.
- **Clothing & Equipment** – The unfavourable variance relates mainly to inflation.
- **Minor Capital** – The unfavourable variance relates mainly to additional computer / laptops for existing staff and additional portable radio equipment required for break-fix repairs in front-line operations.
- **Other Misc. Material & Supplies** – The unfavourable variance relates mainly to purchases of ammunition and travel costs for conferences and training. The current political & military environment presents challenges in procuring ammunition so every effort is made to purchase larger supplies when the ammunition is available.

Purchased Services

\$ 000's
Favourable
(Unfavourable)

Cost Elements	Current Quarter	December 31, 2023 YTD				2022 Total
	Actual	Actual	Planned	Var \$	Var %	Actual
Computer Maintenance	(804)	6,250	6,760	510	7.5%	5,563
Building Maintenance	352	1,183	1,124	(59)	(5.3%)	1,181
Janitorial Services	173	760	789	29	3.6%	837
Staff Development	715	1,724	1,137	(587)	(51.6%)	1,197
Professional Services	443	1,946	1,733	(213)	(12.3%)	1,927
Fleet Support Costs	177	578	538	(41)	(7.6%)	644
Advertising/Public Relations	8	62	59	(3)	(5.1%)	44
Other Misc. Services	545	1,853	1,656	(197)	(11.9%)	1,433
Total Purchased Services	1,610	14,356	13,796	(560)	(4.1%)	12,827

Comments:

- **Computer Maintenance** – The favourable variance relates mainly to lower than anticipated costs related to PSBN / LTE (fewer data transmission equipment installations), Microsoft licenses, Hexagon/SQL (records management), and Commvault (cybersecurity).
- **Staff Development** – The unfavourable variance relates mainly to additional course enrollments due to catch-up from COVID years, additional travel costs, and costs associated with diversity training / respect in the workplace training.
- **Professional Services** – The full year unfavourable variance relates mainly to legal costs and settlements.
- **Other Misc. Costs** – The unfavourable variance relates mainly to costs associated with MCRRT mental health workers.

Various

\$ 000's
Favourable
(Unfavourable)

Cost Elements	Current Quarter	December 31, 2023 YTD				2022 Total
	Actual	Actual	Planned	Var \$	Var %	Actual
Rent & Financial	82	405	403	(2)	(0.6%)	369
Debt Charges	1,424	3,200	4,452	1,252	28.1%	3,213
Transfer to Reserves	38	6,682	6,682	(0)		9,678
Interdepartmental Charges	1,543	10,287	11,536	1,249	10.8%	13,260

Comments:

- **Debt Charges** – The favourable variance relates to not issuing debt related to the 1 District project. It is now expected that debt will be issued in May 2024 and this will not impact current build completion timelines.

Interdepartmental Charges

\$ 000's
Favourable
(Unfavourable)

Cost Elements	Current Quarter	December 31, 2023 YTD				2022 Total
	Actual	Actual	Planned	Var \$	Var %	Actual
Risk Management	383	1,531	1,531	(0)	(0.0%)	1,253
Fleet Maintenance	150	908	1,131	223	19.7%	894
Other Charges	17	56	52	(4)	(8.3%)	61
Interdepartmental Charges	550	2,494	2,713	219	8.1%	2,207

Comments:

- **Fleet Maintenance** – The favourable variance of \$223 K relates to lower labour charges from the Regional garage partially offset by an increased utilization of external garages for maintenance (as noted in Purchases Services above).

Revenue \$ 000's
Favourable
(Unfavourable)

Cost Elements	Current Quarter	December 31, 2023 YTD				2022 Total
	Actual	Actual	Planned	Var \$	Var %	Actual
Government Subsidy	2,728	6,361	6,661	(300)	(4.5%)	6,646
Program Fees	466	1,789	1,940	(151)	(7.8%)	1,696
External Recoveries	1,574	3,882	2,963	919	31.0%	3,198
Internal Recoveries	144	329	316	13	4.0%	324
Transfer from Reserve	(518)	1,945	1,945	0		1,698
Total Revenue	4,392	14,305	13,825	480	3.5%	13,562

Comments:

- **Government Subsidy** – The unfavourable variance relates mainly to a reduction in Court Security and Prisoner Transportation funding (-\$368K).
- **Program Fees** – The unfavourable variance relates mainly to reductions in Security Clearances.
- **External Recoveries** – The favourable variance relates mainly to additional secondments related to OPP Guns and Gangs projects and RCMP overseas deployments.

Overall

For the full year, Net Expenditures were \$184.9 million which results in year-end net savings of \$1.1 million as compared to our 2023 Budget.

As per policy approved by the Board, the 2023 net savings of \$1.1 million will be allocated to the Capital Reserve to be used to fund future capital projects and major initiatives.

Please note that the comments and figures presented are based on unaudited results.



Stephen J. Tanner
Chief of Police

:PL / GK



**HALTON
POLICE
BOARD**
EXCELLENCE IN GOVERNANCE

Public Agenda Information Report

To: Halton Police Board

From: Graham Milne
Board Secretary

Subject: Semi-Annual Board Governance Expenditure Report

Report #: SEC24-02-I-01

Date: 29 February 2024

INTRODUCTION AND BACKGROUND:

Per standing direction the CGO is required to report semi-annually on the Board's expenditures.

Attachments: Board Governance Budget – at December 31, 2023

DISCUSSION:

A summary of the Board's expenditures for the period ending December 31, 2023 is appended as a schedule to this report.

The Board's budget shows a year-end unfavourable variance of \$116,161. This is primarily due higher-than-expected fees for legal services and training along with the accrual in 2023 of invoices for services rendered in 2022 for media events, logistics and Board AV. Smaller unfavourable variances such as the startup cost of the Board's new online portal are one-time expenses that will not impact the 2024 budget.

The next report on this matter is due to be presented to the Board in August 2024.

Halton Police Board - Governance Budget 2023

As at December 31, 2023

	2023 Budget	YTD Dec 31/23	Variance	Notes
Board member remuneration	50,000	51,843	(1,843)	
Staff:				
CAO/CGO	254,898	260,488	(5,590)	As per contract; variance is conference expenses
Media, Events & Logistics	70,000	95,739	(25,739)	Final 2022 invoice not accrued in 2022; \$41,000 error
Policy	10,000	0	10,000	Budgeted anticipating new Adequacy Regs which were not released
Secretary & HR Advisor	35,000	35,000	(0)	Transfer payment to Region for Secretary & HR Advisor
Staff Total	369,898	391,227	(21,329)	
Board Meetings & Web-site:				
Board portal	17,000	25,149	(8,149)	Addition of new Board portal in Q4
Board meeting AV	5,500	8,650	(3,150)	Final 2022 invoice not accrued in 2022; represents 2 years expense
Web-site hosting & maintenance	3,000	2,290	710	Website management
Meals	4,000	2,944	1,056	Meeting refreshments
Board Meetings & Web-site:	29,500	39,032	(9,532)	
Incremental Consultants:				
Legal fees	15,000	112,327	(97,327)	Unbudgeted legal fees
Strategic Planning - survey, focus groups & interviews	80,000	72,397	7,603	Public survey & stakeholder focus groups
Annual Report	3,000		3,000	Undertaken by Service in 2023
Incremental Consultants Total	98,000	184,725	(86,725)	
Education & Training:				
Training & Development	0	22,235	(22,235)	Unbudgeted training course @ DeGroote
Memberships	16,000	14,323	1,677	OAPSB, Zone 4, CAPG
Conferences & Other Training	35,000	19,996	15,004	CAPG conference + OAPSB onference
Education & Training Total	51,000	56,553	(5,553)	
Miscellaneous	20,708	11,886	8,822	
Total	619,106	735,267	(116,161)	



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: PURCHASING ACTIVITY REPORT – JULY 1, 2023-DECEMBER31, 2023

Report #: P24-02-I-02

Date: February 29, 2024

INTRODUCTION AND BACKGROUND:

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

Article 13 Reporting Procedures: sub-article 13.3:

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

In addition to the attached Report for procurements exceeding \$100,000, the following chart provides the Board with further information on all procurement activities for the period July 1, 2023 to December 31, 2023.

	Jan 1 to Jun 30, 2023	July 1 to Dec 31, 2023	2023 Total
Total value of all Purchase Orders	\$11,716,671	\$17,892,177	\$29,608,848
Total number of Purchase Orders	1,186	1,171	2357
Total number of Vendors	267	216	483

The Purchasing Services unit utilized the various procurement processes to award goods and services contracts during this reporting period. Bids & Tenders (3rd party bidding portal site) was utilized whenever possible for the issuance of open market formal bid solicitations (RFQ, RFT, RFP). Purchasing Services has been successfully awarding contracts from the use of this portal site.

In addition to the various procurement processes, Purchasing Services also performs many of the contract administration functions for the awarded contracts. These may have

included: resolving invoice discrepancies, coordinating security clearances, photo ID and fingerprinting requirements, ensuring the Board was covered under the service providers Insurance policy, validating contractor WSIB status, collecting and distributing safety data sheets, expediting delivery of goods, strategic sourcing goods in short supply, negotiating new rates for contract extensions and monitoring supplier/contractor performance.

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

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



Stephen J. Tanner
Chief of Police

PL:SS

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

**REPORTING - BY-LAW 2020-5, ARTICLE 13
PURCHASING ACTIVITY REPORT
PROCUREMENT OF GOODS AND SERVICES IN EXCESS OF \$100,000
PERIOD: JULY 1, 2023 TO DECEMBER 31, 2023**

HCPG = Halton Cooperative Purchasing Group
PCPG = Police Cooperative Purchasing Group
MoGS = Ministry of Government Services
OSS = Ontario Shared Services
OECM = Ontario Education Collaborative Marketplace

<i>Month</i>	<i>Vendor</i>	<i>Service / Goods</i>	<i>Value</i>	<i>Type</i>	<i>Budget Type</i>	<i>Comments</i>
July	Lightning Equipment Sales Inc	Goods	\$ 104,609	Supply & Delivery of Whelen equipment.	Capital	<i>Formal Bid Solicitation</i>
July	Paladin Security Group	Service	\$ 139,256	Static Night Guard Security Services at HQ	Operating	<i>Buying Group - HCPG</i>
July	First Response Environmental	Service	\$ 135,495	Biohazard Decontamination and Disinfection Services	Operating	<i>Formal Bid Solicitation</i>
July	Multi-vendor award: Korth Group, Lloyd Libke, Olin Canada ULC, Rampart Int'l	Goods	\$ 311,492	Supply and Delivery of ammunition	Operating	<i>Formal Bid Solicitation</i>
July	Softchoice Canada	Service	\$ 724,705	VMWare Enterprise License Agreement	Operating	<i>Leveraged OECM contract</i>
August	Holley Electric	Service	\$ 203,520	As Required electrical services site wide	Operating	<i>Joint Formal Bid Solicitation</i>
August	LaserNetworks	Goods & Service	\$ 228,165	60-month leasing & maintenance for 37 multi-functional devices (MFD)	Operating	<i>Leveraged OECM contract</i>
September	Suncor Energy Products	Goods & Service	\$ 1,526,400	Vehicle fuel and external vehicle washes at Petro Canada	Operating	<i>Formal Bid Solicitation</i>
October	Various Contractors -Harper's -Pro Mow -Green Collar	Service	\$ 275,701	Grounds Maintenance	Operating	<i>Joint Formal Bid Solicitation</i>
December	Sproule Specialty Roofing	Service	\$ 152,640	As Required roofing services site wide	Operating	<i>Joint Formal Bid Solicitation</i>



Halton Regional Police Service Public Agenda Recommendation Report

To: Chair and Board Members

From: Chief Stephen J. Tanner

Subject: CAPITAL PROJECTS / PROGRAMS STATUS – DECEMBER 31, 2023

Report #: P24-02-I-06

Date: February 29, 2024

RECOMMENDATION:

“That the Halton Police Board approves the closure of the Capital Account / Project T6884B and that the surplus funds of \$160,000 available be returned to the Police Capital Reserve and the Development Charge Reserves as appropriate,

and further,

That T30811V Vehicles – 2021 be closed and that the overspend of \$213,017 be absorbed by the Police Vehicle Reserve and the Development Charge Reserves as appropriate.”

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

Stephen J. Tanner
Chief of Police

:PL/GK

Attachments: Capital Projects/Programs Status Report

INTRODUCTION AND BACKGROUND:

Attached is a summary of ongoing capital projects and capital programs showing the budget and expenditures to date for each as at December 31, 2023. Capital projects and capital programs are reviewed regularly to assess not only the project status but also the ongoing need for the funding to remain as originally assigned.

DISCUSSION / ANALYSIS:

Staff has reviewed the status of existing Capital Project Accounts and recommend closure/reduction of the following projects since the projects are complete and that the

funds be returned to the Police Capital Reserve / Police Vehicle reserve and the Police Development Charge Reserves as appropriate:

Capital Project Name	Year Set Up	Unspent Balance	Reason for Closure/Reduction
T6884B – GPS Portable Phase 2	2022	\$ 160,000	Project complete
T30811V – Police Vehicles – 2021	2021	(\$ 213,017)	Project complete

ALTERNATIVES:

N/A

CONSULTATION:

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

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

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

STRATEGIC MANAGEMENT ISSUES:

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

Maximize the effectiveness and efficiency of the organization by:

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

**Halton Regional Police Service
Capital Projects / Programs Status Report
For The Six Month Period July 1, 2023 to December 31, 2023**

Capital Projects (represent specific initiatives that have been individually approved by the Board)	Year(s) Approved	Amount(s) Approved	Unspent Balance Period Opening (July 1/23)	Spent This Period	Adjustments (see Notes)	Unspent Balance Period Closing (Dec 31/23)	Funds Committed (PO Issued)	Notes (See Below)
Radio Trunking & Related Projects								
T6888A LTE Project	2017-2023	6,935,441	2,441,055	121,608		2,319,448	281,978	
T6849F P25 Radio System	2019	90,964	90,964			90,964	61,565	
T6912A P25/LTE Backhaul Replacement	2023	1,500,000	1,500,000			1,500,000		
T6884B GPS Portable Phase 2	2022	160,000	160,000			160,000		1
		8,686,405	4,192,019	121,608	0	4,070,412	343,543	
Facilities Projects								
T6866A District 1 Facilities	2008/15/19/22	19,230,000	13,745,542	519,688		13,225,853	739,768	
T6872A HQ - New Building	2014 / 15 / 16 / 18	71,919,000	1,102,912			1,102,912	582,260	5
T6904A Safety Village	2022	175,000	129,358	10,324		119,033	145,008	2
		91,324,000	14,977,811	530,013	0	14,447,799	1,467,036	
Other Projects								
T6875A Disaster Recovery Centre	2014, 2021, 2023	825,000	255,483			255,483		
T6853C HRIS	2016/22	1,300,000	1,199,970	12,664		1,187,306		
T6879A In-Car Camera System (ICCS)	2016/22	1,300,000	263,765	400		263,365		
T6879B Body-Worn Cameras	2021/22	500,000	500,000			500,000		
T6877C Portal Re-design - Phase 4	2018/19/20/22/23	530,000	274,914	196,803		78,111	168,261	
T6891A Digital Evidence Management	2019,23	500,000	500,000			500,000		
T6844J Video Conferencing	2018	300,000	45,638	2,242		43,396		
T6850C Automated Finger Printing	2020	200,000	136,977	17,833		119,144	18,749	
T6858B Handgun Replacement	2020	603,500	165,205	30,979		134,226		
T6889B Backup Data Centre	2021,23	521,368	521,368			521,368		
T6893A Next Generation 911	2020, 2021	1,625,000	3,625,688	230,084	(1,841,941)	1,553,663	213,930	
T6894A Intelligence Database	2020, 2021	465,503	148,788	16,790		131,998	11,448	
T6896A E-Ticketing	2020	337,000	321,669	22,343		299,326	10,018	
T6901A InCar System and Video Management	2021/22/23	450,000	450,000			450,000	10,319	
T6902A Burlington Court Antenna	2021	100,000	9,947		(9,947)	0		3
T6903A Body Scanner	2022	253,500	253,500			253,500		
T6905A NICE System Upgrade	2022	200,000	200,000			200,000		
T6906A Night Vision Equipment	2022	400,000	28,015	(193)	(28,208)	(0)		3
T6908A Centralized Computer Crime	2022/23	1,600,000	1,587,982			1,587,982		
T6886B Automatic License Plate Recognition	2022	100,000	9,346		282,102	291,448		
T6868B ESU - Robot Replacement	2022	170,000	61		(61)	(0)		3
T6829C MCU #1	2022	100,000	87,664		6,000	93,664	6,261	
T6848C Search & Rescue Vessel	2023	500,000	500,000	298,601		201,400	529,691	4
T6909A Dedicated Public Safety WAN	2023	1,000,000	1,000,000			1,000,000		
T6910A District Office Space Re-align	2023	200,000	200,000	67,225		132,775		
T6911A MCU#2	2023	100,000	100,000			100,000		
T6913A Cybersecurity	2023	275,000	275,000			275,000		
		14,455,871	12,660,979	895,771	(1,592,054)	10,173,153	968,678	

