



**GREATER SUDBURY POLICE SERVICES BOARD**  
**MONDAY November 20, 2017 4:00 P.M.**  
**Police Headquarters, Alex McCauley Boardroom, 5th Floor**

**PUBLIC AGENDA**



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8	<b>Consent Agenda</b>	<b>Motion</b>	
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16	<b>New Business</b> January Meeting Date Conflict		
17	<b>Next Meeting Date</b> Next meeting <b>Monday</b> December 18, 2017		
18	<b>Adjournment</b>	<b>Motion</b>	



## GREATER SUDBURY POLICE SERVICE BOARD REPORT

<b>ACTION: FOR INFORMATION</b>	DATE: November 13, 2017
<b>PUBLIC</b>	
<b>SUBJECT: IODE YOUTH AWARD PRESENTATION</b>	
<b>BUSINESS PLAN COMPLIANCE:</b> <b>Strategic Theme:</b> Our Members <b>Goal:</b> Acknowledging Exceptional Efforts	
Recommended by:  Sharon Baiden Chief Administrative Officer 	Approved by:  Paul Pedersen Chief of Police 

**RECOMMENDATION: FOR INFORMATION ONLY**

### **BACKGROUND:**

IODE Canada is a national women's charitable organization where women of all ages, all walks of life and educational backgrounds, meet in local chapters for fun, friendship, and community volunteerism.

Members volunteer with and for people, focusing on Children, Education, and Community Services


### **CURRENT SITUATION:**

A representative of the IODE will be on hand to present an award to recognize Constable Hally Willmott for her efforts to support youth in the community.

A donation in the amount of \$300 has also been made to the Chief's Youth Initiative Fund.



## GREATER SUDBURY POLICE SERVICE BOARD REPORT

<b>ACTION: FOR APPROVAL</b>	DATE: November 13, 2017
<b>PUBLIC</b>	
<b>SUBJECT: PROMOTION OF OFFICER</b>	
<b>BUSINESS PLAN COMPLIANCE:</b> <b>Strategic Theme:</b> Our Members <b>Goal:</b> Recruitment and Succession Planning	
Recommended by:  Sharon Baiden Chief Administrative Officer 	Approved by:  Paul Pedersen Chief of Police 

### RECOMMENDATION:

**THAT the Board approves the promotion of the following officer:**

**Sergeant Ryan JOHNSON**

### BACKGROUND:

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



### CURRENT SITUATION:

As a result of recent retirements, a vacancy was created at the rank of Sergeant.

Sergeant Ryan Johnson has been promoted and will be presented to the Board November 20, 2017.



## GREATER SUDBURY POLICE SERVICE BOARD REPORT

<b>ACTION: FOR INFORMATION</b>	<b>DATE:</b> November 13, 2017
<b>PUBLIC</b>	
<b>SUBJECT:</b> <b>2017 GREATER SUDBURY POLICE SERVICE SEASONAL LUNCH</b>	
<b>BUSINESS PLAN COMPLIANCE:</b> <b>Strategic Theme:</b> Our Members <b>Goal:</b> Acknowledging Exceptional Efforts	
<b>Recommended by:</b>  Sharon Baiden Chief Administrative Officer 	<b>Approved by:</b>  Paul Pedersen Chief of Police 

**RECOMMENDATION: FOR INFORMATION ONLY**



### **CURRENT SITUATION:**

Chief Paul Pedersen invites all staff and Board Members to attend and celebrate the Holiday Season.

Please join us for a lunch on Friday December 15, 2017 from 11:30 a.m. to 2:00 p.m. in the Alex McCauley Boardroom on the 5<sup>th</sup> floor at Police headquarters.



## GREATER SUDBURY POLICE SERVICE BOARD REPORT

<b>ACTION: FOR INFORMATION</b>	DATE: November 13, 2017
<b>PUBLIC</b>	
<b>SUBJECT: NOTES OF THANKS</b>	
<b>BUSINESS PLAN COMPLIANCE:</b> <b>Strategic Theme:</b> Service Excellence <b>Goal:</b> Participation in Community Events	
Recommended by:  Sharon Baiden Chief Administrative Officer 	Approved by:  Paul Pedersen Chief of Police 

### **RECOMMENDATION: FOR INFORMATION ONLY**

A letter of thanks was received from United Way Centraide North East Ontario expressing their appreciation of the Board's support for the 2017 Campaign. "Your trusted investment helps to build stronger neighbourhoods, help young children and youth successfully transition into adulthood, and move people from a life poverty to one of possibility. Your gift supports 29 local charities and 46 programs."



## GREATER SUDBURY POLICE SERVICE BOARD REPORT

<b>ACTION: FOR INFORMATION</b>	DATE: November 13, 2017
<b>PUBLIC</b>	
<b>SUBJECT: NOTES OF APPRECIATION</b>	
<b>BUSINESS PLAN COMPLIANCE:</b> <b>Strategic Theme:</b> Our Members <b>Goal:</b> Acknowledging Exceptional Efforts	
Recommended by:  Sharon Baiden Chief Administrative Officer	Approved by:  Paul Pedersen Chief of Police

**RECOMMENDATION: FOR INFORMATION ONLY**

An email message was received from a Sudbury family commending Constable William Pagnutti on his assistance during a family tragedy. “Constable Pagnutti went above and beyond the call of duty. His interaction was sincere, heartfelt, and compassionate. The police force should be proud to have such a great human being on their team.”

A letter was received from the York Regional Police service recognizing the efforts of Detective Constable Kevin Brine with ‘Project Kronik’ – a joint forces operation involving Toronto Police, York Police, and the OPP for the prevention of trafficking fentanyl and cocaine throughout the province. “Constable Brine demonstrated teamwork and competence. His experience was vital and his dedication was paramount to the success of the investigation. We appreciate all your efforts. Thanks for a job well done.”

A card was received from a Sudbury family thanking Sergeant Stephen Hotson and Constable Andrij Zelionka for their assistance and caring during a family tragedy and difficult time. “I can’t imagine the kind of work you do. I wish you all health, happiness, and peace.”

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<b>SUBJECT: NOTES OF APPRECIATION</b>	<b>Page 2</b>
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A letter was received from a Sudbury couple thanking Sergeant Eric Sanderson for being their 'good Samaritan'. The couple experienced a flat tire on the side of Hwy. 537. Sergeant Sanderson approached the couple and offered assistance with the tools in his vehicle. "We really appreciated his willingness and compassion to stop and help."





## GREATER SUDBURY POLICE SERVICE BOARD REPORT

<b>ACTION: FOR DISCUSSION</b>	DATE: November 13, 2017
<b>PUBLIC</b>	
<b>SUBJECT:</b> <b>BILL 175 SAFER ONTARIO ACT</b>	
<b>BUSINESS PLAN COMPLIANCE:</b> <b>Strategic Theme:</b> Service Excellence <b>Goal:</b> Updating systems and processes	

### **RECOMMENDATION: FOR DISCUSSION**

#### **BACKGROUND:**

Since early 2016, the Ministry has been conducting extensive consultation and engagement to inform the development of initiatives for a proposed reform of the *Police Services Act*, legislation that has not been changed for over twenty-five years.

Participation has been extensive including Chiefs of Police, Police Associations, Police Services Boards, municipalities, First Nations, Inuit and Metis communities, civil liberties, privacy organizations, anti-racism and human rights organizations, forensic associations, social services, mental health, and violence against women organizations. This broad and encompassing engagement has informed the proposed approaches in the new *Act*.

On November 1, 2017, *The Safer Ontario Act* was introduced in the legislature. If passed, this *Act* will modernize the delivery of community safety and support the government's vision to build an even stronger, safer province by:

- ✓ Modernizing the policing framework, in accordance with the province's Strategy for a Safer Ontario, by enacting a new *Police Services Act, 2017*;
- ✓ Improving the inquest system through amendments to the *Coroners Act*;
- ✓ Implementing an oversight framework for forensic laboratories under a new *Forensic Laboratories Act, 2017*; and

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- ✓ Assisting police in responding to missing persons occurrences where there is no evidence of criminal activity under a new *Missing Persons Act*, 2017.

The proposed *Safer Ontario Act*, 2017, if passed, would also enact new legislation related to independent oversight of policing in Ontario (Ministry of the Attorney General lead).

### **CURRENT SITUATION:**

While the reviews of the *Act* are still at the very preliminary states, the OAPSB has crafted an initial response which is detailed below.

OPSB acknowledges that the new *Police Services Act* is the culmination of five years of consensus-building among police and community stakeholders, facilitated by the Government of Ontario. Overall, the result represents a balance of those interests.

The Ontario Association of Police Services Boards (OAPSB) has advocated hard over those past five years in the public interest, for:

1. Legislation that features a **more effective** public safety model, bringing together the range of human service providers to address the root causes of marginalization, risk, crime, and victimization
2. Legislation that features a **more efficient** policing model, facilitating the selection of non-police service providers for the performance of tasks that do not require a fully trained, fully armed police officer
3. Legislation that features **more relevant** police governance, namely:
  - Clarification of board roles, focussed on **strategic governance of police operations**, rather than human resource management
  - **Mandatory board training**
  - **Better resourcing** of boards in terms of information and advice, and decision-making support – in addition to that provided by police chiefs, and
  - **Meaningful board evaluations** and the provision of feedback to them
4. OAPSB has also advocated for more effective oversight of police and modernized police labour practises that are more reflective of general labour practises across Ontario.

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Highlights of the legislation include:

- Police chiefs will have the ability to suspend officers without pay if they are in custody or charged with a serious federal offence not allegedly committed in the course of their duties.
- Calls for at least one at least one police board member must participate in police collective bargaining.
- A new oversight body called the ‘Inspector General’ will be created with the ability to investigate and audit police services.
- Addresses outsourcing of certain non-core police tasks.
- Ontario's Ombudsman will have the power to investigate the province's three police oversight agencies currently known as the Special Investigations Unit, the Office of the Independent Police Review Director, and the Ontario Civilian Police Commission.
- The Special Investigations Unit will be renamed the ‘Ontario Special Investigations Unit’ (OSIU) and will be able to investigate not just current but also former police officers, volunteer members of police services, special constables, as well as off-duty officers and members of First Nations police services, in some circumstances. Its reports would have to be publicly released.
  - ✓ The OSIU's investigative mandate will be expanded beyond the current scope of civilian death, serious injury, or sexual assault.
  - ✓ The Office of the Independent Police Review Director will be renamed the ‘Ontario Policing Complaints Agency’ (OPCA) and will become the sole investigative body for public complaints against police officers.
  - ✓ Police officers who don't comply with OSIU or OPCA's investigations could be fined up to \$50,000 and/or be sent to jail for up to one year.
- The Ontario Civilian Police Commission will be renamed the ‘Ontario Policing Discipline Tribunal’ and will adjudicate disciplinary matters ensuring public complaints are not handled by the police services themselves.
- Duties that can only be performed by a sworn police officer will be defined in the act's regulations.
- A new *Missing Persons Act* will give police new tools when searching for people when there is no evidence of a crime, including tracking cellphone records and searching homes.
- The *Coroners Act* will be updated to require mandatory inquests when people die due to a police officer's use of force.
- First Nations police services will be able to establish their own police services boards.
- Local police services boards will be created for the Ontario Provincial Police.
- Members of police services boards will be required to complete more training, including diversity training.

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- A new *Forensic Laboratories Act* will create a provincial accreditation framework for such labs.
- Municipalities will be mandated to develop community safety and wellbeing plans, giving them a greater role in preventing the need for police intervention.
- A Public Safety Institute will be created to conduct research and help inform the delivery of police services.

Overall, the new *Police Services Act* is a momentous attempt at responding to a number of recommendations that were suggested during the community engagement phase.

Throughout the consultation phases, the Board participated in the OAPSB survey to contribute to this legislative update in a way to positively influence the framework for community safety. While several of the suggestions have been reflected in the Bill, some have not.

The legislation specifically calls for at least one police board member to participate in police collective bargaining. This imposition doesn't happen anywhere else in any sector in Ontario. In the police sector, board members are not recruited nor trained to collectively bargain. No one from Cabinet is required to negotiate directly with the OPP, and no one from a police board should be required to either. In a recent survey of OAPSB members, 92% of the respondents felt that police boards should be able to assign the task of bargaining to professionals inside or outside the police service.

It would appear that many of the issues that were raised during the consultations will be addressed by way of Regulation. Specifically, the Ministry references the establishment of a 'Public Safety Institute' but there are very few details of its function or purpose in the legislation. Additionally, there is reference to mandatory training for Board members which is certainly welcome given that Boards have been looking for this for many years. In this area, there is also no indication to what the actual training will entail.

The Association of Municipalities of Ontario has circulated a summary of the Bill which includes concerns around the potential impacts on municipal resources and the consequences to the local taxpayer.

The Ontario Association of Police Services Boards has requested input from Boards with respect to the Bill. The Board may wish to consider its participation in contributing to a coordinated or individual response.

There is also an opportunity to request independent standing to address the Bill at the Committee, should the Board wish to do so.



## Safer Ontario Act, 2017 – Overview

Presented to: Parliamentary Assistant

Date: November 1, 2017

Ministry of Community Safety and Correctional Services

### Purpose

- To provide an overview of the proposed Safer Ontario Act, 2017, which, if passed, would modernize the delivery of community safety and support the government's vision to build an even stronger, safer province by:
  - Modernizing the policing framework, in accordance with the province's **Strategy for a Safer Ontario**, by enacting a new **Police Services Act, 2017**;
  - Improving the inquest system through **amendments to the Coroners Act**;
  - Implementing an oversight framework for forensic laboratories under a new **Forensic Laboratories Act, 2017**; and,
  - Assisting police in responding to missing persons occurrences, where there is no evidence of criminal activity, under a new **Missing Persons Act, 2017**.
- The proposed Safer Ontario Act, 2017, if passed, would also enact new legislation related to independent oversight of policing in Ontario (Ministry of the Attorney General lead).

 Ministry of Community Safety and Correctional Services

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## Context for Action – Engagement to Date

- The ministry has been conducting extensive consultation and engagement to inform the development of these initiatives and the proposed Safer Ontario Act, 2017.
- Since early 2016, the ministry has been undertaking:
  - Public and regional engagements (focused on the Strategy for a Safer Ontario, including 11 regional sessions with stakeholders and eight sessions with the public across the province)
  - Focused engagements with key stakeholders and partners from across multiple sectors of society including:
    - Municipalities and policing organizations and associations
    - First Nations, Inuit and Métis communities
    - Civil liberties and privacy organizations, including the Information and Privacy Commissioner of Ontario
    - Anti-racism and human rights organizations, including the Ontario Human Rights Commission
    - Forensic associations and accreditation bodies
    - Social services, mental health and violence against women organizations
  - Engagements with those directly involved in service delivery including police officers, laboratory workers and judges, as well as those with lived experience, including the families of missing persons
- These wide-ranging engagements have informed the proposed approaches, which attempt to strike the appropriate balance in reflecting diverse perspectives and feedback.

