



West Grey Police Service

Costing Proposal

For

The Township of

Chatsworth

Prepared By: Robert Martin, Chief of Police

EXECUTIVE SUMMARY

The Township of Chatsworth Council has requested that the West Grey Police Service provide a proposal for the costing of police services through the West Grey Police Services Board.

In order to develop this proposal, the West Grey Police Service has examined similar costing proposals in other jurisdictions, and has prepared this document in accordance with the instructions of The Township of Chatsworth Municipal Council. Data has been examined from the current policing being offered within The Township of Chatsworth by the Ontario Provincial Police. Also of importance to this process was a consideration of the requirements of the *Police Services Act*, the “core functions” of a Municipal police service, and the delivery of an “adequate and effective” police service in Ontario.

This proposal is based on the workload consistent with a population base of approximately 6,500 residents. The constable complement established for The Township of Chatsworth is set at the First-Class Constable salary level; however, not all constables assigned to this location will necessarily be at that first-class level.

The following page provides an overview of the total policing costs associated with this proposal.

Costing Proposal Summary

Salaries & Benefits

Uniform Members	Positions	
Constables		\$700,000.00
Sergeant		\$25,000.00
Overtime		\$7,000.00
W.S.I.B.		<u>\$10,800.00</u>

Total Uniform Salaries & Benefits	\$742,800.00
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Other Annual Operating Costs

Community Services	\$250.00
Training	\$2,500.00
Criminal Investigations	\$2,000.00
Vehicle Operation Costs	\$12,000.00
Cruiser Purchase	\$0.00
Legal	\$25,000.00
Communication Contract	\$64,000.00
NICHE member dues	\$4625.00
Uniform and Equipment	\$2,500.00

TOTAL OTHER ANNUAL DIRECT OPERATING COSTS	\$112,875.00
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Total Annual Operating Costs	\$855,675.00
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Capital Expenditures (Start-up cost)

Taser	\$3,000.00
Uniform and Equipment	\$4,500.00
Communications (portable radios, & accessories)	\$8,000.00

TOTAL START-UP CAPITAL EXPENSES	\$15,500.00
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\$871,175.00 Start Up and year #1
Year #2 **\$855,675.00**

Capital Expenditures Year #3

Patrol Vehicle with emergency equipment. \$55,000.00 Year #3 **\$910,675.00**

Year #4 **\$855,675.00**
Year #5 **\$855,675.00**

INTRODUCTION

The West Grey Police Service currently provides police service for the Municipality of West Grey. The Police Service has 17 sworn officers, 3 part time officers and one civilian employee. The Service is administered by Chief Robert Martin, Sergeant Jeremy White, Sergeant Mark McComb, Sergeant Neil Campbell and a Records Manager.

The West Grey Police Service provides adequate and effective policing to the community by complying with the Police Services Act and specifically, Ontario Regulation 3/99 compliance relating to Adequacy and Effectiveness of Police Services. The West Grey Police Service is compliant in all aspects of Ontario Regulation 3/99 including:

1. Crime Prevention
2. Law Enforcement
3. Victims Assistance
4. Public Order Maintenance
5. Emergency Response Services
6. Administration and Infrastructure

The West Grey Police Service provides a number of services to the community including:

Sworn Officers:

- Uniform Patrol
- Community Liaison/School Resource Officers
- Firearms Verification Officer
- Training Officers
- Criminal Investigations Branch including Major Case Management
- Domestic Violence Officer
- Scenes of Crime Officers
- Drug Recognitions Officers (DRE)
- Technical Traffic Investigators
- R.I.D.E.
- Commercial Vehicle Inspectors
- Intoxilizer Officers
- Peer Support Team
- Media Relations

Civilian Support Staff

- Data Entry (reports, e-ticketing)
- Front Office Support (assisting citizens at lobby)
- Court Case Management
- NICHE coordinator
- Information Technology (contracted to Owen Sound Police)
- Freedom of Information Inquiries
- Record Checks
- Administrative Support

Policing Needs in Chatsworth

In preparing this proposal for the delivery of police services, the West Grey Police Service would be expected to provide the following complement, exclusively for the purpose of policing within the Township of Chatsworth:

Constables 5.0

The Patrol Sergeants are responsible for Officer In Charge duties and front line supervision for the Township of Chatsworth. Operational/administrative support will be provided through the West Grey Police Service by the Chief of Police and three Sergeants.

