



Sarnia Police Service Board

Open Meeting
Thursday, April 25, 2024
9:00 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 28, 2024	Approval	Chair
6. Monthly Operation Update	Information	Deputy Chief
7. Service Presentation – Auxiliary	Presentation	Deputy Chief
8. Auxiliary Officer Report	Approval	Deputy Chief
9. Youth In Policing Initiative (YIPI)	Information	Deputy Chief
10. Space Needs Study Report	Approval	Chair
11. 2024 Q1 Financial Update	Information	Director, Financial Services
12. IMPACT Update	Presentation	Deputy Chief
13. Open Forum		All
14. Closed Meeting Report (Verbal)	Information	Chair
15. Adjournment 15.1 Next Regular Public Meeting: Thursday, May 30, 2024	Approval	Chair



SARNIA POLICE SERVICES BOARD

OPEN MINUTES
9:00 a.m. - THURSDAY, MARCH 28, 2024
COMMUNITY ROOM, SARNIA POLICE SERVICES

Board Members Present: Paul Wiersma, Councillor George Vandenberg, Charlene Sebastian, Councillor Chrissy McRoberts and Kelly Ash by video conference.

Administration Present: Chief of Police D. Davis, Deputy Chief J. Craddock, Inspector M. Van Sickle, J. Dale, Fleet & Facilities Manager, C. Dam, Director of Corporate Services and Joan Knight as Board Secretary.

1. Welcome

Chair Paul Wiersma opened the meeting.

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. Minutes

Moved by Board Member C. McRoberts, seconded by Board Member G. Vandenberg, and **carried:**

That the Minutes of February 22, 2024, be adopted.

5. Introduction of Promoted Officers

Aaron Johnston
Joshua Mitchell

Chief Davis introduced Aaron Johnston who was promoted from Detective Constable to Detective and Joshua Mitchell promoted from Detective Constable to Sergeant, giving their background and policing history.

6. Delegation – Safe Walking for School Age Children – Dr. Robert Dickieson

Chair Wiersma welcomed Dr. Dickieson and invited him to speak from the podium.

Dr. Dickieson advised that an incident involving a child had taken place on March 4, 2024, he addressed the need for a collaborative approach for the Community to deal with crime, addiction, mental health and homelessness, he suggested a Community Safety Action Plan with a pilot program of a Police Officer escorting children to and from school.

Chief Davis advised that while agreed there is a need for a pro-active approach to safety for children, the Sarnia Police Services does not have the man power to provide this type of aid to the Community, the Community needs to be involved and Sarnia Police Services is just one piece of the solution.

Discussion took place with the Board with all in agreement that the solution needs to be community based including the Federal and Provincial governments involvement.

Dr. Dickieson advised that he will speak to Sarnia City Council at an upcoming meeting for community support.

Chair Wiersma thanked Dr. Dickieson for his presentation and ongoing Community support.

7. Monthly Operation Update

A report from Deputy Chief Craddock, dated March 28, 2024, was provided.

Deputy Chief Craddock gave an update on the contest to name the new Police Canine, she advised that Constable Sean Urban will be training with the dog and the canine unit should be operational by mid August. She also gave an update on further training for officers on Domestic Violence.

Chief Davis spoke to the number of calls for the Emergency Response Team (ERT) and the increase in high-risk offenders, increased level of violence and weapons being seen during arrests.

8. Annual Missing Persons Report

A report from Chief Davis, dated March 28, 2024 with regard to 2023 Annual Report on Urgent Demands for Information Related to Missing Persons, was provided.

Chief Davis spoke to this legislated annual report and advised the Board that this report will be listed on the website.

9. Annual Use of Force Report

A report from Deputy Chief Craddock, dated March 28, 2024, regarding 2023 Use of Force Annual Report was provided.

Deputy Chief Craddock gave an update on the Use of Force training, training on de-escalation, stats on police interactions with public and the percentage of use of force.

10. Annual Health and Safety Policy Statement and Report

A report from Chief Davis, dated March 28, 2024, with regard to the Health and Safety Report was provided.

Jason Dale, Fleet and Facilities Manager spoke to the report and the undertakings to be in compliance with the Act, he stated that there had been no workplace injuries reported in 2023.

11. Service Presentation – Community Crime Unit

Chief Davis gave a power point presentation explaining the partnership with Lambton College for students to be hands on and build a case for shoplifting and minor thefts.

Students involved in the program were present and spoke to the benefit of the program.

Congratulations and thanks were given to the students by the Board.

12. Uniform/Civilian Collective Agreement Update

A report from Chief Davis, dated March 28, 2024, regarding the Contract Negotiations update was provided.

Chair Wiersma advised that this report was provided for disclosure to the public on the agreement.

13. Cadet Program

A report from Deputy Chief Craddock, dated March 28, 202, regarding the Cadet Program was provided.

Deputy Chief Craddock explained the Cadet Program socializes new candidates into the policing culture, provides them with learning and developmental opportunities and

familiarizes them with the policies, procedures and work practices of the Sarnia Police Service through various training assignments, this program will ensure that successful police constable applicants are on-boarded into the Sarnia Police Service while they wait for available seat allocations at the Ontario Police College.

14. Open Forum

CSPA Training

Chair Wiersma gave an update on the compulsory CSPA training for all Board Members to be completed prior to the April 25, 2024, meeting of the Board.

15. Adjournment

Moved by Board Member C. Sebastian, seconded by Board Member G. Vandenberg, and **carried:**

That the Sarnia Police Service Board adjourn to their next Open Meeting to be held Thursday, April 25, 2024.

Secretary

Chair



SARNIA POLICE SERVICE

Open Agenda Information Report

To: Chair and Police Services Board Members

From: Deputy Chief Julie Craddock

Subject: Monthly Operational Update

Date: April 25th, 2024

Report # **24-04-006-O**

SUMMARY:

The Sarnia Police Service is committed to continuously improving the level of service and safety we provide to our communities. While the police are traditionally responsible for incident response, by working with community partners in each of the prevention, risk intervention and social development pillars, a coordinated response can be implemented.

This report is a snapshot of operational and member accomplishments and is not an exhaustive account of the achievements of the Sarnia Police Service.

A handwritten signature in cursive script that reads "J Craddock".

Julie M. Craddock
Deputy Chief of Police

:jc

Criminal Investigations Division:

1. Assault with A Weapon Investigation – River City Vineyard

The Uniform Operations Division responded to River City Vineyard in relation to a person who had been stabbed. Officers interviewed the victim and witnesses and identified the accused as Drew REAUME.

CID and FIS assisted in this investigation with crime scene forensics and interviewing the parties involved.

Drew REAUME was charged with the following criminal offences:

- Assault with a weapon.
- Assault causing bodily harm.
- Fail to comply with probation order.

REAUME was held for a bail hearing and remanded in custody.

2. Unprovoked Assault – Queen Street and Talfourd Road

On March 10th at 2:51pm, the Uniform Operations Division attended a call-in relation to an unprovoked attack of a citizen walking in the area of Queen Street and Talfourd Road. Uniform officers interviewed the victim, canvassed the area, and secured video surveillance from local residents that captured images of the suspect. Corporate Communications and CID utilized social media to seek public assistance to identify the unknown suspect.

The public response was instrumental in identifying the unknown male. As a result, CID identified the suspect as male youth and a search warrant was obtained for his residence to secure the clothing he wore during the assault. During the execution of the search warrant the accused punched a member of CID.

A sixteen (16) year old male was charged with the following offences:

- Assault
- Assault a peace officer.
- Obstruct justice.

3. Assault with A Weapon – 386 Kathleen Avenue

On March 29th at 2:49pm, the Uniform Operations Division attended 389 Kathleen Avenue in relation to an assault. The investigation revealed that suspects April RATHMELL and Dustin DENLEY had assaulted the victim with a claw-hammer causing facial injuries. The victim was transported to Blue Water Health where medical attention was required (stitches).

Uniform officers arrested RATHMELL at the scene. CID and FIS assisted with this investigation by securing crime scene evidence and a search warrant for RATHMELL'S residence. Pursuant to the search warrant, police located and seized the claw-hammer used in the assault.

April RATHMELL and Dustin DENLEY were charged with the following offences:

- Assault with a weapon.
- Assault cause bodily harm.

RATHMELL and DENLEY were held for a bail hearing and later released on a Form 11.



Operations Division:

1. On March 6, 2024, police received a complaint that a wanted party was currently at a residence in the City of Sarnia. Cst. Trampleasure, McDonald and Avery were dispatched to the address.

The wanted party in question was a high-risk violent offender and upon hearing this information over the radio, other officers attended the location. The male refused to come to the door and officers attempted to negotiate with him. Two women and three children, who were in the home, left the residence without incident.

While officers held containment on the house, a Feeny Warrant was obtained. The Emergency Response Team was requested to attend along with trained negotiators.

This incident was resolved without injury to any of the residents of the house, the accused or SPS members. The accused was wanted on an outstanding first instance warrant for Assault with a weapon, uttering threats to cause death, and breach of probation x 2.

2. On February 25, 2024, at approximately 4:00 am, Cst. Mark Berger was on patrol in the City of Sarnia. He observed a vehicle travelling at a high rate of speed which turned onto a one-way street in the wrong direction.

Cst. Berger attempted to follow the vehicle however lost sight of it. He was stopped by another motorist who indicated he had been involved in a minor collision with the suspect vehicle and that the driver had fled. A short time later, the SPS received a call that the same vehicle had been involved in a collision at the Imperial Oil site and the driver of the vehicle had fled. Upon arriving on scene, a white Elantra was located flipped over on its hood, with all air bags deployed.

Information was received that a male had been seen scaling the barbed wire chain link fence into the compound. Uniform officers immediately set up containment and the OPP canine was requested.

The accused was arrested and charged with possession of stolen property, dangerous driving and fail to stop.

The involved vehicle had been stolen overnight and had not yet been reported to the SPS when Cst. Berger first encountered it.

Community Support Division:

RIDE Program:

Impaired driving is the criminal offence of operating, having care or control of a motor vehicle while the person's ability to operate the motor vehicle is impaired by alcohol or a drug.

The RIDE program serves as a deterrent against impaired driving. RIDE spot checks are conducted year-round, with increased frequency during the holidays and long weekends.

Between July 2023 and March 2024, the SPS conducted 340 RIDE hours. These hours were funded through the Ministry of the Solicitor General RIDE Grant.

From January 1 to April 15, 2024 the SPS has laid 26 impaired driving charges.

Training Bureau:

On April 3, 2024, the Training Bureau hosted Dr. Elizabeth Urbankte (Regional Supervising Coroner) who delivered training to both Front Line Supervisors and the Criminal Investigative Division on Sudden Death Investigation, the Office of the Chief Coroner and roles and interactions with police. The SPS had 22 officers in attendance and the feedback on this session was very positive.

Meals on Wheels:

Each year in March, the Canadian Red Cross celebrates *Champions Week* as part of *March for Meals* - an international initiative highlighting the importance of Meals on Wheels programs, which assist seniors and individuals recovering from illness or injury to maintain their health and independence.

On March 18, 2024, Insp. VanSickle and D/Chief Craddock partnered with the Red Cross-Sarnia Branch to deliver meals to local residents. This program not only offers clients the convenience of having nutritious meals delivered to their door, but it also aims to reduce social isolation by having volunteers provide a wellness check-in making it an invaluable service to clients and their caregivers.