## Context for Action – Police Services Act, 2017





## Proposed Framework – Police Services Act, 2017 (PSA, 2017)

### Shifting to a Community Safety and Well-Being Planning Model

- Ensuring community safety and well-being requires provincial, municipal and First Nations partners, service providers and community members collaborating to:
  - Identify and address priority community risks such as mental health and homelessness
  - Implement strategies for prevention and social development
  - Build trust between community partners
  - Improve outcomes for residents
- Part XIII (Community Safety and Well-Being Plans) would require municipal councils to prepare and adopt a community safety and well-being plan (and would enable First Nations to choose to do so). It would outline requirements for municipal councils when preparing the plan, as follows:
  - That the plan must identify risk factors to the community and strategies to reduce prioritized risk factors.
  - That they must establish an advisory committee to assist in preparation of the plan, that must at a minimum consist of members from the municipal council, police service board, and health, education, community/social services and children and youth sectors.
  - That they must consult with certain groups when preparing the plan, including the advisory committee and members of the public encompassing racialized groups and of First Nation, Inuit and Métis communities.

## Proposed Framework – Police Services Act, 2017

### Defining Core Police Services

- The changing nature and complexity of crime, coupled with increased demands for police to respond to calls for service related to social issues, requires a rethinking of what services are delivered and how, and what skills and educational requirements are needed from personnel such as police officers and special constables.

### Community Safety Service Delivery

- Part III (Provision of Policing) would set out a legislative framework for the delivery of policing functions in Ontario, with details to be established in regulation.
- The legislative framework would set out broad requirements that:
  - Police service boards and the Commissioner of the OPP would be responsible for providing “adequate and effective policing” in their areas of policing responsibility, which includes the delivery of five core functions (e.g., law enforcement).
  - A police service must use their own members or persons acting under their direction.
  - A policing function may be provided using people who are not peace officers (e.g., private security), unless the function requires the exercise of a legislative or common law power of a peace officer or police officer.
- The regulations would then set out exceptions, prohibitions and details related to the above requirements, including:
  - Specific standards related to core adequate and effective functions (e.g., domestic violence investigation standards)
  - Where a police service board or the Commissioner may enter into agreements with other entities to provide a policing function (e.g., Thunder Bay Police Service enters into a contract with the OPP for tactical response services from OPP members).
  - Further instances where a policing function would be prohibited from being provided by people who are not peace officers.

## Proposed Framework – Police Services Act, 2017

### Defining Core Police Services, cont'd

#### Special Constables

- Part VII (Police Officers and Other Policing Personnel) would set the duties of police officers and the requirements for a person to be appointed as a police officer. This would include new educational requirements to be appointed as a police officer, including one of the following:
  - A university degree
  - A degree, diploma or advanced diploma granted by a college of applied arts and technology or its equivalent
  - A secondary school diploma and the person meets additional prescribed criteria
- It would also set new requirements related to special constables in Ontario, including those related to:
  - **Appointments, powers and duties:** Police service boards and the Commissioner would be given the power to appoint persons as special constables.
    - Special constables would have to meet certain eligibility criteria and would be issued a certificate of appointment specifying the name of the employer for whom they may work, the powers of a police officer that they may exercise, and the purpose for which they may act.
  - **Authorizations to employ special constables:** The Minister could issue authorizations to employ special constables. Special constable employers would have certain duties established by the PSA, 2017 and be required to investigate conduct of their special constable employees that may contravene the PSA, 2017 or its regulations.

## Proposed Framework – Police Services Act, 2017

### Enhancing Police Oversight and Accountability to the Public

#### Inspector General and New Authorities to Collect Information

- The ministry intends to build an enhanced framework to enable more effective monitoring and inspections of police services, and enhanced research and analysis to inform policy and program development and the evaluation of outcomes.
- Part VI (Inspector General of Policing) would enable the Lieutenant Governor in Council to appoint an Inspector General of Policing (IGOP), whose duties include monitoring and conducting inspections related to compliance with the Act and dealing with certain complaints regarding compliance with the standards in the PSA, 2017 and board member compliance with their code of conduct.
  - The IGOP would have the authority to collect prescribed information in accordance with the regulations from certain police entities and certain information on request.
  - The IGOP would also have the power to:
    - Recommend to the Minister that he or she use a disciplinary power if there is evidence that a board member is not complying with their code of conduct.
    - Issue a direction or remedy if there is evidence of other non-compliance with the standards in the Act. If that direction is not complied with, then the Inspector General could recommend that the Minister impose a disciplinary measure.
- Part II (Minister's Duties and Powers) states that the Minister has the authority to collect information from certain policing entities as set out in regulation (e.g., use of force data, race-based data). The Information and Privacy Commissioner would be given the power to review the practices of the ministry in relation to personal information, to safeguard privacy. Offences related to the unauthorized use and disclosure of this information would also be outlined.



## Proposed Framework – Police Services Act, 2017

### Enhancing Police Oversight and Accountability to the Public, cont'd

#### Civilian Police Governance

- The ministry intends to strengthen civilian police governance in Ontario through new standards and requirements for police service boards, and changes related to governance of the Ontario Provincial Police (OPP).
- Part IV (Municipal Policing and Police Service Boards) sets out new requirements to strengthen civilian police governance, including:
  - **Clarifying and strengthening roles and responsibilities and supporting outcomes-based performance measurement:**
    - The board would be required to develop a strategic plan for the provision of policing, that includes quantitative and qualitative performance objectives and indicators of outcomes, and addresses interactions with certain populations including persons who appear to have a mental health condition, youths, and members of racialized groups and First Nation, Inuit and Métis communities.
    - The PSA, 2017 would also clarify where the police service board would not be able to direct the chief of police (e.g., regarding specific operations) to ensure the board is able to effectively carry out their mandate and role.
  - **Addressing board composition and training requirements:**
    - The list of those who are ineligible to be members of a police service board would be expanded, for example to include former members of a police service (unless it is a different board from where they were formerly employed and at least two years have passed).
    - Prescribed training would be mandatory including with respect to human rights and systemic racism.

## Proposed Framework – Police Services Act, 2017

### Enhancing Police Oversight and Accountability to the Public, cont'd

#### Civilian Police Governance

- **New measures to support board diversity:**
  - Municipal councils would be required to prepare a diversity plan for police service boards, to ensure that the board members are representative of the diversity of the population in the area.
  - The municipal council and Minister would need to take reasonable steps to promote the availability of police service board appointments to historically underrepresented groups such as racialized groups and First Nation, Inuit and Métis.
  - The Minister would be required to publish an annual report on the steps taken to ensure that public appointees to municipal boards reflect the diversity of the population of the area.
- Part V (Ontario Provincial Police) would establish clear powers for the Minister with respect to governance of the OPP (e.g., establish policies and prepare a strategic plan). The Ontario Provincial Police Governance Advisory Council would be established, to provide advice to the Minister regarding the use of the Minister's powers with respect to the OPP.
- Part V would also create local OPP detachment boards to advise OPP detachment commanders with respect to policing provided by the detachment. They may establish local policies and local action plans.

## Proposed Framework – Police Services Act, 2017

### Enhancing Police Oversight and Accountability to the Public, cont'd

#### Discipline

- In alignment with the Ministry of the Attorney General's work to respond to recommendations of the Report of the Independent Police Oversight Review, changes are proposed with respect to internal discipline to create a more streamlined system.
- Part IX (Discipline and Dismissal) would set provisions regarding investigations into conduct that constitutes professional misconduct, workplace misconduct or unsatisfactory work performance and imposing disciplinary measures.
  - Certain disciplinary measures, such as temporary suspensions, forfeiture of pay and reprimands, could be imposed directly by the chief of police, board or Minister. The police officer may request a hearing before the Ontario Police Discipline Tribunal (formerly Ontario Civilian Police Commission) to dispute the measure.
  - Termination of employment and demotion could not be imposed directly. Instead, the chief of police, police service board or Minister must apply to the Tribunal to hold a hearing on the matter first.
- It would also set out circumstances for where a police officer could be suspended without pay, including where there are charges for certain serious offences (to be defined in regulation) that were not committed in the performance of the officer's duties, for which termination of the officer is being sought and is likely to take place and where a failure to suspend the officer without pay would bring discredit to the reputation of the police service.
- Part VII (Right to Report Professional Misconduct) would also ensure that the members of a police service or special constables may disclose alleged professional misconduct by fellow members/special constables without fear of reprisal.

## Proposed Framework – Police Services Act, 2017

### Sustainability of First Nation Policing

- New options for First Nation communities to choose from related to the delivery of First Nation policing, based on their locally-defined needs and interests.
- This would include two new legislative options, as follows:
  - Part IV (Municipal Policing and Police Service Boards) would enable First Nations to request the constitution of a First Nation police service board by a Minister's regulation. If a regulation is constituted, it would enable First Nation board to have policing responsibility for an area and maintain a police service that meets standards under the PSA, 2017.
  - Part V (Ontario Provincial Police) would enable First Nations to request the constitution of a First Nation OPP board by a Minister's regulation. These boards would have many of the same functions and powers as an OPP detachment board and would be responsible for overseeing the agreement for policing services.



## Context for Action – Amendments to the *Coroners Act*

- On April 6, 2017, Ontario publicly released the Report of the Independent Police Oversight Review (IPOR), led by the Honourable Michael H. Tulloch, which contained 129 recommendations to improve police oversight in Ontario.
- The IPOR made recommendations with respect to amendments to the *Coroners Act* to improve the inquest system, which include that:
  - The *Coroners Act* should be amended to require that the coroner hold an inquest when a police officer's use of force, including use of restraint or use of a firearm, is a direct contributor to the death of an individual
  - The coroner should retain discretion to hold an inquest in cases where a police officer is involved in an individual's death, but that police officer's use of force was not a direct contributor to the death. For those cases, the coroner should provide written reasons to the public if the coroner decides not to hold an inquest

## Proposed Framework – Amendments to the *Coroners Act*

### Improving the Death Investigation Framework

To enable the implementation of Justice Tulloch's recommendations and ensure that the death investigation framework continues to deliver on its mandate in an effective, transparent and accountable manner, MCSCS has proposed key amendments to the *Coroners Act*.

### **Amendments that address Justice Tulloch's recommendations:**

1. Mandatory inquests when a police officer's, special constable's or First Nations Constable's use of force is the direct cause of death
2. Mandatory inquests if a person's death resulted from injuries or a medical event (e.g., a heart attack) while they are detained or in the actual custody of a peace officer
3. Publicly report on a coroner's decision to not hold an inquest in cases where SIU is investigating a death as result of a police officer's, special constable's or First Nations Constable's involvement, but not as a result of use of force

### **Other amendments to the *Coroners Act* to support effective operations include:**

1. Removal of OIC appointment process to enable the Chief Coroner to appoint coroners (e.g., through letter of appointment) so that cases can be assigned more quickly
  - The Chief Coroner and Chief Forensic Pathologist would be required to collect information on appointments/authorizations made and report to the Ministry on the diversity of the appointments.

## Proposed Framework – Amendments to the *Coroners Act*

### Other amendments cont.:

2. Enabling the Chief Coroner to appoint a judge or lawyer to preside over an inquest to support implementation of Justice Tulloch's recommendations related to police-involved deaths.
  - In many, if not most, of these inquests, it would be beneficial for a legally trained person to preside.
3. Expanding the authority to collect, use and share information, including personal information, to enable broader, more robust analysis and identification of trends related to deaths, including police-involved deaths, that can be used in death prevention strategies.
  - Would meet a recommendation from the Seven Youth inquest that Office of the Chief Coroner develop a process/protocol to improve data collection and analysis to track and analyze death rates of First Nations youth on and off-reserve.
4. Stipulating that anything seized by a coroner for the purposes of an investigation be kept safe and secure, but not require that it must be with the police.
  - This would not include items such as firearms and other items that are evidence for a police investigation.

MCSCS is also going to be undertaking a broad review of the *Coroners Act*, which will include targeted consultations and likely further legislative changes to modernize the Act..

## Context for Action – Missing Persons Act

- The police are currently limited in their ability to investigate reports of missing persons when there is no evidence of criminal activity.
- A new Missing Persons Act, 2017 would provide new tools for police officers in missing persons investigations by allowing access to specific information (e.g., telephone, banking and travel records) to assist in locating a missing person, while respecting rights to individual privacy.
- Missing persons legislation currently exists in six other provinces in Canada. The development of missing persons legislation has been recommended by a number of inquests and inquiries, most recently by the inquest into the deaths of seven Indigenous youths in Thunder Bay.



## Proposed Framework – Missing Persons Act

### Measures to Assist in Locating a Missing Person

- The Missing Persons Act would establish the following three measures that a police service could access to assist in locating a missing person:
  1. **Applying to a justice for an order for the production of records:**
    - A police officer would be able to apply to a justice to obtain an order for the production of records, provided he/she has reasonable grounds to believe that:
      - The records will assist in locating a missing person; and,
      - They are in the custody and control of the person specified in the order
    - When presented with an application for an order for records, a justice would have to consider the following factors:
      - Whether the public interest in locating the missing person outweighs the privacy interests of the person whose information is to be accessed
      - Whether there is any information that would suggest that a missing person may not wish to be located, including because they may be attempting to leave a violent or abusive situation
  2. **Applying to a justice for a warrant to facilitate the search of a premises:**
    - A police officer would be able to apply to a justice to obtain a warrant to search premises provided the officer has reasonable grounds to believe that the missing person may be located at the premises, and that entry into the premises is necessary to ensure the safety of the missing person.
      - As with an order for the production of records, the justice would have to consider the same two factors specified above before issuing a warrant

## Proposed Framework – Missing Persons Act

### Measures to Assist in Locating a Missing Person, cont'd

3. **Making an urgent demand for the production of records in the absence of an order:**
  - A police officer would be able to make a demand in writing for records if the officer has reasonable grounds to believe that:
    - The records will assist in locating the missing person and are in the custody and control of the person specified in the order; and,
    - In the time required to obtain an order from a justice, the missing person may be seriously harmed or the records may be destroyed.
  - Upon making an urgent demand, the officer would be required to prepare a report to another member of the police service (designated by the chief of police to receive such reports) outlining what records were demanded, and how the reasonable grounds above were satisfied.
    - Annually, the chief of police/Commissioner of the Ontario Provincial Police would also be required prepare a report, that would ultimately be made public, and that would contain the total number of urgent demands made in that year, and a description of the types of records that were requested.