Policing services would be delivered in the following manner:

The existing patrol zones in West Grey would be reconfigured and Chatsworth would become a patrol zone. The officers assigned would be available to attend calls for service, community patrol, traffic enforcement and conduct follow-up investigations.

One (1) officer is assigned from the four (4) platoons to service Chatsworth as General Patrol officer, from 6:00-18:00 and 18:00-6:00 hours, 24 hours inclusive.

West Grey Service – Four Platoon Rotating Shift Schedule (current)								
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
I	Days	Days	Nights	Nights	Off	Off	Off	Off
II	Off	Off	Days	Days	Nights	Nights	Off	Off
III	Off	Off	Off	Off	Days	Days	Nights	Nights
IV	Nights	Off	Off	Off	Off	Days	Days	Nights

Full Service model

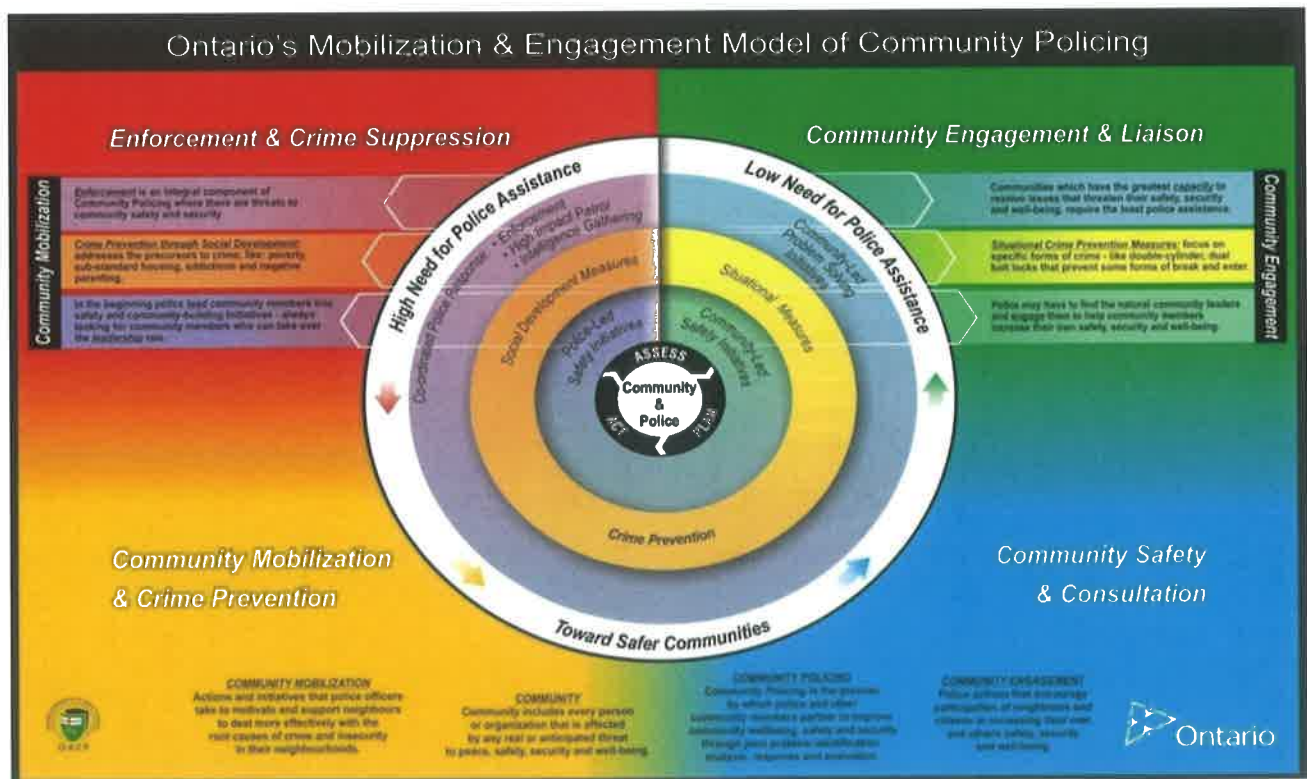
The West Grey Police Service will provide the following community service and civilian support to the Township of Chatsworth as listed below and monetarily provided for as itemized in the Costing Proposal Summary:

