



Sarnia Police Services Board

Open Meeting
Thursday, April 27, 2023
9:30 a.m.

1. Welcome		Chair
2. Traditional Territory Acknowledgement		Chair
3. Declarations of Conflict of Interest		Chair
4. Approval of Agenda	Approval	Chair
5. Minutes 5.1 March 23, 2023	Approval	Chair
6. Acknowledgment A/D Chief Peter Murphy (Verbal)	Information	Chair
7. By-Law Amendment – Time of Open Public Meetings	Approval	Chair
8. NG9-1-1 Transition Funding	Information	Director, Financial Services
9. Mobile Responder Software	Approval	Chief
10. Fleet Update	Information	Facilities Manager
11. Reserve Funding for Vehicle Deductibles	Approval	Chief
12. 2023 Q1 Financial Update	Information	Director, Financial Services
13. CIICC Annual Report	Information	Chief
14. Operations Update (Verbal)	Information	Deputy Chief
15. Business Plan Update (Verbal)	Information	Deputy Chief
16. Organization Structure	Information	Chief
17. Correspondence 17.1 Laurie Hicks	Information	Chair
18. Open Forum		All
19. Adjournment 19.1 Next Regular Public Meeting: Thursday, May 25, 2023	Approval	Chair



SARNIA POLICE SERVICES BOARD

OPEN MINUTES
9:30 a.m. - THURSDAY, MARCH 23, 2023
COMMUNITY ROOM, SARNIA POLICE SERVICES

Board Members Present: Paul Wiersma, Kelly Ash, Mayor Mike Bradley Councillor George Vandenberg and Charlene Sebastian

Administration Present: Chief of Police D. Davis, Deputy Chief J. Craddock, Acting Inspector M. VanSickle, C. Dam, Director of Financial Services and Joan Knight as Board Secretary.

Additional Present: Ronald LeClair, Zone 6 Advisor

1. Welcome

Chair Paul Wiersma opened the meeting advising this is the first meeting held in the newly renovated Community Room, where all future meetings will be held.

Chair P. Wiersma welcomed Deputy Chief J. Craddock to her first Open meeting of the Sarnia Police Services Board.

Chair P. Wiersma asked Chief Davis to respond to a question raised at the February 23, 2023 with regard to Special Constables carrying badges. Chief Davis advised they carry Identification but they are not required to carry badges under the Police Services Act.

2. Traditional Territory Acknowledgement

We, the Sarnia Police Services Board acknowledge the traditional territory of the council of the three fires; Potawatomi, Chippewa, and Odawa people, that being Aamjiwnaang (Sarnia 1st Nation), Bkejwanong (Walpole Island 1st Nation), Kikonaang (Kettle Point 1st Nation), Aashoodenaa (Stoney Point 1st Nation).

3. Declarations of Conflict of Interest

There were no disclosures of pecuniary interest.

4. Approval of Agenda

Moved by Vice-Chair K. Ash, seconded by Board Member C. Sebastian, and **carried:**

That the Agenda as presented, be adopted.

5. Minutes

Moved by Board Member G. Vandenberg, seconded by Vice-Chair K. Ash, and **carried:**

That the Minutes of February 23, 2023, be adopted.

6. Code of Conduct

Ron LeClair, Police Services Board Advisor, Zone 6 was present and gave a Power Point presentation on the Code of Conduct for members of Police Services Boards under the Police Services Act, including expectations and the process to follow if violations occur.

7. Introduction of Promoted Officers

Sergeant Jordon Dufton

Sergeant Steve Ruetz

Chief Davis introduced Sergeant Jordan Dufton and Sergeant Steve Ruetz, giving their background on education and work history, as well as volunteer and community involvement.

Congratulations were given by the Chief and members of the Board.

8. 2022 Financial Report

A report from Chief Davis, dated March 23, 2023 was provided to the Board for information.

Cathy Dam, Director of Financial Services gave an overview of the 2022 budget and advised of small surplus.

9. Operations Update (Verbal)

Chief Davis gave a verbal update, giving examples of some of police calls recently experienced and examples of Officers going above and beyond in their duties.

10. Missing Person Report

A report from Chief Davis, dated March 23, 2023 regarding Annual Report on Urgent Demands for Information Related to Missing Persons was considered.

Moved by Board Member G. Vandenberg, seconded by Board Member M. Bradley, and **carried:**

That the Sarnia Police Services Board authorize the posting of the 2022 Annual Report on the urgent demands for information related to missing persons on the Sarnia Police website.

11. Building Renovations

A report from Chief Davis, dated March 23, 2023 with respect to building renovation completed and anticipated was provided to the Board for information.

12. Range Renovations

A report from Chief Davis, dated March 23, 2023 regarding the shooting range renovations was considered.

Moved by Board Member M. Bradley, seconded by Vice-Chair K. Ash, and **carried:**

That the Sarnia Police Services Board approve the sole-source purchase of a new range bullet backstop and other related range repairs from PTA Range Maintenance Inc. in the amount of \$102,722.29 plus an additional \$30,816.68 as a 30% contingency.

13. Business Plan Update (Verbal)

Chief Davis advised that this will be a standing item on Sarnia Police Board agendas moving forward.

Deputy Chief Craddock gave an update on the persons in crisis and the efforts being made by Sarnia Police Services.

Deputy Chief Craddock gave an update on the Auxiliary Police program, advising applications were now being accepted on line and the intent is to start out with ten (10) officers.

Board Member M. Bradley left the meeting at 10:20 am for another commitment.