## Proposed Framework – Missing Persons Act

### Disclosure of Information about a Missing Person

- The Missing Persons Act would also establish the following rules that would apply to the disclosure of a missing person's personal information, before and after the person is located:
  1. **Disclosure of information to the public:**
    - The chief of police, or person designated by the chief, would be permitted to disclose information about a missing person to the public provided the chief or their designate has reasonable grounds to believe that the release of the information will assist in locating the missing person, or it is for a prescribed purpose. The Act would also provide guidance on the types of information that may be disclosed (e.g., name and physical description).
    - In the event that a missing person is located, the chief of police or their designate may publicly state the fact that the missing person has been located, or the fact the missing person has been found deceased.
  2. **Limits on disclosure of information to family and friends of the missing person:**
    - A member of a police service would be prohibited from disclosing a missing person's personal information to facilitate contact between the missing person and the spouse, relative, friend or acquaintance of the missing person except with the consent of the missing person.

## Context for Action – Forensic Laboratories Act

- There is currently no legislation in Ontario that sets specific oversight requirements for forensic testing or requires that forensic laboratories be accredited or disclose their accreditation status.
- A new Forensic Laboratories Act, 2017 would provide a multi-faceted oversight framework for forensic laboratories in Ontario.

## Proposed Framework – Forensic Laboratories Act

The proposed *Forensic Laboratories Act* will introduce a new oversight and enforcement regime of forensics labs in Ontario.

### Mandatory Accreditation

- The province will mandate accreditation for all laboratories that knowingly perform forensic tests:
  - For the purpose of specific legal proceedings;
  - For other potential legal purposes;
  - Pursuant to an order of a court or other lawful authority.
- These laboratories will be required to:
  - Obtain accreditation from an accreditation body that is a signatory to the International Laboratory Accreditation Cooperation (ILAC) Mutual Recognition Agreement.
  - Meet the international standard for forensic testing (ISO/IEC 17025) and additional supplementary requirements as determined by the ministry.

### Inspection and Enforcement Regime

- Inspection and enforcement of the accreditation requirements would happen on two fronts:
  1. Post-accreditation inspections and quality assurance visits by accreditation bodies
  2. Provincial inspections to verify the status of accreditation
- Along with any enforcement measures used by accreditation bodies (e.g., suspension of accreditation), inspectors (e.g., MCSCS or procured third party) will also have the authority to issue substantial fines for non-compliance with the requirements.

## Proposed Framework – Forensic Laboratories Act

### Online List of Accredited Laboratories

- The proposed Act provides that the Minister may make publicly available on the MCSCS website an online list that would provide detailed information on accredited forensic laboratories including:
  - The name, location and contact information of the laboratory
  - The laboratory's accrediting body
  - The scope of laboratory accreditation, and
  - Any sanctions or fines.

### Cover Form

- To provide more transparency to the justice system, ALL laboratory reports (clinical and forensic) that are requested for use in legal proceeding or other legal purpose will be required to have a cover form that must include:
  - A plain language description of test results
  - The purpose of the test conducted (clinical vs. forensic), and
  - The accreditation status of the laboratory at the time the test was conducted.

### Advisory Committee

- Due to the complexity, technical subject matter and multi-sectoral impacts of forensic oversight, the ministry will establish an independent Advisory Committee to provide technical expertise and advice to the Minister on:
  - Standards and supplementary requirements (i.e. related to specific disciplines and tests)
  - Potential education and training for forensic, legal, laboratory, social service, child protection and other professionals
  - Research, best practices, and emerging forensic trends, and
  - Potential changes or improvements, as required, to the oversight framework



**THANK YOU**





## GREATER SUDBURY POLICE SERVICE BOARD REPORT

<b>ACTION: FOR INFORMATION</b>	<b>DATE:</b> November 13, 2017
<b>PUBLIC</b>	
<b>SUBJECT:</b> <b>DELEGATION OF SIGNING AUTHORITY</b>	
<b>BUSINESS PLAN COMPLIANCE:</b> <b>Strategic Theme:</b> Service Excellence <b>Goal:</b> Ongoing Best Practices	
Recommended by:  Sharon Baiden Chief Administrative Officer 	Approved by:  Paul Pedersen Chief of Police 

### RECOMMENDATION:

**THAT the Board receives the Delegation of Signing Authority, Chief of Police GSPSB – Policy 0025, annual report for information.**

### BACKGROUND:

Section 30 of the *Police Services Act* provides for a Police Services Board to contract, sue, and be sued in its own name. As a police service is not a legal entity, it may not enter into contracts in its own name or on behalf of the Board without its authorization.

The Board recognizes the need to ensure accountability in carrying out its statutory and administrative responsibilities. The Board also appreciates the need to advance its work and that of the Greater Sudbury Police Service in an efficient and timely manner.

The Board Chair is the designated signing authority for contracts, agreements, travel claims, vacation approvals for the Chief of Police, legal services, and reserve fund draws.

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The Board recognizes the need to delegate signing authority to the Chief of Police or designate to ensure accountability in carrying out the operational responsibilities of the Board for matters necessary for the management of day-to-day operations.

Where delegations of authority have been granted by the Board to the Chief of Police or designate, the delegation includes the authority to execute any related documents in the name of the Board unless the terms of the delegation require the signature of the Board. Policy GSPSB Policy – 025 establishes clear direction on the delegation of signing authority for the Chief of Police.

**CURRENT SITUATION:**

Pursuant to the authority delegated to the Chief or Designated Official by the Board, the Chief of Police shall provide a report to the Board regarding all procurement contracts and agreements approved and executed by the Chief or Designated Official of an operational nature valued at less than \$50,000.

Items that have been effected in accordance with the policy are as follows:

<b>VENDOR</b>	<b>PURPOSE</b>	<b>VALUE</b>
Bell Canada	Hosting Services, Unlimited Support	\$8,650.00
Bell Canada	PBX Maintenance	\$13,152.78
Bell Canada	Master Service Agreement 3-year contract	\$15,843.00
Bell Canada	Headset and Cables Purchase	\$589.53
Bell Canada	SIP Access Port License	\$5,430.44
ESolutions	Annual Hosting Fee	\$8,560.00
Hexagon	Configuration Work on Fire MPS	\$11,875.00
Tyco Integrated Security	Card Reader Install – 190 Brady	\$3,597.89
Tyco Integrated Security	Card Reader Install – Mail Room	\$4,551.00
Xerox	Admin/Crime Stoppers 5-year lease	\$25,000.00
Xerox	Uniform 5-year lease	\$10,000.00
Xerox	Storefronts / HQ locations 5-year lease	\$18,000.00



## GREATER SUDBURY POLICE SERVICE BOARD REPORT

<b>ACTION: FOR APPROVAL</b>	<b>DATE: November 13, 2017</b>
<b>PUBLIC</b>	
<b>SUBJECT: CHIEFS YOUTH INITIATIVE FUND REQUESTS FOR FUNDING</b>	
<b>BUSINESS PLAN COMPLIANCE:</b> <b>Strategic Theme:</b> Community Safety and Law Enforcement <b>Goal:</b> 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:**

**\$750 in support of 2017 ODSP 'Keep Them Warm' Annual Shopping Event**

**\$3,000 in support of the 2017 Shopping with Cops Program**

**\$3,000 in support of the 2018 Police Cup Hockey Tournament**

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.

### 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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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:**

Requests for funding consideration from the Chief's Youth Initiative Fund have been received.

**2017 Keeping Them Warm Program (ODSP)**

The Ministry of Community and Social Services and Ontario Works Sudbury started a program in 2006 with a committee of volunteers to provide necessary items of clothing such as shoes and winter jackets for at least 60 children up the age of 16 years who would not normally have this opportunity. The group has partnered with Walmart in the South End to host the shopping event. After shopping, the children are treated to a Wrap Up party with Santa, volunteers, and parents/guardians.

**2017 'Shopping With Cops' Program**

In 2008, the Service launched the 'Shopping with Cops' Program Sudbury. Participating children are identified by schools, churches and social service agencies. Each child is partnered with a member of the Service and provided with \$100 for the purchase of gifts for their family for the Festive Season. The event includes breakfast and a gift for each child. The program provides an opportunity for the youth to become better acquainted with law enforcement personnel building positive relationships with underprivileged children, their families, and the community.

Sergeant's Joanne Pendrak and Marjorie Jeffery are very happy to report that the Program continues to be an overwhelming success and is now in its 9<sup>th</sup> year. This year's event is scheduled for Thursday December 7, 2017.

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### **2018 Police Cup – Sudbury Playground Hockey Tournament**

The Sudbury Playground Hockey League (SPHL) has been providing a low-cost hockey experience to the youth of Sudbury since 1952. The league promotes fun and sportsmanship for players, coaches, and parents. Players participate in one tournament each year, held locally and run by volunteers. The organizing committee sponsors two bursaries each hockey season – one girl, one boy from the Children’s Aid Society in the name of Ian Smyth. Ian was the son of Constable Phil Smyth of our Service. This year’s Police Cup – SPHL Tournament is scheduled for January 12-14, 2018.

The League has invited Board Members, Chief Pedersen, and Senior Staff to attend the official kick off ceremonies. Details will be confirmed and the Board notified.



PAT & MARIO'S

# Shopping with Cops!







SUDBURY PLAYGROUND HOCKEY LEAGUE – 2017 POLICE CUP



## GREATER SUDBURY POLICE SERVICE BOARD REPORT

<b>ACTION: FOR APPROVAL</b>	DATE: November 13, 2017
<b>PUBLIC</b>	
<b>SUBJECT: BOARD TRUST FUND REQUEST FOR FUNDING</b>	
<b>BUSINESS PLAN COMPLIANCE:</b> <b>Strategic Theme:</b> Community Safety and Law Enforcement <b>Goal:</b> 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:**

**\$1,000 in support of the 2017 Easter Seals Celebrity Hockey Classic**

**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:**

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

**2017 Easter Seals Celebrity Hockey Classic**



The Celebrity Hockey Classic helps fund important programs and services for kids with physical disabilities. This tournament provides a ‘once-in-a-lifetime’ opportunity to play with the NHL greats!

Teams will play a minimum of three games with former NHL pros over the two-day tournament.

Easter seals has partnered with this group to raise funds and awareness of the needs in Sudbury. The GSPS has been invited to sponsor a team into the First Annual Celebrity Hockey Classic in North Bay on December 1, 2017.



## GREATER SUDBURY POLICE SERVICE BOARD REPORT

<b>ACTION: FOR INFORMATION AND REVIEW</b>	DATE: November 13, 2017
<b>PUBLIC</b>	
<b>SUBJECT: ANTI-RACISM LEADERSHIP CONFERENCE</b>	
<b>BUSINESS PLAN COMPLIANCE:</b> <b>Strategic Theme:</b> Service Excellence <b>Goal:</b> Respect for Diversity	
Recommended by:  Sharon Baiden Chief Administrative Officer 	Approved by:  Paul Pedersen Chief of Police 

**RECOMMENDATION: FOR INFORMATION AND REVIEW**

### **BACKGROUND:**

Ontario recently passed an *Anti-Racism Act* and is now making progress on implementing 'A Better Way Forward: Ontario's 3-Year Anti-Racism Strategic Plan'.

### **CURRENT SITUATION:**

Michael Coteau, Minister Responsible for Anti-Racism, is hosting a conference entitled 'Moving Forward: Challenging power and privilege through anti-racism leadership'.

Chair Vagnini received an invitation to this event being held in Toronto December 1, 2017. Details are included in the attached letter.



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Tel.: 416 212-7432  
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Bureau du ministre  
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14<sup>e</sup> étage  
Toronto (Ontario) M5S 2S3  
Tél. : 416 212-7432  
Télééc. : 416 212-7431

October 30<sup>th</sup>, 2017.

Mr. Michael Vagnini  
Chair  
Sudbury Police Service Board  
190 Brady Street  
Sudbury, Ontario P3E 1C7

Dear Mr. Vagnini:

As the Minister Responsible for Anti-Racism, I'm pleased to invite you to ***Moving Forward: Challenging power and privilege through anti-racism leadership***. This is Ontario's inaugural anti-racism conference hosted by the [Anti-Racism Directorate](#).

The conference will be an opportunity to convene community and broader public sector leaders, researchers and advocates who bring deep anti-racism expertise and experience for a day of courageous dialogue around addressing systemic racism, and advancing anti-racism leadership in Ontario.

**Date:** Dec. 1, 2017

**Time:** 8:30 a.m. – 4:30 p.m.

**Location:** Beanfield Centre, 100 Princes' Blvd., Toronto, ON M6K 3C3

As you are aware, Ontario passed an Anti-Racism Act earlier this year and continues to make progress on the implementation of [A Better Way Forward: Ontario's 3-Year Anti-Racism Strategic Plan](#). This conference will demonstrate the government's continued commitment to tackling systemic racism in Ontario.

Please contact Sara Alimardani ([sara.alimardani@ontario.ca](mailto:sara.alimardani@ontario.ca)) in my office to RSVP.

I look forward to seeing you at this important event.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Coteau".

Michael Coteau  
Minister Responsible for Anti-Racism



**GREATER SUDBURY  
POLICE SERVICES BOARD**

**REPORT FROM THE  
CHIEF OF POLICE**

**November 2017**

# GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT

## LEGISLATIVE UPDATES

### BILL 175 – Safer Ontario Act

On November 2, 2017, the Government of Ontario introduced Bill 175, the *Safer Ontario Act, 2017*. This comes after months of speculation and anticipation and is a comprehensive community safety legislative package that, if passed, would represent significant transformation to policing and public safety in the Province. The Bill proposes a new *Police Services Act* and would amend several other pieces of legislation. The proposed measures aim to modernize the approach to community safety and improve police oversight and accountability. The legislation has been designed to respond to the Government's commitment to promote a collaborative approach to community safety, enhance civilian police oversight and accountability, and clarify core police duties.

The Media release from the Ministry summarizes the legislative proposal as set out below. The Ministry also provided a detailed overview in the slides attached under separate cover.

