



# Sarnia Police Services Board

Open Meeting  
Thursday, May 25, 2023  
9:00 a.m.

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|--|--------------|-----------------------------|
| 1. Welcome   |              | Chair                       |
| 2. Traditional Territory Acknowledgement                 |              | Chair                       |
| 3. Declarations of Conflict of Interest                  |              | Chair                       |
| 4. Approval of Agenda                                    | Approval     | Chair                       |
| 5. Minutes   | Approval     | Chair                       |
| 5.1 April 27, 2023                                       |              |                             |
| 6. Human Resources Service Agreement                     | Approval     | Chief                       |
| 7. Financial Update - Reserves                           | Information  | Director of Finance         |
| 8. Renewal of Telecommunications Lease                   | Approval     | Director of Finance         |
| 9. SPS Facilities  | Approval     | Chief                       |
| 10. Online Reporting                                     | Information  | Chief                       |
| 11. Monthly Operation Update                             | Information  | Deputy Chief                |
| 12. Innovations Award                                    | Presentation | Chief, Inspector Van Sickle |
| 13. Open Forum   |              | All                         |
| 14. Adjournment  | Approval     | Chair                       |
| 14.1 Next Regular Public Meeting: Thursday, May 25, 2023 |              |                             |



# SARNIA POLICE SERVICES BOARD

OPEN MINUTES  
9:30 a.m. - THURSDAY, APRIL 27, 2023  
COMMUNITY ROOM, SARNIA POLICE SERVICES

**Board Members Present:** Paul Wiersma, Kelly Ash, Councillor George Vandenberg and Charlene Sebastian

**Administration Present:** Chief of Police D. Davis, Deputy Chief J. Craddock, J. Dale, Fleet & Facilities Manager, C. Dam, Director of Financial Services (virtual) and Joan Knight as Board Secretary.

**Additional Present:** Ronald LeClair, Zone 6 Advisor

**Absent:** Mayor Mike Bradley

## 1. Welcome

Chair Paul Wiersma opened the meeting. Chair P. Wiersma advised that Deputy Chief J. Craddock had been the guest speaker earlier this morning at the Chamber of Commerce Breakfast.

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

***That the Agenda as presented, be adopted.***

## 5. Minutes

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

***That the Minutes of March 23, 2023, be adopted.***

## 6. Acknowledgment Acting Deputy Chief Peter Murphy

Chair P. Wiersma advised of the upcoming retirement of Acting Deputy Chief Peter Murphy and took this time to recognize his service and dedication to Sarnia Police Services.

Acting Deputy Chief P. Murphy was not present for the meeting, but Chair Wiersma asked Chief Davis to pass along the Board's Congratulations and appreciation for his service.

## 7. By-Law Amendment – Time of Open Public Meetings

Correspondence from Chair P. Wiersma, dated April 27, 2023, regarding an amendment to By-Law #1 of 2006 concerning the start time of the open regular meeting and to allow for the in-camera (Closed) meeting to be held following the open meeting was considered.

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

***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 (Closed) meetings on the same day as the regular meetings.***

## 8. NG9-1-1 Transition Funding

A report from Chief Davis, dated April 27, 2023, with regard to Transfer Payment Agreement submitted to the Ministry of the Solicitor General under a new Next Generation 9-1-1 Transition Funding Program, was provided for information.

C. Dam, Director of Finance gave a summary of the 911 upgrade, including IT upgrades required for the transition and the associated costs.

## **9. Mobile Responder Software**

A report from Chief Davis, dated April 27, 2023, regarding mobile responder software was considered.

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

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

## **10. Fleet Update**

A report from Chief Davis, dated April 27, 2023, providing a fleet update for information.

J. Dale, Manager of Fleet and Facilities gave an update on the current fleet and the backlog of vehicles needing to be replaced. He explained the issues being faced with increasing costs of vehicles and the delayed time frame for vehicle delivery.

Mr. Dale explained the limitations faced as only certain vehicles can be used for duty vehicles, he explained the goal is to create a fleet with old and new vehicles, while maintaining the fleet with yearly updates.

Chair P. Wiersma asked what the Board can do to prepare for yearly fleet replacement.

C. Dam, Director of Financial Services advised that increasing the yearly budget for vehicle replacement would be the only option to provide for yearly fleet replacements.

## **11. Reserve Funding for Vehicle Deductibles**

A report from Chief Davis, dated April 27, 2023, regarding reserve funding for vehicle deductibles was considered.

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

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

## **12. 2023 Q1 Financial Update**

A report from Chief Davis, dated April 27, 2023, with the 2023 first quarter financial update was provided for information.

C. Dam, Director of Financial Services spoke to this report and advised that the budget spending is on track, in response to a question regarding the reserves she advised that a report on the reserves will be brought back to an upcoming meeting.

## **13. CIICC Annual Report**

A report from Chief Davis, dated April 23, 2023, regarding the Annual Report on Collection of Identifying Information (CIICC), was provided for information.

## **14. Operations Update (Verbal)**

Deputy Chief Craddock gave an update type of calls Sarnia Police Services are responding to, including stats on sudden deaths, criminal investigations and drug trafficking.

## **15. Business Plan Update (Verbal)**

Deputy Chief Craddock gave an update on Community Safety & Wellbeing, Recruitment of Auxiliary Police Officers, Recruitment of Constables and the employee Wellness Program.