14. OAPSB Conference Request

A request from Paul Wiersma, Chair, Sarnia Police Services Board, dated March 23, 2023 with respect to Board Members attendance at the Ontario Association of Police Services Boards Spring Conference being held in Niagara Falls on May 30 to June 1, 2023 was considered.

Moved by Board Member C. Sebastian, seconded by Vice-Chair K. Ash, and **carried:**

That the Sarnia Police Services Board authorize Board Members G. Vandenberg, K. Ash and P. Wiersma to attend the OAPSB Spring Conference from May 30 to June 1, 2023.

15. Open Forum

No items were brought forward for discussion.

16. Adjournment

Moved by Board Member C. Sebastian, seconded by Vice-Chair K. Ash, and **carried:**

That Sarnia Police Services Board adjourn to its next regular public meeting of April 27, 2023

Board Secretary

Chair



Sarnia Police Services Board

To: Sarnia Police Services Board

From: Paul Wiersma, Sarnia Police Services Board Chair

Subject: By-Law Revision

Date: Thursday, April 27, 2023

It has been the practice of the Sarnia Police Services Board to have an in-camera meeting preceding its regular open meeting with the regular open meeting starting at 9:30 a.m. As it can be difficult to gauge the length of the in-camera meeting, it has been suggested that the in-camera meeting be held after the regular open meeting. This would ensure that the regular open meeting starts on time. Furthermore, it has also been suggested that the regular open meeting start earlier than 9:30 a.m., such as 9 a.m.

By-Law Number 1 of 2006 of the Sarnia Police Services Board states

- Article 5: All regular meetings of the Board shall begin at 9:30 a.m. and shall be open to the public.
- Article 7: The Board may convene In-Camera meetings prior to the regular meetings of the Board.

To change the start time of the open regular meeting and allow for the in-camera to be held after the meeting requires changes to the By-Law.

Recommendation:

That articles 5 and 7 of the By-Law be revised to read

- Article 5: All regular meetings of the Board shall be open to the public.
- Article 7: The Board may convene In-Camera meetings on the same day as the regular meetings.



SARNIA POLICE SERVICE
Public Agenda Information Report

To: Chair and Police Services Board Members
From: Chief Derek W. Davis
Subject: Ministry of the Solicitor General NG9-1-1 Transition Funding
Date: April 27, 2023
Report Number: 23-04-008-O

SUMMARY:

An executed Transfer Payment Agreement has been submitted to the Ministry of the Solicitor General under a new Next Generation 9-1-1 Transition Funding Program.

The Sarnia Police Service may be eligible to receive provincial funding up to \$600,000 to help offset the costs of NG9-1-1 implementation.

A handwritten signature in cursive script that reads "Derek Davis".

Derek W. Davis
Chief of Police

/CD

BACKGROUND:

The existing 9-1-1 system has been in place for more than 30 years and has reached end of life. The Canadian Radio-television and Telecommunications Commission (CRTC) has mandated that the emergency telecommunications networks and 9-1-1 call centres, also referred to as Public Safety Answering Points (PSAPs), must transition to a new 9-1-1 communications system, known as Next Generation 9-1-1 (NG9-1-1) by March 4, 2025.

Once fully implemented, the new NG9-1-1 system will make it easier to provide additional details about emergency situations, such as video from the scene of an accident and ability to text 9-1-1 when requesting immediate help from police, fire, and ambulance services. It will also give emergency operators and dispatchers the ability to identify the location of a call using Global Positioning System (GPS) coordinates, resulting in a safer, faster, and more informed emergency response.

NG9-1-1 will be an integral part of our Computer Aided Dispatch and Communications Centre capabilities to ensure public safety. Implementation of NG9-1-1 will also benefit related systems such as Mobile Responder (dispatch access on a hand held device), Mobile for Public Safety (in car access for officers) and other systems that utilize CAD capabilities and data.

To support PSAPs with their transition to NG9-1-1, the Ontario government announced on November 28, 2022, that it is investing \$208 million over three years to enhance the province's 9-1-1 emergency response system. A call for applications for year one funding in 2022-23 went out to municipalities who currently operate Public Safety Answering Points (PSAPs) along with their PSAPs, and privately managed PSAP operators in Ontario were eligible to apply for NG9-1-1 funding.

The Sarnia Police Service operates a PSAP, our 9-1-1 Communications Centre, on behalf of the City of Sarnia. This 9-1-1 Call Centre also provides dispatch service for Sarnia Police, Sarnia Fire and Rescue, and Point Edward Fire. In January 2023, the City of Sarnia, working together with the Sarnia Police Service, submitted an application for NG9-1-1 transition funding support.

An early March email from the Ministry of the Solicitor General (the Ministry), Emergency Services Telecommunications Division, informed us of their commitment to provide \$600,000 funding in support of the City of Sarnia / Sarnia Police Service eligible expenditures as noted in the Transfer Payment Agreement. The Ministry informed us that it is providing this funding in its 2022-23 fiscal year to support the transition to the new NG9-1-1 requirements by the federally mandated timeline of March 4, 2025. The funding is to be used for eligible expenditures to implement technology and infrastructure upgrades.

As part of this process, an executed Transfer Payment Agreement was submitted to the Ministry in early April 2023. Further to this, a claim submission will be made for eligible expenses incurred by the PSAP in the 2022/2023 eligibility period including IT infrastructure and security, NG9-1-1 hardware, software, and licensing costs.

FINANCIAL IMPACT:

Since July 2020, Sarnia Police Service has expended (or issued purchase orders) for \$1.63 million to build up infrastructure, procure call management technology, and enhance security for the NG9-1-1 transition. Since 2020, a total of \$1.37 million funding has been directed from Police Operating budgets through the Police 9-1-1 Reserve. Sarnia's transition to NG9-1-1 is now about 80% complete and we expect to be able to meet the March 2025 cutover date.

