



GREATER SUDBURY POLICE SERVICES BOARD
TUESDAY October 25, 2016 3:00 P.M.
Police Headquarters, Alex McCauley Boardroom, 5th Floor


PUBLIC AGENDA

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GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: October 19, 2016
PUBLIC	
SUBJECT: 2017 BUDGET	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Fiscal Accountability and Transparency	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board approves the 2017 Operating Budget in the amount of \$55,604,204 which includes an annual provision of \$163,200 to fund a facilities improvement plan; and further

THAT the Board approves the 2018 and 2019 Operating Budget forecasts, which includes additional annual provisions in 2018 and 2019 of \$434,148 and \$302,536 respectively to fund the facilities improvement plan, and further

THAT the Board requests the City authorizes the issuance or securing of debt for the purpose of financing the construction and renovations of police facilities; and further

THAT the Board approves the 2017 Police Capital Plan; and further

THAT the Board receives the 2018 and 2021 forecasted Capital Plans; and further

THAT the Board recommends that City Council accepts these budgets.

BACKGROUND:

The Greater Sudbury Police Service provides policing to residents, businesses, and visitors in accordance with the *Police Services Act*. Service demands are largely driven by the needs and expectations of our community. Additionally, the Business Plan 2015 to 2017 sets priorities and provides direction on fulfilling its obligations.

The Business Plan as approved by the Board establishes the foundational direction and identifies key priorities for the Service in three year blocks. During its development, extensive consultation was undertaken which entailed public engagement through a statistically valid phone survey conducted by an Oraclepoll an independent third party, town hall meetings held throughout the entire City and member input. The analysis of all inputs culminated in the production of a Plan that contains key strategic themes, goals, objectives and performance indicators. Ongoing monitoring and reporting on results confirms the Service is on track with its commitments undertaken in the Plan

The Service is also very cognizant of the assertions made in the City's Strategic Plan which strives to ensure that Sudbury be a welcoming and open community with a quality of place and lifestyle that is second to none. In fulfilling its responsibilities around public safety, Greater Sudbury Police Service is clearly aligned with this commitment to community safety and wellbeing. Our collective investments in community safety are essential to ensuring these very tenets can be realized. One of the biggest, if not the single largest public service safety responsibility is for the delivery of safety planning, crime prevention, enforcement of laws, and apprehending offenders.

To ensure funding is in place for the provision of the adequate and effective delivery of policing, Section 39 of the *Police Services Act* requires that the Board approves annual budget allocations necessary for its operations and to ensure that the Service is provided with equipment and facilities. The Board must then submit such estimates to the municipal council to accept. The Service has a long and committed history of working collaboratively with City Council in planning for and ensuring the necessary resources are allocated to safeguard safety for the residents and businesses in Greater Sudbury. There is a mutual respect for the independent governing role of the Police Services Board and also of Council's obligation for ensuring the adequate protection of its City. Together, we have worked on these mutual goals and responsibilities.

In the usual manner, budget instructions were distributed through City's Financial Services with guidelines provided as described in Table 1. These served to guide the preparation of the 2017 budget and were also considered in the multi-year forecast.

Table 1

Category Name	<u>2017 Budget</u> % increase over 2016 Budget
Salaries and Benefits – contractually obligated only (including responsibility, merit and reclassification increases)	
Material / Operating Expenses	2.0
Energy Costs	\$0.83/L or \$0.90/L
Fuel	5.0
Hydro if required	7.4
Water if required	10.0
Natural gas	
Rent & Financial Expenses	0.0
Purchased Services	2.0
Debt Repayment	Actual
Professional Development & Training	0.0
Grants / Transfer Payments	0.0
Provision to Capital – Construction CPI	2.0
Program support (to be rebalanced once depts. budgets are finalized)	
User Fees	3.0

Budget Development and Approval Process

At the staff level, budget preparations began in May 2016. Financial services staff worked closely with City Budget personnel in establishing salary forecasts based on collective agreement negotiated improvements, staff reclassifications and grid/responsibility pay advancements. Benefit premium increases were also factored into calculations. Operating division leads were invited to submit budgets through command staff for review, revision and approval for inclusion in the budget document. Budget estimates were then reviewed by the Executive Team and authorized for as part of the base budget document.

At its September 21, 2016 meeting, timelines and guiding principles for the 2017 budget were reviewed with the Board. Budget instructions as distributed through the City’s Financial Services section were presented and generally accepted by the Board. These have served to guide the development of budget estimates for the upcoming year.

October 12, 2016, the Board authorized a Facilities Improvement Plan to be phased in over a three year period with project construction and renovation costs to be financed through debt which would be secured through the City.

Further, the Board directed that staff prepare a three-year budget that would provide a strategic roadmap for the required resources.

This process of multi-year budgeting was undertaken with a view to align resource requirements with short, medium, and long term goals and objectives, to ensure the necessary resources to repay debt associated with building improvements, and to commit to a financial action plan that is sustainable, representative, and responsible to the taxpayers of Greater Sudbury.

CURRENT SITUATION:

The 2017 Draft Budget, 2018 and 2019 Draft Budget Forecasts, 2017 Capital Plan and 2018 to 2021 Capital Forecasts have been prepared in accordance with directions received from the Board, City Budget Guidelines, and Collective Agreement entitlements.

The submission incorporates funding needs identified by the Board, and in particular reflects payments on an amortized loan to be secured by the City for the facilities improvement plan. Sufficient funding is required to ensure the continued delivery of quality policing services in Greater Sudbury while advancing Business Plan objectives and ensuring adequate and effective policing.

This budget supports quality police service levels in Greater Sudbury, provides the authority to proceed with key projects, and confirms the necessary funding to deliver operations lawfully in accordance with the *Adequacy and Effectiveness Standards*. All areas of operations have been carefully analysed to ensure a fair, accountable, and realistic budget.

The capital plans and forecasts tabled maintain the Board's practice of presenting sustainable and sufficient funding plans to ensure replacement resources for assets and upgrades for key operational tools such as vehicles, computers, weaponry and radios.

The Service continues to identify efficiency and effectiveness service delivery cost offsets through the use of Community Safety Personnel, technology, and innovative service delivery methods which are further described.

Vision, Mission and Values

Guided and supported by our Vision, Mission and Values, we take pride in the quality service provided to our City.

Vision

Our Shared Commitment is founded in our proud traditions to provide exemplary service. As inclusive leaders we ensure community safety and wellbeing through collaborative partnerships, innovation and community engagement.

Mission

Invested in Our Shared Commitment, our members are ambassadors for a team-based approach to safety, security and wellness as champions for effective and efficient risk-focused policing.

Values

Proudly, we pursue our vision while living our "RICH" values:

Respect = Our actions demonstrate our mutual respect for the community and each other.

Inclusivity = We value the unique qualities of our members and communities by promoting an inclusive environment guided by fairness, respect, equity and dignity.

Courage = We are committed to serving with distinction and pride for justice.

Honesty = We are professional, open, fair and accountable ethically performing our duties with integrity and trust.

These very commitments guide business practices and our commitment to Greater Sudbury to ensure the safety and wellbeing of citizens and businesses alike.

Business Plan Initiatives

Driven by our Vision specifically to ensure public safety through collaborative partnerships, innovation, and community engagement, members of Greater Sudbury Police Service strive for service excellence and responsiveness in addressing growing demands on our services as a result of shifting crime trends and increasingly complex and sophisticated investigations, which have created workload pressures and associated risks.

Collectively, the Board, Chief of Police, and members of the Greater Sudbury Police Service are committed to ensuring the safety and wellbeing of our community. In doing so, we encourage creativity, innovation, and new ways of working to address our City's current and future needs. We are dedicated to protecting the lives and property of

citizens, preventing and reducing crime, and enhancing community safety and wellbeing. These services are provided in accordance with the *Police Services Act*.

Responding to calls for service in a timely manner is a top priority while ensuring call cues are managed proactively ensuring the right response by the right service at the right time. We cannot ignore the fact that police are the only 7/24/365 hour service available and available at the push of a button. With changing demographics we are seeing an increase in seniors, visible minorities, and population shifts due to tourism, shopping, and post-secondary schooling throughout any given year. As well, incidents related to mental health, homelessness, addictions, and suicides are on the rise and police must be available to respond at any time of the day or night, a responsibility taken with great obligation in terms of public service.

Sudbury Police takes pride in the community partnerships that have been forged in developing targeted programs and services to better address the unique needs in these situations.

The Draft Budgets presented consider the priorities identified in the Business Plan which serves to drive our activities and is structured to respond to the priorities and key themes:

Mobilizing and Engaging Our Community

- ✓ Our Shared Commitment encompasses prevention and intervention as a shared responsibility with our community through partnerships, team-based approaches and initiatives that support this direction. We increase our capacity to provide and promote timely assistance to those who require additional community supports.

Community Safety and Law Enforcement

- ✓ Our dedication to proactive policing forms the framework by which community safety and law enforcement strategies are developed and implemented. We deter criminal activity through police presence and by engaging the public in crime prevention. Effective communication techniques combined with advanced public education methods heighten community awareness. The increased community collaboration and engagement enhances our capability for sustainability while our core policing services of law enforcement, public order maintenance and emergency response can be focused.

Service Excellence

- ✓ Service excellence is the foundation of our commitment to exemplary policing services and our steadfast support of safe and healthy communities. This dual focus on service excellence is addressed through best practices, accountability, ongoing community engagement and public education. We are a dedicated learning organization committed to building trust and maintaining strong community bonds and consensus.

Our Members

- ✓ Our policing team includes officers of all ranks, court security personnel, administrative staff, community safety personnel, civilian members and volunteers. To maximize the effectiveness of our team, we commit to many activities for improved performance.

The activities in support of these areas are intended to manage or reduce crime, grow community partnerships and respond to member needs proactively. The management review of the organization through KPMG also stemmed from a commitment to service excellence in the Business Plan, the results of which were unveiled in September 2016.

In 2015, the Board earmarked \$125,000 to conduct a review of the Service by a third party. During 2016, KPMG was engaged by the GSPS to conduct an objective evaluation of the Police Service in terms of organizational effectiveness and efficiency and to make recommendations to improve overall service performance to build capacity to achieve future innovation.

Specific project objectives were to

- Understand whether the GSPS is meeting the needs of citizens and clients as efficiently and effectively as possible and identify ways to enhance the efficiency and effectiveness of the GSPS;
- Identify whether there are any changes to the organizational structure the GSPS should consider and whether there are opportunities to improve decision making processes at the command level;
- Recommend mechanisms of continuous improvement that can improve the efficiency and effectiveness of Regional service delivery on an ongoing basis.

The review was guided by three project drivers:

- The costs of community safety are escalating and budgets decreasing; as a result, it is ever more imperative that value for money and the effective and efficient use of resources is demonstrated to citizens;
- GSPS is seeking opportunities to drive sustainable innovation and resource optimization around its patrol divisions, Investigative Services, and Intelligence Services;
- The current calls for service queue presents challenges for the Service; the GSPS is seeking to better understand the impact of demand along the entirety of its call for service process so that it may better leverage alternative response methods including partnership-working, to enable uniform police resources to focus on high-priority 911 Emergency calls and enhance service to citizens.

The KPMG review was comprehensive and encompassed extensive and detailed analysis of calls for service, case load management, financial reviews, interviews and focus group consultations. The KPMG assessment reported that *“Overall, the organization was found to be fiscally accountable, community responsive and engaged, innovative and committed to alternative response solutions and receptive to suggestions for change.”*

The Final Report reflected thirty three recommendations in six strategic areas with actions to be initiated starting in 2017:

- Strategy
 - ✓ Strengthen strategy and vision
- Governance and Structure
 - ✓ Develop leadership decision-making and oversight
- Intelligence-led Demand Management
 - ✓ Focus on services, functions & processes
- Flexible Resource Deployment
 - ✓ Enhance current approach to deployment
- Performance Management
 - ✓ Systematically utilize data
- Technology and Innovation

The Service is fully committed to undertake a comprehensive deployment review which is expected to culminate in the realignment of some resources and a new approach to staffing to achieve efficiencies, not necessarily economies, to be more responsive with the right resources at the right time.

The effectiveness of our service will be augmented by anticipating and responding to threats to community safety and wellbeing. Adherence to this collaborative operationalized risk-focused approach directs our efforts in ensuring effective crime prevention strategies including police presence and timely intervention in situations of elevated risk. Quality and comprehensive investigations and investigative processes are followed by effective enforcement procedures and continued use of collaborative and multi-dimensional community partnerships. Continued examination of our business practices through an objective lens will be a priority in responding to the recommendations.

Our Community at a Glance

With a service area of over 3,267 square kilometers with 330 inland lakes, Greater Sudbury is the largest municipality in Ontario to police. This land mass is greater than several major cities combined such as Toronto, Montreal, Calgary, Edmonton, and Vancouver.

The geography is also largely rural which creates the need for a service delivery model that is tailored to urban and rural needs which are also supported by specialized equipment often resulting in increased vehicle costs due to travel distances. Staffed with sworn police officers, professional support staff, auxiliary, and volunteers, Greater Sudbury Police Service is committed to a model of proactive citizen centred service. The demands for these services and our police response are driven by the needs and expectations of our community.

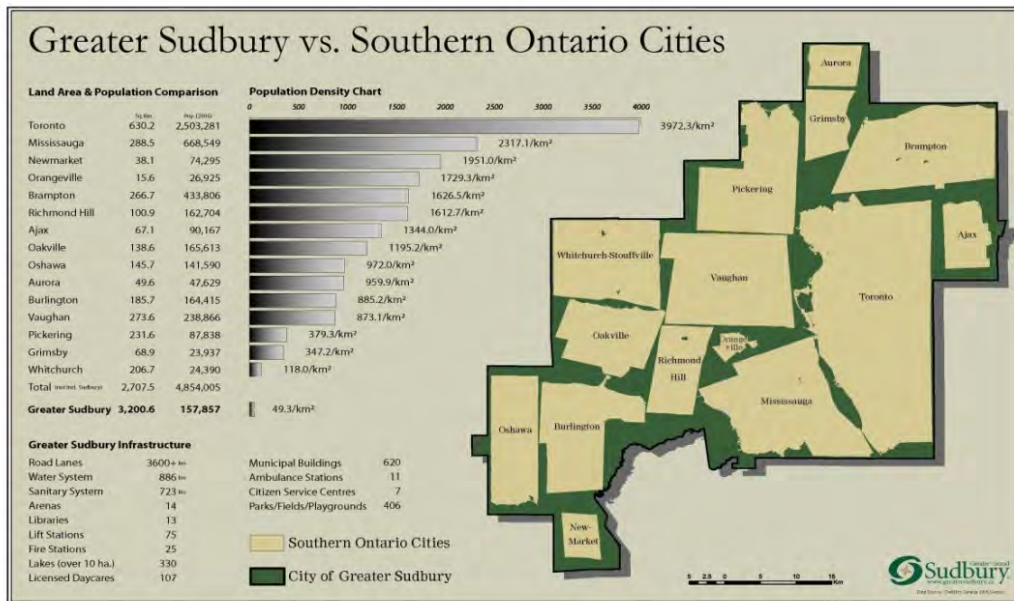
The City of Greater Sudbury functions as a regional shopping destination servicing a catchment area extending across Northeastern Ontario. This in turn draws many from neighboring northern cities to our area on weekends and during the summer months. Population fluctuations are also observed through our post-secondary student population which attracts more calls for service throughout the academic school year.

Sudbury is a bilingual city with a large francophone population and visible minorities representing approximately 2.7% of the City’s population. Sudbury also enjoys cultural diversity.

The investment that City Council has made in policing over the past several years continues to yield positive results and benefits for citizens, businesses, and visitors which contributes to Sudbury as a destination of choice for tourism and places to live.