## **16. Organizational Structure**

A report from Chief Davis, dated April 23, 2023, providing for information an overview of the current service structure and the ranks that exist within the Sarnia Police Services.

## **17. Correspondence – Laurie Hicks**

A letter from Laurie Hicks, dated February 2023 with respect to \$3.2 M Drug Bust was provided for information.

Chair P. Wiersma congratulated all the Sarnia Police Services members involved in the significant drug seizure.

## 18. Open Forum

### Police College Tuition Fees

Chair P. Wiersma advised that the Provincial Government had lifted the tuition fees for attending Police College in Ontario, which will help with recruitment of new officers.

Board Member G. Vandenberg asked that Board Members be invited to Police College graduations.

### Agenda

Chair P. Wiersma thanked Jason Dale, Fleet & Facilities Manager and Cathy Dam, Director of Financial Services for their work on the agenda items for this meeting.

## 19. Adjournment

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

***That the Sarnia Police Services Board adjourn till their next regular public meeting on Thursday, May 25, 2023.***

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Secretary

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Chair



**SARNIA POLICE SERVICE**  
**Public Agenda Approval Report**

**To:** Chair and Police Services Board Members

**From:** Chief Derek W. Davis

**Subject:** Human Resources Service Agreement

**Date:** May 25, 2023

**Report Number:** 23-05-006-O

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**RECOMMENDATION:**

*“that the Sarnia Police Services Board approve entering into a Human Resources shared services agreement with the City of Sarnia, at a cost of \$50,000 per annum, with 2023 prorated at a cost of \$25,000”.*

A handwritten signature in black ink that reads "Derek Davis".

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Derek W. Davis  
Chief of Police

## **BACKGROUND:**

At its meeting held on March 22, 2021, Sarnia City Council adopted the following resolution with respect to negotiating a service level agreement for Human Resources, Communications, and Finance Services for the Sarnia Police Services Board:

**That Sarnia City Council direct staff to proceed with negotiating a service level agreement with the Sarnia Police Services Board to provide Human Resources services; and**

As a result of this resolution, the SPS and the City of Sarnia entered into an interim agreement for the City to assume management of Human Resource (HR) services on behalf of the SPS. In 2022, both the Sarnia Police Services Board and the City of Sarnia requested a review of this agreement.

## **DISCUSSION/ANALYSIS:**

As directed, the SPS entered into discussions with City HR staff to determine if financial and operational efficiencies could be found through collaboration in the delivery of HR services. It was identified that both the City and SPS have mutual needs in terms of HR services. These areas include:

- Labour Relations
- Pension and Benefit Administration
- Disability Management
- Salary Administration
- Health and Safety

Discussion also revealed that the SPS has unique HR needs by virtue of it being subject to the Police Services Act (e.g. discipline) as well as providing for internal HR transactional needs and administration. These would not be cost effective to administer outside of the SPS. However, the provision of basic HR administration within SPS would provide efficiencies to collate and coordinate with City HR.

As a result, the SPS and City HR have identified an agreement for SPS to purchase City specialty HR services that would be cost prohibitive to obtain otherwise.

## **ALTERNATIVES CONSIDERED:**

### **1. Outsource All HR Services (not recommended)**

The SPS currently employs 124 sworn officers and approximately 78 civilian members. The day-to-day administration of HR matters is significant. Completely outsourcing these matters creates barriers to communication, increases delays in accessing services, and prevents the comprehensive understanding of the internal needs of the organization that an internal person would possess.



2. **Retain All HR Services internally** (not recommended)

In order to provide all HR specialty services (e.g. pension administration, WSIB), additional staff would need to be hired. The workload needs would not be commensurate with the costs of hiring internally. Due to the financial costs, this is not recommended.

3. **Hybrid Specialty Outsource Model (Recommended)**

The transactional HR needs can be met with an internal HR resource. This will ensure employees have access to HR services for the majority of their needs. Specialty services are purchased from within the existing capacity within the City of Sarnia HR department. This is cost effective for the SPS and permits cost recoveries for specialist resources within the City of Sarnia. This is an agreeable and mutually beneficial collaboration for the City of Sarnia and the SPS. As such it is recommended.

**FINANCIAL IMPLICATIONS:**

Costs pertaining to this recommendation will be absorbed within the 2023 Police Operating Budget, primarily from savings caused by staffing vacancies. This allocation will be factored into the 2024 Operating Budget.

**CONSULTATION:**

Derek Davis – Chief of Police

Julie Craddock – Deputy Chief of Police

Kathryn Fryer – Director of Human Resources

Cathy Dam – Director of Financial Services

Chris Carter – City of Sarnia, CAO

David Stockdale – City of Sarnia, General Manager of Corporate Services



**SARNIA POLICE SERVICE**  
**Public Agenda Information Report**

**To:** Chair and Police Services Board Members  
**From:** Chief Derek W. Davis  
**Subject:** **Financial Update - Reserves**  
**Date:** May 25, 2023  
**Report Number:** 23-05-007-0

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**SUMMARY:**

Activity in Police Reserves is continually and closely monitored in an effort to balance facility, fleet, and equipment requirements within available police financial resources. This report provides the Board with a summary of year to date Reserves revenues and expenditures.

