

# Request for Recommendation Finance Committee

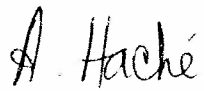


Type of Decision							
Meeting Date	March 2, 2011			Report Date	March 1, 2011		
Decision Requested		Yes	x	No	Priority	x	High
	Direction Only				Type of Meeting	x	Open
							Closed

Report Title
Greater Sudbury Police Service Response to Finance Committee Requests for Information

Budget Impact/Policy Implication	Recommendation
<div> <div>This report has been reviewed by the Finance Division and the funding source has been identified.</div> <div></div> </div>	For Information.
Background Attached	Recommendation Continued

Recommended by the Department	Recommended by the C.A.O.
<div> <div></div> <div>Caroline Hallsworth Executive Director, Administrative Services</div> </div>	<div> <div></div> <div>Doug Nadorozny Chief Administrative Officer</div> </div>

Report Prepared By	Division Review
 Angie Haché City Clerk	Name Title

The Finance Committee at their meeting of February 22, 2011 requested the following information regarding the Greater Sudbury Police Services:

1. Funding opportunities for towers
2. Additional five police officers
3. Report on the number of officers at amalgamation and the number of officers added throughout the years
4. Number of kilometres travelled by police cruisers
5. Details regarding furniture replacement

Attached is the Greater Sudbury Police Service response to the Parking Lot requests for information.



## **2011 POLICE BUDGET PARKING LOT**

### **BUDGET FOLLOW UP REPORT TO COUNCIL**

**February 22, 2011**

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#### **1. Funding Opportunities for Towers (Councillor Kett)**

Currently the radio system operates on a system of twelve towers located in Levack, Chelmsford, Fairbanks Lake, Panache, Whitefish, Long Lake, Val Caron, Reservoir, West Bay Road, Kukagami Lake, Falconbridge, and Wahnapiatae.

Nine towers are owned by the City and three are rented (Long Lake - \$6,893.19 yearly, Falconbridge \$1,000 yearly and Levack \$7,137.06 yearly).

At the present time, there is a lease agreement between the City and Bell Mobility for \$8,600 per year.

In order for any potential tenant to occupy space on the tower, a structural analysis must be undertaken to ensure the structural integrity of the tower is not compromised by any such equipment installation.

Moreover, there can be no interference to the operation of the facilities and existing equipment, most notably radio signal. Any potential vendor must be given access to a highly secure space which houses all of the radio equipment which would then require that security clearances are maintained. In some instances, potential vendors would be required to build their own equipment shelter on the site.

Case in point; recently the Sudbury Regional Hospital installed a communications system on one of our existing towers which interfered with the City-owned emergency communications system which is in use by police, fire and transit. The problem has since been rectified.

If such interference can not be rectified, there is an automatic termination of any such lease agreement by the City.

Over the years, from time to time such requests have been reviewed against very specific criteria.

## 2. Staggering the hiring of five officers (Councillor Kett)

Five officers are proposed in the 2011 Police Service budget. One officer will be assigned to each of the five platoons which constitute the current five-platoon Uniform deployment structure. This would provide for uniform distribution of personnel across the front-line which equates to one additional officer on the road every shift, every day.

**Budget Impacts:**      **Five Officers**    **5.8%**    **Current proposed budget total increase**

**Four Officers**    **5.7%**

**Three Officers**    **5.6%**

**Two Officers**    **5.5%**

**One Officer**    **5.3%**

**NOTE:** Each Officer represents approximately a 0.1% budget impact for half a year.

The cost per household for half a year is \$3.45 and \$6.90 for an entire year.

## 3. Report on the number of officers at amalgamation and the number of officers added throughout the years (Councillor Caldarelli)

YEAR	NUMBER OF OFFICERS	FUNDING OFFSET	CALLS FOR SERVICE *
Amalgamation	241		49,801
2006	255	Safer Communities Fourteen  At \$70,000 per officer per year	57,988
2008	259	Police Officer Recruitment Fund Four  At \$70,000 per officer per year	60,143

\* Calls for Service can be defined as the # of incident/situations which require police personnel to provide a level of service in response to the situation or incident.

In recent months, the Board, City Councillors and staff have received feedback about the level of policing in Sudbury and the lack of police visibility. Consistently, the message is that more police officers are required to address public safety concerns most notably in the areas of traffic safety, youth crime and vandalism, break and enters and prostitution.