CONSULTATION:

Leo Murphy – Inspector Community Support Division
Mike Van Sickle – Inspector Operations Division
Ivan Skinn – D/Sgt Criminal Investigations Division
Brad Murray – Investigative Analyst



SARNIA POLICE SERVICE

Public Agenda Recommendation Report

To: Chair and Police Services Board Members

From: D/Chief Julie Craddock

Subject: Appointment of Auxiliary Officer

Date: 25 April 2024

Report # 24-04-008-0

RECOMMENDATION:

“That the Sarnia Police Services Board approve the appointment of the following Auxiliary Officers, pursuant to Section 91 (1) of the Community Safety and Policing Act (2019):

Auxiliary Sergeant

- Millar, Ann

Auxiliary Officers

- Chicoine, Liam
- DiMuzio, Bella
- Gardner, Sarah
- Stover, Grace
- Whelpley, Lauren

A handwritten signature in cursive script that reads "J Craddock".

Julie M. Craddock
D/Chief of Police

:JC

INTRODUCTION AND BACKGROUND:

In accordance with Section 91 of the Community Safety and Act, the Board may appoint Auxiliary Officers to the Service. The above list represents Auxiliary Officers to be sworn-in on May 2nd, 2024.

DISCUSSION / ANALYSIS:

The Auxiliary Policing Services Unit (APSU) was created in 2024 and will consist of five (5) Auxiliary Constables and one (1) Auxiliary Sergeant. These enthusiastic volunteers completed their training in March 2024. The experienced Auxiliary Sergeant provides administrative support to the unit.

Auxiliary Officers will be utilized to augment the activities of police officers at events such as Canada Day, Christmas Parades, Road Races, and other large-scale yearly community events.

The Auxiliary Services Unit also supports our Service through participation in crime prevention initiatives, traffic safety, and other volunteer activities. Auxiliary Officers will represent the service and the Auxiliary Unit is expected to become a valuable part of supporting the Community Safety and Well-Being Plan (CSWB).

As volunteers, membership in the APSU is based on individual choice. It is hoped that members will be able to deliver a minimum commitment of two (2) to three (3) years given the investment of training and equipment. Future APSU recruiting will be conducted on an as needed basis.

2024 is focused on a successful implementation of the APSU. In time, the unit is expected to grow in size with many comparably sized services able to deploy 15-20 auxiliary officers.

FINANCIAL ANALYSIS:

Each Auxiliary Officer is provided with individually issued equipment and uniforms. The direct cost per Auxiliary Officer is approx. \$3025 (provided no equipment is able to be reissued). The total cost involved to outfit and equip this new APSU is approximately \$18,000.00. This does not include the cost of training officer instructors during onboarding.

As APSU officers are volunteers, there is no cost to deploying trained Auxiliary Officers.

2024 APSU funding will be provided through the existing uniform/equipment budget. Future costs will be included in the budget process.

2023-2026 SPS STRATEGIC PLAN:

The appointment of these new Auxiliary Officers, and their participation in community events and crime prevention initiatives, supports several themes found within the 2023-2025 Sarnia Police Service Strategic Business Plan:

Priority Area 1 (Operations and Neighbourhood Policing)

- Explore alternative methods to improve visibility and service delivery methods (e.g. foot and bicycle patrol, auxiliaries, cadets, special constables)

Priority Area 2 (Community Engagement and Outreach)

- Address recidivism and quality of life concerns in the community through increased enforcement, crime prevention and risk reduction strategies.

RECOMMENDATIONS/ALTERNATIVES:

Not Approve the Appointment of Auxiliary Officers (not recommended) – Auxiliary officers are provided with a unique volunteer opportunity. Many are thinking of a career in policing, and this provides a meaningful way to give back to the community and work alongside regular officers in a variety of settings and situations.

Defer the Appointment of the Auxiliary Officers (not recommended) – The SPS conducted two public information sessions in 2023 to attract applicants to apply for these positions. All 6 successful applicants have completed and passed each phase of the hiring process and have completed the required training. Defer the appointment will risk losing these successful candidates to other volunteer/and or Auxiliary programs (OPP, Chatham Kent, Strathroy).

Approve the Appointment of Auxiliary Officers (recommended) - Auxiliary Officers are volunteers who support the Sarnia Police Service in delivering crime prevention programs and assist at large-scale events such as parades and operational callouts in search of missing people.

Wearing a full uniform, our 6 Auxiliaries will provide a highly visible presence at events that people can rely on for information and for help.

Auxiliary officers are prepared for their work through rigorous training and after graduation, they are assigned to the Community Support Division for assignment.

CONSULTATION

Chief Derek Davis

Deputy Chief Julie Craddock

Inspector Mike VanSickle, Operations Division Commander

Sergeant Sean MacDonald, Recruitment and Training Bureau

Cathy Dam, Director of Corporate Services



SARNIA POLICE SERVICE

Public Agenda Information Report

To: Chair and Police Services Board Members

From: D/Chief Julie Craddock

Subject: Youth In Policing Initiative (YIPI) Program

Date: 25 April 2024

Report # 24-04-009-0

SUMMARY:

The Sarnia Police Service, in partnership with the Ministry of Children and Youth Services, will offer the YIPI Program as part of our ongoing strategy to address the growing needs of our youth.

The goal of YIPI is to give young people an opportunity to develop job skills while enhancing police and community relations.

A handwritten signature in black ink that reads "J Craddock".

Julie M. Craddock
D/Chief of Police

:JC

BACKGROUND:

The Youth in Policing Initiative is an eight-week summer paid employment opportunity for youth between the ages of 15 to 18. Youth must be attending a secondary school program and reside in the City of Sarnia. This year's program will run from July 2, 2024, to August 23, 2024 and will provide students with approximately 35 working hours per week. Over the course of the eight weeks, youth will interact with, and learn about, the many aspects of policing, have the opportunity to serve their community, and enhance their leadership and teamwork skills. Ultimately, the participating students will learn valuable life and employment skills that will benefit them for many years to come.

DISCUSSION / ANALYSIS:

Many police services in Ontario offer a YIPI program.

The mandate of the program is:

- To promote youth participation in the work environment through diverse, educational, and productive work assignments
- To enhance the relationship between the police and the youth we serve
- To provide positive employment opportunities for youth
- To promote the Sarnia Police Service as an employer of choice

To be considered for the YIPI Program, applicants must meet the following criteria:

- Be a resident of the City of Sarnia
- Are between the ages 15-18
- Must not have any criminal charges pending before the court
- Are legally eligible to work in Canada
- Must be a Canadian Citizen or Permanent Resident
- Seek work experience/job skills training
- Would benefit from this developmental opportunity regarding leadership and civic responsibility
- Successfully complete the recruitment/background check process
- Agree to a mentoring relationship with our fellow officers and/or civilian members
- Available to attend the entire full eight-week program

The Sarnia Police Service will hire a YIPI Coordinator who will be required to work intermittently from March to June and/or full time one to two weeks before the start of the program to assist with administrative duties and planning related to the program.

FINANCIAL ANALYSIS:

All costs associated with the Youth in Policing Initiative are paid for by the Ministry of Children and Youth Services. The Sarnia Police Service will pay for the cost of the YIPI Coordinator to oversee and implement this new program.

CONSULTATION

Chief Derek Davis

Inspector Leo Murphy, Community Support Division Commander

Sergeant Steve Ruetz, Community Support Division

Leah Soetemans, Human Resources Coordinator



SARNIA POLICE SERVICE

Public Agenda Recommendation Report

To: Sarnia Police Service Board Members

From: Chair Paul Wiersma

Subject: SPS Facilities Recommendation Report

Date: April 25, 2024

Report Number: 24-04-10-0

RECOMMENDATIONS:

"The Sarnia Police Services Board refer this report and appendices to the joint police facilities project team of representatives from the City of Sarnia, Sarnia Police Service, and Sarnia Police Service Board"

And further that,

"This joint project team immediately and expeditiously commence their work to explore viable options for the sustainable provision of police facilities pursuant to the Community Safety and Policing Act"

Paul Wiersma
Chair
Sarnia Police Service Board

:DD/JD

BACKGROUND:

Under the Community Safety and Policing Act (CSPA), in force as of April 1st 2024, 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.

[Community Safety and Policing Act](#) (excerpts)

Police Service Board

Section 10(1) - The police service boards and the Commissioner shall ensure adequate and effective policing is provided in the area for which they have policing responsibility in accordance with the needs of the population in the area and having regard for the diversity of the population in the area

Section 11(1) - Adequate and effective policing means all of the following functions provided in accordance with the standards set out in the regulations, including the standards with respect to the avoidance of conflicts of interest, and with the requirements of the Canadian Charter of Rights and Freedoms and the Human Rights Code:

1. Crime prevention.
2. Law enforcement.
3. Maintaining the public peace.
4. Emergency response.
5. Assistance to victims of crime.
6. Any other prescribed policing functions.

Section 11(3) - For greater certainty, a police service board or the Commissioner may provide policing or other services that exceed the standards for adequate and effective policing, including providing enforcement of by-laws.

Section 37(1) - A police service board shall;

(j) ensure that any police facilities, including police lock-ups, used by the board comply with the prescribed standards, if any;

Municipal board finances

Section 50(1) - A municipality that maintains a municipal board shall provide the board with sufficient funding to,

- (a) comply with this Act and the regulations; and
- (b) pay the expenses of the board's operation, other than the remuneration of board members

Section 50(2) - A municipal board shall submit operating and capital estimates to the municipality that will show, separately, the amounts that will be required to,
(a) **comply with this Act and the regulations, including the amounts required to provide the police service with required equipment and facilities**, having regard for the various ways that the board can discharge this obligation; and
(b) pay the expenses of the board's operation, other than the remuneration of board members.

DISCUSSION / ANALYSIS

Building Assessment (May 2023)

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 needs 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 managements, 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.

This information was shared with City Council in SPSB correspondence dated May 26, 2023. City Council spoke to this issue in their July 10, 2023 council meeting. Both of these documents are attached as Appendix 'A'

Policing Facility Needs Report – Dillon Consulting – March 2024

On May 23, 2023 (SPSB Report #23-04-09-C), the Board authorized Dillon Consulting to conduct a further facilities needs assessment. This assessment was completed in March 2024 and is attached as Appendix 'B'.

The executive summary of this report states:

The Sarnia Police Service currently occupies two facilities, namely Headquarters at 555 Christina Street North and the Police Tactical and Academic Training Centre (PTAATC) at the Lambton Mall, 1380 London Road. This current arrangement does not meet the needs of the Sarnia Police Service. In summary:

- 1. It is the legislative responsibility of the municipality (City of Sarnia) to provide the Sarnia Police Service with adequate building facilities, as per the Police Services Act.*
- 2. The Building Condition Assessment completed by Dillon in 2023 revealed approximately \$4,434,000 of outstanding repairs needed to the headquarters building to bring it up to current code and regulations.*
- 3. The headquarters building lacks several critical facilities, is too small for current operations and the layout does not lend itself to police operations.*
- 4. The design and construction of the headquarters, including the many angled and cast-in-place concrete walls, makes renovations and reconfiguration cost prohibitive.*
- 5. The site is too small for building expansion and lacks enough parking spaces for current staff.*
- 6. The PTAATC training site utilizes rented space, which is subject to long-term price uncertainty*

It is recommended that a Facilities Master Plan be immediately established, in conjunction with the City of Sarnia, to address these deficiencies as soon as possible. Recommended options are discussed in the full report.

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 significant repair. However, given the estimated costs, further investment in this facility should be deferred (where possible) until a long term solution is identified. 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. **Determine a police facility solution (recommended)** – The previously approved project team of both city and police staff, should immediately begin to explore options for the provision of adequate and effective police facilities in the City of Sarnia.

