



GREATER SUDBURY POLICE SERVICES BOARD
WEDNESDAY September 9, 2015 3:30 P.M.
Police Headquarters, Alex McCauley Board Room, 5th Floor

PUBLIC AGENDA

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GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: September 2, 2015
PUBLIC	
SUBJECT: BEAR – CALLS FOR SERVICE	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION ONLY

BACKGROUND:

During the course of the summer, the problem with nuisance black bears has become an issue of mounting concern for citizens, the police, City Council, and the Ministry of Natural Resources and Forestry (MNRF). For many years, all affected community partners have collaborated to address problem bears.

By way of background, in 2004, the Provincial Bear Wise Program was introduced by the MNRF as a time-limited program to increase Ontarians' knowledge of black bear ecology and biology, the known and preventable causes of human-bear conflicts, and appropriate responses to these conflicts. In response, the Greater Sudbury Police Service (GSPS) entered into a Bear Management Memorandum of Understanding (MOU) with the MNRF. This MOU committed the GSPS and MNRF to work in partnership to manage problem bears in the City of Greater Sudbury.

At the time, MNRF invested \$33.7 million to ensure that Ontarians were aware of the known and preventable causes of human bear conflicts. Such conflicts generally increase in years when there is less natural food available, causing bears to look for food in areas they would normally avoid, including areas near humans. Unsecured garbage (both residential and commercial) has and continues to be the most common reported cause of bears visiting properties and communities.

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Under the MOU, the MNRF committed to the following services:

Provide a Toll Free telephone number operating 24 hours a day, seven days a week, to both enable the public to report nuisance bears and to provide a coordinated response for calls for service including requests from the Police Service;

Provide non-lethal options of dealing with bear incidents, including trapping and chemical immobilization, where appropriate and available, for the purposes of removal and relocation;

Attend calls for service, upon request of the Police Service, where there is an immediate risk to anyone;

Assist the Police Service at its request in the destruction of the bear if there is no other safe remedy but to destroy the bear and where legislation allows (i.e. discharge of firearm);

Prepare and implement a public communications program promoting safety and awareness about human-bear conflicts and prevention methods;

Provide coordinated media response through the designated MNRF representative about specific incidents, statistics, or to keep the public apprised of any safety issues, (i.e. location of traps, high bear incident areas);

Provide information to assist Police Officers in assessing the situation and the appropriate actions to be taken (recognizing this is a judgment call on the basis of the attending officer); and

The MOU also committed the Police Service to the following:

Provide primary response to calls involving bears that pose an immediate threat to human safety;

Destroy the bear with possible assistance from the MNRF as requested if there is no other safe remedy, using recommended procedures;

Provide assistance to the MNRF during chemical immobilization of nuisance bears both through securing the site perimeter and providing armed support when required;

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Assist the MNRF with preparation and implementation of a communications plan dealing with incidents of human-bear conflict;

Work with the MNRF representative to provide coordinated media response relative to specific incidents and to keep the public apprised of any safety issues i.e. location of traps, high incident areas.

In 2008 in response to cuts to the Bear Wise Program, many police services were expressing concern around the increased calls for service when dealing with nuisance bears. One such notable incident involved the shooting of a black bear by police in the suburban community of Newmarket north of Toronto which garnered significant public and media attention.

This incident was a no-win situation for the York Regional Police Service. On the one hand, if they didn't deal with the threat to people posed by a wild animal in the absence of MNRF staff they would have been criticized for putting the public at risk. On the other hand, by responding to the incident and dispatching the bear once it was deemed to be a threat to people, they faced intense public outrage at killing a beautiful animal.

At that time while police in York Region took criticism for their actions, it was felt that public anger should be aimed at the MNRF and its cuts to the Bear Wise Program.

In 2008, the OACP passed a resolution at its Annual General Meeting calling for more, not less, resources for MNRF to deal with wildlife coming in contact with communities. The resolution read as follows:

2008-06 Funding For Bear Technician Program

WHEREAS the ever-growing issue of bears wandering into built-up areas of communities in Northern Ontario constitutes a significant threat to public safety in such communities, and

WHEREAS the lack of bear technicians in Northern Ontario is resulting in many bear calls being passed along to municipal police services and OPP detachments to handle; and

WHEREAS the increased calls to police services to deal with nuisance bears directly affect the services municipal police services and OPP detachments provide to their communities; and

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*WHEREAS police officers are not equipped to properly deal with animal control issues;
and*

WHEREAS animal control is not a core policing function;

*THEREFORE BE IT RESOLVED that the Government of Ontario adequately fund the
Bear Technician Program in order to free up police resources in Northern Ontario.*

The resolution spoke specifically to the challenge bears pose in Northern Ontario. But as events in Newmarket proved, the issue was one impacting communities across the Province.

On December 31, 2011 , the MOU expired following which as part of the MNRF Transformation Plan announced in the 2012 Ontario Budget, the MNRF conducted a review of how the Bear Wise Program was delivered. That review was undertaken and concluded that Bear Wise had achieved its main goals around public education in response to bear encounters and as such, determined a transition from an active management model to one that places a greater emphasis on personal responsibility.

In May 2012, the MNRF advised of several significant changes to the existing Bear Wise Program which would see MNRF supporting Police in responding to emergency situations only. It was felt that Ontarians now had the knowledge and the tools to educate themselves and make lifestyle changes to minimize human-bear conflicts. The changes to the Bear Wise included:

- They would no longer provide individual site visits through the use of technicians to help landowners having site-specific conflict with bears, and would no longer trap and relocate problem bears. Trapping/relocating would only occur in exceptional circumstances;
- The MNRF would only be available to attend calls upon request of Police seven days per week, only during daylight hours, and solely to immobilize or dispatch a bear if required because of a safety concern;
- The MNRF phone line would now solely be an information gathering line which tracks information about human-bear occurrences. This line would remain active to provide 24 hour a day-seven days a week advice to residents about possible attractants and ways to eliminate them; and

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- The MNRF shift from a previously more involved and active role put greater emphasis on personal responsibility. Their approach to educating and providing advice to the public about black bears would become more of their primary focus.

The MNRF message is to call Police only in a situation of immediate danger. Black bears will only be dispatched under conditions where they have not responded to the repeated use of deterrents or relocation attempts, post a threat to property or public safety, chronically prey on livestock, or have broken into an occupied residence.

The MNRF will provide support to the police upon request when dealing with bear incidents where there is a risk to public safety including undertaking aversive conditioning, chemical immobilization, live trapping in exceptional circumstances only, or assisting in the dispatch of the bear where necessary. The MNRF also committed to communicating regularly with municipalities and local police to clarify roles and responsibilities and to negotiate agreements with the interested parties.

The MNRF proposed a revised MOU however agreement between the parties could not be reached as it fell short of addressing police concerns. The Police Services contended then and continues to assert that the direction the MNRF has taken on bear management has resulted in an indirect downloading of MNRF responsibilities to municipalities specifically local Police Services across the province with northern Police services being more adversely affected.

Subsequent to that resolution, a meeting took place between the OACP and the then Minister of Natural Resources. While government officials were sympathetic to the concerns raised, cuts went ahead anyway.

OAPSB's message to the Government of Ontario continues to be that its cuts at MNRF are putting people and wildlife in danger. Police officers are neither trained nor equipped to do wildlife management. Nor should they be expected to take on this role.

On July 10, 2012, City Council passed a resolution that the City of Greater Sudbury Council and the Greater Sudbury Police Services Board request a meeting with the MNRF to explore options and solutions that adequately addresses this ever growing problem and that the MNRF work collaboratively with the Police and municipalities to develop an appropriate policy for management of nuisance bears. To date an effective solution has not been achieved.

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CURRENT SITUATION:

Statistically, Police have and continue to receive numerous calls in relation to bear concerns as follows:

- 2009 – 379
- 2010 – 235
- 2011 – 143
- 2012 – 299
- 2013 – 137
- 2014 – 535
- 2015 – 1382 calls to date

This year alone, eight bears have been dispatched at the scene as the level of imminent danger to the public was deemed serious and threatening. Responding to bear calls has become highly resource intensive from a frontline resource deployment perspective, supervision requirements, dispatch time, public education and awareness, and administrative oversight.

The level of threat is not always clear from the onset and for the Police to make a determination on whether the call is an immediate public safety issue or a threat to human life, officers must often respond to calls that the MNRF used to be available to attend.

Police officers are not trained nor equipped to deal with bear occurrences other than to dispatch the bear which is inconsistent with the MNRF philosophy on bears living in their natural habitat and causes great public outcry.

The *Police Services Act* Regulation on Adequate and Effectiveness of Police Services speaks to the core functions of policing; those being:

- Crime Prevention
- Law Enforcement
- Assistance to Victims of Crime
- Public Order Maintenance, and
- Emergency Response

Within the framework of mandated core police functions, the police provide primarily emergency responses to bear calls and are able to assist in the crime prevention area. Management of nuisance wildlife is otherwise, not a police responsibility, albeit the Service certainly sees itself as a key partner in addressing this very real problem.

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At a meeting of City Council on August 11, 2015, the GSPS, MNRF, and City of Greater Sudbury Council actively debated the problem.

The Police position has not changed in that there are already great pressures on Police resources tending to non-Police matters. Its role is and will continue to be to respond to life-threatening situations involving human bear conflicts in order to ensure the safety of our community as a top priority. Police remain the lead response to public safety matters including bear threats and incidents. Police will dispatch the bear if necessary with MNRF assistance if available. Police can also provide support to MNRF during chemical immobilization of problem bears by securing site perimeter and providing armed support.

Police are very active also in providing media responses and tips to keep the public apprised of bear incidents and to provide education on safety measures.

The Service remains committed to addressing those incidents where the presence of a bear in a public location poses an immediate threat to the safety of the public. These incidents include but are not limited to entering a school yard where school is in session, entering or attempting to enter a residence, wanders into a public gathering, kills pets or livestock and lingers on site, and stalks people and lingers at the site.

All parties present acknowledged the significance of the issue and clearly committed publicly to work together. An ad-hoc bear committee has been struck which will examine strategies that the City can implement both immediately and in the longer term.

Under the leadership of Councillor Al Sizer, Trevor Griffin, District Manager of the Ministry of Natural Resources and Forestry, and Inspector. Mike Chapman of Greater Sudbury Police Service will initiate discussions. In addition, City's Director of waste management, Chantal Mathieu, and Mike Commito, an environmental historian and policy analyst will be involved. Others will participate as required.

The Service is fully committed to working with Provincial Officials to address training, equipment, procedures, funding options, and community safety.

The Board will be kept apprised of developments emanating from this group.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: BUSINESS PLAN 2015 TO 2017	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board approves the Business Plan 2015 to 2017 as attached under separate cover.

BACKGROUND:

In accordance with the *Ontario Police Services Act*, Ontario Adequacy Standards Regulation 3/99, subsections 30(1) (2) and 32 (2), Police Boards shall prepare a business plan at least once every three years as follows:

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

(2) The business plan shall address,

(a) the objectives, core business, and functions of the police force, including how it will provide adequate and effective police services;

(b) quantitative and qualitative performance objectives and indicators relating to,

(i) the police force's provision of community-based crime prevention initiatives, community patrol, and criminal investigation services,

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- (ii) community satisfaction with police services
- (iii) emergency calls for service,
- (iv) violent crime and clearance rates for violent crime,
- (v) property crime and clearance rates for property crime,
- (vi) youth crime and clearance rates for youth crime,
- (vii) police assistance to victims of crime and re-victimization rates, and
- (viii) road safety;
- (c) information technology;
- (d) resource planning; and
- (e) police facilities. O. Reg. 3/99, s. 30 (2).

32. (2) Every board shall consult with its municipal council, the school boards, community organizations and groups, businesses, and members of the public in the municipality it serves during the development of its business plan. O. Reg. 3/99,



CURRENT SITUATION:

Following extensive community consultation with residents, businesses, key stakeholders, and Service Members, the Business Plan is now finalized and ready for presentation to the Board.

The Plan that will guide the next three year's activities will be discussed at the September 9, 2015 meeting (attached under separate cover).



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: September 2, 2014
PUBLIC	
SUBJECT: FINANCIAL REPORT YEAREND DECEMBER 31, 2014	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board receives the 2014 Yearend Financial Report for the period January 1 to December 31, 2014 for information.

BACKGROUND:

The Police Services Board passed a motion to accept the 2014 budget at their meeting of October 9, 2013. Subsequently, the City of Greater Sudbury Council approved the 2014 Police Services Budget in the amount of \$51,193,352.

CURRENT SITUATION:

The City of Greater Sudbury audit has now been completed. GSPS year-end finance reports have been finalized with the following results to report.

This report serves to provide the Board with an analysis of the year-end position and the variances between the 2014 budget and actual results. Overall, spending remained within approved budget levels. The variances were derived primarily from revenues received particularly in the form of provincial grants and miscellaneous user fees which offset operating expenditures associated with such grants.

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The following table summarizes the financial outcome for the year which includes the transfer from the Capital Financing Reserve Fund in accordance with the Reserve Fund Policy.

Financial Overview Year ended December 31, 2014

Category Description	Annual Budget	YearEnd Actual	% Change
Salaries & Benefits	\$ 46,534,836	\$ 46,923,239	0.83%
Operating Costs	\$ 6,280,915	\$ 6,514,521	3.72%
Contr to Reserves/Capital	\$ 2,612,883	\$ 2,691,906	3.02%
Revenue	\$ (4,235,283)	\$ (4,936,314)	16.55%
Net Total	\$ 51,193,352	\$ 51,193,352	



- 1 Personnel Costs are within budgeted allocations with variances noted in frozen sick leave bank payouts in accordance with the Collective Agreements. Sick leave payments are recorded to salaries with offsets drawn from the Sick Leave Reserve Fund which is reflected in the revenues.*
- 2 Operating expenditures show a slight variance due to professional services and equipment acquired through grant programs. These expenditures are offset with grant funding and other revenue offsets recorded in the Revenue total line. Additional impacts related to fuel and hydro costs.*
- 3 Provision to Reserves & Capital shows a slight variance as a result of a transfer of funds from the Sick Leave Reserve Fund to offset salary expenditures associated with sick leave.*
- 4 Year-end revenues recorded were greater than budgeted as a result of grant funding received after budget was approved; spending related to these approved grants is offset by associated expenditures. Other contributing factors included police clearance letters, paid duty admin fees and cruiser rentals related to paid duty.*

SUMMARY:

Overall the Service realized a successful year financially with spending within the authorized budget.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: September 2, 2015
PUBLIC	
SUBJECT: FINANCIAL REPORT – JANUARY 1, 2015 TO JUNE 30, 2015 PRELIMINARY 2015 YEAREND FORECAST	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board receives the January 1 to June 30, 2015 Financial Report and Preliminary 2015 Yearend Forecast for information.

BACKGROUND:

The Police Services Board by way of resolution # 2015-020, accepted the 2015 budget at their meeting of January 26, 2015. Subsequently, the City of Greater Sudbury Council approved the 2015 Police Services Budget in the amount of \$52,527,975.