- **Shifting to a collaborative approach to community safety and wellbeing planning where municipalities would have a larger role in defining and addressing local needs.** By focusing on local needs, vulnerable populations can receive the help they need, when and where they need it most – by the providers best suited to help them. Municipalities will be mandated to work with police services and local service providers in health care, social services, and education to develop community safety and wellbeing plans that proactively address community safety concerns.
- **Enhancing police accountability to the public by creating a new Inspector General of Police with a mandate to oversee and monitor police services and police service boards.** All board members would be required to complete training including diversity training. Reporting requirements for boards would also be strengthened. The province is also updating the police disciplinary process, including setting new rules for suspension without pay for police officers accused of serious criminal wrongdoing.
- **Strengthening the police oversight system by:**
  - ✓ Expanding and clarifying the mandates of the three oversight bodies
  - ✓ Establishing strong penalties for officers who do not comply with investigations
  - ✓ Setting strict timelines for investigations and public reporting
  - ✓ Releasing more information about the results of investigations and disciplinary hearings by oversight agencies.
- **Outlining police responsibilities and community safety service delivery.** For the first time, duties that can only be performed by a sworn police officer will be defined in regulation. The new *Act* would ensure police education, training, and standards are consistent across the province and would create a Public Safety Institute as a centre of excellence to inform the delivery of police services, support evidence-based decision making, and conduct leading edge research.

## **GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT**

- **Supporting the sustainability of First Nations policing by enabling First Nations to choose their policing service delivery mode, including the option to come under the same legislative framework as the rest of Ontario.** This would ensure First Nations receive culturally responsive, sustainable, accountable, and equitable policing that has the flexibility to address specific community needs on their own terms.

The proposed legislation would also:

- ✓ **Create a new *Missing Persons Act*** to give police new tools when responding to missing persons occurrences where there is no evidence of criminal activity. These changes would allow police to respond more quickly and effectively to missing persons investigations.
- ✓ **Change the *Coroners Act*** to improve Ontario's inquest system by requiring that inquests be mandatory when a police officer, special constable or other officer's use of force is the direct cause of a death.
- ✓ **Require forensic lab accreditation by creating a provincial accreditation framework so that forensic laboratories across the province have common operational standards through a new *Forensic Laboratories Act*.**

Members of the Service are reviewing the legislation and analyzing the impacts of the various sections.

Police Services Boards and other key stakeholder groups are also undertaking an analysis of the legislation and looking to contribute to any consultation that may emerge.

### **POLICING EFFECTIVENESS AND MODERNIZATION GRANT**

Staff are preparing Policing Effectiveness and Modernization Grant applications now. These will be developed based on projects that were approved as part of the 2017/2018 cycle and to ensure that continuity and sustainability in initiatives is realized. Webinars were held during the last month to provide additional insight into the 2018/2019 process.

### **THE COMMUNITY SAFETY AND WELLBEING PLANNING FRAMEWORK: A SHARED COMMITMENT IN ONTARIO**

On November 10, 2017, the Ministry of Community Safety and Correctional Services released its third book in the continuum of the *Community Safety and Wellbeing Planning Framework: A Shared Commitment in Ontario* booklet (A Shared Commitment in Ontario). This booklet provides guidance to municipalities, First Nations, and their partners as they engage in community safety and wellbeing planning and collaborative service delivery at the local level.

## **GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT**

*A Shared Commitment in Ontario* outlines the Community Safety and Wellbeing Planning Framework and includes a toolkit of practical guidance to assist communities as they develop and implement local community safety and wellbeing plans. Specifically, the booklet encourages communities to work collaboratively across sectors to identify local priority risks to safety and wellbeing, and implement evidence-based strategies to address those risks, with a focus on prevention and social development. It also encourages the identification of new and innovative ways to improve service delivery, including incident or emergency response services.

A Shared Commitment in Ontario was developed using evidence-based research as well as practical feedback from local practitioners from eight pilot communities that tested components of the booklet. The Board will recall that Sudbury received Proceeds of Crime Grant Funding totalling \$200,000 to assist Sudbury in its efforts to develop Community Safety and Wellbeing Plans.

*A Shared Commitment in Ontario* represents the cornerstone of the Strategy for a Safer Ontario, and also marks the third and final phase of the Provincial Approach to Community Safety and Wellbeing (Provincial Approach). The Provincial Approach was developed in three phases to address crime and complex social issues on a sustainable basis. Phases one and two resulted in the release of the ministry's first two booklets:

- Crime Prevention in Ontario: A Framework for Action, and
- Community Safety and Wellbeing in Ontario: A Snapshot of Local Voices.

We look forward to continue working to evolve this very important Strategy in Sudbury.

### **EVENTS**

Throughout the month, the Service participated in many events throughout the community including:

#### **Bancroft Drive Community Mural**

October 14, 2017 marked the unveiling of the Bancroft Drive Community Mural. Members of the Service and community partners were proud to talk about this great collaborative initiative. This was the result of over a year of community efforts. In November 2016 in partnership with Myths and Mirrors, the Service launched a graffiti deterrence initiative in cooperation with the owners of Sue's Bancroft Confectionary, 2361 Bancroft Drive in Greater Sudbury. The local business had been the target of graffiti tagging on several occasions. The aim was to have a mural painted with the hopes of reducing the possibility of graffiti crimes reoccurring at this location. Many were involved in donating money, supplies, and support. This is but one more example of our dedication to proactively seeking new ways to minimize crime and engage our community as part of Our Shared Commitment.

## **GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT**

### **Bike Lane Opening**

October 25, the City of Greater Sudbury opened bike lanes in various locations throughout the City. This is part of the commitment to incorporate more amenities in the City for people to walk, bike, or use other forms of human-powered mobility. GSPS was on hand for the event.

### **7th Annual Pumpkin Patrol**

The Service was proud once again to partner with the Greater Sudbury Fire Services, Greater Sudbury Emergency Medical Services (EMS), and the Ministry of Natural Resources and Forestry (MNRF) for the 7th Annual Pumpkin Patrol. With the assistance of our Citizen on Patrol volunteers and Auxiliary Officers as well, this initiative is a collaborative effort with our community partners to improve and ensure the safety of all community members taking part in Halloween activities in Azilda.

### **Our Super Heroes for Little Heroes**

Our Super Heroes for Little Heroes was once again a huge success. It began as a way to ensure children in the pediatric and NEO kids units were able to enjoy Halloween and has really transformed into a community event where children and their guardians from across the City come to the event. Our goal as a Service is to create positive interactions with children at an early age to develop relationships of trust and respect. This fosters youth seeing our Officers as people much like themselves who are open and approachable.

### **2nd Annual Pink Glove Run**

The 2nd Annual Pink Glove Run was once again a huge success. Over the past three years, all four school boards have supported, and continue to support, the Pink Shirt Campaign to bring awareness to the issues surrounding bullying. The Community Mobilization Unit (CMU) utilizes the GSPS Pink Shirt initiative to connect with all Grade 3 classes throughout the different boards, and to build on conversations early in child development. In an effort to expand our community reach in delivering bullying prevention programs, Members of the Community Mobilization Unit developed an innovative and interactive strategy that reaches and engages youth at the secondary school level with the same bullying awareness message, "Courage to Stand".

In collaboration with five schools in the Valley East area of the City of Greater Sudbury, representing the four local school boards, members from CMU organized the first annual Courage to Stand, Pink Glove Run in 2016 – a 5km run to raise bullying awareness. This was the first of its kind for our area and was very successful in connecting our secondary schools with the Courage to Stand event held annually on April 20, organized by the Chief's Youth Advisory Council.

Each participant in the Courage to Stand run is provided a pair of pink gloves that read "Shake on It" on one hand and "Courage to Stand" on the other. The traditional handshake is a powerful symbol in today's society. The three words – "Shake on It" – are intended to symbolize a handshake which is the "universal norm of reciprocity".



## **GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT**

A handshake conveys trust, respect, balance, and equality. This is applicable whether it's two young people coming to a mutual agreement after an argument or two world leaders trying to avert a war.

CMU supports the Pink Glove initiative as a groundbreaking way to combine traditional values with current trends by uniting youth and our community. The intention is to deliver a message that will symbolize how our youth demonstrate the Courage to Stand.

### **Safe Ride Home Sudbury Launch**

November 3 marked the launch of Safe Ride Home Sudbury. This is a new organization dedicated to getting Sudburians home preventing impaired driving. These programs have helped decrease the number of impaired drivers and we look forward to continuing to partner with this organization.

### **GO21 –Down Syndrome Walk**

November 5, members participated on the GO21 –Down Syndrome Walk as part of our commitment to their vision “to live in a community which embraces diversity and sees the ability in all people”

### **Remembrance Day Services**

November 11 marked a number of Remembrance Day Services were held throughout the City and members participated through the laying of wreaths most notably at the Sudbury Arena which was once again very well attended by GSPS members and the community

## **COMMUNITY SAFETY INITIATIVES**

### **DRUG SAFETY ENFORCEMENT**

The Drug Enforcement Unit continues to focus on drug trafficking conducted in the City as it poses a direct threat to the safety and wellness of the community. It is especially harmful to those suffering from addictions. Like most communities across the country, emergency calls for service related to opioid use, particularly Fentanyl has been on the rise. Fentanyl is a powerful synthetic opioid drug which is 80 to 100 times more powerful than morphine and is commonly used legitimately as an anesthetic in hospitals. Fentanyl is also prescribed to manage acute and chronic pain.

Fentanyl has become popular when mixed with other illicit street drugs such as cocaine to either increase the potency or be a direct substitution for heroin. Fentanyl is highly addictive and has been responsible for many senseless and tragic overdose deaths. The seizure and handling of drugs puts emergency responders at a potential risk for opioid drug-related exposure. Accidental exposure to fentanyl powder exists by virtue of its nature as easily becoming airborne. Transdermal contact, meaning absorption through the skin, is also possible and poses physical danger if exposed.

## **GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT**

Any such call for Service is a medical aid response. Greater Sudbury EMS now carries Naloxone in all ambulances city-wide for administration through needle injection liquid form. Naloxone is a form of treatment for in-field use resulting from exposure or suspected overdose to reduce the symptoms. The Service is currently in the process of training all sworn members and civilian staff at risk of exposure on its use, care and handling.

In addition to having Naloxone available to our members, Sudbury's Community Drug Strategy efforts continue to tackle this problem through enhancements in Harm Reduction (injection sites), Public Education, and Drug Misuse/Addiction Enforcement.

### **OPERATION IMPACT 2017 – OCTOBER 6 – 9**

GSPS once again participated in the National campaign and road safety initiative known as "Operation Impact" which ran through Thanksgiving weekend, October 6 – 9, 2017. The goal of the Campaign is to make Canada's roads the safest in Canada.

This special long weekend Police initiative is designed to remind citizens that an essential part of traffic enforcement is to save lives and reduce injuries on our roadways. Educating the public towards safe driving practices is our priority.

The focus for law enforcement was on the "Big Four" driver behaviours/actions that put passengers, pedestrians, cyclists and other motorists at the highest risk for injury or even fatality. The "Big Four" are impaired driving, improper or lack of seat belt use, all aspects related to aggressive driving/speeding, and distracted driving such as texting while behind the wheel.

The Traffic Management Unit focused on each of four themes over the weekend.

**Friday, October 6** – Reduce Impaired Driving Everywhere (R.I.D.E.) checks in various locations throughout the City.

**Saturday, October 7** – Distracted Driving Enforcement – unmarked police vehicles were utilized to observe motorists who are distracted, in particular using hand-held devices while operating a motor vehicle. Officers were also on the lookout for those drivers stopped at intersections, looking down at their laps, delayed on green lights and swerving in their lanes indicating the possible use of a cell phone.

**Sunday, October 8** – Seatbelt Enforcement – Officers stood on street corners and at stop signs, giving them a clearer opportunity to observe all occupants of vehicles as they approach.

**Monday, October 9** – Officers were monitoring for aggressive driving behaviours including: following too close, weaving in and out of traffic, and speeding. Traffic Management Unit Officers use the latest technology in speed monitoring equipment.

## **GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT**

Officers are also equipped with ALPR (Automated Licence Plate Recognition) used for scanning licence plates looking for suspended drivers, stolen vehicles and expired validations and plates.

Operation Impact is sponsored by the Canadian Association of Chiefs of Police (CACP) and member agencies of the CACP Traffic Committee from across Canada in support of Canada's Road Safety Strategy 2025 – Towards Zero; it is a coordinated effort between police agencies across the country to work toward the goal of making Canada's roads the safest in the world.

### **NATIONAL TEEN DRIVER SAFETY WEEK OCTOBER 15-21, 2017**

October 15 to 21 marked National Teen Driver Safety Week. The Service was proud to partner with Parachute Canada for National Teen Driver Safety Week (NTDSW) in an effort to create positive behaviour changes to reduce injury rates among teens.

Parachute Canada, National Teen Driver Safety Week is an annual public awareness campaign. This year, drugged driving was the primary focus and messaging to teens aimed to address distracted, impaired, and aggressive driving including speeding.

The Greater Sudbury Police Service and Parachute are calling on all teens to **#GetHomeSafe**.

### **Texting is Like Driving Blindfolded...Speak Up to Stop Distracted Driving!**

Research shows that texting behind the wheel is equivalent to driving with eyes closed for almost five seconds! The temptation to text can be reduced by keeping hand held devices out of reach. Drivers who engaged in text messaging are 23 times more likely to be involved in a crash or near crash event compared to non-distracted drivers.

Some important facts about Distracted Driving:

#### **What exactly is the Distracted Driving law?**

##### **In Ontario, it's against the law to:**

- Operate hand-held communication and electronic entertainment devices while driving
- View display screens unrelated to driving

Examples of hand-held devices include:

- GPS
- cell phones
- smart phones
- laptops
- DVD players

## **GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT**

### **Penalties for drivers with A to G licences**

Those who possess an A, B, C, D, E, F and/or G licence, will face bigger penalties when convicted of Distracted Driving:

- a fine of \$490, if settled out of court (includes a victim surcharge and the court fee)
- a fine of up to \$1,000, if a summons is received or if drivers fight the ticket in court and loses
- three demerit points

### **Novice Drivers**

Those who hold a G1, G2, M1 or M2 licence, and are convicted of Distracted Driving, will face the same fines as drivers with A to G licences. But there are no associated demerit points.

Instead of demerit points drivers will face:

- a 30-day licence suspension for a first conviction
- a 90-day licence suspension for a second conviction
- Cancellation of licence and removal from the Graduated Licensing System (GLS) for a third conviction
  - to get the licence back drivers will have to redo the GLS program

## **PEDESTRIAN AND ROAD SAFETY AWARENESS**

The Traffic Management Unit continues its ongoing effort to ensure Pedestrian and Road Safety through education, awareness, and enforcement. As the days get shorter and the nights longer, more motorists are travelling to and from work or operating their vehicles in darkness. As the fall season extends into November and eventually into the winter months, the driving environment and landscape also change; trees lose their leaves and the grass and ground are not as vibrant leaving little contrast between pedestrians and their surroundings/environment. With colder temperatures, road conditions can change quickly and pedestrians become more difficult to see when it is raining or foggy outside.

