



Sarnia Police Service Board

Open Meeting
Tuesday, August 27, 2024
9:00 a.m.

[Join Virtual Meeting](#)

1. Welcome		Chair
1.1 Introduction of Deputy Chief Ron Hansen		
2. Land Acknowledgement (New)		Chair
3. Declarations of Conflict of Interest		Chair
4. Approval of Agenda	Approval	Chair
5. Minutes	Approval	Chair
5.1 June 20, 2024		
6. Report from Previous Closed Meeting Sessions	Information	Chair
6.1 June 26, 2024		
6.2 July 3, 2024		
6.3 July 23, 2024		
7. Board Diversity Plan	Approval	D/Chief Craddock
8. Monthly Operation Update	Information	D/Chief Craddock
9. Crime Stoppers Funding Request	Approval	Chair
10. FOI Summary/IPC Annual Report	Information	Chief
11. Conducted Energy Weapon (CEW) Disposal Report	Approval	Chief
12. Server System Upgrade	Approval	
13. 2024 Q2 Financial Update	Information	Director, Financial Services
14. Semi-Annual Reserves and Capital Accounts Report	Information	Director, Financial Services
15. Joint Facility Committee Report	Approval	Chair
16. 2025 Budget Presentation	Approval	Chief
17. 2025 Police Facility Budget	Approval	Chief
18. Open Forum		All

19. Closed Meeting Report (Verbal)	Information	Chair
20. Adjourn to Closed Session	Approval	Chair
21. Report from Closed Session (Verbal)	Information	Chair
22. Adjournment	Approval	Chair
22.1 Next Regular Public Meeting: Tuesday, September 26, 2024		



SARNIA POLICE SERVICES BOARD

OPEN MINUTES
9:00 a.m. - THURSDAY, JUNE 20, 2024
COMMUNITY ROOM, SARNIA POLICE SERVICES

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

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.

Additional Present: Ronald LeClair, Zone 6 Advisor

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. Approval of Agenda

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

That the Agenda as presented, be adopted.

5. Minutes

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

That the Minutes of May 30, 2024, be adopted.

6. OACP Award Presentation

Chief Davis made the presentation of the Community Policing Team Award of Excellence, it is a provincial award given in recognition of Community Safety, Wellness and Crime Prevention, the award recognized the initiative partnership with Lambton College which provides Law and Security students with an opportunity to help with low level investigations and administrative tasks giving the students hands on experience.

Chief Davis advised that many other services have reached out asking for information to start their own program.

Chair P. Wiersma gave congratulations on behalf of the Board.

7. Aamjiwnaang Cruiser Artist Presentation

Deputy Chief Craddock gave an overview of the dedicated officer position and the request for a designed wrap for the Sarnia police community officer vehicle for Aamjiwnaang First Nation.

Deputy Chief Craddock introduced Aaron Plain the artist who created the vehicle wrap design and made the presentation with thanks.

Mr. Plain called his design "Keeper" and explained that it includes warriors, women and Mother Earth, along with a medicine wheel, symbolizing balance and interconnection, and orange handprints to "remember and honour" Indigenous children.

Chair Wiersma on behalf of the Board thanked Mr. Plain for the beautiful design.

8. Monthly Operation Update

A report from Deputy Chief J. Craddock, dated June 20, 2024, was provided.

Deputy Chief Craddock gave an update on Safe Prom 2024 and the steps taken to ensure safe rides for prom goers advising of ride spot checks on the prom night.

She also gave an update on Youth in Policing initiative, Special Olympics participation and advised that the Sarnia Police Service in partnership with Aamjiwnaang First Nation had hosted the OACP Equity Diversity and Inclusion Committee for a day of meetings and teachings.

8.5 Prisoner Care and Control – Late Item

Chief Davis gave PowerPoint presentation on Prisoner Care and Control.

Chief Davis gave an update on changes in prisoner custody, adequacy standards and changes under the new Act, he advised that Police are responsible for prisoners to ensure that they are safe.

He gave an overview of prisoner care and control and gave examples of changes made since 2022, prisoners fall under the liabilities of the police service, risk mitigation is needed for every prisoner in order to protect their safety while jailed, he gave examples of questions asked for each prisoner and stats of risk mitigation with them, explained the current SPS challenges and risk to officers.

Inspector M. Van Sickle spoke to how the risks were taking a toll on the staff for the constant care of prisoners and how can SPS can better protect their employees.

He introduced the use of Biometric Monitoring, radar technology that monitors heart rhythm, respiratory rhythm and gave an overview of the system and how it works, he advised of the recent installation of the cameras/monitors in all cells as well as outside the cell.

Questions from the Board were invited.

Chair Wiersma questioned the prisoner's privacy, Chief Davis explained how the data was collected and maintained, the prisoner's identity is not saved just cell numbers are used for data.

9. Joint Facility Committee Update

Chair Wiersma gave an update on the committee advising their first meeting is to be held Friday, June 21, 2024.

Open Forum

Rainbow Park Update

Chief Davis advised that 30 to 40 people are currently living in Rainbow Park, this is a high needs area requiring 400 hours of dedicated officer time in the last six weeks, they are there proactively as well as emergency calls, outside agencies require a police presence when they go into the park to offer services this being equivalent to two full time officers being in the park at all times.

10. Closed Meeting Report (Verbal)

Chair advised that the Board will discuss an HR update, Sarnia Police Association negotiations and Deputy Chief Hiring Process.

11. Adjourn to Closed Meeting

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

That the Sarnia Police Service Board adjourn to their Closed Meeting.

12. Report of the Closed Meeting

Chair Wiersma advised that the Board had given approval to begin the Deputy Chief hiring process.

13. Adjournment

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

That the Sarnia Police Service Board adjourn to their next open meeting to be held Tuesday, August 27, 2024.

Secretary

Chair



SARNIA POLICE SERVICE Open Agenda Recommendation Report

To: Chair and Police Service Board Members
From: Deputy Chief Julie Craddock
Subject: Equity, Diversity and Inclusion Plan
Date: August 27, 2024
Report # 24-08-007-0

RECOMMENDATION:

"The Community Safety and Policing Act, 2019, compels the Board to prepare and adopt an Equity, Diversity and Inclusion Plan (Diversity Plan) for the SPS. This document fulfills that responsibility and sets out the goals and strategies related to securing a more representative workforce. It is recommended that the Sarnia Police Service Board adopt the Sarnia Police Service Equity, Diversity and Inclusion Plan (2024-2028)."

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

Julie M. Craddock
Deputy Chief of Police

:JC

BACKGROUND:

The Sarnia Police Service is striving to be a leader in innovative and modernized policing practices by not only adapting and responding to changes in our communities through technological advancements and evidence-based decision-making, but also by ensuring our internal structures, member skills, and activities match our communities' needs.

The Sarnia Police Service is committed to attracting a skilled workforce that reflects the community we serve. While important progress has been made, continued and focused organizational effort is essential. Better representation is one way to help foster the delivery of effective, sensitive service in the City of Sarnia and to build and maintain the trust and confidence of the people from diverse communities who call this Sarnia home.

DISCUSSION / ANALYSIS:

The goal of the Equity, Diversity and Inclusion Plan is to prevent, identify, and eliminate all acts and forms of discrimination in our workplace and in the way we deliver service to the public. It has an internal membership focus, as well as an external service delivery focus. The Equity, Diversity and Inclusion Plan is our blueprint through 2028 and is focused on removing barriers, improving systems, and building a culture that embraces equity, diversity, and inclusion

Becoming a more representative Police Service, at all levels of the organization, will remain a key organizational priority. The Board will assess the progress of this Equity, Diversity and Inclusion Plan through regular updates from the Service. This Plan will be reviewed and updated with the Strategic Plan to ensure that it remains current and supports the achievement of the desired outcomes.

It will be the responsibility of the Deputy Chief-Community Support Division to ensure each of the activities in this plan are monitored and tracked.

RECOMMENDATIONS/ALTERNATIVES:

Recommendation #1: that the Sarnia Police Service Board adopt the Sarnia Police Service Equity, Diversity and Inclusion Plan as the SPSB plan.

Alternative: That the Sarnia Police Service Board create their own Diversity Plan as set out as a requirement of the Community Safety and Policing Act (2019).

CONSULTATION:

Derek Davis – Chief of Police
Julie Craddock – Deputy Chief of Police
Marika Sylvain – Corporate Communications Analyst

SARNIA POLICE SERVICE

Equity, Diversity and Inclusion Plan

2024-2028



LAND ACKNOWLEDGEMENT

We acknowledge that this land on which the Sarnia Police Service operates is part of the ancestral land of the Chippewa, Odawa, and Potawatomi peoples, referred to collectively as the Anishinaabeg. It is through the connection of the Anishinaabeg with the spirit of the land, water and air that we recognize their unique cultures, traditions, and values. Together as treaty people, we have a shared responsibility to act with respect for the environment that sustains all life, protecting the future for those generations to come.

The Sarnia Police Service is one of only two municipal police services in Ontario responsible for policing a First Nation Community. SPS acknowledges the privilege of providing police services to Aamjiwnaang and values the community as partners in public safety.

Recognizing and respecting the unique needs of the Aamjiwnaang community is one of the primary goals of the SPS.



TABLE OF CONTENTS

Welcome Message	1
Vision, Mission, & Values	2
Community Snapshot	3
Organizational Commitments	4
Enhanced Community Engagement	5 & 6
Diversity Competent Members	7 & 8
Workplace Reflects the Diversity of the Community	9 & 10
Diversity in Leadership	11 & 12
Safe and Secure Workplace	13 & 14



On behalf of the Sarnia Police Service (SPS) and the Sarnia Police Service Board, we are pleased to present the 2024-2028 Equity, Diversity, and Inclusion (EDI) Plan.

Integrating the principles of equity, diversity and inclusion throughout the Sarnia Police Service emphasizes the importance of creating a workplace that reflects the community we serve and is sensitive to the needs of our city.

This plan represents our commitment to effective service and is aligned with the Community Safety and Policing Act, 2019 (CSPA). Several key initiatives have been developed to strategically guide and enhance our organizational culture, members' professional development and our ability to effectively serve our residents.

This plan recognizes what makes SPS and the City of Sarnia unique and acts as a comprehensive roadmap as we envision the future of our organization.



Chief Derek Davis



Board Chair Paul Weirsma

Handwritten signature of Derek Davis in black ink.

Handwritten signature of Paul Weirsma in black ink.

MISSION

To provide a safe and secure community by working with the people in a sensitive and professional manner.

VISION

An organization committed to continuous improvement in meeting the ever-changing needs of our citizens and our profession.

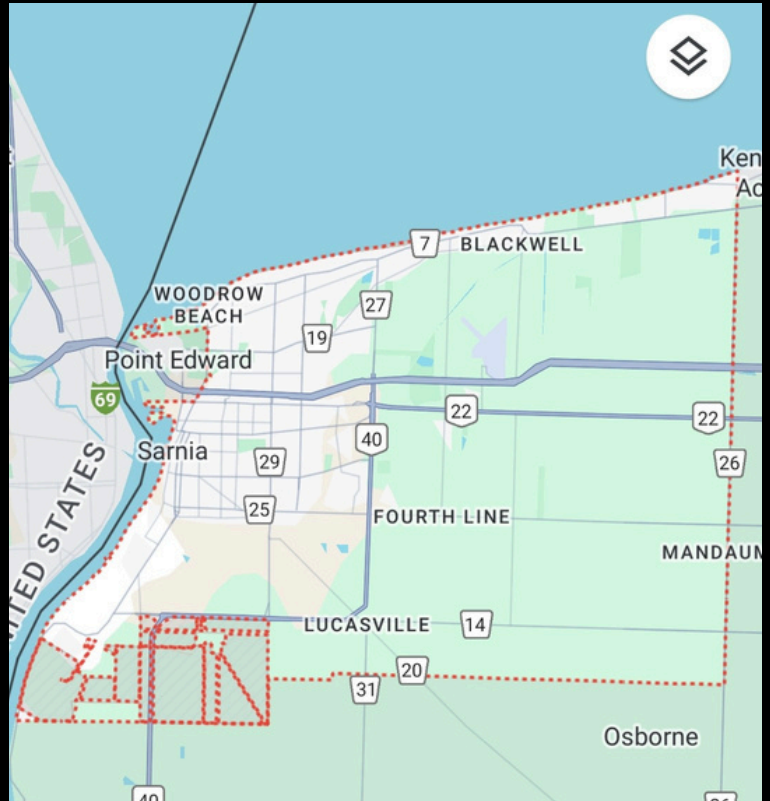
VALUES

Protecting human life **Protecting the community** Preventing crime and other offences Administering the law fairly and consistently **Respecting human dignity** Respecting human diversity Caring for victims and having compassion for all **Being honest and ethical** Respecting and supporting colleagues Understanding changing community needs **Attaining excellence in each activity undertaken**

CITY OF SARNIA

The City of Sarnia is a medium-sized municipality located on the shores of Lake Huron and the St. Clair River.

Sarnia sits on the border of Port Huron, Michigan.



75,526

Population of Sarnia

3,000

Persons identifying as Indigenous living in Sarnia

8,570

Immigrants living in Sarnia

5,900

Persons identifying as a visible minority living in Sarnia

1,435

French-speaking

250

Speak neither English nor French

Equity, Diversity, and Inclusion Organizational Commitments

The Equity, Diversity, and Inclusion (EDI) Plan provides a framework for the Sarnia Police Service in moving towards a more inclusive organization. The EDI Plan has five pillars that reinforce our current commitments and affirm our priorities for the next four years.

Enhanced Community Engagement

Diversity Competent Members

**Workplace Reflects the Diversity of
the Community**

Diversity in Leadership

Safe and Secure Workplace

Commitment 1: Enhanced Community Engagement

The Sarnia Police Service is committed to sharing consistent, factual and actionable information with the communities we serve, in a timely and transparent manner.

The SPS Strategic Business Plan (2023-2025) was developed with input from the community. The SPS and our partners work together to proactively respond to issues in our community. We want to ensure those in need of help receive the right response, at the right time, from the right resources.



SPS is committed to:

- Engaging and fostering relationships with everyone in our community, building trust and confidence in the Police Service; including diverse communities in Sarnia and Aamjiwnaang First Nation
- Maintaining an Aamjiwnaang Community Officer to engage directly with the First Nation community.
- Working with community stakeholders to develop opportunities for collaboration.
- Establishing measurable goals for monitoring community trust, establishing engagement objectives, and reporting outcomes through the Strategic Business Plan.
- Providing culturally appropriate links to community members who have experienced hate.
- Reviewing service programs and policies to remove stigmatizing language.

Key Success Indicators

- Member attendance at community events
- Feedback from First Nation partners and groups
- Social media analytics
- Feedback from community members (via feedback forms, surveys, phone calls, etc.)



Commitment 2: Diversity Competent Members

Diversity competence involves understanding, interacting, and navigating diverse environments in meaningful and respectful ways. This proficiency requires continuous learning, self-reflection, and commitment to ongoing improvement in addressing diversity-related challenges and fostering an inclusive culture. Diversity competence allows one to work effectively with coworkers and groups that have different backgrounds.



SPS is committed to:

- Having members of the SPS represented on local and provincial committees that support EDI initiatives
- Facilitating opportunities for members to participate in cross-cultural and intercultural interactions in the community.
- Identifying areas for growth and improvement in promoting diversity and inclusion and providing supports to increase diversity competence in the Service.
- Supporting member diversity competency through member knowledge of social issues, inclusive behaviour, adaptability in diverse environments, and the impact of actions. Continuously identifying areas for growth and improvement in promoting diversity and inclusion.

Key Success Indicators

- Number of EDI professional development and training opportunities
- Number of members participating in training
- Number of police officers trained to respond effectively to hate-motivated incidents



Commitment 3: Workplace Reflects the Diversity of the Community

SPS values a diverse workplace with members from different backgrounds, with different lived experiences, viewpoints, and ideas. Diversity within SPS membership allows for creative solutions to complex problems and the ability to adapt to shifting community needs.

Representation enhances culturally competent and sensitive service delivery and fosters trust and confidence among the community. Through outreach and recruitment efforts the SPS will engage in an intentional way with our community and showcase SPS as an employer of choice.

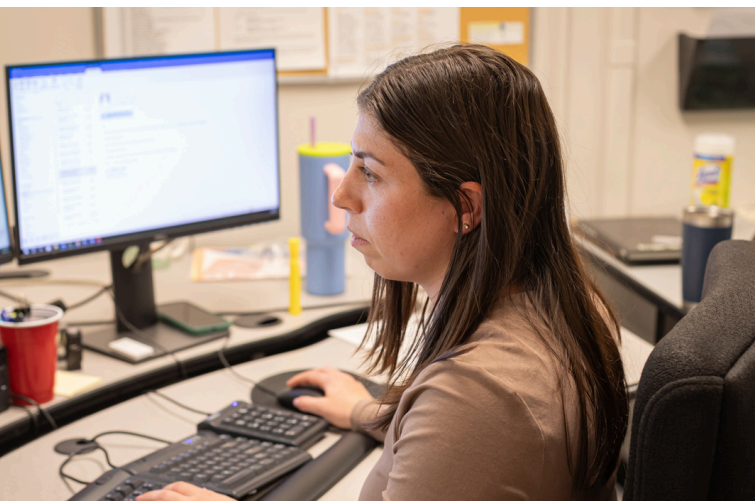


SPS is committed to:

- Adhering to the Guiding Principles of the Community Safety and Policing Act (2019)
- Administering a recruitment process that includes members from different backgrounds and experiences.
- Create opportunities for meaningful engagement with diverse communities and increase awareness for diverse communities to learn about careers at SPS.
- Report on workplace demographics to identify opportunities for membership to reflect the communities SPS serves.

Key Success Indicators

- Review of recruitment and retention metrics
- Youth In Policing Initiative (YIPI)
- Track community engagement opportunities
- Reviewing exit interview feedback to identify opportunities to improve retention and engagement
- Annual Report



Commitment 4: Diversity in Leadership

Representation can have profound impacts, such as inspiring future generations to believe in their potential and pursue their aspirations without hesitation. It also encourages a more diverse range of perspectives and ideas, which can lead to innovative solutions and a more dynamic organizational culture. By valuing diversity and inclusion, organizations not only enhance their social responsibility but also improve their overall performance and adaptability in an ever-changing world.



SPS is committed to:

- Adhering to the Guiding Principles of the Community Safety and Policing Act (2019)
- Develop strategies to ensure all members have equitable opportunities to build leadership capacity, with intentional efforts to retain and promote qualified leaders.
- Increase the diversity competence of selection panel members.
- Establish feedback mechanisms to identify and mitigate barriers to promotion.

Key Success Indicators

- Training for selection panel members
- Review of processes and policy on internal promotional opportunities
- Provide training and leadership opportunities in the workplace that support skill-building for advancement
- Recognizing the value of diverse experiences



Commitment 5: Safe and Secure Workplace

By fostering an environment where individuals feel valued and understood, the SPS aims to enhance overall well-being and productivity. This can be achieved through various means, including offering multiple work schedules, providing access to mental health resources, and encouraging continuous learning and development.

In addition, creating a culture of open communication ensures that team members can share their ideas and concerns without fear of judgement. Regular team-building activities and recognition programs can further strengthen bonds and boost morale. Ultimately, when people feel supported, they are more likely to thrive and contribute positively to the organization's success, creating a harmonious balance between professional achievements and personal fulfillment.



SPS is committed to:

- Prioritizing the mental health and well-being of members by providing access to appropriate counselling services, peer support programs, and other wellness initiatives.
- Reviewing and keeping up to date the organization's Workplace Harassment/Workplace Sexual Harassment and Discrimination Policy.
- Maintaining an Organizational Wellness Plan that addresses the unique challenges of working in a policing environment.
- Fostering a culture of collaboration and openness, and encouraging regular feedback from members.

Key Success Indicators

- Creation of a member reintegration process
- Organizational Wellness Plan review
- Workplace Harassment/Workplace Sexual Harassment and Discrimination Policy review
- Peer support training
- Member feedback





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SARNIA POLICE SERVICE

Open Agenda Information Report

To: Chair and Police Service Board Members

From: Chief Derek Davis

Subject: Monthly Operational Update (July)

Date: August 27th, 2024

Report # 24-08-008-O

SUMMARY:

The Sarnia Police Service is committed to continuously improving the level of service and safety we provide to our community. 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 "Derek Davis".

Derek Davis
Chief of Police

:jc/dd

Chief's Comments

We remain acutely aware that parts of our community are facing serious and unprecedented challenges (e.g. Rainbow Park). We are regularly called to deal with those issues, but still must also respond to calls in other parts of our city. As we all work toward solutions, this seems an important time to share a small part of what the SPS faces, as part of ongoing public conversations.

In general, policing can be a difficult business. We are often called to assist those who may not be experiencing their best day. Some are happy to see us, others perhaps not so much.

July is consistently one of our busiest months and we do adjust to meet demands, both seasonally and by hour of day. In the busy summer months, we focus almost exclusively on operations. We use less operationally demanding times for mandated training, developmental courses, skills requalification, and much more.