CONSULTATION:

Derek Davis – Chief of Police

Julie Craddock – Deputy Chief of Police

Cathy Dam – Director of Financial Services

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

Appendix A
Sarnia City Council (10Jul23 p. 99-102)

Correspondence #10 - July 10, 2023

THE CORPORATION OF THE CITY OF SARNIA
People Serving People

CORPORATE SERVICES DIVISION

OPEN SESSION REPORT

TO: Mayor and Members of Council

FROM: Jane Qi, City Treasurer
David Stockdale, General Manager of Corporate Services

DATE: July 10, 2023

SUBJECT: Establish a project team with the Sarnia Police Service

Recommendation:

It is recommended:

1. That Sarnia City Council endorse the formation of a project team with the Sarnia Police Service to explore options for the sustainable provision of police facilities, pursuant to the Police Service Act; and
2. That the Treasurer and Facilities Manager will be appointed to be the project team.

Background:

At the May 25, 2023 Sarnia Police Services Board meeting, the Board considered a Sarnia Police Service Facilities Recommendation Report (attached) and passed a motion to proceed with a space needs study to identify the functional requirements of the Sarnia Police Headquarters.

The Board also passed a motion requesting 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.

Comments:

The space needs study will inform the facilities master plan and enable better decision making in terms of capital investment.

The Police Services Act prescribes that the municipality is responsible for the provision of police facilities. As such, the Police Services Board has

recommended the formation of a project team of both city and police staff, to participate in the study.

Consultation:

The Senior Management Team was consulted in the development of this report.

Financial Implications:

In order to understand the full scope of the facility requirements, the third-party engineering company will expand on their initial work to complete a police facility needs assessment. This estimated additional cost is \$38,000 which will be funded within police existing available budget resources. Once the assessment is completed, further detailed information about the capital investment will be identified.

Reviewed by:

David Stockdale
General Manager of Corporate
Services

Approved by:

Chris Carter
Chief Administrative Officer

This report was prepared by Jane Qi, City Treasurer.

Attachments:

1. Letter to Council from Sarnia Police Services Board
2. Sarnia Police Services Board Open Meeting Agenda – May 25, 2023



Correspondence #10 - July 10, 2023 Sarnia Police Services Board

555 Christina Street North, Sarnia, ON N7T 7X6
Chair: Paul Wiersma, Paul.Wiersma@spsboard.ca
Secretary: Joan Knight, Joan.Knight@spsboard.ca

May 26, 2023

Sarnia City Council
Sarnia, ON

Dear Council Members:

Section 30 (2) of O. Reg. 3/99: Adequacy and Effectiveness of Police Services requires the police services board to prepare a business plan that addresses police facilities.

The 2023-25 Business Plan states that the Sarnia Police Services Board will "Commit to undertaking long range facilities planning with an understanding of the specific needs of the police organization and a recognition that building replacement will eventually be needed."

A third-party engineering company was retained to complete a building condition assessment. The report indicated that \$4 434 000 was estimated to address immediate and five-year capital renewal/replacement needs as well as code, accessibility and occupational health and safety deficiencies. The report recommended that "a comprehensive space needs study be completed to identify the functional requirements for Sarnia Police Headquarters."

The Board met on Thursday, May 25th to consider a SPS Facilities Recommendation Report, which may be found on [pages 16-20 of the May 25, 2023, open meeting agenda](#).

The Board passed a motion to proceed with a space needs study to identify the functional requirements of the Sarnia Police Headquarters.

The Board also passed a motion that "The Sarnia Polices 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."

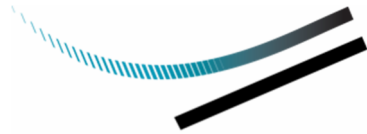
The purpose of this letter is to request that Council form such a project team. The Board looks forward to working with Council on developing a facilities plan.

Sincerely,

A handwritten signature in cursive script that reads "P. Wiersma".

Paul Wiersma
Chair, Sarnia Police Services Board

Appendix B
Space Needs Assessment – Dillon Consulting – March 2024



DILLON
CONSULTING

SARNIA POLICE SERVICE

Police Headquarters Space Needs Assessment

Final Report



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Executive Summary

The Sarnia Police Service currently occupies two facilities, namely Headquarters at 555 Christina Street North and the Police Tactical and Academic Training Centre (PTAATC) at the Lambton Mall, 1380 London Road. This current arrangement does not meet the needs of the Sarnia Police Service. In summary:

1. It is the legislative responsibility of the municipality (City of Sarnia) to provide the Sarnia Police Service with adequate building facilities, as per the *Police Services Act*.
2. The Building Condition Assessment completed by Dillon in 2023 revealed approximately \$4,434,000 of outstanding repairs needed to the headquarters building to bring it up to current code and regulations.
3. The headquarters building lacks several critical facilities, is too small for current operations and the layout does not lend itself to police operations.
4. The design and construction of the headquarters, including the many angled and cast-in-place concrete walls, makes renovations and reconfiguration cost prohibitive.
5. The site is too small for building expansion and lacks enough parking spaces for current staff.
6. The PTAATC training site utilizes rented space, which is subject to long-term price uncertainty.

It is recommended that a Facilities Master Plan be immediately established, in conjunction with the City of Sarnia, to address these deficiencies as soon as possible. Recommended options are discussed in the full report.

1.0

Introduction

1.1

Report Purpose

In 2022, the Sarnia Police Service contracted Dillon Consulting Limited (Dillon) to complete a Building Condition Assessment (BCA) to identify structural and mechanical deficiencies along with non-compliance with building, fire and accessibility code requirements. Once the BCA was completed and presented to the Sarnia Police, Dillon was further contracted to complete an assessment of the current and future space needs of the organization and to determine if the current facility arrangement meets the legislative requirements of the Sarnia Police (Space Needs Assessment).

Police organizations have many unique facility requirements that go beyond simply office space. Many of these requirements are set out in the Ontario Solicitor General's Policing Standards Manual and *Ontario Regulation 3/99 – Adequacy Standards for Police*. The new *Community Safety and Policing Act*, set to come into force on April 1, 2024, will add many additional requirements that impact facility needs. These unique requirements include but are not limited to; prisoner cells and processing areas, a 911 communication centre, specialized training facilities include a shooting range, forensic identification & biohazard processing facilities, as well as seized property, firearm and narcotic storage, to name a few.

The *Police Services Act*, soon to become the *Community Safety and Policing Act*, stipulates that the municipality is responsible to provide the facilities and infrastructure for their respective police service. Specifically, Section 4 indicates that:

- (1) Every municipality to which this subsection applies shall provide adequate and effective police services in accordance with its needs.
- (3) In providing adequate and effective police services, a municipality shall be responsible for providing all the infrastructure and administration necessary for providing such services, including vehicles, boats, equipment, communication devices, buildings and supplies.

It is understood that the Sarnia Police Headquarters, constructed in 1987, is no longer meeting functional requirements for the Sarnia Police Service. While still functional as a building that may be suitable for other uses, it no longer fulfils policing requirements. It does not adequately address current and anticipated needs of the Sarnia Police Services, does not accommodate the operational regulations and best practices in order to provide adequate policing, does not reflect the needs for community engagement, and has infrastructure with limited remaining lifecycle requiring significant facility renewal. This preliminary space needs assessment is prepared to identify the information gathered, analysis, and functional needs for a facilities plan to address these deficiencies.

This report provides a preliminary assessment of space and facility requirements of the Sarnia Police; however, it does not address the complete extent of investigations that would comprise a comprehensive assessment for a new police headquarters. The following investigations are not included in this report:

- Consultation with allied services and community partners;
- Public engagement;
- Conceptual site plans and floor plans;
- Civil, structural, mechanical, and electrical building systems conceptual design briefs;
- Furniture, fixtures, and equipment requirements;
- Infrastructure requirements including access control, CCTV system, communications systems;
- Fleet planning;
- Capital project costing;
- Operations costing;
- Identifying required destinations and evaluating travel time;
- Identifying and evaluating candidate sites; and,
- Study of options to reuse or dispose of the existing headquarters facility.

This preliminary space needs assessment is intended to provide context for consideration of a comprehensive assessment for a new police headquarters.

1.2 Background

1.2.1 Site Overview and Facility Context

In addition to the site visit and interviews conducting during the 2022 Building Condition Assessment project, Dillon met with several representatives of the Sarnia Police Service (SPS) again in September 2023 to review and evaluate the existing facility needs.

Sarnia Police currently conducts operations from two locations. The existing headquarters building located at 555 Christina Street North has been in continuous use since 1987 and houses most of the policing functions. With a total interior floor area of just over 4,200 m² (45,000 square feet), it houses three stories, including a lower level that is partially below grade, and a mechanical services penthouse. The facility provides spaces for offices, locker rooms, prisoner holding cells, a firing range, records and property storage, and service areas. Since 2018, Sarnia Police has facilitated officer training at the 830 m² (9,000 square feet) Police Tactical and Academic Training Centre (PTAATC), which is located in a rented space at the Lambton Mall.

The current Sarnia Police building at 555 Christina Street North was designed and built for the pre-amalgamation Sarnia Police before it took over the Clearwater Police Department in 1991. This means the building was engineered to house a police organization that was much smaller than it

became after amalgamation. It also did not make accommodation for modern day computer server and transmission technology infrastructure as these did not exist in their current scale in the 1980's. Factoring in the dramatic changes in police legislative requirements and changes in technology, the building is not suitable as a police station in 2024.

The Sarnia Police serves a diverse community, with an overall population of 75,630 in 2023. The SPS is one of only two municipal police organizations in Ontario that extends their services to a First Nations community. The Aamjiwnaang First Nation, which covers approximately 12.57 km² and is situated on the southern border of the City of Sarnia, receives its policing under contract from the SPS. Approximately 900 members reside in the Aamjiwnaang First Nation land and 300 members reside within the City of Sarnia. Recognizing and respecting the needs and concerns of the Aamjiwnaang First Nation is one of the primary goals of Sarnia Police.

In addition to primary policing services, the Sarnia Police is also the Public Safety Answering Point (PSAP) for the City of Sarnia, answering all 911 calls before they are streamed to either police, fire or ambulance dispatch centres. The SPS provides call-taking for all police calls for the City of Sarnia and the Sarnia Fire Department. The SPS also provides dispatching services for the Sarnia Fire Department and several local Fire Departments within the County of Lambton. Furthermore, the Sarnia Police also provides security for the Sarnia Court House, under contract to the County of Lambton.

A previous building condition assessment with a 5-year capital plan was conducted by Dillon, that found the facility to have surpassed the mid-point condition rating and requires major upgrades to continue facility working order, to accommodate adequate policing services, to address current code/accessibility requirements, and to address future operational needs. This outstanding work was estimated at \$4,434,000 in 2022 dollars and will only climb as time goes on.

1.2.2 Facility Location

The existing headquarters is located at the northwest area of the City of Sarnia, at the intersection of Exmouth Street and Christina Street North. This location provides a convenient connection with all areas of Sarnia, and with highways 29 and 402. The existing location is accessible by Sarnia Transit, Route 9 – Exmouth. The existing location in the City and its means of access are useful for police services; however, the site characteristics of the site are limiting the provision of adequate policing. The following are key characteristics of the existing site and the effects on accommodating current and future facility requirements:

- Sloped site, slopes down from east to west with an approximate 2.7 m vertical drop:
 - Interferes with barrier-free access on the site.
 - Contributes to locating the main entrance approx. 1.8 m above grade accessibility, and in turn locating building entrances to the west side of the building, in turn limiting program locations within the building and congesting the site program elements and building access on the west side of the building.