**Halton Regional Police Service
Capital Projects / Programs Status Report
For The Six Month Period July 1, 2023 to December 31, 2023**

Total Capital Projects		114,466,276	31,830,809	1,547,392	(1,592,054)	28,691,363	2,779,257	
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**Halton Regional Police Service
Capital Projects / Programs Status Report
For The Six Month Period July 1, 2023 to December 31, 2023**

Notes re: Capital Projects

- 1 Projects completed / closed; remaining funds to be returned to the Police Capital Reserve and Develop Charge Reserves as appropriate.
- 2 Funds Committed includes \$30K of contingencies that are not anticipated to be required. Project expected to be completed in Q1 '24.
- 3 Projects completed / closed; remaining funds were returned to the Police Capital Reserve and Develop Charge Reserves as appropriate.
- 4 Funds Committed (PO Issued) are greater than Unspent Balance but there is an additional \$250K being added to the project in 2024 plus we expect to recover proceeds from the sale of existing vessel.
- 5 HQ settlement with consulting firm and general contractor expected to be completed by Q2 '24.

Capital Programs (represent the on-going replacement of existing infrastructure)	Unspent Balance Period Opening (July 1/23)	Addition Approved This Period	Spent This Period	Adjustments	Unspent Balance Period Closing (Dec 31/23)	Funds Committed (PO Issued)	Notes (See Below)
Technology Projects							
Network Servers (LAN Room Infrastructure) T6844E	615,846		171,871		443,975	93,547	
Technology Replacements (Infrastructure to User) T6844G	778,233		99,392		678,841	31,582	
Computer Replacement (End User Equipment) T6836D	83,491		54,910		28,581	20,057	
System Replacements (Software Applications) T6838C	820,591		172,042		648,549	83,366	
	2,298,161	-	498,215	-	1,799,946	228,552	
Other							
Building Repairs T6865A	629,930		114,127		515,803	269,159	
Furniture Replacement T6899B	51,440		42,171		9,269	6,534	
Operational Support Program T6892A	144,943		2,835		142,108		
Vehicles (2023) T30823V	656,568		744,439		(87,871)	156,467	
Vehicles (2022) T30812V	(410,573)		(60,200)		(350,373)		5
Vehicles (2021) T30811V	(213,017)				(213,017)		6
	859,292	-	843,372	-	15,920	432,159	
Total Capital Programs	3,157,452	-	1,341,586	-	1,815,866	660,711	

Notes re: Capital Programs

- 5 Reconciliation being prepared to validate remaining balances prior to recommendation to close balances into the Vehicle Capital Reserve.
- 6 Project to be closed with funds to be taken from the Vehicle Capital Reserve.

Consolidated Capital Summary (from above)	Unspent Balance Period Opening (July 1/23)	Addition Approved This Period	Spent This Period	Adjustments	Unspent Balance Period Closing (Dec 31/23)	Funds Committed (PO Issued)	Notes (See Below)
Total Capital Projects	31,830,809		1,547,392	(1,592,054)	28,691,363	2,779,257	
Total Capital Programs	3,157,452	-	1,341,586	-	1,815,866	660,711	
Total Capital Items	34,988,261	-	2,888,978	(1,592,054)	30,507,229	3,439,968	



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: RESERVE STATUS REPORT – DECEMBER 31, 2023

Report #: P24-02-I-08

Date: February 29, 2024

INTRODUCTION AND BACKGROUND:

The attached schedule indicates the financial status of the Police Reserves and any approved commitments.

Regional Council established these reserves at the request of the Police Services Board. As per policy approved by the Board, the year-end surplus is transferred to the Capital Reserve. Regional Council defers to the Police Services Board on how the reserves shall be used to cover capital projects or unexpected major commitments.

As the report indicates, as at December 31, 2023 the unaudited total balance of all Police Reserves is \$9,049,585. Projected Net Savings for Fiscal 2023 (estimated at \$1,110,396) are ***not*** included in the Police Capital Reserve until ***after*** the Region's financial audit is completed.

Any funds not used for the intended purpose as described under commitments would be used for funding other capital programs and recommendations would be brought to the Board for consideration. Any further commitments to the Reserves will be determined by the Board at each year-end.

Stephen J. Tanner
Chief of Police

:PL/GK

Attachments: Reserve Funds Status Report

**Halton Regional Police Service
Reserve Funds Status Report
For The Six Month Period July 1, 2023 to December 31, 2023**

	SAP #	\$ Available Period Opening (July 1/23)	Funds In			Funds Out			\$ Available Period Closing (Dec 31/23)	Notes
			From Operating Budget	From Capital Budget	Other / Interest	To Operating Budget	To Capital Budget	Other		
Statutory Reserves										
Development Charges - Residential	516040	4,980,796			797,237	(369,835)			6,147,868	1
Development Charges - Commercial	517020	(5,923,404)			303,960	(148,418)			(5,471,027)	1
		(942,609)	-	-	1,101,197	(518,253)	-	-	676,841	
Board Approved Reserves										
Legal Indemnification	509010	356,558			9,177				365,735	
Vehicle Replacement	503010	1,366,140			32,848				1,398,988	
Vested Sick Leave	519531	102,155			2,629				104,784	
		1,824,853	-	-	44,655	-	-	-	1,869,508	
Capital Reserve	505040	6,288,630		38,216	176,390				6,503,236	2
Total		7,170,875	-	38,216	1,322,242	(518,253)	-	-	9,049,585	

Notes:

- 1 Funds In from Other / Interest represents transfer of Development Charge Revenue (from Region) and interest credited to the Reserve account.
Funds Out to Operating Budget represents a reversal of debt cost estimates recorded in Q2 '23 due to the delay in issuing 1 District debt.
- 2 Does not include projected yearend Operating budget surplus of \$1,110,396.



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: BOARD TRUST FUND STATEMENT/COMMUNITY FUND
AS AT DECEMBER 31, 2023

Report #: P24-02-I-03

Date: February 29, 2024

INTRODUCTION AND BACKGROUND:

Attached is a financial statement indicating the status of the Board's Community Fund held by the Halton Regional Police Services Board as at December 31, 2023.

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

Stephen J. Tanner
Chief of Police

PL: GK

Attachments: Board Community Fund Financial Statement

**BOARD COMMUNITY FUND
FINANCIAL STATEMENT
For the 12-month period ended December 31, 2023**

	<u>Revenues</u>	<u>Expenditures</u>	<u>Balance</u>
Balance as of January 1, 2023			\$ 430,391
Transactions:			
Auction Proceeds	\$ 27,721		
Found Money	147,998		
Interest Earnings	35,275		
Toys for Tots (will go to Miracle on Main)	2,928		
Transfer from Seized Funds (unclaimed)	360		
OAPSB Annual Meeting & Conference		\$ 1,000	
Canadian Caribbean Assoc. – Youth Leadership		15,000	
Canadian Association of Police Boards		5,000	
Pro Action Cops for Kids		6,000	
Expenditures from specific funds below:			
Discretionary Fund – Chief of Police		2,880	
Discretionary Fund – Police Services Board		0	
	<u>214,282</u>	<u>29,880</u>	<u>184,402</u>
Balance Available – December 31, 2023			<u>614,793</u>
	<u>Approved Amount</u>	<u>Commitment Remaining</u>	
Approved Commitments			
Purpose:			
Discretionary Fund – Chief of Police	10,000	7,120	
Discretionary Fund – Police Services Board	5,000	5,000	
Community Consultation Committee	5,000	5,000	
Sexual Assault Advisory Committee	15,000	15,000	
William McIntrye Homicide Reward	50,000	50,000	
Mathew Flannigan – Reward	5,000	5,000	
Halton SALT Committee	5,000	5,000	
	<u>95,000</u>	<u>92,120</u>	<u>92,120</u>
Unencumbered Balance - December 31, 2023			<u>\$ 522,673</u>



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: DONATIONS TO THE SERVICE – DECEMBER 31, 2023

Report #: P24-02-I-04

Date: February 29, 2024

INTRODUCTION AND BACKGROUND:

Throughout the year, organizations and individuals donate money, goods or services to the Service. The donations detailed below are intended for use by the Service in order to assist in our effectiveness as a safety provider for the citizens of Halton.

Stephen J. Tanner
Chief of Police

PL:GK

Attachments: Donations to the Service

**DONATIONS TO THE SERVICE
For the 12 months ended December 31, 2023**

Summary of Transactions

Kozy Kids Program

Art House for Children	\$ 7,500
Halton Regional Police Association	<u>1,000</u>
	<u>8,500</u>

Misc. – None

Total Cash Donations	<u><u>\$ 8,500</u></u>
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Donations in Kind None



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: COLLECTION OF IDENTIFYING INFORMATION IN CERTAIN CIRCUMSTANCES

Report #: P24-02-I-05

Date: February 29, 2023

INTRODUCTION AND BACKGROUND:

With the coming into force and implementation of Ontario Regulation 58/16, Collection of Identifying Information in Certain Circumstances (CIICC), in January 2017, overall impacts to the Halton Regional Police Service (HRPS) have been minimal. All officers completed an online CPKN refresher component in 2019.

For the Period of January 1, 2023 – December 31, 2023, the HRPS reported zero (0) instances of CIICC as contemplated by the Regulation. The HRPS did not receive any external complaints through the Office of the Independent Police Review Director (OIPRD) or initiate any internal Chief's complaints arising from the implementation or application of the provisions of the Regulation. No requests were received for CIICC information pursuant to MFIPPA.

Annual Report

In accordance with Service Directive CPO-043 - The Collection of Identifying Information in Certain Circumstances – Prohibitions and Duties - and Board Policy, the Commander of the Strategic Management Office shall provide the Chief of Police an annual report on the Collection of Identifying Information for submission to the Police Services Board in the first quarter of each year (commencing 2018). This report includes all the requirements laid out in sections 9(6) (detailed internal review of random CIICC data) and 14 of the Regulation.

Ontario Regulation 58/16, Section 14

This section of the **Regulation** requires the Chief of Police to include certain information in relation to attempted collections of identifying information as part of the HRPS Annual Report provided by Chief Tanner to the Halton Police Board under Section 31 of Ontario Regulation 3/99 – Adequacy and Effectiveness of Police Services.

Pursuant to section 14, the Annual Report shall include the following data:

- (a) the number of attempted collections of identifying information;

- (b) the number of attempted collections of identifying information in which information was collected;
- (c) the number of times an individual was not given a record of the attempt (**Collection of Identifying Information Receipt CPO-043B**) because they did not want it;
- (d) the number of attempted collections of identifying information from individuals who were male or female;
- (e) the age groups of individuals from whom identifying information was collected;
- (f) the racialized groups from whom identifying information was collected;
- (g) the number of individuals who claimed Aboriginal identity;
- (h) the neighbourhoods or areas where collections were attempted and the number of attempted collections in each;
- (i) the number of instances when officers relied on exemptions for **not:**
 - (i) providing rights notification;
 - (ii) explaining the reason for the attempted collection;
 - (iii) providing the record of attempt (**Collection of Identifying Information Receipt CPO-043B**) to the individual;
- (j) the number of times it was determined that an officer did not have appropriate reasons for the attempted collection or failed to comply with requirements regarding rights notification or providing a record of attempt (**Collection of Identifying Information Receipt CPO-043B**); and
- (k) the number of times police officers were granted access to restricted identifying information (**ref. EXE-008 Audits**);
- (l) the number of complaints (public and Chief's) resulting from or related to the Collection of Identifying Information (**ref. EXE-008 Audits**); and the number of Municipal Freedom of Information and the Protection of Privacy requests relating to the Collection of Identifying Information (**ref. EXE-008 Audits**).

HRPS Report

Metric	Approved	Pending	Total
Number of attempted collections of identifying information.	0	0	0
Number of attempted collections of identifying information in which information was collected.	0	0	0
Number of times an individual was not given a Collection of Identifying Information Receipt CPO-043B because they did not want it.	0	0	0
Number of attempted collections of identifying information from individuals who were male.	0	0	0
Number of attempted collections of identifying information from individuals who were female.	0	0	0
<i>Age groups of individuals from whom identifying information was collected:</i>			
Unknown	0	0	0
41-50	0	0	0
<i>The racialized groups from whom identifying information was collected:</i>			
South Asian	0	0	0
Caucasian	0	0	0
Black	0	0	0
Number of individuals who claimed Aboriginal identity.	0	0	0
<i>Neighbourhoods or areas where collections were attempted and the number of attempted collections in each:</i>			
Oakville	0	0	0
Halton Hills	0	0	0
Burlington	0	0	0
<i>Number of instances when officers relied on exemptions for not:</i>			
(i) providing rights notification (q1)	0	0	0
(ii) explaining the reason for the attempted collection (q2)	0	0	0
(iii) providing the Collection of Identifying Information Receipt CPO-043B to the individual (q4)	0	0	0
Number of times it was determined that an officer did not have appropriate reasons for the attempted collection or failed to comply with requirements regarding rights notification or providing a Collection of Identifying Information Receipt CPO-043B.	0	0	0
Number of times police officers were granted access to restricted identifying information (ref. EXE-008 Audits).	0	0	0
<i>Number of external requests or complaints:</i>			
The number of complaints (public and Chief's) resulting from or related to the Collection of Identifying Information (ref. EXE-008 Audits);	0	0	0
The number of Municipal Freedom of Information and the Protection of Privacy requests relating to the Collection of Identifying Information (ref. EXE-008 Audits)	0	0	0

Noteworthy information:

- Due to the absence of any CIICC data, analysis of the correlation of CIICC data to crime data is not feasible.
- A review of the above data did not reveal that identifying information was attempted to be collected disproportionately from individuals perceived to be within a group or combination of groups

Costs

HRPS Directive CPO-043 and HRPSB Policy requires that Chief provide the Board with an estimate of the cost of complying with the **Regulation** (including but not limited to staffing, training, verification time, the time it takes to complete the Collection of Identifying Information process, IT costs, etc.) has been undertaken.

A breakdown by applicable units has been considered. A narrative description of both tangible and intangible impacts has been identified.

Records Bureau – There was minimal impact to staffing and salary. Costs were considered insignificant based upon the current CIICC numbers.