We also listen to what is being said in the various forums. We too experience frustration with issues that are outside of our control, but we will continue to do our part using the tools we have available. Policing is not always easy, and we expect to be accountable to the public through complaints, compliments and questions.

Some examples of questions we receive:

- How busy is the SPS? Where are the officers?
- Why does it take so long (sometimes) to attend?

In July of this year, the SPS received 2605 calls for service, or one call every 17 minutes (84 per day). This does not include traffic stops, or other proactive duties (like our new Downtown Patrol project). These are also just averages. Reality of call volume is that it's much higher in peak periods and much lower in off peak times. Every call is different; some require multiple officers, some need specialty units (e.g. Criminal Investigations Division, Emergency Response Team, Forensics, and more), and some are crime scenes that need to be held for hours or days.

While we want to be able to respond to all calls immediately, we can only pull from the resources available at that time, and must triage call response by urgency. Emergencies are first, and then service calls as their priority or urgency dictates. We will get to every call, but for service calls, sometimes not as fast as we hoped.

In July 2024 we had 394 arrests (up 28% from July 2023), along with 592 criminal charges (up 17%). Arrests also bring paperwork and necessary officer time off the road.

Our team is working very hard to respond to calls for service, and we too share many of the frustrations being felt in our city. Our Sarnia Police team (sworn and civilian) is listening, that we are there 24/7, and working to deliver the best services possible despite some difficult and challenging circumstances.

Youth in Policing Initiative:

The Sarnia Police Service, in partnership with the Ministry of Children and Youth Services, offered the YIPI Program for the first time in 2024 as part of our ongoing strategy to address the growing needs of our youth.

The goal of YIPI program was to give 5 young people, under the guidance of a YIPI Coordinator and mentor, an opportunity to develop job skills while enhancing police and community relations.

The YIPI 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 or Aamjiwnaang First Nation.

This year's program commenced on July 2, 2024, and will conclude on August 23, 2024. We thank our participating students and hope they have learnt valuable life and employment skills that will benefit them for many years to come. Applications for the 2025 YIPI Program will open in March 2025.



Canada Day Celebration 2024:

The SPS is responsible for ensuring the safety of visitors, residents and vendors taking part in Canada Day celebrations.

In the weeks leading up to the event, the SPS devotes a considerable amount of time in the planning phase: mitigating potential risks, developing a traffic management plan and securing adequate policing resources.

The SPS uses analytics to track incidents that required a police response and were connected to Canada Day 2024. This may involve events both at and away from the main event locations, and before and after the event occurs (for example incidents at the Cove or McDonalds that are indirectly related to the larger event and require police to attend).

The SPS deployed 21 officers, 5 Auxiliary officers and 1 Dispatcher to the event. During the peak deployment period, there was a combination of 16 officers and auxiliaries deployed. In total the SPS provided approximately 175 total personnel hours for this event.

Rank	Count
Deputy Chief	1
Inspector	1
Sergeant	2
Police Constable	11
Communicator	1
Auxiliary Officers	5
Total	21



In total, 6 occurrences were connected to Canada Day 2024. As a result of these occurrences, there was 1 arrest made and 1 provincial offence ticket laid.

Heading	Count
Missing person located	1
Community services	2
Trespass to property act	2
Assault	1
Total	6



The total cost of in-kind donations of police resources is approximately \$20,000.

Swearing In of Police K9 Vader:

After an intense 15 weeks of training with his handler, Constable Shawn Urban, police K9 Vader is now deployed into active duty as a police service dog (PSD). Vader has been trained for general patrol and as a drug and firearm detection K9.

On August 9th, 2024, members of the public and dignitaries were on hand to witness K9 Vader received his badge and Certificate of Course Completion from Chief Davis.

The SPS would like to congratulate Insp. Mike VanSickle and Cst. Shawn Urban on bringing the K9 program back to the Sarnia Police Service after a 25-year absence. Cst. Urban and Vader will bring much needed capabilities to the operational needs of the SPS.



CONSULTATION:

Chief Derek Davis

Joseph Glover- Police Analytics

Leo Murphy – Inspector Community Support Division

Mike Van Sickle – Inspector Operations Division



SARNIA POLICE SERVICE Public Agenda Recommendation Report

To: Chair and Police Service Board Members
From: Chief Derek W. Davis
Subject: Crime Stoppers Funding Request
Date: August 27, 2024
Report # 24-08-009-0

RECOMMENDATION:

"That the Sarnia Police Service Board approve entering into a Memorandum of Understanding to provide funding to Sarnia Lambton Crime Stoppers"

And further that,

"The Sarnia Police Service Board authorize a 2024 donation to Sarnia Lambton Crime Stoppers in the amount of \$25,000. This is to be funded from the Board Discretionary Fund."

And further that,

"The Sarnia Police Service Board authorize a 2025 donation to Sarnia Lambton Crime Stoppers in the amount of \$25,000. This is to be funded from the Board Discretionary Fund, payable in 2025."

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

Derek W. Davis
Chief of Police

:dd

BACKGROUND:

During the September 2023 SPSB meeting, the Board approved the establishment of a Board Discretionary Fund (SPSB Report #23-09-007-0).

Under the (then) provisions of the Police Services Act, Police Service Boards have the sole authority for spending the proceeds from the sale of property which lawfully comes into the possession of the police service. The Act stipulated, "the Chief of Police may cause the property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest."

Section 258 of the Community Safety and Policing Act (CSPA) contain a similar mechanism for the Board to dispose of proceeds from police auctions.

<https://www.ontario.ca/laws/statute/19c01#BK330>

CSPA Sec 258 (1) *This section applies to personal property of all kinds, except firearms and money that comes into the possession of a police service under either of the following circumstances:*

- 1. The property was stolen from its owner or was found abandoned in a public place and the chief of police is unable to determine who owns it.*
- 2. The property was seized by a member of the police service in the lawful execution of his or her duties, all legal proceedings in respect of the property have been completed, there is no court order for its disposition and there is no legal requirement, apart from this section, that it be retained or disposed of.*
2019, c. 1, Sched. 1, s. 258 (1).

(2) The chief of police of a police service maintained by a police service board may cause the property to be sold, and the police service board may use the proceeds for any purpose that it considers in the public interest, including a charitable donation.

DISCUSSION / ANALYSIS:

In Canada, Crime Stoppers is a network of civilian, non-profit organizations that bring together a partnership involving law enforcement, the media and the community in the fight against crime. Crime Stoppers is the only program that allows citizens to submit information on crimes and remain completely anonymous.

Sarnia Lambton began operating a Crime Stoppers program in 1986. Since this time the program has been well received and successful partnerships have been formed with all local law enforcement including Sarnia Police, Lambton Ontario Provincial Police, Anishinabek Police and Walpole Island Police.

Since the inception of the program in Sarnia-Lambton a total of 12,105 tips have been received and \$16,386,622 in property and drugs have been recovered as a result of information received from tips.

Specific to Sarnia Police Service, in 2023, 491 tips were received and 92 of those were referred to Sarnia Police. So far in 2024 a total of 292 tips have been received and 117 of those have been referred to Sarnia Police.

Crime Stoppers is a registered non-profit, community-oriented program that relies on help from the citizens, media and local police, in conjunction with other jurisdictions. A volunteer civilian board with the help and guidance of our civilian coordinators governs them. Sarnia Lambton Crime Stoppers relies on donations from private citizens, organizations, local businesses, and fundraising activities.

The Sarnia Police Service has a long-standing agreement with Sarnia Lambton Crime Stoppers. In addition to annual funding, the SPS provides Crime Stoppers with office workspace and a vehicle parking space. Crime Stoppers provides their members with the vehicle and necessary office equipment. This agreement is currently subject to renewal and is attached as Appendix C.

FUNDING SOURCES:

The Sarnia Police Service has historically provided funding to Sarnia Lambton Crime Stoppers in the amount of \$25,000 annually from the operating budget.

The creation of the Board Discretionary Fund in 2023, provides a lawful mechanism to dispose of money that has come into the possession of the SPS. These funds are available to the Board to use for any purpose "in the public interest", including a charitable donation. As the Sarnia Lambton Crime Stoppers is a charity, and an organization serving the public interest, it would be eligible for Board funding consideration from this fund. This fund is replenished through police auctions and other monies in possession of the police service eligible for Board disposal.

Crime Stoppers requests for funding are received annually. If the Board permits funding from the Board Discretionary Fund, there are two requests for consideration. One for 2024, and the second for 2025. The 2025 request is being forwarded now as it would have an impact on the 2025 Operating Budget.

RECOMMENDATIONS/ALTERNATIVES:

Status Quo (not recommended) – at present time, Sarnia Police Service budgets for Crime Stoppers funding through its existing operating expenses.

Use Board Discretionary Funding for Crime Stoppers (Recommended) – That the SPSB enter into a Memorandum of Understanding and provide Crime Stoppers with funding from the SPSB Discretionary Fund for 2024.

Approve Board Discretionary Funding for 2025 Crime Stoppers (Recommended) – As this fund forms part of the 2025 Operating Budget, this is being brought before the Board for consideration now. If approved, this would not be payable until 2025.

CONSULTATION:

Derek Davis – Chief of Police

Cathy Dam – Director of Financial Services

ATTACHMENTS/REFERENCES:

- Appendix A: 2024 Funding Request Letter
- Appendix B: 2025 Funding Request Letter
- Appendix C: Crime Stoppers Memorandum of Understanding

Appendix A: 2024 Funding Request



January 5, 2024

Paul Wiersma, Chair, Sarnia Police Services Board:

On behalf of the Sarnia-Lambton Crime Stoppers Board of Directors I would like to express our sincere gratitude for the ongoing support we receive from the Sarnia Police Service. Our partnership with the Sarnia Police administration as well as the investigators enables us to carry out our mission to “promote safer communities by encouraging residents to identify and report crime.”

In addition to wages paid to the part time Crime Stoppers coordinators, our expenses include:

- Vehicle licensing and insurance
- Annual software licenses for the tip software and Microsoft Office
- Monthly phone and internet connection fees to receive and process tips
- Membership fees and legal fund contributions
- Cash rewards paid out to tipsters
- Advertising and promotions

Crime Stoppers is grateful for the financial assistance as we are solely dependent on donations and fundraising to keep the program a success.

The Crime Stoppers Board is requesting an allocation of \$25,000 for 2024. This amount allows us to meet our financial obligations as we continue to provide all the community services of an effective Crime Stoppers program.

Our role in crime prevention and tip management remains an integral part of policing and evidence gathering. We appreciate your continued enthusiasm and support for Crime Stoppers.

Sincerely,

Sean Robbins

President, Sarnia Lambton Crime Stoppers

Appendix B: 2025 Funding Request



June 5, 2024

Paul Wiersma, Chair, Sarnia Police Services Board:

On behalf of the Sarnia-Lambton Crime Stoppers Board of Directors I would like to express our sincere gratitude for the ongoing support we receive from the Sarnia Police Service. Our partnership with the Sarnia Police administration as well as the investigators enables us to carry out our mission to “promote safer communities by encouraging residents to identify and report crime.”

In addition to wages paid to the part time Crime Stoppers coordinators, our expenses include:

- Vehicle licensing and insurance
- Annual software licenses for the tip software and Microsoft Office
- Monthly phone and internet connection fees to receive and process tips
- Membership fees and legal fund contributions
- Cash rewards paid out to tipsters
- Advertising and promotions

Crime Stoppers is grateful for the financial assistance as we are solely dependent on donations and fundraising to keep the program a success.

For the upcoming 2025 budget submission, the Crime Stoppers Board is requesting that the amount allocated to our program be set again at \$25,000. This amount will allow us to meet our financial obligations as we continue to provide all the community services of an effective Crime Stoppers program.

Our role in crime prevention and tip management remains an integral part of policing and evidence gathering. We appreciate your continued enthusiasm and support for Crime Stoppers.

Sincerely,

Sean Robbins

President, Sarnia Lambton Crime Stoppers

MEMORANDUM OF UNDERSTANDING

Between:

The Sarnia Police Service

(Hereinafter called the "Police Service")

And

The Sarnia Police Service Board

(Hereinafter called "the Board")

And

Sarnia-Lambton Crime Stoppers Inc.

(Hereinafter called the "Program")

1.0 ORGANIZATION

1.1 Sarnia-Lambton Crime Stoppers Inc. is a non-profit and registered charitable organization governed by a Board of Directors and its members, dedicated to promoting and utilizing the Program in the City of Sarnia and the County of Lambton.

1.2 The Board of Directors is the sole administering and governing body of the Program.

2.0 PROGRAM OBJECTIVE

2.1 The Crime Stoppers Program is a community program involving the public, the news media and law enforcement agencies. The Program is designed to involve the public in the detection, apprehension and conviction of criminals, the recovery of property obtained through the commission of crimes and the seizure of illicit drugs. Members of the public are motivated to provide information that may assist law enforcement agencies through the offer of rewards and the guarantee of anonymity of informants.

3.0 PROGRAM MAINTENANCE

3.1 The support agreed to herein by the Sarnia Police Service is conditional on Sarnia-Lambton Crime Stoppers Inc. continued maintenance of the Program in the City of Sarnia and the County of Lambton, in accordance with the guidelines provided by Crime Stoppers International Inc.

4.0 PROGRAM SUPPORT

- 4.1 The Sarnia Police Service Board agrees to provide a lump sum of money to aid in program expenses to Sarnia-Lambton Crime Stoppers Inc. The amount of money will be pre-determined and approved by the Sarnia Police Service Board annually.
- 4.2 The Sarnia Police Service agree to provide one (1) Police Liaison designate to assist the Program Coordinator(s) as needed in accordance with Service Policies. The purpose of the Police Liaison designate is to:
 - (a) Assist the program in obtaining, from the Sarnia Police Service, disposition reports in relation to tips they have been assigned to investigate.
 - (b) Use information from other police services and Program Coordinator(s) to prepare and disseminate media releases as required (eg. Crime of the Week).

5.0 OFFICE AND PARKING FACILITIES

- 5.1 The Sarnia Police Service agree to provide office working space, at their expense, within the police station serviced by the Program.
- 5.2 The Sarnia-Lambton Crime Stoppers Board will be responsible for all office equipment and supplies as required.
- 5.3 The Sarnia Police Service will supply one (1) parking space for a Crime Stoppers vehicle at the police station.

6.0 PROPERTY

- 6.1 The parties acknowledge that all property including hard copy files, computers, data base, computer discs and Crime Stoppers information packages disseminated for follow up investigation, remain the property of Sarnia-Lambton Crime Stoppers Inc.

6.2 Crime Stoppers information packages disseminated for investigation shall not be copied or attached to police reports and shall be returned to Sarnia-Lambton Crime Stoppers Inc. on demand.

7.0 TERMINATION OF MEMORANDUM OF UNDERSTANDING

7.1 It is the understanding of the Sarnia Police Service that this Memorandum of Understanding may be altered or terminated at the instance of either of them. However, it will be reviewed in its entirety by the Sarnia Police Service and the Sarnia-Lambton Board of Directors two years from the date of signing.

7.2 No liability shall be attached to the party initiating the termination by reason of such action.

Signed this _____ day of _____, 2024.

(Sarnia Police Service)

X

(Sarnia Police Service Board)

(Sarnia-Lambton Crime Stoppers Inc.)



SARNIA POLICE SERVICE

Open Agenda Information Report

To: Chair and Police Service Board Members

From: Chief Derek W. Davis

Subject: 2023 Report for the Information and Privacy Commissioner of Ontario

Date: August 27, 2024

Report # 24-08-010-0

SUMMARY:

The Sarnia Police Service regularly receives requests for information that the police have collected through their investigations. These requests can come from members of the public, government organizations, insurance companies or lawyers.

The collection, retention and disclosure of the information collected by the police service is governed by the Freedom of Information and Protection of Privacy Act (FIPPA) and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Under these Acts, the police service is required to report annually to the Information and Privacy Commissioner of Ontario the number of formal requests received for information and other details surrounding their disclosure.

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

Derek W. Davis
Chief of Police

:MV

BACKGROUND:

As a public institution, the Sarnia Police Service must report to the Information and Privacy Commission annually. This report is legislatively prescribed under the Freedom of Information and Protection of Privacy Act (FOIPPA).

Freedom and Information and Protection of Privacy Act (<https://www.ontario.ca/laws/statute/90f31#BK544>)

Definitions

2 (1) *In this Act, “head”, in respect of an institution, means,*

(b) in the case of any other institution, the person designated as head of that institution in the regulations;

Annual report of head

34 (1) *A head shall make an annual report, in accordance with this section, to the Commissioner. 2006, c. 19, Sched. N, s. 1 (4).*

Contents of report

(2) *A report made under subsection (1) shall specify,*

(a) the number of requests under this Act or the Personal Health Information Protection Act, 2004 for access to records made to the institution or to a health information custodian within the meaning of the Personal Health Information Protection Act, 2004 that is acting as part of the institution;

(b) the number of refusals by the head to disclose a record under this Act, the provisions of this Act under which disclosure was refused and the number of occasions on which each provision was invoked;

(c) the number of refusals under the Personal Health Information Protection Act, 2004 by a health information custodian, within the meaning of that Act, that is the institution or that is acting as part of the institution, of a request for access to a record, the provisions of that Act under which disclosure was refused and the number of occasions on which each provision was invoked;

(d) the number of uses or purposes for which personal information is disclosed where the use or purpose is not included in the statements of uses and purposes set forth under clauses 45 (d) and (e) of this Act or in any written public statement provided under subsection 16 (1) of the Personal Health Information Protection Act, 2004 by the institution or a health information custodian within the meaning of

the Personal Health Information Protection Act, 2004 that is acting as part of the institution;

(e) the amount of fees collected under section 57 of this Act by the institution and under subsection 54 (10) of the Personal Health Information Protection Act, 2004 by the institution or a health information custodian within the meaning of the Personal Health Information Protection Act, 2004 that is acting as part of the institution; and

(f) any other information indicating an effort by the institution or by a health information custodian within the meaning of the Personal Health Information Protection Act, 2004 that is acting as part of the institution to put into practice the purposes of this Act or the purposes of the Personal Health Information Protection Act, 2004. 2006, c. 19, Sched. N, s. 1 (4).

The information that is supplied to the Commissioner is published in the IPC Annual report. This document is a publicly available on the IPC website: (<https://www.ipc.on.ca/en/all-annual-reports>) and by selecting “Statistical Report”.

DISCUSSION/ANALYSIS:

Throughout the course of their duties, officers are constantly collecting information, known as records. This information is retained by the Sarnia Police Service, including within our Records Management System.

Members of the public may make formal requests for records containing their personal information from any municipal police service. The individual may have been involved in the occurrence as a victim, accused person or witness or have a relative who died in circumstances that led to police involvement. These records include, but are not limited to, reports, statements, officer notes and the recorded phone calls to 9-1-1.

Police records commonly contain personal identifying information of other people that are exempt from disclosure to the requesting parties. This information cannot be disclosed unless permission is given by the person whose information is contained within a police report.

To address the requests for information that the Sarnia Police Service receives, the Records Branch is responsible for all of the intake, processing and disclosure of information that is requested. Anyone processing a request must ensure that no information is disclosed that an individual has the right to be kept private. Each report that is released by the Service must be reviewed for compliance. In 2023, the Sarnia Police Service processed 201 formal requests for information.

The Information and Privacy Commission has strict deadlines that must be adhered to for the timely disclosure of information. Currently, the Sarnia Police Service has one dedicated civilian employee to address all of the Freedom of Information (FOI) requests

that are received by the Service. Given the deadlines, processing time and quantity of requests, the Service additionally utilizes a contract employee to assist in the processing of FOI requests.

Under the FIPPA, the Service has the authority to share information with other governmental investigative agencies (Children's Aid Society and Probation and Parole as examples). This sharing of information is known as Informal Requests. The Sarnia Police Service can share all the information contained within the report with the other agency. The agency receiving the information from the Sarnia Police Service become responsible for the information contained within the report and must comply with the FIPPA regarding disclosure of personal information. In 2023, the Sarnia Police Service received 1,058 informal requests for information from outside investigative agencies.

In order to address the increased demand for police records that assist other agencies and in the interest of supporting our partners in the law enforcement and community safety sphere, the Sarnia Police Service has introduced new processes for timely disclosure/sharing of information to our partner agencies. This process has alleviated some of the requests that flow to the Freedom of Information and Records Branch of the Service and have created an almost instantaneous sharing of information to assist the other agencies with their investigations.