Sarnia Police Service will apply the new grant monies to offset the costs of eligible expenses as specified in the Transfer Payment Agreement. This will ensure that it has the critical infrastructure and technology in place prior to the March 2025 cutover date.

Although a municipal responsibility, implementation costs of NG9-1-1 have been captured in prior police budgets (see attached June 2019 PSB correspondence). None of the funding has come from city contributions or reserves, outside the police budgeting process.

CONSULTATION:

Derek Davis – Chief of Police
Cathy Dam – Director of Financial Services
Dan Cyr – IT Manager
Jason Dale – Fleet and Facilities Manager



SARNIA POLICE SERVICE
Public Agenda Information Report

To: Chair and Police Services Board Members

From: Chief Derek W. Davis

Subject: Mobile Responder Software

Date: April 27, 2023

Report Number 23-04-009-O

RECOMMENDATION:

“That the Board approve the sole-source purchase of Mobile Responder software from Hexagon Safety & Infrastructure-Intergraph Canada at a cost of \$132,805.”

A handwritten signature in cursive script that reads "Derek Davis".

Derek W. Davis
Chief of Police

/CD

BACKGROUND:

Intergraph **Computer-Aided Dispatch (CAD)** is a suite of interconnected incident management software applications. I/CAD has been utilized by the 9-1-1/Dispatch team for many years.

Mobile for Public Safety (MPS) is the in-vehicle CAD software, approved in the 2021 Capital Budget, and was fully deployed this past winter. **Mobile Responder (MR)** is the CAD application on service issued smartphones. It extends Intergraph CAD's computer-aided capabilities to hand held devices including features such as push notifications, GPS, and camera. Officers on foot, in the office, in a vehicle or on a bike can now be connected into the SPS dispatching system.

Mobile Responder (MR) is an easy-to-use option that improves safety and productivity by giving field personnel constant access to CAD. With Mobile Responder, the officer can view incident details, receive and acknowledge messages, update status, query databases, review digital media, and more. The app performs well on smart phones incorporating device capabilities, such as push notifications, GPS, and camera.

Both the recently implemented MPS and the proposed MR give communicators and supervisors greater visibility and enhanced communication with field-based resources. In addition, the self-serve features of MR help to reduce dispatcher workloads. The technology provides field officers with tools to simplify records capture, enhance awareness, and reduce administration so they can spend more time in the community.

MR on phones improves officer safety by updating dispatchers with officer locations via GPS tracking through the software. With this capability, dispatchers know where MR Officers are located (in addition to MPS) in the event more officers need to respond to an incident or if other public safety services need to be dispatched for assistance.

By extending critical CAD capabilities in the field to both mobile data terminals (MPS) and now cellular devices (MR), officers gain situational awareness, share real-time information, and request resources. This improves communications between dispatchers, supervisors, and officers.

The quoted project includes project implementation and software licensing for 30 concurrent users. This limited quantity of licensing is to reduce costs by deploying MR to units with the greatest operational need. This includes:

- Integrated Mobile Police and Crisis Team (IMPACT),
- Mental Health Engagement and Response Team (MHEART)
- The Street Crime Unit (SCU)

These units deliver front-line community policing including foot and bike patrol.

Other units who will benefit from Mobile Responder access:

- Emergency Response Team (ERT) which provides specialized tactical response in extremely high-risk situations.
- Criminal Investigators (detectives)
- Youth Officers (in the schools)

With the need to prioritize officer safety becoming more apparent every day, this solution is being recommended as the technology is designed to protect front-line officers with mission-critical information and capabilities. It will help officers manage and share information, enhance crime investigations, and ensure officer safety.

BUSINESS PLAN OBJECTIVES:

Implementation of Mobile Responder is with the following objectives of the 2023-2025 Business Plan:

1. Ensure that human and material resources are adequately provided to meet operational workload and public expectations
2. Recognize that any enhancement in front-line police capability has to be met with an appropriate expansion of police support capabilities, specifically in the areas of dispatch and information technology
3. Explore opportunities to strengthen operational capabilities through the addition of specialized resources and modern technologies
4. Explore alternative methods to improve visibility and service delivery methods (e.g. foot and bicycle patrol, auxiliaries, cadets, special constables)
5. Embrace new technologies to enhance police operations and effectiveness

FUNDING SOURCES:

The cost of MR implementation includes the cost of customer support, project management, and product licensing. This is broken down to \$67,238.41 (services and expenses) and software including first year maintenance of (\$65,567). The total cost of implementation is \$132,805 with a recurring annual licensing fee commencing in 2024.

The 9-1-1/Communications Reserve funds are currently able to provide the monies necessary for the purchase and implementation of the MR software. Any reserve funds utilized could be replenished through any new provincial NG9-1-1 grant funding. The proposed technology is intended to improve communications capabilities which is the purpose of the Reserve.

ALTERNATIVES

1. **Status Quo** (not recommended)

Officers in the field currently have access to CAD information via the radio (verbal) and through MPS. Officers on foot and on bike patrol are not locatable via GPS in an emergency, and are not able to self-serve many of the CAD functions, increasing dispatcher workload.

2. **Defer Purchase** (not recommended)

Deferral may result in higher future costs and would not enable needed capabilities. As SPS enters the summer months, the operational tempo is higher and reducing officer and dispatcher workload would not be realized.

3. **Explore Other Vendors** (not recommended)

Mobile Responder is an application developed and integrated within our existing CAD software. The exploration of other vendors for CAD access on a mobile device introduces risk in terms of reliability, integration, and support. As this is an expansion of existing CAD software utility, we do not recommend introducing a third party vendor.