- Uniform Patrol
- Community Liaison/School Resource Officers
- Training Officer
- Criminal Investigations Branch including Major Case Management
- Domestic Violence Officer
- Scenes of Crime Officers
- Commercial Vehicle Inspectors
- Media Relations
- Drug Recognition Officers (DRE)
- Technical Traffic Investigators
- R.I.D.E.
- Intoxilizer Officers
- Peer Support Team
- Case Management Special Constable (shared)
- NICHE coordinator
- Information Technology (contracted)
- Freedom of Information Inquiries
- Record Checks in person and on-line
- Administrative Support (provided by Municipality)

GENERAL INFORMATION

Community Service-Community Mobilization

The West Grey Police Service is committed to Community Policing and solving community issues through a collaborative approach with our community networks. Some examples of the West Grey Police Service utilizing Ontario's Mobilization & Engagement Model of Community Policing model are: Grey Bruce Drug Task Force, Sexual Violence prevention protocol, Mental health protocol, Grey Bruce Situation table, TelusWise Social Media Awareness Training and numerous other community based programs. These programs and others would be extended into the new service areas of The West Grey Police Service. Below is a copy of Ontario's Mobilization & Engagement Model of Community Policing.



Budget approval process.

Section 39 of the *Police Services Act* deals with the preparation of estimates by a police services board. These estimates for the operation and capital expenditures of the police service are to be submitted to the municipal council, and are to include amounts required:

- To maintain the police force and provide it with equipment and facilities; and
- To pay the expenses of the police services board's operation, other than the remuneration of board members.

The format for these estimates, the period to be covered, and the timetable for their submission are all determined by municipal council. Once council has reviewed these estimates, they will establish an overall budget for police services. If the police services board is not satisfied with the budget allotment established by council on the grounds that it is not sufficient to maintain an adequate number of police officers or other employees, or to provide the police service with adequate equipment or facilities, it may request a hearing by the Ontario Civilian Commission on Police Services to determine the matter.

The West Grey Police Service complies with the Ontario Association of Chiefs of Police Budget and Financial Management Best Practices when preparing and forecasting the annual budget that includes the following best practices:

Multiyear Forecasting, Reserves and Management of Operating Surplus and Deficit, Wage Increases, Budgeting for Staff Vacancies, Costing Methodology-Additional Staff/Recruits, Establishing Fees and Cost Recoveries and Maximizing Grant Opportunities.

The following criteria/objectives are used to evaluate existing budgets and potential practices:

Is the practice, Effective, Efficient, Sustainable, Accurate, Transparent and Compatible?

Financial reporting

The West Grey Police Service follows a municipal internal policy for the purposes of financial resources reporting.

Insurance

The West Grey Police Service has blanket coverage for all related insurance purposes.

Indemnification

The “Collective Agreement between the West Grey Police Services Board and the West Grey Police Association 2015-2019” outlines the details of indemnification for legal costs.