***BACKGROUND:***

In the last decade a number of factors have had a significant impact on police visibility and police service delivery in the City of Greater Sudbury. These can be summarized as follows:

***Municipal Restructuring***

As a result of Municipal restructuring in 2001, the area policed by the former Regional Municipality of Sudbury Police Service expanded to include the boundaries of the new city, those being, the former City Sudbury and Towns of, Capreol, Nickel Centre, Onaping Falls/Levack, Rayside Balfour, Valley East and Walden), as well as several unincorporated Townships (Fraleck, Parkin, Aylmer, Mackelcan, Rathburn, Scadding, Dryden, Cleland and Dill). The population served by the Greater Sudbury Police Service is now 160,700 consisting of approximately 71,854 households, a geographic area of 3,627 square kilometers (the largest municipality in Ontario) with a population density of 44.3 persons per square km.

The expanded geographic boundaries have added to distances travelled by officers largely due to the rural nature of the expanded area. Additionally, new bodies of water requiring waterway patrol and rural trails requiring both snow mobile and ATV patrols have impacted on police resource deployment.

***Adequacy and Effectiveness Regulation:***

A key contributing factor that has had a significant impact on the number of officers required and the subsequent assignment, deployment and training of officers required has been the *Adequacy and Effectiveness Regulation*. The *Regulation* has significantly impacted policing across the Province and the mere complexity of policing today.

Effective January 1, 2001, all police services within the Province of Ontario were required to be compliant with the *Adequacy and Effectiveness Standards Regulation*. This Regulation sets out specific operating requirements for policing in the Province.

A number of areas were specifically affected during the years of implementation to ensure compliance, and particularly in those areas requiring a specialized police response:

***Tactical Unit***

The *Regulation* requires that a police service provide the services of a Tactical Unit capable of providing containment, apprehension of an armed barricaded person and perform explosive forced entry. It is further required that no one person is to be a member of such a unit unless

that person has successfully completed the required Ministry accredited training or approved equivalent competencies. On an ongoing basis, members assigned to the Tactical Team are required to attend mandated training. This is a team of twelve full-time officers dedicated to fulfill the mandated functions of a Tactical Unit for the Greater Sudbury Police Service.

#### *Hostage Rescue*

The *Adequacy Standards* require that a police service provide the services of a Hostage Rescue Team, wherein such team consists of a minimum of twelve full-time tactical officers, including the supervisor and that the team be capable of performing the following functions:

- Containment
- Apprehension of an armed barricaded person
- Hostage rescue

#### *Explosive Forced Entry*

The *Adequacy Standards* require that as part of the Tactical and Hostage Rescue functions, a police service be capable of performing explosive forced entry through the use of a police explosive forced entry technician. Members have been assigned to this specific function which again is supported by the requirement to have successfully completed the required Ministry accredited training or acquired the Ministry approved equivalent competencies.

These above-mentioned specialized units also require task specific weaponry, equipment and enforcement materials in order to provide the services and functions required of them.

Other specialized services as required by the *Adequacy and Effectiveness Regulation* wherein the Service is sufficiently equipped to provide include:

#### *Crisis Negotiation*

The *Adequacy Standards* require that police services are able to provide the services of one or more crisis negotiators. In this regard, the Service must ensure that such members functioning as crisis negotiators have successfully completed the required Ministry accredited training or acquired the Ministry approved equivalent competencies.

#### *Incident Command*

The *Adequacy Standards* require that police services be equipped with Command Centres which are mobile, self-sufficient, equipped with communications devices, have radio and media monitoring capability, capable of prolonged housing of a minimum of six persons, separate and secure area for a negotiation team, writing facilities and data/voice lines. In addition, police services must provide the services of a Major Incident Commander who is supported by the requisite Ministry approved training.

### *Public Order Unit*

The *Adequacy Standards* requires that a police service have a Public Order Unit. The Service has a fully equipped and trained Public Order Unit again which requires first instance and ongoing competency qualification and requalification.

The Greater Sudbury Police Service is currently well positioned to ensure its mandates and obligations are fulfilled pursuant to the *Adequacy and Effectiveness Standards Regulation* and other provincial policy requirements.

### ***Training:***

Training requirements under the *Adequacy Standards* specify several areas of core mandated competency training required to be completed by officers so as to be compliant with the *Standards*. For example, a number of skills development areas are required which include General Investigative Techniques, Major Crime Investigative Techniques, Forensic Interviewing, Sexual Assault Investigations and Homicide Level 1 Investigation. Members performing investigative functions in the Criminal Investigation Unit require all these courses. These courses range from one to two weeks in duration which impacts staffing at the front line.