4. **Implement MR (recommended)**

Purchasing and implementing Mobile Responder now will permit install and configuration in advance of the predictable higher workload of the summer. It will also permit units away from their vehicles to have access to CAD and to be more easily located in an emergency. MR is sourced from our existing vendor and multiple police agencies are using it effectively in the field.

CONSULTATION:

Derek Davis – Chief of Police

A/Inspector Mike Van Sickle – Support Services

Cathy Dam – Director of Financial Services

Lori Mitchell – Communications Manager

Dan Cyr – IT Manager

Jason Dale – Fleet and Facilities Manager



SARNIA POLICE SERVICE

Public Agenda Information Report

To: Chair and Police Services Board Members

From: Chief Derek W. Davis

Subject: Fleet Update

Date: April 27, 2023

Report Number: 23-04-010-O

SUMMARY:

The Sarnia Police Service fleet includes vehicles that support patrol officers, investigators, undercover officers, and community engagement officers. The operation of SPS fleet vehicles occur around the clock, under the unique and demanding operating environment of policing. This report provides the Board with an overview of the SPS fleet and identifies immediate and anticipated needs within the existing allotment of police vehicles.

A handwritten signature in cursive script that reads "Derek Davis".

Derek W. Davis
Chief of Police

: JD/JC

BACKGROUND:

Police Services are required to provide 24/7 services to the community and to respond to emergency calls in a safe and timely manner as part of the essential duties of an officer. The round the clock availability of the police has, in addition, made them the de facto responder to many other types of community concerns including extreme weather events and other tasks not part of their core public safety duties. As a result of this, officers rely on police vehicles to perform these essential duties. For patrol officers who spend most of their shifts away from the police facility, vehicles essentially become their workstation.

The Police Services Act and related Adequacy Standards in addition to the Ministry's Policing Standard's Manual set out the required specifications of police vehicles.

Policing duties place heavy demands on vehicles, including frequent use, exposure to all weather elements, prolonged idling and rapid emergency response. Best practice for police vehicle replacement plans indicate vehicles should be replaced at the 150,000 km mark or 5 years, whichever comes first. Extending the vehicle life beyond this target, predictably results in escalating repair costs and increased down time (e.g. for service).

The current fleet of vehicles owned by the Sarnia Police Service consists of:

- 16 Marked front line patrol vehicles
- 12 Special Purpose (e.g. marked specialty units such as Ident or ERT)
- 17 civilian pattern vehicles (investigative or administrative)
- 2 other)

The average age of the total SPS fleet is 6 years, with the oldest vehicle being 13 years old. For the front line patrol vehicles, with the heaviest operational use, 6/16 vehicles (approx. 38%) is due or overdue for replacement.

New Vehicle Costs and Availability

The cost to purchase a police vehicle has increased significantly over the past several years. For example, in 2011 a Ford Crown Victoria could be purchased for ~\$30k. In 2023, a Ford Police Interceptor SUV now costs ~\$60k, an increase of 113%. The Sarnia Police participates in the Ontario-wide Police Cooperative Purchasing Group (PCPG). The PCPG allows members services to be able to purchase collectively, allowing reduced tendered pricing on patrol vehicles. On average, this saves the Service on per vehicle costs and means every police service in Ontario has equitable access to vehicle purchases and prices.

Supply chain issues have made securing new vehicles challenging. The most recent patrol delivery for the SPS (2022 Chevrolet Tahoe), took 1.5 years from the placement of the order to it being received. An added concern province-wide is that manufacturers may not honour pending orders due to a shortage of parts. In May of 2022, the SPS had ordered five new patrol vehicles only to them cancelled by the manufacturer in October 2022 without warning or reason.

Upfitting and Equipping Police Vehicles

The cost of installing specialty police equipment (upfitting) such as emergency lighting, prisoner transport equipment, radio communication has also increased, as have the lead times to get this equipment. These costs have risen from approximately \$10,000 per car in the mid 2000's to as much as \$50,000 per vehicle, depending on purpose of the vehicle and the equipment required. As the amount of equipment available for re-use decreases and new technologies force us to upgrade, standard patrol vehicles now cost approximately \$40,000 to upfit, could bring the potential total cost of a new police car with equipment to approximately \$100,000.

An example of equipment components that SPS utilizes in various vehicle configurations:

Equipment	Approx. Cost
360 degree emergency lighting	\$10,000
Protective front bumper bar	\$1,500
Computer, modem & mounting equipment	\$6,000
Antennas	\$2,000
Police radio	\$10,000
Printer	\$1,000
Automated Licence Plate Recognition	\$10,000
Moving radar	\$3,000
Centre console and equipment mounts	\$2,500
Prisoner transport compartment (barriers, seats, bars)	\$4,000
Labour cost to install (approx. 100 hours)	\$10,000
Eventual labour to decommission (approx. 10 hours)	\$1,000

When a police vehicle is equipped with these technologies, it requires the interior to be almost completely removed. Once the wiring, mounts, electronics and other equipment are installed, the interior is then reassembled. This labour intensive undertaking is part of the standard installation cost regardless of the equipment being new or used.

Much of this equipment is vehicle specific and cannot transfer to a different make or model. In the past, virtually all of the police equipment could be re-used as vehicle models remained the same for decades (e.g. Crown Victoria). Manufacturers are now changing vehicle models as early as 3 years, meaning much of the equipment needs to be re-purchased with every new vehicle. With the discontinuation of the Dodge Charger after 2023, our new police vehicles going forward will require all new equipment, resulting in cost increases. As technology such as 5G comes online, this means items such as modems and antennas will need to be upgraded.

