AGENDA
OWEN SOUND CITY COUNCIL
SPECIAL MEETING
CITY HALL - COUNCIL CHAMBERS
9:30 A.M. - JANUARY 13, 2014

1. WARRANT

2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

3. RESOLUTION MOVING COUNCIL INTO COMMITTEE OF THE WHOLE

   COMMITTEE OF THE WHOLE

4. REPORTS OF COMMITTEES AND CITY STAFF
   a. Reports:

5. MOTION THAT THE COMMITTEE RISE AND REPORT

   FORMAL SESSION

6. RESOLUTION ADOPTING PROCEEDINGS IN COMMITTEE OF THE WHOLE

7. BY-LAWS

8. ADJOURNMENT
Staff Report

Report To: City Council
Report From: Ruth Coursey, City Manager and Wayne Ritchie, Director of Finance
Meeting Date: January 13, 2014
Report Code: CM-14-001
Subject: Owen Sound Police Services Board Proposal to Provide Police Service Meaford

Recommendations:
That in consideration of Staff Report CM-14-001 respecting Owen Sound Police Services Board Proposal to Provide Service to Meaford, City Council
1. Receive the Report

Strategic Initiative:
The Mission Statement in the Strategic Plan states: To provide progressive leadership for education, culture, recreation, health, social and economic opportunities that benefits the city and the region. This initiative, to potentially provide services to other municipalities, fits perfectly with our Mission Statement. There is a significant potential economic and social benefit to our region if police services can be provided by a local force that understands the communities’ challenges and can provide services in a more cost effective manner.

Background:
The Municipality of Meaford agreed to accept a cost estimate from the Owen Sound Police Services Board in order to explore the possible options that are available. A report was presented to Council in November 2013 that put forth principles that staff should consider when reviewing the submission of proposal for services to other municipalities. This report will update Council
on how these principles have been incorporated in the Owen Sound Police Services Board proposal to the Municipality of Meaford.

**Analysis:**

The six principles accepted by Council were:

1. There should be a specific charge to a contracted municipality to recover a reasonable amount of the long term investment made by the Owen Sound taxpayer in the Owen Sound Police Services. This investment includes buildings, communication and other equipment, administration staff, etc. that are required to support the contracted service to another municipality. This charge needs to be clearly defined for City Council, and should be recognized in the City’s Police Services annual budget.

2. All wages should be charged out at a rate sufficient to cover the contingent severance packages for employees hired under this agreement. Current best practices should be the benchmark and future adjustments may be required, as necessary.

3. The contingent severance charge should be placed into a reserve and should not be used to offset current costs within the Owen Sound Police Services budget.

4. Any variation in services or levels of services supplied to a contracted municipality, from that currently in place for the City of Owen Sound, would need to be specified and be supported by the City of Owen Sound. This would avoid any potential ratcheting up of service levels across municipalities.

5. All costs associated with the provision of service to a contracted municipality that are required to provide that service must be payable by the contracted municipality. This would include liabilities such as insurance, legal fees for defense, WSIB/STD/LTD costs, etc.

6. Fundamentally, City of Owen Sound taxpayers should not be responsible for any costs that are associated with the provision of Police Services to/for the contracted municipality.

The Owen Sound Police Services Board has provided a breakdown of the estimated direct costs to provide police service to Meaford. In addition to charging for those direct costs, they have also proposed an administration fee of $150,000. The proposal includes allowances for an annual increase in direct costs each year. It appears that the first and second principles recommended by Council have been complied with.
The start up capital required is estimated to have a cost of $289,711. Meaford is to repay this over the life of the contract and that repayment is included in the annual “Capital and Legal” fee of $183,212. The value of this loan repayment is approximately $63,250 per year so that leaves $119,962 of this fund for other purposes. One of these purposes is to establish a non refundable severance reserve. Based on previous information it is estimated the severance packages for Police Service personnel can be between 2 to 5 weeks for every year of employment. The current wages estimated for the first year of the contract would require that, assuming a 5 week for every year of employment severance, approximately $120,000 should be set aside annually as a contingent reserve for severances. Based on the above analysis it appears that the third principle recommended has been met.

The proposal also recognizes that the Municipality of Meaford is a more rural municipality, with areas that are not as accessible as the City of Owen Sound. The OSPS has included two snowmobiles, two ATVs, two trailers and the specialized clothing and equipment required to effectively use the machines. Given the more rural profile of Meaford, these would be specific requirements for this contract.

The contract also includes a school liaison co-ordinator position, which would be filled by a civilian member.

The above variations in service are fully justified in the report and are specific to the unique needs of Meaford. Therefore, Principle 4 is satisfied.

In the operating costs section of the report, benefits are identified which will include WSIB, LTD, etc. It would appear that an increase to the operating costs for the liability insurance premium of $1,500 per staff member should be included based on information received. An additional $13,500 has been included in the most recent costing proposal. Mechanisms should be put in place to clearly differentiate the costs for the Meaford detachment personnel. In the event of a catastrophic event or incident, all costs incurred should be directed to the Municipality of Meaford. These should include any WSIB increases as a result of specific events while in Meaford. Assuming that the mechanisms can be put in place, Principle 5 is met.

Lastly, a life cycle component is included in the $183,212 “Capital and Legal” fee charge. More detail is required to ensure that vehicle replacement costs are covered. Assuming that the life cycle amount is adequate, Principle 6 is met.
As indicated at the beginning of this report, the initiative to submit a proposal to provide police services to abutting municipalities is fully supported and applauded. Any opportunity to fully maximize the resources currently available in our Police Service by contracting out should be very thoughtfully considered.

The ability to provide services on a more regional basis is also seen as a very positive step forward for this area. This is an example of the continuous search for more efficient and cost effective ways to provide services to our residents.

Financial/Budget Implications:

The contracting out of service could have a positive financial effect for the City of Owen Sound. It appears that all costs are fully captured and evaluated, with some further explanation to come forward.

Communication Strategy:

The City of Owen Sound will post this report and other information regarding the proposed service expansions on our web site, as appropriate.

Consultation

The City’s Insurance providers were consulted.

Attachments:

Prepared By: Wayne Ritchie
Submitted By: Ruth Coursey

Report: Owen Sound Police Services Board Proposal to Provide Service to Meaford
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OWEN SOUND
POLICE SERVICES BOARD

PROPOSAL TO

PROVIDE POLICE SERVICE

TO

THE MUNICIPALITY OF MEAFORD
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EXECUTIVE SUMMARY

This report outlines our proposal for the Municipality of Meaford to obtain contracted municipal policing, service from the City of Owen Sound. This proposal provides a well defined, superior level of service that meets or exceeds all of the legislated standards. The Owen Sound Police Service (OSPS) is well positioned to undertake this new responsibility and provide service in a manner that is both effective and transparent, in addition to offering a high level of accountability.

The administrative, operational, and financial information contained in this proposal would form the basis of a policing contract which would be negotiated between the City of Owen Sound and the Municipality of Meaford. If Meaford was to enter into a policing contract, the City of Owen Sound would require at least a five year period as is the case with OPP policing contracts. It would also accept a contract period greater than this five year minimum.

The Owen Sound Police Services Board (OSPSB) has had this proposal developed to ensure that the service delivery and costing mechanisms will work to the mutual advantage of both municipalities. The suggested staffing level is supported by a detailed estimate of all of the direct operating and capital costs that the Police Service would incur to police Meaford. The service delivery model provides sufficient staffing to ensure effective police response 24 hours per day every day of the year.