For the safety of all road users, motorists must adapt to the changing conditions and adjust their driving accordingly.

Road Safety is a shared responsibility and we continually educate pedestrians, motorists and parents on the need to follow the rules of the road and to be considerate of each other when sharing our roadways.

## **GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT**

### **CRIME PREVENTION WEEK 2017 – NOVEMBER 5-11 BUILDING SAFER COMMUNITIES TOGETHER**

Annual Crime Prevention Week once again ran from November 5 to 11, 2017. This year's theme "Building Safer Communities Together" dedicated to promote community safety and wellbeing as a shared responsibility. The week-long promotion of Crime Prevention was supported by the Ontario Association of Chiefs of Police (OACP), the Ministry of Community Safety and Correctional Services, and all Police Services across Ontario.

Crime Prevention Week kicked off November 6 at Club 50 in Chelmsford. GSPS along with a number of community partners were in attendance. The event opened with keynote speaker Scott McKean from Toronto, Manager of Community Development, Safety & Wellbeing for the City of Toronto. In that role, he works to enhance community safety and reduce vulnerability for people, families, and places in Toronto's neighbourhoods. Prior to joining the City of Toronto, Scott worked in the community sector where he developed programs and services for vulnerable, high-risk, gang involved young people as well as the support model for the Out of the Cold emergency shelter program. The event was most successful.

Throughout the week GSPS also showcased several other activities including cybercrime messaging. The week showcased participation in several other activities. Here in Greater Sudbury, we continue to follow our Nickel Model for Our Shared Commitment to Community Safety and Wellbeing. This really speaks to a collaborative effort in ensuring the safety, security and wellness of our community members. Crime Prevention is not about enforcement, it is about awareness and education and providing our community members with the information they require to best protect themselves and their property from crime.

The service worked with government agencies, community groups, and social services providers to promote Crime Prevention as a shared responsibility in our community. We were followed by many on our Facebook page @sudburypolice and Twitter @sudburypolice for Crime Prevention tips.

### **SISTERS IN SPIRIT VIGILS**

October 4, members participated On in **Sisters in Spirit Vigils** to honour the lives of Missing and Murdered Indigenous Women and Girls. Our flags were lowered to half-mast for the day to honour our community members who have lost their lives to violence. On this date across Canada, we remember these tragic and senseless losses. This is a positive movement for Social change. The numbers of Sisters in Spirit Vigils has grown exponentially rising from eleven in 2006 to an impressive 216 in 2014.



## **GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT**

### **MARCH OF DIMES DISABILITY MENTORSHIP DAY**

On October 25, the Service participated in the first **Sudbury March of Dimes Disability Mentorship Day**. It was originally established in 2011 in other cities (such as Ottawa ) to provide employers with the opportunity to mentor those with a disability in order to introduce them to employment opportunities, and the skills needed to succeed in their organization. It is also an opportunity for the employer to learn from the mentee about how accessible and inclusive their organization is to a member of the community. Our Human resources branch has the opportunity to participate in the program. The individual who participated was full of positive energy and a quest to help those less fortunate. He had the opportunity to spend time with Communicators, Transcribers, CID investigators, our Aboriginal Liaison Officer, and Uniform staff. He spent time in Human Resources and completed testing as a potential job applicant. Feedback from the individual was extremely positive *"I just wanted to send you both a huge thank you for everything yesterday. I can't even begin to express how much fun I had, how much I learned, and how much yesterday's experience meant and means to me. I will always be grateful for the opportunity. "*

### **TAKE OUR KIDS TO WORK DAY**

The Service once again participated in a successful 'Take Our Kids to Work Day'. Students were introduced to all aspects of the policing profession by participating in a number of planned activities which included exploring career interests and many different culturally diverse activities. Members throughout the Service were able to share with students the different sections of policing providing them with the opportunity to learn more about the Service. Students were also joined by Chief Pedersen, for lunch.

Research suggests that today's students will have multiple careers over the span of their working years. To be successful, they will need to master both new technologies and complex social and organizational systems. Learning in school becomes more effective and relevant when students can see where their education may lead them in the future. Spending a 'day in the life' of a profession or workplace is a fun and fascinating way to explore the world of work, think about career options, and make informed educational decisions.

This day serves as an ideal opportunity to expose youth to law enforcement and potential career opportunities.

## **GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT**

### **GREATER SUDBURY POLICE SERVICE SPIRITUAL TEAM**

The Service is currently seeking community members and community organizations interested in participating on the *Greater Sudbury Police Service Spiritual Team* to submit an application. Through the input received from our internal Diversity Census, the Service is responding through the creation of a Spiritual Team to provide support to our Members, as well as, participate in community events as an extension of the Service. We are aiming to create a multi-dimensional, volunteer Spiritual Team that will be comprised of a group of religious, pastoral, and spiritual leaders.

The Spiritual Team will be available to:

- Provide spiritual care
- Support Members and their families
- Deliver inspirational messages to the Service
- Assist with critical incident stress debriefing
- Conduct invocations at Service functions as requested
- Organize and conduct events designed to enhance morale and wellbeing of Service Members and their families
- Counsel members in response to stress or family crisis
- Accompany a Police Officer to assist with notification of sudden death by suicide, natural causes, or serious injury of Members if requested
- Visit with sick or injured Members at their house or in the hospital
- Participate in ceremonial events
- Offer gratitude at special occasions
- Act as a liaison with local ministerial associations and on matters pertaining to the moral, spiritual, or religious beliefs
- Perform weddings, baptisms, funerals, and other important events
- Be available to participate in ride-along programs to better understand the needs of the community and Members of the Police Service

We look forward to soon introducing leaders of diverse faiths and backgrounds as part of our Spiritual Team.

### **SEXUAL ASSAULT REVIEW – LESSONS LEARNED AND MOVING FORWARD**

Since the initial publication of the “Unfounded Sexual Assaults” series by the Globe and Mail on February 3, 2017, a dedicated team has been assigned to undertake a comprehensive review of how such cases are handled, investigated, reported and determinations made on whether or not charges are laid. As a learning organization that continues to adapt and evolve in order to better serve our community, the team has been conducting an in-depth analysis of Sexual Assault Cases from 2010-2016 including those previously coded as “Unfounded”.

## **GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT**

At the same time, the Service recognized that responding appropriately and effectively to incidents of Sexual Assault is a collaborative effort with our community partners. A Community Advocacy Sexual Violence Review Team was formed with representatives from Looking Ahead to Build the Spirit of Our Women – Learning to Live Free From Violence Project (N'Swakamok Native Friendship Centre/Greater Sudbury Police Service), Sudbury & Area Victim Services, VOICES for Women (Health Sciences North), Violence Intervention and Prevention Program (Health Sciences North), YWCA Genevra House, and Centre Victoria pour femmes, as well as, internal members from the Greater Sudbury Police Service.

Knowing that there is no Canadian precedence for this type of review, the Community Advocacy Sexual Violence Review Team forged a head in order to rectify the current landscape as proactively as possible. The Team took an Oath of Secrecy and was provided with a random sampling of historical Sexual Assault cases with all of the identifying information removed in order to protect the victims and their identities. Our goal was to allow the review team to gain knowledge of the process associated with a Sexual Assault investigation, as well as, have them identify any trends or commonalities in the random sampling.

This Team confirmed what internal personnel had discovered upon review of the cases. There were internal missteps including fragmented report checks, unconscious biases, and the use of language that can be perceived by a victim as accusatory. It was also determined that there was in fact a coding error and that the previously reported 33% "Unfounded" rate in Greater Sudbury is actually 7% once rectified. The Team also realized that collaboration amongst the partners could be improved. As a collective, we want to increase awareness of community supports, encourage victims to report Sexual Assault to Police and/or community partners, reduce victimization and improve best practices for reporting.

Currently, the Service is working to develop a Memorandum of Understanding (MOU) with its partners and will be consulting with the Privacy Commissioner of Canada in order to provide the Community Advocacy Sexual Violence Review Team with a more robust sampling of Sexual Assault cases. Until the MOU is finalized, the Team will continue to work through historical cases where all identifying information has been removed. The Sexual Assault Review Team has committed to meeting on a quarterly basis in order to keep current with the Sexual Assault cases that are reported.

As well, internal policies and procedures have been updated in order to reflect the internal lessons learned. Officers are also currently attending and will continue to attend Sexual Assault training to ensure investigations are more victim-focused. The Service still hopes that Provincial and Federal governing bodies will create a standardized framework for Police Services. This will help to ensure that investigations are conducted and reported in a consistent manner across the province/country.

## **GREATER SUDBURY POLICE SERVICES BOARD CHIEF'S REPORT**

The Greater Sudbury Police Service will continue to work closely with the Community Advocacy Sexual Violence Review Team in order build our very own, made-in-Greater Sudbury, Philadelphia model that bests serves our community members.

### **YOUTH POLICE DIALOGUE PROJECT**

On Thursday, October 5, members of the Service participated in the Youth Police Dialogue Project. The afternoon brought a number of youth together for a facilitated session by the Ontario Justice Education Network, a charitable organization that helps youth better understand the justice system. Sudbury was host to one of two pilot projects along Thunder Bay in collaboration with local Police Services and Indigenous organizations.

Representatives from the Ontario Justice Education Network, Greater Sudbury Police Service, Ontario Provincial Police Service (O.P.P.), Wikwemikong Tribal Police Service, UCCM Anishnaabe Police Service, Anishinabek Police Service, Shkagamik-Kwe Health Centre, N'Swakamok Native Friendship Center, and local Indigenous youth were in attendance.

### **INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE CONFERENCE – PHILADELPHIA**



I attended the Annual IACP Conference with police leadership representation from over 130 countries form around the world. The opportunity to connect, participate, learn, and bring solutions and ideas back to Sudbury were exceptional. Sessions included Building Public Trust through Community Engagement & Meaningful Relationships which highlighted the need to develop working relationships focused on community safety, not just community relations, and the need to develop meaningful performance indicators to measure citizen's engagement as opposed to exclusively law enforcement.

Other sessions included The Use of Open Source & Social Media to Identify Actionable Intelligence in Investigations was truly about the future of this business today. There is an acute need for crime analysis of the digital world that takes information that exists in the social media and turns it into evidence that can solve and prevent crimes. An entire learning track was focused on Evidence-Based Policing Approaches in the Real World and brought together a panel of some of the leading academics in the field of public safety to shed light on some of what works and what doesn't work with respect to police practices.

**Critical Issues** – The Impact of Ferguson resonated with lessons about the need to continue to build trust in marginalized communities. Cressida Dick, the Commissioner of the London MET, spoke to a full house about lessons learned from terrorist incident in and around London. Another interesting session titled Marihuana madness – What Every Chief Should Know shared some lessons learned from those jurisdictions where legalized marihuana was already present.



## GREATER SUDBURY POLICE SERVICE BOARD REPORT

<b>ACTION: FOR APPROVAL</b>	<b>DATE: November 13, 2017</b>
<b>PUBLIC</b>	
<b>SUBJECT: 2018 OPERATING BUDGET 2018 to 2022 CAPITAL FORECAST</b>	
<b>BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Fiscal Accountability and Transparency</b>	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

### RECOMMENDATION:

**THAT the Board approves the 2018 Operating Budget in the amount of \$57,763,721 which includes an annual provision of \$597,348 to fund a facilities improvement plan; and further**

**THAT the Board approves the 2018 Police Capital Plan; and further**

**THAT the Board receives the 2019 and 2022 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 set priorities and provides direction on fulfilling its obligations. The Service is now embarking on its 2018 to 2020 Business Plan.

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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 Oraclepoll as an independent third party, town hall meetings held throughout the entire City, and member input. The analysis of all input 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.

### **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.

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 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.

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.

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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.

On 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. The Board had also directed that staff prepare a three-year budget that would provide a strategic roadmap for the required resources. In its approval of the budget, the Board authorized debt financing for the Facilities Improvement Plan that included a repayment structure instituted over three years with contributions allocated through the operating budget. Year 1 contained a provision of \$163,200, year 2 provided for an additional \$434,148 and an additional \$302,536 in year three. The year 2 allocation as earlier authorized is included in this 2018 budget.

In preparing the annual submission, the budget instructions and assumptions as distributed through City's Financial Services were adhered. These guidelines as provided are detailed in table below. These served to inform the preparation of the 2018 budget and were also considered in the multi-year forecast.

<b>CATEGORY #</b>	<b>CATEGORY NAME</b>	<b>2018 BUDGET % increase over 2017 Budget</b>
1	Salaries and Benefits – contractually obligated only (including merit increases)	January 1 - 1% July 1 – 1.3%
2	Material / Operating Expenses	2.0
3	Energy Costs Fuel Hydro if required Water if required Natural gas	\$0.90/L and \$0.90/L 0.0 7.4 0.0
4	Rent & Financial Expenses	0.0
5	Purchased Services	2.0
6	Debt Repayment	Actual
7	Professional Development & Training	2.0
8	Grants / Transfer Payments	0.0
9	Provision to Capital – Construction CPI	2.0
10	Program support (to be rebalanced once depts. budgets are finalized)	
14	User Fees	3.0

**Budget Development and Approval Process**

At the staff level, budget preparations began in May 2017. Financial services staff worked closely with City Budget personnel in establishing salary forecasts based on collective agreement negotiated improvements, staff reclassifications, grid/responsibility pay advancements, and an analysis of part time staffing needs.

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Benefit premium increases were also factored into calculations. Extended health premiums have seen a hike of 15.2% as a result of change in carriers. There are assurances however, that next year rates will be stabilized with no increase. WSIB contributions have also had a significant spike again this year of 28%. This again stems from the change in legislation around PTSD presumptive claims. This jump will in part be offset by reimbursements from the WSIB Reserve when members are off and from the Sick Leave Reserve. The Professional Assistance account has also increased by \$10,000 to offset costs associated with member support.

At its September 20, 2017 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 as the foundation in determining budget estimates for the upcoming year.

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 finances 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.

At its Meeting of October 18, 2017, the Board reaffirmed its commitment to the Facilities Improvement Plan with the following motion:

*THAT the Board reaffirms its endorsement of Resolution 2016-120 which provides for annual provisions in 2018 and 2019 of \$434,148 and an additional \$302,536 respectively toward funding a facility improvements plan; and further*

*THAT the Board confirms its commitment to immediately address Greater Sudbury Police Service facility deficiencies; and further*

*THAT the Board seeks the commitment from City Council that the Greater Sudbury Police Service Facilities are a priority; and further*

*THAT the Board engages the services of an outside consultant to conduct a Facility Condition Assessment and Police Functional Space Analysis with funds to be drawn from the Police Capital Financing Reserve Fund and that this work be undertaken at the earliest opportunity in 2018.*

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**CURRENT SITUATION:**

The 2018 Draft Budget, 2018 Capital Plan, and 2019 to 2022 Capital Forecasts have been prepared and are presented for consideration by the Board.