Maintenance Costs

As the fleet ages and exceeds replacement targets, maintenance costs are increasing as predicted. In March of 2023, the SPS incurred \$17,000 for necessary vehicle maintenance for just one month. Expensive engine and transmission overhauls are now becoming common in an effort to keep aging police vehicles operational.

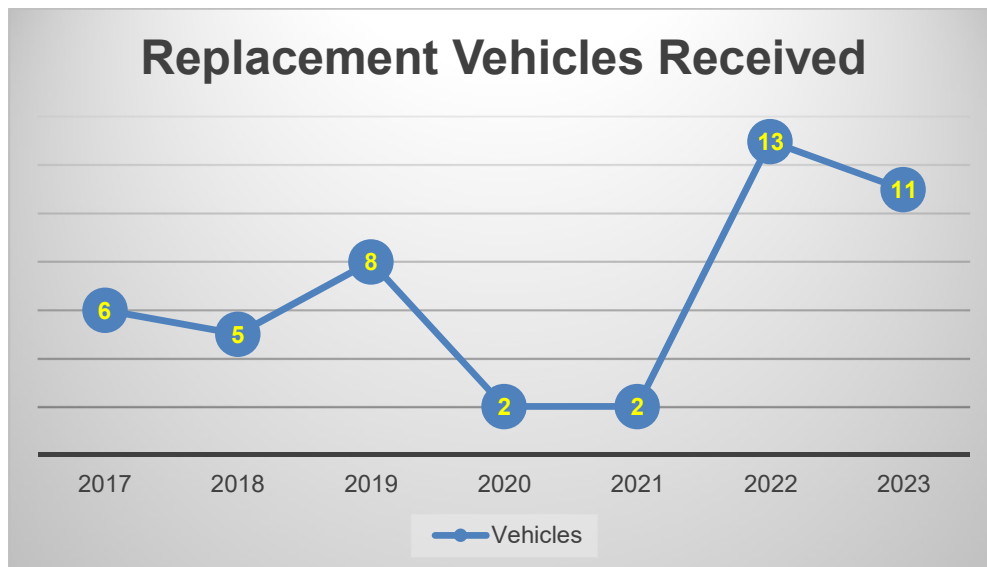
Another component of maintenance is down time. On any given day, approx. 3-4 SPS vehicles are undergoing maintenance in some form (unavailable for service).

Replacement Planning

Manufacturers allocate a set number of police vehicles to be built each year, meaning police services across North America must compete with each other to secure cars. The PCPG ordering window opens in November for the following year and some models of vehicles sell out within weeks, being secured by larger police organizations.

The objective of fleet planning is to implement a balanced budgeted approach that ensures end of life vehicles are replaced on a steady cyclical basis, spread over the life expectancy of the fleet. As an example, the SPS patrol vehicle fleet (heavy use) consists of 16 vehicles, with a life expectancy of three years, would require purchasing six vehicles per year.

The following graph includes historical SPS ordering information along with anticipated future replacement requirements. The Covid-19 Pandemic caused a significant drop in new vehicles received by the SPS, creating a backlog of vehicles to be replaced.



Note: 2017 – 2022 numbers indicate vehicles delivered in that year, not when they were ordered.



SARNIA POLICE SERVICE
Public Agenda Approval Report

To: Chair and Police Services Board Members
From: Chief Derek W. Davis
Subject: Reserve Funding for Vehicle Deductibles
Date: April 27, 2023
Report Number: 23-04-011-O

RECOMMENDATION:

“that the Board approve funding of \$200,000 from the Operating Contingency Reserve to replace two vehicles destroyed in the course of duty.”

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Derek W. Davis
Chief of Police

/CD

BACKGROUND:

Emergency vehicle operation is one of a police officer's primary activities. Police vehicles are in operation 24 hours per day, 7 days a week. Hazards faced by police include the need to respond quickly to emergencies and dangerous situations, poor road conditions, and inclement weather. All police involved collisions are investigated. When the operator of the vehicle is deemed at fault, disciplinary action may be taken and/or charges may be laid.

The City of Sarnia selects third party insurers through the RFP process. Under the municipal insurance policy, the insured party is liable for damages that are under the deductible and for amounts over the policy limits. Deductibles vary depending on the coverage type. Under recent policies including the current, the deductible for automobile damage is \$50,000 per occurrence.

In 2021/2022, two relatively new and fully equipped police cruisers were totally destroyed during the course of police operations. The original cost of these vehicles (including up fits) was slightly more than \$50,000 per unit. That was at the threshold of the insurance deductible meaning that the loss of these vehicles did not result in any insurance compensation to the SPS (net loss).

DISCUSSION/ANALYSIS:

With production delays resulting from COVID, cyclical replacements for vehicles could not keep up with scheduled vehicle replacement. The fleet has been operating without replacing these two vehicles, increasing load on the remaining fleet, and displacing existing cyclical replacement timelines. The loss of vehicles above cyclical replacement increases the cost of maintaining fleet levels.

The annual vehicle budget is set up as a "commitment" in the Police Equipment Reserve for the purpose of replacing vehicles as they age out of the fleet. Today, post COVID, the cost of replacing a fully equipped cruiser is almost \$100,000 (depending on make/model and available equipment).

In 2022, the approved commitment for replacement vehicles was \$325,000. At the previous cost of \$50,000, this would have sufficiently funded approximately six new vehicles per year in cyclical replacement. The 2023 commitment for vehicles is \$400,000, or approximately only four new cruisers.

