



Sarnia Police Service Board

1. Welcome		Chair
2. Traditional Territory Acknowledgement		Chair
3. Declarations of Conflict of Interest		Chair
4. Approval of Agenda	Approval	Chair
5. Minutes 5.1 April 25, 2024	Approval	Chair
6. Monthly Operation Update	Information	Deputy Chief
7. Naloxone Expansion	Information	Deputy Chief
8. Special Constable CSPA Update	Information	Deputy Chief
9. 2023 SPS Annual Report	Approval	Chief
10. Human Resource Request	Approval	Chief
11. Joint Facility Committee Update (Verbal)	Information	Chair
12. Open Forum		All
13. Closed Meeting Report (Verbal)	Information	Chair
14. Adjourn to Closed Session	Approval	Chair
15. Report from Closed Session (Verbal)	Information	Chair
16. Adjournment 16.1 Next Regular Public Meeting: Thursday, June 20, 2024	Approval	Chair



SARNIA POLICE SERVICES BOARD

OPEN MINUTES
9:00 a.m. - THURSDAY, APRIL 25, 2024
COMMUNITY ROOM, SARNIA POLICE SERVICES

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

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

Additional Present: Ronald LeClair, Zone 6 Advisor

Absent: Board Member Charlene Sebastian

1. Welcome

Chair Paul Wiersma opened the meeting.

Chair P. Wiersma recognized Administrative Assistants Day and thanked Joan Knight, Secretary to the Police Service Board and Grace DeBoer, Executive Assistant to the Chief for their dedication.

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

That the Agenda as presented, be adopted.

5. Minutes

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

That the Minutes of March 28, 2024, be adopted.

6. Monthly Operation Update

A report from Deputy Chief J. Craddock, dated April 25, 2024, regarding the monthly operation update was provided.

Deputy Chief Craddock gave an overview of significant calls, community events and social media posts with regard to operations over the last month. She advised of Provincial funding for driving spot checks and the RIDE program which is carried out throughout the year with 26 impaired charges to date.

Chair P. Wiersma advised of the fulfillment of a promise to the Community on April 23, 2024, with the introduction of the Police Canine unit, Cst. Shawn Urban and Vader. Chief Davis gave the background of the dog purchase and dog selection, advising that 15 weeks of training has begun and the team is expected to be operational in August 2024.

Service Presentation – Auxiliary

Deputy Chief Craddock gave PowerPoint presentation on Auxiliary Policing.

Chief Davis advised that the public had requested this type of additional policing.

Deputy Chief Craddock explained that they are volunteers sworn in by the Police Service Board and they have police authority when they are with a sworn officer, she described the duties of Auxiliary Officers, the recruitment, eligibility, selection process and training, giving examples of events that would be involved in. She advised they will work between 8 to 12 hours a month and complete required training throughout the year.

Deputy Chief explained the supervisor position of Auxiliary Sergeant who helps co-ordinate and gives guidance within their unit.

7. Auxiliary Officer Report

A report from Deputy Chief J. Craddock, dated April 25, 2024, regarding the appointment of Auxiliary Officers was considered.

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

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

Auxiliary Sergeant

• Millar, Ann

Auxiliary Officers

• Chicoine, Liam

• DiMuzio, Bella

• Gardner, Sarah

• Stover, Grace

• Whelpley, Lauren

Chief Davis advised the officers will be sworn in May 2, 2024.

8. Youth In Policing Initiative (YIPI)

A report from Deputy Chief J. Craddock, dated April 25, 2024, with respect to Youth in Policing Initiative was provided.

Deputy Chief Craddock explained the program of youth engagement with police, an eight (8) week program involving community service and community engagement, she explained the criteria, being resident of the City of Sarnia and agreeing to a mentorship program. She advised that the Ministry is funding the cost of one (1) Coordinator and four (4) students and that this will be a recurring program each summer.

9. Space Needs Study Report

A report from Chair P. Wiersma, dated April 25, 2024, regarding the Sarnia Police Service Facilities was considered.

Chair P. Wiersma spoke to the report, giving the background of the Facilities Plan and the forming of the Project Team advising that a joint effort with the City of Sarnia is needed for the building project to proceed.

Chief Davis spoke to needs that need to be met with the new Act coming into effect, concerns for delivery of services, prisoner accommodations, the gun range not meeting the needs for training required under the new Act with respect to new gun requirements.

Board Member G Vandenberg spoke to the need and deficiency in the shooting range, and the HVAC system.

Vice-Chair K. Ash spoke to concerns with the rental agreement of the training center and the unknown costs rising, prisoner quarters and the gun range not meeting standards.

Board Member C. McRoberts advised that the new building would be an asset to the Community.

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

That The Sarnia Police Services Board refer this report and appendices to the Joint Police Facilities Project Team of representatives from the City of Sarnia, Sarnia Police Service, and Sarnia Police Service Board, and further;

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

Chair P. Wiersma advised that he would send a letter to advise of the Sarnia Police Service Board's resolution.

10. 2024 Q1 Financial Update

A report from Chief D. Davis, dated April 25, 2024, with regard to 2024 Q1 Financial Update was provided.

C. Dam, Director of Corporate Services spoke to the report advising that to date the budget seems to be on track and projecting to have a slight surplus for the end of the year.

11. IMPACT Update – Presentation

Deputy Chief Craddock gave a verbal presentation on homelessness in the County of Lambton. She advised that the Impact Team and the County React Team interact with these individuals daily as well as daily visits to encampments within the City. She advised that she and Chief Davis visited the Rainbow Park encampment to speak to individuals with respect to the availability of social services and their desire to remain at the camp.

Deputy Chief Craddock gave an overview of the situation advising that mental health issues and addiction is the root cause of homelessness in the City. She expressed the need for a collaborative approach with the County of Lambton, City of Sarnia, Social Service Agencies and Police to address this issue.

12. Open Forum

No Items brought forward.

13. Closed Meeting Report (Verbal)

Chair P. Wiersma advised that the Board will meet in Closed Session to deal with Human Resources update and Security issues, no motions are expected to be made and a report out will follow the meeting.

14. Adjourn to the Closed Meeting

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

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

15. Report of the Closed Meeting

No motions were adopted at the Closed Meeting.

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

That the Sarnia Police Service Board stream and record their open public meetings and they be made available to the Public for up to one year.

16. Adjournment

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

That the Sarnia Police Service Board adjourn to their next Regular Meeting to be held Thursday, May 30, 2024.

Secretary

Chair



SARNIA POLICE SERVICE

Open Agenda Information Report

To: Chair and Police Services Board Members

From: Deputy Chief Julie Craddock

Subject: Monthly Operational Update

Date: May 30th, 2024

Report # 24-05-006-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 "J Craddock".

Julie M. Craddock
Deputy Chief of Police

:jc

Rainbow Park Update:

SPS Response to Rainbow Park:

- We continue to address issues of community safety at and around the park (and elsewhere in the City). This includes increased police presence and responding to any calls for service.
- IMPACT liaises with all partner agencies to refer individuals to support/shelter.
- IMPACT works closely with City of Sarnia By-Law and the Homelessness Outreach Team (County of Lambton).
- The SPS has never been asked (nor provided any delegated authority) to remove unhoused individuals from any City of Sarnia park.
- ***IF*** the City does decide to remove the encampment, the SPS will require a Court Order (as previously communicated). This is consistent with other jurisdictions, court decisions, and advice of legal counsel.

Aamjiwnaang First Nation:

Law Day: Members of the Sarnia Police Community Support Division participated in Aamjiwnaang First Nation's Law Day 2024. Student and staff from Aamjiwnaang spent a day filled with Law Related activities, visiting the SPS, the SPS Training Centre and the Courthouse.

Chief Davis and Deputy Chief Craddock were on hand to welcome everyone to the SPS.



Aamjiwnaang Community Officer-Vehicle Unveiling: To further our commitment to Aamjiwnaang First Nation and maintain a visible police presence, the SPS solicited the community's help in the design and creation of an Aamjiwnaang heritage cruiser. This dedicated police vehicle features imagery to celebrate the rich history of Indigenous culture.

The vehicle wrap was created by Aaron Plain, a local landscape designer and artist and was approved for use by both the SPS and Aamjiwnaang First Nation Chief and Council.

The design was unveiled to the public on May 14th, 2024, at the Maawn Doosh Gumig Community Centre.



Police Week 2024: National Police Week took place May 12th to May 18th, 2024. *National Police Week* began in 1970 as a way for the police to connect with their communities and to increase awareness about the services they provide.

This year, under the theme "**Committed to Serve Together,**" we acknowledged the crucial partnership between members of a police service, between police services, between the police and other first responders, as well as between the police and the organizations and people in the communities they serve. It is this collaboration that forms the cornerstone of effective crime prevention and public safety initiatives.

McHappy Day: On May 8th, 2024, the SPS participated in McHappy Day with other community organizations. A total of \$38,563.40 was raised locally for St. Clair Child and Youth.



Thank You: Ahavas Isaac Synagogue:

Julie,

Thank you for the police visits to Ahavas Isaac Synagogue.

Yesterday I phoned in about one trespasser around noon, that I then called back and cancelled as she left before the police arrived.

I phoned in again around 8 PM to report two trespassers. Two police officers arrived promptly and politely asked them to leave. They were familiar with the two men and talked conversationally with them and explained that the owners were complaining about garbage left on the property. The two trespassers responded by cleaning up all that they had discarded and left. I was very impressed with the demeanour of the officers in handling this situation.

Last night at 4:10 AM our (new) Arlo video camera recorded a police visit to check that all was ok. One of the officers nicely waved at the camera!



I and our whole executive are very appreciative of the response and attention provided by the City of Sarnia police.