Training Bureau - New recruits receive CIICC training as part of their curriculum at the Ontario Police College (0 hours provided at HRPS). No additional instructor-led training was provided in 2023 for other sworn members. Of note, training material for CIICC is available on-demand through the Ontario Police College Virtual Academy (OPCVA) and can be accessed by any police officer in Ontario. The total cost for CIICC training in 2023 was zero dollars (\$0).

Information and Technology - There were no additional requirements for procurement of software, hardware, consulting or staffing.

Police Analytics – Reporting, analytics time and dashboard tool maintenance were of minimal impacts to the ADS office.

Frontline – Other than the online training described above (requiring time to complete), there were no significant impacts (cost, resources) to front line.



Stephen J. Tanner
Chief of Police

:RH



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: NEXT GENERATION 911 (NG9-1-1) PROJECT

Report #: P24-02-I-07

Date: February 29, 2024

INTRODUCTION AND BACKGROUND:

9-1-1 services have been in operation in Canada since 1972 – with the last major update - termed ‘Enhanced 9-1-1’ (E-9-1-1) - coming into effect in 1999. On 1 June 2017, the Canadian Radio-television and Telecommunications Commission (CRTC) directed all telephone and mobile wireless companies in Canada to update their networks in order to be able to provide next-generation 9-1-1 (NG9-1-1) services. These new services, based on modern technology, are meant to provide Canadians access to new and innovative emergency services and capabilities. These new capabilities combine data with calls and permit features such as real-time-text to 9-1-1, enhanced location information, and in the future may even evolve to permit the transmission of video and other media to 9-1-1 operators from the public.

In support of this modernization of 9-1-1 call handling capabilities – telecommunications providers and emergency service Public Safety Answering Points (PSAPs) must undergo significant transformations in their technology and operations. In effect – this change requires a complete removal and upgrade of technology that currently supports legacy E-9-1-1 call handling.

A number of milestone deadlines have been set by the CRTC for telecommunications operators and PSAPs to transition to new NG 9-1-1 technologies. As a result of these deadlines, and extensions granted due to the COVID-19 pandemic, all telecommunications operators and PSAPs must now be transitioned to NG 9-1-1 technologies by 4 March 2025.

The Service currently operates the primary regional 9-1-1 call centre – providing 9-1-1 call taking services to the residents of Halton Region, police dispatch services, and downstream coordination of emergency calls to fire departments, Emergency Medical Services (EMS), and other services required for effective emergency response. Currently, the Service’s 9-1-1 call centre handles over 180,000 emergency calls for service each year. The Service’s 9-1-1 Communications Centre is a highly effective and progressive department – leading in past enhancements to service – including early adoption of automated caller address data feeds and text to 9-1-1 for the deaf, hard of hearing, and speech impaired community of the Halton Region.

HRPS staff have been diligently preparing for this evolution to NG 9-1-1 from its early days of development – even as new technology standards and protocols were being developed. Due to the Service’s technology leadership reputation - the HRPS was chosen as one of a small number of NG 9-1-1 testing and development sites by Bell Canada and the CRTC. Additionally, staff have been preparing for this transition with requests for capital funding, applications for funding

grants, commissioning an engineering study, staff preparations, and the contracting of a project manager to facilitate the transition of the Service's PSAP to NG 9-1-1 services.

Through engagement with an NG9-1-1 engineering consultancy firm – requirements were drawn to develop a Request for Proposal (RFP) for a new NG9-1-1 system. The NG9-1-1 RFP was released by Halton Region on behalf of HRPS on August 23, 2023. The RFP closed on October 17, 2023 following an extension that was granted after requests were received from multiple vendors. The Region received five (5) submissions in response to the RFP. An evaluation committee comprised of senior staff and technical and operations subject matter experts carefully reviewed and scored each submission.

After consensus scoring by the evaluation committee and following vendor demonstrations, the evaluation committee selected a vendor that would be invited to enter into contract negotiations with HRPS.

As a result of the evaluation committee's scoring - the invitation to enter into contract negotiations was extended to Comtech-Solacom Technologies Inc. on December 15, 2023.

Following discussions and successful negotiations, HRPS and Comtech-Solacom came to an agreement of terms and a final contract price of **\$6,243,918** (including net tax and 5% contingency) for the implementation of a primary and backup NG-911 call handling solution. This also includes the funding required for support and maintenance over a 10-year term to protect the Service's investment and ensure availability of 9-1-1 call services to the residents of Halton.

Pricing Breakdown:

NG9-1-1 SYSTEM PRICING	
Capital - T6893A	
Call Handling System, Training & System Integration	\$1,298,603.63
Call Handling System Year 6 Hardware Refresh	664,720.48
Operating - 916002-12683	
Support and Maintenance (Year 1)	368,381.25
Support and Maintenance (Year 2)	386,438.46
Support and Maintenance (Year 3)	387,341.32
Support and Maintenance (Year 4)	388,289.32
Support and Maintenance (Year 5)	389,284.73
Support and Maintenance (Year 6)	390,747.97
Support and Maintenance (Year 7)	391,866.31
Support and Maintenance (Year 8)	393,040.56
Support and Maintenance (Year 9)	394,273.52
Support and Maintenance (Year 10)	395,568.14
Subtotal	5,848,555.69
Net Tax	102,934.58
Contingency (5%)	292,427.78
TOTAL	\$6,243,918.05

HRPS applied for and received funding under the Province of Ontario’s NG9-1-1 Grant Program which has offset most of the project expenditures thus far. Staff anticipate a surplus in remaining capital at the conclusion of the project – due to the Service’s success in obtaining grant funding. The funding was allocated as follows and it will assist with our transition to NG9-1-1:

Year 1 (April 1, 2022 – March 31, 2023): \$387,329.60

Year 2 (April 1, 2023 – March 31, 2024): TBD – Application has been submitted to Province and not yet paid.

Year 3 (April 1, 2024 – March 31, 2025): TBD - Provincial call for applications is not yet open.

The NG9-1-1 contract with Comtech-Solacom was executed by the Board Chair on February 9, 2024.

Staff are well prepared to make this transition to NG 9-1-1 technology and the procedural/operational changes associated with it and will follow-up with an update to the Board as the Service completes this transition within the imposed CRTC deadline date.



Stephen J. Tanner
Chief of Police

:BP/PM



Halton Regional Police Service Public Agenda Information Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: ORGANIZATIONAL WELLNESS UNIT

Report #: P24-02-I-09

Date: February 29, 2024

INTRODUCTION AND BACKGROUND:

The Halton Regional Police Service's Organizational Wellness Unit (OWU) was created in April 2016. The Unit is now comprised of a Staff Sergeant, two Constables, a seconded civilian member and a contracted psychologist, Dr Paulette Laidlaw.

The Organizational Wellness Unit functions to support and promote the psychological health and wellness of Halton Regional Police Service members, both in sworn and civilian positions. To that end, the unit has been fortunate enough to have had the opportunity to second a civilian member to the unit to support the unit's mandate and profile. The OWU provides peer assistance, quick access to psychological support services, post critical incident response, educational programs / resources for members, their families and retirees – all as outlined in the HRPS Psychological Health and Wellness Plan.

The Wellness Unit is located at an off-site location in Burlington to best ensure member's privacy and provide a quiet and safe space in which to hold wellness debrief sessions. In late 2023, the OWU moved to a new office, which the team is incredibly excited to reveal to the members of the HRPS!

OUTREACH AND COLLABORATION:

The OWU continues to build and strengthen its partnerships both internally and externally.

In June 2023, the OWU arranged for renowned psychologist Dr. Jody Carrington to speak to hundreds of members of the Service; civilian, sworn, retirees and friends and family of the

One Vision, One Mission, One Team

members. The night was a great success and the Wellness team is hoping to have another amazing evening such as this in 2024.

In Summer 2022, Treatments Wellness Centre was introduced as an in-house wellness services provider based out of Headquarters offering specialized treatments in massage therapy & osteopathy services. With this new service, members have the opportunity to schedule wellness appointments on their breaks saving time and adding convenience while maintaining their good health. These in-house services have been a success and continued in 2023 with an additional massage therapist being added to the schedule.

The Organizational Wellness Unit continues to be a provincial leader in the area of organizational wellness. The OWU has been recognized in the psychological community and the first responder community as a leader of innovation in the practice, prevention, education and intervention of psychological illness/wellness. We continue to be approached by other organizations and regularly provide information and insight into our wellness model.

In 2023, OWU conducted dozens of presentations to enhance understanding and share operational wellness strategies to both members and retirees. OWU members carried out training and education programs for new HRPS members both civilian and sworn, new HRPS supervisors, the new experienced officer group, cadets, volunteers and cohort training groups for members who are in the early stages of their careers.

As part of providing ongoing support to members, the OWU continues to recognize that families play an important role in this. In 2023, the OWU in collaboration with the Training Bureau, began to provide presentations to the new recruits and their 'people'; this group could include their parents, spouses, friends, whoever was going to be there to support them and help guide them on this amazing yet demanding policing career they have chosen. Prior to the recruits leaving for their training at the Ontario Police College, the OWU provides a presentation for this group, as the team recognized the importance of introducing themselves to the newest members and providing them with the OWU contact information. This has been incredibly well received, so much so that the OWU now provides this presentation for the new Communicators and their 'people' as well.

CAPABILITY AND ENGAGEMENT

The OWU's mandate is to encourage mental wellness and psychological well-being in the workplace. The Organizational Wellness unit maintains a strong relationship with Homewood Family Assistance Plan who provides support and information sessions to employees, families and retirees to ensure they are well educated about their own mental health and well-being.

As a primary function, the OWU continues to provide proactive support to members involved in significant and critical incidents. OWU members are continually engaged with operational supervisors about dynamic, significant or critical incidents and proactively engage each of the

involved members to “check in” as a means of Early Intervention or by delivering ‘post-incident’ debrief sessions in consult with the department’s psychologist.

In late 2023, the Organizational Wellness unit commenced the training and implementation of the Reintegration program. The Reintegration program is a coordinated process, that is individualized to the needs of each participating member and their unique situation. It is currently managed by the Staff Sergeant within the Organizational Wellness unit in consultation with the returning member, the Human Resources unit, and the Training unit, and team members of the OWU to assist a member’s transition back to the workplace after an absence. The goal of the Reintegration program is to support members during an absence from work and prepare them for a successful return to work when ready. This program is incredibly important to both sworn and civilian members of the HRPS and will continue to evolve in 2024.

LEADERSHIP AND EXCELLENCE

The OWU continues to meet and exceed all mandated Service requirements involving mental health.

Dr. Paulette Laidlaw, the OWU’s contracted psychologist and her team of associates, continues to be an integral part of the OWU by supporting members and retirees through professional counselling services. Dr Laidlaw also provides consulting, training, and education services in addition to personally carrying out the Safeguard Testing for those members in designated units and assignments.

The Safeguard program continues to provide police appropriate trauma-based assessments for identified members of designated units including the Tactical Rescue Unit, Child Abuse and Sexual Assault Unit, Internet Child Exploitation Unit, Technology Crimes Unit, Forensic Identification Unit, Collision Reconstruction Unit, Mobile Crisis Rapid Response Team, COAST, Communications Bureau, Victim Services Unit, Crown Brief Review Group and members of the Human Trafficking Unit and Homicide Units, the Intimate Partner Violence Unit and the Criminal Investigation Bureaus across all three Districts in the Region.

It is evident that since its inception in 2016 the OWU’s focus has been to maintain the psychological health and well-being of Service members through a holistic approach of prevention, intervention for and recovery from psychological trauma, issues and disorders, and the promotion of a safe and sustainable return to work experience. This holistic approach continues to be the priority of the OWU. Evidence continues to indicate an increase of use and access to the OWU’s resources of the unit from year to year. The Service is committed to continuously monitoring OWU performance and capacity to ensure that we prioritize the health and well-being of our members, their families and retirees.

In saying this, it is incredibly difficult to capture the number of interactions that the OWU has throughout the year. As mentioned, the team reaches out to officers and civilians who are involved in difficult calls, hundreds of times a year, yet this is truly just the ‘tip of the iceberg.’ For example, when a member of the OWU walks into a District or Headquarters, officers and civilians alike will approach them and ask ‘do you have a minute to talk?’ These 10-15minute conversations might make all the difference in the world to the person, yet would not be captured on a spreadsheet somewhere. Daily follow ups, texts, phone calls, drop ins at the office, these are all incredibly important interactions which reflect the work that the OWU does, yet are not necessarily captured as statistics anywhere.

The Organizational Wellness Unit has a number of exciting programs and ‘surprises’ for 2024. Overall “member wellness,” which includes mental, physical and emotional health will be the focus of the team. Parade visits, training presentations, the launch of a new mental health/peer ambassador app, are just of a few things which the team has planned.



Stephen J. Tanner
Chief of Police

:TD

2024-2027 STRATEGIC PLAN



DRAFT VERSION - NOT FOR RELEASE





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MESSAGE FROM BOARD CHAIR JEFF KNOLL



On behalf of my colleagues on the Halton Police Board, allow me to present to you our Strategic Plan for policing in Halton Region for 2024-2027. We are marking the 50th anniversary of the Halton Regional Police Service first and foremost with this Plan – the Region’s first-ever results-based strategy for policing.

As the governing body of the Halton Police, we are charged with ensuring that policing actions and consequences reflect the needs, values and expectations of the entire community. It is our duty, on your behalf, to ensure that the entire community continues to receive the level and quality of police service that supports and protects the safety of everyone in our community. Grounded in community survey responses and input, this results-based, community-focused Plan is our roadmap to ensure this continued high quality of public service.

Under the leadership of Chief Tanner and the Police Executive Leadership Team, the priorities and action items outlined in the Plan will be implemented to ensure the well-being and safety of the entire community.

The Board thanks our Chief Governance Officer Fred Kaustinen as well as Chief Tanner and Deputies Wilkie and Hill for their contributions and dedication to the development and impending implementation of this Plan.

Jeff Knoll
Board Chair



MESSAGE FROM CHIEF STEPHEN TANNER



I would like to extend my deep appreciation to the Halton Police Board, our Service’s management team and members, and to the incredible citizens we serve who provided their invaluable input and perspectives to inform this **2024-2027 Strategic Plan**. Thank you for sharing your policing priorities, as well as for the continued trust you place in our police service and in our people on our frontlines, both sworn and civilian, who work tirelessly to keep Halton the safest large municipality in Canada. We remain committed to serving and protecting everyone equally, fairly, and to the very best of our ability.

The goals and priorities set in this Strategic Plan are a blueprint that will guide the initiatives we are undertaking in collaboration with our partners and community members to best address the complex and varied issues we face. Our specific focus will include auto theft, intimate partner violence, guns and gangs/ firearms, human trafficking, child exploitation, hate crime, and traffic safety, among many others. We will dedicate significant resources to these areas of concern, as well as to managing mental health and substance misuse-related issues in Halton Region.

Our Service believes strongly in the importance of team and of **People**. Rooted in our motto, **One Vision, One Mission, One Team**, which recognizes that our greatest successes are achieved in unison with our partners and those we serve, I am proud to introduce,

One Team – People First. This new internal mission statement not only reflects the priority of external stakeholders and citizens in all we do, but the promise we have made to our more than 1,100 members to always protect and advocate for their health and wellness.

It bears noting that this Strategic Plan coincides with our Service’s **50th Anniversary**. While we have used this milestone occasion to reflect upon our rich history and past successes, it also serves as a jumping off point for us to begin to achieve the goals laid out in this Plan, and the **Community Safety and Well-Being Plan (CSWB)**. We look to the future with optimism and confidence that together with the Halton Police Board, our many partners, and the residents of Halton, we can find progressive and innovative solutions that meet the needs of our diverse and fast-growing region for the next three years and beyond.