Each of the four platoons would have two additional constables added to their complement. These eight uniformed staff members would be permanently assigned for response and patrol in Meaford. Based on the current officer availability for the OSPS, each of these platoon members would provide 1632 hours of “on duty” service to the Municipality for a total of 13,056 hours per year. This staffing level ensures that, at all times, at least one uniformed officer would be on duty in Meaford. It also ensures that all of the mandatory five core policing functions identified in the Police Services Act (PSA) would be met or exceeded. In
addition, the service level would also comply with all of the adequacy standards identified in the Regulations to the PSA.

The Municipality of Meaford would have an officer assigned to the Owen Sound Police Service Criminal Investigation Branch. In addition, two existing staff members, an Inspector and a civilian, would be assigned to a police office located in Meaford. This office would be open to the public during normal working hours Monday to Friday.

**Meaford Division**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Duties</th>
<th>Shift</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspector</td>
<td>In Office</td>
<td>Weekdays</td>
</tr>
<tr>
<td>Data Entry</td>
<td>Reception</td>
<td>Weekdays</td>
</tr>
<tr>
<td>Detective</td>
<td>Investigation</td>
<td>Rotating</td>
</tr>
<tr>
<td>Constables (x8)</td>
<td>Front Line</td>
<td>Rotating (24 x7)</td>
</tr>
<tr>
<td>School Liaison</td>
<td>In-class delivery</td>
<td>Weekdays</td>
</tr>
<tr>
<td>Court Liaison</td>
<td>Case Management</td>
<td>Weekdays</td>
</tr>
</tbody>
</table>

The total annual operating cost for the first year would amount to $1,599,665.12 and rise to $1,796,671.92 in the fifth year. Meaford would fund the capital costs required to establish and maintain the police in the Municipality including the start up capital costs. The annual cost for capital maintenance, legal and severance will be $185,342.19.

**Total Annual Billing: Includes 30,000.00 (refundable sick payment)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Expense</th>
<th>Capital/Legal</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>1,599,665.12</td>
<td>185,342.19</td>
<td>$1,785,007.31</td>
</tr>
<tr>
<td>2nd</td>
<td>1,646,755.07</td>
<td>185,342.19</td>
<td>$1,832,097.26</td>
</tr>
<tr>
<td>3rd</td>
<td>1,695,257.72</td>
<td>185,342.19</td>
<td>$1,880,599.91</td>
</tr>
<tr>
<td>4th</td>
<td>1,745,215.45</td>
<td>185,342.19</td>
<td>$1,930,557.64</td>
</tr>
<tr>
<td>5th</td>
<td>1,796,671.92</td>
<td>185,342.19</td>
<td>$1,982,014.11</td>
</tr>
</tbody>
</table>
The OSPS would require six (6) months lead time prior to implementation and if approved by Meaford and Owen Sound Council in January 2014 a target rollout date would be July 1st 2014. The annual fee would be prorated to the date of commencement with the second year pricing commencing January 1st 2015.

All of the elements contained in this document are subject to review and input from the Municipality of Meaford with the expectation that the municipalities will be able to negotiate a comprehensive policing contract that will meet the needs of both municipalities now and in the future. The financial projections are based on the need to be thorough and practical while, at the same time, providing cost stability for both municipalities.

Traffic enforcement would primarily be undertaken by the Meaford officers. It would focus on all municipal roads and would not involve patrol or enforcement on the provincial highways that run through Meaford. Under provincial legislation, these remain the responsibility of the OPP. For special initiatives, such as RIDE programs, distracted driver identification, and seatbelt enforcement, the Meaford officers would be supplemented by the part time traffic officers employed by the OSPS.

Police visibility would be enhanced through the staffing of a police facility located in the former Town of Meaford, preferably in a downtown location. All of the “core policing functions” identified in the following section of this report, including assistance to victims of crime, would be centred in this building. This facility would ideally consist of;

- a secure public entrance where the civilian member and the desk for the Collision Reporting Centre would be stationed,
- an office for the Inspector that would also house video recording equipment for the “soft” interview room;
- a constables’ office,
- a meeting room/lunchroom,
• a “soft” interview room for victims, victims assistance staff, witnesses and other members of the public (excluding suspects), and
• washroom facilities.

The minimum space required for all of the functions described totals approximately 55 – 65 square metres (590-700 square feet) based on the size of similar rooms currently located in the OSPS headquarters building.
INTRODUCTION

Under section 6.1 (1) of the Ontario Police Services Act, the councils of two municipalities may enter into agreement for the provision of police service for one municipality from the police services board of the other. This is an option that has been successfully implemented and is currently being used in Ontario.

The Municipality of Meaford agreed to accept a cost estimate from the Owen Sound Police Services Board (OSPSB) in order to explore the possible options that are available. The Municipality is currently policed by the Ontario Provincial Police (OPP) under contract and anticipates significant cost increases with the next contract. This increase will be created by a significant salary increase that has been promised by the Province, coupled with the potential cost increase associated with the development of a new costing formula.

It is understood that cost considerations are important, but any proposal that is developed must meet or exceed the mandatory standards established in the legislation. It must also meet the policing requirements of Meaford Council and the community that it represents.

The fundamental principles guiding the process to prepare this proposal are:

1. The need to provide one or more policing models that assure adequate and effective policing,
2. That the basic level of service provision will approximate, as closely as possible, the level of service currently being provided in Owen Sound,
3. That Meaford should only be charged the costs related to providing policing in the municipality, including a mutually agreed upon administrative surcharge,
4. That Owen Sound will not subsidize the cost of policing Meaford, and
5. Any change to the staffing level would be based on workload factors, and would be negotiated between the Municipality of Meaford and the City of Owen Sound.

The Owen Sound Police Services Board engaged the services of Michael Mitchell of MPM Consulting and Maurice Hodgson of Hodgson Associates to assist in developing a proposal that rigorously followed these principles. The proposal was based primarily on an examination of the police workload in Meaford from which a minimum front line staffing requirement was developed. Sufficient administrative and supervisory support was identified to ensure the residents of Meaford would receive efficient, consistent and accountable policing service.
### COSTS

**Operating:**

<table>
<thead>
<tr>
<th>Staffing Requirements</th>
<th>Wages</th>
<th>Benefits</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 Wages + 6% experience for officers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

| Platoon Constables 1st Class | 756,387.52 | 219,352.38 | 975,739.90 |
| Criminal Investigator On Call | 99,900.28 | 28,971.08 | 128,871.36 |
| Overtime (estimated) | 18,900.00 | 5,481.00  | 24,381.00  |
| School Liaison Civ | 54,297.68 | 15,746.33 | 70,044.01 |
| Court Case Manager Civ -1st Class 32 hr/wk | 49,208.64 | 6,889.21  | 56,097.85  |