I hope that this effective police response will soon lead to less trespassers using this stairwell.

*Take care,
Leonard*

*N. Leonard Segall
President, Ahavas Isaac Synagogue*

CONSULTATION:

Chief Derek Davis

Leo Murphy – Inspector Community Support Division

Mike Van Sickle – Inspector Operations Division



SARNIA POLICE SERVICE

Open Agenda Information Report

To: Chair and Police Services Board Members

From: Deputy Chief Julie Craddock

Subject: Harm Reduction Strategy-Naloxone Administration Expansion

Date: May 30th, 2024

Report # **24-05-007-O**

SUMMARY:

Rates of overdose and opioid-related harm continue to increase in Sarnia-Lambton and nationwide.

The Sarnia Police Service recognizes Naloxone as an important tool in overdose first-aid treatment.

Front-line sworn police officer's carry naloxone as part of the SPS Harm Reduction Strategy. As part of our ongoing response to the opioid crisis, the Sarnia Police Service is further expanding its lifesaving naloxone kit administration program to include select support personnel (Auxiliary Police Officers and Special Constables) who work closely with those at risk of drug poisoning.

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

Julie M. Craddock
Deputy Chief of Police

:jc

INTRODUCTION AND BACKGROUND:

Sarnia-Lambton has experienced higher rates for both emergency department and EMS calls. From January to September 2023, EMS responded to 220 opioid-overdose related calls and 24 opioid-overdose deaths occurred. In that same time period, Sarnia Police Service members administered Naloxone on 15 unique individuals.

Naloxone is a fast-acting medication that can temporarily reverse the effects of opioid poisoning. Once administered, it will begin to work in one to five minutes and stays active in the body for 30 to 90 minutes, meaning it can save the life of anyone at risk of an overdose.

Naloxone is safe to use and only works if opioids are present in someone's system.

All sworn SPS members have been trained in the administration of naloxone.

In addition, the Good Samaritan Drug Overdose Act provides broad legal protections for anyone seeking emergency support during a drug poisoning, including the person experiencing a poisoning.

This means citizens, including youth, will not be charged for offences such as simple possession for calling 9-1-1 in an emergency.

DISCUSSION / ANALYSIS: Naloxone programs are an evidence-based opioid overdose prevention initiative. Rates of opioid-related harms, particularly fatal overdoses, have increased significantly in Ontario. Certain populations in Ontario have experienced disproportionate increases in opioid-related harm during the pandemic. This includes people experiencing incarceration or who have been recently released from prison.

People experiencing homelessness accounted for an increasing proportion of opioid-related deaths in Ontario, reaching one in six such deaths by 2021, according to new research from ICES Western and Lawson Health Research Institute.

In April 2024, Auxiliary Police Officers and Special Constables received in-depth training in this vital first aid tool. This training not only includes how to use the kits, but also how to connect those interested with additional community supports.

Sarnia Police Service Strategic Business Plan:

Goal Priority Area 1: Operations and Neighbourhood Policing

Explore alternative methods to improve visibility and service delivery methods.

Goal Priority Area 2: Community Engagement and Outreach

Increase community outreach and support to better address homelessness, mental health, and addictions in our community.

CONSULTATION:

Leo Murphy – Inspector Community Support Division

Steve Ruetz – Sergeant Community Support Division

Sean MacDonald – Sergeant Training Bureau



SARNIA POLICE SERVICE

Public Agenda Information Report

To: Chair and Police Services Board Members

From: D/Chief Julie Craddock

Subject: Special Constable Review

Date: 30 May 2024

Report # 24-05-008-0

SUMMARY:

The Sarnia Police Service (SPS) has completed a comprehensive legislative review of the Community Policing Safety Act (2019), and sections specifically related to Special Constables.

The Service is working on addressing the changes under the Act. This report provides the Board with information on the Act and its Regulations as well as updates on the SPS implementation plan.

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

Julie M. Craddock
D/Chief of Police

:JC

BACKGROUND:

The Community Safety and Policing Act, 2019 (CSPA) came into effect on April 1, 2024, and focuses on addressing community safety, enhancing police oversight, modernizing policing, and establishing consistent mandated training requirements.

Transition periods have been incorporated to allow for compliance with operational and equipment-related changes (e.g., mandatory training and equipment obligations).

Significant changes to the province's legislative framework include the modernization of the special constable's framework including training, uniforms, and procedures for misconduct investigations.

DISCUSSION / ANALYSIS:

Special Constables are considered sworn Peace Officers who take the same oath of office as a Police Officer and are granted all or some of the authorities of a police officer depending on how their roles are defined.

Special Constables with the SPS are employed as court officers, court coordinators and as prisoner care and control (assigned to platoons). Special Constables reduce the requirement for police officers to be assigned to these roles. The SPS is currently in the process of implementing a Special Constable Generalist program, which provides cross training and appropriate Ministry designations for all of these duties.

This provides the Service with greater flexibility to deploy Special Constables where they are needed most, and to better address some of the staffing challenges in the Courts & on platoons for prisoner care.

Sections 92, 93, 94 of the CSPA contain provisions governing the appointment, duties, reappointment, suspension, and termination of Special Constable appointments to be employed as Members of the Service

Matters Respecting the Appointment and Functions of Special Constables and the Authorization of Special Constable Employers (O. Reg 396/23), prescribes rules respecting Certificates of Appointment, Weapons, Equipment, Special Constable Employer Applications and powers and duties of Special Constables. A detailed overview of the roles of Special Constable specific to municipal police service board employers is included (Appendix C).

The newly introduced legislative changes increase the roles in which a person may act as a Special Constable and will allow the SPS to explore new deployment models using Special Constable members. This will enhance service delivery, decrease the demands on front-line and sworn staffing and aligns with our vision of being an organization committed to continuous improvement in meeting the ever-changing needs of our citizens and our profession.

The CSPA introduced new legislation to guide police services in the following areas.

Regulation:	Comments:	Next Steps:
<p>Appointment and Functions of Special Constables and the Authorization of Special Constables</p>	<p>On April 1, 2024, the CSPA will come into force, and police service boards or the Commissioner of the Ontario Provincial Police may appoint special constables, pursuant to section 92 of the CSPA, without the need to seek approval from the Solicitor General. These appointments will need to comply with the CSPA and O. Reg. 396/23.</p>	<p>Standardized letter to the Chair has been created and meets the requirements as set out under the act.</p> <p>A new policy and job description for Special Constables has been developed.</p> <p>(Appendix C)</p>
<p>Special Constable Uniforms</p>	<p>Any uniform worn by a special constable must comply with the following requirements:</p> <ol style="list-style-type: none"> 1. It must be of a colour that is readily distinguishable from the colour of the uniform typically worn by police officers and First Nation Officers performing patrol functions in the area where the special constable normally performs their duties. 2. It must include pants or shorts that have a light purple stripe running along the length of both legs of the garment. 	<p>The SPS has started the process of ensuring Special Constable uniforms are compliant under the CSPA.</p> <p>The legislation allows for an 18 month transition period for the light purple stripe on pants.</p>

Regulation:	Comments:	Next Steps:
	<p>3. The phrase “Special Constable” must:</p> <ul style="list-style-type: none"> ➤ be clearly legible on any shoulder flashes, and ➤ appear prominently and be clearly legible on any part of the uniform worn on the upper body, including any patrol jacket. <p>4. The phrase “Special Constable”, must appear prominently and be clearly legible on the front and back of any body armour worn by a special constable.</p>	
<p>Training of Special Constable</p>	<p>Section 92 (1) (f) (i) of the CSPA requires special constables to successfully complete training prescribed by the Solicitor General including new special constables and special constables whose appointments have expired.</p> <p>Successful completion of the prescribed training is required before a police service board, or the Commissioner of the Ontario Provincial Police can issue a certificate of appointment.</p>	<p>Training modules have just been released by the Ontario Police College (Appendix B).</p> <p>Testing dates will be scheduled once the training is complete.</p> <p>This change will be in place for the next intake of Special Constables.</p> <p>(Anticipated August 2024).</p>

Regulation:	Comments:	Next Steps:
	Special constables will be required to successfully complete an exit exam, which will be administered by the OPC.	
Code of Conduct for Special Constables	This is intended to bring more accountability to Special Constables, especially those employed by non-police agencies, given their authorization to use force	New Policy has been created.

FINANCIAL ANALYSIS:

The primary objective for the SPS is to ensure we comply with the new act and its regulations by modifying our policies & procedures, processes, and practices.

The financial impacts of CSPA implementation have not yet been fully realized. Expenses related to new training, clothing and equipment are still being assessed as this legislative implementation continues. Costs related to the CSPA were identified as a risk factor throughout the 2024 Budget process and police reserves are the normal process to absorb additional and unpredictable costs that are incurred. The SPS will endeavor to find necessary resources within existing budgetary and reserve constraints.

CONSULTATION

- Chief Derek Davis
- Cathy Dam-Director Corporate Services
- Inspector Leo Murphy-Community Support Division Commander
- Sergeant Sean MacDonald-Training and Recruitment Bureau

Appendix A:

Overview of Municipal Police Service Boards under the CSPA

Police services boards oversee how policing is provided in their local community. They contribute to their community's safety and well-being by working with local citizens and organizations to make sure their community receives the appropriate policing it needs.