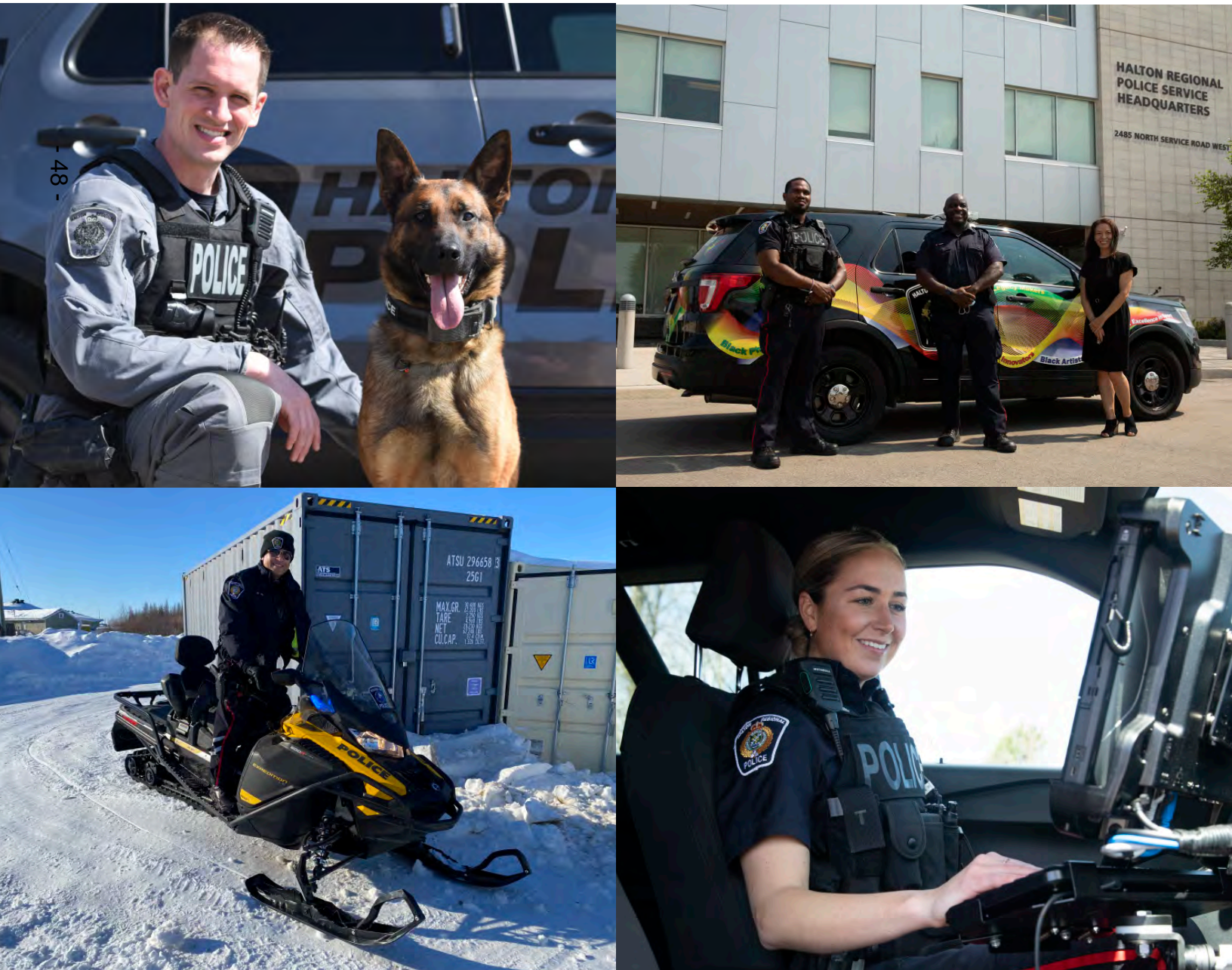
It is truly an honour to continue to serve as your Chief of Police.

Stephen J. Tanner
Chief of Police

INTRODUCTION

In Halton Region, the Police Service is governed by the Halton Police Board. The Board is created through provincial legislation to represent the global short- and long-term safety interests of the entire Halton Region Community. The Strategic Plan is one of the primary means by which the Board strategically directs the Halton Regional Police Service (HRPS), in consideration of overall community interests.

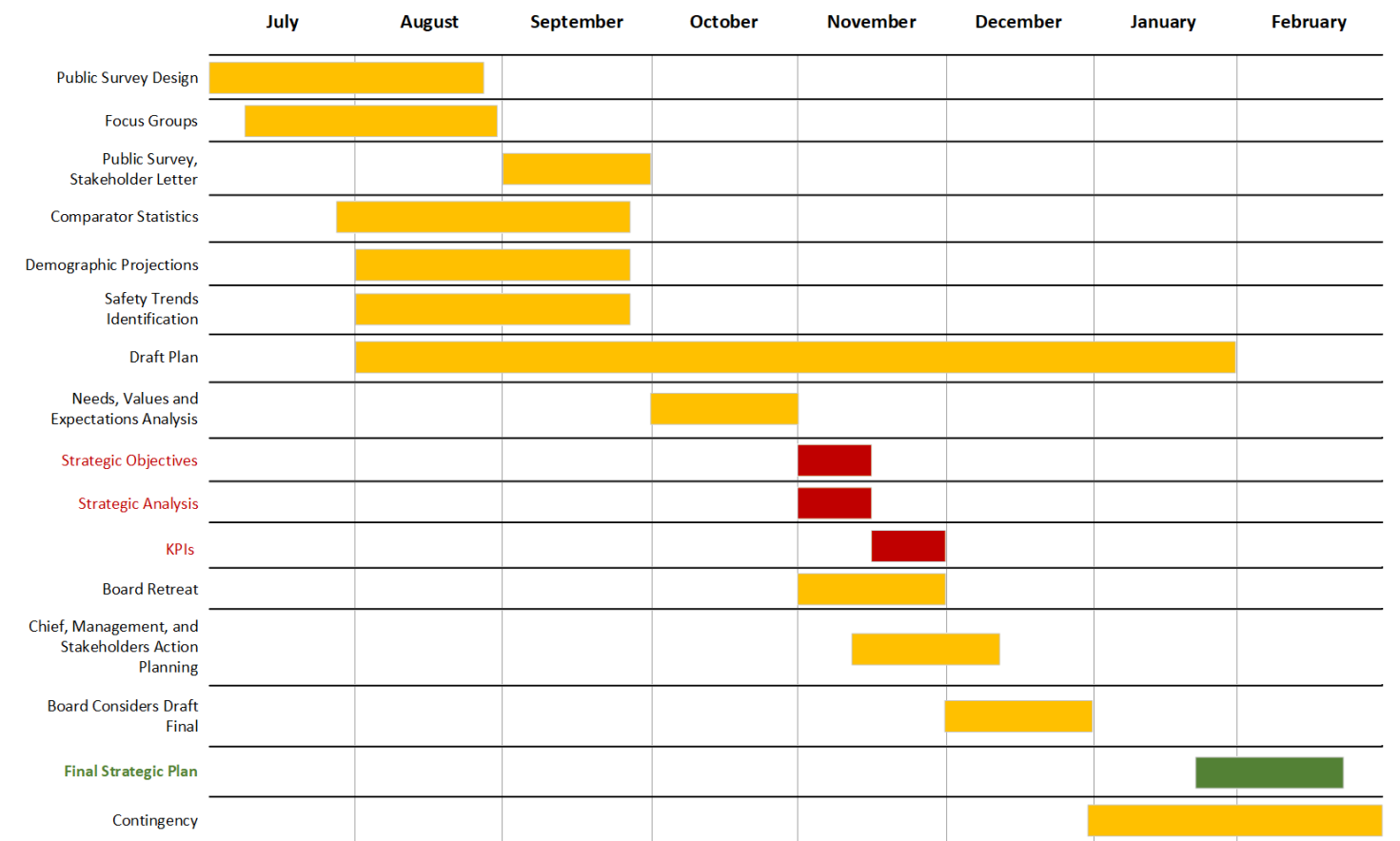
The 2024-2027 Strategic Plan has been driven by the Community and involved police management at every stage of development. The Plan is results-based and primarily community-focused, which in itself is evolutionary in policing and brand new in Halton Region. This approach reflects the Board's community-first perspective and its strategic emphasis on community safety **outcomes**. The intent is to provide clarity of strategic policing priorities for all residents of Halton Region, members of the Halton Regional Police Service, and our partner agencies.



METHODOLOGY

The Halton Police Board developed and adopted a new Strategic Planning policy in 2022, in anticipation of the forthcoming provincial *Community Safety & Policing Act* and its new mandate for Police Boards. The policy also reflects the Board's ongoing Police Governance Renewal Project, which can be found at <https://haltonpoliceboard.ca/policies/>. Planning began in Fall 2022 with budget provisions for an independent third-party to conduct a public survey and facilitate community focus group discussions, thereby ensuring impartial community input to the Strategic Plan. Following a public tendering in Spring 2023, *Advanis* was selected to assist the Board in these regards and strategic planning began in earnest as depicted in the following flowchart.

STRATEGIC PLAN TIMELINE



CONSULTATIONS

The *Community Safety and Policing Act, 2019* details which stakeholder groups the Board must consult in the course of preparing its Strategic Plan for policing in Halton Region.

The table below outlines which community stakeholder groups were consulted, the consultation method used, and how their input is reflected in the prioritized Strategic Outcomes for Halton Police.

STAKEHOLDERS	ENGAGEMENT METHOD	INPUT SOLICITED
Groups representing diverse communities: <ul style="list-style-type: none"> Canadian Caribbean Association of Halton (CCAH) Muslim community (invited through Mosques) Hindu community (invited through Temples) Sikh community (invited through Temples) Jewish community (invited through the Synagogues) Oakville Chinese Canadian Association Chambers of Commerce (business communities) Community Safety & Well-being agencies	Focus Groups	What are the top public safety threats/challenges to the entire community in Halton Region? What are the most important public safety improvements that could/should be made in Halton Region? How effective are Halton Police? What is the level of public confidence in Halton Police?
Halton Region community members at large	Public Survey	How appropriate are Halton Police interactions with members of the public?
Municipal Councillors First Nations School Boards Sheridan College Community Organizations Crime Stoppers	Engagement Letters	

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COMMUNITY SAFETY AND WELL-BEING

Community Safety and Well-Being

The ideal state of a sustainable community is where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression. The success of society is linked to the well-being of each and every individual.

The Halton Regional Police Service employs principles of risk-driven, multi-sectoral collaboration to address a variety of police and community concerns. This approach was borne out of the realization that police need to partner with external community services to address more complex issues impacting safety and well-being.

Anti-social behaviours stem from a variety of issues, which often co-exist. To effectively address or prevent these situations, similarly complex strategies are needed. They require multi-sectoral support with aligned priorities and parallel programming.

In 2019, the *Community Safety and Policing Act* was introduced and passed into law as part of *Bill 68, the Comprehensive Ontario Police Services Act, 2019*. The Act enhanced and strengthened the emphasis on community policing concepts and expectations. The Halton Regional Police Service is at the forefront of police services in Ontario with the implementation of these provincial enhancements. The Service has put a specific emphasis on upstream intervention, identification of community risk, and leveraging community collaboration. These concepts are now entrenched within the Halton Regional Police Service and [Halton Region's Community Safety and Well-Being Plan](#), with the overall goal to build a safer and healthier community for all who call Halton home.

What does this mean?

The delivery of policing services in Ontario has evolved to include working with community partners to focus on reducing the risks that affect community safety. This, in turn, reduces the demand for emergency response. This concept is known as the "upstream approach to intervention" and provides a coordinated response to risk, which allows for the system to be applied most effectively to those that need it the most. The Halton Regional Police Service has built on its policing philosophy by including proactive measures of intervention, known as the four pillars of community safety and well-being.



COMMUNITY POPULATION PROJECTION & DIVERSITY

Halton's population is becoming increasingly diverse and is expected to increase at an unprecedented rate over the next decade.

Community Safety and Well-Being Planning

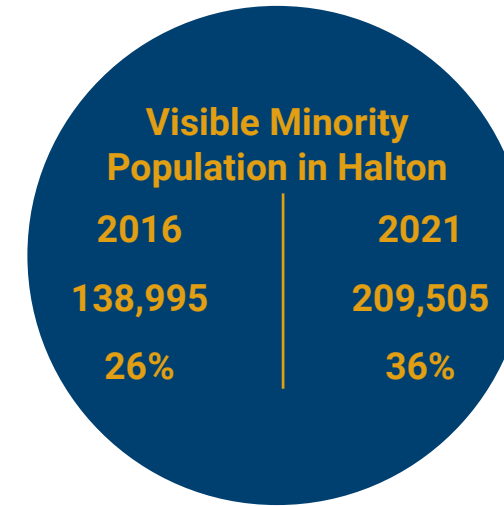
Multi-sector, collaborative efforts identify local priority risks and implement evidence-based collaborative strategies to address these risks and increase protective factors that will make the community safer and healthier for all.

Framework for Community Safety and Well-Being

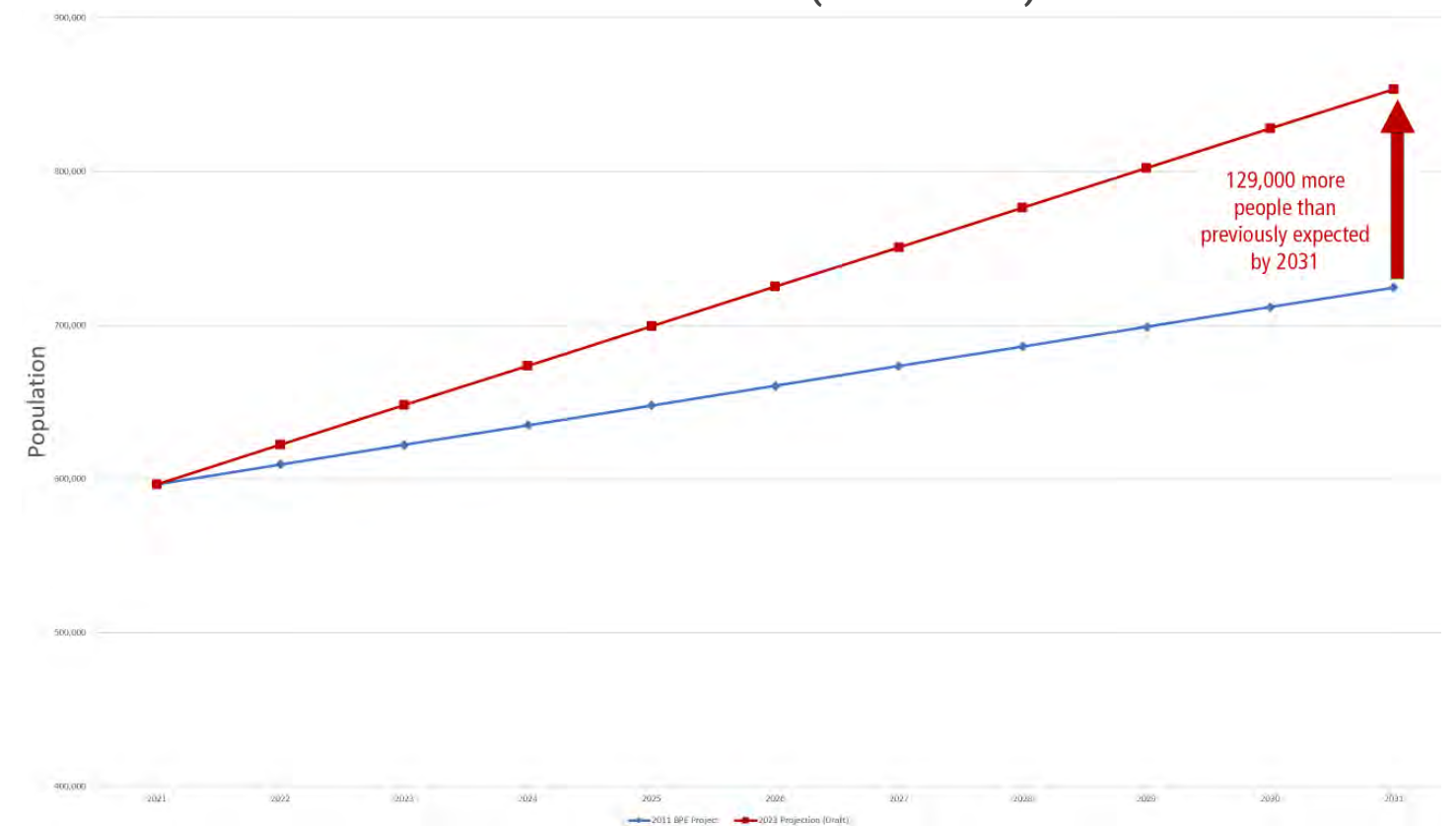
The Halton Regional Police Service's Framework for Community Safety and Well-Being has the following strategic priorities:

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

The Halton Regional Police Service reinforces the Community Safety Planning Framework by incorporating its principles into the Service's training, performance management process, project delivery, and delivery of ongoing initiatives. **The Service's four priorities of focus include mental health and addictions, priority populations, traffic safety, and crime.** The *Community Safety Plan* is a living system of collaboration and convergence of service delivery, risk mitigation, safety promotion, and social development.