The submission incorporates funding needs identified by the Board and in particular, reflects payments on the amortized loan to be secured by the City for the facilities improvement plan which will come to life at some future date. This year will serve to further study the situation with police facilities through an external consultant with recommendations to better inform a Board decision to be rendered sometime in 2018.

This budget represents year two of the three-year forecast presented as part of the 2017 budget deliberations. The budget aims to support 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, transparent, and realistic budget.

The capital plans and forecasts tabled maintain the Board's practice of presenting sustainable and sufficient funding plans to ensure finances necessary for asset renewal and replacement as well as future new acquisitions such as specialized weaponry and radios. Capital contributions are also included as part of debt reduction most notably for the radio system and now to identify future funding for facilities.

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. This past year alone saw many proactive initiatives all of which continue to place Sudbury on the leading edge of serving our community.

The KPMG focused our continuous improvement activities in primarily six areas which have served to guide our activities during the last year.

- Strategy
  - ✓ Strengthen strategy and vision
- Governance and Structure
  - ✓ Develop leadership decision-making and oversight
- Intelligence-led Demand Management
  - ✓ Focus on services, functions, & processes

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- Flexible Resource Deployment
  - ✓ Enhance current approach to deployment
- Performance Management
  - ✓ Systematically utilize data
- Technology and Innovation

Many of the areas as identified in the KPMG report have had significant action in the last twelve months:

- ✓ Policing Effectiveness and Modernization Grant (PEM) yielded funding in support of our strategy and vision with eleven key projects and associated support systems:
  - Integrated Crime Team – Victimization Reduction Plan
  - Community Drug Strategy
  - Community Mobilization Liaison Officer
  - Document and Digital Evidence Management
  - Lean Management Training and Organizational Review
  - Corporate Communications Multi-Media Technician Specialist
  - Police Community Response Centre and Community Safety Personnel
  - Research Development and Analytics
  - Youth and Diversity Coordinator
  - School Youth Engagement and Mobilization, and
  - Community Safety Personnel Community Engagement Initiative
- ✓ Looking Ahead to Build the Spirit of Women Strategy through the Federal Government Department of Justice Fund
- ✓ Counter Sexual Exploitation Strategy
- ✓ Project Homestead aimed at building resiliency in troubled youth
- ✓ Project Lifesaver to assist in locating missing vulnerable children and adults
- ✓ A Value for Service audit is underway with our Police Community Response centre and the effectiveness of Community Safety Personnel and Platoon Support Officers
- ✓ Extensive use of business analytics to determine impacts, facilitate decision-making, create organizational awareness of the interrelations ship between divisions, and to ensure early identification of issues
- ✓ A new organizational structure was instituted to streamline reporting and command oversight
- ✓ A central Community Response Branch has been established to facilitate communications between crime and intelligence analysts
- ✓ Improved sharing of information through Start of Shift Reports to facilitate ‘just-in-time’ decision-making

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- ✓ Calls for Service Committee continues to examine business practices in Communications to for triaging of calls at point of entry to ensure the right call coding is applied coupled with the most appropriate response
- ✓ A number of research initiatives are underway in the area of Mental Health response to calls for service most notably through the University of Victoria and Laurentian
- ✓ Performance Management portal introduced to provide for improved ease of access, built in analytics, and improved performance management framework
- ✓ Post Traumatic Stress Disorder Prevention Plan adopted by the Board
- ✓ Full roll out of Collective of Identifying Information O.Reg 58/16 with ongoing monitoring, track
- ✓ Handheld Mobile Technology for issue to field officers is currently underway to facilitate sharing of information/photos/ to field officers immediately

### **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 assurances to Greater Sudbury to ensure the safety and wellbeing of citizens and businesses alike.

### **Ensuring the Right Resources at the Right Time**

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.

Responding to calls for service in a timely manner is a top priority while 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 service available and available at the push of a button. Regardless of the partner agencies with obligations and primarily responsibility for response, police are always available to ensure an initial rapid immediate response. Once the call has been assessed, other more appropriate responders can intervene. At times, police are required to remain on-scene as these services are mobilized.

With changing demographics we are seeing an increase in seniors, diverse populations, 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.

In drafting the budget, we keep an eye to the priorities identified in the Business Plan which serves to drive our activities and is structured to respond to the priorities and key themes:

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*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.

With an eye on our business plan, key activity drivers are influenced by:

- Costs of community safety have impacted on police budgets which cause us to focus on value for money and the effective and efficient use of resources is demonstrated to citizens;
- Opportunities to drive sustainable innovation and resource optimization around its patrol divisions, Investigative Services, and Intelligence Services;

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- 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 Service continues to examine its deployment of resources with an aim to realign some resources and to take 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.

### **Complexity of Police Work**

Over many years, policing has evolved into a highly sophisticated, resource intensive and extremely complex profession constantly responding to pressures through the impacts of case law decisions, need for specialized equipment and training, and a constantly changing environment. Trends in terms of aging populations, growing communities, changing demographics, and demands for service all contribute to a dynamic evolving climate. 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 Ottawa and Montreal in 2014, the UK in 2016, and the dreadful mass shooting in Las Vegas in October 2017. 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.

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Policing must also react to the transference of program responsibilities and/or service downloading. In recent years, our obligations around Weekend and Statutory Holiday Court (WASH) have dramatically increased with Sudbury now responsible for hosting all weekend court. There has been contemplation of evening court which has a direct impact on the costs associated with court security. While this assists in moving accused persons through the judicial system more quickly, there is the added cost associated with providing security during these times all of which must be anticipated.

2017 also saw the requirements under the Jordan decision become a reality. There are now very strict timelines for disclosure of documents for court purposes. This has placed pressures on many areas of the organization most specifically our Courts Branch which has a domino effect throughout operations as materials must be assembled and delivered within strictly defined timeframes.

Requirements for the production of records under Freedom of Information are dramatically increasing. Many such requests involve careful scrutiny and extensive redaction of information where release in part is deemed appropriate. Staff in this area require ongoing professional development to ensure compliance with MFIPPA.

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 WSIB and Post Traumatic Stress Disorder, *Accessibility for Ontarians with Disabilities Act*, changes to the *Occupational Health and Safety Act* through Bill 168, Bill 132, C ollection of Identifying Information in Certain Circumstances, and the recent Jordan decision on crown brief case disclosure.

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Each and every day, such legal decisions and new directions sets precedent in police practice which is entirely outside the sphere of influence of police. 2018 will see the introduction of Cannabis legalization and regulations. The Ontario Association of Chiefs of Police resolution called for funding for the enforcement of the *Cannabis Act* and for the required staff development to become proficient in detecting marijuana use in certain situations. There are many unknowns as the effective date draws near, however, it is known that there will be requirements for training of drug recognition experts. This is highly specialized training and its availability at this time is limited. The impact on the budget from lost productivity to training will be significant as sessions become available and members are assigned. There will also be requirements for purchase and maintenance of testing devices which again at this time have not been specified.

On November 1, 2017, Bill 175 Safer Ontario Act, 2017, was introduced which enacts, amends or repeals various Acts and revokes a regulation. Schedule 1 specifically enacts the *Police Services Act, 2017*, Schedule 2 enacts the *Policing Oversight Act, 2017*, Schedule 3 enacts the *Ontario Policing Discipline Tribunal Act, 2017* and Schedule 4 enacts the *Ontario Special Investigations Unit Act, 2017*, Schedule 5 amends various Acts to make consequential amendments to certain acts, Schedule 6 makes various amendments to the *Coroners Act, 2017*, Schedule 7 enacts the *Missing Persons Act, 2017* and Schedule 8 enacts the *Forensic Laboratories Act, 2017*. The numerous elements of the various new and amended Acts are currently being analyzed in order to determine the impact on policing. Facilitated by the Government, the new Act is the culmination of years of consultation and consensus building among the police community, community stakeholders. The changes are welcome with an aim to improve the delivery of police services and to modernize many approaches. More detailed discussion on the Act and its implementation are addressed under separate cover and will be the subject of ongoing updates.

### **Police Training**

The influences of changes in legislation have significant impacts on police training. Last year with the implementation of the Collection of Identifying Information in Certain Circumstances, \$125,000 was required to train all sworn members on a one eight-hour session. This year with the introduction of the *Cannabis Act*, more training will be required. In response, the Ministry has committed to an aggressive training strategy to provide the necessary Standard Field Sobriety Testing training to services across the province to assist with the anticipated increase in incidence of drug-impaired driving post cannabis legalization through the Drug Impaired Driving Initiative.

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This involves a four 8-hour day course which will be required by many frontline officers assigned to patrol operations function. This will amount to an estimated \$2,000 in labour costs alone for each officer certified in this function. In addition, all sworn members will require training on the legislation itself, the details of which have not yet been announced.

These training requirements are the result of legislation that is over and above the mandated training that every officer must undergo each year which totals thirty-two hours per member to ensure their Use of Force qualifications are maintained. A full cycle of service-wide mandated training costs in excess of half a million dollars. This training includes a broad range of topics that must be covered annually around mental health interventions, de-escalations, diversity and inclusion, mobilization and engagement, immediate rapid deployment in response to significant community threats, leadership development, supervision, police pursuits, and emergency first aid recertification. Case law decisions regularly impacts training and police practices. At the present time, all members of the Service are received training on the administration of Naloxone. This has become a necessary element of personal protective equipment for members given the increased incidences in opioid use and overdoses.

Training is not only a significant investment through salaries, it significantly impacts staffing levels and deployment. While skills acquisition is critical to maintain proficiency with a profession that requires highly specialized skills development and maintenance, it also has significant consequence on daily productivity.

The Service endeavors to use online learning where practicable, simulated scenarios, and offers Ontario Police College satellite courses as a means to save travel time and accommodation expenses. Much of the skills requires practical in-field exercises particularly as it relates to firearms and conducted energy weapon certification.

### **Crime Statistics**

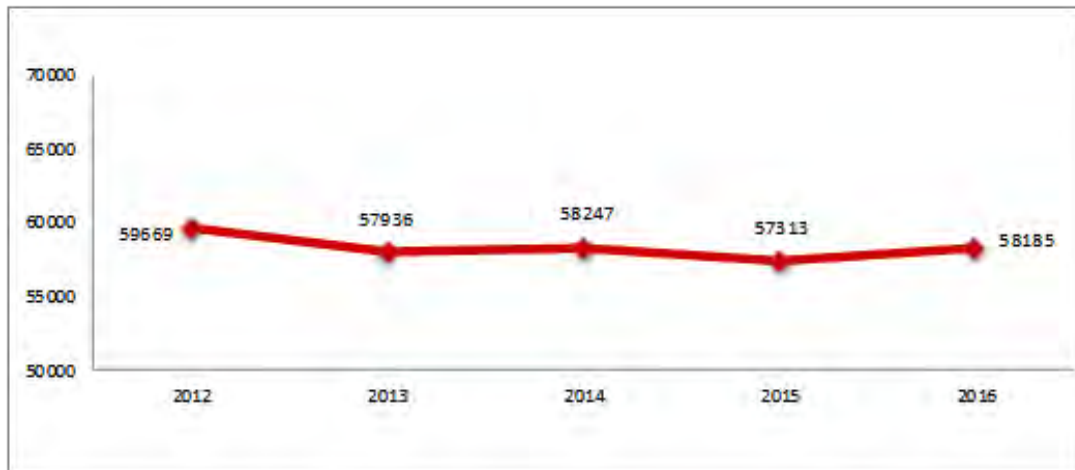
Many factors contribute to crime statistics in terms of citizen reporting, enforcement driven crime results, social and economic factors, and age demographics. Offences are scored in accordance with the Uniform Crime Reporting (UCR) rules which capture the most serious violation within a particular incident.

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

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This too is getting much attention and scrutiny in terms of police spending trends and there are many views on this emerging.

Calls for service increased slightly in 2016 by 1.5% over 2015. The five year trend shows calls are down by approximately 2.5%. See table below.



A number of strategies have been instituted in order to reduce calls including proactive assignments and focused patrols, enhanced community partner engagement and referrals of non-police matters, community education, engagement and reassurance.

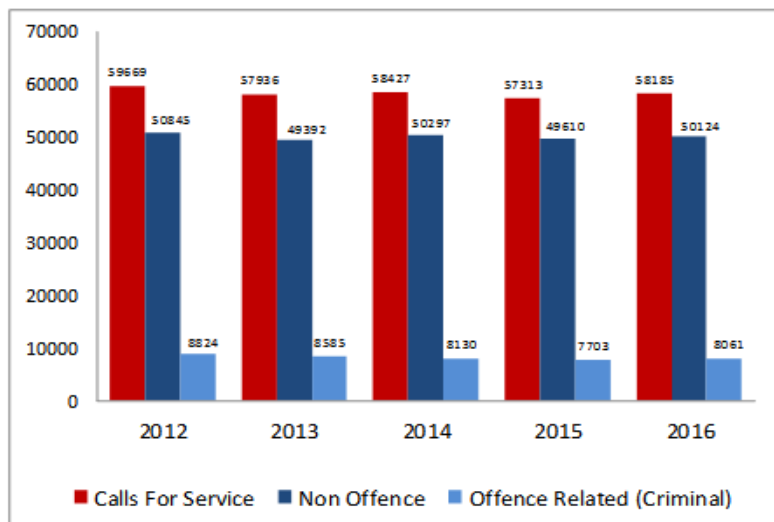
Despite the volume of Criminal Code offences reported to the Greater Sudbury Police declining which is mirroring the national trend, the Service continues to face an increasingly sophisticated investigative and complex environment as well as growing service demands. Approximately 85% of the calls for service are non-criminal with 15% being criminal in nature.

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. Significant time and effort has been spent examining options for more efficient and effective means of responding to these types of situations. 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.

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While the overall crime rate has decreased in the last ten years, calls for service have remained stable. There has also been an increase in certain types of calls in the past few years particularly cybercrime and fraud. These are particularly difficult to address due to the complexity of technology used and the vast geographic distribution of perpetrators.

Traffic complaints remain the most common source of concerns from the public. The Service continues its commitment to road safety through numerous enforcement and public education initiatives.



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.