<p>| Communications 7.39 per capita | 11,100 |          | 82,029.00 |
| Uniforms Officers | 500.00 | x 8 | 4,000.00 |
| Cleaning/Clothing Allow Officers | 90.00 | x 8 | 720.00 |
| Uniforms Court Mgr | 500.00 | x 1 | 500.00 |
| Cleaning/Clothing Allow Court Mgr | 120.00 | x 1 | 120.00 |
| Professional Dev | 1,000.00 | x 9 | 9,000.00 |
| OPTIC | 1,450.00 | x 9 | 13,050.00 |
| Use of Force Supplies | 500.00 | x 9 | 4,500.00 |</p>
<table>
<thead>
<tr>
<th>Service</th>
<th>Per vehicle</th>
<th>Monthly</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vehicle costs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fuel</td>
<td>10,000.00</td>
<td>x 2</td>
</tr>
<tr>
<td>Maintenance</td>
<td>2,500.00</td>
<td>x 2</td>
</tr>
<tr>
<td>Snow tire</td>
<td>300.00</td>
<td>x 2</td>
</tr>
<tr>
<td>Licensing</td>
<td>84.00</td>
<td>x 2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>25,768.00</strong></td>
</tr>
<tr>
<td><strong>ATV/Snowmobile</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fuel</td>
<td>500.00</td>
<td>X 4</td>
</tr>
<tr>
<td>Trail Pass</td>
<td>210.00</td>
<td>X 2</td>
</tr>
<tr>
<td>Licence</td>
<td>15.00</td>
<td>X 2</td>
</tr>
<tr>
<td>Ins.</td>
<td>500.00</td>
<td>X 4</td>
</tr>
<tr>
<td><strong>Insurance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motor Vehicles</td>
<td>2,600.00</td>
<td>x 2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>5,200.00</strong></td>
</tr>
<tr>
<td><strong>Per month</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internet</td>
<td>72.00</td>
<td>x 12</td>
</tr>
<tr>
<td>Cell phone w/data</td>
<td>70.00</td>
<td>x 12</td>
</tr>
<tr>
<td>OMEX Liability Insurance</td>
<td>1,500.00</td>
<td>x 9</td>
</tr>
<tr>
<td><strong>Total operating</strong></td>
<td></td>
<td><strong>1,419,665.12</strong></td>
</tr>
<tr>
<td><strong>Sick Fee (refundable)</strong></td>
<td></td>
<td>30,000.00</td>
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### One Time Start-up Costs:

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
<th>Quantity</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles (decaled)</td>
<td>31,000.00</td>
<td>X2</td>
<td>62,000.00</td>
</tr>
<tr>
<td>Communications Tower</td>
<td></td>
<td></td>
<td>102,024.00</td>
</tr>
<tr>
<td>Officer Equipment</td>
<td>4,200.00</td>
<td>X9</td>
<td>37,800.00</td>
</tr>
<tr>
<td>Meaford Office Equipment</td>
<td></td>
<td></td>
<td>5,600.00</td>
</tr>
<tr>
<td>Upgrade to server room</td>
<td></td>
<td></td>
<td>5,300.00</td>
</tr>
<tr>
<td>CAD Mapping upgrade</td>
<td></td>
<td></td>
<td>2,800.00</td>
</tr>
<tr>
<td>In Car GPS</td>
<td></td>
<td></td>
<td>700.00</td>
</tr>
<tr>
<td>Building signage- Meaford Station</td>
<td></td>
<td></td>
<td>2,000.00</td>
</tr>
<tr>
<td>Snow machines</td>
<td>11,022.00</td>
<td>X2</td>
<td>22,044.00</td>
</tr>
<tr>
<td>ATV’s</td>
<td>11622.00</td>
<td>X2</td>
<td>23,244.00</td>
</tr>
<tr>
<td>ATV/Snow machine Officer Equipment</td>
<td></td>
<td>X 8</td>
<td>10,648.96</td>
</tr>
<tr>
<td>Vehicle screens and lights</td>
<td>6,400.00</td>
<td>X2</td>
<td>12,800.00</td>
</tr>
<tr>
<td>Trailer</td>
<td></td>
<td></td>
<td>2,750.00</td>
</tr>
</tbody>
</table>

| Total                                                     | 289,710.96 |

These cost estimates are based on current prices and the 2014 salary and benefit rates. They include all of those items specifically generated by the policing requirements in Meaford. There are a great number of operational and administrative functions that cannot be readily quantified such as prisoner transportation/housing, specialized traffic functions, investigative support, administrative support, handling of property/evidence, and a number of others that have been identified earlier in this report. The costs for these services are covered by the **administrative fee** that serves to acknowledge the economy of scale provided by the options that have been developed. It is calculated as a set amount rather than a percentage so there will be no variation. This calculation is...
consistent with the five principles enunciated on page four of this report and the objective of creating a cost structure that focuses on price stability.

Overtime is one of the few budget items that police managers can influence. The OSPS has very restrictive policies with respect to the authorization of overtime hours. The estimate of $2,100., per officer, per year is based on current experience. Meaford would only be charged for the actual overtime hours used to police the Municipality.

The estimates include the cost to establish and maintain an annual infrastructure and vehicle replacement fund. This fund allows for necessary upgrades to the technical capital investment already made by the OSPS plus the technology to ensure the security of the Meaford office, and also covers the replacement of vehicles. It can be considered as a life cycle fund that creates a capital budget reserve that is separate and distinct from those that pertain to the other operations of the OSPS. This is consistent with the policy that Meaford only pays for the costs of policing the Municipality.

The funds identified for sick leave pertain to the costs accrued if officers assigned to Meaford encounter serious illness. If not used, these funds would be returned to Meaford at the end of each year. The Legal Services and displacement fund would provide coverage for the City of Owen Sound should the contract not be renewed and severance would be required to down-size the service and also would provide coverage for professional services required (legal).

This projection of costs assumes that all expenditures related to the police facility in Meaford, exclusive of those that are proprietary to the OSPS, would be funded directly by the Municipality of Meaford.

The City of Owen Sound would invoice the Municipality of Meaford for policing on an equalized basis at the beginning of each month.
WORKLOAD ANALYSIS

The Municipality of Meaford is an extremely safe community with relatively few calls for service and little serious criminal activity. In the past few years the numbers of occurrences, including serious offences, have declined substantially. Nevertheless, the public expects a superior level of police response and a service delivery model that reflects their priorities. An analysis indicates that most occurrences happen in the more urbanized areas of the Municipality, most prominently those adjacent to Owen Sound, and those in the former Town of Meaford.

An examination of data provided to the OSPSB by the local OPP Detachment Commander supports this observation. As identified in Appendix “A”, the number of incidents that originated from Meaford in 2012 totalled approximately 2,200. This equates to about six calls per day on average. As can be readily observed by a review of these statistics, most of the occurrences are of a less serious nature and would not normally require a great deal of officer time. Some of the categories that contain the largest workload numbers pertain to activities that are officer initiated as contrasted to calls for service generated by the public. As well, in any given year the Municipality of Meaford will only experience from 30 and 40 occurrences classified as “benchmark crimes” by the OPP. This translates to less than one significant occurrence every week.

In 2012, the OPP reports indicate that Meaford had experienced 199 motor vehicle collisions. Of the 216 that had been recorded in 2008, 24 involved personal injury and 2 involved fatalities. This data includes the traffic incidents that occurred on the provincial highways in Meaford. Nevertheless, this level of traffic workload can be easily handled by the proposed Meaford platoon staff who would be assisted by the OSPS traffic specialists when required.

Appendix “B” provides data on twelve categories of occurrences from 2009 to 2012. Over this time period the total number of occurrences reported by the OPP declined by 15%. In fact, nine of the twelve categories experienced significant
decreases while the other three remained relatively static. Most notable was the 24% decrease in Criminal Code offences including violent crimes and property offences.