- No site capacity for expansion or redevelopment, without expropriation of adjacent commercial property to the north or commercial and residential properties to the south:
 - Site is fully utilized for the building footprint and surface parking for visitors and fleet.
 - No capacity to construct a new headquarters building or a building expansion without requiring displacement of parking and expansion of the site.
 - No capacity to expand the firing range and to provide vehicle access into the firing range, required for compliant training.
 - No capacity to construct fleet vehicle maintenance bays and parking garage.
 - No capacity to construct a correctly configured and covered vehicle fueling station.
 - No capacity to locate the PTAATC at the police headquarters.
- Insufficient buffer area around the perimeter of the site:
 - To accommodate vehicle site entrance access control.
 - To accommodate effective visual screening of personal and fleet vehicles viewed from beyond the site.
 - To accommodate effective perimeter security, supervision and surveillance, integrated with landscape design to positively integrate with the surrounding neighborhood.
 - To accommodate a welcoming, pedestrian entrance and civic site entrance.
- Narrow site dimensions:
 - Inefficient linear parking layout.
 - Increased pedestrian travel distances across the site.
 - Limited clearances at vehicle entrances into the building.
 - Near impossibility for site to accommodate drive through sally ports and garage bays.
 - Limited space surrounding the building for infrastructure including backup generator, radio tower, pedestrian access routes and outdoor space for staff.
 - Prisoner custody unloading area (Sally port) is too short to accommodate new prisoner van offerings from vehicle manufacturers, forcing the SPS to continue to use a very old and unreliable prisoner van. It is also so congested that it puts the safety of officers at risk should a fight break out in this area.
 - There is not currently enough on-site parking for staff and police vehicles. The SPS has rented an adjacent parking lot with 20 spaces, which still does not provide enough parking for staff personal cars during peak periods of Monday-Friday daytime hours. This results in staff overflow using local on-street parking and has resulted in intentional and unintentional damage to staff vehicles in the past.
- Has minimal stormwater drainage, complicating the operations of sewage systems within the building.

Because of the geographical location of Sarnia and its relative isolation from other major urban centres, it becomes difficult for the Sarnia Police to enter into shared services and facilities agreements with other police agencies on a cost-effective basis. The OPP primarily conducts its operations from Orillia and all other municipal police services with viable facilities are at least a one-hour drive from Sarnia. This

means, for example, the Sarnia Police must operate its own firearms shooting range facility, as there is no viable local alternative, either public or private.

This report recommends addressing the above requirements by identifying essential site characteristics, as part of any future site selection analysis.

1.2.3 Staffing Requirements

The City of Sarnia currently has a population of approximately 73,630 people and for the next 20-25 years population growth is expected to grow. Additionally, the Sarnia Police may be expected to take on additional services across a larger served region in the future. For these reasons, it is likely that Sarnia Police staffing will grow to meet potential expansion of services and regions to be served. When meeting with representatives of the Sarnia Police, it was confirmed what the current staffing allocations are and it was discussed what potential staffing growth could occur over the next 20-25 years as it relates to trends in policing across the country, as well as crime challenges faced by the City of Sarnia (violent crimes for example). The shift in public expectations toward more proactive community-based policing initiatives as well as the various legislative requirements all point to a continually increasing staffing model in the future.

Table 1 demonstrates the current staffing levels of the Sarnia Police.

Table 1: Staffing Allocation

Type	Number
Police Officers	124
Civilian Support Staff	83
Total SPS Staff	207
External agencies with office space provided (Crime Stoppers, Victim Services, Accident Support Services International)	10
Total persons working in the building	217

2.0

Methodology and Approach

The methodology and approach undertaken in this study is designed to assess the organizational and operational requirements of the Sarnia Police. This section outlines the key steps and strategies employed to gather crucial insights and create a foundation for the development of functional programs and space planning requirements.

- Interviews with staff and tours of the existing police headquarters were completed to gain an understanding of the organizational and operational requirements of the Sarnia Police Service. Workshops with both sworn and civilian staff in November of 2023 to review operational processes.
- An Organizational Chart was provided by the Sarnia Police to verify current department relationships. Consultants created a detailed account of current operational structures and departments in place in the organization. This structure was used as the basis for the functional program development and space planning requirements.
- Existing functional layouts were assessed with respect to compliance with applicable codes, standards and guidelines.
- Current and incoming police legislation, including the new *Community Safety and Policing Act*, was reviewed to understand the facility requirements unique to policing.
- Recently completed new police headquarters were reviewed as exemplar facilities to identify best practices for space requirements and functional layouts.

3.0

Applicable Codes, Standards, Guidelines, and Regulations

Policing operates under a framework of comprehensive regulations, encompassing both facility requirements and daily operational procedures. With an ever-evolving landscape and the high levels of legal and public scrutiny placed on police, compliance with these regulations is paramount - and are a legal requirement.

This space needs assessment is based upon (but not limited to) key performance indicators identified in national standards and safety regulations such as:

- Ontario Building Code (OBC) 2020, including amendments – Regulates minimum building quality and life-safety standards to be met in the province of Ontario:
 - Fire Separations and Fire Suppression Systems.
 - Exit distances and widths.
 - 2.4.2.2 Ontario Building Code Post Disaster Compliance:
 - *As per the Building Code a Post-disaster building is a building that is essential to the provision of services in the event of a disaster.*
- Accessibility for *Ontarians with Disabilities Act*, 2005, S.O. 2005, c. 11 – Regulates and mandates minimum “accessibility standards” to be provided in the workplace. For example:
 - Provision of accessible height service counters for persons in wheelchairs/scooters.
 - Provision of ramps and elevators for persons with mobility issues.
 - Provision of automatic door operators and other assistance devices.
- City of Sarnia – Site Plan Approval Policy Guidelines and Standards.
- City of Sarnia – Zoning By-law Document.
- City of Sarnia Official Plan, 2022 – Regulates the land use policies and planning framework for the City of Sarnia, guiding future growth, development, and infrastructure decisions to promote sustainable and orderly urban development.
- CAN/CSA B651-12 Accessible Design for the Built Environment, 2017.
- *Occupational Health and Safety Act*, R.S.O. 1990, c. O.1, including amendments – Regulates minimum health and safety standards in the workplace. For example:
 - Provision of hand washing stations, eye washing stations and decontamination showers.
 - Minimum clearances for servicing of equipment.
 - Provision of safety barriers and warning signs.
- Canadian Green Building Council LEED v4 Building Design and Construction) – An accreditation system to facilitate buildings to be designed and constructed in an environmentally sustainable manner with the goal of reducing a building’s carbon footprint.

- *Police Services Act and Ontario Regulation 3/99* – Adequacy and Effectiveness of Police Services – regulates the criteria and requirements to ensure the adequacy and effectiveness of policing services, encompassing aspects such as personnel, facilities, equipment, and community engagement. Within this framework, the SPS are subject to several oversight and governing agencies, specifically the Ontario Ministry of the Solicitor General as the ultimate governing body, the Special Investigations Unit, Office of the Independent Police Review Director and the Sarnia Police Services Board. Each has a legislative role to place in the assurance of adequate and effective policing for the City of Sarnia.
- For example, the legislative framework:
 - Defines administration and infrastructure, roles and responsibilities.
 - Requires that the Ministry audits compliancy every three years.
 - Sets out operational parameters and minimum legal requirements.
 - New requirements in the *Community Safety and Policing Act* are to be officially implemented on April 1, 2024. This new legislation represents the largest update to Ontario police regulations since 1990. It includes an updated focus on enhanced and increased training, additional availability to equipment and specialized services (e.g., tactical teams) and will create new roles and responsibilities that will require additional spaces in the facility. For example:
 - All patrol officers must be trained and equipped with carbine rifles which require a much longer capacity shooting range (which the SPS does not currently have) as well as new handling and secure storage areas.
 - Increased training for all levels of the organization which will require additional specialized training staff and training rooms.
- *Policing Standards Manual (2000)* – A comprehensive set of guidelines and standards published by the Ministry of the Solicitor General that governs various aspects of policing, including specific operational procedures, conduct, and professional practices, and facility requirements to ensure consistency and accountability in law enforcement in the specified jurisdiction.

4.0

Summary of Physical Requirements

4.1

Organizational Space Needs Requirements

After studying the current staff allocations and examining the existing facility work area assignments, the following figures demonstrate a general overview of the current spatial and infrastructure deficiencies affecting the SPS. By breaking down this analysis by departmental unit, we gain a detailed understanding of the specific needs of each operational area. The color-coded chart below is further broken down in the table to demonstrate where the different departments and general facility circulation requirements are lacking, causing overflow issues and preventing the natural expansion of the facility.