A number of factors contribute to fluctuations in crime statistics which may be summarized as follows:

- ✓ Citizens not reporting crime
- ✓ Enforcement driven crime
- ✓ Social and economic factors
- ✓ Age demographics
- ✓ Crime Prevention Strategies
- ✓ Crime Prevention through Environmental Design

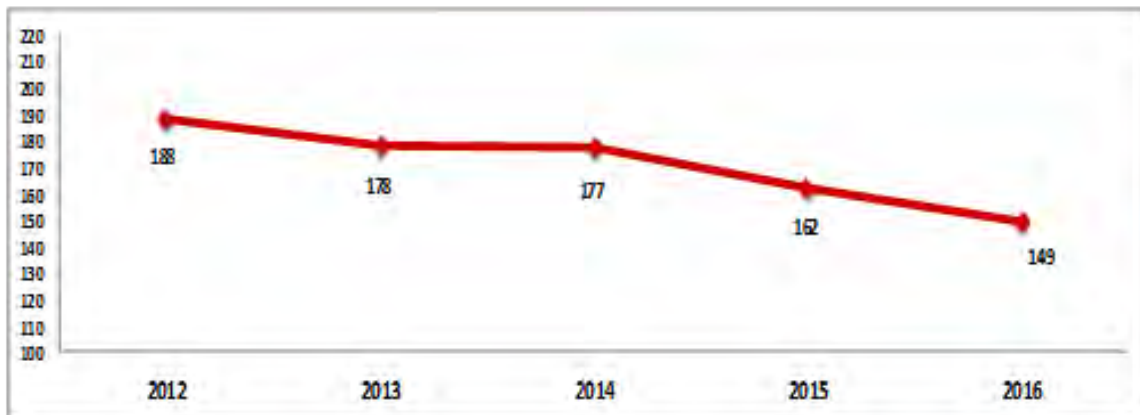
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The Service continues to commit teams of experts to enforcing property, drug, and violent offences.

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.

On the drug prevention side, GSPS took the lead in National Drug Drop-Off Day which saw 35 pharmacies participate resulting in 269.2 pounds of drugs dropped off. This was a huge success and represented a jump of 260% over the previous year.

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. 2016 saw a decrease in impaired driving of 8% which can be related to education and enforcement activities. The Service has a number of partnerships to reduce impaired driving with organizations such as MADD, Operation Outlook, Impact 6/21, Action Sudbury, Operations Red Nose (now Safe Ride Home) and Last Drink Program.



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### **Addressing Crime and Disorder**

Sudbury has taken the lead in developing community partnerships to reduce elevated risk situations. We work closely with other emergency service providers and community organizations to establish proactive policing initiatives. 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. Multi-jurisdiction offenders and threat of terrorism are also crime elements being tracked in order to ensure appropriate responses.

### **Organizational Structure**

In response to crime trends and identified community needs, the Service must always be poised to shift and redeploy resources to detect, investigate, and prevent crimes of emerging priority. With this comes a continual review of command oversight and structure of the organization.

GSPS is currently structured under the Office of Chief of Police with six distinct 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

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5. **Executive Services** – providing Business Planning support, corporate communications, crime and business analytics, audit, research, planning, diversity, professional standards and Community Response Branch.
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.

This is a new structure that was instituted in 2017 and continues to be reviewed in the context of appropriate accountability, workload, and with a view to maximize delivery of service.

### **Efficiency Initiatives and Targets**

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 close to \$330,000 annually. This continues to represent permanent net savings in the budget. 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.

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
- 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 has impacted calls for service

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- 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

### **2018 Commitments**

- Facilities Improvement Plan for police operations, customer service, and public parking
- Introduction of quality assurance through a formal program lead by our Continuous Improvement Team

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- 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 and establish schedules to meet service demands
- 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
- Phase 2 of 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; sharing the strategy on a Provincial and National level
- Implementation of mobile hand held technology for all field officers
- Crime Prevention Through Environmental Design to neighborhoods for improved safety planning
- Naloxone training issuance to all officers
- Continued efforts to address opioid challenges
- 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; Road to Mental Readiness refresher
- 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. Sexual Exploitation Strategy continued implementation

- Continue to develop systems and processes in support of internal promotions, lateral transfers, tenure, and job selection
- Launch of Project Homestead
- Project Lifesaver roll out
- Ensure sufficient court security staffing to meet expanded WASH Court hours into evening service levels
- Continued training and use of new fully automated performance management system
- Pursue government funding grant applications to improve service delivery capacity; phase two of PEM funding applications

### **Measuring Results**

Last year, the budget added two staff in the area of business and research analytics. These positions have now been filled and have brought considerable capacity to the ability of the Service to track, monitor, and manage results. Results are measured objectively and reported to divisions in order to ensure activities are on track or require adjustment. Flexible deployment of staff and assets is essential to ensuring efficient delivery of services. A robust system of performance outcome measures continues to evolve and become more sophisticated. These systems are essential in order to track our progress towards goals and objectives.

### **Staffing Model**

The Service operates with a flexible staffing model that allows resources to be deployed on the basis of community need. Members are equipped with specialized skills depending on the area of assignment and are supported by various areas within the organization. Civilian members work in both frontline functions such as call dispatching and in supportive roles in the areas of report transcription and property processing. The ratio of sworn to civilian members is 2.2:1. As the Services has grown and evolved, specialist civilian roles have been introduced which allow sworn members to focus on operational activities. This was seen most notably with the introduction of civilian Community Safety Personnel in 2015.

### **Planning Ahead - A Three Year Financial Plan**

In 2016 in accordance with Board direction, a three-year financial forecast was established and approved in principle. 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, the three-year phase in plan for funding was proposed and endorsed by the Police Services Board on October 12, 2016. It was at that time the Board requested that operating budgets be developed for 2017, 2018, and 2019 to mitigate the impact of these project costs on the taxpayer.

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 and taxation is the primary source of funding. Public safety expenditures 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.

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 in identifying the financial realities of running the business in the long term while linking budgeting and strategic priorities. This has also provided a longer term outlook for both programs and service delivery initiatives ensuring fiscal discipline in our approach to planning and implementing.

The 2017 budget cycle is now more than three quarters realized with results tracking to year end within established parameters. The 2018 budget and 2019 forecasts were built on a number of known facts and assumptions for consideration and acceptance by the Board. The anticipated spending was developed to ensure adjustments can be made should unanticipated challenges or requirements arise. This budget sets a firm foundation for future year spending requirements in consideration of anticipated needs and emerging priorities.

**Budget Risks:**

In striking the budget, there are some accounts which have been overspent in previous years and have not been adjusted to reflect actual spending. In most instances, the overspending is offset by other areas in the budget where spending is not as predicted and/or greater revenues are generated through fees collected. Specific areas in this regard include legal services, public relations, and certain equipment cost centres. Additionally, grant funding is being transitioned specifically Community Policing Program (CPP), Safer Communities 1,000 Officer Program, and PAVIS. These have been combined into the Police Effectiveness and Modernization (PEM) Grant. WSIB costs have risen and continue to be on the rise. While the budget does contain an increase, it is not sufficient enough to offset the costs related to anticipated PTSD absences in the future. These will continue to be monitored and adjusted as budgets allow for such increases. Finally, the impact of the *Cannabis Act* is not known from both a training and enforcement perspective. After the first year, costs will be included in the budget to reflect the actual impact.

**2018 Operating Budget Summary**

Key Area	2017 Budget	2018 Budget	% change year over year
Personnel Costs	\$ 47,360,775.00	\$ 48,922,440.00	
Operating Expenses	\$ 5,248,932.00	\$ 5,363,727.00	
Contribution to Capital/Reserves	\$ 2,831,297.00	\$ 2,880,206.00	
<b>SubTotal Base</b>	<b>\$ 55,441,004.00</b>	<b>\$ 57,166,373.00</b>	<b>3.0%</b>
Facilities Improvement Plan <i>Loan Repayment</i>	\$ 163,200.00	\$ 597,348.00	
<b>Overall Budget</b>	<b>\$ 55,604,204.00</b>	<b>\$ 57,763,721.00</b>	<b>3.9%</b>

As indicated previously, the 2018 budget contains a provision for the facilities improvement plan debt financing repayment. Although the final determination has not yet been made as to what ultimate facilities improvement Plan will be adopted, the need for debt financing will be required regardless as to what option is chosen.



**2018 Budget**

<b>Expenditures/Revenues</b>	<b>2017 Final Budget</b>	<b>2018 Budget</b>	<b>% Budget Change from 2017</b>
Salaries & Benefits	\$ 50,983,800	\$ 53,060,222	4.1%
Materials & Operating Expenses	\$ 4,035,788	\$ 4,280,246	6.1%
Energy Costs	\$ 452,439	\$ 446,489	-1.3%
Rent and Financial Expenses	\$ 66,962	\$ 66,962	0.0%
Purchased/Contract Services	\$ 590,779	\$ 788,778	33.5%
Debt Repayment	\$ 186,204	\$ 128,587	-30.9%
Contr to Reserves/Capital	\$ 2,994,497	\$ 3,477,554	16.1%
Internal Recoveries	\$ 1,282,309	\$ 1,299,750	1.4%
<b>Total Expenditures</b>	<b>\$ 60,592,778</b>	<b>\$ 63,548,588</b>	<b>4.9%</b>
Provincial Grants & Subsidies	\$ (3,659,970)	\$ (4,212,078)	15.1%
Federal Grants & Subsidies	\$ (97,273)	\$ (33,639)	-65.4%
User Fees	\$ (759,726)	\$ (802,518)	5.6%
Contr from Reserve and Capital	\$ (451,204)	\$ (716,230)	58.7%
Other Revenues	\$ (20,402)	\$ (20,402)	0.0%
<b>Total Revenue</b>	<b>\$ (4,988,574)</b>	<b>\$ (5,784,867)</b>	<b>16.0%</b>
<b>Net Budget</b>	<b>\$ 55,604,204</b>	<b>\$ 57,763,721</b>	<b>3.9%</b>

**EXPLANATORY NOTES**

**Compensation Costs (Salary and Benefits)**

Salaries

Wages and benefits make up the majority of the budget. Staffing costs represent close to 85% of the entire overall net budget. Many of the factors that impact on staff costs are contractually determined through the collectively bargained economic increases, progression through grids/reclassification processes, policing allowance increments, and provisions for active and retiree benefits. In 2018, a total of twenty members will realize an improvement in their Municipal Policing Allowance costing just under \$53,500. The cost of constable reclassifications relates to thirty-seven members moving from fourth to third to second to first class constable is just over \$310,000.

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The budget contains the contractual wage increase of 2.3%. 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 122 civilians which includes eight Community Safety Personnel, volunteers, and Auxiliary members. Staffing levels are also supplemented by part-time members where replacement is required during full-time periods of absence, most notably in Courts, Records, and Communications. 2018 will see additional retirements of long-standing members. At this time, notice has been served for two which will be replaced by 4<sup>th</sup> class constables. As other vacancies emerge, staffing levels will be maintained.

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. Overtime is down by close to 50% since the twelve hour schedule was first implemented in 2012.

#### Benefits

Benefits saw an unforeseen increase with the establishment of a new carrier to start in 2018. This was the result of the City's call for benefit carriers. Great West Life will assume the benefit provider function. Premiums will see a hike of 15% (an increase of just over \$220,000) with rate stability guaranteed in the following year. Long Term Disability premiums saw a slight decline of 2.1% or \$38,000.

OMERS has not indicated any plans for increases in 2018 and as such these contributions have been calculated on salaries in the usual manner.

WSIB contributions are up by 28% which has been necessitated by the number of claims being filed since the legislation on PTSD and associated benefit entitlement for emergency services workers. The PTSD Prevention Plan as adopted by the Board in April 2017 provides for many supports for members. Additional money has been allocated for professional services which are used to proactively assist members. A portion of this increase will be offset through a draw from the Sick Leave Reserve and credits that are applied when members are on actual claims.

The volatility in benefit costs from year to year presents significant vulnerability in the police budget, making it difficult to predict with certainty future costs.

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Retirements and Sick Leave

The need for funding arises when members choose to retire. In accordance with both the Collective Agreement and former Sick Leave bylaw, many members at retirement have frozen sick banks which are dissolved at time of retirement through lump sum payment and preretirement leave for those carrying in excess of 2088 hours in their respective banks. The Service maintains a Sick Leave Reserve to fund these one-time payouts should the operating budget not support same.

In the coming years it is anticipated that the funding need for sick leave and post-retirement benefits will increase due to greater numbers of retirements and higher benefit costs. These forecasts continue through an examination of staffing plans and anticipated vacancies. These costs are carefully monitored as they stand to significantly impact future budgets given member entitlements at age of retirement.

Of the base budget not including the contribution to the Facilities Improvement Plan, salaries and benefits constitute 2.7% of the total 3.0% increase. These are all uncontrollable influences as required through the Collective Agreement settlement, Extended Health Benefit premiums and WSIB increases.

**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.

The 2018 budget contains 2% inflation on the majority of operating accounts. 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 water. Fuel charges have been reflected in accordance with City guidance in this area. These are uncontrollable and fixed expenses.

Facility chargebacks from the City for Headquarters occupancy increased by 3% to be more reflective of actual occupancy charges in city-owned facilities while District #2 housed at the Lionel E. Lalonde Centre held at the prior years' level. 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.

Program support charges from the City for services such as budget services, accounts payable, mailroom, payroll, purchasing and human resources did not increase from the 2017 approved rates.

As part of our commitment to community engagement and bringing Our Shared Commitment model to life, a number of special community events are held each year which attract significant community involvement. Examples of these occasions include dedicated weeks of celebration such as Police Week, Crime Prevention Week, member appreciation, citizen and community awards banquet, volunteer recognition, Youth Advisory Council activities and Diversity and Inclusion celebration activities. These events have grown in size and magnitude requiring additional resources both in materials and staffing to assemble and plan. An additional \$5,000 has been allocated for these activities in 2018.

Training costs will increase in accordance with the PEM grant approved professional development. The associated offsets are recovered through the PEM Funding. Other expenditures associated with training have been increased by inflation only.

Purchased services most notably in the area of legal services have been increased in 2018 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. This was made possible in part through the Policing Effectiveness and Modernization (PEM) Grant. 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.

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The Voice Radio System maintenance account has increased by close to \$162,643 (63% over 2017) which relates to a mid-life cycle system software upgrade. This is offset by a transfer from the Voice Radio System Reserve Fund which has established funding for this project.

The improvements to the Operating budget are related primarily to the application of inflation to the majority of accounts where same is warranted. Additionally insurance premiums have seen a slight hike also impacting this area. A total of .2% of the total 3.0% increase is through this area.

### **Revenue offsets**

#### **Fees**

The Board authorizes the collection of fees for certain activities. Fees are collected with paid duty assignments, police reports, crown disclosure, fingerprints and photographs, and Freedom of Information file preparation

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.