Table 2 below shows Sudbury’s land mass with a number of Ontario cities mapped directly inside our borders. This again shows the magnitude of its size against comparative jurisdictions.

Table 2



Complexity of Police Work

Over many years, policing has evolved into a sophisticated, resource intensive, and extremely complex profession operating in a constantly changing environment. Trends in terms of aging populations, growing communities, changing demographics, and demands for service all contribute to a dynamic evolving environment. Additionally, court requirements associated with case preparation and providing witness testimony are demanding and growing.

Police services must contend with the ever-present threat of terrorism. The reality of the violation of Canada's security was evidenced by attacks in both Ottawa and Montreal in 2014. Devastating realities have been witnessed in recent years in many US cities resulting in multiple casualties, citizen deaths, and more recently police officer deaths stemming from such violence.

Policing also must react to the transference of program responsibilities and/or service downloading. In the last year, we have seen our obligations around Weekend and Statutory Holiday Court dramatically increased with Sudbury now responsible for hosting all weekend court. In 2017, we expect evening court will now be held which has a direct impact on court security staffing levels. While this assists in moving perpetrators through the judicial system more quickly, there is the added cost associated with providing security during these times all of which must be contemplated

Requirements for the production of records under Freedom of Information are dramatically increasing. Many such requests involve careful scrutiny and extensive redaction of information.

The sophistication of statement analysis, cybercrime analytics, and guns and gang activity monitoring cannot be underestimated and all have associated costs to ensure service standards are adhered.

It is important to understand that policing is but one part of a large and intricate justice system. The increasing complexity of policing has resulted in pressures on workload for frontline officers. This occurs because the investigative, administrative, and court time required for the majority of incidents has increased significantly. Trends show that calls for service and specific criminal investigations are demanding more time to complete from initial investigation to final resolution of the matter in Court.

Legislative Impacts

Police Services are faced with case law decisions, legislative and regulatory requirements that require compliance often in very short timeframes. The most recent are changes associated with AODA, Bill 168, Bill 132, and the recent Jordan decision on crown brief case disclosure. Each and every day, such legal guidance sets precedent in police practice which is entirely outside the sphere of influence of police.

Other factors influencing the scale of police resources required to meet demands for service are new legislative and regulatory obligations including new requirements to obtain warrants and guidelines around intelligence gathering tools such as regulated interactions under the new *Ontario Regulation 58/16 Collection of Identifying Information in Certain Circumstances – Prohibition and Duties*. The costs and skills needed to support new investigative technologies, equipment, and the profile of the police member required to perform these functions is expanding significantly.

With the WSIB amending legislation on April 6, 2016 wherein the Ontario Government amended the Workplace Safety and Insurance Act (WSIA) with the passage of Bill 163 titled Supporting Ontario's First Responders Act (Post Traumatic Stress Disorder), 2016 additional costs are anticipated. This now will ensure that if a first responder or other designated worker covered by the legislation, which police officers and communicators clearly are, is diagnosed with Posttraumatic Stress Disorder (PTSD) by a psychiatrist or psychologist and makes a claim for benefits, the WSIB must presume the condition is work-related, unless the contrary is shown. In 2017 alone this has contributed to a 91% increase in contribution, or just over \$300,000. These impacts only stand to increase in future years, based on experience rating that is expected.

Crime Statistics

There has been much media attention on crime statistics on a national level. Reports continue to reveal that crime trends are down across Canada but calls for police service are increasing. This too is getting much attention and scrutiny in terms of police spending trends and there are many views on this emerging.

Despite the volume of Criminal Code offences reported to the Greater Sudbury Police declining which is mirroring the national trend, the Service continues to face an increasingly sophisticated investigative and complex environment, as well as growing service demands. Planned and unplanned events tax our organization with at times, very unpredictable events reported. This can be very challenging to balance a continuously dynamic environment characterized by all these needs within a defined budget envelope. Having stable financing and resources to police, our City makes possible the effective management of police operations and service needs and most essentially ensuring community safety and wellbeing.

The Canadian Centre for Justice Statistics also referred to as Stats Canada, gathers crime statistics from police agencies across Canada. Uniform Crime Reporting (UCR) measures the types and amount of crime in Canada. Annually, Greater Sudbury Police Service participates in the UCR Survey and contributes to the national crime report which details statistical crime patterns and trends in Canada.

Both property, drug, and violent offences were down in the last year, however the value of money and drugs seized was up. As Sudbury continues to evolve so too does the type and magnitude of crime occurring. Society's digital landscape has changed significantly in terms of technical complexity, sophistication, and expansion of cybercrime. Internet crimes such as frauds, identity theft, snooping, hacking, and bullying not known to policing just a few years ago are the fastest growing crime type. A huge increase in child pornography offences is emerging and continues to grow. These are lengthy and extremely involved investigations requiring specialized training and skills development.

Frauds and thefts are up which are often linked to economic factors. With layoffs and business shortfalls, employers start scrutinizing costs while looking internally to detect fraud.

Targeting impaired drivers continues to be a priority for the Service. Through Standard Field Sobriety Testing and Drug Recognition Testing, impaired drivers can be evaluated at the roadside quickly and efficiently. Increasing proactive patrol time results in increases in the numbers of roadside suspensions and impaired drivers. While RIDE funding has remained static in the past several years, police wages have been increasing. This results in police services having to fund the additional investment from police operating budgets to operate RIDE.

Addressing Crime and Disorder

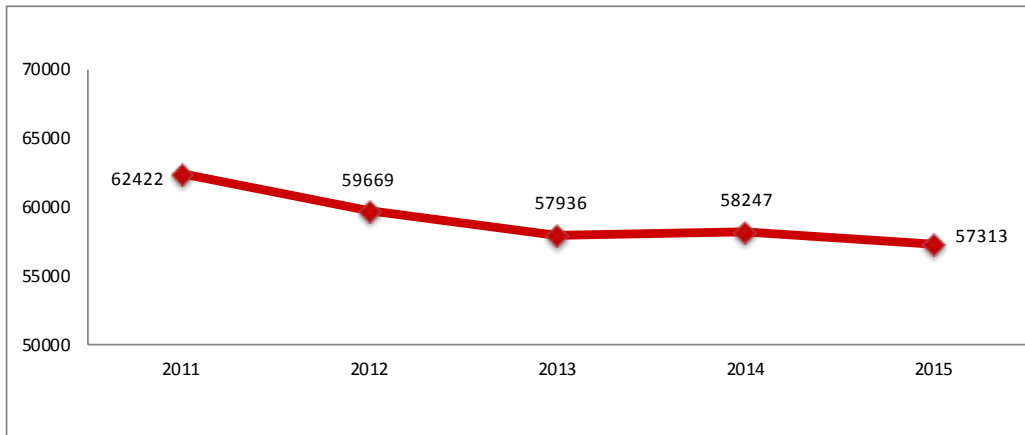
GSPS addresses crime and disorder through prevention, intervention, and suppression. Prevention is achieved through measures and activities designed to modify or eliminate factors leading to crime and disorder. Intervention initiates steps that break the chain of the causes of criminal behaviours. Through efforts of suppression, acts of crime and disorder are arrested, subdued, or mitigated while at the same time holding offenders accountable.

As technology and society evolves, so too do the crimes that emerge and criminals who live in Cities. GSPS continually monitors and evaluates crime trends adapting operational and enforcement strategies to detect crime and ensure the apprehension of criminals. Crimes on the rise include cybercrime and identity theft, fraud, child sexual exploitation, drug and organized crime related activities, human trafficking, and distracted and impaired driving. Mutli-jurisdiction offenders and threat of terrorism are also crime elements being tracked in order to ensure appropriate responses.

Calls for Service

While a general decline in crime which is consistent with a downward trend across Canada is noted, calls for service are also slightly down year to date over 2015 by 1.2%. The five year trend depicting calls for service shows relative stability with a downward trend as shown in Table 3.

Table 3



Many factors contribute to crime statistics in terms of citizen reporting, enforcement driven crime results, social and economic factors, and age demographics. Offences are scored in accordance with the Uniform Crime Reporting (UCR) rules which capture the most serious violation within a particular incident.

A five-year trend analysis shows that 20% of calls are offence related while 80% of calls are non-offence related which is again consistent with call based crime results across Canada. Crime Prevention Strategies are yielding a positive impact on criminal activity which correlates directly to calls for service. The Hospital Mobile Crisis Teams which has expanded its mandate in terms of its response to mental health related calls is having a positive impact on call volume. The approach to managing mental health calls was specifically observed by KPMG as an efficient and effective call response solution.

A large percentage of calls for police assistance do not in fact involve crimes per se, at least at the onset of the initial call. These often are in response to incidents involving individuals with mental health and addiction challenges, missing persons, or runaways where there may be a more appropriate responder. At the same time, there is a growing need to ensure police presence at large gatherings, protests, and strikes to ensure public order is maintained. In most of these cases, police personnel are the first responders.

Organizational Structure

In response to crime trends and identified community needs, the Service must always be poised to shift and re-deploy resources to detect, investigate and prevent crimes of emerging priority. GSPS is currently structured under the Office of Chief of Police with six business units:

- 1. Patrol Operations** – provides patrol response to calls for service and community mobilization.
- 2. Criminal Investigation Division** – provides specialized investigative services and support including crime analytics, Cybercrime, Forensics, Drugs, Intelligence, and Break Enter and Robbery
- 3. Administrative Support** – providing Communications Dispatch Services, Court Services, and Property Management.
- 4. Operational Support** – provides Emergency Management, Tactical, Alternative Response services, Traffic Management, and Volunteer Coordination
- 5. Executive Services** – providing Business Planning support, corporate communications, audit, research, planning, diversity, and professional standards.
- 6. Corporate Services** – providing core services including records and information management, professional development and training, payroll, benefits, wellness, labour relations processes, fleet, facilities, human resources, financial services, and technology management.

Notwithstanding the current business operating structure, in 2017, a comprehensive review of all divisions will be undertaken in order to ensure the most appropriate deployment of personnel, resources and span of control. Consideration will be given to best practices and average staffing ratios.

Police Service Staffing

Police budgeting for staffing in today’s environment is challenging. Often when setting budgets, service comparisons are made on costs and population per police member data.

While the determination of appropriate staffing levels for a police service cannot be based solely on population, it does allow for a relative comparison with police services operating in similar environments. Recent data published by Statistics Canada shows that Greater Sudbury levels within the range of the other larger urban centres in Canada which are often sources of comparison.

The following table presents data for comparator police services,

Table 4 - Population per Police Member

Service	2013	Actual Strength 2014			Population per Police Member
		Police Officers	Other Personnel	Total Police Members	
Montreal	1,959,987	4623	1321	5944	330
Toronto	2,771,770	5342	2689	8031	345
Winnipeg	699,346	1474	467	1941	360
Vancouver	642,051	1383	395	1778	361
Edmonton	901,399	1655	697	2352	383
Sudbury	160,274	264	111	375	427
Calgary	1,229,619	2090	714	2804	439
Hamilton	545,585	828	348	1176	464
Peel	1,324,427	1922	866	2788	475
Waterloo	534,762	764	322	1086	492
Ottawa	934,300	1301	551	1852	504
Durham	645,043	863	386	1249	516
York	1,105,811	1510	568	2078	532

Source: CANSIM Table 254-0004 Police personnel and selected crime statistics, municipal police services
Statistics Canada

The next table presents similar information however based on sworn members only.

Table 5 - Population per Sworn Police Member

Service	2013	Police Officers	Population per Sworn Police Member
Montreal	1,959,987	4623	424
Vancouver	642,051	1383	464
Winnipeg	699,346	1474	474
Toronto	2,771,770	5342	518
Edmonton	901,399	1655	545
Calgary	1,229,619	2090	588
Sudbury	160,274	264	607
Hamilton	545,585	828	658
Peel	1,324,427	1922	689
Waterloo	534,762	764	699
Ottawa	934,300	1301	718
York	1,105,811	1510	732
Durham	645,043	863	747

Source: CANSIM Table 254-0004 Police personnel and selected crime statistics, municipal police services
Statistics Canada

As can be noted, Sudbury ranks in the midrange for population comparators which is also consistent with the KPMG finding in as much as staffing numbers seem to be in the right range, however may need to be realigned, a process which will be undertaken this year. There is a need for improved data analytics for workload monitoring and measurement; as such staff is identified in 2017 to be recruited for this function specifically. Additionally, continued pressures on court staffing demands will necessitate additional court staffing in 2018 to meet the requirements for weekend and evening video remand hearings.

Over and above statistical measures, staffing requirements must also take into account the operational readiness of the police service to deal with crime and disorder that can emerge at any time. The Service is proud of its capacity to respond to critical calls for service requiring immediate intervention and to avoid harm or risk to the community.

For example, this past summer at 0700 hours in the morning, a citizen was shot point blank at his residence following a home invasion. This resulted in two armed suspects at large in the City. The Service reacted quickly and was well-positioned to mobilize its tactical team, uniform patrol officers, and members from other units. As well, members on holidays made themselves available to assist in the search for the assailants. By late afternoon, two persons were in custody. This is but one example of the need to ensure that GSPS has the resources to deal with crimes related to guns and gangs and others such as Internet and cyber based crimes and projects involving other jurisdictions that potentially place the community at significant risk. More and more Sudbury is seeing

migration of criminal activity up the highway 69 corridor where this major highway meets the Trans-Canada highway 17 route. This is but one of the many successes during the 2016 year.

2016 Key Accomplishments

While not an exhaustive list, the Service is proud of its accomplishments realized throughout 2016:

- Full deployment of eight Community Safety Personnel
- Establishment of a Police Community Response Centre
- Rollout of Carbine Rifle Program to improve capacity at the front line for response to active shooter situations
- Implementation of I-mobile technology for patrol use
- Expanded use of hand held technology to the Tactical Team for improved communications
- 2nd year Intercultural Ride-along Program saw a number of new students in Sudbury paired with a police officer to ensure exposure to law enforcement and positive relationships
- Pilot testing in-car cameras and Automatic Vehicle License Plate reader for improved enforcement
- Launch of ROADWATCH © for improving driver behaviours
- Hired high school students during the summer under the Youth in Policing Initiative Program (YIPI), a program offered in partnership with the Ontario Ministry of Children and Youth Services. The program coupled with our post-secondary student employment program provides an opportunity for youth interested in a policing career to gain work-related knowledge, skills, and experience in a police setting.
- Continued evolution of internal member wellness programs and supports
- Focused on improving road safety through targeted enforcement and the implementation of various traffic safety campaigns such as R.I.D.E, Distracted Driving Enforcement, School Bus Safety Programs
- Creation and Training of our PEER SUPPORT TEAM
- Relocation of Copper Cliff Storefront to McLelland Arena for improved volunteer and customer service.

Efficiency Initiatives and Targets

The Service has a longstanding commitment to efficiency and effectiveness throughout our organization. Budget containment, reduction, and cost avoidance targets are established regularly and monitored. For example, the CSPs now fully engaged, resulted in salary avoidance costs associated with six police constables in the amount of close to \$330,000 annually. The CSPS also netted an efficiency gain with the redeployment of six officers to frontline police duties that previously had been occupied with non-frontline

support role activities. The introduction of Platoon Support Officers has enabled call diversion and improved capacity at the frontline patrol function.

Overtime costs have been continued through rigorous monitoring of extended shift and court attendance requirements. These are noted in overtime costs not having increased beyond contract allowances for several years now.