Transition Period

Any contract for police services entered into between the Township of Chatsworth and the West Grey Police Services Board, with approval of West Grey Council, will be for a period of five (5) years. The commencement of the agreed-upon contract will be established between Chatsworth Council and the West Grey Police Services Board. This proposal does not include the transitional costs of contracting with an alternate police service at the conclusion of five years. These costs would be borne by the Township of Chatsworth (Severance, accrued vacation, sick leave, pension adjustments etc.)

Harmonized Sales Tax

Not applicable

Contract Cancellation or Termination

Description of the provisions for cancellation or termination of the proposed contract: the contract for the provision of police services through the West Grey Police Service would include a clause requiring one year's notice of cancellation:

- If initiated by the municipality;
- If initiated by the police service provider.

Contact Person(s)

The following individuals may be contacted directly for explanation of any information provided in this proposal for police services:

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Chief of Police
West Grey Police Service
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Fax: (519) 469-5474

Labour Relations Issues

Labour relations for municipal police services in Ontario are dealt with in detail under Part VIII of the *Police Services Act*, and the Act includes specific guidelines with regard to the bargaining process and arbitration.

Approach to Public Complaints

Public complaints are guided by Part V of the *Police Services Act* and the Chief of Police is placed in a position of significant authority with respect to these matters in the case of a municipal police service. Part V represents complete and distinct systems for internal disciplinary matters (under Part V) and public complaints (Part VI). The West Grey Police Service is compliant with the O.I.P.R.D. legislation and assigns internal and external investigators dependant to each situation. On average, the West Grey Police Service receives approximately 1-2 O.I.P.R.D. complaints annually. Monthly and yearly reports are presented to the West Grey Police Services Board as required in the Act.

Special Investigations (S.I.U.)

Part VII of the Police Services Act pertaining to Special Investigations sets out The Directors duties to conduct investigations into circumstances of serious injuries or death that may have resulted from criminal offences committed by police officers. The West Grey Police Service is compliant with Part VII of the PSA and has a trained senior officer who is designated as a S.I.U. liaison official. Monthly and yearly reports are presented to the West Grey Police Services Board as required in the Act.

Civilian Governance of Police Services

Section 33 of the *Police Services Act* sets out the provisions for the creation of a joint police services board in two or more municipalities. Any agreement for this purpose requires the consent of the Solicitor General, and, this agreement must be authorized through by-laws of the participating councils. All provisions of the *Police Services Act* that relate to police services boards also apply, with appropriate modifications, to joint boards.

Membership in a joint police services board in areas with a combined population that exceeds 25,000 is as follows:

- Two (2) members of the participating councils appointed by agreement of the participating municipal councils;
- One (1) person appointed by agreement of the participating municipalities who is neither a member of a participating council nor an employee of a participating council; and
- Two (2) persons appointed by the Lieutenant Governor in Council.

The composition of a joint police services board where one municipality is contracting for police services with another municipality may be subject to review by the Ontario Civilian Commission on Police Services (OCCPS). However, if approval were received to constitute a joint board, the West Grey Council and the Chatsworth Township Council could reach an agreement on the appropriate composition for their joint board and seek approval through the Solicitor General's office. Specific details with regard to civilian governance would be included in the contract for the delivery of police services by the West Grey Police Service, following discussions between the two municipalities. The option of an Advisory Panel from Chatsworth Township that the Chief of Police of West Grey reports to and receives community feedback on a monthly basis, consisting of members of the Township of Chatsworth is welcomed, to keep the community informed and ensure open lines of communication. This proposal does not include provision for Chatsworth Police Services Board costs.

LEVEL OF SERVICE

On a more detailed basis, the following provides a breakdown of the specific “performance elements” and “adequacy objectives” in the core function areas. This level of service detail is useful in pinpointing particular areas of emphasis that will define the precise police services identified as important to any given community.

A review of available records from the OPP indicates that there were the following number incidents within the Township of Chatsworth during the years of 2015-2017. Unfortunately the provided occurrences generated are marred by a County reporting model. The numbers provided have allowed the writer to estimate the occurrences per year to generate an estimated yearly call for service volume.