HALTON POPULATION (2021 - 2031)



The 2011 BPE projections for Halton anticipated a population increase of about 128,000 or 21% between 2021 and 2031

The 2032 projections (draft - based upon Provincial Targets) anticipate a population increase of about 257,000 or 41% between 2021 and 2031



COMMUNITY SURVEY SUMMARY

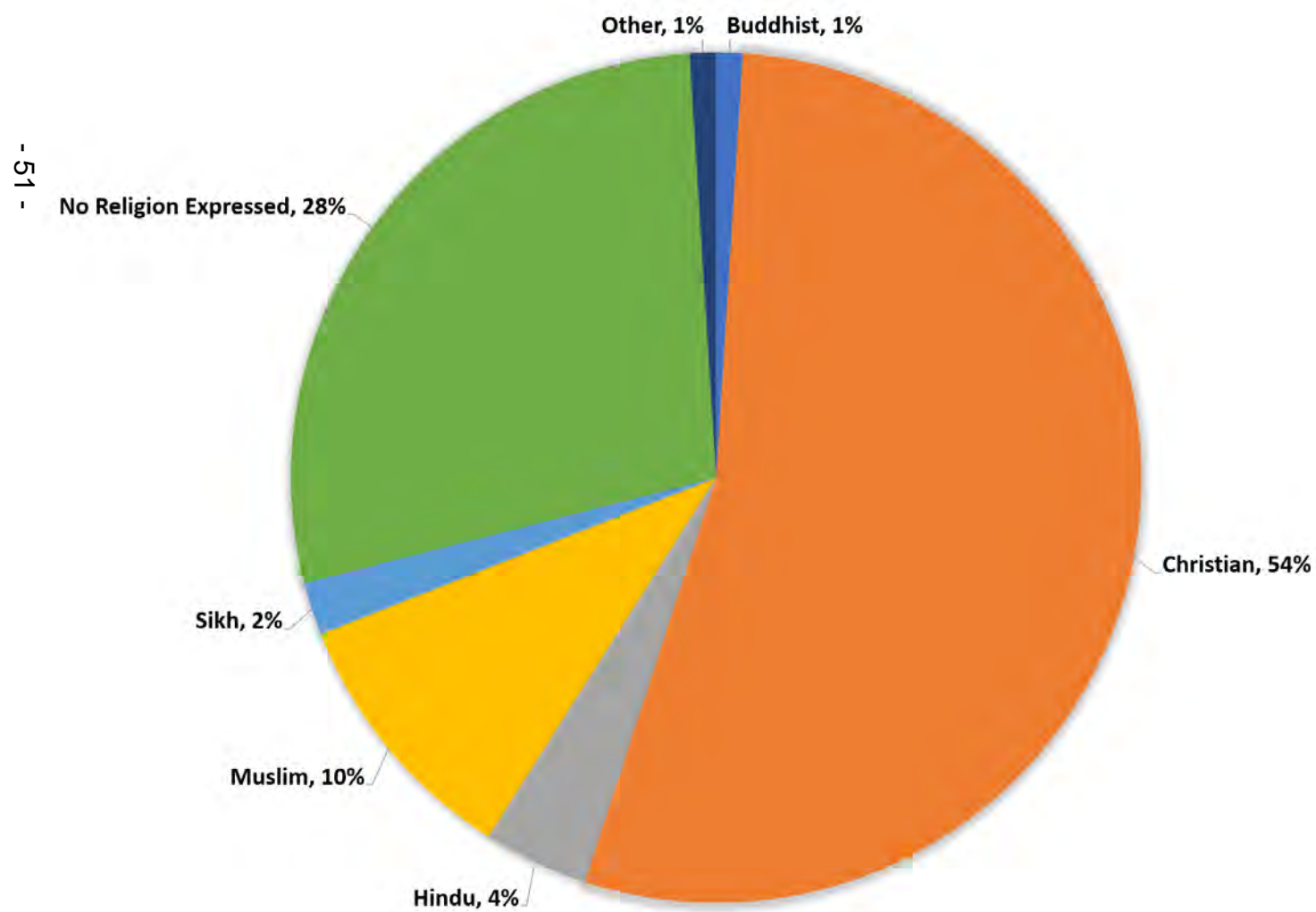
1,094 Halton Community members responded to the Public Survey. The vast majority (89%) of Halton Region residents feel safe (66%-83% in other jurisdictions), though a majority of Halton citizens (70%) report feeling crime has increased in the past five years. Most citizens have not been victimized in the last 12 months (68%), but those who were victims report equal rates of property crime and financial crime (17%).

76% of residents feel that HRPS is doing an excellent or good job, 14% points higher than similarly-sized jurisdictions. 73% of Halton citizens agree that HRPS resolves violent crimes and 70% agree that it responds quickly (both better than similar jurisdictions). Halton residents' top concern about its police service is equity; 23% feel that HRPS does not provide the same quality of service to all citizens (similar jurisdictions 34%-38%).

Halton residents rank the five greatest threats to the community as follows:

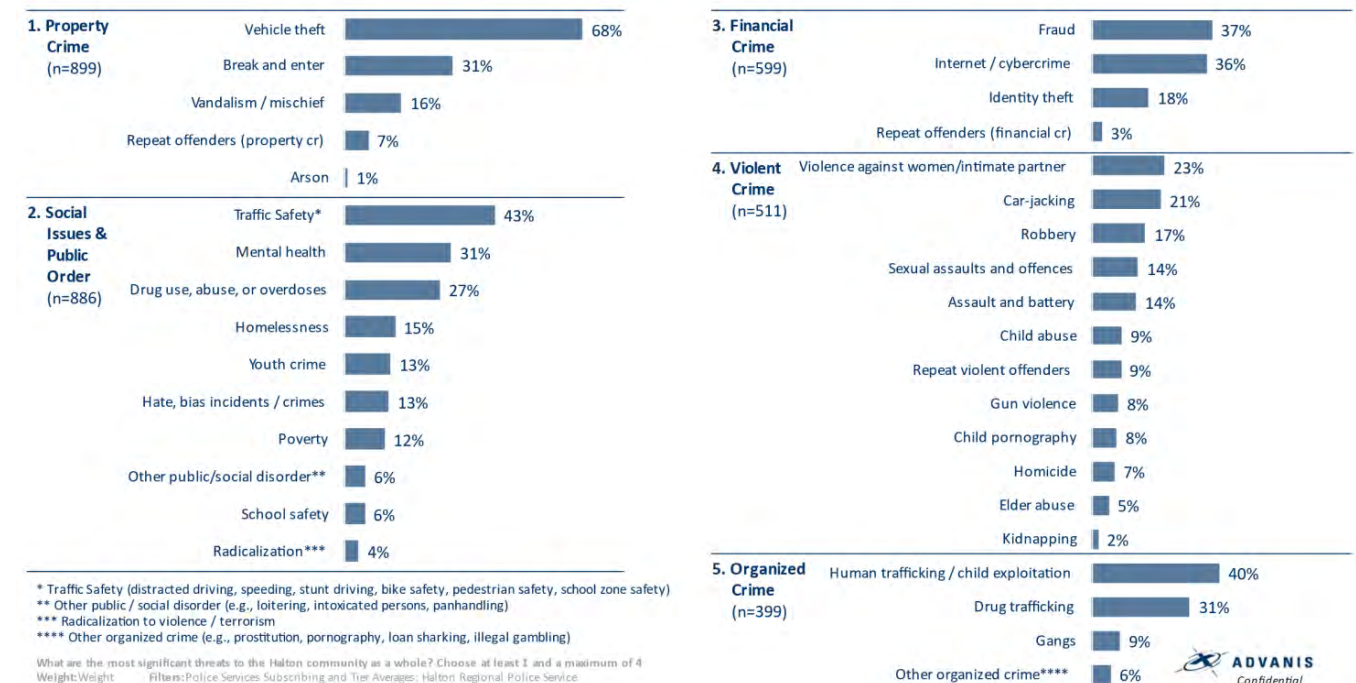
1. Property crime (82%) – especially vehicle thefts and break-and-enters
2. Social issues and public order (81%) – especially traffic safety and mental health
3. Financial crime (52%) – especially fraud and cyber crime
4. Violent Crime (46%) – especially violence against women/intimate partner violence and car-jacking
5. Organized Crime (32%) - especially human trafficking/child exploitation and drugs

POPULATION PERCENTAGE BY RELIGION



Within each threat area (that you ranked in the top 5 threat areas), what are your greatest concerns?

(Citizen had to choose at least 1 within each of the five areas, but could choose up to 4)



* Traffic Safety (distracted driving, speeding, stunt driving, bike safety, pedestrian safety, school zone safety)
 ** Other public / social disorder (e.g., loitering, intoxicated persons, panhandling)
 *** Radicalization to violence / terrorism
 **** Other organized crime (e.g., prostitution, pornography, loan sharking, illegal gambling)
 What are the most significant threats to the Halton community as a whole? Choose at least 2 and a maximum of 4
 Weight: Weight Filters: Police Services Subscribing and Tier Averages: Halton Regional Police Service



STAKEHOLDER ENGAGEMENT



Stakeholder Focus Groups' Summary

Among Focus Group participants, common safety concerns were:

- Population growth impact on affordability
- Services and crime
- Increased property crime
- Increased gun violence
- Traffic safety
- Mental health

Stakeholders Engagement Letters Summary

- **Regional Councillors/Chair/CAO** – Regional staff identified mental health and addictions, intimate partner violence, and housing/homelessness/encampments as the major community safety threats, and suggested the Region's Community Safety and Well-Being (CSWB) collaborative initiatives (which involve police) is the best way to address these threats.
- **First Nations** identified robbery, assault, sexual assault, and human trafficking as priority safety concerns, and suggested expanding community involvement programs like Neighbourhood Watch.
- **School Board Trustees** - No responses received.
- **Sheridan College** – The College's Chief Risk Officer identified auto theft, homelessness, and disinformation as the major community safety threats, and suggested increased affordable housing awareness campaigns, empowered youth, and increased public understanding of the social media landscape as ways to reduce these threats.

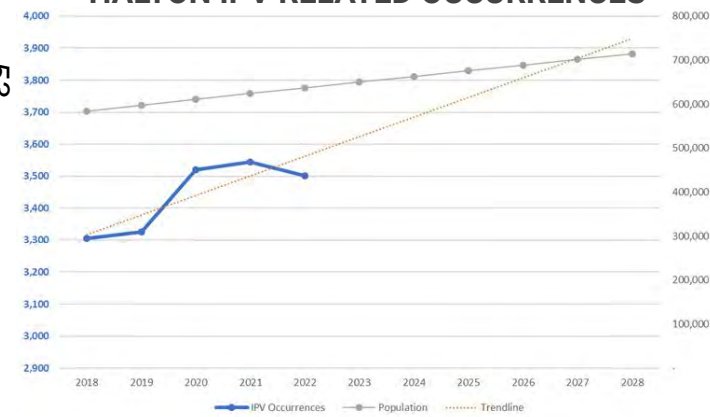


CRIME AND OCCURRENCE TRENDS

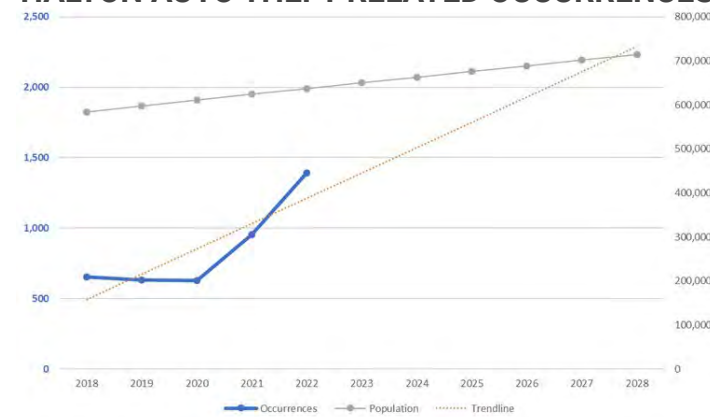
Crime and other occurrences that have been increasing in Halton Region as well as most other communities in Canada include:

- Firearm offences
- Cyber crime
- Intimate partner violence
- Hate-related occurrences
- Auto theft
- Mental health calls

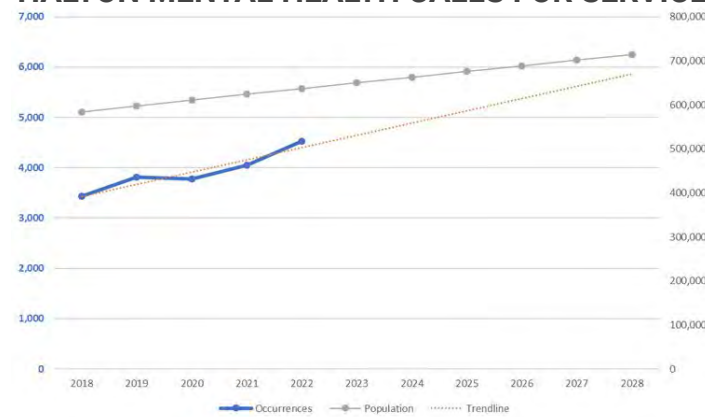
HALTON IPV RELATED OCCURRENCES



HALTON AUTO THEFT RELATED OCCURRENCES



HALTON MENTAL HEALTH CALLS FOR SERVICE



THE PLAN

Our collective **Vision** is: To be a world-class leader in community safety, equitable service, and policing excellence.

Our collective **Mission** is: To provide effective, efficient, and inclusive community-based policing for all, as exemplified through collaboration and coordination with our community, our partners, and our members.

Our collective **Values** are: Trust, Respect, Inclusivity, Integrity, Accountability, Transparency, Excellence, and Fairness.



