



# Sarnia Police Services Board

Open Meeting  
Thursday, October 12, 2023  
9:00 a.m.

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- |  |             |                     |
|--|-------------|---------------------|
| 1. Welcome   |             | Chair               |
| 2. Traditional Territory Acknowledgement   |             | Chair               |
| 3. Declarations of Conflict of Interest  |             | Chair               |
| 4. Approval of Agenda  | Approval    | Chair               |
| 5. Minutes<br>5.1 September 14, 2023   | Approval    | Chair               |
| 6. Use of Force Report   | Information | Deputy Chief        |
| 7. NG 911 Managed Service  | Approval    | Director of Finance |
| 8. Offline Backup Server   | Approval    | Chief               |
| 9. Police Action at Labour Disputes Policy                                       | Approval    | Chair               |
| 10. Monthly Operation Update   | Information | Deputy Chief        |
| 11. 2024 Budget  | Approval    | Chief               |
| 12. Open Forum   |             | All                 |
| 13. Adjournment<br>13.1 Next Regular Public Meeting: Thursday, November 16, 2023 | Approval    | Chair               |



# SARNIA POLICE SERVICES BOARD

OPEN MINUTES

9:00 a.m. - THURSDAY, SEPTEMBER 14, 2023  
COMMUNITY ROOM, SARNIA POLICE SERVICES

**Board Members Present:** Paul Wiersma, Kelly Ash (Video Conference) and Charlene Sebastian

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

**Absent:** Councillor George Vandenberg, Councillor Chrissy McRoberts

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

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

## 5. Minutes

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

***That the Minutes of July 27, 2023, be adopted.***

## 6. Delegation – Media Relations – Nathan Colquhoun

Chair P. Wiersma invited Nathan Colquhoun to the podium.

Mr. Colquhoun advised that he is the owner of the Sarnia Journal and expressed his frustration with communication with Sarnia Police Service, he feels there is a need for a streamlined channel of communication.

He feels the Sarnia Police Service is being negligent to the community when not giving updated information to the media.

In response to a question from Chair Wiersma on the media expectations, Mr. Colquhoun advised the need for a single communication person and access to immediate updated information.

Chief Davis advised that this is an area for improvement and consideration was being given to this matter.

Chair Wiersma thanked Mr. Colquhoun for this presentation.

## 7. Board Reserve Fund

A report from Chief Davis, dated September 14, 2023, regarding the Board Reserve Fund was considered.

Chief Davis explained the disposal of property within the Police Services Act advising that the fund needs to be established to align with the Act.

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

***That the Sarnia Police Services Board authorize the creation of a Board Discretionary Fund in perpetuity, pursuant to the provisions of the Police Services Act. These funds are to be used for any purpose that the Board considers in the public interest.***

## **8. Adequacy Standards Board Policies**

A report from Chair P. Wiersma, dated September 14, 2023, regarding updating outdated adequacy standards board policies was provided.

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

***That the Sarnia Police Service Board adopt the proposed adequacy standards policies and rescind all previous adequacy standards policies.***

## **9. Monthly Operation Update**

A report from Deputy Chief Craddock, dated September 14, 2023, highlighting the monthly operations update was provided.

Deputy Chief Craddock explained the complexity of police calls from minor incidents to violent crimes, she gave examples of calls received and advised of the positive feedback from the community.

## **10. 2024 Budget Draft**

Chair P. Wiersma explained the process, with the final budget to be adopted at the October 12, 2023, meeting of the Sarnia Police Service Board.

Chief Davis gave some background and invited questions from the Board.

Board Member C. Sebastian spoke to the deferred needs and how they need to be acknowledged, she suggested the needs be more accurately articulated.

Chief Davis spoke to the reserves and the need for contingency funds, he feels the reserves are insufficient.

Chair P. Wiersma requested that staff look for additional cost savings and that additional rational be added to budget requests.

## **11. Open Forum**

No items were brought forward for discussion.

**12. Adjournment**

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

**That the Sarnia Police Service Board adjourn to their next meeting to be held  
October 12, 2023.**

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Secretary

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Chair



## **SARNIA POLICE SERVICE**

### **Open Agenda Information Report**

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

**From:** Deputy Chief Julie Craddock

**Subject:** 2022 Use of Force Annual Report

**Date:** October 12, 2023

**Report Number: 23-10-006-0**

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#### **SUMMARY:**

As per the Board's Use of Force Policy No. AI-012, the 2022 annual use of force statistics are contained within this report. The statistical data is gathered from Use of Force reports submitted by members of the Sarnia Police Service between January 01, 2022 and December 31, 2022.

These statistics are used to develop policy and training programs in the area of use-of-force and de-escalation training.

A handwritten signature in cursive script that reads "Julie M. Craddock".

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Julie M. Craddock  
Deputy Chief of Police

:jc

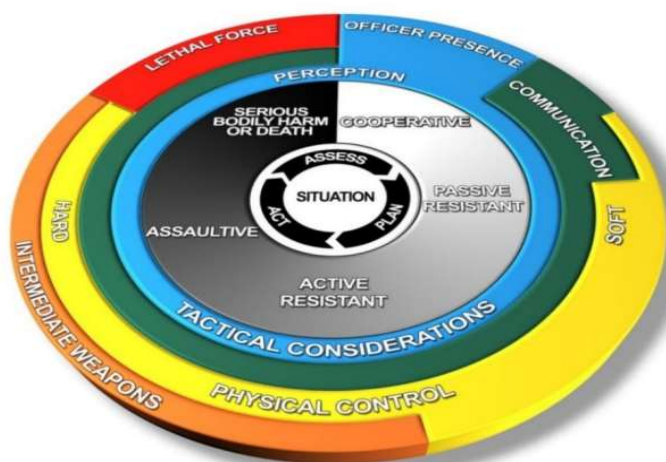
## **BACKGROUND**

The *Criminal Code of Canada* authorizes police officers in the province of Ontario to use force, while engaged in the lawful execution of their duty. Under Section 25, officers are permitted to use as much force as necessary if they act on reasonable grounds. Regulation 926 of the *Police Services Act*, specifically outlines the types of firearms and weapons that police officers are permitted to carry, and includes mandatory training qualifications in use of force and firearms.

The regulations further address reporting requirements when officers apply force or draw their firearms. As of January 1, 2020, under the *Anti-Racism Act*, police services are now required to collect data on the perceived race of those subjects involved in use of force incidents. The Ministry of the Solicitor General mandates police Services in Ontario to complete province-wide standardized Use of Force Reports electronically, for the collection.

The Use of Force Model (2004) is a guide for police officer and is provided by the Province of Ontario. The model is referred to in training and is designed to assist officers in assessing certain situations, behaviours and taking action based on their observations.

### **Ontario Use of Force Model (2004)**



**The officer continuously assesses the situation and selects the most reasonable option relative to those circumstances as perceived at that point in time.**

## **MANDATORY REPORTING REQUIREMENTS**

When an officer has displayed or applied reportable force or utilized a force option as defined by regulation, the officer must complete and submit an electronic Use of Force Report. Individual officers who are involved in the same incident must complete separate reports if they have applied reportable force. Emergency Response Units (ERT) and Public Order Units (if applicable) are permitted to complete and submit a single electronic Use of Force Report, detailing the teams' combined use of force.

A member shall submit a Use of Force Report when:

- (a) a handgun is drawn in the presence of a member of the public, excluding a member of the police force who is on duty, points a firearm at a person or discharges a firearm. A member of the public includes a suspect or arrested person;
- (b) a member uses a weapon other than a firearm on another person;
- (c) a member uses physical force on another person, not in relation to training conducted by the Training and Education Bureau, that results in an injury requiring medical attention; and
- (d) a member deploys a Conducted Energy Weapon (CEW) on a person or an animal or displays the CEW in the Demonstrated Force Presence Mode.

After completing the electronic Use of Force Report, the officer submits the report to their supervisor who is required to review and approve the report. The supervisor then forwards the electronic report to their commander. The report is then directed to the Training Bureau for review and submission to the Ministry.

This report focuses on mandatory use of force reporting and its associated data. In accordance with the Anti Racism Act, this report also looks at the intersectionality of the application of force and race.

## **TRAINING**

### **De-escalation & Critical Decision-Making:**

Sarnia Police Service members begin use of force training, as soon as they hired as Cadets. During this time, members are introduced to the Ontario Use of Force Model, use of force options and de-escalation training. Cadets receive further training at the Ontario Police College, again, with an emphasis on communication and de-escalation.

Sarnia Police Service members receive ongoing use of force training through the Annual In-Service Training (IST). This training is mandatory for all members, with themes of de-



escalation and communication as the foundation for the curriculum. This training also includes judgement scenarios, police vehicle operations and academic material.

All sworn members have received mandatory training on the Collection of Identifying Information in Certain Circumstances (CIICC), which applies to a police officer attempting to collect identifying information about an individual from an individual.

### **Anti-Racism Training:**

The Sarnia Police Service has developed a multi-session, anti-racism strategy, which was introduced in 2022. This program (Respect in the Workplace) is mandatory for all SPS employees. The course focuses on the Ontario Human Rights Code and includes topics such as:

- 1) Negative Power vs Positive Power, Respectful Leadership
- 2) Discrimination OHRC
- 3) Racism: Unconscious Bias, Micro Aggressions, Systemic racism, anti Racism
- 4) Diversity Equity and Inclusion

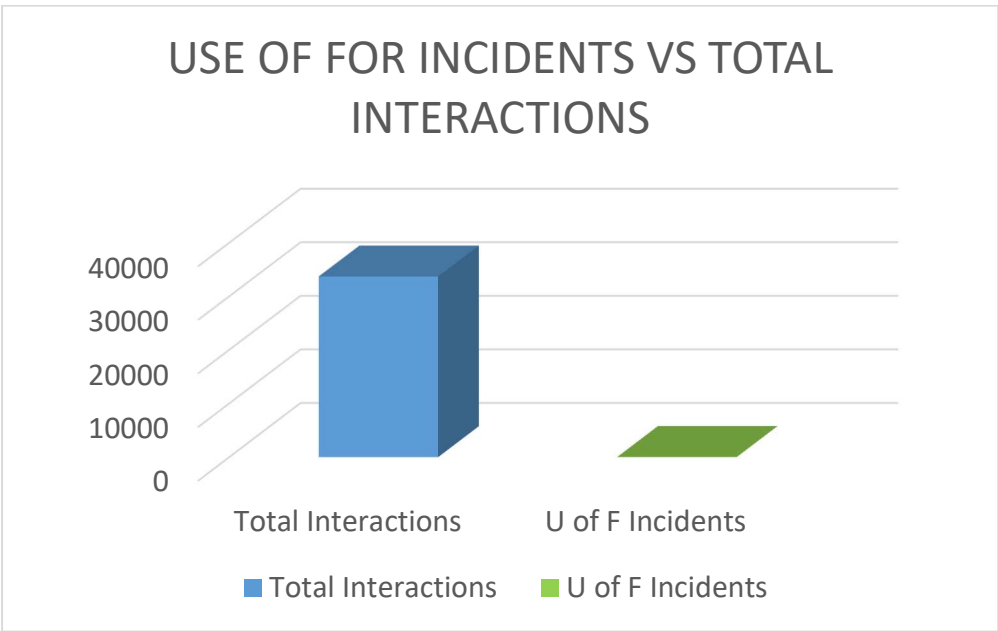
This training framework is aligned with the Truth and Reconciliation Commission's (TRC) 94 Calls to Action (Professional Development and Training for Public Servants).

## **ANALYSIS**

### **Use of Force Incidents VS. Total Interactions;**

A use of force incident is an occurrence, event or interaction with a member of the public that meets the criteria of mandatory use of force reporting. A single incident with one subject could generate two or more reports if multiple officers applied force at the same incident. Additionally, an incident that involves multiple subjects could also generate multiple Use of Force Reports.