After studying the reports it appears that the Township of Chatsworth calls for service are as follows:

2015: 602 total calls for service

2016: 808 total calls for service

2017: 989 total calls for service

Based on these reported numbers the Township of Chatsworth averages approximately a 24 percent increase in calls for service each year. To be conservative in my estimate of policing needs to answer calls for service, and to leave room for an accurate study after year one, I would estimate the following using the following based on 1240 calls per year in 2018 based on a twenty percent yearly increase.

Provincial statistics have demonstrated that it requires on average, six (6) person hours to respond to and investigate, a typical incident. Research concluded that these statistics can be further refined to indicate that front-line officer time represents 75% (or, 4.5 hours) of that time, while 25% (or 1.5 hours) is taken up with operational support as shift relief factor based on the provincial average was used of 1.4 officers to staff a 24 hours per day, 7 day per week model.

In applying this formula it is possible to estimate the number of front-line officers required for the provision of police services as follows:

1240 (one year average of Chatsworth reported incidents, based on the provided O.P.P. NICHE reports) x 4.5 hours per incident / 1,620 hours per officer x shift relief factor of 1.4 = 4.8 front-line sworn officers. Using the manpower analysis provided the 5 officer proposal is sufficient to cover off the municipality adequate and effectively 24 hours /per day seven days per week.

This is of course an estimate, previously mentioned in this report are service models that include 5 sworn officers. The front line supervision of a Patrol Sergeant is also prorated based on estimates of percentage use based on call volume and population. The presented model will be more than sufficient in providing a preferred level of front line police service to the Township of Chatsworth.

ADEQUACIES AND STANDARDS

Ontario Regulation 3/99 Police Service Act of Ontario

What follows is a brief statement on the five (5) core functions identified in the *Police Services Act*, as critical for the operation and administration of an “adequate and effective” police service in Ontario. Also included are two (2) additional categories, “Leadership and Organization” and “Administration and Infrastructure”.

- **Crime Prevention**

All police services will maintain an ongoing program of relevant initiatives and apply sufficient resources to crime prevention within their community.

- **Law Enforcement**

All police services will conduct and provide for all aspects of law enforcement and criminal investigations in compliance with existing regulations and directives, and in the continuous identification, development and application of best practices in policing.

- **Victims Assistance**

All police services will establish and apply policies and procedures to ensure adequate and effective support and assistance to the victims of crime.

- **Public Order**

All police services will ensure their readiness and capacity to maintain public order in their community.

- **Emergency Response**

All police services will ensure that their community is served by an adequate set of emergency response options and capabilities.

Note:

In certain instances, the Ontario Provincial Police (OPP) is required to provide both provincial and specialized services to municipalities as part of their provincial mandate. This has been confirmed in a memorandum dated November 7th 2005 between the West Grey Police Service and the O.P.P. These services are provided at no cost to municipalities, regardless of whether policing is provided by a municipal police service or by the OPP. Historically the West Grey Police Service has only used the O.P.P. for tactical response and major collision investigation assistance. The last usage for OPP services was 2016.

- **Leadership and Organization**

All police services will continuously seek to apply the best business practices of a police organization and provide for the continued development of quality police leaders.

- **Administration and Infrastructure**

All police services will continuously provide the necessary resources, technologies and management to support the responsible, effective and efficient operations of a public policing organization.

Crime Prevention

- Crime Prevention Initiatives -- Police Service participates in a comprehensive range of crime prevention initiatives appropriate to the needs of the community.
- Community Safety Partnerships -- Police Service actively engages community partners and provides leadership and education to achieve continuous improvement in public safety.
- Problem-Oriented Policing -- Police Service identifies, analyzes, and helps to resolve community safety problems.
- Crime and Call Analysis -- Police Service identifies crime and calls-for-service trends for the establishment of objectives and priorities, strategic deployment of prevention, problem solving, and enforcement initiatives.