Under the CSPA, municipal police services boards are responsible for:

ensuring that adequate and effective policing is provided	determining objectives and priorities for police services	establishing policies for the effective management of the police service	appointing members of the police service
recruiting and appointing the chief of police and any deputy chief	monitoring the performance of the chief of police	participating in collective bargaining and working agreement processes as the employer	

Under the CSPA, municipal police services boards will be subject to requirements, including:

<p>Number of board members - The municipal board shall be composed of five members unless the municipality passes a resolution to change the number of members (to seven or nine members).</p>	<p>Strategic Plan - The police service board shall, in accordance with the regulations, if any, prepare and adopt a strategic plan for the provision of policing, which shall address at least a range of prescribed matters.</p>	<p>Estimates - A municipal board shall submit operating and capital estimates to the municipality that will show, separately, the amounts required to provide adequate and effective policing in the municipality; comply with the CSPA and its regulations; and, pay the expenses of the board's operation.</p>
<p>Composition - A municipal board that is composed of five members shall consist of:</p> <ul style="list-style-type: none"> (a) the head of the municipal council or, if the head chooses not to be or is ineligible to be a member of the board, another member of the municipal council appointed by resolution of the municipality; (b) one member of the municipal council appointed by resolution of the municipality; (c) one person appointed by resolution of the municipality, who is neither a member of the municipal council nor an employee of the municipality; and (d) two persons appointed by the Lieutenant Governor in Council. 	<p>Consultations - In preparing or revising the strategic plan, the police service board shall consult with various parties, including the chief of police, diverse communities and/or First Nation band councils, and the municipal council of any municipalities in the board's area of policing responsibility.</p>	<p>The format of the estimates, the period that they cover, and the timetable for their submission shall be determined by the municipality.</p>
	<p>Annual Report - On or before June 30 in each year, the police service board shall file an annual report with its municipality or band council.</p>	

Appendix B:

Special Constable Prescribed Training by Classification	Regulatory Enforcement	Police Employed	Broader Public Sector
Lesson Plan Title			
Approach Fundamentals and Non-Force Options	X	X	X
Approaches to Communication	X	X	X
Building Searches and Room Clearing	X	X	X
Common Criminal Offences	X	X	X
Communication Theory	X	X	X
Conflict Management	X	X	X
Courtroom Procedures	X	X	X
Crime Scene Management	X	X	X
CSPA and Special Constable Accountability	X	X	X
De-Escalation Strategies	X	X	X
Defensive Tactics 01: Officer Safety Fundamentals and Principles of Control	X	X	X
Evidence	X	X	X
Incident Management System 100 (e-module)	X	X	X
Introduction to Canadian Law	X	X	X
Mock Court	X	X	X
Mental Health Conditions and the MHA	X	X	X
Note Taking and Memo Books	X	X	X
Professionalism and Ethics in the Role of a Special Constable	X	X	X
Provincial Offences Act	X	X	X
Report Writing and the Crown Brief	X	X	X
Search and Seizure Authorities	X	X	X
Self Care (Wellness)	X	X	X
Taking a Statement	X	X	X
Testimony	X	X	X
Arrest Authorities (CCC)		X	X
Cannabis Act		X	X
Cannabis Control Act		X	X
Collecting Identifying Information in Certain Circumstances (e-module)		X	X
Directing Traffic		X	X
Mock Court		X	X
Compulsory Automobile Insurance Act		X	X
Controlled Drugs and Substances Act		X	X

Special Constable Prescribed Training by Classification	Regulatory Enforcement	Police Employed	Broader Public Sector
Lesson Plan Title			
Defensive Tactics 02: Handcuffing (Standing and Prone) and Escort Positions		X	X
Defensive Tactics 03: Search of Persons		X	X
Defensive Tactics 04: Encountering Resistance Standing Controls and Pressure Points		X	X
Defensive Tactics 05: Encountering Assaultive Behaviour		X	X
Defensive Tactics 06: Intermediate Weapons - Baton		X	X
Defensive Tactics 07: Intermediate Weapons - OC		X	X
Defensive Tactics 08: The Ground Takedowns, Control, Avoidance, and Defence		X	X
Defensive Tactics 09: Crisis Intervention Techniques		X	X
Defensive Tactics 10: Edged Weapons Awareness		X	X
Firearms Awareness		X	X
Highway Traffic Act		X	X
Incident Command 100 (e-module)		X	X
Liquor Licence Control Act		X	X
Modernized Use of Force Report (e-module)		X	X
Off-Road Vehicles Act		X	X
Public-Police Interactions Training		X	X
Release Authorities		X	X
Scenario Based Training: Compliant Arrest		X	X
Scenario Based Training: Person In Crisis		X	X
Security From Trespass and Protecting Food Safety Act (e-module)		X	X
Smoke Free Ontario Act		X	X
Special Constable Vehicle Operations		X	X
Trespass to Property Act		X	X
Use of Force Related Legislation		X	X
Vehicle Stops		X	X
Youth Criminal Justice Act		X	X
Child, Youth and Family Services Act			X
Community Policing and Problem Solving			X
Domestic Violence			X
Victim Assistance			X

Appendix C:

SCHEDULE PURPOSES AND POWERS FOR CERTIFICATES OF APPOINTMENT AND PERMITTED WEAPONS

Type of Special Constable	Purposes for which a person may act as a Special Constable	Act setting out powers of a police officer and applicable conditions and restrictions	Permitted weapons and applicable conditions or restrictions
<p>Special constables who are members of a police service or whose special constable employer is an entity that employs First Nation Officers</p>	<p>1. Providing security in relation to premises that,</p> <ul style="list-style-type: none"> i. is used for court proceedings, ii. are used by a police service, the Government of Ontario, a municipal government, or a band council, or iii. the police service of which the special constable is a member has undertaken to patrol or maintain security on a time-limited basis due to a special event. <p>2. Assisting police officers or First Nation Officers with performing policing functions, such as assisting with investigations into criminal offences or missing persons.</p> <p>3. For the purposes of paragraph 2, assisting with investigations may include,</p> <ul style="list-style-type: none"> i. interviewing members of the public regarding alleged offences or missing persons, ii. detaining, arresting, or releasing individuals while acting under the direction of a police officer or First Nation Officer, iii. securing or preserving evidence under the direction of a police officer or First Nation 	<p>The powers of a police officer under the following Acts may be specified in a certificate of appointment if the certificate of appointment specifies a purpose set out in paragraph 1, 2, 3, 6 or 10 in Column 2 of item 1:</p> <ul style="list-style-type: none"> 1. <i>The Cannabis Control Act, 2017.</i> 2. <i>The Compulsory Automobile Insurance Act.</i> 3. <i>The Courts of Justice Act.</i> 4. <i>The Highway Traffic Act.</i> 5. <i>The Liquor Licence and Control Act, 2019.</i> 6. <i>The Mental Health Act.</i> 7. <i>The Motorized Snow Vehicles Act.</i> 8. <i>The Off-Road Vehicles Act.</i> 9. <i>The Provincial Animal Welfare Services Act, 2019.</i> 10. <i>The Provincial Offences Act.</i> 11. <i>The Safe Streets Act, 1999.</i> 12. <i>The Smoke-Free Ontario Act, 2017.</i> 13. <i>The Trespass to Property Act.</i> 14. <i>The Youth Criminal Justice Act (Canada).</i> <p>The powers of a police officer under the following Acts may be specified in a certificate of appointment if the certificate of appointment specifies a purpose set out in paragraph 4, 5 or 7 in Column 2 of item</p>	<ul style="list-style-type: none"> 1. Oleoresin capsicum spray. 2. Oleoresin capsicum foam. 3. A baton.

Type of Special Constable	Purposes for which a person may act as a Special Constable	Act setting out powers of a police officer and applicable conditions and restrictions	Permitted weapons and applicable conditions or restrictions
	<p>Officer,</p> <p>iv. seizing or storing evidence under the direction of a police officer or First Nation Officer,</p> <p>v. securing crime scenes,</p> <p>vi. collecting DNA evidence or extracting DNA from an individual as required as part of an investigation,</p> <p>vii. fingerprinting individuals brought into police custody in connection with an investigation,</p> <p>viii. performing electronic searches or seizures under the direction of a police officer or First Nation Officer,</p> <p>ix. performing forensic analysis or using specialized technology or scientific techniques required as part of an investigation,</p> <p>x. storing or processing evidence under the direction of a police officer or First Nation Officer,</p> <p>xi. covertly entering a place and installing, testing, repairing or removing devices used to intercept private communications or conduct video surveillance in accordance with an authorization as defined in section 183 of the <i>Criminal Code</i> (Canada) while under the direction of a police officer or First Nation Officer, and</p> <p>xii. monitoring private</p>	<p>1:</p> <p>1. The <i>Courts of Justice Act</i>.</p> <p>2. The <i>Provincial Offences Act</i>.</p> <p>The powers of a police officer under the following Acts may be specified in a certificate of appointment if the certificate of appointment specifies the purpose set out in paragraph 8 in Column 2 of item 1:</p> <p>1. The <i>Courts of Justice Act</i>.</p> <p>2. The <i>Mental Health Act</i>.</p> <p>3. The <i>Provincial Offences Act</i>.</p> <p>The powers of a police officer under the following Act may be specified in a certificate of appointment if the certificate of appointment specifies the purpose set out in paragraph 9 in Column 2 of item 1:</p> <p>1. The <i>Highway Traffic Act</i>.</p>	

Type of Special Constable	Purposes for which a person may act as a Special Constable	Act setting out powers of a police officer and applicable conditions and restrictions	Permitted weapons and applicable conditions or restrictions
	<p>communications intercepted under s. 184.4 of the <i>Criminal Code</i> (Canada) or video surveillance authorized under s. 487.01 of the <i>Criminal Code</i> (Canada) while under the direction of a police officer or First Nation Officer.</p> <p>4. Preparing and serving summonses or other legal documents.</p> <p>5. Executing warrants or other court orders.</p> <p>6. Laying charges while acting under the direction of a police officer or First Nation Officer.</p> <p>7. Swearing information's.</p> <p>8. Searching, ensuring secure custody of and transporting individuals who are in custody.</p> <p>9. Directing traffic.</p> <p>10. Providing witness protection.</p>		



SARNIA POLICE SERVICE Public Agenda Approval Report

To: Chair and Police Services Board Members
From: Chief Derek W. Davis
Subject: 2023 Annual Report
Date: May 30th 2024
Report # **24-05-009-O**

SUMMARY:

*"That the Sarnia Police Services Board approve the 2023 Sarnia Police Annual Report,
and further that,*

This report be forwarded to the City of Sarnia Council and Aamjiwnaang First Nation Band Council.