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

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Derek W. Davis  
Chief of Police

/CD

## **BACKGROUND:**

Sarnia Police Services controls four financial reserve accounts, each having a dedicated purpose. The reserves are funded from the Police Operating Budget to even out the impact of capital project costs and major facility, fleet, and equipment purchases that occur either on an annual basis (i.e., vehicles and computer equipment), on a multi-year cycle (i.e., patrol rifle/handgun replacement), or infrequently (i.e., firing range upgrades).

Ideally, the building and equipment reserves should grow each year to meet future planned and unplanned needs. This would include facility upgrade and equipment needs of the Police Service. Reserves should also provide a buffer for significant operating budget fluctuations. These may include major investigations (e.g. homicides or missing persons) or unpredictable police resource intensive incidents (e.g. natural disasters, protests).

## **DISCUSSION / ANALYSIS:**

Sarnia Police reserves have been under pressure for many years as annual funding infusions from Operating have generally been sufficient to cover only current year capital projects and equipment needs. The issue has been exacerbated by recent inflationary pressures, most noticeable in the area of fleet renewal.

The impact of this lack of adequate reserve accumulation is anticipated to become increasingly apparent during future budget cycles. Reliance on the Operating Budget to absorb the pressure of funding transfers to reserves in response to immediate capital and equipment needs may not be sustainable. As an example, there has been no consistent accruals within the Building Reserve for future facility replacement.

The Board may wish to consider reserve replenishment as a future dedicated budgetary item.

## **RESERVES OVERVIEW:**

The following chart provides an overview of reserves projections to 2023 yearend compared to estimates provided in the 2023 Approved Budget.

## BREAKDOWN OF 2023 RESERVES ACTIVITY – COMPARED TO BUDGET ESTIMATES

Reserve and Description of Activity	BUDGET	PROJECTED <sup>1</sup>
<b>BUILDING REPLACEMENT- POLICE</b>		
Opening Balance <sup>2</sup>	-\$594,331 <sup>3</sup>	-\$594,331
<b>Prior Year Commitments<sup>4</sup></b>		
Facility Repair/Upgrades (Prior Year Commitment) <sup>5</sup>	\$482,500	\$267,772
<b>Revenues</b>		
Operating Contribution	-\$540,000 <sup>6</sup>	-\$540,000
<b>Expenditures</b>		
Facility Repairs/Upgrades <sup>7</sup>	\$570,000	\$437,771
Furnishings <sup>8</sup>	\$25,000	\$54,197
<b>Expenditures Total</b>	<b>\$595,000</b>	<b>\$491,968</b>
<b>BUILDING REPLACEMENT- POLICE Year End<sup>9</sup></b>	<b>-\$56,831</b>	<b>-\$374,591</b>

<b>EQUIPMENT REPLACEMENT- POLICE 911</b>		
Opening Balance	-\$566,500	-\$566,500
<b>Prior Year Commitments</b>		
911/Communications (Prior Year Commitment)	\$390,000	\$390,000
<b>Revenues</b>		
Operating Contribution	-\$400,000	-\$400,000
Lease Revenues	-\$2,910	-\$2,910
NG9-1-1 Grant <sup>10</sup>		-\$539,899
<b>Revenues Total</b>	<b>-\$402,910</b>	<b>-\$942,809</b>
<b>Expenditures</b>		
Communications Equipment	\$211,000	\$275,395
NG 911/Communications – Capital Project	\$200,000	\$200,000

<sup>1</sup> “Projected” includes actuals to date plus items not yet received (already ordered or imminent expenditures);

<sup>2</sup> “Opening Balance” in the “Budget” column is adjusted to the actual cash balance in the reserve at January 1, 2023 and is generally greater than estimate indicated in 2023 budget documents.

<sup>3</sup> Opening Balance displays as a negative number indicating a cash balance. This is how many accounting systems differentiate between debit and credit balances.

<sup>4</sup> “Prior year Commitments” are shown as a separate line item and offset the larger than estimated Opening Balances. These are items approved in previous years but not yet expended or delivered by 2022 yearend. These previously approved expenditures will be included in 2023 activity.

<sup>5</sup> Prior Year Commitments includes Customer Service Upgrades, Replacement Fire Alarm Panel

<sup>6</sup> Revenues display as a negative number and expenditures are shown as positive.

<sup>7</sup> Facility Repairs/Upgrades includes \$133,000 recently approved for Firing Range Upgrades

<sup>8</sup> Furnishings for newly created units and meeting rooms: ARU, IMPACT, Community Room

<sup>9</sup> Ending Balance is displayed as a negative number, indicating a cash balance.