STRATEGIC PRIORITIES

1 Achievement of the highest weighted clearance rate among comparator police services

The clearance rate reflects the effectiveness of Halton Regional Police Service to solve or otherwise resolve reported crimes. The weighted clearance rate is adjusted by StatsCan to account for the severity of various reported crimes, since some crimes (like homicides and assaults) are more serious than others (like minor property thefts) from a societal perspective. Solving or otherwise resolving crimes leads to improved community safety by holding perpetrators to account and serves as a deterrent to future criminal acts.

2 Achievement of 80% or better community satisfaction with the HRPS

It is important that everyone in our Community is safe, that they feel safe, and that they are satisfied with the service they receive from the Halton Regional Police Service. Feeling safe and satisfaction with police services leads to healthier relationships between the public and the police. Those healthy relationships lead to more public confidence in the justice system, increased public participation in crime prevention, and increased public provision of witness statements and support - all of which contribute greatly to sustained reduction in crime and increased community safety and well-being. When it comes to community safety, we are all interconnected. As Sir Robert Peel stated in 1829, "the public are the police and the police are the public".

3 Improved HRPS member job satisfaction and engagement

Police and civilian members' job satisfaction, engagement, and morale are all important contributors to effectiveness of Halton Regional Police Service, and ultimately, to an even safer Halton Region for everyone.

4 Reduced per capita property crime rate, including, through partnerships and collaboration, a 50% reduction in auto theft

5 Increased Enforcement and Intervention in the following Community-Responsive Policing Priorities: Intimate Partner Violence, Hate Crime, Human Trafficking, Child Exploitation, Guns & Gangs/Firearms, and Road Safety

ACTION PLANS

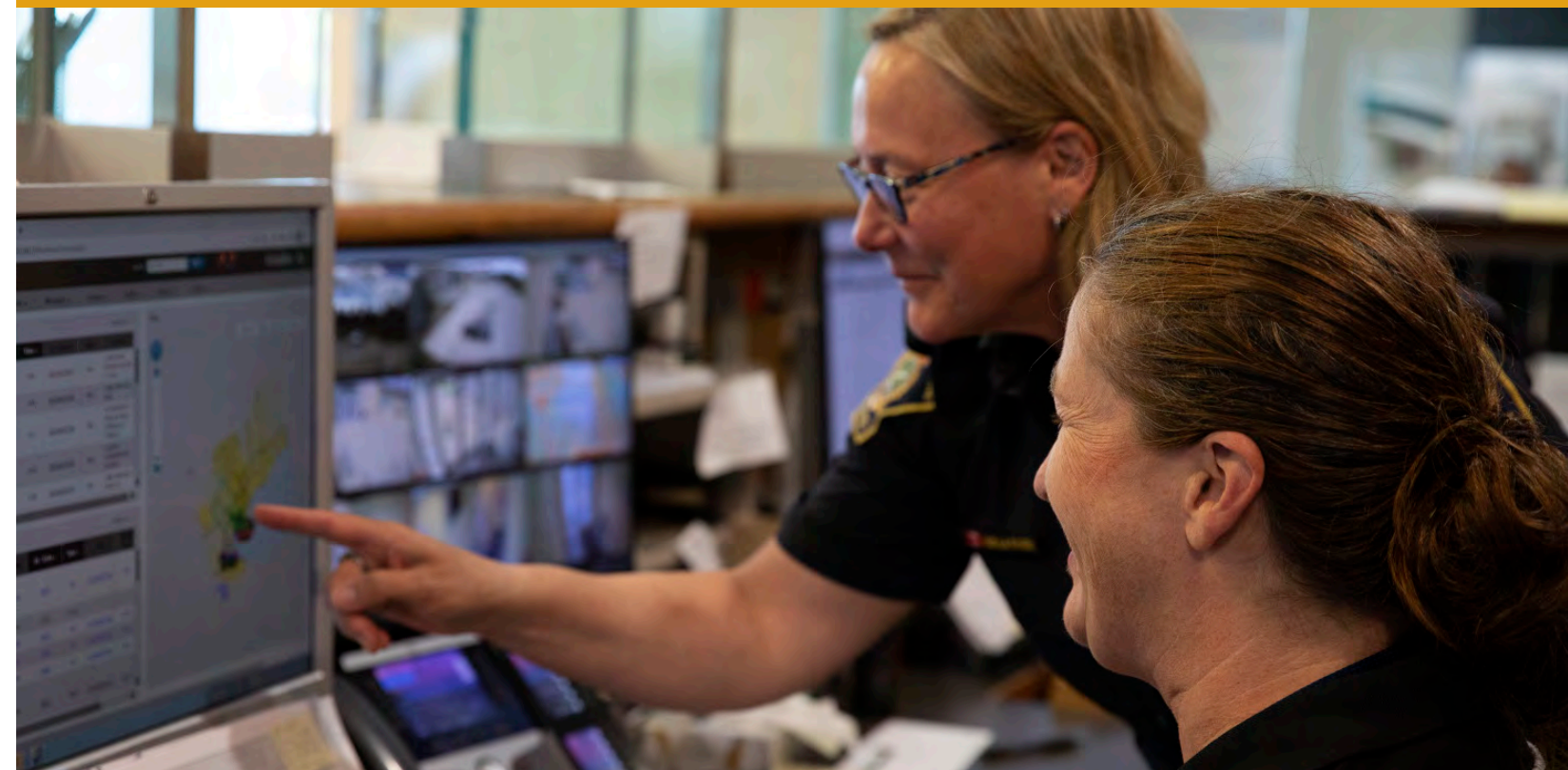
1 Achievement of the highest weighted clearance rate among comparator police services

Resourcing

- Invest in police analytics resources and technology to support investigations, auditing, and reporting mechanisms for Executive Command and the Police Board
- Allocate sufficient investigative and support resources into areas that have the greatest impact on community safety
- Utilize newly-developed clearance dashboard tool to regularly monitor performance and direct resources and deployment
- Research and develop platforms, data-driven applications, and technologies (e.g. Artificial Intelligence) to support operations and effectiveness

Training and Policy Development

- Create and deliver internal training modules for members to build greater organizational capacity to solve crime, clear crime occurrences, and oversee administrative processes
- Review and enhance policy related to the process of clearing crime occurrences





1 Operations

- Prioritize effective crime portfolio management and accountability measures for greater clearance potential
- Enhance collaborative partnerships with external stakeholders (courts)
- Participate in multi-jurisdictional and joint forces operations to address crime
- Decrease recidivism (reoccurrence) rate through enhanced bail compliance strategies
- Prioritize criminal clearance rates and embed in team and individual performance evaluations
- Implement audit process to ensure criminal clearances are captured and classified correctly
- Conduct an annual review of criminal clearance rate performance with key stakeholders and utilize technology and analytical investments to support and inform examination and strategy
- Participate on the Police Expert Panel of the Municipal Benchmarking Network of Canada to advance how police data and clearances are accurately captured across the country
- Develop investigative clearance templates to provide structural mechanisms for consistency
- Leverage and empower the Front-line Support Unit to focus on clearance rates as they navigate occurrences from online reporting and retail theft sources

Community Engagement and Enhanced Communication

- Leverage Corporate Communications channels and crime mapping tools to educate the public and encourage the community to help the HRPS identify offenders and solve crime
- Continued investments in crime prevention and target-hardening initiatives

2 Achievement of 80% or better community satisfaction with the HRPS

Community Engagement and Enhanced Communication

- Increased public communication on key policing activities, emerging trends, and matters that impact public safety
- Enhanced community engagement through event attendance, Town Hall meetings, visible patrol activities, and Service programming
- Emphasis on timely media relations to better inform the community
- Leverage various media platforms to showcase the work and positive impact of Service members
- Market and advance existing tools and data sources for the community to independently access information about the Service and its activities (website, crime mapping tools, social media platforms)
- Research, develop, and implement technologies to enhance operational efficiencies and user experience for online reporting, traffic complaints, record checks, and freedom of information requests
- Work with priority and diverse populations (youth, newcomers) through initiatives and programs, including Citizens Police Academy, Youth Advisory Council, Chief's Diversity Forum, ProAction Cops and Kids, YIPI - Youth in Policing Initiative, ESINC - Emergency Services Introduction for New Canadians, and Older Adults to build positive relationships
- Clearly demonstrate our commitment to Truth and Reconciliation Calls to Action
- Market and celebrate volunteerism

Community Impact

- Maximize road safety through education, high visibility patrol, and enforcement
- Continued focus on victims and victim restoration
- Ensure victims of crime are provided with timely supports from the Victim Services Unit
- Align activities within the Community Safety and Well-Being Framework to collaborate with community service providers to effectively address the root causes of social disorder issues that can lead to crime and victimization (mental health, substance misuse)
- Continued partnerships with mental health professionals to enhance service delivery and impact when addressing mental health crises in the community
- Improve Service members' awareness of community service provider assets in Halton in order to maximize collaboration, coordinated responses, and referrals



- 2**
- Effectively address situations of acutely-elevated risk through our continued participation in and leadership of the Regional Situation Table
 - Through strategic recruitment activities the Service will continue to pursue greater representation of the diverse community served
 - Leverage the diversity and talent within HRPS to enhance cultural competency training and service delivery to the community
 - Continued investments in Service Diversity Teams, Internal Support Networks, and Equity, Diversity, Inclusion (EDI) training opportunities
 - Continued collaboration with Halton's diverse community, faith-based groups, and those with lived experiences to guide and inform the Service's delivery strategy

Accountability

- Respond to allegations of member misconduct by conducting transparent, thorough, and timely investigations
- Ensure the Professional Standards Bureau is appropriately staffed, managed, and trained
- Address and resolve minor complaints through local and informal resolutions and mediation
- The pursuit and delivery of policing excellence through responsible staffing models, leadership, quality service delivery, and responsiveness to crime, victimization, and disorder
- Continued use and evolution of police video program (In-Car-Camera-System, body worn camera) as a means of enhancing public trust and confidence
- Research and implement appropriate technologies aimed at reducing the Service's carbon footprint

3 Improved HRPS member job satisfaction and engagement

Investment in Member and Organizational Wellness

- Implement modernized reintegration process for members returning to work after an absence due to illness or extended leave
- Provide resilience training to support member wellness
- Emphasize employee health and safety by conducting timely workplace inspections and assessments
- Implementation of modernized Workplace Harassment and Civility policies
- Increase the number of members who participate in the Safeguard program and wellness check-in process
- Develop and promote initiatives that support our holistic wellness strategy, including mental, physical, financial, and spiritual health and wellness
- Develop and establish a mental health service delivery model strategy which includes family members and community stakeholder support





3 Resources

- Advance the Coaching and Mentoring Program to support and develop our Service
- Increase training and equipment acquisition to ensure officer safety and organizational effectiveness
- Make necessary technology enhancements to improve user experience and operational efficiencies (intel database, E-ticketing, vehicle technologies)
- Develop and replace our Human Resources Information System to streamline process and increase administrative efficiencies and accuracy of databases
- Leverage project intake process and project management best practices to seek input and ideas from Service members
- Employ modernized recruitment strategies to attract new sworn and civilian candidates to the Service
- Enhance collaboration initiatives and relationships with key recruiting partners within the community
- Showcase and promote the Services's goal of being an "employer of choice" through keynote speakers and community presentations/involvement
- Continued pursuit of recognition through "Top Employer", HR excellence, Journey to Respect, etc. Awards
- Develop and create talent pipeline
- Develop and support innovative and best-in-class HR models to ensure continued growth of the Service
- Enhance new employee onboarding processes to demonstrate the Service's commitment to a healthy workplace and service excellence
- Ongoing leadership training for sworn and civilian supervisors
- Annually increasing staffing levels through the budget process to maintain service delivery standards in relation to a growing population and the increasing complexities of policing

3 Morale

- Implement a new HR strategy that focuses on internal service delivery
- Through leadership excellence and programming, foster a value-based culture focused on diversity, inclusivity, well-being, and positive engagement
- Implement changes to promotional processes to ensure fairness and clear pathways for success through the Coaching and Mentoring Program
- Improve communication and transparency related to organizational decision making
- Research and implement platforms that enhance internal connection and communication (meetings, virtual spaces, information sharing portals)
- Increase and timely recognition of members' performance and service (use of HaltonTV)
- Pursuit of internal and external awards to acknowledge Service member achievement
- Develop new and effective internal mechanisms to share feedback
- Implement a modernized performance management system
- Operationalize a new HR strategy to increase member confidence in job posting processes and to create efficiencies for external hiring
- Design adaptive career paths and developmental opportunities for employees to support personal and organizational growth and leadership through secondments, coaching/mentoring, career planning, and education
- Create and support change fatigue strategy to promote successful transformation
- Increase secondment opportunities for civilian members
- Complete internal and external conduct investigations in a timely manner
- Ensure involved parties are kept apprised of the status of complaints/investigations
- Continue the pursuit of a healthy and inclusive organizational culture through training, programming, and leadership
- Administer an Organizational Survey to assess member satisfaction and engagement
- Continue to advance development of new 1 District Facility for 2026
- Develop long-term facilities plans that address Service member needs out to 2050





4 Reduced per capita property crime rate, including, through partnerships and collaboration, a 50% reduction in auto theft

Community Mobilization, Crime Prevention and Partnerships

- Increase information sharing about crime prevention initiatives and programs with the Community to decrease crime (Crime Prevention Through Environmental Design, target-hardening strategies)
- Upstream investments in partnerships and coordinated service delivery models within the Region's Community Safety and Well-Being framework to address root causes of social disorder (mental health, substance misuse, etc.) that often lead to crime and victimization
- Continued participation in multi-jurisdictional investigative projects and Joint Forces operations
- Continued advocacy and collaboration with key external stakeholders to help them understand and operationalize their important role in crime prevention (auto manufacturers, insurance companies, border services, government)

Leveraging Technology and Data

- Maximize operational impact through investments in and utilization of technology and police analytics to improve crime solvency and guide intelligence-led enforcement strategies
- Explore and enable inter-service and First Responder collaboration through innovative information/data-sharing platforms

Maximize Resource Deployment

- Strategically build-out organizational capacity for specialized units that will have a direct impact on public safety and crime trends (Organized Crime Strike Team)
- Increase front-line patrol capacity to enhance visibility and connection within a growing community



5 Increased Enforcement and Intervention in the following Community-Responsive Policing Priorities: Intimate Partner Violence, Hate Crime, Human Trafficking, Child Exploitation, Guns & Gangs/ Firearms and Road Safety

Intimate Partner Violence

- Leverage Corporate Communications channels to increase public awareness of the issue and impact of intimate partner violence (IPV) in the community
- Demonstrate commitment to address IPV to enhance trust and confidence, ultimately increasing reporting of IPV incidents
- In collaboration with external partners, and within the Community Safety and Well-Being Plan Framework, implement a holistic and coordinated community strategy to address IPV
- Continue to utilize a victim-centric approach in response to all instances of IPV to ensure survivors are supported and protected
- Utilize current and relevant risk assessment and mitigation strategies for IPV offenders in order to reduce the likelihood of additional victimization





5 Hate Crime

- Conduct an annual review of Hate Crime Statistics and hate crime-related training and procedures to improve service delivery and impact
- Implement training, policy, and tools that create greater Service member awareness and capacity for effectively identifying, responding to, and investigating hate crime and hate-related matters
- Continued Equity Diversity, Inclusion (EDI) educational investments, specifically in the areas of hate based on misogyny, racism, and discrimination. Implement diversity training for sworn and civilian members of the Extended EDI Team, including:
 - Experiential and immersive training opportunities
 - Targeted training through annual block training
 - Celebrating diversity through unconventional ways to improve cultural competence, respect, and understanding
- Enhanced public communication strategies and a focus on collaborating with Halton's diverse community to encourage positive engagement and build greater trust and confidence in the HRPS (Diversity Engagement Table, participation in community-based events, Hate Crime Symposiums, Committee membership)
- Maintain an effective intelligence network to ensure that emerging and global trends and issues in relation to hate crime are proactively and strategically addressed
- The Intelligence Bureau will monitor and investigate violent extremism to enhance organizational capacity to navigate localized issues and events

5 Human Trafficking

- Continued participation in *Ontario's Strategy to End Human Trafficking* to ensure that the transient nature of human trafficking is strategically addressed
- HRPS Human Trafficking Unit will utilize innovative techniques to identify and investigate offenders in the community
- Invest in public awareness campaigns related to the prevalence and impact of human trafficking in the community in order to increase reporting of human trafficking
- Provide regular and relevant educational updates to all members of the Service to enhance the ability to recognize instances of human trafficking
- Maintain and nurture ongoing collaborations with external partner agencies to ensure the delivery of a victim-centric approach and that survivors of human trafficking are provided the comprehensive and empathetic support necessary for their recovery
- Enhanced public communication strategies and a focus on working collaboratively with Halton's diverse community to encourage positive engagement and build greater trust and confidence in the HRPS (Diversity Engagement Table, participation in community-based events, Hate Crime Symposiums, Committee membership)

Child Exploitation

- HRPS is a fully committed partner agency, actively contributing to the goals and objectives outlined in the *Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet*
- The Internet Child and Exploitation Investigative Team, utilizing a variety of techniques, will thoroughly investigate reported instances related to child pornography
- Provide leading-edge, specialized support to all investigations related to online child exploitation through the implementation of the new Computer Crime Unit in 2024
- Actively educate and inform the community on the issue of child exploitation, focusing on strategies to prevent victimization
- Continue to work within a collaborative community framework to support child and youth victims who have experienced exploitation involving the use of technology



Service members and community partners participate in inaugural Hate Symposium in October 2023.