And further that,

This report be made available to the public on the Sarnia Police Service website."

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

Derek W. Davis
Chief of Police

/JD

BACKGROUND:

The Community Safety and Policing Act (CSPA) requires every Police Service Board to prepare an annual report to file with its municipality or band council.

CSPA section 41 <https://www.ontario.ca/laws/statute/19c01#BK54>

Reporting and information sharing - Annual report

CSPA Sec 41 (1) On or before June 30 in each year, the police service board shall file an annual report with its municipality or band council regarding,

- (a) the implementation of the board's strategic plan and the achievement of the performance objectives identified in the strategic plan;*
- (b) the affairs of the police service;*
- (c) the provision of policing as it relates to any community safety and well-being plans adopted by the municipalities or First Nations that are in the board's area of policing responsibility; and*
- (d) any other prescribed matters.*

Publication

(2) The police service board shall publish the annual report referred to in subsection (1) on the Internet in accordance with the regulations made by the Minister, if any.

ATTACHMENT:

The 2023 SPS Annual Report

RECOMMENDATIONS:

That the SPSB approve the 2023 Annual report and sharing it to the City of Sarnia, Aamjiwnaang First Nation and the public (via the SPS website).

CONSULTATION:

Derek Davis – Chief of Police

Cathy Dam – Director of Financial Services

Leo Murphy – Inspector, Community Support Division

Mike Van Sickle – Inspector, Operations

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

Marika Sylvain Groendyk - Corporate Communications



Annual Report

2023



About Us

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**



Table of Contents

Section 31 of the Police Services Act requires every Chief of Police to prepare an annual report to the board relating to the activities of the previous fiscal year. The following is a summary of police activities and the financial position of the Sarnia Police Service through to the end of 2023.

Message from the Chief	3
Message from the Board Chair	4
Organizational Structure	5
Operations Division	6-10
Missing Persons Summary	11
Professional Standards	12
Calls For Service	13-14
Community Support Division	15-21
Community Crime Unit	22
Criminal Investigation Division	23-24
Statistics	25
Operating Budget	26



Message from the Chief of Police

I am pleased to present the Sarnia Police Service 2023 Annual Report to our community.

2023 was our first year working within the framework of the Sarnia Police Services Board's 2023-2025 Strategic Plan. This comprehensive plan was created after extensive community consultation and reflects the needs and expectations of our community. As the Sarnia Police Service continues to build toward fulfillment of that strategic vision, we continue to embrace positive change and new service delivery models.

With over 36,800 dispatched calls for service, 3,240 arrests, and 7,500 charges, 2023 was another busy year for our front line and investigative teams. Recidivism remains a prominent concern with significant increases noted in violations of court imposed conditions. We continue to explore alternative service delivery models to alleviate workloads, while partnering with other community agencies to address high risk individuals.

As we look to the future, 2024 will bring many changes to our police service. The new Community Safety and Policing Act will bring significant change to policy, process, training, equipment and oversight. As we work with our policing partners to implement these changes, we also continue our modernization efforts. The introduction of new positions, technologies, equipment, and addressing police facility needs are ongoing.

This report highlights many of our organizational successes, made possible through the dedication and professionalism of our sworn and civilian members. The Sarnia Police team has achieved a great deal in 2023, and I thank them for their tireless dedication to community safety within our City. I also thank the Sarnia Police Services Board for their support, vision and the opportunity to serve as Chief of Police with the Sarnia Police Service.

We look forward to the challenges of 2024 and the many opportunities to serve our community.



Chief Derek Davis

Message from the Board Chair

Police Boards are responsible for developing a multiyear strategic plan that addresses how a board will ensure the provision of adequate and effective policing in accordance with the needs of the population of the area. Based on extensive community consultation, the Sarnia Police Service Board developed a strategic plan for 2023-25. The 2023 Annual Report provides an opportunity to share with the community the progress of the first year of the strategic plan.

2023 was the first full year that the Service has been led by Chief Derek Davis and Deputy Chief Julie Craddock. Their excellent leadership and teamwork have moved the service forward in implementing the strategic plan. Highlights of the year include a second Mental health and addictions outreach team (MHEART), a Community Outreach Team, a Volunteer Auxiliary Unit, a Community Crime Unit as an innovative partnership with Lambton College's Criminal Justice program, and a dedicated community officer for Aamjiwnaang First Nation.

Much has been accomplished over this past year. The increased investment in the Sarnia Police Service over the past two years is allowing the Service to modernize and be more responsive to the needs of the community. Thank you to Sarnia City Council who has supported these efforts.

In the year ahead, we look forward to the implementation of the Community Safety and Policing Act (CSPA), the introduction of a Canine Team, and the development of a Facilities Plan to ensure the Service's facilities are safe, in good condition, and meet the function of a modern police service.

I would like to thank the members of the Sarnia Police Service Board for their ongoing service on the Board in service to the community. In addition to attending Board meetings, members of the Board participate in Service events and engage in professional development. I am thankful to have a committed team who have a shared vision for police governance.

Our Chief reminds us that policing is a 24/7 operation. While we engage in our daily routines, we can be assured that the members of the Sarnia Police Service are working hard around the clock to keep our community safe and well. We appreciate their dedication and sacrifice.

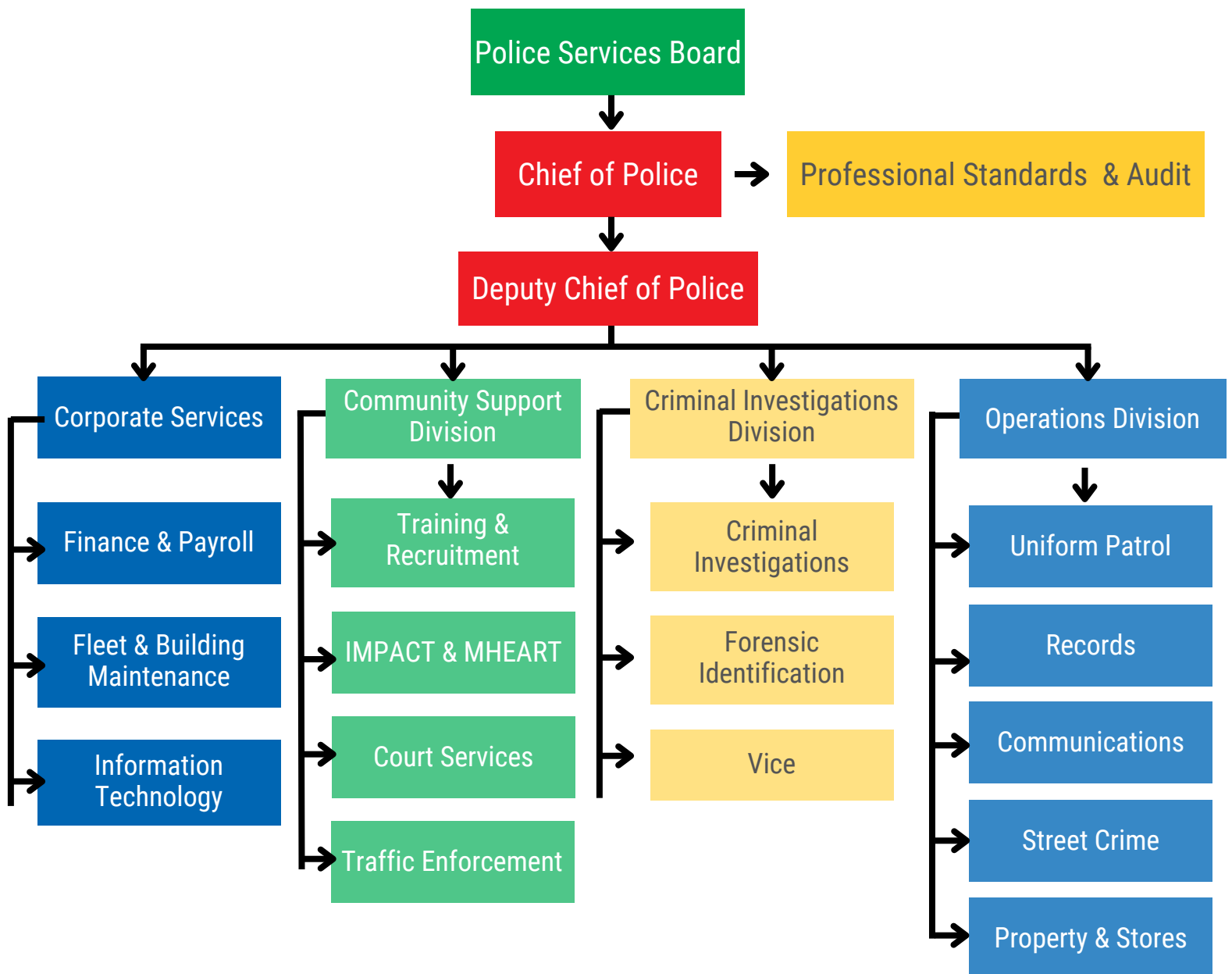


Board Chair Paul Wiersma

Organizational Structure


The Sarnia Police Service is staffed by a dedicated team of 124 sworn police officers, 51 full-time and 29 part-time civilian members.

The Service is divided into 4 divisions, each led by a Director or Inspector, who report to the Chief and Deputy Chief of Police.