This is a proposal to immediately fund two fully equipped cruisers (\$200,000) from the Police Operating Contingency Reserve to provide replacement of the two vehicles destroyed during police operations in 2021/2022. This replaces vehicle vacancies and is not an increase to the overall cruiser count.

ALTERNATIVES CONSIDERED

1. **Utilize the Police Operating Contingency Reserve (Recommended)**
Fund the total \$200,000 for the two lost units from the Police Operating Contingency Reserve. This will preserve the 2022 and 2023 vehicle commitments in the Police Equipment Reserve for

the procurement of other replacement vehicles in a timely manner. This is an operational contingency for which the reserve exists.

2. **Accelerate the Vehicle Replacement Program** (n/a)

The current fleet, aggravated by COVID supply delays, is aging and accelerated replacement of vehicles will be necessary. This will be dealt with in a separate Board report that examines fleet sustainability recommendations. This will also be addressed in the 2024 Budget submission for Board consideration.

3. **Take No Action** (not recommended)

Operations will be affected as the buying power of the approved vehicle commitment is reduced. There are not sufficient fleet resources to sustain cyclical replacement and mitigate potential future operational losses.

FINANCIAL IMPLICATIONS:

The updated balance in the Police Operating Contingency Reserve is \$578,000. The impact of applying the cost of the deductibles for the two vehicles will be a reset of the balance to \$378,000. All costs pertaining to this recommendation are absorbed within the reallocation of existing police resources (no new funding is being requested).

The growing expense of vehicle replacement is being experienced across the policing industry. This may necessitate future budgetary adjustments or reallocations.

CONSULTATION:

Derek Davis – Chief of Police
Cathy Dam – Director of Financial Services
Jason Dale – Fleet and Facilities Manager



SARNIA POLICE SERVICE

Public Agenda Information Report

To: Chair and Police Services Board Members

From: Chief Derek W. Davis

Subject: 2023 Q1 Financial Update

Date: April 27, 2023

Report Number: 23-04-012-O

SUMMARY:

Financial updates of the Police Operating Budget are reported out quarterly to the Police Services Board. 2023 Q1 results, to March 31st, show that overall year to date revenues and spending are on track to the year to date budget.

A handwritten signature in cursive script that reads "Derek Davis".

Derek W. Davis
Chief of Police

CD

BACKGROUND:

The current administration will provide quarterly financial updates of the Police Operating Budget to the Police Services Board. The Police operating budget is used to fund day-to-day operating expenses including salaries and benefits, fleet and facility maintenance, supplies, technology licensing and maintenance costs, and legal and insurance costs. Revenues from fees, cost recoveries and grants are also shown in the operating accounts.

Summaries of Reserves activities will also be provided in upcoming meetings as Reserves are supported through annual planned transfers from the Operating Budget.

DISCUSSION / ANALYSIS

March 31st represents 25% of the fiscal year. At the end of the quarter, the overall operating budget is 28% expended. Various elements contribute to the slightly higher overall expenditure than year to date (YTD) budget indicates. The primary factor is larger lump sum transactions occurring early in the year. This includes transfers to reserves and the annual insurance allocation on the expenditures side, and some cost recovery allocations on the revenue side. Billings for licensing costs, another major expense category, also occur in one-time transactions, but not necessarily all at the beginning of the year.

A chart showing Budgeted and Actual operating results is included at the end of this report and highlights the inconsistency in the timing of financial activity in the various categories.

Other than reporting that overall revenues and spending are tracking to be on budget by December 31st, it is premature to forecast year end results at this early point in the year. As part of ongoing budget diligence, the administration will continue to monitor and review variances within each budget category with a view to:

- Guiding us through the remainder of the year with the goal of fiscal prudence and constant operational improvements.
- Identifying any considerations that may affect preparation of the 2024 budget.

CONSULTATION:

Derek Davis – Chief of Police

Cathy Dam – Director of Financial Services

2023 Operating Budget – Q1 Actuals vs. Annual Budget

	Annual Budget	Mar 31 st Actuals	% Actuals to Budget
Revenues¹			
Fees ²	(\$284,000)	(\$28,860)	10.2%
Grant - County	(\$1,430,653)	(\$439,969)	30.8%
Grant - Ontario	(\$321,185)	(\$59,354)	18.5%
Cost Recoveries	(\$748,046)	(\$588,282)	78.6%
Revenues Other	(\$15,000)	\$0	0.0%
Total Revenues	(\$2,798,884)	(\$1,116,465)	39.9%
Expenditures			
Compensation ³	\$20,945,128	\$4,606,009	22.0%
Benefits	\$6,749,009	\$1,543,297	22.9%
Clothing & Equipment	\$175,400	\$59,565	34.0%
Human Resource Expense ⁴	\$244,130	\$77,682	31.8%
Police Operational Expense ⁵	\$369,345	\$176,905	47.9%
Licensing/Maintenance - Police Technology	\$370,111	\$92,652	25.0%
Licensing/Maintenance – IT Systems	\$387,850	\$77,505	20.0%
Communications ⁶	\$382,106	\$182,098	47.7%
Facility ⁷	\$515,600	\$258,227	50.1%
Vehicle ⁸	\$433,820	\$161,146	37.1%
Professional Fees/Purchased Services ⁹	\$35,000	\$41,822	119.5%
Other Expense	\$141,533	\$61,083	43.2%
Transfers & Allocations ¹⁰	\$2,450,125	\$2,414,574	98.5%
Total Expenditures	\$33,199,157	\$9,752,566	29.4%
Total	\$30,400,273	\$8,636,101	28.4%

¹ Revenues – As per normal accounting practice, revenue balances are recorded as credits shown by brackets;