The West Grey Police Service is compliant in all aspects of Crime Prevention some of the listed initiatives that are delivered in West Grey and will be extended to the Township of Chatsworth include:

KIDS (Knowledge, Issues, Decisions and Supports)

Internet and Social Media Safety for grades 4 to 8

Bike Safety is aimed at grade 4.

Fraud Prevention lectures - engaging the aging population.

Mental Health Protocol

Grey Bruce Situation Table

Festive / year round R.I.D.E.

2 county traffic co-operative

Commercial Vehicle Safety Enforcement

Law Enforcement

In extending the capacity of the West Grey Police Service to meet the full range of law enforcement needs within its jurisdiction, there are mutual aid agreements in place with other police services. This mutual aid element would be extended to any contracted police services provided to the Township of Chatsworth.

- Criminal Investigation -- Police Service delivers effective criminal investigative services.
- Major Case Management Systems -- Police Service applies Ministry approved case management systems and methods.
- Multi-Jurisdictional Major Crime Case Management -- Police Service effectively participates in the investigation of multi-jurisdictional crimes and occurrences.
- Joint Forces Operations -- Police Service develops and implements effective joint forces operations when required.
- Criminal Intelligence -- Police Service develops and applies timely strategic and tactical criminal intelligence services.

- Investigative Supports-- Police Service ensures the availability and application of a comprehensive range of specialized tools, methods and resources to support the quality of its investigative service.
- Traffic Management and Enforcement -- Police Service has an effective strategy for education, enforcement and engineering that ensures the safe movement of traffic.
- Police Pursuits -- Police Service conducts pursuits in accordance with government guidelines and with a focus on community and officer safety.
- Arrest -- Police Service ensures proper application of the law in arrest, detention and release of charged persons.
- Bail and Violent Crime -- Police Service proceeds lawfully and with due regard to public safety in the detention of violent offenders and the appropriate notifications and required conditions upon their release.
- Searches of Premises – Police Service ensures the safe and effective execution of searches of premises.
- Searches of the Person – Police Service conducts lawful and effective searches of subjects while maintaining respect for individual rights.

The West Grey Police Service is compliant in all areas of Law enforcement. In addition, the West Grey Police Service is attached and represented in the following agencies:

O.F.I.A.- Ontario Forensic Investigators Association

C.I.S.O.-Criminal Intelligence Service of Ontario

P.A.T.-Provincial Anti-Terrorism

Violence Prevention Grey Bruce

Victims Services Grey Bruce Perth

Victims Assistance

- Police Service works effectively with, and provides a sensitive and supportive response to the victims of crime.

The West Grey Police Service utilizes the Grey-Bruce- Perth Victims Services Program and the Victim/Witness Assistance Program.

Public Order Maintenance

- Public Order Units-- Police Service provides units to effectively maintain public order during major incidents and events.
- Police Action at Labour Disputes-- Police Service successfully maintains peace and order in all situations involving labour disputes.
- Community Public Order Patrol -- Police Service ensures ongoing attention to public order through attention to its patrols and patrol area planning.
- Police Service successfully maintains peace and order in all situations involving labour disputes.

The West Grey Police Service utilizes the O.P.P Tactical Response Unit to quell Public Order Maintenance calls for service and utilizes O.P.P. Public Order Unit if required.

Emergency Response

- General Response to Emergencies -- Police Service ensures ongoing capacity to respond to emergencies in its community through its patrols and patrol area planning.
- Disaster Response -- Police Service is an active participant in community emergency planning, and has the ability to effectively fulfill its roles in such situations.

Leadership and Organization

- Business and Operational Planning -- Police Service ensures the timely development and evaluation of performance outcomes and indicators in its business plans on an annual and ongoing basis.
- Corporate Policy Development -- Police Service and all of its members achieve and sustain full compliance with all required policies.