Operations Division

The Operations Division is the first point of contact for most individuals with the Sarnia Police Service. They answer all emergency calls for service and carry out the initial police investigation for all 9-1-1 and non-emergency calls. This Division encompasses Patrol, Records, Communications, Emergency Response Team, Street Crime, and Property & Stores.

A photograph of a Sarnia Police Officer sitting in the driver's seat of a patrol car. The officer is wearing a dark blue uniform with a Sarnia Police Service patch on the shoulder and a tactical vest. He is looking out the window to the right. In the foreground, his hands are on a laptop keyboard. The car's interior, including the steering wheel and dashboard, is visible.

Frontline Patrol was enhanced in 2023 by the implementation of Mobile for Public Safety and Mobile Responder devices which provide Computer Automated Dispatch to officers through mobile devices (either tablets in cruisers or cellphones) allowing for quicker transfer of information from the communications team to the officers.



This year, the Communications Bureau completed the onboarding of Lambton County Fire Dispatch into the Sarnia Police Service communications centre. This was a process that commenced in 2022.

9-1-1 EMERGENCY CALLS

36,491

TOTAL CALLS FROM THE COMMUNITY

162,495

TOTAL FIRE CALLS

4,230 (Sarnia)

358 (Lambton County)

CAD (DISPATCH) EVENTS

■ 2022 ■ 2023

32,868

36,822

The Operations Division also worked on modernizing the Service's communications by using call signs which feeds data analytics.

This year, our Operations Division won the NicheRMS Administrative Excellence Award for utilizing Niche RMS to conduct an extensive Property Room inventory/audit.

This successful project led to the disposal of 11,000 items from the Property Room, ensuring that the SPS Property Room is now legislatively compliant.



NicheRMS is used as the records management system for the Sarnia Police Service and was used to support the Service's property project.

Emergency Response Team (ERT)



The Emergency Response Team (ERT) is a 13 member team and provides an additional level of support throughout the Service in areas such as high-risk warrants, barricaded persons, and weapons calls. The SPS Emergency Response Team consists of “part-time” members who perform regular policing duties but are on call for tactical operations.

In 2023 the ERT was deployed 36 times. The teams work closely with Crisis Negotiators, K9 Teams, and has access to specialized equipment and tactics.

RECORDS & BACKGROUND CHECKS



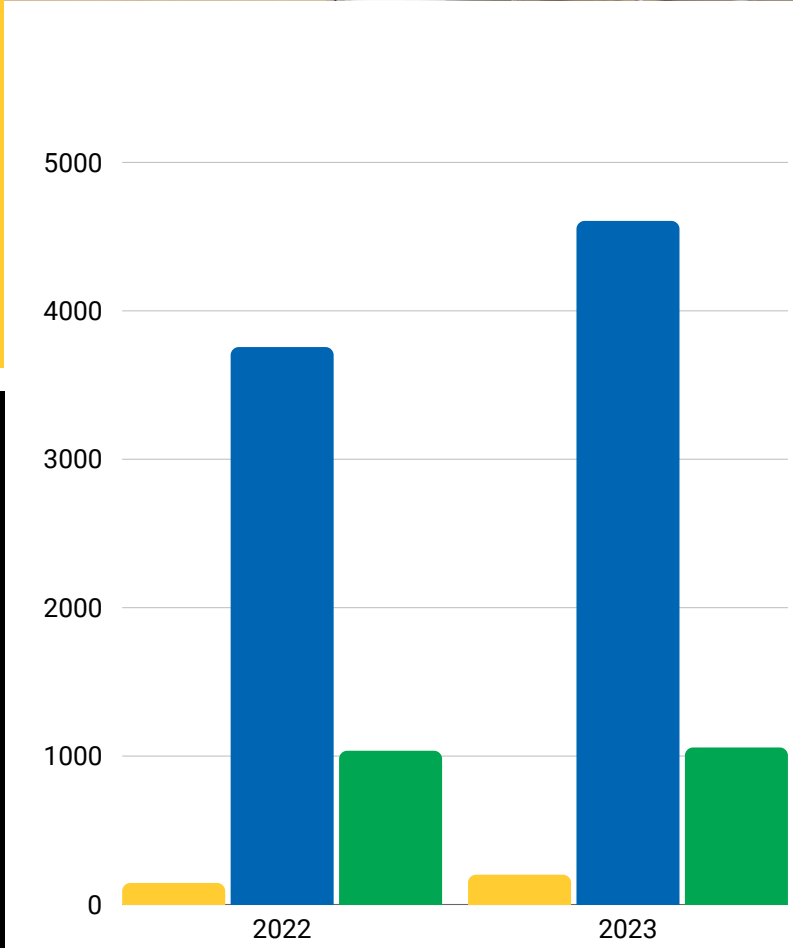
Records

This year, our records staff worked to significantly decrease our document storage in the Records Office and digitized all documents requiring retention.

FOI Requests
201

Police Checks
3756

Information Shared with Other Investigative Agencies
1058



We also welcomed high-school co-op students back to the organization this year and had 3 placements.

Missing Persons Summary

The Missing Persons Act requires that police report on the number of times a Missing Person Urgent Demand was made by police. The SPS is committed to ensuring that every report of a missing person is addressed in a timely and sensitive matter.

Number of Missing Person Occurrences

- 348

Number of Urgent Demands Made

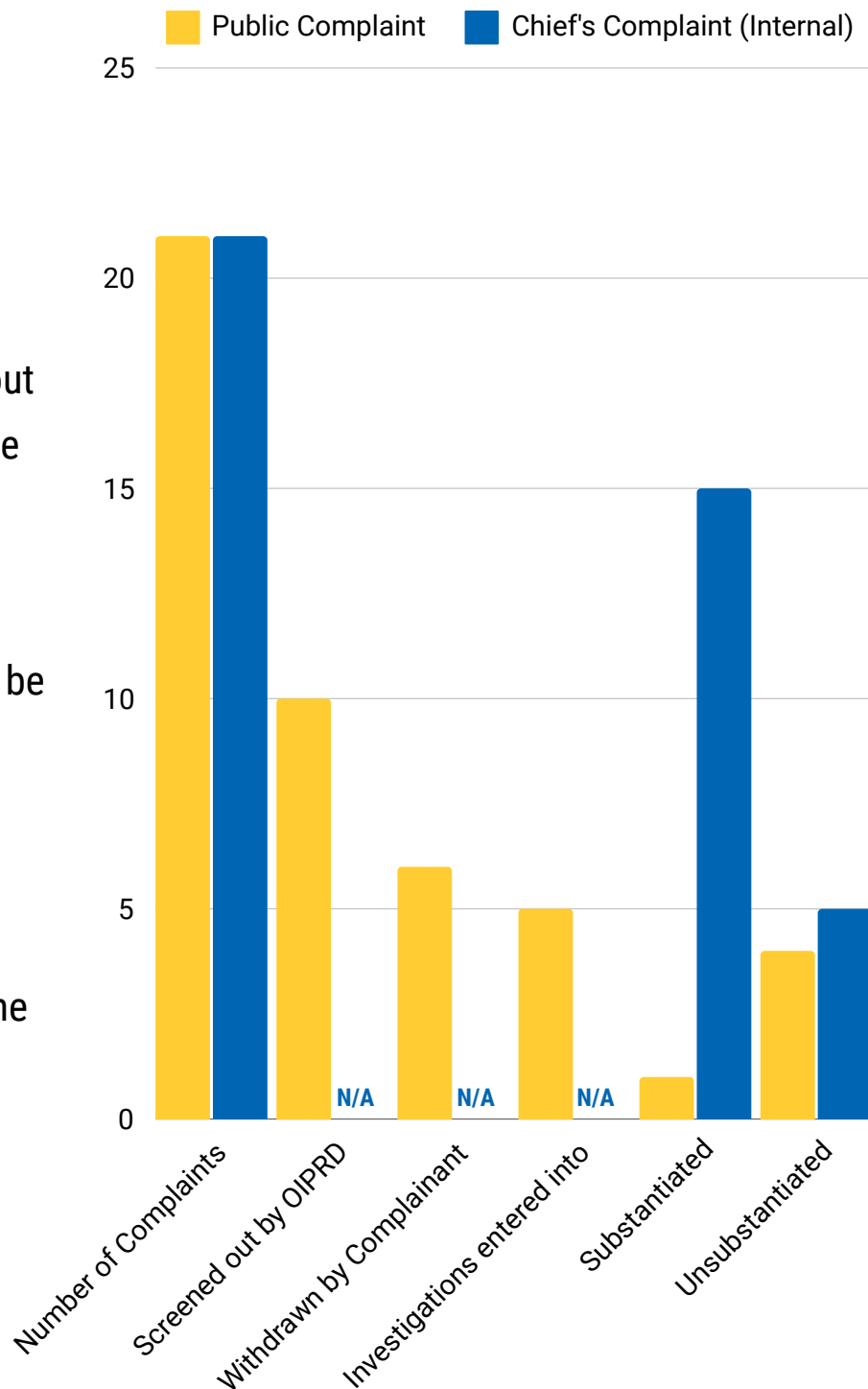
- 153



Professional Standards

Our Professional Standards team serves multiple purposes. It is responsible for ensuring that our policies and processes are up to date with legislation and best practices. They also receive both compliments and complaints about officers, civilian members, and the police service policies.

Complaints can be initiated by a member of the public or they can be initiated by the Chief, known as a “Chief’s Complaint”. Complaint investigations can verify that the conduct in question was appropriate, or they may determine that it was not. For improper conduct, the Police Services Act prescribes the process for police discipline, including cases of suspension and termination.