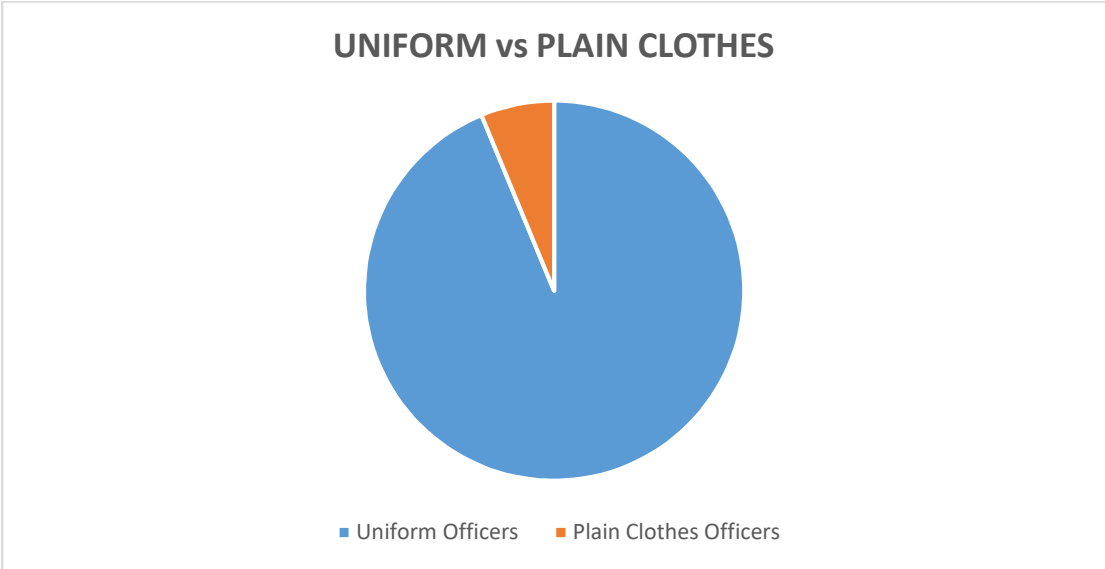
In 2022, members of the Sarnia Police Service had 33,721 interactions with members of the public (calls for service). Included in this are traffic stops, citizen-generated calls for service and officer-initiated contacts. Of these, 32 individual incidents resulted in a police use of force encounter. This result to a total of 0.094% of all police interactions involved mandatory use of force reporting.



**Uniform Officer vs. Plain-Clothes Officer:**

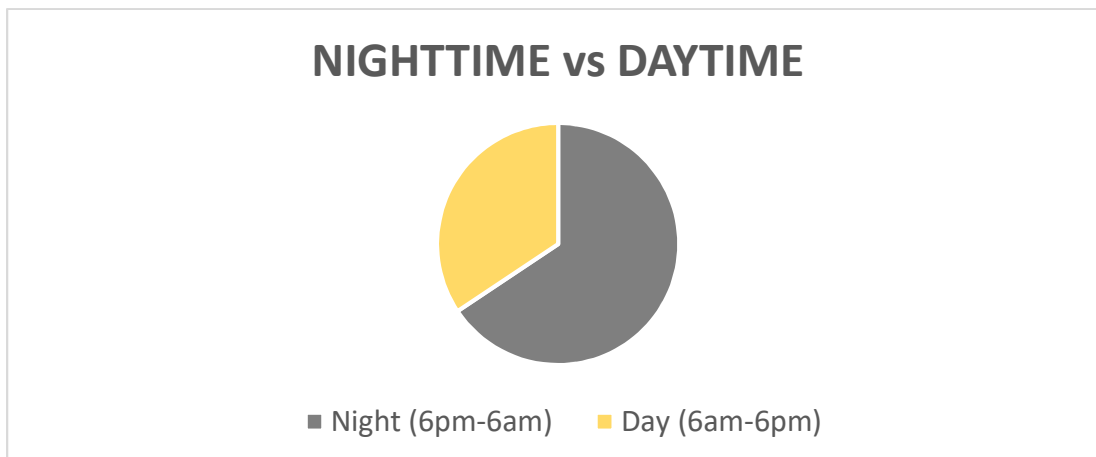
In 2022, frontline uniformed patrol officers (including Emergency Response Team (ERT) officers assigned to patrol functions) submitted 93.75% of all Use of Force Reports. The remaining 6.25% of reports came from plain-clothes officer assigned to specialized units.

Of the 32 reports, two involved officers euthanizing critically injured animals.



### Nighttime vs. Daytime Incidents:

In 2022, 21 use of force incidents occurred between the hours of 6pm and 6am. This represents approximately 66% of use of force incidents occurring during dark or low light situations.



### INTERACTIONS (CALL TYPES)

The use of force is designed to gain control of a subject using no more force than is reasonably necessary, having regard firstly to officer safety and secondly to minimizing harm to the subject.

The application of force does not correlate to the type of call, but rather the behaviour demonstrated by the subject. Call types that officer responded to that resulted in a use of force report being submitted were varied. Within these calls are both officer-initiated contacts and citizen-generated calls for service and assistance.

Call Type	Number of Reports	Percentage
Domestic	1	2.94%
Other Disturbance	5	14.70%
Suspicious Person	1	2.94%
Traffic Stop	2	5.88%
Weapons	12	35.52%
Mental Health Act	3	8.82%
Search Warrant	1	2.94%
Drugs	1	2.94%
Animal	2	5.88%
Warrant	4	11.76%

Assault	0	0%
<b>Robbery</b>	<b>1</b>	<b>2.94%</b>
<b>Theft</b>	<b>1</b>	<b>2.94%</b>

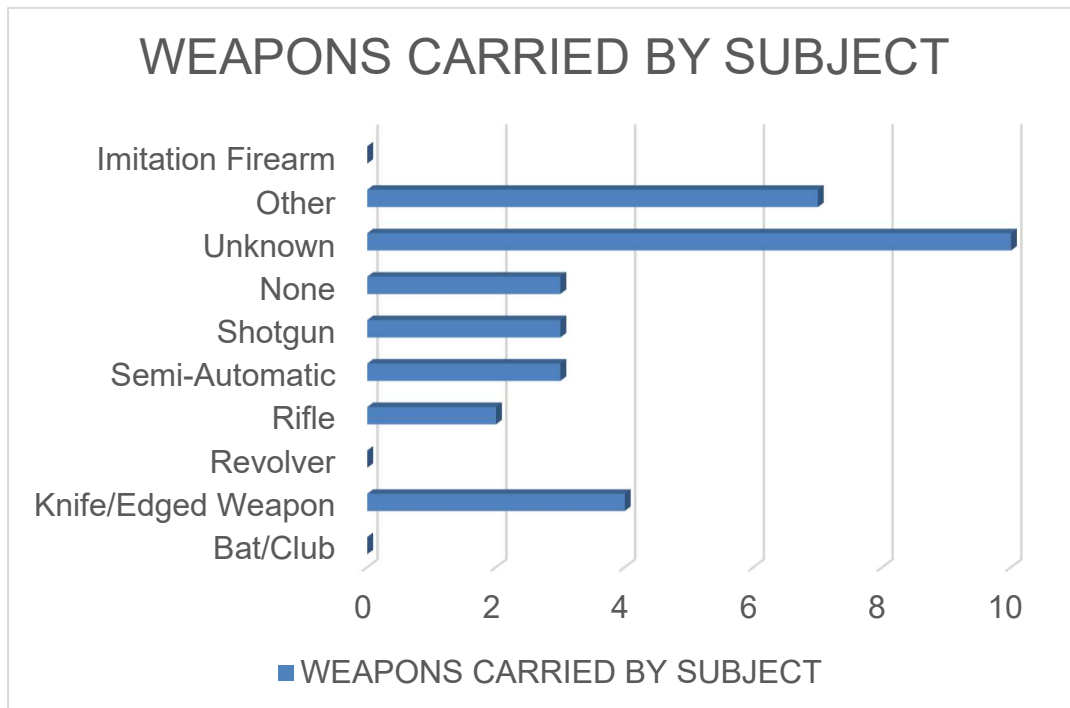
**Weapons Call Types:**

A member will draw their firearms when they reasonably believe it is necessary to protect himself, herself, or a member of the public against a threat of serious bodily harm or death. The majority of use of force incidents occur when officers respond to weapon-related incidents.

**Incidents with Armed Subjects:**

Of the 32 Use of Force Reports submitted in 2022, there was 35 individual subjects. Of these 19 subjects were armed with a weapon.

The most common weapons encountered in 2022 were edged weapons and firearms. The statistics indicate that in seven instances the weapon was visibly in the hand of the subject. In four cases, the weapon was within reach of the subject and in 10 cases (unknown), the weapon concealed on the subject.



\*other included shovels, pistol and weapons of opportunity

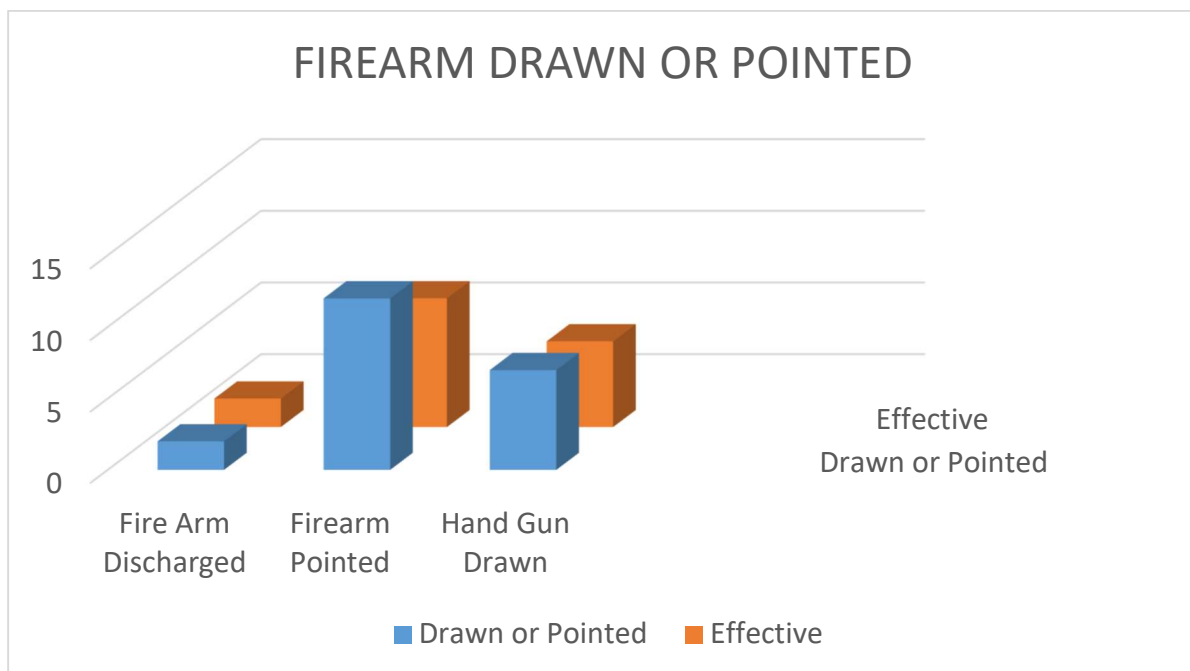
## **USE OF FORCE OPTIONS**

### **Point or Discharge of Firearm and Dispatch of Injured animals:**

Of the 32 Use of Force Reports in 2022, 12 were the result of officers who drew their firearm and pointed it at a subject. There were seven reports where the handgun was drawn but not pointed.

In two incidents, the officer was required to discharge their firearm to dispatch an injured animal.