- Leadership Succession -- Police Service provides for the appropriate succession of the leadership and addresses member satisfaction with career development opportunities.
- Human Resources -- Police Service develops and applies a comprehensive Human Resource function to support the needs of the members and the service.
- Supervision of Members -- Police Service ensures that all members are supported by clear and adequate supervision in the performance of their duties.
- Skills Development and Learning -- Police Service responds effectively to the ever-changing internal and external environments through the cultivation of a continuous learning culture and practices.

Administration and Infrastructure

- Business Plan – Every Board shall prepare a business plan for its police service every three years.

The new business planning cycle has just completed our community and internal surveys and a new plan is being prepared.

- Information Technology Planning -- Police Service effectively utilizes information technology to achieve the goals of the police service and to facilitate interconnection with other law enforcement agencies.

The Ontario Police Technology and Information Cooperative group manages a common records management cooperative (NICHE) that is shared by police agencies throughout Ontario including Hanover, Owen Sound, the Ontario Provincial Police and the West Grey Police Service. Each police service maintains their own individual occurrence numbers and are able to run statistical reports for their police service records. At the same time, when a West Grey Police Service officer queries a name, vehicle, location, property, or security; that officer has access to the entire system. The computer-assisted dispatch (CAD) system allows the West Grey Police Service to enter incident calls and to track on-duty officers. The system also provides the capacity to have full access to the Canadian Police Information Cooperative (C.P.I.C.) and PARIS (a vehicle registration system for Ontario). The system allows the West Grey Police Service to add, modify, or delete records from C.P.I.C. through CPIC or the Records Management System (RMS). The RMS offers

full case management, evidence tracking, personnel, and security privileges. Occurrence entries on the system include: persons, charges, full narrative and Crown brief package preparation, property, fraud documents, and cross-referencing to other occurrences. The RMS also allows for accident reports entered as occurrences, and *Provincial Offences Act* tickets can be entered on the system, as well as criminal files complete with a criminal file history.

- Fiscal Management -- Police Service employs effective systems to ensure fiscal accountability and business performance.
- Records Management -- Police Service provides an effective system to manage the proper creation, storage and deletion of all information records.
- Fleet Management -- Police Service provides for the effective management of its fleet services sufficient to meet its operating needs.
- General Marked Patrol Automobiles -- Police Service provides consistency in the recognition and suitability of its marked patrol vehicles. The dedicated Chatsworth patrol vehicle will have "Proudly serving Chatsworth Township" on the rear quarter panel.
- Police Facilities -- Police Service ensures the availability of suitable and appropriate police facilities. Any police facility requested in the Municipality of Chatsworth will be the sole responsibility and cost of Chatsworth.
- Radio Communications -- Police Service provides an effective radio communication system that ensures responsiveness to the public and safety of the police officers.
- Property and Evidence Control -- Police Service applies effective controls and safeguards in the administration and custody of all property and evidence.
- Prisoner Care and Control -- Police Service ensures the proper care and control of prisoners with a view to the safety of the prisoner, the officers, and the public.
- Service Delivery Agreements -- Police Service has the ability to construct and maintain effective and binding agreements with others.

- Media and Public Relations -- Police Service ensures the proper and timely exchange of vital information, and sustains a positive communication climate with the general public.
- Equipment -- Police Service provides for the standardization and uniformity of all equipment issued to police officers.

CONCLUSION

This proposal has been prepared to assist the Township of Chatsworth Municipal Council in making a determination with regard to the delivery of policing services within the Township of Chatsworth. Every effort has been made to present current, accurate data for this purpose. All available statistics have been used in order to provide estimates with regard to direct and associated costs, as well as to provide an adequate and effective level of proactive and reactive policing services to the Township of Chatsworth in accordance with its stated needs.

Representatives of the West Grey Police Service will be available to answer any questions or concerns with regard to this proposal and we look forward to the opportunity of explaining our costing proposal at your convenience.