Total complaint rate per call for service: %0.0006

Rate of substantiated complaints per call for service: %0.00005

Calls for Service

Police must respond to all calls for service; however, not all calls for service result in an arrest and/or charge. The following numbers are a useful indicator of workload and explain the types of incidents Sarnia Police are responding to.

911 Hang Up	600 (+4%)	Unwanted Person	1935 (-10%)
Mental Health Act	408 (-2%)	Disturb the Peace	1281 (+2%)
Domestic Dispute	1472 (+13%)	Family Dispute	823 (+18%)
Impaired Driving	11 (-39%)	Harassment	283 (+59%)
Landlord Tenant Dispute	139 (+7%)	Noise Complaint	524 (-5%)
Alarm	1093 (-11%)	Neighbour Dispute	337 (+22%)
Animal Complaint	233 (-7%)	Person Check	965 (-39%)
Drugs	335 (+146%)	Person Welfare Check	1679 (-14%)

Calls for Service

Suicidal Person	468 (+79%)
Trespassing	869 (+84%)
Theft	1321 (+80%)
Shoplifting	381 (+16%)
Trouble with Youth	319 (-10%)
Motor Vehicle Colision	610 (+10%)
Fraud	411 (+89%)
Missing Persons	348 (+28%)

Note: This chart does not capture all call types. It is intended to show a summary of the most common call types made to the police and indicates that in most areas, calls are trending higher.

Community Support Division

The Community Support Division primarily works with individuals in the community through non-traditional approaches. It encompasses the IMPACT Team, MHEART, Court Services, the Aamjiwnaang Community Officer, Training & Recruitment, and Traffic Enforcement.



IMPACT

In 2023, the Sarnia Police Service introduced a groundbreaking initiative with the establishment of the Integrated Mobile Police and Community Team (IMPACT), a specialized unit dedicated to addressing the complex challenges faced by individuals in our community who are homeless and experiencing addiction.

Comprised of compassionate and specially-trained officers, IMPACT is tasked

with responding to incidents and proactively engaging with those in need; offering assistance, resources, and support.



IMPACT

- Completed 515 homeless encounters, addressing the needs of 162 unique individuals.
- Engaged with 505 people experiencing addiction, tailoring their support to 164 unique individuals.

MHEART

The Sarnia Police Service Mental Health Engagement and Response Team (MHEART) is an initiative designed to address mental health crises within our community with a compassionate, specialized approach. Comprising of a police officer and a non-police mental health professional, the teams work collaboratively with other community partners and experts in the field. This ensures a coordinated response to complex crisis situations in the community.



Each year our Service responds to increasing numbers of mental-health related calls from individuals in crisis, those closest to them and concerned members of the community. In 2023, the **Sarnia Police Service front-line members attended more than 1683 calls** for mental health support.

Recognizing the need to expand and enhance mental health-related services, the Service expanded MHEART, increasing the availability to vital mental health support to those most in need, when they need it. Annually, **MHEART responded to 554 calls for support.**

Youth Engagement & Diversion Team

The Sarnia Police Service is committed to engaging with school administrators, students and their families in our city. Our goal is to build strong and long-lasting relationships with young people in our community and to ensure that vulnerable youth have access to the services they require, when they need them. Police partner with all area School Boards in accordance with the Police School Protocol – a legislatively driven document that serves to regulate and establish pathways to support our combined approach to maintaining a healthy and safe school environment – for all children in an educational setting.

Introduced in the fall of 2023, the Youth Engagement and Diversion Team supports young people who have come into contact with the Criminal Justice System through the administration of the Youth Diversion Program.

Exploring the root causation of associated behaviours is the first step to charting a course that ultimately leads to a youth's future success in adulthood.



Youth Team

- Actively engaged in 525 youth-involved occurrences.
- 15 cases successfully cleared through diversionary tactics

Court Services Unit

The Court Services Unit is responsible for providing court security at the Ontario Court of Justice and the Provincial Offences Court in the City of Sarnia, along with prisoner security and transport, service of court-related documents, court appearances, bail hearings, trials and transfer of charges.

The Court Services Unit serves as a liaison between the Sarnia Police Service and the judicial system.

The Unit consisting of police officers and special constables maintains an office at the court facility. **In 2023 the Court Services Unit facilitated 1087 prisoner transportation trips** between correctional institutions and court locations for the purpose of transporting persons in custody to attend court.



Aamjiwnaang Community Officer

The Sarnia Police Service took a significant step this year toward strengthening positive community relations with our First Nations partners by assigning an officer to Aamjiwnaang First Nation. This proactive initiative reflects a commitment to building trust, understanding, and collaboration between the Police Service and the Indigenous community.

Cst. Callander has space within the Maawn Doosh Gumig community centre and has made meaningful connections with community members since starting as the Aamjiwnaang Community Officer.

“... Constable Callander is working out better than expected. Many of the people including a lot of children have grown fond of him and I don't think this could have worked out any better.” -Chief Plain



Training Bureau

The Sarnia Police Service is committed to providing training excellence and continuous learning opportunities to support both the Mission, Vision and Values of the Service and the unique and diverse needs of the citizens we serve.

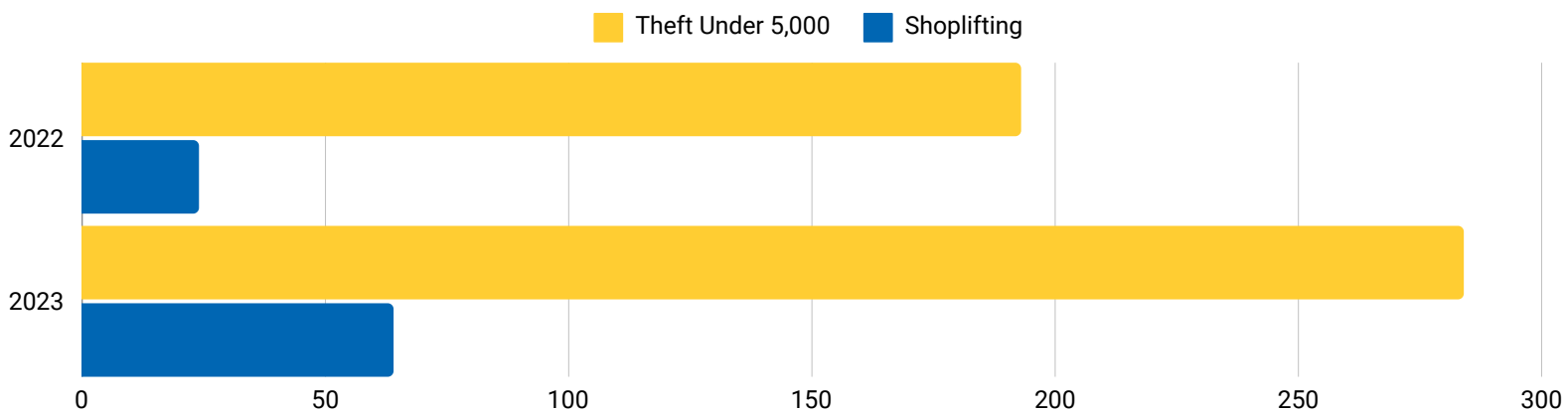
The Police Tactical and Academic Training Centre (PTAATC) is a dedicated training facility that works in partnership with the Ontario Police College in providing training courses starting with new recruits all the way through to the senior manager level. Instructors deliver training in the essential skills that officers use on a daily basis. Officers receive instruction on the knowledge, skills, and abilities required to effectively negotiate a variety of circumstances when responding to calls for service.

The Training Bureau is responsible for delivering recruit, annual refresher, and officer safety training to both frontline and non-frontline personnel. Interactive discussion and practical exercises are overseen by highly trained teams of officers dedicated to delivering quality training. Emphasis is placed on best practices, de-escalation, communication, and critical decision making.



Community Crime Unit

The Community Crime Unit (CCU) is a first-of-its-kind initiative in the province of Ontario. This unique program affords students in the Lambton College Criminal Justice Program the opportunity for experiential learning by investigating, gathering evidence, taking statements, and assembling cases for officers to review and action in the field. The CCU portfolio primarily involves thefts where the accused is no longer present.



Criminal Investigations Division

The Criminal Investigations Division is responsible for investigating major crimes in the City of Sarnia. These investigations are undertaken by officers with specialized training in criminal investigations, drug enforcement, intelligence services and forensics. The investigations can be voluminous and may take many weeks, months or even years to investigate.



Intimate Partner Violence

In July 2023, the Sarnia Police Service embarked on enhancing service delivery for victims and survivors of IPV. IPV is different than violent crimes perpetrated against strangers. The close relationship between the perpetrator and victim means the violence is often more serious and more frequent. These offences often have severe psychological consequences as the victims may experience a profound loss of a sense of safety and security. In 2023, IPV investigations rose 13% and arrests for IPV were up 30%.

This was a collaboration between the Sarnia Police Service, Victim Services, and the Sexual Assault Survivors Centre Sarnia Lambton (SASCSL) and was designed to enhance risk management strategies and maximize victim safety. With the support from the Ontario Government Victim Support Grant, police officers and support staff were provided with trauma-informed training through SASCSL and SPS integrated a Victim Services coordinator into the Criminal Investigation Division to review incidents and provide outreach to victims.