Between 2009 and 2012, OPP data indicated a decrease in criminal occurrences in Meaford; from 453 per year to 344. This type of decrease is consistent with the trend that has been observed throughout the country. The Ontario Civilian Police Commission has accepted 50 criminal code cases per officer as an acceptable level of average workload. Based on the 2012 data, the corresponding measure for Meaford under contract policing from the OSPS would be less than 40.

Throughout Canada, crime rates have dropped substantially over the past two decades. In the past few years, Statistics Canada has measured not only the number of recorded criminal occurrences, but also their relative severity. This new measurement, referred to as the “Crime Severity Index”, is published on an annual basis. In 2011 the national average for the index was 77.6. Meaford’s average was 27.3, which reflects favourably even when compared to that of Owen Sound which stood at 63.2.

The relatively modest workload, coupled with an extremely low Crime Severity Index, suggests that Meaford can be policed with an effective uniformed presence when measured on a per capita basis.
SERVICE DELIVERY MODEL

The type of policing which would be provided by the OSPS would mirror, as closely as possible, the exceptionally good service being provided to the City. Eight uniformed patrol staff would be assigned to Meaford on a full time basis so that they become fully integrated in the community. This deployment model has the additional benefit of allowing the public to become familiar with the specific officers who provide public safety to them. In the first year, each of the four currently existing platoons would have two officers added. These officers work twelve hour shifts. They respond to all legitimate calls for service, and the communicators are directed to dispatch officers whenever required based on the priority of the incident.

When not fulfilling obligated duties, the officers would patrol the municipality. The schedules of these two officers would be coordinated so that, at all times, a minimum of one Meaford officer per platoon would be on duty. Back up will always be available for emergencies because the OSPS maintains a minimum platoon staffing at all times. In fact, this minimum level is exceeded most of the time, and the normal staffing level seldom needs to be increased because of workload demands.

Each platoon is staffed by specialists who are trained to provide specific services. These include Intoxilyzer (breathalyzer) operators, trained investigators, and SOCO (scenes of crimes) officers. This latter group is further supported by Forensic Identification officers who are available on a 24/7 basis.

For the initial period of the contract, all of the patrol officers who normally serve in Owen Sound would have the opportunity to spend some shifts in Meaford so that they will become familiar with the jurisdiction in case there is a need to deploy them there. In addition, all OSPS vehicles would be equipped with GPS in order to ensure that cars redeployed from Owen Sound can easily respond to the
correct location in the event that the communicators are too busy to provide detailed directions.

In order to maximize the availability of patrol officers for work in the community, each platoon has a civilian assigned who provides data entry services so that officers do not have to spend time at the police building inputting routine reports. The officers voice record their reports while in the vehicle and submit them electronically. The data entry staff then input the information into the correct format and process the final reports based on a priority scale. These civilians work the same 12 hour shift as the platoon officers so that they develop strong, effective working relationships with the officers submitting the reports.

After the OSPS has collected occurrence data from its Records Management System (RMS) for a full year, a thorough analysis of the workload pattern for Meaford can be completed. At that point consultations will be conducted between the OSPS representatives and Meaford to examine all aspects of the workload and the service delivery model to identify any improvements that can be introduced.

The model centres on the need to maintain a visible presence in Meaford. This objective would be met primarily through the deployment of dedicated patrol officers and by opening a police facility within the municipality which would be open to the public during working hours Monday to Friday. The proposed hours of operation would be 10 a.m. to 6 p.m. which allows access to people and students after working hours. If this was not perceived as the most practical schedule, office hours would be determined by Meaford Council and the OSPS. In Owen Sound, between 1,300 and 1,700 people attend the police building each month. It is anticipated that regular office hours in Meaford would meet a corresponding, practical need for the community.

The office would be staffed by one of the civilians currently employed by the OSPS. This person would provide administrative support to the uniformed members working in Meaford. This would include data entry, records
management and any other assistance that will maximize the officers’ time spent in the community. This person would also provide reception for members of the public and perform important functions such as volunteer screening checks, criminal records checks and report taking. The OSPS provides background checks for volunteers at no cost. Using the new “Livescan” technology they have been able to reduce the turnaround time for fingerprint checks from a matter of weeks to a few days. When free from these primary priorities, this staff member would provide administrative back up and assistance to the staff at headquarters.

With respect to the housing of prisoners, the 16 cells located in the OSPS Headquarters provide sufficient space for the additional workload that Meaford would generate. The cells meet all of the provincial standards and are visually monitored on a regular basis by the communicators and the platoon sergeant. For particularly difficult prisoners, special constables are employed to provide more intensive scrutiny and ensure that no assaults or suicides occur.

The platoon staff would be supplemented by a school liaison coordinator. The dedicated presence in the schools would be provided by a fully trained civilian member. Among the duties undertaken by this member would be the delivery of the traditional educational programs provided by police services and more leading edge initiatives such as the interactive safe driving program. This coordinator would also be responsible for initiating threat assessments, arranging enforcement activity by sworn members when required, and participating in lockdown drills. The coordinator would be assisted, whenever required, by the Community Services Officer, uniformed staff from the platoons, and specialized units most notably the HEAT and CORE units.

Besides working with the educational institutions, the Community Services Officer would provide information sessions and continual liaison with community groups in the municipality of Meaford. These are oriented towards public safety and crime reduction. In fact, the OSPS has worked with the Meaford Optimists to successfully introduce their “shop with a cop” program into the City.
With respect to elementary students, the OSPS has a variety of exemplary programs in place that it would share with the two elementary schools in Meaford. These include the anti-bullying initiatives and DARE, and also the use of the portable and interactive Positive Choices Community Village. This latter asset allows the OSPS to quickly construct an entire safety village at the school so that a variety of safety programs can be conducted on site where the students are more comfortable. It also eliminates the need to transport the children, thereby maximizing the time available to teach the skills needed to enhance their awareness about threats to their safety while reducing the costs for the school.

OSPS officers are fully trained generalists who are capable of responding to, and properly resolving, the vast majority of occurrences that Meaford experiences. However, because of the additional workload that will arise as a result of the contract, one additional sworn member would be added to the Criminal Investigation Branch (CIB). This increase reflects the need to respond effectively to the benchmark crimes identified in the OPP workload data. Due to the sporadic nature of these occurrences, there is no need to assign one criminal investigator to Meaford on a permanent basis. Rather, all 11 members in this unit would be available to respond to the more serious occurrences in Meaford.

The CIB addresses all of the normal criminal activity that the City experiences and is fully capable of resolving the more serious crimes which occur in Meaford. All of the investigators are fully trained, with specific members specially trained to deal with more serious, violent crimes such as; robbery, sexual assault and elder abuse. This branch includes a CORE unit and a HEAT unit which would each be assigned for duty in Meaford for twenty officer hours per month for a total of forty officer hours. The CIB also includes fully trained drug officers who can respond to these types of incidents in Meaford. The number of drug offences identified by the OPP dropped from 24 in 2009 to 13 in 2012. OSPS is a full member of the Criminal Intelligence Service of Ontario (CISO) and has complete access to the information and support that this provincial organization provides. The addition of a detective constable, coupled with the administrative fee, covers the costs for the assignment of these specialized units in Meaford.
The OSPS has implemented an optional online reporting system for less serious occurrences, which allows the public to report these incidents electronically. The Citizens Online Police Reporting System (COPRS) allows the public to file a report at a time that is most convenient for them, without having to wait for an officer to respond or call them back. The citizen is able to print a temporary copy of the report upon submission.