CONSULTATION:

Derek Davis – Chief of Police
Michael Van Sickle – Inspector of Operations
Sergeant Jason Hoover – Records Manager
Lori White – Freedom of Information Clerk

ATTACHMENTS/REFERENCES:

- Appendix A: Statistical Report of the Sarnia Police Service for the Reporting Year 2023
- Appendix B: Sarnia Police Service Informal Requests FOI - 2023



The Year-End Statistical Report
for the
Information and Privacy Commissioner of Ontario

**Statistical Report of
Sarnia Police Service
for the Reporting Year 2023**
for
*Municipal Freedom of Information and Protection of Privacy
Act*

Section 1: Identification

1.1 Organization Name

Sarnia Police Service

Head of Institution Name & Title

Derek DAVIS

Head of Institution E-mail Address

ddavis@police.sarnia.on.ca

Management Contact Name & Title

Sgt. Jason Hoover

Management Contact E-mail Address

jhoover@police.sarnia.on.ca

Primary Contact Name & Title

Lori White - FOI Administrative Officer

Primary Contact Email Address

lwhite@police.sarnia.on.ca

Primary Contact Phone Number

5193448861 ext. 5288

Primary Contact Fax Number

5193445110

Primary Contact Mailing Address 1

555 Christina Street North

Primary Contact Mailing Address 2

Primary Contact Mailing Address 3

Primary Contact City

Sarnia, ON

Primary Contact Postal Code

N7T 7X6

1.2 Your institution is:

Police Services Board

Section 2: Inconsistent Use of Personal Information

2.1

Whenever your institution uses or discloses personal information in a way that differs from the way the information is normally used or disclosed (an inconsistent use), you must attach a record or notice of the inconsistent use to the affected information.

0

Your institution received:

- No formal written requests for access or correction
- Formal written requests for access to records
- Requests for correction of records of personal information only

Section 3: Number of Requests Received and Completed

Enter the number of requests that fall into each category.

- 3.1 New Requests received during the reporting year
- 3.2 Total number of requests completed during the reporting year

	Personal Information	General Records
3.1	204	8
3.2	193	8

Section 4: Source of Requests

Enter the number of requests you completed from each source.

- 4.1 Individual/Public
- 4.2 Individual by Agent
- 4.3 Business
- 4.4 Academic/Researcher
- 4.5 Association/Group
- 4.6 Media
- 4.7 Government (all levels)
- 4.8 Other
- 4.9 Total requests (Add Boxes 4.1 to 4.8 = 4.9)

	Personal Information	General Records
4.1	124	5
4.2	52	0
4.3	2	0
4.4	0	0
4.5	15	1
4.6	0	1
4.7	0	0
4.8	0	1
4.9	193	8

BOX 4.9 must equal BOX 3.2

Section 5: Time to Completion

How long did your institution take to complete all requests for information? Enter the number of requests into the appropriate category. How many requests were completed in:

- 5.1 30 days or less
- 5.2 31 - 60 days
- 5.3 61 - 90 days
- 5.4 91 days or longer
- 5.5 Total requests (Add Boxes 5.1 to 5.4 = 5.5)

	Personal Information	General Records
5.1	142	4
5.2	48	2
5.3	1	1
5.4	2	1
5.5	193	8

BOX 5.5 must equal BOX 3.2

Section 6: Compliance with the Act

In the following charts, please indicate the number of requests completed, within the statutory time limit and in excess of the statutory time limit, under each of the four different situations:

NO notices issued;

BOTH a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) issued;

ONLY a Notice of Extension (s.27(1)) issued;

Section 6: Compliance with the Act

Please note that the four different situations are mutually exclusive and the number of requests completed in each situation should add up to the total number of requests completed in Section 3.2. (Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = BOX 6.13 and BOX 6.13 must equal BOX 3.2)

A. No Notices Issued

- 6.1** Number of requests completed within the statutory time limit (30 days) where neither a Notice of Extension (s.20(1)) nor a Notice to Affected Person (s.21(1)) were issued.
- 6.2** Number of requests completed in excess of the statutory time limit (30 days) where neither a Notice of Extension (s.20(1)) nor a Notice to Affected Person (s.21(1)) were issued.
- 6.3** Total requests (Add Boxes 6.1 + 6.2 = 6.3)

	Personal Information	General Records
	134	4
	4	2
	138	6

B. Both a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) Issued

- 6.4** Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)).
- 6.5** Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)) and the time limit permitted by the Notice to Affected Person (s.28(1)).
- 6.6** Total requests (Add Boxes 6.4 + 6.5 = 6.6)

	Personal Information	General Records
	3	0
	0	0
	3	0

C. Only a Notice of Extension (s.27(1)) Issued

- 6.7** Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)).
- 6.8** Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)).
- 6.9** Total requests (Add Boxes 6.7 + 6.8 = 6.9)

	Personal Information	General Records
	18	2
	3	0
	21	2

D. Only a Notice to Affected Person (s.28(1)) Issued

- 6.10** Number of requests completed within the time limits permitted under both the Notice to Affected Person (s.28(1)).
- 6.11** Number of requests completed in excess of the time limit permitted by the Notice to Affected Person (s.28(1)).
- 6.12** Total requests (Add Boxes 6.10 + 6.11 = 6.12)

	Personal Information	General Records
	31	0
	0	0
	31	0

E. Total Completed Requests (sections A to D)

- 6.13** Total requests (Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = 6.13)

	Personal Information	General Records
	193	8

Section 6a: Contributing Factors

Please outline any factors which may have contributed to your institution not meeting the statutory time limit. If you anticipate circumstances that will improve your ability to comply with the Act in the future, please provide details in the space below.

Currently there is one person processing all Freedom of Information requests at our Police Service; we are analyzing the need to add an additional person.

Section 7: Disposition of Requests

What course of action was taken with each of the completed requests? Enter the number of requests into the appropriate category.

- 7.1** All information disclosed
- 7.2** Information disclosed in part
- 7.3** No information disclosed
- 7.4** No responsive records exists
- 7.5** Request withdrawn, abandoned or non-jurisdictional
- 7.6** Total requests (Add Boxes 7.1 to 7.5 = 7.6)

	Personal Information	General Records
	2	4
	159	2
	22	0
	4	0
	6	2
	193	8

BOX 7.6 must be greater than or equal to BOX 3.2

Section 8: Exemptions & Exclusions Applied

For the Total Requests with Exemptions/Exclusions/Frivolous or Vexatious Requests, how many times did your institution apply each of the following? (More than one exemption may be applied to each request)

- 8.1** Section 6 — Draft Bylaws, etc.
- 8.2** Section 7 — Advice or Recommendations
- 8.3** Section 8 — Law Enforcement¹
- 8.4** Section 8(3) — Refusal to Confirm or Deny
- 8.5** Section 8.1 — Civil Remedies Act, 2001
- 8.6** Section 8.2 — Prohibiting Profiting from Recounting Crimes Act, 2002
- 8.7** Section 9 — Relations with Governments
- 8.8** Section 10 — Third Party Information
- 8.9** Section 11 — Economic/Other Interests
- 8.10** Section 12 — Solicitor-Client Privilege
- 8.11** Section 13 — Danger to Safety or Health
- 8.12** Section 14 — Personal Privacy (Third Party)²
- 8.13** Section 14(5) — Refusal to Confirm or Deny

	Personal Information	General Records
	0	0
	0	0
	84	1
	0	0
	0	0
	0	0
	0	0
	0	0
	0	0
	0	0
	0	1
	0	0

Section 8: Exemptions & Exclusions Applied

- 8.16** Section 38 — Personal Information (Requester)
- 8.17** Section 52(2) — Act Does Not Apply³
- 8.18** Section 52(3) — Labour Relations & Employment Related Records
- 8.19** Section 53 — Other Acts
- 8.20** PHIPA Section 8(1) Applies
- 8.21** Total Exemptions & Exclusions
Add Boxes 8.1 to 8.20 = 8.21
- ¹ not including Section 8(3)
- ² not including Section 14(5)
- ³ not including Section 52(3)

84	0
16	0
0	0
1	0
0	0
185	2

Section 9: Fees

Did your institution collect fees related to request for access to records?

- 9.1** Number of REQUESTS where fees other than application fees were collected
- 9.2.1** Total dollar amount of application fees collected
- 9.2.2** Total dollar amount of additional fees collected
- 9.2.3** Total dollar amount of fees collected (Add Boxes 9.2.1 + 9.2.2 = 9.2.3)
- 9.3** Total dollar amount of fees waived

Personal Information	General Records	Total
23	1	24
\$1005.00	\$35.00	\$1040.00
\$3389.00	\$30.00	\$3419.00
\$4394.00	\$65.00	\$4459.00
\$0.00	\$0.00	\$0.00

Section 10: Reasons for Additional Fee Collection

Enter the number of REQUESTS for which your institution collected fees other than application fees that apply to each category.

- 10.1** Search time
- 10.2** Reproduction
- 10.3** Preparation
- 10.4** Shipping
- 10.5** Computer costs
- 10.6** Invoice costs (and other as permitted by regulation)
- 10.7** Total (Add Boxes 10.1 to 10.6 = 10.7)

Personal Information	General Records	Total
0	1	1
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	1	1

Section 11: Correction and Statements of Disagreement

Did your institution receive any requests to correct personal information?

Section 11: Correction and Statements of Disagreement

11.3 Correction requests carried over to next year

0

11.4 Total Corrections Completed [(11.1 + 11.2) - 11.3 = 11.4]

0

BOX 11.4 must equal BOX 11.9

What course of action did your institution take regarding the requests that were received to correct personal information?

Personal Information

11.5 Correction(s) made in whole

0

11.6 Correction(s) made in part

0

11.7 Correction refused

0

11.8 Correction requests withdrawn by requester

0

11.9 Total requests (Add Boxes 11.5 to 11.8 = 11.9)

0

BOX 11.9 must equal BOX 11.4

In cases where correction requests were denied, in part or in full, were any statements of disagreement attached to the affected personal information?

Personal Information

11.10 Number of statements of disagreement attached:

0

If your institution received any requests to correct personal information, the Act requires that you send any person(s) or body who had access to the information in the previous year notification of either the correction or the statement of disagreement. Enter the number of notifications sent, if applicable.

Personal Information

11.11 Number of notifications sent:

0

Note:

This report is for your records only and should not be faxed or mailed to the Information and Privacy Commissioner of Ontario in lieu of online submission. Faxed or mailed copies of this report will NOT be accepted. Please submit your report online at: <https://statistics.ipc.on.ca>.

Thank You for your cooperation!

Declaration:	
I, Sgt. Jason Hoover, confirm that all the information provided in this report, furnished by me to the Information and Privacy Commissioner of Ontario, is true, accurate and complete in all respects.	
_____	_____
<i>Signature</i>	<i>Date</i>

INFORMAL REQUESTS FOI - 2023

AAMJIWNAANG FIRST NATIONS	0
ALCOHOL AND GAMING COMMISSION ONTARIO (AGCO)	0
ANIMAL CONTROL (CITY OF SARNIA)	13
BY-LAW OFFICE (CITY OF SARNIA)	13
CAS	542
CITY OF SARNIA	2
COLLEGE OF NURSES	0
COLLEGE OF PHYSICIANS	0
COLLEGE OF TEACHERS (ONTARIO)	0
COMMUNITY CARE ACCESS CENTER	0
CORONER	32
CORRECTIONAL SERVICES (CANADA)	32
CROWN REQUESTS (COURT/PEACE BOND)	21
FIRE MARSHALL (ONTARIO)	2
JAIL (SARNIA)	3
MENTAL HEALTH ASSOCIATION (CANADA – CMHA)	6
MINISTRY OF LABOUR	3
OTHER	9
OTHER POLICE AGENCY	38
PAROLE BOARD	8
PROBATION AND PAROLE	190
YOUTH PROBATION AND PAROLE	45
REBOUND	34
ST. CLAIR CHILD AND YOUTH	8
SPRINGBOARD	1
COURT ORDERS	15
OFFICE OF THE CHILDREN’S LAWYER	36
WAGG	5
IPC APPEALS	0



SARNIA POLICE SERVICE Open Agenda Recommendation Report

To: Chair and Police Service Board Members
From: Chief Derek Davis
Subject: Equipment Donation to Aylmer Police Service
Date: August 27, 2024
Report # 24-08-011-O

RECOMMENDATION:

"The Sarnia Police Service Board authorize the surplus transfer of ten (10) Taser X2 Conductive Energy Weapons, fifty (50) cartridges, twenty (20) training cartridges and six (6) holsters from the Sarnia Police to the Aylmer Police Service."

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

Derek W. Davis
Chief of Police

/MV

BACKGROUND:

In 2024, the Sarnia Police Service upgraded the Conducted Energy Weapon (CEW) model we deploy from the X2 to the TASER 7. As a result of the transition, the Service has remaining inventory of X2 Tasers, X2 cartridges (live and inert), and X2 holsters that are now surplus. These CEWs and related equipment would normally be destroyed at a cost to the Service.

The Aylmer Police Service still utilizes the X2 model. In lieu of SPS destruction, the APS has requested to take custody of the SPS remaining inventory to extend their X2 program.

DISCUSSION/ANALYSIS:

Axon, formerly Taser International, continuously updates and upgrades the model of Conductive Energy Weapons (CEW) that they supply to their customers. These CEW's are commonly referred to as "Tasers". As a result of their developments, they cease servicing and supporting older models resulting in their customers being required to upgrade their inventory with the latest release.

In 2024, the Sarnia Police Service transitioned from using Taser X2 to Taser 7 as the X2 was no longer being supplied or serviced by Axon. New models are trained on and supplied to front line officers. Once that transition is completed, the old models are taken out of operational use and require disposal. As these are weapons, the disposal must be done lawfully and often at a small cost to the Service.

Aylmer Police Service has yet to transition from the X2 to the Taser 7. They intend to extend the use of the X2 by sourcing functioning Tasers and equipment from other Services who have already transitioned. Aylmer Police would like to take ownership of the Sarnia Police Service's obsolete Tasers and accessories. This would alleviate the SPS need to destroy them and facilitate their removal from SPS inventory.

In order to facilitate the disposal of these surplus devices, the Sarnia Police Service would transfer ownership of ten (10) Taser X2s, 50 cartridges, 20 training cartridges and 6 holsters to Aylmer Police Service. As a CEW is a prohibited weapon, the ownership of them is tracked through the RCMP Firearms Program. This transfer of ownership will enable Aylmer Police to support their X2 Taser program longer to provide them more time to allocate funding to the transition to Taser 7.

The Sarnia Police Service has drafted a Waiver and Indemnity Agreement ("Waiver") with the Aylmer Police Service so that upon transfer of the equipment, Aylmer becomes solely responsible for the use, misuse, operation, state of repair, malfunction or condition of said equipment and absolves Sarnia of any responsibility with respect to the equipment. This Waiver is attached.

The equipment that will be transferred to Aylmer is as follows:

- **X2 Taser Handles (10)**

1. X290084NY	6. X29003T8E
2. X29006162	7. X29003T8M
3. X290081KX	8. X29005Y05
4. X29004YTV	9. X2900A1WA
5. X29009MNK	10. X29009HVT

- **X2 Taser Live Cartridges (50)**

C620EYYD1	C620F0140	C620EYYMF	C620F02KY	C620EYYCM
C620F01E1	C620F02H5	C620F018Y	C620F0164	C620F0V0C
C620F01K3	C620EYYMC	C620F0168	C620F01DK	C620EXW0K
C620F01EA	C260EYY99	C620F01AD	C620F0180	C620EXTF1
C620EYYFE	C620F014Y	C620EYYPY	C6204E5EW	C620F105Y
C620F02DP	C620EYYKC	C620F1031	C62053KRP	C620F02RD
C620F01MH	C620EYYDM	C620F019V	C62051CNC	C620F0340
C620EYYE3	C620F016C	C620FOYXR	C6208DXWE	C620EXX9T
C620F0199	C620F0179	C620EYY9C	C620F03C1	C620F0359
C620EYYA7	C620F018W	C620EYYEA	C620F02TC	C620F02TH

- **X2 Taser Red Inert Simulation Cartridges (20- not marked with serial numbers)**

- **X2 Blackhawk CEW Holster (6)**

RECOMMENDATIONS/ALTERNATIVES:

Status Quo (not recommended) – at present, the surplus inventory of Tasers and related equipment are just being stored at the Sarnia Police Service. They serve no use for the Sarnia Police. Storing surplus weapons that will never be brought back into service creates unnecessary risk for the organization.

Destroy (not recommended) – although the destruction of the weapons is an appropriate action to take with them, the items still are operable and have significant value to the Aylmer Police Service. By destroying them and not donating them, an opportunity to extend good will and offer assistance to a smaller organization would be lost. There would be a small cost to the Sarnia Police Service for the destruction.

Donate Items to Aylmer Police Service (recommended) – by donating the surplus and obsolete Tasers and related equipment from the Sarnia Police Service to the Aylmer

Police Service, we will be assisting a smaller organization with a significant financial burden that they currently face. The equipment hold no value to the Sarnia Police Service and should otherwise be destroyed. **This is the recommended solution.**

CONSULTATION:

Michael Van Sickle – Inspector Operations Division
Alex Sinclair – Hudson Sinclair LLP

ATTACHMENTS/REFERENCES:

- Waiver and Indemnity Agreement: Sarnia Police Service and Aylmer Police Service

**WAIVER AND INDEMNITY AGREEMENT
("WAIVER")**

B E T W E E N:

AYLMER POLICE SERVICE

- and -

SARNIA POLICE SERVICE

Dated this 22 day of July, 2024

WHEREAS Sarnia Police Service ("**SPS**") wishes to donate its used tasers and related materials, including cartridges, training cartridges, and holsters (collectively, "**Taser Equipment**") to Aylmer Police Service ("**APS**") on a gratuitous basis, in accordance with the terms and conditions herein;

AND NOW THEREFORE in consideration of the Taser Equipment and the mutual covenants and promises contained herein, the SPS and APS (collectively, the "**Parties**") agree as follows:

1. **APS** on behalf of its heirs, executors, administrators, legal personal representatives, agents, successors and assigns hereby release, waive, indemnify and forever discharge **SPS** and all parent or related corporations, subsidiaries, entities and affiliates and each of their respective past, present and future partners, officers, directors, shareholders, employees, servants, representatives, trustees, agents, insurers, and all of their respective heirs, successors, predecessors, executors, administrators and assigns jointly and severally from any and all liabilities, actions or causes of action, suits, contracts and covenants, whether express or implied, debts, complaints, claims and demands for damages, indemnity, entitlements, costs, interest, loss or injury of any kind or nature whatsoever whether in common law, in equity, in contract, in tort, in statute or otherwise however arising, which may have had, may now have or may have in the future, whether presently known or unknown, which in any way relate to the use, misuse, operation, state of repair, malfunction or condition of the Taser Equipment, including, but not limited to, claims of third parties.
2. **APS ACKNOWLEDGES AND AGREES** that SPS makes no representations, warranties, or guarantees, oral or otherwise, regarding the condition, state of repair, or functionality of the Taser Equipment. APS agrees that all responsibility and liability with respect to the use, misuse, operation, state of repair, malfunction or condition of the Taser Equipment, lies solely with APS. APS agrees to take all necessary steps, precautions, checks, repairs and verification regarding the condition and state of repair of the Taser Equipment prior to use.
3. **APS UNDERSTANDS AND AGREES** that in the event the APS should hereafter make any claim or demand or commence or threaten to commence any action or complaint

against SPS in any jurisdiction for or by reason of any cause, matter or thing in respect of the matters released herein, this Waiver shall be raised as a complete bar to any such proceedings and shall be used in support of an Order dismissing such proceedings with costs payable to SPS. In the event any other person makes a claim for contribution or indemnity against SPS in connection with any matter for which this Waiver is given, APS shall save harmless and indemnify SPS for any costs, expenses or damages arising from such claim, demand or action.

4. **APS AGREES** that, in signing this Waiver, the APS has not relied on any written or oral representations made by or on behalf of the SPS, other than what might be contained in the Waiver, and that this Waiver contains all terms and conditions with respect to APS's release of liability of SPS without exception or limitation.
5. **THE PARTIES AGREE** that they have been afforded an opportunity to obtain independent legal advice with respect to the details of this Waiver (and has obtained such advice), that they understand the meaning of the provisions herein and the consequences of signing them and that they are executing this Waiver freely, voluntarily, and without coercion or duress.
6. **THE PARTIES ACKNOWLEDGE AND AGREE** that this Waiver shall be governed by the laws of the Province of Ontario and the laws of Canada that may be applicable.
7. **THE PARTIES AGREE** that electronic copies and signatures of this Waiver shall be deemed originals. Any party may execute this Waiver by transmitting that signature page via facsimile or email to counsel for the other party. Any signature made and transmitted by facsimile or email for the purpose of executing this Waiver shall be deemed an original signature for purposes of this Waiver and shall be binding upon the party whose counsel transmits the signature page by facsimile or email.

SIGNED AND DELIVERED
in the presence of

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Sarnia Police Services:

Aylmer Police Services:

Date

Date



SARNIA POLICE SERVICE
Public Agenda Recommendation Report

To: Chair and Police Service Board Members
From: Chief Derek Davis
Subject: Server System Upgrade
Date: August 27, 2024
Report # 24-08-012-0

RECOMMENDATION:

"The Sarnia Police Services Board approve a server upgrade project sole-sourced from Dell Canada Inc. at a cost of \$406,744 plus HST."

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

Derek W. Davis
Chief of Police

/CD

BACKGROUND:

Sarnia Police Service is a member of the Ontario Police Technology Information Cooperative (OPTIC), one of the largest police data-sharing systems in North America. OPTIC provides information technology and data management systems, including a Records Management System (RMS), Intergraph Public Safety Computer Aided Dispatch (CAD), and data networks hosted and supported by the Justice Technology Services (JTS) of the Ministry of the Solicitor General.