² Fees – Primarily relates to Police Escort and Paid Duty Officer functions; demand for these services is usually weighted to spring, summer and fall seasons;

³ Compensation – Salaries, Overtime, Court Time, and Various Premiums; reflects the first 6 of 26 total biweekly pay periods (23%);

⁴ Human Resource Expense – Encompasses Recruitment, Training, Development, & Employee Wellness

⁵ Police Operational Expense – Relates to police protective supplies, small equipment training ammunition, etc. required in day to day front line operations; Large equipment purchases are funded through reserves;

⁶ Communications – Encompasses radio system maintenance costs, ISED Canada licensing, telephone & cable, fibre-optic connectivity;

⁷ Facility – Day to day repairs and maintenance; natural gas, electricity, water; includes grounds maintenance; 2023 YTD snow removal is higher than annual budget due to frequency rather than intensity of snow events;

⁸ Vehicle – Incorporates vehicles parts & maintenance; fuel, rentals; New vehicle deliveries are delayed due to industry wide supply issues; Result is higher maintenance costs on aging cruisers;

⁹ Professional Fees/Purchased Services – Includes Legal costs which have already topped annual budget;

¹⁰ Transfers & Allocations (Reserves/Insurance) – Mostly transacted in one-time lump sums early in the year;



SARNIA POLICE SERVICE Public Agenda Information Report

To: Chair and Police Services Board Members
From: Chief Derek W. Davis
Subject: Annual Report on Collection of Identifying Information (CIICC)
Date: 23 April 2023
Report Number: 23-04-013-O

SUMMARY:

In January of 2017, [Ontario Regulation 58/16](#), the Collection of Identifying Information in Certain Circumstances (CIICC), came into force. This includes the requirement for the Chief of Police to annually report to the Police Services Board, prescribed activity related to this legislation.

For the Period of January 1, 2022 – December 31, 2022, the Sarnia Police Service (SPS) reported ZERO (0) instances of CIICC as contemplated by the Regulation. The SPS 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.

A handwritten signature in cursive script that reads "Derek Davis".

Derek W. Davis
Chief of Police

:LM/DD

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 Service have been minimal. All officers are required to undergo training in this area at least once every 36 months.

For the Period of January 1, 2022 – December 31, 2022, the Sarnia Police Service (SPS) reported ZERO (0) instances of CIICC as contemplated by the Regulation. The SPS 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 Municipal Freedom of Information and Protection of Privacy Act. (MFIPPA).

Annual Report

In accordance with Service Directive SPS-LE-056 Section 9.0 - The Collection of Identifying Information in Certain Circumstances – Prohibitions and Duties - and Board Policy, the Officer in Charge of the Intelligence Branch 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. This report includes all the requirements laid out in sections 9(6) (detailed internal review of random CIICC data) and 14 of Regulation 58/16.

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 SPS Annual Report provided by Chief Davis to the Sarnia Police Services 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 (**Document laid out in Section 7 of Ontario regulations 58/16, SPS - Regulated Interaction Receipt**) 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 (**Document laid out in Section 7 of Ontario regulations 58/16, SPS - Regulated Interaction Receipt**) 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 (**Document laid out in Section 7 of Ontario regulations 58/16, SPS - Regulated Interaction Receipt**); 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**).

DISCUSSION / ANALYSIS

SPS 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 (Regulated Interaction Receipt) 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>			

30 years of age and younger	0	0	0
31 years of age and older	0	0	0
<i>The racialized groups from whom identifying information was collected:</i>			
Caucasian	0	0	0
Black	0	0	0
Individuals who claimed Aboriginal Identity	0	0	0
Other	0	0	0
<i>Neighbourhoods or areas where collections were attempted and the number of attempted collections in each:</i>			
Zone (patrol area) 1/2	0	0	0
Zone (patrol area) 3/4	0	0	0
Zone (patrol area) 5	0	0	0
<i>Number of instances when officers relied on exemptions for not:</i>			
(i) providing rights notification (h1 i)	0	0	0
(ii) explaining the reason for the attempted collection (h1 ii)	0	0	0
(iii) providing the Collection of Identifying Information to the individual Regulated Interaction Receipt (j)	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 an Collection of Identifying Information Regulated Interaction Receipt.	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:

- A query of the SPS data revealed one (1) incident listed as a “person stop” in the year 2022. Investigation into this incident determined it was in fact an “execution of an outstanding warrant” on an individual and was misclassified as a “person stop”.
- 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

SPS Policy SPS-LE 056 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 to no impact to staffing and salary. Costs are considered insignificant based upon the current CIICC numbers.

Training Bureau - The Training Bureau normally provides CIICC training to experienced officers once every 36 months. For the 2022 Calendar year there was no training put forth in this area. In addition, new recruits receive CIICC training as part of their curriculum at the Ontario Police College, at no cost or burden to the SPS. The total cost for CIICC training in 2022 was minimal.

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

Analytical Support – Reporting, analytics time and dashboard tool maintenance were of minimal impacts to the ADS office. The research and preparation of this report could fall under this category, and considered a minimal cost for 2022.

Frontline – There were no significant impacts (cost, resources) to front line in the year 2022.

CONSULTATION

Deputy Chief Julie Craddock
Inspector Leo Murphy, CID Commander
Inspector Mike Van Sickle, Support Services Commander
Dr. Joseph Glover, Sarnia Police Analytics
Sgt. Sean MacDonald, Training Branch



SARNIA POLICE SERVICE

Public Agenda Information Report

To: Chair and Police Services Board Members

From: Chief Derek W. Davis

Subject: Organizational Structure

Date: April 23, 2023

Report Number: 23-04-16-O

SUMMARY:

The Sarnia Police Service (SPS) structure is constantly being reviewed for efficiencies and to best meet community expectations. Occasional changes to the structure will occur, based on operational needs and priorities.