Courses are also required for the Tactical Unit most notably in weapons maintenance, Tactical operations, hostage rescue and explosive entry. After initial training in these areas, members are also required to perform weekly maintenance training in order to maintain their certification in the specialized function

### ***Specialized Units:***

In addition, in accordance with legislation and established best practices, police services in Ontario have committed uniform police officers to specialty units and functions that require extensive on-going training and specialized equipment. Failing to respond to commit uniform officers to these specialty units and functions would have variety of legal ramifications.

These special units require extensive initial training and on-going maintenance training to meet *Adequacy and Effectiveness Standards Regulation* requirements. Officers have been reassigned and new units have been established in the following areas to name a few:

Senior's Liaison Officer

Youth Liaison Officer

Cyber Crime Investigators

Dedicated Domestic Violence Unit

Aboriginal Liaison Officer

Community Response Unit

Dedicated Training Function

Crime Analyst

Proceeds of Crime Officer

Sex Offender Registry and High Risk Offender Management

School Resource Office

***Complexity of Policing:***

Policing has evolved over many years to become highly sophisticated, resource intensive, and extremely complex. As noted, the last ten years has been marked by the impact of municipal restructuring, adequacy and effectiveness regulatory requirements and an increasingly complex environment in terms of:

- Case Law
- Search warrant requirements
- Public Inquiries
- Major Case Management
- Case file disclosure
- Transcribing witness statements
- High risk offender management
- Safe Schools Mandate
- Provincial and Federal legislative requirements

Mandated training, the length of court cases, science and technology, government-mandated specialization, public accountability, legal thresholds for investigations and the Charter have all impacted on the cost and complexity of policing.

The increasing complexity of policing results in an increased workload of front-line officers. This occurs because the investigative, administrative and court time required for the majority of incidents has increased exponentially over the past 10 years. As a result, calls for service and specific criminal investigations require more time to complete from initial investigation to final resolution of the matter in Court. For example, in a domestic assault investigation, 10 years ago would have taken an officer about an hour to complete. Now the same investigation can involve 2 to 3 officers and take anywhere from 6 to 12 hours to complete, not including the additional administrative time and court time.

***Calls for Service:***

In addition to the increasing complexity of policing, since 2000, our annual calls for service have risen from 48,715 to 61,103 in 2010, representing an increase of just under 12,500. While staffing has increased by 7.4%, calls for service increased by 25%.



Not only has the complexity of investigating and prosecuting criminal incidents grown more complex and time-consuming; at the same time we have also seen an increase in the volume of calls that we respond to by 25%. The end result of growing call volumes and the increasingly complex nature of the matters that we investigate, is that our work-loads and demands on front-line officers has grown dramatically.

***Summary:***

The evolution of policing in the past 10 years, exacerbated by the *Adequacy Standards Regulation* and municipal restructuring coupled with Charter issues, new laws impacting on the complexity of police work and the exponential growth in the use of technology have had a significant effect on the ability to provide service. Search warrant requirements, witness/victim statement, accused statement, disclosure requirements, case preparation and liaison activities with crown and witnesses, has had a significant impact on the cost of providing policing. Most notably, the capacity to keep front-line uniform personnel on the street has been challenged. In recent years, like all police services in Ontario, Sudbury has seen a redirection of front-line police resources to a number of specialty functions as required by law or in response to community and political expectations.

**4. Number of kilometres travelled by police cruisers (Councillor Cimino)**

In 2010, police vehicles travelled just under 1.7 million kilometers

**5. Details on furniture replacement (Mayor Matichuk)**

Starting in 2012 through until 2015 through the capital envelop, \$25,000 is put aside to establish a fund for the Communications Centre Furniture replacement. The current furniture was installed in 1996, and has been in use 7/24 since that time. At the time of replacement it will have been in use the equivalent of close to 60 years. These are specially designed stations that are of special ergonomic design including height adjustability to accommodate many different requirements by staff. All desks must be height adjustable.

Six such desks are scheduled for replacement in 2012 at a cost of \$16,000 each; along with chairs in the area which are at a cost of \$600.

Most other furniture replacements are handled through the usual replacement cycle in the operating budget. The Communications Centre is an anomaly in this regard given the specialized nature of this furnishing and as the entire system of furniture must be replaced at the same time.