Every three years, the JTS installs a CAD refresh project. The next upgrade is set to occur in early 2025. Typically, the CAD Refresh Project will entail prerequisite equipment upgrades at each member law enforcement agency that the individual police services are responsible to fund and undertake. The scope of these requirements varies from one Refresh Project to another.

DISCUSSION/ANALYSIS

Hexagon Intergraph, OPTIC's CAD vendor, is performing the upcoming CAD refresh for OPTIC with the cost of the refresh itself borne by OPTIC. However, to ensure that Sarnia Police Services meets the technical requirements for the CAD refresh, meetings took place with Hexagon Intergraph technicians to confirm the readiness of Sarnia Police Service server infrastructure.

Through these meetings and through subsequent consultation with Dell Canada, it became apparent that our current servers do not have the capacity to take the latest versions of virtualization and computing software required for the CAD upgrade. Information regarding the end of life cycle for the current server system was available earlier this year however, in the IT universe, this information is generally available with no fanfare and with minimal advance notice. Prior to this awareness, our current server infrastructure had been projected to be able to be in service another year or more.

In consultation with the SPS IT team, Dell has proposed a server solution that is compatible and integrates with existing Dell infrastructure. This solution also provides some of the "upgradeability" required for the NG9-1-1 upgrade, which is ongoing. The cost of the server upgrade for both primary and back up IT systems is quoted at \$203,372 per site or a total \$406,744 plus the 1.76% cost of unrebated HST.

SOLE SOURCE

Sole source is justified on the basis that the Dell solution is compatible with and will integrate with existing Dell infrastructure.

FUNDING SOURCES:

Funding of \$402,744 for the Server upgrades was not included in the 2024 Reserves Budget. Sufficient funding is available, however, in the Police 9-1-1 Equipment Reserve as NG9-1-1 Grant funding has freed up funding previously dedicated to NG9-1-1 equipment. Because this “upgradeable” server equipment will be prerequisite for NG9-1-1 technology also, it is reasonable to apply NG9-1-1 project funds for this upgrade.

Furthermore, the application period for Year 3 of a 3 year provincial NG9-1-1 Grant is still open and this proposed equipment purchase will specifically be included in the Year 3 grant application. The grant approval process generally take three to four months and we expect to know by early 2025 if this item is approved.

RECOMMENDATIONS/ALTERNATIVES:

Status Quo (not recommended) – The current server system has reached end of life cycle and is no longer able to accommodate the latest versions of virtualization software. This will impact current and upcoming technology solutions including the NG9-1-1 upgrade and the OPTIC CAD Refresh project.

Upgrade Server System (recommended)

Replacement of the existing server system, a key component within the entirety of SPS computer technology infrastructure, will allow the hosting of the latest versions of virtualization software. **This is the recommended solution.**

CONSULTATION:

Derek Davis – Chief of Police

Dan Cyr – Manager, IT

Cathy Dam – Director of Financial Services



SARNIA POLICE SERVICE

Public Agenda Information Report

To: Chair and Police Service Board Members

From: Chief Derek W. Davis

Subject: 2024 Q2 Financial Update – Operating Budget

Date: August 27, 2024

Report # 24-08-013-0

SUMMARY:

Financial updates of the Police Operating Budget are reported out quarterly to the Police Service Board.

The Police operating budget is used to fund day-to-day operating expenses including salaries and benefits, fleet and facility maintenance, supplies, technology licensing and maintenance costs, and legal and insurance costs. Revenues from fees, cost recoveries and grants also appear in the operating accounts.

At June 30, 2024, the police operating budget is 59% expended. At this point in the year, we are projecting net expenditures to show an overall shortfall of approximately \$106,000 or a third of one percent (0.32%) of the total budget of \$33,408,295 by year-end.

As part of ongoing budget diligence, the administration will continue to monitor and review variances to identify any considerations that may mitigate overall 2024 budget pressures.

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

Derek W. Davis
Chief of Police
:CD

DISCUSSION / ANALYSIS

The budgets in several areas, primarily maintenance and overtime, have not been updated to reflect today's costs and the realities of increased volume as the police service grows:

- Vehicle Maintenance – fleet servicing is procured through City Works but this budget line also includes the cost of body repairs and other fleet related items. The average annual cost over 3 years is \$304,000. The annual budget is still at \$180,000, a shortfall of \$124,000.
- Telephone & Cable – this account includes monthly costs for all phone (land & cell), cable, and fibre connections. The 3-year average year end cost is \$360,000, but the budget is only \$248,000.
- Overtime – the Officer Overtime budget has been stagnant at \$700,000 per year, however, actual 3 year costs average \$822,000.

The only way we are mitigating the “budget stagnation” issue is through salary gaps – if no salary gaps existed, SPS would be in a precarious financial position, particularly in the absence of meaningful reserves. In future, budgeting must align the budget line items with the realities of the day.

2024 Paid Duty revenues appear to be trending upwards year over year and paid duty activity to June 30 has been quite high as local companies and area correctional institutions hire SPS officers to help with their specific needs. The trend is slowing into the 3rd quarter; however, any continuation of the trend will mitigate the year-end result.

Some of the first impacts from the new Community Safety and Policing Act, 2019 (CSPA) are now being noticed as the police service responds to new guidelines on defensive equipment and protective clothing.

A summary of results is shown on the next page.

THIS TABLE SHOWS JUNE 30 ACTUALS AND A DECEMBER 30 PROJECTION FOR EACH EXPENSE AND REVENUE CATEGORY

Category	BUDGET	ACTUALS	PROJECTION	VARIANCE
Fees Revenues ¹	-\$287,000	-\$369,360	-\$525,860	\$238,860
Cost Recoveries	-\$902,068	-\$630,233	-\$897,233	-\$4,835
Revenues Other	-\$5,000	-\$5,778	-\$5,778	\$778
Grant - County ²	-\$1,526,653	-\$383,209	-\$1,383,209	-\$143,444
Grant – Ontario	-\$321,185	-\$92,176	-\$359,126	\$37,941
	-\$3,041,906	-\$1,480,755	-\$3,171,205	\$129,299
Compensation ³	\$22,831,424	\$11,507,877	\$21,925,324	\$906,100
Benefits	\$7,424,607	\$3,975,279	\$6,942,356	\$482,251
Recruitment, Development, Wellness ⁴	\$311,593	\$254,625	\$450,855	-\$139,262
Clothing/Personal Equipment	\$140,000	\$78,441	\$223,441	-\$83,441
Police Operational Supplies	\$456,195	\$368,487	\$609,487	-\$153,292
Licensing/Maintenance - Police Technology	\$358,461	\$346,368	\$486,368	-\$127,907
Radio Communications	\$167,301	\$152,990	\$177,590	-\$10,289
IT Systems & Connectivity ⁵	\$736,200	\$575,531	\$1,005,531	-\$269,331
Maintenance – Facility ⁶	\$451,850	\$461,660	\$752,660	-\$300,810
Maintenance - Fleet ⁷	\$433,820	\$336,077	\$756,077	-\$322,257
Lease – Facility	\$71,750	\$47,984	\$89,984	-\$18,234
Other Supplies & Services ⁸	\$87,970	\$168,506	\$240,006	-\$152,036
Allocations	\$414,125	\$425,377	\$425,377	-\$11,252
Reserves	\$2,490,000	\$2,490,000	\$2,490,000	\$0
Board Expense ⁹	\$74,905	\$60,534	\$110,734	-\$35,829
	\$36,450,201	\$21,249,736	\$36,715,791	-\$235,590
	\$33,408,295	\$19,768,981	\$33,514,585	-\$106,290

¹ Higher than budgeted Paid Duty Revenues (fees & recoveries) were realized in the first two quarters of the year; Paid Duties are supplied on a request-basis and there is some indication that Q1 and Q2 levels are tapering off into the 3rd quarter and toward the end of the year;

² The County Grant will be based on actual Court Security costs and may be slightly lower than budgeted.

³ Savings are related to salary gaps as the availability of seats at Ontario Police College impact the rate at which new recruits are brought on board;

⁴ Increased recruitment and training costs reflect the youth of the police service;

⁵ Reference is made 2025 Proposed Budget document to “budget stagnation”; the budgets of several areas including maintenance (vehicles, fleet, and licensing) have not been updated to reflect today’s costs and the realities of increased volume as the police service grows;

⁶ See footnote 5

⁷ See footnote 5

⁸ Other Supplies and Services includes the purchase of a \$50k training module from Victim Services (offset by a provincial grant), and approximately \$35k for a website revamp;

⁹ Board Expense – the legal account is located in this category. The annual budget of \$50k has been expended by June 30;

FINANCIAL IMPLICATIONS:

Concurrent with the preparation of this report, the 2024 operating budget projection has been analyzed together with 2023 final results to inform the 2025 budget process.

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



SARNIA POLICE SERVICE

Public Agenda Information Report

To: Chair and Police Service Board Members

From: Chief Derek W. Davis

Subject: Semi-Annual Reserves and Capital Accounts Report

Date: August 27, 2024

Report # 24-08-014-0

SUMMARY:

Activity in the financial reserves is reported out to the Board on a quarterly basis. This report includes a projection of expenditures and reserve balances based on activity to the end of 2024 Q2.

As part of ongoing budget diligence, the administration will continue to review and monitor reserves.

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

Derek W. Davis
Chief of Police

:CD

BACKGROUND:

Sarnia Police Service controls four financial reserve accounts, each having a dedicated purpose. The reserves are funded primarily from the Sarnia Police Operating Budget and are used to even out the impact of capital project costs and major facility, fleet, and equipment purchases that occur either on an annual basis, on a multi-year cycle, or infrequently.

In addition, the Police Services Board has established a discretionary fund which is under the control of the Board and is to be used for any purpose determined by the Board.

DISCUSSION / ANALYSIS

Police Reserves have historically been under-funded¹ and are continually under stress as organizational sustainability and growth needs are being addressed. Inflationary pressures have also added strain particularly in the area of fleet renewal. These factors reduce the ability to absorb significant or unexpected expenses without going over budget allocation.

Large police investigations cannot be scheduled or predicted. Overtime, external expenses (e.g. public order unit deployments), human resource impacts (e.g. officer injuries or other losses of work time) depend on reserves for funding.

Properly funded reserves mitigate financial risk and should be built up over time. Unfortunately, past practice was to return surplus funds to the city (approximately \$2.5 million over 10 years), and defer necessary incremental repairs and upgrades. As a result, we have recently faced a collision of backlogged needs, coupled with underfunded reserves. That reality has been unavoidable and there were few options to avoid or defer addressing these needs. Given that the Sarnia Police Service is legislatively required to provide adequate and effective policing, the Service needs accessible reserves when these circumstances arise.

Inflationary factors have also come into play to increase the demands on reserves. This has been especially noticeable in the area of the fleet replacement program. The annual costs of the fleet are being realized at approximately \$1.0 million while the annual provision for fleet in recent reserves budgets was only \$500,000 per year (2024), \$400,000 per year (2023), and \$300,000 prior to that. This year over year shortfall has depleted the Police Equipment Reserve to the point where it is now in a negative position.

¹ Additional mention of Reserves underfunding is found in the 2025 Draft Budget report.

THIS TABLE DEPICTS THE 2024 BUDGETED AMOUNT FOR EACH CATEGORY AND THE PROJECTED AMOUNTS YEAR END AMOUNTS (DECEMBER 31ST)

Description	2024 Budget	Projected Dec 31, 2024
POLICE BUILDING REPLACEMENT RESERVE²		
Opening Balance	-124,655	-124,655
Operating Contribution	-640,000	-640,000
Canine Expenditures ³		25,048
Unplanned Repairs ⁴	100,000	65,645
Furnishings ⁵	50,000	130,247
Facility Retrofits & Upgrades ⁶	200,000	277,430
Consulting & Studies ⁷		17,025
Year End Balance Building Reserve	-414,655	-249,260⁸
POLICE 9-1-1 EQUIPMENT REPLACEMENT RESERVE		
Opening Balance	-861,841	-861,841
Operating Contribution	-400,000	-400,000
Radio System Upgrade	210,181	210,181
Lease Revenues	-2,910	-2,910
NG9-1-1 Grant	0	-684,167
NG9-1-1 Project ⁹	463,893	463,893
County Fire Upgrades		25,800
NG 91-1 Project – additional prerequisite infrastructure ¹⁰		500,000
2025 CAD Refresh – Replacement Dispatch Computers		39,575
Year End 9-1-1 Reserve	-590,676	-709,468
POLICE OPERATING CONTINGENCY RESERVE¹¹		
Opening Balance	-508,800	-508,800
Year End Operating Contingency Reserve¹²	-508,800	-508,800

² This report uses the common accounting practice of indicating cash balances and revenues with a negative sign (good). Expenditures are shown as positive numbers.

³ One time start up K9 costs (kennel, fencing, etc.)

⁴ Unplanned Repairs encompasses health and safety improvements: ventilation systems for open pit sewer and for male locker room, safety measures for prisoner holding area, HVAC repairs, fuel pump replacement;

⁵ New cubicles & workstations for Records/Comms, and other specialty units;

⁶ Facility Retrofits and Upgrades – costs of re-allocating spaces for new or expanded units; several smaller units have merged to form larger units (MCAT and Records/Comms). Spaces have been modified to house the larger teams. A space dedicated for officer report-writing has been relocated and improved. The IT unit has been relocated from a remote second floor office to a larger area adjacent to the primary IT equipment room. Finally, the Criminal Investigations space has undergone modifications to accommodate an expanded number of investigators.

⁷ Space Needs Study – 2024 portion

⁸ The Building Reserve ends the year approximately \$180,000 less than originally budgeted.

⁹ This represents unexpended funding at from prior years committed to specific equipment, not yet expended.

¹⁰ This represents the funding for the Server Upgrade project (from funding dedicated to NG9-1-1)

¹¹ Purpose of Operating Contingency includes funding major Criminal Investigations;

¹² Any Surplus or Shortfall in the 2024 Operating Budget will add to or be drawn from this reserve;

Description	2024 Budget	Projected Dec 31, 2024
POLICE EQUIPMENT RESERVE		
Opening Balance	11,501	11,501
Operating Contribution	-1,450,000	-1,450,000
Grants ¹³	-106,998	-106,998
Donations ¹⁴		-7,500
Sale of Equipment	-40,000	-24,610
Police Technology ¹⁵	169,200	40,035
Systems & Software ¹⁶	670,000	592,933
Defensive Equipment ¹⁷	112,000	234,837
Community Policing ¹⁸		14,286
Vehicles ¹⁹	500,000	1,204,506
Police Equipment Reserve Year End	-134,297	508,990²⁰
Year End Total – All Reserves	-1,648,429	-958,538

¹³ VS & CISO provincial Grants – Victim Services grant expenses were incurred in both operating and reserves; the grant was allocated to the reserve; CISO grant is to offset vehicle costs;

¹⁴ Donations for K9 unit – to offset one-time start-up costs;

¹⁵ Some Technology (fingerprint equipment, in-car equipment) will be deferred due to lack of 2024 funds;

¹⁶ Systems equipment includes Media Server, computer replacement, MDTs, infrastructure;

¹⁷ Weapons inventory was refreshed to meet modern standards and to achieve uniformity for training purposes;

¹⁸ Fleet of bicycles was refreshed

¹⁹ Fleet replacement program – this area is driving the shortfall in this reserve; the primary factor is inflation and the age of the fleet; the fleet is being right-sized and refreshed to ensure that each patrol officer and specialty unit has access to vehicles that are adequate to respond to community needs.

²⁰ Indicates a shortfall of \$0.5 million

FINANCIAL IMPLICATIONS:

Reserves balances are far from adequate to meet the ongoing needs of a police service that is expanding and changing to respond to rapidly-changing community needs. The Police Equipment Reserve will end the year in a negative \$0.5 million balance. The 2025 Draft Budget makes reference to the short fall with some proposed solutions.

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



Sarnia Police Service Board City Of Sarnia Joint Facilities Project Team



Background:

The Sarnia Police Service (SPS) Board and City of Sarnia Joint Facilities Project Team was established by the SPS Board on May 25, 2023, and the Sarnia City Council on July 10, 2023. The purpose of this joint team was to “to explore options for the sustainable provision of police facilities, pursuant to the Police Services Act.”

Recognizing that the facility did not appear to meet the needs of the SPS or the legislative requirement of adequate and effective, the SPS Board had commissioned a Headquarters Building Condition Assessment by a third party engineering firm. In addition to identifying structural needs within the current facility, this report included the recommendation to ascertain the specific needs of a police service. As a result it was recommended that a “comprehensive space needs study be completed to identify the functional requirements for Sarnia Police Headquarters.” This Police Headquarters Needs Assessment was received by the SPS Board at its April 25, 2024, meeting. The SPS Board referred the report to the Joint Facilities Project Team and asked the Team to commence their work.

City/SPSB Joint Facilities Project Team:

The Joint Facilities Project Team met on Friday, June 21, 2024. Members of the Team include

- Tom Burnard, Sarnia City Facilities Manager
- David Gobbi, Sarnia City Internal Controller / Interim Treasurer
- Charlene Sebastian, Sarnia Police Service Board Member
- George Vandenberg, Sarnia Police Service Board Member
- Paul Wiersma, Sarnia Police Service Board Chair
- Joan Knight, Sarnia Police Service Board Secretary
- Derek Davis, Sarnia Police Service Chief
- Jason Dale, Sarnia Police Service Manager of Planning, Fleet & Facilities

The Team considered the findings and recommendations of the two reports:

- **Headquarters Building Condition Assessment** (see pages 102-106 of the [July 10, 2023 City Council meeting agenda package](#))
 - Findings
 - \$2 250 000 – Major capital repair/replacement requirements (excluding regular maintenance) based on observed condition and expected useful service life being exceeded within the next 5 years
 - \$2 184 000 – Major capital requirements to improve compliance with code and regulations based on observed conditions
 - Recommendation
 - That a comprehensive space needs study be completed to identify the functional requirements for Sarnia Police Headquarters.

- **Police Headquarters Needs Assessment** (see pages 28-65 of the [April 25, 2024 SPS Board agenda package](#))
 - Findings:
 - The headquarters building lacks several critical facilities, is too small for current operations and the layout does not lend itself to police operations.
 - The design and construction of the headquarters, including the many angled and cast-in-place concrete walls, makes renovations and reconfiguration cost prohibitive.
 - The site is too small for building expansion and lacks enough parking spaces for current staff.
 - The PTAATC training site utilizes rented space, which is subject to long-term price uncertainty.
 - Recommendations:
 - a new headquarters facility on a different city-owned site that brings the current off-site training facility into one facility
 - Create a new backup Communications Centre be built on a City-owned site that is separate from the new headquarters site.

Recommendations:

The Joint City/SPSB Facilities Project Team makes the following recommendations:

- that the SPS Board approve, in principle, a new headquarters facility in distinct phases, according to the prioritized needs of the Sarnia Police Service (Table 3),
- that the SPS Board direct the Chief to work with City of Sarnia staff on a site selection process,
- that the SPS Board direct the Chief to secure an architect to design the new facility,
- that the 2025 budget include estimates to cover these enabling actions.

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

On behalf of the City/SPSB Joint Facilities Team,



Paul Wiersma
Sarnia Police Service Board Chair



SARNIA POLICE SERVICE Open Agenda Information Report

To: Chair and Police Service Board Members
From: Chief Derek Davis
Subject: 2025 Operating and Reserves Budget
Date: August 27, 2024
Report#: 24-08-016-0

RECOMMENDATION:

"That the Sarnia Police Service Board approve the 2025 Sarnia Police Service Operating and Reserves Budget of \$36,294,935 (+8.86%) and forward this estimate to Sarnia City Council pursuant to the provisions of the CSPA."

And further that, "The Sarnia Police Service Board provide the City of Sarnia with notice of a need for a new police facility, and that contingency funds in the amount of \$500,000 be provided to initiate this project."