Other efficiency measures that have and continue to influence spending can be summarized as follows:

- Collision Reporting Centre
- Mobile Crisis Team
- Rapid Mobilization Table interventions
- OSL payroll management
- Violence Threat Risk Assessment for early identification of potential school violence
- Community Drug Strategy
- NOAH's Space
- VIPP (Violence Intervention & Prevention Program)
- Community Action Networks throughout the City serve to inform police activities and response to situations in a timely and effective manner
- SAVS (Sudbury & Area Victim Services) as a partner to provide support and interventions to victims of crime and sexual assault
- Establishment of a Bear Management Strategy
- Active involvement in the Community Drug Strategy
- Enhanced public 'just in time' communications through extensive use of Social Media
- Distinct Communicator Training Program
- Working with City Departments for administrative services including:
 - ✓ Pension and Benefits administration
 - ✓ Purchasing
 - ✓ Legal Services
 - ✓ Budgets
 - ✓ Facilities Maintenance
- Targeting drugs and organized crime through enhanced partnerships
- Reducing incidents of violent crime through increased analytics, prevention, and intervention techniques
- Elimination of Sick Leave Gratuity System in favor of an Income Protection Plan
- Notifications of Community Crime (NOCC) providing proactive education and information dissemination
- Rollout of crime maps on website
- Heightening enforcement of prolific offender strategies through risk focused and strategic analysis
- Tracking incidents of enforced related Bail and Probation Orders
- Civilianization of numerous roles and functions:

- ✓ Communicators
- ✓ Evidence Management Technician
- ✓ Fingerprinting
- ✓ Records Management
- ✓ Planning and Research
- ✓ Human Resources
- ✓ Information Technology
- ✓ Youth Referral Program
- ✓ Firearms Armourer
- ✓ Victim Services

2017 Commitments

- Facilities Improvement Plan for police operations, customer service, and public parking
- Establishment of a Quality Improvement Team to action KPMG Recommendations
- Enhance use of data analytics to inform operations and expand capacity for improved decision-making around resource and deployment allocations
 - Identify and implement performance benchmarks and workload goals for all divisions
- Systemize information sharing practices between and among working units within the Service
- Undertake abstraction analysis used to determine staffing levels and assignments in various divisions
- Redefine low impact decision-making processes
- Build upon call assessment/triage processes by embedding a more risk-based approach to call evaluation, prioritization, and dispatch
- Digital Document and Evidence Management Storage solution
- Levering technology for business improvements in the area of mobile technology for field users and other automated solutions to improve business practices
- Launch of Phase 2 Arrive Alive for improved officer safety on our roadways
- Review existing information technology and information management assets to identify investment requirements for future efficiency gains
- Continued enhancement and expansion of community partner relationships
- Full evolution of Sudbury's 'Looking Ahead to Build the Spirit of our Women' learning to live free from violence project led by GSPS and N'Swakamok
- Network Operations Centre monitoring for improved response to police, fire, and transit radio issues.
- Crime Prevention Through Environmental Design to neighborhoods for improved safety planning
- Address community traffic and road safety concerns
- Securing the safety of citizens through strategic focus on keeping our roads safe

- Developing workplace wellness strategies to enhance working conditions and foster a healthy and productive environment
- Establish a comprehensive mental health prevention program geared specifically to address Post Traumatic Stress Disorder
- Implementing leadership development training and accomplishment recognition to encourage career advancement in accordance with the Board’s Succession Planning Policy
- Ensure capacity to address emerging crimes in the areas of human trafficking and identity theft
- Continue to develop systems and processes in support of internal promotions, lateral transfers, tenure, and job selection
- Examine and develop an implementation plan for the use of hand held technology deployed to field officers
- Ensure sufficient court security staffing to meet expanded WASH Court hours into evening service levels
- Training and use of new fully automated performance management system
- Pursue government funding grant applications to improve service delivery capacity

Budget Increase Comparisons

While comparing police spending and budgets across the sector is not an exact science, an examination of increases in response to service demands and professional challenges is a relatively similar predictor. In fact, what is in and out of police budgets varies significantly and as such, cost per household comparators is difficult to validate.

In reviewing such increases, it can be noted that all police jurisdictions realized similar budget increases as is depicted in Table 6 showing the years 2009 to 2015.

In 2016, Sudbury fell below these provincial averages with an increase of 1.9% which was below not only the comparator services but also the City’s overall budget which saw a 3.9% tax increase. Had Sudbury kept pace with comparators and the city budget increase, just over \$1,000,000 would have been secured for base operations last year alone.

Table 6

YEAR	2016	2015	2014	2013	2012	2011	2010	2009
Sudbury Increase	1.9	2.6	2.6	3.5	3.4	5.8	3.2	4.6
Average Increase*	2.6	3.2	2.8	3.6	3.9	5.7	4.4	4.8

* Windsor, Toronto, Niagara, Sudbury, London, Sarnia, Guelph, Peel, Halton, Kingston, Barrie, York, Ottawa, Waterloo, Durham, Hamilton, South Simcoe, Peterborough

Planning Ahead - A Three Year Financial Plan

A strong financial framework is critical to the success of policing in Sudbury. The sheer nature of the business means that planned and unforeseen issues emerge each year. As such, budgets are carefully planned to be able to respond proactively and just-in-time to critical and emergent situations.

In contemplation of the Facilities Improvement Plan and to mitigate the impact of project costs, a three-year phase in plan for construction and renovations to headquarters and the Lionel E. Lalonde Centre was proposed and endorsed by the Police Services Board on October 12, 2016. At that time, the Board also directed that operating budgets be developed for 2017, 2018, and 2019 to mitigate the impact of these project costs on the taxpayer.

To this end, staff have established a three-year operating budget that reflects the financing for the project and ensures operational needs are met and aligned with our Business Plan which is a clear agenda for change that is structured to modernize our organization to best serve our community. This plan was built with public input and endorsed by the Police Services Board. Since its adoption, we continue to receive positive feedback from the community and resoundingly hear that people want to see more police and to have greater access to a police agency that is committed to efficient and effective service.

No matter where people live, be it in Toronto, Kenora, Timmins, Cornwall or Coniston, they expect the same levels of service from their police service. Public safety costs are very similar across the province as are education and health costs. While many services are covered via provincial funding, municipal dollars carry the majority of policing costs. As has been noted in the percent of the levy charts, there is variation between services depending on the municipality served, yet the expectations on service delivery outcomes remains the same. We are proud of the return on investment made in this essential community public safety service.

This is a departure from the usual approach to budgeting in that historically budgets are set for only one-year intervals on an annual basis. In recent years through the Business Plan, a number of long term plans are identified and initiated. Given that the Service typically establishes business Plans on a three-year cycle, adopting this type of budget approach makes good business sense in order to ensure that long term strategic priorities can be achieved.

The exercise has proven to be effective in aligning capital projects and priorities within a financial framework that is systematic and pragmatic in its approach it identifying the financial realities of running the business in the long term. The budget has been prepared for 2017 to include all known priorities for the fiscal year and is recommended for approval. The 2018 and 2019 forecasts that have been built based on a number of known facts and assumptions are submitted to the Board for consideration and acceptance. These preliminary forecasts do not take away the Board's responsibility for setting and

confirming the annual budget in these years. The forecasts have been developed to ensure adjustments can be made should unanticipated challenges or requirements arise. This budget does however set a firm foundation for future year spending requirements in consideration of anticipated needs and emerging priorities.

Table 7 2017 to 2019 Draft Operating Budget Summary

Key Area	2016 Budget	2017 Budget	% change	2018 Budget	% change	2019 Budget	% change
Gross Operating Budget	\$ 58,282,637.52	\$ 60,429,578.25	3.7%	\$ 62,497,254.60	3.4%	\$ 64,372,141.91	3.0%
Recoveries/Revenues	\$ (4,732,918.71)	\$ (4,988,574.23)	-5.4%	\$ (5,318,291.14)	6.6%	\$ (5,438,583.05)	2.3%
Net Operating Budget	\$ 53,549,718.81	\$ 55,441,004.02	3.5%	\$ 57,178,963.46	3.1%	\$ 58,933,558.86	3.1%
Facilities Improvement Plan <i>Loan Repayment</i>	\$ -	\$ 163,200.00		\$ 597,348.00		\$ 889,884.00	
Overall Budget	\$ 53,549,718.81	\$ 55,604,204.02	3.8%	\$ 57,776,311.46	3.9%	\$ 59,823,442.86	3.5%

The 2017 to 2019 draft budget has been submitted with an average three-year operating increase of 3.2% with an additional average 0.46% to support financing the debt associated with the facilities improvement plan as authorized by the Board.

Specifically, 2017 sees an operating increase of 3.5% plus 0.3% for facilities which translates into a total budget increase for 2017 of 3.8%. Similarly, 2018 will see an operating budget increase of 3.1% with an additional 0.7% associated with the facilities improvement plan for a 3.9% net change and 2019 with a 3.1% and 0.4% associated facility improvement financing costs for total increase of 3.5%

EXPLANATORY NOTES

Table 8 Three-Year Budget

Expenditures/Revenues	2016 Prior Budget	2017 Final Budget	% Budget Change from 2016	2018 Projected Budget	% Budget Change from 2017	2019 Projected Budget	% Budget Change from 2018
Salaries & Benefits	\$ 49,143,612	\$ 50,983,800	3.7%	\$ 52,762,078	3.5%	\$ 54,349,245	3.0%
Materials & Operating Expenses	\$ 3,462,610	\$ 3,636,551	5.0%	\$ 3,793,617	4.3%	\$ 3,930,749	3.6%
Energy Costs	\$ 456,910	\$ 452,439	-1.0%	\$ 463,857	2.5%	\$ 475,683	2.5%
Rent and Financial Expenses	\$ 50,930	\$ 66,962	31.5%	\$ 68,954	3.0%	\$ 71,079	3.1%
Purchased/Contract Services	\$ 579,832	\$ 590,779	1.9%	\$ 626,945	6.1%	\$ 663,734	5.9%
Debt Repayment	\$ 186,204	\$ 186,204	0.0%	\$ 186,204	0.0%	\$ 186,204	0.0%
Professional Development & Training	\$ 369,971	\$ 399,236	7.9%	\$ 396,380	-0.7%	\$ 408,568	3.1%
Grants - Transfer Payments	\$ -	\$ -		\$ -		\$ -	
Contr to Reserves/Capital	\$ 2,780,142	\$ 2,831,297	1.8%	\$ 2,883,475	1.8%	\$ 2,936,697	1.8%
Internal Recoveries	\$ 1,252,427	\$ 1,282,309	2.4%	\$ 1,315,745	2.6%	\$ 1,350,184	2.6%
Total Expenditures	\$ 58,282,638	\$ 60,429,578	3.7%	\$ 62,497,255	3.4%	\$ 64,372,142	3.0%
Provincial Grants & Subsidies	\$ (3,643,564)	\$ (3,659,970)	-0.5%	\$ (3,926,246)	7.3%	\$ (3,926,246)	0.0%
Federal Grants & Subsidies	\$ (13,492)	\$ (97,273)		\$ (27,456)	-71.8%	\$ (13,492)	-50.9%
User Fees	\$ (754,257)	\$ (759,726)	-0.7%	\$ (792,984)	4.4%	\$ (827,239)	4.3%
Contr from Reserve and Capital	\$ (301,204)	\$ (451,204)	-49.8%	\$ (551,204)	22.2%	\$ (651,204)	18.1%
Other Revenues	\$ (20,402)	\$ (20,402)	0.0%	\$ (20,402)	0.0%	\$ (20,402)	0.0%
Total Revenue	\$ (4,732,919)	\$ (4,988,574)	-5.4%	\$ (5,318,291)	6.6%	\$ (5,438,583)	2.3%
Net Budget (without Building Renovations)	\$ 53,549,719	\$ 55,441,004	3.5%	\$ 57,178,963	3.1%	\$ 58,933,559	3.1%
Net Budget (Assuming Renos reflected in one year.)	\$ 53,549,719	\$ 55,604,204	3.8%	\$ 57,776,311	3.9%	\$ 59,823,443	3.5%

Compensation Costs (Salary and Benefits)

Staffing costs represent just under 90% of the entire overall budget. Many of the factors that impact on staff costs are contractually determined through the collectively bargained economic increases, progression through grids/reclassification processes, responsibility pay increments, and provisions for active and retiree benefits. Of the 3.5% base budget, operating increase of 3.4% is directly attributed to compensation obligations.

At this time, the Service is in a strong position of stability with wages and other compensation entitlements set until December 31, 2019 which gives a clear direction and understanding to staff and benefit costs. The Service has a mix of 264 sworn and 119 civilians which includes eight Community Safety Personnel, volunteers, and auxiliary members. The 2017 budget specifies an increase in the staffing complement with the addition of three civilian positions – research clerk, business analyst, and youth/diversity coordinator. The first two positions are as a result of the KPMG recommendations around improving capacity for business analytics and the youth diversity coordinator is as a result of the loss in PAVIS funding. The position has been in existence for a number of years however with the loss of PAVIS funding, must now be funded.

Further, as a result of increased demands on court security and prisoner transportation associated with weekend and statutory holiday and now evening video remand hearings, additional court security personnel are identified in 2018.

Overtime costs continue to be well-managed through monitoring and solid controls on use such as required authorizations and categorizing entitlements. Detailed reporting is required on overtime anomalies and is carefully monitored by Command personnel. The 12-hour shift schedule has also aided in curbing overtime most notably in the Patrol Division.

Balance of Operating Budget

The balance of the operating budget is allocated to support direct operations such as vehicles, specialized equipment, training, information technology licenses, maintenance contracts, fleet maintenance, clothing, facilities, and communications costs. These cost centres face inflationary pressures as does any business. For several years, the Board agreed to holding these line costs at zero, however, this is not a financial risk that can continue indefinitely. Freezing funding in these important areas is impractical and places the organization at potential risk for overspending or being placed in the position of not being able to secure the necessary equipment and/or uniforms necessary for safe practices. Other costs that are impacted at higher than inflation rates are insurance premiums, natural gas, hydro, and fuel. These are uncontrollable and fixed expenses.

The 2016 budget reflected an assumption around savings to be garnered vacating a storefront office in favor of lower occupancy costs through relocating to a city owned facility. This did not materialize and has been corrected in the 2017 budget.

As well, facility chargebacks from the City have increased by 3% to be more reflective of actual occupancy charges in city-owned facilities. The loan repayments for the facility improvements at headquarters and the Lionel E. Lalonde Centre are also captured in the operating cost centre for facilities. Additionally, program support charges through the City have slightly risen over 2016 in keeping with compensation increases primarily.

On the authority of the Board by way of earlier resolution, 2017 reflects a year one loan repayment of a three-year phased in facilities improvement plan. In each of 2018 and 2019, the amount has been increased to reflect the additional costs that will be incurred as the project unfolds. City Council will be asked to issue debt on this project in the amount of just over \$14,000,000 to be amortized over twenty five years and paid back through the Police Operating budget as a facilities chargeback.

Rental fees associated with use of the Sudbury Revolver Club have increased as a result of agreement renewal. Previous rates have been in effective for a number of years with no improvement.

In recent years, the number of special events hosted by the Service has increased significantly. Examples of these occasions include dedicated weeks of celebration such as Police Week and Crime Prevention Week, member appreciation, citizen and community awards banquet, volunteer recognition, and Youth Advisory Council

activities. These events have grown in size and magnitude requiring additional resources both in materials and staffing to assemble and plan.

In preparing for the Ministry's commitment to improve Police Services Board Training and Professional Development along with the anticipation of two new members in 2017, the budget has been increased by \$2,000 increments in 2017, 2018, and 2019. This is to ensure the necessary resources for conference attendance, governance training, and orientation of new members.

Training and professional development budgets have been increased by 2% only, however, in 2017 an additional \$18,000 is available through the Department of Justice Violence Against Aboriginal Women and Girls Grant. The associated expenses are recorded as a cost and offset by the revenues through the grant which nets the cost centre impact to zero.

Purchased services most notably in the area of legal services have been increased in 2018 and 2019 to be more in line with actual costs associated with defending civil actions which have been on the rise in recent years.