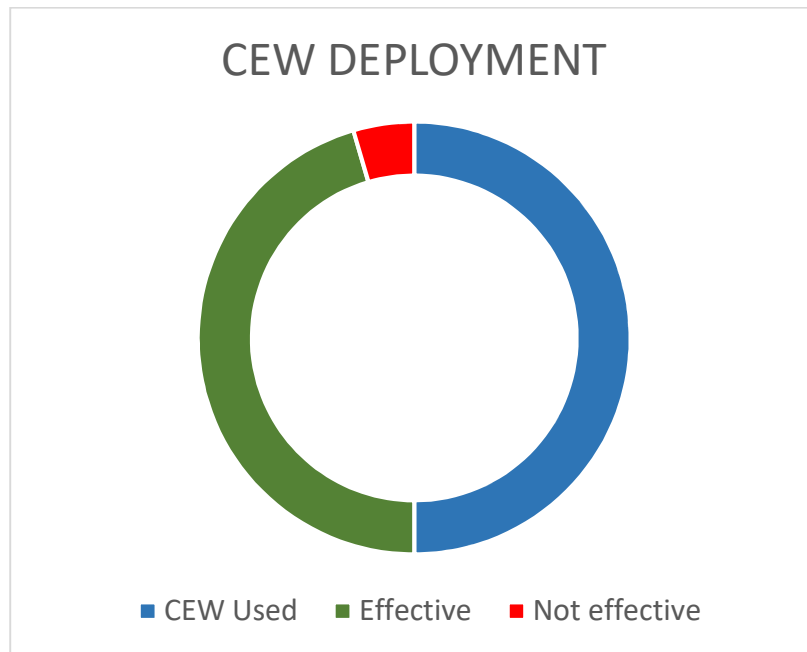
The below figure illustrates that officers were able to de-escalate potentially dangerous encounters effectively through tactical communications.



### **Intermediate Weapon-Conducted Energy Weapon (CEW):**

Conducted Energy Weapons (CEW), or in our Service's case, the Taser X2, can be used in three modes based on a multitude of factors including, but not limited to, situational or environmental conditions and subject behaviours.

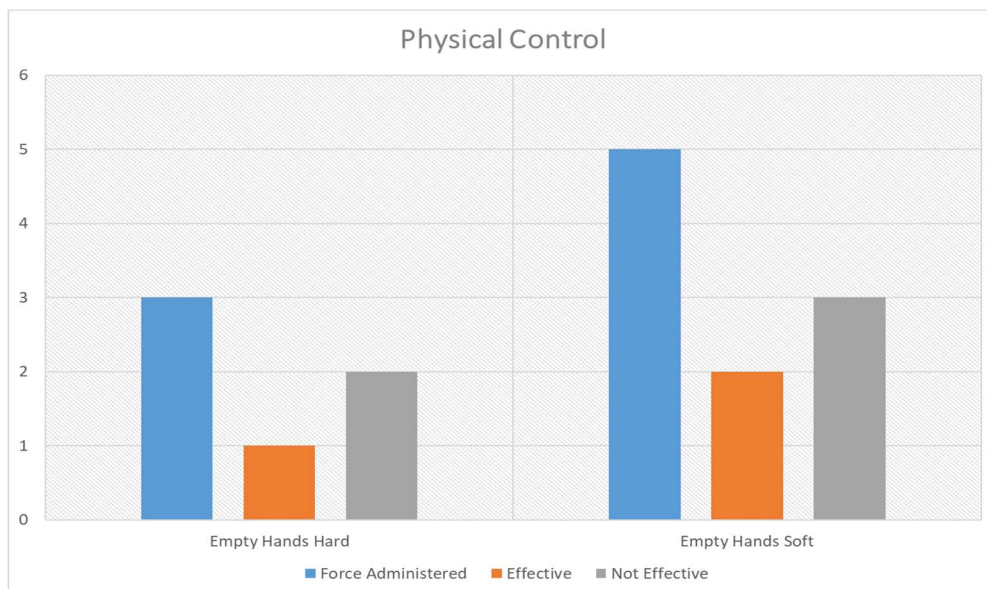
In 2022, CEW's were utilized in 11 instances, representing 35% of all Use of Force Reports. In 10 of these CEW deployments was effective. CEW training encourages probe deployment, even at close range and using the CEW in Drive Stun mode only as a final option.



**Physical Control of a Subject:**

Physical control refers to the application of physical force upon a subject. A Use of Force Reports is required if the subject requires medical attention because of the physical application of force.

Of the 32 Use of Force Reports submitted in 2022, eight were the result of physical control (hard/soft) being used. Of the eight reports submitted, three instances indicated that physical control was effective, leaving five instances where it was not effective.

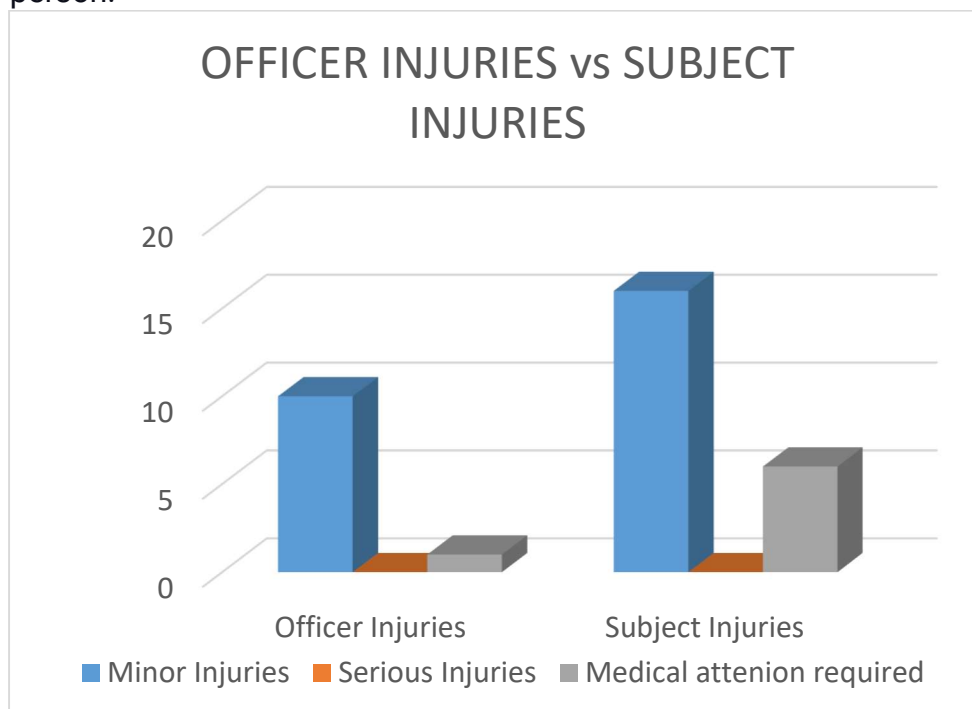


## **INJURIES DATA**

### **Officer Injuries vs. Subject Injuries:**

In 2022, 10 officers and 16 subjects received injuries during use of force incidents. All injuries reported were minor in nature and one officer and six subjects required medical attention.

Medical attention included the Lambton EMS removing the CEW (Taser) probes from a subject's person.



## **SUBJECT RACE DATA**

### **Perceived Subject Race:**

As of January 1, 2020, under the *Anti-Racism Act*, police services are required to collect data on the perceived race of those subjects involved in use of force incidents. The Ministry's Use of Force Reporting form contains a series of datasets that attempt to monitor and identify disparity in police use of force in relation to the seven race-based categories.

In 2022, Sarnia Police Service had 33,721 interactions with the public and only 32 (0.090%) included an application of force to 35 subjects. The use of force applied ranged from physical control, less lethal to lethal force (dispatch of an injured animal).

The demographic information will further assist Sarnia Police Service in addressing and preventing systemic racism in policies, strategies and practices.

In the Use of Force Reporting, officers must select the subject's perceived race from one of seven categories. Inaccuracies in capturing race-based information may exist as an involved subject may not self-identify for data collection purposes or an officer's perception may be incorrect.

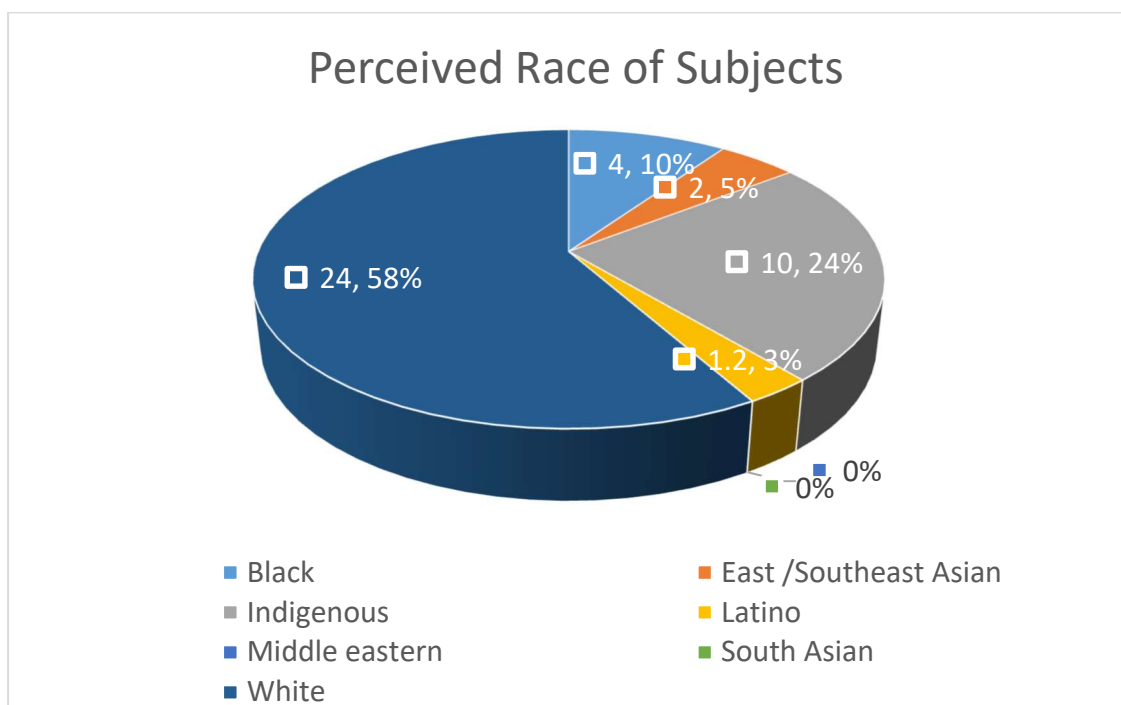
These circumstances may contribute to an over or under-representation of certain racial groups in police use of force. Groups are categorized by the Ministry and divided into seven groups:

- Black
- East/Southeast Asian
- Indigenous, Latino
- Middle Eastern
- South Asian
- White

In 2022, Use of Force Reports were submitted with 35 unique subjects involved. The first chart illustrates the perceived race of these subjects. The second chart illustrates the number of armed versus unarmed subjects by race category.

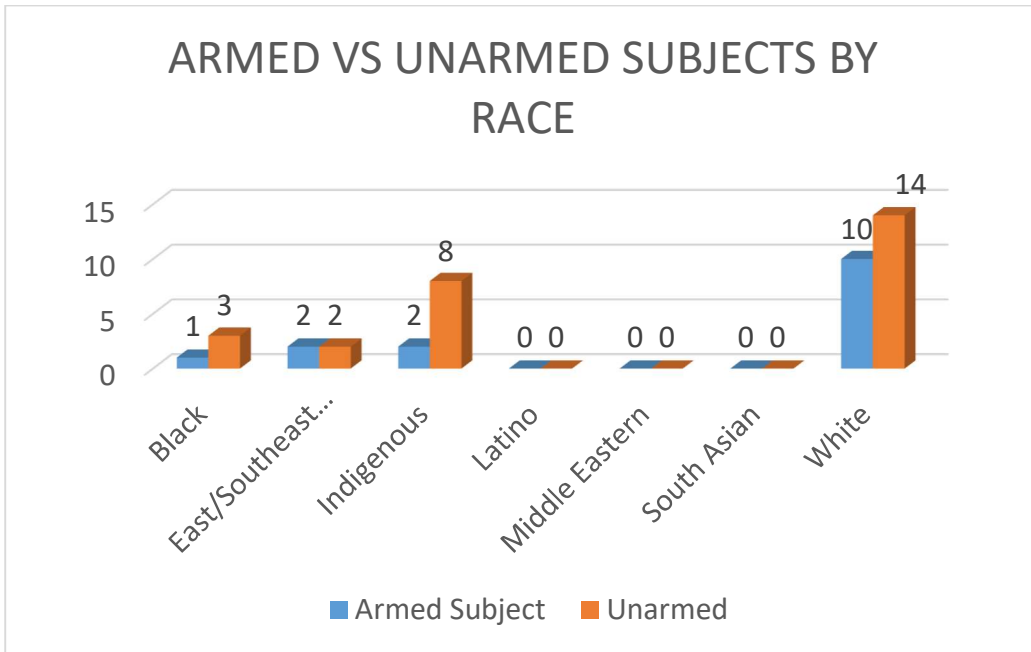
The type of weapons carried by subjects were knives, handguns, rifles, motor vehicles and shovels.