5 Guns & Gangs/Firearms

- Actively participate and contribute to the ongoing Provincial Guns and Gangs – Joint Forces Enforcement Team through the full-time secondment of two Detective Constables and the dissemination of localized intelligence
- Proactively monitor and investigate gang-based criminal conduct by leveraging police analytics and using an intelligence-led approach
- Continue to participate in collaborative and coordinated efforts to disrupt and investigate the criminal activities of gangs
- Utilize a forensic-based approach to all seizures of illegal firearms to ensure all possible investigative avenues are thoroughly pursued (i.e. linkages to other crimes, importation source, etc.)

Road Safety

- Road safety strategy delivered through a combination of education, enforcement, and annual high-profile campaigns
- Leverage traffic-related data to support road safety initiatives, deployments, and enforcement
- Increase organizational capacity for Commercial Motor Vehicle enforcement
- Maintain and foster partnerships with key stakeholders related to traffic (Mothers Against Drunk Driving, Region of Halton, Municipalities, Transport Canada, etc.)
- Continued investments in road safety related equipment and training for HRPS members
- Advocate for technology investments to support traffic enforcement initiatives (red light and speed enforcement cameras)
- Prioritize road safety initiatives and project participation for front-line HRPS members
- Conduct an annual review of the Service’s road safety strategy to assess and maximize impact and deployment structure of road safety resources
- Ensure that all motor vehicle collisions involving serious injury or death are thoroughly and forensically investigated by the Collision Reconstruction Unit

EVALUATING PERFORMANCE

The Board will strategically evaluate Halton Police performance relative to the Strategic Objectives by monitoring Key Performance Indicators.

Strategic Priority		Key Performance Indicators
1	Achievement of the highest weighted clearance rate among comparator police services	The clearance rates are reported to StatsCan annually by police services for each police service. StatsCan creates a weighted clearance rate (based on the societal severity of the different types of crime) for each municipality and posts the results on its public website. The Board will examine this data to see how the total weighted clearance rate is trending over time and relative to comparator police services.
2	Achievement of 80% or better community satisfaction with the HRPS	The Public Survey administered by <i>Advanis</i> in 2023 will be used as the baseline for measuring changes in how the diverse public feel about safety and how well Halton Regional Police Service are communicating with them. The Board will use this data to assess changes in public safety sentiment over the next four years, and by extension, the impact of HRPS initiatives, partnerships, and actions. The results will be reported in the 2024 Annual Report.
3	Improved HRPS member job satisfaction and engagement	A third-party will be engaged to administer an anonymous survey regarding Service member job satisfaction and morale in 2024. The survey will be re-administered in 2027 and the Board will compare the results of both surveys to assess the impact of management interactions and initiatives on job satisfaction and morale over the four years of the Strategic Plan. The results will be reported internally to HRPS members.
4	Reduced per capita property crime rate, including, through partnerships and collaboration, a 50% reduction in auto theft	Property crimes are reported to StatsCan annually by police services for each municipality in Canada. The Board uses this data to see how the property crime rate, including auto theft, is trending over time relative to comparator jurisdictions. These trends inform the Board’s assessment of the effectiveness of Halton Regional Police Service initiatives, partnerships, and actions in preventing property crime in general, and auto theft in particular. The results will be reported publicly each year in the Annual Report.
5	Increased Enforcement and Intervention in the following Community-Responsive Policing Priorities: <ul style="list-style-type: none"> • Intimate Partner Violence • Hate Crime • Human Trafficking • Child Exploitation • Guns & Gangs/Firearms • Road Safety 	Crimes are reported to StatsCan annually by police services for each municipality in Canada. The Board uses this data to see how the various crimes are trending over time relative to comparator jurisdictions. These trends inform the Board’s assessment of the effectiveness of Halton Regional Police Service initiatives, partnerships, and actions in preventing crime and occurrences in general, and in these six areas in particular. The results will be reported publicly each year in the Annual Report.

OTHER STRATEGICALLY IMPORTANT BUSINESS

Technology

The Halton Regional Police Service has an excellent reputation as an innovator and leader in technologies critical to the delivery of public safety services in Canada. In support of the priorities of the Halton Police Board, a key component of the ongoing strategy for HRPS is to focus on technologies that enhance the safety and effectiveness of the officers who serve the Region of Halton and the safety of the people in the communities served. Implementation and management of technologies that deliver reliable, secure, high-performance communications and access to critical data remain significant technology drivers of the Service. Continuous exploration and assessment of leading-edge technologies that can bring valuable insights and predictors with HRPS data and service delivery models will be important for the Service to ensure its effectiveness in the future. In support of this, the Service will continue to explore advanced computing technologies such as Artificial Intelligence (AI) and Data Science and Machine Learning (ML) technologies to enhance service effectiveness and address emerging issues in Halton's communities. In addition, continued leadership in enhancing interoperability of communications and data sharing among other law enforcement and First Responder agencies will remain strategic priorities for the Service.

As such, and in support of this 2024-2027 Strategic Plan, the Service's technology strategy will focus on the following initiatives and projects:

- Continued development of technology staff and organizational development within the Service
- Continued groundbreaking work on Public Safety Broadband Network (PSBN) communications systems
- Exploring opportunities with technology to enhance efficiencies and safety of front-line police officers
- Engagement with universities and academia to explore emerging data science and Artificial Intelligence (AI) opportunities to provide more insights into public safety related data
- Continuing to work alongside operational units to enhance efficiencies and enterprise resource planning opportunities through systems selection and development
- Continuing to strengthen and enhance the Service's cybersecurity posture
- Implementing and enhancing service to the public with Next Generation 9-1-1 (NG9-1-1) technologies
- Implementing collaborative technologies that improve interoperability among First Responders – within the Region and with First Responders in neighbouring jurisdictions
- Delivering key administrative systems and enhancements to existing systems to support the cost effective and efficient operation of the Service
- Ensuring the security, stability, fault tolerance, and performance of current and future systems

Facilities

The Halton Regional Police Service Facility Plan is a comprehensive master facility plan derived from individual facilities' needs assessment and feasibility studies. This iteration of the Facility Plan informs current and future planning for the optimal requirements and locations of police facilities that address the Service's short- and long-term needs. The associated cost estimates are included in the 10-year Capital Plan. An annual status update report of the Facility Plan is provided to the Halton Police Board.

The Facility Plan is guided by key fundamental themes and supports the various themes within the current and prior Strategic Plans:

- Provide workplaces that enable effective and efficient delivery of policing services
- Ensure flexibility to support changing Service needs
- Align facilities supply to Regional growth
- Maximize the benefits accrued to the Service for the financial investments made

During the last business plan cycle, the 1 District Facility project was advanced.

Building on the findings from the 2015 1 District Facility Plan Study and with site selection complete, the Service advanced the 1 District Facility project through to detailed design and construction tender stages. Construction is anticipated to commence Q2 2024 with the new facility operational in Q1 2026.

With the completion of the 1 District Facility, the HRPS will have modernized police facilities within all Districts to support the Service's Mission of providing effective, efficient, and community-based policing for all. This milestone also completes all of the objectives identified in the current Halton Regional Police Service Facility Plan. The Service will undertake a full update to the Facility Plan during the term of the new Strategic Plan that will provide comprehensive facility needs assessments until 2051. This will align with Regional best planning population estimates once the Region and Municipalities have addressed the changing Provincial requirements.

The Service remains compliant with the specific facilities requirements identified in the Ontario Police Services Act's *Adequacy and Effectiveness of Police Services* regulations and guidelines.





How the Plan Reflects Community Needs, Values & Expectations

This Strategic Plan has been driven by input received from across all communities within Halton Region. The Board is tremendously appreciative of all the Community input it received.

In the public survey, Halton residents identified the greatest threats to the Community as property crime, particularly auto theft, mental health, traffic safety, cyber crime, intimate partner violence, organized crime, and gun violence. Community Focus Groups and stakeholder letters identified similar safety concerns. Analysis of crime trends indicates that the number of such incidents is increasing.

These Community concerns led the Board to establish the following results-based Strategic Objectives:

- Reduced per capita property crime rate, including, through partnerships and collaboration, a 50% reduction in auto theft
- Increased Enforcement and Intervention in the following Community-Responsive Policing Priorities: Intimate Partner Violence, Hate Crime, Human Trafficking, Child Exploitation, Guns & Gangs/Firearms, and Road Safety
- Achievement of the highest weighted clearance rate among comparator police services

To ensure policing efforts and communications continue to align with Community expectations, the Board also established the Strategic Objective:

- Achievement of 80% or better community satisfaction with the HRPS

Finally, to ensure high-quality service to our Community is sustained over the four-year life of the Plan and beyond, the Board established the Strategic Objective:

- Improved HRPS member wellness, job satisfaction and engagement

These five Community-driven, results-based Strategic Objectives are the focus of policing in Halton Region for the next four years.



Halton Police Board

Address
2485 North Service Rd. W.
Oakville, ON L6M 3H8

How to contact us
Voice: 905-825-4777 ext. 5014

Email: info@haltonpoliceboard.ca
Website: www.haltonpoliceboard.ca
X: [@HPBoard](https://twitter.com/HPBoard)
Facebook: [Halton Police Board](https://www.facebook.com/HaltonPoliceBoard)



Halton Regional Police Service

Address
2485 North Service Rd. W.
Oakville, ON L6M 3H8

How to contact us
Voice: 905-825-4777
Fax: 905-825-9416
TDD: 1-800-990-8199

Email: info@haltonpolice.ca
Website: www.haltonpolice.ca
X: [@HaltonPolice](https://twitter.com/HaltonPolice)
Facebook: [Halton Police Service](https://www.facebook.com/HaltonPoliceService)
Instagram: [Haltonpolice](https://www.instagram.com/Haltonpolice)

For that latest news and information, follow @HaltonPolice on X, Halton Regional Police Service on Facebook and Instagram, or visit www.haltonpolice.ca.





Halton Regional Police Service Public Agenda Recommendation Report

To: Chair and Police Board Members

From: Chief Stephen J. Tanner

Subject: TRAINING SITE AGREEMENT – HALTON HEALTHCARE

Report #: P24-02-R-12

Date: February 29, 2024

RECOMMENDATION:

“That the Halton Police Board authorize an agreement with Halton Healthcare to utilize a property at 9527 Trafalgar Road in Halton Hills for the purpose of police training.”

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

Stephen J. Tanner
Chief of Police

:TB

Attachment: Training Site Agreement

INTRODUCTION AND BACKGROUND:

In order to replicate and mimic, as best as possible, environments and situations that police operate in, police training is often conducted in venues within the community. Past training for immediate rapid deployment (IRD) and active attacker scenarios has been conducted in abandoned or unoccupied schools and businesses that allowed HRPS access to utilize their buildings on a temporary basis. This need also extends to the Tactical Rescue Unit (TRU), Canine Unit, and Search Incident Response Team (SIRT) on a regular basis.

These arrangements have all been temporary and dependant on the availability on such venues. As the Region continues to grow, these opportunities within our communities have become harder to source and secure for training purposes. The Training Bureau had been attempting to source local buildings for several months with limited success.

In the fall of 2023, police received a request for attention from Halton Healthcare in relation to an unoccupied farm property located at 9527 Trafalgar Road in Halton Hills. The property had been donated to Halton Healthcare, although future use and disposition of this property was in the early planning stages. Recognizing the potential training use for a property such as this - which contains

multiple outbuildings, structures, and open space – HRPS staff contacted Halton Healthcare to explore the possible use of this property for police training. Halton Healthcare and HRPS staff collaborated on the details of this agreement which will provide a venue for various types of police training, while maintaining the security and integrity of this property – which would otherwise remain unoccupied for some time.

DISCUSSION / ANALYSIS:

The proposed agreement is for an initial 6-month term, with the ability to extend the agreement for additional 6-month durations should both organizations be amenable to the extension. This property will be utilized in a number of training deliverables and offer an in-Region venue for a number of units to use over the course of the agreement term. Active attacker training, incident response training, de-escalation training, search training and warrant service training are just a few potential uses for this property.

The property in question is approximately 100 acres and is surrounded by similar properties. Much of the property is still being used for agricultural purposes and this segment of the land would be off-limits for HRPS staff. Regardless, the usable portion of the property is well removed from the road, offering a sense of privacy and security during training sessions. There are two functional residential buildings on the property, along with a number of outbuildings including a large wood barn and a large garage. These structures are all available for use, however some have more utility than others. Any modification to these buildings – such as the installation of walls or similar structures - would have to be temporary and would need to be removed once the agreement is terminated. There is also access to a 10-acre woodlot on the property, which would be an ideal setting for a number of scenarios.

The location is convenient – situated between 5 Sideroad and 10 Sideroad, approximately 30 minutes from Headquarters, and a short distance from 11 Division (Georgetown). There is ample parking on the property for numerous vehicles and access is controlled through an automated gate close to Trafalgar Road.

FINANCIAL / HUMAN RESOURCE / LEGAL ISSUES:

There are no lease or rental costs incurred as part of this agreement and utilities will continue to be the responsibility of Halton Healthcare. Costs associated to upkeep, maintenance and any damage caused as a result of HRPS use will fall to the Service over the course of the agreement.

HRPS Legal Services has reviewed the agreement and arranged for the required insurance for HRPS use of this property.

Maintenance considerations such as cleaning, lawn care, snow removal, and general upkeep have been discussed with Facilities Services and budgetary funds are available to cover these costs.

ALTERNATIVES:

A number of options have been explored when it comes to venues required to satisfy the training needs of the Service. The Regional school boards, Region of Halton, and other private business contacts have been canvassed for potential sites and there are no suitable buildings or properties available to suit the training needs of the Service.

Lease opportunities in the City of Hamilton were explored, although these options would require officers to travel out of Region and was coupled with a number of issues related to parking, travel expenses, and elevating costs related to a longer-term occupancy at these properties.