In keeping with its commitment to improved efficiency and effectiveness through the use of technology, 2018 and 2019 will see the implementation of improved field communications through the use of mobile device technology. The increased operating costs associated with this communication are reflected in the associated cost centre. This will ensure officers are provided with redundancy in-field communications and also allow for mobile access to communications when out of a police vehicle and in buildings. A number of units are already supported by hand-held devices which contribute to just-in-time communication, improved customer service, and more efficient capacity for note taking.

The Voice Radio System maintenance account has increased by close to \$90,000 which offsets the costs associated with the Network Operations Centre monitoring which was authorized by City Council in June 2016. This now forms part of the base budget and will increase in future years only by minor adjustments pre-approved. This cost centre also includes internal debt financing repayment for the voice radio system which was initiated in 2012.

Revenue offsets

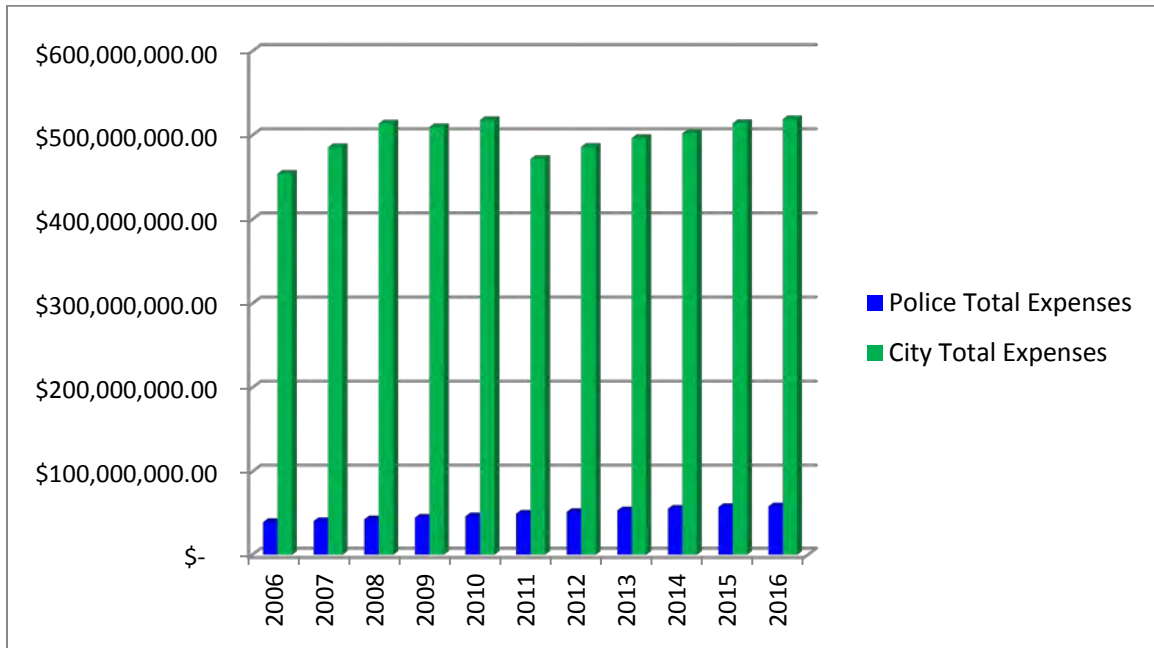
Unlike most municipal departments, police have very little capacity to charge user fees. Any such fees currently in place are subject to increases governed by the User Fee Bylaw which typically increases such fees by 3% annually. The Service also operates an alarm registration and false alarm fee program which garners limited revenues as registration is voluntary.

Table 9 summarizes user fee and grant revenue sources for 2017 only.

Revenues	2017 Budget
False Alarm Fees	(47,457)
False Alarm Registration Fees	(59,678)
Prisoner Transportation Recoveries	(15,000)
Paid Duty Policing Administration Fees	(214,857)
Police Clearance Letters	(240,400)
Police Reports	(63,338)
Contract Administration	(74,440)
Crown Disclosure	(28,138)
Cruiser Rentals	(17,911)
Fingerprints and Photographs	(6,966)
Freedom of Information Fees	(399)
Sale of Used Equipment	(5,000)
Radio Tower Rental	(10,331)
Total Revenue	(783,916)
Grant Funding	2017 Budget
Ministry of Community Safety & Correctional Services (Firearms, RIDE, Cyber Crime, Community Policing Partnerships CPP & Safer Community 1,000 Officer Program)	(1,806,462)
Ministry of Community Safety & Correctional Services (Court Security Prisoner Transportation Program)	(1,597,660)
Secondments (ViCLAS)	(125,865)
Northern Ontario Heritage Fund	(8,122)
Ministry of the Attorney General (Bail Safety)	(110,694)
Ministry of Child and Youth Services (YIPEE)	(19,955)
Department of Justice Canada (Victims Fund Sudbury Sex Trade Strategy; Violence Against Aboriginal Women and Girls)	(97,273)
Total Grant Funding	(3,766,031)

In recent years, percent of gross versus net budget of the City has remained relatively constant as is depicted in Tables 10 and Tables 11 below. The variable that contributes to the difference between gross and net budgets is the capacity of offset spending with revenue sources that can be garnered primarily through user fees.

Table 10 Police % Total of City Gross Budget

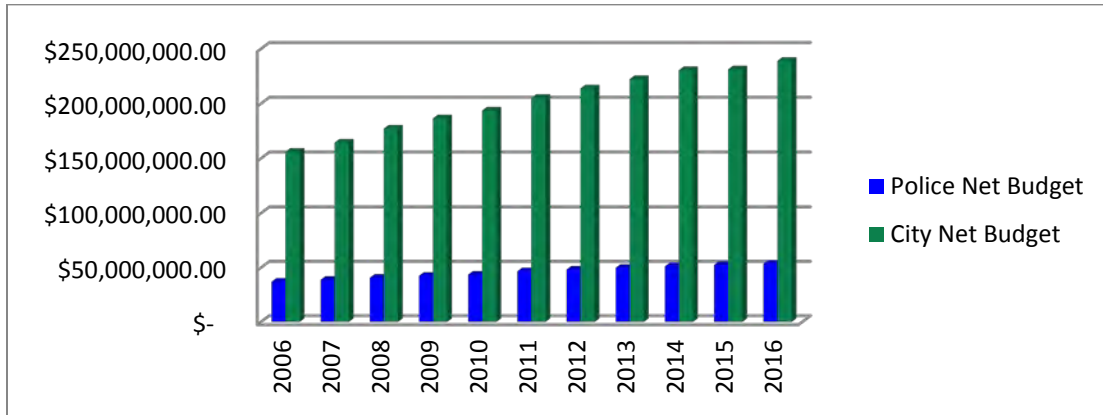


2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
9%	8%	8%	9%	9%	10%	11%	11%	11%	11%	10%

Table 11 Police % City Net Budget

As can be noted, the Service garners budget offsets through various grants at both the provincial and federal levels. Grants have associated offsetting expenditures generally as they are most often used in support of projects. City expenses can also be offset by user fees again, which do not apply to the delivery of police services.

The Service has a number of project funding applications submitted at the present time which if successful, will bring some additional revenues to this year’s budget, recognizing that these will as well have associated expenditures.



2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
24%	24%	23%	23%	22%	23%	23%	22%	22%	23%	22%

Table 12 Municipal Budget Comparisons shown as a percent of the net budgets

By comparison, Sudbury ranks in the lower percentiles against respective municipal net budgets based on available data.

Municipality	2011	2012	2013	2014
York Regional	31%	32%	34%	34%
Halton Regional	35%	37%	38%	38%
Waterloo Regional	34%	35%	35%	37%
Chatham-Kent	20%	21%	19%	21%
Durham Regional	31%	32%	32%	32%
London	21%	21%	21%	21%
Peel Regional	42%	43%	43%	44%
Ottawa	20%	20%	20%	20%
Hamilton	21%	21%	21%	20%
Guelph	20%	20%	19%	19%
Kingston	20%	20%	20%	20%
Greater Sudbury	23%	23%	22%	22%
Niagara Regional	49%	49%	49%	48%
Barrie	27%	28%	27%	27%
Thunder Bay	28%	26%	28%	28%
Toronto	30%	28%	29%	30%
Windsor	29%	30%	31%	30%

Capital Envelope

The capital envelope has been adjusted by 2% in 2017 and a five-year capital plan has been assembled which also provides for a 2% improvement in each year. This plan is fully funded with expenses offset by envelope funds. In 2016 the Board froze the capital envelope at 2015 levels. This was a risk taken for a single year and is not recommended as an ongoing cost savings or budget reduction measure given its impact on capital projects. Ensuring funding for imminent and crucial capital needs to ensure steady and increasing contributions to capital projects is essential in terms of future planning.

Although the largest financial needs are identified and met through the operating budget, attention is also dedicated to the capital needs of the GSPS through the envelope system. The Service aims to ensure that funding is available for assets such as fleet, facilities, specialized equipment, communications infrastructure, and information technology requirements. The multi-year capital envelope forecasts are detailed in Appendix A.

SUMMARY:

The 2017 to 2019 draft operating budgets as tabled for the Board's consideration provide the required resource to deliver quality policing services in Sudbury, respond to the urgent need for facility improvements, and aligns with the commitments authorized through the Business Plan.

The capital forecasts for 2017 to 2021 ensures adequate and turnover of assets and timely replacement of key capital assets in order to maintain capital equipment inventories. These plans also account for strategic investments in information technology solutions that will contribute to overall business efficiencies.

Chief Pedersen will provide a comprehensive budget overview to the Board at its meeting on October 25, 2016.

The Board has been given a date for presentation of 2017 Budget to City Finance and Administration Committee on Tuesday November 15, 2016.

APPENDIX A

CAPITAL PLAN 2017 TO 2021

The Capital Budget has been assembled based on identified needs through various Units within the Service. Capital funding is used for renewal and replacement of major assets such as vehicles, weaponry, radios, IT infrastructure. Capital funds are also earmarked for future strategic initiatives primarily in the area of information technology and facilities.

Capital Purchases and Projects generally fall into six primary categories as follows:

- Equipment – Fleet
- Automation
- Communication
- Police Equipment and Supplies
- Leasehold Improvements and Facility Upgrades
- Security
- Communications Infrastructure

Capital projects are funded in various ways. Through the operating budget, an annual contribution to the reserve fund is committed in accordance with identified priorities. Contributions are also made to the Fleet Vehicle and Equipment Reserve Fund and Capital Financing Reserve Funds for specific projects or items required at a future date.

The Vehicle and Equipment Reserve Fund finances vehicle and associated equipment needs. A comprehensive ten-year replacement plan is maintained annually to ensure the requisite financing is available to cover fleet and equipment replacement costs. Through the operating budget, contributions are also made to the Fleet Vehicle and Equipment Reserve Fund.

The Capital Financing Reserve Fund is used to fund capital projects that require replacement funds, most notably infrastructure requirements such as buildings and information technology.

In some cases, projects are identified for which funding is established over a multi-year period. Contributions to such projects are made by way of a financial commitment to a specific project through the contribution to reserve fund or capital financing reserve fund. Initiatives that have been addressed in this manner in the past few years are the duty pistol replacement, mobile data solution, and radio equipment replacement

Police Capital Plan

A capital plan for the period of 2017 to 2021 year has been prepared based on current and future capital needs. At this time on this basis, the plan is fully funded both in 2016 and in future years based on known information on capital challenges. Table 10 summarizes the planned spending as follows:

Table 13

<i>Police</i>						
PROJECT DESCRIPTION	PROJECT TYPE					
	R (Renewal) E (Expansion) N (New)	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Equipment - Fleet	R	\$ 1,040,400 ¹	\$ 756,500	\$ 846,900	\$ 1,153,800	\$ 1,333,700
Automation	R	\$ 300,000 ²	\$ 188,393	\$ 188,392	\$ 208,393	\$ 261,890
Communications	R	\$ 100,000 ²	\$ 150,000	\$ 150,000	\$ 170,000	\$ 70,000
Police Equipment and Supplies	R	\$ 116,071 ²	\$ 140,000	\$ 140,000	\$ 125,387	\$ 171,889
Leasehold Improvements	R	\$ 62,920 ²	\$ 112,678	\$ 125,000	\$ 112,180	\$ 125,000
Security	R	\$ 25,000 ²	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Police Headquarters and LEL - Additions/Renovations	R/E	\$ 7,854,854	\$ 5,234,229	\$ 4,986,240		
Funding in Future Years (External Debt Financing in 2017)		\$ (4,610,974)				
Funding in Future Years (External Debt Financing in 2018)			\$ (5,234,229)			
Funding in Future Years (External Debt Financing in 2019)				\$ (4,986,240)		
Funding in Current Year		\$ 3,243,880 ³	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS		\$ 9,499,245	\$ 6,606,800	\$ 6,461,532	\$ 1,794,760	\$ 1,987,479
PROJECT FINANCING						
Reserves: Capital		\$ (4,888,271)	\$ (1,372,571)	\$ (1,475,292)	\$ (1,794,760)	\$ (1,987,479)
External Debt Financing		\$ (4,610,974)	\$ (5,234,229)	\$ (4,986,240)		
Capital Envelope (Tax Levy)		\$ -	\$ -	\$ -	\$ -	\$ -
1) Equipment & Vehicle Replacement Reserve Fund - Police 2) Capital Financing Reserve Fund - Police 3) Capital Financing Reserve Fund - Police Committed (funds previously approved)						

Equipment - Fleet

The Service maintains a Police Equipment and Vehicle Replacement Fund to ensure adequate resources for the replacement of vehicles and equipment. Currently, the fleet consists of approximately 160 vehicles including automobiles, vans, SUV's, motorcycles, boats, snow machines, ATV's, paddy wagon, trailers, and bicycles. In addition, monies are committed through annual contributions for mobile data terminals and associated hardware, radar units, light bars, prisoner shields, specialized weaponry mounting, the mobile command centre, and mobile radios. Vehicle purchases and associated specialized equipment are financed through this Fund which is financed through contributions in the operating budget. Consideration is also being given to instituting an unmanned aerial vehicle (UAV).

A multi-year replacement cycle is established which ensures vehicles and equipment are replaced in a timely manner avoiding unnecessary delays in turnover causing additional operating costs in maintenance.

Automation

The delivery of police services is reliant on technology solutions and strategic innovative initiatives. As such, automation is integrated into all aspects of business operations. They include areas of crime analytics and mapping, records management systems, cybercrime, computer aided dispatch, business analytics, hand held technology, closed circuit television monitoring, and highly sophisticated investigative tools. Ongoing investment in technological solutions is critical to staying ahead of the automation curve. Cyber security is becoming increasingly critical in terms of a strong focus on protecting computers, networks, programs, and data from unintended or unauthorized access. With the exponential growth in the number of mobile users, digital applications, and data networks, the need for highly sophisticated system safeguards is required.

A separate Information Technology Plan is continually evolving to coincide with the priorities in the Business Plan and changes in the automated landscape.

Communications

On an ongoing basis, the capital envelope funds current and earmarks funds for future replacements for damaged or additional portable/mobile radio equipment compatible with existing infrastructure. A new P25 system was commissioned in 2014 which provides voice communication to fire and transit services. Planning and contributions for the next replacement cycle commenced in 2014 with monies earmarked for police user gear specifically. These contributions will continue annually in order to ensure sufficient replacement dollars when the system is replaced and/or refreshed for police only. User departments are responsible for their own issued gear. Additionally through the Public Safety Capital Contribution to Reserve Fund, financial requirements for the future infrastructure replacement are reflected. This plan is detailed in Appendix B.