<sup>10</sup> A portion of NG9-1-1 Grant of \$600,000 was accrued in 2022I funds will be used to cover eligible NG9-1-1 Upgrades

Reserve and Description of Activity	BUDGET	PROJECTED <sup>1</sup>
Police Communications Technology <sup>11</sup>		\$132,805
<b>Expenditures Total</b>	<b>\$411,000</b>	<b>\$608,200</b>
<b>EQUIPMENT REPLACEMENT- POLICE 911 Year End</b>	<b>-\$168,410</b>	<b>-\$511,109</b>

<b>POLICE OPERATING CONTINGENCY RESERVE</b>		
Opening Balance	-\$577,994	-\$577,994
<b>Transfers</b>		
Inter-Reserves Transfer <sup>12</sup>		\$200,000
<b>POLICE OPERATING CONTINGENCY RESERVE Year End</b>	<b>-\$577,994</b>	<b>-\$377,994</b>

<b>POLICE EQUIPMENT RESERVE</b>		
Opening Balance	-\$591,927	-\$591,927
<b>Prior Year Commitments</b>		
Vehicles (Ordered Prior Year) <sup>13</sup>	\$530,000	\$520,484
<b>Prior Year Commitments Total</b>	<b>\$530,000</b>	<b>\$520,484</b>
<b>Revenues</b>		
Operating Contribution	-\$1,150,000	-\$1,150,000
Grant <sup>14</sup>	-\$8,000	-\$284,276
Sale of Equipment <sup>15</sup>	-\$40,000	\$0
<b>Revenues Total</b>	<b>-\$1,198,000</b>	<b>-\$1,434,276</b>
<b>Transfers</b>		
Inter-Reserves Transfer <sup>16</sup>		-\$200,000
<b>Transfers Total</b>		<b>-\$200,000</b>
<b>Expenditures</b>		
Police Equipment	\$88,000	\$52,404
Police Technology <sup>17</sup>	\$88,200	\$292,771
Systems & Software <sup>18</sup>	\$720,000	\$730,055
Vehicles <sup>19</sup>	\$440,000	\$585,841
<b>Expenditures Total</b>	<b>\$1,336,200</b>	<b>\$1,661,070</b>
<b>POLICE EQUIPMENT RESERVE Year End</b>	<b>\$76,273</b>	<b>-\$44,649</b>

<b>Year End Projection All Reserves</b>	<b>-\$726,962</b>	<b>-\$1,308,342</b>
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<sup>11</sup> Other Police Communications Technology: Hexagon Mobile Responder

<sup>12</sup> Inter-Reserves Transfer: Approved April 27 to cover costs of Vehicle Write-offs

<sup>13</sup> Delivery time for vehicles ranges from 3 to 18 months

<sup>14</sup> Provincial Grants include CISO for Vehicle and one-time funding for ALPR License Plate Reader

<sup>15</sup> Vehicle delivery and upfit delays results in aging fleet and delays in the disposal of used units;

<sup>16</sup> Reserve Transfer to cover cost of two vehicle write-offs;

<sup>17</sup> Police Technology includes ALPR License Plate Readers purchased through Provincial Grant funding;

<sup>18</sup> Includes IT Firewall System \$360,000 approved January 26, 2023

<sup>19</sup> In anticipation of extended delivery time for specific vehicles, specialty orders are placed in advance; may be delivered in next fiscal year;



**SARNIA POLICE SERVICE**  
**Public Agenda Approval Report**

**To:** Chair and Police Services Board Members

**From:** Chief Derek W. Davis

**Subject:** Renewal of Telecommunications Lease Government of Canada

**Date:** May 25, 2023

**Report Number:** 23-05-008-O

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**RECOMMENDATION:**

*“That the Sarnia Police Services Board approve the renewal of a five-year telecommunications agreement with His Majesty the King in right of Canada as represented by the Minister of Public Services and Procurement Canada allowing for the Sarnia Police Service to operate, and maintain radio equipment on Government of Canada property as per terms and conditions set out in the agreement at a cost of \$10,080 plus taxes and utilities per year for three years, and escalating to \$10,382.40 plus taxes and utilities in year four and five, and \$560 plus taxes per year for equipment space.”*

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Derek W. Davis  
Chief of Police

/CD

**SUMMARY:**

A telecommunications agreement between the Corporation of the City of Sarnia and Public Services and Procurement Canada (then Public Works and Government Services Canada) was entered into effective January 1, 2019. The renewable agreement expires at the end of 2023. In order to secure the lease location for another five years, the agreement must be renewed.

**BACKGROUND:**

In 2019, Police Service staff negotiated telecommunications agreements with property owners of sites in various locations where the City itself does not own or control tower assets. The exact locations are not publicized for security reasons.

The other telecommunications agreements are due for renewal in the next twelve months and will be brought forward for approval in future meetings.

As soon as the final documentation for the agreement is received, it will be forwarded to City staff to arrange for signing by City authorities.

**FINANCIAL IMPACT:**

The annual cost of this and other telecommunications agreements will be included in the 2024 and future Police Services Board operating budgets. The cost will be allocated proportionately to Sarnia Fire and Rescue as their recently installed radio equipment now resides alongside equipment belonging to Sarnia Police Service.

Under the current agreement, the license fee for the year 2023 is \$8,660 plus \$560 for equipment space plus utilities and taxes.