CURRENT SITUATION:

This following report serves to provide the Board with an update of year to date spending and an analysis of the preliminary yearend projections for 2015. Overall, spending both year to date and forecasted to year end remains within approved budget levels.

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**SUBJECT:
FINANCIAL REPORT – JANUARY 1, 2015 TO JUNE 30, 2015
PRELIMINARY 2015 YEAREND FORECAST**

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The following table summarizes the financial position year to date.

Category Description	Jan-Jun Budget	Jan-Jun Actual	% Change
Salaries & Benefits	\$ 24,465,643	\$ 24,189,116	-1.13%
Operating Costs	\$ 3,439,950	\$ 3,714,489	7.98%
Contr to Reserves/Capital	\$ 2,176,866	\$ 2,178,435	0.07%
Revenue	\$ (2,635,336)	\$ (2,791,416)	5.92%
Net Total	\$ 27,447,122	\$ 27,290,623	

Of note included in the above noted totals are spending for the Police Services Board accordingly:

Category Description	Jan-Jun Budget	Jan-Jun Actual	% Change
Police Services Board	\$ 102,957	\$ 83,351	-19.04%
Net Total	\$ 102,957	\$ 83,351	

The slight variance in Board spending to date is in the area of Professional Development and salaries with more budget allocation than actual spending recorded. The flow of budget and expenses will align by year's end.

Year to date spending is \$27,290,623 or 0.6% under the budget. The following notes serve to describe the noted variances in the applicable spending areas.

Salaries and benefits show a variance of -1.13% which is largely due to the delay in hiring of Community Safety personnel. As of September, all eight positions have been filled. One-time expenses and salaries will now be incurred.

Operating Costs show a variance is just under 8% over the budget. The variance is due to equipment items being purchased and training attended with expenses incurred prior to offsetting grant funding reimbursement being received.

Contribution to Reserves/Capital are well within the budget.

Revenue streams are due largely to higher revenues from police clearance letters and record checks.

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**SUBJECT:
FINANCIAL REPORT – JANUARY 1, 2015 TO JUNE 30, 2015
PRELIMINARY 2015 YEAREND FORECAST**

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The following table summarizes the preliminary financial forecast for the year-ending December 31, 2015.

Category Description	Annual Budget	Year End Projection	% Change
Salaries & Benefits	\$48,254,026	\$48,071,480	-0.38%
Operating Costs	\$6,365,925	\$6,663,169	4.67%
Contr to Reserves/Capital	\$2,780,141	\$2,781,710	0.06%
Revenue	(4,872,117.72)	(5,089,867.82)	4.47%
Net Total	\$52,527,975	\$52,426,492	

Overall year-end is forecasted to come in slightly under budget by 0.2%.

- 1 *Personnel Costs are within budgeted allocations with a slight variance due to the delay in hiring of CSPs. There is also spending recorded to this area related to frozen sick leave bank payouts in accordance with the Collective Agreements. Sick leave payments are recorded to salaries with offsets drawn from the Sick Leave Reserve Fund which is reflected in the revenues.*
- 2 *Operating expenditures show a slight variance due to professional services and equipment acquired through grant programs. These expenditures are offset with grant funding and other revenue offsets recorded in the Revenue total line. Additional impacts related to fuel and hydro costs.*
- 3 *Provision to Reserves & Capital is well within the budget.*
- 4 *Year-end revenues recorded are anticipated to be greater than budgeted as a result of better than anticipated fees realized from police clearance letters, record checks, and paid duty cruiser rentals. These overages contribute to offsetting the loss in government grant funding particularly in PAVIS.*



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: September 2, 2015
PUBLIC	
SUBJECT: BUDGET 2016	
Recommended by: Sharon Baiden Chief Administrative Officer	Approved by: Paul Pedersen Chief of Police

RECOMMENDATION: FOR INFORMATION

BACKGROUND:

Plans for the 2016 budget are now underway. Budget instructions have been distributed through City’s Financial Services with the following guidelines provided:

CATEGORY #	CATEGORY NAME	2016 Budget % increase over 2015 Budget
1	Salaries and Benefits – contractually obligated only (including merit increases)	TBD
2	Material / Operating Expenses	0.0
3	Equipment	0.0
4	Energy Costs Fuel Hydro if required Water if required Natural Gas	\$0.98/L or \$1/L 5.0 4.0 0
5	Purchased Services	0.0
6	Debentures, Taxes and Insurance (adjusted to actual)	0.0

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CATEGORY #	CATEGORY NAME	2016 Budget % increase over 2015 Budget
7	Professional Development	0.0
8	Grants / Transfer Payments (adjusted to confirmed Agreements)	0.0
9	Provision to Capital – Construction CPI	2.0
10	Program support charge backs from City Support Services (to be rebalanced once department budgets are finalized)	
11	User Fees	3.0

CURRENT SITUATION:



Finance staff are well underway with preliminary budget forecasts. Accounts are being adjusted within the guidelines as provided by City Finance and known pressures for the 2016 year, most notably anticipated reductions to Provincial Grant funds.

Contract negotiations with the respective police associations are expected to be concluded within the next two months. Accordingly, salaries and benefits can be adjusted in keeping with contractual obligations once settlements have been reached.

The Board is tentatively scheduled to appear before Council for budget presentation December 8, 2015. That said, the target date for budget presentation to the Board is November 4, 2015.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: EXCESS HOURS OF WORK	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board receives the 2015 annual report confirming compliance with *Employment Standards Act* – Approval for Excess Weekly Hours.

BACKGROUND:

On April 26, 2004, the Government of Ontario introduced Bill 63, the *Employment Standards Amendment Act (Hours of Work and Other Matters), 2004*. This proposed legislation came into force on January 1, 2005. There are two main areas of the *Act* that are affected by Bill 63:

- 1) excess hours of work agreements; and
- 2) overtime averaging agreements.

The legislation did not take away the ability of employers and employees to enter into these types of agreements. However, Bill 63 does require that these types of agreements receive approval from the Director of Employment Standards.

Some of the key features relating to these agreements are listed below:

- Agreements must still be entered into with employees for excess hours of work and overtime averaging;
- Director approval is required for excess hours in a work week and overtime averaging;

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- Director approval is **not** required for agreements relating to excess hours of work in a day;
- Hours of work agreements must state a specified number of hours the employee can be required to work;
- Hours of work agreements up to 60 hours per week can last for a period of up to 3 years;
- Hours of work agreements in excess of 60 hours per week can last for a period of one year;
- There are posting requirements in the workplace for applications, approvals, and refusals.

CURRENT SITUATION:

Bill 63 excess hour's agreement only affects the civilian members of the Police Service as sworn members are exempt from the *Employment Standards Act*.

Since the inception of Bill 63, the Greater Sudbury Police Services Board has entered into an agreement with the Sudbury Police Association and received approval from the Director of Employment Standards to allow certain civilian positions the ability to work hours in excess of 48 hours.

A renewal approval was recently granted for excess hours for the following positions:



- Communicator (weekly maximum 66 hours per week)
- Communications Supervisor (weekly maximum 66 hours per week)

Approval valid through to May 14, 2016

This report serves to confirm compliance with legal responsibility under Bill 63 *Employment Standards Act* – Approval for Excess Weekly Hours.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: STAFFING/DEPLOYMENT UPDATE	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board, in accordance with Section 31(1) (a) of the *Police Services Act*, hereby appoints members of the Greater Sudbury Police Service on the dates specified; and further

THAT the Board hereby accepts the resignations members from the positions on the effective dates specified.

BACKGROUND

Section 31 (1) of the *Police Services Act* sets out the Board's responsibilities with respect to the provision of adequate and effective police service in the municipality. More particularly, under Section 31 (1) (a), the Board appoints and accepts resignations of members of the Service. The purpose of the report is to highlight the current strength of the Greater Sudbury Police Service and to bring forward appointments, resignations and retirements since May 1 to August 31, 2015.

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CURRENT SITUATION:

Each year, the Service develops a Sworn Officer Hiring Plan in accordance with anticipated attrition through resignation and/or retirement. The plan is designed to ensure authorized strength is maintained. Hiring of new members includes direct entry officers, those having completed basic constable training and having gained experience from other police services, as well as new recruits who join the Service as a Cadet. These members generally join the Service approximately two weeks to one month prior to attending the Ontario Police College allowing for an initial orientation period.

Likewise, civilian hiring is influenced by many factors including resignation and retirement in addition to growth and pressures in certain support service areas. Civilian hiring taps both internal and external candidates. Full-time positions are generally filled by internal members. Such successful competitions will generally create vacancies leading to other competitions in a domino type of effect. This year with the introduction of the Community Safety Personnel program, it is anticipated that several civilian vacancies will emerge and create opportunities for existing personnel.

The Service is represented by diverse backgrounds, a broad inventory of languages, skills, knowledge, and experience.

The following will serve as an overview of such changes to the organization.

TABLE A: GSPS Authorized Strength at August 31, 2015.

FULL TIME COMPLEMENT

	Budgeted		Notes	
	Authorized	Actual	Non-medical LOA	Secondment
SWORN	264	259(1)	0	(2)
CIVILIAN	119	113 (2)	1	(0)
TOTAL	383	372	1	(2)

- (1) Vacancies have been created due to resignations/retirements. Request for OPC intake spots for the January 2016 intake.
- (2) CSP positions filled with the competition ongoing for the remaining six anticipated to be filled by September.

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TABLE B: Appointments

Hires for the period of May 1 – August 31, 2015:

Effective Date	Status	Assignment
06 May 2015	Civilian (PT)	Central Records
01 June 2015	Sworn	Uniform
01 June 2015	Sworn	Uniform
17 August 2015	Sworn	Cadet
17 August 2015	Sworn	Cadet
6 July 2015	Civilian	CSP Corporate Communications
31 August 2015	Civilian	CSP Crime Stoppers/Seniors Liaison

TABLE C: Resignations/Retirements

Resignations/retirement for the period of May 1– August 31, 2015:

Effective Date	Status	Years of Service	Reason for Leaving
08 May 2015	Sworn	25 years	Resigned
20 May 2015	Sworn	26 years	Retired
26 June 2015	Sworn	28 years	Retired
30 June 2015	Sworn	27 years	Retired
10 July 2015	Civilian	15 years	Resigned
31 July 2015	Civilian (PT)	6 months	End of Contract
31 July 2015	Sworn	10 years	Retired
31 July 2015	SOA	26 years	Retired
31 July 2015	Sworn	30 years	Retired
31 July 2015	SOA	30 years	Retired
14 August 2015	Civilian (PT)	1 ½ years	Resigned – Hired as GSPS Cadet
16 August 2015	Civilian (PT)	7 months	Resigned – Hired as GSPS Cadet
27 August 2015	Civilian (PT)	1 ½ years	Resigned
31 August 2015	Sworn	27 years	Retired

.../4

TABLE D: Secondments/Non-Medical LOA

Term	Type of Leave
April 1/15 to March 31/18	Secondment – O.P.P.
July 2013 – Returned July 2015	Secondment - ViClas
Jan 2014 – Dec 2015	Secondment – O.P.C.



SUMMARY:

This report summarizes the activities that have occurred in the first trimester of 2015 relative to staffing and deployment. Staff have worked collectively to ensure strategic goals and priorities are met. The Board will be provided with updates three times a year on hiring and deployment of new sworn officer and civilian members. These updates will be provided in the month following the previous four months on the following schedule:

Report Tabled with Board	Category of New Member	Hiring Timeframe
May	Sworn/Civilian	January to April
September	Sworn/Civilian	May to August
January	Sworn/Civilian	September to December



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: COMMUNITY SAFETY AND WELLBEING AGREEMENT	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Greater Sudbury Police Services Board enters into an Agreement with the Ministry of Community Safety and Correctional Services in relation to the Proceeds of Crime – Building a Safer Ontario through Stronger Communities and Well Being Grant Program for 2015-2016.

BACKGROUND:

The City of Greater Sudbury was selected as one of eight pilot communities by the Ministry of Community Safety and Correctional Services to develop and implement a local community safety and wellbeing planning process. The program recognizes that the issues and risks that impact on crime rates and social disorder also impact on educational success, health status, and social wellbeing.

The project has been successful to date at building planning capacity and engaging with community leaders and stakeholders to develop and implement a Community Safety and Wellbeing Plan through Phase I of the Project. At the conclusion of Phase 1, the Ministry announced another Proceeds of Crime Grant. An application was made which would see the work in progress from Phase One carry on through a second phase initiative.

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CURRENT SITUATION:

The Ministry of Community Safety and Correctional Services has confirmed funding in the amount \$100,000 for 2015-2016 to the Service for ‘Crime Prevention Through Social Safety and Wellbeing Planning in Greater Sudbury’ Phase II.

The next phase of the project will build on the important work started in Phase I and develop the structures and capacity to ensure that Community Safety and Wellbeing Planning continues as an ongoing and self-sustaining community activity.



All planned activities are directly and strongly related to the theme ‘Building a Safer Ontario through Stronger Communities and Wellbeing Planning’.

Several activities will be designed to strengthen the community’s capacity and will result in Greater Sudbury completing its first Safety and Wellbeing Plan and building a sustainable plan to ensure ongoing Safety and Wellbeing Planning in the community.

The Steering Committee will continue to engage with community stakeholders and is working closely with the City’s Community Development section to realize its goals and objectives.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: SEX TRADE STRATEGY AGREEMENT	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the centers into an Agreement with the Department of Justice in relation to the Victims Fund – Measures to Address Prostitution Initiative for a five-year term from 2015-2020.

BACKGROUND:

In June 2014, street prostitution was identified as a concern. Public complaints centered on the visible presence of Sex Trade Workers (STWs), associates, and consumers along residential streets as well as issues with traffic related to the sex trade.

In response a number of initiatives were launched which involved officers providing information on community resources to STWs to assist them in leaving prostitution. As part of the initiative, a program was implemented with the intent on building relationships and offering referrals to experienced community partners for assistance particularly with complex issues most STWs face when attempting to leave prostitution.

The Service is committed working in conjunction with the Elizabeth Fry Society's 'Sex Trade Exit Program' (STEP) on an outreach program that will provide services to direct those involved in prostitution to both emergency and long-term services being offered by non-governmental organizations and/or governmental organizations to encourage an exit from prostitution.

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In partnership with several other community partners, GSPS holds a Tuesday night Drop-In Centre at a facility in our downtown core. Services offered through the Center are geared to provide crisis intervention, support, and information to individuals outside of traditional service delivery settings and hours, thereby making these services more accessible to individuals in need.

The Service had applied for funding through the Department of Justice to provide new and enhanced support and activities for outreach services and relationship building among sex trade workers. The ultimate goal is to educate workers on the opportunities to exit prostitution by developing and distributing 500 copies each year of bilingual resource material on the Elizabeth Fry STEP program.

CURRENT SITUATION:



The Department of Justice has confirmed funding in the amount \$67,460 over five fiscal years (\$13,492 in each year) from 2015 to 2020 to the Service for the ‘Sudbury Sex Trade Strategy’.