The third chart illustrates race based data and the type of weapon used.

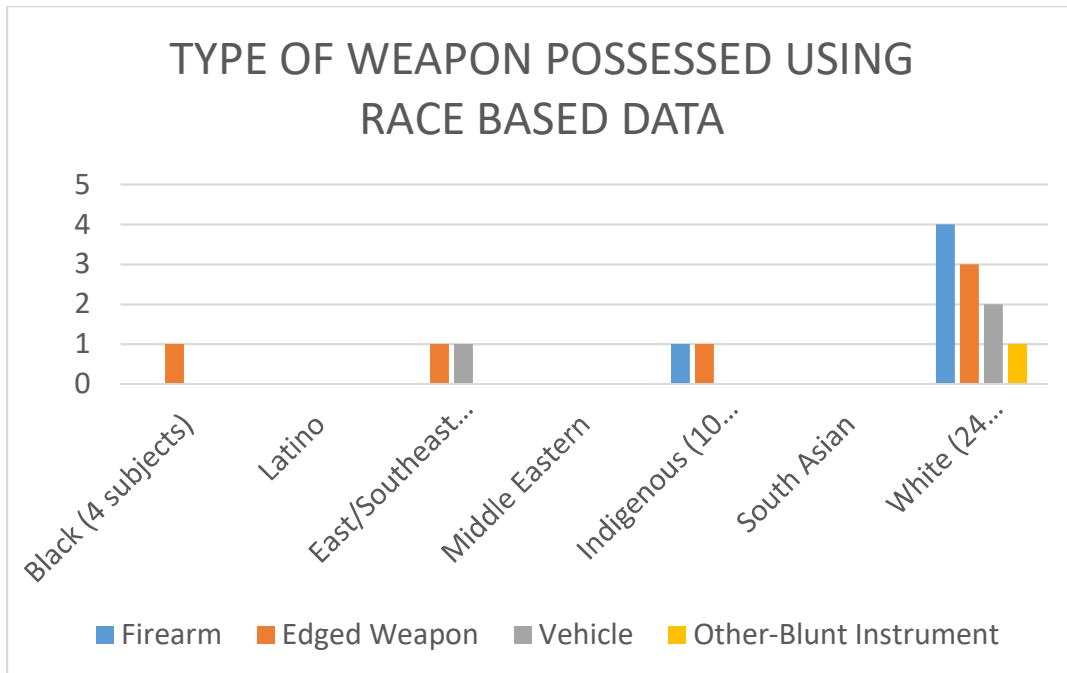




**Armed vs. Unarmed Subject By Race:**



**Race Based Data Collection and the Type of Weapon Used**



## **Unarmed Subject Analysis:**

In 2022, Sarnia Police officers used force on 20 unarmed subjects. A review of each incident involving the application of force on an unarmed subject revealed officers were justified in their application of force based on the specific situation.

Within the unarmed category, the application of force becomes subjective due to the multitude of situational factors. Each incident was reviewed to identify whether there was a race disparity in the application of force when the officer encountered similar circumstances. The review showed that no apparent race disparity was observed with respect to the application of force on unarmed subjects when considering the specific subject behaviour and/or information known about the call or subject.

## **Financial**

There are no financial implications.

## **Conclusion**

The data collected through the 2022 mandatory reporting requirements for Use of Force revealed that use of force incidents made up less than 1% of the total police interactions. Given the dynamic of police encounters, officers cannot eliminate the necessity to use force in some situations.

Our frontline officers are better equipped to handle high-risk situations and, unlike emergency response teams, are required to report the deployment of Use of Force individually. Many calls requiring use of force demonstrate how the de-escalation practices being taught are utilized throughout high-risk interactions. Officers are responding with less-lethal use of force options (CEW), and these statistics continue to trend upward (nine instances in 2021 vs. 11 instances in 2022). Also trending upwards are the number of armed subjects being encountered in a use of force interaction (15 instances in 2021 vs. 19 instances in 2022).

The Sarnia Police Service has invested in the addition of a second rapid response crisis team (MHEART) to respond to calls for service where an individual is experiencing a mental health crisis. In 2022, mental health calls resulted in three use of force incidents.

Timely and accurate data collected through mandatory use of force reporting is used to inform police training, explore new technologies and best practice and identify educational opportunities.



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

**To:** Chair and Police Services Board Members  
**From:** Chief Derek W. Davis  
**Subject:** **NG9-1-1 Solution**  
**Date:** October 12, 2023  
**Report Number:** **23-10-007-0**

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**RECOMMENDATION:**

*"That the Sarnia Police Services Board approve a five-year purchase agreement with Netagen for the sole-source provision of Commander 9-1-1, a comprehensive Information and Communications Technology solution for the Next Generation 9-1-1 environment at a total cost of \$1,805,280."*

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

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Derek W. Davis  
Chief of Police

/CD

## **BACKGROUND:**

On June 1, 2017, the Canadian Radio-Television Telecommunications Commission (CRTC) directed all telephone and mobile wireless companies to update their networks in order to be ready to provide Next-Generation 9-1-1 (NG9-1-1) services. The Enhanced 9-1-1 (E9-1-1) system, implemented in 1999, will be “turned off” across Canada in 2025.

The Sarnia Police Service operates the Public Safety Answering Point (PSAP) on behalf of the City of Sarnia. The 9-1-1 Call Centre has long provided dispatch for Sarnia Fire and Rescue, and will soon be providing fire dispatch services to most neighbouring municipalities in the County.

Since 2020, our internal IT project management team has worked to implement critical upgrades to infrastructure and security to prepare for the imminent transition to the NG 9-1-1 environment. This includes the setup of a backup or secondary 9-1-1 dispatch site, a key NG9-1-1 requirement.

The Netagen proposal, called Commander 911, offers an all-in-one end-to-end solution from the point where calls come in to the point where a call is set up in the Computer Aided Dispatch (CAD) system. The solution operates with a significant reliance on Komutel technology, which is compatible with existing technology already in place in the SPS 9-1-1 call centre. The solution encompasses both 9-1-1 and administration call needs. It includes project implementation and management, annual licensing, day-to-day 24-7 maintenance and 24/7 monitoring and support.

## **BUSINESS PLAN OBJECTIVES:**

Implementation of the Netagen solution is consistent with the following objectives of the 2023-2025 Business Plan:

1. Ensure that human and material resources are adequately provided to meet operational workload and public expectations
2. Recognize that any enhancement in front-line police capability has to be met with an appropriate expansion of police support capabilities, specifically in the areas of dispatch and information technology
3. Explore opportunities to strengthen operational capabilities through the addition of specialized resources and modern technologies
4. Embrace new technologies to enhance police operations and effectiveness

## **FUNDING SOURCES:**

An annual base of \$200,000 set up in the 9-1-1 Equipment Reserve to fund ongoing NG9-1-1 transition expenses will offset the annual costs of the solution. Savings from

the consolidation of multiple annual support contracts and licensing fees into the agreement will offset another \$90,000 to \$100,000 in the operating budget.

Secondly, the Ontario government has set up a three-year Next Generation 9-1-1 Transition funding program to assist PSAPs to transition to NG9-1-1. Sarnia Police Service has already successfully applied for \$600,000 of Year 1 funding for eligible expenses that occurred between April 1, 2022 and March 31, 2023 and has now applied for Year 2 funding. The provincial funding guidelines indicate that a significant portion of the first year costs of the Netagen solution will be eligible for Year 2 grant funding if the grant application is approved.

Thirdly, all ongoing costs will be considered when calculating future charges for neighbouring municipalities who have now contracted with SPS for Fire Dispatch services.

### **SOLE SOURCE:**

The Netagen solution is sole-sourced as it is the only known solution that is compatible with existing Komutel and Avaya hardware and software components. This enables SPS to preserve investments already made over several years.<sup>1</sup>

Netagen is the only agency offering this solution as a “Software as a Service” (SaaS) model which is a software distribution model in which a provider hosts applications and makes them available to end users.

Bell and Telus are both retreating from the on-premise market and are no longer selling this technology. Eventually they will no longer provide support and licensing.

### **ALTERNATIVES:**

1. **Status Quo** (not recommended)  
Current telephone technology is not equipped to handle calls in the Next Generation environment.
2. **Defer Purchase** (not recommended)  
Delay will add the risk of the deadline not being met due to the extensive scope of the project. In addition, there are limited vendors with approved solutions in this market and many PSAPs are only beginning to grapple with the approaching deadline.
3. **Implement the Netagen Solution** (recommended)  
Entering into the five-year agreement for the NG9-1-1 solution will permit Sarnia Police Service to meet the early 2025 deadline. The day to day management and

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<sup>1</sup> Other agencies that have sole-sourced this solution with similar justification include Sudbury Police Service, Sault Ste. Marie Police Service, North Bay Police Service, Oshawa Fire Service, and St. Thomas Fire Service. Furthermore, Toronto Fire Service has already successfully transitioned to the NG9-1-1 network with this solution.

support services offered in the solution provide an opportunity for cost avoidance by not having to hire additional in-house personnel specifically for handling these 24/7 responsibilities.

## **CONSULTATION:**

Derek Davis – Chief of Police

Dan Cyr – Manager, IT

Cathy Dam – Director of Financial Services

## **REFERENCES**

CRTC – Next Generation 9-1-1 <https://crtc.gc.ca/eng/phone/911/gen.htm>

CRTC – Next-generation 9-1-1 – Modernizing 9-1-1 networks to meet the public safety needs of Canadians <https://crtc.gc.ca/eng/archive/2017/2017-182.htm>

CRTC – Establishment of new deadlines for Canada's transition to next-generation 9-1-1 <https://crtc.gc.ca/eng/archive/2021/2021-199.htm>



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

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

**From:** Chief Derek W. Davis

**Subject:** Offline Back Up Server

**Date:** October 12, 2023

**Report Number: 23-10-008-0**

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**RECOMMENDATION:**

*"that the Board approve the sole-source purchase of an Offline Back-up Server solution from Dell Canada Inc. at a cost of \$172,565."*

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

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Derek W. Davis  
Chief of Police

/CD

## **BACKGROUND:**

An offline backup, or cold backup, is a database backup during which the database is offline and not accessible to update. This is the safest way to back up because it avoids the risk of copying data that may be in the process of being updated. The offline snapshots of current backups are not accessible to viruses or cyber-intruders.

The Dell offline backup system includes “cyber sense” analytics software running in the background verifying the validity of each file and detecting unusual encryption changes. If a breach occurs and a file is compromised, the backup solution is programmed to provide alerts prior to damage occurring.

This system is necessary to mitigate the financial and operational risks of cyber-attacks in this modern environment.

## **BUSINESS PLAN OBJECTIVES:**

The Mobile Responder project lines up with the following objective of the 2023-2025 Business Plan:

1. Embrace Cybersecurity best practices and take steps to ensure that SPS has vigorous information security measures in place.

## **FUNDING SOURCES:**

Funding of \$170,000 for the Offline Backup Server was included and funded in the 2023 Reserves Budget in the Police Equipment Reserve.