The report is reviewed by a police officer and, once it is approved, the member of the community filing the report receives an email with a copy of the report attached. The citizen’s report is then transferred into the OSPS records management system where it receives the same investigation and statistical analysis ability as if the report had been filed by a police officer.

The use of the COPRS saves time for both the public and the police and is strictly voluntary. Should a citizen wish to speak with a police officer, or have one attend their location, an officer will be sent. If, upon review, it is deemed the community is better served by a direct police response, the citizen would be contacted by an officer.

Although the platoon officers would report through the Sergeant in command, one of the two OSPS Inspectors would be stationed in Meaford to permanently liaise with Council and the community. The Inspector would also continue to be responsible for his current workload and, as a consequence, would need to attend the headquarters building on occasion.

Traffic enforcement would primarily be undertaken by the Meaford officers. It would focus on all municipal roads and would not involve patrol or enforcement on the provincial highways that run through Meaford. Under provincial legislation, these remain the responsibility of the OPP. For special initiatives, such as RIDE programs, distracted driver identification, and seatbelt enforcement, the Meaford officers would be supplemented by the part time traffic officers employed by the OSPS. The OSPS focuses its traffic safety programs on proactive, incident avoidance initiatives. RIDE checks, seatbelt monitoring and distracted
driving checkpoints are consistently scheduled at all times of the day throughout the year, as opposed to a seasonal basis. Targeted areas for traffic enforcement are identified by the analysis of occurrence data and then publicized on the OSPS website. The objective of this policy is to alter driving habits and improve public safety without relying solely on enforcement and issuance of Provincial Offence Notices. The part time traffic officers would each be assigned to Meaford for eight hours every week to assist the Meaford officers with these preventative assignments. All costs related to these initiatives, and the additional staffing required, are covered by the administrative fee.

To further assist in traffic control in a community friendly manner, the Collision Reporting Centre (CRC) would operate out of Meaford on a weekly basis so that residents can report minor collisions without having to leave the municipality. The CRC could also process traffic accidents that occur in the local OPP jurisdiction. For preventative initiatives, the OSPS would expand the use of its traffic trailer into Meaford. This sign trailer measures the speed of approaching vehicles and signals a warning if they are exceeding the speed limit. It is extremely useful in areas experiencing high rates of collisions or where the public have expressed concerns about unsafe driving in their neighbourhoods. The data collected by the trailer is maintained and used to complete traffic flow analyses and develop traffic safety strategies. Its primary purpose is to alert drivers to speeding, encourage compliance with the posted speed limit and, ultimately, improve the safety for drivers and pedestrians. The trailer would be deployed to Meaford for 36 hours per month.

The Meaford officers would be fully engaged with the community they serve. They would respond to concerns from the public outside of the normal traffic and criminal activity. Complaints with respect to issues such as; excessive noise, parking violations, vicious dogs etc. would generate an on-site response from a uniformed member.

Effective communications are essential to the police, and are a major component of officer safety and security. The Province has established standards for
communicators and communications centres with which the OSPS is fully compliant. The OSPS communications centre is the 911 centre for Grey and Bruce Counties, and those calls that are not dispatched by the OSPS are transferred to the OPP. Besides the OSPS, the communicators dispatch 8 police services and 26 fire departments under contract. In fact, the Meaford Fire Department is dispatched by the OSPS and the maps for Meaford are already entered on the OSPS computer aided dispatch (CAD) system. The police officers in Meaford will be on the same frequency now used by the OSPS and, because of their responsibility for fire dispatch in the Municipality, the communicators are already familiar with the geography, road system, common landmarks, and specific locations in Meaford. The annual communications fee to be paid by Meaford allows the hiring of a part time communicator to supplement existing staff during peak periods.

There would be no need for specialized components such as; enclosed sally port (garage), or cells, however, the CRC might require some accommodation. There would also need to be a telephone with a direct hook up to the police communications centre in Owen Sound for after-hours contact. Ideally, this phone would be located in the foyer of the office so that people using it are protected from the elements. Technology exists which would allow the communicators to provide access to the police office for “at risk” people who attend after hours. The building would need to be secured and monitored with security technology consistent with that currently used by the OSPS, including video surveillance within the building and at the outside entrances. These video feeds would be regularly monitored in the communications centre.

At the beginning of the contract, two additional, fully equipped, marked police vehicles would be leased for exclusive use in Meaford. Because of the topography and the annual snowfall levels, these must be “all wheel drive” vehicles equipped with snow tires during the winter months. The OSPS replaces marked vehicles roughly every three years. To accommodate this ongoing cost for Meaford the annual capital costs include a fund for replacement of the Meaford vehicles on a regular, but not annual, basis. If needed, additional vehicles will be available from
the OSPS fleet for use in Meaford. All costs related to the use of other additional OSPS vehicles in Meaford would be covered by the administrative fee.

To effectively police the more remote portions of the municipality the OSPS would require two snowmobiles, two ATVs, two trailers and the specialized clothing and equipment required to effectively use these machines. These could be purchased over the first two years of the contract to spread out the costs. Normally, patrols involving the snow machines or ATV’s would be staffed by one Meaford constable, a traffic officer, another officer from a specialized unit, or, on occasion, an auxiliary member. At least two sworn members would be present when the OSPS is conducting RIDE programs on the trails. These specialized patrols would be scheduled when the other Meaford constable is on duty to respond to calls and provide preventative policing.
ADEQUACY

The OSPS provides a superior level of service to the City. For example, priority calls receive a response in four minutes or less. Because of the geographic size of Meaford this standard may be unattainable. However, response times will be measured and reported to Council so that municipal leaders can monitor the level of service being received. So too would workload indicators for criminal occurrences, clearance rates, motor vehicle collisions and proactive police activities. This information would be maintained on a separate basis for the Municipality of Meaford. It would not be grouped in with data for Owen Sound. The OSPS would establish a separate “domain” on its CAD system to capture all of the workload and response data unique to Meaford, as is currently been done for the other eight municipal police services for which the OSPS provides contract dispatch service. The Municipality would be broken down into one or more specific “beats” for reporting and recording operational and administrative information. A draft proposal of the type of workload report that would be provided to Meaford, on a regular basis, is attached in Appendix “C”.

Of particular interest in the workload reports are the calculation of hours spent on foot patrol. This type of proactive activity is well received by the public in the more urbanized areas, and is a patrol strategy favoured by the OSPS and the Police Services Board. On a monthly basis an Inspector reviews and monitors the reports from the platoon officers. He calculates the total foot patrol time expended by each platoon and files a monthly report with the Board.

Section 4. (2) of the Police Services Act stipulates the five core functions that are required of all police services in the Province. These are; crime prevention, law enforcement, assistance to victims of crime, public order maintenance, and emergency response. In addition, Regulation 3/99 of the Act contains requirements designed to ensure that the public receives a level of police service that is both adequate and effective.
The OSPS takes pride in its crime prevention success. It focuses on all segments of the population with specific emphasis on school age children. By establishing positive relationships with the community, the Police Service has been able to minimize the amount, and severity, of criminal activity. The OSPS crime prevention programs are on the forefront of Ontario police jurisdictions. Innovative initiatives such as the portable and interactive community safety village target the youngest members of society to help them focus on safety and their own sense of responsibility and self-confidence. The new portable and interactive safe driving education program is aimed at the high school aged drivers, yet would be available for community groups and service clubs to help them understand and educate all drivers, regardless of age or experience, on the dangers of alcohol consumption and distracted driving. Ongoing contact with the public fosters a positive cooperative relationship between the police and the public that they serve. For Option One, the existing OSPS Community Services Officer would expand all of the current programs into Meaford, and the patrol officers would place priority on activities such as foot patrol and bicycle patrol to establish links within Meaford that will assist in maintaining what is an exceptionally safe environment.