The strategy will adapt its outreach approaches to be consistent with the new objectives of the criminal law reforms and provide victims with the support needed to participate in the justice system including access to basic legal information.

A Professional Resource Committee will also be created and maintained and will consist of the GSPS, partner agencies, and other organizations that can assist sex trade workers to exit prostitution.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 02, 2015
PUBLIC	
SUBJECT: HUMAN RESOURCES RECORDS MANAGEMENT SYSTEM COORDINATOR	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Greater Sudbury Police Services Board enters into an Agreement with the Northern Ontario Heritage Fund Corporation for funding to offset costs associated with the development of a Human Resources Records Management System.

BACKGROUND:

The Northern Ontario Heritage Fund offers post-secondary graduates from an accredited college/university, first time employment in their chosen field, a work placement and internship through the Northern Ontario Youth Internship Program. This program serves to assist youth on the path to a rewarding and successful career.



Private and public sector employers located in Northern Ontario involved in the areas that will result in an economic or social development advantage for Northern Ontario are eligible to apply.

CURRENT SITUATION:

An application was submitted for funding to employ an individual to assist with the development of Human Resources Records Management System. Correspondence was received from the Northern Ontario Heritage Fund Corporation that funding was approved in the amount of \$27,846. The balance of salary and benefits will be paid out of the Service's salary part-time budget in the approximate amount of \$8,900.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: EFFICIENCY AND EFFECTIVENESS SERVICE ASSESSMENT REVIEW	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Greater Sudbury Police Services Board enters into an Agreement with KPMG for an 'Efficiency and Effectiveness Service Assessment Review' at a cost not to exceed \$125,000 plus HST with funds to be drawn from the Capital Financing Reserve Fund.

BACKGROUND:

In keeping with the Service's commitment to continuous quality improvement, fiscal accountability, and service excellence, the need to review all services was identified as part of the Business Plan and Financial Plan for the organization. The 2015 budget earmarked \$100,000 for such a review with funds to be drawn from the Capital Financing Reserve Fund. In May 2015, a Request for Proposal for an Efficiency and Effectiveness Services Assessment Review was issued.

Working with the Steering Committee, the successful vendor will lead an organizational review to examine, assess, critique, and make recommendations on service delivery. In keeping with its commitment to deliver services that ensure legislative requirements, policing standards as prescribed by the Ministry of Community Safety and Correctional Services, and be aligned with the Service's Business Plan, the Board seeks an external review in order to ensure its obligations under the Adequacy and Effectiveness Standards are obliged and services are provided efficiently and effectively.

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The basic components of the review will:

- Assess the existing organizational structure relating to division of labour, span of control, chain of command, workflow, alignment of functions, authority, responsibility, delegation, and accountability within the context of service delivery requirements;
- Identify strengths and weaknesses of current organizational structures;
- Review departmental functions in terms of work flow and alignment;
- Review and clarify Executive Command, Divisional Command, and Unit Manager level of authority, decision-making processes in the context of roles and responsibilities to identify opportunities for enhancement;
- Consider appropriateness of delegation of authority to certain positions with associated accountability;
- Incorporate fiscal responsibility and accountability;
- Analysis of business systems, processes, and use of technology;
- Review of spending and value for money;
- Identify areas for business improvements;
- Benchmark the structure against comparable organizations;
- Assess staffing levels and workload based on service requirements, and provide comparisons to other similar services;
- Confirm core business areas and those which can be aligned with other providers;
- Report on findings and make recommendations on opportunities and options for improvement in being a more efficient, effective, and customer focused organization while keeping aligned with “Our Commitment to Community Safety and Wellbeing” that:
 - - Builds on current capacity
 - Identifies potential savings
 - Proposes revenue streams
 - Considers alternative delivery means
 - Examines service enhancement and efficiency opportunities
- Provide options and recommendations with a goal to creating a roadmap for change to assist the Service in becoming more operationally effective and efficient while building on existing capacity to deliver current and future services in keeping with ongoing strategic priorities which may include alternative service delivery options.

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CURRENT SITUATION:

The RFP closed on June 9, 2015 with three proponents making a submission in response:

- Matrix Consulting Group Limited
- KPMG
- MNP LLP

Proposals were reviewed against a predetermined evaluation grid which was published in the RFP for proponents to know how the proposals would be scored.


EVALUATION CRITERIA	VALUE
<u>Experience and Qualifications</u> Suitability as noted in previous work with police or similar sector; Company profile/ Number of Years in Business; Complexity of Project Experience; Project lead/staff resources assigned	20
Proposed Methodology and Work Plan to be used Schedule/timeline	25
Demonstrated understanding of the project scope and particulars of the work Overall completeness of proposal	20
Price (Detailed costing)	30
References	5
TOTAL	100

SUBJECT: EFFICIENCY AND EFFECTIVENESS SERVICE ASSESSMENT REVIEW	Page 4
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All proposals were carefully reviewed by a staff panel all of whom used the evaluation scoring matrix as detailed above to assess the submissions. The number one ranking submission was from KPMG coming in with a total score of 90.75/100. Following the review, there were areas requiring further clarification and discussion with the highest ranked Proponent as their Bid was over the approved budget. In accordance with Sec. 30 (1) of the Purchasing By-Law 2014-1, negotiations were conducted with the Proponent providing the Best Value. That session yielded a revised price of \$125,000 plus HST. The additional financing required from this project can be drawn from the Capital Financing Reserve Fund. This Fund is funded from unspent funds in the capital envelop, contributions to future capital projects, development charges, in year operating fund surpluses. Draws can be made pursuant to Board Resolution authorizing same.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: TOWING – EXTENSION OF SERVICE AGREEMENTS	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board extends the existing agreements for Towing Services for a further four months until December 31, 2015 with the following service providers:

- Area 1: Guse Carriers Inc., o/a Boyuk Towing Services**
- Area 2: Bob's Service Centre**
- Area 3: Guse Carriers Inc., o/a Johnny's Towing Services**

BACKGROUND:

In April 2015, the Board authorized to extend existing towing agreements to August 31, 2015 in order to properly establish a renewal process for retention of such services.

Following such authorization and discussion with the tow companies, there was a request to undertake a further extension to December 31, 2015. This would make new contracts effective January 1, 2016 and would run for calendar years for whatever period would be so agreed.

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SUBJECT: TOW CONTRACT EXTENSION	Page 2
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CURRENT SITUATION:

The Service has worked with City Purchasing with respect to the renewal process. Upon review of this request from the current providers, it is recommended that such a further extension be granted.

It is recommended that the Board concurs with the extension of the existing agreements until December 31, 2015 with the same terms and conditions.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: EMPLOYEE ASSISTANCE AGREEMENT EXTENSION	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board opts to extend the Agreement with ComPsych Corporation for the purpose of delivering an Employee Assistance Program to the members of Greater Sudbury Police Service for a period of two years effective November 1, 2015 at an annual cost of approximately \$20,000 per year.

BACKGROUND:

Since November 2012, the Service has had an Agreement with ComPsych Corporation for the provision of our Employee Assistance Program Services. The Police Service recognizes that at various times in their lives, members of the Service and/or their dependents may be faced with personal, medical, and/or emotional problems that may impact on a member's ability to effectively perform their duties and/or their family life.

The Employee Assistance Program (EAP) is intended to offer assistance to members of the Service and/or their eligible dependents who are experiencing personal problems that impair or may impair the member's work performance and family life.

The Employee Assistance Program is one of continuum of services dedicated to member wellness. EAP is specifically available to provide confidential assistance to members to obtain support for themselves and/or their eligible dependents through referrals to service providers.

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EAP PROVIDES referrals to service providers in areas such as:

- family/marital problems
- separation/divorce problems
- work related stress
- substance abuse
- bereavement
- anger management
- anxiety
- depression
- financial difficulties
- chronic pain
- physical, emotional and sexual abuse
- post-traumatic stress
- critical incident stress follow-up
- counselling
- retirement adjustment

Referral services provided through the Employee Assistance Program are strictly confidential. All members and/or their eligible dependents accessing the EAP shall be guaranteed anonymity to all members of the Service, including management.

CURRENT SITUATION:



In conjunction with the City of Greater Sudbury, an RFP was issued for a renewal of the Employee Assistance Program in consideration of total costs and service availability.

The successful provider for both the City of Greater Sudbury and the Greater Sudbury Police Service was ComPsych Corporation. Contracts were effective November 1, 2012 for a period of two years with an option to renew for an additional two.

The Services provided have been satisfactory and well endorsed by members. To this end, it is recommended that the Board exercise its option to extend the existing Agreement for an additional two years to October 31, 2017.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: OAPSB GOVERNANCE AND LABOUR SEMINAR	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board approves the attendance of _____ at the Ontario Association of Police Services Boards Governance and Labour Seminar October 1-2, 2015 with funds to be drawn from the Board Operating Account.

BACKGROUND:

The OAPSB is hosting a governance and labour seminar for Police Services Board Members and staff, Ministry/OPP employers and staff. Representatives from both the Police Services Board and Administration generally attend.

CURRENT SITUATION:

The 2015 fall seminar program features topical sessions including updates on Government reform, collective bargaining, arbitration, legal rulings, and collaborative development. A draft Agenda is attached for review.

The seminar will be held at the International Plaza Hotel, Toronto Airport.

The Board is asked to confirm interest in attending.



ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS

2015 GOVERNANCE & LABOUR SEMINAR

October 1st – 2nd, 2015

International Plaza Hotel, Toronto Airport, 655 Dixon Rd., Toronto, ON

Preliminary Program

OAPSB Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260
E-Mail: kathy.wallace@oapSB.ca Website: www.oapSB.ca

Thursday Oct 1st, 2015

7:30am – 4:30pm	Registration Desk Open
8:00 - 9:00am	Hot Buffet Breakfast
9:00 - 9:15am	Opening Remarks President Russ Bain
9:15 - 10:00am	The Need for Police Governance Reform Speaker TBA
10:00 - 10:15am	Networking Break
10:15 - 11:00am	Ministry Update on Governance Reform Deputy Minister Matt Torigian & Special Counsel Ryan Teschner
11:00 - 11:15am	Networking break
11:15am – 12:00pm	OAPSB Mandate for Governance Reform – Part 1 President Russ Bain
12:00 -1:00pm	Buffet Lunch
1:00 – 4:00pm	Collaborative Development of Next Phases of OAPSB Mandate for Governance Reform – Part 2 OAPSB Advocacy Plan
5:30 – 6:00pm	Reception & Cash Bar
6:00 – 8:00pm	Buffet Dinner



Friday Oct 2nd, 2015

Restricted to Police Board Members & their HR/Labour Relations Advisors

7:30 - 1:30 pm	Registration Desk Open
8:00 - 9:00am	Buffet Breakfast
9:00 - 9:15am	Opening Remarks Coordinated Bargaining Co-Chair Alok Mukherjee
9:15 - 9:45am	Status of Collective Bargaining Across Ontario Fred Kaustinen
9:45 - 10:15am	The Current Police-Employers' Coordinated Bargaining Model Kevin Eccles Discussion Paper – Coordinated Bargaining Models Moving Forward
10:15 - 10:45am	Networking break
10:45 - 11:30am	Break-out Discussions on Proposed Model(s)
11:30 - 12:00noon	Lunch
12:00-1:30 pm	Collaborative Development of Next Steps
1:30pm	Closing Remarks Alok Mukherjee



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: BOARD TRUST FUND REQUEST FOR FUNDING	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board approve the following donations with funds drawn from the Board Trust Fund:

\$600 for registration of the 2015 GSPS Easter Seals Power Play Team

\$750 in support of Operation Red Nose 2015-2016

BACKGROUND:

The Greater Sudbury Police Services Board maintains a Trust Fund to deposit funds received pursuant to Sections 132 and 133 of the *Police Services Act* to be used for any purpose the Board considers is in the public interest and for such charitable events as the Board deems suitable.

When considering requests, the Board shall give preference to funding requests that fall into one of the following categories:

- Community Relations through Involvement with Police Related Organizations
- Board/Police Service Relations
- Public Education/Awareness
- Special Board Requirements

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CURRENT SITUATION:

Two requests for funding consideration from the Board Trust Fund have been received.

Easter Seals Power Play Tournament

Easter Seals Ontario is dedicated to helping children and youth with physical disabilities achieve their full individual potential and future independence.

Teams are gathering in communities throughout Ontario to take part in the annual 4-on-4 street hockey tournament in support of Easter Seals on Saturday September 19, 2015 at Wacky Wings Restaurant in Sudbury. A team consisting of six officers is being entered on behalf of the Service. The group has competed for over eleven years.

Funding of \$600 is requested to register the team.

Operation Red Nose 2015-2016

The Operation Red Nose program is a combination of raising public awareness against drinking and driving and providing financial support to the local community. It is a free, confidential, volunteer-driver service offered to any individual who has been drinking or who simply does not feel fit to drive their vehicle home. Your personal car will be parked in your driveway and you will be escorted to your door. They'll even drive your babysitter home (as long as one parent accompanies the driver).

Operation Red Nose continues to participate with the Greater Sudbury Police Service's Traffic Unit on a number of occasions with the R.I.D.E. Program during the holiday season. This enables them to spread their message in a fun and positive manner to plan a ride home. Free Tim Horton's coffee cards are distributed as thanks to sober drivers.

Awareness in the media and the popularity of this program has increased volunteer participation and distribution of cards each year.

Funding of \$750 is requested to match the Tim Hortons donation to purchase cards for the program.



2015

Wacky Wings September 19, 2015





On behalf of the Greater Sudbury Police Service, Operation Red Nose and Tim Hortons, please accept this small token of appreciation for making the right choice to not drink and drive this holiday season.

We remind everyone to plan ahead.

Call a friend, call a cab or call
Operation Red Nose at 675-NOSE.





Please enjoy your \$2 TimCard.

Easily reloadable at timhortons.com
or at participating restaurants.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: BOARD CORRESPONDENCE ONTARIO RETIREMENT PENSION PLAN IMPLICATIONS OF UNIVERSALITY	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION

BACKGROUND:

Following the enactment of Bill 56, an *Act* to require the establishment of the Ontario Retirement Pension Plan (ORPP) effective January 1, 2017, a number of Boards were alerted to concerns around the possibility of the ORPP being applied universally with no exemption for comparable existing pension plans such as OMERS.

Concerns arose due to recent statements from the Government that appeared to contradict previous indications about which Ontarians would be paying into the ORPP.

In light of conflicting messages, OMERS forwarded the attached letter to Associate Minister Hunter expressing opposition to any move that would see the ORPP applied to the municipal sector. With pension contributions in municipal budgets already the second largest expenditure in regards to salaries and benefits, such application could have significant consequences on property taxes.

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SUBJECT: BOARD CORRESPONDENCE ONTARIO RETIREMENT PENSION PLAN IMPLICATIONS OF UNIVERSALITY	Page 2
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CURRENT SITUATION:

The OAPSB circulated these background materials to Police Services Boards requesting that correspondence be sent requesting that the ORPP not be extended to employers and employees already enrolled in OMERS.