And further that, "the Sarnia Police Service Board additionally provide the City of Sarnia Council with options to directly address community safety concerns, namely:

- 1. A one-time police reserve replenishment amount of \$450,000 (1.35% increase).**

And / or

- 2. Increase of four (4) front line police officers (one per platoon), to directly address community crime concerns in the amount of \$600,000 (1.8%)**

And / or

- 3. Increase of two (2) criminal investigators (Detective Constables) to address increasing crime severity index and major cases in the amount of \$318,000 (0.95%)**

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

Derek W. Davis
Chief of Police
/CD

Contents

RECOMMENDATION:	1
SUMMARY	2
LEGISLATION:	3
BACKGROUND:	6
DISCUSSION/ANALYSIS (Operating Budget):	9
2025 OPERATING BUDGET:	11
2025 Operating Budget Summary	12
2025 Operating Budget Account Detail.....	13
2025 POLICE SERVICE BOARD DISCRETIONARY FUND:.....	18
2025 RESERVES BUDGET:.....	18
2025 Reserves Forecast and Budget	18
2025 Ten Year Reserves Forecast.....	20
RECOMMENDATIONS:.....	21

SUMMARY

Key highlights of the budget proposal include:

- Meeting the 2025 needs of the Sarnia Police Service (SPS) with a net operating request of \$36,294,935 representing an increase of \$2,961,545 or 8.86 percent increase over the 2024 Approved Operating Budget;
- Addressing increased operational impact of the City of Sarnia Encampment Protocol with the expansion of the SPS IMPACT Team (two officers).
- Improvement to support services with the addition of four civilian positions to meet increased demands in court disclosure and administrative services.
- Contingency planning for working agreements not yet settled, and additional annual funding allocated for reserves;
- A ten-year reserves outlook is provided for information purposes, highlighting the need for increased reserve funding year over year for at least four years.
- Adherence to the 2023-2025 SPSB Strategic Plan, as well as support considerations for the City of Sarnia Strategic Plan
- Recognition of the economic challenges experienced by residents and taxpayers. This budget seeks a balance between fiscal restraint and the need to meet growing demands for police services.

LEGISLATION:

The Community Safety and Policing Act (CSPA) provides the legislative framework for the preparation, submission and provision of the police budget. The CSPA came into effect on April 1, 2024. The following sections are applicable to this budget report.

Responsibility for providing policing <https://www.ontario.ca/laws/statute/19c01#BK12>

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.

Adequate and effective policing <https://www.ontario.ca/laws/statute/19c01#BK13>

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.*

Does not include certain functions

(2) Adequate and effective policing does not include,

- (a) the enforcement of municipal or First Nation by-laws, other than prescribed by-laws; and*
- (b) providing court security in accordance with Part XV.*

Exceeding standards

(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.

Police service board duties and powers <https://www.ontario.ca/laws/statute/19c01#BK50>

CSPA Section 37 (1) A police service board shall,

- (a) ensure that adequate and effective policing is provided in the area for which it has policing responsibility as required by section 10;
- (b) employ members of the police service;
- (c) appoint members of the police service as police officers;
- (d) recruit and appoint the chief of police and any deputy chief of police and determine their remuneration and working conditions, taking their submissions into account;
- (e) prepare and adopt a diversity plan to ensure that the members of the police service reflect the diversity of the area for which the board has policing responsibility;
- (f) monitor the chief of police's performance;
- (g) conduct a review of the chief of police's performance at least annually in accordance with the regulations made by the Minister, if any;
- (h) monitor the chief of police's decisions regarding the restrictions on secondary activities set out in section 89 and review the reports from the chief of police on those decisions;
- (i) monitor the chief of police's handling of discipline within the police service;
- (j) ensure that any police facilities, including police lock-ups, used by the board comply with the prescribed standards, if any; and
- (k) perform such other duties as are assigned to it by or under this or any other Act, including any prescribed duties.

Municipal board finances

CSPA 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.

Estimates

(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.*

(3) The format of the estimates, the period that they cover and the timetable for their submission shall be determined by the municipality.

Budget

(4) Upon reviewing the estimates, the municipality shall establish an overall budget for the municipal board for the purposes described in clauses (1) (a) and (b) and, in doing so, the municipality is not bound to adopt the estimates submitted by the municipal board.

(5) In establishing an overall budget for the municipal board, the municipality does not have the authority to approve or disapprove specific items in the estimates.

Dispute

(6) If the municipal board is not satisfied that the budget established for it by the municipality is sufficient for the purposes described in clauses (1) (a) and (b),

- (a) the municipal board and the municipality may jointly apply to the Commission Chair to appoint a conciliation officer to attempt to resolve the matter; or*
- (b) the municipal board may give the municipality written notice referring the matter to arbitration.*

Conciliation procedure

(7) If the parties jointly apply to appoint a conciliation officer, subsections 226 (2), (3), (4) and (6) apply to the conciliation, with necessary modifications.

No arbitration while conciliation underway

(8) After making a joint application under clause (6) (a), the municipal board shall not give the municipality written notice referring the matter to arbitration until a conciliation officer has been appointed, endeavoured to effect an agreement and reported to the Commission Chair and the Commission Chair has informed the parties of the conciliation officer's report.

Arbitrator

(9) The municipal board and the municipality may jointly appoint an arbitrator within 60 days after the notice described in clause (6) (b) is provided to the municipality.

Appointment by Commission Chair

(10) The Commission Chair shall appoint an arbitrator if,

- (a) the municipal board and the municipality do not jointly appoint an arbitrator within the time period set out in subsection (9) and the Commission Chair has been notified by either party; or*
- (b) the municipal board and the municipality jointly apply to the Commission Chair requesting the appointment of an arbitrator.*

Findings

(11) If the municipality demonstrates that the municipal board could reasonably have entered into an agreement under section 14 to have policing functions provided in a manner that meets the applicable standards for adequate and effective policing and at a lower cost than is set out in the estimates, the arbitrator shall not find that the budget is insufficient to the extent of the amount that could have been saved by entering into the agreement.

Compliance

(12) The municipality shall amend the budget for the municipal board in accordance with the arbitrator's decision.

Costs and expenses

(13) The municipal board and the municipality shall share equally the costs and expenses of the arbitration and any prescribed types of expenses of the arbitrator.

BACKGROUND:

In prior years, police budget estimates were provided to the City of Sarnia in October of each year. For 2025, Mayoral budget direction was received to provide the budget estimates to the municipality in August. A draft version of those estimates were submitted on August 16th 2024, with the caveat that any estimates have not been approved by the Sarnia Police Service Board (SPSB) and may be subject to change.

A closed budget workshop was conducted on July 23, 2024 for Board and SPS senior staff to discuss potential budget priorities and assess risks. No decisions were made in this meeting, and the Chief was assigned to prepare a 2025 budget for Board review in the open SPSB meeting scheduled for August 27, 2024.

This budget submission has been prepared through extensive SPS internal consultation, using available information, and statistics. All command areas have had opportunities to review and refine their budgetary submissions, and to reduce requests to comply with the budgetary guidance provided by the SPSB.

Factors significantly affecting this budget submission include:

- Compliance with the new Community Safety and Policing Act (CSPA)
- Meeting community needs and priorities as identified in the 2023 to 2025 Business Plan
- Legislative requirement of the SPSB to provide adequate and effective policing
- Address new and evolving community safety concerns within the City of Sarnia
- Continue efforts to remedy legacy underfunding (e.g. reserves and maintenance)
- Balance the importance of fiscal restraint with increasing demands on police resources and facilities.

Sarnia Police Service Board 2023-2025 Strategic Plan

In 2022, the 2023-2025 Strategic Plan was developed through extensive consultation with the public along with feedback from internal and external stakeholders. This included multiple community consultations and a public survey, resulting in the identification of **four priority areas for the Sarnia Police Service**.



<https://www.sarniapolice.ca/reports/2023-2025-strategic-business-plan.pdf>

These priority areas continue provide strategic guidance for police operations, and the development of the 2025 Budget.

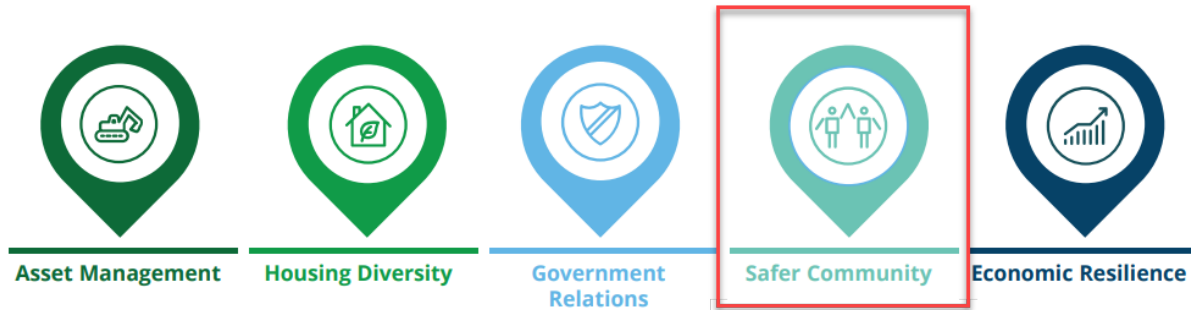
<p>Operations and Neighbourhood Policing</p> <ul style="list-style-type: none"> ○ Crime Analysis and Analytics ○ Staffing and Operational Capabilities ○ Police Visibility ○ Alternate Service Delivery and Technology 	<p>Community Engagement and Outreach</p> <ul style="list-style-type: none"> ○ Community Safety and Well Being ○ Citizen concerns
<p>Facilities Equipment and Technology</p> <ul style="list-style-type: none"> ○ 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 	<p>Organizational Capacity</p> <ul style="list-style-type: none"> ○ Governance and Accountability ○ Recruiting and Retention ○ Employee Wellness ○ Training

City Council Strategic Plan (2024)

The City of Sarnia Council is currently developing its own strategic plan, still in the community engagement phase.

<https://www.speakupsarnia.ca/42195/widgets/176018/documents/129973>

Proposed Strategic Priorities



As part of that strategic planning process, a SOARR assessment was completed (see below). This was developed through “aggregated feedback based on one-on-one interviews with Mayor, Council, and Senior Leadership in February 2024.”

The Sarnia Police Service is an important stakeholder in our city, especially as it pertains to community safety. Police services may also play a significant role in achieving other strategic priorities. Highlighted within the SOARR, are areas in which a modern, efficient, and effective Sarnia Police Service may contribute to achieving City objectives.

SOARR Assessment

Strengths	Opportunities	Aspirations	Risks	Results
Strategic location near U.S.	Support for small businesses	Progressive & innovative mindset	Not investing in aging assets	Effective day-to-day functioning of City
Abundant transportation assets (rail, harbour, air)	More housing diversity & modern neighbourhoods	Strong quality of life & amenities	Not investing in a more walkable & livable community (safer streets / access to public transit)	Council focus on strategic issues
Beautiful waterfront pathways & greenspaces	Infrastructure improvements	Positive perception of City	Negative image as “Chemical Valley”	Safeguarding communities while providing necessary services
High quality of life	Collaborations with other levels of government	Economic turnaround & prepare for climate change	Aging population	Youth involvement in decision making
Strong workforce & education sector	Reinvest in staff & technology	Age-friendly & inclusive community	Workforce issues / lack of diversity	Implementation of guiding master plans
City has been responsible with reserves & borrowing	Improve policies, procedures & decision making	Diversified & growing population	One-industry town	Housing diversity
Economic Development Department	Economic development capacity	Safer community		Flexible policies and plans
Lambton College and Research Park	Economic diversification	Strong government relations		Effective relationships across government agencies
	City innovation	Tourism community		Business attraction and tourism development
	City branding and identity			

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DISCUSSION/ANALYSIS (Operating Budget):

As part of the evaluation and prioritization process, budget requests have been placed into three categories as shown in the following table:

Prioritization	Category	Increase \$	Contribution to Budget Increase
A	Contractual, Legislated, and Inflationary Obligations	\$2,098,418	6.29%
B	Addressing 2025 Operational Demands	\$863,211	2.58%
A + B	Total Operating Budget Increase	\$2,961,529	8.86%
C	Deferred Needs – not funded for 2025	\$2,438,669	7.30%

A. Contractual, Legislated, and Inflationary Obligations

This category represents committed 2025 expenses attributable to:

- Collective agreements¹
- Legislative requirements and CSPA regulations²
- Inflationary pressures – For 2025, this includes a \$125,000 increase to reserves to adequately fund police vehicle replacements (\$500,000 to \$625,000). This still falls short of the realized funding requirement for the annual fleet program currently at \$1 million. The shortfall of \$375,000 is included in the “Deferred Needs” category.

B. Addressing Operational Demands

This area represents new measures taken to address areas of the organization that are experiencing operational stress. Funding for the following is included:

- Operational Support – two civilian Records Clerks required to provide expanded coverage and data quality support for the Records Management³ team; also to meet new Ontario Court of Justice disclosure requirements⁴; 2025 salary and benefits \$222,500

¹ At the time of this report preparation, the SPA Civilian and Uniform Collective Agreements have not yet been ratified. Negotiations continue and their outcome (and financial impact) are unknown.

² The CSPA and its regulations are still being established. Costs for their full implementation are not yet fully realized and are expected to evolve into 2025.

³ Records Management members administer the creation, maintenance, retention, transfer and disposition of police reports and other record-keeping information; also responsible for updating the Canadian Police Information Centre (CPIC) system;

⁴ Increased disclosure requirements and shortened timelines mandated in 2023 by Ontario Court of Justice for criminal cases

- Community Outreach – two additional Uniform Officers for Integrated Mobile Police and Crisis Team better known as IMPACT⁵ to support City of Sarnia encampment protocol; 2025 salary and benefits \$305,900
- Special Constable, Community Support Division – One Special Constable to manage Ontario Sex Offender Registry (OSOR)⁶ and Vulnerable Person Registry⁷; 2025 salary and benefits \$120,000
- Corporate Services – one Finance Manager to create sustainability in the Finance area; the budget proposal includes funding only for the final six months of the year; 2025 salary and benefits \$80,900
- Impacts of CSPA legislation – Additional funding is required for new training requirements, protective equipment (particularly Special Constables), and the new police complaints process (LECA)⁸ support

C. Deferred Needs

Deferred items are needs that have been identified but not funded in the 2025 budget. The following expenses may be funded through future savings in the year or deferred to the next budget year:

- Funding for temporary civilian positions to meet shorter term specialization needs of the organization such as human resources, policy, records management systems, background checking, etc.; \$250,000
- Two additional Special Constables – Forensic Identification Assistants Pilot (FIA)⁹, \$240,000
- IT Infrastructure and Licensing - \$692,000 to enhance and replace storage and server function and additional CAD capacity for backup dispatch site;
- Funding increases to account for inflationary pressures in fleet, facility and other operational areas – several operating accounts are under-funded by an aggregate \$700,000 when compared to their three-year historical results. Factors include historical budget stagnation, inflation, and volume (more officer deployment means more vehicle usage, more clothing, more equipment, more data usage, etc.). Underfunded budget lines include phone/data/fiber, heating

⁵ Two Integrated Mobile Police and Community Team (IMPACT) officers were approved for 2023 allowing for the initial formation of a cross-sectoral team of police and public sector partners providing direct collaborative outreach to high risk and marginalized communities. This includes those facing homelessness, mental health, and addiction issues. This field outreach team is a risk mitigation measure ensuring effective referral to supportive resources and furthers Community Safety and Well Being (CSWB) efforts already being undertaken;

⁶ Approx. 120 individuals are under OSOR supervision by SPS, and 10 more on the National (NSOR) registry.

⁷ Approx. 173 vulnerable persons registered with SPS

⁸ LECA – Law Enforcement Complaints Agency – the burden of funding complaints resolution is being phased from the Ministry of the Solicitor General to individual police services; legal costs will vary from year to year and will be outside of the control of the police services

⁹ FIS – Forensic Identification Assistants (FIAs) are civilians who collect fingerprints, photographic evidence and DNA evidence at property crime scenes, and perform lab work to analyze crime scene evidence. They also assist with crimes against persons;

fuel, licensing, vehicle maintenance, facility and grounds maintenance, and Program Supply, Firearms (Taser and ammo expense);

- Incremental funding infusions to reserves to meet the service’s future needs for capital and facility improvements is again postponed to future budgets.
- Funding of \$500,000 to replenish the Police Equipment Reserve (funds annual fleet program) has been deferred;
- CSPA implementation – regulations are still being established and the associated cost impacts for police services are unknown;
- WSIB backfill hiring for absent members not expected to return to work.

Examples include:

- [Hamilton Police](#)
- [Guelph Police](#)
- [Cornwall Police](#)

2025 OPERATING BUDGET:

The 2025 proposed budget outlines as follows:

- **Net expenditures** are \$36,369,840, an increase of \$2,961,545 or 8.86% over the 2024 Approved Budget of \$33,408,295.
- **Total expenditures** are \$39,411,746, comprised of operating expenses (day-to-day items) and reserves contributions (set aside for capital and equipment expenditures).
- **Total revenues**, at \$3,041,906, encompass fees for services, grants and cost recoveries.
- **Salaries and Benefits** represent 90.3% of net 2025 budget expenditures; the increase in this area represents 87.3% of the total budget increase. This includes contractual obligations for current staff¹⁰. This line also contains provision for six additional staff proposed for 2025.

Area	2024	Increase	2025	% Change
Salary & Benefits	\$30,256,031	\$2,586,545	\$32,842,576	8.55%
Operating Expenditures	\$3,629,265	\$249,905	\$3,879,170	6.89%
Reserves Transfers	\$2,490,000	\$125,000	\$2,615,000	5.02%
Board Expenses	\$74,905	\$95	\$75,000	0.13%
Expenditures Total	\$36,450,201	\$2,961,545	\$39,411,746	8.12%
Revenues	(\$3,041,906)	0	(\$3,041,906)	0.00%
Total	\$33,333,390	\$2,961,545	\$36,294,935	8.86%

¹⁰ Current staff includes 3.0 FTEs approved by the Police Service Board during 2024: one Sworn Officer (Deputy Chief), two civilian positions (IT Security/Systems Analyst and Crime & Intelligence Manager);

2025 Operating Budget Summary

This table provides a broad comparison between the 2024 approved and 2025 proposed budgets:

Category	2024 Budget	Increase	2025 Proposed	% Change
REVENUES				
Fees Revenues ¹¹	(\$287,000)		(\$287,000)	
Cost Recoveries ¹²	(\$902,068)		(\$902,068)	
Revenues Other	(\$5,000)		(\$5,000)	
Grant - Ontario	(\$321,185)		(\$321,185)	
Grant - County	(\$1,526,653)		(\$1,526,653)	
Total Revenues	(\$3,041,906)		(\$3,041,906)	
EXPENDITURES				
Compensation	\$22,831,424	\$2,127,477	\$24,958,901	9.32%
Benefits	\$7,424,607	\$459,068	\$7,883,675	6.18%
Recruitment, Development, Wellness ¹³	\$311,593	\$50,000	\$361,593	16.05%
Clothing/Personal Equipment ¹⁴	\$140,000	\$50,000	\$190,000	35.71%
Police Operational Supply ¹⁵	\$456,195		\$456,195	
Licensing – Police Technology	\$358,461		\$358,461	
Radio Communications	\$167,301	(\$7,000)	\$160,301	-4.18%
IT & Systems	\$736,200	\$7,000	\$743,200	0.95%
Maintenance - Facility ¹⁶	\$451,850	\$125,000	\$576,850	27.66%
Maintenance - Fleet	\$433,820		\$433,820	
Lease – Facility /Telecommunications	\$71,750		\$71,750	
Other Supply & Services ¹⁷	\$87,970	\$50,000	\$137,970	56.84%
Transfers to Reserves ¹⁸	\$2,490,000	\$125,000	\$2,615,000	5.02%
Allocations (City/Other) ¹⁹	\$414,125	(\$25,000)	\$389,125	-6.04%
Board Expenses ²⁰	\$74,905	\$95	\$75,000	0.13%
Total Expenditures	\$36,375,296	\$2,961,545	\$39,336,841	8.12%
Net Budget	33,408,295	\$2,961,545	\$36,369,840	8.86%

¹¹ Fees – Background checks, fees related to Paid Duties

¹² Cost Recoveries – Services provided to Sarnia Fire & neighbouring communities (dispatch & policing)

¹³ Recruitment, Training, Development, Wellness – Younger front line officer demographics and increased rotational opportunities, plus new CSPA requirements, have resulted in the need for more development; member wellness initiatives are also a priority as a safeguard against increasing lost-time numbers;

¹⁴ New CSPA requirements for clothing and protective gear;

¹⁵ Operational Supply – Companies (e.g., Axon - Tasers) are transitioning toward subscription service; Annual costs are higher but replacement costs are more reasonable;

¹⁶ Higher costs to maintain aging building systems, maintenance & bio-hazard cleaning;

¹⁷ Includes \$50,000 increase to Legal Fees (Administration) in addition to Board Legal Fees account;

¹⁸ Increase is for Police Equipment Reserve funding vehicles and equipment;

¹⁹ Decrease related to removal of contribution to Crime Stoppers from Police Operating Budget; funded elsewhere;

²⁰ Includes conferences, training, legal fees, and other expenses incurred directed by the Police Service Board;

2025 Operating Budget Account Detail

This table presents the budget at account level, formatted as per City of Sarnia requirements.