The proposed level of staffing is more than sufficient to ensure effective law enforcement on a 24/7 basis. This would include the enforcement of all federal and provincial legislation required in Meaford. The Police Service would work with Council and municipal staff to ensure that this enforcement is conducted in a manner that is focused on enhancing the safety and security of the public. It must also be consistent with the actual needs of the community. For example, traffic enforcement would be directed to the most dangerous areas (school zones, crossing areas) or those that have created concern for the residents.

With respect to victim assistance, the OSPS would extend its current program into Meaford. There exists a well-established relationship between the local victims’ services agency and the OSPS. The OSPS prefers to provide on-site accommodation in the Meaford police facility to provide convenient, local access
for the support of victims of crime or tragic circumstances. A serving member of the OSPS sits on the Board of Directors of Victims Services of Bruce, Grey, Perth.

Maintaining public order in Meaford is easily manageable. As noted previously, it is a safe community with few businesses or residential areas that generate consistent, serious problems for the police. In many jurisdictions the police experience a pronounced increase in occurrences and general rowdiness shortly after closing times in the licensed establishments. This is not a concern in Meaford. The proposed staffing level is more than sufficient to maintain order on a daily basis. During special events such as; Canada Day, the Scarecrow Invasion Festival, Fall Fair and Santa Claus Parade, this complement would be enhanced through the reassignment of officers from other zones and specialized units, part time officers, paid duty, auxiliary officers and, if required, overtime. Except for any overtime hours or paid duty, all additional costs for these services would be covered by the administrative fee.

Emergency response would normally be the responsibility of the officers assigned to Meaford. If a major occurrence was experienced, back-up from Owen Sound is always available because the City maintains a minimum platoon strength on duty at all times. For the vast majority of the time this minimum is exceeded. Nothing in the workload data suggests that something like that would happen. In the event this level of response was required, the costs would be covered by the administrative fee. If an extraordinary event occurred, the OSPS can assign additional officers on a call back basis. In addition the OSPS has a framework agreement with the OPP that can be used to initiate specialized assistance from the OPP.

In addition to the five core functions contained in the PSA, Regulation 3/99 of the Act provides an elaboration of the minimum standards that must be met by all police services and municipal police services boards in Ontario. Many of these requirements focus on the policies and procedures which must be in place and followed by the board and members of the police service. The OSPS is completely compliant with these standards. One Inspector is responsible for ensuring that the
policies and procedures are reviewed and updated on a regular basis. Changes are then communicated to staff members, particularly sworn members, during annual training sessions.

The adequacy standards are a regular focus of the inspections conducted by the police service advisors from the Ministry of Community Safety and Correctional Services which are provided at no cost to the municipality. They have a mandate, under Section 3 of the PSA to inspect and audit municipal police services. These inspections are conducted on a regular basis but can be initiated by a request from a council, PSB, or police service. They offer objective, impartial assurance that the organization is being operated in accordance with the objectives and standards established by the Province. The next Ministry inspection of the OSPS is scheduled for 2014.

Ultimately, the quality of service provided by a police service depends on the capability and dedication of the civilian and uniformed staff members who deliver that service. For years, the OSPS has concentrated on hiring those candidates who possess the required skills and capabilities, and then providing them with the training and support that they need. Recruitment of staff, including auxiliary police, is guided by a hiring practise which favours qualified candidates from the Owen Sound/ Grey County/ Bruce County area who have a connection to the area, and an expressed desire for a long term commitment to the community. Current members of the OSPS are provided with the option of upgrading their positions within the organization. For example, if a constable position becomes available, qualified civilians, special constables or auxiliary members receive preferential consideration because of their existing ties with, and commitment to, the local community. In order to fill the nine sworn positions in a relatively short period of time, the OSPS would seek mostly experienced police officers currently serving with other municipal police services or the OPP who are willing to complete the remainder of their careers in this area.

All members of the OSPS are exceptionally well trained. Uniformed and civilian members successfully complete all of the mandatory educational programs
required by the Province. All staff members are expected to routinely upgrade their qualifications and the OSPS provides considerable assistance to achieve this goal. The current level of training, particularly for sworn members, consistently exceeds the provincial norms. The training facility located in the OSPS Headquarters regularly hosts satellite courses for the Ontario Police College. These courses are conducted at an extremely low cost for members of the OSPS and numerous other police services. All uniformed members complete block training each year which comprises four days of instruction. This includes the mandatory “use of force” training. In addition, they are provided with specialized training, supervisory courses, and updates on issues of importance.
COMPARATIVE SERVICE DELIVERY

The objective of this proposal is to develop a service delivery model that is similar to that being received by the public in Owen Sound. For a number of reasons it cannot be exactly the same. This is fundamentally caused by the significant differences between the two municipalities. Owen Sound is a heavily urbanized city, in a relatively small geographic area. Meaford is a largely rural municipality covering a large area, that includes a large military base which creates little, if any, work for the local police. In addition, the level and seriousness of the police workload in Owen Sound is considerably greater. That means that the number of police required is relatively higher. As a result, other measures used to assess police and police costs will vary greatly as they do now.

Police efficiency measures such as response times will vary significantly because of these factors. The method used in this submission is to apply the same general standards for policing to Meaford that apply in Owen Sound;

All legitimate occurrences receive a police response,

At all times a uniformed member will be on duty in Meaford,

Policing in Meaford will meet or exceed all of the established standards

As indicated earlier in this proposal, the number of uniformed staff required in Meaford is relatively small when measured on a “per capita” basis. “Per capita” and “per household” assessments of policing costs can be misleading because they do not accurately capture all of the factors involved. All taxpayers fund policing. This includes retail, commercial and industrial enterprises which are not captured in the per capita or per household calculations. Recently financial analyses have relied on a “cost per measure of assessment” to create a comparative measure that, while not perfect, more accurately identifies the actual financial impact policing has for all taxpayers.

Another factor which influences policing costs is the effect that the transitory population plays. For example, the more urbanized areas tend to have a daily influx of visitors who come to the municipality to work, shop, attend medical
appointments, go to school and seek entertainment. These people are not captured in the population data but they do increase traffic flow and generate occurrences for the police. Bluntly put, most of the shoplifting occurs where most of the shops are located. Because of these considerations, it would be wasteful to consider staffing the Meaford police complement commiserate with the levels required in Owen Sound. The levels of staffing contained in this proposal are adequate to respond effectively to the workload that occurs in Meaford while, at the same time, providing a superior level of proactive and community based policing.

**ACCOUNTABILITY**

For Meaford, a contract with Owen Sound would initiate the accountability mechanisms that apply to all municipal police services. This includes the previously mentioned Ministry inspection reports. In addition, negotiations between the two municipalities should clearly identify any other audit authorities and accountability mechanisms that will apply. Central to this would be the operational and administrative report formats that would accompany the regular billing information.