## **CONSULTATION:**

Derek Davis – Chief of Police

Dan Cyr – Manager, IT

Cathy Dam – Director of Financial Services





## Sarnia Police Services Board

To: Sarnia Police Services Board

From: Paul Wiersma, Sarnia Police Services Board Chair

Subject: Police Action at Labour Disputes Board Policy

Date: Thursday, October 12, 2023

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### **Background**

The Sarnia Police Services Board approved new Adequacy Standards Board policies at its September 14, 2023 meeting. A Police Action at Labour Disputes Board policy was not included in the Board meeting agenda package.

### **Recommendation**

That the SPS Board approve the Police Action at Labour Disputes Board policy and rescind the previous policy SPS-BP-PO-001 "Police Action at Labour Disputes" (June 26, 2003).



# Sarnia Police Services Board Policy

Issue Number:  SPS-BP-PO-002
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Subject:  Police Action at Labour Disputes	Effective Date:
Replaces:  SPS-BP-PO-001	Distribution:  All Members
Last Reviewed:  August 2023	Expiration Date:  Indefinite
Approved By:  Board Chair	Signature:

## A Legislative/Regulatory Requirements

Section 29 of the Adequacy Standards Regulation requires a police services board to have a policy on police action in respect of labour disputes. In addition, section 20 requires the Chief of Police to establish procedures on police action in respect of labour disputes.

## B Board Policy

It is the policy of the Sarnia Police Services Board with respect to police action at labour disputes that:

- (a) The role of the police at a labour dispute is to preserve the peace, prevent offences, and enforce the law including offences against persons and property, in accordance with the powers and discretion available to a police officer under the law; and
- (b) The Chief of Police will establish procedures on:
  - i. The role of the police at a labour dispute;
  - ii. Providing information to management, labour and the public on police procedures during a labour dispute; and
  - iii. Secondary employment under section 49 of the *Police Services Act* and labour disputes.



## **SARNIA POLICE SERVICE**

### **Open Agenda Information Report**

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

**From:** Deputy Chief Julie Craddock

**Subject:** Monthly Operational Update

**Date:** October 12, 2023

**Report Number: 23-10-010-O**

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#### **SUMMARY:**

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

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

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

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Julie M. Craddock  
Deputy Chief of Police

: jc

### **Operations Division:**

On September 30<sup>th</sup>, 2023 Cst. Alex Ross #210 was in the downtown area on duty when he was flagged down by citizens due to an elderly male party who had a medically related fall and had struck the back of his head on the sidewalk, sustaining a significant injury. The elderly male was not breathing and Cst. Ross began CPR on the male. While performing CPR, Cst. Ross was also able to use his portable radio to contact dispatch to advise them of the incident and request EMS to attend. With Cst. Ross's efforts and quick life-saving techniques, the elderly male began to breathe again and was transported to hospital by Ambulance. Update from Bluewater Health indicated that the male was conscious and alert.

Cst Ross showed extreme poise and professionalism during this incident and did not hesitate to assist. His efforts saved the life of this person.

### **Criminal Investigations Division:**

On July 22<sup>nd</sup> 2023, at 2:15am, Sarnia Police Service (SPS) responded to a 9-1-1 call for an intruder inside a residence on EarlsCourt Drive.

The 81-year-old male victim was asleep inside his home when suddenly awaked by the accused standing in his bedroom. The victim, who had difficulty understanding the accused's demands, was violently attacked and sustained extensive and serious injuries from an edged weapon.

**Adon PERRY** (23 yrs.) of Sarnia has been identified as the person responsible for this violent attack. On September 28<sup>th</sup>, 2023, officers from the Sarnia Police Service arrested him for this crime.

At the time of this offence (July 22, 2023), **PERRY** was subject to a Recognizance of Bail for other violent offences, having been released from custody three days prior to this attack.

**PERRY** has been charged with numerous offences including::

- Aggravated Assault
- Assault with a Weapon
- Robbery
- Possession of a Weapon
- 2 X Break & Enter – Commit (Dwelling)

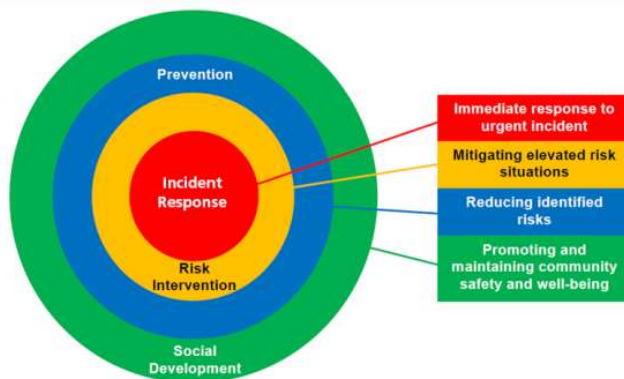
- Fail to Comply with Probation Order
- Fail to Comply with Release Order
- Theft Under \$5000
- Trespass By Night

The victim has experienced life-altering injuries and continues to endure medical complications because of this attack. He remains under ongoing medical supervision (outpatient care).

**Community Support Division:**

**Update on Community Safety and Well-Being Plan:**

***Framework for Community Safety and Well-Being***



The strategic priorities of the SPS include:

1. Emergency response – To ensure those in need get the right response, at the right time, by the right responders.
2. Risk intervention – To address the criminal behaviour that most affects the safety of community members.
3. Prevention – Community collaboration is the catalyst for positive, working relationships with all community agencies, resources and partners.
4. Social development – To assist in the continued development and support of all social groups in the City of Sarnia.

The SPS (Deputy Chief Craddock) is the Co-Chair of the Systems Leadership Group (SLG).

Pending activities include the creation of an Intimate Partner Violence (IPV) Action Table and re-activating a model to address acutely elevated risk (AER) in the community.

**Victim Services Grant Awarded to the SPS:**

The Sarnia Police Service will work with the Sexual Assault Survivors Centre of Sarnia-Lambton and Victim Services of Sarnia-Lambton to address the significant increase in incidents of domestic and intimate partner violence. Collaborative initiatives will include a trauma-informed response for those reporting incidents (frontline training), investigative training, and the integration of a Victim Services Coordinator into the SPS to review incidents of intimate partner violence and provide ongoing outreach and support to victims/survivors.

**CONSULTATION:**

Leo Murphy – Inspector Criminal Investigations Division

Mike Van Sickle – Inspector Operations Division

Dwayne Whelpley – Inspector Community Support Division



# SARNIA POLICE SERVICE

## Open Agenda Information Report

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

**From:** Chief Derek W. Davis

**Subject:** **2024 Proposed Operating Budget**

**Date:** October 12, 2023

**Report Number:** **23-10-011-0**

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### SUMMARY:

That the Sarnia Police Services Board approve the 2024 Sarnia Police Service Annual Budget of **\$33,433,295**, and that this shall be submitted to Sarnia City Council pursuant to the provisions of the Police Services Act.

Or

That the Sarnia Police Services Board approve the 2024 Sarnia Police Service Annual Budget of **\$33,433,295**, plus a one-time exigent capital and operating reserve infusion amount. This approved budget amount shall be submitted to Sarnia City Council pursuant to the provisions of the Police Services Act. This includes a one-time additional reserve replenishment amount of [insert determined amount]"

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

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Derek W. Davis  
Chief of Police

/CD

## **Police Services Act**

### **Responsibilities of boards**

**Section 31** (1) A board is responsible for the provision of adequate and effective police services in the municipality

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

- (a) to maintain the police force and provide it with equipment and facilities; and
- (b) to pay the expenses of the board's operation other than the remuneration of board members.

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

*Budget*

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

*Same*

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

*Commission hearing in case of dispute*

(5) If the board is not satisfied that the budget established for it by the council is sufficient to maintain an adequate number of police officers or other employees of the police force or to provide the police force with adequate equipment or facilities, the board may request that the Commission determine the question and the Commission, shall, after a hearing, do so. 1997, c. 8, s. 26.

## **2023-2025 SARNIA POLICE SERVICE STRATEGIC PLAN**

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:**

- 1. Operations and Neighbourhood Policing**
  - Crime Analysis and Analytics
  - Staffing and Operational Capabilities
  - Police Visibility
  - Alternate Service Delivery and Technology
- 2. Community Engagement and Outreach**
  - Community Safety and Well Being
  - Citizen concerns
- 3. Facilities Equipment and Technology**
- 4. Organizational Capacity**
  - Governance and Accountability
  - Recruiting and Retention
  - Employee Wellness
  - Training



## **BACKGROUND:**

The 2024 budget process began in May of 2023. This included a detailed internal review of all expenditures, staffing allocations, external factors (e.g. service calls), and evolving legislative requirements.

Budget meetings occurred across every command area with the assumption of a zero base. Each divisional submission were evaluated against the 2023-2025 Sarnia Police Business Plan (developed in the fall of 2022). Operational needs were examined in context with the Police Adequacy Standards set by the province. This later resulted in management-initiated reductions from a potential increase in excess of 17.2% based on internal requests across the organization. A Board Budget Workshop held in early summer provided the opportunity for management to present budget information to the Board and to explore priorities and challenges.

A draft 2024 budget was submitted to the SPSB at the September 14, 2023 PSB meeting. That budget reflected a budget increase estimate of 12.1% for a total budget submission of \$34,064,496. However, the Board directed that the Service revisit that amount and make additional efforts to further reduce the anticipated increase.

## **DISCUSSION/ANALYSIS:**

The preparation of the 2024 Sarnia Police Service budget has been a challenging undertaking. Despite being an annual budget, it must consider longer-term strategic needs, risks, and instabilities. We must also consider the opportunity costs being absorbed in present/future budgets, because of past missed strategic opportunities.

### **SPS Police Building**

On May 25<sup>th</sup> 2023, the SPSB approved conducting a needs assessment for the existing SPS facility ([PSB Report #23-04-09-C](#)). In addition, a process was initiated to explore potential strategic solutions to the current building.

As part of that report, a third party engineering firm conducted a building assessment. This assessment covered the physical engineering components of the SPS facility, but does not address the many police-specific operational requirements that a modern police facility would need to address.

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

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

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

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

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

Although the facility has been operational for 36 years, the SPS has not accrued historical reserves that could attempt to address the immediate repair needs, nor facility replacement. Under the Police Services Act, the municipality is responsible for the provision of facilities and equipment. At the time of this report, the funding required to repair the SPS building is listed under the city capital projects as "unfunded".

The SPS is at elevated risk for significant building repairs in its current facility. Given the potential scale of deficiencies, even to remain in the current facility, insufficient reserves exist to address exigent major repairs.

### **Police Reserve Funding**

Sarnia Police Services controls four financial reserve accounts, each having a dedicated purpose. These reserves are funded from the Police Operating Budget to even out the impact of capital project costs and major facility, fleet, and equipment purchases that occur either on an annual basis, on a multi-year cycle, or infrequently. Reserves are also in place as a contingency to fund unplanned major cases (e.g. missing persons or homicides) and other unexpected cost events (e.g. protests, natural disasters).

Sarnia Police reserves have been historically lacking sufficient resourcing. Operating budgets have generally been sufficient to cover only current year capital projects and equipment needs. The lack of historical reserves has been exacerbated by recent inflationary pressures, most noticeable in the area of fleet renewal.

## 2024 Reserves Projections

SPS reserve funds are not utilized in the traditional sense but are actually capital accounts used to mitigate the impact of large purchases over time. Funds are deposited as part of the budget cycle, however they are drawn down to meet planned and exigent costs. The annual net change in the reserves has been trending downward.