**CONSULTATION:**

Cathy Dam, Director Financial Services  
Jason Dale, Manager Planning, Police, Fleet & Facilities  
Emma Nicholson, Deputy City Solicitor/Risk Manager  
Bryan Van Gaver, Fire Chief, Sarnia Fire & Rescue



## SARNIA POLICE SERVICE Public Agenda Recommendation Report

**To:** Chair and Police Services Board Members

**From:** Chief Derek Davis

**Subject:** SPS Facilities Recommendation Report

**Date:** May 25, 2023

**Report Number:** 23-04-09-O

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### RECOMMENDATIONS:

*“In accordance with the identified 2023-2025 Strategic Plan objective of developing a facilities master plan, that the Sarnia Police Services Board authorize an immediate and independent building needs study at an estimated cost of \$38,000”*

*And further that,*

*“The Sarnia Police Services Board request the City of Sarnia Council form a project team with the Sarnia Police service to explore options for the sustainable provision of police facilities, pursuant to the Police Services Act”*

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

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Derek W. Davis  
Chief of Police

:DD/JD



## **BACKGROUND:**

Under the Police Services Act and Regulations, the Board has obligations related to ensuring adequate and effective policing; along with ensuring the provision of police facilities. This affects both budgetary and business planning requirements.

### [Ontario Police Services Act](#)

**Section 39** (1) The board shall submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required,

- (a) to maintain the police force and provide it with equipment and facilities; and

### [O. Reg. 3/99: Adequacy and Effectiveness of Police Services](#)

29. Every board shall establish policies with respect to the matters referred to in section 3, subsections 4 (3) and 6 (3), section 8, subsection 9 (4), sections 10 to 17, 19, 20, 22, subsection 24 (2) and sections 25 to 28. O. Reg. 3/99, s. 29.

30. (1) Every board shall prepare a business plan for its police force at least once every three years. O. Reg. 3/99, s. 30 (1).

(2) The business plan shall address,

- (a) the objectives, core business and functions of the police force, including how it will provide adequate and effective police services;
- (b) quantitative and qualitative performance objectives and indicators relating to,
  - (i) the police force's provision of community-based crime prevention initiatives, community patrol and criminal investigation services,
  - (ii) community satisfaction with police services,
  - (iii) emergency calls for service,
  - (iv) violent crime and clearance rates for violent crime,
  - (v) property crime and clearance rates for property crime,
  - (vi) youth crime and clearance rates for youth crime,
  - (vii) police assistance to victims of crime and re-victimization rates, and
  - (viii) road safety;
- (c) information technology;
- (d) resource planning; and
- (e) **police facilities.** O. Reg. 3/99, s. 30 (2).

## DISCUSSION / ANALYSIS

The Sarnia Police Service Headquarters at 555 Christina Street North was opened in 1987. This facility was designed for the size of the Sarnia Police Service prior to amalgamation with Clearwater Township in 1990. From 1990-1998, there were 106 officers in the SPS. In 1998 and 1999, that number grew to 111. The need for additional space also necessitated the establishment of a leased training facility at Lambton Mall. The building design reflects the architecture of the times, with small offices and few meeting rooms to support a modern, collaborative workspace.

The poured and block cement design of the facility makes it particularly difficult and expensive to renovate or reconfigure office space. Furthermore, the angular corner design of the building reduces available floor space because of the tapering walls. This has resulted in minimal historical changes to the floor plans as the organization continued to grow and evolve. In addition, public expectations for access to the police facility and services have increased along with the corresponding concerns of security in modern police facilities. Legislation pertaining to health and safety, AODA, building code, and legislative requirements specific to policing (e.g. prisoner care and control) have all evolved since 1987.

A number of health and safety concerns were addressed within the SPS facility. Range improvements, walkways, more secure parking for members, better signage, range safety measures, and several building mechanical issues. As the facility continues to age, maintenance costs are expected to increase.

The 2023-2025 SPS Board Business Plan specifically address facilities (page 23):

*“As part of the 2023-2025 Strategic Business Plan, the Sarnia Police will update the **Facilities Master Plan** to include all current and future anticipated building needs and a plan to address current building deficiencies.”*

In order to obtain fact-based information about the state of the current facility, a third party engineering firm was retained to provide an objective expert assessment of the physical building condition. This assessment included architecture, structural components, mechanical and electrical systems.

The conclusion of this engineering facility assessment was as follows:

*“The condition assessment for the building has identified the current condition and the components within the building and recommended investments to maintain the level of service of the facility in a 5-year capital plan.*

*The importance of timely investments in this facility should not be understated. This building has surpassed the mid-point of condition rating, and these investments are necessary to prevent further erosion of the condition and building performance.*

*An estimated **\$210,000** in capital renewal/replacement backlog exists which requires investment in the immediate term to maintain the level of service delivered by the facilities. An additional **\$2,040,000** is estimated for capital investment over the next 5-year period to addresses asset deterioration and renewal/replacement over the near-term.*

*In order to improve the functionality of the facility and to reduce code, accessibility and occupational health and safety deficiencies, it is estimated that a further **\$2,184,000** in capital investments would be required. It should be noted that a number of these improvements require additional space within the facility and would therefore reduce the overall spacing for building operations. We can also observe at a cursory level that there are a number of fundamental code and accessibility deficiencies that are cost prohibitive and impractical to address through renovations and repairs in this current facility.*

*Site investigation and consultation with staff identified a number of components within the building that have surpassed their service life. For continuing operations in this building it is recommended that a comprehensive space needs study be completed to identify the functional requirements for Sarnia Police Headquarters. Depending on the current and future space needs, consideration for the construction of a new facility to meet the client's immediate and long-term requirements is recommended."*

This assessment covers the physical engineering components of the SPS facility, but does not address the many police-specific operational requirements that a modern police facility would need to address. Some examples include: security requirements, property management, hazardous material (e.g. drugs or forensics), prisoner care and control, and weapons storage. Those would need to be part of any future facility requirements gathering to develop a facilities master plan.