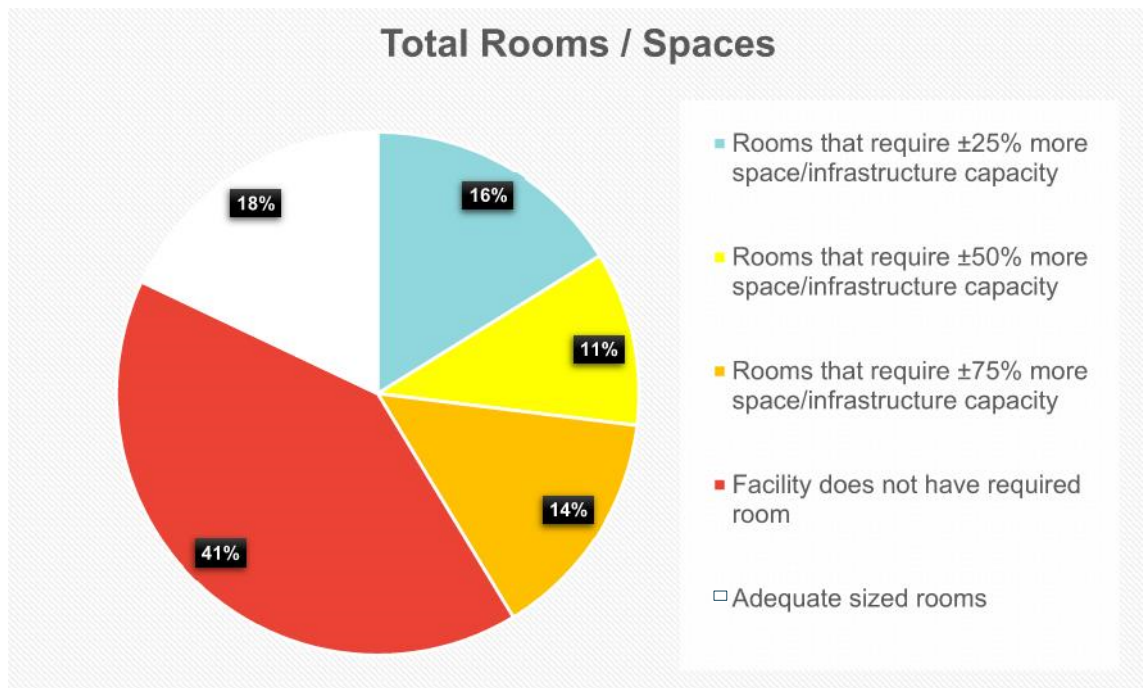


Figure 1: Rooms/Space Deficiencies

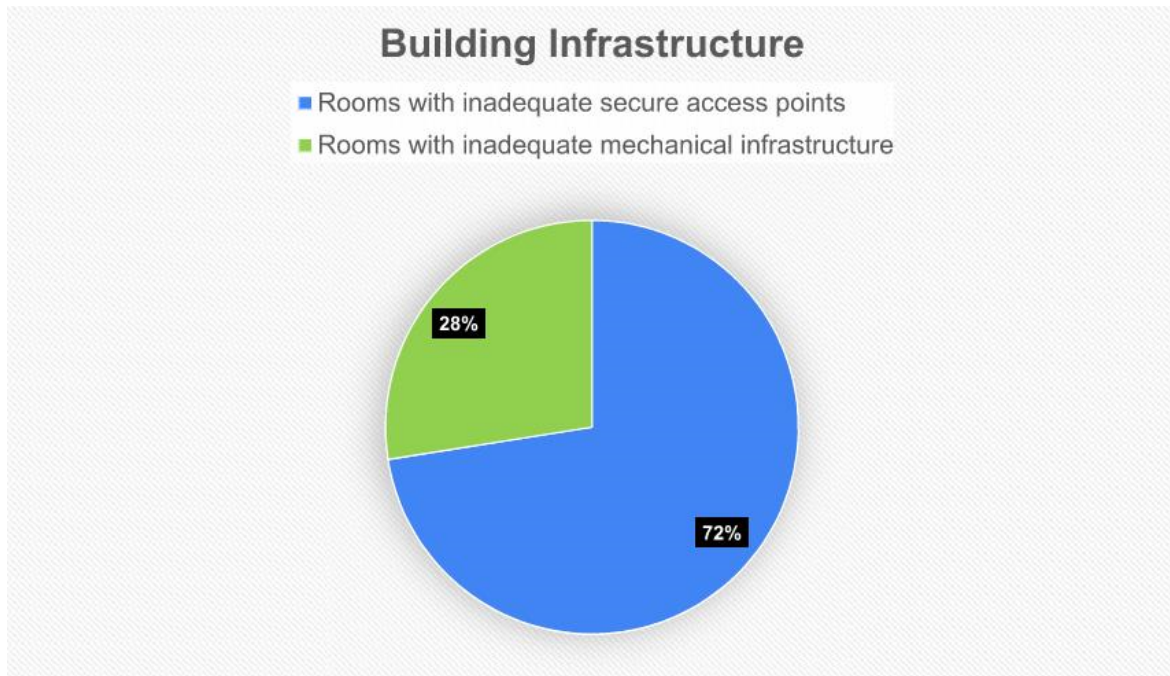


Figure 2: Building Infrastructure Deficiencies

4.2 Requirements for Building Services

As part of this Study, Dillon examined the specific needs of each department, within the lens of the legislative requirements listed above. The following is a summary of the major requirements garnered from those discussions:

4.2.1 Communications Dispatch Infrastructure

- Secure space for specialized police radio system including radio core, transmission tower, etc.
- 911 PSAP infrastructure and call-handling, must work with Bell and NG911 systems.
- Communications centre: 2-3 dispatch terminals, 3-5 call-taking terminals, 1 supervisor terminal.
- Separate and backup life support – HVAC and power (generators) for 24/7-365 uninterrupted use.
- Backup communications centre: NG911 requirements indicate it must be off site at a secondary location and include the same capability as the primary centre. Additionally, the location of backup communication centre cannot be located next to a chemical plant and must be post disaster rated.
- Facilities must account for future dispatch capabilities including but not limited to: SPS, Sarnia Fire and off the county fire departments, Point Edward Fire, and potentially an expanded PSAP 911 primary answering area, up to and including the entire County of Lambton.

4.2.2 Security and IT Infrastructure

- Security infrastructure includes facility access control and surveillance.
- IT department requires proper server room(s) to enhance the conditions of the specialized IT equipment, with a particular focus on temperature control and privacy, creating an optimal environment for IT equipment. Additionally, ventilation concerns, cable management, and equipment storage within the server rooms requires consideration and resolution to ensure the efficient and secure operation of the facility's IT infrastructure. These recommendations provide a holistic framework for supporting the facility's IT capabilities and infrastructure, emphasizing both reliability and functionality.
- Server room locations to accommodate maximum permitted cable run lengths. Cable length is key determinant for locations and quantity of server rooms and risers in the facility.
- Off-site/hot-site fully functional backup Data Centre (critical for redundancy).

4.2.3 Mechanical Infrastructure

- Space for specialized mechanical systems required for specific programs, such as for forensic identification and the firing range.
- High efficiency fire suppression system, ventilation and temp control for specific rooms, such as evidence and property rooms and server rooms.
- Proper ventilation in critical areas including in locker rooms, drug storage rooms, forensic identification rooms, etc.
- Variable HVAC systems that lend themselves to greater efficiency and reliability.
- Net-zero operation.

4.2.4 Electrical Infrastructure

- Capacity for growth.
- Capacity for charging electric vehicles, including an electrified patrol fleet.
- Net-zero operation.

4.2.5 Premises Security

- Note space requirements including vestibules, sally ports, etc.
- Provide space for adequate premises security at access points and within circulation areas.
- Building access locations to accommodate facility reconfigurations.
- Access control, perimeter security (site and building), internal access points, surveillance.

4.2.6 Fleet Technology

- As per the Police standards manual in section 4.2, it states that the police service needs to meet or exceed the manufacturer's maintenance schedule in servicing and maintaining its vehicles. Currently there is no indoor or secure space to work on vehicles.

- Need 2 bays for vehicle electronics maintenance.
- Separate function from basic vehicle maintenance.

4.2.7 Vehicle Bays

- Need indoor secure police vehicle storage (e.g., tactical vehicles), at least six bays plus additional for growth. Currently specialty firearms must be removed from vehicles daily and cannot be stored in vehicles outside resulting in slower response times.
- Need indoor secure collision investigation bay for mechanical inspections on vehicles involved in serious/fatal collisions.
- Need indoor secure storage for specialty vehicles including future armoured vehicle.
- Need dedicated indoor secure bay for identification.
- Need on-Site fueling.

4.2.8 EV Infrastructure

- Require future capacity for EV charging including substation expansion.

4.2.9 Office Space

- All divisions require additional office spaces.
- All divisions require additional area for workstations.
- Additional training classroom space desperately needed.

4.2.10 Prisoner Handling Facilities

- Prisoner cells must be of a minimum size (as per legislation).
- Cells must have proper security, no ligature points, HVAC, etc. as per legislative requirements.
- Drive-through Sally port with adequate space required for safe unloading.
- Adequate number of cells available for surge situations.
- Adequate space for private accused-lawyer conversations.
- Adequate space for breath analysis testing.
- Prisoner types must be kept separate (youth, male, female).
- Decontamination facilities are required.

4.2.11 Forensic Identification Facilities

- Specialized equipment areas to process evidence, must be secured, properly ventilated.
- Secure biohazard storage area.
- Vehicle examination area (garage).
- Proper HVAC and exhaust for safety and security.

4.2.12

Seized Property Storage

- Proper secured storage for varying items: general property, large items, narcotics, firearms.
- Sufficient climate-controlled space.
- Proper fire suppression that does not threaten integrity of investigative evidence.

5.0 Review of Existing Facilities

The following sections will outline the reasons why the current facility does not meet requirements.

5.1 Space and Operational Issues

5.1.1 Productivity

The existing police facility faces significant challenges that impede its ability to provide a productive work environment. The importance of circulation and collaborative spaces have evolved considerably since the headquarters construction in 1987. The legislative requirements surrounding policing were much less specific in the 1980s as was a lack of computers and technology.

The current state of office space allocation within the divisions, specifically the Criminal Investigations Division, has reached a critical juncture. A notable number of staff members find themselves working in unconventional and confined spaces, not designated for office use. The scarcity of desk space has compelled Sarnia Police to implement drastic measures, including the division of detective office staff into opposing shifts. These arrangements are driven by the necessity to “hotel” employees in the limited existing desk spaces. A compromise that not only disrupts collaborative dynamics but also hinders the seamless exchange of crucial information among team members. This spatial constraint poses a significant obstacle to the division’s efficiency.

The productivity challenges are further exacerbated by the current firearms qualification procedures. The current standard sees officers undergoing firearms shooting twice per year. The existing shooting range, comprising five bays with a length of 45 feet, presents a constraint. With the new CSPA regulations coming into force in April of 2024, all patrol officers will require carbine rifle training at least once every year, which the SPS range cannot accommodate as the existing range is too short. The current range also does not have an access door for vehicle access in dynamic training exercises. In an effort to address the inadequacy of the range, the SPS resorts to using blocks as bullet backstops, necessitating frequent and costly replacements (2-4 times per year). The blocks affect budget but also interrupts regular training schedules. As there are no local ranges that meet health and safety requirements, current alternative solutions entail significant challenges such as increased travel costs, wear and tear on vehicles, scheduling conflicts, and the temporary withdrawal of officers from active duty. Attempts to secure alternative ranges, such as those in Chatham-Kent, Windsor Police, London Police, and the Ontario Police College, have proven futile, with most indicating a lack of availability. The lack of alternative ranges presents a considerable hurdle in maintaining the regular and necessary firearms qualification for all sworn officers, posing potential risks to both individual officer preparedness and the overall effectiveness of the force.

5.1.2

Security

Modern police stations are designed with multiple levels of security to address specific operational needs. In contrast, the existing structure lacks compliance with the current Ministry Policing Standards Manual. One notable concern pertains to access points. The accessibility of the main entrance currently allows general admission to various functions, including collision, crime, victim services, and interactions between accused individuals and citizens. This shared access poses inherent safety and security risks, as public and private areas are not appropriately separated. In modern police stations, there is a meticulous consideration of security levels, with areas such as lobbies/reception being public whereas spaces like evidence storage are private with secure access points.

The prisoner holding facilities within the police station presents additional challenges. The unloading area (Sally port) was designed for secure detainee transfer, but now serves multiple purposes, including maintenance storage. The outdated design is not available to drive through and is too small for anything bigger than a short wheel-base van, which limits the number of detainees available to move at once. Often, prisoners must be unloaded outside and walked into the building, which dramatically lowers the security of this process, risking the safety of the prisoners, the officers and the public which can access nearby areas. The narrow corridors leading to holding cells limit the space for defensive tactics, hindering the ability of officers to restrain detainees. The absence of a designated prisoner release area through the sally port exposes officers to unnecessary risks as they travel through public areas, unarmed, past several blind spots, a situation that modern police stations address with separate, secure release areas away from public spaces. The current cell block design is a blatant safety risk to officers, and one that cannot be easily fixed due to the cast-in-place concrete construction of the area of the building. A recent estimate to alter just one wall was over \$300,000.

Existing cells include four adult, two female, one multi (2-3 people) and two main floor youth/over-flow. The Youth/female/male cells must be separated as do co-accused persons. There is currently no proper separation between male and female – i.e., detainees have the ability to yell at (intimidate) each other. The cells are often at capacity, which has resulted in SPS having to turn two main floor offices into holding cells - both of which do not meet modern requirements. This also involves moving prisoners up and down stairs with now way of accommodating anyone with mobility issues. The current cells barely meet size requirements and do not have heated beds. The lack of prisoner holding cells, lack of separation, movement through narrow hallways, movement up and down stairs, and the general design of the cell block pose a serious safety challenge for SPS officers and prisoners. Staff have communicated that the cell block is currently one of the two major issues, the other being the range, that the SPS is grappling with.

5.1.3

Community Engagement

The current police facility is grappling with significant shortcomings in regard to fostering community engagement. The department's community relations efforts, encompassing outreach, education, social media, and public information, represent one of the fastest-growing initiatives in policing. However, the existing infrastructure lacks dedicated spaces for community engagement, such as a designating area for community meetings with separate entrance from the primary headquarters access.