**This table provides a projection of 2024 reserves activity, including contributions from the operating budget and planned expenditures for the year:**

Reserve	Opening Balance	Revenues	Expenditures	Year End Balance
<b>Building Replacement Police</b>				
Opening Balance	\$149,315			
Operating Contribution		\$440,000		
Furnishings			-\$50,000	
Facility Repairs/Upgrades			-\$500,000	
<b>Total</b>	<b>\$149,315</b>	<b>\$440,000</b>	<b>-\$550,000</b>	<b>\$39,315</b>
<b>Equipment Replacement 911</b>				
Opening Balance	\$16,813			
Operating Contribution		\$400,000		
Lease Revenues		\$2,700		
911 & Radio Communications			-\$300,000	
<b>Total</b>	<b>\$16,813</b>	<b>\$402,700</b>	<b>-\$300,000</b>	<b>\$119,513</b>
<b>Operating Contingency</b>				
Opening Balance	\$292,994			
<b>Total</b>	<b>\$292,994</b>			<b>\$292,994</b>
<b>Police Equipment</b>				
Opening Balance	-\$279,714			
Operating Contribution		\$1,250,000		
Sale of Equipment		\$40,000		
Systems & Software <sup>1</sup>			-\$670,000	
Vehicles			-\$800,000	
Police Technology			-\$209,200	
Police Equipment			-\$112,000	
<b>Total</b>	<b>-\$279,714</b>	<b>\$1,290,000</b>	<b>-\$1,791,200</b>	<b>-\$780,914</b>
<b>Total All Reserves</b>	<b>\$179,408</b>	<b>\$2,132,700</b>	<b>-\$2,641,200</b>	<b>-\$29,092</b>

<sup>1</sup> Systems and Software - Includes provision for a media server, approximately \$300,000;

January 2024 reserves opening balances are projected to be critically low. The equipment reserve will have a negative opening balance due to the advance ordering of three 2024 vehicles to compensate for lagging delivery dates. Budgeted contributions from operating (\$2,090,000) are not sufficient to fund anticipated expenditures, (e.g., facilities and equipment at \$2,641,200). In summary, if operational savings do not materialize, difficult choices will need to be made as 2024 unfolds.

On 25 May 23, a financial update was provided to the SPSB. That report ([PSB Report #23-05-007-O](#)) contained the following statement pertaining to the state of SPS reserves:

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

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

### **Community Safety and Policing Act (CSPA)**

Future budgetary concerns are also emerging. In 2024, the Province of Ontario is expected to enact the Community Safety and Policing Act, 2019 (CSPA). This replacement for the Police Services Act is still being developed and includes a number of regulations that, if they come into force, will have significant financial impacts on police services. These unknown costs represent a significant and unbudgeted financial risk within 2024/2025 that that include:

- New adequacy standards for investigators (required courses)
- Multiple new training requirements for officers, special constables, and communicators (impacting front line staffing and overtime)
- New minimum equipment requirements for front line officers (e.g. patrol rifles for all front line officers)
- New administrative frameworks requiring policy and process changes.
- Based on the available (and still evolving) information, costs are difficult to estimate with any accuracy. They are expected to be potentially significant (e.g. in excess of \$250,000).

As these costs are unknown, they are unbudgeted and underpin the need for adequate operational reserves should additional funding be required for implementation. The current anticipated CSPA enactment date is April 1, 2024.

### **2024 Proposed Budget Overview**

In addition to the strategic considerations above, the SPS is heavily impacted by operational needs and workload.

- **Appendix A** provides key factors and data analysis pertaining to operational environment and trends.
- **Appendix B** provides the identified priority items for organizational growth necessary to address community expectations, workloads and the issues identified through analysis (Appendix A).
- **Appendix C** lists organization needs deferred out of consideration to mitigate costs, recognizing that these will be future considerations.

**This table provides comparison between the 2023 and proposed 2024 budget:**

Category	2023 Budget	Increase	2024 Budget	% Change
<b>REVENUES</b>				
Fees Revenues	(\$284,000)	(\$3,000)	(\$287,000)	1.06%
Cost Recoveries <sup>2</sup>	(\$748,046)	(\$129,022)	(\$877,068)	17.25%
Revenues Other <sup>3</sup>	(\$15,000)	\$10,000	(\$5,000)	-66.67%
Grant - Ontario	(\$321,185)		(\$321,185)	
Grant - County <sup>4</sup>	(\$1,430,653)	(\$96,000)	(\$1,526,653)	6.71%
	<b>(\$2,798,884)</b>	<b>(\$218,022)</b>	<b>(\$3,016,906)</b>	<b>7.79%</b>
<b>EXPENDITURES</b>				
Employee Compensation	\$20,945,128	\$868,578	\$21,813,706	4.15%
Employee Benefits	\$6,795,509	\$299,816	\$7,095,325	4.41%
Recruitment, Training, Development, Wellness <sup>5</sup>	\$264,693	\$46,900	\$311,593	17.72%
Clothing/Personal Equipment	\$140,000		\$140,000	
Operational Supply <sup>6</sup>	\$389,165	\$72,200	\$461,365	18.55%
Licensing/Maintenance - Police Technology	\$336,791		\$336,791	
Small Equipment & Supplies	\$68,645		\$68,645	
IT & Systems <sup>7</sup>	\$777,508	\$124,350	\$901,858	15.99%
Maintenance - Facility	\$451,850		\$451,850	
Maintenance - Fleet	\$433,820		\$433,820	
Lease - Facility/Telecommunications	\$89,518	\$13,200	\$102,718	14.75%
Other Expense	\$345,625		\$345,625	
Transfers & Allocations <sup>8</sup>	\$2,111,000	\$454,000	\$2,565,000	2.56%

<sup>2</sup> Cost Recoveries – Increase due primarily to providing fire dispatch services to neighbouring municipalities;

<sup>3</sup> Revenues – Other – Proceeds from the disposal of property will be directed to a Discretionary Board Reserve;

<sup>4</sup> Grant – County – Increase in projected court security costs will impact County grant revenues;

<sup>5</sup> Recruitment, Training, Development, Wellness – Younger front line officer demographics and increased rotational opportunities result in the need for more training;

<sup>6</sup> Operational Supply – Companies like Axon (Tasers) are transitioning toward subscription service; Annual costs are higher but replacement costs will be more reasonable;

<sup>7</sup> IT & Systems - MS Enterprise subscription costs plus consulting

<sup>8</sup> Transfers & Allocations – includes new \$50K purchase of HR service from City of Sarnia, incremental increase for Crime Stoppers to \$25,000 per year, and increase in funds transfer to Reserves to cover inflationary increases;

Category	2023 Budget	Increase	2024 Budget	% Change
Board Expense <sup>9</sup>	\$49,905	\$25,000	\$74,905	50.10%
New Positions - Salaries & Benefits		\$1,347,000	\$1,347,000	
	<b>\$33,199,157</b>	<b>\$3,251,044</b>	<b>\$36,450,201</b>	<b>9.79%</b>
	<b>\$30,400,273</b>	<b>\$3,033,022</b>	<b>\$33,433,295</b>	<b>9.98%</b>

**RECOMMENDATIONS:**

- Reduction of the 2024 Budget (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.
- Approval of the 2024 Budget (Recommended)** – That the Sarnia Police Board approve the requested 2024 Budget of \$33,433,295. This represents an annual budgetary increase of 9.98%.
- Optional Reserve Infusion (Consideration Recommended)** – that the Sarnia Police Board consider the need to include a one-time exigent capital and operating reserve infusion amount based on percentage increase of the 2024 Budget (1.5%, 2%, or 3%). The current reserves and dependence on operational savings for replenishment is increasingly ineffective.

With current costs and known unfunded liabilities, the reserves are increasingly insufficient for major financial events, and this should be strongly considered.

<b>OPTIONAL RESERVES INFUSION</b>			
Option A – 1.5%		<b>\$450,000</b>	<b>11.46%</b>
Option B – 2%		<b>\$600,000</b>	<b>11.95%</b>
Option C – 3%		<b>\$1,200,000</b>	<b>13.92%</b>

**CONSULTATION:**

Derek Davis – Chief of Police  
 Deputy Chief Julie Craddock  
 Director Cathy Dam – Corporate Services Division  
 Inspector Leo Murphy – Criminal Investigations Division  
 Inspector Dwayne Whelpley – Community Support Division  
 Inspector Mike Van Sickle – Operations Division  
 Sarnia Police Services Board

<sup>9</sup> Board Expense – Legal budget is increased from \$25,000 to \$50,000 to better reflect actuals;

## REFERENCES

ONTARIO REGULATION 3/99 - ADEQUACY AND EFFECTIVENESS OF POLICE SERVICES  
<https://www.ontario.ca/laws/regulation/990003>

Ontario Police Services Act  
<https://www.ontario.ca/laws/statute/90p15#BK59>

Community Safety and Policing Act (coming into force)  
<https://www.ontario.ca/laws/statute/19c01>

Police-reported crime statistics in Canada 2022  
<https://www150.statcan.gc.ca/n1/daily-quotidien/230727/dq230727b-eng.htm>

2023-2025 Strategic Business Plan (Sarnia Police Service)  
<https://www.sarniapolice.ca/wp-content/uploads/2023/04/SPS-2023-25-Business-Plan-Spreads.pdf>

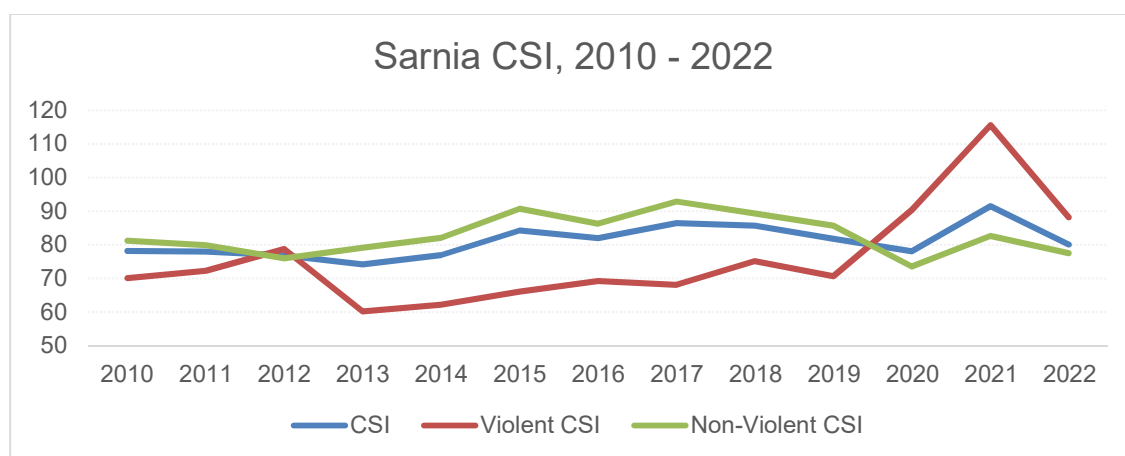
Sault Ste Marie Police Service (SSMPS) 2024 Budget Increase  
<https://www.saultstar.com/news/local-news/police-budget-ups-spending-by-5-1m#:~:text=Back%20to%20video-.Sault%20Ste.,2023's%20tally%20of%20%2433.8%20million>

## Appendix A

### Key Impact Factors

- The current 2023 Budget is \$30,400,273 of which \$27,740,509 (91.25%) is attributed to salaries and benefits.
- SPS benefits and salaries are established through collective bargaining, which is heavily influenced at a provincial level. *NOTE: As of the date of this report, contract negotiations are ongoing and not yet completed for 2024.*
- Inflationary pressures are being experienced by the SPS, including the cost of fuel, heat/hydro, building repairs, equipment, and other consumables.
- Sarnia has a 2022 Crime Severity Index of 80.03, which is 57<sup>th</sup> of 237 Ontario communities.
- Since 2012, the number of occurrences handled by the Sarnia Police have increased by 50% (22,500 to 34,000). Officer strength has increased 12% over the same time period. This does not include other aggravating workload factors such as increased training requirements.
- Additional statistics and workload factors impacting the organization (below)