## **ALTERNATIVES CONSIDERED**

1. **Status Quo (not recommended)** – the current facility requires significant capital investment due to unaddressed and accumulated historical needs. Although these are immediate needs, it is prudent to explore long-term options now for fiscal accountability and responsibility. As addressing these matters can only be delayed temporarily, status quo is not recommended.
2. **Immediately Repair Facility (not recommended)** – The SPS facility is in need of significant repair. However, given the estimated costs, a determination should first be made to decide if this investment should be made into this facility or if alternative solutions would be a better investment of financial resources. Additional costs are anticipated to address police specific needs (e.g. prison custody, range) that would add to the any cost of bringing this facility up to standards. All estimated costs should be known before significant investment decisions are made.
3. **Complete a policing needs assessment (recommended)** – In order to understand the full scope of the facility requirements, a needs assessment should be conducted immediately to ascertain additional considerations. This will inform the facilities master plan and enable better decision making in terms of capital investment.
4. **Explore strategic solutions (recommended)** – The legislation prescribes that the municipality is responsible for the provision of police facilities. As such, it would be prudent to assemble a project team of both city and police staff, to begin to explore

options for the provision of adequate and effective policing services. This would be via resolution of the Police Services Board to City Council

**FINANCIAL IMPLICATIONS:**

The engineering company has provided a costing to expand on their initial work to complete a police needs assessment. This would include interviews of staff, current and future staffing projections, and organizational structure to facility assessment. The estimated additional cost for this is \$38,000. This would be funded within existing available budget resources.

Although the facility has been operational for 36 years, the SPS has not accrued historical reserves that could attempt to address the immediate repair needs, nor facility replacement.

**CONSULTATION:**

Derek Davis – Chief of Police

Cathy Dam – Director of Financial Services

Jason Dale – Manager of Planning, Policy, Fleet & Facilities



## SARNIA POLICE SERVICE Public Agenda Information Report

**To:** Chair and Police Services Board Members

**From:** Chief Derek W. Davis

**Subject:** Online Reporting

**Date:** May 25, 2023

**Report Number:** 23-05-010-O

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### SUMMARY:

During the 2023-2025 Business Plan public meetings and survey, the community expressed an expectation for the Sarnia Police to provide online reporting options. The introduction of online reporting redirects non-emergency calls from front line officers, reducing their workload and increasing availability for higher priority responses.

In addition, online reports are handled through our existing Alternative Response Unit, which is cost effective and optimizes the use of existing human resources.

The SPS now joins other Ontario police services in the provision of online reporting, available via our website at [www.sarniapolice.ca](http://www.sarniapolice.ca)

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

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Derek W. Davis  
Chief of Police

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## **BACKGROUND:**

The Sarnia Police Service responds to both emergency and non-emergency calls for service. Traditionally this involves receiving a call from a member of the public. The call is then entered into the Computer Aided Dispatch (CAD) system, and an officer is dispatched to attend and investigate. In 2022, the SPS officers responded to ~30,000 calls for service.

The SPS responds to calls for service on a priority basis. Higher priority calls are attended to first, and lower priority calls as officers are available. This can result in extended delays for non-priority calls. All of these responses are directed through the available patrol units, reducing time for proactive activities, non-dispatched investigative follow-up and traffic enforcement.

<b>Call Priority</b>	<b>Count</b>	<b>Description</b>
Priority 0	31	Extreme Emergency – Immediate nearest unit
Priority 1	9504	Immediate Action – Preempting lower priorities
Priority 2	7591	Non-critical – slight delayed response possible
Priority 3	7984	Non-emergency / Officer requested – longer delay
Priority 4	3949	Non-emergency –no officer required on scene

*\*does not include non-dispatched police activities*

As with any employer, the SPS has members who are participating in modified work as part of our internal return to work programs (e.g. recovering from injury or illness). In the fall of 2022, the SPS created the Alternative Response Unit (ARU). The ARU replaces the former “telephone unit” and is staffed with members whose primary role is to intake lower priority calls, conduct follow-up where feasible, investigate non-urgent criminal matters, and reduce the workload of our front line patrol officers.

## **DISCUSSION / ANALYSIS:**

The Sarnia Police Service is committed to a process of continuous improvement in how services are accessed and delivered to the public. A core modern public expectation is the ability to have access to online services. Research revealed that the vast majority of Ontario police services (including much smaller agencies) provide online reporting access for their communities. The SPS has not had those capabilities.

Online reporting offers a number of advantages to the police service and the community. It provides meaningful and valuable work by members who may not be able to perform their full duties (e.g. physical injury), but can still use their investigative skills and police authorities. It also redirects lower priority work from front line patrol, freeing up resources for other activities including proactive work such as projects, enforcement, and community outreach. It also reduces the burden of dispatchers within the call centre, previously responsible for receiving these complaints. The community gains convenient access to make reports, commensurate with the expectations of today’s modern technologies. Complainants are immediately provided with a report number, reducing their delays in contacting insurance or waiting for available police response.