The absence of these engagement spaces is particularly concerning given the contemporary trend toward enhancing community-oriented policing, as outlined in the Sarnia Police's 2023-2025 strategic business plan and *Police Service Act*. The current architectural configuration of the building fails to align with this community-oriented approach, presenting a critical misalignment with both the Policing Standard Manual and the *Accessibility for Ontarians with Disabilities Act (AODA)* standards. Regarding the exterior layout of the site, the building exterior presents a distanced and defensive character to the community, including distant and elevated location of the public entrance. The large scale and limited articulation of the exterior facade does not convey a closer relationship with the community. This is further emphasized by the articulation of the main entrance, lobby and front desk, which presents visual and practical barriers to access, including distance of entrance doors from street, elevated entrance doors relative to grade level, distant location of ramp to entrance doors, expansive exterior stairs, lack of accessible service desk, visual and audible separation of public and officers at the front desk.

5.1.4

Recruitment and Retention

The current police facility faces challenges that impact recruitment and retention efforts, with operational support zones being a notable concern. Since its construction, the evolving nature of police gear has outpaced the facility's capacity. This has led to a pressing need for larger lockers and locker rooms, as today's standards recommend at least 24" wide x 24" deep lockers to accommodate the increased gear. However, the existing lockers in the locker rooms are only 12" wide x 18" deep, creating a practical challenge for officers. Additionally, the locker rooms are divided by gender and exhibit disparities in space allocation and have no ventilation systems, leading to musty and mouldy uniforms and equipment along with mould growing in the shower areas. The men's locker/washroom area has significantly more square footage than the women's area, contributing to an overall deficiency in operational support space. This space shortage becomes more pronounced when considering the insufficient storage capacity for essential equipment such as body armor. The limited space affects officers' readiness and comfort, while ventilation issues compound these challenges.

5.1.5

Communications Dispatch and Backup Communication Center

There is a noteworthy correlation between dispatch volume and revenue generation. Increase of dispatch activity directly contributes to heightened revenue for the organization. However, the existing spatial and infrastructure limitations pose a significant obstacle to accommodating this upswing in dispatch demands. This can also be seen in the current backup communication center that lacks support

spaces such as: washrooms and kitchenette. The shortfall in available space restricts the department's capacity to capitalize on potential revenue opportunities. The current Communication Centre desperately requires at least two more workstations to adequately staff 911 call-taking operations but there is no room to add them. It is very difficult to relocate this area to other spaces within the building as the computer and 911 infrastructure to support this room is very cost prohibitive to move.

5.1.6 Parking Availability

As previously mentioned, there are severe overflow issues with parking availability for fleet vehicles, staff, visitors, emergency vehicles and 3rd party providers. The overflow issue has compounded despite attempts to mitigate it with an additional adjacent lot. For example:

- The Collision Reporting Center is contracted out to a 3rd party provider. Sarnia Police Services (SPS) provides them with three parking spots in the visitor lot for vehicles involved in a collision to be assessed by their staff. They are typically busy and require more than three spots. They also have an area on Water Street behind the station where tow trucks can park with damaged vehicles. The tow truck drivers need to walk around the block to get to the front entrance and there is only enough room for two small tow trucks. In addition, this area for the tow trucks blocks the view coming out of the parking lot – causing numerous near-miss collisions. They require a large parking lot or a pull-through bay for tow trucks – London Police was mentioned as a good example of an efficient setup.
- Visitor parking – There are very few visitor spots available in the visitor lot and this has caused numerous public complaints. The staff often park their vehicles in the visitor parking area due to insufficient staff parking spaces, which leads to a constant battle for parking spots. In an effort to save on training costs, the SPS conducts joint training with other police services. This requires other officers (sometimes 20-30) to attend SPS headquarters but the lack of parking has become prohibitive for this venture and has become an embarrassment for the organization. This situation is not ideal for community engagement.
- Although the SPS has rented the adjacent lot to the south which added approximately 20 parking spaces to the inventory, there are still not enough parking spaces for the staff vehicles during daytime hours. Approximately ten staff need to park to the south along Water Street. Staff complaints about lack of lighting and being harassed while walking to and from their cars on Water Street. Additionally, some staff have reported their cars have been intentionally damaged as the public knows that these are staff and officer vehicles being parked in this area.
- Additional privacy concerns that staff and officer personal vehicles and license plates are easily accessible. A private parking area with secure access for staff is recommended; and, In terms of vehicle and fleet storage, SPS has begun to use the Lambton Mall parking as overflow for marked vehicles. This has raised security concerns. The existing facility lacks critical features such as enclosed parking.
- Tactical vehicles are currently being stored outside in the parking lot which is technically accessible to the public. This means specialized equipment must be removed daily and brought inside as it cannot be trusted to be left in the vehicles. This reduces response times in an emergency as the

vehicles must be loaded with this equipment before responding to a critical incident. Modern police stations have garages for these types of specialty vehicles so they can be stored securely inside and ready to respond.

5.1.7 Vehicle Maintenance

- The SPS maintains approximately 60 vehicles, some of which are highly specialized for police operations. For vehicle and fleet maintenance, the existing facility lacks critical features such as a garage, cleaning (wash bays), and equipment installation and maintenance bays. These omissions hinder day-to-day operations. There is currently no garage space to work on vehicles, forcing the SPS to contract out all vehicle maintenance repairs and police equipment upfitting. This poses additional challenges to the point the SPS pays an employee just to shuttle cars around to the various repair and upfitter facilities on a daily basis and leads to significant delays in vehicle repairs as the SPS is at the mercy of the vendor timelines. Currently, the SPS is facing a 6-month wait time just to have emergency lights installed in a new vehicle as contractors grapple with staffing shortages.
- General vehicle cleaning cannot be completed in the existing space, requiring this to be contracted out as well.
- Installation and maintenance of policing technology require bays that are in a secure, well lit, and temperature controlled (clean and dry).

5.2 Other Departmental Needs

- The current garage size is inadequate for the demands of a comprehensive law enforcement operation. For example:
 - Require a garage to accommodate bays for collision investigations as collision reconstruction and forensic identification units are required for mechanic inspections and to gather evidence from vehicles involved in serious collisions or major cases. This is currently being completed outside which jeopardizes both the security and quality of evidence being obtained.
 - Require three to four bays for tactical units. Specialty vehicles need to be parked inside due to firearms and specialized equipment being stored in the vehicles. SPS currently has several tactical teams (Emergency Response Team) vehicles parked outside, which raises safety and security concerns and also potentially delays deployment of these units in a critical incident.
 - Require two bays minimum for fleet maintenance. Vertical clearance needs to be high enough for a hoist. SPS currently does not have anywhere to maintain vehicles. Minor work is being completed outside, leading to staff complaints about working conditions. Many minor repairs do not get addressed due to weather conditions and vehicles are being taken to out-of-town contractors which is a drain on resources.
- There are many parking requirements to accommodate staff and agency vehicles to ensure the security and functionality of the police headquarters site. For example:
 - There is a need for a dedicated parking area for the Collision Reporting Centre. Collision reporting requires a designated area in the site that does not interfere with critical activities such

- as site entrance and visitor parking and that is large enough to safely accommodate multiple tow trucks.
- Require the implementation of secure access points to prevent unauthorized personnel from accessing police vehicles. The current absence of clear delineation and lack of hardened security points between police cars, staff parking, and visitor parking poses a security risk. The current parking lot design does not lend itself to the installation of proper access control gates as there is not enough depth for installation of control boxes at the entrances.
 - A carport is required in the secure fleet parking area to cover the cars so that proper cruiser checks can be done in proper lighting and protected from the elements.
 - Adequate lighting in all parking areas.
 - Self-serve car wash facilities on site that includes an industrial grade vacuum to ensure vehicles are being properly decontaminated and free of biohazards.
 - Require upgraded locker facilities. The current lockers are divided by gender. The area of the women's lockers is severely undersized to accommodate the growing number of female officers. Upgraded locker facilities would include:
 - 24" wide x 24" deep lockers to accommodate the increased gear requirements.
 - Locker area can be gender-neutral with a common area of lockers and benches and a private area for shower facilities that include private shower stalls and washrooms facilities.
 - Adequate ventilation and other mechanical infrastructure.
 - There is a need for staff and officer support spaces. For example:
 - Kitchen facilities (there is currently no cafeteria or break area).
 - Additional space allocated to the gym and fitness facilities.
 - Wellness rooms, minimum 2.
 - Records division requires rest area that includes a kitchenette as well as a night shift rest area.
 - Outdoor lounge area.
 - Require modified entry areas. The absence of waiting areas and limited accessibility create operational hurdles. Efficient entrances include:
 - Modified visitor entrance that includes a vestibule with secure access to allow for better visitor management, welcoming appearance and allocating additional space for collision reporting and records for improved efficiency and transparency between staff and visitors.
 - Separate community meeting entrance that includes accessibility and a reception area with seating.
 - Secure staff entrance that includes, a boot cleaning area, buffing apparatus, and officer uniform pick up/drop-off.
 - Upgrading the prisoner secure zone at the police headquarters is essential for operational efficiency and safety. The current shortage of cells hampers the facility's ability to handle arrests effectively. The facility requires:
 - A bond out vestibule to streamline the release process.
 - A properly release area that is separate from release and front desk areas.
 - Cell lock-up facility on the main floor with monitoring capabilities within the cell block.

- Improving sightlines is crucial for prompt threat detection and response, ensuring a safer environment for both officers and detainees.
- Allocating more space for new processing technology like fingerprint room and video bail room.
- Adding additional support spaces in cell block such as an industrial laundry room.
- A comprehensive upgrade of the police facility's firing range is imperative for several reasons:
 - Provincial requirements mandate at least 45 feet distance for pistol requalification and 154 feet for carbine rifles. The current range falls short in terms of length and does not meet the provincial requirements for carbine qualifications, warranting an expansion.
 - The new CSPA requires all sworn officers to carry a carbine rifle, meaning all patrol officers must now re-qualify at least once every 12-month period. The current firing range does not allow for carbine use and there are no local ranges that are available for this purpose.
 - There is a need for a dynamic firing range that accommodates all qualified weapons.
 - Firing range needs to adhere to the highest safety and training protocols, including enhanced lighting.
 - The required firing range should enable the realistic simulation of scenarios, including ground-level access with large doors allowing the driving of a car into the firing range for comprehensive training sessions.
- Upgrading of all current server rooms is required to address its current deficiencies. Addressing constant heat issues by revamping AC and ventilation systems in all rooms. The rooms were not designed with independent HVAC and so mini-split systems have been installed after the fact, leading to inefficient and sometimes ineffective cooling. The addition of fire suppression systems is required as there is currently no fire suppression system in any of the server rooms putting millions of dollars of electronics at risk. The need for additional area to expand.
- Require onsite large training facility. Deficiencies can be seen in the current location with the administration staff, who do not have an office or working space and that SPS cannot run more than one course at a time. Requirements include:
 - Require offices big enough for at least 4 training staff, multiple classroom that can fit min 24 people so that multiple courses can be run simultaneously, one defensive tactics area and one dynamic simulation area.
 - Allocate room for future classrooms. New CSPA has dramatically increased officer training requirements, but there are currently not enough classrooms to accommodate all of this.
 - PTAC training requires indoor vehicle access for dynamic training.
 - Require a secure outdoor training area.
- Evidence and Property storage/handling rooms require an upgraded ventilation system as well as a proper fire suppression system. Handling/security of seized property is extremely important – can make or break a homicide case. The three shipping containers located outdoors that are filled with property plus the six property rooms (main, homicide, large item, biohazard, drugs and guns) do not have adequate ventilation or fire suppression systems.

- Require a central circulation area that leads to different secure areas of the facility but also has the ability to move between secure areas, with adequate space, interior sightlines and exterior views to promote inherent wayfinding and safety.