At the June 2015 meeting, the Board concurred with such action. Attached is a copy of the letter sent from Sudbury to address this situation.

Since that time, the government has confirmed that ORPP will not be extended to Defined Benefit (DB) Plans which would include OMERS Plan participants (Toronto Star article attached).

Additional information is still being developed however, this is the early indication.



June 22, 2015

The Honourable Yasir Naqvi
Ministry of Community Safety
And Correctional Services
18th Floor, 25 Grosvenor Street
Toronto, ON
M7A 1Y6

Minister Naqvi:

RE: Ontario Retirement Pension Plan (ORPP) – Implications of Universality

At a recent meeting of the Greater Sudbury Police Services Board, information was shared in relation to consideration that is currently being given to having the recently approved changes to the Ontario Registered Pension Plan (ORPP) applied '*universally*' with no exemption for comparable plans.

The Board has grave concerns with respect to the potential implications in terms of a disruption to what has been a very successful retirement savings model that has evolved over decades. Contributing members have worked hard for an anticipated retirement income and we believe that the proposed changes could have a detrimental impact on our members particularly those who are NRA 60. We understand that the contemplated changes stand to impact the value for Plan members, potentially add a more expensive approach to retirement savings for both members and Police Services Boards and contribute to uncertainty around municipal budgeting. Our Service also has part-time members who may be less inclined to join the OMERS plan if they are also required to participate in the ORPP, resulting in lower benefits upon retirement for the very group of individuals you are intending to assist.

As noted, the Board only recently became aware of this issue and to the best of our knowledge contradicts previous indications from government as to which Ontarians would be affected by the change. In fact the government website stated: '*Those already participating in a comparable workplace pension plan would not be enrolled in the ORPP.*'

Our Board is in receipt of correspondence dated May 29, 2015, from Michael Latimer, President and CEO the OMERS Administration Corporation and Deb Preston, chief Executive Officers OMERS Sponsors Corporation addressed to your colleague the Honourable Mitzie Hunter, expressing concern about '*universality*'. We too share those concerns as well-articulated in that letter.

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Our Board writes today to express its strong disagreement to the application of ORPP to the police sector. Pension contributions in municipal police budgets are already the second largest expenditure in regard to wages and benefits. The impact on municipal budgeting could have significant negative consequences to local taxpayers resulting from potential contribution rate increases. We are in fact advised by one of our Big 12 Police Service Board colleagues, that if ORPP is *'stacked'* on the existing pension structure now in place, the impact could mount to a 1.5 per cent increase in wages on an annual basis effective January 1, 2017 which in accordance with Plan rules would be matched by the participating member.

We do however understand that the extended application of the ORPP may have been misinterpreted. Given this we seek your insight as to this issue and more importantly ask that you intervene in assuring that the universal application of ORPP will not apply to the police sector if this is indeed the case.

We write to you today as our lead Minister and know that you are aware of the significant strides police employers are undertaking to control police wages and benefits. The application of the ORPP to the police sector we believe will undermine and negate the positive strides that are being made in addressing police wages.

We look forward to your assistance in providing clarity to this very important issue and concern at your earliest convenience.

Yours truly,



Gerry Loughheed Jr.
Chair

- c. The Honourable Kathleen Wynne, Premier
- The Honourable Charles Sousa, Minister of Finance
- The Honourable Mitzie Hunter, Associate Minister of Finance

May 29, 2015

Hon. Mitzie Hunter
Associate Minister of Finance (Ontario Retirement Pension Plan)
Frost Building South, 6th floor
7 Queen's Park Crescent
Toronto, ON M7A 1Y7

Dear Minister:

We are writing to share our deep concern about the possibility of the ORPP being applied "universally" with no exemption for comparable plans.

At OMERS, we share your conviction that all Ontarians deserve a secure retirement. Every day, we live by our commitment to provide retirement security for the 450,000 members of our Plan. Our members and their employers already contribute a significant portion of each pay towards retirement savings to replace up to 70% of their income. As a result, the ORPP will not necessarily add to the retirement security of our members, and it could disrupt a very successful retirement savings model that has evolved over decades of progress and hard work.

Our concern about "universality" includes potentially serious impacts for Plan members, employers and taxpayers:

- **Impairs the value for Plan members:** We expect contributions to the ORPP would likely drive an offsetting reduction in OMERS contribution rates and benefits; or, it could result in a more expensive approach to retirement savings for members and employers. Either way, Plan members would likely see less value for their contribution dollars and it is likely to be more expensive for employers.
- **Risks lower retirement security for workers who are less than 'full-time':** Part-time employees of our 900+ employers may be less inclined to join the OMERS plan if they are also required to participate in the ORPP, resulting in lower benefits upon retirement for the very people you are intending to assist.
- **May drive uncertainty for municipal budgeting:** The OMERS Plan would mature at an accelerated rate, raising the potential for volatility in contribution rates of members and employers, which then extends to municipal taxpayers.

OMERS offers exactly what you are striving to provide for Ontarians. We are also a committed, long-term partner of the government in many ways, including our important role in the retirement system, and through our investments in the province. We support and create thousands of meaningful jobs, and bring significant value to the economy.

We appreciate the complexity of implementing a program as substantial as the ORPP. It is our view that, regardless of the specific design, you will need a process to manage movements into and out of the Ontario workforce for a variety of reasons. We believe that exempting defined benefit plans, an easily identifiable group with a relatively stable membership base, can follow a similar process. We would be happy to work with you to help make such a process as efficient as possible.

Strengthening retirement security is an important priority. It is so important that we have seconded staff to assist in delivering on this work with you. However, we are concerned about unintended consequences of universality and ask that you follow the original intent of exempting those who already have a secure retirement pension. We would welcome the opportunity to meet with you and to discuss this further.

Yours truly,



Michael Latimer
President and CEO
OMERS Administration Corporation



Deb Preston
Chief Executive Officer
OMERS Sponsors Corporation

c.c. Hon. Charles Sousa, Minister of Finance

Ontario Retirement Pension Plan (ORPP) – Implications of Universality

Context

- The Ontario government has passed legislation indicating it will implement the ORPP effective January 1, 2017 with a phase in period over two years. Key components of the ORPP are:
 - Employees and employers will contribute an equal amount, capped at 1.9% each (3.8% combined) on an employee's annual earnings up to \$90,000.
 - Earnings above \$90,000 (in 2014 dollars) will be exempt from ORPP contributions.
 - Contributions would be invested by the Ontario Retirement Pension Plan Administration Corporation, an independent pension organization at arm's length from the government.
 - The ORPP contributions and investment funds would be held in trust for ORPP beneficiaries and would not form part of general government revenues.
 - The retirement benefit depends upon how many years members contribute to the pension plan and their salary throughout those years.
 - ORPP benefits will be indexed to inflation.
- While the ORPP is intended to generate an annual retirement income of about 15% of the members' pre-retirement income, it is unlikely these benefits will be guaranteed (like the OMERS benefit).
- The government originally announced that any member in a "comparable workplace pension plan" would be exempt from required participation in the ORPP.
- Comparable pension plans were initially defined as defined benefit and target benefit plans – including OMERS (although it is not clear whether part-time employees not yet in OMERS would be required to participate in the ORPP, as noted in the February joint Board letter in response to the consultation).
- Throughout a consultation process, the Province heard many divergent objections to the comparable pension plan approach. The Budget papers noted that some stakeholders believe DC plans should also be considered comparable, while other stakeholders prefer mandatory membership for all Ontario workers ("universality").
- In addition to input through the consultation process, we understand the ORPP implementation team believes that universality will make operational processes more straightforward. However, nothing about launching ORPP will be easy. For example, even if the ORPP is universal, the government will have to develop processes to accommodate workers who move in and out of the Ontario workforce (and hence the ORPP). As such, we believe that the same or a similar process could be applied when workers move in and out of exempted plans.
- An ORPP with universal application would impact OMERS on three fronts: cash flows into the plan, benefit levels, and part-time membership levels. It was also reported that Associate Minister Hunter had stated in a recent conference that employers with DB plans like OMERS would be the first expected to comply with the ORPP on Jan 1, 2017. This timing could create additional administrative challenges relating to re-tooling existing systems and processes to be able to comply with ORPP administration and the associated communications and costs for OMERS employers.

Cash Flows – Contributions and Benefits

- Contributions to the ORPP would likely drive an offsetting reduction in OMERS contribution rates and benefits which would shift our cash-flow to a negative position. We anticipate that this could require changes to our investment strategy. It could also impact our ability to recover from market downturns.
 - If OMERS members and employers are required to contribute 3.8% of payroll (1.9% per side is the current government commitment) to the ORPP, it is highly likely that there would be pressure to reduce contributions to OMERS to offset those contributions that will be paid to the ORPP.
 - *For illustration purposes, if OMERS contribution rates are correspondingly reduced, the reduction in annual contributions is estimated to be \$650 million. This would immediately put OMERS in a negative cash flow position (when pension and benefit payments are higher than contributions).*
 - Such a change in contributions could drive a reduction in benefits that would be provided by OMERS in the future.
 - However, the benefits accrued to date must still be funded and the cash flow mismatch would create additional challenges. It could necessitate a change in the Primary Plan investment mix and could ultimately increase the cost of benefits earned to date, as well as future benefits.
 - In addition, being cash flow negative creates a situation where it could be more difficult to recover from market downturns.

Benefit Levels

- Mandatory ORPP enrollment may reduce the overall value of benefits delivered to our members for the same contribution dollars.
 - While the ORPP design is not yet clear, it is unlikely that the ORPP will provide benefits that are designed to best satisfy the needs of OMERS members (e.g., specific ancillary services we offer).
 - This would reduce the overall value of the benefits our members receive for each dollar they and their employers contribute toward their retirement. The impact would vary by individual and membership class.

Part-Time Member Levels

- Mandatory ORPP enrollment could divert potential members, such as part-time employees, away from OMERS, which in turn could lead to decreased pension coverage for these individuals and detract from the government's objective to promote retirement security.
 - Eligible part-time employees who are not yet in OMERS would likely be less inclined to elect to join OMERS if forced into the ORPP. Since part-timers are a large part of how OMERS grows every year, an ORPP which draws in OMERS potential part-timers will likely increase our plan maturity faster than currently projected potentially increasing the cost of benefits under OMERS.
 - Those part-time employees who choose not to join OMERS as a result of having to join ORPP will most likely end up with a less generous benefit.

Contact for further information: Roberta Hague

Date: May 29, 2015
Prepared by: OAC & SC Management
Distributed to: Sponsors Corporation Board, Administration Corporation Board

Who's in and who's out of Ontario's pension plan: Mayers

The province wants to cast a wide net to include as many of us as possible in its goal of building a provincial pension plan by 2017.

By: Adam Mayers Personal Finance Editor, Published on Wed Dec 17 2014

The Ontario government put more meat on the bones of its proposed pension today, laying out its vision of who will be required to join and how low-income workers will be treated, but leaving open the tough question of the self-employed.

The discussion paper expands on the basic proposal and puts forward a preferred approach. But the government knows it needs our support. So it invites public input, with hearings in January and deadline for submissions of mid-February.

“People are worried about having enough for retirement and outliving their savings,” associate finance minister Mitzie Hunter said in an interview. “We want to create the best plan we can that creates a secure income floor and is efficient and effective.”

The Liberals want to include most of us in the Ontario Retirement Pension Plan (ORPP), excluding only those who have defined benefit (DB) plans. DB plans pay a benefit for life at retirement, as opposed to defined contribution (DC) plans, which give you a lump sum. You must then manage and invest the money yourself.

Ontario wants to mirror the Canada Pension Plan (CPP), including the way it treats low-income earners. The paper proposes that, like the CPP, those earning less than \$3,500 will be exempt from contributing, though they will not receive a benefit either. Above that level, they get credit for the first \$3,500 and a benefit.

The self-employed are not included because they cannot contribute under the terms of the Income Tax Act, but one area to explore may be allowing a voluntary opt-in.

“Could they buy into it? That's a good question,” Hunter said. “Under the current rules, no.”

At its best, the ORPP will replace about 15 per cent of income. It will be paid in addition to the CPP and be indexed for inflation. You will not be able to opt out. As with the CPP, you can't get the benefit until you reach retirement age.

It will launch in 2017, with employers and employees contributing 1.9 per cent of the employee's income, up to a maximum earnings threshold of \$90,000 a year.

Hunter, the MPP for Scarborough- Guildwood, said Ontario's preference is to expand the CPP, which already has the machinery to collect and administer the

money. It would be a cheaper way to go, but it cannot be done without Ottawa's help.

The federal Conservatives aren't interested, arguing that voluntary programs such as Registered Retirement Savings Plans (RRSPs), Tax-Free Savings Accounts (TFSA) and the new Pooled Retirement Pension Plans (PRPPs) are the way to go. The best Ontario can do for now is mirror the CPP, Hunter said.

"We have to take action now," she said.

Here are some issues laid out in the paper:

Who's in and who's out?

The only groups the government wants to allow to opt out are those with defined benefit plans or with target benefit plans. Target benefit plans also pay a benefit for life, but may adjust the payment based on market conditions.

All others, including DC plans and those with the newer pooled PRPPs, group RRSPs and deferred profit-sharing plans would be forced in.

That's a good thing, says pension expert Keith Ambachtsheer, a director of the Rotman International Centre for Pension Management and a member of Ontario's pension advisory committee.

"There's a significant part of the workforce without a pension, and that's a problem. The province has spent a lot of time thinking about this," he said.

Ambachtsheer says there's going to be plenty of pushback from employers, and that's also a good thing.

"The government recognizes that this will not work without buy-in. So this paper is a way to engage the public and get feedback."

From the government's perspective, the more the merrier. Pension funds base their assumptions on average life spans and pooled risk. Some people live longer than others, so the money not used by someone who dies goes back into the pool.

The paper says the advantages of its approach is that more people can join and take advantage of the benefit. That would make it more portable, which is good for young people, who can expect to work for several employers in a lifetime.

The paper raises the question of whether employers with defined contribution plans could adapt them to make them exempt. One way would be to ensure contribution rates that are similar to the ORPP. Or, if the plans required members to convert a portion of the money to annuities on retirement, they could also be exempt. Annuities guarantee a monthly payment and so offer some stability. Ambachtsheer says many plans could be converted this way.

Low income earners

The paper admits a quandary over the treatment of lower income earners. It acknowledges that even with a \$3,500 exemption, the additional pension payment has an impact on federal support programs like the Guaranteed Income Supplement, which are means-tested.

The government wants to hear from interested groups about options to help those with persistently low incomes.

The needs of the self-employed

The Ontario Ministry of Finance says approximately 700,000 people in Ontario reported self-employment income in 2011, the most recently available data.

“The self-employed occupy a unique position in the labour market, with needs that are often more complex than those in traditional employer-employee relationships,” the paper notes, adding they are often required to strike a balance between investing in their business and paying themselves a good salary.