**Examples of SPS crime types suitable for online reporting.  
(2023 YTD – CAD events)**

Year-to-Date								
JAN. 01, 2023 – MAY. 18, 2023								
	CNT	PER	1	2	3	4	5	
FRAUD	160	+84 ↑	+111% ↑	38	13	53	26	21
MISCHIEF	180	+97 ↑	+117% ↑	26	4	57	25	62
NOISE COMPLAINT	206	+23 ↑	+13% ↑	16	4	87	14	85
THEFT	444	+214 ↑	+93% ↑	59	9	145	86	134

Online reporting traditionally permits members of the public to submit standard reports such as theft from cars, minor property damage, and other non-emergency crimes. While these are commonly reported crimes across all agencies, the City of Sarnia also has unique needs that online reporting can support. As a result, in addition to traditional online reporting, the SPS team has included features tailored to better serve the needs of our communities. Some of these include:

- **Retail Theft/Shoplifting** – to better address the needs of our business community, the option to report theft or damage to businesses is now available online. Year to date, the SPS has received 176 reports of shoplifting (up 54% YTD). It is believed that this crime type is underreported and access to online options will help improve accurate reporting.
- **Minor Theft and Mischief** – During our multiple public meetings to develop the business plan in 2022, the public reported frustration with minor theft and property damage. As a result, many of these crimes go unreported, yet a scan of Facebook reveals several community sites dedicated to these crimes that affect so many residents. The introduction of online reporting is intended to provide a convenient reporting option and encourage reporting when victimized by crime.
- **General Community Concerns** – This provides an opportunity to report generalized community concerns such as illicit activities, social disorder issues, or other matters that may be causing neighborhood or community concerns.
- **Traffic Concerns** – This offers the ability to report traffic complaints, either for individual drivers or more location based (e.g. ongoing stop sign violations at a location).

- **Supplemental Information Reports** – if a report is made and new information or evidence becomes available later, the complainant may add that information to their original report online.

Online reporting for the SPS is now available on our website at [www.sarniapolice.ca](http://www.sarniapolice.ca), under the red tab.



All currently available options for SPS Online Reporting are listed in Appendix A.

### **FUNDING SOURCES:**

Provisions were made within the approved 2023 Software Licensing budget for this subscription-based service, at a recurring annual cost of \$21,300.

### **2023-2025 BUSINESS PLAN:**

The [2023-2025 Sarnia Police Strategic Plan](#) is the Police Service Board’s guiding framework for the SPS. This report supports the following areas within that plan:

#### **Priority Area 1 – Operations and Neighbourhood Policing**

- Explore opportunities to strengthen operational capabilities through the addition of specialized resources and modern technologies
- Explore alternative methods of service delivery to increase operational effectiveness and fiscal efficiencies (e.g. use of civilians or special constable positions)
- Create new vectors for citizens to make reports and access policing services

#### **Priority Area 2 – Community Engagement and Outreach**

- Implementation of a defined process by which community concerns are received and prioritized and responded to within the organization

#### **Priority Area 3 – Facilities, Equipment and Technology**

- Embrace new technologies to enhance police operations and effectiveness

#### **Priority Area 4 – Organizational Capacity**

- Analyze current business processes to identify operational efficiencies



**CONSULTATION:**

Derek Davis – Chief of Police

Julie Craddock – Deputy Chief of Police

Dwayne Whelpley – Inspector, Community Response (ARU)

Mike Van Sickle – A/Inspector, Support Services

Cathy Dam – Director of Financial Services

Dan Cyr – Manager of IT

**ATTACHMENTS/REFERENCES:**

- Appendix A - Online Reporting Options

## Appendix A: Online Reporting Options



# SARNIA POLICE SERVICE

### ➔ Incident Type

If this is an emergency or a crime in progress call: 9-1-1. For non-emergency assistance, dial 519-344-8861 on your telephone.

For your convenience some crimes can be reported online. If your incident has a known suspect, please report this to the Sarnia Police Service by calling 519-344-8861.

Please read each description carefully to determine which incident type best matches your situation. All incidents reported via the online form will be reviewed by an officer and you may be contacted for clarification or if further information is required.

Please select one incident type from the list below to continue. It is important that you select the correct incident type so that your report is properly reviewed and investigated.

If you are unsure which incident type applies to your particular situation, please call 519-344-8861 to make your report.

Incident Type	Definition	Examples
<input type="radio"/> Community Concern	Ongoing issue of community concern that you want to report to police.	This can include tips regarding illicit drugs, possible encampments, etc.
<input type="radio"/> Damage to Property Under \$5000	The act of vandalizing or defacing property without the owner's consent.	Broken lawn ornaments, throwing a rock through a window, etc.
<input type="radio"/> Fraud Under \$5000	Someone has by deceit, falsehood or other fraudulent means, defrauded you of any property, money, valuable security or any service performed.	You still have your debit/credit card, but someone has taken money from or used your account. You learn that someone has used your name or other personal information to obtain credit, goods, or services without your consent. Someone has stolen your wallet and used your credit card/debit card.
<input type="radio"/> Graffiti/Tagging	Writing or drawings scribbled, scratched, or sprayed illicitly on a wall or other surface in a public place.	Graffiti
<input type="radio"/> Lost/Stolen Passport or Government Issued ID	When passport or government issued identification is missing or lost.	Driver's License, Health Card, Passport
<input type="radio"/> Noise Complaint	An on-going noise issue that is not currently in progress but that you want to report to police.	Please note that most noise complaints fall under City of Sarnia Bylaw and can be reported to the Bylaw Department by calling 519-332-0330 ext. 3131.