Account	2023 Actuals	2024 Actuals	2024 Budget	Increase	2025 Budget	% Change
Revenues						
2600 Uniform						
05-4-2600-00400 COUNTY GRANT POLICE GRANT	(\$374,653)	(\$374,653)	(\$374,653)		(\$374,653)	0.00%
05-4-2600-00401 COUNTY COURT SECURITY	(\$1,059,500)	(\$1,008,556)	(\$1,152,000)		(\$1,152,000)	0.00%
05-4-2600-00403 AAMJIWNAANG FIRST NATIONS	(\$137,467)	(\$129,000)	(\$129,000)		(\$129,000)	0.00%
05-4-2600-00404 POLICE CRUISER ESCORT SERV	(\$44,577)	(\$155,716)	(\$55,000)		(\$55,000)	0.00%
05-4-2600-00405 IDENTIFICATION BRANCH SERV	(\$3,494)	(\$2,226)	(\$4,000)		(\$4,000)	0.00%
05-4-2600-00407 POLICE BACKGROUND CHECKS	(\$132,595)	(\$123,273)	(\$128,000)		(\$128,000)	0.00%
05-4-2600-00750 PROVINCIAL SUBSIDIES	(\$52,483)	(\$73,187)	(\$63,950)		(\$63,950)	0.00%
05-4-2600-00753 COMMUNITY POLICING GRANT	(\$238,870)	(\$239,839)	(\$232,870)		(\$232,870)	0.00%
05-4-2600-00805 FEDERAL CROWN RECOVERIES	(\$4,597)	(\$5,175)	(\$3,000)		(\$3,000)	0.00%
05-4-2600-00901 OTHER FEES & SERVICES	(\$39,732)	(\$85,534)	(\$52,500)		(\$52,500)	0.00%
05-4-2600-00925 SPECIAL DUTIES (ADMIN FEES)	(\$50,830)	(\$159,111)	(\$47,500)		(\$47,500)	0.00%
05-4-2600-00930 COSTS RECOVERED	(\$20,453)	(\$18,630)	(\$17,500)		(\$17,500)	0.00%
2610 9-1-1/Communications						
05-4-2610-00402 COUNTY FIRE DISPATCH	(\$73,454)	(\$130,000)	(\$134,568)		(\$134,568)	0.00%
05-4-2610-00939 SARNIA FIRE DISPATCH	(\$584,531)	(\$619,603)	(\$621,000)		(\$621,000)	0.00%
2625 Other Police						
05-4-2625-00755 PROVINCIAL GRANT RIDE	(\$21,093)	(\$46,100)	(\$24,365)		(\$24,365)	0.00%
05-4-2625-00903 RENTAL REVENUE	\$0	(\$603)	(\$2,000)		(\$2,000)	0.00%
2630 Police Service Board						
05-4-2625-00903 RENTAL REVENUE	(\$337,967)					
Revenues Total	(\$3,176,297)	(\$3,171,206)	(\$3,041,906)		(\$3,041,906)	0.00%
Expenditures						

Account	2023 Actuals	2024 Actuals	2024 Budget	Increase	2025 Budget	% Change
2600 Uniform						
05-5-2600-01000 SALARIES ¹	\$13,508,842	\$14,477,893	\$15,855,782	\$1,425,562	\$17,281,344	8.99%
05-5-2600-01025 OVERTIME	\$791,106	\$702,714	\$700,000		\$700,000	0.00%
05-5-2600-01090 COURT TIME	\$57,416	\$45,539	\$0		\$0	
05-5-2600-01095 STAND BY PAY	\$84,688	\$50,685	\$85,000		\$85,000	0.00%
05-5-2600-01125 SHIFT DIFFERENTIAL	(\$3,382)	\$27,500	\$27,500		\$27,500	0.00%
05-5-2600-01200 BENEFITS	\$4,285,572	\$4,669,137	\$5,044,078	\$314,510	\$5,358,588	6.24%
05-5-2600-02301 MEMBERSHIPS/SUBSCRIPTION	\$24,969	\$23,623	\$23,063		\$23,063	0.00%
05-5-2600-02310 CONFERENCES/SEMINARS	\$44,571	\$38,745	\$37,930		\$37,930	0.00%
05-5-2600-02311 EDUCATION AND TRAINING ²	\$270,641	\$326,627	\$203,600	\$50,000	\$253,600	24.56%
05-5-2600-02360 UNIFORM/CLOTHING	\$155,583	\$181,369	\$119,000		\$119,000	0.00%
05-5-2600-02388 OVERTIME MEALS	\$8,401	\$10,382	\$10,000		\$10,000	0.00%
05-5-2600-02396 PERSONNEL EQUIPMENT ³	\$39,916	\$42,072	\$21,000	\$50,000	\$71,000	238.10%
05-5-2600-02705 RECRUITMENT	\$49,297	\$33,002	\$20,000		\$20,000	0.00%
05-5-2600-05000 SUNDRY	\$1,126	\$3,207	\$1,500		\$1,500	0.00%
05-5-2600-05126 MEDICAL EXAMINATIONS	\$3,850	\$4,143	\$3,000		\$3,000	0.00%
05-5-2600-05128 EMPLOYEE ASSISTANCE PRGM	\$14,021	\$9,704	\$7,000		\$7,000	0.00%
05-5-2600-05130 OCC HEALTH & WELLNESS	\$6,766	\$12,511	\$17,000		\$17,000	0.00%
2605 Courts						
05-5-2605-01000 SALARIES ⁴	\$618,843	\$857,487	\$717,783	\$416,383	\$1,134,166	58.01%
05-5-2605-01025 OVERTIME	\$21,666	\$17,918	\$10,000	\$0	\$10,000	0.00%
05-5-2605-01200 BENEFITS	\$181,273	\$248,697	\$212,797	\$135,361	\$348,158	63.61%
05-5-2605-02387 OVERTIME MEALS	\$61	\$246	\$100		\$100	0.00%
2610 9-1-1/Communications						
05-5-2610-01000 SALARIES	\$1,802,756	\$1,966,445	\$1,935,631	\$65,412	\$2,001,043	3.38%

¹ 2600-01000 Salaries increase includes budgeting to Job Rate and plus two Uniform Officers (IMPACT)

² 2600-02311 Training increased for new CSPA training requirements

³ 2600-02396 Personnel Equipment increased for new CSPA protective equipment and clothing specifications

⁴ 2605 Salaries and Benefits includes reallocation of all Special Constable salaries from "Civilian" to "Courts", plus 1 new Special Constable

Account	2023 Actuals	2024 Actuals	2024 Budget	Increase	2025 Budget	% Change
05-5-2610-01025 OVERTIME	\$137,824	\$110,403	\$40,000	\$0	\$40,000	0.00%
05-5-2610-01125 SHIFT DIFFERENTIAL	\$0	\$5,000	\$5,000	\$0	\$5,000	0.00%
05-5-2610-01200 BENEFITS	\$500,435	\$588,468	\$587,176	\$12,170	\$599,346	2.07%
05-5-2610-02104 TELEPHONE & CABLE	\$1,239	\$1,443	\$8,200	(\$7,000)	\$1,200	-85.37%
05-5-2610-02222 RADIO LICENCE	\$9,677	\$10,101	\$10,000		\$10,000	0.00%
05-5-2610-02300 OFFICE SUPPLIES	\$3,944	\$3,500	\$3,495		\$3,495	0.00%
05-5-2610-02388 OVERTIME MEALS	\$768	\$1,315	\$1,000		\$1,000	0.00%
05-5-2610-02410 EQUIPMENT MAINTENANCE	\$127,960	\$128,876	\$114,138		\$114,138	0.00%
05-5-2610-03100 PROGRAM SUPPLIES	\$332	\$500	\$500		\$500	0.00%
05-5-2610-05100 FACILITY RENT	\$28,478	\$33,170	\$30,968		\$30,968	0.00%
05-5-2610-05505 DISPATCH-EQUIPMENT	\$6,018	\$0	\$0		\$0	
05-5-2610-05640 CONTRIBUTION TO RESERVE	\$400,000	\$400,000	\$400,000		\$400,000	0.00%
2615 Civilian Support						
05-5-2615-01000 SALARIES ⁵	\$2,886,527	\$3,328,459	\$3,130,306	\$283,215	\$3,413,521	9.05%
05-5-2615-01025 OVERTIME	\$60,660	\$33,023	\$12,780	\$0	\$12,780	0.00%
05-5-2615-01125 SHIFT DIFFERENTIAL	\$0	\$2,400	\$2,400	\$0	\$2,400	0.00%
05-5-2615-01200 BENEFITS	\$915,642	\$987,711	\$1,050,505	\$74,636	\$1,125,141	7.10%
05-5-2615-01250 ALLOWANCES	\$981	\$360	\$1,080	(\$1,080)	\$0	-100.00%
05-5-2615-02311 TRAINING & EDUCATION	\$1,754	\$2,500	\$0		\$0	
05-5-2615-02388 - OVERTIME MEALS	\$107	\$0	\$0		\$0	
2620 Fleet/Facility Maintenance						
05-5-2620-01000 SALARIES ⁶	\$370,423	\$297,648	\$307,742	(\$63,094)	\$244,648	-20.50%
05-5-2620-01025 OVERTIME	\$6,401	\$2,210	\$1,500	\$0	\$1,500	0.00%
05-5-2620-01200 BENEFITS	\$88,148	\$71,515	\$88,371	(\$24,853)	\$63,518	-28.12%
2625 Other Police Expenses						
05-5-2625-01200 BENEFITS (RETIREE)	\$411,751	\$364,527	\$429,500	(\$51,676)	\$377,824	-12.03%
05-5-2625-02006 IDENTIFICATION	\$2,580	\$3,713	\$6,500		\$6,500	0.00%

⁵ 2615-01000 Salaries includes new Civilian positions: 2 Data Entry Clerks, 1 Finance Manager

⁶ Salaries in the Fleet and Facilities area are adjusted to reflect minus 1.0 FTE approximately \$100,000 total; savings partially offset by COLA increases.

Account	2023 Actuals	2024 Actuals	2024 Budget	Increase	2025 Budget	% Change
05-5-2625-02101 NATURAL GAS	\$61,079	\$72,522	\$30,000		\$30,000	0.00%
05-5-2625-02102 ELECTRICITY	\$137,067	\$140,888	\$145,500		\$145,500	0.00%
05-5-2625-02103 WATER	\$19,135	\$19,529	\$15,000		\$15,000	0.00%
05-5-2625-02104 TELEPHONE & CABLE	\$363,380	\$416,537	\$248,000	\$7,000	\$255,000	2.82%
05-5-2625-02117 SOFTWARE LICENSING	\$390,567	\$428,253	\$315,141		\$315,141	0.00%
05-5-2625-02220 VEHICLE EXPENSE (GAS, ETC)	\$277,866	\$330,045	\$253,820		\$253,820	0.00%
05-5-2625-02224 VEHICLE RENTALS	\$68,290	\$86,230			\$0	
05-5-2625-02300 OFFICE SUPPLIES	\$103,282	\$53,519	\$58,150		\$58,150	0.00%
05-5-2625-02303 POSTAGE	\$7,904	\$7,734	\$7,000		\$7,000	0.00%
05-5-2625-02320 JANITORIAL SUPPLIES	\$48,111	\$26,152	\$12,500		\$12,500	0.00%
05-5-2625-02384 RADIO	\$25,768	\$27,631	\$11,650		\$11,650	0.00%
05-5-2625-02386 MEALS FOR PRISONERS	\$9,428	\$14,216	\$3,000		\$3,000	0.00%
05-5-2625-02400 REPAIRS & MAINTENANCE ⁷	\$310,186	\$349,014	\$203,350	\$125,000	\$328,350	61.47%
05-5-2625-02405 IT EQUIPMENT MAINTENANCE	\$392,005	\$588,994	\$488,200		\$488,200	0.00%
05-5-2625-02410 EQUIPMENT MAINTENANCE	\$36,807	\$58,114	\$43,320		\$43,320	0.00%
05-5-2625-02435 GROUND MAINTENANCE	\$96,503	\$144,556	\$45,500		\$45,500	0.00%
05-5-2625-02440 VEHICLE MAINTENANCE	\$347,589	\$339,802	\$180,000		\$180,000	0.00%
05-5-2625-03101 INVESTIGATIVE SERVICES	\$4,966	\$14,139	\$16,150		\$16,150	0.00%
05-5-2625-03102 COMMUNITY POLICING	\$14,171	\$10,872	\$10,550		\$10,550	0.00%
05-5-2625-03103 INTELLIGENCE	\$16,280	\$21,250	\$23,500		\$23,500	0.00%
05-5-2625-03104 CONTAINMENT TEAM	\$98,567	\$129,297	\$109,600		\$109,600	0.00%
05-5-2625-03105 COURT SECURITY	\$0	\$1,000	\$500		\$500	0.00%
05-5-2625-03106 TRAFFIC DIVISION	\$14,080	\$17,874	\$15,350		\$15,350	0.00%
05-5-2625-03107 MEDIA RELATIONS	\$12,462	\$10,791	\$7,400		\$7,400	0.00%
05-5-2625-03108 FIREARMS/RANGE	\$184,787	\$242,831	\$171,495		\$171,495	0.00%
05-5-2625-03109 VICE/MORALITY	\$4,593	\$8,496	\$9,000		\$9,000	0.00%
05-5-2625-03110 UNIFORM DIVISION	\$20,567	\$38,102	\$10,000		\$10,000	0.00%

⁷ Repairs & Maintenance – includes provision for outsourced maintenance services, biohazard cleaning and reflects increasing maintenance costs on aging building systems; pursuant to CSPA Section 14

Account	2023 Actuals	2024 Actuals	2024 Budget	Increase	2025 Budget	% Change
05-5-2625-03111 BIKE PATROL	\$4,214	\$6,000	\$4,300		\$4,300	0.00%
05-5-2625-03112 K9 SUPPLY	\$0	\$4,421	\$1,000	\$6,000	\$7,000	600.00%
05-5-2625-03113 ELECTRONIC CRIME	\$28,654	\$58,854	\$50,200		\$50,200	0.00%
05-5-2625-04001 LEGAL FEES ⁸	\$0	\$0	\$0	\$49,905	\$49,905	
05-5-2625-04005 INSURANCE	\$324,574	\$350,377	\$339,125		\$339,125	0.00%
05-5-2625-04910 OTHER PURCHASED SERVICES	\$76,169	\$133,258	\$19,820		\$19,820	0.00%
05-5-2625-05000 SUNDRY	\$27,740	\$19,787	\$1,500		\$1,500	0.00%
05-5-2625-05100 FACILITY RENT	\$72,089	\$89,894	\$71,750		\$71,750	0.00%
05-5-2625-05500 REPLACEMENT EQUIPMENT	\$0	\$0	\$0		\$0	
05-5-2625-05505 NEW EQUIPMENT	\$7,619	\$22,501	\$0		\$0	
05-5-2625-05627 UNPLANNED EXPENDITURES	\$0	\$0	\$0		\$0	
05-5-2625-05650 OTHER CONTRIBUTIONS	\$25,000	\$50,000	\$50,000		\$50,000	0.00%
05-5-2625-06100 CONTRIBUTIONS TO RESERVES	\$1,820,806	\$2,090,000	\$2,090,000	\$125,000	\$2,215,000	5.98%
05-5-2625-06910 CONTRIB'N CRIMESTOPPERS	\$21,000	\$25,000	\$25,000	(\$25,000)	\$0	-100.00%
05-5-2625-43005 PROVINCIAL STRATEGY ICE	\$0	\$0	\$6,000	(\$6,000)	\$0	-100.00%
2630 Police Service Board						
05-5-2630-02301 MEMBERSHIPS/SUBSCRIPTIONS	\$5,082	\$5,095	\$4,405	\$95	\$4,500	2.16%
05-5-2630-02305 MISCELLANEOUS SUPPLIES	\$0	\$0	\$3,000	(\$3,000)	\$0	-100.00%
05-5-2630-02312 CONFERENCES & SEMINARS	\$3,856	\$6,057	\$2,500		\$2,500	0.00%
05-5-2630-03100 PROGRAM SUPPLIES	\$0	\$0	\$2,500	(\$2,500)	\$0	-100.00%
05-5-2630-04001 LEGAL FEES	\$146,668	\$84,339	\$50,000		\$50,000	0.00%
05-5-2630-04910 OTHER PURCHASED SERVICES	\$15,313	\$12,500	\$10,000	\$5,500	\$15,500	55.00%
05-5-2630-05000 SUNDRY	\$2,713	\$2,743	\$2,500		\$2,500	0.00%
Expenditures Total	\$33,576,570	\$36,685,701	36,450,201	\$2,961,545	\$39,411,746	8.12%
Net Budget Expenditures	\$30,400,273	\$33,514,495	\$33,408,295	\$2,961,545	\$36,369,840	8.86%

⁸ Legal Fees – New account for legal costs that are directly related to operations (SIU, etc.) as opposed to Police Service Board matters;

2025 POLICE SERVICE BOARD DISCRETIONARY FUND:

The Police Service Board Discretionary Fund was approved on September 14, 2023 to be set up pursuant to the provisions of the then-in-force Police Services Act. The funds, which are proceeds from the disposal of items that have come into the lawful possession of the police service, are to be used for any purpose that the Board considers in the public interest.

The Fund is not to be applied toward operating or capital expenditures of the Board or the Police Service, nor to cover an accumulated deficit, nor to support political events or activities, etc.

Fund Name	Opening Balance Jan 1, 2025	Revenues	Expenditures	Projected Balance Dec 31, 2025
PSB Discretionary Fund				
Balance January 1	\$275,000			
Interest Revenue		\$15,000		
Community Grants ¹			-\$25,000	
Total PSB Discretionary Fund	\$275,000	\$15,000	-\$25,000	\$265,000

2025 RESERVES BUDGET:

SPS Reserves function as capital accounts used to mitigate the impact of equipment and other large purchases over time. Funds are deposited as part of the annual budget cycle and are subsequently drawn down to meet planned and exigent costs. Without increasing the amount of reserve funding available, capital and other expenses (e.g. fleet replacement) will soon surpass the available funds.

In a Dec 2023 [Sarnia News Today article](#), Mayor Mike Bradley explains that "Reserves are taxes that have been collected and if you deplete them too far, you're leaving yourself very, very exposed, instead of having the fiscal discipline to put it in the regular budget process." Again, the Sarnia Police is raising the issue of depleted reserves as part of the regular police budgeting process.

Underfunding of reserves has been identified as a historic concern in budget deliberations. The [2024 Police Service Board budget submission](#) (pg. 34) included a request for a one-time exigent capital reserve infusion of \$450,000 however, during City 2024 budget deliberations the Police Budget was instead subjected to a \$475,000 cut.

2025 Reserves Forecast and Budget

The 2025 police operating contribution to Police Reserves is \$2,615,000, up from \$1,990,000 in 2024. Other revenues from grants, lease, and sale of equipment are estimated at \$40,000 for total revenues of \$2,657,700.

¹ One pending but as yet unapproved community grant request at the time of the report

Total 2025 reserves expenditures are projected at \$2,660,000, slightly higher than 2025 reserves revenues.

A Ten Year Reserves Forecast, included at the end of this report, shows a gradual plan to replenish the Police Equipment Reserve through greater contributions from the Operating Budget.

This table provides a projection of 2025 reserves activity, including contributions from the operating budget and planned expenditures for the year:

Reserve & Description	Opening Balance Jan 1, 2025	Revenues	Expenditures	Projected Balance Dec 31, 2025
Police Building Replacement²				
Balance January 1	\$249,000			
Contribution from Operating		\$500,000		
Facility Repairs/Upgrades ³			-\$400,000	
Furnishings ⁴			-\$50,000	
Total Police Building Reserve	\$249,000	\$500,000	-\$450,000	\$299,000
Equipment Replacement 911				
Balance January 1	\$99,400			
Contribution from Operating		\$400,000		
Other Revenues		\$2,700		
911 Equipment			-\$300,000	
Radio Communications ⁵			-\$165,000	
Total Equipmt Replacemt 911	\$99,400	\$402,700	-\$465,000	\$37,100
Operating Contingency				
Balance January 1	\$508,800			
Total Operating Conting Rsv	\$508,800			\$508,800
Police Equipment Reserve				
Balance January 1 ⁶	-\$500,000			
Contribution from Operating		\$1,715,000		
Other Revenues		\$40,000		
Defensive Equipment ⁷			-\$20,000	

² The Police Building Replacement Reserve, like the other Reserves, has been utilized as a capital account to fund significant building repairs and upgrades. There have been no historical infusions into the reserve for Building Replacement purposes.

³ The facility is coming forward as a separate item. Front counter, customer service area, and entrance improvements are overdue and could be carried out in 2025 pending decisions on facility replacement;

⁴ Standard lifecycle replacement of workstations;

⁵ Motorola upgrade and an internet radio solution which will stretch existing portable resources;

⁶ Police Equipment Reserve – 2025 Opening balance is projected to be negative \$500,000, the result of funding fleet replacement needs and other essential equipment needs of the police service; a gradual year over year increase in operating infusion will bring the reserve back to a positive balance by January 1, 2027. A 2024 budget request for a one time reserves infusion from City Reserves was turned down. Alternately, the Operating Contingency Reserve can be used to close the gap in the Equipment Reserve, but this is intended to fund unusual operating needs (major crime investigation, etc.);

⁷ Training weapons

Reserve & Description	Opening Balance Jan 1, 2025	Revenues	Expenditures	Projected Balance Dec 31, 2025
Police Technology ⁸			-\$175,000	
Systems & Software ⁹			-\$550,000	
Vehicles ¹⁰			-\$1,000,000	
Total Police Equipment Rsrv	-\$500,000	\$1,755,000	-\$1,745,000	-\$490,000
Total Police Reserves	\$357,200	\$2,657,700	-\$2,660,000	\$354,900

2025 Ten Year Reserves Forecast

The Ten Year Reserves forecast shows increased operating transfusions, particularly in the first four years. This will have an impact on operating increases as an attempt is made to bring reserves to a healthier and more sustainable level.