### Crime Severity Index

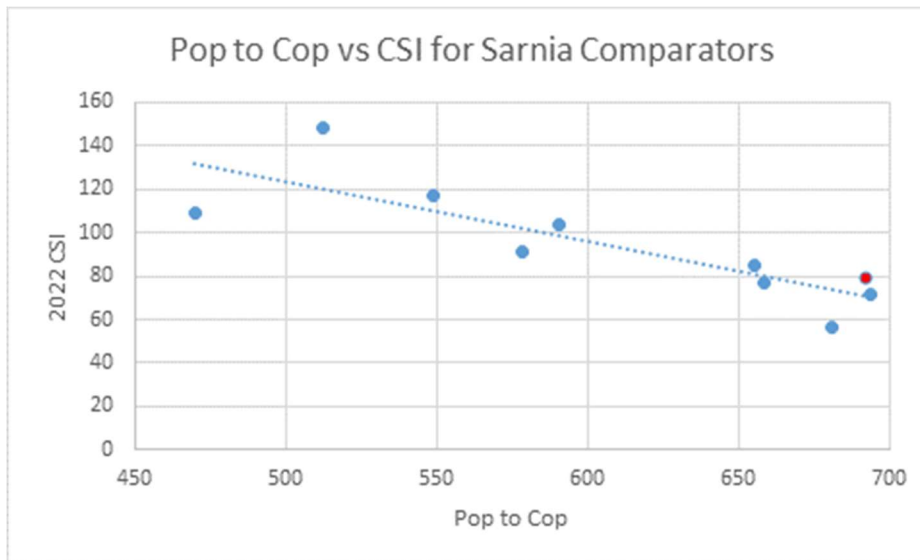


**Police-reported crime statistics in Canada 2022:** *“Police-reported crime in Canada, as measured by the Crime Severity Index (CSI), increased for the second consecutive year, up 4% in 2022. The Violent CSI rose in 2022, reaching its highest point since 2007. The Non-violent CSI also increased in 2022 but remained lower than before the start of the COVID-19 pandemic.*”

*The consecutive increases recorded in the overall CSI may indicate a return to the upward trend in crime observed before the start of the pandemic. The first year of the pandemic was marked by a decline in the overall volume and severity of police-reported crime, notably while lockdown restrictions were first implemented, driven by less non-violent crime. Before this drop, the CSI had been rising for five consecutive years beginning in 2015 (+19% over five years).”*



## Comparable Communities



This is a combined comparative representation of Cop-to-Pop and CSI. Each blue dot represents a comparator police service with SPS circled in red. This shows that SPS has one of the lower number of officers per citizens, while still addressing a high CSI.

Service	Population	Sworn Officers	Pop-to-Cop	2022 CSI
Chatham-Kent	107,540	155	694	71.28
Barrie	153,169	225	681	56.71
Peterborough-Lakefield	98,087	149	658	77.18
Greater Sudbury	169,079	258	655	85.04
<b>Sarnia</b>	<b>74,692</b>	<b>124</b>	<b>602</b>	<b>80.03</b>
North Bay	58,464	99	591	103.87
Woodstock	48,012	83	578	91.19
Sault Ste Marie	75,762	138	549	117.42
Timmins	42,012	82	512	148.45
Thunder Bay	116,968	249	470	108.87

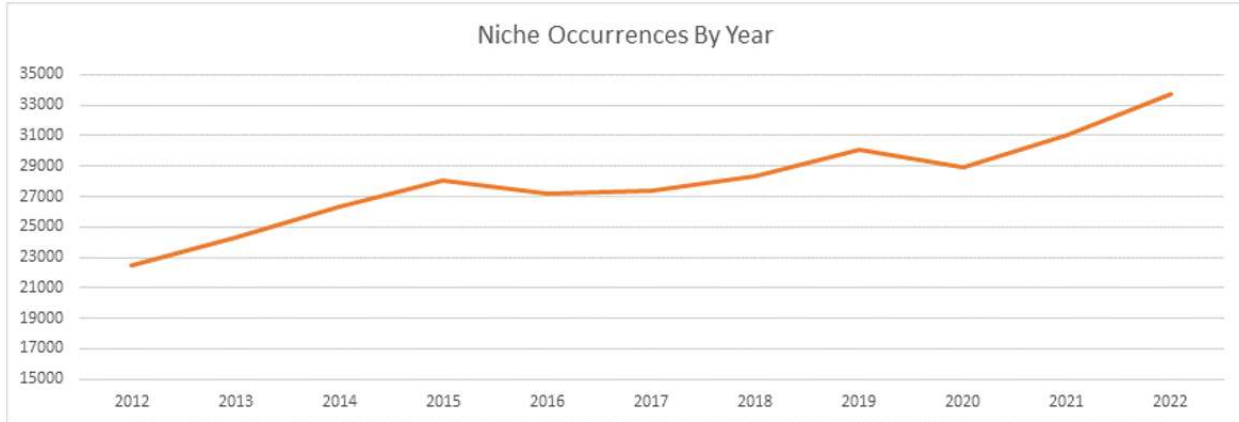
This chart provides more detailed comparable metrics in terms of population, sworn officer and CSI. Note that the comparable community numbers are what was reported to Stats Canada in 2022, while the SPS number has been reflected to show the current 2023. This means that the SPS number of officers may be artificially high for the purpose of comparison.

*Note: Sault Ste Marie has historically been used as a comparable city to Sarnia. Both cities are border/hub communities with high CSI. The Sault Ste Marie Police have been approved increase their 2024 compliment by 17 additional officers (see linked article).*

## Sarnia Police Workload

### Reportable Events Over Time

This chart shows the growth in reportable occurrences (not total calls) for the SPS over the past decade. Reportable occurrences are those incidents considered a significant enough interaction to warrant a report. In that context, it is a useful metric for officer workload.



**2012 to 2022**  
**50% increase in occurrences**

### Officer initiated Events

This is a statistical representation of call types that are primarily “officer initiated”. In other words, these are measures of proactive (or optional) enforcement work. Proactive work is generally performed in periods of low call demand when officers have the time and resources to pursue these call types. Decreases in these categories can be indicative of increased workload resulting in lower proactive time availability.

### 2023 YTD

<b>WARRANTS</b>	<b>575</b>	<b>-53 ↓</b>	<b>-8% ↓</b>
<b>IMPAIRED/OVER 80</b>	<b>53</b>	<b>-21 ↓</b>	<b>-28% ↓</b>
<b>DRUG OFFENCES</b>	<b>43</b>	<b>-24 ↓</b>	<b>-36% ↓</b>
<b>ROUTINE TRAFFIC STOP</b>	<b>2480</b>	<b>-789 ↓</b>	<b>-24% ↓</b>

January 2023 to September 2023, as compared to the same period in 2022.

### Citizen Initiated Events

This is a statistical representation of call types that are primarily “citizen generated” and not initiated by officer action (e.g. 9-1-1, attending the station, or contacting police). In other words, these are measures of public demand for emergencies and other officer response from the community.

These calls for service are prioritized for response by severity, and officers respond as available. Increased reactive response reduces time available for proactive work and community engagement. It also contributes to officer fatigue and is reflective of overall workload stemming from calls.

DOMESTIC DISPUTE	1046	+115 ↑	+12% ↑
DISTURB THE PEACE	913	+14 ↑	+2% ↑
THEFT	846	+366 ↑	+76% ↑
COMPLAINT	780	+109 ↑	+16% ↑
TRESPASS TO PROPERTY ACT	645	+285 ↑	+79% ↑
FAMILY DISPUTE	564	+104 ↑	+23% ↑
MOTOR VEHICLE COLLISION	421	+35 ↑	+9% ↑

January 2023 to September 2023, as compared to the same period in 2022.

### 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 a another metric useful in deterring change in overall officer workloads.



January 2023 to September 2023, as compared to the same period in 2022.

## Top Criminal Charge Types (by volume)

This chart represents the most frequent types of criminal charges for 2023 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 repeated contact with the same offenders.

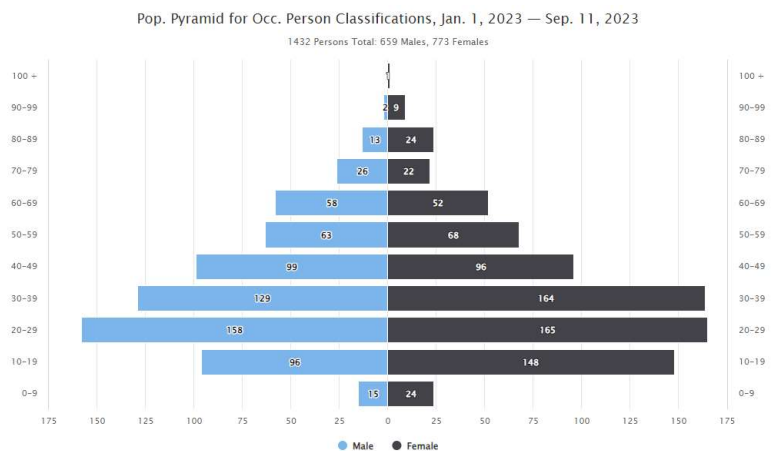
CC 145(5)(A) FAILURE TO COMPLY WITH RELEASE ORDER - OTHER THAN TO ATTEND COURT	355	+42 ↑	+13% ↑
CC 733.1(1) FAIL TO COMPLY WITH PROBATION ORDER	349	+158 ↑	+83% ↑
CC 334(B) THEFT UNDER \$5000	164	+50 ↑	+44% ↑
CC 266 ASSAULT - SPOUSAL	152	+43 ↑	+39% ↑
CC 430(4) MISCHIEF UNDER \$ 5,000	141	-2 ↓	-1% ↓
CC 266 ASSAULT	127	-2 ↓	-2% ↓
CC 145(4)(A) FAILURE TO COMPLY WITH UNDERTAKING	85	+13 ↑	+18% ↑
CC 145(3) FAIL TO COMPLY WITH APPEARANCE NOTICE - COURT/FINGERPRINTING	82	+22 ↑	+37% ↑

January 2023 to September 2023, as compared to the same period in 2022.

## Niche RMS - Classification of "Victim" - 2023 YTD compared to same period in 2022

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 within our community (by volume). The second chart shows the victim breakdown by age and sex.

ASSAULT	345	+50 ↑	+17% ↑
THEFT	268	+138 ↑	+106% ↑
DOMESTIC DISPUTE	228	+38 ↑	+20% ↑
SHOPLIFT	192	+78 ↑	+68% ↑
THREATS	141	+37 ↑	+36% ↑
HARASSMENT	109	+31 ↑	+40% ↑
MISCHIEF	85	+22 ↑	+35% ↑
SEXUAL ASSAULT	80	+28 ↑	+54% ↑



## Appendix B

### **Budget Increase Summary**

The budget requests were compiled and evaluated against the need to enhance front line operations. The following is a breakdown of new items that were deemed essential to achieving adequate and effective policing in 2024.

#### **Itemized Summary:**

<b>#</b>	<b>ITEM</b>	<b>FTEs</b>	<b>Amount</b>	<b>% Increase</b>	<b>Notes</b>
<b>1</b>	Salary Plan - Contract settlement (estimated)		\$1,168,394	3.84%	
<b>2</b>	Other Inflationary		\$487,628	1.60%	
<b>3</b>	Canine Officer	1.00	\$150,000	0.49%	Officer
<b>4</b>	Crime Analyst	1.00	\$147,000	0.48%	Civilian
<b>5</b>	Civilian Communicator FT	2.00	\$250,000	0.82%	Civilian
<b>6</b>	Sergeants – Operations Division	4.00	\$700,000	2.30%	Officer
<b>7</b>	Corporate Communications Coordinator	1.00	\$130,000	0.43%	Civilian
<b>Total</b>		<b>9.00</b>	<b>\$3,033,022</b>	<b>9.98%</b>	

#### **Externally Sources Increases**

##### **1. Salary Plan**

**3.84%**

Approximately 92% of the budget is salary and benefits. These are determined through collective bargaining over multiple years. Once the agreement is in place, any annual increases are not controllable. The current collective agreement is expiring at the end of 2023. At this time of this report, the SPSB and SPA are in contract negotiations, but no agreement has yet been reached. This budget line is an estimate of next year's salary costs, but may be subject to change.

##### **2. Other Inflationary**

**1.60%**

Purchasing of supplies, materials and equipment have increased beyond historically budgeted amounts. Fuel, ammunition, vehicles, repairs, and other equipment needs have all increased due to inflation and supply challenges echoing from COVID. This category has been updated to reflect the current reality of the market.