Police Equipment/Supplies

In ensuring and maintaining compliance with the *Adequacy and Effectiveness Regulation*, the Service has a number of specialty teams which require both operating and capital dollars. Units such as the Tactical Team, Canine Unit, and Public Order Unit have equipment needs for which capital dollars have been identified during the five-year capital planning cycle.

Items such as specialized tactical clothing and equipment, canine gear, conducted energy weapons, carbine rifles, and miscellaneous equipment items are included in this five year plan.

Leasehold Improvements

The Service operates several storefront locations throughout the City. Facilities have been established in Walden, Levack, Valley East, Capreol, Coniston, Copper Cliff, and a small apartment location. In order to ensure operational functionality of these buildings, renovations and routine upgrades are necessary. Such improvements include flooring, paint, furnishings, air conditioning, and heating units which will be undertaken in the coming years. Some of these improvements are also part of the City's Facilities Management Plan.

These capital funds are not earmarked for the major facilities improvement plan at Headquarters and the Lionel E Lalonde Centre which serves as District #2. This was presented to the Board as a separate project on October 12, 2016 and will be funded via debt repayments through the operating budget and draws from the Capital Financing Reserve Fund.

Security

As part of security in the Police buildings, internal and external security systems have been installed. Specifically, the system was designed to restrict general public access to and from the police facility. All external locks and access points are monitored with a security electronic card access system. Several branches require additional security within their specific unit to track access. Additional access cards will be added to ensure this enhanced security in the coming years.

All Storefront locations are equipped with swipe card access systems to provide a seamless security system for all of police facilities. In 2015, an extensive camera system was installed in the underground parking garage at Tom Davies Square to increase security via capacity for continual remote and recorded monitoring.

CAPITAL SUMMARY POLICE:

The proposed capital plan for the years 2017 to 2021 identifies several strategic and operational commitments. Based on known requirements at the present time, the Plan is fully funded with the exception of final financing for the headquarter renovation project which is currently under review and in development.

APPENDIX B

PUBLIC SAFETY CAPITAL CONTRIBUTION TO RESERVE FUND 2017 to 2021

The Public Safety Capital Contribution to Reserve Fund as presented in Table 14 was established a number of years ago in order to identify and capture funding requirements for projects germane to emergency services within the City, including Police, Fire, EMS and Emergency Management. Collaborative projects to date have included the Lionel E. Lalonde Emergency Services Centre, Mobile Command Unit, and Communications Infrastructure project. An emerging issue for emergency services is the New Generation 911 system which while in development stands to have significant cost impacts.

Table 14

<i>Communication Infrastructure (Public Safety)</i>		
PROJECT DESCRIPTION	PROJECT TYPE	COST
	E (Expansion)	
	R (Renewal)	
Infrastructure Replacement ¹	R	\$ 6,000,000
Next Generation 9-1-1 Infrastructure ²	E	\$ 500,000
TOTAL UNFUNDED PROJECTS		\$ 6,500,000
1) This is required for replacement of the Public Safety Radio System Infrastructure. Each operating department will be responsible for their own user gear replacement for the Public Safety Radio System Infrastructure.		
2) Next Generation 9-1-1 (NG911) is required to update 9-1-1 systems to today's technology which is required to process text messages, photos and videos. This new NG911 technology will assist with public safety and help first responders including law enforcement, firefighters and EMS to receive better information and emergencies. NG 911 is a delivery of 9-1-1 caller information to Public Safety Answering Points (PSAP) Computer Aided Dispatch (CAD) screens and is IP based which is different from the current delivery received from Bell. The product is specific to the Police CAD system which must interface. There are several vendors working on solutions currently that would work with the Police. The technology continues to be new. One police service in Ontario is currently piloting a solution on behalf of OPTIC a technology cooperative that Sudbury is a member of. There are only two vendors currently that can provide solutions for NG911. Staff are working through evaluating both vendors and making distinctions between the base level product as well as the additional options. While the final pricing is not yet known, the overall project is estimated at \$500,000 which to date has been unfunded.		

Public Safety Contribution to Reserve Fund – Communications Infrastructure

A fully funded financing plan was approved by Council in 2011. In anticipation of the need to replace the entire system in the future, financial requirements are being identified now to ensure this project can be realized at a future date. At this time, these amounts are unfunded. The Public Safety Contribution to Reserve Fund identifies future Communications Infrastructure replacement costs currently sit at \$6,000,000.

Next Generation 911

911 systems have been in operation since 1968 and specifically operating in Sudbury since June 1987. The Greater Sudbury Police Service is the Public Safety Answering Point (PSAP) centre that processes 911 calls. PSAPs currently use analog equipment capable of receiving voice only messaging. Today, wireless communication devices used to transmit text information, photographs, and videos are part of everyday communications. Current PSAPs cannot receive text messages, videos, or photos nor can they accurately pinpoint the In Call Location Update of calls made on a mobile device

Recently, the CRTC (Canadian Radio Television and Communications) Commission has determined that text messaging with 911 services would improve access to 911 for hearing or speech-impaired persons. In this regard, the CRTC has directed the wireless carriers to make the changes in their networks, systems, and processes required to support the provision of text messaging with 911 service and the development of a service communications plan and education program for hearing or speech-impaired persons.

911 is currently upgrading to the Next Generation 911 (NG911) which will transform an outdated system into an IP data based network that is faster and safer for law enforcement and the public including better access for special needs communities. The NG911 will provide emergency responders information in the form of text and photos which presents a unique opportunity to gather evidence. That said there will be an added burden on administrative systems in terms of storage, data retention, staffing, and technology to support this augmented influx of digitized data.

There will be benefits from the changes associated with NG911. There are also anticipated impacts on budgets, staffing, training, technology assets, software interfaces, video assets, and risk management implications. Notwithstanding the benefits, the cost of improving and expanding the 911 service will become a burden to police services across Ontario who serve as the PSAP and thus to the property taxpayer.

Specific details around actual costs at this time are unknown. In order to prepare for this required change, it is recommended that funds be allocated to the Public Safety Reserve Fund as required to offset at minimum the infrastructure changes required. Funding options are being explored although at this time, it would be prudent to earmark monies for this project. It has been proposed that \$100,000 be identified in each of the years commencing 2014 to 2018. As more definitive costing becomes known, these figures can be updated accordingly. This was identified in 2014 as a priority in future years and remains unfunded. Phase one was implemented in 2015 with funding drawn from the police operating account.

Additional capital funding is established through operating budget contributions for fleet replacement, technology improvements, and starting this year for facilities which is detailed below as a debt financing strategy.

Communication Infrastructure Internal Financing

The Communications Infrastructure project was completed in 2014 with full commissioning of a P25 system to support police, fire, and transit voice communication needs. The annual contributions reflected in the multi-year plan are earmarked specifically to repay the Communications Infrastructure replacement debt. Through previously approved capital in 2011, the police contribution to Reserve Fund for the communications infrastructure is captured in the Voice Radio System account as an annual contribution to the Communication Infrastructure Reserve Fund. This provides for communications infrastructure internal financing as depicted in Table 15.

Table 15

<i>Communication Infrastructure (Public Safety)</i>							
PROJECT DESCRIPTION	PROJECT TYPE	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	
	R (Renewal) N (New)						
Previously Approved Capital							
Communication Infrastructure Internal Financing - 2014 to 2021	R	\$ 950,640	¹ \$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640
PROJECT COSTS		\$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640
PROJECT FINANCING							
Reserves: Capital		\$ (950,640)	\$ (950,640)	\$ (950,640)	\$ (950,640)	\$ (950,640)	\$ (950,640)
CAPITAL ENVELOPE (Tax Levy)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Contribution to Communication Infrastructure Reserve Fund (included in Operating Budget)		\$ 1,001,073	\$ 1,021,094	\$ 1,041,516	\$ 1,062,346	\$ 1,083,593	
Notes:							
1) Communication Infrastructure Reserve Fund							



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: October 19, 2016
PUBLIC	
SUBJECT: BOARD CORRESPONDENCE	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Community Safety and Law Enforcement Goal: Law Enforcement Strategies	
Recommended by: Sharon Baiden Chief Administrative Officer	Approved by: Paul Pedersen Chief of Police

RECOMMENDATION: FOR INFORMATION ONLY

On September 23, 2016, the Community Safety and Correctional Services Mandate letter was issued by Premier Winn to Minister of Community Safety and Correctional Services, newly appointed the Honourable David Oraziotti – a copy of which is attached.

Correspondence was received from the Ministry of Community Safety and Correctional Services in relation to the composition of police services boards and the process related to provincial appointments.

Copies of correspondence were also received from the Regional Municipality of Waterloo and MARCO (Mayors and Regional Chairs of Ontario) regarding the opening of the Police Services Act and possible changes.

September 2016 Mandate letter: Community Safety and Correctional Services

Premier's instructions to the Minister on priorities



1. [Leading Correctional Transformation](#)
 2. [Modernizing Public Safety](#)
-

September 23, 2016

The Honourable David Oraziatti
Minister of Community Safety and Correctional Services
25 Grosvenor Street
18th Floor, George Drew Building
Toronto, Ontario
M7A 1Y6

Dear Minister Oraziatti:

Welcome to your role as Minister of Community Safety and Correctional Services. As we mark the mid-point of our mandate, we have a strong and new Cabinet, and are poised to redouble our efforts to deliver on our top priority — creating jobs and growth. Guided by our balanced plan to build Ontario up for everyone, we will continue to work together to deliver real benefits and more inclusive growth that will help people in their everyday lives.

We embark on this important part of our mandate knowing that our four-part economic plan is working — we are making the largest investment in public infrastructure in Ontario's history, making postsecondary education more affordable and accessible, leading the transition to a low-carbon economy and the fight against climate change, and building retirement security for workers.

Building on our ambitious and activist agenda and with a focus on implementing our economic plan, we will continue to forge partnerships with businesses, educators, labour, communities, the not-for-profit sector and with all Ontarians to foster economic growth and to make a genuine, positive difference in people's lives. Collaboration and active listening remain at the heart of the work we undertake on behalf of the people of Ontario — these are values that ensure a common purpose, stimulate positive change and help achieve desired outcomes. With this in mind, I ask that you work closely with your Cabinet colleagues to deliver positive results on initiatives that

cut across several ministries, such as our Climate Change Action Plan, Business Growth Initiative, and the Highly Skilled Workforce Strategy. I also ask you to collaborate with the Minister Responsible for Digital Government to drive digital transformation across government and modernize public service delivery.

We have made tangible progress and we have achieved the following key results:

- Implemented a new, fairer and more transparent OPP billing model for the communities the OPP serves.
- The *Police Record Checks Reform Act* was passed on December 1, 2015. The new legislation sets the province's first-ever clear, consistent and comprehensive set of standards to govern police record checks. Once proclaimed, the act's new standards for police record checks will ensure an appropriate balance between maintaining public safety while also protecting the privacy rights of individuals.
- Filed two regulations under the *Police Services Act* (PSA) that ban the arbitrary and race-based collection of identifying information by police, often referred to as "carding" or "street checks", and amends the current Code of Conduct under the PSA to make violating these rules a misconduct. This regulation sets out clear and consistent rules for a range of voluntary police-public interactions where police are seeking to collect identifying information.
- Passed legislation that prohibits the possession and breeding of orcas in Ontario and have set specific standards of care for marine mammals.
- Undertook public consultations across Ontario to support the development of the Strategy for a Safer Ontario.

Your mandate is to work on ensuring that Ontario's communities are supported and protected by law enforcement and public safety systems that are safe, secure, effective, efficient and accountable. Your specific priorities include:

Leading Correctional Transformation

- Working with stakeholders and relevant ministries to support the long-term transformation of the correctional system. First steps will include operational updates to the ministry's policies on the use of segregation in correctional facilities in fall 2016.
- Working with the Attorney General to develop and initiate implementation of a targeted strategy to improve the efficiency and effectiveness of Ontario's criminal justice system in the area of bail and remand while maintaining public safety.

Modernizing Public Safety

- Building on the consultations to date to support the development of the Strategy for a Safer Ontario. Introduce legislation in spring 2017 to modernize the Police Services Act to build safer, stronger communities across the province. Develop options to prioritize de-escalation in police interactions with the public.

- Engaging Indigenous partners on the Strategy for a Safer Ontario, including First Nations communities on developing options for a provincial framework for First Nations policing.
- Supporting the Attorney General following the independent review of police oversight in the province.
- In partnership with the Minister Responsible for Women’s Issues, the Minister of Community and Social Services and the Attorney General, supporting the delivery of Ontario’s multi-year survivor-focused Strategy to End Human Trafficking. This includes implementing initiatives under the strategy to enhance the capacity of law enforcement to identify, co-ordinate and investigate human trafficking activities.
- As committed to in spring 2016, in consultation with the Anti-Racism Directorate, selecting an independent reviewer to complete a review of the regulation prohibiting the arbitrary collection of identifying information by police within two years of full regulatory implementation. Launch a multi-year academic study to better understand the impact on community safety of collecting identifying information through police interactions.
- Introducing legislation in 2017 to support the investigation of missing persons.
- Establishing a Fire Safety Technical Table to provide recommendations to modernize fire service delivery in Ontario in fall 2017.
- Reviewing the current animal welfare framework and consider options for regulating exotic animals in the province.
-
- In addition to the priority activities above, I ask that you also deliver results for Ontarians by driving progress in the following areas:
-
- Continue to work with stakeholders on regulations required to support the proclamation of the Police Record Checks Reform Act so that people’s privacy is respected while protecting public safety.
- Support the Minister Responsible for Women’s Issues, the Minister of Community and Social Services and the Attorney General to review existing programs and services and create an updated domestic violence action plan.

As you know, taking action on the recommendations contained in the Truth and Reconciliation Commission report is a priority for our government. That is why we released *The Journey Together*, a document that serves as a blueprint for making our government’s commitment to reconciliation with Indigenous peoples a reality. As we move forward with the implementation of the report, I ask you and your fellow Cabinet members to work together, in co-operation with our Indigenous partners, to help achieve real and measurable change for Indigenous communities.

Having made significant progress over the past year in implementing our community hubs strategy, I encourage you and your Cabinet colleagues to ensure that the Premier’s Special Advisor on Community Hubs and the Community Hubs Secretariat, at the Ministry of Infrastructure, are given the support they need to continue their vital cross-government work aimed at making better use of public properties, encouraging multi-use spaces and helping communities create financially sustainable hub models.

Responsible fiscal management remains an overarching priority for our government — a priority echoed strongly in our 2016 Budget. Thanks to our disciplined approach to the province’s finances over the past two years, we are on track to balance the budget next year, in 2017–18, which will also lower the province’s debt-to-GDP ratio. Yet this is not the moment to rest on our past accomplishments: it is essential that we work collaboratively across every sector of government to support evidence-based decision-making to ensure programs and services are effective, efficient and sustainable, in order to balance the budget by 2017–18, maintain balance in 2018–19, and position the province for longer-term fiscal sustainability.

Marathon runners will tell you that an event’s halfway mark is an opportunity to reflect on progress made — but they will also tell you that it is the ideal moment to concentrate more intently and to move decisively forward. At this halfway mark of this government’s mandate, I encourage you to build on the momentum that we have successfully achieved over the past two years, to work in tandem with your fellow ministers to advance our economic plan and to ensure that Ontario remains a great place to live, work and raise a family.

I look forward to working together with you to build opportunity and prosperity for all Ontarians.

Sincerely,

A handwritten signature in black ink that reads "Kathleen Wynne". The signature is written in a cursive, flowing style.