6.0

Summary of Accessibility Requirements

The City of Sarnia embraces the need for 'Universal Design'. To accomplish this, the City of Ottawa's Accessibility Design Standards (ADS) has been adopted by the City of Sarnia to ensure best practices for accessibility.

The ADS principles state that:

- The design is useful and marketable to people with diverse abilities.
- The design accommodates a wide range of individual preferences and abilities.
- Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills or current concentration levels.
- The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory ability.
- The design minimizes hazards and the adverse consequences of accidental or unintended actions.

Effective accessibility exceeds minimum adherence to codes; it necessitates seamless integration into the facility's design, fostering a universal design approach. When done adeptly, accessibility becomes imperceptible, ensuring the inclusion of everyone who requires it. The design of the Police Services Facility and its surroundings should exude openness and hospitality, catering to the needs of all community members, regardless of their diverse abilities and backgrounds. Where a standard for barrier-free design conflicts with any other referenced standard or guideline, the most restrictive standard or regulator providing the higher level of accessibility will apply.

Summary of Environmental Recommendations

Environmental requirements are not merely subjective preferences; rather, they are evolving into an indispensable aspect of governance, facility development, and operations.

Many municipalities are increasingly adopting environmental requirements for their facilities that exceed current minimum building code requirements. Such initiatives typically consider net zero operation transition goals, combined with significant energy performance improvements and global greenhouse gas reduction. Project-specific goals are typically built upon adopted climate action plans and implementation strategies.

The concept of a tiered approach to sustainability is a widely applicable framework for promoting environmentally responsible and sustainable development in various contexts. Such an approach is designed to cater to the specific needs of a diverse range of projects, whether they be in a city like Toronto or other urban environments.

Tier 1 serves as the foundation of sustainability standards and is typically mandatory for all new facilities. It focuses on fundamental sustainability goals such as energy efficiency, water conservation, waste reduction, and stormwater management. Projects adhering to Tier 1 are expected to meet baseline requirements, which may include using energy-efficient materials, installing water-efficient fixtures, and implementing basic green infrastructure elements.

Tier 2, on the other hand, represents a voluntary commitment to advanced sustainability. While not obligatory, it offers developers the opportunity to demonstrate a dedication to higher sustainability standards. Projects aiming for Tier 2 compliance seek to achieve more advanced sustainability and environmental performance beyond the basic requirements. This might involve incorporating innovative strategies such as enhanced energy efficiency, on-site renewable energy generation, extensive green infrastructure, or advanced water management systems.

Embracing the tiered sustainability approach can bring multiple advantages. It not only ensures a minimum level of environmental responsibility for all developments but also encourages and rewards those willing to go beyond the basics. This can include financial incentives, density bonuses, expedited permitting, or other benefits to promote a higher level of sustainability.

Ultimately, the tiered sustainability approach is a versatile and forward-thinking strategy that can be applied to various new facilities in urban areas, offering a balanced framework to meet environmental goals while accommodating the specific needs and aspirations of developers and communities.

8.0

Consideration of Exemplar Facilities

In this section of the report, we will examine the Sarnia Police functional program in comparison to three notable facilities, Niagara, St. Thomas and London, which have emerged through discussions as exemplar facilities among the staff. The examples provide an overview of how Sarnia Police's functional program can be informed by recent exemplar facilities, offering a snapshot of staffing and building sizes as well as shedding light on the critical elements that highlight the effectiveness of Niagara, St. Thomas and London Police headquarters functional program and their operational efficiency when compared to Sarnia Police. These are notable features that are part of effective facility design and are absent from Sarnia Police Headquarters.

8.1

St. Thomas Police Headquarters

The St. Thomas Police headquarters, situated at 45 Caso Crossing, serves a population of approximately 40,359 residents. Constructed in 2018, this modern facility boasts an estimated total area of 43,000 square feet. Housing an estimated of 73 sworn officers and 32 civilian members. It is important to note this building is approximately the same size as the current Sarnia Police Headquarters but serves a community almost half the size and houses exactly half the number of staff as the current SPS headquarters.

Notable key highlights observed in St. Thomas HQ:

- Adjacencies of departments and zoning of the floors. Branch's such as criminal investigation, street crimes and internet/child exploitation unit have individual private working areas but units still within the same corridor to facility cooperation between units.
- K9 kennel is located in the garage.
- Sally port provides direct access to the cell block area. Area is connected by a vestibule that opens up to an open area that allows police officers clear sightlines to all services in the cell block area including the prisoner property lockers, interview/lawyer contact rooms, breath/photo, five cells (individual and group) (no longer using bars but clear sliding doors?).
- Central circulation area incorporating stairs.
- Large open area break room: kitchenette, sitting areas, conference room.
- There is a lot of natural lighting throughout the facility; all community services and victim service have access to exterior lighting through windows. Another example would be the skylights in the main circulation area (atrium) that provides light to break room and platoon briefing room that otherwise would not be able to have natural lighting.
- There are multiple different conference rooms for service units, staff and community.
- Expansion space and wide corridors.
- Premises security.
- Vehicle storage.

- Public access: The entrance to the headquarters has a large and tall vestibule that has lots of windows and lighting that creates an inviting environment. The inside reflects the same environment with the natural lighting from the vestibule, tall ceilings and clear glass divider between lobby and semi-private work area.

8.2 Niagara Regional Police Headquarters

The Niagara Regional Police headquarters, situated at 5700 Valley Way, serves a population of approximately 475,986 residents. Constructed in 2016. Housing an estimated of 775 sworn officers and 319 civilian members. Notable key highlights observed in Niagara Regional HQ:

- The Communication Centre, training areas, and the emergency incident response areas are all well defined and structured.
- Functional areas are logically laid out within the building.
- Secure and public areas have proper delineation.
- Property and prisoner release areas are well designed and separate from operational areas.
- The building has a large open architecture that lends itself to a welcoming environment that fosters collaboration and allows for easy reconfiguration.

8.3 London Police Headquarters

The London Police Headquarters, situated at 601 Dundas Street, serves a population of approximately 430,000 residents. Constructed in 1974 and had a major expansion in mid 2000s. Housing an estimated of 950 sworn officers and civilian members. Notable key highlights observed in London HQ surround the police vehicle handling:

- Collision reporting is off-site but has a large pull-through garage bay for tow trucks and collision reporting.
- Very large vehicle maintenance garage area, multiple vehicle hoists, on-site car wash and re-fuelling facilities.
- Dedicated circulation spaces and adjacencies of departments and spaces, which improves operational efficiencies, improves safety and security.
- Multiple large garages house specialty vehicles including tactical, command post, armoured vehicles, bomb trucks.

9.0 Scenario Comparison

9.1 Considerations Applied to Scenarios

9.1.1 Police Service Growth Potential

The population of Sarnia is not forecasting significant population growth in the near-term future but rather a high-level growth forecast for confirmed and potential expansion of Sarnia's services to other communities. This growth promises and presents strategic opportunities for the Police Headquarters. Discussions with the City of Sarnia indicate the prospect of extending fire dispatch services, paving the way for collaborative efforts to enhance emergency response capabilities. Similarly, the potential expansion into additional primary 911 answering (PSAP), and EMS dispatch services holds promise, with considerations for providing support to the Middlesex and Chatham-Kent communities. The long-term potential of SPS taking over Point Edward policing and all of the county from the OPP would require approximately 75-100 additional officers, significantly impacting space requirements. Furthermore, exploring the possibility of implementing an Emergency Medical Services (EMS) dispatching, downloaded from the province, offers a proactive approach to improve efficiency. Currently, the dispatch services for SPS and Sarnia Fire Rescue Services are being provided along with after-hours call center services for the City of Sarnia. This foundation is strong enough to scale the services to additional jurisdictions.

9.1.2 Facility Ownership

Sarnia Police leases a lot next door to the site as well as space at the Lambton Mall. Locating SPS facilities within City assets is the preferred option in all scenarios. Renting poses challenges, particularly regarding limited space, flexibility and inherit risk of cost uncertainty in lease renewal.

The current parking constraints at the existing site mandate a lease on an adjacent lot to control overflow issues. While this solution mitigates overflow to a certain extent, there are still overflow issues. Staff members are forced to use street parking, while visitors face parking availability issues, leading to traffic congestion and safety concerns.

The PTA ACT situated at Lambton Mall faces a lease expiration within the next 4-5 years. There is a two-year infrastructure relocation timeline, which forces timely decision-making. The risk of lease non-renewal, rent increase and the significant cost associated with continuous relocation emphasize the need to select a city-owned property. Additional issues include storing marked vehicles in an unsecured retail parking lot, which can lead to vandalism, theft, public visibility of stored personal vehicle/license plates, coordination of snow removal, and the required shuttling of police officers for vehicle access.

Another concern is that the existing backup communications center, located off-site, needs to be located in a building that is designated for post-disaster scenarios. The current facility does not hold this designation and it would be impractical to retrofit the existing building to meet this requirement.

9.1.3 Base Case – Current Facility with Renovations (Repairs and Maintenance)

The Base Case will be used for comparison purposes and represents minimal repairs and maintenance being completed to allow continued occupation of the existing building. The Base Case consists of maintaining the current facility (built in 1987) but with critical repairs and renovations to bring the facility up to Ontario Building Code (OBC) standards and to provide an optimized space to meet the Police Service's critical needs, within the current footprint. The Base Case will not account for new regulations and space requirements to come into force in the following years by the *Community Safety and Policing Act (CSPA)*. There would be several operational, physical, public interface and existing site issues that would be partly addressed as best as possible with the repairs and renovations. The issue of overcrowding, lack of space for training and interview rooms, a disjointed facility layout, repairs of aging infrastructure, lack of parking and exterior lockup space will remain. The age of the building also contributes to low energy efficiency and a high carbon footprint, due to the aging systems, which impacts operating costs. This Base Case assumes that the PTA ACT and the backup Communications Centre will continue operations in their respective offsite facilities. For these reasons, this is not a recommended path moving forward.

9.1.4 Scenarios 1 – Addition to Existing Building on the Existing Site

The first scenario for consideration is an addition to the existing building on the existing site. The SPS HQ has surpassed its intended service life, prompting consideration for renovation and addition. However, a thorough analysis reveals that undertaking an extensive exterior and interior retrofit, coupled with ongoing maintenance, proves to be economically and operationally impractical. The renovation costs are anticipated to be substantial due to the inherent challenges posed by the existing block and cast-in-place concrete structure, which significantly complicates the desired modifications. The building systems are showing signs of wear and tear, which contributes significantly to ongoing operating costs, further complicating the feasibility of renovation. The Building Condition Report completed by Dillon in 2023 delineates the specific details of these concerns, emphasizing the environmental impact and financial implications associated with maintaining outdated and inefficient systems. Continuing with the existing facility will prompt investigations into post-disaster designation compliancy, OBC compliancy, etc.

Adding an addition to the existing HQ will not adequately address the main operational problems faced by the SPS. Retrofitting challenges are a significant concern, as site limitations pose a considerable obstacle. The site is currently too small, and adding extra area to the building will significantly impact site functionality. The limited space will lead to a cramped and inefficient layout, compounding existing issues and hindering the department's ability to function optimally. Cost considerations should not be overlooked, as expanding the facility might incur higher construction costs. The complexity of integrating the new addition with the existing structure could result in disproportionately high expenses

that may not address the underlying operational problems. Additionally, a nearsighted focus on an addition without a comprehensive retrofitting plan may not represent a sustainable long-term solution, potentially necessitating further renovations or expansions in the future.