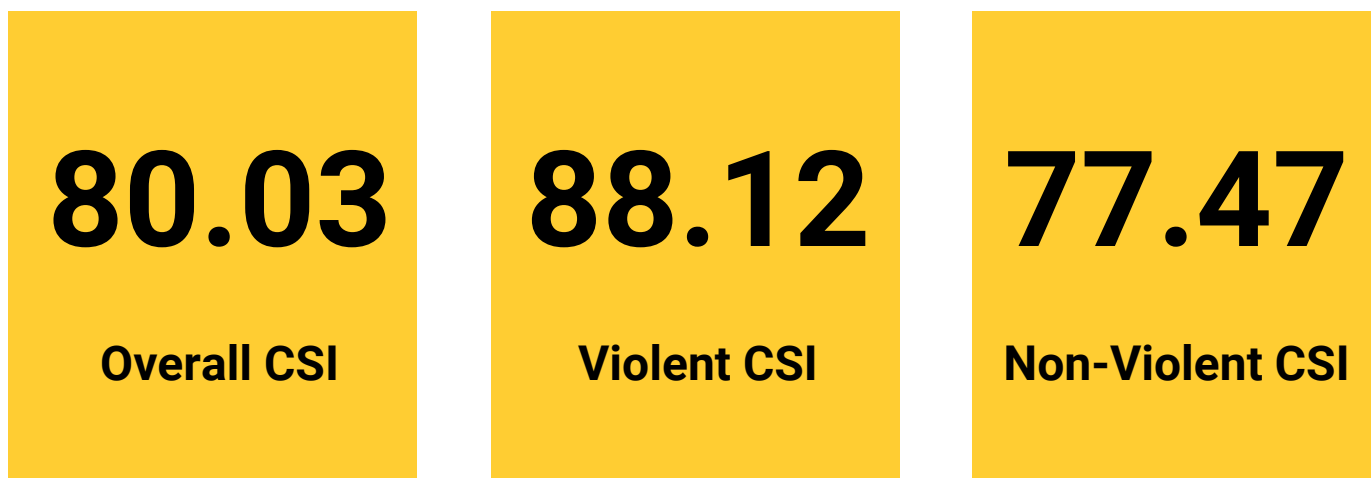


Statistics Canada Data

The Crime Severity Index is a weighted score produced by Statistics Canada based on the type of reported crime in a community.

Types of crime are weighted, meaning that more serious and violent crimes are given a higher individual score than crimes considered to be less serious in nature. The CSI allows for direct comparisons to be made across similarly-sized communities in terms of violent crime, non-violent crime, and total crime (violent and non-violent combined).

Below is the Statistics Canada Crime Severity Index for 2022. 2023 numbers were not available at the time of this report.



For more information on Crime Severity Index, please visit the Statistics Canada [website](#).

2023 Operating Budget

2023 budget drivers included the addition of seven sworn officers and several civilian positions. In an effort to seek efficiencies, a full organizational review was undertaken and implemented in 2023. New police technology was introduced and fleet and facility repairs and modernization were prioritized in 2023.

Operating Budget	Budget	Actuals
Revenue Category		
Grant - County	-\$1,430,653	-\$1,434,153
Grant - Ontario	-\$321,185	-\$312,446
Fees	-\$284,000	-\$271,229
Cost Recoveries	-\$748,046	-\$815,905
Revenues Other	-\$15,000	-\$342,564
Total Revenues	-\$2,798,884	-\$3,176,297
Expenditure Category		
Compensation	\$20,945,128	\$20,343,770
Benefits	\$6,760,109	\$6,355,238
Recruitment, Development, Wellness	\$271,598	\$423,054
Clothing & Equipment	\$175,400	\$235,156
Police Materials & Supplies	\$372,345	\$415,348
Police Technology – Licensing & Maintenance	\$358,461	\$427,373
Facility Operations & Maintenance	\$325,100	\$526,889
Vehicle Operations & Maintenance	\$433,820	\$693,745
Utilities & Connectivity	\$448,468	\$610,378
Radio & Communications	\$135,788	\$163,405
IT & Systems – Licensing & Maintenance	\$387,850	\$392,005
Office Equipment & Supplies	\$99,965	\$236,847
Professional Fees & Purchased Services	\$35,000	\$161,980
Allocations – Insurance, etc.	\$360,125	\$370,574
Reserves	\$2,090,000	\$2,090,000
Total Expenditures	\$33,199,157	\$33,445,764
Operating Surplus (transferred to Reserves)		\$130,806
Net Budget Allocation	\$30,400,273	\$30,400,273



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SARNIA POLICE SERVICE Public Agenda Recommendation Report

To: Chair and Police Services Board Members
From: Chief Derek W. Davis
Subject: Request for Additional Positions
Date: May 30, 2024
Report # 24-05-010-0

RECOMMENDATION:

The Sarnia Police Services Board authorize the hiring of three additional positions to provide needed support for the Sarnia Police Service administration in CSPA implementation, information technology demands, ongoing organizational change management, and the restructuring of investigative services.

This approval includes two civilian positions and one sworn senior officer position:

- *IT Technician (civilian)*
- *Crime and Intelligence Manager (civilian supervisor)*
- *Interim Deputy Chief (sworn officer)*

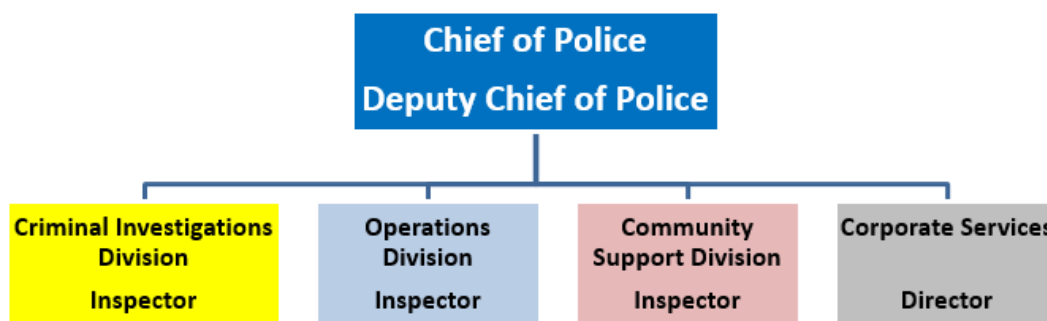
A handwritten signature in cursive script that reads "Derek Davis".

Derek W. Davis
Chief of Police

:DD

BACKGROUND:

In 2024, the Sarnia Police Service (SPS) was restructured establishing clear roles and reporting responsibilities. This created better alignment to the SPS Strategic Plan and emerging operational needs. Each Division is commanded by a senior police officer holding the rank of Inspector, with the exception of Corporate Services which is overseen by a Civilian Director.



This restructuring is another phase of an ongoing modernization of the SPS. It provides a more equitable distribution of workload, responsibility and risk in addition to the ability to better coordinate efforts and resources. This however includes the need to build sustainability in each rank and position. To achieve this the SPS must provide members with increased access to specialized training and positions, to permit broader development of skill sets, increase hands-on learning opportunities, and greater organizational awareness. These skills are then transferred and applied in supervisory positions as officers' progress in their careers. Historically, officers have been left in specialized positions for an inordinate amount of time, severely reducing the ability of the SPS to have members prepared to assume specialized vacancies. Steps have been taken to rectify this. In 2024, approximately 20% of the service was provided an opportunity to work in new positions, especially within the Criminal Investigations Division (CID).

The senior command team has also been part of this restructuring. The SPS is authorized to have three (3) Inspectors and each of these positions oversee and are responsible for a Division (CID, CSD and Ops Division). At senior levels, organizational awareness and exposure to different command areas of the organization are critical as senior officers are expected to hold a variety of positions. Each area under the command of an Inspector is part of the SPS modernization and is experiencing unprecedented change. Managing that significant change in any organization necessitates additional increased workload in policy development, service delivery, and supporting the change process.

In December 2023, the Province announced sweeping changes to the law governing policing in Ontario with Bill 68, *Community Safety and Policing Act*, 2019 (CSPA) that included 30 proposed Regulations that apply and extend to municipal police service.

The new Bill came into effect on April 1st 2024 and replaces the *Police Services Act* (1990). This new Act focuses on addressing community safety, enhancing police oversight, modernizing policing, and establishing consistent mandated training requirements.

Some key changes to note include:

- The public [complaints](#) process;
- The new role of the [Inspector General of Policing](#);
- The definition of [Adequate and Effective Policing](#); and
- Codes of Conduct for [Sworn Officers](#) and [Special Constables](#).

Implementation of this new Act has been especially challenging for small and medium-sized services which lack dedicated resources available for this undertaking. This work is being done primarily by the members of senior command, in addition to their existing workloads and expectations.

Another significant and challenging issue amongst Ontario police services is the ability to train new officers. In the past, police services were able to hire and train new police officer recruits as needed. Unfortunately that is currently not the case. For the past two years, the Ontario Police College has been at its full capacity, with demand for recruit training far outstripping supply. The Sarnia Police Service has struggled to get seats sufficient for its needs, resulting in the creation of a cadet program to retain qualified and desirable candidates. As our ability to hire officers is significantly constrained, the SPS is looking to create efficiencies in areas that may free up sworn officers, permitting them to focus more on core duties that require police authorities. Therefore, addressing workloads is not available through increased hiring at the recruit constable level. However, we are able to explore civilian positions where those roles will provide efficiencies or relieve sworn officer of administrative responsibilities.

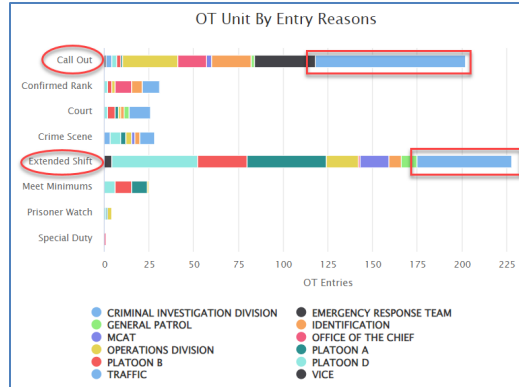
Technologies continue to expand in modern times and have brought prolific change to policing operations. Police vehicles now contain multiple systems including mobile workstations, in-car cameras, license plate recognition, and mobile communications. These systems, across a fleet of vehicles, require maintenance and systems troubleshooting. In addition to vehicles, the SPS necessarily maintains its own IT infrastructure, backups, network infrastructure required for the 24/7 delivery of emergency services. These systems often have organizational impacts on our operational capabilities, policies, training, and service delivery.