As the Region and Service continues to grow at a significant rate, a long-term and strategic solution for our HRPS training requirements will need to be explored further.

CONSULTATION:

Superintendent Al Albano – Training Bureau
Inspector Cole Repta – Emergency Services
Inspector Trevor Bradley – Training Bureau (author)
Michael McMullan, Director – Facilities Services
Ruth MacKeigan, Paralegal – Legal Services
Staff Sergeant Steve Siomra – Training Bureau
Staff Sergeant Dave Preece – Emergency Services Unit
Tomasz Bielecki – Halton Healthcare Services

STRATEGIC MANAGEMENT ISSUES:

This recommendation report supports the following points within the Strategic Plan:

Theme 1 – Community Safety and Well-Being

Goal 3: Demonstrate continued leadership in delivering our part of Halton’s Community Safety and Well-Being Plan — act on the key principles and embed the four cornerstones of the Plan in daily operations: Incident Response, Risk Intervention, Prevention, and Social Development.

Goal 4: Focus on the Service’s Community Safety and Well-Being Plan priorities and the key concerns of the community:

d. Mental health and addiction, including upstream intervention — referrals and education, crisis response and de-escalation.

Theme 3 - Capability and Engagement

Goal 1: Ensure that all employees are well-trained and well-equipped, and that our support to the frontline service remains paramount.

Goal 4: Create and explore innovative opportunities to bolster service delivery and maximize strategic business initiatives.

TRAINING SITE AGREEMENT

BETWEEN:

**THE REGIONAL MUNICIPALITY OF HALTON
POLICE SERVICES BOARD**
(hereinafter referred to as “the Board”)

-and-

HALTON HEALTHCARE SERVICES CORPORATION
(hereinafter referred to as “Halton Healthcare”)

WHEREAS the Board is responsible for the provision of policing services in The Regional Municipality of Halton;

AND WHEREAS the Board wishes to enter upon lands owned by Halton Healthcare at 9527 Trafalgar Road, Halton Hills, Ontario (the “Property”) to use the Property for the purposes of training and related uses including storage of training-related equipment (the “Permitted Purposes”);

NOW THEREFORE in consideration of the mutual promises and covenants hereinafter set out, the parties agree as follows:

1.0 Access by the Board

1.1 Halton Healthcare hereby grants to the Board access to the Property for the Permitted Purposes in accordance with this Agreement. The access granted hereunder is limited to the Areas of Permitted Use shown on Schedule “A” to this Agreement.

2.0 Term

2.1 This Agreement shall come into effect on January 1, 2024, and continue until June 30, 2024, unless terminated earlier in accordance with this Agreement. This Agreement may be renewed for additional terms of six (6) months each by mutual agreement in writing signed by the parties.

2.2 The Board shall not assign or transfer its rights and obligations under this Agreement to any other party without the prior written consent of Halton Healthcare.

3.0 Termination of Agreement

3.1 This Agreement may be terminated by either party by 7 days’ notice in writing to the other party.

3.2 No liability shall attach to the party initiating termination by reason of such action.

4.0 Fees & Other Consideration

4.1 The Board agrees to pay the fee of \$1.00 per month, plus HST, for use of the Property.

4.2 In addition to the fee required by Section 4.1, in consideration of its access to and use of the Property for the Permitted Purposes, the Board shall diligently perform the obligations specified on Schedule "B" to this Agreement.

5.0 Condition and Use of Property

5.1 The Board shall keep the Property clean and orderly and will be solely responsible for all repairs and will at its own expense forthwith repair any damage whatsoever it causes to the Property.

5.2 The Board shall not paint or decorate or otherwise alter the Property in any manner.

5.2 The Board shall not alter, modify or fit-out any of the structures on the Property without prior written authorization of Halton Healthcare. If modifications occur, the Board will be solely responsible for ensuring all work is done in compliance with local building codes and any other authorities having jurisdiction, and will remove and modifications or fit-outs of the structures on the Property upon termination of this Agreement.

5.3 The Board agrees that Halton Healthcare may in its sole and absolute discretion alter or demolish buildings on the Property at any time during the term of this Agreement.

5.4 The Board acknowledges that this Property will only be used occasionally as a training site with a general access schedule to be provided to Halton Healthcare stating the days and times the Board or its permitted invitees expect to be on the Property. Halton Healthcare may enter the Property at any time, without notice to the Board, to show the Property to potential tenants, conduct routine inspections, or for any other reason it deems necessary.

5.5 The Board shall not allow anyone other than members of the Halton Regional Police Service and other police services training with Halton Regional Police Service members to attend at the Property to conduct training, without the prior written authorization of Halton Healthcare, which may be unreasonably or arbitrarily withheld.

5.6 The Board acknowledges that access to the Property is being provided to the Board for the Permitted Purposes on an "as is" basis, and that Halton Healthcare makes no representations or warranties, expressed or implied, as to the condition of the Property or its fitness or suitability for access or use by the Board or its employees, agents, contractors or permitted invitees for the Permitted Purposes. The Board acknowledges that it has had the opportunity to inspect

and survey the Property and make its own determination as to its suitability and safety for use for the Permitted Purposes and is not relying on any information provided by Halton Healthcare in that regard.

- 5.7 The Board acknowledges that the Halton Healthcare property at 9595 Trafalgar Road (the "Residential Property") is occupied by a residential tenant of Halton Healthcare. The Board agrees not to conduct any activities that would otherwise fall within the Permitted Purposes on or in the vicinity of the Residential Property, and not to enter the Residential Property (except for law enforcement and policing purposes in the ordinary course).
- 5.8 The Board acknowledges that portions of the Property are leased by Halton Healthcare for agricultural purposes, as shown on Schedule "A". The Board agrees not to enter on any portion of the Property under cultivation, not to interfere in any agricultural operations on the Property, and not to damage any crops, agricultural equipment or other items used in association with the agricultural operations on the Property.
- 5.9 The Board will not bring onto the Property any hazardous materials or environmental contaminants. After each use of the Property the Board shall leave the Property in a condition at least as good as before such use and upon termination of this Agreement the Board shall remove all items that it has brought onto the Property and ensure the Property is restored to a condition at least as good as at the commencement of this Agreement.
- 5.10 The parties agree that regular and open communication and coordination will be essential to the success of this Agreement and accordingly agree to observe the Coordination Procedures specified on Schedule "C" to this Agreement.

6.0 Indemnification

- 6.1 The Board hereby releases, waives and forever discharges Halton Healthcare, and all its directors, officers, employees, agents, contractors, successors, executors, administrators and assigns from any and all claims, demands, damages, costs, expenses, actions, and causes of action in respect of death, injury, loss or damage to any person or property, arising or likely to arise directly or indirectly from the acts or omissions of the Board, members of the Halton Regional Police Service, or The Regional Municipality of Halton, or any person acting under the Board's direction and/or authority relating to the Board's use of the Property.
- 6.2 The Board shall hold harmless and indemnify Halton Healthcare and its directors, officers, employees, agents and contractors, and their respective successors and assigns, from and against all costs, losses, fees (including legal fees and disbursements) and liability incurred by or arising out of or in any way connected with the Board's use of the Property.

7.0 Insurance

- 7.1 The Board represents and warrants that it has and agrees to maintain for the term of this Agreement, at its own cost and expense, with insurers having a secure A.M.

Best rating of B+ or greater, or the equivalent, all necessary and appropriate insurance that a prudent person would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury and property damage, to an inclusive limit of not less than five million dollars (\$5,000,000) per occurrence. Halton Healthcare shall be an additional insured on all such policies.

- 7.2 The Board shall provide Halton Healthcare with a certificate of insurance that confirms required insurance coverage.

8.0 Amendments

- 8.1 Amendments, alterations or additions to this Agreement may only be made in writing and shall be signed by the parties.

9.0 Notices

- 9.1 Notices under this Agreement shall be in writing and sent by email, personal delivery, courier or by ordinary pre-paid mail. Notices by mail shall be deemed to be received on the fifth business day after the date of mailing. Notice by email, personal delivery or courier shall be deemed to be received at the time of delivery or transmission.

- 9.2 All correspondence and other notices relating to this Agreement shall be addressed and delivered as follows:

Board:

Chief of Police

Halton Regional Police Service
2485 North Service Road West
Oakville, Ontario
L6M 3H8
legalservices@haltonpolice.ca

Halton Healthcare:

Director, Facilities, Construction and Retail Operations

Halton Healthcare Services Corporation
3001 Hospital Gate
Oakville, Ontario
L6M 0L8
jvlasic@haltonhealthcare.com

10.0 Entire Agreement

- 10.1 This Agreement constitutes the entire agreement between the parties. There are no other agreements, understandings, representations or warranties, collateral, oral or otherwise.

IN WITNESS WHEREOF, the parties have signed this Agreement.

**Halton Healthcare
Services Corporation**

**The Regional Municipality of Halton
Police Services Board**

Hilary Rodrigues, Senior Vice President
I have authority to bind the Corporation.

Jeff Knoll, Chair - Halton Police Board.
I have authority to bind the Board.

Dated:

Dated:

**Schedule “B”
Obligations of the Board**

1. Snow clearing and ice control: Snow removal to cover the main road from the street to the houses and barn including the parking area. Snow removal to commence when accumulation is > 2.5cm. Salting to occur as necessary to maintain paths of travel free of slip hazards.
2. Lawn Cutting and Leaf Clearing: Lawns to be cut and leaves to be cleared to maintain a tidy appearance and trees to be trimmed as needed.
3. Security visits: Security visits by HRPS to occur on a weekly basis. A log will be kept on-site for the purpose of documenting these visits. Halton Healthcare reserves the right to install security cameras on the Property.
4. Visual inspections: Visual inspections to take place regularly while on site and to include inspection for water leakage in the basement and subsequent floors. General visual inspection of the facilities for damage or deterioration. Any issues identified to be reported to Halton Healthcare.
5. Maintenance and Cleaning: Structures on the Property to be regularly cleaned and maintained to a reasonable standard of care. Garbage and debris to be removed from the Property. Roads to be maintained free of debris and obstructions of any kind.
6. Signage: Signage indicating use by Halton Regional Police Service to be placed at the main entrance to the Property.
7. A log will be kept on-site for the purpose of documenting all Security and property maintenance visits as well as any maintenance issues which have been identified to Halton Healthcare.

**Schedule “C”
Coordination Procedures**

1. The Board will provide Halton Healthcare with its planned usage schedule for the Property on a monthly basis at least 7 days prior to the beginning of the month in question.
2. The Board will notify Halton Healthcare of any significant issues it discovers during its use of the Property that may affect the safety, security, or integrity of the Property.
3. The following is a table of key contacts for matters relating to the Property:

Subject	Board	Halton Healthcare
Agreement Matters	Insp. Trevor Bradley 905-825-4747 x 5750 trevor.bradley@haltonpolice.ca	Joe Vlastic 905-845-2571 x 6860 jvlastic@haltonhealthcare.com
Maintenance Matters	Mike McMullan 905-825-4747 x 5106 Michael.McMullen@haltonpolice.ca	Joe Vlastic 905-845-2571 x 6860 jvlastic@haltonhealthcare.com
Security	S/Sgt. Steve Siomra 905-825-4747 x 4713 stephen.siomra@haltonpolice.ca	Bob Kopinak 905-845-2571 x 6685 bkopinak@haltonhealthcare.com
ESU Contact	S/Sgt. Dave Preece 905-825-4747 x 8992 dave.preece@haltonpolice.ca	



Action Registry – Public Section

Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
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	May 2024	
27 Apr 2023	3.2	<i>THAT the Halton Police Board direct the Chief Governance Officer to prepare a report prior to the end of 2023 on an independent quality assurance audit of Service, quality assurance and audit policies, to be conducted on behalf of and reported directly to the Board.</i>	CGO	Dec 2024	
27 Apr 2023	3.3	<i>THAT the Service provide a presentation to the Board on the recruiting process and current status.</i>	Chief	March 2024	
2 Jun 2023	3.1	<i>“THAT the Service report back to the Board on changes made and a detailed implementation plan with specificity on actions and timelines on the proposed recommendations made by Dr. Perry within six (6) months, and further,</i>	Chief	March 2024	



Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
		<p><i>THAT the Board request that Dr. Perry return to the Service to determine the effectiveness of the implementation, and</i></p> <p><i>THAT the Service be directed to include an EDI report card as part of its performance reporting.”</i></p>		March 2024	
6 Oct 2023	N/A	<p><i>Requested reporting from Budget Workshop:</i></p> <ul style="list-style-type: none"> · <i>Trend in number of HRPS employees on long-term disability</i> · <i>Status and positioning of reserves and deployment against proposed budget</i> · <i>Impact of changes in provincial funding and grants</i> · <i>A report to the Board including relevant policy on deployment of body-worn cameras</i> 	Chief		<p>First three items addressed through October 2023 budget presentation</p> <p>Refer to this agenda</p>
14 Dec 2023	3.2	<i>THAT a policy be developed regarding reporting of Secondary Employment to the Board.</i>	CGO	TBD	
25 Jan 2024	3.2	<i>THAT updates on compliance with the Community Safety and Policing Act, 2019 be</i>	CGO	Ongoing	



**HALTON
POLICE
BOARD**
EXCELLENCE IN GOVERNANCE

Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status/Comments
		<i>added as an regular item to the Board's Public and/or Confidential Agendas as required."</i>			



ORANGEVILLE POLICE SERVICES BOARD

c/o Town of Orangeville – 87 Broadway, Orangeville L9W 1K1 Telephone: (519) 941-5650
Fax: (519) 940-8275

Chair T. Taylor • Vice-Chair I. McSweeney • L. Post • K. Krakar

January 30, 2024

On January 16, 2024, the Orangeville Police Services Board passed the following resolution:

“WHEREAS the safety and well-being of the Orangeville community and its residents are of paramount importance to the Orangeville Police Services Board and;

WHEREAS Intimate Partner Violence (IPV) and Gender-Based Violence (GBV) also known as domestic violence, poses a significant threat to the security and welfare of individuals within our community, involving any use of physical or sexual force, as well as emotional and psychological abuse in intimate relationships and;

WHEREAS on August 16th, 2023, Justice Minister Arif Virani acknowledged gender-based violence as an epidemic and committed to addressing this issue comprehensively at the federal level and;

WHEREAS it is imperative for local law enforcement to actively contribute to community safety and well-being by addressing the rising incidents of Intimate Partner Violence, particularly considering the alarming increase during the COVID-19 pandemic;

NOW, THEREFORE BE IT RESOLVED THAT:

1. The Orangeville Police Services Board receives and endorses the resolutions by both Orangeville Council and Dufferin County Council with regards to IPV.
2. The Orangeville Police Services Board recognizes IPV as a significant concern affecting the safety and welfare of Orangeville residents.
3. The Orangeville Police Services Board commits to prioritizing the prevention and response to IPV within the community.
4. The Orangeville Police Services Board will collaborate with relevant stakeholders, including local government, community organizations, and social support services, to ensure that the prevention and response to IPV is prioritized in the Community Safety and Well-Being Plan including specific action steps to address IPV.
5. The Orangeville Police Services Board will actively engage in public awareness campaigns and educational initiatives aimed at preventing IPV and promoting healthy relationships within the community.

BE IT FURTHER RESOLVED THAT:

The Executive Assistant for the Orangeville Police Services Board be directed to share this resolution with the Town of Orangeville, the County of Dufferin, all Ontario Municipalities, and Police Services Boards.”

Sincerely,

The Orangeville Police Services Board

Cc Orangeville Town Council
Dufferin County Council
Ontario Municipalities
Ontario Police Services Boards