That means their income can be unpredictable, and investing in their business may be a better bet than contributing to a mandatory savings plan.

There’s nothing startlingly new or different in the background paper. What it offers is more of the details we want and need as this ambitious program unfolds.

Also read: [Meet Mitzie Hunter, your minister of retirement](#)



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: BOARD CORRESPONDENCE BILL 8 APPLICATION TO POLICE SERVICES BOARDS	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION

BACKGROUND:

At its April 14, 2015 meeting, the Chairs of the Big 12 Police Services Board in Ontario discussed the recently passed Bill 8. Most notable is Schedule 9 which amended the *Ombudsman Act* to extend the Ombudsman's jurisdiction to include municipalities, local boards, and municipally-controlled corporations.

The application of the amendment was somewhat unclear given that "local boards" are defined separately and distinctly in the *Municipal Act*. Initial indications were that Police Services Boards would be included within the new scope of the Ombudsman's jurisdiction.

Several Police Services Boards wrote seeking clarification on this particular situation including Greater Sudbury Police Services Board under the signature of Chair Lougheed. This was written as further support of correspondence that was sent from Chair Frank Scarpitti of York Regional Police Services Board and Chair of the Big 12 Police Services Boards Chairs meeting on the noted date of discussion.

CURRENT SITUATION:

Recently, Ontario Regulation 114/15 was enacted excluding certain local boards, including Police Services Boards, from the definition of "local board" under the *Act*. This now confirms the status of Police Services Boards under the *Ombudsman's Act* in the context of the *Municipal Act*.



Regional Municipality of York Police Services Board

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To Make a Difference in Our Community

April 29, 2015

Chair
Frank Scarpitti
Mayor
City of Markham

The Honourable Kathleen Wynne, Premier
Legislative Building
Queen's Park
Toronto ON M7A 1A1

Vice Chair
Barbara Bartlett
Regional Council
Appointee

Dear Premier Wynne:

RE: **Bill 8 – Application to Police Services Board**

Members
Wayne Emmerson
Regional Chairman
And C.E.O

At its meeting on April 14, 2015, the Chairs of the Big 12 Police Services Boards in Ontario passed a resolution seeking clarification from the Province on the application of Bill 8 to police services boards, and further, asking the Province to enact a regulation exempting police services boards from the *Ombudsman Act*.

Mayor Virginia Hackson
Regional Council
Appointee

As you are aware, Schedule 9 amends the *Ombudsman Act* to extend the Ombudsman's jurisdiction to "municipal sector entities" which include municipalities, local boards and municipally-controlled corporations. Under Bill 8, the function of the Ombudsman is "to investigate any decision or recommendation made or any act done or omitted in the course of the administration of a public sector body and affecting any person or body of persons in his, her or its capacity.

Sam Herzog
Provincial Appointee

John Molyneaux
Provincial Appointee

Bang-Gu Jiang
Provincial Appointee

The application of the amended *Ombudsman Act* to police services boards is somewhat unclear because section 1(1) of the amended *Act* references the broader definition of "local boards" in section 1 (1) of the *Municipal Act*:

Executive Director
Mafalda Avellino

"local board" means a municipal service board, transportation commission, public library board, board of health, police services board, planning board, or any other board, commission, committee, body or local authority established or exercising any power under any Act with respect to the affairs or purposes of one or more municipalities, excluding a school board and a conservation authority."

Administrative Assistant
Jaclyn Kogan

In contrast, section 223.1 of the *Municipal Act* defines local board as:

"local board" means a local board other than,

- (a) A society as defined in subsection 3(1) of the *Child and Family Services Act*,
- (b) A board of health as defined in subsection 1(1) of the *Health Protection and Promotion Act*,
- (c) A committee of management established under the *Long-Term Care Homes Act, 2007*,
- (d) A police services board established under the *Police Services Act*,
- (e) A board as defined in section 1 of the *Public Libraries Act*,
- (f) A corporation established in accordance with section 203,
- (g) Such other local boards as may be prescribed.

Given that police services boards are exempt from the accountability and transparency provisions set out in the *Municipal Act* (section 223.1), it would be inconsistent to include boards within the scope of the Ombudsman's jurisdiction.

Prior to the release of Bill 8, AMO was advised by the Ministry of Municipal Affairs and Housing that local boards as defined in section 223.1 would not be included in the scope of the Provincial Ombudsman's expanded jurisdiction. As such, it was our understanding that the legislation was drafted in the context of the broader definition as detailed in 223.1 wherein police services boards are excluded. Since the passing of Bill 8, we have further learned that both the Minister and Deputy Minister have publicly stated that the legislation as drafted was not intended to include police services boards as described in section 1(1) of the *Municipal Act*. Additionally, we understand that this oversight will be addressed through a regulation that will clearly exempt police services boards.

Police services boards and their services are currently subject to numerous oversight bodies such as the Special Investigations Unit (SIU), the Office of the Independent Police Review Director (OIPRD), the Ontario Civilian Commission (OCPC), the Ministry of Community Safety and Correctional Services and the Ministry of the Attorney General.

I write to seek confirmation that this issue will be addressed by way of regulation. We look forward to your response to our request to provide further clarification on the application of Bill 8 to police services boards, and that the Province consider enacting a regulation that clarifies that police services boards are exempt from the *Ombudsman Act*.

Sincerely,



Frank Scarpitti, Chair
York Regional Police Services Board
Mayor, City of Markham

Copy to: Chair Roger Anderson, Chair, Durham Regional Police Services Board
Mayor Rob Burton, Chair, Halton Regional Police Services Board
Dr. Alok Mukherjee, Chair, Toronto Police Services Board
Gerry Loughheed, Chair, Sudbury Police Board
Eli El-Chantiry, Chair, Ottawa Police Services Board
Laurie Williamson, Chair, Peel Regional Police Services Board
Lloyd Ferguson, Chair, Hamilton Police Services Board
Bob Gale, Chair, Niagara Regional Police Services Board
Jeannette Eberhard, Chair, London Police Services Board
Mayor Drew Dilkens, Chair, Windsor Police Services Board
Tom Galloway, Chair, Waterloo Regional Police Services Board

The Premier of Ontario
Legislative Building, Queen's Park
Toronto, Ontario M7A 1A1



La première ministre de l'Ontario
Édifice de l'Assemblée législative, Queen's Park
Toronto (Ontario) M7A 1A1

May 5, 2015

His Worship Frank Scarpitti
Mayor, City of Markham
Chair, York Regional Police Services Board
17250 Yonge Street
Newmarket, Ontario
L3Y 4W5

Dear Mayor *Frank* Scarpitti:

Thank you for your letter regarding the application of Bill 8 to police services boards. I have noted your comments and appreciate being made aware of your position on the matter.

As this issue would best be addressed by my colleague the Honourable Yasir Naqvi, Minister of Community Safety and Correctional Services, I have sent a copy of your letter to him for his review. He or a member of his ministry staff will provide you with a response.

Thank you again for raising this issue with me. Please accept my best wishes.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Kathleen Wynne'.

Kathleen Wynne
Premier

c: The Honourable Yasir Naqvi





GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: BOARD CORRESPONDENCE GRANT FUNDING	
Recommended by: Sharon Baiden Chief Administrative Officer	Approved by: Paul Pedersen Chief of Police

RECOMMENDATION: FOR INFORMATION

BACKGROUND:

The Greater Sudbury Police Services Board is the recipient of several grants which offset both salary and operating expenses depending on the nature of the fund. For 2014 the following grants were received by the Service.

NAME OF GRANT/FUNDING	FUNDING OFFSET	TOTAL 2014 ACTUAL
Safer Communities	14 officers	(980,000.00)
CPP	8 officers	(240,000.00)
Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet	2 officers	(267,793.29)
Provincial Anti-Violence Intervention Strategy (PAVIS)	6 officers	(280,002)
Firearms (Ministry of the Attorney General)	1 officer	(127,624.32)
Bail Safety (Ministry of the Attorney General)	1 officer	(110,694.00)
VICLAS – (Ontario Provincial Police Secondment)	1 officer	(105,130.91)
RIDE (Ministry of the Attorney General)	Offset overtime expenditures	(37,100.00)
Court Security Prisoner Transportation	Offsets Salary Costs	(715,614.10)
Ontario Police College (Secondment)	1 Officer	(136,558.31)
TOTAL	37 OFFICERS	(3,000,516.93)

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CURRENT SITUATION:

In correspondence dated, June 30, 2015, the Police Services Board through Chair Lougheed received a letter confirming funding for the 2015-2016 year (copy attached).

While overall, the funding level will see an increase, there is a noted change to the Provincial Anti-Violence Intervention Strategy Grant Fund with a reduction of \$213,692. For the past several years, the Service has been able to make significant investments in enforcement and education initiatives around gang resistant strategies.

Prisoner Transportation revenues contribute most significantly to the overall increase, however this grant improvement had been confirmed earlier in accordance with a previous funding commitment made by the government and as such relates to no new funding.

In response to this notification, Chair Lougheed and Chief Pedersen have communicated directly with Minister Naqvi. Several Services in the Province have initiated similar correspondence and await a response.

Paul Pedersen

Chief of Police
Chef de police

190 rue Brady Street
Sudbury, Ontario
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Tel/tél: Administration
705.675.9171

Gerry Lougheed, Jr.

Chair, Police Services Board

Fax: Administration
705.675.8871

www.gspcs.ca



July 22, 2015

Minister Yasir Naqvi
Minister of Community Safety and Correctional Services
25 Grosvenor Street
18th Floor
Toronto Ontario M7A 1Y6

Minister Naqvi:

Re: Funding Correspondence 2015-2016

On July 6th, the Greater Sudbury Police Services Board received your correspondence confirming funding allocations for the 2015-2016 year. This correspondence has also been shared with the Police Service. As pointed out in your letter, while there is an overall net increase in funding for the upcoming fiscal period there are changes relative to the distribution of such funds resulting in reductions to those amounts previously anticipated.

By way of background, last year, during budget preparation, the Service received confirmation from the Ministry through the City that our Court Security and Prisoner Transportation allocation would be increasing by some \$555,483 for the 2015 year which aligned with the Municipal budget year. These Agreements have been structured around the fiscal calendar which municipalities adhere. The allocation confirmed in your letter of June 30, 2015 provides for an additional \$79,444 which we are assuming relates to the January 1 to March 31, government fiscal year. That said, our existing Agreement specifies a Year 2 (2016) allocation of \$1,588,871.78 and as such we are somewhat unclear as to how the amount was computed although it appears to be 25% of the total difference between the 2015 (January to December) and 2016 allocation. This is simply a deduction on our part as to how this allocation was made based on previous funding distribution formulas and it is not clear in correspondence that the balance of the 2016 commitment will be paid. The allocation of Court Security and Prisoner Transportation funding through the government was a much needed investment in assisting municipalities, particularly police services to deal with the ever increasing costs associated with providing court security and prisoner transportation.

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*Our Community ~ Our Commitment
Notre communauté ~ Notre engagement*

What is more concerning is that the PAVIS Funding appears to have been reduced by \$213,692, a reduction of just over 47.3% in revenue from the prior fiscal years 2013/2014 and 2014/2015 respectively. As you have well pointed out in your letter, as police leaders we are very proud of the fact that the efforts that have come to fruition as a result of a significant investment in gang related activities is quite frankly remarkable. For the first time we are seeing a clear correlation between levels of enforcement and public education to reduced crime levels. For that, Ontario should be very proud. That said, it is critical to examine a number of factors that have contributed to the success of our targeted enforcement which has certainly been made possible through the additional injection of provincial government funding.

In Sudbury, six officers are dedicated to our Antiviolence Intervention Strategy whose salaries are partially offset by the PAVIS grant. Through improved allocation of enforcement resources dedicated at the street level gangs, aboriginal intelligence and schools, significant gains have been realized in averting gang related activities in Sudbury. Additionally, through PAVIS grant funding, the Greater Sudbury Police Service has established a significant education strategy aimed at antiviolence criminality again with significant results yielded.

We anticipate that a reduction in this grant will impact our capacity for directed enforcement in gang related interventions and in our opinion stands to have a negative impact on gains achieved to date and our future efforts to build a resilient and sustainable solution to the presence of gangs, organized crime and related violence. Your letter refers to a new strategy that focuses on developing a proactive approach to community safety and well-being that strengthens collaborative partnerships between police and other sectors, such as education, health and social services, to focus on prevention. It is important to note that Sudbury's model has been predicated very much on these tenets already and again has yielded many positive results. Our approach is outcome and measurement based which is consistent with the proposed direction. Appendix A details some of the anticipated impacts as a direct correlation to this funding reduction.

Our purpose in writing to you today, is to one, to confirm that the interpretation of the funding allocation is in fact correct. More importantly, if this is the case, we write to seek government reconsideration of this decision. The impact on services delivery and/or the municipal tax levy stands to be affected significantly by this direction. The alternative to maintaining current service levels and to maintain the momentum gained by the Service and our community partners would be for the municipality to assume the increased financial burden by these provincial funding cuts. Addressing the rising costs of policing has been a priority not only locally, but across the province and provincial funding reductions, only stand to increase local costs once again at the behest of city programs and/or tax increases.

.../3

As always, we value the role of government in public safety and your commitment to ensuring Ontario Police Services continue to enjoy a strong partnership with your Ministry. We do not want to see this new Strategy for a Safer Ontario eroded through cuts to funding resulting in unintended consequences.

Thanking you in advance, and we look forward to hearing from you.

Yours truly,



Gerry Lougheed Jr.
Chair, Police Services Board



Paul Pedersen
Chief of Police

Cc: Glenn Thibeault, MPP Sudbury

Appendix A

Impact Analysis of PAVIS Funding Reduction

- A decrease in police resources dedicated to the investigation of gang related and violent crime associated with the sale of illicit drugs thereby limiting the capacity of the Greater Sudbury Police Service to control and limit gang presence, gang activity, and gang related criminal activity in our area. Recent examples of the success of the PAVIS enforcement strongly illustrate the need to continue with our strategy.
- Direct effect on having dedicated resources to address the situation through targeted enforcement and prevention efforts through the use of personnel, specialized equipment and training.
- Inhibit our commitment/capacity to working with policing partners including CISO, OPP and RCMP on projects focused on drug distribution networks to reduce guns and gang criminal activity.
- Hamper our ability to identify youth at risk, and implement an effective strategy which involves prevention, intervention and suppression of gang activities.
- The increased presence locally of Fentanyl, crack cocaine, and other illicit drugs that threatens our local community, our younger and Aboriginal population. Experience has illustrated that crack and cocaine addiction and the inevitable debt incurred leads to a dramatic increase in violence, property crime and prostitution, not to mention the impact on victimizing the most vulnerable in our society.
- Through the PAVIS supervisor, GSPS has assumed a key role in co-leading a task force in establishing a Community Drug Strategy which has broad based support and input from multiple sectors including health, social services, police, education and corrections. This role may be compromised.
- An increased likelihood of the establishment of illegal gangs within our city.
- Limit the GSPS Intelligence Section's ability to gather intelligence information from various sources involving individual criminals and criminal networks. These priorities are based on the impact of the individual' or network's criminal activity on our community.
- Have a direct negative impact on our Gang Resistance Strategy and our ability to identify and track individuals that are at risk or suspected of being involved with Aboriginal street gangs as well as suspected of being involved with other Criminal Street gangs and illegal gang related activity.