Kathleen Wynne
Premier



Office of the Minister

Bureau du ministre

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18th Floor
Toronto ON M7A 1Y6
Tel: 416-325-0408
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RECEIVED

OCT 07 2016

OFFICE OF THE REGIONAL CHAIR

MC-2016-2200

OCT 04 2016

Mr. Ken Seiling
Chair

Mayors and Regional Chairs of Ontario of Single Tiers Cities and Regions
The Regional Municipality of Waterloo
150 Frederick Street, 1st Floor
Kitchener ON N2G 4J3

Dear Mr. Seiling:

Thank you for your letter on behalf of Mayors and Regional Chairs of Ontario of Single Tiers Cities and Regions (MARCO) regarding the composition of police services boards and the process related to provincial appointments.

There is a recognized need for effective governance of police services that is responsive to local needs for all communities in Ontario. Robust and effective governance will be a key factor in the success of the ministry's Strategy for a Safer Ontario (the Strategy). As you may know, the Strategy will transform the *Police Services Act*, which has not been substantially updated since 1990, and build an effective, sustainable and community-based policing model.

The Strategy has been developed with the understanding that the future of policing should be rooted in strong local governance. Enhancing accountability and strengthening civilian governance of police services boards has been identified as one of the policing-related initiatives to support the overall goals of the Strategy. As a result, we are continuing to work with the Association of Municipalities of Ontario (AMO), the Ontario Association of Police Services Boards and other key partners who are members of the ministry's Future of Policing Advisory Committee (FPAC) to ensure that the appropriate structure and capacity for governance is in place at the local level. Your concerns may be brought to the ministry's attention through AMO's participation on FPAC.

Please be assured that the provincial government is not contemplating amending the composition of police services boards to favour a provincial majority in membership. Under the Strategy, we are examining opportunities to better equip police services boards to effectively carry out their roles and responsibilities. This includes recognition that police services board membership, collectively, should possess a range of skills and competencies aligned with the important roles and responsibilities of a board, in order for a board to operate effectively.

.../2

Mr. Ken Seiling
Page 2

03/13/2011

I believe that municipal leaders have an important role in governance and police services boards play an essential role in building and maintaining strong partnerships between the police and our communities. Ensuring that boards continue to effectively fulfill their responsibilities in a transparent and accountable manner, while continuing to be responsive to their governing purpose, is a necessary element in strengthening civilian police governance across Ontario.

Thank you again for writing.

Sincerely,

A handwritten signature in black ink, appearing to read "David Oraziotti". The signature is fluid and cursive, with a large initial "D" and "O".

David Oraziotti
Minister



Randy Hope
Mayor
Chatham-Kent

Roger Anderson
Chair
Durham

Gary Carr
Chair
Halton

Fred Eisenberger
Mayor
Hamilton

Bryan Paterson
Mayor
Kingston

Matt Brown
Mayor
London

John Klinck
Chair
Muskoka

Alan Caslin
Chair
Niagara

Jim Watson
Mayor
Ottawa

Frank Dale
Chair
Peel

Brian Bigger
Mayor
Sudbury

Keith Hobbs
Mayor
Thunder Bay

John Tory
Mayor
Toronto

Ken Seiling
Chair
Waterloo

Drew Dilken
Mayor
Windsor

Wayne Emmerson
Chair
York

June 24, 2016

The Honourable David Oraziotti
Minister of Community Safety and Correctional Services
25 Grosvenor Street
Toronto ON M7A 1Y6

David
Dear Minister,

I am writing on behalf of the Mayors and Regional Chairs of Ontario of Single-Tier Cities and Regions (MARCO) to relay our position about any changes to the role of Municipalities on Police Service Boards (PSBs).

As you may be aware, there was considerable discussion some years ago about Municipalities having majority representation on PSB's as they were funded locally and local accountability was seen as very important. The Government of the day compromised by allowing the local council to appoint a lay member, there being three Provincial appointees, three Municipal Council appointees, and one Municipally appointed lay member.

There has been some discussion about the Province possibly taking back control of the Police Service Boards and limiting the role of elected members causing considerable concern among our members. In discussing this with your predecessor, the Minister indicated that this was not the case. Since he has moved on and you have been appointed to replace him, we want to once again make our concerns known to you.

As you know, the Province has stringent rules and regulations about the roles and responsibilities of Police Service Boards and Police Services. However the Service continues to be financed with property taxes. Should the Province be contemplating a change in governance, it is expected that they would also assume the costs of policing. However to date, the current governance split has been an effective balancing of the interests, given Municipal funding for Police Services.

Ken Seiling, Chair
Mayors and Regional Chairs of Ontario of Single Tier Cities and Regions
The Regional Municipality of Waterloo
150 Frederick Street, 1st Floor, Kitchener Ontario N2G 4J3
519-575-4585 Fax 519-575-4440 e-mail:kseiling@regionofwaterloo.ca

To be clear, the Members of MARCO are opposed to the Province taking majority control of the Police Service Boards and/or reducing the place and roles of municipally elected members of the Board. Alternately, if the Province were to take majority control, it would be expected that the Province would assume funding as well.

Accordingly at its meeting on May 6, 2016, MARCO members asked that I write to the Minister expressing our concerns and objections to any such moves.

During our discussion, there was also concern expressed about the lack of consultation prior to the Province publicly announcing its appointments to local Police Service Boards. It is extremely important to have qualified people who have a good understanding not only of the role of Police Services, but also comprehensive knowledge about their community's strengths and challenges. It must also be concerned about gender and ethnic balances within communities. We believe some form of consultation in advance can help with this. There appears to be no consistent pattern of local consultation when appointments are made.

Municipal taxpayers bear the cost of policing and it is only right that they have "say for pay" through adequate representation by a majority on their respective Police Service Boards. Further, the nature of policing and the communities in which Police serve have become more complex over the years. It is essential that all members of Police Service Boards have the requisite local knowledge to meet these challenges and reflect the communities they serve.

Best regards,





Ken Seiling
MARCO Chair 2015-2018

cc: Mayor Jeff Lehman, Chair LUMCO
Gary McNamara, President AMO
Pat Vanini, Executive Director AMO
MARCO Members



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: October 19, 2016
PUBLIC	
SUBJECT: ANNUAL POLICE PERSONNEL AWARDS PRESENTATION	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Our Members Goal: Acknowledging Exceptional Efforts	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION ONLY

BACKGROUND:

Each year the Greater Sudbury Police Services Board continues the tradition of proudly recognizing police personnel for outstanding service to this community.

We will also recognize police personnel who have provided essential support services for 20, 25, and 30 years.



CURRENT SITUATION:

This year's event will be held Wednesday November 2, 2016 at the Caruso Club Upper Hall, 385 Haig Street, Sudbury.

All Board Members are encouraged to attend.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: October 19, 2016
PUBLIC	
SUBJECT: CRIME PREVENTION WEEK	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Our Members Goal: Acknowledging Exceptional Efforts	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION ONLY

BACKGROUND:

Plans are well underway for this year's Crime Prevention Week which is taking place from November 6-12, 2016. The theme for this year's Crime Prevention Week is 'Planning Together for Safer Communities'. A number of activities are planned.

CURRENT SITUATION:

The week will kick off with the grand opening of the Copper Cliff Storefront on November 6, 2016 at the McLellan Arena which has now officially relocated from the Copper Cliff Fire Hall. A Police vs Youth hockey game will be held with several local partners on hand with information booths. Door prizes, face painting, children's activities, and more will be presented. Pizza, meatball subs and cake will be served.

CRIME PREVENTION WEEK

"PLANNING TOGETHER FOR SAFER COMMUNITITES"

NOVEMBER 6 - 12, 2016



Grand Opening
Copper Cliff Storefront
Sunday, Nov. 6, 2016
2:00-5:00 p.m.

McClelland Arena
37 Veterans Road
Copper Cliff, ON

Admission is FREE!

2:00 p.m.

Public Skating

3:00 p.m.

Opening Address by Chief Pedersen

3:15-4:00 p.m.

Police vs. Youth Hockey Game



Admission to all activities is FREE!

Information booths by GSPS and Community Partners
Door prizes, face painting, children's activities, and more.
Pizza, meatball subs and cake will be served.

For more information on Crime Prevention Week events, visit www.gspss.ca



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: October 19, 2016
PUBLIC	
SUBJECT: ACTION SUDBURY RED RIBBON CAMPAIGN	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Community Safety and Law Enforcement Goal: Law Enforcement Strategies	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION ONLY

BACKGROUND:

Action Sudbury is a non-profit community organization comprised on individuals and agencies with a common goal to eliminate the tragedies caused by impaired drivers in the Sudbury area.

CURRENT SITUATION:



Action Sudbury will be kicking off its 28th year of the Annual Red Ribbon Campaign on Friday November 25, 2016 at 10:30 a.m. at the Travelodge Hotel in Sudbury.

The Annual Red Ribbon ‘Tie One On’ Campaign will be carried out during the month of December to remind motorists to drive safe and sober over the holidays.

All members of the Board have been invited to attend.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: October 5, 2016
PUBLIC	
SUBJECT: NOTES OF APPRECIATION	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Our Members Goal: Acknowledging Exceptional Efforts	
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 Sudbury resident involved in a motor vehicle collision. She would like to acknowledge Constable Ray Prevost's professionalism in the situation. "He went above and beyond his duties as an officer. His patience, compassion, and sense of humour turned a stressful situation into one that made me feel at ease."

An email message was received from a Sudbury resident extending his appreciation to Constable Rick Carr for assisting in the 2016 Canadian Breast Cancer Run for the Cure. "I am always comfortable when Constable Carr is involved. All went well."



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: October 19, 2016
PUBLIC	
SUBJECT: APPOINTMENT OF SPECIAL CONSTABLES	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Community Safety and Law Enforcement Goal: Law Enforcement Strategies	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board approves the reappointment of the following Special Constables effective September 28, 2016 pursuant to Section 53 of the *Police Services Act* in accordance with the terms and conditions set forth in the Approval of Appointment form:

**Matthew SANDERS
Marc Andre VAILLANCOURT**

BACKGROUND:

The Ministry of Community Safety and Correctional Services is responsible for processing and approving the appointments and reappointments of Special Constables.

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To ensure that these members can carry out their assigned duties as Special Constables, application is made to the Ministry of Community Safety and Correctional Services to have them appointed as Special Constables pursuant to Section 53 of the *Police Services Act*. The Police Services Board appoints the employees as Special Constables upon approval by the Ministry.

Once a Police Services Board reappoints an individual as a Special Constable and the Ministry of Community Safety and Correctional Services approves the appointment, the reappointment is valid for another five years or until the appointee is no longer an employee of the Greater Sudbury Police Service.

CURRENT SITUATION:

The Board is asked to appoint the noted employees as Special Constables for five years in accordance with the above-noted process. These employees are current members of the Service and will be employed in the Courts Branch as Special Constables.

Pursuant to Section 53 of the *Police Services Act*, approval has been obtained from the Ministry of Community Safety and Correctional Services pending confirmation that the Board has reappointed them as a Special Constable.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: October 19, 2016
PUBLIC	
SUBJECT: OCCUPATIONAL HEALTH AND SAFETY POLICY	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer	Approved by: Paul Pedersen Chief of Police

RECOMMENDATION:

THAT the Board re-approves the Occupational Health and Safety Policy – GSPSB Policy 008 for 2016-2017 in its existing form.

BACKGROUND:

Section 25(2)(j) of the *Occupational Health and Safety Act*, requires the Board to prepare an Occupation Health and Safety Policy and maintain a program to implement that policy. The policy is required to be in writing and posted at conspicuous places in the workplace where workers can see it. Further, the Act requires the Board to review the policy at least once annually.

The Ontario Police Health and Safety Committee (OPHSC), established under Section 21 of the *Act*, develops guidance material to be approved by the Ministry of Labour for the purpose of clarifying the intent and provisions of the *OHS Act* and regulations made under the *Act* as they apply to policing services in Ontario.

.../2

In 2014, the Joint Health and Safety Committee undertook a review of the policy to ensure compliance with the *OHSA* and the OPHSC sample policy.

CURRENT SITUATION:

As a result of the 2014 review, the policy was revised to include the responsibilities of all workplace parties including supervisors and workers.

Since October is recognized nationally as Healthy Workplace month, this is an appropriate time each year for the Board to review their Health and Safety policies.

The policy adopted last year by the Board is fully compliant with both the *Occupational Health and Safety Act* and the Ontario Police Health and Safety Committee's Guidance Note.

The Joint Health and Safety Committee recommends that the policy be re-adopted by the Board for 2016/2017.



GREATER SUDBURY POLICE SERVICES BOARD POLICY

SUBJECT: OCCUPATIONAL HEALTH AND SAFETY	NUMBER: GSPSB – POLICY 008
ORIGINATING DATE: June 11 th , 2009	REVISED DATE: October 14, 2015
REPORTING REQUIREMENTS: None	

1. **DEFINITION - WORKER:**

In accordance with the *Occupational Health and Safety Act* and for the purpose of this policy, worker means a person who performs work or supplies services to the Greater Sudbury Police Services Board or the Greater Sudbury Police Service for monetary compensation.

2. **POLICY STATEMENT:**

- (1) It is the policy of the Greater Sudbury Police Services Board and the Greater Sudbury Police Service to conduct all operations in a safe and healthy manner in order to prevent injury or illness to workers.
- (2) The elimination of hazards to workers and property shall be a prime consideration when planning any work activity.
- (3) All practical steps shall be taken to ensure that the work environment and work procedures comply with Federal and Provincial legislation and Municipal by-laws pertaining to the health and safety of workers.

3. **GUIDING PRINCIPLES:**

- (1) Every worker has a right to work in a healthy and safe environment.
- (2) Workers are encouraged to be actively involved in maintaining a healthy and safe environment.
- (3) Cooperation between the employer and workers is desirable in developing and maintaining healthy and safe workplaces.
- (4) The prevention of accidents, injury and occupational illness should be an integral part of every job activity.

- (5) An internal responsibility system, recognizing the roles of everyone in the workplace including workers, supervisors, employers and owners, is the key to an effective health and safety program.

4. MANDATORY REQUIREMENTS:

- (1) This policy shall be posted in a conspicuous location in all Greater Sudbury Police Service facilities.
- (2) All reasonable precautions for the prevention of accidents, and the promotion of safety and health of all workers, shall be made in compliance with the *Occupational Health and Safety Act* and other relevant legislation that sets out minimum requirements for ensuring workers' health and safety. The need to supplement these minimum requirements must be determined in light of specific workplace situations.
- (3) Occupational health and safety programs specific to the Greater Sudbury Police Services' operational needs shall be developed, implemented and communicated to all workers.
- (4) Managers, supervisors and workers shall receive information and training on safe work practices and their duties and responsibilities under applicable legislation.

5. CHIEF OF POLICE:



The Chief of Police shall:

- (1) Provide as safe and healthy a work environment as can reasonably be expected given the nature of police work and the resources and technology available.
- (2) Establish an effective internal responsibility system, whereby everyone clearly understands their responsibilities regarding the occupational health and safety of workers.
- (3) Provide ongoing training to heighten worker awareness of known safety hazards and maintain job skills and knowledge.
- (4) Develop and maintain open communication between all levels in the Police Service to encourage member participation in the Police Service's Safety Program.
- (5) Involve all members in safety through an effective Joint Health and Safety Committee accessible to all Service members.
- (6) Ensure compliance with applicable Federal and Provincial legislations including sections 25 and 26 of the *Occupational Health and Safety Act*, and Municipal by-laws.

- (7) Periodically review the Police Service's health and safety policy, program and operating procedures to maintain safety performance and ensure that the workplace health and safety policy is posted in a conspicuous place in the workplace.
- (8) Establish procedures that are consistent with this policy and comply with Sections 25, 26, 27 and 28 of the *Occupational Health and Safety Act* which outline the duties of employers, supervisors and workers under the Act



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: October 19, 2016
PUBLIC	
SUBJECT: TRANSPORT CANADA BOATING SAFETY CONTRIBUTION PROGRAM APPLICATION	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board endorses the application for funding under Transport Canada's Boating Safety Contribution Program.