<input type="radio"/> Retail Theft/Shoplifting	Retail goods stolen or damaged from a commercial/retail business. Suspect is no longer on scene. INCLUDES GAS DRIVE-OFFS	Any retail goods, including fuel. Does NOT include vehicles.
<input type="radio"/> Submit a Crime Tip	Submit a general crime tip to police that does not fall into any categories above or if you are unsure which category to file your complaint.	Please note that you can also report crime via Crime Stoppers of Sarnia Lambton at: <a href="http://www.sarnialambtoncrimestoppers.org">www.sarnialambtoncrimestoppers.org</a>
<input type="radio"/> Supplemental Report	A supplemental report to an incident previously reported via this website - you will need your original Tracking Number (eg T23000001) or Permanent Case Number (eg CL23000001). This also includes requests for public assistance via Sarnia Police social media.	New information is discovered after the submission of your original report, such as serial numbers or property values; photos or videos are now available; contact information has changed; etc.
<input type="radio"/> Theft from Vehicle	Property is taken from a vehicle without the owner's permission.	Stereo, personal items, laptop, etc. taken from a vehicle without the owner's permission.
<input type="radio"/> Theft of Bicycle or E-Bike	Bicycle or E-bike taken without your permission.	Bicycle or E-bike that you own is taken without your consent.
<input type="radio"/> Theft of Property Under \$5000	Property taken without your permission. Theft of Vehicles cannot be reported online.	Something that you own is taken without your consent. Theft of Vehicles cannot be reported online. This includes cars, trucks, atv's, snowmachines, trailers and road building machines.
<input type="radio"/> Traffic Concern	Traffic concerns include unsafe driving behaviors that you witness and can include things like: racing, unsafe lane changes, and forms of aggressive driving that places other road users (drivers, cyclists and pedestrians) at risk.	Vehicles speeding in your neighborhood or in school zones. Drivers disobeying stop signs or traffic lights. A boat being driven in an unsafe manner.



# SARNIA POLICE SERVICE

## Open Agenda Information Report

**To:** Chair and Police Services Board Members

**From:** Chief Derek Davis

**Subject:** Monthly Operational Update

**Date:** May 18, 2023

**Report Number: 23-05-011-O**

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### Operational Update:

May 6<sup>th</sup>, 2023:

SPS IMPACT Team was dispatched to the rear parking lot of the Sarnia Public Library located at 124 Christina Street, for a report of male part who had potentially overdosed and was without vital signs.

Cst. Brooker who was in the vicinity, arrived first and located the male who was blue in the face and not breathing. He administered a dose of naloxone and as paramedics arrived the male began to breathe on his own. He was transferred to hospital for observation and expected to make a full recovery.

May 7<sup>th</sup>, 2023:

The SPS was contacted by Vision Nursing Home after a male party was spotted on the rooftop with a hatchet. A lockdown of the facility was initiated and the SPS utilized its drone to locate the male. A brief foot chase ensued and the male was arrested without further incidence.

On May 3rd 2023 the accused was released from courts via an Undertaking issued by a Judge/Justice having been charged with numerous offences including:

- ASSAULT
- ASSAULT WITH A WEAPON X 2
- ASSAULT CAUSING BODILY HARM
- POSSESSION OF A WEAPON FOR A DANGEROUS PURPOSE X 2
- USE FIREARM WHILE COMMITTING OFFENCE
- FAIL TO COMPLY WITH RELEASE ORDER

- POSSESSION CONTRARY TO ORDER X 5
- FAIL TO COMPLY WITH PROBATION
- SEXUAL ASSAULT
- SEXUAL EXPLOITATION

The accused was held in custody pending a bail hearing.

May 12<sup>th</sup>, 2023:

Members of the Sarnia Police Service along with Sarnia Fire, CBSA, OPP, and Corrections participated in the Law Enforcement Torch Run. The Ontario Law Enforcement Torch Run (LETR) is the largest public awareness vehicle and grass-roots fundraiser for Special Olympics Ontario.

The Law Enforcement Torch Run has raised more than \$46 million dollars to date, symbolizing courage and celebrating diversity.

May 14<sup>th</sup>-20<sup>th</sup>, 2023

Police Week: This year's provincial theme is "***Building Bridges: Celebrating Police-Community Partnerships,***" and took place from **May 14 to 20, 2023.**

Police Week provides an opportunity to use social media, or other online platforms, to showcase the great work of police services across Ontario.

The theme emphasizes the importance of ongoing collaboration between police and community partners to support a holistic approach to service delivery and response efforts. It also highlights and celebrates the important role our police officers and personnel play in community safety, and the vital relationships police have with their communities.

During the week the SPS highlighted various units and external partnerships who work collaboratively in our shared vision of community safety and well-being.



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Derek W. Davis  
Chief of Police

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**CONSULTATION:**

Julie Craddock – Deputy Chief of Police

Dwayne Whelpley – Inspector Community Response