The inherent inflexibility of the current building design poses a significant challenge, constraining the adaptability required for modern law enforcement practices. Additionally, when considering renovations and additions, is an absence of available building swing space during construction. Swing space is an interim workspace allocated to a faculty/department during construction — renovation project and a critical factor for seamless renovation processes. This limitation will significantly impede any progress of renovation and addition efforts.

This scenario assumes that the PTA ACT and Back-up Communications Centre will continue operations from their respective facilities as the addition to the existing HQ can inherently not add the backup Communications Centre since it is required to be remote. There will always need to be secondary off-site facilities.

A gradual approach may not offer the adaptability required to accommodate the changes in law enforcement practices or technology. It is essential to ensure that all facilities are designed and retrofitted cohesively to improve operations. This approach resolves some issues but ultimately does not address all operational requirements and is not recommended.

9.1.5 Scenarios 2 – New Secondary Facility Constructed on a New Site

The second scenario for consideration is continuing with existing facility and supplementing with a new additional facility at a new city owned site. This scenario assumes that the PTA ACT and the Backup Communications Centre will be amalgamated at one of the two sites. This option will allow for departmental and site overflow. This scenario would address the overcrowding but fails to address the condition of the existing HQ and creates new issues such as duplicating resources, operational inefficiencies, limits operational flexibility and the possibility of creating two different work cultures. The SPS is already facing these issues with its multiple off-site facilities. For these reasons, we do not recommend this scenario.

9.1.6 Scenarios 3 – New Facility Constructed on a New Site

The third scenario for consideration proposes a new HQ facility on a new site and a new Back-up Communications Centre located on a new City-owned property and repurposing the current HQ facility to a non-police use. A new building affords the opportunity for in-depth studies to determine the most adequate site and layout. This process allows for careful consideration of spatial requirements, optimal adjacencies, and traffic flow within the site, ensuring that the layout enhances operational efficiency and responsiveness. Starting anew will provide the freedom to envision and implement a tailored site plan. The existing station, considered a valuable city asset, retains its inherent worth despite its non-

functionality as a police station. Emphasizing this aspect can contribute to mitigating the costs associated with the establishment of a new facility.

Addressing security concerns can be approached with a more comprehensive and long-term perspective within a new site. Designing security features from the ground up allows for the integration of advanced systems, controlled access points, and secure areas tailored to the specific needs of Sarnia Police. A new facility provides the opportunity to create a secure environment that aligns with safety standards, energy efficiency and mitigating potential vulnerabilities present in the older structure.

A new police headquarters can be designed with space for expansion with the latest technology infrastructure in mind. Integrating cutting-edge technology into the building's infrastructure ensures that the department remains technologically advanced and capable of meeting the demands of modern law enforcement. This includes state-of-the-art communication systems, surveillance technology, and smart building features that enhance overall operational efficiency.

Flexibility is a key advantage of a new build. A phased approach can be taken to address the most pressing needs of the organization immediately. This includes areas where the Sarnia Police are either not compliant with legislation or where the lack of space is hampering the ability to deliver effective policing operations. This would include components such as the firing range, cell block, garages, training facility and the backup Communications Centre being addressed as a first phase with the remainder of the new police facility being built on the same site in a later phase. This would allow the most pressing needs to be addressed promptly but eventually address all of the identified issues and accommodate evolving technologies, changing operational protocols, and future growth. For these reasons, phased implementation of a new facility at a new site is the option we recommend.

9.1.7 Recommendations and Rationale

Upon completing the process of identifying a preferred option, a phase of enabling work will be required prior to the implementation of Option 3 - a new headquarters facility on a different city-owned site. Following are key enabling steps:

Table 2: Recommendations and Rationale

Recommendation	Description	Benefits
(1) Create a Comprehensive facilities master plan	<ul style="list-style-type: none"> ● In conjunction with the City of Sarnia as the <i>Police Services Act</i> requires the municipality to provide the building. ● Site selection <ul style="list-style-type: none"> ○ Catchment and access ○ Coordination with community growth ○ Market/portfolio search ○ Due diligence. 	

Recommendation	Description	Benefits
	<ul style="list-style-type: none"> ● Public consultation. ● Capital Development Plan. ● Detail the deficiencies in the facilities program, including but not limited to: <ul style="list-style-type: none"> ○ Operational integration ○ Infrastructure progression ○ Service delivery optimization ○ Positive work culture elevation ○ Health and safety community’s protection and promotion. ● Verify the training programs are meeting related program standards. ● Recommended a long-range plan to address the deficiencies in the current building by relocate the headquarters building to a new facility. 	
<p>(2) A new City-owned Headquarters that includes a dynamic training center with a proper firing range that is indoors, and temperature controlled allowing the ability to train police in all seasons without restrictions should be investigated as a long-term investment.</p>	<ul style="list-style-type: none"> ● Comprehensive site studies. ● Phased transition plan. 	<p>This option brings together all police department services under one roof, which enhances staff efficiency, safety, and service to the community.</p>
<p>(3) A City-owned facility to house backup communications, should be investigated as a long-term investment.</p>	<ul style="list-style-type: none"> ● Comprehensive site studies. ● Phased transition plan. 	<p>Implement long term infrastructure and a facility that meets all requirements.</p>
<p>(4) Mapping the Future of existing Sarnia Police Headquarters building/property</p>	<ul style="list-style-type: none"> ● One option is to implement a Pilot Program for the Sarnia Police Headquarters. Adaptive Re-use. Potential uses including but not limited to: <ul style="list-style-type: none"> ○ City department use⁽¹⁾ ○ Community services ○ Housing. ● Evaluate program near completion and develop business case and feasibility of full-scale long-term adaptive re-use of the facility. 	<ul style="list-style-type: none"> ● Better alignment of facilities to match the community’s future needs.

Recommendation	Description	Benefits
	<ul style="list-style-type: none"> • Second option is the disposition of the property: <ul style="list-style-type: none"> ○ Circulation ○ Due diligence ○ Marketing. 	

Closure

It was demonstrated that the Sarnia Police staff are truly dedicated to the community they serve and are sincerely committed to ensuring the safety of the community and their members. Based on the present staffing, equipment and police services locations, Sarnia Police is endeavoring to offer the most efficient and effective service possible.

During the review, it was observed that many divisions and units are operating in overcrowded conditions in rooms that are exceeding occupancy loads and there is absolutely no additional space for future service and staff growth. Additionally, the building's structural, electrical and mechanical systems hinder the ability to incorporate new systems and technologies. For these reasons and many others as detailed in this report, Dillon recommends SPS pursue option 3 - a new headquarters facility on a different city-owned site that brings the current off-site training facility into one facility while a new backup Communications Centre be built on a City-owned site that is separate from the new headquarters site. This will allow the SPS to meet the long-term needs of the organization and to bring it into compliance with the various legislation.

As the Training Centre lease expires in 2028 and relocation can take 2-3 years it is highly recommended that a phased approach be taken to address the most pressing needs of the organization and that work on this be initiated immediately. This includes areas where the Sarnia Police are either not compliant with legislation or where the lack of space is hampering the ability to deliver effective policing operations. This would mean a firing range, cell block, garages, training facility and a Communications Centre would be built in a first phase with the remainder of the new police facility being built on the same site in a second phase with a back-up Communications Centre being the third phase. This allows for the most pressing needs to be addressed promptly but eventually addresses all of the identified issues.

Table 3: Recommended Phased Approach

Phase	Timeline
Phase 1: Construct new firing range, Communications Centre, Training Centre, Garages at new location.	2-4 years
Phase 2: Construct new police station on same site as above (separate building).	4-5 years
Phase 3: Construct new Back-up Communications Centre (or relocate) to different city-owned site.	Upon completion of new headquarters



SARNIA POLICE SERVICE

Public Agenda Information Report

To: Chair and Police Services Board Members

From: Chief Derek W. Davis

Subject: 2024 Q1 Financial Update – Operating Budget

Date: April 25, 2024

Report # 24-04-011-0.

SUMMARY:

At March 31, 2024, the police operating budget is 29% expended. At this early point in the year, we are projecting net expenditures to show an overall surplus of approximately \$50,000 by year-end.

As part of ongoing budget diligence, the administration will continue to monitor and review variances to identify any considerations that may affect preparation of the 2025 budget.

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

Derek W. Davis
Chief of Police

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BACKGROUND:

Financial updates of the Police Operating Budget are reported out quarterly to the Police Services Board. Summaries in Reserves funds activity are provided on a semi-annual basis.

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 also appear in the operating accounts.

DISCUSSION / ANALYSIS

As always, staffing costs make up the largest part of the budget. The 2024 budget as approved by the Police Services Board in October 2024 made provision for five additional frontline officers (for a total 129), two additional frontline communicators, and two support civilians. We have filled most of these positions although a limited number of available seats at Ontario Police College (OPC) has triggered a pivot to a new cadet program to retain recruits until OPC seats open up. Early projections on Salaries and Benefits will be sharpened up as we approach the end of the 2nd quarter.

Paid Duty revenues appear to be trending upwards to pre-COVID levels. A clearer projection will be possible toward June 30th.

Impacts from the new Community Safety and Policing Act, 2019 (CSPA) are still being quantified and financial impacts are not included in this projection.

A summary of results is shown on the next page.

	BUDGET	ACTUALS	PROJECTION	VARIANCE
REVENUES				
Fees	-\$287,000	-\$84,864	-\$263,846	-\$23,154
Grant - County	-\$1,526,653	-\$245,549	-\$1,357,549	\$169,104
Grant - Ontario	-\$321,185	-\$59,839	-\$319,789	-\$1,396
Cost Recoveries	-\$902,068	-\$619,637	-\$886,637	-\$15,431
Revenues Other	-\$5,000	-\$5,175	-\$5,175	\$175
	-\$3,041,906	-\$1,015,064	-\$2,832,996	\$208,910
EXPENDITURES				
Compensation	\$22,831,424	\$4,717,165	\$22,017,898	\$813,526
Benefits	\$7,378,107	\$1,727,204	\$7,059,942	\$318,165
Recruitment, Development, Wellness	\$291,030	\$112,544	\$375,468	-\$84,438
Clothing & Equipment	\$175,400	\$47,653	\$226,845	-\$51,445
Police Operational Expense	\$441,545	\$271,746	\$497,692	-\$56,147
Police Technology - Licensing	\$370,111	\$49,785	\$437,385	-\$67,274
IT Systems	\$488,200	\$214,242	\$484,415	\$3,785
Communications/Connectivity	\$411,306	\$222,175	\$475,937	-\$64,631
Facility Operations & Maintenance	\$523,600	\$264,408	\$710,686	-\$187,086
Vehicle Operations & Maintenance	\$433,820	\$124,111	\$630,869	-\$197,049
Professional Fees/Purchased Services	\$60,000	\$15,664	\$103,664	-\$43,664
Other Expense	\$141,533	\$87,279	\$252,549	-\$111,016
Allocations	\$414,125	\$425,377	\$425,377	-\$11,252
Reserves	\$2,490,000	\$2,490,000	\$2,490,000	\$0
	\$36,450,201	\$10,769,353	\$36,188,728	\$261,473
Total	\$33,408,295	\$9,754,289	\$33,355,732	\$52,563

FINANCIAL IMPLICATIONS:

Early 2024 actuals will be analyzed together with 2023 final results to inform the 2025 budget process as it opens up in the next month.

CONSULTATION:

Derek Davis – Chief of Police
Julie Craddock – Deputy Chief of Police
Cathy Dam – Director of Financial Services
Jason Dale – Manager of Planning, Policy, Fleet & Facilities
Dan Cyr – Manager, IT