## **Organizational Growth**

### **3. Canine (K9) Officer**

**0.49%**

Canine officers are patrol officers with the additional capabilities of having a police dog. These units are used regularly in searches for missing people, suspect apprehension, article searches efficient clearing of buildings and are effective in deescalating situations.

Currently the SPS utilizes the service of an OPP Canine Unit. The OPP Canine unit is not always available, and response delays can occur. The SPS has been capturing K9 related statistics in terms of use. From July of 2022 to September 2023, the OPP were called 9 times. Officers reported that if an SPS K9 had been available, they would have called for a local unit 75 times. This indicates that the OPP K9 is not being called for all the events where there is a need, and that there is a strong operational demand for a local K9 unit.

This budget line includes only the salary cost of the officer. Other one time start up costs would need to be funded from the community or within the budget (e.g. salary gaps). These other items include the dog, a dedicated vehicle, and K9 related equipment (kennel, gear, vehicle configuration). These are reflected in Appendix C – Deferred Items.

#### ***Strategic Plan – Priority #1, Operations and Community Policing (multiple sections)***

### **4. Crime Analyst**

**0.48%**

A Crime Analyst is a dedicated civilian member supporting criminal investigations and front line units. Crime Analysts review all reports and occurrence to identify trends, investigative connections, and support interagency communication. They also support units on specialized projects and provide technical expertise in terms of GIS, information analysis, and linkages.

Crime Analyst capabilities are a legislative requirement and work in collaboration with Police Analytics (programmatic reporting and statistics).

#### ***Strategic Plan – Priority #1, Operations and Community Policing.***

***“Development of enhanced crime analysis capabilities to ensure investigations and***

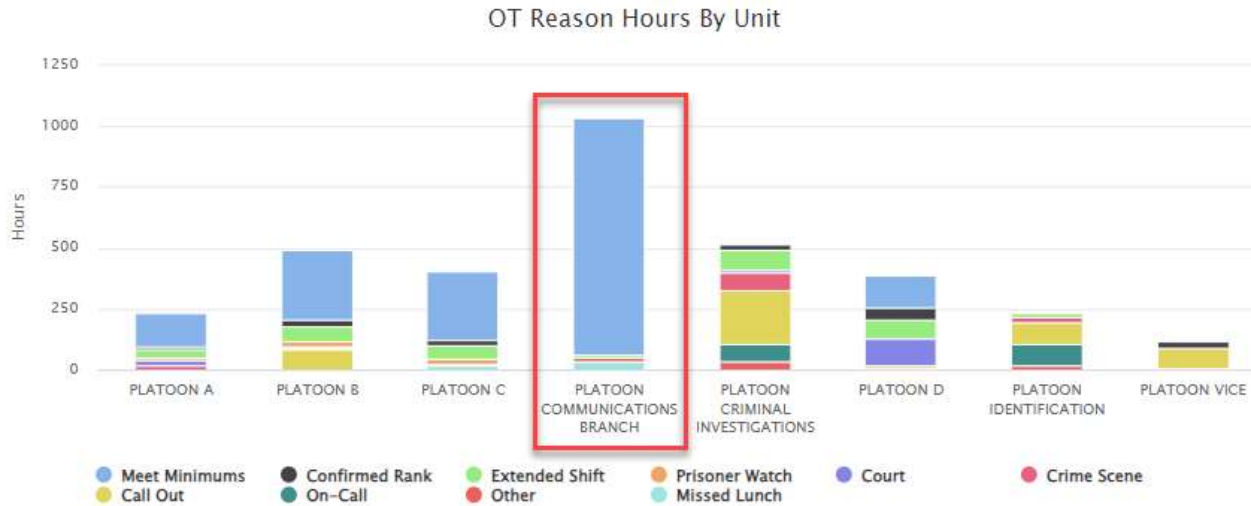
### **5. Civilian Communicators (two)**

**0.82%**

Front line response includes 9-1-1 call taker/dispatcher interface with both the public and the road officers. Increased workload for frontline patrol officers correlates with increased workload in the Communications centre. Communicators answer the 9-1-1 calls and non-emergency line. Between Sept 2022 and Sept 2023, it is estimated that

the SPS communications center answered over 135,000 phone calls into the Sarnia Police Service. They also dispatch officers and monitor/coordinate operations to ensure officer safety and prioritization of incoming incidents. They are required to be focused and alert, and are exposed to stressful emergency circumstances. The Communications Center operates 24 hours per day, 7 days a week. the SPS dispatches for Sarnia Fire and for other Lambton County fire departments.

This is a 2023 overtime chart showing front line units and communications. The Communications Center is calling overtime to meet minimums at a high rate.



The Communications Center operates 24 hours per day, 7 days a week. In addition, the SPS dispatches for Sarnia Fire and has recently taken on dispatching responsibilities for other Lambton County fire departments. Two new full time dispatchers are being recommended to address staffing concerns, balance existing platoons with full time resources, and enable more peak period staffing through the redeployment of part time staff.

**Strategic Plan – Priority #1, Operations and Community Policing.**

***“Recognize that any enhancement in front-line police capability has to be met with an appropriate expansion of police support capabilities, specifically in the areas of dispatch and information technology”***

**6. Sergeants – Operations Division**

**2.3%**

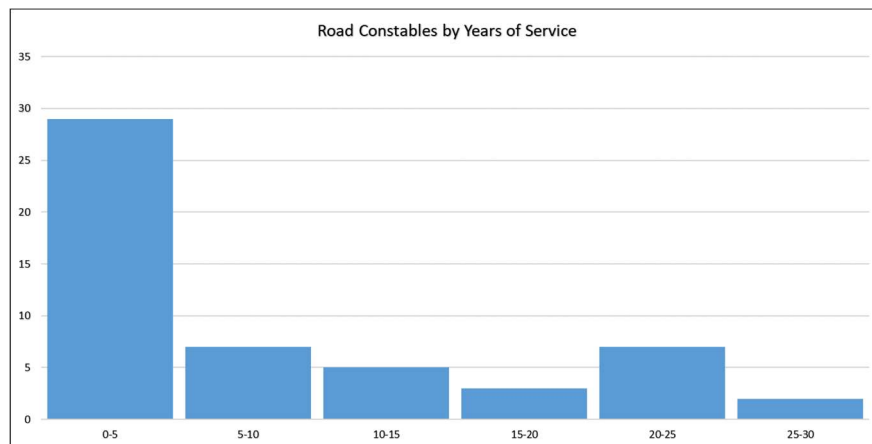
*ONTARIO REGULATION 3/99 Sec 10 (Adequacy Standards) states that every Chief of Police shall: “Ensure there is supervision available to member of the police force 24 hours a day”*

Supervision is provided to all members of the SPS by ensuring there is always a confirmed Sergeant or Staff Sergeant available 24 hours each day. This responsibility

of maintaining this minimal level of supervision is assigned to the Operations Division (front line patrol), who cover a 24 hour / 7 day a week work rotation. Currently there is only one Staff Sergeant and Sergeant on each platoon. The minimum requirement is that one confirmed rank must be available at all times (Sergeant or Staff Sergeant).

When either supervisor is not working (or on lunch), their position is covered by an acting supervisor. This means that the presence of a confirmed Sergeant (front line supervisor) in the field is not available in the field for 25% of every shift (lunch coverage). In 2022, this historical supervisory gap was addressed out of necessity through the creation of an additional Acting Sergeant (partial shift). While addressing the supervision issue, it correspondingly reduces the number of constables available to answer calls as well as incurring Acting Sergeant pay to the constable temporarily performing the supervisory duties. The need for acting coverage (both at the Sergeant and Staff Sergeant rank further increase with vacation, illness, training and other time off.

Acting Sergeants are drawn from the working constables on any particular day. These are important supervisory roles that require experiential knowledge accrued over time. Currently, approximately half of our front line officers have less than 5 years experience. This is particularly acute during the busy summer months when longer serving officer have the ability to select vacation by seniority. Effective supervision is best provided by confirmed supervisors (i.e. full Sergeants) who have been through a promotional process and necessary training to perform that role.



The creation of one additional sergeant for each of the four platoons represents formalizing an existing practice created to rectify historical supervision deficiencies. There are also ancillary benefits when three confirmed supervisory ranks are on each platoon (Staff Sergeant and two Sergeants) as it greatly mitigating the challenges of ensuring one confirmed rank is available at all times. This reduces the need for confirmed rank overtime and reduces the amount of acting sergeants. It also ceases to reduce the number of constables available on the road as the supervision gap would be reduced on every shift.

**Strategic Plan – Priority #1, Operations and Community Policing (multiple sections)**



## **7. Corporate Communications Coordinator**

**0.43%**

The SPS historically had an officer assigned to media relations. This officer, in addition to other duties, fielded media requests and coordinated media events. They were also responsible for social media and formal media releases. Demand for police information by the media and the public are high, and require dedicated resources.

In September of 2023, there was a delegation to the SPSB recommending that the SPS hire a dedicated person to be available for media inquiries. Many comparable agencies have these positions including St Thomas and Peterborough. These civilian members, in addition to media inquiries, plan and create content for media campaigns, reports, recognition as well as social media engagement and monitoring.

***Strategic Plan – Priority #2, Community Engagement and Outreach***

## Appendix C

### Deferred Needs

When the needs of the service were initially compiled, the total budget impact was an increase of over 17.2%. In order to reduce the 2024 budget request, the following items were deferred. Despite the deferral for 2024, these represent operational and administrative deficiencies that will need to be addressed in future budgets.

Item	Description	Cost
Staff Sergeant - Records/9-1-1 Communications (1)	Uniform supervision for 45 full and part time Dispatch/Communications and Records civilians. Computer Aided Dispatch (CAD) and NicheRMS (Records) are the core information systems of the SPS. This positions would ensure interoperability and coordination, in addition to supervisory functions. <b>Strategic Plan – Priority #1, Operations and Community Policing.</b>	\$190,000
Civilian Clerk Property/Evidence (1)	SPS has been engaged in an extensive property room audit to address historical oversight deficiencies. <b>Strategic Plan – Priority #1, Operations and Community Policing.</b>	\$80,000
ERT Team Leader – Convert to Sergeant	Currently ERT is being lead by a Constable. Need identified for improved operational command and administrative duties (training coordination, equipment procurement). <b>Strategic Plan – Priority #1, Operations and Community Policing.</b>	\$17,500
Civilian Temporary Employee Funding	Functions include Policy Updates, Recruit Background Checking, HR Support, Community Outreach. Temporary contracts are used to recruit/train future full time members, fill extended leaves, and reduce overtime burdens as needed. <b>Strategic Plan – Priority #4, Organizational Capacity.</b>	\$200,000

Item	Description	Cost
Canine Start Up Equipment	Seek external funding for this one time capital expense, Board Trust funds (public interest), or any unexpected realized savings through operational efficiencies. <b>Strategic Plan – Priority #1, Operations and Community Policing.</b>	\$90,000
Media Server	Dedicated Secure Storage of Video Evidence <b>Strategic Plan – Priority #3, Facilities, Equipment, and Technology</b>	\$250,000
Replacement LiveScan (fingerprint) Equipment for Cell Booking Area	Fingerprinting services are delivered for the public (in the admin area) and for persons in custody (secure area). This is for the replacement of the older machine now experiencing technical challenges. <b>Strategic Plan – Priority #3, Facilities, Equipment, and Technology</b>	\$50,000
Police Video Program (in car camera and body worn camera)	Police video programs (ICCS and BWC) are a growing community expectation across Canada. Implementation of these programs require policy development, public outreach, and training in addition to initial hardware costs. These programs are effective in improving police interactions, providing evidence, and reducing complaints. <b>Strategic Plan – Priority #1, Operations and Community Policing.</b> <b>Strategic Plan – Priority #3, Facilities, Equipment, and Technology</b>	\$250,000
Reserve Funding	Original request based on short term capital and equipment needs is \$1.5 million <b>Strategic Plan – Priority #3, Facilities, Equipment, and Technology</b>	\$900,000
<b>Total</b>		<b>\$2,027,500</b>