- Have a direct negative impact on our ability to use crime analysis in order to receive and analyze intelligence information, surveillance information, and crime trends to assist officers in identifying networks, apprehend offenders and set tactical priorities. Timely intelligence analytics provided to investigative specialty units along with front line officers allows our police service to undertake aggressive gang related enforcement.
- Be a step backwards for the Greater Sudbury Police Service which is currently re-engineering how it provides services and is in a transition from being a reactive organization (answering calls for service/traditional enforcement model) to a pro-active/problem oriented police service which responds through intelligence led analysis and reacts by identifying and addressing the risk factors which contribute to crime/victimization and potential gang activity. GSPS is a key participant in Community Mobilization Sudbury which consists of a cross section of organizations throughout the City and most specifically a key voice at the Rapid Mobilization Table. Much of the information that comes to the table is identified through intelligence detected through our PAVIS and associated teams.
- Restrict our ability to achieve some of our PAVIS Enforcement Long Term and Short Term Outcomes and Performance Metrics such as:
 - Increased enforcement on tactical priorities which include gang members and associates from Southern and Eastern Ontario
 - Increased street level enforcement on targeted areas focused on traffickers supplied by Southern and Eastern Ontario drug distribution networks
 - Identify potential gang/associates movement into Sudbury
 - Effective monitoring of bail conditions for gang members/associates Decreased presence and illegal gang related activities within Sudbury
 - Community engagement/mobilization
 - Collaborative agencies partnerships
 - Effective process for the application of crime analytics
 - Number of officers trained on illegal gangs
 - Number of at-risk youth identified and referred to appropriate agency
 - Identification of risk factors contributing to potential gang participation
 - Decrease in crime and victimization
 - Decrease in youth crime and victimization
 - Agencies and individuals mobilized and engaged in a shared responsibility for improving community safety and well-being
 - Increased awareness of gangs and associated illegal activities by front-line officers
 - Increased community safety and well-being
 - Increased perception of community safety
 - Increased availability and access to services for identified high risk individuals



Office of the Minister

Bureau du ministre

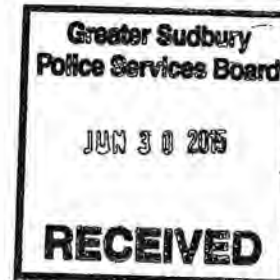
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MC-2015-1341

June 30, 2015

Mr. Gerry Lougheed, Jr.
Chair
City of Greater Sudbury Police Services Board
190 Brady Street
Sudbury ON P3E 1C7



Dear Mr. Lougheed:

Our government is proud of the strong partnerships we have developed with local police services, municipalities and community organizations to build safe communities and a stronger Ontario.

Over the past several years, the Ministry of Community Safety and Correctional Services has developed new programs to better assist municipalities and local police services across Ontario. These include the Community Policing Partnerships Program, and the Safer Communities – 1,000 Officers Partnership Program.

Police leaders can be proud of the fact that over the last decade, the great work done by their services, together with their partners, has resulted in Ontario's crime rate decreasing by 34 per cent. In fact, Ontario has had the lowest crime rate in all of Canada every year since 2005.

As our government moves forward with our strong plan to balance the budget by 2017-2018, the ministry will continue investing in, and working with our policing and community partners, to make our communities even safer.

Funding for police services across Ontario is increasing again this year, and I am writing to inform you that the City of Greater Sudbury and the Greater Sudbury Police Service will receive \$2,808,374 in funding for 2015-2016 to support local community safety and well-being efforts. While, this is an increase of \$282,363 over 2014-2015, we recognize this may reflect a change in the amount previously anticipated.

This funding includes:

- \$237,833 for the Provincial Anti-Violence Intervention Strategy
- \$1,350,541 in court security and prisoner transportation costs
- \$240,000 for the Community Policing Partnerships Program, and
- \$980,000 for the Safer Communities - 1,000 Officers Partnership Program.

.../2

Mr. Gerry Lougheed, Jr.
Page 2

Now is the time to take the next step to build even safer communities across Ontario. We must seize this opportunity.

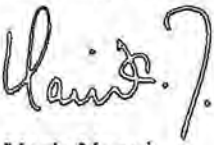
Our new Strategy for a Safer Ontario, being developed in partnership with police services, municipalities and community partners, will help build on our shared progress and move forward on the priorities outlined in my mandate letter from Premier Kathleen Wynne to build more effective, efficient and sustainable police services and even safer communities.

The new strategy focuses on developing a proactive approach to community safety and well-being that strengthens collaborative partnerships between police and other sectors, such as education, health and social services, to focus on prevention.

Working with municipalities and local police services, the ministry will use the following months to develop an outcomes-based funding model for community safety and well-being priorities to further reduce crime and build safer and healthier communities.

I, along with the ministry, look forward to working with you as we move forward with our new strategy to build even safer communities across Greater Sudbury and throughout Ontario.

Sincerely,





Yasir Naqvi
Minister

c: His Worship Brian Bigger, Mayor
City of Greater Sudbury

Chief Paul Pedersen
Greater Sudbury Police Service



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: September 2, 2015
PUBLIC	
SUBJECT: CORRESPONDENCE MINISTRY OF COMMUNITY SAFETY AND CORRECTIONAL SERVICES	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION ONLY

BACKGROUND:

On a regular basis, the Board receives correspondence from the Ministry on various matters of interest or new initiatives.

CURRENT SITUATION:

The Board has received various pieces of correspondence from the Ministry during the summer months as follows:

1. Response to Board letter in respect of Police Record Check (original letter and Board response attached)
2. Board Civilian Governance Model (original correspondence and response letter)
3. Provincial Police Services Board Member Appointment Process

Ministry of Community Safety
and Correctional Services

Ministère de la Sécurité communautaire
et des Services correctionnels



Office of the Minister

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MC-2014-5123

JUL 23 2015

Mr. Gerry Lougheed, Jr.
Chair
Greater Sudbury Police Services Board
190 Brady Street
Sudbury ON P3E 1C7



Dear Mr. Lougheed:

Gerry

Thank you for your letter about the Greater Sudbury Police Services Board's concern around the discretionary release of information in police record checks. I am pleased to respond, with apologies for the delay.

I welcome your positive feedback regarding the updated Ontario Association of Chiefs of Police (OACP) Law Enforcement and Records (Managers) Network (LEARN) Guideline for Police Record Checks. As you may know, following its release in June 2014, this ministry endorsed the Guideline in a memorandum issued to all Chiefs of Police in Ontario, and recommended it for adoption within the policing community.

I recognize that current issues related to police record checks, particularly related to the disclosure of non-criminal information, can have negative and lasting impacts on the people of Ontario. For this reason, on June 3, 2015, I introduced Bill 113, the Police Record Checks Reform Act, 2015.

The legislation, if passed, would provide the province's first comprehensive set of standards for how police record checks are requested, conducted, and disclosed. The legislation would:

- Standardize three types of police record checks to be offered in Ontario: criminal record checks, criminal record and judicial matters checks, and vulnerable sector checks
- Limit and standardize the types of information that can be released for each type of police record check
- Ensure that individuals have the opportunity to review the results of their police record check before they make the decision to consent to the release of those results to a third party, such as a potential employer.

The legislation would prohibit the disclosure of non-criminal information in all three types of police record checks. This includes records of an individual's interactions with police that have not resulted in charges being laid, such as information about a person witnessing or being the victim of a crime, or having non-criminal contact with police during a mental health crisis.

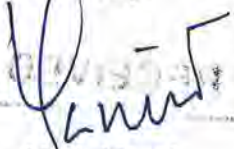
.../2

Mr. Gerry Lougheed, Jr.
Page 2

Our government is protecting individual privacy and public safety with this important bill. It would ensure that Ontarians are not negatively impacted by records of police contacts that do not pertain to criminal activity. Persons interested in reading the bill may view it by visiting www.ontla.on.ca/web/bills/bills_detail.do?locale=en&Intranet=&BillID=3416.

Thank you again for sharing your views on this important subject.

Sincerely,

A handwritten signature in black ink, appearing to read 'Yasir Naqvi', enclosed in a rectangular box.

Yasir Naqvi
Minister



November 14, 2014

The Honourable Yasir Naqvi
Ministry of Community Safety
And Correctional Services
18th Floor
25 Grosvenor Street
Toronto ON
M7A 1Y6

Minister Naqvi:

RE: POLICE RECORD CHECKS

At their Board Meeting of November 13, 2014, an overview respecting the LEARN Guidelines on Police Record Checks was presented. While the Board applauds the work done by this group and endorsed by the Ontario Association of Chiefs of Police, the Board noted concern around the discretionary release of police information most particularly for checks involving the vulnerable sector.

In this regard, the Board passed the following resolution:

WHEREAS the Ontario Association of Chiefs of Police has recently endorsed and released the Law Enforcement and Records Management Network (LEARN) Guidelines to assist in preparation and release of such information to the requesting individual; and

WHEREAS the guidelines permit the release of non-charged and non-conviction of police information under exceptional circumstances at the discretion of the Chief of Police for the protection of the public and/or victims of crime, specifically where vulnerable sector persons are involved;

THEREFORE BE IT RESOLVED that the Greater Sudbury Police Services Board request the Minister of Community Safety and Correctional Services enact legislation specific to the release of police information in accordance with the processing of Police Record Checks [Police Criminal Record Check (PCRC), Police Information Check (PIC) and Police Vulnerable Sector Check (PVSC)] in the interest of community safety; and further

.../2

THAT such legislation indemnifies the Police Services Board for any actions taken under the legislation in good faith.

Thank you in advance for your consideration. Should you have any questions please feel free to contact me.

Yours truly,

A handwritten signature in black ink, appearing to read "Gerry Lougheed Jr.", written in a cursive style.

Gerry Lougheed Jr.
Chair

cc: Mr. Ken East, OAPSB Board of Directors
OAPSB Board of Directors
Big 12 Chairs
Ron Bain, Executive Director, OACP



Regional Municipality of York Police Services Board

17250 Yonge Street, Newmarket, Ontario, Canada L3Y 4W5
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Fax: (905) 895-5249 e-mail: psb@yrp.ca www.yrpsb.ca

To Make a Difference in Our Community

May 22, 2015

Chair

Frank Scarpitti
Mayor
City of Markham

Vice Chair

Barbara Bartlett
Regional Council
Appointee

Members

Wayne Emmerson
Regional Chairman
And C.E.O

Mayor Virginia Hackson
Regional Council
Appointee

Sam Herzog

Provincial Appointee

John Molyneaux

Provincial Appointee

Bang-Gu Jiang

Provincial Appointee

Executive Director

Mafalda Avellino

Administrative Assistant

Jaclyn Kogan

The Honourable Yasir Naqvi
Minister of Community Safety and Correctional Services
25 Grosvenor Street
Toronto, ON
M7A 1Y6

Dear Minister Naqvi:

I am writing on behalf of the Chairs of the Big 12 Police Services Board, which represent the governing bodies for the 12 largest municipal police services in Ontario.

The Big 12 Chairs held their most recent meeting on April 14, 2015. As the York Regional Police Services Board was the host agency, I chaired the meeting and have been asked to communicate on the various action items considered by me and my colleagues. A significant part of our discussion was dedicated to the issue of civilian governance of municipal police services.

We are aware that your Ministry is undergoing a review of the civilian governance of police services in Ontario. We had before us the report dated November 4, 2014 prepared by Mr. Ken East, President, and Mr. Fred Kaustinen, Executive Director, Ontario Association of Police Services Boards. Many of us also attended a session on April 7, 2015 hosted by the Canadian Association of Police governance at which Deputy Minister Matt Torigian spoke about the Ministry's review stating:

The Ministry of Community Safety and Correctional Services is leading efforts to examine how to effectively calibrate civilian police governance to provide a foundation for service delivery that reflects and serves the needs of communities in Ontario.

As the Big 12 Chairs, we believe that we have significant insight into the civilian governance of police services as well as having a unique perspective on the issues being examined. For this reason we have opted to provide our input at this early stage so our collective view can inform and contribute to the Ministry's work as it moves forward.

For convenience, we have grouped our comments into the 'five buckets' referenced by Deputy Minister Torigian as well as Ministry staff in various forums. We have identified actions that can be taken now as well as the potential for legislative reform.

Board Governance Environment

As the Big 12 Chairs, we assumed that this speaks to the potential changes to the mandate of police boards, a recommendation from the recent 'Goudge' report (*Policing*

Canada in the 21st Century: New Policing for New Challenges), among others. This would be a major shift in responsibilities for municipal police services boards (PSBs) as currently set out in the *Police Services Act*. If the Ministry does intend to move in that direction, we believe it will require significant dialogue with all stakeholders and we would certainly welcome the opportunity to participate.

Board Member Roles & Responsibilities

We believe considerable improvement can be made in clarifying Board member roles and responsibilities. We recommend the following:

Recommendation One

- The Ministry provide clarification on PSB responsibilities and its relationship with the duties of a Chief of Police;
- That the clarification take into account recent reviews, OCPC decisions and judicial decisions;
- That the Ministry provide a '*standard or consistent*' view on this important relationship to ensure all PSBs and Chiefs of Police have the same approach and understanding.

Recommendation Two

- That should the Ministry open the *Act* the clarification sought above be enshrined in the new *Act* to provide as much guidance as possible.

Board Members – Skills & Competencies

We are aware of the different perspectives on which bodies should have the authority to appoint to PSBs. The Big 12 Chairs' view on this is clear and emphatic. At our meeting, the following motion was adopted:

'That the Big 12 Chairs advise the OAPSB that we support the current representation from Municipal Councils on Boards.'

We are also cognizant of positions taken on the skills and competencies for Board members. In the Association of Municipalities of Ontario '*Police Modernization Report*' dated April 27, 2015, it states under the title of 'Partnership':

"The quality of the governance and civilian oversight system need to be improved. This includes ensuring governance board members are qualified against a set of competencies and mandatory training is provided"

The previously mentioned Goudge report states: '*Appropriate governance is central to generating policing according to societal values.*'

Other reports have made similar comments. We agree. However, rather than focus on '*which agency*' appoints, our position focuses more on '*who gets appointed*'. Similar to the experience in the private sector, we believe skills, competencies and experience, unique to each jurisdiction, should be considered.

On a related point, we are aware that provincial appointees are required to undergo a background check. This is understandable given the fact we are appointed to govern police organizations. Municipal appointees do not have such a requirement. We are aware that this anomaly was recently addressed by the Alberta government and that each prospective police board member must complete the same background check. We believe the same requirement should be instituted and exist in Ontario.