Meaford Council would be able to appoint a person to advise the Owen Sound Police Services Board with respect to Meaford’s policing priorities and objectives. In reality this representative can sit as a non-voting member of the Board and fully participate in all components of Board activities except those that may represent a conflict of interest.

One objective of the policing agreement would be the provision of thorough, fully transparent, easily verifiable, financial reports. To facilitate this, the staff members that would be added as a result of the contract are readily identifiable with most of them assigned to Meaford on a permanent basis. With the establishment of a separate Meaford domain on the CAD, their activities will be automatically tracked. All uniformed members complete a daily activity report for
each shift. These reports are reviewed by a supervisor who then signs off on them. A copy of this report form is attached in Appendix “D”. In addition, the OSPS maintains a record of officers’ on duty locations through a GPS system attached to their vehicles.

A police service should also be accountable to the public it serves. The OSPS is one of the few police organizations in Ontario that provides information on its activity electronically to the public. Its crime mapping data is included on its website, and this feature would be expanded for Meaford. Anyone can access the link on the website. It identifies the locations of the criteria occurrences (such as; break and enter, theft, assault, arson, fraud, liquor offences, noise complaints, mischief etc.), situates them on a map of the municipality, and provides a brief description of each one. The data is updated weekly.
OWEN SOUND POLICE SERVICE – AN OVERVIEW

Supervision:

Each uniform platoon has a Sergeant and an Acting Sergeant. At least one supervisor is on duty at all times. All supervisors have successfully completed the Police Supervision Course at the Ontario Police College (OPC).

The Criminal Investigation Branch (CIB) has a dedicated full-time supervisor.

The Communications Centre is also supervised 24 hours per day every day of the year.

Traffic Investigation/Enforcement:

The OSPS maintains a qualified Level III Collision Re-constructionist.

Several standard Doppler radar units as well as a Laser radar unit are utilized by officers in conducting speed limit enforcement. A mobile radar trailer, which is deployed daily at various strategic locations or areas of community concern, is also used as both an education and speed reduction tool. The computer inside the trailer unit captures information to assist in analysis on vehicle speeds, volume and trends.

The OSPS currently has nine officers who are qualified Intoxilyzer technicians and use the portable instrument Intoxilyzer 8000C to assist in gathering evidence of impaired driving due to alcohol consumption.

Two Harley Davidson Police Motorcycles, fully equipped with emergency lighting and equipment are used for traffic enforcement as well as at special events.

The OSPS utilize part-time police officers who are specifically dedicated to traffic education, enforcement and community foot patrol.
**Criminal Investigation:**

The Owen Sound Police Service has a dedicated Criminal Investigation Branch consisting of three Detective Constables and a Detective Sergeant. In addition, each uniform platoon has at least one accredited criminal investigator who has successfully completed the General Investigative Techniques course at the Ontario Police College.

A dedicated Drug Unit, consisting of two officers, not only investigates drug related offences but is also responsible for gathering criminal intelligence. The OSPS is a Level I member of the Criminal Intelligence Service of Ontario (CISO) in addition to membership in other National and International criminal intelligence agencies.

**Community Response:**

The Owen Sound Police Service has two specialized units to address a wide variety of community concerns and challenges using an educational, proactive or enforcement strategy. The High Enforcement Action Team (HEAT) and Community Oriented Response and Enforcement (CORE) Unit work collaboratively with community members in resolving such concerns. Officers in these two units also provide support in high visibility foot patrol or bicycle patrol, mobile patrol or plainclothes operations.

**Forensic Identification:**

A dedicated full time Forensic Identification Officer works out of a modern and fully equipped forensic lab, while a second qualified Forensic Identification Officer is available to provide assistance and coverage as needed. In addition, the OSPS has eight trained SOCO officers spread out over the uniform platoons and other units within the Police Service.
**Training:**

The OSPS has a full-time training Sergeant, who sources and facilitates training opportunities, in addition to managing and delivering in-service training.

There are also two qualified Use of Force instructors, responsible for all mandated use of force training, firearms and Rapid Deployment (Active Shooter) training.

**Community Services:**

The Owen Sound Police Service has a full-time Community Services Officer (CSO), who delivers safety and crime prevention programs and education to school students of all levels as well as community groups and individual citizens.

The CSO delivers the Drug Abuse Resistance Education (DARE) program to all Grade 6 students in all Owen Sound elementary schools. This program provides our youth with the skills they need to make better choices when in difficult situations. It educates about positive decision-making, bullying, peer pressure, dealing with stress, and communication.

The OSPS has two very unique, portable and interactive safety education programs – Positive Choices Community Village and Safe Driving Education. The portable community safety village is taken to all elementary schools in Owen Sound and set up in their gymnasiums. Students of all grades receive age-appropriate safety education that is delivered in a fun, interactive environment and includes students driving small battery operated vehicles.

The Safe Driving Education program is a new program to deliver interactive education on impaired driving and distracted driving by using adult sized battery operated vehicles capable of simulating impairment. In addition there are several other interactive stations designed to simulate impaired or distracted cognitive
skills. This education will be presented at high-schools, for service clubs or other organizations and community events.

**Victim Services:**

The Owen Sound Police Service works cooperatively with our victim service agency. We provide dedicated office space in our police building for Victim Services staff. An assigned Victim Services staff member occupies that office five days a week and is available as a support resource to our officers and victims of crime and tragic circumstances.

**Note:** Appendix “D” contains a copy of the current organization chart for the OSPS.
## APPENDICES

### Appendix "A" – 2012 Workload Data

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2012 Occurrences - OP
### Appendix “B” – Workload Statistics 2009 to 2012

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<td>14</td>
<td>12</td>
<td>14</td>
<td>--</td>
</tr>
<tr>
<td>Driving Offences</td>
<td>30</td>
<td>29</td>
<td>26</td>
<td>34</td>
<td>--</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>977</td>
<td>920</td>
<td>875</td>
<td>918</td>
<td>6%</td>
</tr>
<tr>
<td>Municipal Licenses</td>
<td>136</td>
<td>150</td>
<td>122</td>
<td>140</td>
<td>--</td>
</tr>
<tr>
<td>Prisoners and Escorts</td>
<td>239</td>
<td>244</td>
<td>245</td>
<td>193</td>
<td>20%</td>
</tr>
<tr>
<td>Property and Vehicles</td>
<td>414</td>
<td>387</td>
<td>372</td>
<td>371</td>
<td>11%</td>
</tr>
<tr>
<td>Provincial Statutes</td>
<td>263</td>
<td>233</td>
<td>236</td>
<td>171</td>
<td>35%</td>
</tr>
</tbody>
</table>

|                      | ____ | ____ | ____ | _____|
|                      | 2,602| 2,445| 2,345| 2,232|