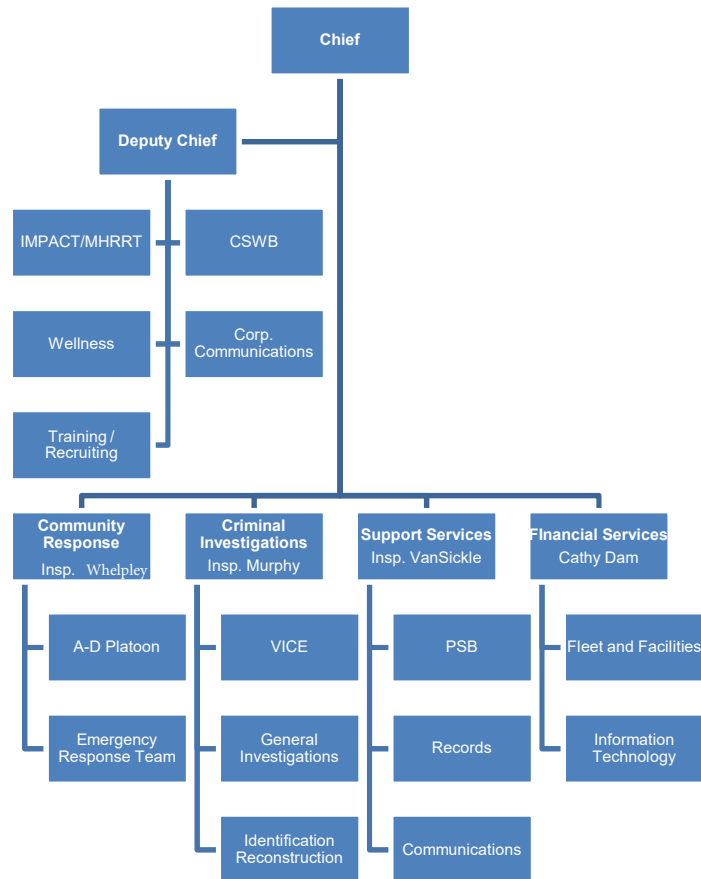
This report provides a high-level overview of the current service structure and the ranks that exist with the SPS.

A handwritten signature in cursive script that reads "Derek Davis".

Derek W. Davis
Chief of Police

/DD

ORGANIZATIONAL CHART:



The current SPS organization chart reflects the unique needs of the organization and the needs of the 2023-2025 Business Plan. Police services are complex and encompass a wide variety of duties, services, and legislative requirements. In small to medium sized police organizations, this requires collaboration across work units, and in many cases the leadership roles to be actively involved in both operational and administrative details.

As new programs, systems, or requirements are introduced, the organizational structure may need to be adapted. This is the current overview of the SPS organization.

OFFICER RANK STRUCTURE:

In addition to the uniformed ranks, civilian members hold the titles of Managers and Directors in addition to their specialty roles. These are the SPS police officer ranks:

Rank	Commanding officers		Senior officers			Police officers
	Chief of police	Deputy chief of police	Inspector	Staff sergeant	Sergeant	Constable
Insignia						

February 20, 2023

Chief D. Davis
Mayor M. Bradley
Sarnia Police Board

RE: \$3.2 M drug bust

I have read the article about this most recent drug bust at least 20 times. Over the last year or 2, almost every drug bust headline is “biggest seizure”. They just keep getting bigger and bigger, but this one, I keep shaking my head. The amount of fentanyl seized could easily have taken thousands of lives in our home City. I hope that the leadership and members of the Vice Unit truly appreciate what they have accomplished and how grateful we are. Not only are they dealing with dangerous drugs, they are now, more than ever, finding guns.

I have the greatest respect for Det. Sgt. Mike Howell. I had the honour of working with him to promote the “Patch for Patch” program in 2015. This was the beginning of my roller coaster ride to advocate for more help, better access, and more options for the people who suffer with mental illness and or addiction. He encouraged me to tell our story and proved to me that speaking out about something you believe in can make a difference.

Det. Sgt. Howell understands the devastation addiction has on families. He sees it everyday. Whether you have lost someone or are living with addiction in your home, it is reassuring to know that people like Mike and his team are active and driven to take the suppliers of these deadly drugs out of business and off the streets for a very long time. I have seen the determination, dedication and drive Mike has to make a difference in our community. The amount of drugs the Vice Team have taken off our streets and out of the hands of the vulnerable, can not go unrecognized. Each seizure saves lives. It also give so many families, like mine, the hope and some relief that we might be getting somewhere. Each time the drugs are taken off the street and make the supply a little less, the ones suffering from addiction do find it harder to get what they need. Keeping up to feed your addiction is hard work. This is when some decide that enough is enough and reach out for help. I hear their stories everyday and it is heart wrenching and sometimes frustrating. The parents who reach out to me asking what to do to help their son or daughter are the first ones to applaud the drug seizures, knowing that their child is a little safer, even if it is for a short period of time.

I wanted to write this letter so you know that the long hours worked, accomplishments, dedication of the incredibly talented Vice Team is recognized and greatly appreciated by all. Most won't speak out loud, messages are sent via social media, so I am speaking for all of us who in one way or another suffer from addiction. I can not change what happen in our family, but the Vice Team is doing an amazing job to ensure the over dose deaths in our community do not continue to rise. Thank You to all!

Laurie Hicks
(Ryan's Mom)