BACKGROUND:

The Boating Safety Contribution Program through Transport Canada supports organizations that work to raise public awareness about boating safety for both recreational boating and commercial fishing, promote advance knowledge of boating safety issues, practices, and behaviours in Canada, and support regulatory compliance.

Projects funded include those that:

- increase the number of pleasure craft and small vessel operators following safe boating practices;
- improve access to national boating incident data that will improve stakeholder's capacity to deliver evidence-based awareness and education initiatives; and
- help reduce deaths, injuries and property damages due to boating accidents.

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Eligible Recipients include public safety organizations. The Greater Sudbury Police Service has taken the lead in collaboration with interested and committed citizens, organizations, and businesses to develop a funding application.

CURRENT SITUATION:

A partnership between the Greater Sudbury Police Service and Transport Canada on the Boating Safety Contribution Program aligns well with the GSPS Vision, Mission, Values and Strategic Themes as articulated in our current Business Plan 2015-2017.

GSPS believes in enhancing community safety and wellbeing through the full circle approach of proactive policing practices. Adherence to this collaborative operationalized risk-focused approach directs our efforts in ensuring effective crime prevention strategies including police presence and timely intervention in situations of elevated risk, quality and comprehensive investigations and investigative processes followed by effective enforcement procedure and continued use of collaborative and multi-dimensional community partnerships.

Our adherence to ‘A Shared Commitment’ to community safety and wellbeing leaves the GSPS and participating community partners well poised for consideration of a Boating Safety Contribution Program. Geographically, Greater Sudbury spans over 3,627 square kilometers with 330 lakes within our city limits as well as hundreds of kilometers of navigable rivers and streams; in other words, 16.5% of our entire Municipal land mass is covered by water. With these many navigable bodies of water, our lakes, rivers, and streams are frequented by small craft of every size and shape.

Consistent with our approach to policing in Greater Sudbury and given the number of navigable waterways in the municipality, an important goal for the Greater Sudbury Police Service is to make our community safer through a strategic focus on safe boating on our waterways.

One boat collision, one boating related injury, and one drowning is one too many as all of these unfortunate mishaps are preventable. Funding through Transport Canada’s Boating Safety Contribution Program will enable GSPS to develop and implement an enhanced approach to both vessel and waterway safety through research, education and awareness.

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The community partnerships and initiatives established as a result of our service enhancement will enable a baseline of boating safety data to be collected and measurable improvements in boating safety compliance and culture can be assessed and reported both locally and across Canada.

Funding available through the Boating Safety Contribution Program will facilitate enhanced research, information gathering, and enhancements in education/awareness initiatives through which the Greater Sudbury Police Service believes that positive change related to boating safety will be realized and reported.

It is also believed that boating safety education, awareness, and training will lead to an enhanced level of compliance with boating regulations, therefore boating safety will improve.

The Project proposes a three pronged approach through:

Research:

As a successful applicant, it is the goal of the Greater Sudbury Police Service to conduct research on local boating behaviour and culture to establish a baseline to measure such factors as voluntary compliance related to (PFD) Personal Floatation Devices, Boating Safety Kits and Equipment, licencing, demographics related to gender, ethnicity, and age. The research will also include intelligence data on our most frequently used lakes and rivers to identify hazards or potential danger. The data will be used internally by Marine officers assigned to patrol the waterways. As a prevention tool, the data will be shared with the public and marine operators within our jurisdiction. The research goal will be front loaded in year one of the three-year duration and research will be continual throughout this safety initiative.

Intelligence Gathering:

Another integral role for the GSPS Safe Boating CSP will be to gather intelligence on all local waterways to promote and share potential hazards and dangers. Intelligence data will be gathered on access points or boat launches to inform the police and the public what capabilities relating to boats, trailers, and vehicles the site can safely accommodate as some boating injuries occur before the vessel is in the water.

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Establishing this waterways intelligence database will enhance police efficiency and effectiveness when responding to emergency calls for service on our local waterways. The Safe Boating CSP and assigned summer students will partner with and collaborate/engage with the current twenty-eight stewardship / lake associations to canvass for and share information relating to their specific lake. Once information regarding hazards and potential dangers are known, they will be properly marked and the information will be made available through the GSPS website and shared with all lake users.

Raise/Enhance Public Awareness and Education:

As a successful applicant, the Greater Sudbury Police will enhance public awareness and initiate youth educational programs related to boating safety.

The GSPS Boating Safety CSP will access and utilize national occurrence and safety data from Transport Canada as well as local GSPS data and safety messaging to provide advanced knowledge on Safe Boating behaviour, practices, regulations, and laws.



The Greater Sudbury Police Service recognizes that educating youth on Boating Safety will have a profound impact with influencing a change in culture and behavior.

The GSPS Safe Boating CSP will work in partnership with our three local school boards in order to design an educational presentation geared to both primary and high-school students focused on such topics as PFD usage, Impaired Operation, Safety Equipment/Tips, and Cold Water Survival. During our school visits, promotional safety equipment such as whistles and floating key tags and pamphlets can be distributed to the students. Promotional equipment/supplies will be sponsored by our community partners committed to this initiative.

If successful, starting April 1, 2017, the Service would receive \$60,000 in year 1, \$100,000 in year 2, and \$200,000 in year 3. The project calls for donations and a number of in-kind contributions from business and citizen partners. Funding would be used for staffing, equipment, educational materials, and community engagement sessions.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: October 19, 2016
PUBLIC	
SUBJECT: SUPPORTING POLICE RESPONSE TO SEXUAL VIOLENCE AND HARASSMENT GRANT	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board endorses the application for funding under the Supporting Police Response to Sexual Violence and Harassment Grant entitled ‘Improving Police Response to Sexual Violence and Harassment through a Victim/Survivor Centred Approach’.

BACKGROUND:

The Ministry of Community Safety and Correctional Services issued a call for applications under a new community safety grant program called ‘Supporting Police Response to Sexual Violence and Harassment’ Grant. Funding is available to municipal and First Nations police services and the Ontario Provincial Police for two-year funding (2016/17 and 2017/18) in an amount up to \$75,000.00.

The grant’s theme is ‘Improving Police Response to Sexual Violence and Harassment through a Victim/Survivor Centred Approach’. All projects submitted to the Ministry must focus on a victim/survivor centred approach and align with one of the following two objectives:

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- Pilot best/promising programs or new innovative approaches that support improved victim/survivor interactions and experiences with police during investigation (e.g., providing victim/survivor centred supports to improve outcomes for those who choose to engage with the justice system); OR
- Pilot best/promising programs or new innovative approaches that support improved police investigative practices for sexual assault (e.g., establishing victim/survivor centred investigative techniques).

CURRENT SITUATION:

The Greater Sudbury Police Service currently uses traditional means of assisting victims of sexual violence and harassment. GSPS has recognized the need to provide compassionate and culturally sensitive responses to victims to encourage more victims to report sexual assaults.

GSPS has submitted an application that calls for the recruitment of a High Risk Victim Case Manager who will act as a resource and support to victims of sexual violence and harassment while interacting with Police, and liaison with Sudbury and Area Victim Services (SAVS) to improve victim/Police interaction when dealing with incidents of sexual violence and harassment.


GSPS is aware of culturally sensitive gaps in services for victims within Greater Sudbury. The High Risk Victim Case Manager and Police investigators will meet with the victim/survivor. When they have self-identified with a diverse background, the team will strive for a culturally respectful approach and specific supports and referrals. SAVS will provide referrals wherein the victim/survivor has identified with a specific background. Services can be tailored to suit their diversity.

Although the emphasis of this project will be on the Greater Sudbury's Indigenous and multi-cultural population, GSPS will also work towards a more collaborative approach with SAVS for all victims of sexual violence and harassment at the onset of investigations to educate the public about services and supports that are available, research best practices, and develop a model in Greater Sudbury to improve Police response to victims of sexual violence and harassment, create a campaign aimed at raising public awareness to sexual violence and a culturally sensitive response by Police to encourage reporting.

If successful, the Service will proceed with developing a new model that will provide for improved services to victims of sexual violence. Grant monies will be used for staff salaries, education materials and training sessions.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: October 19, 2016
PUBLIC	
SUBJECT: ONTARIO 150 PARTNERSHIPS PROGRAM	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board endorses the application for funding under the Ontario 150 Partnership Program.

BACKGROUND:

Funded through the Ontario Government, the **Partnership Program** is a \$5 million program to support new partnerships and collaborations that engage, enable, and empower youth as the next generation of Ontario leaders. Eligible applicants are eligible for funding for up to 75% of total project costs, to a maximum of \$100,000. To be eligible for funding, the project must engage and empower youth through:

- creativity and cultural expression
- diversity and inclusion
- environmental stewardship
- youth entrepreneurship
- healthy living
- civic engagement

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CURRENT SITUATION:

Our Youth, Our Police, Our Canada

Greater Sudbury Police Service has submitted a proposal which is a collaborative community approach to engage and empower a diverse group of youth to a deeper understanding of the Canadian Mosaic; to create understanding and mutual respect between police and youth; and to support the efforts of the *Ontario Human Rights Act* through a 5-day interactive learning experience spanning a 4-month period.



Youth participants will be given a unique opportunity to not only interact with Officers on a regular basis but gain insight into the world of policing in Greater Sudbury.

Providing Greater Sudbury youth with the ability to work closely with their community police in an environment based on equality and trust will reinforce positive relationship between youth and law enforcement. This program will encourage these participants to pursue a career in law enforcement allowing a transfer of knowledge as inclusive leaders in their community.

The total budget is \$65,613.30 including \$13,764.94 of in-kind donations. The requested budget from the Government will cover a part-time project coordinator, keynote speakers, materials, supplies, communication, and graphic design.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: October 19, 2016
PUBLIC	
SUBJECT: CHIEFS YOUTH INITIATIVE FUND REQUESTS FOR FUNDING	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Community Safety and Law Enforcement Goal: Youth Crime Prevention Initiatives	
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 Chief's Youth Initiative Fund:

\$1,000 in support of the 2016 Salvation Army 'Santa Shuffle'

\$1,000 in support of the 2016 'Keep Them Warm' Program

\$780 in support of the 2017 'Calendar of Life' Campaign

\$2,000 in support of the 2016-2017 PARTY Program

BACKGROUND:

Since 2002, the Board has maintained a Donations Reserve Fund that is utilized to assist in crime prevention initiatives at the discretion of the Police Services Board or those specifically targeted by the donor.

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A component of this Fund is the Chiefs Youth Initiative Fund which was established for the exclusive purpose of providing financial resources to youth related initiatives within the community.

When considering request for funds, the Board takes into account initiatives supporting community-oriented policing that involves a co-operative effort on the part of the Greater Sudbury Police Service and youth in the community, initiatives benefiting children and/or youth and/or their families, initiatives addressing violence prevention or prevention of repetition of violence or the root causes of violence, initiatives that focus on marginalized or underprivileged youth, and sponsorship of educational events.

CURRENT SITUATION:

Four requests for funding consideration from the Chief’s Youth Initiative Fund have been received.

2016 Salvation Army Santa Shuffle

Each year, The Salvation Army hosts the Santa Shuffle Fun Run and Elf Walk that raises funds to assist families and individuals in need during the Christmas season and throughout the year.

The annual 5K Fun Run & 1K Elf Walk brings families and friends together. The event is being held in Sudbury on December 3, 2016. All money raised locally will remain to support Sudbury organizations.

2016 Azilda Lion’s Club ‘Keep Them Warm’ Program

The Azilda Lions Club goal remains the same – to serve. Though the Club is silent to the public and the media on the vast area of work undertaken, they are well known in the community for assisting with many charities.

The ‘Keep Them Warm’ program provides warm clothing to children in need for the upcoming winter weather. Children will be taken to the Hart Store in Chelmsford with \$100 allocated to each to shop for necessary clothing.

The Azilda Lion’s Club has also been given food donations to offer the children a light lunch.

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2017 ‘Infant Food Cupboard’ Program

Our Children, Our Future is committed to securing a better future for the children and families in our community through positive learning and socialization, parent education, nutrition and food programs, and so much more.

For the past sixteen years, the group has run programs such as the Infant Food Cupboard which is one of the few food banks aimed at children under age three. Urgent basic necessities such as infant formula, diapers, and nutritious food are provided.

The Calendar for Life is published and sold annually with funds directly supporting the Infant Food Cupboard Security Program.

2016-2017 PARTY Program

P.A.R.T.Y. – Prevent Alcohol and Risk-related Trauma in Youth promotes injury prevention through vivid clinical reality visits, enabling youth to recognize risk, make informed choices, and identify potential consequences about activities and behaviours.

This one day in-hospital injury awareness prevention program is geared to senior high school students. Students follow the course of injury from occurrence, transport, treatment, rehabilitation, and community reintegration. Injury survivors talk frankly about the events leading to their injuries and the impact preventable injuries have on their lives.

The program is offered in partnership with IMPACT 6/21 (created following the deaths of three Sudbury teens on June 21, 2009) and Health Sciences North and is a valuable program in the community committed to educating youth about injury prevention.



2016





2016 AZILDA LIONS 'KEEP THEM WARM' PROGRAM



100% CANADIAN OWNED





We make a living by what we get, we make a life by what we give.
 La valeur de l'être humain tient de sa capacité à donner et non à recevoir.

APRIL / AVRIL

Champions For Children
 Each year, the Board of Directors of Our Children, Our Future / Nos enfants, notre avenir invite members from the community to nominate an individual or individuals in the District of Sudbury/Manitoulin who are caring, concerned, and committed to making a difference in children's lives.

The four categories are:

- Junior
- Volunteer
- Group
- Business

Champions pour les enfants

Chaque année, le conseil d'administration de Our Children, Our Future / Nos enfants, notre avenir invite les membres de la communauté à soumettre la candidature de personnes de la région de Manitoulin-Sudbury à qui, de manière engagée, il tient à cœur de faire une différence pour les enfants.

Les quatre catégories sont:

- Junior
- Bénévole
- Groupe
- Entreprise

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PREVENT

Alcohol and Risk-Related
Trauma in Youth
www.partyprogram.com





GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: October 19, 2016
PUBLIC	
SUBJECT: BOARD TRUST FUND REQUEST FOR FUNDING	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Community Safety and Law Enforcement Goal: Crime Prevention Initiatives	
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:

\$2,000 in support of the 2016 United Way – Sudbury Campaign

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:

One request for funding consideration from the Board Trust Fund has been received.

2016 United Way – Sudbury Campaign

The United Way is a non-profit organization that campaigns to raise and distribute money to an important network of charities and local groups that are doing great work to address community issues and problems. The United Way – Sudbury and Nipissing Districts has been active in our community since 1982. Money raised stays in the community to support organizations and worthwhile programs

The organization was founded on the principle of mobilizing others to solve community problems. Their responsibility is to embody the value of community and, in our actions, to model the values we ask others to share. A number of agencies in Sudbury receive United Way Funding some of which include Better Beginnings Better Futures, Carrefour francophone, Learning Disabilities Association of Sudbury, March of Dimes, Meals on Wheels, and YWCA Sudbury – Geneva House.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: October 19, 2016
PUBLIC	
SUBJECT: ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS FALL CONFERENCE UPDATE	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
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 holds an annual labour conference. The event is held every fall and addresses a number of topics of interest relative to police labour relations.

CURRENT SITUATION:

The conference was attended by Chair Frances Caldarelli and Vice Chair Michael Vagnini on October 20 – 21, 2016 in Toronto. Both attendees will be on hand to provide an overview of the topics addressed.