#### **Grants**

The Service is in receipt of several provincial and federal grants which provide funding offsets for salaries, equipment, and special projects. Every year as grants become available, the Service makes application. Once approved, although unbudgeted, expenses and revenues are a direct offset.

#### **Capital Envelope**

The capital envelope has been adjusted by 2% in 2018 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. Ensuring funding for imminent and crucial capital needs to ensure steady and increasing contributions to capital projects is essential in terms of future planning.

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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.

### **Contribution to Reserves**

A number of reserve funds are maintained in order to ensure necessary resources for current and future asset renewal. Reserves are in place by way of contributions from operating budget for fleet, sick leave, information technology, facilities, and communications infrastructure. Such contributions total just under \$3.5 Million.

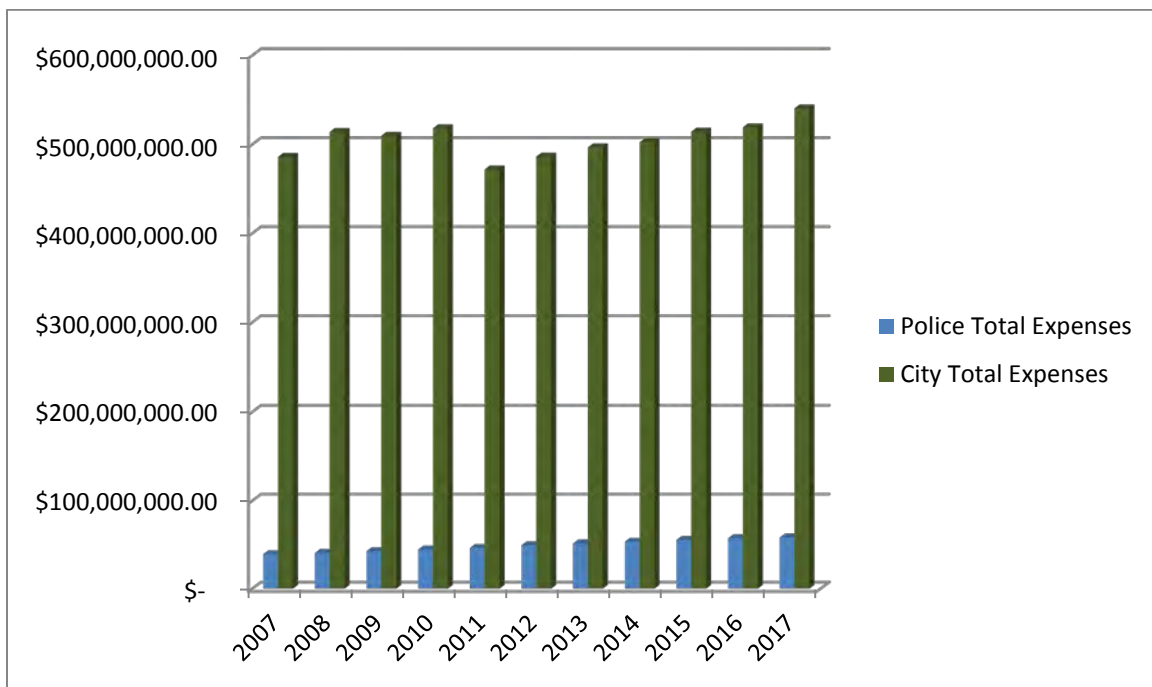
The changes in this area contribute .1% of the overall 3.0% base budget increase. Summary of Revenues including user fees, grant revenue and reserve/capital contributions sources for 2018 only.



<b>General Revenue</b>	<b>2018 Budget</b>
False Alarm Fees	(48,881)
False Alarm Registration Fees	(61,469)
Prisoner Transportation Recoveries	(15,450)
Paid Duty Policing Administration Fees	(196,387)
Police Clearance Letters	(257,612)
Police Reports	(75,238)
Contract Administration	(76,673)
Crown Disclosure	(28,982)
Cruiser Rentals	(18,449)
Fingerprints and Photographs	(7,175)
Freedom of Information Fees	(411)
Sale of Used Equipment	(5,150)
Radio Tower Rental	(10,641)
Misc Revenue	(20,402)
<b>Total General Revenue</b>	<b>(822,920)</b>
<b>Grant Funding</b>	<b>2018 Budget</b>
Ministry of Community Safety & Correctional Services (Firearms, RIDE, Cyber Crime, Community Policing Partnerships CPP & Safer Community 1,000 Officer Program, PEM & POC LifeSaver and Homestead)	(2,083,506)
Ministry of Community Safety & Correctional Services (Court Security Prisoner Transportation Program)	(1,863,937)
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)	(33,639)
<b>Total Grant Funding</b>	<b>(4,245,717)</b>
<b>Contribution from Reserve and Capital</b>	<b>(716,230)</b>
<b>Total Revenue</b>	<b>(5,784,867)</b>

In recent years, percent of gross versus net budget of the City has remained relatively constant as is depicted in tables 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.

**Police % Total of City Gross Budget**



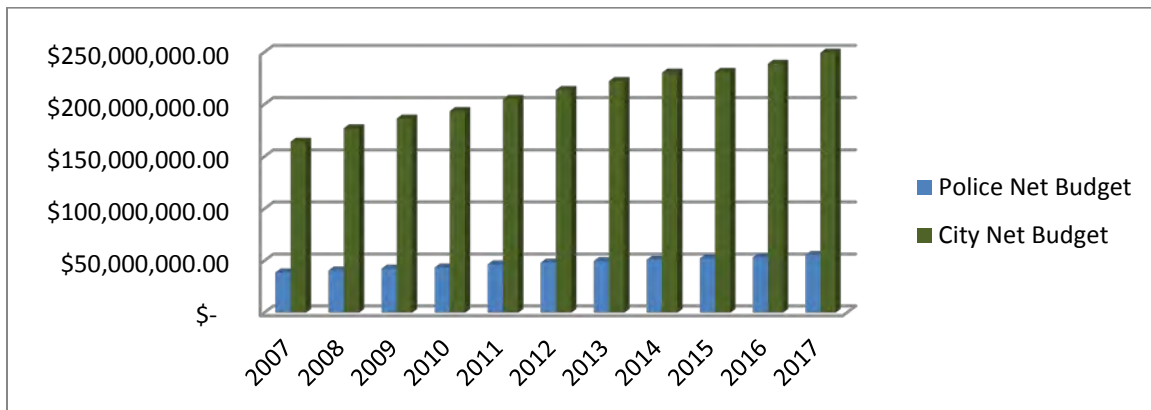
2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
8%	8%	9%	9%	10%	11%	11%	11%	11%	10%	11%

**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.

**Police % City Net Budget**



2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
24%	23%	23%	22%	23%	23%	22%	22%	23%	22%	22%

**SUMMARY:**

The 2018 draft operating budgets as tabled for the Board’s consideration provides the required resources 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 increase reflects contractual wage and benefit increases as well as a contribution to debt financing for a future Facilities Improvement Plan. The overall increase is 3.0% without the debt repayment; with this allocation the budget is up by 3.9% over the 2017 level.

Funds have been allocated to ensure program priorities and strategic objectives can be realized. While at the front end of the Business Planning cycle for the next three years, a number of the activities are already well underway as have been summarized in this report.

<b>SUBJECT: 2018 OPERATING BUDGET 2018 to 2022 CAPITAL FORECAST</b>	<b>Page 34</b>
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The capital forecasts for 2018 to 2022 ensure adequate 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 and his team will provide a comprehensive budget overview to the Board at its meeting on November 20, 2017.

The Board has been given a date for presentation of 2018 Budget to City Finance and Administration Committee on Tuesday November 21, 2017.

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## **APPENDIX A**

### **CAPITAL PLAN 2018 TO 2022**

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, security, specialized equipment such as weaponry, communications, information technology infrastructure, and facilities infrastructure maintenance. 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:

- Police Building Renovations
- Equipment – Fleet
- Automation
- Communication
- Police Equipment and Supplies
- Leasehold Improvements and Facility Upgrades
- Security

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 cycle plan is maintained annually to ensure the requisite financing is available to cover fleet and equipment replacement costs. Through the operating budget, contributions are made to the Fleet Vehicle and Equipment Reserve Fund which are drawn in support of vehicle replacements in the years in which same come due.

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. This year, funds will be drawn from the Capital Financing Reserve Fund to provide funding for a Facility Condition Assessment and Police Functional Space Analysis. These findings will be used to inform the Board on the best option for facility improvements to provide for adequate and effective services.

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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 2018 to 2022 year has been prepared based on current and future capital needs. At this time on this basis, the plan is fully funded both in 2018 and in future years based on known information on capital challenges.

<b>Police</b>						
PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
	R (Renewal) E (Expansion) N (New)					
Police Building Renovations	R	\$ 597,348	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Equipment - Fleet	R	\$ 557,400 <sup>1</sup>	\$ 727,200	\$ 1,302,800	\$ 1,038,220	\$ 1,040,200
Automation	R	\$ 188,393 <sup>2</sup>	\$ 188,392	\$ 208,393	\$ 261,890	\$ 260,000
Communications	R	\$ 150,000 <sup>2</sup>	\$ 150,000	\$ 170,000	\$ 70,000	\$ 70,000
Supplies	R	\$ 140,000 <sup>2</sup>	\$ 140,000	\$ 125,387	\$ 171,889	\$ 186,855
Leasehold Improvements	R	\$ 112,678 <sup>2</sup>	\$ 125,000	\$ 112,180	\$ 125,000	\$ 125,000
Security	R	\$ 25,000 <sup>2</sup>	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
<b>PROJECT COSTS</b>		<b>\$ 1,770,819</b>	<b>\$ 2,255,592</b>	<b>\$ 2,843,760</b>	<b>\$ 2,591,999</b>	<b>\$ 2,607,055</b>
<b>PROJECT FINANCING</b>						
Reserves: Capital		\$ (1,173,471) <sup>3</sup>	\$ (1,355,592) <sup>3</sup>	\$ (1,943,760) <sup>3</sup>	\$ (1,691,999) <sup>3</sup>	\$ (1,707,055) <sup>3</sup>
<b>CAPITAL ENVELOPE (Tax Levy)</b>		<b>\$ 597,348</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>
<b>Notes:</b>						
1) Equipment & Vehicle Replacement Reserve Fund - Police						
2) Capital Financing Reserve Fund - Police						
3) Police Building Renovations project is to set aside funds from the annual tax levy for future debt repayments once the decision is made for building renovations to an existing building or for a new building to be decided by the Greater Sudbury Police Board in time for the 2019 Budget.						

**Police Building Renovations**

In keeping with the Facilities Improvement Plan, funds have been identified which will be used for debt financing. The permanent financing plan will be established once the actual project approach has been finalized and adopted by the Board and Council. Contributions to 2019 support \$14.5 in total capital.

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### **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 funded through contributions in the operating budget.

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. Including 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 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.

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These contributions will continue annually in order to ensure sufficient equipment end user gear 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 is a separate initiative which will require an entirely separate financing plan.

### **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.

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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 2018 to 2022 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**

**COMMUNICATION INFRASTRUCTURE (PUBLIC SAFETY)  
2018 to 2022**

The Communication Infrastructure Public Safety as presented below 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.

<i>Communication Infrastructure (Public Safety)</i>						
PROJECT DESCRIPTION	PROJECT TYPE	2018 REQUEST	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK
	R (Renewal) N (New)					
<b>Previously Approved Capital</b>						
Communication Infrastructure Internal Financing - 2014 to 2021	R	\$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640
<b>PROJECT COSTS</b>		<b>\$ 950,640</b>	<b>\$ 950,640</b>	<b>\$ 950,640</b>	<b>\$ 950,640</b>	<b>\$ 950,640</b>
<b>PROJECT FINANCING</b>						
Reserves: Capital		\$ (950,640)	\$ (950,640)	\$ (950,640)	\$ (950,640)	\$ (950,640)
<b>CAPITAL ENVELOPE (Tax Levy)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Annual Contribution to Communication Infrastructure Reserve Fund (included in Operating Budget)		\$ 1,021,094	\$ 1,041,516	\$ 1,062,346	\$ 1,083,593	\$ 1,105,265
Additional Contribution to (from) Reserve Fund		\$ 70,454	\$ 90,876	\$ 111,706	\$ 132,953	\$ 154,625
<b>Notes:</b>						
1) Communication Infrastructure Reserve Fund						
<b>Unfunded Capital Projects:</b>						
1) <b>Public Safety Radio System Infrastructure</b> is an unfunded future capital project. Funds are being identified for the future replacement of the voice radio infrastructure. Approximately \$1.0M annually is identified for this purpose and currently sits at <b>\$7.0M</b> . Each operating department will be responsible for their own user gear replacement for the Public Safety Radio System Infrastructure.						
2) <b>Next Generation 9-1-1</b> is an unfunded capital project at <b>\$550,000</b> . It will assist with public safety and first responders including law enforcement, firefighters and EMS to receive better information and emergencies.						

### **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. The costs and revenues are 100% offset.

Additionally in anticipation of future radio replacement needs, annual contributions are required for Public Safety Radio System Infrastructure. This is an unfunded capital project. A approximately \$1 Million annually is identified and current is reflect at \$7 Million.

### **Next Generation 911**

In addition, Next Generation 911 (NG911) is an unfunded capital project at \$550,000. This upgrade to 911 will assist public safety and first responders including police, firefighters and EMS receive enhanced information from a variety of platforms.

By way of background, 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 are used routinely to transmit text information, photographs, and videos. Currently PSAPs cannot receive Real Time text messages, although in Greater Sudbury we do have limited text to 911 capabilities for deaf, hard of hearing and speech impaired community members.

It is the objective of the CRTC to have the improvements created by NG911 voice services in place by June 30th, 2020 and NG911 text messaging services by December 31, 2020.

NG911 will have the potential to provide emergency responders with real time information such as video from an emergency incident, photos of accident damage or a fleeing suspect, and send Personal Medical Information which could include accessibility needs.

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These technological enhancements which include Real Time Text, Videos, Photography, and Telematics present a unique opportunity to provide Emergency Responders with greater information which will assist them in responding to emergent situations.

Our Communication and Information Technology Manager, and our Communications Centre Manager, are participating in weekly teleconference calls with a cross section of stakeholders from across Canada who have role in providing 911 Services. This includes Wireless and Telephone Service Providers as well as Police Agencies from all across Canada.

The unintended consequence of moving towards NG911 is that it will create an added burden on administrative systems in terms of storage, data retention, staffing, and technology to support this augmented influx of digitized data.

Ultimately there will be great 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. As more definitive costing becomes known, these figures can be updated accordingly.