The question of exclusions should also be considered. As an example, while serving police officers are prohibited from being appointed to a PSB, we are advised no such prohibition exists for other current police service members including Special Constables, civilian members, auxiliary members and volunteers. An update on excluded individuals should form part of any review of the *Act*. We also suggest that consideration be given to excluding former or retired police officers, particularly those who served on the same police service within the last 10 years.

Recommendation Three

- Prior to making an appointment to the PSB, every appointing body should consult with the Board as to its requirement for the required competencies and experience, so as to round out the '*composite skills*' of the entire Board.

Recommendation Four

- That should the *Act* be opened it should:
 - a) be amended to provide for background checks for all prospective PSB members;
 - b) review the existing list of exclusions to ensure this list is current and complete.

Board Members: Professional Development & Learning

The *Act*, Section 31(5) states:

'The board shall ensure that its members undergo any training that the Solicitor General may provide or require.'

This section is reiterated in Section 3 of the Code of Conduct for members of PSBs.

Despite this wording, as a group we are unaware of any current and sustained training that has been developed, delivered or mandated uniformly across the province. As a consequence, there is an inconsistency in how some Board members discharge their responsibilities.

We fully endorse local orientation when a new Board member is appointed. An informal questioning among ourselves indicated each of the Big 12 Boards provide this to some degree.

What is lacking is standardized, mandated '*Professional Development and Learning*' created and/or mandated by the Ministry despite the language in the *Act*.

The OAPSB in its report concluded:
'Board member training should be relevant, robust, empowering, and mandated province-wide. This will help ensure consistency in independent citizen governance among communities across the province.'

We agree with OAPSB's comment.

Recommendation Five

- That the Ministry provide standardized, mandated professional development and learning for all new Board members; and further that this should occur within a specified time period after appointment.

A list of possible topics for new Board members is attached as Appendix A.

At the April 7, 2015 session attended by Deputy Minister Torigian a suggestion came forward that just as new Board members would benefit from this type of professional development and learning, so too would newly promoted Chiefs and Deputy Chiefs of Police. Deputy Minister Torigian indicated he thought it was an idea worth considering. We concur.

Recommendation Six

- That the Ministry explore the concept of having Chiefs and Deputy Chiefs of Police attend elements of the professional development and learning provided new Board members in areas of common interest.

Finally, those of us that have served on PSBs for a number of years realize that the learning and education never ceases, hence our next recommendation.

Recommendation Seven

- That the Ministry provide opportunities for ongoing learning, preferably through the development and deployment of e-learning tools.

Board Resources

In his comments made on April 7, 2015, Deputy Minister Torigian stated:

'Police Services Boards (should) have access to appropriate and effective resources to fulfill their obligations and make the right decisions to ensure accountability.'

The Big 12 is fortunate in governing sufficiently large police services that we can avail ourselves of necessary resources, either through the retention of qualified Board staff, access to municipal officials, the contracting of professional services or a combination of all three.

The concern is with smaller police services where the dedication of such resources would be difficult to articulate or defend when contrasted to direct police needs. This is a quandary which we believe is being addressed by the OAPSB and also invite insight from the Ministry on this important issue.

Evaluation and Measurement of Police Service Performance

This is the '*fifth bucket*' spoken to by Deputy Minister Torigian.

As a group, we fully appreciate and respect the importance of this topic. However, as Big 12 Chairs we also understand that this is a subject that has been considered and debated in numerous forums for many, many years. It is also the focus of ongoing reviews at the national and provincial level. Given its complexity, we do not have a specific recommendation to make at this time. Rather, we look forward to the Ministry's direction and again would welcome the opportunity to participate in further dialogue with the Ministry.

On behalf of the Big 12 Chairs, we appreciate your consideration of our input on this extremely important subject. As the '*front line*' in civilian police governance, we are committed to continual improvement in our own activities on behalf of the communities we serve.

Sincerely,



Frank Scarpitti, Chair
York Regional Police Services Board
Mayor, City of Markham

Copy to: Chair Roger Anderson, Chair, Durham Regional Police Services Board
Mayor Rob Burton, Chair, Halton Regional Police Services Board
Dr. Alok Mukherjee, Chair, Toronto Police Services Board
Gerry Lougheed, Chair, Sudbury Police Board
Eli El-Chantiry, Chair, Ottawa Police Services Board
Laurie Williamson, Chair, Peel Regional Police Services Board
Lloyd Ferguson, Chair, Hamilton Police Services Board
Bob Gale, Chair, Niagara Regional Police Services Board
Jeannette Eberhard, Chair, London Police Services Board
Mayor Drew Dilkens, Chair, Windsor Police Services Board
Tom Galloway, Chair, Waterloo Regional Police Services Board
Ken East, President, OAPSB

Ministry of Community Safety
and Correctional Services

Ministère de la Sécurité communautaire
et des Services correctionnels



Office of the Minister

Bureau de la ministre

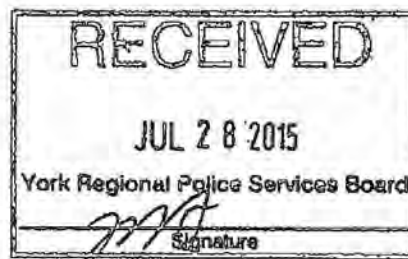
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Télec. : 416-325-8067

MC-2015-1905

JUL 21 2015

His Worship Frank Scarpitti
Chair, York Regional Police Services Board
Mayor, City of Markham
17250 Yonge Street
Newmarket ON L3Y 4W5



Dear Mayor Scarpitti:

Thank you for your e-mail of May 22, 2015, providing input from the Big 12 Police Services Boards to help inform the Ministry of Community Safety and Correctional Services' (MCSCS) review of the current civilian police governance model in Ontario.

As you may be aware, the ministry has been working on the development of a provincial strategy known as the Strategy for a Safer Ontario (SSO). The SSO builds upon the last three years of work with our policing and municipal partners under the Future of Policing Project, including the findings from the Future of Policing Advisory Committee (FPAC), as well as input from other ministries and affected stakeholders. The Ontario Association of Police Services Boards (OAPSB) continues to be a valued contributor to this initiative.

The SSO was created in response to the ministry's mandate letter from Premier Kathleen Wynne, which outlines MCSCS' priorities for 2014-2015. Some areas specifically identified in the letter include the need to:

- develop a new strategic vision for community safety and policing
- accelerate the development of a package of reforms to policing service delivery
- maintain a strategic focus on community safety through a made-in-Ontario Community Safety and Well-Being Planning Strategy that builds on past work and complements other key government initiatives

For further information on the ministry's mandate letter, please visit www.ontario.ca/government/2014-mandate-letter-community-safety-and-correctional-services.

The SSO is about smarter and better ways to do things in order to deliver services in a proactive, targeted manner. This involves using evidence and experience to improve outcomes, and continuing our well-established collaborative partnerships, which include police and other sectors, such as education, health care and social services to make communities safer. We have also been looking across other jurisdictions to discover innovative solutions and identify best practices.

.../2

His Worship Frank Scarpitti
Page 2

The SSO has been developed with the understanding that the future of policing should be rooted in strong local governance. As a result, we are continuing to consult with key partners to ensure that the appropriate structure and capacity for governance is in place at the local level. Furthermore, our ministry continues to lead efforts to examine how to effectively calibrate civilian police governance to provide a foundation for service delivery that reflects and serves the needs of communities in Ontario.

Your feedback has been forwarded to MCSCS staff for their review and consideration, given our ongoing work on civilian governance. In the interim, if you have further questions you may wish to contact the OAPSB as your representative for this initiative.

Thank you again for writing.

Sincerely,

A handwritten signature in black ink, appearing to read 'Yasir Naqvi', written in a cursive style.

Yasir Naqvi
Minister

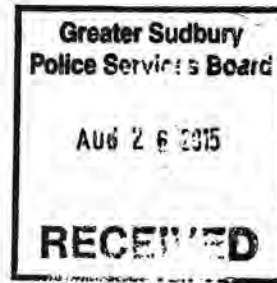


Office of the Minister

Bureau du ministre

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MC-2015-2689

AUG 20 2015

Mr. Gerald Lougheed Jr.
Chair
Greater Sudbury Police Services Board
190 Brady Street
Sudbury ON P3E 1C7

Dear Mr. Lougheed Jr.:

It was a pleasure meeting so many police services board members at the recent Ontario Association of Police Services Boards' spring conference.

I listened carefully to the concerns raised about long-standing vacancies and delays in filling vacancies on some police services boards. Ministry staff are continually working to ensure vacancies are addressed in a timely manner and on a priority basis. Those boards at risk of not having quorum, as well as those with the longest-standing vacancies, are considered a priority. However, in some municipalities, potential candidates who could apply to serve on the Board have not been identified.

I believe strongly that local communities should be involved in identifying individuals who could bring their perspective and experience to the important work of civilian police governance. I would welcome your assistance in communicating appointment opportunities within your community. If you have a current or upcoming vacancy and are aware of any interested individuals who would serve the Board well, please encourage them to put their names forward for consideration. Interested applicants should apply online at the Public Appointments Secretariat website: www.pas.gov.on.ca/scripts/en/home.asp

Further information on police services board members for interested applicants can be found at: www.mcscs.jus.gov.on.ca/english/police_serv/PolicingServicesBoards/PSB.html.

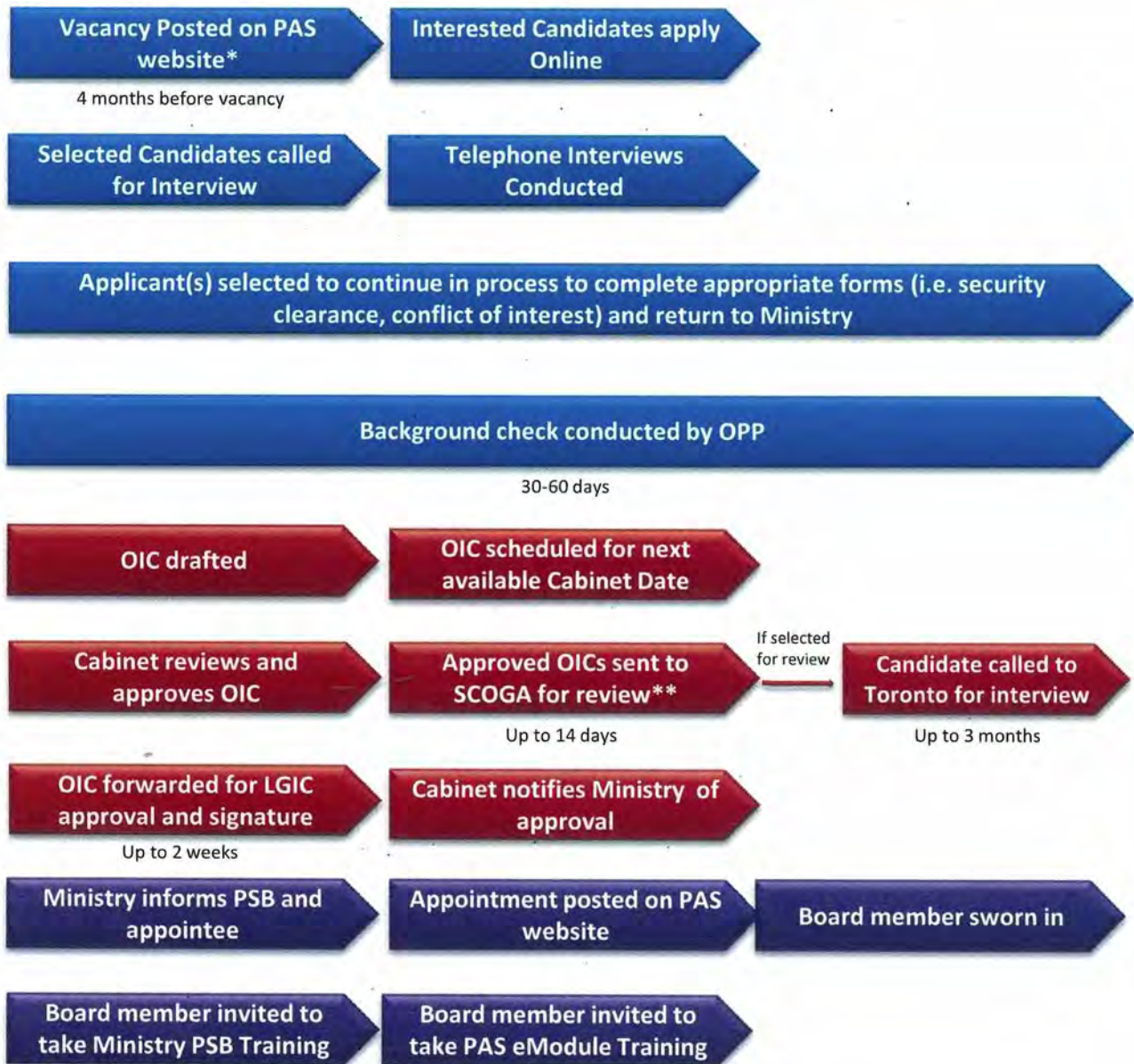
Police services boards play an important role in Ontario, and I assure you that we will continue to make every effort to ensure that all provincial vacancies are filled in a timely manner to support the governance of police services in our province. I am confident that with your support, we will continue to ensure that Boards across Ontario are comprised of committed and capable applicants to serve our communities.

Sincerely,

Yasir Naqvi
Minister

c: Ontario Association of Police Services Boards

Provincial Police Services Board Member Appointment Process



- Selection Stage
- OIC Approval Stage
- Final Stage

- PAS:** Public Appointments Secretariat
- OPP:** Ontario Provincial Police
- OIC:** Order in Council
- LGIC:** Lieutenant Governor in Council
- SCOGA:** Standing Committee on Government Agencies
- PSB:** Police Services Board



*PAS posts both "current vacancies" and appointments set to expire in the next 4 months; however, some of the positions posted on the latter page may have members currently appointed that are eligible for reappointment

**Only new appointments reviewed by SCOGA; not reappointments

Once released by SCOGA



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: September 2, 2015
PUBLIC	
SUBJECT: OAPSB CORRESPONDENCE	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION ONLY

BACKGROUND:

The Ontario Association of Police Services Boards (OAPSB) is the leading voice of police governance in Ontario. The primary role is to serve its members and stakeholders, as well as the general public, by:

- helping local police services boards fulfill their legislated responsibilities by providing training and networking opportunities and facilitating the transfer of knowledge; and
- advocating for improvements in public safety laws and regulations, practices and funding mechanisms.