% decrease
### Appendix “C” - DRAFT workload report

<table>
<thead>
<tr>
<th>Platoon #1:</th>
<th>Platoon #2:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highway Traffic Act:</td>
<td>Highway Traffic Act:</td>
</tr>
<tr>
<td>(includes CAIA)</td>
<td>(includes CAIA)</td>
</tr>
<tr>
<td>Compliance Reports:</td>
<td>Compliance Reports:</td>
</tr>
<tr>
<td>Recorded Cautions:</td>
<td>Recorded Cautions:</td>
</tr>
<tr>
<td>Liquor Licence Act:</td>
<td>Liquor Licence Act:</td>
</tr>
<tr>
<td>Criminal Code/ CDSA:</td>
<td>Criminal Code/ CDSA:</td>
</tr>
<tr>
<td>Other POA/By-Law:</td>
<td>Other POA/By-Law:</td>
</tr>
<tr>
<td>Foot Patrol:</td>
<td>Foot Patrol:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Platoon #3:</th>
<th>Platoon #4:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highway Traffic Act:</td>
<td>Highway Traffic Act:</td>
</tr>
<tr>
<td>(includes CAIA)</td>
<td>(includes CAIA)</td>
</tr>
<tr>
<td>Compliance Reports:</td>
<td>Compliance Reports:</td>
</tr>
<tr>
<td>Recorded Cautions:</td>
<td>Recorded Cautions:</td>
</tr>
<tr>
<td>Liquor Licence Act:</td>
<td>Liquor Licence Act:</td>
</tr>
<tr>
<td>Criminal Code/ CDSA:</td>
<td>Criminal Code/ CDSA:</td>
</tr>
<tr>
<td>Other POA/By-Law:</td>
<td>Other POA/By-Law:</td>
</tr>
<tr>
<td>Foot Patrol:</td>
<td>Foot Patrol:</td>
</tr>
</tbody>
</table>

### RIDE:

### Criminal Investigations:

### Drugs:

### Community Service:
## Appendix “D” – Daily Activity Report Form

<table>
<thead>
<tr>
<th>Officer’s Name</th>
<th>Month</th>
<th>Platoon #</th>
<th>Supervisor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### AGENDA ITEM #: 1.

**13 Jan 2014**

### Officer’s Activity Log

<table>
<thead>
<tr>
<th>Date</th>
<th>Time In</th>
<th>Time Out</th>
<th>Time Interval</th>
<th>Call No.</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Notes

- [Insert notes here]

### Attachments

- [File 1]
- [File 2]
Appendix “E” – OSPS Organizational Chart

OWEN SOUND POLICE SERVICE ORGANIZATIONAL CHART 2013

- Police Services Board
- Board Administrative Assistant
- Chief
  - Financial Coordinator
  - Executive Assistant
  - Administration Inspector
  - Operations Inspector
    - Training Officer
    - Platoon 1
    - Platoon 2
    - Platoon 3
    - Platoon 4
    - C.I.B.
    - C.O.R.E.
    - C.I.S.O.
    - Drug Unit
    - H.E.A.T.
    - Identification Unit

- I.T. Director
- PC. Tech
- Director of Civilian Services
- Records Branch
- Parking Enforcement
- Court Case Management
- Court Services
- Director of Corporate Services
- Communications Centre
- Corporate Relations
- By-Law Enforcement
- Auxiliary Unit
- Crossing Guards
- CCP's
Appendix “F” – Police Acronyms

CAD – Computer Aided Dispatch
CIB – Criminal Investigations Branch
CISO – Criminal Intelligence Service Ontario
COPRS – Citizens Online Police Reporting System
CORE – Community Oriented Response and Enforcement
CRC – Collision Reporting Centre
CSO – Community Services Officer
DARE – Drug Abuse Resistance Education
GPS – Global Positioning System
HEAT – High Enforcement Action Team
OCPC – Ontario Civilian Police Commission
OPC – Ontario Police College
OPP – Ontario Provincial Police
OPTIC – Ontario Police Technology and Information Cooperative
OSPS – Owen Sound Police Service
OSPSB – Owen Sound Police Services Board
PSA – Police Services Act (Ontario)
PSB – Police Services Board
RIDE – Reduce Impaired Driving Everywhere
RMS – Records Management System (Niche)
The Owen Sound Police Services Board Has Specified A Proposal That Is:

- Thorough
- Accurate
- Straightforward
- Clearly Defined
- Transparent
- Strong, Effective Accountability Mechanisms
Five Guiding Principles

• Model Provides Adequate And Effective Policing
• Basic Service Level Approximates That Provided to Owen Sound
• Meaford Only Pays For Costs Of Policing Meaford Plus An Administrative Surcharge
• Owen Sound Will Not Subsidize Policing Costs In Meaford
• Any Future Change Would Be Negotiated And Mutually Agreed Upon Based On Workload Factors
Level Of Service

- Meets or Exceeds Five Core Legislated Functions
- Meets Or Exceeds All Adequacy Requirements
- At Least One Officer On Duty in Meaford At All Times
- Over 13,000 Patrol Hours Per Year
- All Legitimate Calls For Service Receive An On Site Response From A Uniformed Officer
Cost Projection

• Created To Ensure Multi-Year Stability
• Based On Existing Workload, Backup and Safety Requirements And A Superior Level Of Proactive Policing
• Includes All: Operational, Administrative and Capital Costs

<table>
<thead>
<tr>
<th></th>
<th>OPERATING</th>
<th>CAPITAL</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year</td>
<td>1.6</td>
<td>0.18</td>
<td>1.78</td>
</tr>
<tr>
<td>Fifth Year</td>
<td>1.8</td>
<td>0.18</td>
<td>1.98</td>
</tr>
</tbody>
</table>

ANNUAL COSTS ($ MILLIONS)
## Total Annual Contract Costs

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating</th>
<th>Capital/Legal</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st year</td>
<td>1,599,665</td>
<td>185,342</td>
<td>$1,785,007</td>
</tr>
<tr>
<td>2nd year</td>
<td>1,646,755</td>
<td>185,342</td>
<td>$1,832,097</td>
</tr>
<tr>
<td>3rd year</td>
<td>1,695,257</td>
<td>185,342</td>
<td>$1,880,599</td>
</tr>
<tr>
<td>4th year</td>
<td>1,745,215</td>
<td>185,342</td>
<td>$1,930,557</td>
</tr>
<tr>
<td>5th year</td>
<td>1,796,671</td>
<td>185,342</td>
<td>$1,982,014</td>
</tr>
</tbody>
</table>

Includes 30,000.00 (refundable sick payment)
Staffing

- Inspector  
  Weekdays
- Administrative Clerk  
  Weekdays
- Detective  
  Rotating
- Patrol Constables (8)  
  12 Hour Shifts (Rotating)
- School Liaison  
  Weekdays
- Court Liaison  
  32 Hours A Week
Visibility

- 24/7 Dedicated Patrol
- Minimum Uniformed Staffing Level
- On-Site Police Facility
- Staffed Weekdays
- Contact to Communications Centre 24/7
Community Oriented Policing

- Officers Dedicated To Meaford
- Permanent School Liaison
- Community Safety Village For Schools
- Community Services Officer
- On-Site Victim Assistance
- Foot Patrol
- Bicycle Patrol
- Local Communications Centre (Integrated 911, Police and Fire Dispatch)
- Electronic Crime Mapping
Additional Services

- CORE Unit
  - 20 Hrs/Month
- HEAT Unit
  - 20 Hrs/Month
- Programmable Traffic Trailer w/statistics
  - 36 Hrs/Month
- Traffic Unit
  - 8 Hrs/Week
- Court Case Management
  - 32 Hrs/Week
- Dedicated Data Entry
  - All Platoons
Additional Services Cont.

- Snowmobile/ATV Patrol
- Collision Reporting Centre Weekly
- Citizen Online Police Reporting System Voluntary
- Enhanced Special Event Presence
- In-House Training Facility
- Auxiliary Police Unit