This table is a ten-year forecast of Reserves revenues and spending:

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Police Building										
Balance January 1	\$249,000	\$299,000	\$549,000	\$799,000	\$1,049,000	\$1,299,000	\$1,549,000	\$1,899,000	\$2,249,000	\$4,998,000
Revenues										
Contrib from Operating	\$500,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$800,000	\$800,000	\$800,000	\$800,000
Expenditures										
Facility Repairs/Upgrades	-\$400,000	-\$400,000	-\$400,000	-\$400,000	-\$400,000	-\$400,000	-\$400,000	-\$400,000	-\$500,000	-\$400,000
Furnishings	-\$50,000	-\$50,000	-\$50,000	-\$50,000	-\$50,000	-\$50,000	-\$50,000	-\$50,000	-\$50,000	-\$50,000
Police Building Year End	\$299,000	\$549,000	\$799,000	\$1,049,000	\$1,299,000	\$1,549,000	\$1,899,000	\$2,249,000	\$2,499,000	\$5,348,000
Equipment Replacement 911										
Balance January 1	\$99,400	\$37,100	\$174,800	\$312,500	\$400,200	\$702,900	\$755,600	\$658,300	\$1,161,000	\$1,663,700
Revenues										
Contrib from Operating	\$400,000	\$500,000	\$500,000	\$600,000	\$600,000	\$700,000	\$700,000	\$800,000	\$800,000	\$1,000,000
Other Revenues	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700
Expenditures										
911 Equipment	-\$300,000	-\$300,000	-\$300,000	-\$450,000	-\$300,000	-\$300,000	-\$450,000	-\$300,000	-\$300,000	-\$450,000
Radio Communications	-\$165,000	-\$65,000	-\$65,000	-\$65,000		-\$350,000	-\$350,000			-\$2,240,000
Equipment Replacement 911 Year End	\$37,100	\$174,800	\$312,500	\$400,200	\$702,900	\$755,600	\$658,300	\$1,161,000	\$1,663,700	-\$23,600
Operating Contingency										
Balance January 1	\$508,800	\$508,800	\$508,800	\$508,800	\$508,800	\$508,800	\$508,800	\$508,800	\$508,800	\$508,800
Operating Contingency Year End	\$508,800	\$508,800	\$508,800	\$508,800	\$508,800	\$508,800	\$508,800	\$508,800	\$508,800	\$508,800
Police Equipment										
Balance January 1	-\$500,000	-\$490,000	-\$281,000	\$668,000	\$1,825,000	\$1,595,000	\$2,740,000	\$4,180,000	\$5,265,000	\$6,402,000
Revenues										
Contrib from Operating	\$1,715,000	\$2,000,000	\$2,500,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
Other Revenues	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Expenditures										
Defensive Equipment	-\$20,000		-\$100,000		-\$75,000	-\$100,000	-\$125,000	-\$200,000		-\$75,000
Police Technology	-\$175,000	-\$211,000	-\$131,000	-\$83,000	-\$75,000	-\$195,000	-\$175,000	-\$75,000	-\$103,000	-\$75,000
Systems /Software	-\$550,000	-\$620,000	-\$360,000	-\$800,000	-\$2,120,000	-\$600,000	-\$300,000	-\$680,000	-\$800,000	-\$800,000
Vehicles	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000
Police Equipment Year End	-\$490,000	-\$281,000	\$668,000	\$1,825,000	\$1,595,000	\$2,740,000	\$4,180,000	\$5,265,000	\$6,402,000	\$7,492,000
Total All Reserves Year End	\$354,900	\$951,600	\$2,288,300	\$3,783,000	\$4,105,700	\$5,553,400	\$7,246,100	\$9,183,800	\$11,073,500	\$13,325,200

⁸ In car systems (camera, Lidar, roadside testing devices, ALPR) and fingerprint equipment

⁹ Includes computers/workstations/laptops/MDTs and IT life cycle replacement as well as additional media server infrastructure

¹⁰ The police fleet consists of 59 vehicles plus 1 trailer; this includes 20 patrol vehicles (24/7 utilization and 3 year replacement cycle), 22 specialty vehicles equipped with police lighting, cages, etc., assigned to specialty units (ERT, prisoner transport, K9...), and 17 general use vehicles (CID, training branch, admin). The patrol vehicles segment of the fleet is now updated but of the remaining 39 vehicles, 15 are older than 2016 MY and significantly past replacement cycle. In 2025, vehicles removed from service will be repurposed internally for a new internal Police Vehicle Operations PVO training module.

RECOMMENDATIONS:

1. **Approval of the 2024 Operating and Reserves Budgets (Recommended)**

That the Sarnia Police Board approve the requested 2025 Operating Budget of \$36,369,840 and 2025 Reserves expenditures. This represents an annual budgetary increase of 8.86% and continues efforts by the SPSB to reduce necessary increases.

This represents the minimum amount requested in order to comply with the CSPA requirement to provide adequate and effective policing. If this proposed operating budget is not funded, it is further recommended that the SPSB consider available options under CSPA Section 50(6).

2. **Further Reduction of the 2025 Operating and Reserves Budgets (Not recommended)**

The SPSB is responsible for ensuring the provision of adequate and effective policing. Additional reductions would create additional challenges to meet that obligation as well as increasing financial risk for budget overruns and increasing future unfunded liabilities.

OPTIONAL BUDGETARY RECOMMENDATIONS FOR THE SPSB (Opportunity to address financial and community safety concerns)

In the [December of 2024 Budget deliberations](#), City of Sarnia Council voted to reduce the originally proposed police budget in a recorded tied vote, was broken (against) by the Mayor (time stamp 1:30:00). This represented a reduction of police requested funding of \$475,000. This reduced budget and resulting financial risks, were reviewed by the SPSB who needed to remove the proposed reserve infusion to meet the imposed budget amount provided by Council.

The Sarnia Police Service recognizes the economic challenges experienced by residents and taxpayers. However, the demands for policing have increased and expected to increase further in hard economic times. We are simply unable to address growing demand for policing without the necessary resources. This budget submission has been prepared with an emphasis on fiscal constraint, however that comes at the cost of increased probabilities that we will not be able to meet public expectations in terms of response times, officer workloads, and other safety challenges for which the public continues to express concern. **The operational budget submission (8.86% for 2025) represents the minimum proposed amount to ensure adequate and effective policing in the current operating environment.**

We do respect historical concerns raised by some members of council in terms of costs (e.g. [Jan 10, 2023 Council Meeting](#), starting at 1:46:20). We acknowledge the deep frustration and challenges faced by many communities in terms of crime, disorder, and

quality of life. In order to strike a balance between these two contradicting demands, we propose to provide our municipal Council with viable options that directly address the expansive safety concerns of our city residents. These options represent opportunities, should council wish, to increase available front line police officers, investigators, and/or adequate reserves to address unanticipated needs for emergency funding.

Recommended – That the SPSB provide the City of Sarnia with additional budgetary options for Council consideration, and determine which (if any) they may wish to fund, that directly address financial and community concerns that directly affect the safety and well being of our community.

- 1. That the Sarnia Police Service Board provide Sarnia City Council with the option to approve a one-time reserve replenishment amount of \$450,000. This is the minimum amount requested in the [2024 Budget](#) (p. 38) and would be in addition to the any approved 2025 operational budget amount, submitted to Council pursuant to the provisions of the Community Safety and Policing Act.**

The absence of sufficient reserves continues to represent significant financial risk. If such risk materialized, the SPS would need to request additional and likely unbudgeted funding, from the City. The [City of Sarnia policy #CS-025](#) defines the primary purpose of reserves, “to ensure the ongoing financial stability of the City by setting aside monies for the long-term goals of the municipality and ensuring that those funds will be available when needed.” As a municipal special purpose body, the Sarnia Police Service requires sufficient reserves for the same purpose.

Inadequate reserve funding has been identified repeatedly in previous budgetary reports available to the public. Examples include:

- SPSB Meeting September 14, 2023 (report #23-09-010-O)
- SPSB Meeting October 12, 2023 (report #23-10-011-O)
- SPSB Meeting December 12, 2023 (report #23-12-006-O)

And / or

- 2. That the Sarnia Police Service Board provide Sarnia City Council with the option to increase front line officers (by one officer for each of the four platoons) to directly address community crime concerns. This would be in addition to the any approved 2025 operational budget amount, submitted to Council pursuant to the provisions of the Community Safety and Policing Act.**

“I have heard over and over and over again that there are not enough police on the street for people in the City of Sarnia to feel safe. They don’t feel safe.” – City Council deliberations, ([Jan 10, 2023 Council Meeting](#), starting at 2:00:00).

Please see Appendix B “SPS Statistical Reporting”.

And / or

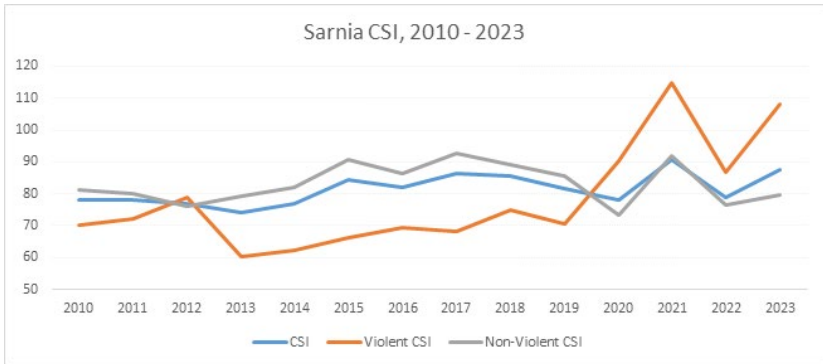
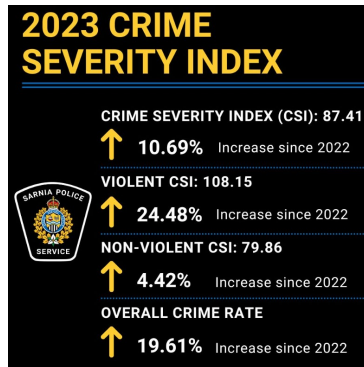
- 3. That the Sarnia Police Service Board provide Sarnia City Council with the option to increase criminal investigators to address increasing crime severity index and major cases. This would be the creation of two additional Detective Constable positions, one for each generalist investigative team in the Criminal Investigations Division. This would be in addition to the any approved 2025 operational budget amount, submitted to Council pursuant to the provisions of the Community Safety and Policing Act.**

Please see Appendix B “SPS Statistical Reporting”.

Appendix A – CSI and Comparators

Sarnia Crime Severity

SPS Media Release - [Statistics Canada 2023 Police Reported Crime Statistics Released](#)



The significant increase in violent crime increases burden on both investigative and frontline units. Initial responses to serious crimes often require additional resources such as Emergency Response Team, Forensic Identification, Criminal Investigators, and front line officers holding perimeters and crime scene. The frequency of major cases and their corresponding impact on available resources (including time) is a contributing factor in the negative impact on the clearance (solve) rates.

	2022	2023	% Change
CSI	78.97	87.41	10.69%
Violent CSI	86.88	108.15	24.48%
Non-Violent CSI	76.48	79.86	4.42%
Weighted clearance rate	49.17	45.25	-7.97%
Violent weighted clearance rate	74.69	64.26	-13.96%
Non-violent weighted clearance rate	37.59	34.96	-7.00%

Statistics Canada: [Understanding and using the Crime Severity Index](#)

Comparator Communities

FIR & Statistics Canada Reporting (Based on Latest Reports Available)

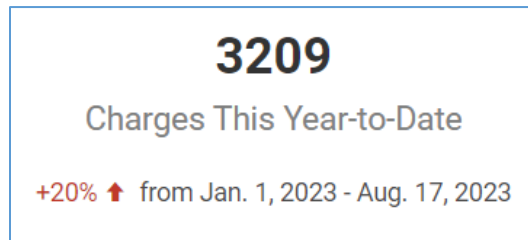
Municipality	Population	# Police Officers	# Fire Officers	Cop to Pop (100,000)	FIR Year	Tier	FIR Police Expenses	2023 CSI
Brantford	144,162	205	117	142.20	2023	Single	\$54,622,816	71.24
Peterborough	83,651	142	102	169.75	2022	Single	\$32,948,390	60.19
Chatham Kent	103,988	184	77	176.94	2022	Single	\$34,347,736	75
Sarnia	72,320	130	124	179.76	2023	Lower	\$33,599,234	87.41
Sault Ste Marie	78,574	158	82	201.08	2023	Single	\$39,808,507	111.46
Thunder Bay	108,843	377	204	346.37	2022	Single	\$41,785,109	97.83

<https://data.ontario.ca/dataset/financial-information-return-fir-for-municipalities>

Appendix B – SPS Statistical Reporting

Criminal Charges

Criminal charges are tried in court and each case requires extensive paperwork assembled in a bail or crown brief. This includes officer notes, reports, evidence collected, forms, witness lists/statements and so on. Increased criminal charges will also increase the time spent in case preparation, court, and prisoner care and control. This metric useful in determining change in overall officer workloads.



(January 2024 to August 17, 2024, as compared to the same period in 2023)

Top Criminal Charge Types (by YTD volume)

This chart represents the most frequent types of criminal charges for 2024 YTD. The top two categories represent offenders violating court-imposed conditions under release orders (i.e. bail) or probation (imposed post-conviction). This is indicative of a high volume of recidivism with offenders on release or subject to court imposed conditions when committing additional offences.

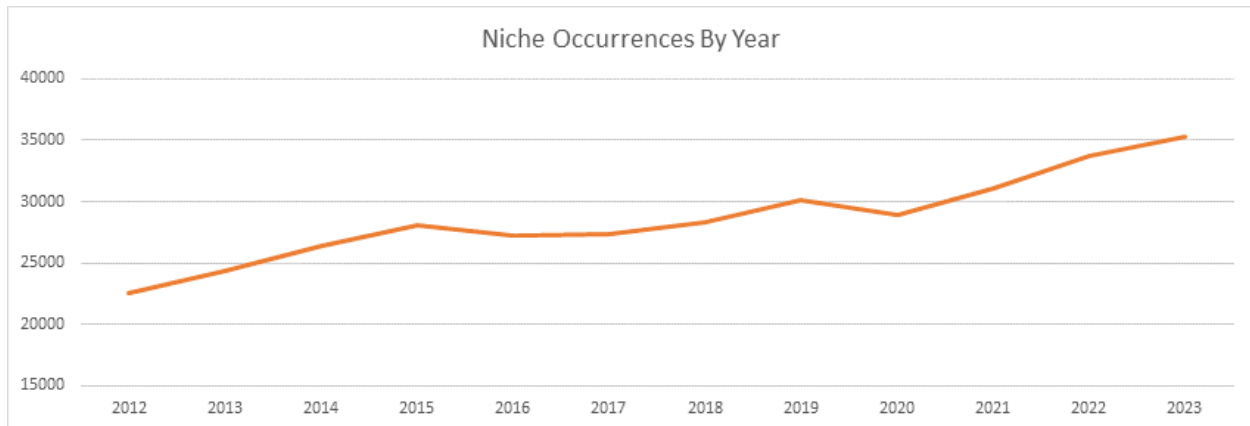
CC 733.1(1) FAIL TO COMPLY WITH PROBATION ORDER	655	+326 ↑	+99% ↑
CC 145(5)(A) FAILURE TO COMPLY WITH RELEASE ORDER - OTHER THAN TO ATTEND COURT	374	+42 ↑	+13% ↑
CC 334(B) THEFT UNDER \$5000	303	+152 ↑	+101% ↑
CC 266 ASSAULT	139	+21 ↑	+18% ↑
CC 266 ASSAULT - SPOUSAL	134	-4 ↓	-3% ↓
CC 430(4) MISCHIEF UNDER \$ 5,000	130	+1 ↑	+1% ↑
CC 264.1(1)(A) UTTERING THREATS - CAUSE DEATH OR BODILY HARM	98	+26 ↑	+36% ↑
CC 267(A) ASSAULT WITH A WEAPON	78	+19 ↑	+32% ↑
CC 145(4)(A) FAILURE TO COMPLY WITH UNDERTAKING	76	+1 ↑	+1% ↑
CC 380(1)(B) FRAUD UNDER \$5000	63	+7 ↑	+13% ↑
CC 145(4)(B) FAIL TO ATTEND FOR FINGERPRINTS - AS PER UNDERTAKING	62	+4 ↑	+7% ↑
CC 334(B) THEFT UNDER \$5000- SHOPLIFTING	59	+25 ↑	+74% ↑

January 1, 2024 to August 17, 2024 as compared to the same period in 2023.

NicheRMS Events over Time

This chart shows the growth in occurrences for the SPS in excess of a decade. These occurrences are extracted from our Records Management System (NicheRMS) and provide a useful metric for officer workload.

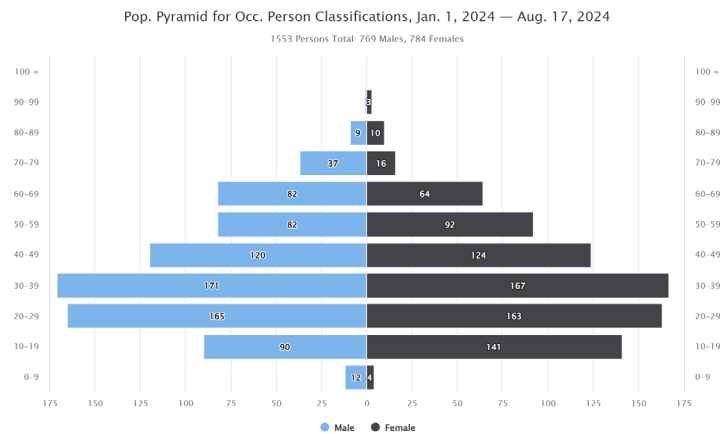
The SPS is projecting in excess of 37,000 occurrences in 2024. This represents an approximately 65% increase from 2012 levels.



Victimization

These are occurrences reported within the records management system where one or more involved individuals have been classified as a victim of crime. The first shows the call types where victimization is occurring most within our community (by volume). The second chart shows the victim breakdown by age and sex.

SHOPLIFT	493	+311 ↑	+171% ↑
THEFT	404	+158 ↑	+64% ↑
ASSAULT	289	-39 ↓	-12% ↓
DOMESTIC DISPUTE	245	+41 ↑	+20% ↑
THREATS	170	+42 ↑	+33% ↑
HARASSMENT	122	+18 ↑	+17% ↑
MISCHIEF	108	+27 ↑	+33% ↑
B-E BUS/RES/OTH	99	+31 ↑	+46% ↑
FAMILY DISPUTE	91	+20 ↑	+28% ↑
FRAUD	77	-5 ↓	-6% ↓



Mental Health Act

Apprehensions occur when police are called for an individual who, by virtue of a mental health crisis, is unable to care for themselves, or poses a danger to themselves or others (Mental Health Act, Ontario). While we have seen a small reduction in standalone Mental Health occurrences, the presence of mental health concerns are experienced across various call types.



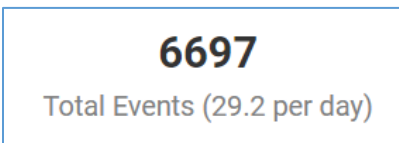
(Apprehensions within Mental Health occurrences)

This Period			
JAN. 01, 2024 – AUG. 17, 2024			
Type	CNT	PER	
MENTAL HEALTH ACT	507	-47 ↓	-8% ↓

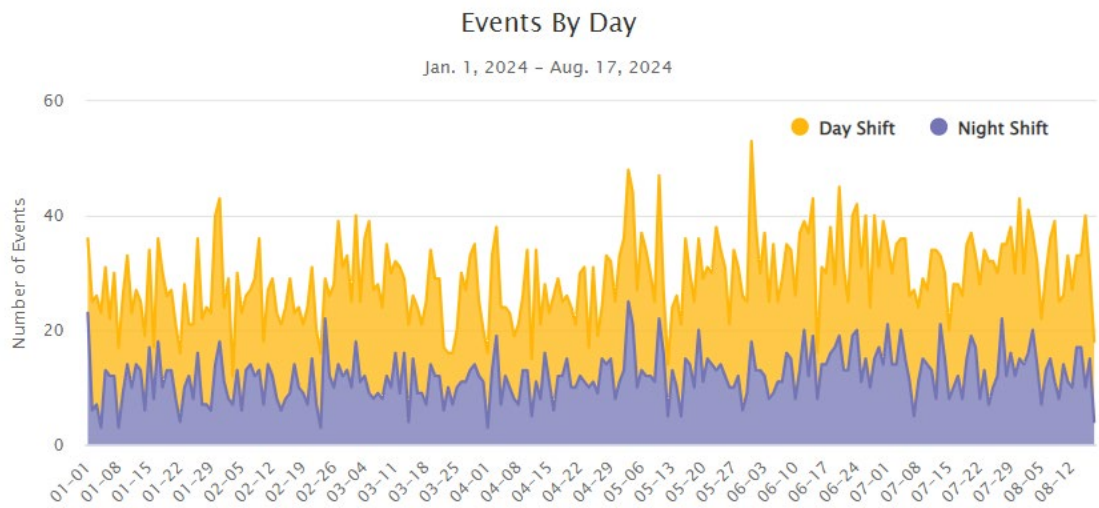
(Reportable occurrences in NicheRMS, January 1 2024, to August 17, 2024)

Police Emergency Response (“Priority 1” Dispatched Events)

“Priority 1” events are designated as calls for service that require immediate action by the nearest police unit (i.e. emergencies). A Priority 1 call for service will pre-empt a call of a lower Priority. The SPS responds to emergencies an average of 29.2 times per day.