**GREATER SUDBURY
POLICE SERVICES BOARD**

**REPORT FROM THE
CHIEF OF POLICE**



October 2016

LEGISLATIVE UPDATES

ONTARIO REGULATION 58/16 “COLLECTION OF IDENTIFYING INFORMATION IN CERTAIN CIRCUMSTANCES – PROHIBITION AND DUTIES”

Work continues within and throughout the Service on procedural developments in order to achieve compliance with the requirements under Ontario Regulation 58/16. Training will be initiated service-wide starting in November 2016 with a goal of having all members trained by the compliance date of January 2017. The Forms and Documentation elements are being developed as a collaborative effort with the OPTIC cooperative which provides the Records Management System for Greater Sudbury Police Service. Additionally, we understand that the electronic storage and retention guidelines are also being developed by the Law Enforcement and Records Managers Network.

JUSTICE TULLOCH POLICING REVIEW

On September 6, 2016, members of the Executive Command Team met with Justice Tulloch and his team who are leading an independent review of the three agencies that oversee police conduct in the province: the Special Investigations Unit (SIU), the Office of the Independent Police Review Director (OIPRD), and the Ontario Civilian Police Commission. Following the review, Justice Tulloch will provide the government with recommendations on ways to enhance the transparency and accountability of the province's three police oversight bodies while at the same time ensuring that these agencies are carrying out their work as effectively and efficiently as possible. The session provided the opportunity to share insights on some of the inherent weaknesses in the existing system and provide suggestions for improvement. The review includes public consultation sessions as well.

IACP CONFERENCE 2016 - OVERVIEW

Chief Pedersen attended the 2016 International Association of Chiefs of Police Conference October 15-18, 2016. This year's theme was 'Building Stronger Foundations'. This event offers an unmatched educational program, renowned keynote speakers, community-building special events, and the largest collection of tactical equipment and technology solutions available for law enforcement. The conference draws thousands of dedicated professionals from federal, state, county, local, and tribal agencies. Many relevant learning topics were presented including intelligence and strategies and solutions to better serve and protect. A number of excellent sessions were specifically attended including: public information lessons learned from San Bernardino mass shooting, Investigating Illicit Market Places, Leadership in Police Organizations – Investing to Develop Leaders and Influence Culture in Organizations, Public Relations and Marketing to Build Trust, Evidence-based Police Research and Application at the Agency Level, Handling Haters on Social Media, Advancing 21st Century Policing – Community/Police Relations, and a Critical Issues Forum involving Chiefs from Orlando,

Baton Rouge, Dallas, and San Bernardino. The conference proved worthwhile with excellent learning and networking opportunities.

EVENTS

Throughout the month of September, the Service participated in several events throughout the community including:

- ✓ **Newcomers Coffee Talk** – held at the YMCA September 14, 2016. The Chief attended this event which provides an opportunity for newcomers to come together and chat
- ✓ **Multiracial and Multicultural Advisory Committee to the Chief** – met with the primary focus on the new street check legislation and receiving input and guidance from the committee.
- ✓ **Take Back the Night** – held September 29, 2016 with Constable Shannon Agowissa and Lisa Osawamick participating from GSPS
- ✓ **Sisters in Spirit Walk** – the “Sisters in Spirit” march was held October 4, 2016 to represent the many Missing and Murdered Aboriginal girls/women from across Canada. The theme of this gathering/walk is to “Remember Our Lost and Stolen Sisters”. Participants were encouraged to wear red.
- ✓ **United Way Campaign** – the United Way Campaign is well underway and the Service is a proud participant once again this year.
- ✓ **Take Our Kids to Work Day** – plans are underway for ‘Take our Kids to Work Day’ which is planned for November 2, 2016. This day exposes grade 9 students, children of Service members, to a day in the life of policing. Last year the Service received special recognition for its program.
- ✓ **Discover Policing Expo** – members from the Human Resources Branch attended the Discover Policing career fair held in Hamilton September 24, 2016. The Expo provides police agencies across Ontario the opportunity to connect with potential applicants and their families and to let them know about volunteer, employment, and career opportunities with insight for potential applicants on how to make themselves more competitive candidates in the policing selection process. The opportunity served well to showcase job opportunities with GSPS and Greater Sudbury as a desired location to work and live.

POLICE DISCIPLINE CONFERENCE

The Police Association in partnership with Georgian College held a Police Discipline conference September 12-16, 2016 which was well attended by command staff and members of our Police Service. Several relevant topics were presented including An Overview of the Police Discipline Process, Navigating the PSA, Police Service Act Trials, Police Complaints, PSB Investigations, SIU Investigations, Code of Conduct, Risk Management, PSA Hearing Preparation, Pre-hearing Conferences, and Duty to Accommodate – PTSD.

INTERCULTURAL RIDE ALONG PROGRAM

September 26, this year's Intercultural Ride Along Program kicked off. In its third year now, the Service welcomed a new group of international students to this eye opening program. The Intercultural Student Ride-Along matches international newcomers with police officers. Students apply through their post-secondary schools: Laurentian University, Cambrian College or College Boreal. The YMCA newcomer program is also involved. With a total of seventeen students each year, the program matches students with officers. Students attended Police Headquarter for an orientation and meet and greet the officer with whom they're matched. During the session students explain what policing is like in their countries. The officers then take their students on two ride-along sessions.

CHIEFS YOUTH ADVISORY COUNCIL

The Chief's Youth Advisory Council continues to be most engaged and provides insight on issues of concern to the Office of Chief of Police. The group held a team building session that was good to promote cohesion within the team and development of members.

2016 CANADIAN POLICE AND PEACE OFFICERS MEMORIAL SERVICE & NATIONAL PEACE OFFICERS MEMORIAL RUN

GSPS had an excellent turnout this year at the Canadian Police and Peace Officers Memorial Service held in Ottawa on September 25. This is an annual event that has been running since September 24, 1998, when the Canadian Government officially proclaimed the last Sunday of September of every year as Police and Peace Officers National Memorial Day. This day marks an opportunity for Canadians to honour police and peace officers who have sacrificed their lives in the line of duty while keeping our communities safe. The Memorial Service is held annually to keep the officers memory alive and to ensure that the magnitude of their sacrifice will never be forgotten. Members from all ranks and positions within the Service attended. We were also pleased to have Vice Chair Vagnini march with the Sudbury contingent.

Additionally, the National Peace Officers Memorial Run was established in 2005 when the Peel Regional Police running team, The Pacers, decided to raise awareness for the annual Police and Peace Officers Memorial Service. The running team wanted to create a way of raising awareness and at the same time pay tribute to those officers who had so valiantly given their lives in service of their Community and Country. This event now forms an integral part of the weekend with teams entered from Police Services across Canada. Sudbury proudly entered a team for the third consecutive year.

OCTOBER BREAST CANCER AWARENESS MONTH

The Canadian Cancer Society has declared the month of October each year as the time to highlight the importance of breast awareness, education, and research. As part of the 2016 program to raise awareness in the fight against breast cancer and encourage support, pink epaulettes were offered for purchase throughout the Service. Several members purchased the pink epaulettes to be worn while in uniform throughout the month. Non-uniform members displayed their pink epaulettes in the workplace as well. This was a significant show of support for this very important cause.

PUBLIC EDUCATION AND AWARENESS INITIATIVES

Back to School Safety Enforcement Initiative

As part of Our Shared Commitment to Community Safety and Well-being, the Traffic Management Unit (TMU) launched its Back to School Safety Enforcement Initiative in September to create public awareness regarding school bus stop arms, flashing red lights, proper motor vehicle stopping distances when approaching a stopped school bus, crossing guards, and school zone speed limits.

On the first day of school, Greater Sudbury Police Officers partnered with the Sudbury Student Services Consortium and attended school routes that travel on roads with high volumes of traffic. The Officers attended pick-up locations and talked to both school children and parents before getting on the school bus and riding to the schools. Being on the school bus provided the Officers with a better view to observe offending motorists. The Officers engaged with the children regarding road and school bus safety. These activities were very well received and welcome by schools and parents.

In addition to the educational and awareness component, Greater Sudbury Police Officers also conducted an enforcement initiative. As a result, various charges were laid under the *Highway Traffic Act of Ontario*.

Firearms Amnesty Program

On October 6, 2016 the Service announced a dedicated Community Safety Initiative aimed at non-restricted firearm owners and/or licence holders who wish to surrender unwanted firearms and ammunition to Police for destruction. The Community Safety Initiative aims to prevent the unlawful use or acquisition of these unwanted firearms. Working together with the Canadian Firearms Centre and Chief Firearms Office, the Service is dedicated to enhancing public safety by enforcing the provisions of the Firearms Act and the Criminal Code which govern the possession, transportation, use and storage of firearms.

The amnesty under the Criminal Code of Canada which came into effect on May 17, 2006, protects licenced individuals and those whose licences expired since 2004, who are in possession of non-restricted firearms. This amnesty has been extended until May 16, 2017.

The amnesty protects the above individuals from being found guilty of an offence under Part III of the Criminal Code of Canada while in possession of these non-restricted firearms before or when doing any of the following:

- Obtaining a licence for individuals who are unlicensed since January 1, 2004 and after;
- Exporting the firearm;
- Relinquishing the firearm to a Police Officer or a Firearms Officer or;
- Selling or giving the firearm to a public service agency, or a business, which includes museums.

The announcement provided the Greater Sudbury Police Service Firearms Unit the opportunity to inform the public on how they reach a Firearms Officer for information.

Operation Impact – October 7-10, 2016

During this past Thanksgiving weekend, Greater Sudbury Police Officers participated in the National Road Safety Campaign known as ‘Operation Impact’, an initiative to make Canada's roads the safest in the world. This Police campaign is designed to remind citizens that an essential part of traffic enforcement is to save lives and reduce injuries on our roadways.

The ultimate goal of Operation Impact is to ensure safety on our roadways through high-visibility coupled with directed enforcement to ensure serious injury or loss of life collisions do not occur. There were no serious injuries or fatal collisions on our City’s roadways during this campaign.

The Greater Sudbury Police Service Traffic Management Unit, Uniform Patrol and Rural Community Response Officers engaged in directed enforcement activities during the

Thanksgiving holiday weekend focusing on areas where unsafe driving behaviours are an ongoing issue.

Lions Eye in the Sky Camera in Hnatyshyn Park is Operational

The 17th camera has been installed in the vicinity of Hnatyshyn Park. This initiative would not have been possible without the support of the Lions Club of Sudbury, Downtown Sudbury BIA, City of Greater Sudbury, as well as, i-Vision Systems. It is our hope that the installation of this camera will further our ability to deal with crime and antisocial behaviour in real time as well as assist Police in identifying potential persons of interest in investigations after the fact.

The Greater Sudbury Police Service is grateful to all of our community partners who undertake the challenge to make the City of Greater Sudbury one of the safest communities in the province of Ontario.

National Teen Driver Safety Week

The Service partnered with the Sudbury & District Health Unit and Parachute Canada for National Teen Driver Safety Week (NTDSW) which takes place October 16–22, 2016. The National Teen Driver Safety Week campaign aims to create positive behaviour changes in order to reduce injury rates among teens.

Parachute National Teen Driver Safety Week is an annual public awareness campaign and this year, distracted driving is the primary focus. Distracted driving is a factor in almost 19% of all fatal collisions involving teen drivers.

The Greater Sudbury Police Service, Sudbury & District Health Unit, and Parachute Canada are calling on all Greater Sudbury teens to #GetHomeSafe. Our Shared Commitment to Community Safety and Well-being begins with providing our teens with the education and resources to make the responsible choice and drive without distraction.

Additionally, on Monday, October 17, 2016, the Greater Sudbury Police Service and Sudbury Wolves kicked off through a Distracted Driving Declaration signing with the PAWES (Police and Wolves Educating Sudbury) Program. As youth leaders in our community, the Sudbury Wolves signed a distracted driving declaration pledging to drive without distraction or impairment. The Sudbury Wolves players exemplify tremendous dedication and determination that many of our community's youth highly respect. Through the Distracted Driving Declaration signed by the team, other youth in our community will be encouraged to take the pledge to drive without distraction or impairment.

The PAWES Program was launched in 2015 by the Greater Sudbury Police Service with a focus on leadership, teamwork, and pride. The Sudbury Wolves players are paired with Officers for the duration of the hockey season where they attend community events and

education and awareness sessions held by the Service. The goal of the PAWES Program is to promote positive interactions and relationships between our Officers and the players, many of whom are from out of town. The hope is that, as youth leaders in our community, they will set an example and model.

EQUIPMENT UPDATES

- ✓ The Carbine Rifle Training Program is well underway. A number of members have now been qualified.

NEW INITIATIVES

Crime Prevention Week

Plans are well underway for this year's Crime Prevention Week which is taking place from November 6-12, 2016. The theme for this year's Crime Prevention Week is 'Planning Together for Safer Communities'. A number of activities are planned. The week will kick off with the grand opening of the Copper Cliff Storefront on November 6, 2016 at the McLellan Arena which has now officially relocated from the Copper Cliff Fire Hall. A Police vs Youth hockey game will be held with several local partners on hand with information booths. Door prizes, face painting, children's activities, and more will be presented. Pizza, meatball subs and cake will be served.

Aboriginal Women Violence Prevention Program

Our "Looking Ahead to Build the Spirit of Our Women – Learning to Live Free From Violence" project is well underway. Education and community sessions are regularly held with excellent community response to these initiatives. We continue to work proactively to address violence against women and to develop strategies to address the issue. Lisa Osawamick, Aboriginal Women Violence Prevention Coordinator (AWVPC), is working closely with Shannon Agowissa, our newly appointed Aboriginal Liaison Officer, on implementing community based strategies looking at the prevention and the education of historical and current violence that affects aboriginal women and girls today.

SPECIAL CONGRATULATIONS

On October 17, 1977, Constable David Duffy began his police career with the Greater Sudbury Police Service. On October 17, 2016 we congratulated him on 39 years of service!

REMEMBERING CONSTABLE JOSEPH (JOEY) MACDONALD

October 7, GSPS members remembered Constable Joe MacDonald. Twenty three years ago on that date while on general patrol, 29 year old Constable Joseph MacDonald conducted a traffic stop. Unbeknownst to the officer, the two men were wanted by police. As he approached the vehicle two males exited the stopped vehicle resulting in a violent physical altercation and the exchange of gunfire. Constable Joseph “Joey” MacDonald was fatally shot and lay beside his empty service revolver.

Following Joey’s tragic death, a state of the art digital encryption radio system was installed to ensure private and confidential radio communication. As well, the decision to transition from the revolver to the pistol for police use province-wide was initiated by government.

Joey’s impact on our community will live on through the Joe MacDonald Youth Football League which was named in his honour in 1994 to recognize his contributions to Sudbury. He left a lasting legacy and has had many honourable tributes in his name.

In 2002, Ministry of the Solicitor General and Correctional Services fund for Public Safety Officers’ Survivors was renamed Constable Joe MacDonald Public Safety Officers’ Survivors Scholarship fund in his honour.

In 2006, the Junction Creek Bridge, located at the Highway 17 and Municipal Road 55 Interchange, was named after MacDonald, under the Highway Memorials for Fallen Police Officers Act, 2002.

On October 18, 2008, the Joe MacDonald Memorial park officially opened. Members of the police service, the community, and Joey’s family gathered on the Lasalle Boulevard extension across from Gordon Street to dedicate a small park in his honour.

In order to ensure his memory, his legacy, his character and his values live on, two years ago, the Service introduced the Constable Joseph MacDonald Memorial Award, which is presented to a Police Service member who has demonstrated outstanding service to youth through official duty or through community involvement, or both.

2017 BUDGET

The 2017 Budget will be presented to the Board on October 25, 2016. Staff has prepared a 3-year Operating Budget for consideration by the Board along with a five-year Capital Spending Forecast. Included in this year’s submission is a financial plan to support a facilities improvement initiative to start in 2017.