So far in 2024 we have seen multiple major cases, resulting in the need to create a Major Case Action Team (MCAT). Overall criminal charges and arrests are up 16% YTD. Many other CID specific crime categories and related investigations are also up (figure 1). Another indicator of increasing workloads is evident in the overtime analysis where callouts and extended shifts are highly prominent (figure 2).

Figure 1 – NicheRMS Occs

Type	Year-to-Date		
	JAN. 01, 2024 – MAY. 14, 2024		
	CNT	PER	
ASSAULT	154	+6 ↑	+4% ↑
B-E BUS/RES/OTH	140	+35 ↑	+33% ↑
BAIL VIOLATIONS	240	+16 ↑	+7% ↑
DRUG OFFENCES	70	+16 ↑	+30% ↑
MISSING PERSON	14	+11 ↑	+367% ↑
THEFT	410	+48 ↑	+13% ↑

Figure 2 – SPS Overtime YTD



The Sarnia Police Service is undergoing transformative change. This places increased workload, learning demands, and in some cases stress, on all aspects of the organization as these overdue and necessary changes are implemented. The progression of executing this expansive change process has exposed some gaps in organizational capability and capacity that must be addressed if the SPS is to be successful. Every front line officer and enforcement action is supported by technology, information systems and supervision at all levels.

DISCUSSION / ANALYSIS

IT Department

The SPS IT Department is currently staffed with one manager and two IT technicians. With the modernization of in-car technology, one technician is assigned to fleet-specific technologies. The second is assigned to internal IT support. The Manager oversees and administers the internal networks, cyber security, new projects, and coordinates the work of the unit. The current workload of the unit is beyond the scope of its existing resources. This creates pressure on project timelines including NG911. Cyber security is an area that consumes significant amounts of the Manager’s time. The IT unit has been under mounting pressure due to increasing demands and it is now necessary to devote additional resources to meet those needs.

Recommendation – Addition of one IT Technician (civilian)

This would be a generalist position to permit this new hire to learn and understand the SPS systems. The addition of this individual would support the existing staff by relieving workload necessary to meet our service objectives (including NG911), and promote more sustainable workloads across the unit. Since 2019, multiple board reports have foreshadowed the need to add IT to handle the dual pressures of NG and increased police technology. We are no longer able to defer this need.

Criminal Investigations Division

The Criminal Investigations Division was restructured in 2024 to increase coverage to seven days a week (formerly five). Under this new model, investigators are available from 6am to midnight every day of the week. This is achieved through two generalist investigative teams working complimentary but opposite schedules. In addition to those teams, CID also includes Forensic Services, the Major Case Action Team (MCAT), Victim Services, and Crime Analysis functions. One Detective Sergeant works through the week providing supervision and coordination to all the individual team supervisors.

The Major Case Action Team (MCAT) was formed through the amalgamation of Street Crime and VICE. This team was created in response to significant major crimes occurring in the city and the need to have an available project team for significant investigations.

In 2024, the SPSB authorized an Investigative Analyst (IA) position to support CID and ensure compliance with legislation. This civilian position is responsible for reviewing and collating information, producing analytical reports, and supporting complex projects and investigations. With the implementation of MCAT, the IA position has been heavily focused on supporting that team and their ongoing projects. This position has been highly successful in supporting CID operations, bringing tremendous value in relieving officers of administrative functions (e.g. case prep, case backgrounds, information sharing with outside agencies). The success of this initial civilian analyst has highlighted the need for similar support within the generalist teams (e.g. property and persons crimes).

The expansion of a civilian position is to provide immediate investigative support for work currently being completed by officers. Although expansion of the number of officers is a possible alternative, expanding civilian roles to free up existing officers is financially more responsible and mitigates our inability to obtain sufficient OPC seats for new hires.

Recommendation – Addition of one Crime and Intelligence Manager (civilian)

With the need to expand crime analysis capabilities comes the need for supervision of this specific specialty function. This position would oversee the current crime analyst working with the generalist teams, while also providing direct special project support to MCAT and major cases.

This position also creates the opportunity to more effectively manage, collate, and disseminate criminal intelligence and investigative connections through a central analysis unit. Lastly, this supervisory position also permits the possibility of integrating the Intelligence Officer with Crime Analysis.

The expansion of CID with this civilian role is a cost-effective solution to provide immediate support to CID workload.

Senior Leadership Team

The Senior Leadership Team (SLT) consists of three Inspectors, a Civilian Director, a Deputy Chief, and Chief. With each Inspector and Director responsible for a Division, there is little to no excess capacity for large projects such as CSPA implementation. Moreover, areas such as CID are undergoing significant changes to historical process in an operational environment of burgeoning workloads, severity of crime, and resulting risk to the organization (and community).

The SPS is currently short one full time inspector position due to extended absence. It is not known how long this absence will be, with coverage being provided through existing (stretched) resources. This creates significant deficiencies in the role of Duty Officer (after hours commander availability) and in the role of CID Inspector. The CID Inspector function is currently being absorbed where possible by the Chief. Given the lean management ranks and the expansive duties being borne throughout the organization, there is insufficient organizational capacity to backfill this position without creating alternate negative impacts elsewhere.

In 2024, the CID office had a significant influx of officers new to the CID role. As they quickly build their knowledge, skills, and abilities in this area, the supervisor burden on the Detectives (Sergeants) and the Detective Sergeant (Staff Sergeant) is extremely high. These demands also limit the current availability to backfill supervisory positions (including at the Inspector level) effectively. Any backfilled position creates a cascade of additional backfilling down through the ranks. This is especially disruptive to supervisory intensive units (e.g. units with high levels of new personnel).

SPS CID investigators are hardworking but endure a relentless pace of incoming files. They are also undergoing a paradigm shift to portfolio-based investigations. Significant workload, change management, and risk mitigation are key factors required for any senior leader assigned this command portfolio. The Chief and Deputy are stretched beyond sustainable capacity and CID requires a dedicated resource experienced in current CID and Intelligence practices.

Given all the factors outlined in this report, there is a clear need within the SPS for expansion of one sworn senior leadership position. The Inspector position is currently part of the Sarnia Police Association Collective Agreement. Any Inspector ranks, once approved and filled, are permanent roles that continue to exist until retirement or other attrition actions. The current peak needs of the SPS, with CSPA and change management, are expected to be transitory in nature. Expanding the senior leadership at the Inspector rank to address an interim need may not be prudent in the long term. As a result, a controlled term option is needed, that respects the provisions of the collective agreement and the internal needs of our membership.

The only rank that can be leveraged to fit this need is that of Deputy Chief.

Recommendation – Addition of an Interim Deputy Chief to oversee CID (Negotiated by the SPSB)

A Deputy Chief position is a contract position between the Board and the Deputy Chief. It is for a set term, mitigating any long-term risk, and outside the scope of the Collective Agreement (under the direct control of the Board). A Deputy Chief may also be hired by the Board from both internal and external applicants, ensuring a skillset that matches the organizational need. As a contract senior officer, compensation and length of term are all negotiated and customized for each hire at this rank level.

A local example of the need for expanded senior leadership was recently demonstrated with the approval of a second Deputy Fire Chief in the City of Sarnia:

<https://www.theobserver.ca/news/local-news/sarnia-announces-second-deputy-fire-chief>

At the conclusion of this Deputy Chief's term, the Board would have the option of extending the position, converting the position (e.g. to an Inspector role), or discontinuing it. The needs of the organization are evolving and this provides important and needed operational flexibility for the future of the SPS.

FUNDING SOURCES:

The SPS has been consistently recruiting to fill available vacant positions. The primary challenge has not been recruiting viable candidates, but rather to secure available seats at the Ontario Police College. There are also challenges with Special Constable recruiting under the CSPA as the specifically mandated training to deploy Special Constables after CSPA implementation on April 1 2024, is not yet available.

Unfilled vacancies and salary gaps permit the funding of these new positions within existing 2024 budgetary resources. However, these permanent positions will subsequently form part of the 2025 budget considerations, if approved now.

A recent salary vs budget analysis shows significant savings year to date for salary gaps. The trend is abating but will continue as long as the OPC bottleneck remains.

Filling the three positions for the second half of the year is estimated to cost \$275,000 in salaries and benefits. The annualized cost for the positions is approximately \$550,000 or a 1.5% assumed increase to the 2025 operating budget. Sufficient financial resources exist to support these positions within the 2024 budget. However, the 2025 budget would need to incorporate these annualized costs.

RECOMMENDATIONS/ALTERNATIVES:

Status Quo (not recommended) – at the present time, there is significant workload stress on the senior command team, investigators, and IT. This is manifesting in an inability to take time off, workplace fatigue, and delays in legislated change implementation.

Defer to 2025 Budget (not recommended) – 2024 YTD has demonstrated the increased needs and workloads in these areas. The SPS continues to be financially prudent in not deferring resource requests and prioritizing needs (e.g. 2024 Budget deliberations). These needed positions, if approved, would be included in the 2025 Budget. However under that process, they would not materialize to address the underlying issues until well in 2025 and after budget approval (e.g. 7-10 months away from the date of this report). As these resources are needed now, a delay would have a negative impact on both operations and workplace wellness.

Approve the hiring of these new positions (recommended) – These positions are needed now and can be funded within the existing budget. Approval now permits the hiring process to begin, and those resources to be available at the earliest possible time.

CONSULTATION:

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