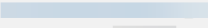



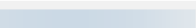





(Total Priority 1 Events January 1 2024, August 17, 2024)



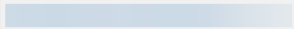

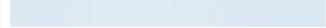

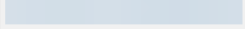


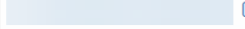




Recidivism is an ongoing challenge for the SPS. The charts below represent the disproportionate consumption of police resources, by a small group of people. The “frequency” police interactions are provided below, using the “top 5” in each category as an example. Homelessness, addiction and mental health continue to be prominent risk factors that contributed to increased police interaction. Rainbow Park and many of those individuals once dispersed, will continue to have high police interactions.

Top 5 High Frequency Individuals (police interactions - all call types)

Person	Recent Occurrences	Historic Occurrences	Top 3 Historic Types	Top 3 Historic Classifications
	Jan. 01, 2024 – Aug. 17, 2024	Aug. 17, 2023 – Aug. 17, 2024		
 SEX: Female / DOB:  (Age 40) CAUTIONS: Escape Risk, Mental Health, Contagious Disease, Violent or Assaultive FLAGS: Warrant	51	97	Unwanted person x 49 Trespass to property act x 19 Assault x 3	Subject of complaint x 72 Accused x 13 Charged x 11
 SEX: Female / DOB:  (Age 26)	40	103	Unwanted person x 30 Person Well-Being Check x 16 Warrants x 13	Subject of complaint x 51 Arrested x 26 Accused x 19
 SEX: Male / DOB:  (Age 32) CAUTIONS: Carries Weapons, Mental Health, Violent or Assaultive, Armed and Dangerous	38	65	Unwanted person x 17 Trespass to property act x 10 Shoplift x 8	Subject of complaint x 32 Arrested x 16 Accused x 15
 SEX: Male / DOB:  (Age 34)	37	55	Unwanted person x 14 Trespass to property act x 9 Warrants x 7	Subject of complaint x 25 Arrested x 11 Spoken to x 11
 SEX: Male / DOB:  (Age 30) CAUTIONS: Family Violence, Mental Health, Violent or Assaultive	37	48	Unwanted person x 18 Ambulance Assistance x 12 Disturb the peace x 2	Subject of complaint x 25 Person in crisis x 7 Spoken to x 6

Top 5 Criminality (Classification of accused, arrested, suspect, or charged)

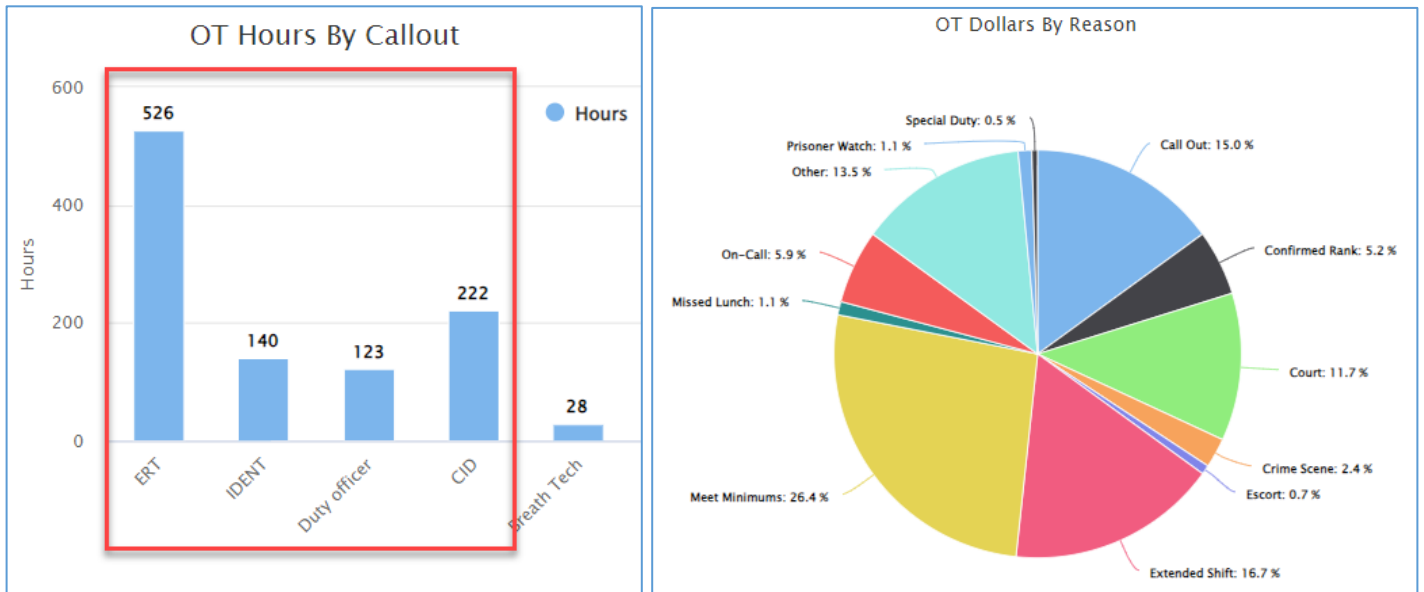
Person	Recent Occurrences	Historic Occurrences	Top 3 Historic Types	Top 3 Historic
	Jan. 01, 2024 – Aug. 17, 2024	Aug. 17, 2023 – Aug. 17, 2024		
 SEX: Male / DOB:  (Age 28) CAUTIONS: Suicide Risk, Violent or Assaultive	29	36	B-E bus/res/oth x 27 Theft x 3 Motor vehicle - recovered x 2	Accused x 33 Suspect x 20 Arrested x 16
 SEX: Male / DOB:  (Age 65) CAUTIONS: Escape Risk	19	27	Fraud x 22 Warrants x 3 Police information x 1	Accused x 20 Arrested x 18 Charged x 16
 SEX: Female / DOB:  (Age 36)	18	30	Trespass to property act x 12 Unwanted person x 4 Shoplift x 3	Charged x 20 Accused x 12 Arrested x 10
  SEX: Male / DOB:  (Age 20)	17	26	Warrants x 8 Bail violations x 5 Fraud x 3	Arrested x 21 Accused x 14 Charged x 11
  SEX: Female / DOB:  (Age 22) CAUTIONS: Family Violence	16	21	Shoplift x 11 Warrants x 5 Theft x 2	Arrested x 18 Accused x 16 Charged x 12

Appendix C – Overtime Reporting

During the January 2023 council budget deliberations, concerns were raised about the costs of overtime. *“There is nothing in this budget that tells you of the overtime which is huge to deal with on a financial basis,”* (Mayor Bradley, Jan 10, 2023 Council Meeting, starting at 2:03:00). Overtime is an important component of budgeting for all emergency service, with their unpredictable circumstances and demands.

Overtime expenditures are purported by some to be a negative indicator of financial management. However, when used properly, overtime can be a cost effective way to help meet unpredictable and short term operational demands. Examples may include extensive investigations (e.g. missing person searches), large community events, and ensuring adequate resources are available 24/7 to meet our community safety responsibilities. When used effectively, overtime is an important and effective tool in the provision of adequate and effective policing.

At the June 22, 2023 SPSB meeting, a public report (#23-06-007-O) was provided that outlines how overtime is managed within the SPS. Under the current administration, new policies and procedures have been introduced, as well as new analytical capabilities, to manage and control over time expenditures.



(Jan 1, 2024 – Aug 17, 2024)

Historical Overtime Expenditures by Year

OVERTIME	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Budget 2600 Officer	\$546,500	\$520,000	\$540,000	\$540,000	\$540,000	\$620,000	\$620,000	\$620,000	\$640,000	\$700,000	\$700,000
Budget 2605 Court	\$15,500	\$15,500	\$14,600	\$14,600	\$14,600	\$14,600	\$15,000	\$15,000	\$10,000	\$10,000	\$10,000
Budget 2610 Comm	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Budget 2615 Civilian	\$10,500	\$10,500	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$12,000	\$12,780
Budget 2620 Janitorial	\$310	\$330	\$375	\$375	\$375	\$375	\$375	\$1,500	\$1,500	\$1,500	\$1,500
Total OT Budget	\$592,810	\$566,330	\$584,975	\$584,975	\$584,975	\$684,975	\$685,375	\$686,500	\$701,500	\$763,500	\$764,280
Actuals 2600 Officer	\$561,816	\$722,458	\$782,307	\$782,026	\$674,635	\$753,634	\$824,542	\$1,034,075	\$973,603	\$971,106	
Actuals 2605 Court	\$14,182	\$18,936	\$9,845	\$13,231	\$19,446	\$25,393	\$8,484	\$10,548	\$24,593	\$21,666	
Actuals 2610 Comm	\$30,030	\$40,368	\$82,820	\$44,323	\$125,766	\$164,394	\$79,614	\$51,211	\$34,265	\$137,824	
Actuals 2615 Civilian	\$8,635	\$18,008	\$16,172	\$24,467	\$27,087	\$26,656	\$24,358	\$15,881	\$36,827	\$60,660	
Actuals 2620 Janitorial	\$365	\$1,343	\$1,770	\$6,126	\$353	\$1,195	\$8,462	\$5,547	\$8,698	\$6,401	
Total OT Actuals	\$615,028	\$801,113	\$892,914	\$870,173	\$847,287	\$971,272	\$945,459	\$1,117,262	\$1,077,986	\$1,197,657	
OT Under (Over)	-22,218	-234,783	-307,939	-285,198	-262,312	-286,297	-260,084	-430,762	-376,486	Page 406	157



SARNIA POLICE SERVICE Open Agenda Information Report

To: Chair and Police Service Board Members
From: Chief Derek Davis
Subject: Police Facility Replacement Project
Date: August 27, 2024
Report Number: 24-08-0015-0

RECOMMENDATION:

"That the Sarnia Police Service Board approve \$500,000 in initial contingency funding for the 2025 Sarnia Police Facility Replacement Project and forward this budget estimate to Sarnia City Council pursuant to the provisions of the CSPA.

This recommendation shall be in addition to any 2025 SPSB submission of annual budget estimates"

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

Derek W. Davis
Chief of Police

/CD

BACKGROUND:

The Sarnia Police Service (SPS) Board has conducted extensive research into the needs of the Sarnia Police Facility. Two third party engineering reports have been commissioned, that identify the need to address the deficiencies of the current SPS facility. The first report identified basic building repair and code requirements. The second report the unique and specific needs of a police organization (e.g. range, custody facilities, security).

- Headquarters Building Condition Assessment (see pages 102-106 of the [July 10, 2023 City Council meeting agenda package](#))
- Police Headquarters Needs Assessment (see pages 28-65 of the [April 25, 2024 SPS Board agenda package](#))

Recognizing that the current facility is in need of significant repair, and does not meet the needs of the SPS nor the legislative requirement of adequate and effective, the SPS Board is seeking to move forward with the SPS Facility Replacement Project.

LEGISLATION:

The Community Safety and Policing Act (CSPA) provides the legislative framework for the preparation, submission and provision of the police budget. The CSPA came into effect on April 1, 2024. The following sections are applicable to this budget report.

Responsibility for providing policing <https://www.ontario.ca/laws/statute/19c01#BK12>

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.

Adequate and effective policing <https://www.ontario.ca/laws/statute/19c01#BK13>

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:

Police service board duties and powers <https://www.ontario.ca/laws/statute/19c01#BK50>

CSPA 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; and

Municipal board finances

CSPA 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.*

Estimates

(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.*

(3) *The format of the estimates, the period that they cover and the timetable for their submission shall be determined by the municipality.*

Budget

(4) *Upon reviewing the estimates, the municipality shall establish an overall budget for the municipal board for the purposes described in clauses (1) (a) and (b) and, in doing so, the municipality is not bound to adopt the estimates submitted by the municipal board.*

(5) *In establishing an overall budget for the municipal board, the municipality does not have the authority to approve or disapprove specific items in the estimates.*

Dispute

(6) *If the municipal board is not satisfied that the budget established for it by the municipality is sufficient for the purposes described in clauses (1) (a) and (b),*

- (a) the municipal board and the municipality may jointly apply to the Commission Chair to appoint a conciliation officer to attempt to resolve the matter; or*
- (b) the municipal board may give the municipality written notice referring the matter to arbitration.*

DISCUSSION/ANALYSIS:

Sarnia Police Service Board 2023-2025 Strategic Plan

In 2022, the 2023-2025 Strategic Plan was developed through extensive consultation with the public along with feedback from internal and external stakeholders. This included multiple community consultations and a public survey, resulting in the identification of **four priority areas for the Sarnia Police Service**.




<https://www.sarniapolice.ca/reports/2023-2025-strategic-business-plan.pdf>

These priority areas continue provide strategic guidance for police operations, and the development of the 2025 Budget. One of the four priority areas identified in the Strategic Plan directly relates to facilities.


GOALS PRIORITY AREA

3

FACILITIES,
EQUIPMENT AND
TECHNOLOGY



<p>Facilities</p> <ul style="list-style-type: none">• Undertake measures to ensure SPS facilities are welcoming and accessible to members of the community who access our services• Ensure modern, safe and supportive workspaces for staff	<ul style="list-style-type: none">• 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
<p>Equipment</p> <ul style="list-style-type: none">• Establish collaborative internal processes to understand the equipment needs of SPS members• Undertake a long-term resource planning process to understand equipment requirements over the next 10 years and beyond• Ensure life-cycle planning for fleet and equipment by implementing asset management best practices• Ensure environmental concerns and best practices are prominent in equipment and material selection (e.g. hybrid vehicles, recyclable materials)	<p>Technology</p> <ul style="list-style-type: none">• Use data collection and analysis to encourage evidence-based decision making• Ensure a robust and secure technology infrastructure to support modern police operations• Embrace new technologies to enhance police operations and effectiveness (e.g. in-car cameras)• Ensure staff are well trained on technology to maximize effectiveness• Embrace Cybersecurity best practices and take steps to ensure the SPS has vigorous information security measures in place



City Council Strategic Plan (2024)

The City of Sarnia Council is currently developing its own strategic plan, still in the community engagement phase.

<https://www.speakupsarnia.ca/42195/widgets/176018/documents/129973>

City of Sarnia Proposed Strategic Priorities (Draft)



As part of that strategic planning process, a SOARR assessment was completed (see below). This was developed through “aggregated feedback based on one-on-one interviews with Mayor, Council, and Senior Leadership in February 2024.”

The Sarnia Police Service is an important stakeholder in our city, especially as it pertains to community safety. A modern police facility also supports the City of Sarnia Strategic Plan (draft) in the highlighted areas below.

SOARR Assessment

Strengths	Opportunities	Aspirations	Risks	Results
Strategic location near U.S.	Support for small businesses	Progressive & innovative mindset	Not investing in aging assets	Effective day-to-day functioning of City
Abundant transportation assets (rail, harbour, air)	More housing diversity & modern neighbourhoods	Strong quality of life & amenities	Not investing in a more walkable & livable community (safer streets / access to public transit)	Council focus on strategic issues
Beautiful waterfront pathways & greenspaces	Infrastructure improvements	Positive perception of City	Negative image as “Chemical Valley”	Safeguarding communities while providing necessary services
High quality of life	Collaborations with other levels of government	Economic turnaround & prepare for climate change	Aging population	Youth involvement in decision making
Strong workforce & education sector	Reinvest in staff & technology	Age-friendly & inclusive community	Workforce issues / lack of diversity	Implementation of guiding master plans
City has been responsible with reserves & borrowing	Improve policies, procedures & decision making	Diversified & growing population	One-industry town	Housing diversity
Economic Development Department	Economic development capacity	Safer community		Flexible policies and plans
Lambton College and Research Park	Economic diversification	Strong government relations		Effective relationships across government agencies
	City innovation	Tourism community		Business attraction and tourism development
	City branding and identity			

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City of Sarnia 2024 Proposed 10-Year Reserves Plan

The City of Sarnia does project capital needs out over multiple years. This image shows unfunded capital projects, including the currently needed police repairs (highlighted).

Reserve	Type	Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
9999 Unfunded Projects	Proposed	Asset Management - Facility Improvements	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	
		Asset Management - Road Rehabilitation	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	
		Asset Management - Watermain, Sanitary and Storm											
		Sewer Replacements	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
		Bright's Grove Library	(2,666,667)	(2,666,667)	(2,666,666)								
		Canatara Park			(2,000,000)	(2,000,000)	(2,000,000)						
		Clearwater Arena Improvements - 3rd Ice Pad	(20,000,000)										
		Competitive Market Analysis - Business Parks		(5,250,000)	(6,000,000)								
		Electric Transit Fleet	(3,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
		Flood Mitigation	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
		Germain Park - Outdoor Pool	(5,000,000)										
		Harbour Project			(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
		Multi Use Recreational Facility	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)					
		Norm Perry Park					(2,500,000)	(2,500,000)	(2,500,000)				
		Police - TBD											
		Police Headquarters Renovations		(4,000,000)									
		Sarnia Chris Hadfield Airport Masterplan Implementation				(473,000)	(1,434,000)	(925,000)	(287,000)	(9,723,000)	(1,383,000)	(75,000)	
		Waterfront Masterplan Implementation			(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(8,941,200)	(3,788,100)	(6,555,300)	(1,476,000)	(3,000,000)
		Waterfront Masterplan Implementation - Ferry Dock Hill Construction			(6,000,000)								
		9999 Unfunded Projects Total			(52,666,667)	(23,916,667)	(32,139,666)	(26,934,000)	(26,425,000)	(22,728,200)	(24,511,100)	(18,938,300)	(12,551,000)

In order to provide proper estimates for a police facility over time, the facility project needs to be initiated. Costs can then be accurately assessed and a capital funding strategy undertaken over multiple years. The cost of full building replacement is anticipated to be in excess of \$60 million dollars. Cost mitigation options do exist including use of municipally owned land, disposition of the existing facility, and any opportunity for partnerships.

LEGAL OPINION

The SPSB sought advice on how to best proceed with moving this forward. In the absence of any specific Council direction on how to best proceed, it is recommended that the SPSB include the Police Facility Replacement Project as part of annual budget estimates pursuant to the CSPA.

"In the usual course the Police Services Board ("PSB") will prepare a financial proposal or the municipality's approval. The PSB must ensure it provides adequate and effective policing to the community. The municipality that maintains a municipal Police Service Board, must provide the PSB with sufficient funding to comply with the Act and the Regulations, and pay the expense of the Boards operation. The Board must submit operating and capital estimates to the municipality that will show, separately, the amounts that will be required to comply with the CSPA, the Regulations, including the amounts required to provide the police service with required equipment and facilities.

Once the municipality has reviewed the estimate, the municipality shall establish an overall budget for the purposes of compliance with the CSPA. However, the municipality is not bound to adopt the estimates submitted by the PSB. If the municipality is not satisfied with the budget estimates, it can apply to the Commission Chair to appoint a Conciliation Officer to attempt to resolve the matter, or the PSB may give the municipality written notice referring the matter to Arbitration."

RECOMMENDATIONS:

1. **Proceed with the necessary building improvements (\$4.4 million) identified to repair and bring the current facility up to building code (Not Recommended).**

The current Sarnia Police facility has immediate repair needs projected to cost \$2.2 million. The facility also requires major capital improvement to bring it to code that are estimated to cost an additional \$2.18 million.

This option only addresses the generic facility, and does not address the additional operational shortcomings for an adequate and effective police service (e.g. range, cells, etc). As such these issues would still need to be addressed at additional costs.

The facility is over capacity and any major repairs would necessitate relocation of police operations (full or partial) to another site. These costs and disruption to operations are expected to be significant.

2. **Continue to defer (Not recommended)**

The SPSB is responsible for ensuring the provision of adequate and effective policing. This includes the facilities.

With extensive repairs needed now, and in the absence of a sustainable long term solution, this option is not viable from a health and safety, legislative, or liability perspective.

3. **Provide \$500,000 of initial funding to enable the Police Facility Replacement Project to proceed (Recommended).**

These funds are required to initiate the Police Facility Replacement Project. These would be used to engage an architect and begin the process of land identification, project planning, and cost assessment. This is anticipated to be a multi-year project that needs to be initiated immediately.