CURRENT SITUATION:

In its advocacy role, OAPSB regularly takes positions on issues of concern and as appropriate communicates such issues to government. Recently the following positions have been taken (respective copies attached):

1. Special Constables
2. Emergency Resolution – Adequate Resourcing for the Special Investigations Unit
3. Need for 911 Cell Phone User Fees and Grant Program
4. Oversight of Police Services Boards



30 June 2015

FPAC - Special Constables – OAPSB Recommendations

The following OAPSB recommendations to the Future of Police Advisory Committee (FPAC) pertain to special constables employed both within and external to police services. They have been generally accepted by all FPAC participants (except as noted):

- Special constable appointments should be made by boards/OPP Commissioner, without MCSCS final approval
- MCSCS should develop legislated standards regarding:
 - The basis/justification for granting special powers and use-of-force options
 - Mandatory record keeping regarding use-of-force, training, appointments, approvals, renewals and revocations
- A standardized MOU between special constable employer and the approval authority (board or OPP Commissioner) should be mandatory; the MOU should contain:
 - Supervision
 - Discipline
 - Roles and responsibilities
 - Training
 - Process for dealing with complaints
 - Working conditions
 - Reporting requirements
 - Legal liabilities
- MCSCS should develop a standardized system of oversight of special constables. It should be similar to that regarding police officers, particularly regarding the investigative process and witness officer obligations (unions not supportive of the second sentence)
- MCSCS should develop a code of conduct for special constables
- MCSCS should institute a regulatory-compliance inspection program.

Prepared by: Fred Kaustinen, Executive Director



ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS
"Commitment to Excellence in Civilian Police Governance"

10 Peel Centre Drive, Brampton, Ontario L6T 4B9
Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260

July 8, 2015

The Honourable Madeleine Meilleur
Attorney General
Ministry of the Attorney General
McMurtry-Scott Building, 720 Bay Street, 11th Floor
Toronto, Ontario
M7A 2S9

Dear Attorney General Meilleur,

Re: **Emergency Resolution – Adequate Resourcing of the Special Investigations Unit (SIU)**

In June of this year, the Ontario Association of Police Service Boards (OAPSB) held its Annual General Meeting and passed the following emergency resolution:

***THEREFORE be it resolved** that the Ontario Association of Police Services Boards respectfully requests the Attorney General to take such measures as may be necessary to improve the Timeliness of SIU investigations including, but not necessarily limited to providing such additional and other resources to the SIU as may be necessary to effectively and efficiently carry out its mandate.*

I am writing to seek your action in this matter.

Please do not hesitate to contact me or our Executive Director, Fred Kaustinen, should you require any additional information or wish to discuss this matter further.

Thank you in advance for your consideration of this resolution.

Yours truly

Russ Bain
President, OAPSB

c.c. The Honourable Yasir Naqvi, Minister of Community Safety & Correctional Services
Chief Jeff McGuire, President, OACP
Fred Kaustinen, Executive Director, OAPSB

July 14, 2015

The Honourable Yasir Naqvi
Minister of Community Safety and Correctional Services
George Drew Building, 18th Floor
25 Grosvenor Street
Toronto, ON
M7A 1Y6

Dear Minister Naqvi:

Re: **Need for a 9-1-1 Cell Phone User Fees and Grant Program**

In June of this year, the Ontario Association of Police Service Boards (OAPSB) held its Annual General Meeting and passed the following resolution:

That the Ontario Association of Police Services Boards supports the creation of a new Bill similar to Alberta 9-1-1- Act and Grant Program for Public Safety Answering Points; and

That the Ontario Association of Police Services Boards supports this new Bill as it will increase the ability to manage the increasing costs of technology, namely T-911 (Text 911) and Next-Generation 911 (NG-911).

I am writing to seek support for this initiative from you and the Government of Ontario.

Should you require any additional information or wish to discuss this resolution further, please contact me or our Executive Director, Fred Kaustinen.

Thank you in advance for your consideration of this matter.

Yours truly



Russ Bain
President, OAPSB

c.c. All Members
Chief Jeff McGuire, President OACP
Gary McNamara, President AMO



ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS
"Commitment to Excellence in Civilian Police Governance"

10 Peel Centre Drive, Brampton, Ontario L6T 4B9
Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260

July 16th, 2015

Open Letter

The Honourable Deb Matthews
Deputy Premier
Legislative Bldg, Queen's Park
Toronto Ontario
M7A1Y7

Dear Deputy Premier Matthews:

Re: Oversight of Police Services Boards

I am writing you in response to a recent Question Period discussion regarding oversight of police services boards (in the broader context of Bill 8).

The conduct of individual police services board members is investigated by the Ontario Civilian Police Commission (OCPC), whenever the Commission receives a request or complaint. Oversight of police services boards really doesn't exist.

The Ministry of Community Safety and Correctional Services conducts rudimentary inspection services to ensure boards are compliant with out-dated regulations regarding the existence of police capabilities, police training, policies, protocols and records. There are no standards or oversight regarding the quality of board decisions or policies, the achievement of public safety outcomes, or the fulfillment of community needs.

Furthermore, there is no common understanding of board responsibilities because existing legislation lacks clarity and focus, and provincial board training does not adequately prepare board members for the roles.

There are 171 police services boards in Ontario. Board members are well-meaning citizens who care deeply about their communities, receive almost no training, are paid very little, and get no feedback on how they are doing their jobs.

In a recent survey of Ontario's police services board members, less than 10% felt that police governance in Ontario is fully effective, and 99% felt that the system required improvement or reform.

Police services boards need clear responsibilities and authority, training, ongoing support, and audits and feedback. We implore you to support legislative reform of police governance in these areas.

Continued.../2



If you wish to discuss this further, please contact myself or Executive Director Fred Kaustinen via admin@oapSB.ca or 905 458 1488.

Thank you in advance for your help in creating a police governance system in Ontario that will succeed by design.

Sincerely,



A handwritten signature in black ink, appearing to read 'Russ Bain', is positioned below the word 'Sincerely,'. The signature is fluid and cursive, with a long horizontal line extending to the right.

Russ Bain
President

Cc: Premier Kathleen Wynne
Minister Yasir Naqvi, Ministry of Community Safety & Correctional Services
All OAPSB Members



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: September 2, 2015
PUBLIC	
SUBJECT: NOTES OF APPRECIATION	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION ONLY

BACKGROUND:

Notes of appreciation are received by the Chief's office and reported monthly to the Board.

CURRENT SITUATION:

A letter was received from the neighbour of an elderly couple from Copper Cliff thanking Constables Randy Buchowski and Nolan Windle who responded to a call for help at their residence. The officers attended to address a difficult situation with a person who rents an apartment. "At all times the officers were soft spoken, and diplomatic. Their kindness, understanding, and sound advice served to calm the waters. Constable Buchowski also took the time to connect the printer to the laptop – a little extra step that went a full mile. It is only right that the efforts of both officers should be commended."

An email message was received from a Sudbury parent whose children were included in this year's Cops and Kids Golfing. "Two of my children had the opportunity to golf with members of the force. I would extend my gratitude to all officers involved. My kids were thrilled and are still talking about how much fun they had. Thank you.'

.../2

An email message was received from a Sudbury resident expressing his impression of Constable Natalie Giommi while she directed traffic through a downtown construction zone. “The officer in midday traffic and on a very hot day, calmly approached the elderly person, took hold of the walker, and safely guided them both through heavy traffic and a gravel covered road. Her assistance saved the pedestrian from impatient drivers and a potential fall. I was impressed and pleased to see this act of kindness towards another. I feel quite confident that we have some awesome officers in our local police force. Our citizens should be proud of the officers not only for the job they do but also for many of things that hardly anyone hears or sees.”

A card of thanks was received from a Sudbury resident expressing her gratitude to Constable Enzo Rizzi for all he did to assist her when she was involved in a motor vehicle collision. “Your professionalism, kindness, and concern were truly amazing and appreciated. You took care of getting me to the hospital, towing of my vehicle, and contacting members of my family relieving a lot of stress from a most stressful day. If your dedication and attitude is an indication of the Sudbury Police, residents have a force of which they can be really proud.



An email message was received from a Sudbury resident acknowledging the assistance provided by Constable Kevin Ricciuto during a motor vehicle collision with a deer. “Constable Ricciuto was helpful, kind, supportive, professional, and helped a great deal. I wanted to let you know how impressed I am with him.’

An email message was received from Crown Attorney Len Walker acknowledging the excellent performance of Courts staff. Issues arose with a violent outburst of a person in custody after bail was denied. The person was quickly restrained by Court Officers and removed. “ I am impressed with officers who responded immediately and without hesitation. We often assume the effectiveness of those who protect the justice system daily. We are rarely reminded of their training, ability, and diligence.”

A message was received from an elderly Sudbury resident and her husband. While the couple were hospitalized for an extended period, their home was broken into and suffered numerous thefts. The police were contacted on their return. They wanted to express their great appreciation for the Communications staff for their assistance and thoughtfulness. They wanted especially to thank Constable Jason Tarnopolsky for his time, compassion, and understanding. They bless all and staff and keep us in their prayers.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: September 2, 2015
PUBLIC	
SUBJECT: CORRESPONDENCE – NOTES OF THANKS	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION ONLY

A letter was received from Threads of Life thanking the Board for their donation and support of the 2015 Steps of Life – Walking for Families of Workplace Tragedy event.

A letter was received from the Sudbury YMCA thanking the Board for their donation and support of the 2015 Strong Kids Campaign.

A letter was received from the Canadian Association of Police Governance thanking the Board for their sponsorship of the 26th Annual Conference in Markham, Ontario.

A letter was received from the Sudbury and District Health Unit thanking the Board for their donation and support of the 2015 Back to School Community Store.

VALLEY EAST STOREFRONT OPEN HOUSE



**Wednesday
September
16, 2015**
3:00 - 7:00 PM
**Howard Armstrong
Recreation Centre**
**4040 Elmview Dr
Hanmer Ontario**

3:00PM

Welcome by Chief Pedersen and dignitaries

3:30PM

GSPS vs Valley East Youth Groups Soccer Games

4:00 PM

Bubble Soccer Games - everyone over 12 years is welcome to play

COME & ENJOY AT NO COST

BBQ, Cake, Door Prizes, Fish Pond & Inflatable Obstacle Course

GSPS DISPLAYS

Tactical and K9 teams, Rural Community Response Unit (Marine & ATV), Traffic Unit, Sudbury Police Museum, Crime Prevention and Elder Abuse, Volunteer Office: Citizens on Patrol, Storefront Friendly Call Program



SPONSORED BY

- City of Greater/Grand Sudbury - Ward 5 Councillor Robert Kirwan
- Club Optimiste de Vallée Est
- Desjardin's Metro Val-Est
- Greater/Grand Sudbury Police Service
- Sudbury Police Association
- Topper's Pizza
- Val Caron & Hanmer Tim Horton's
- Valley East Community Action Network
- Valley East Lions Club





GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: June 3, 2015
PUBLIC	
SUBJECT: 2016 POLICE SERVICES BOARD MEETING SCHEDULE	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION ONLY

BACKGROUND:

The Greater Sudbury Police Services Board meetings are regularly scheduled on the second Wednesday of each month with a start time of 4:00 p.m. for the Public session. Meeting locations may be changed to accommodate large events or presentations to the Board.

Meetings are excluded in July and August and scheduled only as required and with the consensus of the Board.

CURRENT SITUATION:

The 2016 Board Meeting Schedule is attached.

The mid-winter school break is scheduled for March 14 – 18, 2016.

Please advise the Board Executive Assistant if you are unable to attend any meeting. Board Members are reminded that teleconferencing is available.



**GREATER SUDBURY
POLICE SERVICES BOARD
SCHEDULE OF MEETINGS
2016**



Wednesday	JANUARY 13
Wednesday	FEBRUARY 10
Wednesday	MARCH 9 (<i>school break Mar 14-18</i>)
Wednesday	APRIL 13
Wednesday	MAY 11
Wednesday	JUNE 8

MEETINGS IN JULY AND AUGUST SCHEDULED AS REQUIRED

Wednesday	SEPTEMBER 14
Wednesday	OCTOBER 12
Wednesday	NOVEMBER 9
Wednesday	DECEMBER 14



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: September 2, 2015
PUBLIC	
SUBJECT: PROMOTION OF OFFICERS	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION ONLY

BACKGROUND:

Succession planning and promotions within the Service are governed by Human Resources Procedures. In accordance with the Collective Agreement and Promotional Procedure, members are promoted to various ranks within the Service.

CURRENT SITUATION:



As a result of recent retirements and resignations, vacancies have been created.

The following members have been promoted and will be presented to the Board September 9, 2015:

Inspector John SOMERSET
Sergeant Brian MACRURY



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: September 2, 2015
PUBLIC	
SUBJECT: INTRODUCTION OF NEW OFFICERS	
Recommended by:  Sharon Baiden Chief Administrative Officer	Approved by:  Paul Pedersen Chief of Police

RECOMMENDATION:

THAT the Board receives and confirms the appointment of the following Constables:

**Constable Scott LAWRENCE
Constable Gianluca SCAGLIONE**

BACKGROUND:



In accordance with the Service's annual hiring plan, members are hired to ensure staffing levels are maintained. Most specifically, the Service has an authorized strength of 264 sworn members. At this time, vacancies are being filled in accordance with the 2015 proposed budget plan which includes the hiring of experienced officers to fill vacancies being created by long serving members.

CURRENT SITUATION:

As a result of recent retirements and resignations, vacancies have been created that allowed for the hiring of new officers. We are pleased to welcome experienced officers that come from Ottawa Police Service and the Ontario Provincial Police. These members will be presented to the Board September 9, 2015.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: September 2, 2015
PUBLIC	
SUBJECT: INTRODUCTION OF NEW AUXILIARY OFFICER	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION

That the Board receives the following member now duly appointed:

Auxiliary Constable Logan EEROLA

BACKGROUND:

The Greater Sudbury Police Services Board recruits volunteers to serve in the function as Auxiliary Constables. Auxiliary Members are members of the Service in accordance with the provisions of the *Police Services Act*. Auxiliary Constables assist at special events such as parades and crime prevention initiatives under the supervision of sworn members. In addition, auxiliary members often do ride-alone functions with front-line police personnel. Auxiliary members wear uniform and insignia that are distinct from the uniforms of police officers.



CURRENT SITUATION:

The Board recommended the above noted members for appointment by the Minister of Community Safety and Correctional Services. Such approval has now been granted. This volunteer member has been through an intense in-house training program.

This member will be on hand at the September 9, 2015 meeting for introduction to the Board.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: September 2, 2015
PUBLIC	
SUBJECT: APPOINTMENT AND INTRODUCTION OF NEW CONSTABLES	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board receives and confirms the appointment of the following Constables:

**Constable Jessica ARCHER
Constable Mark BENNETT
Constable Nicholas BEAUDRY
Constable John MACRAE**

BACKGROUND:

In accordance with the Service's annual hiring plan, members are hired to ensure staffing levels are maintained. Most specifically, the Service has an authorized strength of 264 sworn members. At this time, vacancies are being filled in accordance with the 2015 proposed budget plan which includes hiring of cadets to attend at the Ontario Police College for their recruit training.

CURRENT SITUATION:

In August 2015, four officers successfully completed the Basic Constable Training at the Ontario Police College. They have returned and are now assigned to the Police Training Officer Program. These members will be presented to the Board September 9, 2015.